

Gladstone District Disaster Management Group

GLADSTONE DISTRICT DISASTER MANAGEMENT PLAN

Incorporating the Local Government Areas of:

Banana Shire Council

Gladstone Regional Council

Foreword

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

The Gladstone District Disaster Management Plan (the Plan) has been prepared under the authority of the Disaster Management Act 2003 (the Act) to provide a framework for comprehensive disaster management within the Gladstone District and to ensure that disaster management and disaster operations in the district are consistent with the State group's Disaster Management Strategic Policy Statement for disaster management for the State.

The plan is designed to enhance the District's disaster management capacity by ensuring the necessary strategies are in place to provide a comprehensive (Prevention/Mitigation, Preparedness, Response and Recovery), all-agency, whole-of-government approach to disaster management through effective disaster management arrangements that may be applied in an all-hazards context.

The plan also incorporates hazard specific strategies for disaster management in respect to hazards identified through hazard analysis as having potential to cause significant losses within the community; physically, psychologically and economically.

The plan has been prepared by the executive of the Gladstone District Disaster Management Group (DDMG) and reviewed and endorsed by members of the DDMG who each have significant contributions and roles in disaster management operations.

The plan is a dynamic document that may be amended as required to incorporate legislative changes and lessons learned from activations during disaster situations. The plan will also be reviewed periodically and amended as necessary to address the districts most significant risks as identified through hazard analysis and risk assessments and ensure compliance with current best practice procedures in disaster management planning.

Darren Somerville
District Disaster Coordinator
Gladstone District Disaster Management Group

05/10/2022

Business

Endorsement and Authorisation

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

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

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

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

Darren Somerville
District Disaster Coordinator
Gladstone District Disaster Management Group

Dated: 05/10/2022

EMAF Component 4: Planning <ul style="list-style-type: none">• Key Outcome 4.1 and 4.2• Indicators 4 (c)

Table of Contents

Foreword.....	1
Business	2
Endorsement and Authorisation	2
Table of Contents.....	3
Document Control	6
Amendments	6
Amendment Register	6
Distribution	6
Administration and Governance.....	7
Purpose and Authority to Plan.....	7
Objectives.....	7
Strategic Policy Statement	7
Scope	8
Disaster Management Priorities.....	8
Review and Assurance	9
Review and Renew Plan	9
External Assessment	9
Review of Local Disaster Management Arrangements.....	10
District Disaster Management Group.....	10
Establishment.....	10
Role	10
Functions of the DDMG	10
Membership.....	11
Structure	12
DDMG Chairperson - District Disaster Coordinator (DDC)	12
Deputy Chairperson - Deputy District Disaster Coordinator.....	12
Executive Officer.....	12
Core Members	12
Advisors.....	13
Functional and Supporting Committees.....	14
Reporting	14
Administrative Reporting.....	14
Status Reports.....	14
Annual Reports	14
Meetings and Quorum.....	14
Roles and Responsibilities	15
Prevention and preparedness.....	16
Prevention Strategies	16
Preparedness.....	16
Capacity Building	17
Community Awareness	17

Training	17
Exercises	18
Post Disaster Assessment.....	18
Disaster Risk Assessment	19
Community Context.....	19
Geography	19
Banana Shire Council.....	19
Gladstone Regional Council	20
Bordering Local Government Boundaries	20
Climate and Weather	20
Demography.....	21
Major Industry	21
Critical Infrastructure	22
Water Supply Network.....	22
Port of Gladstone	22
Power	23
Sewerage.....	23
Telecommunications	23
Essential Services	24
Health	24
Transport Network	24
Air.....	24
Rail	24
Road	25
Hazardous Sites.....	25
Community Organisations	25
Aged Care.....	25
Shopping Facilities	25
Emergency Service Organisations.....	25
Volunteer Marine Rescue.....	25
Queensland Ambulance Service	25
Queensland Police Service.....	25
Queensland Fire and Emergency Services.....	26
Rural Fire Brigades.....	26
State Emergency Service	26
Surf Life Saving	26
Economy / Industry	26
Community Preparedness.....	27
Public Buildings.....	27
Special Events and Festivals	27
Hazards	29
Risk Management Process	30
Risk Assessment	30
Risk Treatment	30
Response Strategy	31
Warning Notification and Dissemination	31

Emergency Alert	32
Activation and Triggers for Response	32
District Disaster Coordination Centre	34
Staffing of the District Disaster Coordination Centre	34
Operational Reporting.....	35
District Situation Reports (SITREPS).....	35
Disaster Declaration	35
Functional Lead Agencies	36
Functional Plans	36
Disaster Operations Functional Plan Register	36
Hazard Specific Arrangements	37
Request for Assistance.....	38
Request for Air Support	39
Defence Assistance to the Civil Community (DACC)	39
Request for Supplies and Equipment.....	40
Resupply.....	40
Emergency Supply	41
Financial Management	41
Operational Plans	42
Recovery Strategy	43
Transition Triggers	43
Transition from response operations to recovery operations	43
Functions of Recovery.....	44
Gladstone District Human and Social Recovery Committee	44
Parameters	45
Operational and Action Plans	45
Considerations for Recovery Operational and Action Plans	45
Recovery Lead Agencies.....	46
Annexure Index	47
Annexure K – Abbreviations and Acronyms.....	48
Annexure K – Definitions.....	50
Principles of Disaster Management:	51

Document Control

Amendments

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

Executive Officer
Gladstone District Disaster Management Group

Postal

Gladstone DDMG
PO Box 1000
Gladstone QLD 4680

Email

DDC.Gladstone@police.qld.gov.au

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

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

Amendment Register

No / Ref	Issue Date	Inserted by	Date
1/20	13/05/2020	S/Sgt J. Healy 10657	07/05/2020
2/20	13/05/2020	S/Sgt J. Healy 10657	12/05/2020
3/21	14/09/2021	SSGT Goodwin	14/09/2021
5/22	01/05/2022	SSGT Goodwin	05/10/2022

Distribution

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

In compliance with [section 56 of the Act](#), A copy of the plan is available on the Queensland Police Service website: www.police.qld.gov.au

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

EMAF Component 4: Planning

- Key Outcome 4.1
- Indicators 4 (e)

Administration and Governance

Purpose and Authority to Plan

The Gladstone District Disaster Management Plan is prepared under the provision of [Section 53 of the Act](#). This plan details the arrangements within the Gladstone Disaster District to provide whole-of-government planning and coordination capability to support local governments in disaster management.

EMAF Component 4: Planning

- Key Outcome 4.2
- Indicators 4 (a)

Objectives

The objective of the Gladstone District Disaster Management Plan is to facilitate the implementation of effective and efficient disaster management strategies and arrangements including:

- the development, review and assessment of effective disaster management for the district including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster;
- compliance with the:
 - Queensland Disaster Management Committee's (QDMC) Strategic Policy Statement;
 - The State Disaster Management Plan;
 - The District Disaster Management Guidelines; and
 - any other Guidelines relevant to district level disaster management.
- the development, implementation and monitoring priorities for disaster management for the district.

EMAF Component 4: Planning

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

Strategic Policy Statement

Disaster management and disaster operations in the Gladstone Disaster District are consistent with the Disaster Management 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, based on the National Emergency Risk Assessment Guidelines and the Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines.

- Recognising the commitment of stakeholders and the need for collaboration across all levels of government, community, industry, commerce, government owned corporations, private and volunteer organisations, and local communities in all aspects of disaster management;
- Emphasising building and maintaining sincere relationships, trust, teamwork, consultative decision-making, and shared responsibilities among stakeholders; and
- Promoting community resilience and economic sustainability through disaster risk reduction.

<p>EMAF Component 1: Hazard Identification and Risk Assessment and 4: Planning</p> <ul style="list-style-type: none"> • Key Outcomes 1.2, 4.1 & 4.2 • Indicators 1 (a) and 4 (c)
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Scope

This plan details the arrangements necessary to undertake disaster management within the Gladstone Disaster District in support of the two local governments:

- [Gladstone Regional Council](#); and
- [Banana Shire Council](#)

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

<p>EMAF Component 4: Planning</p> <ul style="list-style-type: none"> • Key Outcome 4.2 • Indicators 4 (a)

Disaster Management Priorities

The priorities for the Gladstone Disaster Management Group are to:

- Improve community (including business) disaster planning/mitigation and preparation;
- Manage training of DDMG members in line with the Queensland Disaster Management Training Framework;
- Integrate effective disaster risk reduction initiatives into strategic and corporate plans at appropriate levels of government, community organisations, industry and commerce;
- Monitor and evaluate the disaster management arrangements to:
 - streamline arrangements ensuring efficiency and effectiveness;
 - develop clear accountability, including defined roles and responsibilities at all levels;
 - improve the communication flow process;
 - develop whole-of-government, media and community engagement arrangements; and
 - actively promote and encourage continuous improvement and integration of lessons learned.

The Annual Operational Priorities for the Gladstone DDMG are contained within the DDMG Annual Operational Plan. This operational plan outlines the operational priorities for the forthcoming year pursuant to the provisions of [Section 53 \(2\)\(e\) of the Act](#).

