**Cairns District
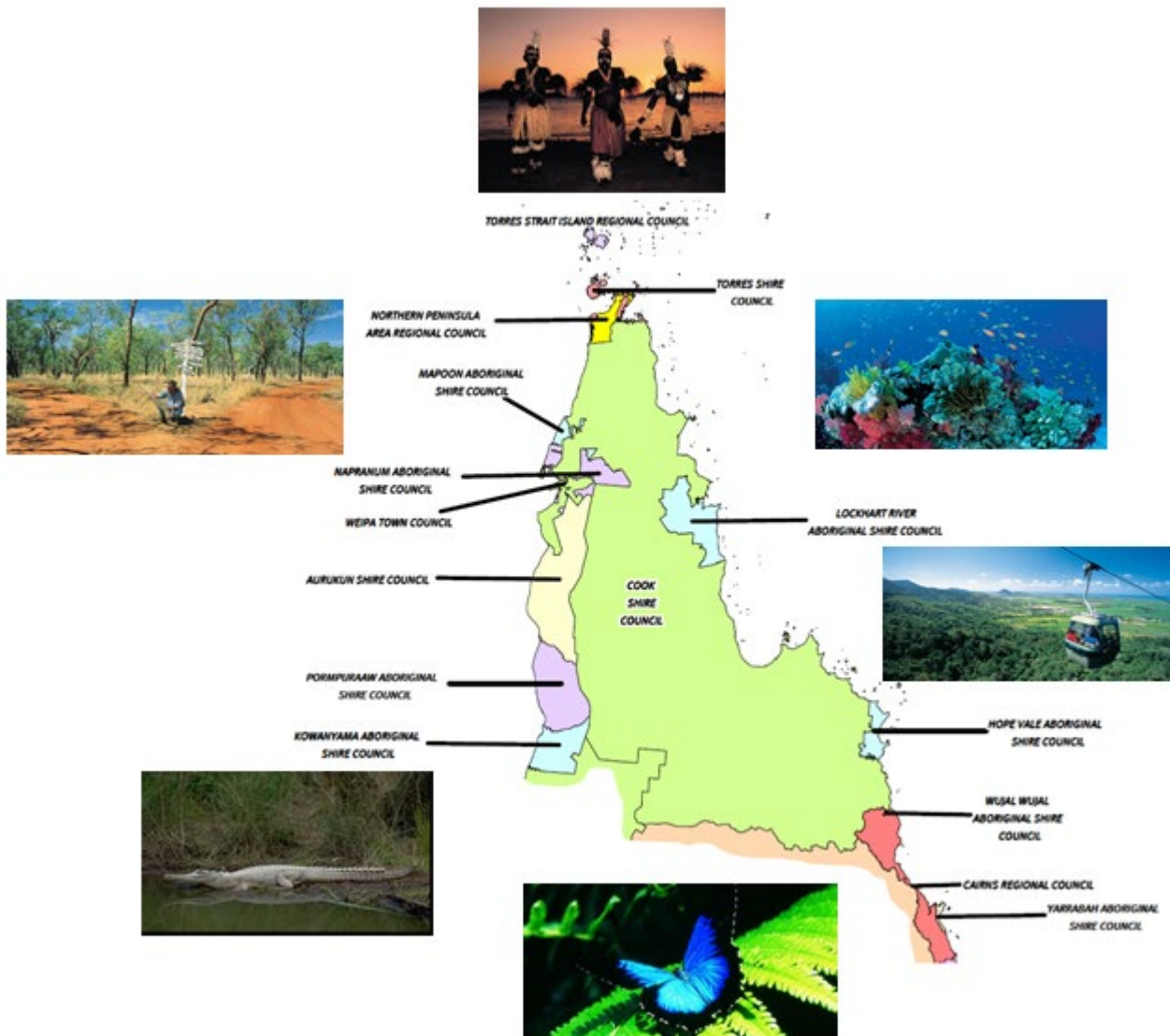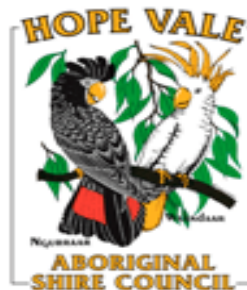Disaster Management Group**

Cairns District Disaster Management Plan

Cairns District Disaster Management Plan 10 07 24 – 10 07 25

BUSINESS

Endorsement

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

This plan has been developed in accordance with the *Disaster Management Act 2003 (DM* Act*)* and the following documents to provide for effective disaster management in the Cairns Disaster District:
- the State Disaster Management Plan
- Queensland Emergency Management Assurance Framework
- Guidelines for District Disaster Management Groups
- Strategic Policy Statement

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 which may be applied in an all-hazard context.

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

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Kevin Fitzgibbon
Chief Superintendent
District Disaster Coordinator
Cairns District Disaster Management Group

Contents

Document Control

Amendment Control

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

> The Executive Officer
> Cairns District Disaster Management Group
> PO Box 7419
> Cairns Qld   4870

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

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

Amendment Register

No / Ref	Issue Date	Comment	Inserted by	Purpose
01	25 11 22	Rewrite	XO Cairns DDMG	New DDMP
02	10 07 23	Meeting dates updated	XO Cairns DDMG	Annual review & assessment
03	10 07 24	Meeting dates updated Update DDC details Update roles and responsibilities in DDCC Update MoG details	XO Cairns DDMG	Annual review & assessment
04	10 07 25	Update Roles and Responsibilities Meeting dates updated	XO Cairns DDMG	Annual review & assessment

Distribution

This plan is available to all Cairns DDMG including core members and advisors via the QPS website.

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 (*Disaster Management Act 2003*).
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 (*Disaster Management Act 2003*).
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. (*Disaster Management Act 2003*)
Disaster operations	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event (s. 15, DM Act).
Disaster response	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support. (*Disaster Management Act 2003*)
Disaster response operations	The phase of disaster operations that relates to responding to a disaster. (*Disaster Management Act 2003*)
Disaster recovery operations	The phase of disaster operations that relates to recovering from a disaster. (*Disaster Management Act 2003*)
Disaster risk	The process used to determine risk management priorities

assessment	by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria. (*COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002*)
Disaster District Coordinator	A person appointed under the *Disaster Management Act 2003* who is responsible for the coordination of disaster operations in the disaster district for the District Disaster Management Group.
District Disaster Management Group (DDMG)	The group established in accordance with s. 22 of the DM Act to provide coordinated State Government support and resources to LDMGs on behalf of local governments.
District Disaster Management Plan	A plan prepared in accordance with s53 of the Act, that documents planning and resource management to counter the effects of a disaster within the disaster district.
Emergency Management Assurance Framework (EMAF)	The EMAF provides the foundation for guiding and supporting the continuous improvement of entities, disaster management programs across all phases of disaster management. The framework also provides the structure and mechanism for reviewing and assessing the effectiveness of Queensland disaster management arrangements.

Event	(1) Any of the following:
	   a. a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening
	   b. an explosion or fire, a chemical, fuel or oil spill, or a gas leak
	   c. an infestation, plague, or epidemic (*example of an epidemic – a prevalence of foot-and-mouth disease)*
	   d. a failure of, or disruption to, an essential service or infrastructure
	   e. an attack against the state
	   f. another event similar to an event mentioned in (a) to (e).
	 (2) An event may be natural or caused by human acts or omissions. (*Disaster Management Act 2003*)

Executive Officer (XO) DDMG	The person appointed by the Commissioner, Queensland Police Service as the XO of the DDMG.
Executive Team	The Chairperson, Deputy Chairperson and Executive Officer.
Extraordinary Meeting	A meeting convened by the Chairperson in response to an operational event both inside and outside the disaster district.
Functional Lead Agency	An agency allocated responsibility to prepare for and provide a disaster management function and lead relevant organisations that provide a supporting role.
Guidelines	Guidelines are developed under s63 of the Act to inform the, DDMGs and LDMGs about the preparation of disaster management plans, matters to be included in disaster management plans and other appropriate matters about the operation of a DDMG or LDMG.
Hazard	A source of potential harm, or a situation with a potential

	to cause loss. (*Emergency Management Australia, 2004*)
Local Disaster Coordinator	A person appointed under the Act who is responsible for the coordination of disaster operations for the LDMG.
Local Disaster Management Group (LDMG)	The group established in accordance with s. 29 of the DM Act to support the disaster management and operational activities of local governments. The specific functions of the LDMG are outlined in s. 30 of the DM Act.
Local Disaster Management Plan	A plan that documents agreed arrangements that are in place to deal with disaster events within its area of responsibilities.
Member	A person officially appointed as a member of the DDMG. Members have voting rights to validate the business of the group.
Minister	Minister for Police, Corrective Services and Emergency Services.
Ordinary Meeting	A DDMG meeting which is scheduled and convened on a regular basis at an agreed time (set by the Chairperson) to discuss routine business of the group.
Post-disaster Assessment	Addresses performance during and the risks revealed by a disaster event in order to improve future development of mitigation measures. Post-disaster assessment forms part of continuous improvement of the whole system. (Adapted from *COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002*)
Primary Agency	An agency allocated responsibility to prepare for and respond to a specific hazard based on their legislated and/or technical capability and authority.
Queensland disaster management arrangements	Whole-of-Government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management
Queensland Disaster Management Committee (QDMC)	The group established in accordance with s. 17 of the DM Act who is responsible for disaster management and operational arrangements for the state of Queensland. The specific functions of the QDMC are outlined in s. 18 of the DM Act.
Quorum	The minimum number of DDMG members required to validate the business of the group.
Recovery	The taking of preventative measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment. (Disaster Management Act 2003)
Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency.

