Longreach

District Disaster Management Plan

Barcaldine Regional Council

Barcoo Shire Council

Blackall-Tambo Regional Council

Longreach Regional Council

Winton shire Council

Contents

Longreach District Disaster Management Plan (DDMP) Version 3.0 January 2022

Longreach District Disaster Management Plan (DDMP) Version 3.0 January 2022

Longreach District Disaster Management Plan (DDMP) Version 3.0 January 2022

FOREWARD

The communities located within the Longreach Disaster District are susceptible to the impacts from a variety of natural and non-natural hazards.

The Longreach District Disaster Management Plan (the Plan)has been prepared under the authority of the *Disaster Management Act 2003* to provide a framework for holistic and comprehensive disaster management within the Longreach Disaster District.

The plan has been prepared and is monitored by members of the planning sub-group established by the Longreach District Disaster Management Group (DDMG) which has subsequently endorsed the plan.

The plan is designed to enhance the District's disaster management capacity by ensuring the necessary strategies are in place to provide an all-hazards, comprehensive (Prevention/Mitigation, Preparedness, Response and Recovery), all-agency, whole-of-society approach across each tier of the Queensland disaster management arrangements.

Hazard analysis has identified specific hazards that have hazard specific strategies incorporated in the plan for the Longreach Disaster District. These hazards have the potential to significantly impact the community physically, psychologically and economically.

The plan is reviewed annually and may be amended as required in response to identified issues that require analysis to maintain currency, compliance and best practice in disaster management and operations.

Acknowledgement is given to the Queensland Police Service, Queensland Fire and Emergency Services and other DDMG members who developed, designed and contributed to this District Disaster Management Plan (DDMP). Front cover photography provided by Michael Rogers and the reverse of the front page; photo provided by Sgt Jennifer Fraser.

Julia Cook

District Disaster Coordinator

Longreach District Disaster Management Group

ENDORSEMENT

The Longreach District Disaster Management Plan is endorsed under the authority of the District Disaster Management Group (DDMG).

This plan has been developed in accordance with the *Disaster Management Act 2003 (The Act)* and the following documents to provide all hazards comprehensive approach to disaster management in the Longreach Disaster District:

- The Queensland State Disaster Management Plan

- Queensland Emergency Management Assurance Framework

- Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines 2018

- Queensland Disaster Management 2016 Strategic Policy Statement

- Queensland Strategy for Disaster Resilience 2017

The plan is monitored by the District Disaster Coordinator with support from the Longreach DDMG planning sub-group and will be reviewed annually unless otherwise required.

…   ……………………………

Inspector Julia COOK

District Disaster Coordinator

Longreach District Disaster Management Group

Dated: 4/3/2022

PART 1 – ADMINISTRATION

Authority

This District Disaster Management Plan is prepared under the provision of section 53 of the Disaster Management Act ("the Act").

Version Control

This District plan is a controlled document. The controller of the document is the Chair of the Longreach District Disaster Management Group. Any proposed amendments to this plan should be forwarded in writing to:

> Executive Officer
>
> Longreach District Disaster Management Group
>
> C/O Longreach Police Station
>
> 97 Galah Street
>
> Longreach QLD 4730
>
> Or via email:
>
> DDC.Longreach@police.qld.gov.au

The Chair may approve inconsequential amendments to this document. Any changes to the intent of the document must be endorsed by the Longreach District Disaster Management Group.

This version of the plan is restricted to the membership of the DDMG. Access by others will be considered upon application in writing to the address details above. Approval for access will be determined by the Chair of the DDMG and/or its membership.

A Public Version of this plan is available at www.police.qld.gov.au. Once this plan is printed it is uncontrolled

Amendment Control

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

The Executive Officer

Longreach District Disaster Management Group

PO Box

Longreach Qld 4730

ddc.longreach@police.qld.gov.au

The DDC may approve inconsequential amendments to this document. Any changes to the intent of the document must be endorsed by the Longreach District Disaster Management Group (DDMG).

All amendments are to be recorded at Appendix 1 - Amendment Register

Distribution

This plan has been distributed in accordance with section 56 of the *Act* which requires the DDMP to be available for inspection, free of charge, to members of the public at places considered appropriate by the Chair of the District Group, this includes:

- A copy of the plan, excluding the controlled document Annexures, will be made available for public viewing at the Longreach Police Station, 97 Galah Street, Longreach.
- Electronic copies of the plan, excluding the controlled document annexures, shall also be made available to the public on the Queensland Police Service website at www.police.qld.gov.au
- A full and complete copy of the plan will be distributed in accordance with the distribution list at Appendix 2 – Distribution Register

Review

The Emergency Management Assurance Framework (the Framework) has been established by the Office of the Inspector General Emergency Management (IGEM) to support accountability, build consistency and reinforce a shared responsibility for delivering better disaster management outcomes for the community.

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

District Planning Review

The District Disaster Management Plan shall be reviewed annually pursuant to the provisions of s.55 of the Act as follows:

- • May- June: Planning sub-group reviews DDMP.
- • September: Draft amendments submitted to DDMG for approval.
- • October: Amendments or new plans are disseminated.

The Sub-plans of the Disaster District shall be reviewed annually as follows:

- • May-July: Functional Planning sub-group formed to review Sub-plans.
- • September: Draft amendments submitted to DDMG for approval.
- • October: Amendments or new sub-plans are disseminated.

Local Disaster Management Arrangements Review

In accordance with section 23 of the Act it is a function of the DDMG to regularly review and assess the disaster management of local groups within the District. It will be the responsibility of each LDMG to annually review their respective LDMG sub-groups and submit a status report to the District Disaster Coordinator. The review is to be submitted:

- June each year

Each of the District's five (5) LDMG's arrangements shall be reviewed annually by the DDMG as follows:

- September each year

The LDMGs may be reviewed at any other time as required. Review outcomes will be reported to the DDMG.

Privacy Statement

Free and open information sharing is a critical component of effective disaster management. Given the nature of disaster events personal and other forms of confidential information will need to be exchanged.

The Information Privacy Act 2009 (IP Act) provides flexibility for disaster event managers and other public sector entities in relation to the provision and use of personal and confidential information. Section 18 and 21 of the IP Act details that these flexibilities apply to identified public sector agencies, local government and local disaster management groups.

Personal information can be used or shared to reduce or prevent a serious threat to the life, health, safety or welfare of an individual, or to public health, safety or welfare.

Experience has shown that disaster events have tragic consequences, meaning disaster will generally represent a serious threat. It is not necessary for the threat to be immediate or imminent and it can encompass steps taken to ensure that the threat does not eventuate.

Given the nature, seriousness and impacts of disaster events and disaster declarations, the use or disclosure of personal information would be necessary.

References

A Glossary and Acronym List is attached at Appendix 16

The Longreach District Disaster Management Plan has not been written in isolation. Legislation, policy, plans and other doctrine may be read in conjunction with this plan or has been used as a reference. For a list of references that informed the writing of this plan please refer to Appendix 17 – Reference List

PART 2 – PLAN ELEMENTS

Purpose

This plan details the arrangements within the Longreach Disaster District to provide whole-of-government (WoG) planning and coordination capability to support local governments in disaster management.

Objectives

The objectives of the Longreach District Disaster Management Plan (DDMP) are to facilitate and the implementation of disaster management strategies and arrangements across the District including:

- 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.

- Compliance with the Queensland Disaster Management Committee's (QDMC) Queensland Disaster Management Strategic Policy Statement; the State Disaster Management Plan (SDMP); the Prevention, Preparedness, Response and Recovery Disaster Management Guideline; and any other Guidelines relevant to district level disaster management.

- Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline 2018.

- Monitoring, review, development and implementation of disaster management priorities for the district

Scope

This plan details the comprehensive all hazards approach necessary to undertake disaster management and disaster operations within the Longreach Disaster District. This includes the local government areas of:

1. Barcaldine Regional Council.
2. Barcoo Shire Council.
3. Blackall-Tambo Regional Council.
4. Longreach Regional Council; and
5. Winton Shire Council.

The DDMG will support the Local Disaster Management Groups (LDMG) through the provision of assets, resources, support, planning and coordination upon request.

Strategic Policy Statement

Disaster management and disaster operations in the Longreach Disaster District are consistent with the Queensland Disaster Management 2016 Strategic Policy Statement. This is achieved by:

- ensuring a comprehensive, all hazards, all agencies approach by achieving the right balance of prevention, preparedness, response and recovery.
- supporting the mainstreaming of disaster preparedness and mitigation into relevant areas of activity of government, non-government, small business and corporations.
- aligning disaster risk reduction, disaster mitigation, disaster resilience and climate change adaptation policy and actions with international and national reforms.

- promoting a transparent, systematic and consistent approach to disaster risk assessment and management.
- recognising the commitment of stakeholders and the need for collaboration across all levels of government, community, industry, commerce, government owned corporations, private and volunteer organisation, and local communities in all aspects of disaster management.
- emphasising building and maintaining sincere relationships, trust and teamwork which instil collaboration, consultation and interoperability across the sector.
- incorporating risk-based planning, consultative decision-making and shared responsibilities among stakeholders; and
- promoting community resilience and economic sustainability through disaster risk reductions, innovation, research and lessons learned.

District Planning Framework

The Longreach DDMG has developed a District Planning Framework that supports district and local disaster management and disaster operations. It outlines the existing plan structure for the district. The planning is undertaken by sub-groups of the DDMG established for the purpose of writing and maintaining the LDMP, functional sub-plans and hazard specific plans. The District Planning structure is detailed at Appendix 3 – Longreach District Disaster Planning Framework

Disaster Management Priorities

The priorities for the Longreach District Disaster Management Group (DDMG) are to:

- Improve whole of community disaster planning, mitigation and preparation outcomes

- Manage disaster management training of DDMG members and disaster management stakeholders 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.

- 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 processes
  ➢ Develop whole-of-government, media and community engagement arrangements.

PART 3 – RISK MANAGEMENT

The Longreach Disaster District is made up of five local governments and is part of the Central West Region which is a part of the Central Region of Queensland.
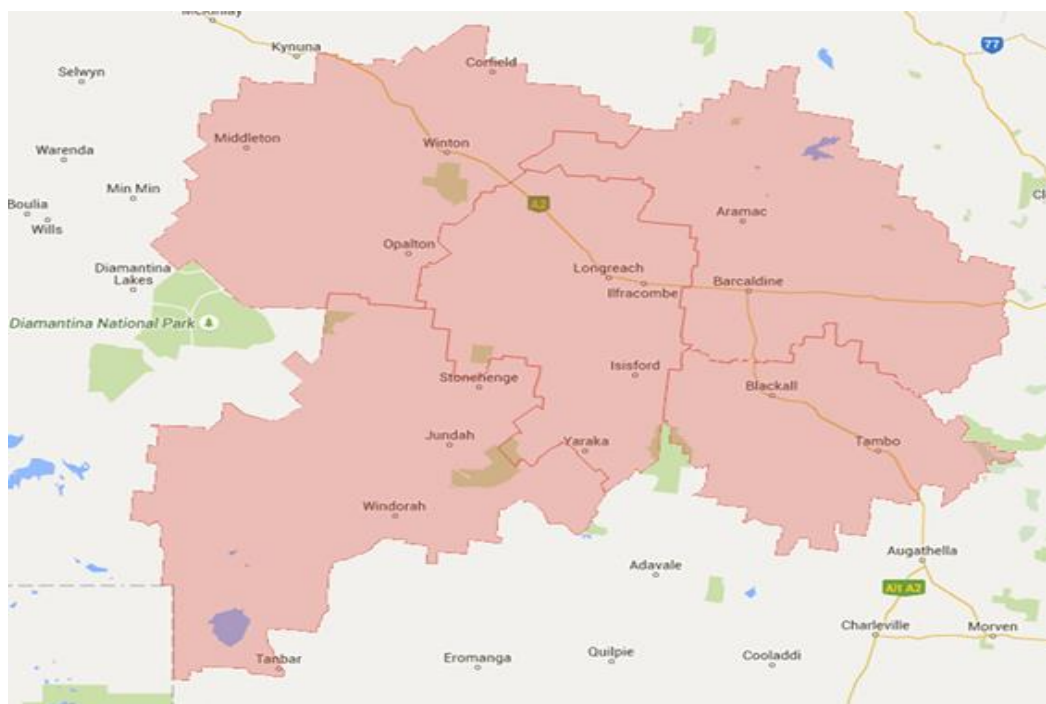
Map of Longreach Disaster District

Longreach District Profile

The Longreach Disaster District covers an area of 240,630 square kilometres and has a population of approximately 9,799 people. It is comprised of the following local government areas:

Local Government	Cities and towns
Longreach Regional Council	• Longreach • Ilfracombe • Isisford • Yaraka
Barcaldine Regional Council	➢ Alpha ➢ Jericho ➢ Barcaldine ➢ Aramac ➢ Muttaburra
Blackall Tambo Regional Council	• Blackall • Tambo
Barcoo Shire Council	➢ Jundah ➢ Stonehenge ➢ Windorah
Winton Shire Council	• Winton • Corfield • Middleton • Opalton

The Longreach Disaster District is bounded by the Charleville Disaster District to the south and the Townsville Disaster District to the north, the Mount Isa Disaster District to the west and the Mackay and Rockhampton Disaster Districts to the East. It also borders with South Australia in the Barcoo Shire to the south.

The Longreach Disaster District takes in the catchments of the Cooper Creek, Diamantina Rivers and part of the Belyando. The Cooper and Diamantina catchments form part of the Lake Eyre Basin and are internally draining to Lake Eyre in South Australia. The Channel Country, which includes Cooper Creek, is a broad network of flooded alluvial plains, water courses and swamps. The Belyando forms part of the Burdekin Basin which discharges in the Pacific Ocean to the north-east at Ayr. Each river system has a separate catchment and effects different parts of the district dependant on multiple conditions.

The District is engaged in rural industries such as meat sheep and goat production, tourism, and some secondary industries such as opal mining. There has been a large influx of mining explorations in areas of the district.

Over 70% of the District's population live in the regional outback towns of Longreach, Barcaldine, Blackall, Tambo, Winton and Jundah with the balance located in rural and remote areas of the region.

Most of the larger communities in the District are made up of Government (Local, State and Federal) workers, such as teachers, emergency services and health professionals. The district relies heavily on tourism and the population can swell significant during the cooler months from March to September.

Transport infrastructure in the District includes Airports at Longreach, Winton, Barcaldine and Windorah which offer passenger flights. The Spirit of the Outback train also operates from Brisbane to Longreach. There are also several major highways and roads running through the district which are a main thoroughfare for food, agriculture and livestock transports.

Transport Routes

Roads: The Landsborough Highway links four of the five councils. A link to the district's road network can be found at Queensland Department of Transport and Main Roads; www.131940.qld.gov.au

Railway: Queensland Rail operates a major rail network linking Longreach to Brisbane on the Spirit of the Outback.

Longreach District Disaster Management Plan (DDMP) Version 3.0 January 2022

Airports: The Longreach District includes the following major airports; Longreach, Blackall and Barcaldine with QANTAS flight services daily. Winton and Windorah Airports also have regular weekly flights linking Townsville and Brisbane with REX Regional Airlines.

