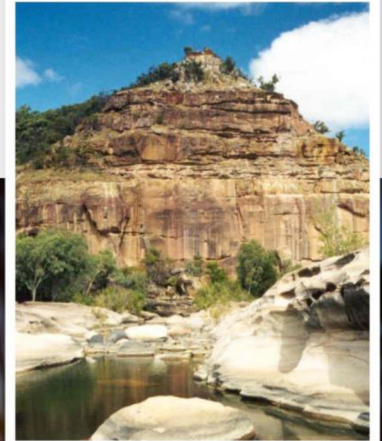
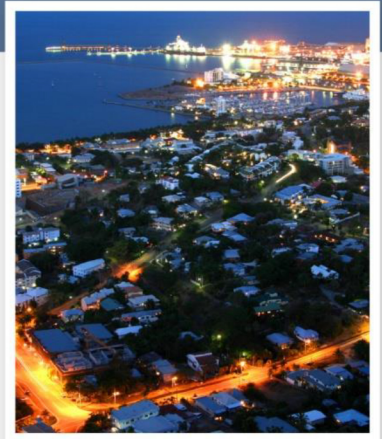


Townsville Disaster Management Plan

Disaster Management Act 2003



BUSINESS

ENDORSEMENT AND AUTHORISATION

The Townsville District Disaster Management Plan is endorsed under the authority of the District Disaster Management Group.

This plan has been developed in accordance with the *Disaster Management Act 2003 (DM Act)* and the following documents to provide for effective disaster management in the Townsville Disaster District:

- the State Disaster Management Plan
- Queensland Emergency Management Assurance Framework
- Guidelines for District Disaster Management Groups
- Strategic Policy Framework

The plan will be maintained by the District Disaster Coordinator and will be reviewed annually unless otherwise required.



.....
Craig Hanlon
District Disaster Coordinator
Townsville District Disaster Management Group

Dated: 5/11/2021

EMAF Component 4: Planning

- Key Outcome 4.1 and 4.2
- Indicators 4 (c)

AMENDMENTS AND DOCUMENT CONTROL

Amendment Control

This District plan is a controlled document. The controller of the document is the District Disaster Coordinator (DDC). Any proposed amendments to this plan should be forwarded in writing to:

Executive Officer
Townsville District Disaster Management Group
PO Box 3737
Hermit Park QLD 4558

Any changes to the intent of the document must be endorsed by the Townsville District Disaster Management Group (DDMG).

A copy of each amendment is to be forwarded to those identified in the distribution list. On receipt, the amendment is to be inserted into the document and the Amendment Register updated and signed.

Amendment Register

No / Ref	Issue Date	Comment	Inserted by	Date
1	01/02/2017	Insert Terms of reference.	B.WEBB	08/08/2017
2		Update risk assessment and annexures	B.WEBB	08/09/2017
3		Functional Lead Agency roles & responsibilities	B.WEBB	20/11/2017
4		Review Plan Update Government Agencies Update Lead Agencies Update web page links Update Major Hazards Facilities Update Contents pg 4,5 Add arrangements diagram pg 7 Membership updated -pg 12,13 Update DDMG Reporting pg15 and meetings & Quorum pg 15 Add Prevention Strategies pg 15 Add Preparedness pg 16 Add Ports pg 26 Add Communication pg 30 Update response strategy pg 28 Remove from Operations - District Appreciation geography/The Natural Environment pg 30 Update all tables in document. Recovery – updated in accordance with State Recovery Plan	B.WEBB	01/11/2018 – 24/12/2018
5		Reviewed	B.WEBB	May 2019
6		Reviewed Update support to include agency involvement beyond state government Pg10 Update Townsville Creeks pg 22 Name Change DHPW pg 47	B.WEBB D.MATTHEWS B.WALKER E.ROBINSON B.WHITBREAD E.PREEDY S.GALEANO T.INGRAM R.JAYO	September/October 2019
7		Reviewed Advisory members updated Update XO address pg 22 Influenza Pandemic changed to Pandemic pg 34 Add sub groups Change Government agency titles Add DM Activities Calendar	B.WEBB -XO A.THOMAS-DTMR L.PREEDY-THHS W. PREEDY – TLDMG J.LEET – POTL A. WEST – DAF T. BOARD –	September 2020

		Add references to new threat and hazard specific plans	DCHDE M.LESSELLS - QFES	
8		Reviewed Quorum Change pge 19 Order of LDMG's Pge 23-24 Update TUH pge 27 Update Stone River pg 26 Update Hinchinbrook Pge 28 Update QDMA Triangle pge 8	Craig Hanlon Wayne Preedy Elizabeth Preedy Lyn McLauchlin Kieran Keyes Ramon Jayo Andy Pethybridge	September 2021

Distribution

This plan has been distributed in accordance with the distribution list at **Annexure A**.

In compliance with s.56 of the DM Act, A copy of the plan is available on the Queensland Police Service website: www.police.qld.gov.au

This plan is also available for inspection free of charge to members of the public. All applications are to be made to the Executive Officer via address above or email to DDC.Townsville@police.qld.gov.au.

EMAF Component 4: Planning

- Key Outcome 4.1
- Indicators 4 (e)

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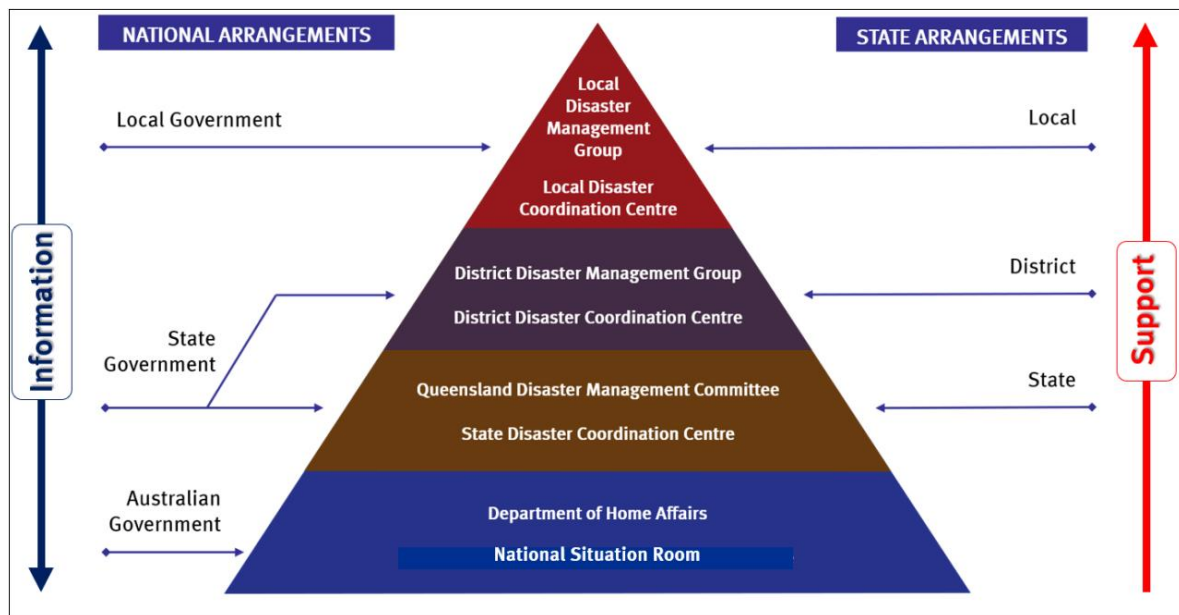
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GOVERNANCE

Purpose and Authority to Plan

This District Disaster Management Plan (DDMP) is prepared under the provision of S. 53 (1) of the *Disaster Management Act 2003*. This purpose of the plan is to detail the arrangements within the Townsville Disaster District to provide whole-of-government planning and coordination capability to support local governments in disaster management.



Objectives

The objective of the Townsville District Disaster Management Plan (DDMP) is to be developed in consideration of the LDMPs and must include provision for;

- Outline the roles and responsibilities of entities involved in disaster operations and disaster management in the District
- Coordination of disaster operations and activities relating to disaster management performed by the identified entities.
- the development, review and assessment of effective disaster management for the district including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster;
- identify potential hazards/events that are likely to happen in the district, based on risk assessments
- identify steps to mitigate potential risks, including residual risks identified at the local level as well as response and recovery strategies
- compliance with the Queensland Disaster Management Strategic Policy Statement (2016); the State Disaster Management Plan (2018); Prevention, Preparedness, Response and Recovery Disaster Management Guidelines; and any other Guidelines relevant to district level disaster management.

- the development, implementation and monitoring priorities for disaster management for the district.

EMAF Component 4: Planning

- Key Outcome 4.1 and 4.2
- Indicators 4 (c)

Strategic Policy Statement

Disaster management and disaster operations in the Townsville Disaster District are consistent with the *Queensland Disaster Management Strategic 2016 Policy Statement*.

<https://www.disaster.qld.gov.au/dmp/Documents/Strategic-Policy-Statement.pdf>

Objectives

- Strive to safeguard people, property and the environment from disaster impacts
- Empower and support local communities to manage disaster risks, respond to events and be more resilient.

Strategies

To drive an effective disaster management system, we will:

- Ensure disaster operation capabilities are responsive and effective
- Build capacity, skills and knowledge to enable adaptation to changing environments
- Effectively collaborate and share responsibilities for disaster management across all levels of government, industry and communities
- Effectively communicate to engage all stakeholders in disaster management
- Incorporate risk-based planning into disaster management decision making
- Continuously improve disaster management through implementation of innovation, research and lessons learned

EMAF Component 1: Hazard Identification and Risk Assessment and 4: Planning

- Key Outcomes 1.2, 4.1 & 4.2
- Indicators 1 (a) and 4 (c)

Emergency Management Assurance Framework

Disaster Management arrangements for the Townsville Disaster District are also consistent with the 6 Shared Responsibilities and 14 Components of the *IGEM Emergency Management Assurance Framework*, which include:

Shared Responsibility	Component
Hazard Identification and Risk Assessment	1. Hazard Identification and Risk Assessment
Hazard Mitigation and Risk Reduction	2. Hazard Mitigation and Risk Reduction
Preparedness and Planning	3. Capability Integration
	4. Planning
Emergency Communications	5. Public Engagement
	6. Communication Systems
	7. Warnings
Response	8. Control
	9. Command
	10. Cooperation and Coordination
	11. Operational Information and Intelligence
	12. Resource Management
Relief and Recovery	13. Relief
	14. Recovery

Scope

This plan details the arrangements necessary to undertake disaster management within the Townsville Disaster District in support of the seven local governments areas:

- Burdekin;
- Charters Towers;
- Flinders;
- Hinchinbrook;
- Palm Island;
- Richmond;
- Townsville.

This entails the use of any State and Commonwealth government department and/or agencies and all resources available for the prevention of, preparedness for, response to and recovery from, the effects of disasters or events having a community consequence, whilst utilising an all hazards approach.

EMAF Component 4: Planning

- Key Outcome 4.2
- Indicators 4 (a)

Disaster Management Priorities

The priorities for the Townsville District Disaster Management Group are to:

- Working within the State *Disaster Management Strategic Policy Statement*, which focuses on a comprehensive, all hazards approach with all levels of government working in partnership to reduce the effects of disasters
- Improve community (including business) disaster planning/mitigation and preparation;
- Manage training of DDMG members in line with the Queensland Disaster Management Training Framework.
- Integrate effective disaster risk reduction initiatives into strategic and corporate plans at appropriate levels of government, community organisations, industry and commerce.
- Prevention of exposure to hazards on communities at risk
- Monitor and evaluate the disaster management arrangements to:
 - streamline arrangements;
 - develop clear accountability, including defined roles and responsibilities at all levels of the disaster management arrangements;
 - improve the communication flow process; and
 - develop whole-of-government, media and community engagement strategies.

The Annual Operational Priorities for the Townsville DDMG are contained within the DDMG Annual Operational Plan attached at Annexure F.

This operational plan outlines the operational priorities for the forthcoming year pursuant to the provisions of s. 53 (2)(e) of the *DM Act*.

The operational plan is used as a tool to outline, implement, manage and monitor current disaster management priorities for the district and will be reviewed annually by the DDMG Executive Officer (XO) in consultation with the Chair of the DDMG and member agencies.

EMAF Components 2: Hazard Mitigation and Risk Reduction, 3: Capability Integration and 4: Planning

- Key Outcomes 2.3, 3.2, 4.1 & 4.2
- Indicators 2 (b), 3 (f) and 4 (b), (c), (d) (f)

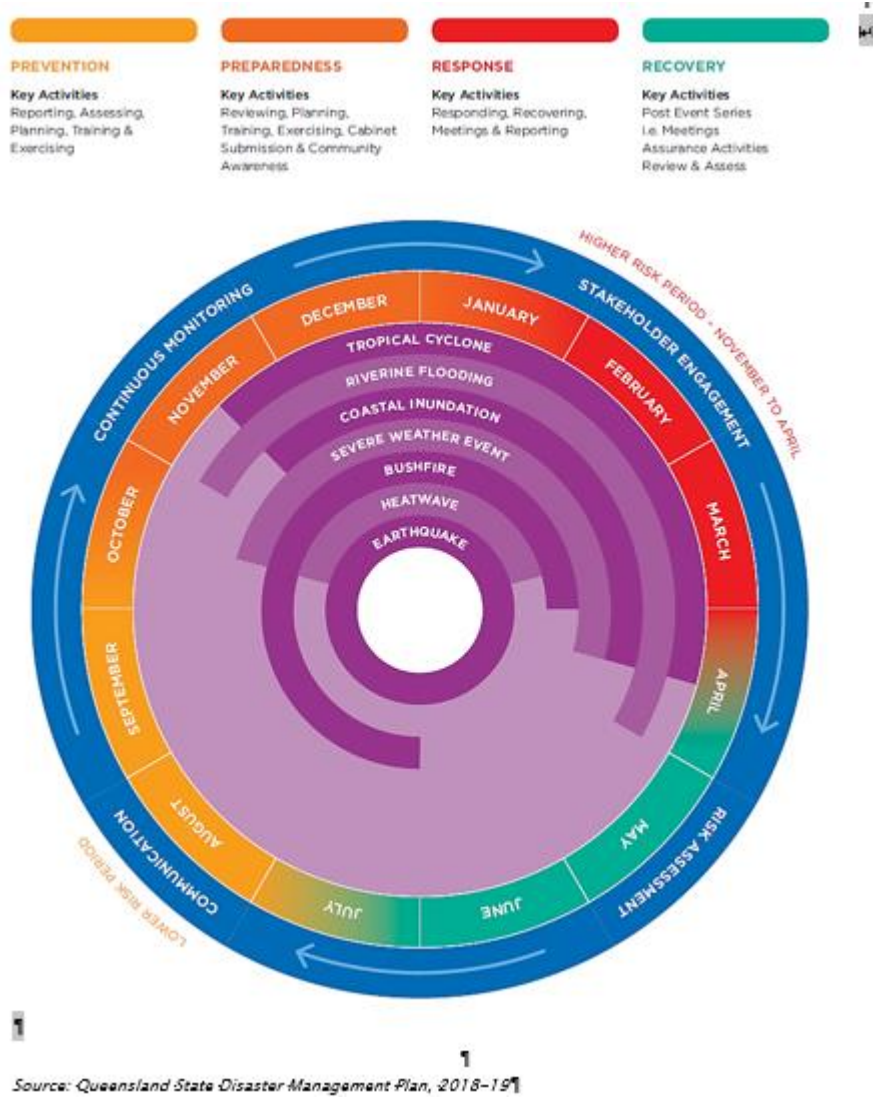
TOWNSVILLE DISTRICT DISASTER MANAGEMENT GROUP

2.1.2.2 DISTRICT DISASTER MANAGEMENT GROUP

Group	District Disaster Management Group (DDMG)
Formation	A DDMG must be established for each disaster district. Disaster district areas are detailed in the Disaster Management Regulation 2014 ⁷ and shown in Appendix B.
Members	<ul style="list-style-type: none"> • Chairperson, Deputy Chairperson and Executive Officer, appointed by the Commissioner, Queensland Police Service (QPS) if satisfied each has the necessary expertise • members may be appointed by the relevant local government areas within the disaster district • representatives of a government department or Hospital and Health Service in, consultation with the department's chief executive and the DDMG Chair.
Functions	<ul style="list-style-type: none"> • ensure consistency of district disaster management and operations with the Queensland Disaster Management 2016 Strategic Policy Statement² and other policies and decisions made by the QDMC • develop effective disaster management, including a District Disaster Risk Assessment and District Disaster Management Plan, and regularly review and assess disaster management activities • review and assess the disaster management risk assessments and plans of local groups in the district • identify residual risks, make plans, and coordinate resources for disaster operations in the area • ensure community awareness about mitigating the adverse effects of an event and preparing for, responding to and recovering from such an event • establish and review communications within the district group and with relevant local groups • establish, when necessary, a recovery group.
Communications	To the QDMC and relevant local group: <ul style="list-style-type: none"> • reports and recommendations relating to disaster management and disaster operations • prompt notification about an event or disaster in the district.

Disaster Management Activities

Effective disaster Management is contingent on the maintenance of an ongoing cycle of integrated activities throughout the year. Underscoring these activities are findings from the Queensland State Natural Hazard Risk Assessment 2017.



Terms of Reference

See Annexure J

Establishment

Queensland’s disaster management arrangements are coordinated by groups at the local, district and state level.

The Townsville District Disaster Management Group (DDMG) is established in accordance with s.22; ‘Establishment and Functions’ of the DM Act which incorporates the Burdekin, Charters Towers, Flinders, Hinchinbrook, Palm Island, Richmond and Townsville local government areas.

Role

The Townsville District Disaster Management Group is comprised of representatives from regionally based Queensland government agencies, government owned corporations, non-government organisation, industry and commerce together with key community representatives, who can provide and coordinate whole-of-Government support and resource gap assistance to disaster affected communities.

The Townsville DDMG performs a ‘middle management’ function within Queensland Disaster Management Arrangements (QDMA) by providing coordinated state government and other organisations support when requested by the Local Disaster Management Groups (LDMGs).

EMAF Component 4 Planning
Key outcome 4.1
Indicator 4 (c)

Functional Lead Agencies

A detailed itemisation of the functional lead agencies is outlined within the State Disaster Management Plan. The Townsville District Disaster Management Group adopts the itemisation of these functions at the district level.

State Disaster Management Plan

<https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf>

EMAF Component 4: Planning

- Key Outcomes 4.1, 4.2 & 4.3
- Indicators 4(d) – further evidenced through meeting minutes, reports and emails

EMAF Component 4: Planning and Component 8: Control

- Key Outcomes 4.1, 4.2, 8.1
- Indicator 4 (a), 8(b)(c)(d)(f)

Membership

Section 24 of the DM Act outlines that a District Group consists of the persons prescribed by regulation to be members of the group;

Disaster management Regulation 5 – appoints the following persons as members of the District Group -

- Chairperson – District Disaster Coordinator
- Deputy Chairperson
- Executive Officer
- A representative of each local government within the district (In this District it is the Chair of each LDMG) and;
- A number of persons, each of whom represents a government department, or Hospital or Health Service in, the chief executive of the department considers appropriate to be represented on the group, having regard to effective disaster management for the disaster district;
- Any other person appointed by the chief executive, considered appropriate to be a member, having regard to effective disaster management for the disaster district;

Under s.14 of the *Disaster Management Regulation 2014*, Townsville DDMG Members must have an appointed **deputy**, who has the necessary expertise or experience and is appropriately trained to take on their responsibilities, should they be unavailable, or to provide additional support during extended operations.

Members and deputies to the Townsville DDMG members shall be appointed in writing with signed approval from the Chair of the Townsville DDMG. As per Section 24 of the Act, and section 5 of the Regulation.

In undertaking their normal DDMG responsibilities, members, working group members and liaison officers from each organization must have:

- The authority to commit their respective organisation to the LDMG's agreed decisions.
- The authority to commit their respective organisation's resources without having to confer with superiors.
- A sound understanding of the District Disaster Management Plan.

- A sound understanding of their agency role and responsibilities as set out in the State Disaster Management Plan 2018

The principal DDMG Members, Working Group Members and liaison officers from each organisation shall:

- Regularly submit appropriate disaster control or mitigation information to the District Disaster Coordinator and/or Executive Officer.
- Ensure adequate planning and control measures for disaster control are implemented within their own organisation.
- Upon activation of the Townsville DDMG in a disaster, to forward situation reports to the District Disaster Coordinator at intervals as may be required on the activities of the members' organisations.

Absence from the locality of a principal DDMG member, and the possibility of protracted operations, require that a standby representative (i.e. deputy) from each organisation be identified and briefed on the requirements of their roles and responsibilities under the plan. Organisations should identify several persons for the deputy role to ensure continuity of operations.

Responsibilities

In undertaking DDMG responsibilities, members must ensure they:

- Implement risk management processes within their parent agencies to ensure capability and capacity to support the District Group in disaster management and disaster operations;
- Identify risks and implement mitigation strategies relevant to their parent agency to ensure integration of planning arrangements or communication of residual risks to the DDMG;
- Participate in DDMG activities with the full knowledge of their agency resources and services and the expectations of their agency;
- Conduct business across the comprehensive (prevention, preparedness, response and recovery) approach to disaster management.
- Are available and appropriately briefed to actively participate in **DDMG and DDCC** activities to ensure plans, projects and **operations** use the full potential of their agency or function, while recognising any resource or capacity limitations;
- Are appropriately appointed and positioned within their agency to be able to commit agency resources to DDMG normal business activities;
- Have completed relevant disaster management training; and
- Have a deputy who is appropriately trained (with sufficient authority) to take on member responsibilities should the member be unavailable to provide additional support during extended operations.

Townsville District Disaster Management Group is comprised of the following:

DDMG Position	Member	Deputy
Core Member - Chairperson	DDC Craig Hanlon	D/DDC Chris Lawson
Core Member- Executive Officer	Brenton Webb	Mark Camilleri Gavin Oates Jonothan Searle Shaun Byrnes Kerry Melrose
Core Member – Chair LDMG	Burdekin – Mayor Charters Towers – Mayor	Burdekin LDC Charters Towers – CEO

DDMG Position	Member	Deputy
	Flinders – Mayor Hinchinbrook – Mayor Palm Island – Mayor Richmond – Mayor Townsville - Mayor	Flinders – CEO Hinchinbrook – CEO Palm Island – CEO Richmond – CEO Townsville – Deputy LDMG Chair Townsville LDC
Core Member - Health	THHS – Chief Executive Officer	THHS – EPCM Coordinator THHS – Townsville Hospital Campus Manager THHS – Chief Operating Officer
Core Member - QAS	QAS – Chief Superintendent	QAS –
Core Member – QFES EM	QFES - Emergency Management Coordinator	QFES - Emergency Management Coordinator
Core Member – QFES Fire and Rescue	QFES – Fire and Rescue – Chief Superintendent	QFES – Fire and Rescue – Representative
Core Member – Dept of Communities, Housing and Digital Economy (Housing & Homelessness)	Regional Director	
Dept of Communities, Housing and Digital Economy (BAS)	Regional Director	
Core Members – Dept of Seniors, Disability Services and Torres Strait Islander Partnerships	Senior Advisor Community Recovery	Manager, State-wide Operations (Northern)
Core Member – Dept of Transport and Main Roads Includes MSQ	Manager (Delivery and Operations) Harbour Master Townsville	
Core Member – Dept of Agriculture & Fisheries	Regional Director	Manager Agricultural Industry Development
Core member – Dept of Environment & Science	Executive Director	Principal Ranger Compliance Delivery Manager
Advisory Member	ADF – Joint Operations Support Staff (JOSS)	
Advisory Member	Dept of Education	
Advisory Member	Dept of State Development, Infrastructure, Local Government and Planning	
Advisory Member	Dept of Children, Youth Justice and Multicultural Affairs	
Advisory Member	Dept of Natural Resources Mines & Energy	
Advisory Member	Dept of Employment, Small Business and Training	
Advisory Member	Dept of Energy and Public Works	
Advisory Member	Services Australia (formerly Dept of Human Services) - Representative	
Advisory Member	Dept of Justice & Attorney General	
Advisory Member	Queensland Corrective Services	

DDMG Position	Member	Deputy
Advisory Member	Queensland Reconstruction Authority	
Advisory Member	Australian Red Cross - Representative	
Advisory Member	Bureau of Meteorology (BOM) - Representative	
Advisory Member	Telstra Country Wide - Representative	
Advisory Member	Optus - Regional Market Manager – Nth Queensland	
Advisory Member	NBN – Local Manager	
Advisory Member	Origin Energy - Representative	
Advisory Member	Port of Townsville Ltd - Representative	
Advisory Member	Queensland Rail (QR) - Representative	
Advisory Member	ABC	
Advisory Member	Townsville Airport Pty Ltd - Representative	
Advisory Member	Tropical Public Health Unit, Townsville - Representative	
Advisory Member	Fuel Suppliers	Origin Energy Puma Energy Viva Energy ATOM
Advisory Member	Grocery Suppliers	Woolworths Coles IGA

The Townsville DDMG Contact list is updated at DDMG meetings and is included as Annexure B to this plan. The contact list has been removed from public versions of this plan.

Effective operations, member administration and activation processes should include:

- immediately informing their agency of the DDMG's activation and reinforcing their role as the designated single point of contact between the DDCC and their agency;
- maintaining a close liaison with all members of the DDMG including participating in briefings/meetings of the DDMG and operating from the DDCC as required;
- when possible, assessing the likelihood of extended operations and the possible need to implement DDMG member relief arrangements; and
- ensuring appropriate agency specific disaster cost management arrangements are established quickly and utilised effectively, including the collation of financial documentation to ensure costs are captured for reimbursement, where eligible.

Working Groups

Townsville District Health Functional Working Group

Meeting frequency:	At least twice per year
Chair:	Chief Operating Officer, Townsville Hospital and Health Service (THHS)
Membership:	<ul style="list-style-type: none"> • Health Incident Controller/Chief Operating Officer, THHS (Chair)

	<ul style="list-style-type: none"> • Emergency Preparedness and Continuity Management Coordinator, THHS (Secretariat) • Executive Director Medical Services, THHS (Deputy Chair) • Service Group Director, Rural Hospitals Service Group, THHS • Service Group Director, Mental Health Service Group, THHS • Service Group Director, Indigenous Health Service Group, THHS • Townsville Public Health Unit representative, THHS • Director of Pharmacy, THHS • Group Laboratory Manager, Townsville, Health Support Queensland (HSQ) • Townsville DDMG Executive Officer, QPS • Local Disaster Coordinator, TLDMG/Team Manager, Emergency Management, TCC • Queensland Ambulance Service representative • North Queensland Primary Health Network representative • Mater Health Services, North Queensland representative • Lavarack Health Centre representative, ADF • Joint Operations Support Services representative, ADF • Emergency Management Coordinator, QFES • Retrieval Services Queensland (RSQ), Northern Operations representative • Blue Care representative • Townsville Private Clinic representative • Queensland Government Air Rescue Helicopter Service, Townsville Base representative • Royal Flying Doctors Service, Townsville Base representative • Department of Health – Aged Care representative • Department of Seniors, Disability Services and Torres Strait Islander Partnerships • Chair, Townsville Aged Care Partnership Group • Chair, Charters Towers LDMG Aged and Vulnerable Persons Working Group • National Disability Insurance Agency (NDIA) representative
Responsibilities:	<ul style="list-style-type: none"> • Develop and advise the Townsville DDMG and all LDMG of principles, standards and structures which govern and optimise a health response in an emergency or disaster event. • Provide a systematic framework for the management of any large emergency and disaster event that requires a coordinated approach across multiple health services or agencies. • Development of plans to identify and mitigate major health risks at facility and district level. • Oversee compliance with relevant standards and legislation for disaster management. • Work in partnership with external agencies to ensure responses are optimised to meet the communities need. • Ensure resolution of issues referred to the working group. • Facilitate/participate in annual disaster management training exercises to test plans and sub plans.