Residual Risk	The risk remaining after risk treatment. Residual risk can contain unidentified risk. Residual risk can also be known as 'retained risk'. (*ISO Guide 73:2009 Risk management – Vocabulary*)
Risk	The effect of uncertainty on objectives. (*ISO Guide 73:2009 Risk management – Vocabulary*)
Risk Management	Coordinated activities to direct and control a community or organisation with regard to risk. (Adapted from *ISO Guide 73:2009 Risk management – Vocabulary*)
Risk Register	A listing of risk statements describing sources of risk and elements at risk with assigned consequences, likelihoods and levels of risk.
Risk Treatment	Process of selection and implementation of measures to modify risk. (*National Emergency Risk Assessment Guidelines*)
Serious Disruption	Serious disruption means: (a) loss of human life, or illness or injury to humans; or (b) widespread or severe property loss or damage; or (c) widespread or severe damage to the environment. (D*isaster Management Act 2003*)
State Disaster Coordinator	A person appointed under the Act who is responsible for the coordination of disaster response operations for the SDMG.
State Recovery Coordinator	A person appointed under the Disaster Management Act 2003 who is responsible for the coordination of disaster recovery operations for the State Disaster Management Group.
State Disaster Management Plan	A planning tool for disaster managers which provides an overview of Queensland's all-hazards disaster management arrangements, including agency roles and responsibilities at each tier of the arrangements.
State Recovery Coordinator	A person appointed under the Act who is responsible for the coordination of disaster recovery operations for the QDMC.
Temporary District Disaster Management Group	A DDMG established under the Act by the QDMC Chair, in consultation with the Commissioner, Queensland Police Service, as a temporary district group to manage a disaster across two or more affected disaster districts.

Abbreviations and Acronyms

ADF	Australian Defence Force
AUSVETPLAN	Australian Veterinary Plan
BoM	Bureau of Meteorology
DACC	Defence Aid to the Civil Community
DAFF	Department of Agriculture, Fisheries and Forestry
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DEHP	Department of Environment and Heritage Protection
DHPW	Department of Housing and Public Works
DM Act	Disaster Management Act 2003 (Qld)
DOC	Department of Communities, Child Safety and Disability Services
DRAT	District Risk Assessment Team
DRFA	Disaster Relief Funding Arrangements
DRC	District Recovery Coordinator
DRG	District Recovery Group
DSDIP	Department of State Development, Infrastructure and Planning
DSITIA	Department of Science, Information Technology, Innovation, and planning
DTMR	Department of Transport and Main Roads
EAP	Emergency Action Plan
ECC	Earthquake Coordination Committee (Queensland)
EMA	Emergency Management Australia
EMAF	Emergency Management Assurance Framework
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
NDRRA	Natural Disaster Relief and Recovery Arrangements
NGO	Non-Government Organisation
OPSO	Operations Support Officer Queensland Police Service
QAS	Queensland Ambulance Service
QCCAP	Queensland Coastal Contingency Action Plan
QDMA	Queensland disaster management arrangements
QDMC	Queensland Disaster Management Committee
QFD	Queensland Fire Department
QFRS-RFS	QFRS – Rural Fires Service
QLDVETPLAN	Queensland Veterinary Emergency Plan
QNPRSR	Queensland National Parks, Recreation, 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	Disaster Management Act 2003
the Minister	Minister for Police and Community Safety
XO	Executive Officer

Governance

Authority to Plan

This District Disaster Management Plan is prepared under the provisions of s 53 of the Disaster Management Act 2003 (including amendments in 2010).

Purpose

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

Objectives

The objective of the Cairns 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 Framework; 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.

Strategic Policy Statement

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

Queensland Disaster Management Strategic Police Statement

Scope

In accordance with Section 49 of the Disaster Management Act 2003, this Disaster Management Plan is prepared to:
- Outline the State group's strategic policy framework, and the concepts and principles for disaster management in Queensland; outline the structure, responsibilities and arrangements of committees at State, Disaster District and Local Government level;
- Outline the roles and responsibilities of those departments and agencies who have been allocated a functional role;
- Provide for the coordination of disaster operations and activities;
- Identify events that are likely to happen and outline priorities for disaster management in the State;
- Provide for the activation of the arrangements in support of State operations;
- Include matters stated in the disaster management guidelines; and
- Specify responsibilities for annual reporting in relation to disaster management.

This plan details the arrangements necessary to undertake disaster management within the Cairns Disaster District in support of the fifteen Councils and one Town Authority as per below:

- Aurukun Shire Council
- Cairns Regional Council
- Cook Shire Council
- Douglas Shire Council
- Hopevale Aboriginal Shire Council
- Kowanyama Aboriginal Shire Council
- Lockhart River Aboriginal Shire Council
- Mapoon Aboriginal Shire Council
- Napranum Aboriginal Shire Council
- Northern Peninsula Area Regional Council
- Pormpuraaw Aboriginal Shire Council
- Weipa Town Authority
- Wujal Wujal Aboriginal Shire Council
- Torres Shire Council
- Torres Strait Island Regional Council
- Yarrabah Shire Council

Disaster Management Priorities

The priorities for the Cairns Disaster Management Group are:
- Response and recovery planning and operations
- 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.
  - develop clear accountability, including defined roles and responsibilities at all levels of the disaster management arrangements.
  - improve the communication flow process; and
  - develop whole-of-government, media, and community engagement arrangements.

District Disaster Management Group

Establishment

The Cairns District Disaster Management Group (DDMG) is established in accordance with section 23; 'Functions' of the Act which incorporates the fifteen Councils and one Town Authority.

Role

The Cairns DDMG role is to provide whole of government planning and coordination capacity to support local governments in disaster operations and disaster management.

Functions

The functions of a DDMG are outlined in section 23 of the Act. The *Disaster Management Act 2003* can be found at [Click here]. Queensland Disaster management Guidelines can also be found at click here.

Membership

The DDMG is comprised of persons and representatives as nominated in section 24: 'Membership' of the Act.

Core membership consists of representatives from:
- Queensland Police Service (QPS) Chairperson/DDC
- QPS Deputy Chairpersons
- QPS Executive Officer (XO)
- Aurukun Shire Council
- Cairns Regional Council
- Cook Shire Council
- Douglas Shire Council
- Hopevale Aboriginal Shire Council
- Kowanyama Aboriginal Shire Council
- Lockhart River Aboriginal Shire Council
- Mapoon Aboriginal Shire Council
- Napranum Aboriginal Shire Council
- Northern Peninsula Area Regional Council
- Pormpuraaw Aboriginal Shire Council
- Weipa Town Authority
- Wujal Wujal Aboriginal Shire Council
- Torres Shire Council
- Torres Strait Island Regional Council
- Yarrabah Shire Council
- Queensland Fire Department
- Queensland Ambulance Service
- Queensland Health
- Department of Education
- Department of Environment, Tourism, Science and Innovation
- Department of Housing and Public Works
- Department of Transport and Main Roads
- Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
- Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism
- Queensland Reconstruction Authority
- Department of Local Government, Water and Volunteers

Advisory Membership consists of:
- Telstra
- Ergon Energy
- NBN Co
- Maritime Safety Queensland
- Queensland Rail
- Department of State Development, Infrastructure and Planning
- Office of Industrial Relations (Asbestos management)
- Queensland Building and Construction Commission
- Department of Primary Industries
- Department of Justice
- Department of State Development, Infrastructure and Planning
- Queensland Corrective Services
- Sun Water
- Red Cross
- Primary Health Care Network
- Australian Defence Force (ADF/JOSS)
- ABC Radio Far North
- Australian Government Bureau of Meteorology
- Australian Government Services Australia (Centrelink)
- Australian Government Civil Aviation Safety Authority (CASA)
- Australian Government National Indigenous Australians Agency
- Australian Government Department of Agriculture, Fisheries & Forestry
- Australian Government National Recovery and Resilience Agency
- Australian Government, Department of Health, and Aged Care
- Community Enterprise Queensland
- Island and Cape Stores
- Cairns Airport Pty Ltd
- Tourism Tropical North Queensland (TTNQ)

DDMG Contact list is held by the district XO for confidentiality purposes.

Function and Supporting Role –

Multiple state agencies are responsible for various disaster response functions within Queensland. These responsibilities are allocated as a result of an agency's role in administering relevant legislation or ability to provide specialist resources.

A detailed itemisation of the disaster response functions, and associated lead agencies, is outlined within the SDMP Appendix B – Pages 47 - 78. The Cairns DDMG adopts the itemisation of these functions at the district level.

