

**SUBMISSIONS FOR STATE OF QUEENSLAND**  
**11 MARCH 2011**

**Department of Public Works**  
**(DPW)**

**Ministers**

**To 20 February 2011**

The Honourable Robert Swarten MP

Minister for Public Works and Information and Communication Technology

**From 21 February 2011**

The Honourable Simon Finn MP

Minister for Government Services, Building Industry and Information and  
Communication Technology

**Director-General**

Mr Mal Grierson

**A. Key Functions and Role of Department**

The DPW performs a key role by working with other government agencies in assisting them to deliver their services to the people of Queensland. The DPW has lead agency responsibility for the design, construction, fit-out and maintenance of government buildings; whole-of-government Information and Communication Technology (ICT); procurement; and recordkeeping in Queensland's public sector. It also provides high quality, standardised and business solutions to government agencies through the Shared Service Agency (SSA) and CorpTech, and provides the primary point of contact for Queenslanders accessing government services through Smart Service Queensland (SSQ). A significant number of DPW's services are delivered through its commercialised business units of QBuild, Project Services,

QFleet, CITEC, Goprint, and SDS.

Some key service areas also play a major role in disaster response, immediate relief and in the restoration of Queensland building assets and communities impacted by natural disaster, such as cyclones and floods. These service areas are QBuild, Project Services, QFleet, SDS, SSQ, SSA, Accommodation Office and Technical Services (Disaster Preparedness Group).

Other key service areas provide services that are critical to maintaining the continuity of departmental disaster operations during and immediately following disaster events. These service areas are CITEC, SSA, Information Services Directorate (ISD) and Human Resources Directorate.

The DPW has no role in dam operations, no role in the identification of the need for emergency warnings nor the provision of such warnings. The DPW has no role in the management and operations of public early warning systems.

The DPW comprises four functional areas –Information and Communication Technology, Works, Services and Corporate and Executive Services. A short synopsis of service areas within these functional areas is provided below. A copy of the DPW organisational structure is attached and marked ‘DPW-01’.

### **Information and Communication Technology**

CITEC is the primary technology service provider for the Queensland Government delivering both whole-of-government and agency-specific services. CITEC's ICT services include data centre, infrastructure, network and solutions integration services. CITEC's information brokerage services are marketed as CITEC Confirm.

CorpTech manages corporate information systems including finance and human resources on behalf of the Queensland Government. These systems are used by government agencies and shared service providers to manage payroll, rostering, purchasing, inventory management, asset management, accounts payable and

receivable and other corporate functions.

The ICT Policy and Coordination Office takes a whole-of-government ICT policy development approach covering Queensland Government Enterprise Architecture, information management, strategic planning and research. The ICT Policy and Coordination Office undertakes ICT investment analysis and management across the sector, including peer reviews. It provides whole-of-government advice to the Queensland Government Chief Information Officer and executive government. The office is also responsible for delivering actions outlined in the Queensland Government's five-year ICT strategy, Toward Q2 through ICT.

The Public Sector ICT Development Office works closely with government agencies in developing best practice methods for business process improvement and building sector skills through education, training and professional development. It is the key contact for industry and public sector agency engagement and seeks to develop and grow industry and government partnerships. The office is also responsible for collecting and collating data and analysing industry trends to support government ICT investment decisions.

Queensland State Archives is the custodian of the largest and most significant documentary heritage collection in Queensland. It manages Queensland's archival holdings, facilitates public access to the State's cultural and historical records and is increasingly providing more access to digital copies of its holdings to support the research needs of the community. Queensland State Archives develops and implements a comprehensive recordkeeping policy framework to ensure a consistent approach to the creation, management, disposal, storage, preservation, and retrieval of government information.

SSQ is the front door to the Queensland Government, offering accessible, efficient and convenient services for Queenslanders where customers are able to conduct a range of transactions or get information through one phone number, one website or one integrated service counter.

The Telecommunications, Broadband and Digital Economy Coordination Office undertakes a key strategic role in developing, planning and implementing strategies to support improved government service delivery through enhanced broadband and telecommunications utilisation and coordination of digital economy activities across government.

## **Works**

Project Services provides capability in project management, consultancy and property services. Through the latest technology, coupled with its pool of talented and creative professionals, Project Services delivers leading edge solutions which are evident in the achievement of multiple national design awards. The business unit provides the Queensland Government with expert advice on building capital works procurement and risk management, and sets the standard for industry performance. Project Services has recently managed projects such as the Joint Contact Centre at Zillmere, Skilled Park Stadium at Robina, and the Ecosciences Facility at Boggo Road in Brisbane.

QBuild is the provider of construction and strategic building maintenance services for the Queensland Government. Through an extensive state-wide network, QBuild plans and delivers maintenance, construction services and facilities management across Queensland. QBuild provides security, cleaning and horticultural services, manages Brisbane's Roma Street Parkland sub-tropical gardens, and has a pivotal role in apprentice training and response to natural disaster relief.

The Accommodation Office provides Queensland Government departments with the accommodation needed to support delivery of services across Queensland. In doing so, it currently provides accommodation across the state totalling over one million square metres of office space and about 900 employee residences. The Accommodation Office provides whole-of-government leadership through strategic direction and best practice management of the Queensland Government's Office Accommodation and Employee Housing Portfolios and Special Estates.



Strategic Projects manages the initiation stages of major state projects where a number of agencies are key stakeholders. Strategic Projects also directs and manages selected sensitive and significant building and property projects (such as Kurilpa Bridge and Kangaroo Point Park) for all project stages from initiation through to completion. Strategic Projects provides an advisory and facilitator role within DPW and to agencies for complex building and property projects that provide public facilities.

Technical Services enhances built environment asset management across the government sector by providing expert advice, undertaking practical research and contributing to policy development. Technical Services coordinates the delivery of specific initiatives that focus on environmental programs relating to built government infrastructure. It also responds to major issues such as climate change risks and departmental emergency/disaster preparedness.

The Building Policy Unit provides advice to the Queensland Government and its departments on a range of capital works and asset management issues affecting government buildings. The unit develops building asset management policies and guidelines to help Queensland Government departments procure and manage government buildings. The unit also administers the Prequalification (PQC) System for building consultants and contractors.

The Contract Services Unit addresses the contractual (technical and quasi-legal) issues arising primarily out of government building construction activity.

The Queensland Government has established a Nation Building Program Management Office within DPW to coordinate the procurement and rapid rollout of projects across the state. The Program Management Office assists stakeholder departments to deliver their programs of work in accordance with program targets, through defining procurement strategies and processes.

## Services

Goprint, the Queensland Government Printer for over 140 years, provides print solutions and related services to Queensland Government departments and agencies. Goprint delivers a range of quality products and services such as the printing of legislation, gazettes and confidential documents. Goprint also provides commercial offset and digital printing, and associated services.

QFleet is the Queensland Government's provider of vehicle leasing and fleet management services and is currently Queensland's largest fleet operator with approximately 13,300 vehicles. QFleet provides these services to government departments and agencies and government-funded organisations.

The Queensland Government Chief Procurement Office (QGCPO) is the Queensland Government's expert in procurement policy, practice and education, and manages the State Procurement Policy framework, ensuring value for money from government spending. The QGCPO establishes whole-of-government supply arrangements, offers consultancy services to help government agencies implement economical procurement practices, provides training programs for better government procurement, and organises the disposal of government assets.

Sales and Distribution Services (SDS) provides supply management services and advice to support Queensland Government agency operations and service delivery. Operating three distinct service streams – SDS Distribution; SDS Publications; and SDS Logistics. SDS Distribution is an online retail and distribution business trading educational, office, furniture and other agency-specific products to schools and government agencies throughout Queensland. SDS Publications is an online retail and distribution business which manages electronic and printed publications on behalf of government agencies. SDS Logistics provides cost-effective warehousing and distribution services to government agencies.

The SSA provides efficient, standardised corporate services to all but two government departments (Queensland Health, and Department of Education and Training). The

SSA delivers services to more than 70,000 customers across the State. The SSA's services include finance processing, procurement, human resource management and facilities management.

## **Corporate and Executive Services**

Corporate and Executive Services supports the operations of DPW service areas.

External Relations assists DPW to manage positive relationships with key stakeholders by providing external relations and reconciliation advice and support for the Minister, the Director-General, the Corporate Governance Board; as well as the other areas of the department. External Relations' Public Affairs and Media function supports the Minister in responding to media enquiries, prepares and reviews all media releases and Parliamentary Statements for the department, develops publications and coordinates communication for key departmental activities.

The Executive Services Unit provides advice and delivers services for the Minister, senior departmental officers, Ministerial Liaison Unit, departmental officers in all services areas and officers of the Queensland Building Services Authority. Within the Executive Services Unit, Cabinet Liaison Services provides advice, coordination, quality assurance and control of cabinet related material.

The Finance Directorate role comprises both governance and service delivery. The governance role incorporates statutory compliance, departmental consolidated reporting and whole-of-government reporting, independent review and advice to the Director-General and the Corporate Governance Board. The service delivery role includes financial reporting and policy development.

The Human Resources Directorate oversees DPW's strategic and operational human resource services and develops and provides human resource functions at a departmental level to assist individual business units or work areas where appropriate.

The Internal Audit Unit provides DPW with a range of activities including internal

audits, advisory and consultancy activities; investigations at the request of the Audit Committee and senior management.

The Integrity Services Unit manages suspected official misconduct and major complaints for all areas of the department.

The Information Services Directorate provides value to DPW through the delivery and integration of quality ICT and Information Management (IM) services that support the strategic goals of DPW.

The Legal Services Unit provides high level, independent legal advice and documentation to the Minister and DPW, including strategic direction and policy advice on legal matters. It is responsible for resolving legal matters (including litigation and alternative dispute resolution) for DPW and ensuring that legislation is developed to meet government policy requirements. It also provides advice in respect of probity and accountability requirements.

The Planning and Performance Management Unit is responsible for the development, implementation, and communication of the Integrated Planning, Performance and Risk Management Framework. The unit coordinates annual corporate governance processes and products such as strategic planning; operational planning; business planning; risk management and reporting; annual planning cycle; performance data collection, analysis and reporting; review of governance committee terms of reference.

The Project Governance Business Group provides services to support the effective governance, policy, risk management, reporting and advice to the Director-General and departmental executives in relation to major and sensitive departmental programs/projects, principally building and property capital works activities; and department-owned facilities.

The Strategic Procurement Coordination Unit assists the Assistant Director-General, Corporate and Executive Services in the efficient and effective corporate governance

of DPW through maximising the strategic alignment of DPW's procurement management processes and products. The unit's activities enhance DPW's organisational capacity to define, establish and implement corporate strategic procurement frameworks and processes, including departmental procurement benefits at a departmental and whole-of-government level.

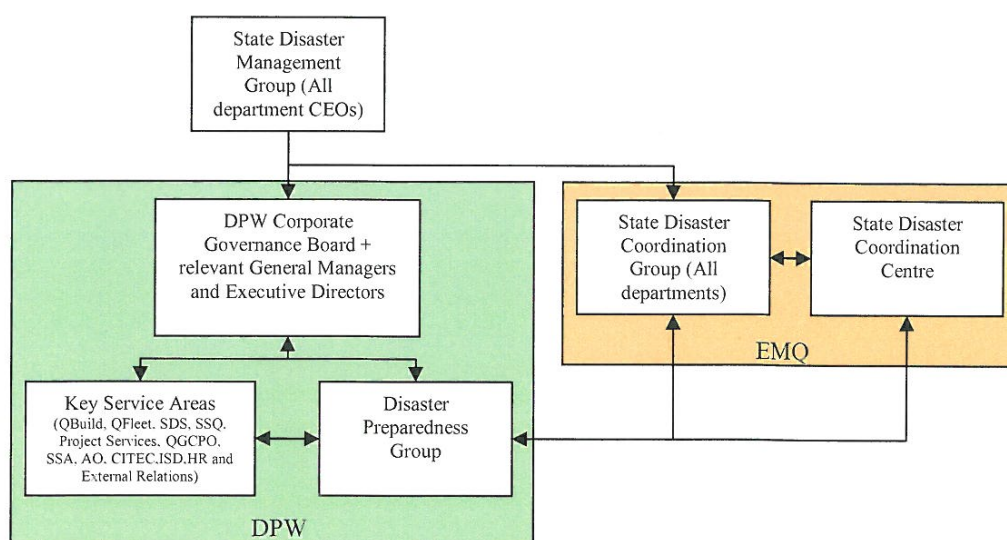
## B. Departmental Structure and Operation

The DPW's organisation chart attached and marked 'DPW-01' identifies the departmental reporting lines. The major functions of DPW are Information and Communication Technology; Works - Project Services; QBuild; and Building Services; Services; and Corporate and Executive Services. The shaded boxes in the chart denote service areas involved in the recent flood event. The extent of each area's involvement is detailed in section E.