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

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

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

Review and Assurance

Review and Renew Plan

In accordance with [Section 55 of the Act](#) (the Act) the District Disaster Management Plan shall be reviewed annually. This review shall be conducted by members of the DDMG identified by the DDC and shall be conducted as follows:

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

Any Sub-plans of the Disaster Districts Functional Committee's shall be reviewed annually by the same members and shall be conducted as follows:

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

The effectiveness of the DDMP and Sub-plans shall be reviewed and assessed against the IGEM Emergency Management Prioritisation Tool.

[IGEM Emergency Management Assurance Framework](#)

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

External Assessment

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

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

The [Emergency Management Assurance Framework](#) (the Framework) has been established by IGEM to support accountability and build consistency across all levels of the disaster management arrangements and reinforces a shared responsibility for delivering better disaster management outcomes for the community. The framework establishes the Standard for Disaster Management in Queensland and is founded on six shared responsibilities, good practice guidance and clear accountabilities.

The Gladstone District Disaster Management Group will ensure its disaster management operations and planning adhere to the principles of the Framework and Standard.

Further information in relation to the requirements and components of the Framework and the Standard may be found at:

[Inspector-General Emergency Management](#)

Review of Local Disaster Management Arrangements

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

All review and assessments of local disaster management arrangements conducted by the DDMG will be undertaken in accordance with the direction provided by IGEM. Reviews are required to be conducted and submitted by:

- September 30 each year

The DDMG Executive Officer and EMC attends all quarterly meetings of the Gladstone and Banana LDMG's. These meetings discuss the minutes, agendas, business arising, general business and member agency reports.

The main purpose of the Executive Officer attendance at these meetings is to:

- Discuss emerging disaster management priorities across the district,
- Deal with exceptions of local and district group members as they arise; and
- General collaboration and networking.

Additionally, this provides the Executive Officer and EMC the opportunity to overview sub plan development and contribute to local subgroups and disaster management projects.

District Disaster Management Group

Establishment

The Gladstone District Disaster Management Group (DDMG) is established in accordance with [Section 22; 'Establishment and Functions' of the Act](#) which incorporates the Banana Shire Council and Gladstone Regional Council LGA's.

Role

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

The Gladstone DDMG performs a 'middle management' function within Queensland Disaster Management Arrangements (QDMA) by providing coordinated state government support when requested by the Local Disaster Management Groups (LDMG's).

Functions of the DDMG

Under [Section 23 of the Act](#), the Gladstone District Disaster Management Group has the following functions for which it is established:

- (a) to ensure that disaster management and disaster operations in the district are consistent with the State group’s strategic policy framework for disaster management for the State;
- (b) to develop effective disaster management for the district, including a district disaster management plan, and regularly review and assess that disaster management;
- (c) to provide reports and make recommendations to the State group about matters relating to disaster management and disaster operations in the district;
- (d) to regularly review and assess—
 - (i) the disaster management of local groups in the district; and
 - (ii) local disaster management plans prepared by local governments whose areas are in the district;
- (e) to ensure that any relevant decisions and policies made by the State group are incorporated in its disaster management, and the disaster management of local groups in the district;
- (f) to ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster;
- (g) to coordinate the provision of State resources and services provided to support local groups in the district;
- (h) to identify resources that may be used for disaster operations in the district;
- (i) to make plans for the allocation, and coordination of the use, of resources mentioned in paragraph (h);
- (j) to establish and review communications systems in the group, and with and between local groups in the district, for use when a disaster happens;
- (k) to ensure information about an event or a disaster in the district is promptly given to the State group and each local group in the district;
- (l) to prepare, under [section 53](#), a district disaster management plan;
- (m) to perform other functions given to the group under this Act;
- (n) to perform a function incidental to a function mentioned in paragraphs (a) to (m).

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

Membership

[Section 24 of the Act](#) and [section 5 of the Disaster Management Regulation 2014](#) provides for the membership of district groups. For management purposes the DDMG is divided into two (2) sub-groups consisting of:

- Core members; and
- Advisory members

The Gladstone DDMG is comprised of persons and representatives as nominated in section 24 of the Act ‘Membership’:

- Chairperson – District Disaster Coordinator

- Deputy Chairperson
- Executive Officer
- A representative of each local government within the district; and
- Persons representing departments whom the QDMC in consultation with the DDC considers appropriate to be represented on the group.

In considering appropriate membership to the DDMG, members should ensure they:

- Attend DDMG activities with a full knowledge of their agency resources and services and the expectations of their agency;
- Are available and appropriately briefed to actively participate in DDMG activities to ensure that planning, projects and operations use the full potential of their agency or function, while recognising any resource or capacity limitations;
- Are appropriately positioned within their agency to be able to commit agency resources to DDMG normal business activities;
- Undertake training in accordance with the Queensland Disaster Management Training Framework (QDMTF); and
- Ensure their agency deputy is appropriately trained and has the relevant authority to take on their responsibilities should they be unavailable, and/or to provide additional support during extended operations.

Core members are required to advise the Gladstone DDMG Chair in writing of any change in title or position within their organisation or change in contact details. The core member is to also advise if they are leaving their position.

The DDMG is to review its membership every year unless a deficiency is identified in the interim.

Structure

DDMG Chairperson - District Disaster Coordinator (DDC)

The structure of the Gladstone DDMG complies with section 24 of the Act with the Queensland Police Service, Inspector, Gladstone Patrol Group occupying the role of the Gladstone District Disaster Coordinator (DDC) (section 24 and section 25).

The DDC is also the chairperson of the DDMG ([section 25A of the Act](#)). The Chairperson of the DDMG must report regularly to the State Group about the performance by the District Group of its functions ([section 26 of the Act](#)).

Deputy Chairperson - Deputy District Disaster Coordinator

The DDC has an appointed Deputy who may perform the functions of chairperson in the absence of the DDC (s.24 and s.25 of the Act) as appointed by the Commissioner of the Queensland Police Service.

Executive Officer

A police officer occupies the role of the Executive Officer to the Gladstone DDMG ([section 27 of the Act](#)). [Section 28 of the Act](#) provides 'the function of the Executive Officer of a district group' is to support the group in the performance of its functions, as directed by the chairperson of the district group.'

Core Members

Core membership of the Gladstone DDMG comprises a representative from each local government and state government departments. Appointments to the DDMG are made in reference to the position held

by the representative of their department and not to their name. This allows for the capacity for movement of personnel within their respective organisations without affecting the quorum or membership of the DDMG.

The core membership of the Gladstone DDMG comprises of:

- Queensland Police Service (QPS) - Chairperson; Deputy Chairperson and Executive Officer
- Banana Shire Council (BSC)
- Gladstone Regional Council (GRC)
- Queensland Fire and Emergency Services (QFES)
- Queensland Fire and Emergency Services (Emergency Management Coordinator)
- Queensland Ambulance Service (QAS)
- Department of Communities, Housing and Digital Economy (DCHDE)
- Department of Energy and Public Works (DEPW)
- Department of Environment and Science (DES)
- Queensland Health (QH)
- Queensland Health (Public Health Unit)
- Department of Transport and Main Roads (DTMR)
- Department of Transport and Main Roads (MSQ)

Advisors

Representatives of the following departments / agencies may be invited to attend DDMG meetings and assist in disaster operations in an advisory and cooperative disaster capacity as required:

- Australian Defence Force - Joint Operational Support Staff
- Australian Red Cross
- Department of Agriculture and Fisheries
- Department of Children, Youth Justice and Multicultural Affairs
- Department of Education
- Department of Regional Development, Manufacturing and Water
- Workplace Health and Safety Queensland
- Department of State Development, Infrastructure, Local Government and Planning
- Department of Employment, Small Business and Training
- Queensland Building and Construction Commission
- Bureau of Meteorology
- Ergon
- Queensland Rail
- Queensland Reconstruction Authority
- Telstra
- NBN
- Australian Broadcasting Corporation
- Capricorn Helicopter Rescue Service
- Persons representing departments whom the Executive Officer of the Queensland Disaster Management Committee in consultation with the DDC considers appropriate to be represented on the group as advisors.

Advisors do not impinge upon the quorum requirement for resolutions but hold a vital role within the group providing advice, assistance, expertise and resources to the DDMG and the DDC. They too may be called upon to deliver material to the DDMG relating to their agencies / business core functions and capacity.

The DDMG Contact List (comprising of members and advisors) is included in Annexure A to this plan **(not for public dissemination)**.

Functional and Supporting Committees

Supporting Committee	Agency	Meetings / Plans
Disaster Management Plan Review Committee	QPS / QFES / Local Government's representatives	District Disaster Management Plan
District Risk Management Group	All agencies	District Risk Management Plan
District Human Social Recovery Committee	DCHDE	District Human Social Recovery Sub-plan

Reporting

Reporting requirements within the Gladstone Disaster District shall be in accordance with [section 38 of the Act](#), and Queensland's District Disaster Management Group Guidelines.