State Disaster Management Plan

Supporting Roles and Responsibilities

Agency	Responsibilities	Role
Queensland Ambulance Service (QAS)		
Relevant legislation: Ambulance Act	Functions s3, Ambulance Act 1991:	• Provide, operate, and maintain ambulance service delivery during disasters and other related activities • Provide transport for persons requiring attention at medical

		or health care facilities • Participate with other emergency services in counter disaster planning including collaboration with Hospital and Health Services and active membership of State, District and Local Disaster Groups • Coordinate all volunteer first aid groups during a disaster
1991		
Queensland Fire Department	**Responsibilities**	**Role**• Hazard lead and primary response agency for structural fire, bushfire, and hazardous materials emergencies
Relevant legislation: **Fire Services Act 1990** **Disaster Management Act 2003**	• Primary response agency for structural fire, bushfire and incidents involving chemicals and hazardous materials	• Responsible for relevant components of the Chemical, Biological and Radiological hazard (noting Queensland Health's involvement in the Biological and Radiological component) • Plays an important role in building safety, assessment, and compliance, which contributes to preparedness for disasters, e.g. earthquakes
	• Protection of persons, property and the environment from fire and hazardous materials emergencies	• Fire and hazardous materials suppression and control • Protect persons trapped in a vehicle or building or otherwise endangered • Develop and distribute warnings relating to bushfire, structure fires and hazardous materials emergencies • Lead the AUS-1 Disaster Assistance Response Team for responding to disasters internationally and within Australia • Provide specialist rescue capability – including Urban Search and Rescue and Technical Rescue, Swiftwater Rescue
	• Prevention of, and response to, fires and other emergencies	• Undertake and coordinate bushfire mitigation activities • Coordination of air operations • Management of permit to light system
	• Declaration of State of Fire Emergency	• Invoking fire bans
	• Support communities or other entities prepare for, respond to, and enhance resilience to, bushfires, disasters, and other events	• Community engagement • Promote fire prevention and fire control and safety and other procedures for fire and hazardous materials emergencies.
	• Cooperate with other entities providing emergency services	• Coordination of pre-season briefings relating to bushfire • Support the response to severe weather and other disaster events • Undertake initial damage assessments following disaster events • Provide advice in relation to chemical analysis and atmospheric monitoring at relevant incidents • Provide mass and technical decontamination capability • Provide advice and support regarding disaster management and disaster operations as it relates to bushfires, structure fires and hazardous materials emergencies to disaster management groups
	Emergency powers Queensland Fire Department utilises a range of powers to manage disasters and emergencies. These powers are contained within the Fire Services Act 1990 • Fire officers as defined under the Fire Services Act 1990 may also exercise declared disaster officer powers under s77 of the Disaster Management Act 2003.	

Cairns District Disaster Management Plan 10 07 24 – 10 07 25

Queensland Police service	Responsibilities	Role
Queensland Police Service	**Relevant Legislation:** Disaster Management Act 2003 Police Service Administration Act 1990 Police Powers and Responsibilities Act 2000 Coroners Act 2003 Marine Rescue Queensland 2024 Act State Emergency Service Act 2024	• Administer of the Disaster Management Act 2003 and Disaster Management Regulation 2014 • Exercise the functions and powers of the Police Commissioner in accordance with any relevant legislation • Exercise the functions and powers of the State Disaster Coordinator in accordance with the Disaster Management Act 2003 • Provide executive support to the QDMC, SDM Group and SDCG • Provide the chair and executive support to district disaster management groups • Provide advice and support regarding disaster management and disaster operations to disaster management groups • Establish and maintain arrangements between the State and the Commonwealth about matters relating to effective disaster management • Prepare and maintain the State Disaster Management Plan (SDMP) and the Prevention, Preparedness, Response and Recovery Disaster Management Guideline • Manage the Queensland Disaster Management Training Framework (QDMTF) • Develop the program cycle of disaster management exercises • Gazette Disaster Management Declarations • Manage the Disaster Management Website • Support stakeholder application of the Australian Warning System • Issue warnings including Emergency Alert • Maintain operational readiness of the State Disaster Coordination Centre (SDCC) • Activate, coordinate and command the operation of the SDCC • Operational responsibility for first response to terrorism • Resupply of essential goods to isolated communities, properties and individuals in partnership with Local Disaster Management Groups (LDMGs) • Manage the registration of directed evacuees and work in partnership with LDMGs and Australian Red Cross • Provide aircraft assets to Whole of Government disaster response via the QGAIR including: - supplying coordinators to the State Disaster Coordination Centre aviation cell to support all aircraft deployments - deployment of assets • Preserve peace and good order • Traffic management including assistance with road closures and maintenance of road blocks • State Search and Rescue authority and responsible for coordination of search and rescue operations • Disaster Victim Identification
Queensland Police Service	**State Emergency Service (SES)**	
State Emergency Service (SES)	**Responsibilities**	**Role**
	Relevant Legislation: s7 State Emergency Service Act 2024 • Perform rescue or similar operations in an emergency situation • Perform search operations in an emergency or similar situation • Perform activities in response to a severe weather event • Perform other activities to help communities or other entities prepare for, respond to, recover from, and	• Help injured persons, as well as protect persons, property or the environment from danger or potential danger in emergency situations. This includes operations for road crashes, vertical rescue, or assistance to other entities responding to an emergency • Assist in searches for missing persons or evidence • Provide storm and water damage operations to support residents and critical community services • Conduct operational preparedness and resilience activities with community and agencies such as community engagement, exercises, agency liaison and joint planning

	enhance resilience to, an event or a disaster • Provide services, and give help reasonably requested, in an emergency or another situation, as required of a member of the SES under any Act or law or the reasonable expectations of the community	• Support multi-agency response and recovery activities within SES capability • Provide operational support in emergencies and public events including, but not limited to, welfare, evacuations and evacuation centres support, cyclone shelter support, public event support, fire ground support, air base operations and management (bushfire), traffic management, communications, resupply, incident management, or lighting
Queensland Police Service	**Marine Rescue Queensland (MRQ)**	
Marine Rescue Queensland (MRQ)	**Responsibilities**	**Role**
	Relevant Legislation: Marine Rescue Queensland 2024 Act • Perform marine search and rescue operations • Provide marine assistance to persons or vessels in difficulty • Provide other marine assistance to any entity in the performance of its functions and to the community if the assistance is reasonably requested and another entity is not reasonably able to assist • Support other entities providing emergency services to help communities respond to and recover from an event or a disaster • Provide services or assistance by a member of MRQ if required under any Act or law or the reasonable expectations of the community	• Provide marine search and rescue services to the boating public in Queensland
Threat Specific Hazards		
Oil Spill	Department of Transport (Maritime Division)	Detail the strategy and actions to be carried out in the event of an oil spill occurring in waters within the vicinity of the Queensland coastline. Queensland Coastal Contingency Action Plan (QCCAP)
Wildfire	Queensland Fire Department (Rural Fires Division)	Wildfire Mitigation and Readiness Plans Queensland Bushfire Plan
Emergency Animal Disease	Department of Primary Industries	Detail the arrangements to cope with a serious exotic animal disease. • Australian Veterinary Emergency Plan (AUSVETPLAN) • Australian Aquatic Veterinary Emergency Plan (AQUAVETPLAN) Australian Emergency Plant Pest Response Plan (PLANTPLAN)

Roles and Responsibilities

The functions, roles, responsibilities, and networks in disaster management as identified by each agency are detailed in the State Disaster Management Plan.

The Cairns District Disaster Management Group adopts the itemisation of these roles and responsibilities at the district level.

The State Disaster Management Plan can be located click here

Business and Meetings

The Cairns DDMG according to the Act is required to meet up to twice per year not withstanding extraordinary meetings that may be called. The frequency increases before and during the wet season. Unless otherwise advised meeting will be held on the second Tuesday of the month

The chairperson of the DDMG must call a meeting when requested, in writing to do so by the chairperson of the QDMC; or at least one-half of the members of the DDMG.

A quorum of members is required for meeting resolutions to be officiated. Section 40 of the *Disaster Management Act 2003* 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 42*). For example, if TEAMS 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 Cairns DDMG meetings. Section 43 of the Act provides that the Cairns 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 chairperson (DDC) on behalf of the Cairns 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.

Reporting requirements within the Cairns Disaster District shall be consistent with the in accordance with s. 38 of the Disaster Management Act 2003 and Queensland's Disaster Management Group Guidelines.

The DDMG may conduct its business, including its meetings, in a way it considers appropriate.
- Disaster Management Guidelines Click here
- Disaster Management Act 2003 [Click here]

Scheduled meetings:
2nd Tuesday of each month   **11/11/25**   **09/12/25**
13/01/26   **10/02/26**   **10/03/26**

Administration

Reporting requirements within the Cairns Disaster District shall be consistent with the requirements of the Disaster Management Act 2003 and Queensland's District Management Guidelines as follows:
- Guidelines Click Here
- Disaster Management Act 2003 [Click here]

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

Preparedness

Preparedness is crucial in disaster situations to ensure consequences are as minimal as possible and the response is optimum. 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

Capacity Building

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.