EMAF Component 3: Capability Integration and 8: Control

- Key Outcomes 3.1 and 8.1
- Indicators 3 (d), 8 (f)

Roles and Responsibilities

A detailed itemisation of the roles and responsibilities of member agencies are outlined within the State Disaster Management Plan. The Townsville DDMG adopts the itemisation of these roles and responsibilities at the district level.

State Disaster Management Plan

<https://www.disaster.qld.gov.au/cdmp/Documents/Queensland-State-Disaster-Management-Plan.pdf>

EMAF Component 4: Planning and 8: Control

- Key Outcomes 4.1, 8.1
- Indicators 4 (b)(d)(f), 8(b)(c)

Reporting

Business and Meetings

Reporting requirements within the Townsville Disaster District shall in be accordance with s.38 of the DM Act in the way prescribed by regulation. The DDMG may conduct its business, including its meetings, in a way it considers appropriate subject to the regulation.

Currently the Townsville DDMG has four (4) meetings per year and as operationally required.

Reporting requirements within the Townsville Disaster District shall be consistent with the requirements of the Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines as follows:

DDMG Guidelines

<https://www.disaster.qld.gov.au/dmg/Pages/DM-Guideline-2.aspx#5.10>

Disaster Management Act 2003

<http://www.legislation.qld.gov.au/LEGISLTN/CURRENT/D/DisastManA03.pdf>

Administrative Reporting

In compliance with S.37 DM Act, each relevant Local Government must as least once a year give written notice of membership to the chief executive and the chairperson of the District Group.

Status Reports - Meetings and annually

Each LDMG, core and advisor member agency is required to complete and submit a status report **7** days prior to each of the meetings held by the DDMG.

Written member status reports on behalf of core member agencies and advisors are used to update other DDMG members on the status of the member agency's disaster management initiatives as they relate to the disaster management framework (PPRR).

Each LDMG and core member agency is required to complete and submit a status report as soon as practicable after the end of each financial year for inclusion into the District Annual Report to State.

This information is also utilised to assist the executive officer in the compilation of the annual status report.

Meetings

In accordance with s.12 Disaster Management Regulations (the DM Regulations) meetings must be held at least once every six (6) months, at a time and place determined by the chair of the group. The Townsville DDMG currently meets 4 times per year notwithstanding extraordinary meetings that may be called. The calendar for meetings is reviewed and amended as necessary.

Quorum

A quorum of members is required for meeting resolutions to be valid. s.13 of the DM Regulation refers to quorum for meetings of disaster management groups and provides that it is a number equal to one-half of its members holding office plus one (1); or in the case where one-half of its members is not a whole number, the next highest whole number. ***The Townsville DDMG has 20 Core members therefore, at least eleven (11) members or their nominated deputy is required to meet quorum.***

EMAF Component 4: Planning

- Key Outcomes 4.3
- Indicators 4 (c) (f)

PREVENTION STRATEGIES

Prevention and mitigation measures reduce the likelihood of a disaster event occurring or the severity of an event should it eventuate. The implementation of proactive, targeted prevention and mitigation strategies designed to address likely risk factors, the vulnerability of the population and reduce or eliminate the possible impact of disasters ultimately ensures safer, more resilient and sustainable communities.

All agencies within the District have a responsibility to identify risks and consider treatment options to mitigate against disasters.

Agencies with specific responsibility to influence mitigation should actively seek to do so with the full support of other agencies. This may include, but is not limited to:

- Infrastructure design and planning
- Road development/ redevelopment
- Land Clearing considerations
- Mitigation and resilience funding

In accordance with the [Queensland Strategy for Disaster Resilience 2017](#), resilience, in a disaster management context, can be referred to as, *a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structure and desired functionality, and adapt to new circumstances.*

The Strategy for outlines four key objectives in working to make the most disaster resilient state in Australia:

- Queenslanders understand their disaster risk
- Strengthened disaster risk management
- Queenslanders are invested in disaster risk reduction
- Continuous improvement in disaster preparedness

EMAF Component 1: Hazard Identification and Risk Assessment and 2: Hazard Mitigation and Risk Reduction

- Key Outcomes 1.1, 1.2, 1.3, 2.2 and 2.3
- Indicators 1(a) (c) and 2 (e) (i) (j) (k)

PREPAREDNESS

Preparedness is crucial in disaster situations to ensure the response is optimum and the consequences are as minimal as possible. Coordinated action from member agencies of the DDMG ensure timely and effective response and an increase in community safety.

All member agencies have a responsibility to undertake preparedness activities both within their agency and as part of the DDMG.

Considerations for disaster management planning include:

- Risk Assessment and hazard management
- Education, Training, information sharing (including lessons learned)
- Capability development and interoperability

EMAF Component 3: Capability Integration and 4: Planning

- Key Outcomes 3.3, 4.1
- Indicators 3 (g) (h) & 4 (c)

Training

Disaster management training has been identified as an essential means through which agencies can develop and maintain their disaster management capabilities and capacity. Training and education can provide the knowledge, skills and attitudes required to address the issues of disaster management through **prevention, preparedness, response and recovery**. Furthermore, training is important in ensuring that all agencies can seamlessly integrate their arrangements and contribute to an effective and coordinated disaster management response.

QFES are the lead agency for delivery of training within Queensland under the Queensland Disaster Management Training Framework. The DDMG Executive officer and the QFES Emergency Management Coordinator conduct ongoing training needs analysis to identify training opportunities and capability deficiencies.

Agencies and organisations represented on the DDMG have the responsibility of providing suitable opportunities for DDMG representatives (including deputies) to attend required training. In addition, each agency also has a responsibility to conduct relevant internal training/exercising of their staff and where appropriate, offer other agencies the opportunity to participate.

To enhance knowledge and disaster management capabilities DDMG representatives (including deputies) are encouraged to complete training courses beyond their relevant minimum requirements of the Queensland Disaster Management Training Framework.

EMAF Component 3: Capability Integration and 4: Planning

- Key Outcomes 3.1, 3.2, 3.3 & 4.1
- Indicators 3(c)(d)(e)(f)(g) & 4(f)

Exercises

Exercises are a key component of disaster management strategies and are conducted with the objective of:

- practicing the coordination procedures during an event including;
- activation of Disaster Management Groups;
- activation of District Disaster Coordination Centres;
- information management including dissemination of information in respect to threats and warnings, requests for assistance and providing situation reports
- enhancing the interoperability of agency representatives;
- evaluating emergency plans;
- identifying planning and resource issues;
- promoting awareness;
- developing competence;
- evaluating risk treatment strategies;
- validating training already conducted;

- identifying performance gaps and areas for the potential improvement in the skills of agency representatives involved in disaster management; and
- evaluating equipment, techniques and processes in general.

The DDMG will conduct at least one exercise annually, to include all core members of the DDMG. Additionally, on an annual basis, functional committees will exercise their respective sub-plans, independent of the aforementioned district disaster exercise.

The DDMG exercise program demonstrates a commitment to exercising, reinforces training and maintains the disaster management capabilities of the group.

Exercising the DDMG is a legislative requirement under s.55(2) to assess the effectiveness of the plan.

EMAF Component 3: Capability Integration and 4: Planning

- Key Outcomes 3.2, 3.3 & 4.1
- Indicators 3 (b), (e) (g) & 4 (e)

Post Disaster Assessment

The review of operational activities undertaken during a disaster is a key component in ensuring capability development and the continuous improvement of disaster management arrangements.

Post-disaster reviews are conducted to:

- assess disaster operations undertaken for a given disaster including actions, decisions or processes;
- document those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant doctrine for use in the next operation and;
- assess capability and consider where additional training and/or exercises may enhance capacity.

The review of operations is to be conducted through four formats;

Hot debrief

Undertaken immediately after operations are complete to give participants the opportunity to share learning points while the experience is still fresh in their minds. During protracted events multiple hot debriefs may be appropriate.

Post-event debriefs

Conducted days or weeks after the event when participants have had the opportunity to take a considered view of the effectiveness of the operation.

Debriefs will be coordinated by the DDMG XO and depending on the scale of the event may employ an external facilitator not involved in the event.

Post event analysis Report

A post event analysis will be prepared as a cooperative panel approach between QFES and the QPS. This process is designed to look for district and state level issues that can be maintained or improved across the QDMA and should support the notion of continuous improvement.

Lessons Management/Continuous Improvement

The DDMG XO will maintain a continuous improvement register. The register will record learnings from exercises, reviews, audits and operational events to ensure there is a level of accountability in implementing lessons identified so that actual change occurs. This is conducted in accordance with the Lessons Management Framework.

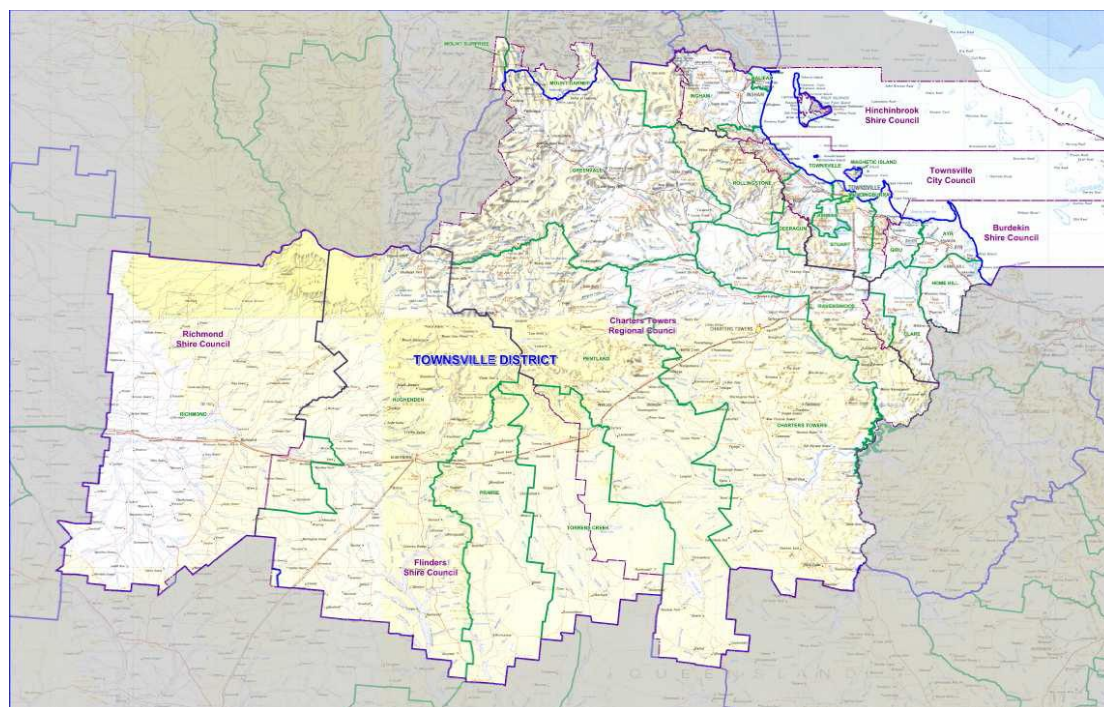
Guidelines relating to post disaster assessments are contained within s.5.11 of the PPRR DM Guidelines at: <https://www.disaster.qld.gov.au/dmg/Pages/DM-Guideline-2.aspx#5.10>

EMAF Component 3: Capability Integration and 4: Planning

- Key Outcomes 3.2, 3.3 & 4.1
- Indicators 3 (b), (e) (g) & 4 (e)

DISASTER RISK MANAGEMENT

Community Context



Map of the Townsville Disaster District and localities

The Townsville Disaster District comprises the local government areas of the Burdekin Shire Council, Charters Towers Regional Council, Flinders Shire Council, Hinchinbrook Shire Council, Palm Island Aboriginal Shire Council, Richmond Shire Council and Townsville City Council. They are required to form a Local Disaster Management Group in accordance with s29 of the DM Act.

Geography

The Townsville Disaster District is located in Northern Queensland approximately 1500 kilometres north of Brisbane. The Townsville Disaster District is diverse and consists of the major provincial city of Townsville alongside numerous regional centres incorporating, numerous coastal and inland towns, Magnetic Island and Palm Island an Aboriginal and Torres Strait Islander Community. The District's total land mass is approximately 147347 square kilometres which equates to approximately 10% of Queensland's total land area.

A significant portion of the Great Barrier Reef is located adjacent to the 350 kilometres of coastline within the Disaster District. The District is diverse with the coastal area extending from the Burdekin River delta system through to the Cardwell Range on the Cassowary Coast. The District extends over the Great Dividing Range into the Flinders and Richmond Shires. The District incorporates a vast geological make up with coastal plains, flood plains, lowlands, coastal ranges and escarpments, tropical and subtropical rainforests to dry tropical and eucalypt savannahs to the Great Dividing Range opening into downs country to timbered basalt and gorge country containing numerous national parks, volcanic basalt and sweeping red and black soil plains. The district includes in each of the local disaster areas significant river systems.

Burdekin Shire

The Burdekin Shire is approximately 90km by road south of Townsville. The Shire lies on the eastern edge of the Great Dividing Range and incorporates the towns of Ayr, Brandon and Home Hill in the Burdekin River delta, the towns of Clare, Millaroo and Dalbeg along the Burdekin River and the town of Giru on the flood plain of the Haughton River. The primary industry in the Burdekin area is agriculture with sugar cane the main crop, (37.3% of Australia sugar cane) followed by market gardens. Although numerous nationalities

are represented in the region, the Italian community is well established especially in the farming sector. The Burdekin Dam is a substantial water storage facility and allows farmers to irrigate all year round if necessary. The Burdekin District has a reputation as being a highly efficient rural producing area.

Charters Towers Region

Charters Towers, located approximately 134 kilometres to the south west of Townsville, was founded in about 1872 as a gold mining town. Charters Towers City is the commercial and supply hub of the surrounding rural area. Charters Towers has numerous boarding schools and educational facilities for students from remote and rural Queensland properties. Primary industries include cattle grazing with some mining

Flinders Shire

Hughenden is the principal town in Flinders Shire and is located approximately 400 kilometres to the west of Townsville and is primarily a grazing and farming community. Hughenden has two solar farms and one wind farm. It also has the western road and rail transportation routes passing through it. Some tourism exists as the region is rich in dinosaur fossils, hence the region being known locally as 'Dinosaur Country'. Hughenden is also the gateway to the picturesque Porcupine Gorge.

Hinchinbrook Shire

Ingham is the principal town in Hinchinbrook Shire and is located approximately 110 kilometres north of Townsville. The shire has numerous coastal settlements including Lucinda, Halifax, Taylors Beach and Forest Beach, each comprising one to two thousand persons. The main industry is farming with sugar cane the primary crop. Lucinda has a bulk sugar loading facility with a 6.5kilometre wharf for loading sugar exports. The local community is substantially Italian, and the region hosts an annual Italian Festival as a community activity.

Palm Island Aboriginal Shire

Located about 68 kilometres to the north of Townsville, Palm Island has a population of approximately 4000 people who, except for a small number of non-indigenous police, nurses and teachers, are Indigenous. There is no industry on the Island and the Shire Council depends on government grants and funds provided for operating expenses.

Richmond Shire

Located 500 kilometres to the west of Townsville, Richmond is primarily a grazing and farming community. It also has the main western highway and rail transportation routes passing through it.

Townsville City

The Townsville City Council area is predominately the CBD and surrounding suburbs with some land area to the west, north and south. The northern beaches and Bohle Plains areas are amongst the fastest developing areas of the State.

Townsville is the hub of the District's manufacturing industry which includes two ore refineries (copper and zinc). A significant portion of the ore is imported and offloaded from ocean freighters at the Townsville Port then transported by rail to the refineries. Queensland Rail has one of the largest rail workshops and locomotive depots outside Brisbane located in Townsville. The Corrective Services Commission has a male and female prison located in Townsville along with the only male and female juvenile detention centre located outside Brisbane.

Townsville is also regarded as the administrative capital of North Queensland as it is home to the majority of Regional Offices for State and Commonwealth Departments. The Townsville Port handles copper, bulk sugar, meat, live cattle export, fuel oil, bulk LPG and container movements. Tourism also contributes to the region's economy. The deployment of a significant presence of Australia's Defence Forces (ADF) in Townsville through the Army and Royal Australian Air Force also provides a substantial injection for the region's economy both directly from ADF personnel and the outsourcing of capital construction works and maintenance contracts.

The Townsville Airport is a major regional airport and is the centre of aviation in the North Queensland Region. The airport operates under a joint user agreement with the Department of Defence, with Townsville airport leasing an area of 81 hectares of airport for civil aviation purposes.

Climate and Weather

The Townsville District is considered to have a dry tropics climate and has a general weather pattern based on two seasons;

The wet season November through to April – hot and wet
The dry season (intermittent showers) May through to October;

With the weather predominately dry through the winter months (dry season), with an average daily maximum temperature between 15 and 28 degrees and during the wet season between November and April temperatures can range from 20 degrees to 39 degrees in the coastal areas and higher in the western areas, with humid conditions.

High intensity tropical storms and cyclones feature in the regions weather pattern, with tropical cyclones producing a complex hazard of heavy rain, land floods, destructive winds and storm surges on coastal fringes. Waterlogging, soil erosion, riverbank and coastal erosion, depositing of sediments on fertile land and large-scale transport of marine sediments are associated problems.

The district has an average rainfall from western areas of 492mm to 2000mm per year in coastal areas with the majority of rain falling between November and April. Monsoonal rains affect many communities along the coast, with storms (thunder and hail) affecting the western parts of the district causing localised flooding.

The district can be subject to extremes of both temperature and rainfall.

Coastal areas are to storm surges and tsunamis have been identified as a risk.

Demography

The Great Dividing Range traverses the District in a north-south direction and separates the District into two regions. To the east is the coastal plain and to the west pastoral and mining regions.

In 2016 the Census population of the Townsville Disaster District was 231,365 people with the majority residing in the Townsville City Council area.

The bulk of the urban population in the Townsville Disaster District lives along the coast zone extending from the Burdekin in the south to Hinchinbrook in the north. Towns and urban centres are also located throughout the district predominately along the railway corridor and coastal areas.

Townsville District populations and land areas are as follows;

Local Governments	Population (Approximate)	Land area (Sq. km)
Hinchinbrook Shire	10885	2801
Palm Island Aboriginal Shire Council	2,446 (up to 5,000)	71
Townsville City Council	186,757	3277
Burdekin Shire Council	17,074	5053
Charters Towers Regional Council	11,876	68373
Flinders Shire Council	1536	41192
Richmond Shire Council	791	26580
Total for Disaster District	231365	147347

ABS 2016

High tourist and visitor numbers, especially during peak tourist seasons, such as the dry season (winter) with an influx of tourists enjoying the mild temperatures throughout the region. Tourists are significantly important to all the Local Government areas. Further to this the agricultural picking seasons attract high numbers of workers to the areas of the Burdekin and Ingham, with the Townsville Region receiving over 1.2 million domestic visitors annually.

Projections prepared by the Queensland Government Statisticians Office 2016 indicate that by 2036 the total residential population of Townsville is expected to grow to 262,105 people.

Rivers and Dams

Local Government	Rivers (major system) and Dams
Burdekin Shire Council	Haughton River Barrattas River Burdekin River
Charters Towers Regional Council	Burdekin River Cape River Campaspe River Broadley Creek Haughton River Reid River Sutter River Suhrs Creek Dam capacity of 1380 ML (Referable) Burdekin Falls Dam –capacity of 1860000 ML (Referable)
Flinders Shire Council	Flinders River
Hinchinbrook Shire Council	Herbert River Seymour River Stone River
Palm Island Aboriginal Council	Bamboo Dam Solomon Dam Francis Creek Dam
Townsville City Council	Ross River Bohle River Black River Bluewater Creek Paluma Dam –capacity of 11800ML (Referable) Ross River Dam –capacity of 233187 ML (Referable)
Richmond Shire Council	Flinders River

The operator of each referable dam maintains an Emergency Action Plan (EAP) which is a controlled document. The EAPs are reviewed annually and amended regularly by the operators. Controlled hard copies of the updated EAPs including inundation mapping are maintained by the DDMG Executive Officer at Townsville District Office. The plans are also distributed to emergency service agencies and local authorities as appropriate.

Administrative Centres

The major centres in the region are Ayr, Charters Towers, Hughenden, Ingham, Palm Island, Richmond and Townsville. These centres accommodate key education, business, service and retail uses.

Community Organisations

There are numerous community, sporting, cultural and service groups across the region.

Healthcare

The Townsville Hospital and Health Service comprises 18 hospitals and community health campuses and two residential aged care facilities in the area north to **Cardwell** and **Ingham**, west to **Charters Towers**, **Hughenden** and **Richmond**, south to **Ayr** and **Home Hill** and east to **Magnetic Island** and **Palm Islands**. Townsville HHS operate public health facilities in each of these areas, one of which, the **Townsville University Hospital**, is the only tertiary hospital in North Queensland. The Townsville University Hospital is also a designated covid hospital

The Townsville HHS delivers a wide range of specialist services and operates the only tertiary hospital outside Queensland's south-east corner. These specialty services include: cancer care, cardiology and cardiothoracic surgery, emergency medicine, gynaecology, hyperbaric medicine, specialist mental health care, neurology and neurosurgery, neonatal and paediatric intensive care, urology and vascular surgery. In addition to the services offered by Townsville HHS, Mater Health Services North Queensland operates 2 private hospitals delivering a diverse range of medical, surgical, gynaecology and cardiac services. The Townsville Private Clinic is the city's only private inpatient mental health facility.

The Townsville HHS incorporates community health services across its facilities that support patients, clients and consumers in a non-acute setting. These services include alcohol, tobacco, drugs and other drug services, sexual health, public health, home and community care, Aboriginal and Torres Strait Islander health services, mental health, oral health and older persons health services.

The Townsville & District Disaster Health Functional Committee provides advice to local LDMGs and the Townsville DDMG of standards and structures which govern and optimise a health response to disaster management. The committee has endorsed the Townsville & District Disaster Health Functional Plan which outlines the agreed roles and functions for health agencies within the Townsville and District Disaster area, in response to a large emergency incident and/or disaster event.

The committee is responsible for annual review and assessment of the functional plan. Whilst the Committee will be included in annual DDMG exercises they should also test elements of the functional plan either by operational activation or exercise.

Aged Care

With a growing aged population, the region has experienced the development of state-of-the-art aged care services along with extensive medical and supporting infrastructure and services.

There are currently 16 residential aged care facilities (RACFs) in Townsville and a further 12 in the Townsville Local Disaster District area.

Transport

Road and Rail

Townsville is intersected by all major road and rail networks. The main northern rail line and Bruce Highway also run parallel inland from the coastline and transect the District from north to south. The Flinders Highway originates in Townsville as does the western rail line which travel west towards Mount Isa. Both highways and rail line are single lane carriage-ways in each direction. The rail link and highways have significant volumes of dangerous goods and hazardous goods, the two routes rarely being separated by more than a few kilometres. There are alternative road transportation routes inland (Gregory Development Road), however these are of poor quality by comparison to the Bruce Highway and will not withstand sustained use as an alternate route in the event the Bruce Highway becomes impassable. In addition, major coastal weather

events regularly impact on the inland road network to the extent roads are also subject to inundation and closure.

Airports

A major joint civil international/ military airport is located in Townsville and there are no restrictions on the types of aircraft the airstrip is able to accommodate.

Each LDMG has both council and locally owned airstrips. These airstrips are restricted on the types of aircraft they can accommodate.

Ports

Port of Townsville

The Port of Townsville (the Port) has eight berths servicing the export needs of North Queensland's mineral, agricultural and pastoral sectors, and facilitates the import of critical supplies such as petroleum products, cement, mining consumables, project cargo, containerised and general cargo. The facilities include rail and triple road train access, deep-water berths to the wharf side, as well as storage and maintenance facilities.

The Port is equipped with heavy lift loading and unloading equipment, roll-on/roll-off (RoRo) facilities, significant cargo laydown areas and has biosecurity and custom services on site.

Townsville is a strategically important location of the Australian Defence Force. The Port of Townsville's Berth 10 is designed to accommodate Australia's largest military vessels, HMAS Canberra and HMAS Adelaide. Operating services are available for ADF and other visiting military vessels including bunkering and ship services.

Port of Lucinda

Port of Lucinda exports raw sugar grown in the Ingham district. It is equipped with on shore sugar handling and storage facilities as well as a single trestle jetty and conveyor running out to an off-shore berth and ship loader.

The jetty is one of the longest of its type in the world, extending 5.6 kilometres out to sea.

Commodities

Imports

Motor vehicles, general cargo, cement, sulphuric acid, fertiliser, copper, nickel, zinc, copper anode, petroleum products, sulphur, containers (carrying furniture, electrical goods, household items, clothing, construction materials etc) and tyres.

Exports

Sugar, timber, general cargo, fertiliser, containers, cattle, refrigerated meat, magnetite, copper, lead, zinc, zinc ferrite, zinc oxide, silver, molasses, sand, gravel, coke, project cargo and tallow

Agriculture

Agricultural production plays an important role in the Northern Region economy.

Commodities for which the Northern Region is a major state producer include capsicums, chillies and peppers (66.5% of Queensland's production), beans (49.4%), sugar cane (36.1%), mangoes (40.9%), tomatoes (67%) and rock melons (39.5%). Pineapples and processing potatoes are also grown. High value aquaculture and

grain crops including pulse grains such as Soybeans, chickpeas, mung beans and cereal grains including sorghum and wheat are emerging sectors within the district.

Power

Reticulation of the power supply is operated by Energy Queensland. Most of this infrastructure is above ground and carried on timber poles.

If power is lost, the knock-on effect on other lifeline infrastructures, especially water supply, sewerage systems and telecommunications, can be great. Gravity fed water supply would continue to operate until power supply (either mains or stand-by generators) to the pumps resumed, unless the reservoirs were empty.

Telecommunications

The Townsville District is served by landlines. Mobile telephone coverage exists however isolated areas are known for poor to no coverage.

Telecommunication infrastructure is reliant on main power supply. Telecommunication providers will determine the priority of site restoration in consultation with Energy Queensland and Emergency Services. Field Services teams health and safety is number one priority, and restoration of sites could be delayed until safe access is available.

NBN Co is now responsible for the majority of the fixed line telecommunications infrastructure across Australia, which includes the formerly owned Telstra copper wire network. There is a multi-technology mix across the LGA, predominantly Fibre to the Premise and Fibre to the Node in urban areas, which is both underground and aerial (overhead) and involves roadside cabinet assets and exchanges.

Regardless of technology, any equipment connected to the nbn™ access network will not work during a power outage. While a significant part the nbn™ access network has in-built power back up, power outages may last longer than the battery life. Therefore, nbn's messaging is that communities should be prepared to be without landline phone and internet services for some time. While nbn will deploy generators in the case of an emergency event to power its infrastructure assets in the case of power outages, it's important to remember, unless there is backup power or generators in individual premises to power modems etc, telecommunications will not work.