Reporting requirements within the Gladstone Disaster District shall be consistent with the requirements of Queensland's District Disaster Management Group Guidelines as follows:

DDMG Guidelines

<https://www.disaster.qld.gov.au/dmg/Documents/QLD-Disaster-Management-Guideline.pdf>

Disaster Management Act 2003

<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-091>

Administrative Reporting

In compliance with [section 37 of the Act](#), each relevant Local Government must at least once a year give written notice of membership to the chief executive and the chairperson of the District Group.

Status Reports

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

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 management initiatives as they relate to the disaster management framework (PPRR). This information is also utilised to assist the executive officer in the compilation of the annual status report.

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 QDMC.

The report is furnished in the format stipulated by the QDMC. The report is also furnished to the membership as an annual report on the activities of the DDMG.

Meetings and Quorum

In accordance with [section 12 Disaster Management Regulation 2014](#) meetings must be held at least once every six (6) months at a time and place determined by the chair of the group. The Gladstone

DDMG currently meets up to 4 times per year notwithstanding extraordinary meetings that may be called. The calendar for meetings is reviewed and amended as necessary.

The current agreed schedule for the Gladstone DDMG.

- September – Exercise and training and operational readiness
- December – Seasonal outlook and operational readiness
- March – Overview of season, disaster priorities
- June – End of year review, status reports, planning considerations

A quorum of members is required for meeting resolutions to be officiated. [Section 13 of the Disaster Management Regulation 2014](#) refers to quorum for meetings of disaster management groups and provides that it is a number equal to one-half of its members holding office plus one; or in the case where one-half of its members is not a whole number, the next highest whole number.

Personal attendance at meetings is preferred, however if this cannot be achieved a member may be able to participate by using any technology that reasonably allows members to hear and take part in discussions as they happen ([section 17\(1\) of the Disaster Management Regulation 2014](#)). For example, if teleconferencing facilities are available the member is taken to be present at the meeting.

A record of attendance shall be kept as part of the governance of the Gladstone DDMG meetings. [Section 18 of the Disaster Management Regulation 2014](#) provides that the Gladstone DDMG must keep minutes of its meetings. Minutes will be distributed to members after any meeting held for verification of accuracy. Minutes will be adopted at subsequent meetings and will be held by the DDC on behalf of the Gladstone DDMG.

Action items identified during a meeting must be recorded and must be actioned by the representative identified during the meeting as being the appropriate agency to progress the identified item, issue or query. Progress or conclusion of action items must be recorded in a subsequent meeting.

EMAF Component 4: Planning

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

Roles and Responsibilities

A detailed itemisation of the roles and responsibilities of member agencies are outlined within the [State Disaster Management Plan](#). The Gladstone District Disaster Management Group adopts the itemisation of these roles and responsibilities at the district level.

EMAF Component 4: Planning and 8: Control

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

EMAF Component 3: Capability Integration and 8: Control

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

Prevention and preparedness

Prevention Strategies

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

All agencies within the District have a responsibility to identify risks and consider treatment options to mitigate against disasters. Agencies with specific responsibility to influence mitigation should actively seek to do so with the full support of other agencies. This may include, but is not limited to:

- Infrastructure design and planning
- Road development / redevelopment
- Land clearing considerations

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

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

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

EMAF Component 1: Hazard Identification and Risk Assessment and 2: Hazard Mitigation and Risk Reduction <ul style="list-style-type: none">• Key Outcomes 1.1, 1.2, 1.3, 2.2 and 2.3• Indicators 1 (a) (c) and 2 (e) (i) (j) (k)

Preparedness

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

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

Considerations for disaster management planning include:

- Risk Assessment and hazard management;
- Education, Training, information sharing (including lessons learned);
- Capability development and interoperability;
- Community engagement and awareness.

Capacity Building

Community Awareness

Section 23 of the Act relates to functions of the district group for the disaster district for which it is established. In particular section 23(f) states *'to ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster.'*

The Gladstone DDC and DDMG have forged a close working relationship with the Banana and Gladstone LDMGs. Both the Banana and Gladstone LDMG provide on their websites and produce publications which have been delivered to the community promoting public education in disaster management. These programs are aimed at building community awareness and providing a platform for communities to increase their resilience. These initiatives have been released with the appreciation of the DDC.

During events where activation or preparedness to activate occur, the DDC works closely with the chairs of the Banana and Gladstone LDMG to provide a united and uniform message to the public and ensure information is delivered in an accurate and timely manner. Publications or media releases considered during these times must be consulted with and approved by the DDC prior to release.

Due to the capability of local government to access and communicate with their constituents, the Gladstone DDMG will provide a supportive role and will actively participate with local governments to ensure that community awareness programs are maintained. Review of programs will be conducted in an ad hoc manner in response to threats and perceived threats, with the DDMG or the relevant agency if the threat is agency specific.

The Gladstone DDMG will actively support and promote state and national community awareness programs.

Training

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

The Capricornia District QFES Emergency Management Coordinator (EMC) is responsible for delivering disaster management training within the district with the help of coordination by the Local Government Disaster Management Officers and maintaining a calendar for training conducted within the district. This process enables the Gladstone District to collaborate on dates for training, exercising and meetings.

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

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

While face to face delivery of training is preferred particularly to those with key roles in disaster management, as it allows for improved understanding and knowledge sharing, better interaction and networking, however it is recognised that this is not always possible. Training can be accessed online through the [Disaster Management Learning Management System](#), access can be gained by contacting the QFES EMC.

EMAF Component 3: Capability Integration and 4: Planning

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

Exercises

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

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

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

To ensure continuous improvement, each exercise will be evaluated for its effectiveness and relevance to disaster management. The evaluation can take many forms including written or oral feedback but will primarily be based on a hot debrief (conducted immediately after the exercise has concluded), and a formal debrief.

EMAF Component 3: Capability Integration and 4: Planning

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

Post Disaster Assessment

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

Post-disaster reviews are conducted to:

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

EMAF Component 3: Capability Integration and 4: Planning

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

Disaster Risk Assessment

Community Context



Figure 2: Map of the Gladstone Disaster District

The Gladstone Disaster District comprises the local government areas of the Banana Shire Council and the Gladstone Regional Council. The Banana Shire Council and Gladstone Regional Council are required to form a Local Disaster Management Group in accordance with [section 29 of the Act](#).

Geography

Banana Shire Council

The Banana Shire Council area consists topographically of the Dawson and Callide Valleys included in the Dawson River Catchment areas.

Three major highways traverse the area of responsibility, these being the Burnett and Leichhardt Highways running from north south and the Dawson Highway running from east to west.

There are 824 kms of Department of Main Roads in the Shire and 4391 kms of Shire Roads. Railway lines are from Theodore to Moura, Moura to Gladstone, Biloela and Koorngoo connected to Moura and Gladstone line at Earlsfield, and Callide Coalfields to Dakenba, which is on the Biloela-Koorngoo-Earlsfield line that connects to Moura-Gladstone line.

Aerodromes are located in the Shire at Thangool, Moura, Theodore, Taroom, and Baralaba.

The area of responsibility is bordered by the Regional Councils of Western Downs and Maranoa Regional Councils to the south, Gladstone Regional Council to the east, Rockhampton Regional Council to the north, Central Highlands to the west and North Burnett to the southeast,

The Shire boundaries take in an area of 28,550.2 km² (this represents 1.65 per cent of the State's area) made up of the townships of Biloela, Moura, Theodore, Baralaba, Thangool, Wowan, Banana, Jambin, Goovigen, Dululu, Taroom and Cracow.

National Parks in Banana Shire include

- Kroombit Tops National Park
- Isla Gorge National Park
- Expedition National Park and
- Precipice National Park

Gladstone Regional Council

The Gladstone Regional Council area comprises an area of 10,484.3 km². This represents 0.6 per cent of the State's area (1,734,190 km²).

The region is bounded on the west, south and east by various coastal ranges and includes the whole of the catchment of the Calliope River and over 90% of the catchment of the Boyne River.

A number of creek systems in the southern part of the region have the potential to create flood related issues, in particular the Baffle Creek basin, following significant and/or prolonged rain events.

The major affected communities being the Agnes Water and Seventeen Seventy townships which become isolated due to flooded access roads.

The region includes the Capricorn Bunker group of islands, most notably Heron Island as well as Lady Musgrave and Lady Elliot Island.

Gladstone City is a modern urbanised city located some 550 kilometres north-west of Brisbane. The city is situated between the Calliope River to the north and Boyne River some 14 kilometres to the south. Between the two river mouths lies the deep-water harbour for which the city owes its existence. The harbour is protected by a low island to the east called Facing Island and to the north by Curtis Island.