Each airport maintains its own emergency action plan and have all weather landing strips which are regularly serviced by RFDS, commercial and private operators.

Barcaldine Regional Council

The population of Barcaldine Regional Council was 2,865 as at 2016 Census with most of the population living in Barcaldine, Aramac and Alpha and the balance living in Muttaburra and Jericho and on rural properties.

The Barcaldine Regional Council covers an area of 53,382 square kilometres. It is in central Queensland (600 km west of Rockhampton) and is bordered by seven (7) other councils.

Barcaldine Regional Council has a sub-tropical climate, with the wet season occurring generally from January to April. The average annual rainfall is 498.9mm. Average maximum temperatures are 36-37 degrees during summer and 23-26 degrees during winter. Minimum overnight temperatures are 22-23 degrees during the summer months and 0 - 2 degrees during winter.

The topography of the area is generally rolling plains and flat open grasslands (Mitchell grass), with areas of Gidyea scrub in the west and timbered range country in the east.

Barcoo Shire Council

The Barcoo Shire Council covers 61,901 square kilometres across three (3) townships Jundah, Stonehenge and Windorah. The population of the Barcoo Shire is approximately 267 persons. The towns of Jundah 85 persons Windorah 85 persons, and Stonehenge 30 persons, with the remaining population living at agricultural properties, opal mines and oil and gas production and maintenance facilities

Barcoo Shire has a sub-tropical continental climate. In general winter days are warm and sunny (21-24° C) and nights are cold (7-8° C). Summer days tend to be hot (36-40° C) and nights warm (22-30° C) with extreme temperatures sometimes exceeding 45°C during late December and mid-February. Although currently in the grip of a severe drought, the Shire's mean rainfall is usually just under 300mm annually.

The Barcoo Shire has a rich diversity of landscapes that vary from desert spinifex and sand hills to the vast flood plains of the Channel Country, the rolling open downs and the Mulga forests of the higher areas.

Blackall-Tambo Regional Council

Blackall-Tambo Regional Council is in Queensland's Outback approximately 900km north west of Brisbane. The region comprises of two towns of Blackall and Tambo which lie along the historic Barcoo River on the Landsborough Highway (Matilda Highway). Blackall and Tambo are attractive vibrant towns with a population of approximately 1903 people.

The Blackall-Tambo Regional Council covers an area of approximately 30537 square kilometres. Its dominant industry in the area is grazing and it has a semi-arid climate.

Longreach Regional Council

The Longreach Regional Council covers an area of 40,638 square kilometres and encompasses the outback townships of Longreach, Ilfracombe, Isisford and Yaraka. The population of Longreach Regional Council is 4,300 with most of the population living in

Longreach, Ilfracombe and Isisford and the balance living in Yaraka and on rural properties throughout the area.

The economy of the Longreach Region is based on rural agricultural enterprises, light industry, professional service sector (including government, health, education and finance) and tourism. Council places considerable emphasis on maintaining current industry and growing economic opportunities for the area.

The topography of the area is typically undulating countryside with rolling black soil downs the principal feature. The south-eastern part of the Council area is mainly rugged with steep cliffs and many inaccessible areas.

Winton Shire Council

Winton is in Central Western Queensland on the Landsborough Highway, 178 kilometres north-west of Longreach, and approximately 1,353 kilometres from Brisbane City.

The Winton Shire Council area covers 53,935 square kilometres and boasts a population of around 1,600 people. The main industries of the area are sheep and cattle and opal mining.

Winton has a semi-arid climate. Winton is dry with summer temperatures ranging from 23 °C to 38 °C while temperatures in the 'winter' season range from 9 °C to 25 °C. Temperatures above 30 °C can be experienced throughout the year, and even hotter temperatures above 40 °C can be recorded in every month from October to March. Rainfall is concentrated in summer and the yearly average is 414.7mm (16.3 in).

Hazard Identification

Each Local Government has conducted an assessment of the threats to their area as well as having identified any appropriate mitigation strategies that may be implemented. The role of the DDMG and DDC is not to deal with these individual threats, but to assist the LDMGs in implementing their respective LDMP. A copy of each LDMP for each Council can be found on their individual website or on the www.diaster.qld.gov.au website.

Hazards which may present as a risk to the Longreach Disaster District include, but are not limited to:

Natural Hazards	
Meteorological	• Flood • Storm • Heatwave • Bushfire
Geological	• Earthquake
Biological	• Pandemic • Animal disease • Plant disease • Insect/Vermin plague
Anthropological Hazards	
Human caused	• Terrorism • Hazmat • Explosion
Technological	• Transport • Infrastructure failure

Flood - Riverine

The Longreach Disaster District has a significant history of flooding and severe storms with major floods occurring in the Barcoo, Alice, Thomson, and Diamantina Rivers. The Thomson River and its tributaries flow in a general southerly direction and has several of the larger towns of the region including Longreach and Jundah along its banks. The Barcoo River flows in a general westerly direction and has major centres such as Isisford, Blackall, Barcaldine and Tambo in its catchment. The Thomson and Barcoo Rivers merge into the Cooper Creek approximately 40 kilometres upstream of Windorah.

The upper catchment of the Thomson is in the Flinders Shire and heavy rainfall at the top of the catchment can cause significant flood events in the lower catchment. An example of this is the 1990 flood event where there was low to no rainfall in the district but falls of over 300 millimetres overnight in the upper catchment caused significant riverine flooding of the Thomson catchment and subsequently Cooper Creek.

There are few incidences of flash flooding in the district as most of the country is flat open downs and more likely to occur around Alpha and Jericho. As a result, flood waters spread out over large areas of land once it overflows from the confines of the riverbanks. The BoM has provided the DDMG with schematics detailing the timeline of expected river rises along

the catchments to enable areas to better prepare for an impending flood event.

These river systems cause long term flooding and consequential isolation of townships and properties. Most towns in the District may have to be re-supplied with food and essential items either by air or road depending on the severity of the flood during these periods.

As part of the mitigation strategy for Flooding across the district, refer to the Flood Warning advice from the Bureau of Meteorology at www.bom.gov.au

Severe Storm

All areas of the District can be seasonally affected by violent storms. These storms can either be:
1. Dry electrical storms
2. Dust storms
3. Rainstorms
4. Hailstorms
5. Severe windstorms.

There is potential for property destruction and injury. As part of the mitigation strategy for severe storm across the district, refer to the Severe Storm Warning advice from the Bureau of Meteorology at www.bom.gov.au

Pandemic

The Longreach DDMG acknowledges Queensland Health as the functional lead agency responsible for Pandemic planning and supporting the QLD Health Pandemic Influenza Plan 2018 - https://www.health.qld.gov.au/clinical-practice/guidelines-procedures/diseases-infection/diseases/influenza/pandemic

The Longreach DDMG also acknowledges close collaboration with the preventative strategies for exotic animal diseases in pre-pandemic surveillance – where a potential pandemic strain is circulating in animals.

The Central West Hospital and Health Service (CWHHS) is responsible for the management and development of a pandemic disease response plan for disease in humans within the district. The CWHHS has prepared a Pandemic Influenza Plan for this purpose.

The Central Western Hospital and Health Service will establish a Health Emergency Operations Centre (HEOC), Health Incident Command (HIC), and appoint a liaison officer to this command structure which will link to the DDMG.

A Pandemic Sub-plan has been prepared by the Longreach DDMG

Biosecurity

The outbreak of an exotic animal disease would create a major problem given the large number and regular movement of livestock throughout the district. Controls may require implementing restrictions on the movement of people, livestock and animal products and extensive testing to ensure that the area remains disease free. Both the Commonwealth and State have in place plans and procedures AUSVETPLAN and QLDVETPLAN, to deal with these types of outbreaks.

In the event of an incident involving an exotic animal disease in the district the role of the DDMG is to provide support to the Department of Agriculture and Fisheries (DAF). Support will be required to initiate and maintain the investigative phase of the response as well as the maintenance of any standstill orders issued.

Bushfire

The district is a mixture of open plains of Mitchell and Flinders grasses in the Winton, Longreach and Blackall-Tambo regions, desert spinifex areas in the Barcoo and Barcaldine

regions and large areas of timber in the Barcaldine and Blackall-Tambo regions. As the district is in an arid environment, bush fires are generally associated with the annual monsoon, with bushfires starting because of dry storm lightning from December through to April. If there is rain associated with the storms, these fires are quickly managed. If fires occur in the timber country around Aramac, Barcaldine or Alpha areas, they are hard to manage due to the nature of the country and inaccessibility.

Drought

The district is reliant on the formation of the monsoon trough in the north of the state. When this fails to form or extend far enough south, the annual rainfall is generally below average and without regular follow-up rain events the region falls into drought conditions. Even though infrastructure is not affected by drought there is generally an impact on the economics, health and wellbeing of affected communities.

Heatwave

The Department of Environment and Heritage Protection published a document relating to Climate Change in the Central West Queensland Region. The publication summarised that there will be an increase in temperatures, hotter and more frequent hot days, harsher fire weather and more intense downpours into the future.

The Central West Hospital and Health Service (CWHHS) Heatwave Response Plan provides guidance on prevention, preparedness, response and recovery to a heatwave. During a heatwave, Health will be the lead agency and will be required to distribute specific heatwave information to the Central Western Queensland Community.

As part of the mitigation strategy for Heatwave across the district, refer to the Heatwave Warning Alert from the Bureau of Meteorology at www.bom.gov.au

Risk Assessment

The Longreach Disaster District risk assessment determines community vulnerability through the identification of hazards, analysis and likelihood and consequence of a disaster impacting vulnerable elements. This district assessment is consistent with the Queensland Emergency Risk Management Framework (the Framework) and aims to support risk-based planning with the wider disaster management context.

This Framework is based on ISO 31000:2009, Risk Management – Principles and guidelines and the National Emergency Risk Assessment Guidelines (NERAG) and the Queensland Emergency Management Assurance Framework (EMAF) which includes the Standard for Disaster Management in Queensland.

The District risk assessment forms the basis of agency and government planning to inform and identify:

- risks to existing and proposed land uses.
- priorities for mitigation and treatment.
- options for mitigation and treatment.
- acceptable, tolerable and intolerable levels of risk for each area.
- vulnerable populations and facilities.
- opportunities for capability and capacity development; and
- residual risks and thresholds.

This district risk assessment allows for targeting of mitigation, preparation, response and recovery and resilience actions to achieve safer and more sustainable communities. For example, a flood risk assessment identifies how land use planning measures will work in conjunction with other risk management measures including building controls, mitigation

infrastructure, early warning systems, community awareness and other disaster management arrangements to address the impacts of flooding on the community.

The Longreach District Disaster Management Group recognises that all State agencies, in supporting local governments within the area, should inform the risk assessment process including the management of residual risk (risk remaining after the risk treatment has been applied) beyond the capacity and capability of local and district arrangements. This includes by integrating the outcomes of departmental risk assessments into the disaster, business continuity, strategic and corporate plans and by ensuring an improved understanding, coordination and resource allocation of disaster risk management at all levels through informed evidenced based research and education.

The risk management process is illustrated in the following diagram:
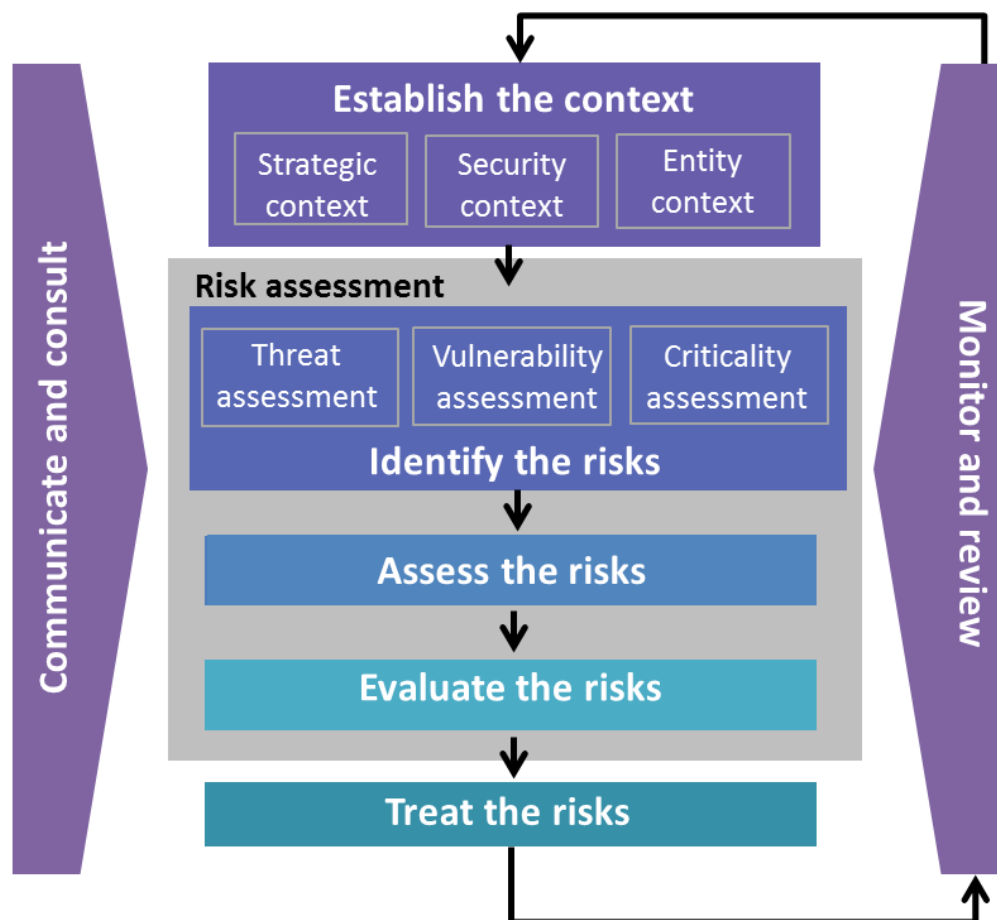
Risk Treatment (Mitigation Strategies)

The DDMG is committed to building knowledge, capability and capacity in support of LDMGs should an activation of the district be required. Through this process the DDMG accepts ownership of some risks and is committed to building capacity to treat those risks when they arise. Treatments used by the group to enable them to meet the risks accepted at district level include –

(a) Effective planning.
(b) Building a flexible, agile structure.
(c) Seeking continuous improvement.
(d) Establishing effective information management systems.
(e) Timely action and distribution of information.

Risks outlined in the District Risk Register (Appendix 6) are analysed by members of the Longreach DDMG with a view to identifying strategies for risk treatment. 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. These strategies are contained in Appendix 7 – Longreach District Risk Treatment Plan. Along with these strategies, the District Risk Treatment Plan contained preferred treatment option, responsibilities and timeframe for implementation.

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, consideration and implementation. Agencies will do the annual agency reporting process and risk management plan review and report the outcome on progress of their specific treatment options.

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 QDMC is a treatment option. In those instances, the DDMG is to document and notify the QDMC of these with a view to transferring or sharing the risks.

Residual Risk Management

Due to geographical and logistical barriers the District Group is aware of its limitations and provides advice to the Queensland Disaster Management Committee (QDMC) regarding the District residual risks.

