Local Disaster Management
Interim Guidelines

STATE DISASTER MANAGEMENT GROUP

Queensland Government

CONTENTS

Authorisation

The Local Disaster Management Guidelines have been developed by Emergency Management Queensland, Department of Community Safety, in accordance with the *Disaster Management Act 2003*.

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

John Bradley
Chair
State Disaster Management Group

Date: 22 August 2011

Foreword
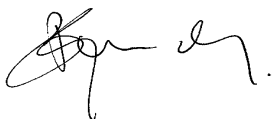
The review of the Queensland Disaster Management Arrangements conducted in 2009 affirmed local government and Local Disaster Management Groups as the cornerstone of disaster management in Queensland. This bottom-up approach to disaster management was reflected in changes made to the *Disaster Management Act 2003* and articulated in the State Disaster Management Plan in December 2010.

Following these changes, in 2010-2011 Queensland experienced a season of unprecedented weather events including wide ranging floods, one of the largest and most powerful cyclones in our history and sweeping monsoonal rains. Throughout these challenging times the role of local groups has been reinforced as the foundation of disaster management in supporting communities to prepare for, respond to and recover from disasters.

As the authority responsible for managing events in their area, local government must be supported to continue this vital task and ensure that disaster planning is contemporary, relevant and effective. To ensure ongoing effectiveness local planning should embrace the main principles of disaster management as outlined in the State Disaster Management Plan: a comprehensive, all hazards, all agencies approach which identifies risks, recognises local disaster management capability and the importance of a prepared, resilient community.

These interim guidelines, and their associated suite of planning tools available on the Disaster Management Portal, have been developed in collaboration with key stakeholders to assist local government establish and govern a Local Disaster Management Group, and develop and implement effective disaster management plans.

In the spirit of continuous improvement, further consultation on the guidelines will be conducted with local governments and key stakeholders early in 2012. This ongoing process will capture lessons learned through previous events, and over the upcoming season, to ensure the document is a practical resource for local government to fulfil their disaster management responsibilities to the communities of Queensland.

Bruce Grady
Assistant Director General
Emergency Management Queensland

Aim

The aim of the Local Disaster Management Guidelines is to support local governments to develop a community-specific disaster management system, including governance arrangements, a Local Disaster Management Plan and supporting plans, using the comprehensive approach to disaster management.

Part I of the Guidelines – Policy and Governance – will assist Local Disaster Management Groups to identify and document roles and responsibilities of individuals and entities involved in disaster management groups and outline the necessary governance arrangements to meet the requirements of the *Disaster Management Act 2003*.

Part II of the Guidelines – Planning and Preparation – contains information, templates and planning tools designed to support local governments 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, local governments, the Local Government Association of Queensland (LGAQ), State Disaster Coordination Group member agencies and Local Disaster Management Group (LDMG) 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: Policy and Performance Branch

Postal Address: GPO Box 1425
                    BRISBANE QLD 4001

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

Version control of these Guidelines is managed by the EMQ Operations Policy 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 Operations Policy Unit.

Section	Amendment	SDMG Approval Date

Information for Users

Important information in this document is emphasised with this symbol

Various appendices are attached to the document to assist readers.
- Appendix 1 provides a list of disaster management acronyms used within this document and throughout the wider disaster management community;
- Appendix 2 is a glossary explaining the definition of common disaster management terms;
- Appendix 3 provides a list of disaster management readings which will assist the reader in broadening their knowledge of disaster management and provide detailed information for disaster management planning; and
- Appendix 4 provides a list of supplementary legislation.

A suite of templates and sub-plan guides have also been developed to assist with disaster management planning and are mentioned throughout the document. These tools are available for access through the Queensland Disaster Management Portal (DM Portal). The DM Portal can be accessed at www.disaster.qld.gov.au in the 'Disaster web and social media links' section. Further information on the DM Portal, including how to obtain access, is available at section 4.5 of these Guidelines.

PART I: POLICY 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) including:

- Establishment of disaster management groups for the State, disaster districts and local government areas;

- Detailing planning requirements at each level;

- Maintaining the role and operations of the State Emergency Service (SES) and establishment of Emergency Service Units; and

- The conferring of powers on selected individuals and groups.

Queensland's whole-of-government disaster management arrangements are based upon partnerships between government, government owned corporations, non-government organisations, commerce and industry sectors, and the local community. These arrangements recognise each level of the QDMA must work collaboratively to ensure the effective coordination of planning, services, information and resources necessary for comprehensive disaster management.

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
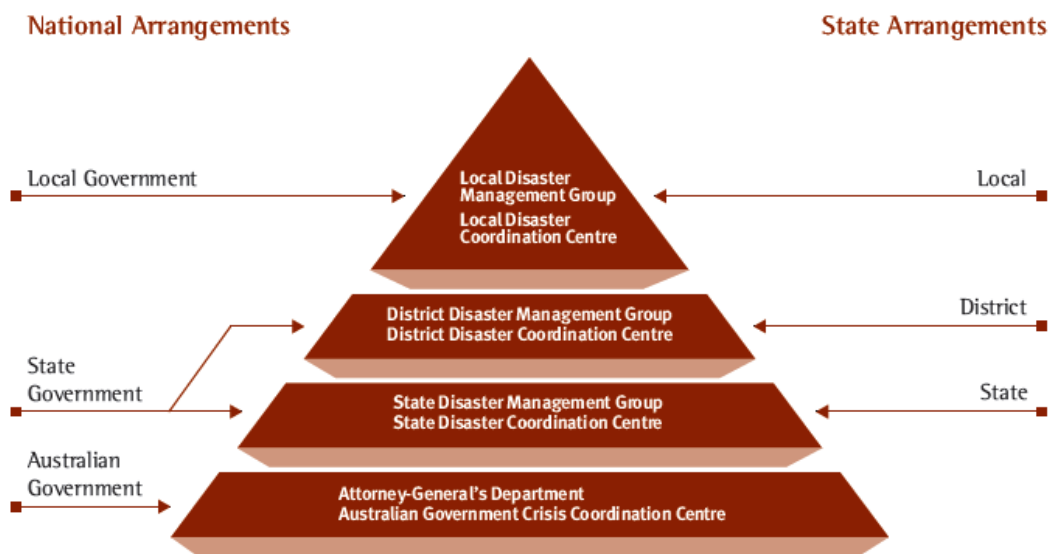
The principal structures comprising the QDMA are:

- Local, district and State disaster management groups responsible for the planning, organisation, coordination and implementation of all measures to mitigate, prevent, prepare for, respond to and recover from disasters.

- Local, district and State coordination centres to support disaster management groups in coordinating information, resources and services necessary for disaster operations.

- State government functional lead agencies through which the disaster management functions and responsibilities of the State are managed and coordinated.

- State government hazard-specific primary agencies responsible for the preparation of plans for, and management of, specific hazards.

2. Principles of Disaster Management

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.

These main principles are underpinned by a number of supplementary principles.

   a) a risk management approach to managing disasters;

   b) effective planning;

   c) a scalable, flexible structure;

   d) continuous improvement;

   e) coordination, collaboration and consultation;

   f) information management and communication;

   g) timely activation and pre-emptive operations; and

   h) use of appropriate legislation.

Detailed information relating to these supplementary principles is provided in the State Disaster Management Plan (SDMP) available at www.disaster.qld.gov.au

2.1.   The Comprehensive Approach

Section 4A of the Act provides that disaster management in Queensland should be planned according to the four phases of the comprehensive approach – prevention, preparation, response and recovery. The use of this approach ensures a balance between the reduction of risk and the enhancement of community resilience whilst ensuring effective response and recovery capabilities.

The four phases (PPRR) are not discrete, but rather they overlap and support one another. The four phases of the comprehensive approach are:

- Prevention: the taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of an event;
- Preparedness: 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;

- Response: the taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support;
- Recovery: the taking of appropriate measures to recover from an event, including the action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment.

2.2. The All Hazards Approach

The all hazards approach assumes that the functions and activities applicable to one hazard are most likely applicable to a range of hazards. This approach allows for a general, not specific, approach to the delivery of services. It does not, however, affect the need for specific plans and arrangements for identified hazards and risk that require specific technical capability or authority to effect or direct a response.

2.3. The All Agencies Approach

The all agencies approach recognises that no single agency can prepare for and deal with the disruption to community life and infrastructure that can result from a disaster. Agencies have a responsibility for ensuring an understanding of the QDMA and contribute to the arrangements by giving effect to their legislation, as relevant to an event. It is, however, necessary for a lead or primary agency to coordinate the activities of the large number of organisations and agencies involved as these can be drawn from across all levels of government, non-government and private sectors.

Further information on the roles and responsibilities of agencies in respect to disaster management, including hazard specific arrangements and the disaster management functions essential to managing the consequences of events and their impact can be found in the SDMP.

2.4. Local Disaster Management Capability

Local level capability is recognised as the frontline of disaster management. Section 4A of the Act provides that local governments should primarily be responsible for managing events in their local government area. This is achieved through the establishment of one disaster management group under s. 29 of the Act for each city, shire, Aboriginal shire or regional council.

2.5.   A Prepared, Resilient Community

The awareness, preparedness and resilience of communities involve all individuals taking a share of the responsibility for activities before, during and after disaster events. Disaster resilience is significantly increased by proactive planning and preparation for the protection of life, property and the environment through an awareness of threats, associated risks and local disaster management arrangements. A high level of community resilience will reduce vulnerability and reliance on response agencies and results in individuals and the community embracing and assisting those who are unable to provide for themselves. Local governments can help foster community organisations and encourage individual and family participation in building disaster resilience through community education and engagement.

So what does a disaster resilient community look like? The Council of Australian Governments (COAG) recently endorsed the National Strategy for Disaster Resilience that describes the common characteristics of disaster resilient communities, individuals and organisations. This document is available at www.coag.gov.au

3. 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. The SPF:

- Establishes the primary objectives for disaster management;

- Aligns with and supports Queensland government priorities; and

- Sets the direction for delivery of enhanced community safety and sustainability outcomes.

The SPF also supports the COAG resilience based approach to natural disaster policy.

The SPF is based on eight elements which are consistent with national and international best practice in disaster management:

- research;

- policy and governance;

- risk assessment;

- mitigation;

- preparedness;

- response;

- relief and recovery; and

- post-disaster assessment.

The SPF is reviewed and evaluated regularly to ensure consistency with national initiatives, Queensland government priorities and disaster management strategies. Key performance indicators will be monitored and reported annually to the SDMG to assess the progress of the implementation of the SPF.

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

	Local Disaster Management Groups should note the requirement under s. 57 of the Act for a Local Disaster Management Plan to include provision for the SPF.

4. Queensland Disaster Management Levels

4.1. Local Level

Section 80 of the Act outlines the functions of a local government:

- To ensure it has a disaster response capability;

- To approve its local disaster management plan; and

- To ensure information about an event or a disaster in its area is promptly given to the District Disaster Coordinator (DDC).

A 'disaster response capability' for a local government means the ability to provide equipment and a suitable number of persons, using the resources available to local government, to effectively manage, or help another entity to manage, an emergency situation or a disaster in the local government area.

According to s. 57 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.

Section 4A of the Act provides that District Disaster Management Groups (DDMGs) and the SDMG should provide local governments with appropriate resources and support to help local government carry out disaster operations.

4.1.1. Local Disaster Management Groups

The functions of a LDMG as outlined in s. 30 of the Act are:

- To ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management in the State;

- To develop effective disaster management, and regularly review and assess the disaster management;

- To help the local government for its area to prepare a local disaster management plan;

- To identify, and provide advice to the relevant district group about support services required by the local group to facilitate disaster management and disaster operations in the area;

- To 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;

- To manage disaster operations in the area under policies and procedures decided by the State group;

- To provide reports and make recommendations to the relevant district group about matters relating to disaster operations;

- To identify, and coordinate the use of resources that may be used for disaster operations in the area;

- To establish and review communications systems in the group and, with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens; and

- To ensure information about a disaster in the area is promptly given to the relevant district group.

The Mayor, or another councillor of the local government, should be appointed Chair of a LDMG. The Chief Executive Officer, or another employee of the local government, should be appointed as the Local Disaster Coordinator (LDC).

In accordance with s. 31 of the Act, local governments may, with the approval of the Minister for Police, Corrective Services and Emergency Services (the Minister) and the DDC for the relevant disaster district in which the local governments are situated, agree to unite for the purpose of establishing a single LDMG.

4.1.2. Local Disaster Coordination Centres

Local Disaster Coordination Centres (LDCCs) are established to operationalise LDMG decisions, plan and implement strategies and activities on behalf of the LDMG during response to a disaster event. The centre should have the capability to receive and manage information from the public, coordinate local resources and information, identify tasks where extra resources are needed and pass information and requests to the District Disaster Coordination Centre (DDCC).

4.1.3. Combined Local Governments

Under s. 31 of the Act, local governments may combine for the purpose of establishing a LDMG. Approval must be provided by the Minister and the relevant DDC. A template for requesting approval is available on the DM Portal.

4.2. District Level

4.2.1. District Disaster Management Groups

District Disaster Management Groups provide whole-of-government planning and coordination capacity to support local governments in disaster operations. DDMGs are led by a Chair, who is also the DDC, appointed by the Commissioner, Queensland Police Service (QPS). DDMGs are comprised predominantly of representatives of those State agencies responsible for the hazards and functions of disaster management outlined in the SDMP. DDMGs coordinate district level whole-of-government support and provide resource gap assistance to disaster affected communities, when requested by 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.

Section 47 of the Act enables the DDC, in consultation with the chair of the LDMG, to give a LDMG a written direction about the performance of the group's functions. This direction may be given verbally when it is not practical to give written direction.

During operational activities, the LDMG reports to the DDMG through Situational Reports (SITREPS). The frequency for the provision of SITREPS by the LDMG to the DDMG is dependent on the nature of the event and the advice of the DDC.

During operations, a LDMG may approach the DDMG regarding:

- Requests for assistance;

- Consideration of the declaration of a disaster situation; or

- Consideration of the activation of disaster relief funding arrangements.

Typically, this contact is via a formal request from the LDCC to the DDCC.

4.2.2. District Disaster Coordination Centres

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

4.2.3. Local Government Member

Close partnerships between the DDMG and LDMGs are supported through a representative of each LDMG in the district being appointed as a member of the DDMG. Local government appointments to the DDMG are in accordance with s. 24 of the Act. Within each disaster district, each local government or combined local government must appoint a separate person to act as their representative on the DDMG. As soon as practicable after a local government or combined local government appoint a representative they must advise the Chief Executive of the Department of Community Safety and the Chairperson of the relevant DDMG of the appointment. A template to provide this advice is available on the DM Portal.

