

# Strategic Plan 2026-30

## Queenslanders are experiencing more frequent and intense disasters, with changes in timing, duration and intensity of disaster events making future impacts more unpredictable.<sup>1, 2</sup>

Coordinated action to support the recovery and the resilience of our communities is occurring within an environment of rapid technological change, fiscal and workforce pressures, changing demographics and diverse community needs and expectations.

This requires us to think and act differently, be agile and support a sustainable workforce to facilitate coordinated action to ensure Queenslanders are safe, reconnected and supported as they recover from disasters.



There have been **145** disaster events in Queensland from 2011–2026\*



The number of disasters in Queensland each year has almost **tripled since 2011**, with a total of 17 events in 2025



QRA's current statewide funding program is **\$16 billion\*\***



**73 of 77** Local Government Areas (LGA) in Queensland were activated for recovery funding assistance in 2024-25



### Our Vision

Stronger, safer, resilient Queensland communities



### Our Purpose

Coordinate action to improve the resilience of Queensland communities and support locally-led disaster recovery

## Our value statement

Through partnership and collaboration, our team stands ready to support communities to reconnect and rebuild, fostering stronger, more prepared Queensland communities and community infrastructure.

## What we deliver



### Prevention

Fit for purpose tools and assessment of state disaster risk to guide proactive prioritised investment pipelines at a state level to improve resilience



### Preparedness

Campaigns and tools to support Queenslanders to strengthen resilience through preparedness and remain safe during disasters



### Response

On the ground support to local, district and state partners during disaster response to ensure a smooth transition to recovery through informed decision making



### Recovery

Lead state recovery through coordinating disaster funding programs and state recovery planning, leaning in to support efficient locally-led recovery to meet the needs of each affected community and district



### Resilience

Coordinate funding, advocacy and programs to reduce disaster risk and improve the resilience of people, buildings, roads and transport and the environment

## Risks

- Challenges in program governance, such as internal factors (e.g. capacity, capability, systems) or external pressures (e.g. funding constraints, shifting policy directions), impact state funding and reputation
- Internal constraints, capacity and capability gaps impact our performance and stakeholder confidence
- Catastrophic and overlapping disasters overwhelm resources and contribute to disaster fatigue, compromising recovery and community resilience
- Resilience and recovery programs are not reflective of demographic changes and community social vulnerabilities, reducing resilience and effectiveness of disaster recovery activities
- National and state funding constraints create financial shortfalls, compromising recovery efforts and building of community resilience
- Misinformation and disinformation impacts recovery, reducing public trust and creating stakeholder confusion (such as through artificial intelligence and social media)
- Misaligned land use planning frameworks and building codes increase vulnerability to future disasters, influencing future recovery needs and insurance affordability
- Recovery programs exceed market capacity to deliver on time and within budget, resulting in delays, higher costs and compromised recovery outcomes
- Digital systems and information are compromised, reducing operational effectiveness, breaching policy and eroding stakeholder trust

## Opportunities

- Work with partners to develop contingency plans to address strategic risks and develop strategies to mitigate specific impacts for recovery operations and activities
- Empower the community to increase resilience through continued tailored and innovative education programs, providing practical ways to prepare, adapt and independently recover in a changing climate
- Monitor funding pipeline trends and identify opportunities for strategic resilience programs and investment pathways based on informed decision making
- Continue to work with partners to improve our communication channels and intelligence capability, establishing clear processes to share trusted and verified information and counter misinformation and disinformation
- Innovate to deliver operational efficiencies and enhance service delivery
- Advocate for resilient land use planning policy, guidelines and building codes in consultation with the relevant agencies and industry bodies
- Develop an evidence base for decision makers to improve resilient housing design guidance to help Queenslanders prepare for, respond to and recover from disasters
- Leverage our understanding and explore research opportunities to improve recovery and resilience processes so they address the needs and realities of our current and future population (such as understanding demographic change and reaching vulnerable and hard to reach groups)