Each Local Group in the District is to identify risks to their area of responsibility and to take all necessary actions to prioritise and mitigate against the risks. Following this process the DDMG acknowledges there will be limitations of Local Groups to eliminate or significantly reduce all risks and therefore require District or State Group support to respond during an event, these are called "Residual Risks" and are to be communicated to the DDMG.

The District Group will consider these risks collectively and implement treatment strategies to support the management of these risks. In doing so, the DDMG only has capacity to mitigate risks though the assets that are within its span of control, it does not have capacity to mitigate risks through engineering or works programs beyond this span however can support the management of these risks through the legislated functions and responsibilities placed on individual departments within the Group.

Responsible agencies at Local and District Level are to recognise, incorporate and implement treatment strategies into their corporate and business planning processes as far as practicable to reduce the residual risks at local level and those identified as districts risks within normal business arrangements. This may include negotiation with other departments to integrate those risks within functional committee arrangements.

The risk assessment process is detailed at:

Appendix 4 – Longreach District Risk Analysis

Appendix 5 – Longreach District Risk Evaluation

Residual risk beyond the capacity and capability of the District Group are to be recorded within the District risk register and reported by briefing note to the QDMC for incorporation within the State Risk Register

PART 4 – Preparedness

Preparedness is critical in mitigating the consequences of a disaster event on the community and ensuring effective and timely operational response and recovery. Disaster preparedness builds on existing community and individual awareness of risk and participation in disaster management activities to enhance resilience.

The Longreach Disaster District acknowledges that all members have responsibility for preparedness and implementation of preparedness strategies across the community centred on the following key elements:

- Risk assessment and management.
- Business continuity / disaster planning.
- Education, training and lessons management.
- Capability development.
- Hazard specific and functional planning.
- Integration and interoperability ; and
- Community awareness and engagement

District Disaster Management Group

The Longreach DDMG is established in accordance with section 22; 'Functions' of the Disaster Management Act 2003.

This group advises the DDC and DDMG membership on the availability and specialised nature of resource requirements needed to counter the effects of a disaster. Membership of the group is based on the risks to the disaster district area and are essential to the integration, collaboration and decision-making processes.

The Longreach DDMG provide a whole of government planning and coordination capacity to support local governments in *disaster management* and *disaster operations*.

Appendix 8 – Longreach District Disaster Management Group Terms of reference provides the administrative information on the functioning of the district group.

A Contact list of DDMG members and advisors along with key disaster management agencies is attached at Appendix 15.

The DDMG develops an operational plan that prioritises and guides the groups focus and outcomes annually and is used to report on its work.

Planning

It is a function of the DDMG to develop a District Disaster Management Plan (DDMP), the DDMG is to ensure that the DDMP is:

- Established for the disaster district
- Developed in accordance with s.53 of the Act.
- Consistent with the disaster management guidelines
- Reviewed, or renewed when the group considers it appropriate
- Reviewed at least annually for its effectiveness

Hazard identification and risk assessment are pivotal to effective disaster management planning. Comprehensive planning will occur across the prevention, preparedness, response and recovery phases of disaster management –.

Each agency and stakeholder within the QDMA is responsible for developing their own disaster management plans including business continuity, operational and hazard specific plans.

This plan seeks to detail the arrangements within the disaster district to provide whole-of-government planning and coordination capability to support local governments in disaster management.

Functional Plans

Disaster management functional plans identify important services required before, during and after the impacts of a disaster, and help to identify and define an agency's services and responsibilities in disaster operations. Functional plans will:

- address functional activities across all phases of disaster management (PPRR)
- include information on how the QDMAs link with the functional arrangements
- support the primary agency to manage the functional activity.

Functional plans detail arrangements relating to supporting activities undertaken by functional lead agencies of the DDMG. These plans address the functions of disaster management where government departments and agencies have a functional lead in responding to the event. Although the functional lead agency has primary responsibility, arrangements for the coordination of relevant organisations that play a supporting role are also outlined in these plans. The following table outlines the functional lead agency in response to a specific aspect of an event. Refer to Appendix 9 - Functional Specific Plans

Business continuity planning

Business continuity planning is undertaken to ensure disaster management and critical functions can continue to be delivered during a disaster event. All state and local government and non-government organisations and partner agencies within the district recognise the importance of continuity of service and where appropriate the integration of effort to ensure community disruptions are minimised.

Capability integration

Actions will be taken to ensure that disaster management participants are appropriately skilled, trained and practised so they are ready to respond and to enable recovery. These actions will encompass:

- training and education.
- exercising.
- awareness briefings; and
- lessons management.

Training

Training and education involves the personal development of individuals involved in the QDMA. Training is facilitated under the Queensland Disaster Management Training Framework (QDMTF), which outlines the training packages and intended stakeholders. It encompasses the arrangements themselves, the processes, hazards, functions and activities which underpin disaster management and disaster operations.

As one of the activities undertaken to maintain or enhance the QDMA, the Act provides the legislative requirement for those involved in disaster management to be appropriately trained and for the annual reporting of training activities to occur.

QFES is responsible for ensuring a coordinated approach to disaster management training within the district including the maintenance and dissemination of the QDMTF to DDMG

members. This includes regularly assessing the training needs within the district and developing a suitable training program. Where possible, this training program should maximise opportunities for joint training with LDMGs and other agencies involved within the QDMA.

To enhance knowledge and disaster management capabilities agencies and organisations represented on the DDMG (including deputies) have responsibility of providing suitable opportunities for DDMG representatives to attend training consistent with or beyond the minimum requirements of the QDMTF.

Each Lead Agency is to have an appropriate number of staff trained as liaison officers to work in the District Disaster Coordination Centre (DDCC) in support of disaster operations.

Disaster coordination centre training includes:

- • QPS Disaster Incident and Event Management System (DIEMS)
- • QFES - QDMTF Disaster Coordination Centre course

Exercise Management

Exercises provide opportunities to involve all agencies and levels within the QDMA. They build stakeholder networks and relationships essential to providing a comprehensive approach in support of disaster affected communities. Exercises are to be designed to incorporate lessons learned from previous events, identified hazards, risk planning activities and be linked to risk priorities relevant to the District.

Responsibility to conduct disaster management exercises lies with each individual agency to ensure they have exercised and practiced procedures. QFES's role is to facilitate exercises conducted for groups in the disaster management arrangements. 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
- • testing decision-makers
- • evaluating risk treatment strategies
- • validating training already conducted
- • evaluating equipment, techniques and processes in general
- • identifying performance gaps and areas for improvement in the skills of agency representatives involved in disaster management

The DDMG will conduct at least one (1) exercise annually, which may include all functional committees. Functional committees will exercise their respective sub-plans, independent of the district exercise, annually

Exercise hot debriefs are to be conducted immediately on completion of the exercise to identify issues and areas for improvement. An After-Action Review is to be conducted within two weeks of the exercise addressing the 'exercise design and conduct' and the 'responses to the scenario.' The exercise review should identify recommendations for future action and improvements.

Any gaps or issues identified during the exercise process will be tabled as findings to the DDMG to allow evaluation, development of capability and reporting and implementation of appropriate treatment options.

The exercise findings and treatment options may then be captured in a wider post-exercise report noted in the Risk register and Annual Report and included in the DDMG Operational Plan for implementation.

Lessons Management

A key outcome of exercises, post-disaster assessment and debriefs is that lessons identified are embedded into disaster management planning. Such lessons come from an examination of the effectiveness of mitigation measures, an analysis of the state of preparedness in readiness for the impacts of a disaster, of the disaster operations themselves and extend into the effectiveness of the response or recovery.

Post-disaster assessment evaluates performance before, during and after a disaster event and the exposed risks to improve future development of preparedness, response, recovery and mitigation measures. Post-disaster assessment therefore forms part of the continuous improvement of the disaster management arrangements for the District.

Analysis of the Queensland disaster management arrangements can lead to confirmation of good practice or identification of issues that require improvement for future disaster events.

A post disaster assessment will be developed through the following process:

- During the operation of the DDCC the XO is to brief and request all participants to offer comment on the conduct and recommendations for the DDCC.
- As soon as practicable after the DDCC has stood down from operations the XO is to conduct a debrief of all personnel participating in the DDCC. Matters raised during the operation of the DDCC are to be raised and discussed.
- As soon as practicable the DDMG will conduct a debrief after the DDMG is stood down of DDMG members.

Post-disaster assessments are undertaken and documented in a Post-Disaster Analysis Report to provide opportunities for participants to comment on the success and areas for improvement of district disaster operations and arrangements.

PART 5 – PREVENTION

Community Education

The DDMG has responsibility for ensuring the community is aware of ways of mitigating the adverse effects of and preparing for, responding to and recovering from a disaster. In a disaster management context, community education has a range of objectives, which can include:

- Developing awareness in communities of the nature and hazards and the potential impact and damage such hazards can bring.
- Promoting public self-reliance through personal responsibility for managing risks as much as possible. This may be through a range of preparedness measures that the public and industry can take to reduce risk to themselves, their workforce, their families, their communities and infrastructure before, during and after an event.
- Developing the community's appreciation of the Queensland Disaster Management Arrangements (QDMA) and the assistance available to communities which can be activated in a disaster. This includes local and State mitigation and preparedness strategies, emergency warnings (methods and actions required), evacuation routes and communications used during disasters (local radio, television, etc, for updates during a disaster).

Members of the DDMG shall provide LDMGs, functional committees and other NGOs all necessary assistance as may be required from time to time to give effect to their respective community awareness/education programs. This may include:

- Sharing of community education resources
- Coordination of community education activities that meet the needs of people vulnerable to the impacts of hazards
- Communicating and educating the community on disaster management information to meet their need.

Community education is not an end but contributes to community resilience by providing the information and the rationale necessary to commence the process of behavioural change. Community education encompasses the public, special interest groups, commerce and industry, and may be hazard specific, or general disaster management education.

Activities and products such as publications, multimedia information packages and community information events are the responsibility of all levels of government and other agencies and organisations, often working in partnership. Because of this, it is important for the community to be provided with consistent, accurate and timely messages, across all programs. The DDMG considers inviting media representatives to DDMG meetings and exercises with a view to enhancing community awareness in respect to the existence of disaster management arrangements and preparedness activities.

Hazard Specific Arrangement

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

In this instance the primary agency has responsibility to ensure that an effective hazard specific plan is prepared. Specific planning is required for these arrangements as their coordination and operational procedures can be different to those within the QDMA.

Hazard specific plans are developed by associated agencies, which form appendices to and should be read as complementing this plan. The following table outlines the primary agency and associated hazard specific plan.

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

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.

Refer to Appendix 10 – Functional Specific Plans for a sample list

Longreach District Disaster Management Plan (DDMP) Version 3.0 January 2022

PART 6 – RESPONSE

The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support

Disaster Management Act 2003 section 4A (a)(iii)

Agency Roles and Responsibilities

Appendix 9 provides a summary of relevant agency roles and responsibilities across the Longreach Disaster District.

Activation

The DDC is responsible for activating the DDMG. This may occur following consultation with one or more of; the Chair of the QDMC; the Chair of an LDMG; and/or a member of the DDMG.

District level arrangements can be activated by the Chairperson of the DDMG when there is a need to:

> • monitor potential threats or disaster operations.
>
> • support or coordinate disaster operations being conducted by a designated primary agency.
>
> • coordinate resources in support of disaster operations at local level; and/or
>
> • coordinate District disaster operations activities.

Activation does not necessarily mean the convening of the District group; rather the provision of information to disaster management group members regarding the risks associated with the hazard impact. Bottom-up activations escalate through the disaster management arrangements where local groups require support and top-down activations involve escalation down through the arrangements from the State Group where the imminent threat has broader implications across the state.

The QDMA is activated using a four-phase model from alert through to stand up and stand down. The movement of the group through these phases is not necessarily sequential but based on flexibility and adaptability to the location and event.

Activation Matrix

Level of Activation	Definition
Alert	A heightened level of vigilance due to the possibility of an event in the area of responsibility. Some action may be required and the situation should be monitored by someone capable of assessing the potential of the threat. If lead time available, watching brief maintained
Lean Forward	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. DDCC is on standby; prepared but not activated.
Stand-Up	Operational state following 'lean forward' whereby resources are mobilised, personnel are activated and operational activities commenced. DDCCs are activated.
Stand-down	This is the 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

Escalation

An Escalation Matrix including triggers, action and communications for state, district and local levels is attached at Appendix 10 – Escalation Matrix

Operational Planning

Operational planning identifies issues for resolution and results in the development of response options. The DDMG is responsible for developing an Event Action Plan (EAP) specific to the disaster presenting.

Each agency is responsible for developing their own specific Event Action Plan that defines the objectives and tactics necessary to manage their roles and responsibilities in response to a disaster.

Debriefing

After an activation a debriefing is to occur as follows:

- Hot debrief of individual agency personnel at Stand-Down after operations cease, this includes but is not limited to:
- Hot debrief between agencies involved at Stand-Down
  - DDCC/LLDCC staff
  - DDMG/LDMG memberships
- Formal operational debrief held at an agreed time after Stand-Down (allow for collation of information relevant to the debrief)

Operational Reporting

Local Disaster Management Groups shall advise the DDC immediately the LDMG is activated or placed on alert.

a) The DDC shall advise the Executive Officer of the QDMC immediately the DDMG is activated or stood up.

b) Once activated, or stood-up, Local Disaster Management Groups (through the LDCC), Functional Committees and agency liaison officers will provide situation reports (SITREPs) in the approved form on the disaster event to the DDMG within the required timeframes.

c) Once activated or stood-up and on conclusion of operations (Final SITREP), the DDMG will provide SITREPs (in the approved form) on the event to the SDCC within the required timeframes.
d) Following an activation of the DDMG or DDCC, the Deputy Chairperson will provide a briefing on the event for the DDC.
e) Following debriefing of operations, the District Disaster Coordinator is to provide an Operational Report to the Executive Officer, QDMC detailing the full extent of operations including debrief information.

Once completed the District SITREP is approved by the DDC, included on the Activity Log and forwarded to the SDCC by 1800hrs each day.

To achieve this timeframe all LDMG and Agency SITREPS are to be received by the DDCC as follows:

- LDMG/AGENCY SITREP is to be received at the DDCC by 1700hrs
- DDMG SITREP to be received at the SDCC by 1800hrs

During an event a 'District Update' is to be forwarded by the DDMG to the SDCC in 'dot point' format where there is a significant situational change in circumstances at the Local/District level. This 'District Update' is to be provided by the DDMG to the SDCC at - 2000hrs each evening and 0600hrs each morning.

District Disaster Coordination Centre

The primary location of the District Disaster Coordination Centre (DDCC) is:

Longreach Police Patrol Group Office

97 Galah Street

Longreach QLD 4730

The DDCC coordinates information management, resource allocation, reporting and planning requirements.