QPS (EMC's) is responsible for ensuring a coordinated approach to disaster management training within the district, including the maintenance and dissemination of the **Queensland Disaster Management Training Framework** to DDMG members. The framework can be found click here

Agencies and organisations represented on the DDMG have the responsibility of providing suitable opportunities for DDMG representatives (including deputies) to attend required training.

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.

Training can be accessed online through www.disaster.qld.gov.au/dmlmsqld., access can be gained by contacting the QPS Emergency Management Coordinator.

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.
  (a) activation of Disaster Management Groups.
  (b) activation of Disaster Coordination Centres.
  (c) 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 Cairns DDMG. Additionally, on an annual basis, functional committees will exercise their respective sub-plans, independent of the disaster district exercise.

Immediately on completion of exercises, hot debriefs will be conducted to identify issues and areas for improvement. A more detailed 'After Action Review' is to be conducted within the next following few days addressing the 'exercise design and conduct' and the 'responses to the scenario'. The exercise review should identify recommendations for future action and improvements.

Specific training programs and the method by which they will be monitored and evaluated shall be in accordance with the *DDMG Annual Operational Plan*. The management of this plan is the responsibility of the Executive Officer. Training conducted will be recorded in the Annual Report.

Exercise Evaluation

The purpose of conducting exercises is to ensure the effectiveness of the relevant plans are being tested. Furthermore, to ensure continuous improvement, each exercise will be evaluated for its effectiveness and relevance to disaster management/operations. The evaluation will take many forms including written or

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oral feedback but will primarily be based on a hot debrief (conducted immediately after the exercise has concluded), and a formal debrief.

A formal debrief should be held after an exercise to enable participants and observers an opportunity to share their experiences and to assist in providing feedback. The minutes of the feedback are to be maintained by the Executive Officer. Any identified issues are to be actioned and progress regarding their treatment reported to the group at Cairns DDMG meetings.

Post Disaster Assessment

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

Post- Disaster Assessment addresses performance during and the risks revealed by a disaster event in order to improve future development of mitigation measures. Post-disaster assessment forms part of the continuous improvement of the districts disaster management whole of government system.

The post-disaster assessment should be conducted through a DDMG debrief which should take place after individual LDMGS have undertaken their debrief meeting. Post-disaster assessments are undertaken and can be documented in a Post-Disaster Analysis Report to provide opportunities for participants to comment on the success and areas for improvement of district disaster operations and arrangements. The DDMG Chair is to ensure the report findings are incorporated into the DDMG Annual Operational Plan and Disaster Management Plan for the monitoring and implementation of recommendations.

Outcomes of post-disaster assessments strengthen the districts disaster management capability.

Guidelines and reporting requirements relating to post disaster assessments are contained within the Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline:

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

Disaster Risk Assessment

Community Context

The Cairns Disaster District is quite diverse and comprises of 15 Councils and 1 Town Authority:
1. Aurukun Shire Council
2. Cairns Regional Council
3. Cook Shire Council
4. Douglas Shire Council
5. Hopevale Aboriginal Shire Council
6. Kowanyama Aboriginal Shire Council
7. Lockhart River Aboriginal Shire Council
8. Mapoon Aboriginal Shire Council
9. Napranum Aboriginal Shire Council
10. Northern Peninsula Area Regional Council

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11. Pormpuraaw Aboriginal Shire Council
12. Weipa Town Authority
13. Wujal Wujal Aboriginal Shire Council
14. Torres Shire Council
15. Torres Strait Island Regional Council
16. Yarrabah Shire Council

It is recognised that in accordance with *s.28A of the Disaster Management Act 2003* (Temporary disaster district groups) the Cairns Disaster District could also incorporate other areas outside of its nominated boundaries, or alternatively could form part of another disaster district.

District Appreciation

Geographic overview

The Cairns District is located in the far north of the State of Queensland and comprises the major provincial city of Cairns, rural communities located on the east coast hinterland surrounding Cairns and Cooktown and numerous coastal and inland townships including the township of Babinda. The district is unique in several aspects – it encompasses a total of 15 distinct local government areas and one town authority including both Aboriginal Councils and Island Councils. The district shares international borders with both Papua New Guinea and Indonesia.

Area:

Cairns District is approximately 211,091 square kilometres in area and encompasses the Gulf country, Cape York Peninsula (11 Deed of Grant in Trust communities) and the Torres Strait Islands. The western perimeter of the district adjoins the Gulf of Carpentaria, the northern area of the district extends into the Torres Strait and the eastern perimeter adjoins the Pacific Ocean.

Climate and Weather:

The climate and weather for the Cairns Disaster District is diverse in nature. The annual wet season has a strong influence on the district in most areas whereas equally during the annual dry season the western sector of the district is also affected.

Cyclone categories and wind speeds 'Source: BoM'

Category	Maximum Mean Wind (km/hr)	Typical Strongest Gust (km/hr)	Typical Effects
1	63 - 87	<125	Damaging winds. Negligible house damage. Damage to some crops, trees, and caravans. Craft may drag moorings.
2	88 - 117	125 - 164	Destructive winds. Minor house damage. Significant damage to signs, trees, and caravans. Heavy damage to some crops. Risk of power failure. Small craft may break moorings.
3	118 - 159	165 – 224	Very destructive winds. Some roof and structural damage. Power failures likely
4	160 – 199	225 – 279	Significant roofing loss and structural damage. Many caravans destroyed and blown away. Dangerous airborne debris. Widespread power failures.
5	>200	>279	Extremely dangerous with widespread destruction

Topography:

Distinctive topographical features of the district include the Great Dividing Range which runs along the coastal fringe adjacent the eastern seaboard. This geographical feature rises in some instances from the eastern seaboard coastline and in other locations from approximately 30 kilometres inland from the coastline. The range averages in height at around 1000 to 1200 and hosts, in the main, tropical rainforest much of which is 'world heritage' listed. Diametrically opposed to the tropical lushness on the eastern seaboard of the district is the savannah landscape on the western 'Gulf' of the district. This area is typically sclerophyll forest with 'dusty' plains during the 'dry' season (May to October) and lush grassland and swamp during the 'wet' season.

Rivers & Dams:

Cape Rivers (West)	Cape Rivers (East)
Gilbert	Norman
Herbert	Johnstone
Mulgrave-Russell	Barron
Daintree/Endeavour	

http://www.bom.gov.au/qld/flood/brochures/qld/Qld_Basins_map.pdf

Source: QGlobe
Rivers

Mitchell River	Staaten River	Walsh River
Palmer River	Walsh River	McLeod River
Watson River	Archer River	Coen River
Jardine River	Wenlock River	Dulhunty River
Einasleigh River	Gilbert River	Copperfield River
Daintree River	Etheridge River	Mossman River
Annan River	Bloomfield River	Endeavour River
Mulgrave River	Barron River	Clohesy River
Hann River	Wild River	Holroyd River
Laura River	Kendall River	Kennedy River
Normanby River	Pascoe River	Edward River

http://www.bom.gov.au/cgi-bin/wrap_fwo.pl?IDQ60005.html

Referable Dams:

There are four dams currently with potential impacts on the Cairns Disaster District as referrable dams.

These being:

A Referrable Dam is defined within the Water Supply (Safety and Reliability) Act 2008 as.
A dam, or a proposed dam after its construction will be a referable dam if—
a) a failure impact assessment of the dam, or the proposed dam, is required to be carried out under the Act; and
b) the assessment states the dam has, or the proposed dam after its construction will have, a category 1 or category 2 failure impact rating: and
c) the chief executive has, under section 349 of the Act, accepted the assessment.

As referrable dams each of these dams is required to have in place an Emergency Action Plan (EAP) for monitoring the dam during times of extreme rainfall. These plans require the water levels and any other relevant information be provided to the relevant LDMG/DDMG. Subject to any dam failures at each of these sites as referrable dams the owner/operators of these facilities are to notify all relevant downstream

stakeholders and provide advice regarding the event. The role of the DDMG is to assist the LDMG in managing the event.

Tinaroo

Copperlode

Tinaroo Dam EAP

Copperlode Falls Dam EAP

Mc Kinnon Creek Flood Detention Dam EAP

Moody Creek Detention Basin EAP

Agriculture Industries:

Avocado	Bananas	Basil	Beef cattle
Blueberry	Cashews	Citrus	Coffee
Custard apple	Dairy cattle	Flowers	Forestry plantation
Grass seed	Hay	Honey	Legume seed

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Longan	Lychee	Macadamia	Maize
Mango	Melons	Mixed fruit	Mixed vegetable
Nursery production	Papaya	Passionfruit	Peanut
Pineapple	Pork	Potatoes	Poultry (eggs)
Poultry (meat)	Pumpkin	Sugar cane	Strawberry
Sweet potato	Table grape	Tea	Tea tree
Turf	Sugar cane	Sorghum	

Aquaculture

Barramundi   Prawns

Mining

Bauxite – Weipa   Silica – Cape Flattery

Tourism

Interstate   Intrastate   International

Demography

Population:

The compilation of the Cairns Disaster District population data was compiled from the Australian Bureau of Statistics (ABS) 2021 Census.