Channel 3 is the UHF emergency radio channel and can be utilised as a mitigation measure for this.

Economy / Industry

The Townsville region has a diverse economy and industry base with government administration, defence, education, health and community services, retail and wholesale trade, manufacturing, finance, insurance, property and business services, agriculture, forestry and fishing, transport, storage and communication services, mining, mineral processing alongside tourism all strong performers within the regional economy.

Community Preparedness

All Councils participate in community resilience, preparedness and awareness strategies. They conduct print, electronic and radio campaigns to increase the community's disaster awareness and preparedness. The Disaster District supports the Townsville LDMG with Disaster Ready Day held each year in preparedness for the coming cyclone season. The community's preparedness is generally good and expected to improve with the further work conducted in conjunction with the local Council and Local Disaster Management Groups. Disaster management stakeholders support LDMG's in their Local Government Areas with their disaster preparedness days also.

Hazardous Sites

Townsville is the point of origin for shipments of chemicals to support the extensive mining industry in the Townsville and Mt Isa Districts. Consequently, the district experiences the regular transit by sea, road and rail of bulk quantities of hazardous chemicals.

These include petroleum, liquefied petroleum gas, liquefied ammonia, molten sulphur, liquefied chlorine, concentrated hydrochloric acid, compressed hydrogen, and sodium cyanide. The primary road routes comprise the Bruce Highway (National Route 1) and the Flinders Highway along with feeder roads to/from regional centres. Townsville is the largest fuel and chemical distribution centre outside Brisbane.

- **Townsville Copper Refinery (Mount Isa Mines-MIM)**
Processes copper ore mined in Mount Isa is now Australia's largest copper refinery. Copper produced to 99.995% purity in sheet form is then exported overseas. **Major hazards facility.**
- **Yabulu Nickel Refinery**
This refinery was regarded as one of the largest and most efficient nickel and cobalt refineries in the world. Nickel ore is imported from Indonesia, New Caledonia and the Philippines, and nickel and cobalt products are exported worldwide. The refinery is currently in care mode. **Major hazards facility.**
- **Zinc Refinery (Sun Metals)**
Zinc smelting and electronic zinc refining plant, commissioned in 1999, is expected to produce 170,000 tonnes per annum of high purity zinc metal at full production. It produces sulphuric acid as a by-product, which is used by the Phosphate Hill fertiliser project near Mount Isa. **Major hazards facility.**
- **Origin LPG**
Origin LPG distribution facility is in operation at Bohle Townsville. The facility distributes to North Queensland and is supplied via the Bruce highway from Cairns Port to the Townsville Facility. **Major Hazards Facility.**

Critical Infrastructure

A wide range of facilities, important to community safety and wellbeing before, during and after any emergency, exist throughout the area. The loss or dislocation of these critical facilities would greatly exacerbate the impact on the community.

Some critical facilities are important to the economy of the State, whilst others are potentially significant to the wider national and international safety. These sites will not be listed in this plan however are known to the DDMG.

Proposed Future Development

Townsville District is a growing community. Significant developments are occurring in the areas North and South of Townsville with residential development and associated infrastructure being completed. The Townsville Lithium-ion Battery plant project feasibility study is underway. Hughenden, Charters Towers and Richmond have proposed dam and/or agricultural developments including an ethanol plant. The Australian – Singapore Military Training initiative will bring significant personnel into the District. A number of mining proposals, including the Carmichael Coal Mine, Sconi cobalt-nickel-scandium project and Greenvale nickel mine if approved may have impacts on the growth of communities within the District.

Hazards

In 2011, a regional Disaster Risk Assessment covering 23 Natural and human-made hazards that may impact on the region was compiled. This risk assessment took in to account seasonal variations of each of the risks to

ensure a more dynamic and accurate assessment of the risk exposures for the region. The hazards identified as affecting the Townsville Disaster District are in no priority order include:

- Tropical Cyclone
- Storm Tide (> HAT 0.5m)
- Flood Dam Failure
- Severe Thunderstorm
- Tornado (Grade F1 – winds 117-180kmh)
- Major Earthquake
- Tsunami (>10m wave and land inundation > 1km inland)
- Landslide
- Prolonged Drought
- Bushfire (Rural and Interface areas)
- Major Fire (Urban/Industrial Area)
- Hazardous Material Accident (Land Transport Corridor)
- Hazardous Material Accident (Marine Environment)
- Major Passenger Transport Accident (Road/Rail Casualties)
- Major Air Transport Accident
- Pandemic
- Extreme High Temperatures (>36degrees, >2 days)
- Exotic Animal/Plant Disease
- Terrorism
- Cyber Security Incident (Emerging Risk)
- Black Swan (Unpredictable, Extreme/Concurrent Events)

Detailed Natural Disaster Risk Assessment Studies have been undertaken by the Local Government Councils. These Studies provide information on specific risks within the Townsville District and took into consideration earlier studies. These studies include:

- Storm Tide Studies
- Flood Risk Assessment Reports / Catchment Management Studies
- Bushfire Risk Management Studies
- Landslide Risk Assessment Studies
- City and Shire Plans

Risk Management Process

Risk management processes conducted by the group are to be undertaken in accordance with the National Emergency Risk Assessment Guidelines and comply with Risk Management Standard AS/NZS ISO 31000:2009.

The Townsville DDMG will meet annually to review the Townsville Disaster District Risk Management Plan. This group will comprise of identified stakeholders and be chaired by the XO of the DDMG. Also sitting on the Group will be a suitable representative of each of the local Government Areas and the QFES EMC to provide input into the risks transferred or shared between the local government areas and the District Disaster Management Group.

Refer to annexure C

EMAF Component 1: Hazard Identification and Risk Assessment

- Key Outcomes 1.1
- Indicators (a, c, d)

Risk Assessment

The DDMG has undertaken a risk assessment and developed a district risk register incorporating risk identification, risk analysis and risk evaluation in accordance with the process outlined in the National Risk Assessment Guidelines.

The risks identified in the district risk register are not a duplication of those risks identified in the Local Disaster Management Group's risk register and seeks to only address those risks that will significantly impact on the local government area to such a degree that the risk requires transferring to, or sharing with, the District.

Those risks and their evaluation and analysis are contained in **Annexures C** of this plan.

The Risk Assessment provided in **Annexure C** is a preliminary risk assessment based on the results of an undergoing review of the all Councils ongoing Disaster Hazard Risk Assessments to identify residual risk. 2018 saw the adoption of the Sendai Framework for Disaster Risk Reduction by Queensland Government. This marks a crucial shift from managing disasters to managing disaster risk. QFES have undertaken Queensland Emergency Risk Management Framework workshops throughout the District. Upon completion and receipt of all LDMG residual risk this process will be utilised at District level with residual risk reflected within the State Risk Register.

EMAF Component 1: Hazard Identification and Risk Assessment, 2: Hazard Mitigation and Risk Reduction and 3: Capability Integration

- Key Outcomes 1.1, 1.2, 1.3, 2.1, 2.2 and 3.1, 3.2, 3.3
- Indicators 1 (a) (b) (d) (g) (e) (f), 2 (e) (f) (g) (i) and 3 (a) (d) (f)

Risk Treatment

Risks outlined in the District Risk Register are analysed by members of the Townsville DDMG with a view to identifying strategies for risk treatment. These strategies are contained in the District Risk Treatment Plan (detailed in **Annexure C** of this plan). Along with these strategies, the District Risk Treatment Plan contains preferred treatment options, responsibilities and timeframes for implementation.

The allocation of responsibility for the implementation of risk treatment strategies, monitoring and reporting shall be determined by members of the DDMG under the guidance of the DDC. The District Risk Treatment Plan is to be presented to the Townsville DDMG for ratification when completed under the QEMRF.

To progress any treatment options, the DDMG is to request relevant responsible agencies to incorporate specified risk treatment strategies into their agency corporate planning processes for recognition and implementation.

In instances where the applications of treatment strategies at district level are identified as not being adequate and residual risks remain, the DDMG is to determine whether risk transfer or risk sharing with the Queensland Disaster Management Committee (QDMC) is a treatment option. In these instances, the DDMG is to document and notify the QDMC of these with a view to transferring or sharing the risks.

A review of the district risk treatment plan shall be conducted in conjunction with any district risk assessment review process.

EMAF Component 1: Hazard Identification and Risk Assessment and 2: Hazard Mitigation and Risk Reduction

- Key Outcomes 1.1, 1.2, 1.3, 2.2 and 2.3
- Indicators 1 (a) (c) and 2 (e) (i) (j) (k)

OPERATIONS

RESPONSE STRATEGY

Disaster Response involves taking appropriate measures to respond to an event, which includes actions and measures planned before, during and after an event, to ensure its effects are minimised and persons affected by the event are given immediate relief and support.

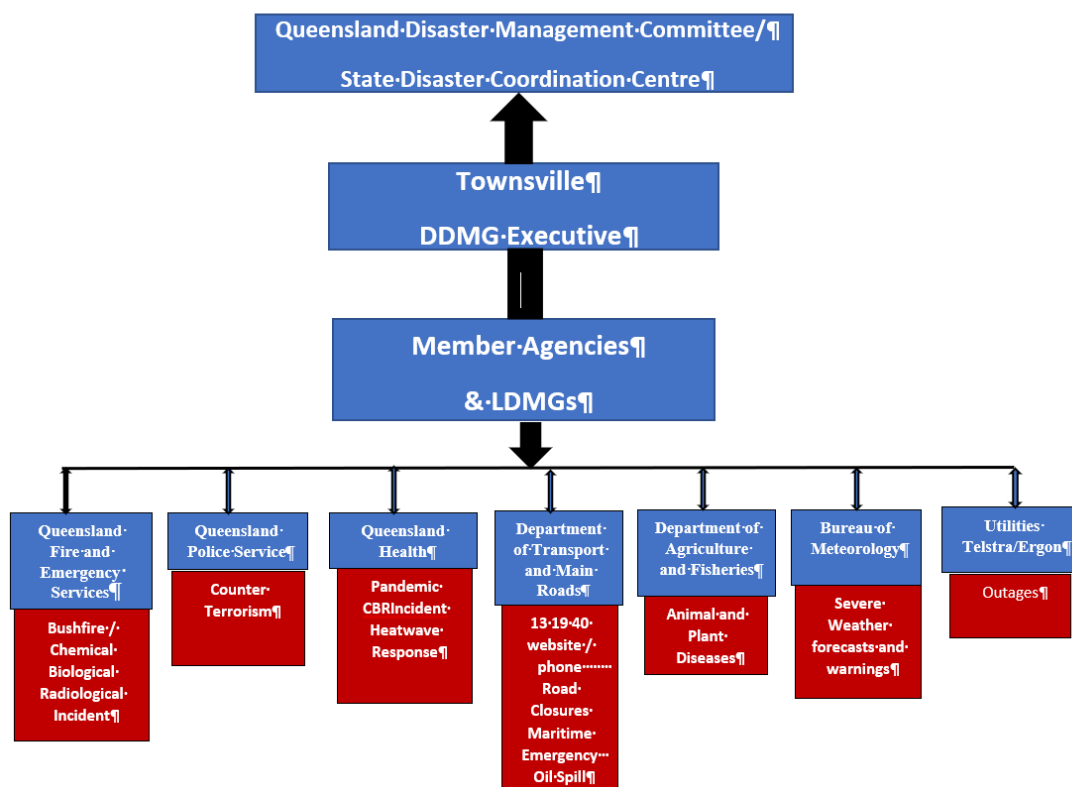
The system of control is designed to facilitate coordination, cooperation and integration across disaster management entities and services encompassing disaster management arrangements, levels of activation, lead agency response functions along with primary responsibilities, specialist roles and disaster coordination centres.

Warning Notification and Dissemination

The Townsville DDMG has a responsibility to ensure warnings are disseminated to members of the LDMG, DDMG, QDMC, member agencies and the community. Multiple communication strategies are employed, and agencies are responsible for communicating within their organization as per the QDMA structure.

The following diagram represents information flow of warning notification/s from a District level only. This flow chart does not diminish from the methodology local governments use to manage warnings in their respective areas.

Warning-Notification-Information-Flow



EMAF Components 5: Public Engagement, 6: Communications Systems, 7: Warnings, 8: Control, and 10: Cooperation and Coordination

- Key Outcomes 5.1, 6.2, 7.2, 8.1, 10.1

- Indicators 5 (b), (d) (f), 6 (a) (d), 7(b) (c) (e) (g), 8 (b) (c) (d), 10(b)

Emergency Alert

Emergency Alert (EA) is one of the tools that can be used to warn communities of an impending emergency and is a critical element of emergency response. The Queensland Emergency Alert Guidelines govern the use of EA in Queensland.

These guidelines are located at:

<http://disaster.qld.gov.au/Disaster-Resources/Documents/Queensland%20Emergency%20Alert%20Guidelines.pdf>

QFES is the lead functional agency for the management and administration of EA in Queensland

The Emergency Alert (EA) is a national telephone warning system that provides Australian emergency authorities with an enhanced ability to warn the community in the event of an emergency. The warning system is another tool available for organisations to issue emergency warnings where EA will be issued via landline and mobile telephones.

As the use of EA can be time critical for a community. The process for requesting an EA does not involve a bureaucratic approval process. EA provides the capability to send warning messages to mobile telephones based on the geographical location of the device. A polygon detailing the, at risk area can be developed to target all devices within the specific area. Pre-prepared for hazards in their area.

Communication

District Groups and Local Groups must communicate with their respective communities. Keeping the community well informed contributes to their ability to prepare for, respond to and recover from a disaster and assists with managing community expectations.

Groups will utilise numerous visual, audio, digital communication strategies, significant number of methods for communicating messaging which may include but are not limited to television, radio and print media, websites, Social media, Auslan (Australian Sign Language), Multilingual resources and communications and warning systems. (EA and Standard Emergency Warning Signals)

EMAF Component 5: Public Engagement, 6: Communication Systems; 7: Warnings, 8: Control, and 10: Coordination and Cooperation

- Key Outcomes 5.1, 6.2, 7.1, 7.2, 8.1, and 10.1
- Indicators 5 (b) (d) (f), 6 (a), 7 (b) (c) (e), 8 (b) (c) (d) (e), and 10 (a) (b)

Activation and Triggers for Response

The authority to activate the Townsville DDMP is vested in the Chairperson/District Disaster Coordinator, or in that person's absence the Deputy Chairperson. This should occur following consultation with one or more of the following; the Chair of the QDMC and/or DDMG; the Chair of a LDMG; a member of the DDMG and/or a member of a response agency.

The DDC should determine when, and to what extent, the DDMG should activate in support of an event, and may bypass initial levels of activation where appropriate to the event. Activation is scalable and does not necessarily mean the convening of all members of the DDMG or the activation of the DDCC. Activation activities can be as minimal as the provision of information to DDMG members regarding the risks associated with a potential or imminent hazard impact.

EMAF Component 4: Planning, 8: Control, 9: Command, 10: Cooperation and Coordination, and 11: Operational Information and Intelligence

- Key Outcomes 4.1, 8.1, 8.2, 9.1, 10.1, and 11.2
- Indicators 4 (f), 8 (b) (c), 9 (c), 10 (a) (b), and 11 (d)

The four levels of activation as defined in the State Disaster Management Plan (SDMP), are detailed tabled below.

Level of Activation	Definition
Alert	A heightened level of vigilance and preparedness due to the possibility of an event in the area of responsibility. Some action may be required, and the situation should be monitored by staff capable of assessing and preparing for the potential threat.
Lean forward	An operational state prior to ‘stand up’ characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on stand-by; prepared but not activated.
Stand up	The operational state following ‘Lean Forward’ whereby resources are mobilised, personnel are activated, and operational activities commenced. Disaster coordination centres are activated.
Stand down	Transition from responding to an event back to normal core business and/or recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

The following table outlines the activation states of the Townsville District Disaster Coordination Centre (DDCC)

	Triggers	Actions	Communications
Alert	<ul style="list-style-type: none"> One or more LDMGs operational Awareness that threat may be widespread 	<ul style="list-style-type: none"> XO briefs DDC on activation levels of LDMGs Analysis of threat Contact with LDCs Advise Radio and Electronics and Computer Support, to ready Primary and Secondary DDCC. Advise Media Liaison Officer. 	<ul style="list-style-type: none"> DDC and XO on mobile remotely
Lean Forward	<ul style="list-style-type: none"> Potential requirement for DDMG to coordinate disaster operations or provide support because of threat or resource requirements 	<ul style="list-style-type: none"> Maintain contact with LDCs Communication procedures established Planning commenced for support to DCC and staff briefed Advise State regarding status of DDMG Establish contacts and set-up communication systems Receipt of SITREPs from LDMGs Brief DDMG members Planning for potential support to LDMGs 	<ul style="list-style-type: none"> DDC, XO and DDMG members on mobile and monitoring email remotely Ad-hoc reporting

Stand Up	<ul style="list-style-type: none"> • Request for assistance/support received from LDCCs • Threat is imminent / impacting on District • Coordinated WoG support required • Significant State resources committed 	<ul style="list-style-type: none"> • Develop situational awareness • Warnings disseminated • SDCC advised DDMG stood up • Initial SITREP to SDCC • DDCC activated and roster developed • Forward planning commenced • Administration and Logistics, Operations, Planning and Intelligence Cells in place • Coordination of State support commenced • Advice received from State Disaster Coordinator (if appropriate). 	<ul style="list-style-type: none"> • DDMG meeting conducted. • Distribution of situation brief • DDC contact through established land lines/email • Agency liaison officers present at DDCC for operational reporting and tasking
Stand Down	<ul style="list-style-type: none"> • LDMGs stood down from response • Recovery arrangements functional 	<ul style="list-style-type: none"> • Final check of outstanding requests • Assist LDMGs with transition to recovery • Debrief of DDCC staff and DDMG members • Financial records consolidated • Final SITREP sent to SDCC • Handover to District Recovery Coordinator • Return to core business 	<ul style="list-style-type: none"> • DDMG members not involved in the recovery operations resume standard business and after hours contact arrangements

District Disaster Coordination Centre

The **primary** District Disaster Coordination Centre (DDCC) is located at:

**Mundingburra Police Station
District Office - First Floor
244-246 Charters Towers Road,
Hermit Park, Qld, 4812**

Contact details are contained in the DDCC General Instructions.

A **secondary** DDCC is located at:

**Townsville Rapid Action and Patrols
Cnr Riverway Drive and Pioneer Drive
Condon, Qld, 4815**

These venues are fully equipped with computers, fax machine, photocopier, telephones, and welfare facilities. Both buildings are equipped with a generator as an alternate power supply in the event main electricity power supply is disrupted.

Alternate DDCC locations may be located at:

- Lavarack Barracks;
- Townsville Police Station Ground Floor; or
- Any other suitable location as determined by the DDC.

The exact location of the Coordination Centre will be determined by the DDC in consultation with the Local Disaster Coordinators and appropriate members of the DDMG. DDCC staff and DDMG members will be advised of the location when the DDMG moves to Lean Forward status.

Staffing of the District Disaster Coordination Centre

The **Centre structure** will consist of:

- DDC
- Deputy DDC
- Executive Officer
- Operations Officer
- Planning Officer
- Intelligence Officer
- Administration and Logistics

The **Support Team** will include:

- Telephonists
- Registry Officer
- Agency Liaison Officers will attend the DDCC as required (eg, QFES, QAS, DAF, Q Health, and Ergon).
- Overall management of the District Disaster response is the responsibility of the DDC.
- Management of the DDCC is the responsibility of the appointed XO.
- The minimum staffing level required to operate the Centre is at the discretion of the DDC. Generally, there will be two teams working opposing shifts who will staff the Centre.
- DDCC staff will be drawn from the Townsville Police District and personnel from various participating Government and non-Government Departments /Agencies.

In the event the activation continues for an extended period of time, fatigue management principles will apply. Coordination centre staff will be sourced in the first instance from within Townsville Police District, requests for additional QPS staff will be managed internally in conjunction with the stand up of a Police Operations Centre (POC).

Member and advisory agencies will be required to manage fatigue of their staff in line with internal agency, policy and procedures.

General instructions outlining how the DDCC will be operated are included within the Townsville District Standing Operating Procedure. **Refer to Annexure I**

Concept of Operation for Response

Operational Reporting

District Situation Reports (SITREPS)

LDMGs shall advise the DDC immediately the LDMG is placed on Alert or Lean Forward.

The DDC shall advise the XO of the QDMC immediately the DDMG is placed on Alert or Leaning Forward.

Once placed on alert or leant forward, LDMGs and Functional Committees will provide situation reports (SITREPs) on the event and disaster management operations in the approved form to the DDMG within the timeframes as may be required.

Once the Townsville DDCC receives all local and agency SITREPs, it is the responsibility of the XO to maintain the SITREP update board (13) on DIEMS so that the SDCC is provided with real time/accurate situational awareness and reporting to enable the preparation of the 'State Update'. Details should include all relevant information/issues surrounding the disaster situation and planning projections into the future.

- (a) The DDCC shall advise the SDCC Watch desk once the DDCC is activated;

- (b) Once activated, the DDCC will provide real time situational reporting on the event and disaster management operations of local and district groups via the DIEMS sitrep update board.

EMAF Component 4: Planning, 6: Communication Systems, 8: Control, 9: Command, 10: Cooperation and Coordination, 11: Operational Information and Intelligence, and 12: Resource Management

- Key Outcomes 4.1, 4.2, 6.1, 6.2, 8.1, 8.2, 9.1, 9.2, 10.1, 11.1, 11.2, and 12.1, 12.2
- Indicators 4 (a), 6 (b,d,f), 8 (b,c,d,e,f), 9 (d,e), 10 (a,b,c,d), 11 (a,b,c,d,e) 12 (a,b,c,d,e)

Disaster Declaration

Where the DDC considers it is necessary for a disaster declaration within the Townsville Disaster District, the DDC will, subject to availability, take reasonable steps to consult with the district group and each local government whose area is in, or partly in, the declared area for the disaster situation.

Where possible and if time permits, the DDC will also discuss the outcome of any consultation with members of the Townsville DDMG during an extra-ordinary meeting of the group.

The XO is responsible for preparing relevant documentation on behalf of the DDC for consideration by the Minister for Police, Fire and Emergency Services.

If circumstances prevent such processes to be undertaken the DDC will act independently to declare the disaster and subsequently seek verbal approval in accordance with the Disaster Management Act 2003 and report the decision subsequently to the DDMG and the LDMG.

Functional Plans

The Queensland State Disaster Management Plan 2018 (SDMP) outlines that functional plans address the functions of disaster management where government departments and agencies have a functional lead agency role. The plans and procedures are developed by the functional lead agency.

The functional plans detail arrangements relating to supporting activities undertaken by functional lead agencies of the DDMG. Functional plans include:

Disaster Operations Functional Plan Register

Functional Group	Responsible person/Lead agency	Key Accountabilities
Transport	Department of Transport (Queensland Transport)	As detailed in the Queensland State Disaster Management Plan including arrangements for the provision of transport resources for the transportation modes of road, rail, air and sea, and transport engineering to support disaster response and recovery operations.
Health	Queensland Health	As detailed in the Queensland State Disaster Management Plan functional lead agency for response functions of public health, mental health and medical services, mass casualty management, mass fatality management including victim identification (with QPS) and emergency medical retrieval.
Building and Engineering Services	Department of Energy and Public Works	As detailed in the Queensland State Disaster Management Plan functional lead agency for building and engineering services and building recovery.
Emergency Supply	Queensland Fire and Emergency Services (QFES)	As detailed in the Queensland State Disaster Management Plan including the acquisition and management of emergency supplies and services in support of displaced

		persons during disaster operations.
Telecommunications	Telstra Optus NBN Co	As detailed in the Queensland State Disaster Management Plan telecommunications emergency support functions include telecommunications services, land line, data and backbone data networks and telecommunications recovery. These roles and responsibilities relate to the telecommunications providers themselves as members of the DDMG. provides the interface at the State Level.
Economic Recovery	Department of State Development, Manufacturing, Infrastructure and Planning	Lead agency for economic recovery during a disaster event, playing a key role in assisting local government, business and industry in resilience and recovery strategies. During a disaster chairs the state Economic Recovery Group.
Human and Social Community Recovery (Operational Plan 4)	Department of Communities, Housing and Digital Economy	As detailed in the Queensland State Disaster Management Plan Functional Lead Agency for planning, coordination and implementation of human and social recovery.

EMAF Component 4: Planning

Key Outcomes 4.1, 4.2, 4.3

- Indicators 4 (a)

Hazard Specific Arrangements

Whilst Queensland has adopted an all hazards approach to the development of disaster management arrangements, it is important to acknowledge that some hazards have characteristics that may require a hazard specific approach.

There may be a range of hazard specific plans developed by the relevant hazard specific primary agency the DDMG needs to consider as supporting references to the main DDMP.

These may include:

- Plant and Animal Disease;
- Terrorism;
- Bushfire; and
- Pandemic.

These plans address specific hazards where government departments and agencies have a primary management responsibility. The primary agency has responsibility to ensure that an effective hazard specific plan is prepared.

All hazard specific plans are to address the hazard actions across all PPRR phases and include information on how the QDMA links with the hazard specific arrangements and provides support to the primary agency in the management of the hazard specific event.

Specific planning is required for these arrangements as their coordination and operational procedures can be different to those of the QDMA.

Coordination centres and the structures within them can be outside the local, district and State coordination centres and the passage of information and resources may be managed using different processes.

A generic hazard specific arrangements structure and linkages and communication flow to the broader QDMA is outlined in the SDMP.

Primary agencies also have a role in ensuring State hazard specific plans link to national hazard specific plans and arrangements and that appropriate communication and relationships with counterparts at the national level are maintained.

EMAF Component 4: Planning, 1: Hazard Identification and Risk Assessment

Key Outcomes 4.1, 4.2, 4.3, 1.1

- Indicators 4 (a), 1 (c)

Hazard	State and National Plans	Primary Agency
Animal and Plant Disease	-Australian Veterinary Emergency Plan (AUSVETPLAN) -Australian Aquatic Veterinary Emergency Plan (AQUAVETPLAN) -Australian Emergency Plant Pest Response Plan (PLANTPLAN) -Biosecurity Emergency Operations Manual (BEOM)	Department of Agriculture and Fisheries (DAF)
Biological (human related)	-State of Queensland Multi-Agency Response to Chemical, Biological & Radiological Incidents	Queensland Health
Radiological	-State of Queensland Multiagency response to Chemical, Biological, Radiological Incidents	Queensland Health
Chemical	-State of Queensland Multiagency response to Chemical, Biological, Radiological Incidents	Queensland Fire and Emergency Services (QFES)
Bushfire	-Queensland Bushfire Plan	Queensland Fire and Emergency Services (QFES)
Pandemic	-Pandemic Influenza Plan Australian -Australian Health Management Plan for Pandemic Influenza -COVID-19 Plan	Queensland Health
Heatwave	-Heatwave Response Plan	Queensland Health
Terrorism	-Queensland Counter Terrorism Plan	Queensland Police Service
Ship Sourced Pollution	-Queensland Coastal Contingency Action Plan (QCCAP)	Department of Transport and Main Roads

Threat Specific Plans

The following documents should be read as complementing the Townsville District Disaster Management Plan:

- Department of Transport (Maritime Division) – Oil Spill Contingency Plan
- Department of Agriculture and Fisheries – Emergency Animal Disease.
- Queensland Biosecurity Strategy (DAF)
- State Earthquake Risk Assessment 2019
- Queensland State Natural Hazard Risk Assessment 2017
- State Heatwave Risk Assessment 2019
- Queensland Fire and Emergency Service (Rural) – Wildfire Contingency Plan
- Queensland Health Disaster and Emergency Incident Plan

- Queensland Mass Casualty Incident Plan
- Referable Dams - Emergency Action Plans
- Tropical Cyclone Storm Tide Warning-Response System (Seventh Edition-2008)
- National Storm Tide Mapping Model for Emergency Response (2002)
- Tropical Cyclone Storm Tide Warning (12th Edition 2015)
- A guide to 'good practise' storm inundation mapping and modelling (2018)
- Tsunami Guide for Queensland 2019
- Tsunami – State Tsunami Plan

Request for Assistance

The Townsville DDMG does not possess any resource reserves. All resources within the disaster district are owned and managed by the various local governments, government departments, corporate entities or private business operators. Resource lists are included in each LDMP, all of which form appendices to this district plan.