A Guideline for the management of the District Disaster Coordination Centre has been developed and is maintained by the DDC through the Executive Officer. It contains:

- Arrangements for activating, operating and closing down the DDCC

- Staffing arrangements

- Arrangements for primary and back up communications equipment

- Facilities to support its function

- Appropriate maps and displays to support decision making

- Activation arrangements

- Arrangements and rosters to allow continuous operation on a 24-hour basis

- Operating procedures to cover DDCC functions, layout and staff duties

- Use of displays, message flows and staff training.

The Guideline is available to DDCC staff, Liaison Officers and upon request to the DDC.

Liaison Officers form the point of contact between the DDCC and their parent agency. They support disaster operations in accordance with their agency's roles and responsibilities and have the following key responsibilities:

• coordinating requests for assistance applicable to their agency

• providing advice and assistance on their agency's tasks, capabilities, resources and projections

• ensuring information on their agency activities, intelligence and plans are provided to the DDCC

• communicating situational awareness to their agency.

Warnings and Alerts

The Longreach DDMG has a responsibility to ensure warnings are disseminated to members of the LDMG, DDMG, QDMC, member agencies and the community. Multiple means of communication are used and agencies are responsible for communicating within their organization as per the QDMA structure. This process takes into consideration, rapid onset events and will utilise all available communication means including email, text messaging, emergency alert, social and commercial media.

Warning notification and dissemination in times of disaster, may include:

- community alerting and status reporting.
- disaster preparedness and coordination.
- community engagement and myth busting.
- monitoring posts for on-the-ground intelligence gathering.
- linking the community to other appropriate sources of authoritative information.
- warn targeted areas of the community of imminent and severe threats
- direct those warned to other sources of information and/or direct them to move away from an imminent hazard or threat.

DDMG member agencies may be notified by a variety of channels, including, but not limited to, telephone (fixed or mobile), fax, email, radio, SMS, in person or internally through normal organisational communication channels. It will be the responsibility of the DDMG to notify and disseminate warnings to members of their agency/department, LDMGs and elements of the community, support facilities and infrastructure as appropriate. Details regarding responsibility for notification processes within DDMG member agencies are to be detailed in respective agency plans including contact registers.

Warnings will also be communicated to the vulnerable community by their respective local government in accordance with the relevant provisions of each Local Disaster Management Plan.

Departments or organisations with specific responsibility for issuing warnings or the management of specific threats, for example, the Bureau of Meteorology for meteorological related information and the Department of Agriculture and Fisheries for Emergency Diseases in Animals, shall issue warnings in accordance with their standard operating procedures.

Members should be aware of the warning message cascade where a message is further disseminated through other media or communication channels and should ensure the accuracy, consistency, timeliness and consequences of the message communicated at all times.

When using any form of messaging or official social media, agencies must ensure any supporting communication forums, websites and call centres are advised to maximise

communication consistency and accuracy when the public seek further information. Warnings notifications are issued from several sources in connection with several hazard situations as shown below:

Where events require a higher level of warning, including directed evacuations, such warnings shall be issued by the DDC.

The DDC, or delegate is responsible for communicating media messages on behalf of the DDMG about the event.

Emergency Alert (EA)

Emergency Alert (EA) is one tool that can be used to warn communities of an impending emergency and is a critical element of emergency response. The Queensland Emergency Alert Guideline governs the use of EA in Queensland. The Emergency Alert is a national telephone warning system that provides emergency authorities with an enhanced ability to warn the community via landline and mobile telephones in the event of an emergency.

As the use of EA can be time critical, the process for requesting it does not involve a bureaucratic approval process. EA provides the capability to send warning messages to fixed line telephones based on their physical location and to mobile telephones based on the billing address within a particular area.

Social Media

Agencies using social media retain responsibility for updating, maintaining and monitoring their presence on the variety of social media sites in relation to a disaster event.

Each agency is to support communication of information and liaise with the lead agency for a hazard or disaster event to obtain the one source of information for consistent distribution.

Financial Management

Expenditure is on a cost-recovery basis and must meet current Government Disaster Relief and Recovery Arrangements Guidelines to be considered for reimbursement. Guidelines for these arrangements are located at www.disaster.qld.gov.au

The DDMG 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 DDMG 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 and therefore in compliance with section 46M of the Financial Administration and Audit Act 1977 and other prescribed requirements.

Where members of the DDMG are coordinating purchases for their agency/department, they are to comply with their internal agency purchasing policies. Each participating agency should predetermine the type and limit of expenditure permitted without further reference to senior management. This also includes predetermining management processes for the expeditious financial authorisation of support and relief staff, as may be required. Each agency is responsible for claiming their own reimbursement of funds relating to disaster operational expenses.

No purchase is to be made for the DDMG without consultation with and approval by the DDC, Deputy Chair or the Executive Officer.

Evacuation

LDMGs have the responsibility to make a decision to call for a 'voluntary' evacuation of persons from impacted areas and will coordinate evacuations in their area of responsibility. The powers necessary to authorise a directed evacuation rest with the DDC. Considerations that must be made regarding evacuation include:

- Why evacuate (decision - risk, resourcing and support to evacuation centre/cyclone shelter etc).
- When and when not to evacuate (timeline from event / day and night considerations).
- Where to evacuate (from and too - do not move from safe location to more at-risk location).
- What to evacuate (people, animals, medication); and
- How to evacuate (transport arrangements).

In instances where an evacuation exhausts the capability or capacity of the LDMG, a request for assistance may be directed to the DDMG. The DDC the DDCC will consider the request and facilitate the required support requested. Agencies should consider and address resourcing support as to how they can assist local governments and other government departments with an evacuation.

There are five (5) stages to the "Evacuation Process":

- Decision.
- Warning.
- Withdrawal.
- Shelter; and
- Return.

A District Evacuation Sub-plan has been developed. This subplan is to be read in conjunction with respective Local Disaster Management Group Evacuation Sub-plans.

Resupply

During a disaster related 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 can be made. Where local capacity is exhausted, QFES coordinates the acquisition and management of emergency supplies, through the State Disaster Coordination Centre (SDCC) when activated, or through the SDCC Watch Desk outside activation periods.

LDMGs will be the focal point for processing any request for resupply by any community in their area of responsibility. The role of the DDMG is to facilitate the conduct of resupply operations on behalf of the effected LDMG. The district group is only responsible for the resupply of entire communities, the LDMG is responsible for the conduct of resupply to isolated properties and persons within their area. LDMGs should advise the DDC that resupply operations to isolated properties are occurring within their local government area.

When determining the need for resupply the Local Disaster Coordinator (LDC) and the LDMG must take into account the level of goods available in the entire community rather than acting on requests from individual retailers. The purpose of resupply is not to maintain the normal trading levels of retailers during isolation. As well as retailers the LDMG must consider other organisations, this may include:

- Hospitals and clinics,
- Charity organisations (meals on wheels, school-based feeding programs).

- Postal contractors,
- Fuel suppliers (aviation fuel, essential fuel supplies only).
- Vets,
- Ambulance,
- Aged care facilities, and
- Any other local organisation that supplies essential goods or services.

The DDMG has a financial responsibility to ensure resupplies are conducted in a cost-effective manner. DDCs are responsible for ensuring any request for resupply from any LDMG in their Disaster District is in accordance with the "Queensland Resupply Guidelines", examined and checked by the QFES member on the LDMG before consideration of endorsement by the DDC and referral to the State Disaster Coordination Centre.

Where resupply is undertaken by the DDMG a log of air and road transport companies should be maintained to aid the processing of requests.

Requests for Assistance – (RFAs)

LDMGs who require assistance in the form of resources or services not available within their jurisdiction, or if available, have been or are likely to be expended, may request assistance (in the approved form or through the IXP portal to DIEMS) from the DDMG

Upon receipt of a request for assistance, the DDMG shall consider the request and make all reasonable endeavours (through the relevant Liaison Officers) to locate the required resource or service from elsewhere within the disaster district. Requests that cannot be met at District level are to be forwarded to the State Disaster Coordination Centre for consideration.

DDMGs do not themselves possess any resources. All resources within the disaster district are owned and managed by the various local governments, government departments, corporate entities or private business operators.

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

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 expenditure of any costs.

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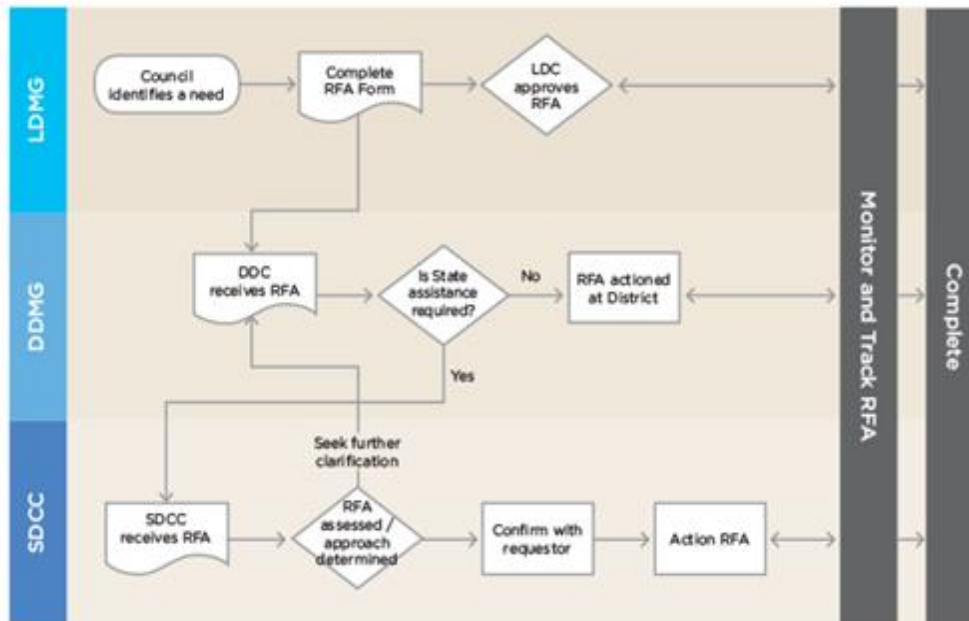
RFA process

Assessing Support and Allocation of Resources

The DDC may use the resources within the District and only when these resources are exhausted or not suitable will the DDC request State support. The DDC may also request resources from inter-district or inter-regional areas surrounding the DDC's affected area.

All resources allocated to the DDC from any source will remain under the control of the DDC until returned. The DDC or his / her delegate is responsible for the collection and return of all resources.

Requests for Australian Defence Force assistance under the Defence Aid to the Civil Community (DACC) arrangements shall be made in the first instance to the Officer in Charge, Joint Operations Support Staff (JOSS), Lavarack Barracks, Townsville.

As well as requesting JOSS any requests for ongoing ADF assistance, particularly where aircraft usage or cost recovery may be required, under categories other than category 1 shall be forwarded to the Executive Officer of the QDMC at the same time.

Information Management

All information (incoming and outgoing) relating to disaster operations must be communicated through the DDCC. The use of the JUVARE WebEOC software (DIEMS) in the DDCC supports the management of information from all agencies involved. Recording requirements are set out as Activity Log, tasks and all actions taken within the DDCC are captured within the program for all stages of activation (Alert, Lean Forward, Stand Up and Stand Down) for disaster management operations. Hardcopy or email information received (outside of DIEMS) within the DDCC is to be scanned or copied into the relevant event to ensure an accurate and chronological activity log is maintained.

Media Management

The community shall be kept informed of the activities of the District Disaster Management Group. This includes disaster management operations in support of LDMGs across the district and reflect the role of the State.

Formal comments/interviews with the media in respect to a disaster event and disaster operations following an event on behalf of the disaster district shall only be made by the DDC or Deputy Chairperson in consultation with and assistance from other DDMG members. Comment from the DDMG must relate to district support operations and not tactical aspects of the operations at the LDMG level.

Comment on operations at the LDMG level is not to be made but left to the Chair of the LDMG in accordance with Local Disaster Management Plan arrangements.

In consultation with the DDMG, LDMGs and lead agency, the DDC will determine the agency media unit who will undertake the media liaison role. The DDC in consultation, will nominate the appropriate agency position/person to undertake media liaison duties under the guidance of the relevant media unit.

The DDC shall authorise all media releases and briefing times from the DDCC.

Disaster Declaration

Where the declaration of a disaster is considered necessary by the DDC, (pursuant to section 64 of the Disaster Management Act 2003), and after consultation with the District Group and each Local Group whose area is in, or partly in, the declared area for the disaster situation, the DDC is to seek approval from the Minister to declare a disaster situation.

Such declaration may be sought if the DDC is satisfied, –

   a) a disaster has happened, is happening or is likely to happen, in the disaster district; and
   b) it is necessary, or is reasonably likely to be necessary, for the district disaster coordinator or a declared disaster officer to exercise declared disaster powers to prevent or minimise any of the following –
      1. loss of human life.
      2. illness or injury to humans.
      3. property loss or damage.
      4. damage to the environment.

The DDC in conjunction with the Executive Officer will ensure that all members of the group are notified of the declaration

Emergency Situation

Public Safety Preservation Act 1986 Section 5: 'Declaration of emergency situation' The PSPA provides a definition of an emergency situation as,

   (f) any impact of a naturally occurring event such as a flood or a landslide; that causes or may cause a danger of death, injury or distress to any person, a loss of or damage to any property or pollution of the environment, includes a situation arising from any report in respect of any of the matters referred to in paragraphs (a) to (f) which if proved to be correct would cause or may cause a danger of death, injury or distress to any person, a loss of or damage to any property or pollution of the environment.

This situation occurs where the initial scale of an event may not constitute a disaster but requires several agencies to respond and collaborate in its resolution. An Emergency Situation may be declared by a Commissioned Officer of the Queensland Police Service.

PART 7 - RECOVERY

The Longreach DDMG endorsed the development of the following Recovery Strategy (the Strategy) as part of the District Disaster Management Plan. The strategy has an all-hazards approach to recovery across the district and provides guidance to DDMG members on how district support is provided to local government undertaking recovery and coordinating support between local and state governments.

Definitions

Disaster recovery is the coordinated process of supporting disaster-affected communities' psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration (including regeneration of the natural environment, associated infrastructure and heritage sites and structures and the management of pollution and contamination).

Recovered is being able to lead a life that individuals and communities value living, even if it is different to the life they were living before the disaster event.[1]

Recovery Management

The Longreach District Recovery Strategy recognises recovery is locally led with support provided through the:

- District Disaster Management Group (DDMG)
- District Recovery Group (DRG)
- State Functional Recovery Groups:
  - Human and Social
  - Built
  - Economic
  - Environment
  - Roads and Transport

This Strategy is informed by the:

- Queensland Recovery Sub-plan
- Longreach District Disaster Management Plan
- Local Government Recovery Sub-plans
- Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines
- Queensland Strategy for Disaster Resilience (2017)
- Australian Institute for Disaster Resilience Community Recovery Handbook 2.
- The **Recovery support and collaboration** fact sheet is published at **www.qra.qld.gov.au/our-work/recovery**.

The Strategy recognises recovery is driven by the community and informed by its needs, vision, and goals. In addition, it recognises communities have inherent strengths, assets and resources that can be actively engaged during the response and recovery phases of a disaster.