4.2.4. Queensland Disaster Districts

Figure 2: Queensland Disaster Districts
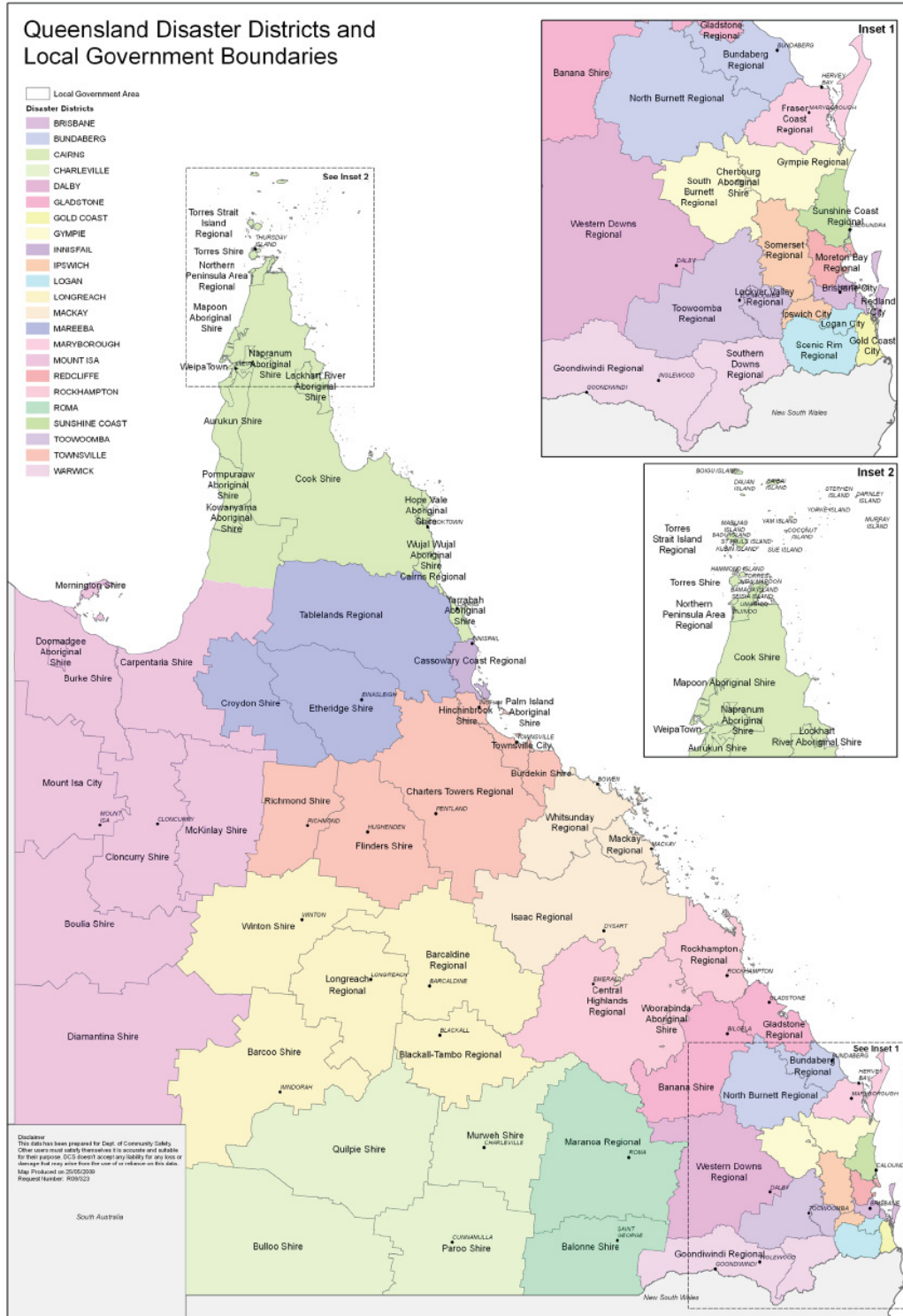
4.2.5. Local Disaster Management Groups by Disaster District

Table 1: Local Disaster Management Groups by Disaster District

Disaster District	Local Disaster Management Groups			Size of District - km2 (approx)
Brisbane	Brisbane	Redlands		1,860
Bundaberg	Bundaberg	North Burnett		26,102
Cairns	Aurukun Cairns Cook Hope Vale Kowanyama	Lockhart River Mapoon Napranum Northern Peninsula Pormpuraaw	Torres Torres Strait Weipa Wujal Wujal Yarrabah	134,045
Charleville	Bulloo Murweh	Quilpie	Paroo	229,458
Dalby	Dalby			37,938
Gladstone	Banana	Gladstone		39,012
Gold Coast	Gold Coast			1,332
Gympie	Cherbourg	Gympie	South Burnett	15,299
Innisfail	Cassowary Coast			4,684
Ipswich	Ipswich	Somerset		6,462
Logan	Logan	Scenic Rim		5,206
Longreach	Blackall-Tambo Barcaldine	Barcoo Longreach	Winton	240,121
Mackay	Isaac	Mackay	Whitsunday	90,124
Mareeba	Croydon	Etheridge	Tablelands	133,482
Maryborough	Fraser Coast			7,102
Mount Isa	Boulia Burke Carpentaria	Cloncurry Diamantina Doomadgee	McKinlay Mornington Mount Isa	394,774
Redcliffe	Moreton Bay			2,033
Rockhampton	Central Highlands	Rockhampton	Woorabinda	78,537
Roma	Balonne	Roma		89,815
Sunshine Coast	Sunshine Coast			3,120
Toowoomba	Lockyer Valley	Toowoomba		15,221
Townsville	Burdekin Charters Towers Flinders	Hinchinbrook Palm Island	Richmond Townsville	147,789
Warwick	Southern Downs	Goondiwindi		26,374

.Source: Department of Environment and Resource Management Digital Cadastral Database 2009.

4.3.   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.

Key State level committees include:

- State Emergency and Security Council (SESC);

- State Disaster Management Group (SDMG);

- State Disaster Coordination Group (SDCG);

- State Disaster Mitigation Committee (SDMC); and

- State Recovery Group (SRG).

Coordination centres supporting these committees include:

- State Crisis and Communications Centre (SC3); and

- State Disaster Coordination Centre (SDCC).

Further information on disaster management arrangements at the State level is available in the SDMP available at www.disaster.qld.gov.au

4.4.   Australian Government Level

At an Australian government level the Attorney-General's Department is the responsible agency for coordinating assistance to States and Territories. The Australian Government Crisis Coordination Centre (CCC) coordinates the Australian whole-of-government response to disaster events.

Further information on disaster management arrangements at the Australian government level is available in the SDMP available at www.disaster.qld.gov.au

4.5.   Queensland Disaster Management Portal

The DM Portal is a disaster management communication and knowledge management tool available to stakeholders of Queensland's disaster management community. The DM Portal is a secure website, accessible only to registered users. Access is given on a case by case basis, according to the individual's involvement in the QDMA.

The DM Portal is an interactive site and members of the QDMA community are encouraged to contribute information.

The range of on-line services provided by the DM Portal includes:

- announcements;

- event Calendars;

- contact lists;

- on-line documents and forms;

- disaster management templates and sub-plan guides; and

- discussion forums.

These Local Disaster Management Guidelines, along with each of the suggested templates and sub-plan guides are available for stakeholders to download from the 'Publications and Guidelines' section of the DM Portal. Electronic versions of the templates are also available upon request from your LDMG EMQ representative.

LDMG members may also register for access to their Regional DM sub-portal. For more information on regional sub-portals LDMG members should contact the EMQ representative on their LDMG.

	An LDMG should ensure that it has access to the DM Portal via one or more of its members.
	To register for access to the DM Portal go to www.disaster.qld.gov.au in the 'Disaster web and social media links' section.
	Following login to the DM Portal, to access templates and sub-plan guides go to the 'Publications and Guidelines' section accessed at the top left of the portal home page.

5. Local Disaster Management Groups

5.1.   Establishment and Functions

LDMGs are established by local governments under s. 29 of the Act. In accordance with s. 30 of the Act, a LDMG has the following functions for its area:

Table 2: Legislated Functions of Local Disaster Management Groups

Function	Description
(a) to ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State;	Ensure local disaster management arrangements are consistent with the eight elements of the SPF.
(b) to develop effective disaster management, and regularly review and assess the disaster management;	Local disaster management arrangements are to be developed consistent with the Act, the SPF, the SDMP and any guidelines. Local arrangements should be subject to annual internal review and external assessment and should be tested annually by exercise or operational activity.
(c) to help the local government for its area to prepare a local disaster management plan;	Development of disaster plan and sub-plans for the local government area that mitigates against the identified risks outlines roles and responsibilities of agencies and includes a comprehensive, all-hazards, all agencies and prepared communities approach.
(d) to identify, and provide advice to the relevant district group about, support services required by the local group to facilitate disaster management and disaster operations in the area;	Support services identified and communicated to the DDMG to inform district level planning.
(e) to 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;	Ensure community education and awareness programs include local hazards and their potential impact, local arrangements, mitigation strategies, and promote self-reliance and build resilience.
(f) to manage disaster operations in the area under policies and procedures decided by the State group;	Ensure disaster operations are managed in accordance with the SPF, the SDMP and any guidelines.
(g) to provide reports and make recommendations to the relevant district group about matters relating to disaster operations;	LDMG representation on the DDMG will provide avenue for regular communication, reporting and recommendations.

Function	Description
(h) to identify, and coordinate the use of, resources that may be used for disaster operations in the area;	Identify those resources that will be required and are accessible within the local area. A gap analysis and contingencies are implemented to ensure the shortfall can be accessed from outside the local area, by request to the disaster district.
(i) to establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens;	Establish, test and maintain communications systems, including redundancy systems, to ensure communication can be maintained during a disaster event.
(j) to ensure information about a disaster in the area is promptly given to the relevant district group;	Establish and maintain clear information reporting arrangements with the DDMG for use during disaster operations.
(k) to perform other functions given to the group under this Act;	Performance of other functions as delegated within the Act.
(l) to perform a function incidental to a function mentioned in paragraphs (a) to (k).	Performance of other functions which are required to be undertaken in support of the listed function.

5.2.   Terms of Reference

Local Disaster Management Groups 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 suggested Terms of Reference as provided or may amend it to meet the needs of the individual local group.

5.3.   Membership

Local group members are appointed in accordance with s. 33 of the Act. It is suggested that LDMG membership consists of representatives appointed by position who are deemed to have the necessary expertise or experience and delegation authority in assisting with a comprehensive, all hazards, all agencies approach to disaster management.

LDMG membership includes:

- Chairperson (must be a councillor) appointed by the relevant local government under s. 34 of the Act;

- Deputy Chairperson (recommended to be a councillor) appointed by the relevant local government under s. 34 of the Act;

- Local Disaster Coordinator (recommended to be the Chief Executive Officer of the local government) appointed by the relevant local government under s. 35 of the Act;

- Person nominated by the Chief Executive, Department of Community Safety (DCS), normally the responsible Area Director from EMQ appointed by the relevant local government under s. 33 of the Act; and

- Other persons appointed by the relevant local government under s. 33 of the Act which may include:

  - Council representatives;

  - Local emergency services – SES, Queensland Ambulance Service (QAS), Queensland Fire and Rescue Service (QFRS), QPS;

  - Non-government organisations such as welfare organisations or community groups;

  - Other representatives as identified by the local government's functional requirements.

Local governments should consider the persons and organisations that should be represented on the LDMG, having regard to effective disaster management. This representation is expanded further in s. 5.3.1 below.

Appointments under the Act can be made to a person or by position (see section 24A(e) of the *Acts Interpretation Act 1954).* It is strongly recommended that appointments be made by position which eliminates the need to make a new appointment when a change in personnel occurs. However, where a position title changes a new appointment will be required.

5.3.1. Disaster management functions

In addition to the legislated members of the group, LDMGs 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 Annexure C of the SDMP are:

- building and engineering services;

- communications services;

- electricity, fuel and gas supply;

- emergency supply;

- health services;

- public information;

- transport systems;

- warnings;

- economic recovery;

- environmental recovery;

- human-social recovery; and

- infrastructure recovery.

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

5.4.   Member Responsibilities

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

- Attend LDMG 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 LDMG activities to ensure that plans, projects and operations use the full potential of their agency or function, while recognising any limitations;

- Are appropriately positioned within their agency to be able to commit agency resources to LDMG normal business activities; 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.

Local Disaster Management Group members should maintain a state of readiness for activations by:

- Maintaining current contact registers for LDMG members;

- Maintaining copies of the Local Disaster Management Plan (LDMP) 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; and

- Being appropriately positioned within each agency to be able to commit agency resources to LDMG operational activities;

- Participating in disaster management exercises and training opportunities.

In order to be effective during operations, LDMG member administration and activation processes should include:

- Immediately informing their agency of the LDMG's activation and reinforcing their role as the designated single point of contact between the LDCC and their agency;

- Maintaining a close liaison with all members of the LDMG including participating in briefings/meetings of the LDMG and operating from the LDCC as required;

- When possible, assessing the likelihood of extended operations and the possible need to implement LDMG 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.

5.5.   LDMG Executive

The LDMG executive comprises the Chairperson, Deputy Chairperson and the LDC, each position having specific legislated functions under the Act.

5.5.1. Chairperson

In accordance with s. 34 of the Act the relevant local government should appoint a Chairperson to the LDMG. The Chairperson must be a councillor of a local government. The functions of the Chairperson are to:

- Manage and coordinate the business of the group;

- Ensure, as far as practicable, that the group performs its functions; and

- Report regularly to the relevant district group and the Chief Executive DCS about the performance by the group of its functions.

In accordance with s. 41 of the Act the Chairperson is to preside at LDMG meetings.

5.5.2. Deputy Chairperson

In accordance with s. 34 of the Act the relevant local government should appoint a person to be the Deputy Chairperson to the LDMG. Section 41 of the Act provides that the Deputy Chairperson is to preside at LDMG meetings if the Chairperson is absent from the meeting. It is recommended that the Deputy Chairperson is also a councillor of the local government.

5.5.3. Local Disaster Coordinator

In accordance with s. 35 of the Act the LDMG Chairperson must, after consultation with the Chief Executive DCS, appoint in writing the local government's Chief Executive Officer or another suitable employee as LDC. A template advising of the appointment of LDC is available on the DM Portal.

The person appointed as a LDC needs to have necessary and appropriate disaster management expertise or experience to successfully perform the role.

The functions of the LDC in accordance with s. 36 of the Act are to:

- Coordinate disaster operations for the local group;

- Report regularly to the local group about disaster operations; and

- Ensure, as far as practicable, that any decisions of the local group about disaster operations are implemented.