Where resources or services are not available within their jurisdiction, or if available, have been or are likely to be expended, an LDMG may request assistance from the DDMG to provide such resources. Requests shall be in the approved Request for Assistance (RFA) form located in the Queensland Disaster Management Guidelines:

<https://www.disaster.qld.gov.au/dmg/st/Documents/F1198-Request-for-Assistance-Form.doc>

RFA's may be received by:

- Email
- Fax
- Within Guardian
- DIEMS

Upon receipt of an RFA, it will be prioritised accordingly by the DDC, Deputy Chair or Executive Officer in consideration of RFAs received from other impacted LDMGs. The DDMG shall make all reasonable endeavours to locate the required resource or service from within the disaster district.

Resources and services acquired by the DDMG and appropriated to a LDMG may be recalled and reallocated at the discretion of the DDC.

In the event the required resource or service is not available elsewhere in the disaster district, the DDMG shall forward a request, in the required form, to the SDCC.

In acquiring resources, the DDMG will enter into normal contractual arrangements at commercial rates. Normal accepted practices in terms of purchase and acquisition apply.

Appropriate approvals shall be obtained prior to the incurrence of any financial expenses.

By submitting an RFA the LDMG acknowledges that they assume financial responsibility for that request and that it is the LDMG responsibility to recover any expenditure through the DRFA scheme.

The DDC, Deputy Chairperson and Operations Officer shall ensure that accurate records are maintained in respect to requests for assistance, resource acquisition and allocation and financial expenditures.

EMAF Component 8: Control

Key Outcomes 8.1

- Indicators 8 (a), (b), (c), (d)

Request for Air Support

Townsville DDMG Air Services Coordination Cell Sub Plan (Draft) **Annexure H**

By submitting an RFA for air support the LDMG acknowledges that they may assume financial responsibility for that request and that it is the LDMG responsibility to recover any expenditure through the DRFA scheme.

Request for Supplies and Equipment

The DDMG as an entity does not possess any resource reserves. All resources within the disaster district are owned and managed by the seven local governments, government departments, corporate entities or private business operators. Available resources which may be necessary for disaster response activities may be requested from these entities as required. A copy of local disaster management plans is available on the respective council websites or through the www.disaster.qld.gov.au website.

Where a resource or service which is required to conduct disaster response activities is not available within the jurisdiction of the LDMG, the LDMG may request assistance from the DDMG to provide such resources. This is done through the RFA process.

Resupply

Due to the nature of some disasters there will be occasions where areas within the disaster district become isolated for a lengthy period, requiring the need to resupply provisions to that area.

In the first instance, LDMGs should provide the requested resupply of provisions from within the local capability and capacity of their respective local government area, however should the LDMG exceed their local capacity, they can seek assistance from the DDMG through the RFA process.

Where a DDC organises a resupply operation from within District resources they should confirm that suitable measures have been activated under SDRA or DRFA to ensure cost recovery. Should such measures NOT be activated, then they should seek State approval to ensure financial cover is available.

Where a DDC receives an RFA for resupply operations which is outside of the capability or capacity of the DDMG, the RFA is to be forwarded to the SDCC to enable the provision of the request to be actioned as required.

The Queensland Resupply Manual outline in detail the governance and operational process relating to the resupply of essential goods to communities within Queensland and are located at;

<https://www.disaster.qld.gov.au/dmg/st/Documents/M1205-Queensland-Resupply-Manual.pdf>

Emergency Supply

During a disaster related event, in particular, a rapid onset event, the situation may arise whereby members of the community require the supply of essential items and goods to maintain their health and well-being until more permanent arrangements may be made.

As detailed in the Queensland SDMP, QFES has the responsibility for the acquisition and management of emergency supplies and services in support of displaced persons during disaster operations.

At the district level, the coordination of emergency supply is the responsibility of the QFES DDMG member to the group or their delegated representative. Emergency supply may be conducted by the QFES representative from within the DDCC or another appropriate location (ICC/ROC/SOCC) as determined necessary in the circumstances.

Refer Emergency Supply Plan Annexure I

Financial Management

Due to the nature of many disaster situations, finance operations will often be conducted with compressed time constraints and other pressures, necessitating the use of non-routine procedures. Expenditure is on a cost-

recovery basis- and must meet current DRFA Guidelines to be considered for reimbursement. Guidelines for these arrangements are located at;

<https://www.qra.qld.gov.au/activations>

<https://www.qra.qld.gov.au/funding>

<https://www.qra.qld.gov.au/funding/drfa>

No purchase is to be made for the DDMG/DDCC without consultation and subsequent approval of the DDC, Deputy DDC or the XO.

Where members of the DDMG are coordinating purchases for their agencies/departments, they are to comply with their respective agency procurement and financial policies including Standing Offer Arrangements (SOA)

A receipt is to be obtained for all purchases conducted by the DDMG/DDCC.

Full details of all expenses/purchases incurred by the DDMG/DDCC member agencies during a disaster are to be recorded in accordance with their financial guidelines for later claims under DRFA.

Reimbursement is not an automatic process and requires solid evidence of disaster-related expenditure. Some disaster events may not be claimable. Members of the DDMG should be aware that the preferred method of acquisition for plant and equipment is to hire as opposed to purchase. This is because capital acquisitions are generally not covered by DRFA.

Each agency is responsible for claiming their own reimbursement of funds relating to disaster operational expenses.

All expenses are to be recorded within a cost recovery calculator with tax invoices retained for all transactions.

The DDCC should predetermine event-related financial management arrangements to ensure costs are appropriately endorsed and captured from the onset of operations. The DDC, in consultation with the DDCC Executive Team, is responsible for establishing and maintaining financial management procedures for the DDCC.

Each support agency is responsible for providing their own financial services and support to its response operations relevant to their agency.

All processes are performed in accordance with the Queensland Government Financial Management Practice Manual.

EMAF Component 12: Resource Management

Key Outcomes 12.1, 12.2, 12.3

- Indicators 12 (a), (b), (c), (d), (e)

RECOVERY

Disaster recovery is the coordinated process of supporting disaster-affected communities psychological (emotional and social) and physical wellbeing, reconstructing physical infrastructure, economic and environmental restoration (including regeneration of the natural environment, associated infrastructure, heritage sites and structures, and the management of pollution and contamination).

The Queensland Recovery Plan recognises the need for flexibility and adaptability in recovery planning and operations. The Queensland Reconstruction Authority (QRA) is responsible for disaster recovery, resilience and mitigation policy in Queensland. Recovery is locally led through a collaborative approach that brings

together all agencies, stakeholders and resources for planning and coordinating delivery of recovery. The Queensland Recovery Plan provides a framework for the coordination of recovery operations within the district. https://www.qra.qld.gov.au/sites/default/files/2018-10/queensland_recovery_plan_2017.pdf

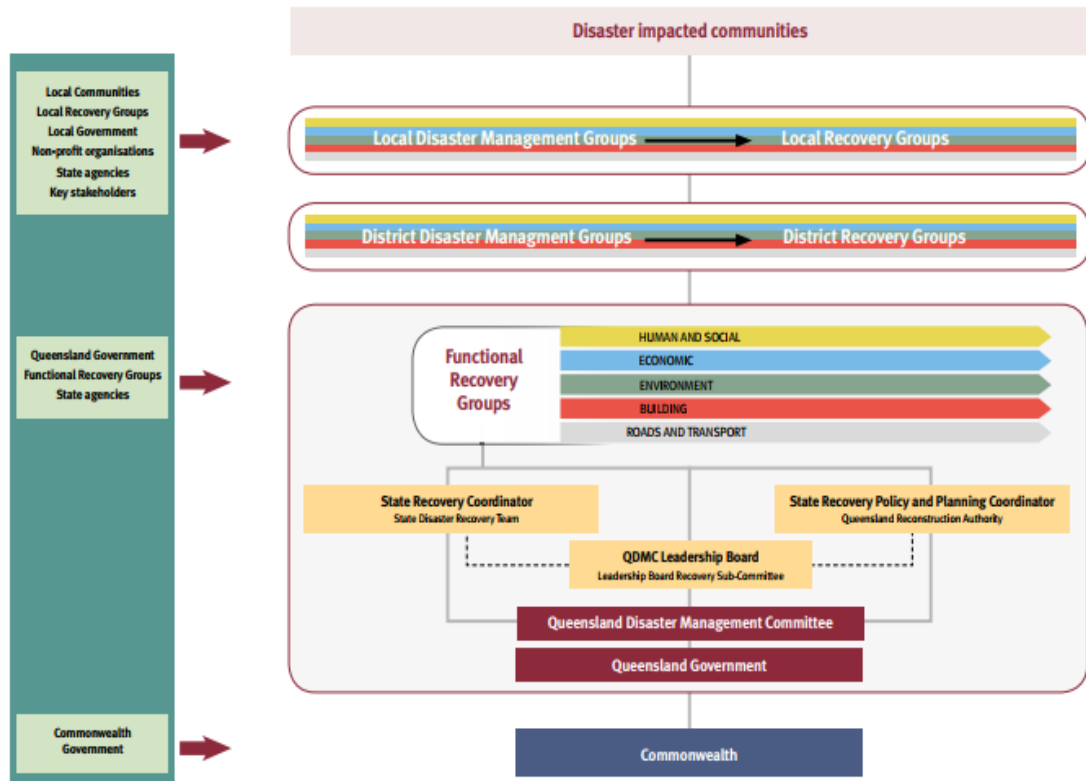


Figure 1: Queensland disaster recovery arrangements

Successful recovery relies on clear, robust governance arrangements. Figure 1 reflects the lead role of the LDMG and Local Recovery Groups (LRGs). Queensland’s Recovery arrangements are grouped into five functional areas:

- Human and Social
- Economic
- Environment
- Building
- Roads and Transport

The establishment of these groups at the District is at the discretion of the Chair of the DDMG depending on the size and scale of the disaster, impact/needs assessments and anticipated recovery operations.

A State Recovery Coordinator (SRC), may be appointed by the QDMC to coordinate recovery operations following a disaster event. When appointed the SRC will facilitate the sharing of information between impacted councils/LDMGs, DDMGs, the State Recovery Policy and Planning Coordinator and the Queensland Government.

Recovery Strategy

The Townsville District Recovery Strategy may be activated upon direction from the DDC. This recovery strategy provides the framework for the coordination of recovery operations within the district and is supported by the procedures outlined in the Queensland Recovery Plan.

Transition Triggers

The triggers to activate district recovery are contained with S.6 of the Queensland Recovery Plan.

Response Alert		Triggers	Actions	Communications
Response Lean Forward	Recovery Alert	<ul style="list-style-type: none"> Response phase at 'lean forward' level of activation 	<ul style="list-style-type: none"> Appointment of District Recovery Coordinator (DRC) as appropriate Potential actions and risk identified Information sharing commences DRC in contact with DDCC/DDC Initial advice to all recovery stakeholders 	<ul style="list-style-type: none"> District Recovery Coordinator (DRC) and District Recovery Group (DTG) members on mobile Ad hoc reporting
Response Stand Up	Recovery Lean Forward	<ul style="list-style-type: none"> Response phase at 'stand up' level of activation Immediate relief arrangements are required during response phase 	<ul style="list-style-type: none"> Monitoring of response arrangements Analysis of hazard impact Relief and recovery planning commences Deployments for immediate relief commenced by Recovery Functional agencies 	<ul style="list-style-type: none"> DRC and DRG members on mobile and monitoring email remotely Regular reporting
Response Stand Down	Recovery Stand Up	<ul style="list-style-type: none"> Immediate relief arrangements continue Medium term recovery commences. Response phase moves to stand down 'level of activation.' 	<ul style="list-style-type: none"> DRG activated at DDCC or alternate location Recovery Plan activated Deployments for immediate relief response Action plans for four functions of recovery activated Transition arrangements from 'response to relief and recovery activated including from DDC to DRC (as appropriate) 	<ul style="list-style-type: none"> DRC and DRG members present at DDCC or alternate locations DRC and DRG members involved in medium term recovery continue as required Regular reporting to DDC/SDCG
	Recovery Stand Down	<ul style="list-style-type: none"> DRG arrangements finalised Community returns to normal activities with ongoing long term recovery support provided by functional lead agencies as required. 	<ul style="list-style-type: none"> Consolidate financial records Reporting requirements finalised Participate in recovery debrief Participate in post event debrief Post event review and evaluation Long term recovery arrangements transferred to functional lead agencies Return to core business 	<ul style="list-style-type: none"> DRC and DRG members resume standard business and after hours contact arrangements Functional lead agencies report to DRC/DRG as required

Recovery operations will be undertaken across three phases:



Figure 3: Phases of recovery

Immediate/Short Term Recovery

As disaster response and immediate/short term recovery occurs concurrently, the activation of the strategy will commence with immediate/short term recovery actions undertaken within the response phase. The concept of operations for immediate/short term recovery are located in S. 5.3 of the Queensland Recovery Guidelines.

The immediate/short term recovery phase occurs concurrently to response operations. Immediate/short term recovery activities of the DDMG will typically include:

- support to LDMGs to ensure the conduct of rapid damage and need assessment;
- support to LDMGs to ensure the provision of immediate community services (e.g. health services, food, clothing and shelter, financial relief);
- support to LDMGs to ensure the restoration of critical utilities and services; and
- support to LDMGs to ensure the provision of temporary housing.

The immediate to short-term recovery phase covers immediate community recovery service provision to meet identified individual personal and community needs, and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process.

During this phase, the District Recovery Committee, if activated, may also prepare an Event Specific Community Recovery Operational Plan which will assist in determining priorities and the requirement for medium/long term recovery, the type of recovery assistance that will be required from the DDMG and the timeframe for the transition to the medium/long term recovery.

Medium/Long Term Recovery

The DDMG will utilise the following as triggers to commence the process of transition from immediate/short term to medium/long term recovery:

- emergency is contained;
- no further hazard or secondary threats are likely in the near future;
- response organisations cease their activities;
- public safety measures are in place and work effectively;
- evacuation centres have closed; or
- initial rehabilitation has commenced.

The appointment of the Recovery Coordinator should take place at the latest during the transition phase and preferably during the response/short term recovery phase of the event.

The level of district support required in the medium/long term recovery phase will be dependent on the recovery structure advised by the QDMC for each specific event. The concept of operations for medium/long term recovery are located in s.6 of the Queensland Recovery Plan.

Townsville District Human and Social Recovery Committee

The Townsville District Human and Social Recovery Committee meets twice a year:

Meeting frequency:	Twice per year. Additional meetings called when need arises
Chair:	Senior Community Recovery Officer, Dept of Communities, Housing and Digital Economy
Membership:	<ul style="list-style-type: none"> • Manager, Northern Operations, Dept of Communities, Housing and Digital Economy • Director, Adventist Development and Relief Agency • Community Partnership & Engagement Officer/Emergency Services Regional Coordinator, Australian Red Cross • CEO, Burdekin Community Association • Local Disaster Coordinator/Manager Community Development/ Disaster Management Officer, Burdekin Shire Council • Councillor, Chair Local Human & Social Committee, Burdekin Shire Council • Manager/CEO, Community Services, Charters Towers Regional Council • Manager, Investment & Partnerships, Dept of Child Safety, Youth & Women • Manager, Townsville Service Centre, Dept of Seniors, Disability Services and Aboriginal & Torres Strait Islander Partnerships • Principal Advisor Regional Services/ Infrastructure Regional Support Manager, Dept of Education • Senior Contract Officer/ Principal Contract Officer/ Principal Regional Services, Dept of Housing & Public Works • Program & Planning Manager/ Delivery Manager, Q-Build, Dept of Communities, Housing and Digital Economy • Emergency Management Coordinator/ Social Work Support Manager, Services Australia • Regional Manager/ Senior Advisor, Dept of Children, Youth Justice and Multicultural Affairs • Assistant Director/Emergency Management Coordinator/Assistant Director – Health Grants, • CEO/Environmental Health Officer, Flinders Shire Council • Qld Manager/Head of Communication, GIVIT • CEO, Hinchinbrook Shire Council • Councillor, Chair Local Human & Social, Hinchinbrook Shire Council • Team Leader/Assist Director Service Delivery & Performance/Director Service Delivery, National Disability Insurance Agency • CEO, Palm Island Aboriginal Council • Emergency Management Coordinator, Qld Fire Emergency Service • EPCM Coordinator Emergency Management/EPCM Support Officer, Townsville Hospital Service, Qld Health • Service Group Director/Regional Adversity Integrated Care Clinician, Mental Health Service Group, Qld Health • EXO, DDMG/Chief Superintendent, Qld Police Service

	<ul style="list-style-type: none"> • CEO/Recovery Coordinator, Richmond Shire Council • Corps Officer/Promotions Officer/Disaster Recovery Specialists, Salvation Army • Diocesan President, St Vincent De Paul Society • Team Manager, Emergency Management/Community Programs Coordinator, Townsville City Council • State Wide Manager/Operations Officer, Uniting Care Community
Responsibilities:	<p>The District Human and Social Recovery Committee (the Committee) is convened to support the Dept of Communities, Housing and Digital Economy in fulfilling its functional lead agency responsibility for human and social recovery.</p> <p>The Committee achieves this through:</p> <ul style="list-style-type: none"> • Gathering and sharing disaster-related information and intelligence. • Participating in joint capacity building opportunities such as recovery exercises. • Assisting the development, implementation and review of the District Human and Social Functional Recovery Plan. • Advising DCHDE on human and social recovery issues and matters. • Providing advice on strategies for the development of personal, family and community resilience. • Sharing agreements, practices and operating procedures to enhance role sharing, communication, information sharing, and ongoing planning. • Supporting human and social recovery service delivery arrangements lead by Council/s and by the Department to improve community resilience to future disasters.

The Dept of Communities, Housing and Digital Economy, Community Recovery processes will operate closely with any LDMG to assist in the recovery process.

The Townsville District Human and Social Recovery Committee **Plan** is available to view by contacting the Townsville District Executive Officer to arrange a copy.

Townsville District Recovery Committee

Parameters

The purpose of the District Recovery Committee is to coordinate individual agency effort to ensure a timely, efficient, cohesive and cost-effective approach is taken to manage recovery.

Where appropriate to the scale of the disaster the medium/long term recovery phase may include the establishment of a District Recovery Committee with specific membership appointed as appropriate to the type of event and functions of recovery. Where a District Recovery Committee is established, the recovery coordination is handed over to the Recovery Coordinator who will be the DDC or a person appointed by the DDC. The Coordination Centre is established to coordinate:

- Community recovery operations; planning; logistics and communications;
- Administration within the region responding to the disaster;
- Delivery of Outreach Services; and
- Multi-agency situational awareness.

The medium/long term District Recovery Committee will comprise any or all members of the DDMG, and any additional invited members as required but as a minimum should include the following;

- Representative of the DDMG Executive as nominated by the DDC
- Department of Transport and Main Roads
- Dept of Communities, Housing and Digital Economy
- Department of Environment and Science
- Department of State Development, Infrastructure, Local Government and Planning

- Department of Children, Youth Justice and Multicultural Affairs
- Queensland Reconstruction Authority
- DDMG Advisory agencies as appropriate (Ergon, Telstra)

Organisations that are not members of the DDMG may be invited to participate where required, for example: Chambers of Commerce, insurance companies or major employment (industry) organisations in the area.

It is recognised that with large disasters multiple Disaster Districts neighbouring to the Townsville District and within the region may be affected and could require simultaneous recovery. This may place a strain on functional lead agencies and other member agencies and organisations to provide staff from within district resources to sit on multiple Recovery Groups or within multiple coordination centres. This may require deployment of staff from outside the district and does not restrict the Chair of the District Community Recovery Committee from forming one coordination centre to address the recovery of multiple districts within the Government Region.

Operational and Action Plans

When convened for disaster recovery operations, the Townsville District Recovery Committee will develop an event specific Recovery Plan to guide its activities. This will be discussed and developed during the group's first meeting and will be developed to supplement the local governments event specific Disaster Recovery Plan. Broad timelines will be included in this plan.

At the first meeting separate Action Plans for each recovery function (Human and Social, Economic, Environment, Building and Roads and Transport) will also be developed. This Action Plan will list the tasks to be performed by the group and the responsible agencies/individuals responsible for the tasks and will be developed to supplement the local government disaster recovery action plan.

Copies of plans should be included in relevant agency and committee event files.

Considerations for Recovery

When developing specific Recovery Plans or functional lead agency action plans groups should consider the following:

- Issues identified from information gathered by impact assessments;
- Arrangements outlined in existing functional plans;
- How to allocate actions and responsibilities across the five recovery functions to inform the development of action plans;
- Arrangements for overall coordination of recovery operations;
- How to develop strategies for recovery with the affected community which detail the vision, goals and project outcomes of the recovery strategy;
- Identifying the main short, medium and long-term priorities;
- Developing project timeframes, costs, funding priorities and funding strategies;
- Advertising and disseminating public information about the Action Plans;
- Determining appropriate community engagement and communication strategies;
- Transitional and exit strategies; and
- Strategies for conducting a debrief and evaluation of recovery operations

EMAF Component 14: Recovery

Key Outcomes 14.1, 14.2

- Indicators 14 (a), (b), (c), (d)

Recovery Lead Agencies

Function	Queensland Government Lead Agency
Economic	Department of State Development, Infrastructure, Local Government and Planning (DSDILGP)
Environmental	Department of Environment and Science
Human – Social	Department of Communities, Housing and Digital Economy (DCHDE)
Infrastructure	Transportation Infrastructure (Department of Transport & Main Roads) Building & Engineering services/Recovery/government call centres and websites/restore critical government infrastructure (DCHDE) Energy and Water (Department of Energy and Public Works and Dep of Regional Development, Manufacturing and Water) along with Ergon Energy and Local Governments Telecommunications
DRFA and SDRA coordination (coordination function)	Queensland Reconstruction Authority
Recovery, Resilience & mitigation policy, planning, coordination and monitoring (coordination function)	Queensland Reconstruction Authority

REVIEW AND ASSURANCE

Review and Renew Plan

In accordance with s.55 of the DM Act the DDMP shall be reviewed annually. This review shall be conducted by members of the DDMG identified by the DDC and shall be conducted as follows:

- July Review conducted;
- Draft amendments formally submitted to DDMG for approval;
December - Approved amendments (or new plans, if appropriate) are disseminated to all stakeholders.

The Sub-plans of the Disaster Districts Functional Groups shall be reviewed annually by the same members and shall be conducted as follows:

- April-July Functional Groups reviews Sub-plan;
- August - Draft amendments submitted to DDMG for consideration and approval;
- October - Approved amendments (or new sub-plans if appropriate) are disseminated to all stakeholders.

The effectiveness of the DDMP and Sub-plans shall be reviewed and assessed against the IGEM Assurance Framework.

The DDMP and Sub-plans may be reviewed at any other time should it become apparent that urgent amendment is required to support the operational effectiveness of DDMG activities.

External Assessment

The Inspector-General Emergency Management (IGEM) is responsible for providing the Premier, Government and people of Queensland an assurance of public safety, through the establishment and implementation of an assurance framework to direct, guide and focus work of all agencies, across all tiers of Government to the desired outcomes of the disaster and emergency management arrangements for Queensland.

The Office of the Inspector-General Emergency Management supports the IGEM through planning, developing and conducting a range of review and assessment projects consulting stakeholders, to enable confidence in Queensland's disaster and emergency management arrangements.

The Emergency Management Assurance Framework (the Framework) has been established by IGEM to support accountability and build consistency across all levels of the disaster management arrangements and reinforces a shared responsibility for delivering better disaster management outcomes for the community.

The framework establishes the Standard for Disaster Management in Queensland and is founded on six shared responsibilities, good practice guidance and clear accountabilities.

The Standard describes the attributes of effective disaster management, outlines to stakeholders the required outcomes against the Standard and provides indicators that will contribute to the likelihood of disaster management entities achieving these outcomes. The Standard also forms the basis of Assurance Activities undertaken by the Office of the IGEM.

IGEM utilise the Framework and the Standard to continually conduct assurance activities around the disaster management operations of disaster management groups to ensure quality and continuous improvement.

The Townsville DDMG will ensure its disaster management operations and planning adhere to the principles of the Framework and Standard.

Comprehensive information in relation to the requirements and components of the Framework and the Standard may be found at - <https://www.igem.qld.gov.au/>

Review of Local Disaster Management Arrangements

In accordance with s.23 of the DM Act; the PPRR DM Guidelines, Strategic Policy Statement and Emergency Management Assurance Framework, it is a function of the DDMG to regularly review and assess the disaster management of local groups in the district.

All review and assessments of local disaster management arrangements conducted by the DDMG will be undertaken in accordance with the direction provided by IGEM.

The DDMG XO and QFES EMC attend meetings of the Townsville District LDMGs where practicable. These meetings discuss the minutes, agendas, business arising, general business and member agency reports.

The main purpose of the XO attendance at these meetings is to discuss emerging disaster management priorities across the district, deal with exceptions of local and district group members as they arise and general collaboration and networking. Additionally, this provides the XO and QFES EMC the opportunity to overview sub plan development and contribute to local disaster management projects.

