

District Disaster Management Guidelines

STATE DISASTER
MANAGEMENT
GROUP





DISCLAIMER

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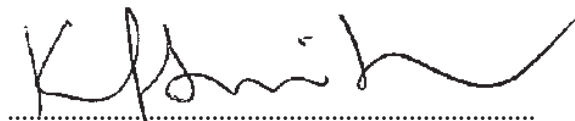


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Authorisation

The District Disaster Management Guidelines (District Guidelines) have been developed by Emergency Management Queensland (EMQ), Department of Community Safety, in accordance with s63 of the *Disaster Management Act 2003* (the Act).

The District Guidelines are hereby approved by the State Disaster Management Group (SDMG).



Ken Smith
Chair
State Disaster Management Group

Date: 22 December 2010



Introduction

Aim

The District Guidelines have been developed to provide advice to the District Disaster Management Group (DDMG) on undertaking disaster management and disaster operations for the district and provide a process for the development of a district disaster management plan (DDMP).

The District Guidelines provide a standardised approach for the performance of disaster management at the district level, ensuring compliance with legislated responsibilities, clarity of roles, responsibilities and the overall functioning of DDMGs and provide a basis for the induction of DDMG members.

Authority

The District Guidelines have been developed in accordance with s63 of the Act which authorises the preparation of guidelines to inform DDMGs about matters relating to:

- (a) the preparation of disaster management plans
- (b) the matters to be included in a disaster management plan; and
- (c) other matters about the operation of a DDMG considered appropriate.

In accordance with s53 of the Act, a DDMP must be consistent with the disaster management guidelines.

Assumptions

The advice provided within the District Guidelines is based on the assumption that the reader has a working knowledge of: the Act, the Queensland disaster management arrangements (QDMA), the *Disaster Management Strategic Policy Framework* and the *State Disaster Management Plan (SDMP)*.

In addition, it is assumed that each local government within a disaster district has local disaster management arrangements and a current local disaster management plan (LDMP).

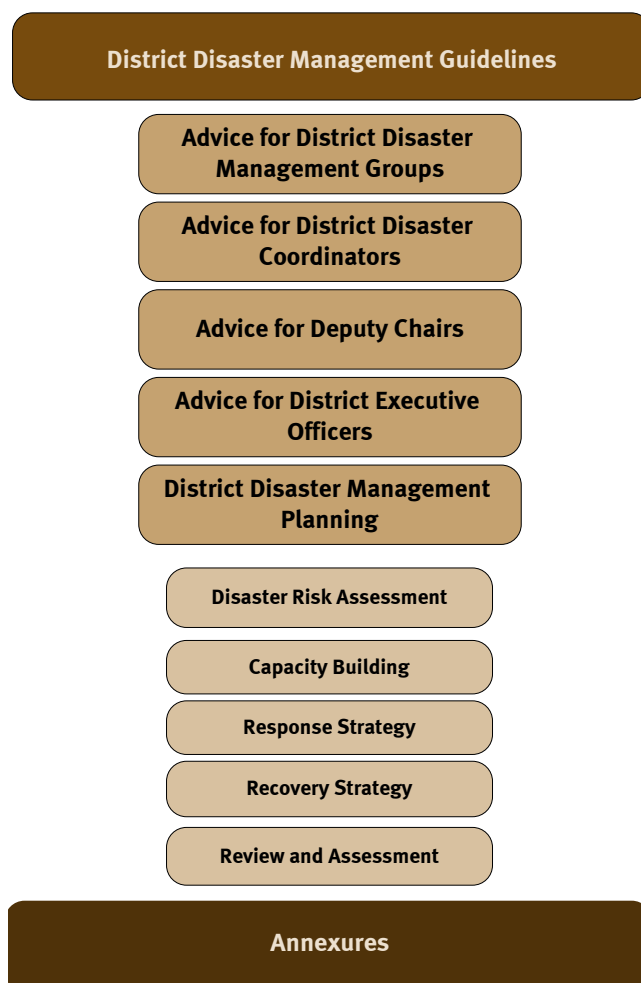
Relationship between the District Guidelines and the Governance Guidelines for District Disaster Management Groups

To facilitate the management and performance of the legislated functions and responsibilities of DDMGs and ensure a holistic approach to effective disaster management for the district, two separate guidelines have been developed for DDMGs.

These District Guidelines address the performance of the functions of disaster management at the district level including a process for the development of a DDMP detailing the district disaster management arrangements through prevention, preparedness, response and recovery activities. While the *Governance Guidelines for District Disaster Management Groups* specifically address governance issues associated with compliance with the requirements of the Act including the implementation of processes and structures to direct, manage and monitor the *business* of the DDMG.

District Guidelines structure

The District Guidelines have been structured to provide for ease of use and the application of a systematic approach to the disaster management planning process.





Advice for District Disaster Management Groups

The role of the DDMG within the Queensland disaster management arrangements

DDMGs are established to provide a whole-of-government planning and coordination capability to support local governments in disaster management. The DDMG is responsible to the SDMG for all aspects of the State government's capabilities in disaster management for their district.

In performing their role, the DDMG ensures that disaster management and disaster operations in the district are consistent with the SDMG's *Disaster Management Strategic Policy Framework* 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.



The *Disaster Management Strategic Policy Framework* is available at www.disaster.qld.gov.au/publications/

Legislated functions of the DDMG

In accordance with s23 of the Act the DDMG has the following functions for the disaster district for which it is established:

- (a) to ensure that disaster management and disaster operations in the district are consistent with the State group's *Disaster Management 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 the disaster management of local groups 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).