5.5.4. Local Recovery Coordinator

The LDMG may determine that it is necessary to appoint a Local Recovery Coordinator (LRC) to coordinate recovery at the local level.

The LRC is appointed by the Chair LDMG, after consultation with the Chair of the SRG and may be appointed pre-emptively.

The person appointed as the LRC may not be the same person appointed as the LDC. The LRC and LDC should liaise regularly during disaster operations.

The role of a LRC, where appointed, is to chair the local recovery group, liaise with functional lead agency representatives, and work with identified agencies and the

community to assist the LDMG to develop a recovery sub-plan and coordinate the recovery strategy during disaster operations.

5.5.5. Secretariat

Each LDMG may wish to appoint a Secretariat to administer the governance of the group.

The Secretariat is not a legislated position, therefore should be appointed by the Executive Team as an appropriate person to undertake administrative functions on behalf of the LDMG.

A Secretariat may provide support to the LDMG including:

• Managing legislative requirements relating to administration and meetings;

• Managing the LDMG meeting cycle and associated responsibilities including monitoring action items and resolutions;

• Maintaining member contact details in accordance with information privacy principles;

• Managing information, record keeping, decision making and administrative requirements; and/or

• Monitoring member induction and training records.

The Secretariat reports to the LDMG Executive Team in the performance of this support function.

> Changes to the LDMG Executive Team, either permanent or temporary for more than a two week period, should be advised via written notification to the relevant DDC and the Chief Executive DCS. Templates for permanent and temporary changes are available on the DM Portal. 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

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5.6.   Advisors to the LDMG

The LDMG may invite participants from a range of entities, such as industry and community organisations to participate in the business of the group in an advisory capacity as required.

It is suggested that the list of LDMG advisors is regularly reviewed to reflect current local government priorities and the disaster management arrangements for the local government area. Whilst advisor input is considered by members in their decision making, meeting resolutions will only be carried by member consensus and advisors will not be included in the calculation of a quorum.

Where it is important that an advisor has full voting rights, the LDMG should consider whether to appoint the person as a member under s. 33 of the Act.

It is recommended that contact details for advisors are maintained, updated and treated the same as member details in order to be prepared for operational and post-operational activities.

5.6.1. Observers

On occasions the LDMG may be approached by interested parties to observe LDMG activities. This is at the discretion of the Chairperson and/or LDC.

If attending LDMG meetings, observers must be noted on the meeting minutes. The LDMG should also ensure that meeting deliberations are appropriate to be observed by a person who is not an appointed member of the group or an advisor to the group.

5.7.   LDMG Sub-Groups

LDMGs may have cause to create sub-groups on occasions, whether permanent or temporary, to assist the disaster management group with its business. An example of this may be a Local Recovery Group, an evacuation project team, or a sub-group formed to deal with a particular issue relating to that local government area.

In these circumstances, the creation of a sub-group must be passed as a LDMG meeting resolution. Terms of Reference should be established to give clear guidance on the establishment, role and function, required outcomes and conduct of business of the sub-group.   All sub-groups should be required to provide the LDMG with regular written status updates at LDMG meetings.

It should also be noted that any decisions made or actions taken by or on behalf of these sub-groups should be endorsed by the LDMG during normal business, or during disaster operations by the LDMG or LDC, to ensure the validity of decisions under the Act.

5.8.   Membership records

Each LDMG 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:

- full name;
- designated position title;
- department/organisation or agency name;

- work address;

- business and after hours telephone numbers (both landline and mobile); and

- email address.

Depending on the requirements of the LDMG, the provision of a home telephone number may be considered optional, however may be useful if members are required urgently in case of a disaster event.

Templates to collect and store LDMG member contact details, for agencies to advise the LDMG of a change to their member and to develop a membership register are available on the DM Portal.

In accordance with the Information Privacy Principles contained in Schedule 3 of the *Information Privacy Act 2009,* when collecting personal information from LDMG members, all reasonable steps must be taken to ensure that the information collected is:

- Relevant to the purpose for which it is collected;

- Accurate, complete and up to date; and

- Protected against loss, unauthorised access, use, modification or disclosure.

All reasonable steps must also be taken to ensure the individual is aware of:

- The purposes for which the information is collected; and

- The entities to which the information may be disclosed.

Members must note that information collected must only be disclosed to persons outside the LDMG with the member's permission. Members should also be informed that the LDMG will be required to continue to keep current personal information for the purposes of disaster management.

Each time membership details change, the LDMG Secretariat should update the member register showing current LDMG membership details only. If an individual is no longer associated with a LDMG the personal information relating to that individual collected by the LDMG must be deleted or disposed of in an appropriate manner, or modified so the identity of the individual is not evident.

When the LDMG member register is altered, an updated copy should be distributed to all current LDMG members and the relevant DDC. If the alteration relates to a member of the Executive Team of the LDMG it is also important that the SDCC is advised to maintain currency of contact details in case of a disaster event.

	Under s. 37 of the Act local governments are required to at least once a year give written notice of LDMG membership to the Chief Executive DCS and the relevant DDC. This information can be provided via formal correspondence, email advice and/or as an annexure to the LDMG Annual Status Report to the DDMG.

5.9.   Induction

In Queensland, EMQ is responsible for disaster management training to provide personal development to individuals involved in the QDMA. The training has been developed according to the Queensland Disaster Management Training Framework which outlines training packages that are required or recommended for stakeholders to support the effective performance of their disaster management roles.

Training provided under the Framework encompasses the disaster management arrangements, the processes, potential hazards, functions and activities that underpin disaster management and disaster operations.

LDMG members are required to undertake a LDMG Member Induction as soon as possible following appointment. This will normally be conducted by the LDC and the EMQ member on the group.

Inductions are also required for the LDMG positions of LDC and LRC. These inductions should also be undertaken as soon as possible following the appointment of officers to these positions.

The Queensland Disaster Management Training Framework is available on the DM Portal and further information on the Framework and disaster management training can be obtained from the EMQ member on the LDMG.

6. Business and Meetings

In accordance with s. 38 of the Act, the LDMG may conduct its business, including its meetings, in a way it considers appropriate.

6.1.   Meeting Types

Ordinary – a meeting which is scheduled and convened on a regular basis at an agreed time (set by the Chairperson). Ordinary meetings are used to address the general business of the group.

Extraordinary – a special meeting convened by the Chairperson in response to an operational event. An event would generate its own meeting file for audit purposes. Meeting minutes, attendance sheets and resolution statements must be included in the event file.

6.2.   Times and Places

Section 39 of the Act outlines that at least two ordinary meetings of a LDMG should be held each year, at a time and place decided by the Chairperson. The Chairperson of the LDMG must call a meeting of the group if asked, in writing, to do so by the relevant DDC or by at least half of the LDMG members.

Ordinary Meetings – meeting details for the coming year should be endorsed as a resolution at the last meeting of the year.

Extraordinary Meetings – extraordinary meetings are convened as required and individual members are advised of the extraordinary meeting date, venue and time by a nominated person.

6.3.   Quorum

A quorum is required in order for meeting resolutions to be officiated. Local Disaster Management Group members are required to achieve quorum, which, in accordance with s. 40 of the Act, is equal to one-half of its members holding office plus one, or when one-half of its members is not a whole number, the next highest whole number. For example, if the LDMG comprises 14 members, a meeting is deemed to have achieved quorum if eight LDMG members are present.

An attendance sheet is to be completed at the commencement of each LDMG meeting to record member attendance and ensure the meeting has a quorum. This attendance sheet also forms part of the meeting minutes.

If it is anticipated that a scheduled meeting will not achieve quorum, the Chairperson may:

- Proceed with the meeting – allow members to participate remotely using technology (see s. 6.3.1 below);

- Proceed with the meeting – endorse any proposed resolutions via a flying minute (see section 6.5 'Flying minute');

- Reschedule the meeting – preferred if there are proposed agenda items requiring discussion or endorsement;

- Cancel the meeting – whilst not the preferred option, subject to legislative requirements regarding minimum annual meetings the Chairperson may cancel a meeting if the proposed agenda items can be held over until the next scheduled meeting; or

- If the meeting is cancelled or rescheduled, progress the business via a flying minute – this option allows progression of any urgent agenda items whilst not requiring a physical meeting of the LDMG.

A template for recording record of attendance at LDMG meetings is available on the DM Portal.

6.3.1. Member attendance at meetings

Local Disaster Management Groups are encouraged under s. 42 of the Act to hold meetings, or allow members of the group to take part in its meetings, by using any technology that reasonably allows members to hear and take part in discussions as they happen. Accordingly, members may attend meetings via teleconference or video conference if appropriate. A member who takes part in a LDMG meeting via teleconference or video conference is taken to be present at the meeting and should be marked on the attendance sheet.

6.3.2. Member non-attendance at meetings

If a member continually does not attend LDMG meetings it is suggested that the LDMG Executive Team meet with the member to discuss the ongoing non-attendance at LDMG meetings. A formal record of LDMG 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.

6.3.3. 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. A template for a member of a LDMG to appoint a person as their deputy is available on the DM Portal.

The deputy may attend a group meeting in the member's absence and exercise the member's functions and powers under the Act at the meeting. A deputy attending a group meeting is to be counted in deciding if there is a quorum for the meeting.

(i)	In identifying a deputy, a LDMG member must acknowledge that the nominated person has the necessary expertise or experience to perform the functions associated with LDMG membership. A template for the appointment of a deputy is available on the DM Portal.

6.4.   Presiding at Meetings

Under s. 41 of the Act the Chairperson of the LDMG is to preside at all meetings at which the Chairperson is present. If the Chairperson is absent from a meeting, the Deputy Chairperson is to preside.

If both the Chairperson and the Deputy Chairperson are absent:

- A member nominated by the Chairperson is to preside;

- If the Chairperson has not nominated a member, a member nominated by the Deputy Chairperson is to preside;

- If both the Chairperson and Deputy Chairperson offices are vacant, a member chosen by the members present is to preside.

6.5.   Flying Minute

Section 42 of the Act allows for resolutions to be made by the LDMG, even if not passed at a LDMG meeting, if a majority of the members provide written agreement to the resolution and if notice of the resolution is given under procedures approved by the LDMG.

A flying minute may be used to progress business of an urgent nature in the instance where convening a meeting of the LDMG is not practicable.

Some guidelines for the use of flying minutes are:

- A flying minute should detail necessary background on the matters being raised and should clearly articulate recommendations for LDMG members' consideration;

- The flying minute should contain a section for members to complete and indicate whether they agree or disagree with the proposed resolution;

- A LDMG briefing paper on the issue should accompany the flying minute endorsement schedule, as it provides in-depth information on the matter which is being considered;

- A LDMG agenda listing the item/s should also be attached;

- As flying minutes are only used for urgent business, they may be conducted via email; and

- Proposed resolutions passed by members via a flying minute are to be included for ratification on the next ordinary LDMG meeting agenda.

Templates for LDMG flying minute, LDMG briefing paper and LDMG agenda are available on the DM Portal.

6.6.   Meeting Agenda

Individual local government areas may be geographically diverse and members may have to travel a considerable distance to attend a LDMG meeting. Therefore it is imperative that agenda items raised at an ordinary meeting reflect the goals and aims of the LDMG. To ensure this occurs, all proposed agenda items should be documented on a meeting brief and submitted to the Secretariat for vetting by the Chairperson prior to the distribution of the agenda and meeting papers.

The suggested timeframe for a meeting cycle is that a call for agenda items should be made by the LDC or Secretariat one month prior to the scheduled meeting. Members should then be provided with a two week period to provide agenda items, allowing time for the Secretariat to collate them. The Chairperson or the LDC may also request a LDMG member provide a meeting brief or a noting brief regarding a particular issue which the Chairperson or LDC feels should be addressed at a LDMG meeting.

A LDMG meeting agenda template and LDMG meeting checklist template are available on the DM Portal.

Figure 3 shows the suggested LDMG meeting cycle. LDMGs may amend this as required to suit the timings of their meetings.

Figure 3: LDMG Meeting Cycle

LDMG Meeting Cycle

4 weeks prior to meeting: Secretariat sends to members: draft agenda, previous meeting minutes, resolution statement, agency report template & calls for agenda items.

2 weeks prior to meeting: Members forward any Agenda items, accompanying papers for meeting and their agencies completed report to LDMG Secretariat

1 week prior to meeting: Collated agenda papers are distributed to LDMG members (via email or DM Portal)

LDMG meeting held

1 week after meeting: Draft meeting minutes / resolution statement distributed by LDMG Secretariat to LDMG members

2 weeks after meeting: LDMG member feedback for draft meeting minutes / resolution statement due to LDMG Secretariat

6.6.1. Order of business

For an ordinary meeting of the LDMG, the standard order of business detailed on the agenda, unless otherwise advised, is generally:

1. welcome and apologies;

2. minutes, resolution statement and business arising from previous meeting;

3. presentations or training

4. agenda Items raised for discussion by members;

5. agency briefs from members – by exception;

6. inward/outward correspondence;

7. other business;

8. next meeting.

Agenda item meeting briefs may include issues or topics such as:

•   LDMG priorities for the next 12 months;

•   local government issues;

•   agency issues or initiatives;

•   update on agency functional plans;

•   planning;

•   risk assessment;

•   presentations or training;

•   financial reports;

•   relief and recovery assistance measures.

In the case of an extraordinary meeting the Secretariat should obtain advice from the Chair or LDC to structure an agenda that focuses primarily on the situation for discussion. An extraordinary meeting agenda may be amended to align with the following:

1. welcome and apologies;

2. current situation overview;

3. agency reports (by exception);

4. communication strategy;

5. priorities and further action (if any);

6. other business;

7. future meetings.

6.6.2. Meeting papers

There are two types of meeting papers:

- **Meeting Briefs** – used to raise an agenda item at an ordinary meeting. The brief should clearly articulate the issue being raised and detail recommendations for LDMG consideration. This ensures members are across the issue prior to the meeting to the point where discussion can be held regarding the required resolution.

- **Noting Briefs**– Noting briefs are for information only and should not contain recommendations other than that the members note the brief. They are used to update LDMG members on the status of key initiatives, projects, and for local government, departmental or agency status updates.

  It is expected that members will read the noting briefs prior to attending the meeting as these briefs are not raised during the meeting unless further discussion is required.

A template suitable for both meeting and noting briefs is available on the DM Portal.

6.6.3. Member status reports

Written member status reports on behalf of the member agency are used to update other LDMG members on the status of the member agency's disaster management initiatives, projects, training, community awareness, disaster management plans, operations or contact information. This information assists the LDMG to evaluate the status of the disaster management and disaster operations for the local government area. Member status reports would be provided at LDMG meetings by exception.