Local Government Area (LGA)	Population
Aurukun	1,101
Cairns	178,104
Cook	4,761
Douglas	13,071
Hopevale	1004
Kowanyama	1,079
Lockhart River	640
Mapoon	432
Napranum	883
NPARC	2,796
Pormpuraaw	611
Torres	3,421
TSIRC	4,124
Weipa	4,100
Wujal Wujal	276
Yarrabah	2,505

Information from Bureau of Statistics

Critical Infrastructure

Major Arterial Roads

Bruce Highway	Captain Cook Highway
Peninsula Development Road	Gulf Development Road
Burke Development Road	Mossman/Mt Molloy Range Road
Kuranda Range Road	Gillies Range Road
Kennedy Development Road	Mulligan Highway

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Rail

North Coastline (to Cairns only)   Rail station, Cairns
limited western route

Ports, Jetties and Barges
Ports

Cairns	Weipa
Cape Flattery	Cooktown
Hey point,	Port Douglas (State boat harbor)
Thursday Island	

Barge ramps

Aurukun	Pormpuraaw
Lockhart River	

Jetty's

Deeral	Bellenden Ker
Fitzroy Island	Green Island
Palm Cove	Cooktown
Daintree	Thursday Island

Air

International Airport (certified by International Civil Aviation Organisation)
Cairns

Certified Aerodromes (where a terminal instrument flight procedure (TIFP) for the
aerodrome and the procedure is not only for use in a specialised helicopter operation)

Cairns	Horn Island
Weipa	Lockhart River
Kowanyama	Pormpuraaw
Cooktown	Coen
Aurukun	
Northern Peninsula	

Aerodromes

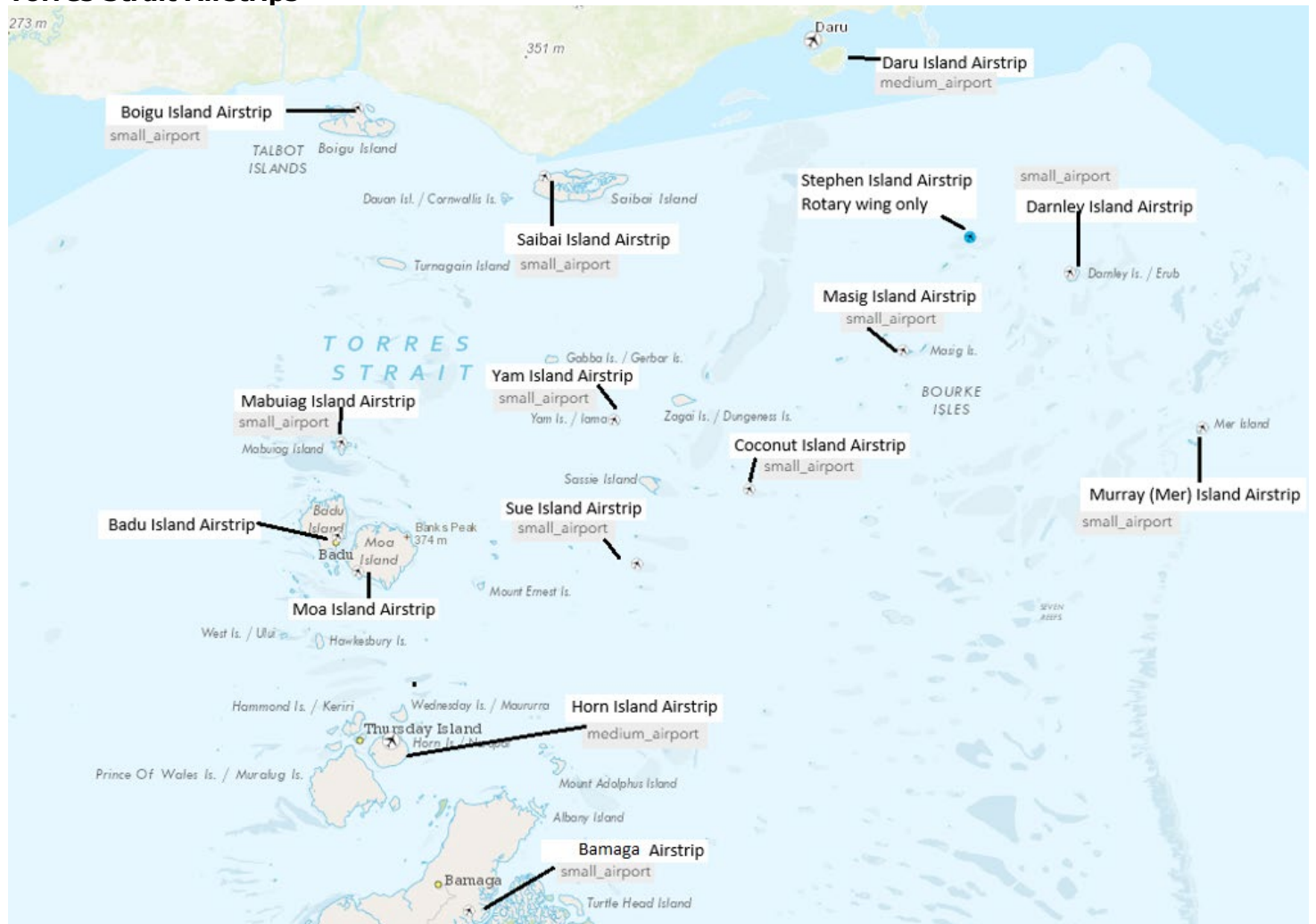|	
Chillagoe	Yorke Island
Saibai Island	

Below are two maps. The first map outlines the airstrips for the Torres Strait and second for the Cape and remaining parts of the Cairns Disaster District.

Torres Strait Airstrips

Cape and other disaster district airstrips

Thursday Island

Prince Of Wales Is. / Muralug Is.

NPARC Airstrip
Small Airport

Pormpuraaw

Horn Island Airstrip
Medium Airport

Kowanyama

RAAF Scherger
Airbase

Lockhart River Airstrip
Medium Airport

Weipa Airstrip
Medium Airport

Weipa

Aurukun

Coen Airstrip
Medium Airport

OSPREY
EMBAYMENT

Aurukun Airstrip
Small Airport

CAPE YORK
PENINSULA

PRINCESS
CHARLOTTE
BAY

Lizard Island Airstrip
Small Airport

A

Cape Flattery Airstrip

Pormpuraaw Airstrip
Small Airport

Cooktown Airstrip
Medium Airport

Kowanyama Airstrip
Medium Airport

Kowanyama

Cooktown

Cairns International
Airport

Thornton Peak
1374 m

Port Douglas

- ⊕ closed
- ✈ large_airport
- ✈ medium_airport
- ✈ seaplane_base
- ✈ small_airport
- Ⓗ heliport

Cairns

Mareeba

Chillagoe

Atherton

Communications

Mobile Phone Communications Network is spread across the district
Land Line Communications is available across the district and has several providers
including Telstra, Optus, and Vodafone-Hutchison Australia
Internet Connectivity is available at varying capability levels across the district
including Wi-Fi
Satellite Communications (Sat Comms is in place across the district)

Radio frequency-based communications are in place across the district
Starlink is being increasingly utilised across the District.

Essential Services Health
Queensland Health have several health clinics which operate across the Cairns Disaster District as per the map below
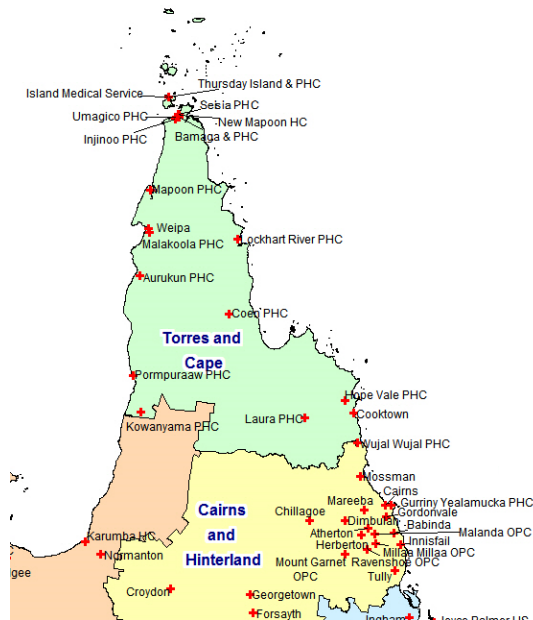
Power Supply
Parts of the district are connected to the Queensland State electricity grid where as in several isolated and remote communities' electricity is distributed by generators.

Water Supply and Sewerage treatment and disposal networks

Councils provides water reticulation to the communities and townships across the Cairns Disaster District. To provide ability for readers to comprehend what is in each location all fifteen council and one Town Authority web sites are provided below for further research.