## Our contribution to the Queensland Government's objectives for the community

- A better lifestyle through a stronger economy
  - Deliver state recovery, supporting Queensland communities to reconnect and function after a disaster
  - Deliver effective campaigns to increase Queenslanders' awareness about their risk and how to prepare
  - Advocate for evidence-based policy and investment in projects to build community resilience
- A plan for Queensland's future
  - Increase investment in resilience to ensure community infrastructure is built to a more resilient standard to suit the changing environment
  - Support decision makers with fit for purpose tools and information to understand risk, adapt and build resilience
  - Invest in our structure, people, processes and technology to sustain delivery of what government directs (recovery and resilience for Queenslanders)

We respect, protect and promote human rights in everything we do through the five Queensland Government public service values: customers first; ideas into action; unleash potential; be courageous; and empower people.

We value and respect Aboriginal peoples and cultures and Torres Strait Islander peoples and cultures in all that we do.

1 National Climate Risk Assessment, 2025 prepared by the Australian Climate Service (a partnership of the Bureau of Meteorology, Australian Bureau of Statistics, CSIRO and Geoscience Australia).

2 Terrorism Threat Level, Australian National Security.

\* The total number of disaster events represents activations under the Disaster Recovery Funding Arrangements (DRFA). Data reported in Financial years from 2010-11 to 2024-25, noting the higher risk weather season was underway at the time of reporting for 2025-26.

\*\* Data reported as at 12 February 2026.

# Principles

## PRINCIPLE 1 – Lead state recovery under a changing climate

Objective	<b>Deliver state recovery, supporting Queensland communities to reconnect and function after a disaster</b>	
Strategies	<ul style="list-style-type: none"> <li>Be an influential leader in futures and foresight informed by annual evaluation of QRA's operating environment to identify emerging challenges for recovery and resilience over the next 10 years</li> <li>Learn from international, interstate and local best practice and research to influence and enhance preparedness, recovery and resilience arrangements and policy</li> <li>Lead establishment of Queensland's recovery priorities with state and local partners</li> <li>Coordinate whole-of-government arrangements for resilience and recovery through stewardship of relevant state plans and effective governance</li> <li>Design and manage recovery programs and guidelines in accordance with Disaster Recovery Funding Arrangement (DRFA) principles to ensure recovery funding is appropriate, timely and meets the needs of local governments, state agencies and communities</li> <li>Support councils to develop locally-led event specific Resilience and Recovery Plans</li> </ul>	<ul style="list-style-type: none"> <li>Support Functional Recovery and Resilience Groups to deliver recovery priorities through ongoing engagement, tools and resources to strengthen state-wide recovery operations</li> <li>Deploy liaison officers to support locally-led response and recovery and assist intelligence activities to understand needs and impacts from events</li> <li>Work with state partners to coordinate and advocate for Queensland's position on recovery and resilience through national forums</li> <li>Conduct appropriately scaled evaluations in line with the DRFA principles to demonstrate how investment in programs and packages can deliver value for money and make a meaningful difference to impacted communities</li> <li>Maintain stewardship of the Disaster Recovery Coordination Handbook to outline QRA's approach to coordinating, supporting and enabling recovery following disasters in accordance with legislation and the Queensland Disaster Management Arrangements</li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>100% completion of reconstruction and recovery projects within given timeframes</li> <li>Annual acquittal of DRFA claim</li> </ul>	

## PRINCIPLE 2 – Strengthen resilience through preparedness

Objective	<b>Deliver effective campaigns to increase Queenslanders' awareness about their risk and how to prepare</b> <b>Support decision makers with fit for purpose tools and information to understand risk, adapt and build resilience</b>	
Strategies	<ul style="list-style-type: none"> <li>Prepare Queenslanders for disasters through targeted awareness campaigns and outreach activities under Get Ready Queensland and the If It's Flooded, Forget It programs</li> <li>Explore partnerships to strengthen the whole-of-government preparedness message and empower individual in resilience building activities</li> <li>Support delivery of disaster recovery funding training to local and state government partners</li> <li>Explore research partnerships to improve measurement of community resilience, including tracking drivers and indicators to support data-driven and adaptive policy</li> </ul>	<ul style="list-style-type: none"> <li>Support individuals to prepare and build resilience through development and promotion of evidence-based resilient building guidance</li> <li>Establish the Queensland Hazard and Risk Assessment Framework (QHRAF) to provide statewide consistency in understanding, assessing and monitoring disaster risks</li> <li>Facilitate a whole-of-government approach to further enhance local government's ability to manage flood risk through ensuring best practice studies, plans and outputs are delivered to provide greater transparency</li> <li>Complete annual engagement program with partners to measure effectiveness of support provided by QRA</li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>Number of people in Queensland who intend to change behaviour following exposure to awareness campaigns increases each year, based on post campaign market research</li> <li>Data analytics including Get Ready Queensland market research shows increased community awareness of risk, resilience and how to be prepared</li> </ul>	