A template for a LDMG member status report is available on the DM Portal.

6.6.4. Distribution of papers

Meeting papers should be distributed to members at least one week prior to a meeting. Distribution will include a copy of the meeting agenda, previous meeting minutes, meeting briefs and noting briefs (and any associated attachments) and member status reports. Members should ensure they have read the meeting papers prior to attendance at the meeting and have a good understanding of what is expected of them to assist the flow of the meeting agenda in a timely manner.

6.6.5. Presentations and training

LDMGs are encouraged to have at least one presentation or training session at each ordinary meeting. It is recommended that presentations / training should be between 10 to 30 minutes, depending on the amount of LDMG business included on the agenda.

If the presenter intends on distributing documents / material at the meeting they should be advised in advance of the number of attendees to ensure they bring enough copies for all appointed members.

It is requested that any documents, maps, plans and/or presentations which will be handed out during the session be provided to members attending via teleconference / video conference prior to the meeting, to enable them to participate.

6.6.6. Meeting minutes

It is a requirement under s. 43 of the Act that a disaster management group keep minutes of its meetings.

The LDMG meeting minutes should provide a summary of key discussion points and resolutions. It is important to remember that the minutes may be subject to public scrutiny under the *Right to Information Act 2009*.

It should be noted in the meeting minutes whether or not a quorum was established at the meeting. The meeting attendance sheet should then be attached to the back, as it forms part of the meeting minutes 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 LDMG meeting Minutes template which could be used for both ordinary and extraordinary meetings is available on the DM Portal.

6.6.7. Resolutions

In order for LDMG 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. This can occur even if the resolution is not passed at the meeting, i.e. via a flying minute.

In order to ensure that resolution requirements are met, the LDMG can conduct its business in numerous ways:

- Via meeting where a quorum is achieved:

  o Meeting resolutions are passed by a majority of members at the meeting;

  o Resolutions are communicated to members via meeting minutes;

  o Members are asked to endorse the meeting minutes in writing via email to the LDMG Secretariat (email must be received from the appointed member's email address to be counted towards quorum).

- Via meeting where a quorum is not achieved:

  o Proposed resolutions are identified at the meeting;

  o Proposed resolutions are communicated to members via a flying minute;

  o Members are requested to endorse the flying minute via signature and return to the LDMG Secretariat.

6.6.8. Resolution statement

In addition to meeting minutes, the LDMG Secretariat should produce a resolution statement. The purpose of this document is to provide a running log of actions undertaken and an audit trail through to the acquittal of those resolutions.

Prior to each ordinary meeting of the LDMG, members will be requested to:

- Review the current resolution statement (distributed with meeting papers);

- Provide (where applicable) a status update advising of any actions undertaken with regards to the resolution.

To capture any actions as a result of discussion outcomes a resolution statement should be documented. For example:

- The LDMG decision in relation to *<XYZ>* is to *<<insert the action required and the responsible position/person/s>>*;

- The LDMG decision is that this matter will be dealt with out-of-session and the LDMG member/s *<<XYZ>>* will *<<insert what the members are required to do>>*. The outcome of this resolution will be reported back to the LDMG at the next meeting.

The resolution will remain active on the resolution statement until such time that it has been acquitted (e.g. all required actions have been undertaken), when it will be removed from the resolution statement and recorded on the LDMG resolution register.

An example of a LDMG Resolution Statement is available on the DM Portal.

6.6.9. Resolutions register

For governance purposes, a register detailing each resolution passed by the LDMG including necessary details of actions undertaken to acquit the resolution should be kept. This provides an easy reference document and a historical record of past LDMG resolutions.

An example of a LDMG Resolutions Register is available on the DM Portal.

6.6.10. Correspondence register

In order to assist with tracking of LDMG correspondence, both inwards and outwards, it is suggested that a LDMG Correspondence Register is kept. This allows for all members to be aware of any correspondence that concerns the LDMG, and will assist with the information flow and decision making of the LDMG.

An example of a LDMG Correspondence Register is available on the DM Portal.

6.7. Annual Reporting

LDMGs play an integral part in the disaster management of the State and it is important that they have input into the SDMG annual reporting process. LDMGs are required to complete a status report at the end of each financial year and provide the completed report to the relevant DDC. LDMGs may contact the EMQ member on the group for advice and assistance in the completion of the status report. A template for LDMGs to develop a disaster management status report is available on the DM Portal.

The DDMG will compile the DDMG Annual Report by incorporating information provided in the LDMG status reports. The SDMG receives the DDMG Annual Reports at the end of July each year. The reports are then reviewed to ensure disaster management groups are meeting their legislative requirements and incorporated into the SDMG annual reporting process. The SDMG is required under s. 44 of the Act to prepare an annual report about disaster management in the State following each financial year. SDMG Annual Reports are publicly available at www.disaster.qld.gov.au and on the DM Portal.

6.8.   Records Maintenance

Records management is an activity targeting preservation of evidence of actions, decisions and important communications by creating, keeping and maintaining records of these actions, decisions and communications. Public records are protected by the *Public Records Act 2002* and maybe subjected to public scrutiny under the *Right to Information Act 2009*.

A public record is a file providing evidence of actions, decisions, activities and functions of a disaster management group. This can include internal or external correspondence, for example letters, emails, memos, reports, minutes, agendas, complaints, contact with the community, other agencies etc. LDMGs must ensure that these records are complete, authentic, reliable, inviolate and usable.

The LDMG must comply with the legal, evidentiary and financial requirements (including lawful and accountable disposal of records) when managing LDMG records. The Queensland State Archives *General Retention and Disposal Schedule for Administrative Records* requires outlines the requirements for retaining documents in accordance with the *Public Records Act 2002*.

The Schedule and further information for LDMGs, including managing records during disaster events, can be obtained at www.archives.qld.gov.au in the section "Services to Government".

6.9.   Letterhead

As LDMG business is conducted on behalf of the relevant local government or combined local governments, the relevant local government/s letterhead and logos should be used for all LDMG business.

PART II: PLANNING AND PREPARATION

7. Local Disaster Management Planning

7.1.   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. It should be viewed as an ongoing process that aligns to corporate and strategic planning cycles.

Effective disaster management planning requires the integration of:

- **Plan Development** – enables agreements and provides a record of commitments between people and organisations to meet community needs during disasters;

- **Disaster Risk Assessment** – consideration of the likely effects of hazardous events and the measures by which they can be minimised;

- **Mitigation** – taking steps to reduce the impact of disaster events;

- **Community Awareness** – awareness undertaken pre-event to create empowered, sustainable and resilient communities;

- **Training and Exercises**– developing capability through the acquisition and testing of knowledge, skills and competencies;

- **Response** – functions and actions required for effective event response;

- **Recovery** – functions and actions required for effective event recovery; and

- **Review and Assessment** – ensure consistency with higher level policy and accurately reflect hazards and risk levels.

A typical disaster management planning process may follow the diagram in Figure 4. The environment, the population, the assessed risks and the capabilities of the LDMG 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.

Figure 4: Disaster management planning process

- Determine authority to plan
- Establish Local Disaster Management Group
- Conduct hazard & risk assessment
- Determine responsibilities
- Analyse capabilities
- Develop arrangements & systems
- Document the disaster management plan
- Test the disaster management plan
- Review the disaster management plan
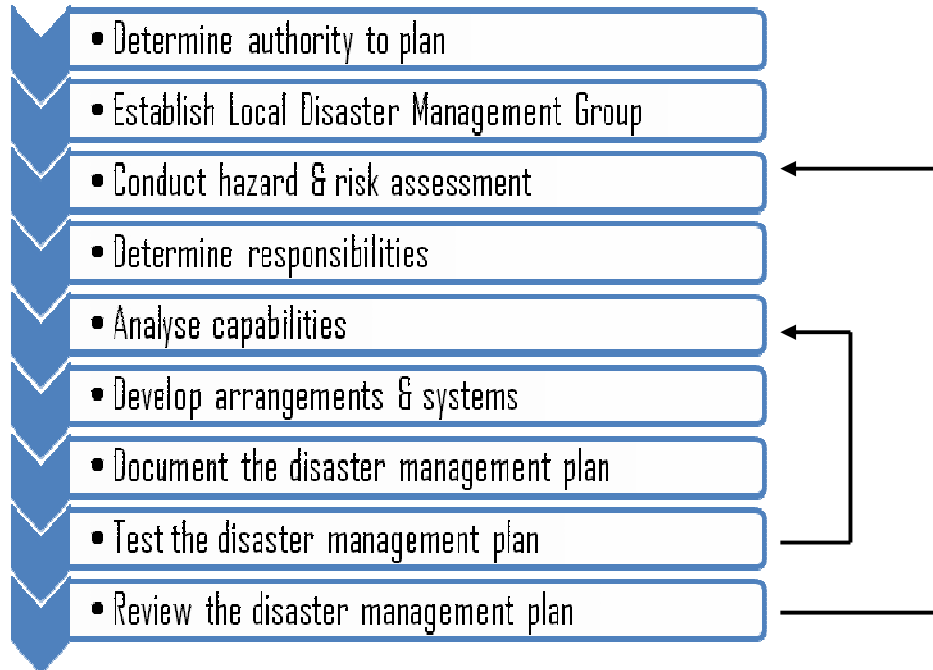
8. Local Disaster Management Plan

In accordance with s. 58 of the Act, the LDMP must be consistent with the Local Disaster Management Guidelines and other associated Guidelines which form part of the QDMA. Under s. 59 the LDMP may be reviewed, or renewed when the local government considers it appropriate, however, the effectiveness of the plan must be reviewed at least once a year.

A LDMP should be developed in conjunction with stakeholders in the local area to outline the potential hazards and risks that are relevant to that area. It should outline steps to mitigate the potential risks as well as response and recovery strategies, should it be required. A LDMP should have information pertaining to all aspects of the comprehensive approach to disaster management for the local government area.

A copy of the LDMP must be available in written or electronic form for inspection, free of charge, by members of the public at the local government's head office and at other places the CEO of the local government considers appropriate. This may include making the LDMP available on the local government website.

The local government must give a person a copy of the plan if requested, however an appropriate fee that is no more than the reasonable cost incurred of providing a copy may be charged. The appropriate fee is decided by the Chief Executive Officer of the local government.

8.1.   Rationale

The rationale for the development of a LDMP is to:

- Increase the safety and sustainability of the local community;
- Reduce or eliminate risk to the community and community infrastructure;
- Inform disaster management responses at district and State levels;
- Be consistent with emergent best practice disaster management issues;
- Promote effective liaison between local government and other agencies involved in disaster management; and
- Ensure compliance with the Act.

8.2.   Benefits

In addition to the legislative requirement for the LDMP, developing a LDMP will:

- Ensure there is a consistent approach to disaster management in the local area;

- Create an auditing tool for disaster management functions;

- Demonstrate a commitment to the safety of the community;

- Ensure there is a central coordination of disaster management information for the local area;

- Demonstrate mitigation efforts and accountability for the purposes of eligibility for available funding;

- Minimise the impact of the disaster event; and

- Reduce community consequences following an event.

8.3.   Content

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

According to s. 57 of the Act, a LDMP must include provision for:

- The State SPF and local government policies for disaster management;

- The roles and responsibilities of entities involved in disaster operations and management in the area;

- The coordination of disaster operations and activities performed by these entities;

- Events that are likely to happen in the area;

- Strategies and priorities for disaster management for the area;

- The matters stated in these Guidelines as matters to be included in the plan; and

- Other matters about disaster management the local government considers appropriate.

A generic template for developing a LDMP is available on the DM Portal.

8.4.   Hierarchy of Disaster Management Plans

Figure 5: Hierarchy of Disaster Management Plans

Strategic Policy Framework ⇒	**State Disaster Management Plan**
Disaster Management Planning Guidelines ⇒	**District Disaster Management Plans**
Disaster Management Planning Guidelines ⇒	**Local Disaster Management Plans**
Queensland Disaster Management Doctrine ⇒	**LDMG Sub-Plans**
	Individual Agency Response Plans
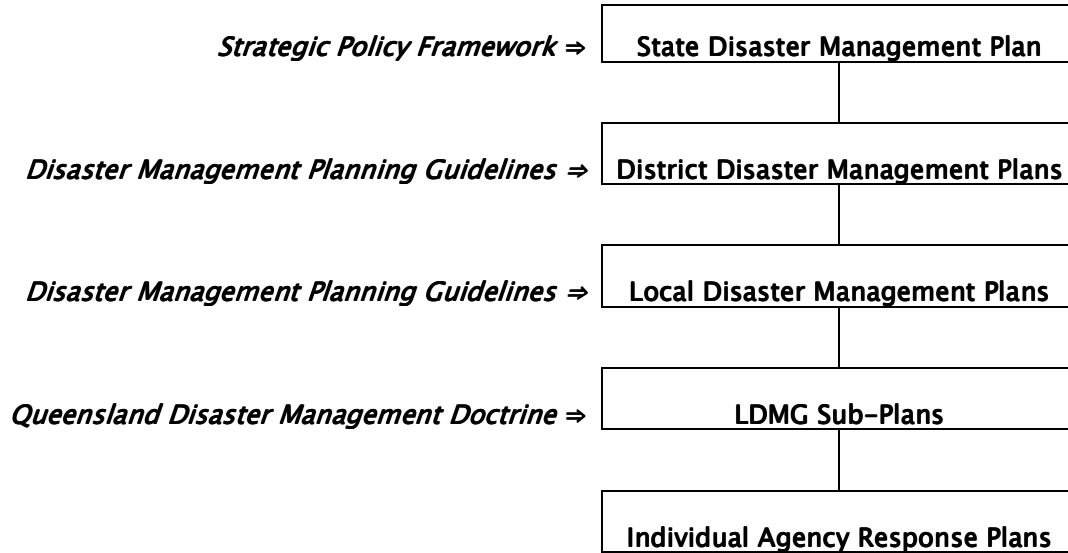
8.5.   Structure

The following figure shows the structure of a LDMP. Subsequent sections of these Guidelines will provide further advice and information on each component.