1. Aurukun Shire Council [Click here]
2. Cairns Regional Council [Click here]
3. Cook Shire Council [Click here]
4. Douglas Shire Council [Click here]
5. Hopevale Aboriginal Shire Council [Click here]
6. Kowanyama Aboriginal Shire Council [Click here]
7. Lockhart River Aboriginal Shire Council [Click here]
8. Mapoon Aboriginal Shire Council [Click here]
9. Napranum Aboriginal Shire Council [Click here]
10. Northern Peninsula Area Regional Council [Click here]
11. Pormpuraaw Aboriginal Shire Council [Click here]
12. Weipa Town Authority [Click here]
13. Wujal Wujal Aboriginal Shire Council [Click here]
14. Torres Shire Council [Click here]
15. Torres Strait Island Regional Council [Click here]

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16. Yarrabah Shire Council [Click here]

Hazards

The hazards to which the district is susceptible, could come from one or more sources of risk including natural, technological, biological, geological, meteorological, social, economic, or political circumstances, or a combination of any.

The hazards analysis conducted in respect to the disaster district identified that the most serious events in terms of probability of occurrence and seriousness of the consequences if they did occur. The list is not to be read as an order of priority or level of risk.

Natural Hazards	
Meteorological	Cyclones
	Storm Surge/Tide
	Severe weather
	Floods
	Bushfire
Geological	Earthquake
	Tsunami
Biological	Pandemic
	Exotic animal and plant disease
Non-Natural Hazard	
	Marine Oil Spill

The district may also be impacted by hazards / threats occurring in neighboring local government areas such as:

Failure of critical infrastructure such as power and communications.

- Failure of Critical Infrastructure
- Dam Failure
- Bush Fire
- Major Transport Incident (road, rail, sea, and air)
- Major flooding
- Category 3+ Cyclone (including east coast low)
- Storm tempest (including Tornado)
- Emergency Diseases (human)
- Emergency Diseases (animal)
- Emergency Diseases (plant)
- Landslip
- Terrorist related incident

Risk Assessment

Risk is the concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities, and environment. Risks should be assessed through consideration of the likelihood that the event would arise and the consequences of its impact.

The Cairns DDMG shall undertake a district risk assessment based on the Australian Standard for Risk Management (AS/NZS ISO 31000:2009), and in accordance with the process outlined in the National Emergency Risk Assessment Guidelines. Those risks identified in this risk assessment process are to be recorded in the District Risk Register. This risk register has been developed to incorporate risk identification, risk analysis and risk evaluation.

A review of Local Disaster Management Plans will assist the DRAT in conducting a risk assessment of potential hazards that have the ability to impact across local government boundaries or may significantly impact a single local government.

DRAT identified that risks contained in the District Risk Register should NOT be a duplication of the risks identified by the LDMG's but only those risks that the DDMG has to manage. As an aid to this risk assessment process LDMG's have been requested by the DDC to document and notify the DDMG of any risks that require transferring or sharing with the DDMG.

The district risk assessment process, including a review of the District Risk Register, shall be conducted in conjunction with a review of the District Disaster Management Plan.
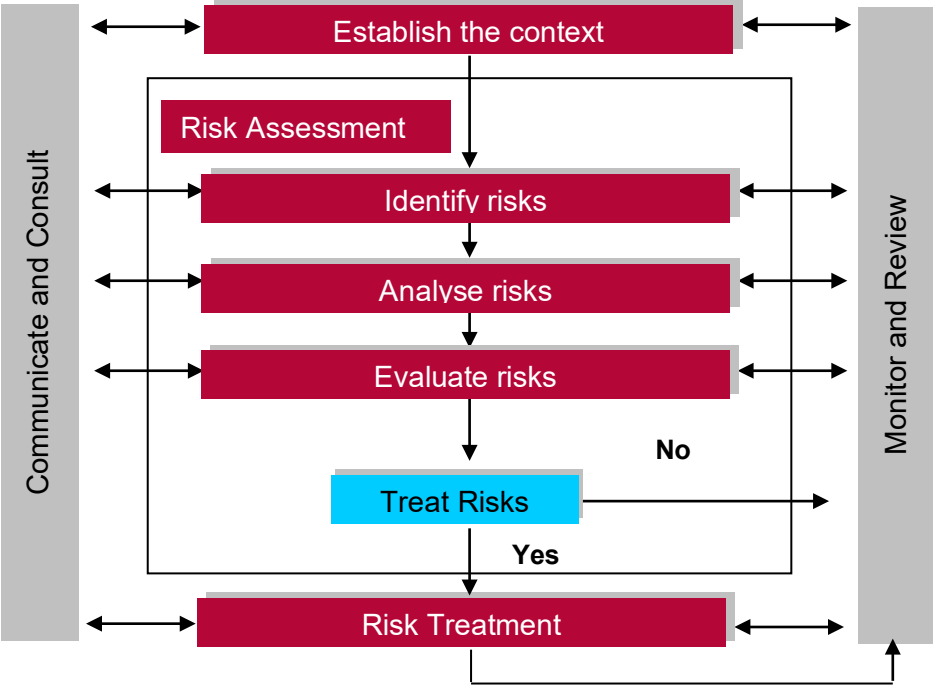
The risk management process (AS/NZS ISO 31000:2009)

Risk Treatment

Risks identified in the Risk Register are analyzed by the Cairns District Risk Assessment Team (DRAT) in order to identify strategies for risk treatment. The District Risk Treatment Plan contains preferred treatment options, responsibilities, and timeframes for implementation.

Responsibility for the implementation of risk treatment strategies, monitoring and reporting shall be determined by members of the DRAT under the guidance of the DDC. The District Risk Treatment Plan is to be presented to the Cairns DDMG for endorsement.

To progress any treatment options, the DDMG is to request responsible agencies to incorporate specified risk treatment strategies in 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 SDMG is a treatment option. In these instances, the DDMG is to document and notify the SDMG 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.

Response Strategy

Concept of Operations/Activation and Triggers

The authority to activate the Cairns 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 the following: State Disaster Coordinator (SDC); and the Chair of a LDMG.

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.

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.

The following table outlines the activation states of the **Cairns DDCC** Triggers

Level	Circumstances	Actions	Communications
Alert	One or more LDMG's operational Awareness that threat may be widespread	XO briefs DDC on activation level of LDMG/s Analysis of threat Contact LDC/s Contact Disaster Management (local government)	DDC and XO on mobile remotely
Lean Forward	Potential requirements for DDMG to coordinate disaster operations or provide support because of threat or resource requirements	Maintain contact with LDC/s 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 LDMG/s Brief DDMG members Planning for potential support to LDMGs	DDC, XO and DDMG members on mobile and monitoring email remotely Ad-hoc reporting
Stand Up	Request for support received from LDCC/s Large threat is imminent Coordinated support required Significant state resources committed	Develop situational awareness Pass on urgent warnings Commence SITREPs to SDCC Roster developed for DDCC DDCC activated with required staff Forward planning commenced SDCC advised DDMG stood up Admin / logistics, operations, planning and intelligence cells in place Coordination of State support commenced Advice received from State Disaster Coordinator (if appointed)	DDCC contact through established land lines and generic email addresses DDC, XO and DDMG members present at DDCC on established land lines and/or mobiles. Monitoring emails

Stand Down	LDMG/s stood down from response Recovery arrangements functioning	Final check for outstanding requests Assist LDMG/s to transition to recovery Debrief of staff in DDCC and DDMG members Consolidate financial records Final situation report to SDCC Hand over to Recovery Coordinator Return to core business	DDMG members not involved in recovery operations resume standard business and after hours contact arrangements

District Disaster Coordination Centre

The District Disaster Coordination Centre will be activated to coordinate the management of resources as part of the whole-of-government approach in the Cairns Disaster District in the event of a disaster event threatening or impacting upon the area.

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

> 2nd floor
> Cairns Police Establishment
> 5 Sheridan Street
> Cairns City

This venue is fully equipped with computers, photocopier, telephones, and welfare facilities. The building is equipped with a generator as an alternate power supply in the event main electricity power supply is disrupted.

Staffing of district co-ordination centre

The Cairns DDCC will contain the following capability framework along with positions and roles and responsibilities. The Cairns DDCC instruction clearly outlines all relevant information and is held by the Cairns DDC and XO.

Areas of capability within the Cairns DDCC may include within a scalable environment:

Command Capability
District Disaster Coordinator (DDC) – Chief Superintendent/District Officer
Deputy Chair DDMG to District Disaster Coordinator (D/DDC) – Superintendent or Inspector
Executive Officer (XO) – S/Sergeant
Deputy Executive Officer (DXO) – S/Sergeant/Sergeant mentored by XO to perform role
Situation Board keepers – developing and maintaining up to date situation boards for command cell members and DDCC support staff – will work in conjunction with the Intel Cell

Operations Capability
Preferable Skills Set Senior Sergeant or Sergeant who has experience of operational leadership.

Planning Capability

Preferable Skills Set Senior Sergeant or Sergeant who has experience in the writing of operational orders, action plans and similar

Intelligence Capability

Preferable Skills Set Senior Sergeant or Sergeant or Senior Constables whose substantive organisation position is intel

DIEMS Entry

Preferable Skills Set Senior Sergeant or Sergeant or Senior Constables who has operational and DIEMS experience.