### Disaster Management Related Roles and Structures

The DPW has a number of roles in supporting disaster response.

The following diagram depicts the disaster response governance within DPW and also how DPW works with the whole-of-government disaster response governance.



## **The Role of DPW**

The DPW establishes and maintains protocols, infrastructure and services that provide support services to other Queensland Government departments in normal operations and in disaster response and recovery situations.

During disaster response the tempo, priority and resources applied by some departmental service areas increase to meet the need of client departments and the specific disaster situation. The DPW supports public sector agencies and has the primary responsibility in managing state owned building and whole-of-government ICT infrastructure.

The DPW is not responsible for developing state disaster management policy. However, DPW contributes to the development and maintenance of disaster management arrangements and operational activities within the scope of its functional roles and expertise.

## **The DPW Corporate Governance Board**

During disaster events the DPW's Corporate Governance Board (CGB), chaired by the Director-General, meets regularly during the disaster period to be briefed on situation developments from the State Disaster Management Group (SDMG) and discuss the status of service area disaster response and business continuity activities and issues. The meetings allow for the coordination of activities where necessary, flow of information and decisions on departmental priorities and policy. The participants at these meetings will depend on the specific disaster event but will always include the Director-General, Associate Director-General, Assistant Directors-General and a representative from the departmental Disaster Management Group. Other participants, dependent on the specific disaster event, would be the Executive Director Human Resources, Chief Information Officer, Director External Relations and relevant General Managers ( eg. QBuild and Project Services) and Executive Directors (eg. SSQ, QGCPO).

## **Disaster Preparedness Group**

The Disaster Preparedness Group (DPG) is responsible for providing advice and coordinating DPW's disaster and business continuity management preparedness. The DPG also coordinates the DPW's activities under the State Disaster Management Plan (SDMP) in response to a departmental disruption, emergency or disaster affecting Queensland communities and government infrastructure.

The DPG provides the key operational link at the State level between DPW and other government departments through the State Disaster Coordination Centre (SDCC) and State Disaster Coordination Group.

The DPG has direct access to the Director-General, Associate Director-General and service area general managers in matters pertaining to real-time disaster operations and situation reporting.

The DPG has direct access to senior and executive officers across DPW and in disaster management/emergency management units within other departments and Emergency Management Queensland.

QBuild provides and coordinates departmental disaster response operations in regional Queensland.

The DPW's disaster response capacity is underpinned by business continuity plans and arrangements within service areas of DPW, particularly those areas that provide direct support to state disaster response activities.

## **Departmental Service Areas**

General Managers and Executive Directors of service areas are responsible for ensuring disaster management plans (where relevant) and business continuity plans are in place and disaster/continuity actions are initiated, managed and coordinated when the activities of DPW are required in a disaster activation and/or DPW assets are impacted by an event.

Business continuity activities and arrangements ensure that services provided to other government departments are maintained or resumed as soon as possible.

In the recent Brisbane flood events, both disaster management and business continuity arrangements were activated across all major departmental service areas.

### **Departmental Documents Relating to Departmental Disaster Management and Business Continuity Management**

The DPW Functional Disaster Management Plan is attached and marked 'DPW-02'.

Key service areas maintain disaster management plans and business continuity management plans and arrangements and assign responsibilities for managing preparedness and response activities.

### **C. Specific Responsibilities under the Disaster Management Act 2003 and Other Relevant Legislation**

The DPW has specific responsibilities under the *Disaster Management Act 2003* (DM Act) and State Disaster Management Plan [Part 3 Division 1] and State Disaster Recovery Plan, which are described in the DM Act.

#### **Responsibilities under the DM Act**

The Director-General of DPW represents DPW and is a permanent member of the SDMG. SDMG responsibilities are specified in the Act [Part 2 Division 1].

Senior regional management positions within QBuild are authorised to represent DPW and coordinate its activities and operations through the District Disaster Management Group (DDMG) during disaster preparedness and disaster response operations periods. DDMGs and their responsibilities are specified in the Act [Part 2 Division 2].



The DPW Director Disaster Preparedness and the Manager Disaster Preparedness represent DPW on the SDCG, a Standing Committee under the SDMG [Part 2 Division 6]. The SDCG and its responsibilities are not specifically identified by name in the Act. Greater detail is provided in the SDMP.

When the SDCG activates in preparation for and response to disaster events, the Manager Disaster Preparedness assumes the role of departmental liaison officer and is present in the SDCC.

### **Responsibilities under the State Disaster Management and State Disaster Recovery Plans**

The DPW has been allocated three functional roles in supporting disaster response and recovery in Queensland. These roles cover building and engineering services, emergency supply services and communications services.

Building and engineering services are provided primarily by:

- QBuild;
- Project Services; and
- Accommodation Office.

Examples of activities include:

- Professional services e.g. engineers (geotechnical, structural, civil etc.), architects and other professional officers including access to a diverse range of specialist consultants;
- Trade staff both internal and external (plumbers, electricians and carpenters etc);
- Building inspectors/damage assessors;
- Technical support in response to damage sustained by heritage or cultural assets;
- General advice on natural hazard mitigation measures as may apply to buildings;

- Temporary/portable accommodation for use as forward command posts, recovery centres, local disease control centres and warehousing facilities, etc;
- Alternative accommodation solutions utilising the full extent of government owned/operated built assets and/or access to other private sector assets;
- Technical advice on structural suitability of buildings for use as community evacuation centres or cyclone shelters; and
- Other tasks requested by the District Disaster Coordinator or the SDCC that are within the building and engineering services support function.

Emergency supply services are provided by:

- QBuild;
- QFleet;
- SDS; and
- QGCPO.

Examples of activities include the supply or co-ordination of:

- Catering related tasks outside of the scope of arrangements established with philanthropic organisations under the State Community Recovery Plan;
- Bottled potable water;
- Personal protective equipment and hygiene products;
- Temporary structures i.e. marquee and ablution facilities;
- Emergency equipment i.e. generators, portable lighting and refrigerated food storage etc;
- Minor earthmoving equipment e.g. bobcats, backhoes;
- Support to establish forward command posts, recovery centres and disease control centres;
- Access to specialist building services and vehicle hire solutions; and
- Other tasks requested by the District Disaster Coordinator or SDCC that are within the emergency supply support function.

Communications Services are provided by:

- SSQ;
- SSA; and
- CITEC.

Examples of activities include:

- Access to additional temporary communications systems including satellite, mobile and radio communications (UHF, VHF) and paging systems;
- Coordination of additional or new data cabling services;
- Liaison with telecommunication service providers or contractors for the provision of priority services as directed by the District Disaster Coordinator e.g. establishment of communications infrastructure for forward command posts, recovery centres and local disease control centres;
- Provision of community call centre operations and government internet pages for the provision of public information about major events and/or disasters provided by SSQ; and
- Other tasks requested by the District Disaster Coordinator or SDCC that are within the communication services support function.

Specific service area contributions/responsibilities are provided below.

## **CITEC**

CITEC provides the primary information technology service on behalf of the Queensland Government. Services include data centre services, infrastructure services, network services, solutions integration services and information brokerage services.

CITEC supports key emergency/disaster response agencies such as the Department of Community Safety, Queensland Police Service, DPW and Queensland Health with their respective information and communication technology systems.

Voice and data telecommunications, including the internet, is a critical underpinning service which is fundamental to government department business continuity management.

## SSQ

SSQ has no responsibilities specifically identified under the DM Act. However, SSQ does provide support to agencies via phone, counter and online channels for any activated emergencies. This includes, but is not limited to provision of advice, undertaking transactions and referral of customers to the appropriate service provider.

To ensure capability can be activated quickly and easily in response to a disaster, the SSQ Strategic Framework for Disaster Services was developed in conjunction with the Department of the Premier and Cabinet and other key agencies. The Framework provides clarity and awareness across the Queensland Government of SSQ's role and capabilities in disaster service delivery and details the overarching process to be followed in the event of a disaster occurring.

The SDMG endorsed and now owns the Framework. Currently six agencies participate in the Framework. These agencies and their associated areas of responsibility are detailed in the table below.

<b>Department</b>	<b>Main Area of Responsibility</b>
The Premier and Cabinet	The Premier's Donation Line
Communities	Community Recovery
Queensland Police Service	Terrorism Response Line
Employment, Economic Development and Innovation	Bio-Security Outbreak Response Line
Community Safety	Disaster Response Service
Queensland Health	Pandemic-Influenza Response Line

Since implementation of the Framework, three agencies, the Department of Environment and Resource Management (DERM), the Department of Education and Training (DET) and Maritime Safety Queensland have subsequently indicated their desire to participate in the Framework.

To support the unpredictable demand for disaster related services (which can vary greatly dependent upon the nature and breadth of a specific disaster) a memorandum of understanding exists between the Commonwealth and the State of Queensland to assist with delivery of contact centre services. This agreement, called the National Emergency Call Centre Surge Capability Arrangements (NECCSC) is activated upon request by the General Manager SSQ and assists with ensuring capacity to deal with unusually high call volumes. In addition to the NECCSC, an overflow agreement exists between SSQ and Brisbane City Council. While Brisbane City Council handles State Emergency Service calls for Brisbane, SSQ provides this service for the remainder of Queensland.

Within SSQ, many activation procedures and checklists are available to staff for utilisation during disaster events.

### **Project Services**

Project Services provides access to a range of professional engineering, architectural and project management services aligned to the building industry.

### **QBuild**

QBuild provides construction and building maintenance and repair services for the Queensland Government. QBuild also provides a range of security, cleaning and horticultural services and:

- Coordinates DPW's three functional responsibilities at the district disaster level through the DDMG;
- Maintains a large contractor/supplier contact data base to cover foreseeable needs arising from a range of disaster events; and
- Maintains caches of disaster response materials across the State.

### **Accommodation Office**

The Accommodation Office (AO) manages government owned buildings and accommodation and works with private building owners of leased premises. The AO maintains or sources alternative accommodation solutions should government buildings be impacted in disaster events.

### **Technical Services - DPG**

The DPG provides the liaison officer interface between the State Disaster Management System and SDCC and DPW. It provides for the coordination of departmental activities at the State level.

### **QFleet**

QFleet provides a range of comprehensive vehicle fleet management solutions to government agencies involved in disaster response and recovery activities.

### **QGCPO**

QGCPO maintains a number of whole-of-government arrangements with State-wide supply networks which can be accessed immediately during / after disasters by State Government entities, local governments and approved non-government organisations.

Arrangements of particular relevance include: fuel, employee assistance services, furniture, business machines, PCs, cleaning supplies and personal protective equipment/clothing, air travel, accommodation and car hire, air and road transport logistics.

### **SDS**

SDS provides a diverse range of office consumables, furniture and emergency relief consumables as well as expertise in logistics and warehouse management. SDS supports the operations of the SDCC during disaster operations.

## **SSA**

SSA provides a diverse range of administrative shared services to Queensland Government departments including interfacing with telecommunications providers for additional phone services in relation to disaster response i.e. establishment of disaster recovery centres/incident control headquarters.

## **D. Preparedness for Flooding Events Generally**

The DPW maintains a Disaster Management Functional Support Plan which provides the information and guidance necessary to effectively respond to any disaster event. The plan details arrangements for departmental representation on all key disaster management planning and response groups both at a state and regional level.

The plan was amended to reflect changes to the DM Act effective from 1 November 2010. The plan identifies key agency personnel who have a delegated level of authority for deploying a diverse range of departmental or other resources.

The DPW's business continuity policy and implementation guideline were approved in May 2010. The departmental business continuity plan was updated in October 2010. The plan describes departmental level coordination and responsibility arrangements for a major disruption to one or more departmental services. Service area continuity plans provide the detail information regarding service area arrangements, service area priorities, work-around strategies and resource requirements.

Key department service areas (QBuild, SSQ, CITEC, QFleet, QGCPO, SDS) have regular experience with disaster response activities and maintain well developed plans and resources including caches of materials and equipment that can be used in responding to a disaster situation. Maintaining continuity of "normal" services across client departments is integral to these service area plans and disaster preparedness.