## PRINCIPLE 3 – Invest in betterment and disaster risk reduction for resilience

Objective	<b>Increase investment in resilience to ensure community infrastructure is built to a more resilient standard to suit the changing environment</b> <b>Advocate for evidence-based policy and investment in projects to build community resilience</b>	
Strategies	<ul style="list-style-type: none"> <li>Work with government and research partners to understand risk and capture mitigation measures driving the need for resilience investment</li> <li>Lead review of Queensland's Strategy for Disaster Resilience 2022-2027 (QSDR) to ensure continued state action for resilience and disaster mitigation</li> <li>Continue to document Queensland's resilience journey, detailing the outcomes achieved from projects delivered across the entire recovery and resilience portfolio and identify challenges and opportunities for the future</li> <li>Work with state and local partners to ensure diverse local community needs are recognised in future recovery and resilience plans and strategies</li> <li>Develop proactive prioritised investment pipelines at a state level for betterment, particularly relating to key access routes and road infrastructure</li> <li>Support local governments to identify and prioritise resilience projects, providing an evidence base to support future resilience funding</li> <li>Explore opportunities to support broader investment in resilience and disaster risk reduction projects</li> </ul>	<ul style="list-style-type: none"> <li>Work with our stakeholders to better understand insurance pressures for households and advocate for the recognition of disaster risk reduction and mitigation activities by the industry</li> <li>Advocate for resilience investment as a clear 'business as usual' option, particularly with demonstration of economic, social and mental health outcomes</li> <li>Enhance economic cost and benefit analysis frameworks to better inform investment decisions and demonstrate benefits of avoided cost through resilience investment</li> <li>Explore opportunities to better incorporate climate adaptation into resilience planning and policy, in alignment with Queensland's Climate Adaptation Strategy</li> <li>Explore policy options and advocate through relevant forums for resilient land use planning, building codes and design which supports the housing needs of a growing population</li> <li>Evaluate recovery, resilience and betterment investment to ensure effectiveness and value for money</li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>Annual funding allocated towards prioritised resilience projects</li> <li>Number of councils with a Local Resilience Action Plan (LRAP) which guides evidence-based investment in resilience within their local government area</li> </ul>	

## PRINCIPLE 4 – A capable and empowered team

Objective	<b>Invest in our structure, people, processes and technology to sustain delivery of what government directs (recovery and resilience for Queenslanders)</b>	
Strategies	<ul style="list-style-type: none"> <li>QRA's Strategic Workforce Plan identifies risks, opportunities and actions to ensure QRA's workforce is capable and well positioned to deliver now and in the future</li> <li>Cultivate a healthy, safe and efficient workplace that attracts and retains a skilled and capable workforce</li> <li>Support the growth and development of our people through succession planning and learning opportunities (such as empowering the workforce to understand digital transformation and emerging technology)</li> <li>Investigate improved systems and technologies to drive efficiency, build capacity and agility, and reduce risk in QRA's operations through secure and appropriate use</li> </ul>	<ul style="list-style-type: none"> <li>Examine whether the current corporate operating model of QRA is fit for purpose for future operating environment conditions and strategic risks</li> <li>Implement an organisation wide Lessons Management capability within QRA to build innovation and drive continuous improvement</li> <li>Respond appropriately to actions and recommendations identified by partners through after-action reviews after each disaster season</li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>Working for Queensland Survey results exceed public sector averages</li> </ul>	