Bordering Local Government Boundaries

South

- Bundaberg Regional Council
- North Burnett Regional Council
- Western Downs Regional Council

West

- Maranoa Regional Council
- Central Highlands Regional Council

North

- Rockhampton Regional Council

Climate and Weather

The Gladstone Regional Council area has a sub-tropical, sub-humid coastal climate, characterised by increased rainfall and hot humid conditions in the summer months (November to March). Utilising meteorological data operated by the Bureau of Meteorology (BOM) climate details for the area include an average rainfall of 886 mm per year. The average air temperature is 27.7°C with a mean maximum

temperature in summer of 31°C in summer and a mean minimum temperature of 14°C in winter. Prevailing winds are from the south-east and the area is within the tropical cyclone belt.

The Banana Shire Council area has a similar sub-humid climate. Utilising meteorological data operated by the Bureau of Meteorology (BOM) climate details for the area include with an average yearly rainfall of 667mm, raining an average of 52 days per year. The average air temperature is 29.1°C with a mean maximum temperature in summer of 33.1°C in summer and a mean minimum temperature of 6.4°C in winter.

Demography

The [Queensland Treasury's Statistician's Office](#) reports that the preliminary estimated resident population for Gladstone Disaster District is approximately 78,171 as of the 30th June 2021. Comprising:

Gladstone Regional Council – 64,186

Banana Shire Council – 13,985

Major Industry

Previously agriculture was a mainstay of the area and is still an important component especially in the Banana Shire Council LGA where beef, cotton and Lucerne are the shire's major industries along with coal mining. However, mining and industrial activity has become the principle bastion of economic prosperity within the Gladstone Disaster District since the completion of the Curtis Island LNG plants.

The district also boasts several production industries including the world's largest alumina refinery and Australia's largest aluminium smelter. The Mutual Aid Group of Gladstone (MAGG) is a local industry group comprised of Gladstone industry representatives and sits as an advisor within the Gladstone LDMG.

Some of the main industries within the Gladstone Region include:

- NRG Gladstone Power Station
- Queensland Rail
- Queensland Gas Pipeline
- Boyne Smelters Limited
- Cement Australia
- Queensland Energy Resources Limited
- Queensland Alumina Limited
- Comalco Alumina Refinery
- Orica Austral Pty Ltd
- Gladstone Port Corporation
- Teys Meatworks Biloela
- Callide Coal Mine
- Callide Power Station
- Moura Coal Mine
- Queensland Cotton Gin
- Queensland Ammonium Nitrate Plan (Moura)

Tourism still plays an important role in the Gladstone Region's economy with many interstate and overseas tourists visiting the Capricorn Bunker Group of islands on the Great Barrier Reef. Tourism on the reef has several islands with resorts. At peak period the Heron Island resort caters for up to 310 guests and 100 staff whilst the Lady Elliot Island resort caters for up to 180 guests (day and overnight visitors) with 42 staff. Wilson Island is managed from Heron Island. A few islands such as North-West and Masthead have facilities for camping and these islands are regularly frequented throughout the year.

Future economic growth and development of the Gladstone Disaster District will depend on the changing world economy, world commodity prices and pressures from new industry, population growth and demands on infrastructure such as water, energy and transport.

Critical Infrastructure

Key infrastructure in the Gladstone region includes:

- Strategic road corridors including the Bruce, Dawson, Leichhardt and Burnett Highways;
- Road network including sealed and unsealed roads, bridges and culverts;
- North Coast Rail Line (Qld Rail), and the Aurizon rail system between Parana and Rocklands (Moura Rail Corridor and Blackwater Rail Corridor);
- Gladstone and Thangool Airports;
- Water storage reservoirs including Awoonga Dam, Callide Dam, Kroombit Dam and the Moura Offstream Storage;
- Water supply network;
- Sewerage treatment and disposal networks;
- Stormwater and underground drainage networks;
- Electricity distribution network;
- Telecommunications networks (voice and data);
- Repeater stations for Radio and TV;
- Beaches, recreational parks and reserves.

Water Supply Network

[Awoonga Dam](#) situated in Benaraby is serviced by a catchment area of 2,240 square kilometres and is surrounded by the Boyne, Dawes and Many Peaks Ranges. The Dam is managed by the Gladstone Area Water Board (GAWB) who provides water to Gladstone, Calliope, Boyne Island, Tannum Sands, Benaraby and Mt Larcom. GAWB also supplies water to CS Energy - Callide Power Station at Biloela and various industries in the region.

Awoonga Dam is the only permanent storage for water in the Gladstone region. Awoonga dam is a 40m wall (above sea level) which was erected in two stages to hold back water in the Boyne River. The surface area of the lake at its full capacity of 40m is 6,750ha. It has a capacity of 777,000 mega litres. There are various reservoirs around the region which hold water on a temporary basis to balance pumping loads across the day.

[Callide Dam](#) situated east of Biloela holds 136,300 mega litres at an average depth of 10.5 metres and a surface area of 1,240ha at full capacity. The historical highest Callide Dam capacity was 116.57% in February 2015, with the lowest level being 5.78% in November 2008. The Callide dam is managed by Sunwater.

[Kroombit Dam](#) is also part of the Banana Shire and managed by Sunwater. It was built to replenish the groundwater supply to the Callide Irrigation area. The dam has a maximum height of 25m.

A major treatment plant facility is located in Gladstone with an additional facility in Yarwun along with Biloela. Additional treatment plants are located at Theodore, Moura, Agnes Water, Miriam Vale, Baralaba, Bororen.

Port of Gladstone

[The Port of Gladstone](#) and the land set aside by the Queensland Government for future large-scale industry development and associated infrastructure are key assets fundamental to Gladstone's development.

The Port of Gladstone has eight main wharf centres, comprising 20 wharves:

- RG Tanna Coal Terminal — four wharves owned and operated by GPC
- Barney Point Terminal — one wharf owned and operated by GPC
- Auckland Point Terminal — four wharves owned by GPC and operated by others
- Fisherman's Landing — four wharves operated by multiple companies

- South Trees — two wharves operated by Queensland Alumina Limited (QAL)
- Boyne Wharf — one wharf operated by Boyne Smelters Limited (BSL)
- Curtis Island — three wharves operated by LNG companies; Australia Pacific LNG (APLNG), Santos GLNG and Queensland Curtis LNG (QCLNG)
- Wiggins Island Coal Terminal — one wharf operated by Wiggins Island Coal Export Terminal (WICET).

The Port of Gladstone is vital to the industrial growth of the district for two main reasons. Firstly, it is a natural deep-water harbour, which means that considerable money and resources are saved because there is minimal need to dredge the shipping channels. Secondly, Gladstone is near domestic and international marketplaces (particularly Asia), which means that it is relatively cheap to transport materials to these markets.

The Gladstone Economic and Industry Development Board reports that the 'Port of Gladstone is the largest port in Queensland, the fourth largest in Australia, home to the world's fifth largest coal export port and supports a myriad of industrial giants in the region including Rio Tinto Alcan, Cement Australia and Orica Australia.'

In the 2020-21 financial year, the Port of Gladstone encompassing the three ports of Gladstone, Bundaberg and Rockhampton had a total throughput of 123.1 million tonnes with 1,909 vessels visiting the three ports. Coal exports accounted for 57 per cent of total port throughput, with liquefied natural gas, bulk liquids, dry bulk and general cargo making up the balance.

The port faces a bright future with the [Gladstone Ports Corporation](#) (GPC) 50-year Strategic Plan forecasting an ultimate port shipping capacity of more than 300 million tonnes per annum.

Power

Gladstone is said to be the industrial powerhouse of Queensland. Most of the electricity generation in Queensland is sourced from coal-fired power stations in central and south-east Queensland, with [Gladstone Power Station](#) being Queensland's largest coal-fired power station contributing 1,680 megawatts capacity to the State grid.

[Callide Power Station](#) is situated 18 kilometres east of Biloela and uses coal-fired power generation to supply base load electricity to Australia's national grid ('Base load' operation requires energy output around the clock). Together Callide B and C can generate up to 1,525 megawatts of electricity, which is enough to power about 2 million homes.

Sewerage

The region's solid waste facilities are provided by local government with the solid waste derived from industry, mining, agriculture, commercial and domestic sources. Traditionally the disposal of solid wastes has been to landfill sites. There is now a focus toward alternative strategies for waste disposal with a growing awareness of the potential for many wastes to be considered renewable resources. This is evident from recycling processes in the region. Within the region, wastewaters include sewage, industrial process waste waters, urban, industrial, commercial and agricultural stormwater run-off and irrigation tailwaters. Reticulated sewerage infrastructure is generally provided only in the major urban centres, with the facilities licensed by the Environmental Protection Agency.

Treatment plants and sewerage reticulation networks are in Gladstone, Boyne Island, Tannum Sands, Yarwun Industrial Estate, Calliope, Biloela, Theodore, Moura.

Telecommunications

The Gladstone District is served by landlines. Mobile telephone coverage exists however not all areas have adequate coverage with black spots in the Baffle Creek, The Boyne Valley and western areas of Banana Shire Council.

The National Broadband Network (NBN) provides connectivity across the geographic region through a mix of technologies including fixed line, fixed wireless and satellite networks. Gladstone is a business fibre zone and **nbn** owns a series of assets including satellite muster trucks and portable satellite kits to support communities with connectivity during times of disaster.