The following information relating to specific service area preparedness is provided.

## **QBuild**

QBuild, given its state-wide infrastructure and resources, has been allocated the task on behalf of the department, of supporting disaster districts and DDMGs. Each QBuild Region maintains a Regional Disaster Management Plan which incorporates forms, templates and procedural information. Regions also have Business Continuity Plans.

QBuild maintains yearly pre-cyclone season disaster management awareness and training programs with the DPG for staff involved in disaster operations.

QBuild Business Continuity Plan Co-ordinator seeks confirmation from regional offices that all Regional Business Continuity Plans and Regional Disaster Management Plans were up to date. Specifically this includes confirming personnel, contact details for officers, calling tree arrangements, main and alternative operational centres and schedules of resources required.

Operationally, a raft of activities also occur to ensure organisational preparedness. These include:

- Disaster management committees placed on standby;
- Updated QBuild information provided to District Disaster Co-ordinator;
- Advance preparation for the supply of emergency equipment and materials eg. generators, sand, cleaning equipment, etc;
- Government vehicles are fully fuelled, phones fully charged, on call staff advised of potential of peak call out period;
- Resource requirements assessed, including options for deployment of resources pending the impact of a particular event;
- Disaster Management trailers are checked for inventory ensuring operational response;
- Disaster Management Shipping Container inventory checked to ensure operational readiness and easy transportation to any area in Queensland;



- Targeted emergency response training provided to staff eg. tarp training; and
- QBuild suppliers, particularly those in required trades, placed on notice in terms of preparedness to respond.

## SSQ

### Preparedness

SSQ undertakes regular quarterly testing of call functionality and overflow arrangements that may require activation or utilisation during a disaster event. The testing includes acceptance of calls, and warm and cold transfer of calls to relevant agencies/bodies, such as State Emergency Service, Department of Communities etc. Call overflow arrangements are also tested to ensure that in the event of an unusually high call volume, excess calls are overflowed to agencies with which SSQ has agreements in place, such as Centrelink and Brisbane City Council.

Telephony arrangements are also tested, including ensuring sufficient numbers exist to enable a single telephone number to be used per event. This limits confusion for the public and allows operational flexibility for instances where SSQ may be dealing with multiple disaster events.

All instances of testing are undertaken to include complete end to end process testing and also include testing of related disaster management documentation, such as activation procedures and checklists.

As part of disaster preparedness, contact lists for both internal and external stakeholders are also updated to ensure accuracy and currency of individuals and their related contact information. Stakeholders include state and federal disaster management groups, bodies and entities.

Mock disaster events hosted by Queensland Government agencies are held every 3 to 4 months. While SSQ is not specifically involved in these, its role is to monitor correspondence generated from the events and report back on timeliness, quality and usefulness.

## **Readiness**

In August/September each year, prior to storm season commencing, SSQ ensures readiness by checking routing strategies and updating the availability of telephone numbers for quick utilisation during an event. Business Continuity Planning (BCP) Activation folders are also updated and provided to all identified key contacts to ensure that necessary information is available to all staff requiring it. Activation folders contain:

- Telephony information, including additional 1800 numbers available for use in case of event activation;
- Current routing strategy;
- Agency service contacts including contacts for priority one services;
- Business Continuity Management wallet card;
- Additional agency service identifiers (ASIDs) for Reconciliation and Disbursement System (RADS), to ensure service reporting and billing can be undertaken; and
- Latest copy of activation disaster management procedures including roles and responsibilities.

To ensure staff are as prepared as can be to accept disaster related calls, all customer service advisors (CSA) are provided with refresher training in disaster scripts. This is particularly important to ensure that lessons learned captured from previous seasons are incorporated and information is updated to reflect any changes in response and recovery activities.

In October/November each year, at the commencement of the storm season, key resources are identified for each work unit across the organisation. As part of this process, all contact details are checked for accuracy. Traditionally, greater numbers of staff take leave during the December/January period. To ensure this does not greatly impact upon the key contact lists, separate availability lists are prepared for these timeframes as staff numbers are lower over this period.

In addition, temp agencies with which SSQ has existing contracts, are also placed on alert. This enables the supply of additional temp CSAs at short notice and often in large numbers.

## CITEC

CITEC has a Business Continuity Plan (and supporting plans) to ensure the strategic role of DPW and CITEC is protected and that critical departmental services continue to be delivered in the event of a disaster or major disruption.

The CITEC Business Continuity Plan links into and supports the Departmental Business Continuity Plan, which sets out whole-of-department arrangements for the continuity of critical departmental deliverables.

In the information and communication technology services space, the fundamentals of a business continuity plan are:

- Protect the data centres;
- Protect the critical data; and
- Protect the connectivity.

CITEC also has an Emergency Response Plan for 317 Edward Street Brisbane. It outlines the emergency procedures in place to facilitate safe, orderly and timely evacuation when necessary. This plan has been written to reflect the Workplace Health and Safety Regulation 2008, the *Fire and Rescue Service Act 1990*, Building Fire Safety Regulation 2008 and the Australian Standard 3745 – 2002 Emergency control organisation and procedures for buildings, structures and workplaces.

In addition, CITEC's data centre facilities were designed and built to standards that mitigate risks against natural disasters.

## **QFleet**

QFleet has disaster management procedures in place and these are activated to meet the vehicle needs of the Queensland Government departments. This includes using leased vehicles, sales stock, ex-leased returned vehicles and the purchase of new motor vehicles.

Each wet season (prior to Christmas) QFleet prepares a stock of vehicles in Brisbane and in regional centres for use in disaster relief. QFleet works closely with disaster management groups and ensures staff and vehicles can be accessed after hours and release administration of vehicles is streamlined.

## **QGCPO**

QGCPO maintains a number of whole-of-government arrangements with State-wide supply networks, which can be accessed immediately during/after disasters by State Government entities, local governments and approved non-government organisations. Arrangements of particular relevance include fuel, employee assistance services, furniture, business machines, PCs, cleaning suppliers and personal protective equipment/clothing, air travel, accommodation and car hire. Ready access to information about these arrangements is through the Queensland Contracts Directory – an online facility or through direct contact with the QGCPO.

During times of disaster, QGCPO works closely with stakeholders to promote knowledge of and access to relevant Queensland whole-of-government arrangements, and to facilitate access to relevant goods/services which may not be on QGCPO arrangements. For example, in the recent flood disaster this included coordination of travel bookings, providing up to date information to the sector on fuel station outages and fuel availability and identifying sources of supply as requested.

## **SDS**

SDS maintains a Disaster Coordination Committee made up of personnel across SDS business units. This committee manages the relationship with the SDCC, and the supply chain of: product suppliers, transport suppliers, warehousing and logistics.

SDS maintains a 24 hour availability service, with 12 key staff rotating on-call to facilitate supply.

SDS works with its contracted transport companies and suppliers to ensure currency of supply arrangements, after hours contact information and product lists of available goods.

## **E. Preparation and Response to 2010/2011 Flood Events**

### **SDMG/DPG Response**

#### **Timeline**

*28 October 2010*

The DPG held an extraordinary meeting of the DPW Disaster Management Functional Working Group and Business Continuity Coordinators to alert working group members and coordinators to the severe season forecast and the request from the Premier to departments regarding preparedness. Additionally, the changes to the DM ACT and their effects were described as well as updates were provided regarding developments and changes/enhancements to a number of departmental disaster response procedures and government arrangements.

Representatives were requested to advise and discuss these issues with their service area executives and ensure disaster management and business continuity plans and preparations were current and complete.

*November and December 2010*

The DPG visited all QBuild Regional Offices and addressed all personnel with a key role in disaster management regarding the severe season, changes to the DM Act and enhanced disaster operations arrangements.

During this period the DPG also assisted service areas update and complete disaster management and business continuity plans and arrangements. The DPG also produced preparedness status reports for the Corporate Governance Board meetings.

*30 November 2010*

The DPW's Corporate Governance Board met on 30 November 2010. The Director DPG provided a presentation on the status of DPW's preparedness for the cyclone season. Issues raised were subsequently actioned by relevant departmental service areas.

*22 December 2010*

The DPG commenced participating in daily SDCG teleconferences which were directed at a potential severe rain event and potential cyclone. The DPG provided daily updates to departmental executives and working group members regarding developments.

*25 December 2010*

Tropical Cyclone Tasha (TC Tasha) crossed the coast. The limited damage caused by TC Tasha did not necessitate any major activation of DDMGs nor was the SDCG fully activated. The DPG continued to take part in daily SDCG teleconferences and provide assistance/advice as required.

The weather system continued as a severe rain depression into Queensland's central interior and major flooding ensued along a number of coastal and inland river systems.

*28 December 2010*

Requests for support commenced and DPG commenced deployment to the SDCC (29<sup>th</sup>) to provide departmental liaison and coordination of tasking and requests for assistance from District Disaster Coordinators.

*28 December 2010 to 20 January 2011*

Over the following days and weeks as the flood events worsened, DPW representation at the SDCC coordinated the ongoing provision of functional support from several DPW service areas including but not limited to: SDS; QBuild; Project Services; AO; QFleet; SSQ; QGCPO; and Public Sector ICT Development Office.

The types of functional support provided by DPW to support the response effort could generally be classified as follows:

Bedding materials (inflatable mattresses and camp stretchers; bottled water; food supplies; health and hygiene supplies)	SDS
Temporary buildings; portable toilets and ablution facilities; emergency generators; DDMG support and DPW regional coordination of response	QBuild
Damage assessment (State Government infrastructure); restoration of damaged State Government building infrastructure	QBuild Project Services
Vehicles	QFleet
Call centre services	SSQ
Managing resumption of building services and reoccupation of government owned buildings and provision of temporary/transitional accommodation solutions.	AO

Numerous extra-ordinary meetings of the SDMG were held during January and were attended by the Director-General or his delegate.

## Key Service Area Activities

### The DPW Corporate Governance Board

During the period 4 - 28 January 2011, the DPW Corporate Governance Board met on 8 occasions. On most of those occasions the following officers participated due to the involvement of their respective service areas in the response activity:

- Director-General;
- Associate Director-General;
- Assistant Director-General Services;
- Assistant Director-General Building Services;
- Assistant Director-General Corporate and Executive Services;
- General Manager QBuild;

- Group Director Regional Queensland QBuild;
- General Manager Project Services;
- General Manager SSQ;
- Executive Director Accommodation Office;
- Disaster Preparedness Group representative;
- Chief Information Officer;
- Executive Director Human Resources;
- Chief Finance Officer; and
- Director External Relations.

At each meeting, there was an update from the Director-General relating to the most recent SDMG meeting issues/actions, etc and a verbal status report from each relevant service area relating to their response activities. An action list was prepared for most meetings and reviewed as required.

## **CITEC**

CITEC worked to ensure the government information and communication technology services continue through taking steps to protect the data centres, protect the critical data and protect the connectivity across networks. CITEC's data centre facilities were designed and built to standards that mitigate risks against natural disasters.

The majority of CITEC's operations during the closure of the Brisbane CBD was delivered through remote access as executives, managers and essential technical staff worked from home. This was possible because of CITEC's dual data centre model, recently implemented WebCC call centre software and pro-active communication strategies. Over and above standard service offerings, CITEC was able to continue to respond to all requests from clients for additional urgent assistance including network connections and capacity.

A Business Response Team of executives and senior management from across the organisation convened on Tuesday 11 January 2011 and met twice daily throughout the floods to manage CITEC's service delivery and assess the developing situation.



The team looked at all operations and human resources issues and dealt with critical client requirements as they arose. CITEC assisted with a range of event requests for changes from clients for disrupted services normally provided by agencies.

CITEC prioritised requests based on criticality relative to the flood events. The following agencies took priority in terms of CITEC services:

1. Department of Community Safety;
2. Queensland Police;
3. Queensland Health;
4. Department of Transport and Main Roads;
5. Department of Communities; and
6. Department of Public Works.

#### **Public Sector ICT Development Office (PSICTDO)**

The PSICTDO assisted SSQ in the coordination of departmental staff to assist at three call centres – CBD, Zillmere and Mt Gravatt including arranging of call centre training and attendance at the centres for shifts for the duration of the disaster.

The PSICTDO also coordinated the development and deployment of the Government “Pledge Website”—to record offers of assistance from industry— with Microsoft and the Department of Community Safety.