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[1] Australian Institute for Disaster Resilience (2018) Australian Disaster Resilience Handbook Collection, *Community Recovery, Handbook 2*. Retrieved from https://knowledge.aidr.org.au/media/5634/community-recovery-handbook.pdf

Longreach District Disaster Management Plan (DDMP) Version 3.0 January 2022

Queensland Recovery Arrangements

The recovery arrangements have the capability of expanding as required to address hazard-specific events.

Image: Queensland recovery arrangements

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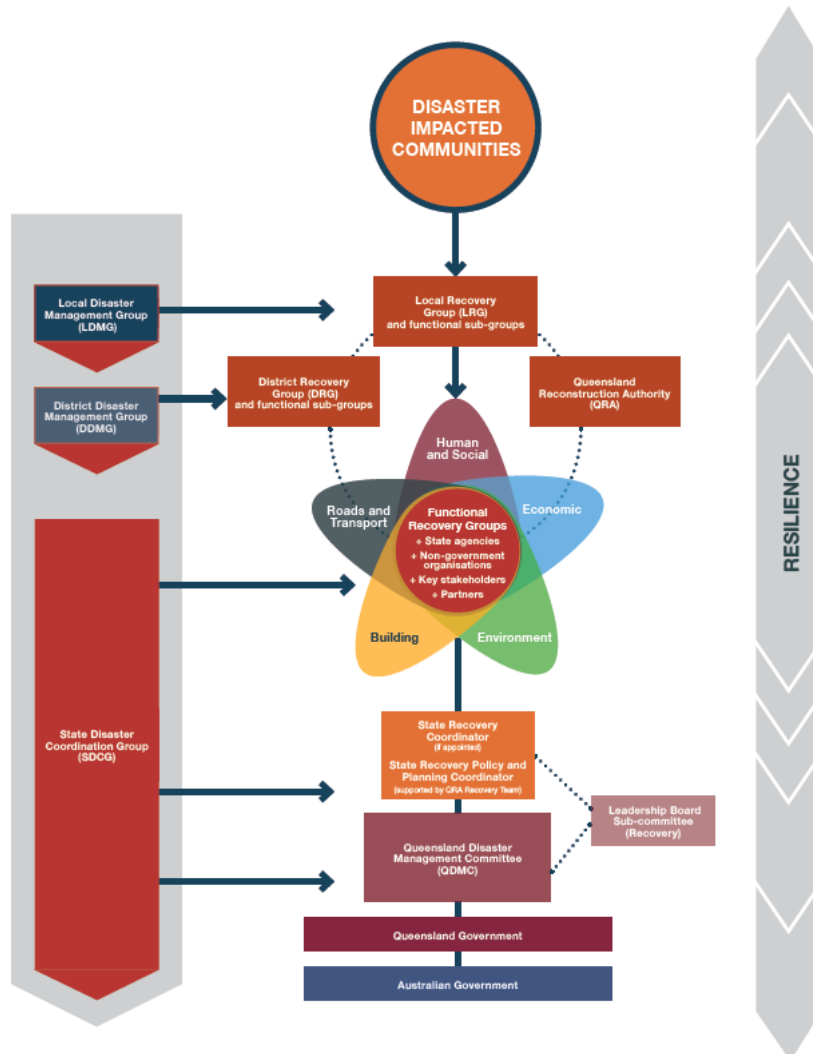
Purpose

The purpose of the Recovery Strategy is to:

- ensure the district supports locally led recovery operations
- coordinate timely, relevant, and accurate recovery assessment and reporting between local, district and state government levels across the district
- coordinate a collaborative and coordinated district approach across the recovery functional areas
- enable optimum recovery outcomes for disaster-impacted communities
- identify opportunities to link resilience building with recovery activities
- outline governance requirements for the district recovery strategy
- describe the arrangements for transition from response to recovery
- articulate the roles and responsibilities of the District Recovery Coordinator (DRC)
- clarify the roles and responsibilities of the District Recovery Group and functional sub-groups

Recovery Stages

Recovery activities occur across three phases:

Stage 1: Immediate (post-impact relief and emergency repairs)

Stage 2: Short / Medium Term (re-establishment, rehabilitation, and reconstruction)

Stage 3: Long Term (restoration, rebuilding, reshaping and sustainability).

Recovery is not a retrospective process, but a process that focuses on building a recovered community.

A state of 'recovered' can be demonstrated when members of the community are able to lead a life, they value living, even if it is different to the life they were leading before the disaster event. Key indicators for being recovered include the ability to meet key cultural milestones, restoration of key facilities and meeting places, and restoration of the natural environment.

District Recovery Structure

Recovery is managed through our District Recovery Group (DRG) which reports to the DDMG. The chair of the DRG is the District Recovery Coordinator (DRC).

The DRG may comprise the following members:

- Chair of the DRG - District Recovery Coordinator
- Chief Executive Officer of impacted Councils as required
- Built functional lead agency representative
- Economic functional lead agency representative
- Environmental functional lead agency representative
- Human and Social functional lead agency representative
- Roads and Transport functional lead agency representative
- Other government and non-government agencies representatives as required
- Emergency Management Coordinator (QFES) – Advisor
- Executive Officer (QPS) – Advisor
- Recovery Officer (QRA) - Advisor

Roles and Responsibilities

The recovery roles and responsibilities of agencies and key positions at the District level will activate as required to meet the recovery needs of the organisations engaged with recovery at the local and state level.

The following key positions and groups may be activated at the district level dependant on the support and coordination required from district by the local and/or state government recovery coordinators.

District Recovery Coordinator

The District Recovery Coordinator (DRC) is appointed by the Chairperson of the DDMG. In the Longreach District:

- The Deputy District Disaster Coordinator (DDDC) is the nominated District Recovery Coordinator
- Another person from a relevant agency may be allocated to the role as required dependant on the recovery situation
- In the absence of the above, the District Disaster Coordinator (DDC) will assume the role until it is filled

DRC duties include:

- chair the district recovery group and coordinate district recovery activities

- facilitate regular reporting and after-action reviews on district recovery activities to the DDMG and other relevant stakeholders as required

- liaise with functional lead agency representatives at the local and state levels

- develop an event specific district recovery plan as required

- perform the role of conduit between local and state level government

District Recovery Group

The District Recovery Group (DRG) may be activated to provide a platform to coordinate recovery efforts at the district level in support of Local Recovery Groups.

The decision to activate the DRG is made by the Chairperson of the DDMG with guidance from the District Recovery Coordinator.

DRG role includes:

- identify members for the DRG

- support the recovery needs at the local level

- identify district impact assessment and recovery needs

- maintain district arrangements to achieve functional responsibilities for recovery.

- facilitates communication and information sharing

- promote council-to-council arrangements where possible to facilitate recovery operations

- facilitates regional leadership discussions to support the State Recovery Coordinator, if appointed.

- establishes a district event-specific recovery plan, if required

- establish sub-groups at the district level as required

District Recovery Sub-groups

District recovery sub-groups ensure that recovery preparation, planning, mitigation, and resilience building strategies are included in the overall district disaster management activities. Sub-groups report to the District Recovery Coordinator/Group.

There are five (5) standard sub-groups with a lead functional agency that may be formed within the Longreach District to support local and state recovery activities, they are:

1. Human and Social – Dept. of Communities, Housing and Digital Economy
2. Economic – Dept. of State Development, Infrastructure, Local Govt., and Planning
3. Environment – Dept. of Environment and Science
4. Building – Dept. of Energy and Public Works
5. Roads and Transport – Dept. of Transport and Main Roads

These groups can be merged in response to the event, such as merging *Building* and *Roads and Transport* to form an *Infrastructure* group. Additional groups may also be formed to assist with the recovery from the disaster.

Recovery Operations

Recovery operations are guided by what stage of Activation the recovery phase is in as determined by activation triggers. An important component of operation is the transition from response to recovery and how that is implemented.

A Recovery Activation Checklist to support recovery management is attached at Appendix 12

RESPONSE AND RECOVERY COMPARATIVE ACTIVATION TIMEFRAMES
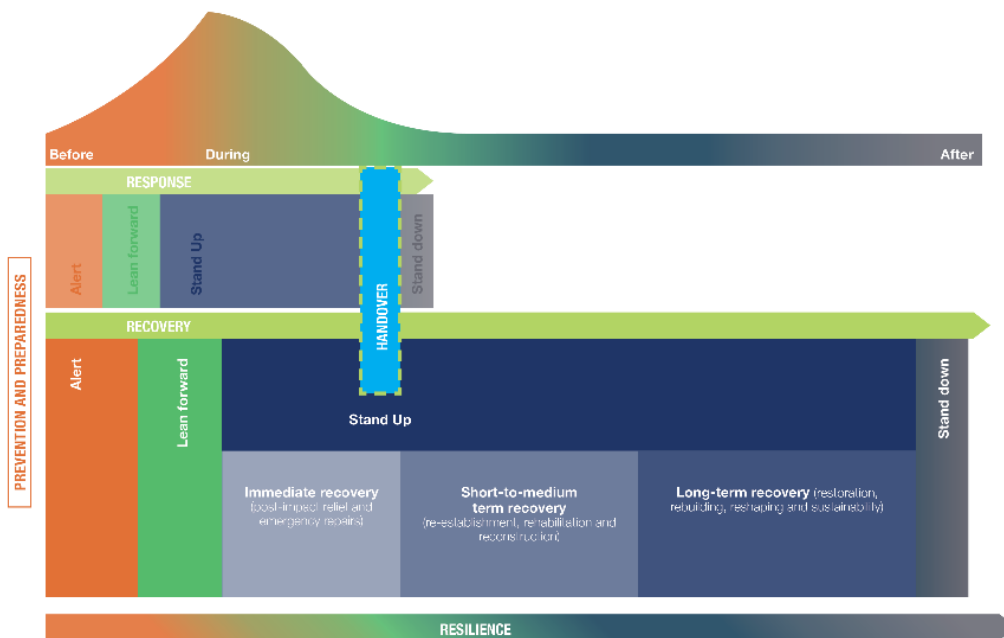
Activation Triggers

Alert

When circumstances indicate a potential disaster, or a disaster is imminent the DRG will activate to Alert status to identify and collect information to ensure recovery strategies and arrangements are developed as required.

Lean Forward

The DRG will move to 'Lean Forward' when the DDMG moves to 'Stand Up' level of activation for response operations. At this time impact assessments are updated, information from response agencies is reviewed and analysed, discussions with possible service delivery agencies are undertaken, governance arrangements are confirmed and recovery planning to develop recovery options will be occurring.

Stand Up

When intelligence and SitReps indicate that the DRG is required to provide assistance, the DRG may move to 'Stand Up' level of activation. At this level, immediate/short term, medium-term and long-term recovery occurs. A District Event-Specific Recovery Plan may also be developed during this stage.

DRGs will provide comprehensive briefings to the DDMG as required on:

- Recovery risks, incomplete actions, current and future issues
- impact assessment of the disaster, focusing on the five functional areas of recovery
- identified barriers to achieving recovery success
- need for Liaison Officers from key recovery stakeholders

The activation of the Recovery sub-groups and the levels of activation will be at the discretion of the DRC.

Stand Down

The DRG [and/or Sub-groups] can 'Stand Down' when the event no longer requires a coordinated operational recovery response. The DRG and sub-groups may stand down at different times as the communities recover at different stages.

The DRG in collaboration with the DDMG will undertake a debrief. This can either be conducted at the end of recovery operations in the form of a Hot Debrief or a Post Event Debrief.

Transition Response to Recovery

The transition from response operations to recovery operations generally relates to the transfer of the coordination role from the DDMG to the DRG. The timing of the transition will be influenced by the nature of the disaster.

Transition will be guided by:

- situation Reports (SitReps) which evidence the de-escalation of response operations
- status of response and immediate recovery/relief operations
- impact and needs assessments
- lifting of restrictions and removal of trading closures or suspensions
- response and early recovery situations that may escalate
- anticipated recovery issues and risks.

The DRC will advise the impacted LRG chairs of the transition, with the DDC advising the relevant LDMG chairs.

Impact Assessments

The DRG/DDMG will consider the response status of an event, incorporating agency updates, Situation Reporting inclusive of agency specific damage assessments and district group meeting status reports with a view to identify the district impact assessment and recovery needs.

The DRG/DDMG may request a District Recovery sub-group be established to manage and advise the DRG/DDMG of the recovery needs for the Local Group area/s. This sub-group will assess and advise on the recovery needs of the LDMG and what supporting capacity is required to manage the recovery operations.

If district capacity is insufficient to deal with the recovery process, the DDMG may seek additional resources and assistance from the State Disaster Coordination Centre. The DRG/DDMG can also make a direct request to whichever of the functional lead agencies can provide the recovery services it requires.

Meetings

Frequency of meetings while operational will be determined by the DRC, with the Chairs of each sub-group identifying their frequency. Meetings will occur to collaborate, manage, coordinate, monitor and reporting on recovery operations.

The District Recovery Coordinator will facilitate meetings as required but should hold one pre-season meeting with recovery group members

Reporting

The District Recovery Coordinator is to facilitate reporting of the recovery group and functional lead agencies to the DDMG and other DRG and sub-groups are to provide regular reports, frequency determined at time of event, to the DDMG, LDMG and relevant State Functional Recovery Groups.

The DRG and sub-groups are to complete the District Recovery Report template.

District Event Specific Plan

In the event of a disaster, the DRC/DRG should consider if the development of an event-specific district recovery plan is required to support local recovery efforts. The Plan should be informed by the event specific local recovery plans. The Plan will need to identify those recovery objectives that are common to the district and could be addressed and supported at the district level through a common approach. QRA are willing to provide support if required in facilitating discussions to assist in the development of and/or drafting of event specific plans depending on resource capacity.

Post Recovery Evaluations

The DRG should review and evaluate the effectiveness of recovery operations and the event-specific event plan, if relevant, to inform improvements of future recovery and mitigation strategies.

APPENDIX 1 – AMENDMENT REGISTER

No / Ref	Issue Date	Comment	Inserted by	Date
21/01	20/02/2020	New Plan created	Sgt Melissa Baird	20/02/2020
22/02 V3.0		Rewrite of plan	A/Sgt. Jen Fraser EMC Phil Kuhne	03/03/2022

APPENDIX 2 – DISTRIBUTION LIST

An electronic copy of this plan will be forwarded to the nominated contact within each agency, that contact is responsible for distribution internally within their agency.