Email manager

Preferable Skills Set Senior Sergeant or Sergeant or Senior Constables with operational organisation skills.

Request for Assistance RFA Cell

Preferable Skills Set Senior Sergeant or Sergeant or Senior Constables with operational organisation skills.

Media

Preferable Skills Media personnel with appropriate Media training and experience.

Operational Reporting

During operations there is an expectation that Situation Reports (SITREPS) will be forwarded by EMAIL to the Executive Officer, Disaster District Management Group in accordance with requirements set by the DDC for an event.

Disaster Declaration

In accordance with section 64 of the *Disaster Management Act*, the DDC may, with the approval of the Minister, declare a disaster situation for the district, or a part of the district.

In declaring a disaster situation, the DDC is to be satisfied that a disaster has happened, is happening or is likely to happen and it will be necessary or reasonably likely to be necessary to exercise declared disaster powers to prevent or minimise the loss of human life, illness or injury to humans, property loss or damage, or damage to the environment.

The declaration of a disaster situation should ordinarily be made in the approved form however in accordance with section 65(5) of the Act it can be made **orally,** if necessary, to exercise declared disaster powers before an approved form can be obtained and completed. If the declaration is made orally, it must be recorded in the approved form as soon as is reasonably practicable. (Please note that an oral declaration cannot be made if the DDC is satisfied only that it is **reasonably likely to be necessary** to exercise disaster powers. The DDC must believe that it is **necessary** to exercise the powers.)

Before declaring a disaster situation, the DDC is to take reasonable steps to consult with the DDMG and each local government in, or partly in, the proposed declared area. A failure to consult does not affect the validity of the declaration (section 64(3)).

The Minister and the Premier may declare a disaster situation for the State, or a part of the State (Section 69) under the same conditions as those for DDCs under section 64 with the exception that consultation is not required with the DDMG or local government.

Requests for Assistance (RFAs)

When a disaster management group requires logistics support and/or resources to meet operational requirements that are beyond local or district capacity and capability, they must seek assistance through a formal request to the next relevant level (i.e., local to district or district to state). Guidance for following the correct process should be gained from the Request for Assistance - Reference Guide click here or via the Queensland Government Disaster Management website [Click here].

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All Requests for Assistance are to be submitted in the prescribed format click here. Local Disaster Management Groups shall submit their requests for assistance to the District Disaster Coordinator. Requests that cannot be met at District level are to be forwarded to the State Disaster Coordination Centre.

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.

The Queensland Resupply Guidelines outline 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 click here

Emergency Supply

During a disaster related event, particularly 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. Emergency supply is the acquisition and management of emergency supplies and services in support of disaster operations.

The SDMP outlines QPS has a support function for emergency supply to communities.

Request for Air Support – Aviation Capability

Due to the geographical footprint of the Cairns Disaster District the deployment of resources human or otherwise will in most of the case be by aircraft. Ordinarily individual agencies or entities take on the responsibility of booking aircraft however at times the event is such that the need for an aviation capability locally to support district wide operations.

The authority to activate such as a capability lies with the District Disaster Coordinator (DDC). The DDC can form an aviation capability within the DDCC who can work through QGAir for government assets or alternatively the sourcing of air assets from brokering firms.

Financial Management

All agencies, councils and entities have individual responsibilities for financial management.

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.

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Warning Notification and Dissemination

Public information during the response phase of a disaster management operation provides the community with awareness of hazards and information about events and recommended actions, such as local evacuation arrangements and specific measures available for vulnerable groups (e.g., the elderly, ill and people with a disability).

Traditional media, including radio, television, and print, is used for public information in most events, however local governments and emergency service agencies also use social media, local warning systems, websites, and other channels to provide information to stakeholders and the community.

Predominantly warning products will be issued by the Bureau of Meteorology including, but not limited to, Severe Weather Warnings, Tropical Cyclone Advice, Flood watch or Tsunami Warning Products.

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

The DDC will receive notification directly from the State Disaster Coordination Centre (SDCC) and internally through Queensland Police Service Communication Centres. The DDC will ensure the dissemination of warnings to vulnerable LDMGs within the district.
DDMG members will receive warning products via several means. Depending on time constraints, DDMG member agencies will normally be notified by e-mail, and depending on the urgency of perhaps a rapid onset event like a tsunami by telephone.

Teleconferencing equipment is available to the Cairns DDMG and the initial e-mail advising of the warning may request an urgent meeting via teleconference. DDMG member agencies may also receive notification from internal agency central offices.

Several agencies will also receive warnings directly from the Bureau of Meteorology.

Details regarding responsibility for notification processes within DDMG member agencies are detailed in respective agency plans. Agency plans will include detailed contact registers to achieve dissemination of warnings.

The Cairns XO plays an important role in ensuring the notification and dissemination of warnings to members of the Cairns DDMG, LDMGs and in some instances, elements of the community that may fall under the responsibility of Cairns DDMG member agencies, such as residents of island communities.

The process for the notification and dissemination of warning products is not a function dependent on the activation of the Cairns DDMG, rather it is an automatic responsibility of Cairns DDMG Executives and members, regardless of the status of activation of the DDMG.

Upon receipt of information that communities located within the Cairns Disaster District are or may be threatened by a particular hazard, the Disaster District Coordinator (DDC) shall ensure

that the community and local governments receive appropriate warnings in respect to those threats.

Warnings will be communicated to the vulnerable community by their respective local government in accordance with the relevant provisions of the respective Local Government Disaster Management Plan. These warnings will be conducted in collaboration with the Cairns DDC to ensure uniformity and consistency in the message.

However, where events require a higher level of warning, the DDC may engage the Emergency Alert (EA) system.

Emergency Alert

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

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

The management and administration of Emergency Alert in Queensland is the responsibility of QFD through the Watch desk at SDCC. This includes ongoing maintenance, testing and capture of EA costs including measures for accountability and cost recovery, record-keeping, and reporting

The Queensland Emergency Alert Manual governs the use of EA in Queensland.

District and Local Disaster Management Group should consider the development and preloading of Emergency Alerts for identified hazards within their area of responsibility.

SEWS (Standard Emergency Warning Signal)

The Standard Emergency Warning Signal (SEWS) is a distinctive audio signal that has been adopted to alert the community to the broadcast of an urgent safety message relating to a major emergency/disaster. It is intended for use as an alert signal to be played on public media (such as radio, television, public address systems, mobile sirens), to draw listeners' attention to a following emergency warning. It is meant to attract listeners' attention to the fact that they should take notice of the emergency message.

The use of SEWS may be considered outside of the eligible events, in which case the DDC will liaise with the State Disaster Coordination Centre. Further information in relation to 'SEWS' can be found in the Guidelines for the Standard Emergency Warning Signal and its use in Queensland.[Click here].

In Queensland, the authority to initiate SEWS warnings is restricted to:
• The Bureau of Meteorology (or nominated delegate) for weather and flood related events only.
• The Commissioner of the Queensland Fire and Rescue Service (QFRS) (or Chief Superintendent or Regional Manager Rural Operations as delegate) for fire and HAZMAT related events only.
• The Commissioner of Queensland Police Service (or Senior Officer of a rank no lower than Assistant Commissioner as delegate), for events not covered by a), b) or c) above.

Functional Plans

A number of agencies have functional plans in support of the Cairns DDMP, and these are available either through the relevant agency or via the Cairns XO.

The following are relevant agency/entity functions and/or functional plans:

AGENCY	FUNCTIONAL PLAN or FUNCTON
Department of Local Government, Water and Volunteers	Human and Social Recovery Plan Ready Reservists
Queensland Police Service	Search and Rescue Coordination Queensland Counter Terrorism Plan Disaster Victim Identification Mass Fatality Management (in conjunction with QH)
Department of Transport and Main Roads	Road and Transport Recovery Maintenance of Traffic and Road Conditions Website 13 19 40 Transport Systems
Department of the Environment, Tourism, Science and Innovation	Environmental Recovery Environmental Expert Assessment and Advice Storm Surge and tidal impact data Provision of assistance with Satellite Imagery Water Quality Monitoring Referable Dams Reticulated Water Supply Regulation Energy Infrastructure (electricity, gas, and liquid fuels) Electricity Supply System Reliability Dam Safety Tourism
Department of State Development, Infrastructure and Local Planning	Economic Recovery Plan Building our Regions funding program Land use planning Initial Economic Impact Assessments Works for Queensland (Q4Q) Program Local Government Grants and Subsidies Program Disaster Mitigation and Resilience Funding
Department of Housing and Public Works	DHPW Regional Disaster Management Plan Temporary Emergency Accommodation Sub-Plan Building lines of Recovery