#### **SSQ**

SSQ maintained staffing and operations of three government call centres for the State Emergency Service (SES) 132 500 Line, Community Recovery Line, the Premier’s Disaster Relief Appeal phone line and the Queensland Government Flood Website.

Calls to the SES line began to increase on 24 December 2010 relating to flooding in Central Queensland. On 28 December 2010 the Community Recovery line was established and the Premier’s Disaster Relief Appeal phone line and website followed on 29 December 2010.

During 5-8 January 2011 preparations were made for receiving calls for the Channel 9 Flood Relief Telethon including calls for volunteer call takers. Significant volumes of calls were taken 9-10 January 2011 relating to the Telethon. Calls increased markedly to the SES Line for emergency assistance relating to floods during the morning and early afternoon of 10 January 2011.

On 12 January 2011 the SSQ CBD call centre site was officially shut with staff only working from Zillmere or Mt Gravatt. Corporate and support staff continued to work in the CBD. In addition a decision was made to operate Zillmere 7 days and expand hours to 0600-0000 with two Operations Managers at each site to assist with covering these hours. Queensland Transport calls were returned to the agency to enable SSQ to focus on SES and disaster recovery calls.

On 13 January 2011 SES calls started to decrease during the evening.

On 14 January 2011 call volumes for disaster recovery increased and more temporary staff were organised for Monday 17 January 2011. Also Employee Assistance Scheme counsellors went to each site to assist staff with stress fatigue and reaction to traumatic calls.

On 18 January 2011 the CBD call centre was reopened to take calls although services continued throughout this period. Over the period 23-28 January 2011 agency calls were returned to SSQ.

### **Project Services**

Project Services formed a technical assessment team to assist QBuild in bringing a number of the government's CBD buildings affected by the floods back into operation as quickly as possible. The team was assembled on 17 January 2011 and a Flood Recovery Plan was prepared. Daily meetings of the team were held and regular update reports were provided to senior management on progress.

The team comprised structural, fire, hydraulics, communications, electrical and mechanical engineers. Government office buildings assessed included: Queensland

Health Building, Forestry House, 61 Mary Street, Neville Bonner and Mineral House. With the exception of the Neville Bonner Building, all buildings were made ready for occupation by 21 January 2011. Neville Bonner Building suffered the most flood damage and recovery works were completed in early February 2011.

Other projects where the technical assessment teams have been involved are as follows: Queensland Theatre Company (QTC), Queensland Performing Arts Centre (QPAC), Gallery of Modern Art (GOMA), QBuild Offices in Cribb Street, the State Library, the State Tennis Centre at Tennyson and the Goodwill Bridge. Recovery work is still proceeding at QPAC, QTC, GOMA and the State Library where Project Services is providing Project Management services. Work is not expected to be completed for another three months.

Project Services is also assisting the Queensland Maritime Museum manage the recovery of the Dry Dock located at South Bank to ensure the safe repositioning of the Diamantina and Carpentaria once flood waters have been pumped out of the dry dock.

Project Services also prepared a Flood Impact Schedule of all Queensland Government building projects currently under construction across the State for reporting to senior management to gauge the level of impact the floods had on building projects in Queensland. This Schedule was regularly updated as recovery works progressed.

Project Services has also been assisting the Department of Communities and QBuild with the completion of "Structural Assistance Assessments" since 27 January 2011.

### **QBuild**

QBuild as part of the flood response:

- Established a central co-ordinator for the overall event, given a number of regions were being impacted at the same time;
- Established communication protocols and reporting arrangements including interaction with clients and with DPW;
- Activated regional disaster management plans;

- Participation in district disaster management group co-ordination meetings;
- Responded to disaster events on a regional basis with the focus being to assess damage, commence recovery and then undertake repairs and remediation;
- Acquired and provided bedding, water, sandbagging and other activities as requested by district disaster coordination centre;
- Deployed additional and specialist resources from QBuild regions to support the recovery effort in affected areas;
- Engaged QBuild suppliers and contractors to support the remediation, repair and recovery effort;
- Assessed and reported on the condition and level of damage to impacted government assets such as schools, government employee housing, public housing, government office buildings;
- Monitored and assessed the safety and impact of the flood event on QBuild staff across Queensland;
- Activated QBuild's Business Continuity Plan and undertook any consequential actions to ensure all key deliverables met; and
- Allocated various operational processes tasks to staff to track works undertaken, procure contractors and suppliers, meet reporting requirements, ensure deployment of QBuild resources across regions, ensure all necessary emergency equipment in place, ensure correct payment of staff and ensure safety of staff, etc.

### **Accommodation Office**

The AO identified the location of government owned and private sector leased buildings in the Brisbane CBD, South Bank, suburbs and Ipswich potentially being at risk from flood water entering basement and street levels. Progressive closures of buildings and shutdown of building services in government owned buildings at risk followed. AO liaised extensively with Energex to ensure continuity of power to key Government owned and private sector leased buildings that were not likely to be inundated by floodwater. AO also established communication protocols with agency representatives and developed a preliminary list of appropriate contingency plans.

42% of government office building space in the Brisbane CBD was affected on Thursday 13 January 2011 by the 2010-11 flood events.

AO established a project team with professional expertise to quickly assess the nature and extent of damage to building services and structures and to lead the reinstatement of government buildings to full operation as soon as possible. AO also engaged with private sector property owners and managers to assist them reinstate their buildings to ensure government services performed in leased premises were reinstated as soon as possible.

Twice daily reporting to the Director-General was initiated of the status of government owned and leased premises in respect to availability for occupation. The Director-General informed other department Chief Executive Officers when buildings could be reoccupied.

The AO liaised with department facility managers and client departments to find and set up temporary office space for displaced public servants performing essential services during the flood event.

By 20 January 2011 approximately 90% of all government office building space in the Brisbane CBD was available for occupation.

### **Technical Services - Disaster Preparedness Group**

The high-level preparedness and response coordination roles undertaken by the group are described in section C.

Staff maintained a watching brief on the developing weather situation, participated in SDCG teleconferences and provided situation updates to departmental executives and disaster response staff from 22 December 2010 and deployed to the SDCC on 28 December 2010.

Staff in the SDCC participated in response operations planning and coordinated numerous tasks related to the department's functional roles. These activities and tasks

were largely managed within the SDCC information and communications management systems.

DPG staff also assisted service areas with business continuity activities during the Brisbane flooding.

A DPG officer was deployed into the Flood Recovery Operations Group established by Emergency Management Queensland from 17 January 2011 until the group merged with the Flood Recovery Task Force / proposed Reconstruction Authority on 7 February 2011.

### **QFleet**

QFleet's Business Continuity Plan was activated during the Brisbane floods.

On 28 December 2010 QFleet received requests for vehicles from Department of Communities in Toowoomba who were responding to the floods in Chinchilla, St George and Dalby. As Bundaberg and Rockhampton started to be affected QFleet began to receive many calls from QBuild, Department of Community Safety, Department of Transport and Main Roads, Queensland Health, Queensland Police and Department of Education and Training from across central Queensland.

The supply of vehicles was managed and maintained during the recovery events by transporting vehicles between centres across the state. Stocks were also supplemented by cancelling all QFleet vehicle auctions across the state and through the purchase of new vehicles.

Over the flood period QFleet had a peak deployment of 160 vehicles across central and south east Queensland.

### **QGCPO**

QGCPO worked with QBuild, SDS, the Disaster Preparedness Group and Department of Community Safety during the most recent flood event, to ensure as far as possible,

access was available to existing whole-of-government and agency procurement arrangements to avoid duplicated effort and to reduce contractual risk.

During the recent flood disaster QGCPO coordinated travel bookings for public servants and SES personnel from within the SDCC, provided up-to-date information to the public sector on fuel station outages and fuel availability and identifying sources of supply.

### **SDS**

On 28 December 2010 SDS was stood up by the Manager Disaster Preparedness in the SDCC to begin supplying multiple items required to meet the disaster response and community relief needs. The requests continued on a daily basis at all times of day and night until the stand down of the SDCC related to the flood event.

SDS supplied 215,670 individual items to the community, DPW and other departments over the course of the flood event.

### **SSA**

The SSA Telecommunications team responded to a number of requests from agencies to provide critical services during the flood period.

The Milton Mail Centre was inundated on Tuesday 11 January 2011 and was not able to be accessed until Saturday 15 January 2011. An alternative site was nominated at 371 Vulture Street, Woolloongabba (the old SDS premises). The site was fully operational from Monday 17 January 2011 and government mail services resumed.

With the assistance of ISD, payroll and other processing for agencies was maintained.

### **Internal to the DPW**

#### *Information Services Directorate (ISD) - CIO*

ISD initiated contingency activities on 12 January 2011 to ensure continuity of systems and services that were impacted by flood inundation in some CBD and Milton building sites. These actions included staged system shutdown and startup to

protect systems/data from power failure, acquisition of alternative generator power supplies for key SSA IT systems in the CBD, establishing alternative work sites for SSA mailroom and the QBuild Office at Milton and establishing two desktop computer hubs in the northern and southern suburbs for key staff to access departmental systems should the CBD remain closed.

#### *Human Resources*

Human Resources constantly monitored the safety and well being of departmental officers and provided counselling services as required.

#### *External Relations Unit*

The unit prepared and distributed all-staff emails and regularly updated the department's website with web links and information for staff and clients regarding the department's response to the flood and office closures.

#### *Project Governance Business Group (PGBG)*

The PGBG has prepared a catalogue of State owned building assets (updated on a weekly basis) which sustained damage. The catalogue was included in submissions to Cabinet and associated Disaster Recovery Committees commencing from 16 January 2011 to date. Reports include indication of damage, estimated cost and eligibility status for Natural Disaster Relief and Recovery Arrangements claims.

## **F. Preparedness for Next Wet Season**

### **The DPW Corporate Governance Board**

A report is being prepared for tabling at an upcoming Corporate Governance Board meeting relating to all impacted service areas. The following information is not exhaustive and will be further developed for inclusion in the report. Approved recommendations will be actioned as a matter of priority.

### **CITEC**

CITEC will continue to consolidate the information and communication technology infrastructure onto a centrally-managed, shared, whole-of-government infrastructure



to provide greater flexibility in the allocation of service capacity in response to urgent and emergent priorities.

## **SSQ**

SSQ has commenced the capture of issues identified during this summer season covering all internal areas of Smart Service, including but not limited to, capacity and capability of technology, contact centre equipment, facilities, workforce planning, scripting, training, communications and reporting. Any improvements and enhancements identified through debriefing sessions both internally and externally will be implemented wherever possible to ensure readiness for the next storm season.

## **Project Services**

The assessment of the flood affected buildings in the Brisbane CBD revealed a number of engineering design aspects that could be considered in the future design of buildings located in flood prone areas, such as the location of major ICT, Security, communications equipment, switchboards and fire pumps and electricity supply pathways.

## **QBuild**

Regional Disaster Management Plans are developed and maintained in a manner which supports ongoing preparedness for QBuild to support DPW in responding to disaster events

## **Accommodation Office**

Actions which have been identified for the AO to undertake in preparation for the next wet season include:

- Seeking the establishment of whole-of-government Public Service protocols for informing public servants about attendance at work prior to and following a natural disaster;
- Preparing a Building Mitigation Strategy that covers issues such as identifying buildings susceptible to various potential flood events and ways to mitigate water entry and impact on building systems and network power supply;

- Preparing a Tenant Toolkit (including amending the Office Accommodation Management Framework Manual) to allow clients to identify their accommodation and associated resource needs and determine their ability to temporarily relocate in an emergency; and
- Providing greater detailed advice to clients relating to their disaster preparation and response within the Office Accommodation Management Framework Manual.

### **Technical Services - DPG**

Undertake a review of departmental preparedness and response activities with service areas to identify any improvements in disaster and business continuity plans and activities based on the experiences over the summer 2010-2011 storm and cyclone season. The Group will also participate in whole-of-government summer season debriefings to assist in reviewing interdepartmental disaster preparedness, arrangements and operations.

### **QFleet**

QFleet will continue its current preparedness processes for the next wet season. This is to identify all available stock in Brisbane and regional Queensland ready for deployment (includes configuration i.e. 4x4, 4x2 SUV's and passenger vehicles) and ensure that staff and vehicles are accessible after hours

### **QGCPO**

QGCPO will investigate the potential for further streamlining and any improvement in co-ordination and management of procurement in the SDCC with stakeholders including Department of Community Safety, QBuild, SDS and DPG.