Organisation	Position	Electronic Copy √
QPS	DDC, Chair DDMG	1
QFES	Zone Commander, EMC	2
QAS	Regional Director	1
LRC	Chair LDMG , LDC	2
BRC	Chair LDMG , LDC	2
BSC	Chair LDMG , LDC	2
BTRC	Chair LDMG , LDC	2
WSC	Chair LDMG , LDC	2
TMR	Regional Director	1
CWHHS	CEO	1
Qld Public Health	Manager	1
DoCHDE	PCRO	1
DHPW	Manager	1
ADVISORY MEMBERS		
QFES	EMC	1
SES	Area Officer & Local Controller	2
RFS	District Officer	1
DAF	Liaison Officer	1
JOSSNQ	Warrant Officer Class 2	1
ABC	Chief Staff	1

APPENDIX 3 – LONGREACH DISTRICT DISASTER PLANNING FRAMEWORK

The Longreach District Disaster Planning Framework provides a structure for managing plans and doctrine developed to support district disaster management and disaster operations, they include the following:

Plans

- Longreach District Disaster Management Plan

Sub-plans

- Evacuation Sub-plan

Sub-plans – Hazard Specific

- Longreach District Pandemic Sub-plan

Guidelines

- District Disaster Coordination Centre Guideline

Community Information Documents

- Community Disaster Management Flip Book – "Be Ready Central West"

Notes

- The Longreach DDMG will review their suite of disaster management plans annually to determine if they have an appropriate level of plans and guidelines in place to support district disaster management activities
- Generally, plans and sub-plans will be provided in a restricted and public version
- Generally, guidelines may only be developed as a restricted version as they are an internal management document containing confidential information

APPENDIX 4 - LONGREACH DISTRICT RISK ANALYSIS

Risk Analysis Matrix

	Likelihood	Consequence				
		Insignificant	**Minor**	**Moderate**	**Major**	**Catastrophic**
CONTROL LEVEL EFFECTIVENESS	**Almost Certain**	Moderate	High	Extreme	Extreme	Extreme
	Likely	Moderate	High	High	Extreme	Extreme
	Possible	Low	Moderate	High	Extreme	Extreme
	Unlikely	Low	Low	Moderate	High	Extreme
	Rare	Low	Low	Moderate	High	High

Risk No.	Level of Existing PP Controls	Level of Existing RR Controls	Consequences	Likelihood	Risk	Confidence Level
STORMS 1	-Building codes - Resilience of networks and infrastructure -Warning systems -Local training	-QPS -SES -Essential Services Workers -Business Continuity Plans -Evacuation Plans -Recovery Plans	MODERATE	ALMOST CERTAIN	MEDIUM	HIGH
FLOODING 2	- Building codes -Flood mitigation Strategies -Drainage systems and maintenance -Public Education -Warning systems -Local training					
BUSHFIRE 3	-Building codes -Council Regulations -Public Education -Warning Systems -Evacuation Centres -Controlled burning off	-QPS -QFRS -SES -Essential Services workers -Business Continuity Plans -Evacuation Plans		POSSIBLE	HIGH	
CHEMICAL/ FUEL/OIL SPILL 4	-Resilient networks and infrastructure -Legislation on transport bulk storage -Warning systems -Public education	- QFRS -DTMR/MSQ -SES -Essential Services worker -Business Continuity Plans -Evacuation Centres -Recovery Plans		LIKELY	MEDIUM	

PANDEMIC 5	-Public Education -Early Warning Systems -Evacuation plans	-QFRS -SES -Essential Services workers -Business Continuity Plans -Evacuation Plans	MINOR	UNLIKELY	LOW	MODERATE
INFESTATION 6						
INFRASTRUCTURE FAILURE 7	-Building codes -Public Education -Resilient networks and infrastructure.	Essential Service workers -SES -QPS -Evacuation -Business Continuity Plans	MODERATE	POSSBLE	MEDIUM	
TERRORISM 8	-Law enforcement -Building codes -Resilient networks and Infrastructure -Warning systems -Local training -Agency and Industry Planning -Media Plan -Evacuation plans	-QPS -EMQ -Emergency Services -Mass transportation Agencies -LDMG -DDMG - Essential Services workers -Business Continuity Plans -Evacuation Centres -Dept of Communities -Recovery Plans	MAJOR	UNLIKELY	LOW	HIGH

APPENDIX 5 - LONGREACH DISTRICT RISK EVALUATION

Risk No.	Tolerability	Treatment Strategies	Residual Consequences	Residual Likelihood	Residual Risk	Further Action
STORMS **1** **FLOODING** **2** **BUSHFIRE** **3** **CHEMICAL/** **FUEL/OIL** **SPILL** **4** **PANDEMIC** **5** **INFESTATION** **6** **INFRASTRUCTURE** **FAILURE** **7** **TERRORISM** **8**	Tolerable Subject to ALAR	-Effective Planning -Flexible, agile structure -Seeking continuous improvement through training and exercises -Seeking continuous improvement through review of other bodies training, responses and exercises -Establishing effective information management systems -Commitment to timely actions and distribution of information	MODERATE MAJOR MINOR	ALMOST CERTAIN POSSIBLE UNLIKELY	MEDIUM HIGH MEDIUM LOW	Treatment Required No. Further analysis

APPENDIX 6 – LONGREACH DISTRICT RISK MANAGEMENT REGISTER

The Longreach DDMG Risk Register is the summary of the Risk Assessment Process undertaken. It identifies treatment options for the risks and the agencies who have responsibility for the risk and its treatment.

Longreach District Risk Register

Risk Source	Risk Statement	Impact Category	Prevention/Preparedness Control	Recovery/Response Controls
STORM **1A**	There is the potential a severe storm will impact on the Longreach Disaster District causing interruption to essential services and damage to vital infrastructure	Infrastructure	-Building codes -Resilience of networks and infrastructure -Warning systems -Local training	-LDMG -DDMG -QPS -Emergency Services -SES -Essential Services Workers -Business Continuity Plans -Auxiliary power supply
1B	There is the potential a severe storm will impact on the Longreach Disaster District causing significant damage to residential properties including private residences, Aged care facilities, etc.	People	-Building codes -Resilience of networks and infrastructure -Warning systems -Evacuation planning -Planning for establishment of support networks and services	-QPS -EMQ -Emergency Services -LDMG -DDMG -Essential Services Workers - Business Continuity Plans -Evacuation Centres -Dept of Communities - Recovery Plan -Resupply Guidelines -Volunteer Organisations
1C	There is the potential a severe storm will impact on the Longreach Disaster District Causing significant damage to the environment.	Environment	-Town Planning -Environmental Planning -DEH Disaster Management Plans	-Local Government - DEH

1D	There is the potential a severe storm will impact on the Longreach Disaster District causing significant damage to local businesses and industry causing Economic impact.	Economy	-Business Continuity Plans -District Recovery Plans	-Local government DSDIP -State and Federal Support -Industry and Government Recovery planning
FLOODING **2A**	There is the potential sustained rainfall, dam release or dam failure will cause widespread flooding or localised flooding to low lying areas in the Longreach Disaster District impacting essential services and damage to vital infrastructure	Infrastructure	-Building codes -Flood mitigation strategies -Resilience of networks and Infrastructure - Warning systems -Local training	-DDMG -QPS -Emergency Services -SES -Essential Services Workers -Business Continuity Plans -Auxiliary power Supplies
2B	There is the potential sustained rainfall, dam release or dam failure will cause widespread flooding or localised flooding to low lying areas in the Longreach Disaster District inundating numerous residential properties.	People	-Building codes -Flood mitigation strategies -Drainage systems and maintenance -Public Education -Warning Systems -Local training -Evacuation Plans	-QPS -Emergency Services -SES -LDMG -DDMG -Essential Services Workers -Business Continuity Plans -Evacuation Centres -Dept of Communities -Longreach DDMP 54 -Recovery Plans -Resupply Guidelines -Volunteer Organisations
2C	There is the potential sustained rainfall, dam release or dam failure will cause	Environment	-Flood mitigation strategies -Drainage systems and maintenance -Public Education -Warning Systems	-DEH -Local Government

<td style="background:yellow"></td>	widespread flooding or localised flooding to low lying areas in the Longreach Disaster causing significant environmental damage.		-Local training -Environmental Engineering	
2D <td style="background:yellow"></td>	There is the potential sustained rainfall, dam release or dam failure will cause widespread flooding or localised flooding to low lying areas in the Longreach Disaster Causing significant damage to local businesses and industry causing economic impact.	Economy	-Flood mitigation strategies -Business Continuity Plans - District Recovery Plans	-Local government -DSDIP -State and Federal funding and support -Industry and Government Recovery planning
BUSHFIRE **3A** <td style="background:#29ABE2"></td>	There is the potential a bushfire in the Longreach Disaster District will cause severe damage to essential services and vital infrastructure	Infrastructure	-Building codes -Council regulations -Resilience of networks and infrastructure -Warning systems -Local training	-LDMG -DDMG -QPS -Emergency Services Longreach DDMP -SES -Essential Services Workers -Business Continuity Plans --Auxiliary power Supplies
3B <td style="background:#29ABE2"></td>	There is the potential bushfire in the Longreach Disaster District will cause significant damage to houses and threat to human life.	People	-Building codes -Council Regulations -Public Education -Early Warning Systems -Evacuation plans -Local training	-QPS -EMQ -Emergency Services -LDMG -DDMG -Essential Services Workers -Business Continuity Plans -Evacuation Centres -Dept of Communities -Recovery Plans

				-Resupply Guidelines -Volunteer Organisations
3C	There is the potential bushfire in the Longreach Disaster District will cause Significant damage to the environment.	Environment	-Bushfire preparedness Strategies -Council Regulations -Public Education - Warning Systems -Local training -Environmental engineering	-DEH -Local government -QFRS -Business Continuity Plans -District Recovery Plans
3D	There is the potential bushfire in the Longreach Disaster District will cause damage across local business and industry resulting in damage to the economy.	Economy	-Business Continuity Plans -District Recovery Plans	-Local government -DSDIP -QFRS -State and Federal funding and support
CHEMICAL/ FUEL/ OIL SPILL **5A**	There is the potential an oil or chemical spill in the Longreach Disaster District could Cause significant damage to the environment.	People	-Legislation re storage and carriage of hazardous materials -Emergency Services Training	-QPS -EMQ -Emergency Services -DTMR/MSQ -LDMG -DDMG -Essential Services Workers -Business Continuity Plans -Evacuation Centres -Recovery Plans -Resupply Guidelines -Volunteer Organisations
5B	There is the potential an oil or chemical spill in the Longreach Disaster District could cause significant damage to the Environment.	Environment	-Legislation re storage and carriage of hazardous materials - Emergency Services Training	-QFRS -DTMR/MSQ -EPA -DEH -District Recovery Plans -Business Continuity Plans

PANDEMIC **6A**	There is the potential a pandemic could cause significant impact for people across The Longreach Disaster District.	People	-Queensland Health Plans -Pandemic Plan - 0Influenza Plan -Heat Stress Plan -Public Awareness -Seasonal Preparedness -Media Plan -Evacuation plans -Local training	-Queensland Health -QPS -EMQ -LDMG -DDMG -QFRS -QAS -SES -Dept of Communities -Medical Services
6B	There is the potential an infestation or plague could cause significant impact for people, animals or vegetation across the Longreach Disaster District.	Economy / Environment	-Queensland Health Plans -Pandemic Plan -Biosecurity Plans -Public Awareness -Seasonal Preparedness -Media Plan -Evacuation plans -Local training	-Queensland Health -QPS -EMQ -DSDIP -LDMG -DDMG -QFRS -QAS -SES -Medical Services
INFRASTRUCTURE **FAILURE** **7A**	There is the risk of a major disruption to critical infrastructure through system failure.	Infrastructure	-Building codes -Resilience of networks and infrastructure -Warning systems -Local training	-LDMG -DDMG -QPS -Emergency Services -SES -Essential Services Workers -Business Continuity Plans -Auxiliary power
TERRORISM **8A**	There is the potential a terrorist incident could cause major disruption to critical infrastructure in the Longreach Disaster District.	Infrastructure	-Law enforcement - Building codes -Resilience of networks and infrastructure -Warning systems -Local training -Agency and Industry Planning -Media Plan -Evacuation plans	-LDMG -DDMG -QPS -Emergency Services -SES -Essential Services Workers -Business Continuity Plans -Auxiliary power supplies

8B	There is the potential a terrorist incident could cause multiple deaths and significant threat to the safety of people and require evacuations.	People	-Law enforcement -Building codes -Resilience of networks and infrastructure -Warning systems -Local training -Agency and Industry Planning -Media Plan -Evacuation plans	-QPS -EMQ -Emergency Services -Mass transportation Agencies -LDMG -DDMG -Essential Services Workers -Business Continuity Plans -Evacuation Centres -Dept of Communities -Recovery Plans
8C	There is the potential a terrorist incident could cause widespread damage in the Longreach Disaster District including to the environment.	Environment	-Law enforcement -Local government -State and Federal funding and support	-QPS -DEH -DSDIP -Local government -Business Continuity Plans -District Recovery Plans
8D	There is the potential a terrorist incident may cause widespread damage causing long term impact to the economy.	Economy	-Law Enforcement -Business Continuity Plans -District Recovery Plans	-QPS -Local government -DSDIP -QFRS -State and Federal funding and support

APPENDIX 7 - LONGREACH DISTRICT RISK TREATMENT PLAN

Risk No.	Treatment Strategy	Priority	Responsible Agency	Consequential Actions	Resource Requirement	Implementation Timeframe	Performance Measures
1	Effective Planning	HIGH	DDMG	Review of all 5x LDMP's for Longreach and the DDMP	LDMG and DDMG Members	Due 30 September	All plans to SDMG for review
2	Building flexible, agile structures			Training for group members. Procedures for DDCC Activations. Training for LDCC and DDCC activations. Exercises for DDMG members	DDMG XO, EMC and all LDMG's	Continuous	-Exercises - Member training in LDCC and DDCC
3	Seeking continuous improvement through review of own actions			Review of any DDMG response. Review of any training and exercise activities	DDMG XO, EMC and all LDMG's	Continuous	-Review of response to disasters locally -Review of response to disasters nationally and internationally
4	Seeking continuous improvement through review of own actions			Ongoing review of known incidents and responses	DDMG XO, EMC and all LDMG's	Continuous	-Review of response to disasters locally. -Review of response to disasters nationally and internationally

5	Establish effective information management systems			Continuous review of communication systems used by DDMG, LDMGs and other agencies and jurisdictions	DDMG XO, EMC and all LDMG's	Due 30 September	-Review of job tasking Systems -Exercises testing job tasking systems -Review of SITREP format -Review of SITREP collation processes. -Exercises to test SITREP processes
6	Timely actions by group			Maintaining and exercising effective networks and systems of triggers and alerts to ensure timely exchange of information	DDMG XO, EMC and all LDMG's	Continuous	- Preparation and commitment to early alert of group when required - Commitment to early activation of group when required - Commitment to early declarations when required
7	Timely distribution of information by group			Maintaining and exercising effective networks and systems of triggers and alerts to ensure timely exchange of information	DDMG XO, EMC and all LDMG's	Continuous	- Dissemination of preseason briefings - Dissemination of early warnings

Longreach District Disaster Management Plan (DDMP) Version 3.0 January 2022

APPENDIX 8 – LONGREACH DISTRICT DISASTER MANAGEMENT TERMS OF REFERENCE

Meetings

Reporting requirements within the Longreach Disaster District shall in accordance with s38 of the DMA and Part 3 of the Disaster Management Regulations (DMR). The DDMG may conduct its business, including its meetings, in a way it considers appropriate.

Reporting requirements within the Longreach Disaster District shall be consistent with the requirements of Disaster Management Groups Business and Meetings Manual and statutes listed above, which can be found in the following weblinks:

- www.disaster.qld.gov.au
- www.legislation.qld.gov.au

In accordance with section 12 of the *Regulations* group meetings must be held at least once every six (6) months at times and place decided by the chair of the group.