ANNEXURE INDEX

A	Distribution List
B	Townsville District Disaster Management Group Contact List (RESTRICTED)
C	Townsville District Risk Register
C	Townsville District Risk Analysis
C	Townsville District Risk Evaluation
C	Townsville District Risk Treatment Plan
D	Definitions
E	Abbreviations and Acronyms
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G	Townsville District DDCC Operational Plan (RESTRICTED)
H	Townsville DDMG Air Services Coordination Sub Plan (Draft)
I	Townsville DDMG Emergency Supply Sub Plan
J	Terms of Reference – Townsville DDMG
K	Townsville DDMG Tsunami Sub-plan (DRAFT)

Annexure A - Distribution List

Position	Organisation	Hard Copy ✓	Electronic Copy ✓
District Disaster Coordinator	Queensland Police Service		
Deputy Chair	Queensland Police Service		
Executive Officer	Queensland Police Service		
District Disaster Coordination Centre	Queensland Police Service		
District Disaster Coordination Centre – Secondary Location	Queensland Police Service		
Chair & Local Disaster Coordinator	Burdekin Shire Council		
Chair & Local Disaster Coordinator	Charters Towers Regional Council		
Chair & Local Disaster Coordinator	Flinders Shire Council		
Chair & Local Disaster Coordinator	Hinchinbrook Shire Council		
Chair & Local Disaster Coordinator	Palm Island Aboriginal Council		
Chair & Local Disaster Coordinator	Townsville City Council		
Chair & Local Disaster Coordinator	Richmond Shire Council		
Chairperson, District Disaster Management Group Functional Committee – Human and Social Committee (Regional Director - NQ Region)	Department of Communities, Housing and Digital Economy (DCHDE)		
Regional Planning Manager	Department of Transport & Main Roads		
Chair, District Disaster Management Group Functional Committee – Health (Chief Operating Officer – TTHS & DDMG Core Member (Chief Executive THHS))	Queensland Health		
Regional Director	Department of Regional Development, Manufacturing and Water		
Regional Director Building & Asset Services. Regional Director – Housing and Homelessness Services	Department of Communities, Housing and Digital Economy (DCHDE)		
Regional Director	Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships		
Assistant Commissioner	QAS Northern Region,		

Director Regional Operations-Northern	QFES Northern Region		
Regional Director	Department of State Development, Infrastructure, Local Government and Planning		
Executive Director	Department of Environment and Science		
Regional Director	Department of Children, Youth Justice and Multicultural Affairs		
Regional Director	Department of Agriculture and Fisheries		
Regional Manager	Department of Resources		
Regional Manager	Department of Tourism, Innovation and Sport		
Regional Director	Department of Justice and Attorney General		
Manager	Services Australia		
Regional Harbour Master	Maritime Safety Queensland		
Supply Chain Interface Manager	Queensland Rail		
Regional Director	Department of Education		
Regional Manager	Community Corrections		
Deputy General Manager	Townsville Correctional Complex		
Area G-Manager (North Qld)	Telstra		
Asset Management (Northern)	Ergon		
General Manager - Aviation	Townsville Airport		
MJOSS	Joint Operation Support Staff – NQ Lavarack Barracks		
Manager Health Safety & Security Services	Port of Townsville		
Emergency Services	Australian Red Cross		
Officer in Charge	Bureau of Meteorology		
Advisory Members	Woolworths Coles IGA ATOM Viva Energy Puma Energy ABC WHSQ (Industrial Relations)		
Base Manager	QGAir		
Principal Ranger	National Parks		

Annexure B - Townsville District Disaster Management Group Contact List

Not for Public Release

Annexure C - Townsville District Risk Register

Risk Identification (District level risks only)					
Risk No.	Risk Statement	Source	Impact Category	Prevention/Preparedness Controls	Recovery/Response Controls
1	Inadequate disaster management coordination results in an inefficient and undesirable response to a disaster event	ALL	ALL	<ul style="list-style-type: none"> ▪ District Disaster Management Plan ▪ Local Disaster Management Plan ▪ Exercise and evaluation ▪ Review Local & District DM Plans ▪ Support to QDMA ▪ Regular DDMG and LDMG Meetings ▪ LDMG engagement and liaison ▪ Selection of incumbent members to DDMG/LDMG ▪ DDMG/LDMG Induction ▪ Training ▪ DDMG/LDMG member roles & responsibilities ▪ Test communications systems ▪ Development of DDCC electronic information management processes ▪ Identify and negotiate SOAs ▪ Resource identification and auditing ▪ Ongoing risk assessment process ▪ Review of current and future technologies to distribute warning advice. 	<ul style="list-style-type: none"> ▪ Identify stakeholder roles and responsibilities ▪ Inclusion of response and recovery processes in DDMP and LDMP <p>Identify and utilise capacity of:</p> <ul style="list-style-type: none"> ▪ Human Services ▪ QPS ▪ QAS ▪ QFES ▪ Q-Health ▪ QRA ▪ DSDILGP ▪ DES ▪ DCHDE ▪ DEPT RESOURCES ▪ Local Bus Lines ▪ QRail ▪ Commercial air carriers ▪ ADF Assistance/DACC Requests ▪ Volunteer Organisations ▪ Medical Services ▪ QLD Disaster Relief Recovery Arrangements ▪ Rapid Damage Assessments ▪ Insurance Councils of Australia – Catastrophe Arrangements ▪ Exercise and evaluation ▪ Ongoing risk assessment process
1A	There is the potential that a severe category cyclone will impact on the Townsville Disaster District causing wide-spread structural damage to residential properties including private residences, aged care facilities, school boarding residences,	Cyclone Category 1-5	People	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCP's ▪ Ensure well being of DDCC staff and families 	<ul style="list-style-type: none"> ▪ Identify vulnerable persons prior to the event (care providers) ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Establish places of refuge ▪ SES ▪ Australian Red Cross

	tertiary facility residential halls, Hotels/motels and backpacker accommodation			<p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ 	<ul style="list-style-type: none"> ▪ Local Government ▪ DCHDE ▪ QPS ▪ QFES ▪ DTMR ▪ QAS ▪ QHealth ▪ Volunteer organisations
1B	There is the potential that a severe category cyclone will impact on the Townsville Disaster District causing wide-spread environmental damage	Cyclone	Environment	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ QRA ▪ DEPT RESOURCES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs
1C	There is the potential that a severe category cyclone will impact on the Townsville Disaster District causing wide-spread structural damage to properties, agriculture, live stock losses and local business and industry.	Cyclone	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ DPC ▪ DSDMIP ▪ QFES ▪ DTMR ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions ▪ Port of Townsville
1D	There is the potential that a severe category cyclone will impact on the Townsville Disaster District causing wide spread damage to infrastructure, private and commercial property and residences, injury to persons and/or loss of life, wide spread power outages impacting on residential and commercial entities, sewerage and water treatment systems and communication networks	Cyclone	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans – reviewed and updated prior to cyclone season ▪ DDMG Scenario planning exercise undertaken 	<ul style="list-style-type: none"> ▪ All government agencies ▪ DDMG plan enacted ▪ Agency response and recovery plans ▪ Local government

<p>1E</p>	<p>There is the potential that a severe category cyclone will impact on the Townsville Disaster District causing wide-spread structural damage to property, agriculture, livestock losses and commercial activity incurring loss of income and significant financial distress.</p>	<p>Cyclone</p>	<p>Social setting</p>	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ DCHDE ▪ DAF ▪ QPS ▪ QFES ▪ QHealth ▪ DATSIP ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA ▪ Port of Townsville
<p>1F</p>	<p>There is the potential that a severe category cyclone will impact on the Townsville Disaster District causing wide-spread power outages impacting on residential and commercial entities, sewerage and water treatment systems and communication networks</p>	<p>Cyclone</p>	<p>Infrastructure</p>	<ul style="list-style-type: none"> ▪ Training ▪ Seasonal preparedness ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ DTMR -Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – QFES RDA ▪ ADF Assistance/DACC Requests
<p>2A</p>	<p>There is the potential that a cyclone and an associated storm surge will impact on the coastal communities of the Townsville Disaster District which in turn will impact on the inhabitants.</p>	<p>Storm Surge</p>	<p>People</p>	<ul style="list-style-type: none"> ▪ National Storm Tide Mapping Model ▪ Probabilistic Storm tide mapping –Local Government ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure wellbeing of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points 	<ul style="list-style-type: none"> ▪ Identify vulnerable persons prior to the event (care providers) ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Establish places of refuge ▪ SES ▪ Australian Red Cross ▪ Local Government ▪ DCHDE ▪ QPS ▪ QFES ▪ DTMR ▪ QAS ▪ QHealth ▪ BoM ▪ Volunteer organisations ▪ Port of Townsville

				<ul style="list-style-type: none"> ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 	
2B	There is the potential that a cyclone and an associated storm surge which will impact on coastal communities of the Townsville Disaster District and result in the salt water inundation of coastal rainforest.	Storm Surge	Environment	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ QRA ▪ DEPT RESOURCES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs ▪ Port of Townsville
2C	There is the potential that a cyclone and an associated storm surge which will impact on the Townsville Disaster District causing wide spread damage to properties, agriculture and local business and industry	Storm Surge	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ DPC ▪ DSDMIP ▪ QFES ▪ DTMR ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions ▪ Port of Townsville
2D	There is the potential that a cyclone and an associated storm surge which will impact on the capacity of public administration to support coastal communities of the Townsville Disaster District.	Storm Surge	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take ▪ DDMG scenario planning exercise undertaken 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions
2E	There is the potential that a cyclone and an associated storm surge which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress.	Storm Surge	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Advanced communication ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA

				<ul style="list-style-type: none"> Engage indigenous communities to promote awareness and identification of persons with special needs 	
2F	There is the potential that a cyclone and an associated storm surge which will impact on coastal communities of the Townsville Disaster District by causing the failure of significant infrastructure and service delivery.	Storm Surge	Infrastructure	<ul style="list-style-type: none"> Training Seasonal preparedness Business continuity plans Identify at risk key utilities and develop BCP strategies Identify at risk key facilities and liaise with operators Communication Plan 	<ul style="list-style-type: none"> Business Continuity Plans Transport infrastructure (road, rail air & sea) NGOs <ul style="list-style-type: none"> Telstra Optus Ergon Local Government State Government <ul style="list-style-type: none"> DTMR QFES RDA ADF Assistance/DACC Requests Port of Townsville
3A	There is a potential that an underwater seismic disturbance may create a tsunami which will flood coastal communities of the Townsville Disaster District impacting on the inhabitants.	Tsunami	People	<ul style="list-style-type: none"> LDMG to develop tsunami inundation mapping Develop community awareness Building Regulations Auditing BCP's Ensure wellbeing of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> Development of local evacuation sub-plans Identify special needs groups Identify evacuation centres Identify places of refuge Consider evacuation timelines Trigger points Emergency Alert Test and review plans Identify evacuation routes Established support networks 	<ul style="list-style-type: none"> Identify at risk persons prior to the event Implementation of evacuation sub-plan Establish evacuation centres Establish places of refuge SES Australian Red Cross Local Government ADF QAS QHealth QFES RDA DVI
3B	There is a potential that an underwater seismic disturbance may create a tsunami which will flood coastal communities of the Townsville Disaster District and result in the salt water inundation of coastal rainforest.	Tsunami	Environment	<ul style="list-style-type: none"> Liaison with DES in relation to environmental consequences Levee banks Drainage maintenance Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> DES QRA DEPT RESOURCES Local Government Private sector Government agencies NGOs

3C	There is a potential that an underwater seismic disturbance may create a tsunami which will flood coastal communities causing wide spread damage to properties, agriculture and local business and industry.	Tsunami	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ DPC ▪ DSDMIP ▪ QFES ▪ DTMR ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions
3D	There is a potential that an underwater seismic disturbance may create a tsunami which will flood coastal communities and will impact on the capacity of public administration to support coastal communities of the Townsville Disaster District.	Tsunami	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take ▪ DDMG scenario planning exercise undertaken 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions
3E	There is a potential that an underwater seismic event may create a tsunami which will flood low lying areas of the Townsville Disaster District causing wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress.	Tsunami	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Advanced communication ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA
3F	There is a potential that an underwater seismic disturbance may create a tsunami which will flood coastal communities of the Townsville Disaster District and cause the failure of significant infrastructure and service delivery.	Tsunami	Infrastructure	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR

					<ul style="list-style-type: none"> – QFES RDA ▪ ADF Assistance/DACC Requests
4A	There is a potential that a seismic event may occur in the Townsville Disaster District which may impact on its inhabitants.	Earthquake	People	<ul style="list-style-type: none"> ▪ Public awareness ▪ Emergency Alert (post event) 	<ul style="list-style-type: none"> ▪ Local Government ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Evacuation centres ▪ Volunteer organisations ▪ Medical services ▪ Evacuation arrangements ▪ QFES ▪ SES ▪ DCHDE ▪ Centrelink ▪ Volunteer organisations
4B	There is a potential that a seismic event may occur in the Townsville Disaster District which may impact on the environment.	Earthquake	Environment	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ QRA ▪ DEPT RESOURCES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs
4C	There is a potential that a seismic event may occur in the Townsville Disaster District causing wide spread damage to properties, agriculture, local business and industry.	Earthquake	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ DPC ▪ DSDMIP ▪ QFES ▪ DTMR ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions
4D	There is a potential that a seismic event may occur in the Townsville Disaster District which will impact on the capacity of public administration to support coastal communities of the Townsville Disaster District.	Earthquake	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions
4E	There is a potential that a seismic event may occur in the Townsville	Earthquake	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Use of Social media 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services

	Disaster District which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress.			<ul style="list-style-type: none"> ▪ Establish hotlines ▪ Engage indigenous communities to promote awareness and identification of persons with special needs SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ 	<ul style="list-style-type: none"> ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA
4F	There is a potential that a seismic event may occur in the Townsville Disaster District which may cause the failure of significant infrastructure and service delivery.	Earthquake	Infrastructure	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES RDA ▪ ADF Assistance/DACC Requests
5A	There is the potential that a monsoon trough or tropical low will cause an extreme rainfall event in Townsville Disaster District resulting in a major flood which will impact on residents.	Flood	People	<ul style="list-style-type: none"> ▪ LDMG to develop flood mapping ▪ Levee banks ▪ Drainage maintenance ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure wellbeing of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 	<ul style="list-style-type: none"> ▪ QFES Swift Water Rescue ▪ DES Rescue Helo ▪ SES Flood boats ▪ Identify at risk persons prior to the event ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Establish places of refuge ▪ SES ▪ Australian Red Cross ▪ Local Government ▪ ADF ▪ QAS ▪ QHealth ▪ QFES RDA ▪ DVI

5B	There is a potential that a flood event may occur in the Townsville Disaster District which may impact on the environment.	Flood	Environment	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ QRA ▪ DEPT RESOURCES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs
5C	There is a potential that a flood event may occur in the Townsville Disaster District causing wide spread damage to lines of communications, transportation routes, property, agriculture, local business and industry.	Flood	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ DPC ▪ DSDMIP ▪ QFES ▪ DTMR ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions
5D	There is a potential that a flood event may occur in the Townsville Disaster District which will impact on the capacity of public administration to support communities of the Townsville Disaster District.	Flood	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions
5E	There is a potential that a flood event may occur in the Townsville Disaster District which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress.	Flood	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Use of Social media ▪ Establish hotlines ▪ Engage indigenous communities to promote awareness and identification of persons with special needs SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA

5F	There is the potential that a monsoon trough or tropical low will cause an extreme rainfall event in Townsville Disaster District resulting in a major flood which will cause the failure of significant infrastructure and service delivery	Flood	Infrastructure	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES RDA ▪ ADF Assistance/DACC Requests
6A	There is a potential that a severe storm will occur in Townsville Disaster District which may impact on inhabitants	Severe Storm	People	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure wellbeing of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ 	<ul style="list-style-type: none"> ▪ Identify at risk persons prior to the event ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Establish places of refuge ▪ SES ▪ Australian Red Cross ▪ Local Government ▪ ADF ▪ QAS ▪ QHealth
6B	There is a potential that a severe storm will occur in Townsville Disaster District which may impact on the natural environment	Severe Storm	Environment	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ QRA ▪ DEPT RESOURCES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGO's
6C	There is a potential that a severe storm event may occur in the Townsville Disaster District causing wide-spread damage to lines of	Severe Storm	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non- 	<ul style="list-style-type: none"> ▪ DPC ▪ DSDMIP ▪ QFES ▪ DTMR ▪ Local government

	communications, transportation routes, property, agriculture, local business and industry.			essential stock	<ul style="list-style-type: none"> ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions
6D	There is a potential that a severe storm event may occur in the Townsville Disaster District which will impact on the capacity of public administration to support communities of the Townsville Disaster District.	Severe Storm	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions
6E	There is a potential that a severe storm event may occur in the Townsville Disaster District which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress.	Severe Storm	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA
6F	There is a potential that a severe storm event may occur in Townsville Disaster District the effects of which may cause the failure of significant infrastructure and service delivery.	Severe Storm	Infrastructure	<ul style="list-style-type: none"> ▪ Training ▪ Seasonal preparedness ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES RDA ▪ ADF Assistance/DACC Requests
7A	There is a potential that a landslide may occur in the Townsville Disaster District which may result in the injury or loss of life of people.	Landslide	People	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Building Regulations <p>Evacuation arrangements</p>	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ SES ▪ Australian Red Cross ▪ Local Government - engineers

				<ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ 	<ul style="list-style-type: none"> ▪ ADF ▪ QAS ▪ QHealth
7B	There is a potential that a landslide may occur in the Townsville Disaster District which may impact on the environment	Landslide	Environment	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ QRA ▪ DEPT RESOURCES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs
7C	There is a potential that a landslide event may occur in the Townsville Disaster District causing damage to lines of communications, transportation routes, property, agriculture, local business and industry.	Landslide	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 	<ul style="list-style-type: none"> ▪ DPC ▪ QFES ▪ DTMR ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions
7D	There is a potential that a landslide event may occur in the Townsville Disaster District which will impact on the capacity of public administration to support the communities of the Townsville Disaster District.	Landslide	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government
7E	There is a potential that a landslide event may occur in the Townsville Disaster District which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial	Landslide	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements

	activity with the attendant loss of income and significant financial distress.			<ul style="list-style-type: none"> communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ SDRA ▪ DRFA
7F	There is a potential that a landslide event may occur in Townsville Disaster District the effects of which may cause the failure of significant infrastructure and service delivery.	Landslide	Infrastructure	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES RDA ▪ ADF Assistance/DACC Requests
8A	There is a potential that an explosion may occur in the Townsville Disaster District which may result in the injury or loss of life of people.	Explosion	People	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Building Regulations <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans <ul style="list-style-type: none"> – QPS/EORT – QFES – QAS – QHealth – DTMR – Dangerous Goods Branch – DEPT RESOURCES – DCHDE – WH&S – SES ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Insurance Council of Australia – Catastrophe Arrangements
8B	There is a potential that an explosion may occur in the Townsville Disaster District which may impact on the environment.	Explosion	Environment	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ QRA ▪ DEPT RESOURCES ▪ Local Government ▪ Private sector ▪ Government agencies

					<ul style="list-style-type: none"> ▪ NGOs
8C	There is a potential that an explosion event may occur in the Townsville Disaster District causing wide spread damage to lines of communications, transportation routes, property, agriculture, local business and industry.	Explosion	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 	<ul style="list-style-type: none"> ▪ DPC ▪ DSDMIP ▪ QFES ▪ DTMR ▪ Local government ▪ Private sector
8D	There is a potential that an explosion event may occur in the Townsville Disaster District which will impact on the capacity of public administration to support coastal communities of the Townsville Disaster District.	Explosion	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government
8E	There is a potential that an explosion event may occur in the Townsville Disaster District which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress.	Explosion	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA
8F	There is a potential that an explosion event may occur in Townsville Disaster District the effects of which may cause the failure of significant infrastructure and service delivery.	Explosion	Infrastructure	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES RDA

					<ul style="list-style-type: none"> - DSDILGP ▪ ADF Assistance/DACC Requests
9A	Townsville Disaster District may be subject to a bush fire or other large scale fire	Bush Fire	People	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ QFES community engagement ▪ Hazard reduction plans ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans <ul style="list-style-type: none"> - QPS - QFES & Rural - QAS - QHealth - DTMR - DCHDE - WH&S - SES ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Insurance Council of Australia – Catastrophe Arrangements
9B	There is a potential that a bushfire event may occur in the Townsville Disaster District which may impact on the environment.	Bush Fire	Environment	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Bushfire breaks ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ QFES-Rural ▪ Local Government ▪ Private sector ▪ Government agencies as required ▪ NGOs
9C	There is a potential that a bushfire event may occur in the Townsville Disaster District causing wide spread damage to lines of communications, transportation routes, property, agriculture, local business and industry.	Bush Fire	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 	<ul style="list-style-type: none"> ▪ DPC ▪ DSDMIP ▪ QFES ▪ DTMR ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions
9D	There is a potential that a bushfire event may occur in the Townsville Disaster District which will impact on the capacity of public	Bush Fire	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government

	administration to support the communities of the Townsville Disaster District.				
9E	There is a potential that a bushfire event may occur in the Townsville Disaster District which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress.	Bush Fire	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ DAF ▪ QPS ▪ QFES ▪ DATSIP ▪ RFS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA
9F	There is a potential that a bushfire event may occur in Townsville Disaster District the effects of which may cause the failure of significant infrastructure and service delivery.	Bush Fire	Infrastructure	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road & rail) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES – DSDILGP ▪ ADF Assistance/DACC Requests
10A	Townsville Disaster District may be subject to a non-natural event	Chemical/fuel oil spill	People	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans 	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans <ul style="list-style-type: none"> – QPS – QFES – Hazmat – WH&S – QAS – QHealth – DCHDE – WH&S – SES

				<ul style="list-style-type: none"> ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> – DTMR ▪ Local Disaster Management Plan ▪ District Disaster Management Plan
10B	There is a potential that a chemical/fuel oil spill event may occur in the Townsville Disaster District which may impact on the environment.	Chemical/fuel oil spill	Environment	<ul style="list-style-type: none"> ▪ Oil Spill Risk Assessment for Qld Coast and GB Reef ▪ Qld Coastal Contingency Action Plan ▪ Pollution Report ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ Qld Coastal Contingency Action Plan ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ MSQ ▪ NGOs
10C	There is a potential that a chemical/fuel oil spill event may occur in the Townsville Disaster District causing wide spread damage to lines of communications, transportation routes, property, agriculture, local business and industry.	Chemical/fuel oil spill	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Review of responses by other DDMGs to these events 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ DTMR ▪ DSDMIP ▪ DAF ▪ Business by business decision process ▪ DPC ▪ QFES
10D	There is a potential that a chemical/fuel oil spill event may occur in the Townsville Disaster District which will impact on the capacity of public administration to support coastal communities of the Townsville Disaster District.	Chemical/fuel oil spill	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government
10E	There is a potential that a chemical/fuel oil spill event may occur in the Townsville Disaster District which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress.	Chemical/fuel oil spill	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ QFES ▪ QAS ▪ Q-Health ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA

10F	There is a potential that a chemical/fuel oil spill event may occur in Townsville Disaster District the effects of which may cause the failure of significant infrastructure and service delivery.	Chemical/fuel oil spill	Infrastructure	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail, air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – MSQ – QFES – QPS – DTMR ▪ ADF Assistance/DACC Requests
11A	There is a potential that a gas leak event may occur in the Townsville Disaster District which may impact on the community.	Gas leak	People	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans <ul style="list-style-type: none"> – QPS – QFES – QFES (HAZMAT) – Gas Examiner – HICB Management Unit – WH&S – QAS – QHealth – WH&S – SES ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ List not exhaustive
11B	There is a potential that a gas leak event may occur in the Townsville Disaster District which may impact on the environment.	Gas leak	Environment	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs
11C	There is a potential that a gas leak event may occur in the Townsville Disaster District causing wide spread damage to lines of	Gas leak	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 	<ul style="list-style-type: none"> ▪ DPC ▪ DSDMIP ▪ QFES ▪ DTMR

	communications, transportation routes, property, agriculture, local business and industry.				<ul style="list-style-type: none"> ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions ▪ Business by business decision process ▪ NGOs – Boral/Ergon/Liquid Air
11D	There is a potential that a gas leak event may occur in the Townsville Disaster District which will impact on the capacity of public administration to support coastal communities of the Townsville Disaster District.	Gas leak	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government
11E	There is a potential that a gas leak event may occur in the Townsville Disaster District which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress.	Gas leak	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ QFES ▪ QHealth ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA
11F	There is a potential that a gas leak event may occur in Townsville Disaster District the effects of which may cause the failure of significant infrastructure and service delivery.	Gas leak	Infrastructure	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Communication Plan ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Road closures 131940 ▪ NGOs <ul style="list-style-type: none"> – Relevant Port Authority – Telstra – Optus – Ergon/BOC ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – Gas Examiner – DTMR – QPS – QFES (HAZCHEM) – List not exhaustive

					<ul style="list-style-type: none"> ▪ ADF Assistance/DACC Requests
12A	Townsville Disaster District may be subject to an infestation, plague or epidemic	Infestation, plague or epidemic	Queensland Health Pandemic Influenza Plan People	<ul style="list-style-type: none"> ▪ Develop community awareness/resilience ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Queensland Health Pandemic Influenza Plan ▪ Organisational incident management plans <ul style="list-style-type: none"> – QPS – QFES (HAZMAT) – QFRA – QAS – QHealth – Community Health – QR – DAF – SES ▪ Federal Govt <ul style="list-style-type: none"> – Air Services Australia ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Implement evacuation arrangements ▪ Activate evacuation Centres ▪ Volunteer Groups <ul style="list-style-type: none"> – Red Cross – Salvation Army
12B	There is a potential that an Infestation, plague or epidemic event may occur in the Townsville Disaster District which may impact on the environment.	Infestation, plague or epidemic	Environment	<ul style="list-style-type: none"> ▪ DAF Pest Management Plan 	<ul style="list-style-type: none"> ▪ DAF Pest Mngmt Plan ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs
12C	There is a potential that an Infestation, plague or epidemic event may occur in the Townsville Disaster District causing wide spread damage to property, agriculture, local business and industry.	Infestation, plague or epidemic	Economy	<ul style="list-style-type: none"> ▪ Organisational emergency safety procedures ▪ Safety Guidelines ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ LGAQ ▪ State Govt Agencies <ul style="list-style-type: none"> – DSDMIP – DEPT RESOURCES – DAF Pest Mngmt Plan ▪ Federal Govt <ul style="list-style-type: none"> – BioScience Aust ▪ NGOs <ul style="list-style-type: none"> – Telstra – Ergon

					<ul style="list-style-type: none"> ▪ DPC ▪ QFES ▪ DTMR
12D	There is a potential that an Infestation, plague or epidemic event may occur in the Townsville Disaster District which will impact on the capacity of public administration to support coastal communities of the Townsville Disaster District.	Infestation, plague or epidemic	Public Administration	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government
12E	There is a potential that a Infestation, plague or epidemic event may occur in the Townsville Disaster District which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress.	Infestation, plague or epidemic	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA ▪ DATSIP
12F	There is a potential that an Infestation, plague or epidemic event may occur in Townsville Disaster District the effects of which may cause the failure of significant infrastructure and service delivery.	Infestation, plague or epidemic	Infrastructure	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Communication Plan ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – QHealth – Community Health – QAS – QFES – DAF Pest Mngmt Plan – DPC – DSDMIP – DTMR ▪ ADF Assistance/DACC Requests

13A	Townsville Disaster District may be subject to a failure of, or disruption to, an essential service or infrastructure	Failure of, or disruption to, an essential service or infrastructure	People	<ul style="list-style-type: none"> ▪ Develop community awareness/resilience ▪ Media Plan ▪ Established support networks ▪ Review Local & District DM Plans ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Organisational incident management plans <ul style="list-style-type: none"> – QPS – QFES – QFRA – QAS – QHealth – Community Health – QR – DAF – SES ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Volunteer Groups <ul style="list-style-type: none"> – Red Cross – Salvation Army
13B	There is a potential that a failure of, or disruption to, an essential service or infrastructure event may occur in the Townsville Disaster District which may impact on the environment.	Failure of, or disruption to, an essential service or infrastructure	Environment	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs
13C	There is a potential that a failure of, or disruption to, an essential service or infrastructure event may occur in the Townsville Disaster District causing wide spread damage to property, agriculture, local business and industry.	Failure of, or disruption to, an essential service or infrastructure	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans 	<ul style="list-style-type: none"> ▪ DPC ▪ DSDMIP ▪ QFES ▪ DTMR ▪ Local government ▪ Private sector ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions ▪ NGOs – Boral/Ergon
13D	There is a potential that a failure of, or disruption to, an essential service or infrastructure event may occur in the Townsville Disaster District which will impact on the capacity of public administration to support coastal communities of the Townsville Disaster District.	Failure of, or disruption to, an essential service or infrastructure	Public Administration	<ul style="list-style-type: none"> ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Business continuity plans 	<ul style="list-style-type: none"> ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ ADF Assistance/DACC Requests ▪ All government agencies ▪ Local government