### **SDS**

SDS will investigate the potential for further streamlining and any improvement in co-ordination and management of procurement, warehousing and transport for the SDCC with stakeholders including Department of Community Safety, QBuild, SDS and DPG.

## **SSA**

SSA will develop a telecommunications disaster recovery plan in consultation with client agencies.

## **Internal to the DPW**

### **ISD- CIO**

ISD will review ICT continuity and disaster recovery plans in light of experiences and issues identified through the impact of the flooding event.

### **Human Resources**

Human Resources will enhance procedures to ensure staff contact details are kept up to date – including home address, mobile and land line numbers.

Human Resources will continue to ensure staff have up to date contact details for their supervisor.

## **External Relations**

External Relations will develop a departmental position on the use of social networking technologies particularly in regard to providing key messages and providing regular status updates.

## **G. Indication of Relevant Documents Held by Department**

The DPW holds approximately 144,000 relevant documents including 140,000 recorded telephone calls. Below is an indication of the categories or types of documents held:

- Maps, plans and photographs;
- Status updated and situation reports;
- Spreadsheets;
- Emails;
- Minutes;
- Policies and guidelines;

- Training schedules and Powerpoint presentations; and
- Media Releases and responses.

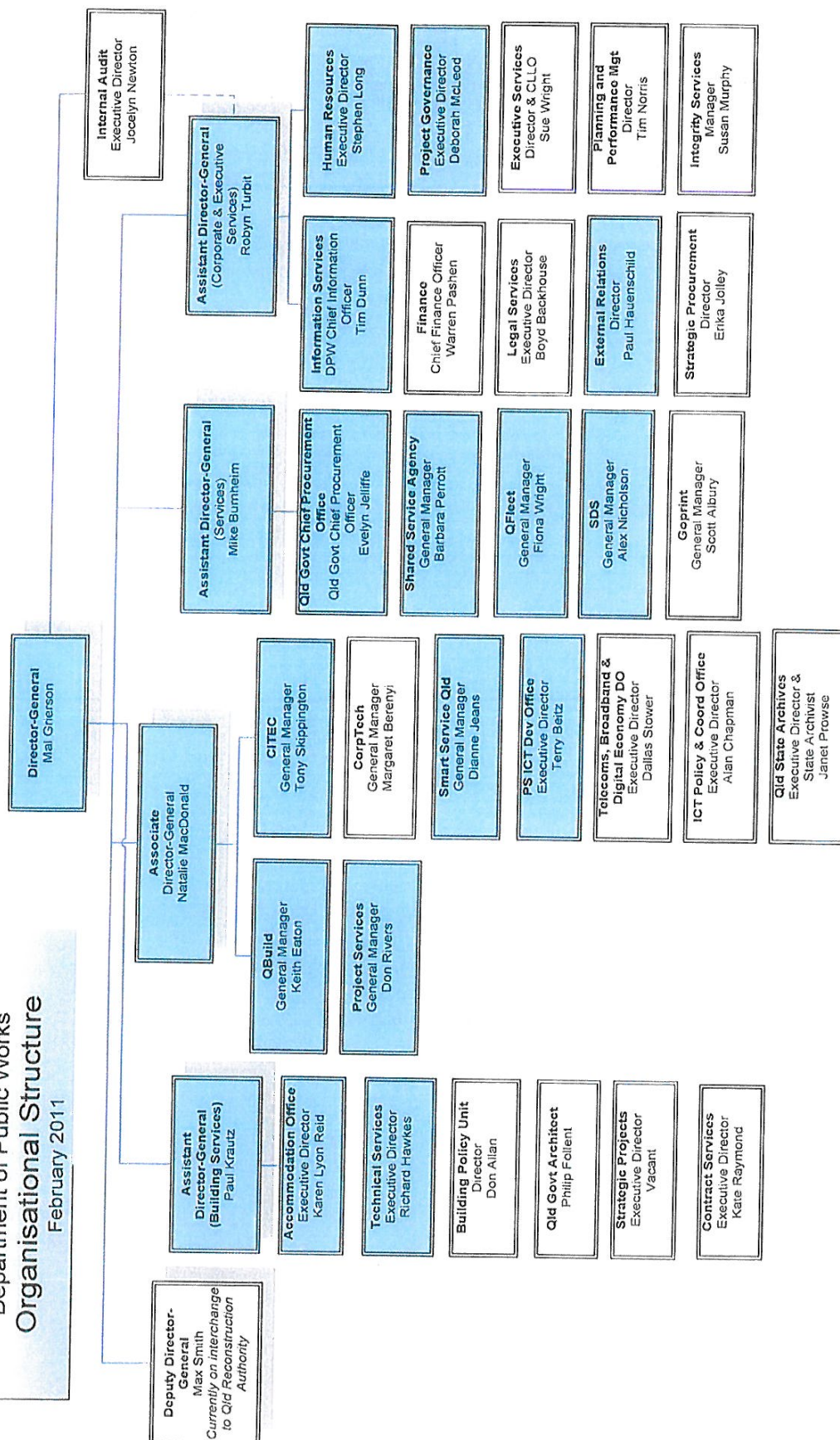
**Index of documents attached to**  
**DPW**

<b>Exhibit</b>	<b>Description</b>
<b>DPW-01</b>	Organisational Structure for the Department of Public Works
<b>DPW-02</b>	Disaster Management Functional Support Plan November 2010

SOQ 11 March Submissions

'DPW-01'

# Department of Public Works Organisational Structure February 2011





'DPW-02'



# Disaster Management Functional Support Plan

November 2010

Department of Public Works

 Queensland Government

This page is intentionally blank for printing purposes

---



# Disaster Management Functional Support Plan

1

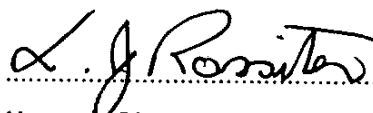
## Authorisation

The *Disaster Management Act 2003* forms the legislative basis for disaster management arrangements within all levels of government in Queensland. Queensland's whole-of-Government disaster management arrangements are based upon partnerships between federal and state government agencies, local governments, government owned corporations, non-government organisations and commercial providers. These partnerships recognise the need for a collaborative approach to ensure effective coordination of planning, transfer of information and provision of resources necessary for comprehensive all-hazards disaster management.

The state disaster management arrangements are described in the *State Disaster Management Plan*.

The Director-General, Department of Public Works approves this departmental plan as a sub-plan under the *State Disaster Management Plan* for the provision of departmental support in the preparation for, response to and recovery from natural disasters and other incidents.

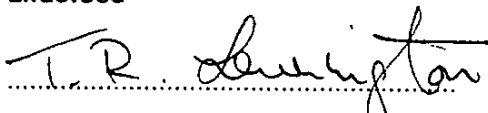
### Recommended



Manager, Disaster Preparedness, Department of Public Works

Date: 17/12/2010

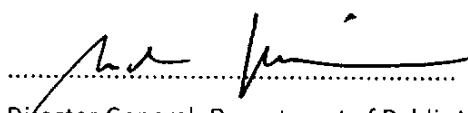
### Endorsed



Director, Disaster Preparedness Group, Department of Public Works

Date: 17/12/2010

### Approved



Director-General, Department of Public Works

Date: 20/12/10

# Disaster Management Functional Support Plan

## Contents

Foreword .....	3
Corporate policy statement .....	3
Distribution of the plan .....	3
Plan review .....	3
The principles of departmental support to a disaster response .....	4
1.0 Disaster management arrangements .....	5
1.1 Queensland disaster management arrangements .....	5
1.2 Departmental disaster management arrangements .....	6
2.0 Departmental roles and responsibilities .....	7
2.1 Building and engineering services .....	7
2.2 Emergency supply .....	7
2.3 Communication Services .....	8
3.0 Appointment to disaster management positions .....	9
3.1 Authority to approve appointments .....	9
3.1.1 Director-General, Department of Public Works .....	9
3.1.2 Regional Disaster Coordinator .....	9
4.0 Departmental disaster management committees and planning responsibilities .....	10
4.1 State level committees .....	10
4.2 Departmental disaster management functional working group .....	10
4.3 Regional disaster management functional planning committees .....	12
4.4 Critical staff contact registers .....	12
4.5 Contractor/supplier contact registers .....	13
4.6 Review of plans .....	13
5.0 Activation of the Department's functional support plan .....	14
5.1 Authority and requests to activate plan .....	14
5.2 Levels of activation .....	14
5.3 Post activation reporting .....	14
5.4 Debriefing .....	15
6.0 Departmental disaster coordination capability .....	16
6.1 Regional disaster coordination centres .....	16
6.2 Departmental disaster coordination capability .....	16
7.0 Delegations and reimbursement of costs .....	17
7.1 Delegated authority .....	17
7.2 Capture and reimbursement of costs .....	17
8.0 Disaster management education and training .....	19
8.1 Internal training .....	19
8.2 External training .....	19
8.3 Training register .....	19
Annexure .....	20
Financial arrangements .....	20
Definitions .....	21

## Disaster Management Functional Support Plan

### Foreword

The purpose of Queensland's disaster management arrangements is to provide for a more resilient and sustainable safer community and a better quality of life in Queensland through world class emergency response and disaster recovery services. The Department of Public Works is an integral part of Queensland's disaster management arrangements as the department provides support to other agencies in the key areas of building and engineering services, emergency supply and communication services.

The department's *Disaster Management Functional Support Plan* describes the department's disaster management roles, responsibilities and arrangements and provides the authority and direction for the development of subsequent plans and activities of planning committees.

This plan has been developed by the department's Disaster Preparedness Group. The Disaster Preparedness Group has been established in recognition of the department's key role in disaster management and is responsible for the department's preparedness planning, training and exercising for disasters and coordinates the department's response to disasters and incidents.

The Disaster Preparedness Group also provides the operational interface between the State Disaster Coordination Centre, other state government departments and the department's service areas. The department's maintenance and construction arm (QBuild) is responsible for coordination of the department's responsibilities at District Disaster Management Group level.

### Corporate policy statement

When responding to a disaster, incident or other request for functional assistance, all departmental service areas are required to adhere to relevant legislation and all current departmental and whole-of-Government policies. Applicable policies may cover a broad range of matters including, but not limited to: financial practices and delegations; procurement practices; human resource management and workplace health and safety, procedures; business continuity planning; and environmental initiatives.

The department recognises that it may be necessary to assist in the emergency management and/or long term recovery of a single facility or an entire community following a disaster or incident. The department also recognises that any such response may require immediate actions to ensure the protection of life and/or property.

### Distribution of the plan

This plan is provided to all departmental personnel who perform roles in disaster management and business continuity management. The plan is also provided to other departments and agencies that perform disaster management roles so as they have knowledge of the department's disaster management roles and functions.

### Plan review

The *Disaster Management Functional Support Plan* is reviewed annually and a current version is maintained on the department's intranet site.

---

## Disaster Management Functional Support Plan

4

### The principles of departmental support to a disaster response

1. **Disaster management is a responsibility of all levels of government.** The capacity of the department to respond to requests for assistance is not limitless and relies where practicable on all levels of government, to establish and maintain a level of self reliance in respect to meeting their own resource needs.
2. **Disaster response should be premised on an extension of agencies core business functions.** The department shall in normal circumstances not be responsible for the acquisition of goods and services which are intrinsic to the delivery of an organisations normal core business. This is particularly relevant to goods or services obtained under permit of licence restrictions.
3. **Disaster management should utilise current supplier arrangements.** Where practicable the department shall utilise current supplier and service arrangements to support disaster operations. Departmental service areas shall base their respective planning on 'supply when needed' arrangements rather than maintaining extensive caches of materials.
4. **Disaster management can require a prioritisation of available resources across government.** During the preparation for, response to or recovery from an event, agencies can compete for the provision of limited resources. The department shall seek advice via the disaster management system for clarification on any prioritisation of resources.
5. **Disasters can adversely impact on the normal delivery of government services.** Departmental service areas' business continuity planning must encompass strategies for support of a disaster response while maintaining core services as best as possible. Planning shall encompass situations where service areas resources, services and facilities are disrupted by the event being addressed.
6. **Disaster management arrangements shall recognise the value of non-government organisations.** Significant skills and resources exist within both non-government organisations and the commercial sector. The department shall where practicable identify opportunities to develop arrangements which utilise the knowledge and expertise of other organisations in support of effective disaster operations.
7. **Disaster management planning shall recognise a comprehensive and scalable all hazards approach.** Planning undertaken by the department is premised upon one set of management arrangements for all hazards: natural disasters, technological incidents, terrorism related incidents, human pandemics as well as plant and or animal disease. All disaster planning shall be based on fully scalable response arrangements.
8. **Disaster events involve special funding arrangements.** The department has developed detailed guidelines for the acquisition of supplies and services in a response to an event.
9. **Utilisation of departmental staff.** The department understands that departmental staff can be personally impacted by the same disaster event that it is attempting to provide a level of functional response. Detailed business continuity planning will enable suitably skilled replacement personnel to be temporarily deployed from other unaffected offices.
10. **Training is an important and intrinsic component of disaster preparedness.** The department shall provide the needed resources to maintain a prepared workforce.