Figure 6: Local Disaster Management Plan Structure
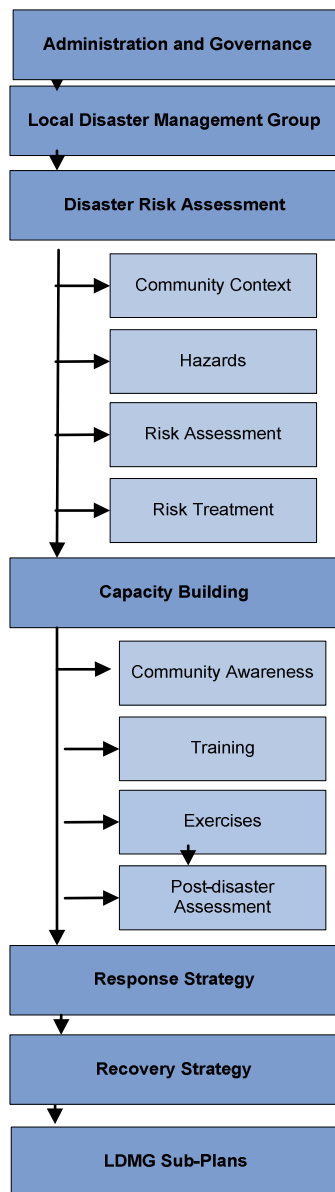
8.6.   Administration and Governance

This section of the LDMP should outline in detail the administration and governance arrangements for the LDMG. This information should include all aspects of the plans and processes the LDMG 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;

- LDMG terms of reference;

- Statement of compliance with legislation, guidelines and strategic policy framework;

- 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).

8.7.   Local Disaster Management Group

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

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;

- 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 LDMG 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 LDMG sub-groups; and

- Details of any agreements or memorandums of understanding between member agencies or between the LDMG 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 LDMG, including primary responsibility against disaster management functions, are outlined in the SDMP which can be accessed at www.disaster.qld.gov.au

8.8.   Disaster Risk Assessment

Disaster risk assessment is the process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards or other criteria.

Disaster risk assessments determine community vulnerability through the identification and examination of hazards to identify risk, analysis of the risk to evaluate the likelihood and consequence of a disaster occurring and analysis of the evaluation to identify treatment options. These assessments allow for the targeting of mitigation, preparation, recovery and resilience actions to achieve safer and more sustainable communities.

In order to understand types of hazards and their associated risks to the local government area the LDMG must develop an understanding of:

- The local community characteristics through an environmental scan;

- Hazards that may impact within the local government boundary and those which may impact across boundaries, including the associated risks;

- The probable consequences of the risk, and the likelihood that it will have a detrimental impact;

- Treatment options and the capacity of the LDMG to implement these options.

	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. The standard is available at www.saiglobal.com

8.8.1. Community context

To commence the risk assessment process an understanding of the community context should be obtained. This can be done by mapping community characteristics as outlined in table 3. The characteristics to be considered will depend on the nature of the area being described and care should be taken to ensure considerations are kept at the local level, factoring both present and potential characteristics of the community profile.

Table 3: Community Characteristics

CHARACTERISTIC	DETAILS
Geography	The physical environment and location of the area including boundaries, major geographic features, vegetation, general land-use patterns and proximity to hazards.
Climate and weather	The climate and seasonal weather patterns for the area including projected impacts of climate change. Refer to www.climatechange.qld.gov.au for further information.
Population	Population statistics including distribution and growth, general demographics, cultural, religious and language considerations, socioeconomic status and mobility.
Vulnerable people	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 to these populations and their carers.
Community preparedness	Determine the various levels of community preparedness and identify potential barriers to preparedness.
Industry	Predominant industry type/s, and the facilities associated with each industry.
Critical infrastructure	Locations of critical infrastructure including government buildings and facilities, major roads, rail and airports.
Essential services	Significant electricity, gas, water, sewerage or telecommunications infrastructure.
Hazardous sites	Sites that produce or store hazardous materials that, by content and/or location pose a potential risk.
Public buildings, spaces and events	Significant public buildings or mass gathering locations, such as major shopping centres or stadiums.
Proposed future development	Proposed urban or infrastructure developments.
Neighbour relationships	Key elements of neighbouring areas, including potential risks across boundaries, that may influence or impact arrangements.

8.8.2. Risk identification

In a disaster management context identification of hazards, both natural and non-natural, form the basis for risk identification. A hazard is a source of risk or a situation with a potential to cause loss. It is important that the LDMG is cognisant of the hazards that may impact the local area and the potential risks posed by the impact of these hazards. The LDMG should also acknowledge and consider the impacts and effects of hazards to and from bordering local government areas.

Depending on the type of hazard, examples of associated risks may include death or injury, property, social, economic and environmental damage.

Descriptions of hazards 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 4: Examples of Natural and Non-Natural Hazards

Natural Hazards	
Meteorological	• Cyclone • Storm tide • Severe weather • Bushfire • Flood
Geological	• Earthquake • Landslip and/or debris flow • Erosion (with or without a disaster event) • Tsunami
Biological	• Epidemic human disease • Animal and/or plant disease • Insect and vermin plague
Non-Natural Hazards	
Human-caused	• Terrorism • Bombing • Arson • Sabotage of essential services • Information technology virus/significant compromise • Major transport incident
Technological	• Failure of critical infrastructure • Hazardous materials accident • Dam failure • Aeronautical and/or space debris • Transport related mechanical failure

A complete and rigorous risk identification process, including the identification of all possible hazards which may affect the area and the resulting risks, should be undertaken with input from all LDMG members to ensure a rigorous process.

The LDMG should undertake the risk assessment based on the *Australian/New Zealand AS/NZS ISO 31000:2009 Risk management – Principles and guidelines.* Assistance can also be sought from the appropriate DDMG. Results should be displayed in a Local Risk Register. A template for a Local Risk Register is available on the DM Portal.

8.8.3. Risk analysis and evaluation

Risk analysis is the process whereby a LDMG will decide which identified risks require treatment and which will be accepted or tolerated.   During this process LDMGs should also identify the most appropriate treatments based on the level of risk and the resources and options available to the LDMG.

The process of risk analysis includes evaluating the source and possible consequences of the risk, and the likelihood that those consequences will occur. This can be achieved through the use of a risk matrix. The consequence of the risk is mapped against the likelihood that it will occur, which provides a risk rating. LDMGs can then decide which levels of risk they will treat, and which they will accept. For example, extreme, high and moderate risks may be treated, while low risks may be accepted and no further action taken.

Figure 7 gives an example of a simple risk matrix that LDMGs may use to measure the consequence and likelihood of a risk, and identify the level for each identified risk.

Table 5: Sample Risk Matrix

	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	**Moderate**	**High**	**Extreme**	**Extreme**	**Extreme**
Likely	**Low**	**Moderate**	**High**	**Extreme**	**Extreme**
Possible	**Low**	**Low**	**Moderate**	**High**	**Extreme**
Unlikely	**Low**	**Low**	**Moderate**	**High**	**High**
Rare	**Low**	**Low**	**Moderate**	**Moderate**	**High**

8.9.   Disaster Risk Treatment

Once risks in the local government area have been identified, analysed and evaluated, the LDMG can identify appropriate strategies to treat each risk.   The LDMG should populate the Local Risk Register and develop a strategy in the form of a Local Risk Treatment Plan that identifies preferred treatment options, responsibilities and timeframes for implementation.

Examples of risk treatments are:

- Avoid the risk through changes to decision making;

- Transfer the risk through the identification of ownership and associated responsibility;

- Mitigate the risk through implementing strategies to decrease the impact of the risk; or

- Accept the risk through insurance or implementing business continuity management strategies.

8.9.1. Disaster mitigation

Disaster mitigation is a risk treatment which outlines means taken in advance of, or after a disaster to decrease or eliminate its impact on communities, the economy, infrastructure and the environment. The implementation of appropriate and targeted mitigation initiatives can offer more sustainable cost savings to communities and government in the event of a disaster.

Mitigation efforts can reduce the consequences of events, even if they fall short of preventing an event from happening directly. Depending on the chosen strategies initiatives should work towards reducing the financial and social costs to communities over time, improving the built environment, and reducing impact on, and damage to, the natural environment.

Examples of mitigation strategies may include:

- Design improvements to infrastructure or services;

- Public awareness programs designed to prepare communities for events;

- Resilience activities including partnership building and engagement between sectors; or

- Community education to promote an understanding of hazards, their behaviour and local response arrangements.

The development of mitigation strategies should flow from analysis of the LDMG Risk Register and there should also be a clear link to the member organisations which form

part of the LDMG to ensure that each risk and strategy are coordinated and managed by the most appropriate entity.

Natural Disaster Resilience Program

The Natural Disaster Resilience Program (NDRP) is a joint Australian and Queensland government funded competitive grant program aimed at mitigating disaster risk and building community resilience. The NDRP vision is "to reduce Queensland communities' vulnerability to natural hazards by supporting regional councils and other stakeholders to build community resilience".

Further information on the NDRP, including submission requirements and deadlines, is available at www.communitysafety.qld.gov.au/ndrp

8.9.2. Residual risk

Through the application of the risk assessment process outlined in *ISO 3100:2009,* there will be instances where the LDMG identifies that the application of treatment options at the local level will not be adequate and residual risk remains requiring further assistance. Transferring all or part of this risk through risk sharing is an available treatment option. The application of risk sharing at the local level would involve the transfer or sharing of the risk with neighbouring LDMGs or the relevant DDMG or other stakeholders.

To ensure the appropriate management of the sharing of risk, it is important that the LDMG consults with entities suitable for sharing the risk, ensures that appropriate agreements are in place and documents and notifies these entities of the details when this is nominated as a treatment option.

8.10.   Risk management resources

Further resources on the phases of disaster risk management to assist LDMGs in developing a Local Risk Register and a Local Risk Treatment Plan are:

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

- The Australian Emergency Manual Series available at www.ema.gov.au

- The Queensland Treasury publication *"A Guide to Risk Management"* available at www.treasury.qld.gov.au

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

8.11.   Capacity Building

Capacity is a combination of the capability and the resources available to the LDMG 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 local requirements.

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

Figure 7: Continuous Improvement Process
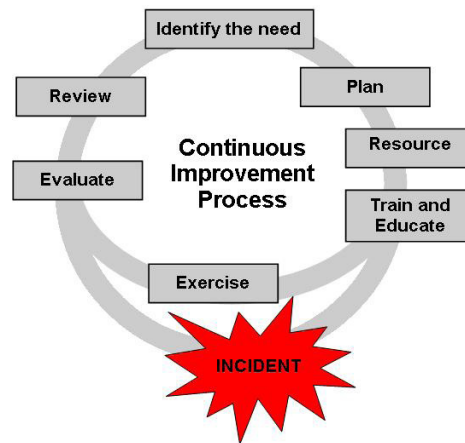
As depicted in figure 7, the implementation and delivery of training and exercises are critical elements in the continuous improvement of disaster management capacity building.

8.11.1.   Community awareness

LDMGs and DDMGs have a joint responsibility to ensure their community is as prepared and resilient for potential events as available resources will allow. It is important to acknowledge that hazards and community characteristics may be similar across local government and media broadcast areas will routinely overlap local government boundaries. In recognition of these facts, LDMGs should identify opportunities for consistent messaging, joint programs and commonalities in conjunction with the relevant DDMG.

The LDMG can also add to community awareness by identifying and consulting on consistencies and inconsistencies across local, district and State boundaries. Local government areas that border on State boundaries may wish to coordinate consistent community awareness programs with their jurisdictional neighbours.

LDMGs should develop a community awareness program targeted at addressing the specific needs of local communities through:

- community awareness events;

- joint projects and opportunities for community engagement; and

- social marketing projects.

8.11.2.   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. Training and education can provide the knowledge, skills and attitudes required to address the issues of disaster management through prevention, preparedness, response and recovery. Furthermore, training is important in ensuring that all agencies can seamlessly integrate their arrangements and contribute to effective and coordinated disaster operations.

Training for disaster management stakeholders is undertaken in accordance with the Queensland Disaster Management Training Framework which outlines available training courses and the intended stakeholders. The Framework encompasses the arrangements themselves, the processes, functions and activities that underpin disaster management and disaster operations.

As one of the activities undertaken to maintain or enhance capability under the QDMA, the Act provides a legislative requirement for EMQ to ensure that persons involved in disaster operations are appropriate trained.   It is also the responsibility of all stakeholders with disaster management and disaster operations roles to undertake the training relevant to their role as outlined in the Queensland Disaster Management Training Framework.

Each LDMG should regularly assess training needs and develop a LDMG Training Program in consultation with the EMQ member on the LDMG. Where possible, this training program should maximise opportunities for joint training between LDMGs and other groups involved in the QDMA.

The Queensland Disaster Management Training Framework is available on the DM Portal and further information on the Framework and disaster management training can be obtained through the EMQ member on the LDMG.

8.11.3. Exercises

An exercise is a controlled, scenario driven, objective based activity used 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 LDMG and member agencies to enhance capacity and contribute towards continuous improvement.

Section 59 of the Act requires that the effectiveness of a LDMP must be reviewed at least once a year. The conduct of exercises is one mechanism the group may use to achieve this requirement.

The LDMG should develop an exercise program to reinforce training and maintain the disaster management capabilities of the group. More frequent, smaller exercises can be as effective as conducting one large exercise.

Conducting the exercise

The LDMG should consider exercising:

- Processes within the LDMG (e.g. activation, communications, decision making);
- Disaster management activities (e.g. coordination centre management, resupply, evacuation);
- Interactions between LDMGs and with the DDMG; and
- Response arrangements for specific hazards (e.g. influenza pandemic, animal or plant disease).

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;
- 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 operational stress in a controlled environment.

Evaluating the exercise

At the conclusion of an exercise it is important that debriefs are conducted to capture issues and areas for improvement. It is recommended that the LDMG consider the implementation of both hot debriefs, conducted immediately following participants' involvement in the exercise and a more detailed After Action Review, conducted within a few days of the exercise, allowing participants time to provide a more considered view of the exercise.

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. Details to be provided to the Exercise Planning and Control Teams to inform future exercises.
2. Response to the scenario – the exercise review should identify recommendations for future action and improvement addressing the issues identified. Recommendations should be documented within an Exercise After Action Review Report and consider improvements to planning, response and recovery procedures, gaps in capacity requiring further training and/or exercise, and improvements to the community awareness plan.

8.11.4.   Post disaster assessment

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 assessments 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 capability.

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

1. 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.

2. 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.

A Post Disaster Assessment Report is to be completed in partnership with EMQ to provide an overview of the lesson identified following an event and importantly recommendations for improving disaster management.

Recommendations may include:

- QDMA or district level issues for referral and consideration by the DDMG;
- Issues for resolution by the LDMG;
- Advice for improvements to local disaster management arrangements.

8.12.   Response Strategy

The LDMP should include an all hazards response strategy to enable potential impacts and the consequences of disaster events to be addressed through the development of a flexible and scalable approach.

When developing this section of the Plan, the LDMG should remain cognisant of the realistic response capability of the LDMG and event parameters that the LDMG considers are within their ability to address.

8.12.1.   Warning notification and dissemination

Warning products issued by the Bureau of Meteorology include, but are not limited to, severe weather warning, tropical cyclone advice and tsunami warning.   The LDC can also request, through their EMQ member on the LDMG, an Emergency Alert campaign to be delivered via landline and text messages to potentially affected constituents.