- **Ordinary** – a meeting which is scheduled and convened on a regular basis at an agreed time. Ordinary meeting are used to address the general business of the group.
- **Extraordinary** – a special meeting convened by the Chair in response to an operational event.

The calendar for meetings will be reviewed periodically and amended as necessary to address any emergency situations that may arise. The Longreach DDMG has agreed to the following schedule:

- February/March
- September (Exercise)
- October/November

Terms of Reference have been set outlining the conduct of business by the group and is included as **Annexure C**.

Quorum

A quorum is required for meeting resolutions to be officiated. DDMG members are required to achieve quorum, which in accordance with section 13 of the DM Regulations, is equal to:

- One-half of its members holding office plus one; or in the case where one-half of its members is not a whole number, the next highest whole number

An attendance sheet will be completed at the commencement of each DDMG meeting to record member attendance and ensuring the meeting has reached quorum. This attendance sheet also forms part of the meeting minutes.

Where it is anticipated that a scheduled meeting will not reach quorum, the Chair may:

1. Proceed with the meeting – any proposed resolutions would need to be endorsed via a flying minute.
2. Reschedule the meeting – this option is best if there are proposed agenda items that would require a discussion from members
3. Cancel the meeting – whilst not the preferred option, the Chair may cancel a meeting if the proposed agenda items could be held over until the next scheduled meeting.
4. Progress the business via a flying minute – this option allows progression of any urgent agenda items whilst not requiring a physical meeting of the DDMG.

Temporary District

Section 28 (a-f) of the *Act* provides for the establishment of temporary districts when the chairperson of the State group (QDMC) is satisfied that a disaster has happened, is happening or is likely to happen, in two or more adjoining disaster districts.

The function of the temporary district disaster coordinator is to coordinate disaster operations (including recovery) in the temporary disaster district from the group.

Support to other Districts

The Longreach Disaster District may also be required to support neighbouring District and Local Government areas impacted by hazards and threats occurring within these areas. Such events/incidents or disaster may include animal, plant diseases carried through or into the area by transport and a failure of critical infrastructure such as power and communication.

The Longreach DDMG is will and able to offer support through the available assets of the district as requested and required.

Reporting

Business reporting requirements of the DDMG are to be managed by the Executive Officer (XO). Meetings, status reports and annual operational planning requirements will be maintained in accordance with the *Act* and supporting guidelines.

Administrative Reporting

In compliance with section 37 of the *Act*, each relevant Local Government must at least once a year given written notice of membership to the Chief Executive and the Chairperson of the District Group.

Agency Status Reports

Written member status reports on behalf of core member agencies are used to update other DDMG members on the status of the member agency's disaster initiatives, projects, training/exercises, community awareness programs, disaster management plans, operations conducted or contact information.

This information assists the DDMG to evaluate the status of the disaster management and disaster operations for the District disaster are. Member status reports are to be provided to the XO five (5) days prior to each DDMG meeting.

Annual Reports

The DDMG is required to complete a status report at the end of each financial year and provide the completed report to the Queensland Disaster Management Committee (QDMC).

This report will be furnished in the format and at the time stipulated by the QDMC. This report will also be furnished to the DDMG as an Annual Report on the activities of the District Group.

The Executive Officer of the District Group is responsible for the preparation of this report.

Membership

A list of current members and advisors is attached at Appendix 7 – Contact Directory. The following is an indicative listing of required members and advisors across the Longreach District

DDMG Position	Organisation	Position	Deputy
Chairperson/DDC	QPS	Inspector Longreach Patrol Group	
Deputy Chairperson	QPS	OIC Longreach Police Station	
Executive Officer	QPS	Sergeant – Disaster Management Support Officer	
Member – Local Govt. (LG)	Longreach Regional Council	Chair LDMG	Local Disaster Coordinator (LDC)
Member – LG.	Barcaldine Regional Council	Chair LDMG	LDC
Member – LG.	Blackall-Tambo Regional Council	Chair LDMG	LDC
Member – LG.	Barcoo Shire Council	Chair LDMG	LDC
Member – LG.	Winton Shire Council	Chair LDMG	LDC
Member -Govt. Dept. (GD)	QLD Fire & Emergency Services (QFES)	Zone Commander, Superintendent	CR Director Regional Ops
Member-GD	Qld Ambulance Service (QAS)	Area Director, Superintendent	Area Supervisor
Member-GD	Central West Hospital & Health Service (CWHHS)	CEO	Director, Disaster Management
Member-GD	Public Health Service	CR Manager	
Member-GD	Dept. of Transport & Main Roads (DTMR)	CW District Director	
Member-GD	CR Building & Asset Services	District Manager	
Member-GD	Dept. of Communities, Housing & Digital Economy	Principal Community Recovery Officer	

Advisors

Organisation	Position	Deputy
QFES	Emergency Management Coordinator	
QRA	Liaison Officer	
Dept. of Agriculture & Fisheries (DAF)	Agricultural Coordination Officer	
Dept. of Environment & Science (DES)	Manager, Environmental Services	
Dept. of Human Services	Liaison Officer	
Red Cross	Liaison Officer	
Ergon	CW Manager	
Dept. of Housing and Public Works	Regional Director Central Qld	
Dept. of Education & Training	Regional Director	
Dept. of Premier & Cabinet	Principal Stakeholder Relationships Manager	
Dept. of Local Govt., Racing & Multicultural Affairs	Senior Regional Advisor	
ADF - JOC	Warrant Officer	
ABC	Chief of Staff	
Qld Rail	Supply Chain Interface Manager	

Sub-Committee's

Please note these sub-committee's may only be activated in response to an identified need and are not on-going

Sub-Committee's	Agency	Subject Area
Disaster Management Plan Review Committee	QPS / QFES / Local Governments representatives	District Disaster Management Plan
District Risk Management Group	All agencies	District Risk Management Plan
District Human Social Recovery Committee	DCCS and DS	District Human Social Recovery Sub-plan
Emergency Planning Steering Committee	Qld Health	District Health Sub-plan
District Evacuation Committee	QPS	District Evacuation Sub-plan
District Transport Committee	Department of Transport and Main Roads	District Transport Sub-plan

DDMG Functions

Function	Summary
(a) Ensure disaster management & disaster operations in the district are consistent with the Qld Disaster Management Committee's (QDMC) Strategic Policy Statement (SPS)	The Strategic Policy Statement (SPS) and the Emergency Management Assurance Framework (EMAF) Standard establish strategies, principles, shared responsibilities and outcomes for the disaster management groups to discharge their DM responsibilities in accordance with the DM Act.
(b) Develop effective disaster management for the district, including: • District Disaster Management Plan (DDMP). • regularly review and assess disaster management.	Effective disaster management for DDMG's follows the comprehensive (all-hazards, all agencies and prepared communities) approach of prevention, preparedness, response and recovery, whilst applying effective evidence-based risk management. s.53 DMA, a DDMP is to be developed and include provision for the Strategic Policy Framework and be consistent with the disaster management standard and guidelines. The DDMP is required to review the plan at least annually or as required.
(c) Provide reports and make recommendations to the QDMC about matters relating to disaster management and disaster operations in the district.	DDMG accountability is established through consistent reporting (preparation of status, annual and operational reports and post-incident reviews) on disaster management and disaster operations.
(d) Regularly review and assess the disaster management of LDMG's in the district.	It is the role of the DDMG to review and assess LDMG disaster management activities in the disaster district annually.
(e) Ensure relevant QDMC decisions and policies are incorporated in the district and Local disaster management arrangements.	QDMC decisions and policies such as the State Plan, the SPS and disaster management or operational guidelines are considered and incorporated into District and Local disaster management through planning, risk assessments and DM activities.
(f) 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,	Disaster management and disaster operational activities and requirements are communicated to the community, utilising effective public education, and awareness strategies and mechanisms.
(g) Identify resources that may be used for disaster operations in the district.	Resources are identified and prioritised by undertaking evidenced based risk assessments of the disaster district. This identifies priorities, resources, mitigation strategies and treatment options required and accessible within the district. A gap analysis and contingency plans are implemented to ensure the shortfall can be accessed from outside the disaster district e.g. State or Australian Government.

Function	Summary
(h) Make plans for the allocation, and coordination of the usage of resources mentioned in paragraph (g).	Development of disaster plans at all levels identify capability and capacity gaps which guide disaster management activities.
(i) Establish and review communication systems for use when a disaster happens, in the group, and with and between LDMG's in the district.	Maintain a contemporary, up to date approach to communications and communication systems. The district utilises a communication cascade where message content and contingencies are consistent, reliable and value add to the message dissemination process.
(j) Ensure information about an event or a disaster in the district is promptly given to the QDMC and each LDMG in the district.	Establish clear command, control and coordination arrangements to support disaster management and operations at all levels. Agencies report internal and to the DDMG on current and projected operations.
(k) Prepare, under s. 53 of the DM Act, a DDMP.	The DDMP outlines how: • disaster management principles are applied • risks to the district are managed • disaster operational arrangements are activated.
(l) Perform other functions given to the group under this Act.	Other functions may be accepted by members in support of a lead agency's management of events
(m) Perform a function incidental to a function mentioned in sections 1-11	Members will have the resources to assist other agencies and the community through effective plans and collaborative arrangements.

Roles and Responsibilities

Role	Responsible Person - Agency	Key Accountabilities
Group Management: • Chairperson • District Disaster Coordinator(DDC)	Appointed by the QPS Commissioner under s.25(2) & 25(A) of DM Act & Reg. 6 of the DM Regulations QPS – Inspector, Longreach Patrol Group	**Chairperson:** • Manage & coordinate group business • Ensure the group performs its functions under s.23 DMA • Regularly report to the State Group on the district groups functions and performance **District Disaster Coordinator:** Performs functions as per s.26A DMA: • Undertakes the group Chairperson role • Coordinate disaster operations • May delegate functions to a suitably qualified member
Deputy Chairperson	Appointed by QPS Commissioner under s.25(2) of DMA & Reg.6 of DM Regulations OIC Longreach Police Station	Deputy chairperson is responsible for: • Assisting the chairperson to manage & coordinate DDMG business • Chairing DDMG meetings in the absence of the chairperson • Assisting the chairperson & executive officer to review the district disaster plan • Provision of timely and accurate advice to the DDC in matters relating to disaster management • Assisting the chairperson, in their role as DDC, in coordinating disaster operations • Reporting to the district group on operational issues regarding the disaster • Representing the chairperson when the chairperson is unavailable • Undertaking the role of the DDC when delegated that function • Performing any other task or functions as required by the DDC/Chairperson for the efficient and effective performance of the district group.

Role	Responsible Person - Agency	Key Accountabilities
Executive Officer (XO)	Appointed by QPS Commisioner under s.27 of DMA QPS appointment from Longreach Patrol Group	The XO supports the group in the performance of its functions, as directed by the chairperson. The XO is responsible for: • Establishment of the District Disaster Coordination Centre (DDCC) & standard operating procedures (SOPs) • Identification & training DDCC staff • Activation & operational management of the DDCC •Provision of administrative support to the DDMG • Maintenance & distribution of the DDMG contact list • Review district disaster management plans in partnership with DDMG members • Liaison with Queensland Fire and Emergency Services (QFES) in the facilitation of exercises to test operational preparedness of district & local disaster management arrangements & DDCC operations • Assist QFES with disaster management training • Facilitate post disaster debriefs • Establishment of, and liaison with a network of relevant agencies, to provide advice on current and emerging disaster trends • Provision of timely and accurate advice to the DDC in matters relating to disaster management • In conjunction with QFES, disseminating information on disaster preparedness to QPS and community networks • Representing the DDC when required, including providing briefings on behalf of the DDC • Ensuring the district group fulfils its legislative responsibilities - s. 23: 'Functions' of the DMA • Performing any other tasks or functions as required by the DDC for the efficient and effective performance of the district group.

Role	Responsible Person - Agency	• Key Accountabilities
Member	Appointed in writing by relevant Agency and confirmed by DDMG/QFES	• Participate in and vote on DDMG activities • Provision of relevant organisational advice and resource allocation to the DDMG • Maintain a disaster response capability • Ensure disaster information is promptly reported to the DDC
Advisor	Appointed in writing by relevant Agency and confirmed by DDMG/QFES	• Participate in DDMG activities • Provide organisational disaster management/operational advice • Maintain a disaster management and operational capability as required • Ensure disaster information is promptly reported to the DDC • Ensure disaster information is promptly reported to the DDC
Liaison Officers	Appointed senior representatives from organisations	• Provision of relevant organisational advice and resource allocation to the DDMG • Compliance with organisational roles & responsibilities defined in the State Disaster Management Plan

APPENDIX 9 – AGENCY DISASTER MANAGEMENT AND OPERATIONS ROLE & RESPONSIBILITIES

Agency	Local Role and Responsibilities
Council - LDMGs **Longreach** **Barcaldine** **Barcoo** **Blackall-Tambo** **Winton**	**Council** Continuity of Council services: • Road Closure & Condition Reporting • Water - Sewerage • Refuse disposal • Public health • Animal control • Environmental protection **LDMGs** • Development of Local Disaster Management Plan • Establish Local Disaster Coordination Centre (LDCC). • Support provision of public information • Support public education/awareness programs • Support DDCC operation • Coordinate support to local response agencies • Maintain operational resources • Coordinate impact assessments • Support authorised evacuation • Facilitate Evacuation Centre Management • Coordinate local community support services
Queensland Reconstruction Authority (QRA)	• Lead agency for Recovery • Coordinate and administer reconstruction activities

Industry Representatives
    • **Ergon**
    • **Telstra**
    • **QLD Rail**
    • **ADF**
	• Advise on industry-specific effects of any potential disaster event
	
	• Provide Situation Reports and Impact Assessments
	
	• Advise on the response assistance that industry can provide

Agency	Local Role and Responsibilities
Queensland Police Service (QPS)	Maintain police functions: - District management of Queensland's disaster management system on behalf of the SDMG - Preservation of law and order - Prevention of crime - Security of possible crime scenes - Investigation of the criminal aspect of any event - Coronial investigation procedures - Traffic control, including assistance with road closures and maintenance of roadblocks - Crowd management/public safety - Coordination of search and rescue - Security of evacuated areas - Registration of evacuated persons.
QFES - Disaster Management (EMC)	- Coordinate policy, planning and operational advice to local disaster managers - Coordinate provision of disaster management training - Deploy EMC to support disaster management and operations
QFES - **Fire & Rescue(FRS)** - **Rural Fire Service (RFS)**	Maintain QFES functions: - FRS, management of structural fires, hazmat and technical rescue - RFS, primary agency for bushfires
Queensland Ambulance Service (QAS)	Maintain QAS functions: - Triage, assessment, treatment and transportation of injured persons - Assist with medical emergency evacuations - Provision of advice regarding medical special needs sectors of the community