# Disaster Management Functional Support Plan

5

## 1.0 Disaster management arrangements

### 1.1 Queensland disaster management arrangements

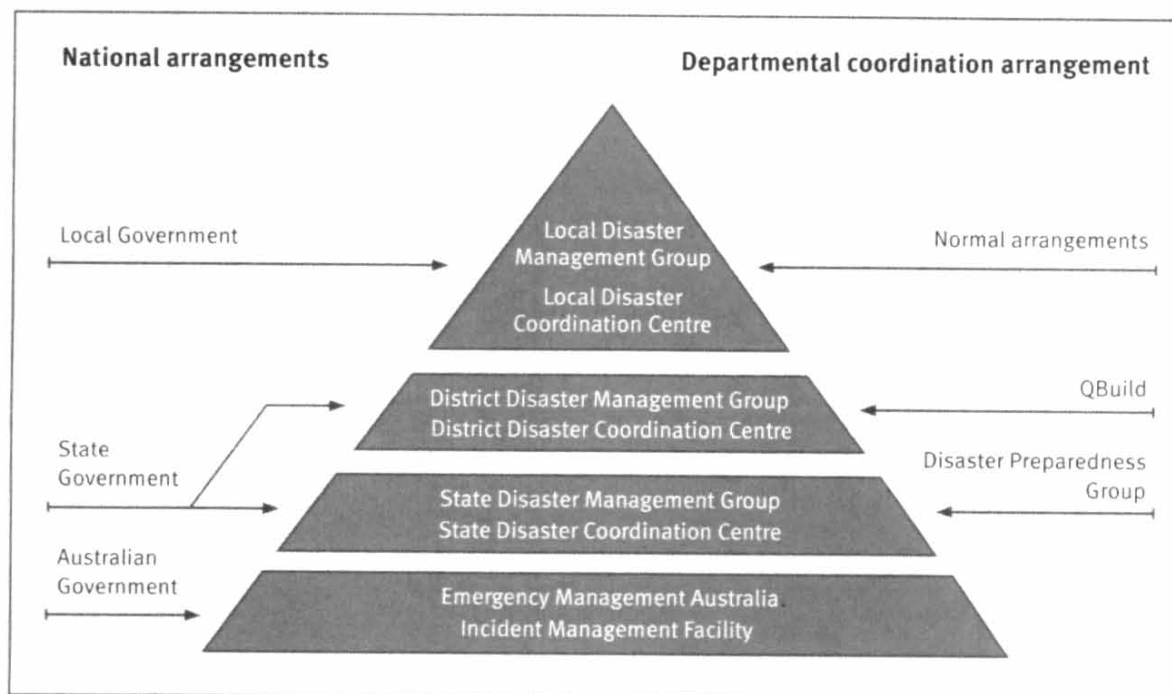
The *Disaster Management Act 2003*, incorporating amendments under the *Disaster Management and Other Legislation Amendment Bill 2010*, provides the legislative basis for disaster management arrangements in Queensland.

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

This structure recognises that when resources are inadequate or not available at local government level to effectively respond to a disaster, assistance can be requested from the District Disaster Management Group. If the District Disaster Management Group is unable to meet the request, it will then be forwarded to the State Disaster Coordination Centre for actioning via the State Disaster Coordination Group. The State Disaster Coordination Group is the operational arm of Queensland's peak disaster management body the State Disaster Management Group.

**Figure 1** represents the request/support arrangements currently in place.

Figure 1: Queensland disaster management arrangements



## Disaster Management Functional Support Plan

6

### 1.2 Departmental disaster management arrangements

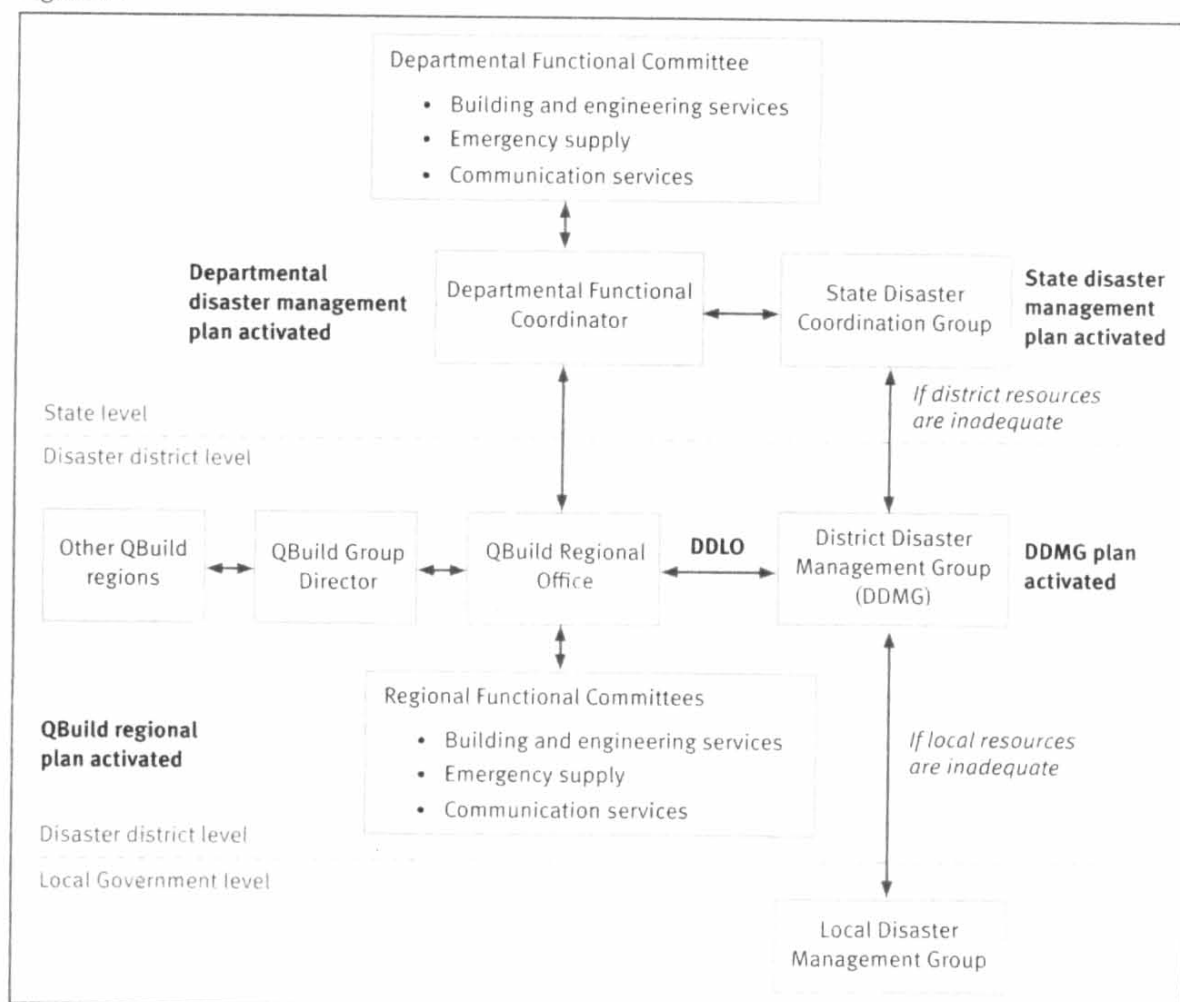
At a local government level, the department operates using normal fee for service provider arrangements. At disaster district level, QBuild regional offices coordinate disaster operations on behalf of the department. The departmental Functional Liaison Officer, located within the Disaster Preparedness Group, represents the department on the State Disaster Coordination Group.

The State Disaster Coordination Group provides the primary mechanism through which coordinated whole-of-Government State-level support is provided to disaster impacted communities, during both the response and recovery phases. The State Disaster Coordination Group membership is comprised of functional liaison officers from each of the departments represented on Queensland's peak disaster management body the State Disaster Management Group.

The department's Functional Liaison Officer coordinates the department's response of state level operations as well as oversees disaster district level operations being managed through QBuild regions. The department's Functional Liaison Officer provides the pivotal role in the dissemination of disaster related information and resourcing requests to the department's Disaster Management Functional Working Group.

**Figure 2** depicts the command, control and coordination role of the Queensland disaster management system in the context of the involvement by the Department of Public Works

Figure 2:



# Disaster Management Functional Support Plan

7

## 2.0 Departmental roles and responsibilities

### General

The Queensland disaster management arrangements have adopted an approach whereby functional support agencies are identified on the basis of their core functions and their legislative and jurisdictional responsibilities. These agencies are assigned functional status within the State Disaster Management Plan. Under the *State Disaster Management Plan*, the department is assigned three primary and pivotal support functional roles:

- building and engineering services
- emergency supply
- communication services.

### 2.1 Building and engineering services

Coordinate the acquisition, provision and/or activities of building and engineering services in support of disaster operations. This includes:

- professional services e.g. engineers (geotechnical, structural, civil etc.), architects and other professional officers including access to a diverse range of specialist consultants
- trade staff both internal and external (plumbers, electricians and carpenters etc.)
- building inspectors/damage assessors
- technical support in response to damage sustained by heritage or cultural assets
- general advice on natural hazard mitigation measures as may apply to buildings
- temporary/portable accommodation for use as forward command posts, recovery centres, local disease control centres and warehousing facilities etc.
- alternative accommodation solutions utilising the full extent of government owned/operated built assets and/or access to other private sector assets
- technical advice on structural suitability of buildings for use as community evacuation centres or cyclone shelters
- other tasks requested by the District Disaster Coordinator or the State Disaster Coordination Centre that are within the building and engineering services support function.

### 2.2 Emergency supply

Coordinate the acquisition and management of emergency supplies and services in support of disaster operations. This includes:

- coordination of provision of catering related tasks outside of the scope of arrangements established with philanthropic organisations under the *State Community Recovery Plan*
- bottled potable water
- personal protective equipment and hygiene product
- temporary structures i.e. marquee and ablution facilities
- emergency equipment i.e. generators, portable lighting and refrigerated food storage etc
- minor earthmoving equipment e.g. bobcat, backhoe (major plant hire obtained through Roadtek, a division of Department of Transport and Main Roads)
- support to establish forward command posts, recovery centres and disease control centres
- access to specialist building services and vehicle hire solutions

## Disaster Management Functional Support Plan

8

- other tasks requested by the District Disaster Coordinator or State Disaster Coordination Centre that are within the emergency supply support function.

SDS, the department's materials supply, warehousing and general logistics services provider, maintains a limited capacity to provide an end-to-end logistics management capability including the receipt, storage and distribution of disaster response materials and equipment.

### Important limitations

*Departmental officers shall be aware that in emergency and disaster situations inexperienced participants of other agencies may incorrectly interpret the emergency supply function of the department as 'supplier of all goods during an emergency'. Other departments and agencies are to utilise their own internal acquisition/supply and support resource capability before requesting support. Where agencies do not have an existing capability, or the resources are outside of those normally used in their core business, departmental support arrangements may be provided.*

*The acquisition of specialist resources requiring a permit, licence or specific technical knowledge is the responsibility of the respective individual agency. (It is not a role of the department's to procure licensed goods on behalf of other agencies that have current licences/specialist supply arrangements in place).*

## 2.3 Communication Services

Coordinate the provision of communication services in support of disaster operations. This includes:

- access to additional temporary communications systems including satellite, mobile and radio communications (UHF, VHF) and paging systems
- coordination of additional or new data cabling services
- liaise with telecommunication service providers or contractors for the provision of priority services as directed by the District Disaster Coordinator e.g. establishment of communications infrastructure for forward command posts, recovery centres and local disease control centres
- provision of community call centre operations and government internet pages for the provision of public information about major events and/or disasters – provided by Smart Service Queensland
- other tasks requested by the District Disaster Coordinator or State Disaster Coordination Centre that are within the communication services support function.