The LDMG has an important role in ensuring the notification and dissemination of warnings to members of the LDMG and elements of the community that may fall under the responsibility of LDMG member agencies.

It is important that the LDMG has an established notification and dissemination process prepared, documented within the LDMP, 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 tsunami.

The process for the notification and dissemination of warning products is not a function dependent on the activation of the LDMG; rather it should be the automatic responsibility of LDMG Executives and members, regardless of the status of activation of the LDMG.

For further information on warnings see the section on Public Information and Warnings Sub-Plan in section 9 of this document and also refer to the Emergency Alert Operational Guidelines available at www.disaster.qld.gov.au

8.12.2. Activation of response arrangements

Timely activation of the LDMG 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. The activation of the QDMA may either be bottom up or top down. Bottom up activations escalate up through the disaster management arrangements where the LDMG 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 QDMA are activated using an escalation model based on the following levels:

- Alert – 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.

- Lean forward – An operational state 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 and prepared but not activated.

- Stand up – An operational state where resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.

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

The movement of disaster management groups through this escalation phase is not necessarily sequential, rather is based on flexibility and adaptability to the location and event. Activation does not necessarily mean the convening of the LDMG, rather the provision of information to group members regarding the risks associated with a pending hazard impact.

The four levels of activation, as defined in the SDMP, are shown in table 5. For further information on activation of response arrangements see Activation Sub-Plans at section 9 of these Guidelines.

Table 6: Local Disaster Management Group Response Activation Levels

	Triggers	Actions	Communications
Alert	▪ Awareness of a hazard that has the potential to affect the local government area	▪ Hazard & risks identified ▪ Information sharing with warning agency ▪ LDC contacts EMQ ▪ Initial advice to all stakeholders	▪ Chair and LDC on mobile remotely
Lean Forward	▪ There is a likelihood that threat may affect local government area ▪ Threat is quantified but may not yet be imminent ▪ Need for public awareness ▪ LDMG is now to manage the event	▪ EMQ and LDC conduct analysis of predictions ▪ Chair and LDC on watching brief ▪ Confirm level & potential of threat ▪ Check all contact details ▪ Commence cost capturing ▪ Conduct meeting with available LDMG ▪ Council staff prepare for operations ▪ Determine trigger point to stand up ▪ Prepare LDCC for operations ▪ Establish regular communications with warning agency ▪ First briefing core members of LDMG ▪ LDC advises DDC of lean forward & establishes regular contact ▪ Warning orders to response agencies ▪ Public information & warning initiated	▪ Chair, LDC and LDMG members on mobile and monitoring email remotely ▪ Ad-hoc reporting
Stand Up	▪ Threat is imminent ▪ Community will be or has been impacted ▪ Need for coordination in LDCC ▪ Requests for support received by LDMG agencies or to the LDCC ▪ The response requires coordination	▪ Meeting of LDMG Core Group ▪ LDCC activated ▪ Rosters for LDCC planned & implemented ▪ Commence operational plans ▪ Local government shifts to disaster operations ▪ LDMG takes full control ▪ SOPs activated ▪ Core group of LDMG located in LDCC ▪ Commence SITREPs to DDMG ▪ Distribute contact details ▪ DDMG advised of potential requests for support	▪ LDCC contact through established land lines and generic email addresses ▪ Chair, LDC and LDMG members present at LDCC, on established land lines and/or mobiles, monitoring emails
Stand Down	▪ No requirement for coordinated response ▪ Community has returned to normal function ▪ Recovery taking place	▪ Final checks for outstanding requests ▪ Implement plan to transition to recovery ▪ Debrief of staff in LDCC ▪ Debrief with LDMG members ▪ Consolidate financial records ▪ Hand over to Recovery Coordinator for reporting ▪ Return to local government core business ▪ Final situation report sent to DDMG	▪ LDMG members not involved in recovery operations resume standard business and after hours contact arrangements

8.12.3.   Local Disaster Coordination Centre operation and management

The main aim of the LDCC is to coordinate resources and assistance in support of local agencies and stakeholders who are engaged in disaster operations.

The primary functions of a LDCC revolve around three key activities:

- Forward planning;

- Resource management; and

- Information management.

In particular, the LDCC is responsible for the:

- Analysis of probable future requirements and forward planning including preliminary investigations to aid the response to potential requests for assistance;

- Implementation of operational decisions of the LDC;

- Advice of additional resources required to the DDMG; and

- Provision of prompt and relevant information to the DDMG concerning any disaster event occurring within their district.

The LDC has overall responsibility for the establishment and operation of the LDCC. The LDC should ensure appropriate levels of staff are identified and trained in the operation of the LDCC. LDCC training would form a component of the LDMG training program. To support the operation of the LDCC, Standard Operating Procedures (SOPs) should be developed and utilised to inform training.

For further information on activation of the LDCC see the section on Activation Sub-Plans at section 9 of these Guidelines.

8.12.4.   State Emergency Service

The SES is a vital part of the QDMA, providing a response capability on behalf of the LDMG to assist communities in times of disaster or emergency situations. State and local governments maintain an important partnership in assisting SES volunteers to provide a valuable volunteer emergency service to their local communities.

The functions of the SES are to:

- Perform search and rescue or similar operations;

- Help injured persons or protect persons or property from danger or potential danger; and

- Conduct other activities to help communities prepare for, respond to and recover from an event or disaster.

The SES also provides valuable assistance to other emergency service agencies in disaster or emergency situations.

The SES Local Controller should ideally be a member of the LDMG and will be able to assist with planning and procedures surrounding activation and operations of SES groups in local government areas.

Further information on the SES is available at www.ses.qld.gov.au

8.12.5.   Declaration of a disaster situation

In accordance with s. 64 of the Act, a DDC may, with the approval of the Minister, declare a disaster situation for the district or one or more local government areas within the district in whole or in part. As outlined in s. 75 and s. 77 of the Act, the declaration confers extra powers on particular groups to perform actions, give directions and control movements within the declared area.

In declaring a disaster situation, the DDC is to be satisfied that a disaster has happened, is happening or is likely to happen and it will be necessary, or reasonably likely to be necessary, to exercise declared disaster powers to prevent or minimise the loss of human life, illness or injury to humans, property loss or damage, or damage to the environment. Before declaring a disaster situation the DDC is to take reasonable steps to consult with each local government in, or partly in, the proposed declared area.

It is important to note that the declaration of a disaster situation relates to the situational requirement for additional powers and is not linked to the activation of particular disaster management groups under the QDMA or the activation of disaster financial assistance arrangements. All three actions are independent processes and are not interlinked or conditional. The declaration of a disaster situation does not impact the requirements of a local government under the Act to manage disaster operations in their area.

8.12.6.   Operational reporting

Situation Report (SITREP)

During operational activity the LDMG, through the operation of the LDCC, will be responsible for the preparation and distribution of SITREPs.   Situation reports are aimed to capture accurate information from the day's operations through communicating a current and forecast situation during a disaster event.

The LDMG will need to ensure regular and accurate information is received from operational areas to inform operational response, forward planning and the contents of the LDMG SITREP.

The production of SITREPs takes time and effort and LDMGS will need to consider the allocation of appropriate staff in the LDCC to compile the SITREP.

If a disaster event requires the activation of a DDCC, the LDMG will be required to develop a SITREP to be forwarded regularly from the LDCC to the DDCC. If an event is contained within a local government area and has not progressed to DDCC activation, the DDMG will still have activated to 'lean forward' level and the DDC may still request LDMG SITREPS to monitor and assess the situation.   The nature of the disaster and the involvement of the DDMG will determine the timings, complexity and format of the SITREP for a given event.

A template for a LDMG to produce a SITREP to a DDMG during disaster operations is available on the DM Portal.

Tasking Log

It is recommended that a tasking log be used during activations to record actions taken and the responsible agency or officer. It is anticipated that the log will be used by the LDC or in larger operations the Tasking or Operations Officer in the LDCC.

A tasking log may contain details of:

- The specific operational task to be undertaken
- The date and time of commencement of the task
- The agency and responsible officer to which the task has been delegated
- Relevant contact details
- The date and time of completion of the task
- Actions taken and contextual comments.

The use of a tasking log will ensure that planned operational contingencies have been executed. Tasking logs should be treated as official records and should be stored and archived appropriately to provide information to any post-event review.

8.12.7.   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.

The LDMG should predetermine event-related financial management arrangements to ensure costs are appropriately endorsed and captured from the onset of operations.

The LDC, in consultation with the LDMG Executive Team, is responsible for establishing and maintaining financial management procedures for the LDCC. 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.

Document management

When an event occurs, each participating agency should immediately begin accounting for personnel and equipment costs relating to disaster operations. Reimbursement is not an automatic process and requires solid evidence of disaster-related expenditure. Care and attention to detail must be taken throughout the disaster operations period to maintain logs, formal records and file copies of all expenditure (including personnel timesheets), in order to provide clear and reasonable accountability and justifications for future audit and potential reimbursement purposes.

For further information on financial management during a disaster event see the section on Financial Management Sub-Plans at section 9 of these Guidelines.

8.12.8.   Disaster financial assistance arrangements

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

State Disaster Relief Arrangements (SDRA)

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). The 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 (NDRRA)

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 disaster 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 the NDRRA is available at www.ema.gov.au

	The activation of SDRA or NDRRA and the declaration of a disaster situation are not interlinked or co-dependent. Further information on disaster financial assistance arrangements is available in the *Queensland Disaster Relief and Recovery Arrangements Guidelines* available at www.disaster.qld.gov.au in the 'Financial Support' section.

8.12.9.   Media management

During a disaster it is critical that the public information provided to the media is consistent across all levels of the QDMA. 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 LDMG agencies involved in the event.

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; and

- Each agency is only to comment on its own areas of responsibility.

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

- Is flexible for application in any given event;

- Identifies key messages to inform the community, including reinforcing the LDMG's role in coordinating support to 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* available at www.disaster.qld.gov.au/publications.

For further information on media management during a disaster event see the section on Public Information and Warnings Sub-Plans at section 9 of these Guidelines.

8.12.10.   Logistics support and resource allocation

Where a LDMG requires logistics support and/or resources to meet operational requirements that are beyond local capacity and capability, the LDMG should formally seek assistance through a Request for Assistance forwarded to the DDCC.

It is recognised that administrative boundaries may unnecessarily separate resources from impacted communities. In developing the LDMP, LDMGs should consider all resources located within their area, and may also record resources located within neighbouring areas. Any proposed cross boundary arrangements should be acknowledged through the relevant planning processes and documented within the LDMP.

The LDMG will need to consider strategies for the prioritisation of the allocation of support and resources, and ensure these strategies are documented within the LDMP.

8.12.11.   Resupply

LDMGs are responsible for preparing communities for the possibility of temporary isolation and ensuring that communities are resupplied with food and other essentials during times of isolation.

Most events that isolate communities occur on a seasonal basis and their effects upon surface access routes can be predicted with reasonable accuracy. Communities which are likely to be affected by such events are expected to prepare well in advance for both the event and the expected period of isolation.   For this purpose, LDMGs are responsible for conducting community awareness programs with respect to the preparations to be made prior to the expected time of impact and any coordinating activities with respect to such preparation.

Community awareness strategies could include:

- Including information about the existence and location of the Queensland Resupply Guidelines with rates notices;

- Placing notices in local media;

- Holding information session in at risk communities;

- Encouraging retailers to made financial and delivery arrangements with their wholesale suppliers; and

- Involving their local Australia Post contractor in planning for resupply.

Planning for resupply operations should take into account how the LDMG should apply for a resupply operation, how the request should be managed and coordinated and the financial arrangements to be implemented.

Resupply operations are required to be conducted with the approval of the relevant DDC and as such resupply plans should be submitted to the relevant DDMG for approval upon completion.

For further information on LDMG requirements for resupply during a disaster event see the section on Resupply Operations Sub–Plans at section 9 of these Guidelines and refer to the *Queensland Resupply Guidelines* available at www.disaster.qld.gov.au

8.13. Recovery Strategy

Disaster recovery is the coordinated process of supporting individuals and communities in the reconstruction of the physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social and physical wellbeing of those affected following a disaster event.

The recovery phase of disaster management also involves disaster relief in the provision of immediate shelter, life support and human needs to persons affected by, or responding to, a disaster.   For this reason the timely coordinated establishment of disaster recovery strategies is equally as important as, and should be activated in conjunction with, an effective disaster response.

Recovery can be a long and complex process which extends beyond immediate support to include repair, reconstruction, rehabilitation, regeneration and restoration of social wellbeing, community development, economic renewal and growth, and the natural environment.

Examples of recovery strategies may include:

- Providing relief measures to assist persons affected by the event who do not have resources to provide for their own personal wellbeing;

- Restoring essential infrastructure in the area or areas affected by the event;

- Restoring the natural and built environment in areas affected by the event;

- Providing personal support to individuals affected by the event, including temporary hospital accommodation, emergency medical supplies, material assistance and counselling services; and/or

- Supporting community development activities and economic renewal to restore capacity and resilience.

In Queensland, disaster recovery is governed by directions set out in the *Queensland Recovery Guidelines* available and www.disaster.qld.gov.au

8.13.1.   Functions of recovery

The SDMP and the *Queensland Recovery Guidelines* outline the Queensland government functional lead agency for each of the four functions of recovery as shown in table 7.

Table 7: The Four Functions of Recovery

Functional Lead Agency	Function of Recovery
Department of Employment, Economic Development and Innovation **(DEEDI)**	**Economic Recovery** Renewal and growth of: • Individuals and households (employment, income, insurance claims) • Private and government business enterprises and industry • Assets, production and flow of goods and services to and from the affected area
Department of Environment and Resource Management **(DERM)**	**Environmental Recovery** Restoration and regeneration of: • Biodiversity (species and plants) and ecosystems • Natural resources • Environmental infrastructure • Amenity/aesthetics (e.g. scenic lookouts) • Culturally significant sites • Heritage structures Management of: • Environmental health • Waste • Contamination and pollution • Hazardous materials
Department of Communities **(DoC)**	**Human–Social Recovery** Provision of: • Personal support and information • Public safety and education • Temporary accommodation • Immediate financial assistance • Uninsured household loss and damage Recovery of: • Physical health • Emotional, psychological, spiritual, cultural and social wellbeing
Department of Local Government and Planning **(DLGP)**	**Infrastructure Recovery** Repair and construction of: • Residential and public buildings • Commercial, industrial and rural buildings and structures • Government structures • Utility structures • Systems and services (transport, water, sewage, energy, communications) and other essential services • Dam safety

Further information on the role and responsibilities of each functional lead agency for recovery is available at Annexure C of the *Queensland Recovery Guidelines.*

While these functions provide the framework within which a recovery structure can be established, the final structure will depend upon the nature and consequences of an event. For example, events such as cyclones may cause large scale damage to housing and the built environment and may require more emphasis on infrastructure recovery; while other events such as pandemic may require more emphasis on the human-social aspects of recovery.