13E	There is a potential that a Failure of, or disruption to, an essential service or infrastructure event may occur in the Townsville Disaster District which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress.	Failure of, or disruption to, an essential service or infrastructure	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ SDRA ▪ DRFA
14A	Townsville Disaster District may be subject to an act of terrorism	Terrorism	People	<ul style="list-style-type: none"> ▪ Public awareness ▪ Emergency Alert ▪ Established support networks ▪ Review Local & District DM Plans ▪ Organisational emergency safety procedures ▪ Safety Guidelines ▪ QPS CTLO Network 	<ul style="list-style-type: none"> ▪ Organisational incident management plans <ul style="list-style-type: none"> – QPS – DP&C – QFES (HAZMAT) – QFRA – QAS – QHealth – QR – DTMR – DSDMIP – SES ▪ Federal Govt <ul style="list-style-type: none"> – Air Services Australia – ADF/DFACA ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ Volunteer Groups <ul style="list-style-type: none"> – Red Cross – Salvation Army
14B	There is a potential that a terrorism event may occur in the Townsville Disaster District which may impact on the environment.	Terrorism	Environment	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs
14C	There is a potential that a terrorism event may occur in the Townsville Disaster District causing wide spread damage to property, agriculture, local business and	Terrorism	Economy	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans 	<ul style="list-style-type: none"> ▪ DPC ▪ DSDMIP ▪ QFES ▪ DTMR ▪ Local government ▪ Private sector

	industry.				<ul style="list-style-type: none"> ▪ Procedural Control – Relief funding arrangements coordinated ▪ Coordinate Industry and government recovery and response planning actions ▪ NGOs – Boral/Ergon
14D	There is a potential that a terrorism event may occur in the Townsville Disaster District which will impact on the capacity of public administration to support coastal communities of the Townsville Disaster District.	Terrorism	Public Administration	<ul style="list-style-type: none"> ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Business continuity plans 	<ul style="list-style-type: none"> ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ ADF Assistance/DFACA Requests ▪ All government agencies ▪ Local government
14E	There is a potential that a terrorism event may occur in the Townsville Disaster District which will cause wide spread damage to property, agriculture, livestock losses thereby severely impacting on the social environment and commercial activity with the attendant loss of income and significant financial distress	Terrorism	Social Setting	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ SDRA ▪ DRFA ▪ DATSIP
14F	There is a potential that a terrorism event may occur in Townsville Disaster District the effects of which may cause the failure of significant infrastructure and service delivery.	Terrorism	Infrastructure	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Communication Plan ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ NGOs <ul style="list-style-type: none"> – Relevant port authority – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – QHealth – Community Health – QPS – DSDILGP – QAS – QFES (HAZMAT) ▪ ADF Assistance/DFACA Requests ▪ Port/airport

Annexure C - Townsville District Risk Analysis

Risk Analysis						
Risk No	Level of Existing PP Controls	Level of Existing RR Controls	Consequence	Likelihood	Risk	Confidence Level
1	<ul style="list-style-type: none"> ▪ District Disaster Management Plan ▪ Local Disaster Management Plans ▪ Exercise and evaluation ▪ Review Local & District DM Plans ▪ Support to QDMA ▪ Regular DDMG and LDMG Meetings ▪ LDMG engagement and liaison ▪ Selection of incumbent members to DDMG/LDMG ▪ DDMG/LDMG Induction ▪ Training ▪ DDMG/LDMG member roles & responsibilities ▪ Test communications systems ▪ Development of DDCC electronic information management processes ▪ Identify and negotiate SOAs ▪ Resource identification and auditing ▪ Ongoing risk assessment process 	<ul style="list-style-type: none"> ▪ Identify stakeholder roles and responsibilities ▪ Inclusion of response and recovery processes in DDMP and LDMPs <p>Identify and utilise capacity of:</p> <ul style="list-style-type: none"> ▪ Human Services ▪ QPS ▪ QAS ▪ QFES ▪ Local Bus Lines ▪ QRail ▪ Commercial air carriers ▪ ADF Assistance/DACC Requests ▪ Volunteer Organisations ▪ Medical Services ▪ QLD Disaster Relief Recovery Arrangements ▪ QFES RDA ▪ Insurance Councils of Australia – Catastrophe Arrangements ▪ Exercise and evaluation ▪ Ongoing risk assessment process 				

	<ul style="list-style-type: none"> ▪ Review of current and future technologies to distribute warning advice ▪ Ensure well being of DDCC staff and families 					
1A	<ul style="list-style-type: none"> ▪ Public Education ▪ Building Regulations Evacuation arrangements ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Auditing BCPs 	<ul style="list-style-type: none"> ▪ Identify at risk persons prior to the event ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Establish places of refuge ▪ Volunteer Organisations ▪ SES ▪ Australian Red Cross ▪ Local Government ▪ ADF ▪ QPS ▪ QAS ▪ QHealth 	Major	Possible	High	High
1B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs 	Minor	Possible	High	High
1C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process 	Major	Possible	High	High
1D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Minor	Likely	Medium	High

	action to take					
1E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 	Catastrophic	Possible	High	High
1F	<ul style="list-style-type: none"> ▪ Training ▪ Seasonal preparedness ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES RDA ▪ ADF Assistance/DACC Requests 	Minor	Possible	High	Moderate
2A	<ul style="list-style-type: none"> ▪ National Storm Tide Mapping Model ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure wellbeing of DDCC staff and families Evacuation arrangements ▪ Development of local 	<ul style="list-style-type: none"> ▪ Identify at risk persons prior to the event ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Establish places of refuge ▪ SES ▪ Australian Red Cross ▪ Local Government ▪ ADF ▪ QAS 	Moderate	Possible	Medium	High

	<ul style="list-style-type: none"> ▪ evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 	<ul style="list-style-type: none"> ▪ QHealth ▪ Local Government ▪ QFES RDA ▪ DVI 				
2B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs 	Minor	Possible	Low	High
2C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process 	Major	Possible	Medium	High
2D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Minor	Possible	Low	High
2E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Advanced communication ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities 	<ul style="list-style-type: none"> ▪ DCHDE ▪ QFES ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA 	Moderate	Possible	Low	High

	<ul style="list-style-type: none"> ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ DRFA 				
2F	<ul style="list-style-type: none"> ▪ Training ▪ Seasonal preparedness ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES RDA ▪ ADF Assistance/DACC Requests 	Major	Possible	Medium	Moderate
3A	<ul style="list-style-type: none"> ▪ LDMG to develop tsunami inundation mapping ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure wellbeing of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 	<ul style="list-style-type: none"> ▪ Identify at risk persons prior to the event ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Establish places of refuge ▪ SES ▪ Australian Red Cross ▪ Local Government ▪ ADF ▪ QAS ▪ QHealth ▪ QFES RDA ▪ DVI 	Major	Unlikely	Medium	High

3B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs 	Moderate	Rare	Low	Low
3C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process 	Moderate	Rare	Low	High
3D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Minor	Rare	Low	High
3E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Advanced communication ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 	Moderate	Rare	Low	High
3F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) 	Moderate	Rare	Low	Moderate

	<ul style="list-style-type: none"> and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES RDA ▪ ADF Assistance/DACC Requests 				
4A	<ul style="list-style-type: none"> ▪ Public awareness ▪ Emergency Alert (post event) 	<ul style="list-style-type: none"> ▪ Local Government ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Evacuation centres ▪ Volunteer organisations ▪ Medical services ▪ Evacuation arrangements ▪ QFES ▪ SES ▪ DCHDE ▪ Centrelink ▪ Volunteer organisations 	Major	Unlikely	Medium	High
4B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs 	Minor	Unlikely	Low	Low
4C	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Re-supply plans ▪ Hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ State Government Agencies 	Mofderate	Unlikely	Medium	High
4D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Moderate	Unlikely	Medium	High
4E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Use of Social media 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS 	Moderate	Unlikely	Medium	High

	<ul style="list-style-type: none"> ▪ Establish hotlines ▪ Engage indigenous communities to promote awareness and identification of persons with special needs SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ 	<ul style="list-style-type: none"> ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 				
4F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES RDA ▪ ADF Assistance/DACC Requests 	Moderate	Unlikely	High	Moderate
5A	<ul style="list-style-type: none"> ▪ LDMG to develop flood mapping ▪ Levee banks ▪ Drainage maintenance ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure well being of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge 	<ul style="list-style-type: none"> ▪ QFES Swift Water Rescue ▪ QGAir Rescue Helo ▪ SES Flood boats ▪ Identify at risk persons prior to the event ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Establish places of refuge ▪ SES ▪ Australian Red Cross ▪ Local Government ▪ ADF ▪ QAS ▪ QHealth ▪ QFES ▪ DVI 	Moderate	Almost Certain	High	High

	<ul style="list-style-type: none"> ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 					
5B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs 	Minor	Almost Certain	Medium	Low
5C	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Re-supply plans ▪ Hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Government Agencies 	Minor	Almost Certain	Medium	High
5D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Minor	Almost Certain	Medium	High
5E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Use of Social media ▪ Establish hotlines ▪ Engage indigenous communities to promote awareness and identification of persons with special needs SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 	Minor	Almost Certain	Medium	High

<p>5F</p>	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES ▪ ADF Assistance/DACC Requests 	<p>Minor</p>	<p>Almost Certain</p>	<p>Medium</p>	<p>High</p>
<p>6A</p>	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure well being of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ 	<ul style="list-style-type: none"> ▪ Identify at risk persons prior to the event ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Establish places of refuge ▪ SES ▪ Australian Red Cross ▪ Local Government ▪ ADF ▪ QAS ▪ QHealth 	<p>Insignificant</p>	<p>Likely</p>	<p>Low</p>	<p>High</p>
<p>6B</p>	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs 	<p>Insignificant</p>	<p>Likely</p>	<p>Low</p>	<p>Low</p>

	exacerbate impact					
6C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process 	Insignificant	Likely	Low	High
6D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Insignificant	Likely	Low	High
6E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 	Insignificant	Likely	Low	High
6F	<ul style="list-style-type: none"> ▪ Training ▪ Seasonal preparedness ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGO's <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES ▪ ADF Assistance/DACC Requests 	Insignificant	Likely	Low	High

7A	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Building Regulations <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ 	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ SES ▪ Australian Red Cross ▪ Local Government - engineers ▪ ADF ▪ QAS ▪ QHealth 	Moderate	Possible	Medium	High
7B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs 	Minor	Possible	Medium	Low
7C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process 	Insignificant	Possible	Low	High
7D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Insignificant	Possible	Low	High
7E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated 	Insignificant	Possible	Low	High

	<ul style="list-style-type: none"> ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 				
7F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES ▪ ADF Assistance/DACC Requests 	Insignificant	Possible	Medium	High
8A	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Building Regulations <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support 	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans <ul style="list-style-type: none"> – QPS/EORT – QFES – QAS – QHealth – WH&S – SES ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Insurance Council of Australia – Catastrophe Arrangements 	Major	Possible	High	High

	<ul style="list-style-type: none"> networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 					
8B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs 	Minor	Possible	Low	High
8C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process 	Minor	Possible	Low	High
8D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Insignificant	Possible	Low	High
8E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 	Minor	Possible	Low	High
8F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ NGOs 	Minor	Possible	Low	High

	<ul style="list-style-type: none"> ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government – DTMR – QFES ▪ ADF Assistance/DACC Requests 				
9A	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ QFES/QFRA community engagement ▪ Hazard reduction plans ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans <ul style="list-style-type: none"> – QPS/EORT – QFES – QAS – QHealth – WH&S – SES ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Insurance Council of Australia – Catastrophe Arrangements 	Minor	Almost Certain	Medium	High
9B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ NGOs 	Minor	Almost Certain	Medium	High
9C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision 	Insignificant	Almost Certain	Medium	High

		process				
9D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Insignificant	Almost Certain	Medium	High
9E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 	Insignificant	Almost Certain	Medium	High
9F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road & rail) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – DTMR – QFES/QFRA – QFES RDA ▪ ADF Assistance/DACC Requests 	Insignificant	Almost Certain	Medium	High
10A	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Media Plan <p>Evacuation arrangements</p>	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans <ul style="list-style-type: none"> – QPS/EORT 	Minor	Likely	High	High

	<ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> – QFES/QFRA – Hazmat – WH&S – QAS – QHealth – WH&S – SES ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan 				
10B	<ul style="list-style-type: none"> ▪ Oil Spill Risk Assessment for Qld Coast and GB Reef ▪ Qld Coastal Contingency Action Plan ▪ Pollution Report ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> ▪ Qld Coastal Contingency Action Plan ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ MSQ ▪ NGOs 	Moderate	Likely	High	Low
10C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process 	Minor	Likely	Medium	High
10D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Insignificant	Likely	Low	High
10E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS 	Insignificant	Likely	Low	High

	<ul style="list-style-type: none"> ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 	<ul style="list-style-type: none"> ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 				
10F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail, air & sea) ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – MSQ – DTMR – QFES ▪ ADF Assistance/DACC Requests 	Insignificant	Likely	Low	High
11A	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures 	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans <ul style="list-style-type: none"> – QPS/EORT – QFES – QFES (HAZMAT) – Gas Examiner – HICB – WH&S – QAS – QHealth – WH&S – SES ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan 	Minor	Possible	Low	High

	<ul style="list-style-type: none"> ▪ Safety Guidelines 					
11B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs 	Minor	Possible	Low	Low
11C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process ▪ NGOs – Boral/Ergon 	Minor	Possible	Low	High
11D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Minor	Possible	Low	High
11E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 	Insignificant	Possible	Low	High
11F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Communication Plan ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Road closures 131940 ▪ NGOs <ul style="list-style-type: none"> – Relevant Port Authority – Telstra – Optus – Ergon/Boral ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – Gas Examiner – DTMR 	Minor	Possible	Low	High

		<ul style="list-style-type: none"> - QFES (HAZCHEM) ▪ ADF Assistance/DACC Requests 				
12A	<ul style="list-style-type: none"> ▪ Develop community awareness/resilience ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Queensland Health pandemic influenza plan ▪ Organisational incident management plans <ul style="list-style-type: none"> - QPS - QFES (HAZMAT) - QFRA - QAS - QHealth - Community Health - QR - SES ▪ Federal Govt <ul style="list-style-type: none"> - Air Services Australia ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Implement evacuation arrangements ▪ Activate evacuation Centres ▪ Volunteer Groups <ul style="list-style-type: none"> - Red Cross - Salvation Army 	Moderate	Possible	Medium	High
12B	<ul style="list-style-type: none"> ▪ DAF Pest Management Plan 	<ul style="list-style-type: none"> ▪ DAF Pest Mngmt Plan ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs 	Minor	Possible	Low	Low
12C	<ul style="list-style-type: none"> ▪ Organisational emergency safety procedures ▪ Safety Guidelines ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Hold extra non-perishable & non-essential stock 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ LGAQ ▪ State Govt Agencies <ul style="list-style-type: none"> - DAF Pest Mngmt Plan ▪ Federal Govt <ul style="list-style-type: none"> - BioScience Aust ▪ NGOs <ul style="list-style-type: none"> - Telstra - Ergon 	Minor	Possible	Low	High

12D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	<ul style="list-style-type: none"> ▪ DPC ▪ All government agencies ▪ Local government 	Minor	Possible	Low	High
12E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 	Minor	Possible	Low	High
12F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Communication Plan ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – QHealth – Community Health – QAS – QFES (HAZMAT) – DAF Pest Mngmt Plan – ▪ ADF Assistance/DACC Requests 	Insignificant	Possible	Low	High
13A	<ul style="list-style-type: none"> ▪ Develop community awareness/resilience ▪ Media Plan ▪ Established support networks ▪ Review Local & District DM Plans ▪ Organisational emergency safety procedures 	<ul style="list-style-type: none"> ▪ Organisational incident management plans <ul style="list-style-type: none"> – QPS – QFES – QAS – QHealth – Community Health – QR 	Moderate	Likely	High	High

	<ul style="list-style-type: none"> ▪ Safety Guidelines 	<ul style="list-style-type: none"> – DSDMIP – SES ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Volunteer Groups <ul style="list-style-type: none"> – Red Cross – Salvation Army 				
13B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs 	Insignificant	Likely	Low	High
13C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process ▪ NGOs – Boral/Ergon 	Minor	Likely	Low	High
13D	<ul style="list-style-type: none"> ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Business continuity plans 	<ul style="list-style-type: none"> ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ ADF Assistance/DACC Requests ▪ All government agencies ▪ Local government 	Minor	Likely	Low	High
13E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ SDRA ▪ DRFA 	Minor	Likely	Low	High
14A	<ul style="list-style-type: none"> ▪ Public awareness ▪ Emergency Alert 	<ul style="list-style-type: none"> ▪ Organisational incident management plans 	Moderate	Possible	Medium	High

	<ul style="list-style-type: none"> ▪ Established support networks ▪ Review Local & District DM Plans ▪ Organisational emergency safety procedures ▪ Safety Guidelines ▪ QPS CTLO Network 	<ul style="list-style-type: none"> – QPS – DP&C – QFES – QFES (HAZMAT) – QAS – QHealth – QR – DTMR – DAF – SES ▪ Federal Govt <ul style="list-style-type: none"> – Air Services Australia – ADF/DFACA ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ Volunteer Groups <ul style="list-style-type: none"> – Red Cross – Salvation Army 				
14B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences 	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs 	Minor	Possible	Low	Low
14C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans 	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process ▪ NGOs – Boral/Ergon 	Moderate	Possible	Low	High
14D	<ul style="list-style-type: none"> ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Business continuity plans 	<ul style="list-style-type: none"> ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ ADF Assistance/DFACA Requests ▪ All government agencies ▪ Local government 	Moderate	Possible	Medium	High
14E	<ul style="list-style-type: none"> ▪ Develop community awareness 	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services 	Minor	Possible	Low	High

	<ul style="list-style-type: none"> ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 	<ul style="list-style-type: none"> ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ SDRA ▪ DRFA 				
14F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Communication Plan ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ NGOs <ul style="list-style-type: none"> – Relevant port authority – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – QHealth – Community Health – QAS – QFES (HAZMAT) ▪ ADF Assistance/DFACA Requests 	Minor	Possible	Low	High

Annexure C - Townsville District Risk Evaluation

Risk Evaluation						
Risk No	Tolerability	Treatment Strategies	Residual Consequence	Residual Likelihood	Residual Risk	Further Action
1A	Tolerable subject to ALARP	Evacuation arrangements <ul style="list-style-type: none"> ▪ Development of local evacuation plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify Places of refuge ▪ Evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Develop community awareness ▪ Evacuation routes ▪ Implementation of evacuation plan ▪ Establish Evacuation Centres ▪ Establish places of refuge ▪ Emergency Alert ▪ Established support networks ▪ Review Local & District DM Plans <ul style="list-style-type: none"> ▪ Building Regulations ▪ Local Disaster Management Plans 	Moderate	Possible	Medium	Continued treatment required, no further analysis

		<ul style="list-style-type: none"> – Evacuation Sub Plan ▪ District Disaster Management Plan ▪ Local & District Disaster Coordination Centres ▪ Ensure well-being of DDCC personnel and their families ▪ Volunteer Organisations ▪ SES ▪ Red Cross ▪ Medical Services ▪ QFES RDA ▪ ADF Assistance/DACC Requests ▪ Insurance Councils of Australia – Catastrophe Arrangements 				
1B	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Levee banks ▪ Drainage maintenance 	Minor	Possible	Low	No further treatment or analysis required
1C	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	Moderate	Possible	Medium	Continued treatment required, no further analysis
1D	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	Minor	Possible	Medium	Continued treatment required, no further analysis
1E	Broadly acceptable	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	Minor	Possible	Low	No further treatment or analysis required
1F	Broadly acceptable	<ul style="list-style-type: none"> ▪ Training ▪ Seasonal preparedness ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies 	Minor	Possible	Low	No further treatment or analysis required

		<ul style="list-style-type: none"> ▪ Identify key facilities and liaise with operators ▪ Communication Plan 				
2A	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ National Storm Tide Mapping Model ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure well being of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 	Moderate	Possible	Medium	Continued treatment required, no further analysis
2B	Broadly acceptable	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	Minor	Possible	Low	No further treatment or analysis required
2C	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	Major	Possible	High	Continued treatment required, no further analysis
2D	Broadly acceptable	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	Minor	Possible	Low	No further treatment or analysis required
2E	Broadly acceptable	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Advanced communication ▪ SDRA ▪ DRFA 	Moderate	Possible	Low	No further treatment or analysis required

		<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 				
2F	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Training ▪ Seasonal preparedness ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 	Major	Possible	High	Continued treatment required, no further analysis
3A	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ LDMG to develop tsunami inundation mapping ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure well being of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 	Major	Unlikely	Medium	Continued treatment required, no further analysis
3B	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which 	Moderate	Rare	Low	No further treatment or analysis required

		may exacerbate impact				
3C	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	Moderate	Rare	Low	No further treatment or analysis required
3D	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	Minor	Rare	Low	No further treatment or analysis required
3E	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Advanced communication ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	Moderate	Rare	Low	No further treatment or analysis required
3F	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 	Moderate	Rare	Low	No further treatment or analysis required
4A	Broadly acceptable	<ul style="list-style-type: none"> ▪ Public awareness ▪ Emergency Alert (post event) 	Major	Unlikely	Medium	No further treatment or analysis required
4B	Broadly acceptable	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	Minor	Unlikely	Low	No further treatment or analysis required

4C	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Re-supply plans ▪ Hold extra non-perishable & non-essential stock 	Moderate	Unlikely	Medium	No further treatment or analysis required
4D	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	Moderate	Unlikely	Medium	No further treatment or analysis required
4E	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Use of Social media ▪ Establish hotlines ▪ Engage indigenous communities to promote awareness and identification of persons with special needs SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ 	Moderate	Unlikely	Medium	No further treatment or analysis required
4F	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 	Moderate	Unlikely	Medium	No further treatment or analysis required
5A	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ LDMG to develop flood mapping ▪ Levee banks ▪ Drainage maintenance ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure well being of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge 	Insignificant	Almost Certain	Low	No further treatment or analysis required

		<ul style="list-style-type: none"> ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 				
5B	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	Minor	Almost Certain	Medium	No further treatment or analysis required
5C	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Re-supply plans ▪ Hold extra non-perishable & non-essential stock 	Minor	Almost Certain	Medium	No further treatment or analysis required
5D	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	Minor	Almost Certain	Medium	No further treatment or analysis required
5E	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Use of Social media ▪ Establish hotlines ▪ Engage indigenous communities to promote awareness and identification of persons with special needs SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ 	Minor	Almost Certain	Medium	No further treatment or analysis required
5F	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 	Minor	Almost Certain	Medium	No further treatment or analysis required

6A	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure well being of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ 	Insignificant	Likely	Low	No further treatment or analysis required
6B		<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	Insignificant	Likely	Low	No further treatment or analysis required
6C	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	Insignificant	Likely	Low	No further treatment or analysis required
6D	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	Insignificant	Likely	Low	No further treatment or analysis required
6E	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines 	Insignificant	Likely	Low	No further treatment or analysis required

		<ul style="list-style-type: none"> ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 				
6F	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Training ▪ Seasonal preparedness ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	Insignificant	Likely	Low	No further treatment or analysis required
7A	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Building Regulations <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ 	Insignificant	Possible	Low	No further treatment or analysis required
7B	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	Minor	Possible	Low	No further treatment or analysis required
7C	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 	Insignificant	Possible	Low	No further treatment or analysis required
7D	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	Insignificant	Possible	Low	No further treatment or analysis required

7E	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	Insignificant	Possible	Low	No further treatment or analysis required
7F	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	Insignificant	Possible	Low	No further treatment or analysis required
8A	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Organisational emergency safety procedures ▪ Safety Guidelines ▪ Building Regulations <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Develop community awareness ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 	Moderate	Possible	Medium	No further treatment or analysis required
8B	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences 	Minor	Possible	Low	No further treatment or

		<ul style="list-style-type: none"> ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 				analysis required
8C	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 	Minor	Possible	Low	No further treatment or analysis required
8D	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	Insignificant	Possible	Low	No further treatment or analysis required
8E	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	Minor	Possible	Low	No further treatment or analysis required
8F	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	Minor	Possible	Low	No further treatment or analysis required
9A	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ QFES/QFRA community engagement ▪ Hazard reduction plans ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines 	Insignificant	Almost Certain	Medium	Continued treatment required, no further analysis

		<ul style="list-style-type: none"> ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 				
9B	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	Minor	Almost Certain	Medium	Continued treatment required, no further analysis
9C	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 	Insignificant	Almost Certain	Medium	No further treatment or analysis required
9D	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	Insignificant	Almost Certain	Medium	No further treatment or analysis required
9E	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 	Insignificant	Almost Certain	Medium	Continued treatment required, no further analysis
9F	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 	Insignificant	Almost Certain	Medium	Continued treatment required, no further analysis

10A	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	Minor	Likely	Medium	Continued treatment required, no further analysis
10B		<ul style="list-style-type: none"> ▪ Oil Spill Risk Assessment for Qld Coast and GB Reef ▪ Qld Coastal Contingency Action Plan ▪ Pollution Report ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	Moderate	Likely	High	Continued treatment required, no further analysis
10C	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans 	Minor	Likely	Medium	Continued treatment required, no further analysis
10D	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	Insignificant	Likely	Low	No further treatment or analysis required
10E	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA 	Insignificant	Likely	Low	No further treatment or analysis required

		<ul style="list-style-type: none"> Engage indigenous communities 				
10F	Broadly Acceptable	<ul style="list-style-type: none"> Training Business continuity plans Identify key utilities and develop BCP strategies Identify key facilities and liaise with operators Communication Plan 	Insignificant	Likely	Low	No further treatment or analysis required
11A	Broadly Acceptable	<ul style="list-style-type: none"> Develop community awareness Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> Development of local evacuation sub-plans Identify special needs groups Identify evacuation centres Identify places of refuge Consider evacuation timelines Trigger points Emergency Alert Test and review plans Identify evacuation routes Established support networks Organisational emergency safety procedures Safety Guidelines 	Minor	Possible	Low	No further treatment or analysis required
11B	Broadly Acceptable	<ul style="list-style-type: none"> Liaison with DES in relation to environmental consequences 	Minor	Possible	Low	No further treatment or analysis required
11C	Broadly Acceptable	<ul style="list-style-type: none"> Building Regulations Business Continuity Plans 	Minor	Possible	Low	No further treatment or analysis required
11D	Broadly Acceptable	<ul style="list-style-type: none"> Business continuity plans Each agency to develop plans to address own processes and preparatory action to take 	Minor	Possible	Low	No further treatment or analysis required
11E	Broadly Acceptable	<ul style="list-style-type: none"> Develop community awareness Establish media plan Establish hotlines 	Insignificant	Possible	Low	No further treatment or analysis required