### Important Limitations

*Excludes the coordination of telecommunication services providers or carriers core business responsibilities.*

*Due to the specific nature of each agencies requirement's information technology (IT) hardware and software shall remain the responsibility of the requesting agency.*

*Excludes agencies including first response agencies such as Police, Ambulance, Fire and SES who maintain their own independent radio communications capability.*



## Disaster Management Functional Support Plan

9

### 3.0 Appointment to disaster management positions

#### General

The department's disaster management arrangements include key positions that operate at state and regional levels that enable the department to undertake its assigned functional support roles.

#### 3.1 Authority to approve appointments

##### 3.1.1 Director-General, Department of Public Works

Subdivision 2 Membership S24 clauses (1) (e) and (3) of the amended *Disaster Management Act 2003*, require the chief executive of a department to appoint officers to represent that department on Queensland's District Disaster Management Groups.

In accordance with the *Disaster Management Act 2003*, the Director-General, Department of Public Works shall formally appoint suitable senior officers from within QBuild's regional network to represent the department as Liaison Officers on each of Queensland's District Disaster Management Groups.

The Director-General, Department of Public Works is also responsible for approving the appointment of an appropriate officer to the position of Functional Liaison Officer to the State Disaster Coordination Group.

##### 3.1.2 Regional Disaster Coordinator

For interpretation of the plan the respective QBuild Regional Manager shall be assumed to take on the role of Regional Disaster Coordinator. The Regional Disaster Coordinator shall manage QBuild regional operations in relation to repairs to damaged government buildings as well as coordination of any functional support to disaster response or recovery operations.

The Regional Disaster Coordinator is authorised to appoint officers within the region to undertake specific disaster management roles as outlined in Section 4.3 of this plan (Regional Disaster Management Functional Planning Committees).

In large scale events the roles undertaken by a Regional Disaster Management Functional Planning Committee are to be considered interim full-time positions for the duration of operations. To ensure delivery of normal core business services QBuild shall make arrangements to backfill key positions vacated by any staff involved in disaster operations using suitably qualified personnel either from within or outside the impacted region.

## Disaster Management Functional Support Plan

10

### 4.0 DPW disaster management committees and planning responsibilities

#### General

The department recognises and acknowledges that planning is a key mechanism in fulfilling its roles and responsibilities as assigned under the *State Disaster Management Plan*. The department has expertise to contribute in the planning process and its participation is fundamental in ensuring the department is able to support operations and respond appropriately to a disaster event or incident.

The department, through its key service areas is responsible for ensuring functional support arrangements, resources and plans are in place to support disaster operations and that they are regularly reviewed, tested and revised.

The department, recognises that an effective means of all agency planning is through representation on specialist whole-of-Government committees and through standing departmental committees.

#### 4.1 State level committees

Effective disaster management planning cannot be achieved in isolation. The department, as an integral part of Queensland's disaster management system, provides representation on a number of key cross agency state level planning committees including:

- the State Disaster Coordination Group
- the State Disaster Mitigation Committee
- the State Community Recovery Committee
- Queensland Tropical Cyclone Consultative Committee (QTCCC)
- Chair of the QTCCC Shelter Building Sub-Committee.

The Disaster Preparedness Group will also represent the department on ad-hoc state level committees or working groups established to address emergent disaster management matters.

#### 4.2 Departmental disaster management functional working group

The department maintains a Disaster Management Functional Working Group comprising a core membership of senior representatives from departmental service areas that support disaster management. The departmental service areas comprising the core group are:

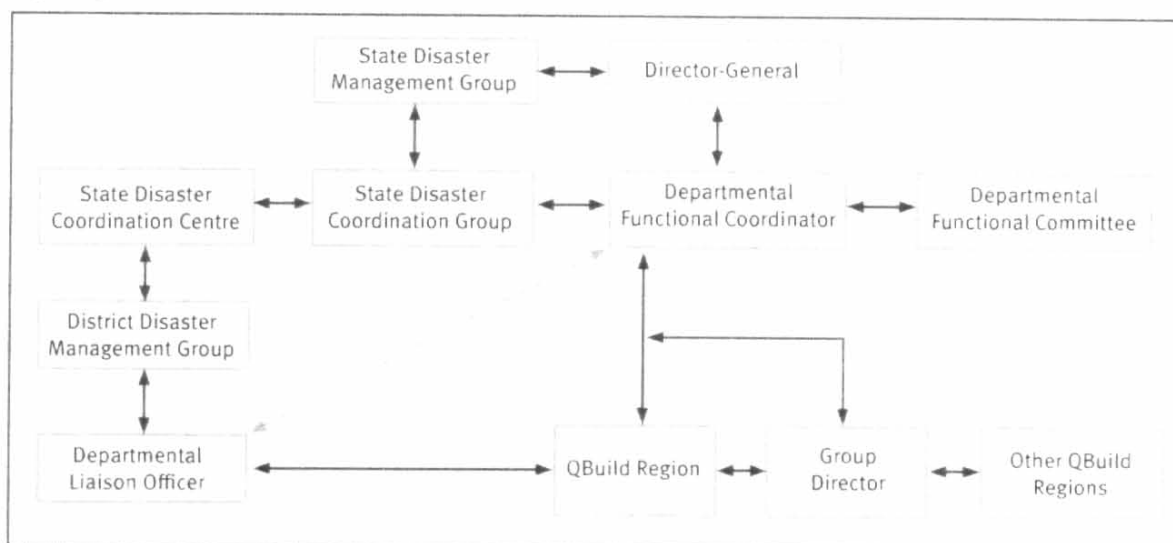
- Disaster Preparedness Group (Chair)
- QBuild
- Project Services
- Accommodation Office
- QFleet
- Queensland Government Chief Procurement Office
- SDS
- Queensland Government Chief Information Office
- Shared Services Agency (Telecommunications)
- Smart Service Queensland.

## Disaster Management Functional Support Plan

11

The Working Group shall be supported by other departmental service area expertise, (such as Corporate Finance, Human Resources and External Relations) as required. **Figure 3** depicts the department's reporting arrangements in the context of a response to a disaster or incident:

Figure 3



The department's Disaster Management Functional Working Group is responsible for:

- ensuring preparedness activities and the associated disaster management plans reflect the roles and responsibilities of the department as well as current disaster management concepts, principles and arrangements within Queensland
- meeting prior to and after the summer storm and tropical cyclone season to discuss disaster management issues as they may relate to the department
- providing support and guidance to core service areas during the preparedness and planning process
- providing support to the department's Functional Liaison Officer for the purposes of planning, training and disaster operations as required
- the development, maintenance and testing of the department's Disaster Management Functional Support Plan in conjunction with the Disaster Preparedness Group.

The department's service area Functional Liaison Officers (core group) shall be responsible for the development and maintenance of any disaster management plans or procedures as deemed necessary by the respective service area.

Other non-core departmental service areas shall also maintain a level of preparedness to provide support to disaster operations. The range of services, advice or technical support to be provided by non-core departmental service areas will in general be limited to their normal core business and accordingly no specialist plans will be required.

## Disaster Management Functional Support Plan

### 4.3 Regional disaster management functional planning committees

In order to fulfil the department's roles and responsibilities at a district level, QBuild Regional Disaster Coordinators shall establish and maintain both Regional Disaster Management Functional Planning Committees and separate Planning Committees for each of the department's three functional support roles.

The Regional Disaster Management Functional Planning Committees shall consist of:

- Regional Disaster Coordinator (Chair)
- Deputy Regional Disaster Coordinator (Deputy Chair)
- officers nominated as District Disaster Liaison Officers
- Emergency Supply Liaison Officer
- Building and Engineering Services Liaison Officer
- Communications Services Liaison Officer
- Disaster Management Financial Coordinator
- Group Disaster Management Coordinator (as deemed appropriate).

The Regional Disaster Management Functional Planning Committees shall be responsible for:

- the development, ongoing maintenance and review and testing of a QBuild Regional Disaster Management Plan
- meeting at least twice yearly i.e. prior to and immediately following the summer storm and tropical cyclone season to discuss disaster management issues
- providing the QBuild Group Disaster Management Coordinators with minutes of all committee meetings.

Plans shall be prepared to ensure local/individual regional requirements are met, and to provide an all hazards approach to disaster events and other incidents which require a whole-of-Government response. The group network within QBuild provides a degree of additional robustness of planning and resources to back up a response to any disaster.

### 4.4 Critical staff contact registers

The department's Disaster Preparedness Group shall maintain contact registers of key departmental disaster management personnel. Service area Liaison Officers, QBuild Regional Disaster Coordinators and QBuild Group Disaster Management Coordinators are responsible for updating and disseminating their own respective key contact registers.

Critical staff contact registers are to be:

- updated prior to each summer storm and cyclone season
- confirmed prior to any normal time of high risk or when placed on alert
- conform to the department's Privacy Policy regarding security of access and staff consent if private contact and address details are recorded for disaster management purposes.

The Disaster Preparedness Group shall consolidate the critical staff contact registers and distribute to key agency stakeholders by the first day of November each year.

## Disaster Management Functional Support Plan

13

### **4.5 Contractor/supplier contact registers**

All key departmental service areas shall maintain a register of any contractors and suppliers required to support their respective functional role.

Registers shall incorporate contact names of persons in commercial organisations including business telephone and email contact details, mobile phone numbers, after hours' telephone numbers, fax numbers and any other relevant information including the types of materials and services available. The registers are also to be reviewed and updated prior to first day of November each year.

### **4.6 Review of plans**

All disaster management plans must be reviewed for their currency annually and prior to the commencement of the summer storm and tropical cyclone season.

A review of the plan shall be undertaken following an actual activation or training exercise to identify problems and remedy any key omissions in the plan and/or include any lessons and associated improvements. This approach is consistent with the requirements of the *Disaster Management Act 2003* and *Disaster Management and Other Legislation Amendment Bill 2010*. A review may be undertaken through a meeting of appropriate committee members.

Notification of any outcomes from reviews of plans shall be forwarded to the department's Disaster Preparedness Group.

## Disaster Management Functional Support Plan

### 5.0 Activation of the Departments functional support plan

#### General

The department's *Disaster Management Functional Support Plan* can be either fully or partially activated to support disaster operations at state and/or district Disaster Management Group levels.

#### 5.1 Authority and requests to activate plan

The authority to activate the department's *Disaster Management Functional Support Plan* or service areas' disaster management plans is vested in the following officers:

- the Director-General, Department of Public Works
- departmental Functional Liaison Officer (State Disaster Coordination Group)
- QBuild Regional Disaster Coordinator.

Requests to activate the department's *Disaster Management Functional Support Plan* may be received from:

- the Executive Officer of the State Disaster Management Group (Queensland Police Service)
- the District Disaster Coordinator
- other functional lead agencies in conjunction with the State Disaster Coordination Centre or the District Disaster Coordinator.

#### 5.2 Levels of activation

Activation of Queensland's disaster management arrangements involves the following stages:

- **Alert** - Declared when it is known that a disaster event may occur.
- **Standby** - Declared when it is known a disaster event is imminent.
- **Activation** - Declared when a disaster event is highly likely, is occurring or has occurred.
- **Stand-down** - The winding back of services either because the risk of a disaster event occurring has passed or the event has occurred and the response and/or recovery phase is completed and local resources are sufficient to resolve any outstanding issues.

Alert and Standby stages are used for predictable events e.g., tropical cyclones and river flood events. Unpredicted events such as an earthquake or flash flooding may result in the first stage proceeding directly to 'Activation'.

#### 5.3 Post activation reporting

Following activation of the Local Disaster Management Group, District Disaster Management Group, or State Disaster Coordination Centre, any departmental service area that has committed labour or materials to disaster response activities shall provide a summary report to the Director, Disaster Preparedness Group and to the General Manager/Executive Director of their respective service area. The summary report shall outline any key matters for consideration or improvement, the origin of any tasking, descriptions of the task, resources committed and known costs.

## Disaster Management Functional Support Plan

15

### **5.4 Debriefing**

Debriefings are the mechanism by which the effectiveness and appropriateness of processes and procedures employed during the event can be critically and objectively assessed to identify areas requiring attention. The department's Functional Liaison Officer (State Disaster Coordination Group) may conduct a debriefing with a single region/service area or with multiple regions and/or service areas.