Local Disaster Management Groups must plan for recovery using an all hazards approach which not only identifies the lead agency to assist the LDMG in the recovery for each function, but also identifies the range of supporting organisations to support that agency and the LDMG in implementing an effective recovery over short, medium and long terms.

8.13.2.   Governance

The LDMG may establish a Local Recovery Group (LRG) and appoint a LRC to plan for and manage the recovery phase of disaster management for their local government area on behalf of the LDMG.   This group will work with the functional lead agencies to plan for and coordinate recovery operations. Further information on the functions of a LRC is available in section 5.5 of these Guidelines. An example of the structure, role and responsibilities of a LRG is available at Annexure D of the *Queensland Recovery Guidelines* available at www.disaster.qld.gov.au

The creation of a LRG by a LDMG, as outlined in section 5.7 of these Guidelines, must be passed as a LDMG meeting resolution. Terms of Reference should be established to give clear guidance on the establishment, role and function, required outcomes and conduct of business of the LRG.   The LRG should provide the LDMG with regular written status updates at LDMG meetings.

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

8.13.3.   Planning for recovery

Local Disaster Management Groups should include the development of a Recovery Sub-Plan as part of their overall LDMP. The recovery strategy contained within the LDMP should be flexible and scalable to allow for adaptation to different types and sizes of disaster events as required.

The recovery strategy should:

- Address all four functions of recovery (human-social, economic, infrastructure, environment);

- Define broad parameters for effective recovery operations within the local government area;

- Identify constraints for recovery operations within the local government area; and

- Outline the process for the development of operational and action plans during recovery operations.

Recovery can also present the opportunity to further develop capability and resilience for the community through incorporating mitigation measures in the form of reconstruction efforts, risk reduction strategies or hardening of infrastructure and the built environment.

As local groups will not necessarily count representatives of functional lead agencies among its members, the LDMG/LRG may be required to work with these agencies through the district level where standing groups or committees may be established. However, suitably qualified and experienced persons may be identified within local government to act as coordinators for planning and operations for each of the four functions. These persons may include Economic Development Officers, Environmental Officers, Community Development Officers, Local Planning Officers or Council engineering staff. Local groups will need to consider their local and district arrangements and identify the requirement to work across QDMA levels in their Recovery Sub-Plan if required.

The Recovery Sub-Plan will also require the inclusion of transition arrangements from 'response and recovery' to 'recovery', outlining the transfer of all required resources from LDMG to LRG, and the transfer of duties from the LDC to the LRC. These arrangements should include administrative requirements such as SITREPs, financial requirements, decision making and endorsement. Plans should also identify the scope of possible disaster recovery operations and the roles and responsibilities of all stakeholders involved in the process for short, medium and long term recovery requirements.

Further information on the development of a Recovery Sub-Plan is available at section 9.11 of these Guidelines and a sub-plan guide is available on the DM Portal.

8.13.4. 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.

Local 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. Local groups should consider how the DDMG and functional lead agencies will work together to accomplish recovery operations for an affected area.

Table 8 shows the levels of activation for recovery compared to those of the response phase.

Table 8: Disaster Management Group Recovery Activation Levels

Response Level	Recovery Level	Triggers	Actions	Communications
Response Alert				
Response Lean Forward	**Recovery Alert**	▪ Response phase at 'lean forward' level of activation	▪ Appointment of LRC as appropriate ▪ Potential actions and risks identified ▪ Information sharing commences ▪ LRC in contact with LDCC/LDC ▪ Initial advice to all recovery stakeholders	▪ LRC and LRG members on mobile remotely
Response Stand Up	**Recovery Lean Forward**	▪ Response phase at 'stand up' level of activation ▪ Immediate relief arrangements are required during response phase	▪ Monitoring of response arrangements ▪ Analysis of hazard impact or potential impact ▪ Relief and recovery planning commences ▪ Deployments for immediate relief commenced by recovery functional agencies	▪ LRC and LRG members on mobile and monitoring email remotely ▪ Ad hoc reporting
	Recovery Stand Up	▪ Immediate relief arrangements continue	▪ LRG activated at LDCC or alternate location ▪ Recovery plan activated ▪ Deployments for immediate relief response ▪ Action plans for four functions of recovery activated as required ▪ Community information strategy employed	▪ LRC and LRG members present at LDCC or alternate location, on established land lines and/or mobiles, monitoring emails
Response Stand Down		▪ Response phase moves to 'stand down' level of activation. Medium term recovery commences.	▪ Participate in response debrief ▪ Transition arrangements from 'response and recovery' to 'recovery' activated including handover from LDC to LRC ▪ Action plans for four functions of recovery continue ▪ Community information strategies continue	▪ LRC and LRG members involved in medium term recovery continue as required ▪ Regular reporting to LDMG/LDC
	Recovery Stand Down	▪ LRG arrangements are finalised. Community returns to normal activities with ongoing support as required.	▪ Consolidate financial records ▪ Reporting requirements finalised ▪ Participate in recovery debrief ▪ Participate in post event debrief ▪ Post event review and evaluation ▪ Long term recovery arrangements transferred to functional lead agencies ▪ Return to core business	▪ LRC and LRG members resume standard business and after hours contact arrangements ▪ Functional lead agencies report to LRC/LRG as required

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8.13.5. Further recovery information

Refer to the *Queensland Recovery Guidelines* available at www.disaster.qld.gov.au and on the DM Portal for further information on the responsibilities of the LDMG in relation to planning for recovery. A guide to assist with developing a Recovery Sub-Plan is also available on the DM Portal.

Further information on planning for recovery is available from the Australian Emergency Manual Series available at www.ema.gov.au

Queensland has adopted the National Recovery Principles endorsed by the Community and Disability Services Ministers' Advisory Council in 2008. Further information on these principles is available in the *Queensland Recovery Guidelines* and from www.ema.gov.au

Information on the Natural Disaster Relief and Recovery Arrangements which provides funding to help pay for natural disaster relief and recovery costs is available at www.ema.gov.au and www.disaster.qld.gov.au

9. Local Disaster Management Sub-Plans

Local Disaster Management Sub-Plans form annexures to the LDMP and may be developed to provide detailed arrangements relating to particular supporting activities undertaken by the LDMG and its member agencies. Depending on the requirements of the LDMG, sub-plans may be developed for:

- activation (including LDMG and LDCC);
- public information and warnings;
- logistics;
- financial management;
- evacuation;
- evacuation centre management;
- impact assessment;
- public health;
- resupply operations; and
- recovery.

The requirement for the development of these plans will be a decision for the LDMG in consultation with the primary agency with responsibility for each sub-plan function. It should then be the responsibility of the primary agency to develop and maintain the sub-plan in consultation with the LDMG.

LDMGs must also note that, as sub-plans form components of the total LDMP, they are also subject to review at least once per year as outlined in s. 59 of the Act.

9.1. Plan Contents

Each sub-plan should include the following as core content:

- introduction of the function to be addressed;
- requirement for planning;
- relevant issues;
- responsible functional agency;
- date for review;
- purpose of the plan;
- support agencies (planning and operational);
- elements of the plan; and
- issues to be addressed.

A generic sub-plan template is available on the DM Portal.

9.2.   Activation Sub-Plan

A LDMG may be required to be activated to coordinate the local response to a disaster event. The decision to activate disaster management arrangements, including activation of the LDMG and/or a LDCC is dependent upon a number of factors including the perceived level of threat.   If the LDMG or a LDCC is activated, forward planning to ensure an appropriate response capability can be supported and standing operating procedures for establishing and managing a LDCC through an event are required

The Activation Sub-Plan should determine the activation criteria and guidelines for the LDMG, and develop standard operating procedures for the activation and management of the LDCC in the case of a disaster event.

Contents of the Activation Sub-Plan should include:

- authority and criteria for activation;
- level of activation;
- location of LDCC;
- communications requirements;
- power supply;
- management, staffing and rostering;
- security;
- media management;
- guidance and examples of level of activation;
- administration, information management and logistics;
- extended operations; and
- reporting.

A planning guide for the development of an Activation Sub-Plan is available on the DM Portal.

9.3.   Public Information and Warnings Sub-Plan

It is a role of the LDMG to provide the public with hazard awareness, household preparedness and emergency planning information about events and recommended actions. Broadcast radio will be the primary vehicle for public information in most events, however emergency service agencies are now increasingly also using more contemporary mass communication mediums such as social networking sites.

It is also important that the LDMG work closely with other entities and agencies with responsibility for public information. Depending on the size of the event these will include the DDC and/or the Department of the Premier and Cabinet as the functional lead agency for public information.

A Public Information and Warnings Sub-Plan should provide for the effective collection, monitoring, management and dissemination of accurate, useful and timely information and warnings to the public during and following disaster events.

Contents of a Public Information and Warnings Sub-Plan should include:

- authorisation of release;
- media or Public Liaison Officer;
- method of release including social media;
- information for release;
- regular bulletins;
- rumour control;
- documentation;
- types and sources of warnings;
- target recipients;
- special needs recipients; and
- warning content including pre-approved messages.

The provision of media messages during disaster events must remain consistent with the crisis communication network arrangements outlined in the *Queensland Government Arrangements for Coordinating Public Information in a Crisis* available at www.disaster.qld.gov.au

The QDMA includes specific guidelines in relation to Emergency Alerts and Standard Emergency Warning Signals. LDMGs should consult these guides when developing their Evacuation Sub-Plans. The *Emergency Alert Operational Guidelines* and *Guidelines for the Standard Emergency Warning Signal (SEWS) and its use in Queensland* are available at www.disaster.qld.gov.au and on the DM Portal.

A planning guide for the development of a Public Information and Warnings Sub-Plan is also available on the DM Portal.

9.4.   Logistics Sub-Plan

Resource management, particularly of material resources, is an area which can cause extreme problems in the response to a disaster event. As well as an influx of requests for material assistance, a Logistics Sub-Plan will need to provide for a situation where both requested and non-requested resources arrive en-masse to the affected area.

The Logistics Sub-Plan should be developed to manage the receipt and delivery of the appropriate supplies within the disaster affected area, in good condition, in the quantities required, and at the places and times they are needed.

Contents of a Logistics Sub-Plan should include:

- management;
- warehousing;
- asset recording and tracking; and
- transportation.

A planning guide for the development of a Logistics Sub-Plan is available on the DM Portal.

9.5.   Financial Management Sub-Plan

Disaster related finances are not normally included in the budgetary processes of local governments or other responding agencies. During a disaster event, each support agency is responsible for providing its own financial services and support to its response operations in the field. Finance operations will often be carried out within compressed timeframes and under other pressures, necessitating the use of non-routine procedures. However, this in no way lessens the requirement for sound financial management and accountability.

The Financial Management Sub-Plan should outline Local Government and other responding agency internal financial arrangements in support of a disaster event, and the eventual financial claiming process to recoup funds.

Contents of the Financial Management Sub-Plan should include:

- consideration of eligibility for NDRRA or SDRA funding;
- authority/delegation to expend funds;
- authorised expenditures;
- recording of expenses; and
- recouping of funds.

A planning guide for the development of a Financial Management Sub-Plan is available on the DM Portal.

9.6.   Evacuation Sub-Plan

Evacuation planning is an important process that allows time to consider possible scenarios and details for the management and coordination of an evacuation through consultation with a broad range of specialised stakeholders.

The planning and completion of the Evacuation Sub-Plan prior to the onset of an event is critical to ensure adequate consideration and planning for an evacuation.

The Evacuation Sub-Plan should provide for the planned relocation of persons from dangerous or potentially dangerous areas to safer areas and their return to their place of residence following a disaster event.

Contents of an Evacuation Sub-Plan should include provision for the five stages of evacuation:

- decision to evacuate;
- warning;
- withdrawal;
- shelter; and
- return.

Further information on evacuation and the development of an Evacuation Sub-Plan is available in the *Queensland Evacuation Guidelines for Disaster Management Groups* available at www.disaster.qld.gov.au and on the DM Portal.

A planning guide for the development of an Evacuation Sub-Plan is also available on the DM Portal.

9.7.   Evacuation Centre Management Sub-Plan

The activation and management of an evacuation centre may be required for a variety of timeframes depending on the event. The operation of evacuation centres may attract media attention and community satisfaction in evacuation centre management is central to the perceived success of an operational response.

A range of scalable considerations are required to develop a successful plan to manage an evacuation centre and for this reason plans must be flexible enough to allow for rapid and unexpected changes.

The Evacuation Centre Management Sub-Plan will assist to plan for the management of facilities which provide people who have been impacted with basic human needs including accommodation, food and water, and community personal support processes. This plan should be aligned with the Recovery Sub-Plan.

Contents of an Evacuation Centre Management Sub-Plan should include:

- identification and capacity of safer locations;
- emergency warning systems;
- detailed safer location information;
- centre management procedures;
- communication protocols and reporting;
- registration;
- catering and bedding;
- security and privacy;

- special needs and cultural considerations;
- health and safety;
- pets and animals;
- utilities; and
- supporting non-government organisations.

Information relating to evacuation centre management is also included in the *Queensland Evacuation Guidelines for Disaster Management Groups* available at www.disaster.qld.gov.au and on the DM Portal.

A planning guide for the development of an Evacuation Centre Management Sub-Plan is also available on the DM Portal.

9.8.   Impact Assessment Sub-Plan

During the risk analysis process many events will be identified as having the potential for causing fatalities, injuries, property and environmental damage. The timely and accurate assessment of the health impact on the community, along with damage to public or private property and the associated implications for business and government continuity, will be of vital concern during a disaster event and will have a great bearing upon the manner in which response and recovery are managed.

The Impact Assessment Sub-Plan will assist the LDMG in planning and conducting both rapid damage and rapid impact assessments to gather information on the impact of an event on the population and infrastructure as soon as possible following an event, and also strategies for longer term assessment based on the magnitude of the event.

Contents of an Impact Assessment Sub-Plan should include:

- rapid impact assessment;
  - extent of affected area
  - affected population including characteristics and condition
  - emergency medical, health, nutritional, water and sanitation
- rapid damage assessment;
  - damage to infrastructure and facilities
  - damage to homes and public buildings
  - damage to commercial premises
- damage to agriculture and food supply;
- damage to economic resources and social organisation;
- continuing or emerging threats; and
- levels of response and capacity.

A planning guide for the development of an Impact Assessment Sub-Plan is available on the DM Portal.