		<ul style="list-style-type: none"> ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 				
11F	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Communication Plan ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	Insignificant	Possible	Low	No further treatment or analysis required
12A	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Develop community awareness/resilience ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	Moderate	Possible	Medium	Further treatment and analysis required
12B	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ <i>DAF Pest Management Plan</i> 	Minor	Possible	Low	Continued treatment required. No further analysis required
12C	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Organisational emergency safety procedures ▪ Safety Guidelines ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Hold extra non-perishable & non-essential stock 	Moderate	Possible	Medium	Further treatment and analysis required

12D	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 	Minor	Possible	Low	No further treatment or analysis required
12E	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 	Minor	Possible	Low	No further treatment or analysis required
12F	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Communication Plan ▪ Organisational emergency safety procedures ▪ Safety Guidelines 	Insignificant	Possible	Low	No further treatment or analysis required
13A	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Organisational incident management plans <ul style="list-style-type: none"> – QPS – QFES – QFRA – QAS – QHealth – Community Health – QR – SES – DSDILGP ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Volunteer Groups <ul style="list-style-type: none"> – Red Cross – Salvation Army 	Moderate	Possible	Medium	No further treatment or analysis required
13B	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs 	Insignificant	Possible	Low	No further treatment or analysis required
13C	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government 	Minor	Possible	Low	No further treatment or analysis required

		<ul style="list-style-type: none"> ▪ Business by business decision process ▪ NGOs – Boral/Ergon 				
13D	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ ADF Assistance/DACC Requests ▪ All government agencies ▪ Local government 	Minor	Possible	Low	No further treatment or analysis required
13E	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ SDRA ▪ DRFA 	Minor	Possible	Low	No further treatment or analysis required
14A	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Organisational incident management plans <ul style="list-style-type: none"> – QPS – DP&C – QFES (HAZMAT) – QFES/Rural – QAS – QHealth – QR – DTMR – SES – DES ▪ Federal Govt <ul style="list-style-type: none"> – Air Services Australia – ADF/DFACA ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ Volunteer Groups <ul style="list-style-type: none"> – Red Cross – Salvation Army 	Moderate	Possible	Medium	Ongoing treatment and analysis required
14B	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector 	Minor	Possible	Low	No further treatment or analysis required

		<ul style="list-style-type: none"> ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs 				
14C	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process ▪ NGOs – Boral/Ergon 	Moderate	Possible	Medium	Ongoing treatment and analysis required
14D	Tolerable subject to ALARP	<ul style="list-style-type: none"> ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ ADF Assistance/DFACA Requests ▪ All government agencies ▪ Local government 	Minor	Possible	Low	Ongoing treatment and analysis required
14E	Broadly Acceptable	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ SDRA ▪ DRFA 	Minor	Possible	Low	No further treatment or analysis required
14F	Broadly Acceptable	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ NGOs <ul style="list-style-type: none"> – Relevant port authority – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – QHealth – Community Health – QAS – QFES (HAZMAT) ▪ ADF Assistance/DFACA Requests 	Minor	Possible	Low	Ongoing treatment and analysis required

Annexure C - Townsville District Risk Treatment Plan

Risk No.	Treatment Strategy	Priority	Responsible Agency	Consequential Actions	Resource Requirements <small>Including Estimated Cost</small>	Implementation Timeframe	Performance Measures <small>Including reporting and monitoring requirements</small>
1	<ul style="list-style-type: none"> ▪ District Disaster Management Plan ▪ Local Disaster Management Plans ▪ Exercise and evaluation ▪ Review Local & District DM Plans ▪ Support to QDMA ▪ Regular DDMG and LDMG Meetings ▪ LDMG engagement and liaison ▪ Selection of incumbent members to DDMG/LDMG ▪ DDMG/LDMG Induction ▪ Training ▪ DDMG/LDMG member roles & responsibilities ▪ Test communications systems ▪ Development of DDCC electronic 	1	QPS	Identify and utilise capacity of: <ul style="list-style-type: none"> ▪ Human Services ▪ QPS ▪ QAS ▪ QFES ▪ Q-Health ▪ QRA ▪ DSDILGP ▪ DES ▪ DCHDE ▪ DEPT RESOURCES ▪ Local Bus Lines ▪ QRail ▪ Commercial air carriers ▪ ADF Assistance/DACC Requests ▪ Volunteer Organisations ▪ Medical Services ▪ QLD Disaster Relief Recovery Arrangements ▪ Rapid Damage 		Ongoing	<ul style="list-style-type: none"> ▪ Annual review and audit ▪ Evaluation of exercises to test plans ▪ Evaluation of performance of plans and coordination centres during activation

	<p>information management processes</p> <ul style="list-style-type: none"> ▪ Identify and negotiate SOAs ▪ Resource identification and auditing ▪ Ongoing risk assessment process ▪ Review of current and future technologies to distribute warning advice <p>Ensure well being of DDCC staff and families</p>			<p>Assessments</p> <ul style="list-style-type: none"> ▪ Insurance Councils of Australia – Catastrophe Arrangements ▪ Exercise and evaluation Ongoing risk assessment process 			
1A	<p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify Places of refuge ▪ Evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Develop community awareness ▪ Evacuation routes ▪ Implementation of evacuation plan ▪ Establish Evacuation Centres ▪ Establish places of refuge ▪ Emergency Alert ▪ Established support networks ▪ Review Local & District DM Plans ▪ Building Regulations ▪ Local Disaster 	1	ALL Agencies	<ul style="list-style-type: none"> ▪ Identify at risk persons prior to the event ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Establish places of refuge ▪ Volunteer Organisations ▪ SES ▪ Australian Red Cross ▪ Local Government ▪ ADF ▪ QPS ▪ QAS ▪ QHealth ▪ (not exhaustive) 	Ongoing	<ul style="list-style-type: none"> ▪ Annual review and audit ▪ Evaluation of exercises to test plans ▪ Evaluation of performance of plans and coordination centres during activation 	

	<p>Management Plans – Evacuation Sub Plan</p> <ul style="list-style-type: none"> ▪ District Disaster Management Plan ▪ Local & District Disaster Coordination Centres ▪ Ensure well-being of DDCC personnel and their families ▪ Volunteer Organisations ▪ SES ▪ Red Cross ▪ Medical Services ▪ QFES RDA ▪ ADF Assistance/DACC Requests <p>Insurance Councils of Australia – Catastrophe Arrangements</p>							
1B	<ul style="list-style-type: none"> ▪ Levee banks ▪ Drainage maintenance 	2	<p>DSDILGP DEPT RESOURCES QRA Local Government Private sector Government agencies NGOs</p>	Flood studies				
1C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 	3	<p>Private sector Local government QFES</p>	Business by business decision process				
1D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to 		<p>DPC All State govt.</p>					

	develop plans to address own processes and preparatory action to take		agencies Local government				
1E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 		DCHDE Human Services QPS QFES QHealth Volunteer organisations	<ul style="list-style-type: none"> ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 			
1F	<ul style="list-style-type: none"> ▪ Training ▪ Seasonal preparedness ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 		NGOs – Telstra – Optus – Ergon Local Government State Government – DTMR – QFES – QRA – ADF	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ ADF Assistance/DACC Requests 			
2A	<ul style="list-style-type: none"> ▪ National Storm Tide Mapping Model ▪ Develop community awareness 		SES Australian Red Cross Local Govt ADF	<ul style="list-style-type: none"> ▪ Identify at risk persons prior to the event ▪ Implementation of evacuation 			

	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure well being of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 		<p>QAS QPS DTMR QHealth QFES DVI</p>	<p>sub-plan</p> <ul style="list-style-type: none"> ▪ Establish evacuation centres ▪ Establish places of refuge 			
2B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 		<p>DES DSDILGP QRA DEPT RESOURCES Local Govt Private sector All Govt agencies NGOs</p>				
2C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 		<p>Private sector Local government QFES QPS</p>	<p>Business by business decision process</p>			

2D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 		<p>DPC All govt agencies Local govt</p>				
2E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Advanced communication ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 		<p>QFES DCHDE Human Services QPS Volunteer organisations</p>	<ul style="list-style-type: none"> ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 			
2F	<ul style="list-style-type: none"> ▪ Training ▪ Seasonal preparedness ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 		<p>NGOs – Telstra – Optus – Ergon Local Government State Government – DTMR – QFES RDA – ADF</p>	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ ADF Assistance/DACC Requests 			

3A	<ul style="list-style-type: none"> ▪ LDMG to develop tsunami inundation mapping ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure well being of DDCC staff and families <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 		<p>SES Australian Red Cross Local Govt ADF QAS QHealth QFES RDA DVI</p>	<ul style="list-style-type: none"> ▪ Identify at risk persons prior to the event ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Establish places of refuge 			
3B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 	3	<p>DES Local Govt Private sector All Govt agencies NGOs</p>				
3C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to 		<p>Private sector Local government</p>	<p>Business by business decision process</p>			

	hold extra non-perishable & non-essential stock		QFES QPS				
3D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 		DPC All govt agencies Local govt				
3E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Advanced communication ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 		QFES DCHDE Human Services QPS Volunteer organisations	<ul style="list-style-type: none"> ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 			
3F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 		NGOs – Telstra – Optus – Ergon Local Govt State Govt – DTMR – QFES RDA – ADF	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ ADF Assistance/DACC Requests 			

4A	<ul style="list-style-type: none"> ▪ Public awareness ▪ Emergency Alert (post event) 		<p>QFES SES DCHDE Human Services Volunteer organisations</p>	<ul style="list-style-type: none"> ▪ Local Govt ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Evacuation centres ▪ Volunteer organisations ▪ Medical services ▪ Evacuation arrangements ▪ QFES ▪ SES ▪ DCHDE ▪ Centrelink ▪ Volunteer organisations 			
4B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 		<p>DES Local Govt Private sector State Govt agencies NGOs</p>				
4C	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Re-supply plans ▪ Hold extra non-perishable & non-essential stock 		<p>Private sector Local government QFES QPS</p>	<p>Business by business decision process</p>			
4D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own 		<p>DPC All govt agencies Local govt</p>				

	processes and preparatory action to take						
4E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Use of Social media ▪ Establish hotlines ▪ Engage indigenous communities to promote awareness and identification of persons with special needs SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ 		<p>QFES DCHDE Human Services QPS Volunteer organisations</p>	<ul style="list-style-type: none"> ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 			
4F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies ▪ Identify at risk key facilities and liaise with operators ▪ Communication Plan 		<p>NGOs – Telstra – Optus – Ergon Local Govt State Govt – DTMR – QFES RDA – ADF</p>	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ ADF Assistance/DACC Requests 			
5A	<ul style="list-style-type: none"> ▪ LDMG to develop flood mapping ▪ Levee banks ▪ Drainage maintenance ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs 		<p>QFES Swift Water Rescue DES Rescue Helo SES Flood boats SES Australian</p>	<p>Identify at risk persons prior to the event Implementation of evacuation sub-plan Establish evacuation centres Establish places of refuge</p>			

	<ul style="list-style-type: none"> ▪ Ensure well being of DDCC staff and families Evacuation arrangements ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 		Red Cross Local Government ADF QAS QHealth QFES RDA DVI				
5B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 		DES Local Govt Private sector State Govt agencies NGOs				
5C	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Re-supply plans ▪ Hold extra non-perishable & non-essential stock 		Private sector Local government QFES QPS	Business by business decision process			
5D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own 		DPC All govt agencies Local govt				

	processes and preparatory action to take						
5E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Use of Social media ▪ Establish hotlines ▪ Engage indigenous communities to promote awareness and identification of persons with special needs SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ 		<p>QFES DCHDE Human Services QPS Volunteer organisations</p>	<ul style="list-style-type: none"> ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 			
5F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify at risk key utilities and develop BCP strategies • <i>Identify at risk key facilities and liaise with operators</i> • <i>Communication Plan</i> 		<p>NGOs – Telstra – Optus – Ergon Local Govt State Govt – DTMR – QFES RDA – ADF</p>	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ ADF Assistance/DACC Requests 			
6A	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Building Regulations ▪ Auditing BCPs ▪ Ensure well being of DDCC staff and families 		<p>SES Australian Red Cross Local Govt ADF QAS QHealth</p>	<ul style="list-style-type: none"> ▪ Identify at risk persons prior to the event ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres 			

	<p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ 			<ul style="list-style-type: none"> ▪ Establish places of refuge 			
6B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Levee banks ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 		<p>DES Local Govt Private sector State Govt agencies NGOs</p>				
6C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Encourage retailers to hold extra non-perishable & non-essential stock 		<p>Private sector Local government QFES QPS</p>	<p>Business by business decision process</p>			
6D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to 		<p>DPC All govt agencies Local Govt</p>				

	take						
6E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 		<p>QFES DCHDE Human Services QPS Volunteer organisations</p>	<ul style="list-style-type: none"> ▪ Resupply to isolated communities ▪ Insurance Council of Australia – Catastrophe Arrangements ▪ SDRA ▪ DRFA 			
6F	<ul style="list-style-type: none"> ▪ Training ▪ Seasonal preparedness ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 		<p>NGOs – Telstra – Optus – Ergon Local Govt State Govt – DTMR – QFES RDA – ADF</p>	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ ADF Assistance/DACC Requests 			
7A	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Building Regulations <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local 		<p>SES Australian Red Cross Local Govt ADF QAS</p>	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres 			

	<ul style="list-style-type: none"> ▪ evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ 		QHealth				
7B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 		DES Local Govt Private sector State Govt agencies NGOs				
7C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 		Private sector Local government QFES QPS	Business by business decision process			
7D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 		DPC All govt agencies Local govt				

7E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 		<p>QFES DCHDE Human Services QPS Volunteer organisations</p>	<p>Resupply to isolated communities Insurance Council of Australia – Catastrophe Arrangements SDRA DRFA</p>			
7F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators • <i>Communication Plan</i> 		<p>NGOs – Telstra – Optus – Ergon Local Govt State Govt – DTMR – QFES RDA – ADF</p>	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ ADF Assistance/DACC Requests 			
8A	<ul style="list-style-type: none"> ▪ Organisational emergency safety procedures ▪ Safety Guidelines ▪ Building Regulations <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Develop community awareness ▪ Development of local evacuation sub-plans 		<p>QPS/EORT QFES QAS QHealth DTMR –DEPT RESOURCES WH&S SES</p>	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans <ul style="list-style-type: none"> – QPS/EORT – QFES 			

	<ul style="list-style-type: none"> ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks 			<ul style="list-style-type: none"> – QAS – QHealth – DTMR – DEPT RESOURCES – WH&S – SES ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Insurance Council of Australia – Catastrophe Arrangements 			
8B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 		DES Local Govt Private sector State Govt agencies NGOs				
8C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 		Private sector Local government QFES QPS	Business by business decision process			
8D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 		DPC All govt agencies Local govt				
8E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA 		QFES DCHDE Human	Resupply to isolated communities Insurance Council of Australia – Catastrophe			

	<ul style="list-style-type: none"> ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 		<p>Services QPS Volunteer organisations</p>	<p>Arrangements SDRA DRFA</p>			
8F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 		<p>NGOs – Telstra – Optus – Ergon Local Govt State Govt – DTMR – QFES RDA – ADF</p>	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ ADF Assistance/DACC Requests 			
9A	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ QFES/QFRA community engagement ▪ Hazard reduction plans ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups 		<p>QPS QFES QFRA QAS QHealth WH&S SES</p>	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans <ul style="list-style-type: none"> – QPS – QFES/QFRA – QAS – QHealth – WH&S – SES 			

	<ul style="list-style-type: none"> ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures • <i>Safety Guidelines</i> 			<ul style="list-style-type: none"> ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Insurance Council of Australia – Catastrophe Arrangements 			
9B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 		DES QRA Local Govt Private sector State Govt agencies NGOs				
9C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 		Private sector Local government QFES QPS	Business by business decision process			
9D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 		DPC All govt agencies Local govt				

9E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ SDRA ▪ DRFA ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ Resupply to isolated communities ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Engage indigenous communities to promote awareness and identification of persons with special needs 		<p>QFES DCHDE Human Services QPS Volunteer organisations</p>	<p>Resupply to isolated communities Insurance Council of Australia – Catastrophe Arrangements SDRA DRFA</p>			
9F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 		<p>NGOs – Telstra – Optus – Ergon Local Govt State Govt – DTMR – QFES RDA – ADF</p>	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ ADF Assistance/DACC Requests 			
10A	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres 		<p>QPS QFES HAZCHEM QAS QHealth DTMR Branch WH&S DEPT RESOURCES SES Local Govt</p>	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans <ul style="list-style-type: none"> – QPSQFES – QAS 			

	<ul style="list-style-type: none"> ▪ Identify places of refuge ▪ Consider evacuation timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 			<ul style="list-style-type: none"> – QHealth – DTMR – WH&S – SES – DEPT <p>RESOURCES</p> <ul style="list-style-type: none"> ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Insurance Council of Australia – Catastrophe Arrangements 			
10B	<ul style="list-style-type: none"> ▪ Oil Spill Risk Assessment for Qld Coast and GB Reef ▪ Qld Coastal Contingency Action Plan ▪ Pollution Report ▪ Liaison with DES in relation to environmental consequences ▪ Drainage maintenance ▪ Identify environmental hazards which may exacerbate impact 			<ul style="list-style-type: none"> ▪ Qld Coastal Contingency Action Plan ▪ DES ▪ Local Govt ▪ Private sector ▪ State Govt agencies ▪ QFES (HAZMAT) ▪ MSQ ▪ NGOs 			
10C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans 		Private sector Local government QFES QPS	Business by business decision process			
10D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to 		DPC All govt agencies Local govt				

	take						
10E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 		<p>QFES DCHDE Human Services QPS Volunteer organisations</p>	<p>Resupply to isolated communities Insurance Council of Australia – Catastrophe Arrangements SDRA DRFA</p>			
10F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Identify key utilities and develop BCP strategies ▪ Identify key facilities and liaise with operators ▪ Communication Plan 		<p>NGOs – Telstra – Optus – Ergon Local Govt State Govt – DTMR – QFES RDA – ADF</p>	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Transport infrastructure (road, rail air & sea) ▪ ADF Assistance/DACC Requests 			
11A	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation 		<p>QPS QFES QFES (HAZMAT) Gas Examiner Chemical Hazards and Emergency Management Unit WH&S QAS QHealth DTMR</p>	<ul style="list-style-type: none"> ▪ Implementation of evacuation sub-plan ▪ Establish evacuation centres ▪ Organisational Plans ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan 			

	<ul style="list-style-type: none"> ▪ timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 		WH&S SES				
11B	<ul style="list-style-type: none"> ▪ Liaison with DES in relation to environmental consequences 		DES Local Government Private sector Government agencies QFES (HAZMAT) NGOs Boral/Ergon				
11C	<ul style="list-style-type: none"> ▪ Building Regulations ▪ Business Continuity Plans ▪ 		Private sector Local government QFES QPS NGOs – Boral/Ergon	Business by business decision process			
11D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own processes and preparatory action to take 		DPC All govt agencies Local govt				
11E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines 		QFES DCHDE Human Services	Resupply to isolated communities Insurance Council of Australia – Catastrophe Arrangements			

	<ul style="list-style-type: none"> ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 		<p>QPS Volunteer organisations</p>	<p>SDRA DRFA</p>			
11F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Communication Plan ▪ Organisational emergency safety procedures ▪ Safety Guidelines 		<p>NGOs – Relevant Port Authority – Telstra – Optus – Ergon/Boral</p> <p>Local Govt State Govt – Gas Examiner – DTMR</p> <p>QFES (HAZCHEM) ADF</p>	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ Road closures 131940 ▪ NGOs – Relevant Port Authority – Telstra – Optus – Ergon/Boral ▪ Local Government ▪ State Government – Gas Examiner – DTMR – QFES (HAZCHEM) <p>ADF Assistance/DACC Requests</p>			
12A	<ul style="list-style-type: none"> ▪ Develop community awareness/resilience ▪ Media Plan <p>Evacuation arrangements</p> <ul style="list-style-type: none"> ▪ Development of local evacuation sub-plans ▪ Identify special needs groups ▪ Identify evacuation centres ▪ Identify places of refuge ▪ Consider evacuation 		<p>QPS QFES (HAZMAT) QAS QHealth Community Health QR SES Federal Govt Air Services Australia Volunteer Groups</p>	<p>Queensland Health Pandemic Influenza Plan</p> <p>Organisational incident management plans</p> <ul style="list-style-type: none"> ▪ Local Disaster Mgmt Plan ▪ District Disaster Management Plan ▪ Implement evacuation arrangements 			

	<ul style="list-style-type: none"> timelines ▪ Trigger points ▪ Emergency Alert ▪ Test and review plans ▪ Identify evacuation routes ▪ Established support networks ▪ Organisational emergency safety procedures ▪ Safety Guidelines 		Red Cross Salvation Army	<ul style="list-style-type: none"> ▪ Activate evacuation Centres 			
12B	<ul style="list-style-type: none"> ▪ <i>DAF Pest Management Plan</i> 		DAF Local Govt Private sector State Govt agencies QFES (HAZMAT) NGOs				
12C	<ul style="list-style-type: none"> ▪ Organisational emergency safety procedures ▪ Safety Guidelines ▪ Building Regulations ▪ Business Continuity Plans ▪ Re-supply plans ▪ Hold extra non-perishable & non-essential stock 		Private sector Local government LGAQ State Govt Agencies – DAF Pest Mngmt Federal Govt – BioScienc e Aust NGOs – Telstra – Ergon QFES QPS				
12D	<ul style="list-style-type: none"> ▪ Business continuity plans ▪ Each agency to develop plans to address own 		DPC All govt agencies Local govt				

	processes and preparatory action to take						
12E	<ul style="list-style-type: none"> ▪ Develop community awareness ▪ Establish media plan ▪ Establish hotlines ▪ Use of Social media ▪ Business Continuity Plans ▪ Identify Recovery Centres ▪ Develop Outreach Programs ▪ SDRA ▪ DRFA ▪ Engage indigenous communities 		<p>QFES DCHDE Human Services QPS Volunteer organisations</p>	<p>Resupply to isolated communities Insurance Council of Australia – Catastrophe Arrangements SDRA DRFA</p>			
12F	<ul style="list-style-type: none"> ▪ Training ▪ Business continuity plans ▪ Communication Plan ▪ Organisational emergency safety procedures ▪ Safety Guidelines 		<p>NGOs – Telstra – Optus – Ergon Local Govt State Govt – QHealth – Comm. Health – QAS – DAF Pest Mngmt – ADF</p>	<p>Business Continuity Plans ADF Assistance/DACC Requests</p>			
13A	<ul style="list-style-type: none"> ▪ Organisational incident management plans <ul style="list-style-type: none"> – QPS – QFES – QFRA – QAS – QHealth – Community Health – QR – SES 		<p>QPS QFES (HAZMAT) QFRA QAS QHealth Community Health QR SES Federal Govt Volunteer Groups</p>	<p>Organisational incident management plans</p>			

	<ul style="list-style-type: none"> ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Volunteer Groups <ul style="list-style-type: none"> – Red Cross – Salvation Army 		Red Cross Salvation Army				
13B	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs 		DES Local Govt Private sector State Govt agencies NGOs				
13C	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process ▪ NGOs – Boral/Ergon 		Private sector Local government QFES QPS NGOs – Ergon	Business by business decision process			
13D	<ul style="list-style-type: none"> ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ ADF Assistance/DACC Requests ▪ All government agencies ▪ Local government 		DPC All govt agencies Local govt				
13E	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ SDRA ▪ DRFA 		QFES DCHDE Human Services QPS Volunteer organisations	Resupply to isolated communities Insurance Council of Australia – Catastrophe Arrangements SDRA DRFA			

14A	<ul style="list-style-type: none"> ▪ Organisational incident management plans <ul style="list-style-type: none"> – QPS – DP&C – QFES (HAZMAT) – QFRA – QAS – QHealth – QR – DTMR – DES – SES ▪ Federal Govt <ul style="list-style-type: none"> – Air Services Australia – ADF/DFACA ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ Volunteer Groups <ul style="list-style-type: none"> – Red Cross – Salvation Army 		<p>QPS DP&C QFES (HAZMAT) QFRA QAS QHealth QR DTMR DES SES Federal Govt Air Services Australia ADF/DFACA</p>	<p>Organisational incident management plans Qld Counter Terrorism Plan National Anti Terrorism plan Local Disaster Mgmt Plan District Disaster Management Plan</p>			
14B	<ul style="list-style-type: none"> ▪ DES ▪ Local Government ▪ Private sector ▪ Government agencies ▪ QFES (HAZMAT) ▪ NGOs 		<p>DES Local Govt Private sector State Govt agencies Federal Govt NGOs</p>				
14C	<ul style="list-style-type: none"> ▪ Private sector ▪ Local government ▪ Business by business decision process ▪ NGOs – Boral/Ergon 		<p>Private sector Local government QFES QPS NGOs –</p>	<p>Business by business decision process</p>			

			BOC/Ergon				
14D	<ul style="list-style-type: none"> ▪ Local Disaster Management Plan ▪ District Disaster Management Plan ▪ Evacuation arrangements ▪ Evacuation Centres ▪ ADF Assistance/DFACA Requests ▪ All government agencies ▪ Local government 		DPC All govt agencies Local govt				
14E	<ul style="list-style-type: none"> ▪ DCHDE ▪ Human Services ▪ QPS ▪ Volunteer organisations ▪ Resupply to isolated communities ▪ SDRA ▪ DRFA 		QFES DCHDE Human Services QPS Volunteer organisations	Insurance Council of Australia – Catastrophe Arrangements SDRA DRFA			
14F	<ul style="list-style-type: none"> ▪ Business Continuity Plans ▪ NGOs <ul style="list-style-type: none"> – Relevant port authority – Telstra – Optus – Ergon ▪ Local Government ▪ State Government <ul style="list-style-type: none"> – QHealth – Community Health – QAS – QFES (HAZMAT) <p>ADF Assistance/DFACA Requests</p>		All State Govt Fed Govt ADF NGOs <ul style="list-style-type: none"> – Telstra – Optus – Ergon Local Govt	Business Continuity Plans			

Annexure D - Definitions

Advisor	A person invited to participate in the business of the DDMG in an advisory capacity on an as-needed basis.
Chair	The person appointed by Governor in Council as the Chairperson of the DDMG. The Chair of the group is the District Disaster Coordinator.
Coordination	The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc) in accordance with priorities set by disaster management groups. Coordination operations horizontally across organisations and agencies.
Deputy Chair	The person appointed by Governor in Council as the Deputy Chairperson of the DDMG.
Disaster	A serious disruption to the 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 (<i>Disaster Management Act 2003</i>).
Disaster District	Part of the state prescribed under a regulation as a disaster district.
Disaster Management (DM)	Arrangements about managing the potential adverse effect of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster (<i>Disaster Management Act 2003</i>).
Disaster Management Group	One of or a number of any of the following: the QDMC, DDMGs or LDMGs.
Disaster Management Strategic Policy Framework	A strategic tool which identifies principles that guide the development and implementation of policy and initiatives to achieve disaster management priorities.
Disaster mitigation	The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event. (<i>Disaster Management Act 2003</i>)
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 (s. 15, DM Act).
Disaster response	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support. (<i>Disaster Management Act 2003</i>)
Disaster response operations	The phase of disaster operations that relates to responding to a disaster. (<i>Disaster Management Act 2003</i>)
Disaster recovery operations	The phase of disaster operations that relates to recovering from a disaster. (<i>Disaster Management Act 2003</i>)