Essential Services

Health

The Gladstone District is well serviced by both public and private health practitioners in most centres, with Gladstone Hospital being the largest medical facility within the district. Hospitals exist at Biloela and Moura with Multipurpose Health Services at Theodore and Baralaba. Private practices exist throughout the district along with Medical Centres.

Emergency medical transport is arranged through the [RACQ Capricorn Helicopter Rescue Service](#) and the [Royal Flying Doctor Service](#) if required.

Transport Network

The region is well serviced by an established transport network including a well-developed arterial road system with external major highway links, rail links, airports and seaports. A protected, natural, deep water commercial port and regional trading port for specialist cargo such as dangerous goods and explosives are in the Gladstone Disaster District.

Air

The Gladstone Airport is the largest airport in the Gladstone Disaster District. There are approximately 245,000-250,000 passenger movements at the Gladstone Airport each financial year (this includes inbound and outbound movements). Typical aircraft arriving at Gladstone Airport include the Dash 8 (DH8D, turboprop) and Fokker 70 (F70, turbofan jet).

In early 2020 Gladstone Airport decommissioned their Instrument Landing System (ILS) and aircraft will be enabled to use Baro-VNAV (Barometric vertical navigation) resulting in some minor changes to existing approach procedures. This will improve the safety of aircraft landing at Gladstone Airport. Further information can be found at: [Gladstone Airport Changes to approach procedures.](#)

Agnes Water currently has a light Aircraft Airport Runway at 1770, predominately utilised by tourism operators.

Aerodromes are also located in the Banana Shire at Thangool, Moura, Theodore, Taroom, and Baralaba. Both Taroom and Thangool Aerodromes are certified with the Civil Aviation Safety Authority (CASA) and provide frequent chartered flights. Thangool Aerodrome also accommodates regular commercial flights through Link Airways, providing a service six (6) days a week.

Rail

The main rail line traverses the coast and runs north to south and serves the city of Gladstone. [Queensland Rail](#) run two (2) passenger services through Gladstone: The Tilt Train service – which runs from Brisbane to Rockhampton four (4) times per week each. The Spirit of Queensland operates between Brisbane and Cairns three (3) times per week.

Aurizon also operates the Central Queensland Coal Network (CQCN) which includes the Moura Rail System. This services multiple coal mines and runs from Moura to Gladstone where it connects to the

two export terminals, the RG Tanna Coal Terminal and the Wiggins Island Coal Export Terminal (WICET) at the Port of Gladstone.

Road

The District is connected by several highways and local roadways; with primary corridors being the Bruce Highway, Leichhardt Highway, Dawson Highway and the Burnett Highway.

The Bruce Highway runs near Gladstone, maintaining an inland route from the port city with 3 access roads into the city all capable of large vehicle transport. The Banana Shire is serviced by major arterial roads including the Dawson Highway, Burnett Highway and Leichhardt Highway.

Hazardous Sites

Under the Dangerous Goods Safety Management Act 2001, the following Major Hazard Facility are located at Orica Australia, Yarwun where Ammonium Nitrate, Sodium Cyanide, Ammonia and Chlorine are stored or produced in commercial quantities as well as Queensland Nitrate at Moura.

Community Organisations

There are in excess of 370 community, sporting, cultural and service groups registered across the Gladstone Disaster District.

Aged Care

There are currently 4 nursing homes in the Gladstone Regional Council Area. With a total of 307 beds, the largest facility has 135 beds. Banana Shire has aged care facilities at Biloela, Taroom, Theodore, Moura and Baralaba.

Shopping Facilities

Each township has its own shopping facilities.

Emergency Service Organisations

Volunteer Marine Rescue

There is active Volunteer Marine Rescue located at Gladstone and Round Hill (Agnes Water/1770).

Queensland Ambulance Service

Ambulance Stations are located across the District.

Queensland Police Service

Police Stations exist at the major centres throughout the district, including one and two officer stations at Goovigen, Wowan, Theodore, Mount Larcom and Rosedale.

Queensland Fire and Emergency Services

The [Queensland Fire and Emergency Services](#) operates several permanent and auxiliary stations across the Region. A permanent and auxiliary urban Fire and Rescue Service operates at Gladstone. Auxiliary Fire and Emergency Services are located at Boyne Island, Miriam Vale, Agnes Water, Biloela, Moura, Baralaba, Calliope, Thangool, Taroom and Theodore with the balance of the region serviced by rural fire brigades.

Rural Fire Brigades

[QFRS Rural Operations](#) support the Gladstone Rural Fire Brigade Groups which are spread throughout the District.

State Emergency Service

[State Emergency Service](#) Depots exist at Gladstone, Agnes Water, Baffle Creek, Calliope, Miriam Vale, Mount Larcom, Rosedale, Tannum Sands, Biloela, Moura, Baralaba, Theodore, Wowan and Taroom.

Future demand on emergency services will depend on the changing world economy and pressures from new industry, and population growth and is already being felt in the Gladstone area.

Surf Life Saving

Surf Lifesaving Clubs are active and are located at Tannum Sand and Agnes Water/Seventeen-Seveny.

Economy / Industry

It is estimated that 25,000 people work in the Gladstone Region. Two-thirds of the population are engaged in full-time employment, over one fifth in part-time employment while 4.5% are unemployed. Statistics show an unemployment rate of 3.5% in September 2014, down from 9.9% in 2000; 5.2% in 2011; and 4.9% in 2013.

With two of the world's largest alumina refineries, Queensland's largest multi commodity port and a number of major industries, the Gladstone Region is known for its employment opportunities and skilled workforce. The Gladstone State Development Area continues to attract large industry to the Region, including the Liquefied Natural Gas (LNG) industry. A strong retail and service sector within the modern urbanised city of Gladstone, together with tourism and primary production (particularly beef cattle and timber), provide abundant choice for workers and opportunities for business people. The Median personal weekly income is \$689; family income \$1941 and household income \$1742.

Major industry in Gladstone is supported by the Region's thriving and world-class engineering, construction and manufacturing sectors. The traditional agricultural base in cattle, farming and horticultural production contributes \$78.9 million annually and continues to underpin the Region's economic base. The tourism sector generates over \$266 million annually and the value of regional exports generated by the Gladstone economy is estimated at \$6.594 billion.

Gladstone's Gross Regional Product is estimated at \$4.350 billion.

Source: <http://cqroc.org.au/our-regions/gladstone/>

The Banana Shire's economy is diverse and progressive with many opportunities in industry, business and tourism.

Major industries in the shire include coal mining, beef production, power generation, dryland cropping and irrigation cropping such as lucerne and cotton.

Towns and small settlements each have vibrant and vital town centres and main street business areas. These busy places contain a mix of businesses and ample car parking. Biloela, Moura and Taroom each have adequate, accessible, well serviced and available industrial land supplies.

The Shire is well positioned to support growth in the tourism sector with significant natural and manmade attractions, adequate supporting infrastructure and high levels of exposure within Australian and International markets. Travel estimates for the Banana Shire conservatively place tourist numbers between 95,000 – 100,000 visitors annually.

The Banana Shire is a significant agricultural production area. A variety of soil types suitable for the production of a wide range of crops, together with land suitable for beef cattle breeding and fattening, give the Shire enormous agricultural potential, with further potential for processing and value-adding. Significant cotton production occurs in the Dawson Valley with Queensland Cotton ginning facilities located in Moura. Major intensive livestock production and processing facilities are also established in the region. Aquaculture and niche market agricultural pursuits are also becoming more prominent in the area.

The gross value of livestock production from the Banana Shire in 2010–2011 was \$151.8 million. In 2010–2011, the Banana Shire produced \$12.6 million of cotton, \$10.6 million of legumes and \$15.2 million of cereal crops.

The Banana Shire contains significant mineral, coal, gas and extractive resources including established underground and open-cut thermal and coking coal mining, minerals and coal seam gas (CSG) extraction. Growth in the resources sector is expected with a significant number of proposals for new mining operations and CSG extraction and regional infrastructure.

Mining in the region is supported by existing and proposed investment in supporting infrastructure (electricity, water, road, rail and pipelines) and proximity to the Gladstone Port.

Source: <http://cqroc.org.au/our-regions/banana/>

Community Preparedness

Both Councils within the DDMG regularly conduct community resilience, preparedness and awareness programs. This includes print, electronic and radio campaigns to increase the community's disaster awareness and preparedness. The community's preparedness is generally good and expected to improve with the further work conducted. Community preparedness is an ongoing requirement.

Public Buildings

Throughout the Gladstone DDMG there are several public and community buildings, with many of these able to be utilised as evacuation or temporary relocation centres. These venues are selected based upon their need and advertised to the community when activated.

