

Terms of Reference

Terms of Reference for the reviews of:

- **North Queensland Floods (late January to early February 2025).**
- **Tropical Cyclone Alfred's impact on South-East Queensland (late February to early March 2025).**
- **The Western Queensland Floods (late March to early April).**

Functions of the Office

The Office of the Inspector-General of Emergency Management (IGEM) is to provide the Queensland Government and the community with assurance of the State's disaster management arrangements. Section 16C of the *Disaster Management Act 2003* outlines the following functions for the office of the Inspector-General of Emergency Management, including:

- to regularly review and assess the effectiveness of disaster management by the State, including the State disaster management plan and its implementation;
- to regularly review and assess the effectiveness of disaster management by district groups and local groups, including district and local disaster management plans;
- to regularly review and assess cooperation between entities responsible for disaster management in the State, including whether the disaster management systems and procedures employed by those entities are compatible and consistent;
- to review, assess and report on performance by entities responsible for disaster management in the State against the disaster management standards;
- to identify opportunities for cooperative partnerships to improve disaster management outcomes;
- to report to, and advise, the Minister about issues relating to the functions above; and
- to make all necessary inquiries to fulfil the functions above.

Guiding principles and methodology

The Reviews will be guided by the following principles:

- The Standard for Disaster Management (the standard) establishes the outcomes to be achieved for all entities involved in disaster management. It consists of Shared Responsibilities, Outcomes, Accountabilities, and Indicators. The standard focuses on outcomes rather than setting a minimum standard that must be met.
- As described by the standard, the focus is on outcomes, the standard provides the parameters within which disaster management should be conducted across Queensland, without being prescriptive about how it should be done.
- The standard is to be used by all entities in Queensland with a responsibility to contribute to disaster management. This includes those with legislated roles, as well as entities acting on behalf of or under an arrangement with those that do.

- The term ‘entity’ is defined in the *Acts Interpretation Act 1954*, at Schedule 1 Meaning of commonly used words and expressions. It determines that an entity includes both a person and an unincorporated body. Consistent with the *Disaster Management Act 2003*, the standard uses the term entity to describe those with roles or responsibilities in disaster management in Queensland. This includes all tiers of government, non-government organisations, not-for-profit organisations, disaster management groups, and others with legislated roles in disaster management.

In conducting the Reviews, the Office will engage with:

- relevant entities impacted by these events where DRFA has been activated,
- any other entities providing critical infrastructure support in the preparation and response phase,
- relevant entities engaged in preparation and response activities,
- industry,
- community,
- relevant disaster management doctrine, and
- other relevant reviews previously conducted, or which may have commenced, relevant to this review.

The Reviews will be guided and informed by consideration of various sources of evidence, not limited to submissions (written or oral), interviews, official reports, data, case studies, public consultation and the views of experts.

Scope

For the associated events, the IGEM will deliver a separate report, for each identified event. The reports will identify enhancements and good practices to inform and ensure continuous improvement of Queensland’s Disaster Management Arrangements (QDMA).

In relation to the associated events, the reports will focus on the following:

- pre-season planning activities undertaken by entities,
- integration of preparedness and response activities between all levels of government,
- opportunities to enhance community resilience to better prepare for, and respond to future disasters,
- ensuring effective communications systems to enable the community to take necessary actions and to ensure connectedness within the community and with response entities,
- provision of information and data to inform and support planning decisions in the preparation and response phases, and
- any other matters that the IGEM considers necessary related to preparation and response.

Out of Scope

These reviews will not consider matters relating to:

- activities solely related to recovery,
- areas outside of the event areas previously identified,
- land use planning, and
- building design, codes and construction.

Deliverables and Timeframe

The review reports will include an analysis of the preparedness and response related to each event. Based on the evidence, the reports may include identified good practice as well as recommendations for improvements in the QDMA and opportunities for strengthening future preparedness and response mechanisms.

Before finalising the review reports, the IGEM will consult with relevant entities on draft findings and recommendations.

The three reports will be delivered to the Minister for Police and Emergency Services by Tuesday 14 October 2025 for consideration of tabling in Cabinet.