Agency	Local Role and Responsibilities
State Emergency Service (SES)	- Support Public Education and Awareness strategies - Assist with rescue of trapped or stranded persons - Flood boat operations - Conduct search operations for missing persons - Emergency repair/protection of damaged and/or vulnerable buildings - Assistance with debris clearance - First Aid - Assist Police with Traffic Control activities - Short term welfare support to response agencies - Assist with impact assessment - Assist with establishment and maintenance of communications systems - Provide emergency lighting.
Queensland Health • **Central West Hospital & Health Service (CWHHS)** **Public Health**	Maintain Health services: CWHHS - Coordination of medical resources - Psychological and counselling services for disaster affected persons - Ongoing medical and health services required during the recovery period to preserve the general health of the community. Public Health - Public health advice and warnings to participating agencies and the community

APPENDIX 10 – FUNCTIONAL SPECIFIC PLANS

Function	Functional Lead Agency	Roles and Responsibilities
Transport	Department of Transport and Main Roads	Arrangements for the provision of resources for the transportation modes of road, rail & air , and transport engineering
Emergency Supply Warnings	Queensland Fire and Emergency Services	Arrangements for the acquisition and management of emergency supplies and services in support of displaced persons during disaster operations. Where local capacity is exhausted, QFES coordinates the acquisition and management of emergency supplies, through the State Disaster Coordination Centre (SDCC) Agencies are to use their own internal acquisition / supply and support resource capability before requesting further support. The acquisition of specialist resources is the responsibility of the respective agency. WARNINGS and ALERTS
Building and Engineering Services	Department of Housing and Public Works	Arrangements for the provision of resources and services pertaining to all engineering disciplines
Community Recovery	Department of Environment and Science	Arrangements for the re-establishment of electronic communication links and the provision of special communication facilities to support State and Disaster District level operations
Public Health and Safety Mass casualty management Mass fatality management (in conjunction with police)	Queensland Health	Arrangements for the provision of medical and health resources to support disaster response and recovery operations through: • Command, control and coordination of medical resources. • Public health advice and warnings. • Transportation of patients. • Psychological and counselling services; and • Ongoing medical and health services required during the recovery period.
Mass casualty management (in conjunction with Health) Evacuation management Search and Rescue Stranded Persons	Queensland Police Service	• Arrangements for the provision and management of response requirements. • Command, control and coordination of resources • Protecting life and safety of members of the community • Working in conjunction with other agency for the identification of victims and notifications • Supply of provisions to stranded persons

APPENDIX 11 – HAZARD SPECIFIC PLANS

Specific Hazard	Lead Agency	State Plan - Responsibility
Bushfire	Queensland Fire and Emergency Service (Rural Fires Division)	**State Plan:** QLD Bushfire Plan • Primary agency for bushfire response • Implementation of all aspects of the Bushfire Preparedness Plan • Lead firefighting on the protected area State and State forests where there is no threat to life or property
	Queensland Parks and Wildlife Service	
Emergency Animal - Plant Disease	Department of Agriculture and Fisheries	**National Plan:** • Aust Vet Emergency Plan (AUSVETPLAN) • Natural Disaster Plan Lead agency for containment and eradication of animal and plant diseases and pests. Coordinate efforts to prevent, respond to, and recover from plant and animal pests and diseases and invasive plants and animals. • Provide advice on animal welfare. • Collaborate with stakeholders with shared responsibilities and other organisations to facilitate prevention, preparedness, response and recovery strategies and priorities for animal welfare management within a community. • Provide advice in relation to agriculture, fisheries and forestry disaster impacts. • Coordinate destruction of stock or crops in an emergency pest / disease situation. • Administer Disaster Relief Funding Arrangements for the agriculture industry • Lead the reporting on the disaster impact assessments on the agricultural sector, • Coordinate the Agriculture Coordination Group with agricultural industry groups to provide information about the effect that a disaster event has on the agriculture, fisheries and

		forestry industries and the issues that individuals and businesses are facing in responding to and recovering from a disaster event
		• Engage with industry on preparedness for climate risks and aid with economic recovery.
		• Assist agriculture and fishery industries in prevention and preparedness through normal business operations and service provision to industry and communities.
Heatwave	Queensland Health and Hospital Services	**State Plan:** Health Support Emergency Management Plan • Articulate the roles and responsibilities of the health sector consistent with the QDMA • Outline arrangements for preparedness, response and recovery for heatwaves • Describe how the notification, assessment and activation of relevant plans will occur • Describe heatwave triggers and response activities for QH and other agencies. • Support a cycle of ongoing evaluation that will continue to improve the capabilities of QH and other agencies to prepare for and respond to heatwaves
Pandemic	Qld Health Service	**State Plan:** Qld Whole of Govt. Pandemic Plan
Terrorism	Queensland Police Service	**State Plan:** QLD Counter-Terrorism Strategy • Lead agency for terrorism related events and investigation.
Chemical, Biological & Radiological	Qld Health Service	**State Plan:** State of Qld Multi-Agency Response Plan to CBR Incidents

APPENDIX 12 – ESCALATION MATRIX

	Triggers	Actions	Communications
Alert	• One or more LDMGs operational • Awareness that threat may be widespread	• XO briefs DDC on LDMGs activation levels • Analysis of threat • Contact with LDCs • Plan to activate DDCC. • Advise Media Liaison Officer	• DDC and XO on mobile remotely
Lean Forward	• Potential requirement for DDMG to coordinate disaster operations or provide support because of threat or resource requirements	• Maintain contact with LDCs • Communication procedures established • DDCC planning commenced 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	• DDC, XO and DDMG members on mobile and monitoring email remotely • Ad-hoc reporting • Establish stand-by incident with DIEMS
Stand Up	• Request for assistance/support received from LDCCs • Threat is imminent impacting on District • Coordinated WoG support required • Significant State resources committed	• Develop situational awareness • Warnings disseminated • SDCC advised DDMG stood up • Initial SITREP to SDCC • DDCC activated and roster developed • Forward planning commenced • DDCC functional units in place • Coordination of State support commenced	• 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 • DIEMS incident activated
Stand Down	• LDMGs stood down from response • Recovery arrangements functional	• Final check for 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	• DDMG members not involved in the recovery operations resume standard business and after hours contact arrangements.

APPENDIX 13– RECOVERY ACTIVATION MATRIX

Response		Triggers	Actions	Communications
Response Lead Forward	**Recovery Alert**	• Response phase at 'lean forward' level of activation	• Appointment of District Recovery Coordinator (DRC) • Potential actions and risk identified • Information sharing commences • DRC in contact with DDC/ DDCC • Initial advice to all recovery stakeholders	• DDC or DRC and District Functional Recovery Group (DFRG) members on mobile • Ad-hoc reporting • DFRGs reporting for their line of responsibility
Response Stand Up	**Recovery Lean Forward**	• Response phase at 'stand up' level of activation • Immediate relief arrangements may be required during response phase	• Monitoring of response arrangements • Analysis of hazard impact • Relief and recovery planning commences • Preparations are made for the deployment of resources for the provision of immediate relief commenced by Functional Recovery lead agencies	• DDC and DFRG members on mobile and monitoring email remotely • Regular reporting • DFRG leads championing reporting for their area of responsibility.
Response Stand Down	**Recovery Stand Up**	• Immediate relief arrangements are required • Medium term recovery commences. • Response phase moves to stand down 'level of activation.'	• DFRG activated at DDCC or alternate location • District Recovery strategy activated • Deployment of resources for the provision of immediate relief measures • Action plan/s of District Functional Recovery lead activated • Transition arrangements from 'response to relief and recovery activated	• DDC and DFRG liaison officer present at DDCC or alternate locations • DDC and DFRG members involved in medium term recovery continue as required • DFRG reporting regularly to DDC/DDMG
	Recovery Stand Down	• DFRG arrangements finalised • Community returns to normal activities with ongoing long-term recovery support provided by functional lead agencies as required.	• Consolidate financial records • Reporting requirements finalised • Participate in recovery debrief • Participate in post event debrief • Post event review and evaluation • Long term recovery arrangements transferred to functional lead agencies • Return to core business	• DDC and DFRG members resume standard business and after hours contact arrangements • District Functional lead agencies report to DDC/DDMG as required and during DDMG meetings.

APPENDIX 14 – CONTACT DIRECTORY

In accordance with the Information Privacy Act 2009, when collecting personal information members are to note that information must only be used for the purpose for which it was collected and only disclosed to persons outside the DDMG with the member's permission.

All members are to be aware that the DDMG is required to keep current contact details of DDMG members and other organisations involved in disaster management. Each time membership details change; the XO should be advised and new membership details provided so that the member register can be updated.

A copy of this appendix is provided as per the Distribution List and considered upon request otherwise.

APPENDIX 15 - GLOSSARY

A comprehensive list of disaster management acronyms and definitions can be found at the following sites:

- Australian Institute of Disaster Resilience (AIDR) – www.knowledge.aidr.org.au/glossary
- QLD Govt Disaster website – www.disaster.qld.gov.au/dmg/Glossary/Pages/default.aspx

Acronym general rule: Write the full name followed by the acronym in brackets, the acronym is used where appropriate throughout the document

The following is a list of the most common terms and acronyms used in LDMP and its definition.

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 the Commissioner, Queensland Police Service as the Chair 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 operates horizontally across organisations and agencies.
Deputy Chair	The person appointed by the Commissioner, Queensland Police Service as the Deputy Chair of the DDMG
Disaster	A serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community recover from the disruption. (Disaster Management Act 2003)
Disaster District	Part of the state prescribed under a regulation as a disaster district
Disaster Management	Arrangements about managing the potential adverse effect of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster. (Disaster Management Act 2003)
Disaster mitigation	The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event. (Disaster Management Act 2003)
Disaster operations	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event. (Disaster Management Act 2003)
Disaster risk assessment	The process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria. (COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002)
District Disaster Coordinator	A person appointed under the Disaster Management Act 2003 who is responsible for the coordination of disaster operations in the disaster district for the District Disaster Management Group.

District Disaster Management Group	The group established in accordance with s22 of the Act to provide coordinated State Government support and resources to LDMGs on behalf of local governments.
District Disaster Management Plan	A plan prepared in accordance with s53 of the Act, that documents planning and resource management to counter the effects of a disaster within the disaster district.
Event	(1) Any of the following: a. a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening b. an explosion or fire , a chemical, fuel or oil spill, or a gas leak c. an infestation, plague or epidemic (example of an epidemic – a prevalence of foot-and-mouth disease) d. a failure of, or disruption to, an essential service or infrastructure e. an attack against the state f. another event like an event mentioned in (a) to (e). (2) An event may be natural or caused by human acts or omissions. (Disaster Management Act 2003)
Executive Officer DDMG	A person appointed to the position of Executive Officer to the district group by the Commissioner, Queensland Police Service.
Executive Team	The Chair, Deputy Chair and Executive Officer.
Extraordinary Meeting	A meeting convened by the Chair 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 Act to inform the QDMC, 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 the DDMG or LDMG.
Hazard	A source of potential harm, or a situation with a potential to cause loss. (Emergency Management Australia, 2004)
Local Disaster Coordinator	A person appointed under the Act who is responsible for the coordination of disaster operations for the LDMG.
Local Disaster Management Group	The group established in accordance with s29 of the Act to support the disaster management and operational activities of local governments.
Local Disaster Management Plan	A plan that documents agreed arrangements that are in place to deal with disaster events within the local government's area of responsibility
Member	A person officially appointed as a member of the DDMG. Members have voting rights to validate the business of the group
Ordinary Meeting	A DDMG meeting which is scheduled and convened on a regular basis at an agreed time (set by the Chair) to discuss routine business of the group.

Post-disaster Assessment	Addresses performance during and the risks revealed by a disaster event to improve future development of mitigation measures. Post-disaster assessment forms part of continuous improvement of the whole system. (Adapted from COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002)
Primary Agency	An agency allocated responsibility to prepare for and respond to a specific hazard based on their legislated and/or technical capability and authority
Queensland disaster management arrangements	Whole-of-government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management.
Recovery	The taking of preventative measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment. (Disaster Management Act 2003)
Relief	Efforts to meet the immediate needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and basic human needs
Residual Risk	The risk remaining after risk treatment. Residual risk can contain unidentified risk. Residual risk can also be known as 'retained risk'. (ISO Guide 73:2009 Risk management – Vocabulary)
Resilience	A continuous process of learning from experience, reassessment and adaptation. In the disaster management context, resilience can be considered as a system's or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances
Risk	The effect of uncertainty on objectives. (ISO Guide 73:2009 Risk management – Vocabulary)
Risk Management	Coordinated activities to direct and control a community or organisation about risk. (Adapted from ISO Guide 73:2009 Risk management – Vocabulary)
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. (Disaster Management Act 2003)

Abbreviations - Acronyms

BoM	Bureau of Meteorology
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DIEMS	Disaster, Incident and Management System
DRAT	District Recovery Assessment Team
DRC	District Recovery Coordinator
DRFA	Disaster Recovery Funding Arrangements
DRG	District Recovery Group
EA	Emergency Alert
EAP	Emergency Action Plan
EMC	Emergency Management Coordinator
EOC	Emergency Operations Centre
IGEM	Inspector General Emergency Management
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LGA	Local Government Area
LRG	Local Recovery Group
PPRR	Prevention, Preparation, Response, Recovery
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QDMTF	Queensland Disaster Management Training Framework
QERMF	Queensland Emergency Risk Management Framework
RFA	Request for Assistance
SES	State Emergency Service
SEWS	Standard Emergency Warning Signal
SITREP	Situation Report
SOP	Standard Operating Procedure

Longreach District Disaster Management Plan (DDMP) Version 3.0 January 2022

APPENDIX 16 – REFERENCE LIST

Legislation
- Disaster Management Act 2003
- Disaster Management Regulations 2014
- Public Safety Preservation Act 1986
- Police Powers and Responsibilities Act 2000
- Other specific legislation as required e.g. Public Health Act 2005for Pandemic

Policy
- Disaster Management Strategic Policy Statement (SPS): Articulates the approach, objectives & strategies for disaster management for the State.
- QLD Offers of Assistance Policy

Plans
- State Disaster Management Plan (SDMP)
- Queensland Recovery Plan

Standards and Assurance
- Emergency Management Assurance Framework (IGEM)
- Standard for Disaster Management in Queensland (IGEM)
- Risk Management Standard ISO 31000-2009

Other Doctrine
- National Disaster Recovery Principles
- QLD Emergency Risk Management Framework
- QLD Strategy for Disaster Resilience
  https://www.qra.qld.gov.au/sites/default/files/2018-10/queensland_strategy_for_disaster_resilience_2017_0.pdf
- QLD Disaster Management Training Framework

Guidelines

- Prevention, Preparedness, Response & Recovery Disaster Management Guideline
- https://www.disaster.qld.gov.au/dmg/Pages/DM-Guideline.aspx
- QLD Emergency Alert Guidelines
- QLD Offers of Assistance Guideline
- https://www.disaster.qld.gov.au/dmg/st/Documents/M1030-LDMG-Responsibilities-Manual.pdf

Key links
- **Error! Hyperlink reference not valid.**
- www.igem.qld.gov.au
- www.recovery.gov.au
- www.disaster.qld.gov.au
- www.qfes.qld.gov.au
- www.givit.org.au
- www.volunteeringqld.org.au

End of Document

Longreach District Disaster Management Plan (DDMP) Version 3.0 January 2022