	Building Codes Temporary Emergency Accommodation Telecommunications Industry Engagement Building and Engineering Services ICT Infrastructure
Queensland Fire Department QFD	Facilitation of Emergency Alerts and Standard Emergency Warning Signal Hazard Mapping Bushfire Mitigation Programs and Readiness Plans Chemical, Biological & Radiological Incidents Operation Cool Burn Emergency Supply Resupply Damage Assessments
Queensland Reconstruction Authority	Queensland Recovery Plan Queensland Strategy for Disaster Resilience Natural Disaster Resilience Program Disaster Recovery, Resilience and Mitigation Policy and Planning Disaster Mitigation and Resilience Funding Get Ready Queensland Program Offers of Assistance State Disaster Relief Arrangements
Department of Primary Industries (DPI)	Animal and Plan Disease Plans
Queensland Health	Biological (human related) Plans Radiological incident Plans Heatwave Response Plans Heatwave Communications Protocol Pandemic Plans Public Health, Mental Health, and Medical Services Mass Casualty Management Mass Fatality Management Emergency Aeromedical Retrieval
Maritime Safety Queensland MSQ (DTMR)	Ship Sourced Pollution (Queensland Coastal Contingency Action Plans)
Department of Education	School closures Provision of Departmental building for transition to shelters, places of refuge of evacuation centres
Australian Defence Force	DACC requests
Queensland Ambulance Service QAS	Provide, operation and maintain ambulance services and service delivery during rescue and other related activities Provide transport for persons requiring medical or health care facilities, to participate with other emergency services during the disaster
Queensland Corrective Services	Deployment and coordination of low-risk

	prisoners and offenders to assist response and recovery operations
Ergon Energy	Restoration of power supply interruptions Electricity Restoration Plan
Sun Water	Operate water supply infrastructure and dams according to emergency management protocols Emergency Action Plans Provision of notifications and warnings to populations at risk immediately downstream
Telstra. Vodafone & NBN Co	Telecommunications Services Landline and data communications Mobile Communications Backbone data networks Telecommunications recovery Satellite Communications on Wheels Mobile Exchange on Wheels Wi-Fi Mobile customer office

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.

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

Hazard	Plan	Primary Agency
Pandemic	• Queensland Whole-of-Government Pandemic Plan • Queensland Health Pandemic Influenza Plan	Queensland Health
Animal and plant disease	• Australian Veterinary Emergency Plan • Australian Aquatic Veterinary Emergency Plan • Australian Emergency Plant Response Plan • Biosecurity Emergency Operations Manual	Department of Primary Industries (DPI)
Bushfire	• Queensland Bushfire Plan • A Master Plan for Queensland's parks and forests	Queensland Fire Department
Ship Sourced Pollution (Oil Spill)	• Queensland Coastal Contingency Action Plan (QCCAP)	Maritime Safety Queensland
Terrorism	• Queensland Counter terrorism Plan	Queensland Police Service

Chemical/Biological (Human)/Radiological	• ChemicalHazMat Plan	Queensland Fire Department Queensland Health
Heatwave	• Queensland Heat Wave Management Sub-Plan	Queensland Health

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.

Generic hazard specific arrangement's structure and linkages and communication flow to the broader QDMA is outlined in the State Disaster Management Plan 2018.

Post Disaster Assessment

At the conclusion of any event the DDC may call for an event de-brief to determine lessons learnt to improve the effectiveness of the DDMG for disaster management operations. The de-brief needs to be conducted through the spirit of cooperation and no blame game techniques.

Recovery Strategy

Disaster recovery within the district requires a collaborative, coordinated, adaptable and scalable approach from the DDMG. The Queensland Reconstruction Authority (QRA) is the lead agency for disaster recovery including Commonwealth and State Relief and Recovery Arrangements.

QRA has an extensive web site housing information for all members and advisors including the Queensland Recovery Plan which is a sub plan to the State Disaster Management Plan.

Immediate/Short Term Recovery

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

The Immediate to Short-Term Recovery phase covers immediate community recovery service provision to meet identified individual personal and community needs, and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process. The immediate/short term recovery phase occurs concurrently to response operations.

Immediate
Stage 1: Immediate (Post-impact relief and emergency repairs) may include:
- damage assessments and immediate clean up
- identification of priority infrastructure for reconstruction
- identification of priority health, safety, shelter and food needs

- identification of public health risks (for example, water, sanitation, food safety) and introduction of interim measures to prevent disease
- provisions for psycho-social assistance
- pollution containment
- provision of relief to wildlife
- immediate recovery initiatives implemented including the commencement of Personal Hardship Assistance Grants and funded service provision by community organisations

Short/Medium Term
Stage 2: Short/Medium Term (Re-establishment, rehabilitation and reconstruction) may include:
- small businesses reopen
- community events resume
- event-specific recovery plans at the local, district and state level (where developed) are implemented
- coordination of ongoing impact assessments, community engagement, communication and collaboration occurs between functional recovery groups at all levels
- reconstruction activities commence including residential, infrastructure and community repairs
- public health risks controlled and/or eliminated
- environmental remediation and restoration occurs
- heritage remediation and restoration occurs
- betterment initiatives are implemented

Long Term

Stage 3: Long Term (Restoration, rebuilding, reshaping and sustainability) may include:
- new social connections that may have been created
- triggering investment
- community behavioural change
- the reduction of inequality
- the enhancement of infrastructure to improve resilience
- continuing to build recovery capacity and capability
- the implementation of longer-term recovery initiatives and funding programs
- the introduction of new services to the community
- increases in innovation and entrepreneurial activities
- identifying lessons and implementing improvements to increase resilience
- potential post recovery operation evaluations.

Stage three ends when the community realises its post-disaster 'recovered state'.

Recovery Functions and Lead Agencies

Function	Lead Agency
Economic	Department of State Development and Infrastructure
Environmental	Department of Environment, Science and Innovation
Human-social	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
Infrastructure	Department of Housing, Local Government, Planning and Public Works
Roads and Transport	Department of Transport and Main Roads

REVIEW & ASSURANCE

Review and Assessment of Plan

In accordance with section 55 of the Act the District Disaster Management Plan (DDMP) shall be reviewed annually. The review and assessment process for the DDMP will be reflected in amendment register.

External Assessment

The Inspector-General Emergency Management (IGEM) is responsible for providing the Premier, Queensland 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.

Review of Local Disaster Management Arrangements

In accordance with section 23 of the *Disaster Management Act 2003*, it is a function of the DDMG to regularly review and assess the disaster management of local groups in the district.

It will be the responsibility of each Council to annually review their local disaster management arrangements, including their respective Local Disaster Management Plans and submit a review report to the DDC via the XO. The review and assessment process should be in consultation with the XO and EMC.

Post-Disaster Assessment

To aid the development of effective disaster management for the district, the Cairns DDMG may conduct a post-disaster assessment and provide a written report to the QDMC as to the outcomes of this assessment. This assessment report is to be forwarded to the Australian Statistical Geography Standard QDMC within 14 days of the DDMG post-disaster debriefing be held.

A post disaster assessment may be developed through the following process:
- During the operation of the LDCC, the LDC is to brief and request all participants to offer comment on the conduct of the LDCC and provide recommendations to improve best practice.
- As soon as practicable after an LDCC has stood down from operations, the LDC is to conduct a formal debrief of all personnel participating in the LDCC. Matters raised during the operation of the LDCC are to be raised, discussed, and recorded.
- Minutes are to be produced and forwarded to the Executive Officer – DDMG.
- Each LDMG will conduct a formal debrief as soon as practicable after the LDMG is stood down of all personnel participating in the LDMG. Minutes are to be produced and forwarded to the Executive Officer – DDMG.
- During the operation of the DDCC, the DDC is to brief and request all participants to offer comment on the conduct of the DDCC and provide recommendations to improve best practice.
- As soon as practicable after the DDCC has stood down from operations, the DDC will conduct a formal debrief of all personnel participating in the DDCC. Matters raised during the operation of the DDCC are to be raised, discussed, and recorded.
- Minutes are to be produced and forwarded to the Executive Officer – DDMG.
- DDC will then conduct a formal debrief as soon as practicable after the LDCC's, LDMG's and the DDCC have stood down. Minutes are to be produced and forwarded to the Executive Officer – DDMG.

- An assessment will be conducted of matters raised to identify appropriate strategies to implement and ensure best practice.
- The assessment will also identify the key partners to be involved in the development of any strategy to resolve the issues raised; and
- Any strategies developed will address the process for the implementation of improvement strategies as a component of the monitoring and review of the DDMP and the district disaster management arrangements.

In line with the District Disaster Management Guidelines the Post-Disaster Assessment Report should be completed in partnership with QPS (EMC) to provide an overview of the lessons identified following an event and importantly recommendations for improving disaster management.

Recommendations may include:

- QDMA or State level issues for referral and consideration by the QDMC/SDCG.
- Issues for resolution by the DDMG; and
- Advice for improvements to local disaster management arrangements.

Annexure Index

A Distribution List

B. Risk Register (via the XO)

C. Risk Treatment Plan (via the XO)

D District Levels of Activation for Response Arrangements

District Levels of Activation for Response Arrangements

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 hazard.
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 standby – prepared but not activated.
Stand Up	The operational state following 'Lean Forward' where 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. The event no longer requires a coordinated operational response.