Special Events and Festivals

Special events that attract large concentrations of people include:

- Brisbane to Gladstone Yacht Race and Harbour Festival
- Gladstone, Mount Larcom, Taroom, Theodore, Baralaba and Wowan Shows
- Callide Dam Fishing competition
- Boyne-Tannum Hook Up, Boyne Island
- Coal & Cattle Festival, Moura
- Blues & Roots Festival, Agnes Water

Hazards

Each Local Government has assessed the threats to their area as well as having identified any appropriate mitigation strategies that may be implemented. The role of the DDMG and DDCC is not to deal with these individual threats but to assist the LDMGs in implementing their respective Local Disaster Management Plans. Some of the hazards that are common to most of the Local Government areas include but are not limited to:

- Major Flooding
- Cyclone
- East Coast Low Pressure System
- Storm Surge
- Bushfire
- Major Transport Incident (road, rail, sea and air)
- Hazardous Materials Incident
- Emergency Diseases (human)
- Emergency Diseases (animal)
- Emergency Diseases (plant)
- Urban Structural Fire
- Oil Spill
- Tsunami
- Earthquake
- Heatwave
- Pandemic
- Landslip and/or other debris flow
- Failure of critical infrastructure
- Dam failure
- Terrorist related incident

For more specific details relating to these hazards please refer to:

1. Gladstone DDMG risk assessment
2. Local Government LDMPs:

Gladstone Regional Council

<http://www.gladstone.qld.gov.au/emergencies>

Banana Shire Council

<http://www.banana.qld.gov.au/disaster-management-plans>

EMAF Component 1: Hazard Identification and Risk Assessment

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

Risk Management Process

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

The Gladstone DDMG will form a Disaster Risk Management Subgroup which will meet at least annually to review the Gladstone Disaster District Risk Management Plan. This group will comprise of identified stakeholders and be chaired by the Executive Officer of the DDMG. Also sitting on the Group will be a suitable representative of each of the local Government Areas and the QFES EMC in order to provide input into the risks transferred or shared between the local government areas and the District Disaster Management Group.

Risk Assessment

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

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

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

The Risk Assessment provided in Annexure C is a preliminary risk assessment based on the results of an undergoing review of the Banana Shire Council and Gladstone Regional Council's Disaster Hazard Risk Assessments to identify residual risk.

EMAF Component 1: Hazard Identification and Risk Assessment, 2: Hazard Mitigation and Risk Reduction and 3: Capability Integration
<ul style="list-style-type: none">• Key Outcomes 1.1, 1.2, 1.3, 2.1, 2.2 and 3.1, 3.2, 3.3• Indicators 1 (a) (b) (d) (g) (e) (f), 2 (e) (f) (g) (i) and 3 (a) (d) (f)

Risk Treatment

Risks outlined in the District Risk Register are analysed by members of the Gladstone DDMG with a view to identifying strategies for risk treatment. These strategies are contained in the District Risk Treatment Plan. Along with these strategies, the District Risk Treatment Plan contains preferred treatment options, responsibilities and timeframes for implementation.

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

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

In instances where the applications of treatment strategies at district level are identified as not being adequate and residual risks remain, the DDMG is to determine whether risk transfer or risk sharing with the 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.

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

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

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

Response Strategy

Warning Notification and Dissemination

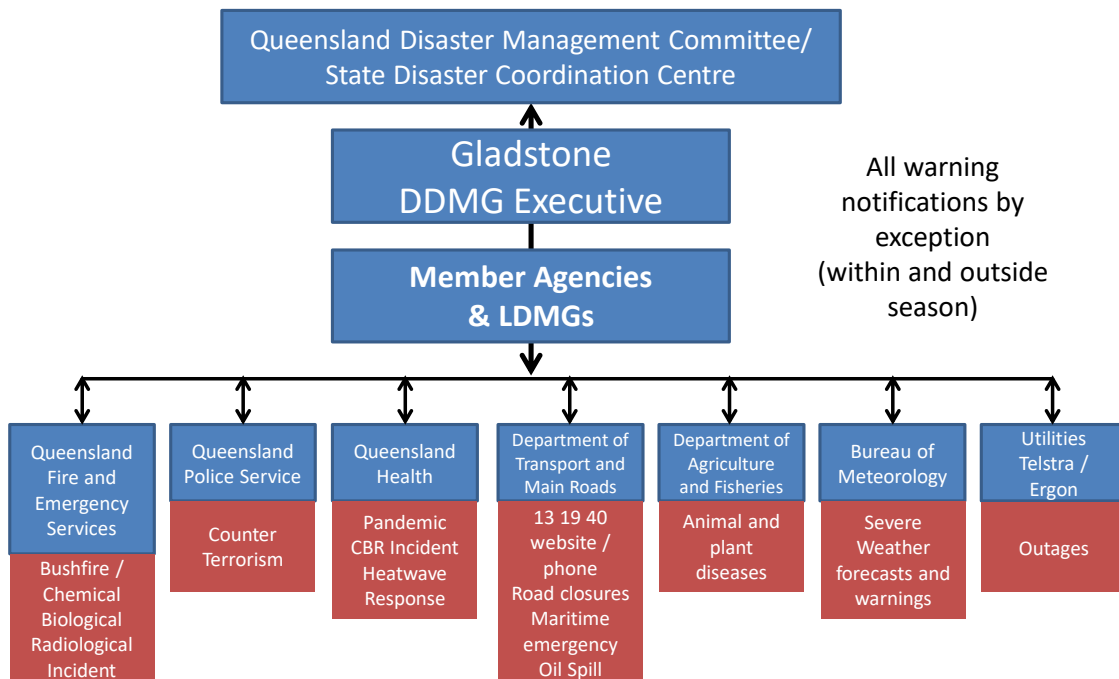
The Gladstone DDMG has a responsibility to ensure warnings are disseminated to members of the LDMG, DDMG, QDMC, member agencies and the community. Multiple means of communication are used, and agencies are responsible for communicating within their organisation as per the QDMA structure.

This process takes into consideration, rapid onset events and will utilise all available communication means including email and text message.

The warning notification process is reviewed annually with contact lists updated quarterly by exception, as roles and positions change.

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

Warning Notification Information Flow



Methods of communication include but are not limited to email, text, teleconference, video conference, Facebook, fax, HF radio.

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

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

Emergency Alert

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

These guidelines are located at:

[Queensland Emergency Alert Manual](#)

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

Each local government has pre-prepared Emergency Alerts for hazards in their area.

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

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

Activation and Triggers for Response

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

The DDC should determine when, and to what extent, the DDMG should activate in support of an event, and may bypass initial levels of activation where appropriate to the event. Activation is scalable and does not necessarily mean the convening of all members of the DDMG or the activation of the DDCC. Activation activities can be as minimal as the provision of information to DDMG members regarding the risks associated with a potential or imminent hazard impact. For an event involving a lead agency for response, activations will be guided by triggers provided or advised by the lead agency representative or hazard specific plans.

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

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

The four levels of activation, as defined in the SDMP, are detailed tabled below.

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

The Triggers for the relevant activation levels are contained in the table below:

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

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

District Disaster Coordination Centre

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

Gladstone Police Station
 First Floor
 10-12 Yarroon Street
 Gladstone

Contact details are contained in the DDCC General Instructions.

A secondary DDCC is located at:

Maritime Safety Queensland
 Gladstone Office
 7th Floor
 21 Yaroon St,
 Gladstone

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

Alternate DDCC locations may be located at:

- Department of Transport
 Paterson St
 Gladstone
- Any other suitable location as determined by the DDC.

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

Staffing of the District Disaster Coordination Centre

The Centre structure will consist of:

- DDC
- Deputy DDC
- Executive Officer

- Operations Officer
- Planning Officer
- Intelligence Officer
- Administration and Logistics

The Support Team will include:

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

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

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

General instructions outlining how the DDCC will be operated are included within the Operational Plan section of this plan (Operational Plan 1).

Operational Reporting

District Situation Reports (SITREPS)

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

- The DDCC shall advise the SDCC Watch desk once the DDMG is activated;
- Once activated, the DDMG will provide real time situational reporting on the event and disaster management operations of local and district groups via the SITREP update board.

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

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

Disaster Declaration

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

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

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

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

Functional Lead Agencies

A detailed itemisation of the disaster response functions, and associated lead agencies, is outlined within the SDMP. The Gladstone DDMG adopts the itemisation of these functions at the district level.

[State Disaster Management Plan](#)

<p>EMAF Component 4: Planning</p> <ul style="list-style-type: none"> • Key Outcomes 4.1, 4.2 & 4.3 • Indicators 4(d) – further evidenced through meeting minutes, reports and emails <p>EMAF Component 4: Planning and Component 8: Control</p> <ul style="list-style-type: none"> • Key Outcomes 4.1, 4.2, 8.1 • Indicator 4 (a), 8(b)(c)(d)(f)
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Functional Plans

The State Disaster Management Plan 2015 (State Plan) outlines that functional plans address the functions of disaster management where government departments and agencies have a functional lead agency role. The plans and procedures are developed by the functional lead agency.