Disaster risk assessment	The process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria. (<i>COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002</i>)
Disaster District Coordinator (DDC)	25A District disaster coordinator The chairperson of a district group is also the district disaster coordinator of the district group.
District Disaster Management Group (DDMG)	The group established in accordance with s. 22 of the DM Act to provide coordinated State Government support and resources to LDMGs on behalf of local governments.
District Disaster Management Plan (DDMP)	A plan prepared in accordance with s53 of the DM Act, that documents planning and resource management to counter the effects of a disaster within the disaster district.
Emergency Management Assurance Framework (EMAF)	The EMAF provides the foundation for guiding and supporting the continuous improvement of entities, disaster management programs across all phases of disaster management. The framework also provides the structure and mechanism for reviewing and assessing the effectiveness of Queensland disaster management arrangements.
Event	(1) Any of the following: <ul style="list-style-type: none"> a. a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening b. an explosion or fire, a chemical, fuel or oil spill, or a gas leak c. an infestation, plague or epidemic (<i>example of an epidemic – a prevalence of foot-and-mouth disease</i>) d. a failure of, or disruption to, an essential service or infrastructure e. an attack against the state f. another event similar to an event mentioned in (a) to (e). (2) An event may be natural or caused by human acts or omissions. (<i>Disaster Management Act 2003</i>)
Executive Officer (XO) DDMG	The person appointed by the Commissioner, Queensland Police Service as the XO of the DDMG.
Executive Team	The Chairperson, Deputy Chairperson and Executive Officer.
Extraordinary Meeting	A meeting convened by the Chairperson in response to an operational event both inside and outside the disaster district.
Functional Lead Agency	An agency allocated responsibility to prepare for and provide a disaster management function and lead relevant organisations that provide a supporting role.
Guidelines	Guidelines are developed under s63 of the DM Act to inform the SDMG, DDMGs and local governments about the preparation of disaster management plans, matters to be included in disaster management plans and other appropriate matters about the operation of a DDMG or LDMG.
Hazard	A source of potential harm, or a situation with a potential to cause loss. (<i>Emergency Management Australia, 2004</i>)
Local Disaster Coordinator (LDC)	A person appointed under the DM Act who is responsible for the coordination of disaster operations for the LDMG.
Local Disaster Management Group (LDMG)	The group established in accordance with s. 29 of the DM Act to support the disaster management and operational activities of local governments. The specific functions of the LDMG are outlined in s. 30 of the DM Act.
Local Disaster Management Plan (LDMP)	A plan that documents agreed arrangements that are in place to deal with disaster events within its area of responsibilities.
Member	A person officially appointed as a member of the DDMG. Members have voting rights to validate the

	business of the group.
Minister	Minister for Police, Corrective Services and Emergency Services.
Ordinary Meeting	A DDMG meeting which is scheduled and convened on a regular basis at an agreed time (set by the Chairperson) to discuss routine business of the group.
Post-disaster Assessment	Addresses performance during and the risks revealed by a disaster event in order to improve future development of mitigation measures. Post-disaster assessment forms part of continuous improvement of the whole system. (Adapted from <i>COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002</i>)
Primary Agency	An agency allocated responsibility to prepare for and respond to a specific hazard based on their legislated and/or technical capability and authority.
Queensland Disaster Management Arrangements (QDMA)	Whole-of-Government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management
Queensland Disaster Management Committee (QDMC)	The group established in accordance with s. 17 of the DM Act who is responsible for disaster management and operational arrangements for the state of Queensland. The specific functions of the QDMC are outlined in s. 18 of the DM Act.
Quorum	The minimum number of DDMG members required to validate the business of the group.
Recovery	The taking of preventative measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment. (Disaster Management Act 2003)
Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency.
Residual Risk	The risk remaining after risk treatment. Residual risk can contain unidentified risk. Residual risk can also be known as 'retained risk'. (<i>ISO Guide 73:2009 Risk management – Vocabulary</i>)
Risk	The effect of uncertainty on objectives. (<i>ISO Guide 73:2009 Risk management – Vocabulary</i>)
Risk Management	Coordinated activities to direct and control a community or organisation with regard to risk. (Adapted from <i>ISO Guide 73:2009 Risk management – Vocabulary</i>)
Risk Register	A listing of risk statements describing sources of risk and elements at risk with assigned consequences, likelihoods and levels of risk.
Risk Treatment	Process of selection and implementation of measures to modify risk. (<i>National Emergency Risk Assessment Guidelines</i>)
Serious Disruption	Serious disruption means: (a) loss of human life, or illness or injury to humans; or (b) widespread or severe property loss or damage; or (c) widespread or severe damage to the environment.

	<i>(Disaster Management Act 2003)</i>
State Disaster Coordinator	A person appointed under the DM Act who is responsible for the coordination of disaster response operations for the QDMC.
State Recovery Coordinator	A person appointed under the Disaster Management Act 2003 who is responsible for the coordination of disaster recovery operations for the State Disaster Management Group.
State Disaster Management Plan	A planning tool for disaster managers which provides an overview of Queensland's all-hazards disaster management arrangements, including agency roles and responsibilities at each tier of the arrangements.
Temporary District Disaster Management Group	A DDMG established under the DM Act by the QDMC Chair, in consultation with the Commissioner, Queensland Police Service, as a temporary district group to manage a disaster across two or more affected disaster districts.

Annexure E – Abbreviations and Acronyms

ADF	Australian Defence Force
AUSVETPLAN	Australian Veterinary Plan
BoM	Bureau of Meteorology
DACC	Defence Aid to the Civil Community
DAF	Department of Agriculture and Fisheries
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DES	Department of Environment and Science
DoE	Department of Education
DEPW	Department of Energy and Public Works
DCYJMA	Department of Children, Youth Justice and Multicultural Affairs
DM Act	Disaster Management Act, 2003
DR	Department of Resources
DCHDE	Department of Communities, Housing and Digital Economy
DSDSATSP	Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
DRDMW	Department of Regional Development, Manufacturing and Water
DRC	District Recovery Coordinator
DRG	District Recovery Group
DSDILGP	Department of State Development, Infrastructure, Local Government and Planning
DTMR	Department of Transport and Main Roads
EAP	Emergency Action Plan
ECC	Earthquake Coordination Committee (Queensland)
EMA	Emergency Management Australia
EMAF	Emergency Management Assurance Framework
EMC	Emergency Management Coordinator (QFES)
EOC	Emergency Operations Centre
EPA	Environmental Protection Agency
FMD	Foot and Mouth Disease
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
MSQ	Maritime Safety Queensland
NGO	Non-Government Organisation
QAS	Queensland Ambulance Service
QCCAP	Queensland Coastal Contingency Action Plan
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QFES	Queensland Fire & Emergency Services

RFS	Rural Fire Service
QLDVETPLAN	Queensland Veterinary Emergency Plan
QPS	Queensland Police Service
QR	Queensland Rail
QTCCC	Queensland Tropical Cyclone Coordination Committee
RAAF	Royal Australian Air Force
SDC	State Disaster Coordinator
SDCC	State Disaster Coordination Centre
SDMP	State Disaster Management Plan
SDRA	State Disaster Relief Arrangements
SEWS	Standard Emergency Warning Signal
SES	State Emergency Service
SOP	Standard Operating Procedure
SPF	Queensland Disaster Management - Strategic Policy Framework
THHS	Townsville Hospital Health Services
DM Act	<i>Disaster Management Act 2003</i>
the Minister	Minister for Fire and Emergency Services
XO	Executive Officer

Annexure F – 2021-2022 DDMG Annual Operational Plan

Disaster Management Priorities:

As outlined in the Townsville District Disaster Management Group (DDMG) Disaster Management Plan 2020-2021, the priorities for the Townsville DDMG are –

- The continual development, review and assessment of effective disaster management for the district including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster;
- The regular review and assessment of the disaster management arrangements of the
 - Burdekin Local Disaster Management Group;
 - Charters Towers Local Disaster Management Group;
 - Flinders Local Disaster Management Group;
 - Hinchinbrook Local Disaster Management Group;
 - Palm Island Local Disaster Management Group;
 - Richmond Local Disaster Management Group and
 - Townsville Local Disaster Management Group
- Ensuring the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster;
- Coordinating the provision of State resources and services to support the
 - Burdekin Local Disaster Management Group;
 - Charters Towers Local Disaster Management Group;
 - Flinders Local Disaster Management Group;
 - Hinchinbrook Local Disaster Management Group;
 - Palm Island Local Disaster Management Group;
 - Richmond Local Disaster Management Group and
 - Townsville Local Disaster Management Group

in all phases of disaster management;

- The identification, allocation and coordination of resources that may be used for disaster operations in the district; and
- The establishment and review of communications systems in the group, and with the
 - Burdekin Local Disaster Management Group;
 - Charters Towers Local Disaster Management Group;
 - Flinders Local Disaster Management Group;
 - Hinchinbrook Local Disaster Management Group;
 - Palm Island Local Disaster Management Group;
 - Richmond Local Disaster Management Group and
 - Townsville Local Disaster Management Group
 for use when a disaster happens.
- Addressing disaster management training needs of the district through the delivery of a structured training program.

The Townsville District Disaster Management Group (DDMG) develop a District Annual Operational Plan outlining the operational priorities for the forthcoming year pursuant to the provisions of s.53 (2)(e) of the *Disaster Management Act 2003*. The operational plan is used as a tool to outline, implement, manage and monitor current disaster management priorities for the district. This is that Annual Operation Plan.

Some activities may be relevant to more than one Priority but will only be listed once in the Operational Plan.

No.	Priorities	Performance Indicators	Activities	Date	Responsible Unit / Member
1	The continual development, review and assessment of effective disaster management for the district including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.	Stakeholder Engagement Capability Development Disaster Mitigation /	Review and Rewrite of Townsville DDMP to ensure compliance with the Emergency Management Assurance Framework.	By 30 November 2022	Executive Officer through an appropriate process of consultation with all DDMG

No.	Priorities	Performance Indicators	Activities	Date	Responsible Unit / Member
		Prevention Disaster Preparedness Disaster Response Disaster Recovery DDMG Meetings Member appointments / governance	Review of District Risk Management Plan Ensure member appointments in accordance with governance and legislative requirements. Proposed DDMG meetings ○ 08/04/2020 ○ 22-24/07/2020 ○ 07/10/2020 ○ 09/12/2020	Ongoing Ongoing	membership. XO All agencies All agencies
2	The regular review and assessment of the disaster management arrangements of the <ul style="list-style-type: none"> ○ Burdekin Local Disaster Management Group; ○ Charters Towers Local Disaster Management 	Stakeholder Engagement Review of Local Disaster Management Plans Review of District	Undertake formal review and assessments of LDMPs in line with timeframes set by IGEM Assist LDMGs in the	As directed by IGEM	QPS – DDMG XO / Chair QFES (Disaster Management)

No.	Priorities	Performance Indicators	Activities	Date	Responsible Unit / Member
	<p>Group;</p> <ul style="list-style-type: none"> ○ Flinders Local Disaster Management Group; ○ Hinchinbrook Local Disaster Management Group; ○ Palm Island Local Disaster Management Group; ○ Richmond Local Disaster Management Group and ○ Townsville Local Disaster Management Group 	<p>Disaster Management Plan</p>	<p>development of LDMPs risk management plans and exercising of those plans.</p> <p>Participate in the formal review and assessment of the DDMP in line with the timeframes set by IGEM</p> <p>Timely completing and submission of Annual Report in accordance with reporting timeframes</p>	<p>Ongoing</p> <p>As directed by IGEM</p> <p>By 30/11/2021</p>	<p>QPS – DDMG XO</p> <p>All agencies</p> <p>QPS – DDMG XO</p> <p>All agencies</p> <p>QPS – DDMG XO</p> <p>LDCs</p> <p>DDMG Chair.</p>
3	<p>Ensuring the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster;</p>	<p>Stakeholder Engagement</p> <p>Agency resilience and business continuity.</p>	<ul style="list-style-type: none"> ▪ Continued support for ‘Get Ready’ Campaign at an agency level and in support of Local Government activities. 	<p>Ongoing</p>	<p>All agencies.</p>
4	<p>Coordinating the provision of State resources and services to support the:</p> <p style="padding-left: 40px;">Seven LDMGs within the Townsville DDMG</p> <p>in all phases of disaster management;</p>	<p>Stakeholder Engagement</p> <p>Preparation of staff and LOs to undertake disaster operations.</p> <p>Effective Member and agency</p>	<ul style="list-style-type: none"> ▪ Implementation of recommendations and findings from Exercise Papa India conducted in 2017. ▪ Conduct DDMG exercises where deemed 	<p>Ongoing</p> <p>31/12/2022</p>	<p>All agencies</p> <p>QPS – DDMG XO</p>


No.	Priorities	Performance Indicators	Activities	Date	Responsible Unit / Member
		<p>communications.</p> <p>Effective and continual training of DDCC staff and DDMG members.</p> <p>Exercising established arrangements.</p>	<p>appropriate by the group to test arrangements</p>		
5	<p>The identification, allocation and coordination of resources that may be used for disaster operations in the district</p>	<p>Stakeholder Engagement</p> <p>Exercising established arrangements. (See other priorities for relevant activities)</p>	<p>District Risk Management Plan</p> <p>Supply & Emergency Supply Plans</p>	<p>When new Risk framework released</p> <p>Ongoing</p>	<p>QPS – DDMG XO</p> <p>All agencies</p>
6	<p>The establishment and review of communications systems in the group, and with the:</p> <p>Seven LDMGs within the Townsville DDMG</p> <p>for use when a disaster happens.</p>	<p>Stakeholder Engagement</p> <p>Exercising established arrangements.</p>	<p>Regular review of DDMG contact list and regular dissemination to members</p> <p>Conduct of DDMG and exercise involving LDMGs</p>	<p>Each meeting and ongoing</p> <p>31/12/2022</p>	<p>All agencies</p> <p>QPS – DDMG XO</p> <p>All agencies</p> <p>QPS – DDMG XO</p>
7	<p>Addressing disaster management training needs of the district through the delivery of a structured training program.</p>	<p>Stakeholder Engagement</p> <p>Compliance with the</p>	<p>QFES provides approved DM training to all members, deputies, advisors and DDCC staff</p>	<p>Ongoing</p>	<p>QFES (Disaster Management)</p>

No.	Priorities	Performance Indicators	Activities	Date	Responsible Unit / Member
		training framework Attendance at QFES Courses.	aligned to strategic priorities and district needs QPS DDCC staff, DDMG members and DDCC LOs are provided with suitable DIEMS training and access when available	Ongoing Ongoing	QFES (Disaster Management) QPS – DDMG XO

Principles of Disaster Management:

As part of the on-going management goals and objectives for the Townsville DDMG, the group has adopted the principles of disaster management as listed in the State Plan and reflected in the Strategic Policy Framework; namely –

- (a) Comprehensive approach;
- (b) All hazard approach;
- (c) All agencies approach;
- (d) Local disaster management capability; and
- (e) Prepared, resilient community.

Compiled by

 (2021)

Senior Sergeant Brenton WEBB
 Executive Officer
 Townsville Disaster District

Approved by

 (2021)

Chief Superintendent Craig Hanlon
 District Disaster Coordinator
 Townsville Disaster District

Annexure G – Townsville DDCC Operational Plan

NOT FOR PUBLIC RELEASE

Annexure H – Townsville DDMG Air Services Coordination Sub Plan

Draft

Annexure I – Townsville DDMG Emergency Supply Sub Plan

Contact XO for copy

Annexure J - Townsville DDMG TERMS OF REFERENCE

Establishment

The Townsville District Disaster Management Group (DDMG) is established under s. 22 of the *Disaster Management Act 2003* (the DM Act).

Role

DDMGs comprise representatives from regionally based Queensland (Qld) government agencies, government owned corporations, non-government organisation, industry and commerce and key community representatives, who can provide and coordinate whole-of-Government support and resource gap assistance to disaster-stricken communities. DDMGs perform a ‘middle management’ function within Qld disaster management arrangements (QDMA) by providing coordinated state government support when requested by Local Disaster Management Groups (LDMGs) on behalf of local governments.

Functions (s. 23 of the DM Act)

Under the DM Act, the DDMG has the following functions:

- (a) to ensure that disaster management and disaster operations in the district are consistent with the State group’s strategic policy framework for disaster management for the State;
- (b) to develop effective disaster management for the district, including a district disaster management plan, and regularly review and assess that disaster management;
- (c) to provide reports and make recommendations to the State Disaster Management Group (SDMG) about matters relating to disaster management and disaster operations in the district;
- (d) to regularly review and assess the disaster management of LDMGs in the district;
- (e) to ensure that any relevant decisions and policies made by the SDMG are incorporated in its disaster management, and the disaster management of LDMGs in the district;
- (f) to ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster;
- (g) to coordinate the provision of State resources and services provided to support LDMGs in the district;
- (h) to identify resources that may be used for disaster operations in the district;
- (i) to make plans for the allocation, and coordination of the use, of resources mentioned in paragraph (h);

- (j) to establish and review communications systems in the group, and with and between LDMGs in the district, for use when a disaster happens;
- (k) to ensure information about an event or a disaster in the district is promptly given to the SDMG and each LDMG in the district;
- (l) to prepare, under s. 53, a district disaster management plan (DDMP);
- (m) to perform other functions given to the group under this Act;
- (n) to perform a function incidental to a function mentioned in paragraphs (a) to (m).

Membership S. 24 of the DM Act

- (1) A District group consists of the persons prescribed by regulation to be members of the group.
- (2) A regulation under this section may provide for-
 - (a) the appointment of the members of a district group; and
 - (b) the qualifications and experience required for a person to be a member of a district group.

Disaster Management Regulations 2014

Membership of district groups—Act, s 24

- (1) For s.24(1) of the DM Act, the following persons are members of a district group—
 - (a) the persons appointed as chairperson and deputy chairperson of the district group under s.6;
 - (b) the person appointed as the executive officer of the district group under s.27 of the DM Act; (c) a person appointed by—
 - (i) if there is 1 local government only in the disaster district for the district group—the local government; or
 - (ii) if there are 2 or more local governments in the disaster district and none of the local governments unite under s.31 of the DM Act—each local government; or
 - (iii) if there are 2 or more local governments in the disaster district and all the local governments unite under s. 31 of the DM Act—each combined local government; or
 - (iv) if there are 3 or more local governments in the disaster district and not all the local governments unite under s. 31 of the DM Act—
 - (A) each local government that does not unite; and
 - (B) each combined local government;
 - (d) a number of persons, each of whom represents a department, or a Hospital and Health Service, the chief executive of the department considers appropriate to be represented on the group, having regard to effective disaster management for the disaster district;
 - (e) any other person appointed by the chief executive of the department that the chief executive considers appropriate to be a member of the district group, having [s 6] Disaster Management Regulation 2014 Part 2 Disaster management groups—membership and other matters Page 6 Current as at 30 April 2017 Authorised by the Parliamentary Counsel regard to effective disaster management for the disaster district.

- (2) Under ss. (1)(c)(ii), (iii) and (iv), each local government or combined local government is to appoint a separate person.
- (3) The members mentioned in ss. (1)(d) are to be appointed by the chief executive of the department, or the health service chief executive of the Hospital and Health Service, the member represents.
- (4) In considering the departments that are appropriate to be represented on a district group, the chief executive of the department must consult with the chairperson of the group.
- (5) Before appointing a person under ss. (1)(e), the chief executive of the department must consult with the chairperson of the district group.
- (6) As soon as practicable after a local government or a combined local government appoints a person under ss. (1)(c), the local government or combined local government must inform the chief executive of the department, and the chairperson of the district group, of the appointment.
- (7) As soon as practicable after a chief executive or health service chief executive appoints a person under ss. (3), the chief executive or health service chief executive must inform the chief executive of the department, and the chairperson of the district group, of the appointment.

The Townsville District Disaster Management Plan contains a list of the DDMG member positions. Individual appointees are identified in the DDMG contacts list maintained by the executive officer.

Non-Legislated

- Engagement of advisers to the DDMG should reflect current government priorities and the disaster management arrangements for Queensland.
- These advisers can be drawn from all levels of government and non-government organisations and assist on either a permanent or 'as required' basis.
- Advisers are not members of the DDMG and so are not to be counted for quorum purposes.

District Disaster Management Plan (DDMP) S. 23(b) of the DM Act)

Preparation S. 53 of the DM Act

The DDMG must prepare a DDMP for disaster management in the disaster district for the group. The DDMP must include provision for:

- a. the SDMG's strategic policy framework for disaster management for the State;
- b. the roles and responsibilities of entities involved in disaster operations and disaster management in the district;
- c. the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b);

- d. events that are likely to happen in the district;
- e. priorities for disaster management for the district;
- f. the matters stated in the disaster management guidelines as matters to be included in the plan;
- g. other matters about disaster management in the disaster district the group considers appropriate.

A DDMP must be consistent with the disaster management guidelines, in accordance with s54. S.63 provides guidelines about disaster management plans

Reviewing and renewing the DDMP (s. 55 of the DM Act)

- The DDMG may review, or renew, its DDMP when the group considers it appropriate.
- However, the DDMG must review the effectiveness of the DDMP at least once a year.

Division 7 Requirement for disaster management groups to consult (S.48A DM Act)

48A Essential services providers

(1) If the chairperson of a disaster management group considers a provider of essential services can help the group perform its functions, the group must consult with the provider in performing the functions. *Examples of essential services— gas, electricity, telecommunications, water, sewerage infrastructure*

(2) The group may consult with the provider by, for example—

- (a) inviting the provider to attend meetings held by the group; or
- (b) seeking the provider’s advice in providing reports and making recommendations about matters relating to disaster management and disaster operations; or
- (c) seeking the provider’s advice in preparing disaster management plans.

Reporting Arrangements (s. 26 of the DM Act)

Annual Report

DDCs must prepare and provide a written report about the performance by the DDMG of its functions for input into the SDMG Annual Report on behalf of the DDMG.

Outlined in s. 44 of the DM Act the SDMG, as soon as practicable after the end of each financial year, must prepare and give to the Minister a written report about disaster management in the State. The report must include:

- (a) information about activities undertaken during the financial year to maintain or enhance the State's disaster management;
- (b) details of disaster operations performed during the financial year;
- (c) information about priorities for disaster management;
- (d) other matters about disaster management the Minister considers appropriate.

Disaster Management Regulations 2014

Part 3 Business and meetings of disaster management groups

11 Purpose of pt 3

This part prescribes, for s. 38(1) of the DM Act, the way a disaster management group must conduct the group's business and meetings.

12 Times and places of meetings

- (1) Disaster management group meetings must be held at least once in every 6 months at the times and places decided by the chairperson of the group.
- (2) However, the chairperson of the State group must call a meeting of the State group if asked, in writing, to do so by the Minister or at least one-half of its members.
- (3) Also, the chairperson of a district group must call a meeting if asked, in writing, to do so by the chairperson of the State group or at least one-half of the members of the district group.
- (4) In addition, the chairperson of a local group must call a meeting if asked, in writing, to do so by—
 - (a) the chairperson of the district group for the disaster district in which the local group is situated; or
 - (b) at least one-half of the members of the local group.
- (5) For ss.s (2) to (4), the requirement to request, in writing, the meeting to be called does not apply if—
 - (a) it is not practicable to request the meeting to be called in writing in all the circumstances; and
 - (b) the request to call the meeting is made orally, and the request is put in writing as soon as reasonably practicable.

13 Quorum (DM Regulations)

A quorum for a meeting of a disaster management group is the number equal to—

- (a) one-half of its members for the time being holding office plus 1;
- (b) or (b) if one-half of its members for the time being holding office is not a whole number, the next highest whole number.

14 Meeting deputies for particular members (DM Regulations)

- (1) A member of a disaster management group may, with the approval of the chairperson of the group, appoint by signed notice another person as the person's deputy.
- (2) The deputy may attend a group meeting in the member's absence and exercise the member's functions and powers under the DM Act at the meeting.
- (3) A deputy attending a group meeting is to be counted in deciding if there is a quorum for the meeting.

16 Presiding at meetings (DM Regulations)

- (1) The chairperson of a disaster management group is to preside at all meetings of the group at which the chairperson is present.
- (2) If the chairperson is absent from a meeting of a disaster management group, but the deputy chairperson is present, the deputy chairperson is to preside.
- (3) If the chairperson and deputy chairperson are both absent from a meeting of the group—
 - (a) the member of the group nominated by the chairperson is to preside; or
 - (b) if the chairperson does not nominate a member under paragraph (a)—the member nominated by the deputy chairperson is to preside.
- (4) If the offices of chairperson and deputy chairperson are vacant, the member of the group chosen by the members present is to preside.

17 Conduct of meetings (DM Regulations)

- (1) A disaster management group may hold meetings, or allow members of the group to take part in its meetings, by using any technology that reasonably allows members to hear and take part in discussions as they happen. Example of use of technology— teleconferencing
- (2) A member who takes part in a meeting of a disaster management group under ss. (1) is taken to be present at the meeting.
- (3) A resolution is validly made by a disaster management group even if it is not passed at a meeting of the group, if—

(a) a majority of the members of the group gives written agreement to the resolution; and (b) notice of the resolution is given under procedures approved by the group.

18 Minutes (DM Regulations)

A disaster management group must keep minutes of its meetings.

Secretariat Support

27 Executive officer of district group (DM Act s.27)

- (1) The commissioner of the police service is to appoint a person as the executive officer of the district group.
- (2) The commissioner of the police service may appoint a person under ss. (1) only if satisfied the person has the necessary expertise or experience to perform the functions of the executive officer of the district group.

28 Functions of executive officer of district group (DM Act s.28)

The function of the executive officer of a district group is to support the group in the performance of its functions, as directed by the chairperson of the district group.

Attachment 1**Townsville DDMG**

Membership

Members

The DDMG comprises:

- **Chief Superintendent of Police, Queensland Police Service (DDC / Chairperson)**
- **Superintendent, Queensland Police Service (Deputy Chairperson)**
- **Senior Sergeant Disaster Management Support Officer, Queensland Police Service (Executive Officer)**
- **Mayor/Chairperson LDMG, Burdekin Shire Council**
- **Mayor/Chairperson LDMG Charters Towers Regional Council**
- **Mayor/Chairperson LDMG Flinders Shire Council**
- **Mayor/Chairperson LDMG, Hinchinbrook Shire Council**
- **Mayor/Chairperson LDMG Palm Island Aboriginal Council**
- **Mayor/Chairperson LDMG Richmond Shire Council**
- **Mayor/Chairperson LDMG, Townsville City Council**
- **Department of Environment and Science**
- **Department of Energy and Public Works**

- **Department of Communities, Housing and Digital Economy**
- **Chief Operating Officer, Queensland Health Townsville Hospital and Health Service**
- **Manager(Delivery and Operations), Department of Transport and Main Roads**
- **Executive Manager Operations, Queensland Ambulance Service**
- **Director Regional Operations Northern Region, Queensland Fire and Emergency Services**
- **Emergency Management Co-ordinator, Northern Region, Queensland Fire and Emergency Services**
- **Regional Manager, Department of Environment and Heritage Protection**
- **Regional Director, Northern, Department of Agriculture and Fisheries**

Quorum

The DDMG quorum is **eleven (11)**

Secretariat

- The Secretariat for the DDMG is **Executive Officer, Queensland Police Service**

Annexure K – Townsville DDMG Tsunami Sub Plan

See State Plan –