9.9.   Public Health Sub-Plan

A disaster event may cause significant disruption to the community and pose a range of risks to public health. Water supplies, sewage treatment, refuse disposal, power supply and access to food may be compromised. This may lead to an increased risk of disease and the situation may continue for some time following the actual disaster event.

The Public Health Sub-Plan should be developed to assist in the protection of the community, via temporary or preventative health measures, to minimise threats to public health. Local government may already have developed public health disaster plans and if so, the Public Health Sub-Plan should refer directly to that document.

Contents of a Public Health Sub-Plan should include:

- water;
- shelter;
- food;
- ablutions;
- refuse disposal;
- vermin and vector control;
- infection disease control;
- personal hygiene;
- disposal of dead stock and animals;
- disinfection of buildings; and
- public information.

A planning guide for the development of a Public Health Sub-Plan is available on the DM Portal.

9.10.   Resupply Operations Sub-Plan

The issue of resupply of food and other essentials during times of isolation is generally only relevant in rural and remote areas of the State which are vulnerable to being isolated for lengthy periods. *The Queensland Resupply Guidelines* enumerate the various roles and responsibilities of different levels of the disaster management system in relation to this issue. These Guidelines also provide detailed information, templates and operational checklists for LDMGs.

When developing their Resupply Operations Sub-Plan, LDMGs should refer to the *Queensland Resupply Guidelines* available at www.disaster.qld.gov.au and on the DM Portal.

9.11.   Recovery Sub-Plan

A Recovery Sub-Plan should address the requirements to coordinate the process of supporting affected communities in the reconstruction of physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social and physical wellbeing of those affected by disaster events.

Contents of a Recovery Sub-Plan should include:

- establishment and governance of LRG;
- activation of LRG;
- appointment of LRC;
- community engagement and communication;
- economic recovery action plan;
- environmental recovery action plan;
- human-social recovery action plan;
- infrastructure recovery action plan; and
- debrief and evaluation.

LDMGs should formulate the Recovery Sub-Plan with the assistance of representatives from each of the Queensland government functional lead agencies. As these agencies will not necessarily be represented on the LDMG, representation may be required to the functional lead agency representative on the DDMG, or any district level groups or committees to act in an advisory role.

Further information on recovery and the development of a Recovery Sub-Plan are available in the *Queensland Recovery Guidelines* available at www.disaster.qld.gov.au and on the DM Portal.

A planning guide for the development of a Recovery Sub-Plan is also available on the DM Portal.

10. Review and Assessment

Disaster management planning is a continuous process and disaster management plans should be considered living documents. For a disaster management plan to be effective it must be both relevant and current and therefore it is critical that the plan be regularly reviewed, tested and revised to ensure it reflects contemporary disaster management needs.

In Queensland, the review and assessment of disaster management plans consists of internal review and external assessment and follows the QDMA as shown in table 9.

Table 9: Disaster Management Plan Review and Assessment

Internal Review	QDMA Level	External Assessment
Local Disaster Management Groups supported by EMQ Area Director	**Local Disaster Management Plan**	District Disaster Management Group
District Disaster Management Group supported by EMQ Regional Director	**District Disaster Management Plan**	Policy and Performance Branch, EMQ
State Disaster Management Group	**State Disaster Management Plan**	Policy and Performance Branch, EMQ

10.1. Internal Review

Self review by LDMGs is the foundation of the review and assessment process. In accordance with s. 59 of the Act, a LDMG may review or renew its LDMP when the group considers it appropriate, however, the LDMG must review the effectiveness of the plan at least once a year.

Local plans will often be complex documents comprising many parts; annual review of the plan in totality may not be possible. In this event, LDMGs should develop a process of continuous improvement to ensure all aspects of the plan are effectively reviewed over time. In the absence of any operational activity, exercises can be used to test the effectiveness of the plan, or discrete components of the plan.

A continuous improvement process can also be achieved through regular, programmed self review of components of the plan combined with after action reviews and/or post disaster assessments. Collectively these activities will ensure the progressive and continuous improvement of the LDMP.

It is a function of EMQ to regularly review and assess the effectiveness of disaster management groups, including disaster management plans. For this reason, LDMGs are encouraged to conduct ongoing reviews with the EMQ member of the LDMG who can assist and provide advice throughout the process.

Details of the review and assessment process should also be reported to the Chief Executive DCS on an annual basis to satisfy the LDMG's requirement under s. 59 to review the effectiveness of the plan at least once per year.

	Refer to section 5.9 'Capacity Building' of these Guidelines for further information on exercises and post-disaster assessment.

10.2.   External Assessment

On completion of each internal review, or on an annual basis, LDMPs should be provided to the DDMG for the purpose of assessing consistency across the district and conducting independent assessment of each plan.

Section 23 of the Act provides that district groups have a function to regularly review and assess the disaster management of local groups within their district. In fulfilling this requirement DDMGs will include a number of activities in their annual operational plan, including conducting an external assessment of LDMPs on an annual basis. This review will generally be conducted by the DDMG Executive Officer in consultation with key LDMG and DDMG members.

10.3.   Review and Assessment Workbook

To assist LDMGs in continuous improvement through regular self reviews and external assessment of their plans, a Local DM Review and Assessment Workbook has been developed and is available on the DM Portal. The workbook provides a framework and guide to internal review and external assessment by examining component parts of disaster management capability common to all local government areas. The workbook provides a guide to the standards required to comply with the Act and best practice in disaster management, as well as the evidence required to demonstrate that the plan achieves compliance and best practice.

Local groups may use the workbook on an annual basis to conduct a total review of their plan, or alternately may use the workbook as a framework for a continuous improvement review process which will meet the legislative requirement for the plan to be reviewed annually.

As an example, a LDMG may choose to work through the workbook progressively over time, examining key aspects of their disaster management capability as written in their

plan. Alternately, LDMGs may prioritise specific components of the plan to be reviewed based on factors such as risk assessment or community needs.

The outcomes of these periodic reviews using the workbook could be presented at each LDMG meeting and provide a basis for decision making about required changes to the LDMP. In this way, a LDMG can adopt a continuous improvement process while also achieving the requirement for the plan to be regularly reviewed and assessed.

The Local DM Review and Assessment Workbook will also be used as the basis for the DDMG external assessment of LDMPs.

10.4.   Further Triggers for Review

In addition to the requirement to program regular reviews of disaster management plans, there are a range of conditions that may trigger the need for a local management plan to be reviewed independent of 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; or

- At the request of the DDC.

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

10.5.   Implementation of Recommendations

It is important where an assessment report outlines recommendations for improvement to a disaster management plan that these issues are addressed in a timely manner including seeking resolution through a Council meeting if required.

When developing the LDMP, processes surrounding continuous improvement should be documented, including how review and assessment recommendations are to be prioritised and implemented.

Appendix 1 Disaster Management Acronyms & Abbreviations

CCC	Australian government Crisis Coordination Centre
COAG	Council of Australian Governments
DCS	Department of Community Safety
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DM	Disaster management
DM Portal	Queensland Disaster Management Portal
HazMat	Hazardous materials (in the context of emergency response)
IMT	Incident Management Team
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
NDRP	Natural Disaster Resilience Program
NDRRA	Natural Disaster Relief and Recovery Arrangements
PPRR	Prevention, preparedness, response and recovery
QDMA	Queensland Disaster Management Arrangements
SC3	State Crisis and Communications Centre
SDC	State Disaster Coordinator
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMC	State Disaster Mitigation Committee

SDMG	State Disaster Management Group
SDMP	State Disaster Management Plan
SDRA	State Disaster Relief Arrangements
SES	State Emergency Service
SESC	State Emergency and Security Council
SITREP	Situational report
SPF	Disaster Management Strategic Policy Framework
SRC	State Recovery Coordinator
SRG	State Recovery Group
the Act	*Disaster Management Act 2003*
the Minister	The Minister for Police, Corrective Services and Emergency Services
XO	Executive Officer

Appendix 2 Glossary

Advisor	A person invited to participate in the business of a disaster management group in an advisory capacity on an as-required basis.
Alert	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.
Chair	The person appointed by the local government as the Chair of the Local Disaster Management Group.
Chief Executive	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.
Community	A group of people with a commonality of association and generally defined by location, shared experience, or function.
Community Resilience	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).
Coordination	The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc) in accordance with priorities set by disaster management groups. Coordination operations horizontally across organisations and agencies.
Coordination centre	A centre established at State, district or local level as a centre of communication and coordination during times of disaster operations.
Deputy Chair	The person appointed by the local government as the Deputy Chair of the Local Disaster Management Group.
Disaster	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).*
Disaster district	Part of the state prescribed under a regulation as a disaster district.

Disaster management	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*).
Disaster management functions	The services essential to managing the impacts and consequences of an event.
Disaster mitigation	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*).
Disaster operations	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*).
Disaster preparedness	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*).
Disaster research	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*).
Disaster response	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support (*Disaster Management Act 2003*).
Disaster response capability	The ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity deal with, an emergency situation or a disaster in the local government's area (*Disaster Management Act 2003*).
Disaster response operations	The phase of disaster operations that relates to responding to a disaster (*Disaster Management Act 2003*).
Disaster recovery	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*.

Disaster recovery operations	The phase of disaster operations that relates to recovering from a disaster (*Disaster Management Act 2003).*
Disaster relief	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*).
Disaster risk assessment	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).*
District Disaster Coordinator	A person appointed under the *Disaster Management Act 2003* who is responsible for the coordination of disaster operations in the disaster district for the District Disaster Management Group.
District Disaster Management Group	The group established under the *Disaster Management Act 2003* to provide coordinated State government support and resources to Local Disaster Management Groups.
District Disaster Management Plan	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.
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 Sate; (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 DDMG	A person appointed to the position of Executive Officer to the District Disaster Management Group by the Commissioner, Queensland Police Service
Executive Team	The Chair, Deputy Chair and Local Disaster Coordinator of a local group.
Functional Lead Agency	An agency allocated responsibility to prepare for and provide a disaster management function and lead organisations that provide support roles.

Guidelines	Guidelines are developed under s63 of the *Disaster Management Act 2003* to inform the SDMG, DDMGs and local governments 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.
Hazard	A source of potential harm, or a situation with a potential to cause loss (*Emergency Management Australia, 2004*).
Lean forward	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.
Local Disaster Coordinator	A person appointed under the *Disaster Management Act 2003* who is responsible for the coordination of disaster operations for the Local Disaster Management Group.
Local Disaster Management Group	The group established under the *Disaster Management Act 2003* to manage disaster planning and operations on behalf of the local government.
Local Disaster Management Plan	A plan that documents arrangements to manage disaster planning and operations within the local government area of responsibility.
Post-disaster assessment	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 COAG, *Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002*).
Primary Agency	An agency allocated responsibility to prepare for and respond to a specific hazard based on their legislated and/or technical capability and authority.
Queensland Disaster Management Arrangements	Whole-of-government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management.
Recovery	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).*
Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency.

Residual risk	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*).
Risk	The effect of uncertainty on objectives (*ISO Guide 73:2009 Risk management – Vocabulary*).
Risk identification	The process of finding, recognising and describing risks (*ISO Guide 73:2009 Risk management – Vocabulary*).
Risk management	Coordinated activities to direct and control a community or organisation with regard to risk (Adapted from *ISO Guide 73:2009 Risk management – Vocabulary*).
Risk management process	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).*
Risk reduction	Risk treatments that deal with negative consequences (*ISO Guide 73:2009 Risk management – Vocabulary*)
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 risk 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	A person appointed under the *Disaster Management Act 2003* who is responsible for the coordination of disaster response operations for the State Disaster Management Group.
State Disaster Management Plan	A planning tool for disaster managers which provides an overview of Queensland's disaster management arrangements, including agency roles and responsibilities.
State Recovery Coordinator	A person appointed under the *Disaster Management Act 2003* who is responsible for the coordination of disaster recovery operations for the State Disaster Management Group.
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*
  http://www.legislation.qld.gov.au

- Disaster Management Strategic Policy Framework

- Queensland State Disaster Management Plan

- District Disaster Management Guidelines

- Governance Guidelines for District Disaster Management Groups

- 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 Evacuation Guidelines for Disaster Management Groups

- Queensland Resupply Guidelines

- Queensland Recovery Guidelines

- 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

- Report on a Review of Disaster Management Legislation and Policy in Queensland

All available at:

http://www.emergency.qld.gov.au/publications

- Queensland Government Arrangements for Coordinating Public Information in a Crisis
  http://www.disaster.qld.gov.au

- Queensland Disaster Relief and Recovery Arrangements Guidelines
  http://www.disaster.qld.gov.au

- Mitigating the adverse impacts of cyclones: Evacuation and shelter
- Design guidelines for Queensland public cyclone shelters
- External building envelope debris resistant materials

All available at:

http://works.qld.gov.au

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

Available at:

  http://www.premiers.qld.gov.au/publications

- 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

- Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines. Available for purchase at:
  http://infostore.saiglobal.com/store/

- National Emergency Risk Assessment Guidelines
  http://www.disaster.qld.gov.au

- Emergency Management Australia *Australian Emergency Manual Series*
  http://www.ema.gov.au

- Disaster Risk Management: A how to guide for local governments
  Available on the DM Portal

Further resources are available at:

- Australian Bureau of Meteorology http://www.bom.gov.au

- Queensland Government http://www.business.qld.gov.au/risk-disasters

- Queensland Department of Community Safety (incorporating Queensland Fire and Rescue Service, Queensland Ambulance Service and Emergency Management Queensland) http://www.emergency.qld.gov.au

- Queensland Department of Employment, Economic Development and Innovation http://deedi.qld.gov.au

- Queensland Department of Communities http://communityservices.qld.gov.au

- Queensland Department of Environment and Resource Management http://derm.qld.gov.au

- Queensland Department of Local Government and Planning http://dlgp.qld.gov.au

- Queensland Department of Transport and Main Roads http://tmr.qld.gov.au

- Queensland Health http://www.health.qld.gov.au

- Queensland Police Service http://www.police.qld.gov.au

- Queensland Government http://safeguarding.qld.gov.au

- Local Government Association of Queensland http://www.lgaq.asn.au

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*

- *Chemical Usage (Agricultural and Veterinary) Control Act 1988*

- *Coastal Protection and Management Act 1995*

- *Criminal Code Act 1899*

- *Dangerous Goods Safety Management Act 2001*

- *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 1923*

- *Public Safety Preservation Act 1986*

- *Police Powers and Responsibilities Act 2000*

- *Right to Information Act 2009*

- *Terrorism (Commonwealth Powers) Act 2002*

- *Water Act 2000*

- *Workplace Health and Safety Act 1995*

There may also be other legislation that is only relevant to your local government area and/or is specific only to certain times of the year that may also need to be considered.