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

Disaster Operations Functional Plan Register

Functional Group	Responsible person/Lead agency	Key Accountabilities
Transport	Department of Transport (Queensland Transport – including main roads and maritime safety)	As detailed in the Queensland State Disaster Management Plan including arrangements for the provision of transport resources for the transportation modes of road, rail, air and sea, and transport engineering to support disaster response and recovery operations.
Health	Queensland Health	As detailed in the Queensland State Disaster Management Plan including arrangements for the provision of medical and health resources to support disaster response and recovery operations through: <ul style="list-style-type: none"> • <i>Command, control and coordination of medical resources;</i> • <i>Public health advice and warnings;</i> • <i>Transportation of patients;</i> • <i>Psychological and counselling services; and</i>

Functional Group	Responsible person/Lead agency	Key Accountabilities
		<ul style="list-style-type: none"> Ongoing medical and health services required during the recovery period.
Building and Engineering Services	Department of Energy and Public Works (DEPW)	As detailed in the Queensland State Disaster Management Plan including <i>arrangements for the provision of resources and services pertaining to all engineering disciplines which may be required to assist disaster response and recovery operations.</i>
Emergency Supply	Queensland Fire and Emergency Services (QFES)	As detailed in the Queensland State Disaster Management Plan including <i>arrangements for the provision and issue of emergency supplies to support disaster response and recovery operations, including arrangements for the procurement, coordinated delivery and management of emergency supplies and associated services.</i>
Communications	Dept of Science, Information Technology and Innovation	As detailed in the Queensland State Disaster Management Plan including <i>arrangements for the re-establishment of electronic communication links either within a disaster affected area or within areas outside the affected area, and the provision of special communication facilities to support State and Disaster District level operations mounted in support of an affected area.</i>
Human and Social Community Recovery	Department of Communities, Housing and Digital Economy (DCHDE) - Communities	As detailed in the Queensland State Disaster Management Plan including arrangements for the coordination of community recovery services including: <ul style="list-style-type: none"> Information on the range of recovery services available; Information of the physical effects of a disaster; Personal support services; Financial assistance to eligible applicants under the following schemes: <ul style="list-style-type: none"> Disaster Relief Assistance; Associations Natural Disaster Relief; Special Benefits; Provision of counselling and mental health services; Longer term accommodation services; and Facilitation of community participation in the redevelopment of social networks and community infrastructure.

EMAF Component 4: Planning

Key Outcomes 4.1, 4.2, 4.3

- Indicators 4 (a)

Hazard Specific Arrangements

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

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

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

All hazard specific plans are to:

- address the hazard actions across all PPRR phases; and

- include information on how the QDMA links with the hazard specific arrangements; and
- provides support to the primary agency in the management of the hazard specific event.

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

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

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

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

The below table outlines identified hazards, lead agencies and relevant plans and should be read as complementing the Gladstone District Disaster Management Plan.

Specific Hazard	Primary Agency	State Plan
Animal and Plant Disease	Department of Agriculture and Fisheries	Australian Veterinary Emergency Plan (AUSVETPLAN)
Biological (human related)	Queensland Health	State of Queensland Multi-agency Response to CBR incidents
Bushfire	Queensland Fire and Emergency Services	Queensland Bushfire Plan
Chemical	Queensland Fire and Emergency Services	State of Queensland Multi-agency Response to CBR incidents
Influenza Pandemic	Queensland Health	Queensland Pandemic Influenza Plan
Ship-source Pollution	Department of Transport and Main Roads - Maritime Safety Queensland	Queensland Coastal Contingency Action Plan National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances
Radiological	Queensland Health	State of Queensland Multi-agency Response to CBR incidents
Terrorism	Queensland Police Service	Queensland Counter-Terrorism Plan
Heatwave	Queensland Health	Heatwave Response Plan

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

Key Outcomes 4.1, 4.2, 4.3, 1.1

- Indicators 4 (a), 1 (c)

Request for Assistance

The Gladstone District Disaster Management Group does not possess any resource reserves. All resources within the disaster district are owned and managed by the various local governments,

government departments, corporate entities or private business operators. Resource lists are included in each Local Disaster Management Plan, all of which form appendices to this district plan.

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

RFA's may be received by:

- Email
- Fax
- Within Guardian
- DIEMS

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

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

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

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

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

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

EMAF Component 8: Control Key Outcomes 8.1 • Indicators 8 (a), (b), (c), (d)
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Request for Air Support

The Gladstone DDMG as an entity does not possess any Aviation resources. All resources within the disaster district are owned and managed by government departments, corporate entities, or private business operators. Where a resource or service, which is required to conduct disaster response activities, is not available within the jurisdiction of the Local Disaster Management Group, the Local Disaster Management Group may request assistance from the Gladstone DDMG to provide such resources.

The Gladstone DDMG may make the request for assistance for air support to the State Disaster Coordination Centre for consideration. Any aviation assets deployed to Gladstone Disaster District for local control and tasking should be done in accordance with the Gladstone DDMG – Aviation Cell Sub Plan.

Defence Assistance to the Civil Community (DACC)

Defence Assistance to the Civil Community (DACC) is divided into two classes, emergency and non-emergency, and comprises six categories as follows:

Emergency Assistance:

Category 1 - local emergency assistance (DACC 1)

Category 2 - significant emergency assistance (DACC 2)

Category 3 - emergency recovery assistance (DACC 3)

Non- Emergency Assistance:

Category 4 - local non-emergency assistance of a minor nature (DACC 4)

Category 5 - significant non-emergency assistance (DACC 5)

Category 6 - law enforcement assistance (DACC 6)

Except for DACC 1 all requests for Australian Defence Force (ADF) assistance under the DACC arrangements shall be made by the DDC via the SDCC on behalf of the State. Requests for ADF assistance under DACC 1 arrangements may be made direct to the commanding officer of the unit to whom the request is being made. In the event of a DACC 1 request being considered or submitted, the JOSS QLD Duty Officer is to be advised by calling 0491 217 152 for ADF situational awareness. This provides the JOSS QLD Duty Officer the ability to provide guidance on courses of action and commence internal ADF procedures. The DDC is to be made aware of any DACC 1 requests.

Requests for ongoing ADF assistance, particularly where aircraft usage or cost recovery may be required, under categories other than DACC 1 shall be forwarded to the Executive Officer of the SDCC.

Prioritisation for the allocation of support and resources will be determined as the need arises or request is received. Prioritisation will be based on factors such as preservation of life, mitigating the damage to essential services, critical infrastructure or domestic and commercial infrastructure.

Refer - [DACC Manual](#)

Request for Supplies and Equipment

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

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

Resupply

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

LDMG's groups who require assistance in the form of resupply of provisions, shall request the assistance from the DDMG in arranging this resupply. Such requests shall be in the approved form (Request for Assistance).

Efforts should be made in the first instance to provide the requested resupply of provisions from within the capability and capacity of the DDMG. Where a DDC organises a resupply operation from within District resources they should ensure that suitable measures have been activated under SDRA or NDRRA to ensure cost recovery. Should such measures NOT be activated, then they should seek State approval under this policy to ensure financial cover is available.

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

The Queensland Resupply Manual outlines in detail the governance and operational process relating to the resupply of essential goods to communities within Queensland and are located at: [Queensland Resupply Guidelines](#)

Emergency Supply

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

As detailed in the Queensland State Disaster Management Plan the arrangements for the provision and issue of emergency supplies to support disaster response and recovery operations, including arrangements for the procurement, coordinated delivery and management of emergency supplies and associated services is the role of QFES.

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

Financial Management

Due to the nature of many disaster situations, finance operations will often be conducted with compressed time constraints and other pressures, necessitating the use of non-routine procedures. Expenditure is on a cost-recovery basis and must meet current Government Disaster Relief and Recovery Arrangements Guidelines to be considered for reimbursement. Guidelines for these arrangements are located at:

[Queensland Disaster Relief and Recovery Guidelines](#)

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.

EMAF Component 12: Resource Management

Key Outcomes 12.1, 12.2, 12.3

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

Operational Plans

The Gladstone DDMG has developed a number of operational plans for use during response and recovery phases undertaken prior to, during and after disaster events. These operational plans have been developed to assist in the mitigation of residual risk passed from the local to district level. It is the responsibility of the Executive Officer to ensure these plans are reviewed annually in consultation with the Chair of the DDMG and member agencies. These plans include,

1. District Disaster Coordination Centre General Instructions;
2. Air Services Coordination General Instructions;
3. Human Social Recovery Sub Plan.

Recovery Strategy

The Gladstone District Recovery Strategy may be activated upon direction from the DDC or the QDMC. This recovery strategy provides a framework for the coordination of recovery operations within the district and is supported by the procedures outlined in the Prevention, Preparedness, Response and Recovery Disaster Management Guideline and the Queensland Recovery Plan.

[Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)

[Queensland Recovery Plan](#)

Transition Triggers

The triggers to activate recovery are contained within the Queensland Recovery Plan.

Transition from response operations to recovery operations

The Queensland Recovery Plan outlines that transition from response operations to recovery operations will be influenced by the nature of the disaster and therefore requires a degree of flexibility. For example, transition from response to recovery in large scale or geographically dispersed events may be staged, with response and recovery operations being undertaken concurrently.