---

## Disaster Management Functional Support Plan

16

### 6.0 Departmental disaster coordination capability

#### General

The department shall as required, establish disaster coordination centres at state and/or district levels. The disaster coordination centres shall function as the focal point for the coordination of requests, information and support in response to disaster operations at state or disaster district level.

#### 6.1 Regional disaster coordination centres

A Regional Disaster Coordination Centre established to support District Disaster Management Group operations shall where practicable utilise existing QBuild facilities and resources. Funding support is provided to QBuild by the Disaster Preparedness Group for the establishment of regional disaster coordination centres and resources. The funding shall be used to maintain phone and data communication services as well as other ancillary support items and services within the coordination centres. Procedures shall be developed for the activation and operation of the respective disaster coordination centres and shall be incorporated into *QBuild Regional Disaster Management Plans*.

Should primary locations of regional disaster coordination centres be affected by a disaster impact, alternative accommodation arrangements as outlined in the *QBuild Regional Disaster Management Plans* shall be activated and advice provided to stakeholders at both state and regional levels. QBuild will advise relevant stakeholders of its action.

#### 6.2 Departmental disaster coordination capability

The department's Disaster Preparedness Group maintains a highly mobile capacity for the establishment of an appropriate Disaster Management Coordination Centre based on the specific needs of incident being addressed and any anticipated agency needs or special requirements. The mobile nature of the department's arrangements at the state level ensures the department's flexibility to respond to the broad spectrum of disaster events across Queensland.



## Disaster Management Functional Support Plan

17

### 7.0 Delegations and reimbursement of costs

#### General

The department's disaster operations support activities through existing defined organisational functional, authorisation and delegations structures and processes, albeit at a higher tempo.

The allocation of resources and the need to commit funds can vary greatly depending on the scale of an event. It is important that service area and regional personnel are aware of their respective purchasing and financial delegations.

In the event of a disaster impact at local government level only, e.g. event does not result in activation of disaster district arrangements, QBuild regional offices may act as a contractor to local governments and in such cases normal business communications, recording and cost recovery will apply.

#### 7.1 Delegated authority

The departmental Functional Liaison Officer, QBuild Regional Disaster Coordinators and District Disaster Liaison Officers are authorised to commit the department's state, group and regional resources through existing arrangements in order to support disaster operations.

The financial and purchasing delegations shall comply with all existing departmental and service areas' policies.

#### 7.2 Capture and reimbursement of costs

The department has the ability to recover costs for the support provided to response and recovery operations associated with an event. The mechanisms to recover these costs are governed by the requirements of the particular funding arrangement activated for the event. **Annexure A** provides a general summary of the various funding arrangements associated with events for which the department has had previously involvement in.

##### 7.2.1 Chief Financial Officer

The department's Chief Financial Officer provides high level advice on the department's financial policies and interacts with the chief financial officer's from other departments on financial arrangements associated with an event.

##### 7.2.2 Disaster Preparedness Group

The department's Disaster Preparedness Group is the central point of contact for operational advice on the various funding arrangements. The Disaster Preparedness Group is also responsible for coordinating the reimbursement of disaster operational costs incurred by the respective departmental service areas, other than QBuild.

##### 7.2.3 QBuild Financial Services

QBuild's Head Office Financial Services is responsible for coordinating the reimbursement of costs on behalf of QBuild regions with support provided by the Disaster Preparedness Group as required. Each QBuild regional office shall nominate a suitably qualified officer to act as the Regional Disaster Management Financial Coordinator who shall liaise with QBuild Head Office Financial Services and the Disaster Preparedness Group as required.

## Disaster Management Functional Support Plan

18

### 7.2.4 Departmental service areas

Individual departmental service areas are responsible for ensuring all response and recovery costs comply with and are captured in accordance with the requirements of the funding arrangements activated for an event. They are also responsible for the development of claims in conjunction with the Disaster Preparedness Group.

### 7.2.5 Critical incident

*Critical Incident Entitlements and Conditions Directive No. 3/08* prescribes a range of entitlements and conditions for specified public service employees under critical incident circumstances. Application of the *Critical Incident Entitlements and Conditions Directive* ensures that public service employees receive appropriate entitlements and conditions for performing work tasks and work loads which are critical for effective and efficient response, recovery and rehabilitation. The four ministerial directives which are directly affected by the *Critical Incidents and Entitlements Directive* are:

- domestic travelling and relieving expenses
- hours and overtime
- higher duties
- field staff.

All eligible personnel involved in a response to an incident where the Directive No. 3/08 has been invoked shall be remunerated in complete accordance with the directive and reimbursement of costs sought through the appropriate process.

---

## Disaster Management Functional Support Plan

19

### 8.0 Disaster management education and training

#### General

The Disaster Preparedness Group, in partnership with service areas and regions, is responsible for the oversight, development, delivery and maintenance of specialist training for departmental staff involved in disaster management activities at state and regional levels. The intent of the training is to provide staff with the skills and knowledge to fulfil the department's roles and responsibilities in support of Queensland's disaster management arrangements. The Disaster Preparedness Group also provides training for external agencies on the department's roles and responsibilities as allocated under the *State Disaster Management Plan*.

#### 8.1 Internal training

The Disaster Preparedness Group has developed a training framework for departmental staff which takes a progressive approach beginning with existing introductory courses and building upon these with internal training and exercises specific to the department's disaster management functional roles.

The Disaster Preparedness Group in conjunction with key departmental service areas shall ensure training is developed and conducted annually or as required for staff that have roles in supporting disaster operations.

#### 8.2 External training

External training can be available through:

- Emergency Management Queensland (EMQ)
- Emergency Management Australia Institute (EMA)
- other emergency response or functional support agencies.

Emergency Management Queensland conducts short courses (generally one day) on a variety of subjects including a basic introduction to Queensland's disaster management arrangements. The *Introduction to the Disaster Management Arrangements* has been developed as a resource for use by officers actively involved in disaster management as well as for those who may have a limited exposure or responsibility within this field.

Successful completion of the *Introduction to Disaster Management Arrangements* meets the minimum pre-requisite requirement for nominating to attend an Emergency Management Australia training course. Details of Emergency Management Australia Institute courses and nomination procedures are available on its internet site [www.ema.gov.au](http://www.ema.gov.au).

All new staff assigned a role in disaster management at either state or regional level are to undertake this introductory course as soon as is practicable. The Disaster Preparedness Group, in conjunction with key service areas shall actively promote the undertaking of the introductory course and other appropriate courses by all departmental disaster management staff.

#### 8.3 Training register

A register of all departmental service area personnel that have undertaken disaster management training shall be maintained by the Disaster Preparedness Group.

## Disaster Management Functional Support Plan

20

### Annexure A

#### Financial arrangements

##### **a) Natural disaster relief and recovery arrangements (NDRRA)**

NDRRA is a cost sharing arrangement between the Queensland and Australian Governments and provides a range of relief measures available to communities, small businesses, primary producers, non-government organisations and local and state governments.

The intent of NDRRA is to assist the recovery of communities whose social, financial and economic well-being has been severely affected by a **natural** disaster event. Eligible natural hazards include cyclones / storms / floods / storm surge / bushfires / landslips / earthquake and tsunami. Costs arising from a terrorist incident are also included as an eligible interim measure. The NDRRA Guideline is available at: [www.disaster.qld.gov.au/publications](http://www.disaster.qld.gov.au/publications)

*Note: A request from the District Disaster Coordinator, State Disaster Coordination Centre or other perceived authority is not indicative as to eligibility for reimbursement under NDRRA.*

##### **b) Emergency animal or plant disease outbreaks**

Biosecurity Queensland a division of the Department of Employment, Economic Development and Innovation is the threat specific agency for animal or plant disease events. Reimbursement of functional support costs can be claimed directly from the Department of Employment, Economic Development and Innovation who in turn submit a claim for reimbursement through the respective designated national funding process managed by either Animal Health Australia (animal diseases) or Plant Health Australia (plant diseases).

##### **c) Oil spill response operations**

Maritime Safety Queensland a division of the Department of Transport and Main Roads is the lead agency for oil spill response operations in Queensland. Claims for the reimbursement of functional support costs arising from oil spill response operations are submitted through Maritime Safety Queensland. Financial arrangements for oil spill operations are governed by the *National Plan to combat pollution of the sea by oil and other noxious and hazardous substances* and are detailed in the *Maritime Safety Queensland Guideline – Cost recovery for response agencies involved in significant marine pollution incidents*.

##### **d) Pandemics**

The threat specific agency for pandemic events is Queensland Health. In a pandemic event, Queensland Health will be provided with functional support via Queensland's disaster management system. Presently there are no formal financial arrangements in place to deal with a response to a pandemic and consequently advice will be sought regarding cost recovery.

##### **e) Other events**

Queensland's and hence the department's disaster management arrangements have been called upon on several occasions to support various non-disaster related activities.

# Disaster Management Functional Support Plan

21

## Annexure B

### Definitions

Contact Directory	Contact details for key personnel to allow urgent contact to be made at any time via telephone, facsimile or in person.
Control	Overall direction of the activities, agencies or individuals concerned.
Coordination	The bringing together of agencies and individuals to ensure effective emergency management but does not include the control of agencies or individuals by direction.
Disaster	<p>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 recover from the disruption.</p> <p>Serious disruption means:</p> <ul style="list-style-type: none"> <li>(a) loss of human life, or illness or injury to humans</li> <li>(b) widespread or severe property loss or damage</li> <li>(c) widespread or severe damage to the environment.</li> </ul>
District Disaster Coordinator (DDC)	Officers appointed under the <i>Disaster Management Act 2003</i> as DDC for each of the disaster districts.
District Disaster Liaison Officer (DDLO)	Persons appointed by the Chief Executive to represent the department on District Disaster Management Groups.
District Disaster Management Plan (DDMP)	A disaster management plan developed for a particular 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 from a disaster.
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 the event.
Emergency supply	The provision of resources for response agencies to support disaster operations and alleviate the hardship on a disaster impacted community.
Emergency supplies	<p>Resources are considered emergency supplies when:</p> <ul style="list-style-type: none"> <li>• resources can not be procured as part of an agencies normal business arrangements</li> <li>• when an agency has exhausted its own resources and alternative options outside of normal business are required</li> <li>• when an agency is overwhelmed or is rendered incapable of acquiring day to day resources due to the impact of an event.</li> </ul>
Engineering services	Resources and services pertaining to all building or engineering disciplines which may be required to assist in response or recovery operations.
Event	<p>(1) An event means any of the following:</p> <ul style="list-style-type: none"> <li>(a) a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happenings</li> <li>(b) an explosion or fire, a chemical, fuel or oil spill, or a gas leak</li> <li>(c) an infestation, plague or epidemic</li> <li>(d) a failure of, or disruption to, an essential service or infrastructure</li> <li>(e) an attack against the State.</li> </ul> <p>(2) An event may be natural or caused by human acts or omissions.</p>

## Disaster Management Functional Support Plan

22

Functional Liaison Officer (FLO)	A representative from an organisation who has the responsibility to ensure proper coordination and timely flow of information between agencies. Functional Liaison Officer shall be capable of providing immediate advice on the capabilities and current status of resources and must have the authority to commit resources.
Liaison Officer (LO)	A person who acts as a single point of contact between their own organisation and any other agency or coordination group through which information, advice and requests may flow.
Local arrangements	Arrangements put in place by a Local Government to deal with a disaster event at regional or local level.
Other participating organisations	Any other government departments, statutory bodies, volunteers or other agencies that have either given formal notice, or acknowledgment of their willingness to participate in emergency management operations with levels of resources or support as appropriate to the emergency.
Preventive measures	Any regulatory and physical measures developed or undertaken to ensure that the effects of disasters are reduced through mitigation strategies.
Preparedness	Arrangements that are in place to ensure that all resources and services that may be needed can be rapidly mobilised and deployed.
Response	Actions that are taken during and immediately after a disaster event to ensure that its effects are minimised.
Recovery	The recovery of the community from a disaster event including the restoration of communications, public and private buildings and services to normal operation.
Regional Coordination Centre (RCC)	The location where regional coordination of the department's resources and requests occurs and the location where the QBuild Regional Functional Committees reside during operations.
Regional Disaster Coordinator (RDC)	A QBuild officer who has responsibility for, and, who represents their region on all matters pertaining to disaster management. Typically the QBuild Regional Manager is appointed as Regional Disaster Coordinator.