Transition from response to recovery at the local and district level, and the need to undertake such a process, will be informed by local circumstances and determined by the Chairs of the relevant LDMGs/DDMGs. 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;
- response and early recovery situations that may escalate; and
- anticipated recovery issues and risks.

Response		Triggers	Actions	Communications
Response Lean Forward	Recovery Alert	<ul style="list-style-type: none"> • Response phase at 'lean forward' level of activation 	<ul style="list-style-type: none"> • Appointment of District Recovery Coordinator (DRC) as appropriate • Potential actions and risk identified • Information sharing commences • DRC in contact with DDCC/DDC • Initial advice to all recovery stakeholders 	<ul style="list-style-type: none"> • District Recovery Coordinator (DRC) and District Recovery Group (DTG) members on mobile • Ad-hoc reporting
Response Stand Up	Recovery Lean Forward	<ul style="list-style-type: none"> • Response phase at 'stand up' level of activation • Immediate relief arrangements are required during response phase 	<ul style="list-style-type: none"> • Monitoring of response arrangements • Analysis of hazard impact • Relief and recovery planning commences • Deployments for immediate relief commenced by Recovery Functional agencies 	<ul style="list-style-type: none"> • DRC and DRG members on mobile and monitoring email remotely • Regular reporting

Response Stand Down	Recovery Stand Up	<ul style="list-style-type: none"> • Immediate relief arrangements continue • Medium term recovery commences. • Response phase moves to stand down 'level of activation.' 	<ul style="list-style-type: none"> • DRG activated at DDCC or alternate location • Recovery Plan activated • Deployments for immediate relief response • Action plans for four functions of recovery activated • Transition arrangements from 'response to relief and recovery activated including from DDCC to DRC (as appropriate) 	<ul style="list-style-type: none"> • DRC and DRG members present at DDCC or alternate locations • DRC and DRG members involved in medium term recovery continue as required • Regular reporting to DDCC/SDCCG
	Recovery Stand Down	<ul style="list-style-type: none"> • DRG arrangements finalised • Community returns to normal activities with ongoing long term recovery support provided by functional lead agencies as required. 	<ul style="list-style-type: none"> • Consolidate financial records • Reporting requirements finalised • Participate in recovery debrief • Participate in post event debrief • Post event review and evaluation • Long term recovery arrangements transferred to functional lead agencies • Return to core business 	<ul style="list-style-type: none"> • DRC and DRG members resume standard business and after hours contact arrangements • Functional lead agencies report to DRC/DRG as required

Functions of Recovery

The SDMP outlines the functional portfolios and coordination functions for recovery. The Gladstone DDMG adopts the itemisation of these functions at the district level as detailed below.

Function	Lead Agency
Human and Social	Department of Communities, Housing and Digital Economy - Communities
Economic	Department of State Development, Infrastructure, Local Government and Planning
Environment	Department of Environment and Science
Building	Department of Energy and Public Works (QBuild)
Roads and transport	Department of Transport and Main Roads

Gladstone District Human and Social Recovery Committee

The Gladstone District currently has a standing Committee for its Human and Social Recovery functional responsibilities. The Gladstone District Human and Social Recovery Committee, chaired by the Department of Communities, Housing and Digital Economy - Communities, meets every three months or as required. Representatives from the Committee will:

- attend local subgroup meetings as required;
- facilitate and participate in local and district community's human and social recovery and Disaster Management exercises as required; and
- update the committee's contact list at every meeting and as required.

The Gladstone District Human and Social Recovery Plan is attached as a Functional Plan to this plan.

Parameters

The Gladstone District Disaster Community Recovery Plan outlines in detail the parameters and constraints for effective coordination of recovery operations within the district.

As part of the disaster recovery phase, the Chair of the Community Recovery Committee may establish a Community Recovery Coordination Centre. The Coordination Centre is established to coordinate:

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

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

Operational and Action Plans

When convened for disaster recovery operations, the Gladstone District Community Recovery Committee will develop an Operational Plan to guide its activities. This will be discussed and developed during the group's first meeting and will be developed to supplement the local government disaster recovery operational plan. A broad timeframe will be included in this plan.

At the first meeting Action Plans for each recovery function will also be developed. This Action Plan will list the tasks to be performed by the group, agencies/individuals responsible for the tasks and will be developed to supplement the local government disaster recovery action plan.

As the Local Disaster Management Committee have a lead role in the disaster recovery process, any District Community Recovery Committee's operational or action plans will be developed to supplement and support LDMG disaster recovery plan. The Community Recovery Committee will operate closely with any LDMG to assist in the recovery process.

Copies of amended action plans should then be submitted to the recovery group of the appropriate level at their final meeting, where the Operational Plan is to be finalised. Copies of plans should be included in relevant agency and committee event files.

Considerations for Recovery Operational and Action Plans

When developing Operational and Action Plans lead functional agencies and recovery committees should consider the following:

- Issues identified from information gathered by impact assessments;
- Arrangements outlined in existing functional plans;
- How to allocate actions and responsibilities across the five recovery functions to inform the development of action plans;

- Arrangements for overall coordination of recovery operations;
- How to develop strategies for recovery with the affected community which detail the vision, goals and project outcomes of the recovery strategy;
- Identifying the main short, medium and long-term priorities;
- Developing project timeframes, costs, funding priorities and funding strategies;
- Advertising and disseminating public information about the Action Plans;
- Determining appropriate community engagement and communication strategies;
- Transitional and exit strategies; and
- Strategies for conducting a debrief and evaluation of recovery operations

EMAF Component 14: Recovery
 Key Outcomes 14.1, 14.2

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

Recovery Lead Agencies

Function	Lead Agency
Economic	Department of State Development, Infrastructure, Local Government and Planning
Environmental	Department of Environment and Science
Human-social	Department of Communities, Housing and Digital Economy (DCHDE)
Building	Department of Energy and Public Works (QBuild)
Roads and Transport	Department of Transport and Main Roads

Annexure Index

A	Distribution List - Not for public release
B	Gladstone DDMG Contact List - Not for public release
C	Gladstone District Risk Register - Not for public release
D	Gladstone District Risk Analysis - Not for public release
E	Gladstone District Risk Evaluation - Not for public release
F	Gladstone District Risk Treatment Plan - Not for public release
G	Gladstone DDMG Annual Operation Plan - Not for public release
H	Banana Local Disaster Management Plan - available from Banana Shire Council
I	Gladstone Local Disaster Management Plan – available from Gladstone Regional Council
J	Gladstone District Human and Social Recovery Plan - Not for public release
K	Abbreviations and Acronyms
L	Definitions

Annexure K – Abbreviations and Acronyms

Abbreviation / Acronym	
ADF	Australian Defence Force
ALARP	As Low As Reasonably Practical
AUSVETPLAN	Australian Veterinary Plan
BoM	Bureau of Meteorology
DACC	Defence Aid to the Civil Community
DAF	Department of Agriculture and Fisheries
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DES	Department of Environment and Science
DET	Department of Education and Training
DEWS	Department of Energy and Water Supply
DHPW	Department of Housing and Public Works
DM Act	Disaster Management Act, 2003
DNRM	Department of Natural Resources and Mines
DoCDSS	Department of Communities, Disability Services and Seniors
DRAT	District Risk Assessment Team
DRC	District Recovery Coordinator
DRG	District Recovery Group
DSDMIP	Department of State Development, Manufacturing, Infrastructure and Planning
DSITI	Department of Science, Information Technology and Innovation
DTMR	Department of Transport and Main Roads
EAP	Emergency Action Plan
ECC	Earthquake Coordination Committee (Queensland)
EMA	Emergency Management Australia
EMAF	Emergency Management Assurance Framework
EOC	Emergency Operations Centre
EPA	Environmental Protection Agency
FMD	Foot and Mouth Disease
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
MSQ	Maritime Safety Queensland
NDRRA	Natural Disaster Relief and Recovery Arrangements

Abbreviation / Acronym	
NGO	Non-Government Organisation
QAS	Queensland Ambulance Service
QCCAP	Queensland Coastal Contingency Action Plan
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QFES	Queensland Fire & Emergency Services
RFS	Rural Fire Service
QLDVETPLAN	Queensland Veterinary Emergency Plan
NPSR	National Parks, Sport and Racing
QPS	Queensland Police Service
QR	Queensland Rail
QTCCC	Queensland Tropical Cyclone Coordination Committee
RAAF	Royal Australian Air Force
SDC	State Disaster Coordinator
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMP	State Disaster Management Plan
SDRA	State Disaster Relief Arrangements
SEWS	Standard Emergency Warning Signal
SES	State Emergency Service
SOP	Standard Operating Procedure
SPF	Queensland Disaster Management - Strategic Policy Framework
the Act	<i>Disaster Management Act 2003</i>
the Minister	Minister for Police, Fire and Emergency Services
XO	Executive Officer

Annexure K – Definitions

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

Principles of Disaster Management:

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

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

Compiled by

Approved by

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05/10/2022
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Gladstone Disaster District