DDMG membership

Members of the DDMG are appointed in accordance with s24 of the Act. Membership of the DDMG is to include:

- Chair; (also the District Disaster Coordinator (DDC) as per s25A of the Act)
- Deputy Chair;
- Executive Officer (XO);
- representatives from each local government in the disaster district;
- representatives from relevant State government agencies;
- any other person, appointed by the Chief Executive of the Department of Community Safety, considered appropriate to be a member of the DDMG.



Detailed information on DDMG membership including formal appointment processes, roles and functions is outlined in Part 2, Division 2 of the Act and in the *Governance Guidelines for District Disaster Management Groups*.

When determining the appropriate State government agencies to be represented on the DDMG, the DDC should consider the unique requirements of the disaster district. The SDMP identifies the agencies that have a role in, or responsibility for, disaster management functions. The SDMP should be reviewed to ensure nominated agency responsibilities are appropriate for the district.

In addition, the DDC should consider if representation on the DDMG would be appropriate for other non-government organisations (NGOs) including community support organisations, and communications and public utility companies. The membership will depend on a number of factors such as the profile of the disaster district, nature of hazards, complexity and diversity of communities, nature and size of the industry and business in the district, as well as the availability of relevant organisations in the district.

In considering the membership of NGOs it is recommended that the DDMG consider all elements of disaster management to ensure consideration of organisations that play important roles. Thought should also be given to the necessity to appoint these organisations as DDMG members, or enlist them as DDMG advisors invited to participate in the business or activities of the DDMG in an advisory capacity when specific matters, relevant to their services/business, are considered.



DDMG members are to ensure that their agency nominates and appropriately trains additional staff for support and relief roles during extended operations.

DDMG committees

Functional committees

The DDMG should consider the establishment of committees to specifically address key issues associated with the delivery of disaster management functions.

The requirement for the establishment of functional committees is a matter for each DDMG to consider. The committees are based on the requirements of the disaster district and of each State agency with responsibility as a functional lead agency.

The following table outlines the functional lead agency for each of the functions of disaster management.

Function	Functional Lead Agency
Building and Engineering Services	Department of Public Works
Communications Services	Department of Public Works
Electricity, Fuel and Gas Supply	Department of Employment, Economic Development and Innovation
Emergency Supply	Department of Public Works
Health Services	Queensland Health
Public Information	Department of the Premier and Cabinet
Transport Systems	Department of Transport and Main Roads
Warnings	Department of Community Safety
Economic Recovery	Department of Employment, Economic Development and Innovation
Environmental Recovery	Department of Environment and Resource Management
Human-social Recovery	Department of Communities
Infrastructure Recovery	Department of Infrastructure and Planning



Further information relating to the functions of disaster management is outlined in the *State Disaster Management Plan*.

Where functional committees are established, the DDMG should also consider committee membership and the requirements for development of a supporting functional plan. Again, the requirements of the responsible State agency will also need to be considered.

Other committees

In addition, as indicated within this District Guideline, there may be instances where Committees are introduced to address a specific business need of the DDMG. These Committees may include: Exercise Planning Committee, Training Committee, Community Awareness Committee, etc.



Committee reporting requirements

Where a Committee is endorsed by the DDMG, whether permanent or temporary, it is important that the Committee provides regular written status reports at DDMG meetings.



Information on the governance requirements of DDMG committees is outlined in the *Governance Guidelines for District Disaster Management Groups*.

Overview of DDMG responsibilities

In accordance with the responsibilities of the DDMG, the activities of the group can be categorised into normal business, operations and post operations.

Normal business activities

DDMG normal business activities focus on prevention and preparedness.

Ordinary meetings

Ordinary meetings of the DDMG provide the platform for the conduct of normal business activities.

Ordinary meetings provide a DDMG with the opportunity to develop, monitor and review the disaster management arrangements for the district. Issues that should be addressed at ordinary meetings of the DDMG include:

- situational awareness of existing and emerging risks within the district;
- development and monitoring of risk assessments;
- identification and implementation of mitigation measures;
- development and review of the DDMP;
- ensuring functional plans are commensurate with the identified risk;
- development and implementation of community awareness, training and exercise programs addressing the assessment of district capability;
- review and assessment of local disaster management arrangements and plans;
- development, implementation and monitoring of the DDMG Annual Operational Plan; and
- fostering of relationships with disaster management stakeholders across government, industry and community.



DDMG business and meetings is detailed in Part 2, Division 4 of the Act and further detailed information on DDMG meetings including timing, quorum, agendas, minutes and resolutions is outlined in the *Governance Guidelines for District Disaster Management Groups*.

DDMG Reporting

DDMG Annual Operational Plan

The DDMG should develop an Annual Operational Plan which documents the specific projects, programs and strategies required to enhance disaster management in the district.

The operational plan should outline:

- ongoing disaster management goals and objectives for the district aligned to the *Strategic Policy Framework*; SDMG and State government agency disaster management priorities; and any other priorities the Chair considers appropriate for the district;
- enabling strategies;
- prioritised activities to be undertaken within the year relevant to each strategy;
- responsibilities for activities;
- performance measures and targets; and
- any other issues the Chair considers relevant.



DDMG Annual Report

In accordance with s44 of the Act, the SDMG is required to provide a written report to the Minister regarding disaster management for the State at the end of each financial year.

The DDMG, under s23 of the Act, is to provide written reports and make recommendations to the SDMG regarding disaster management and disaster operations in the district.

To inform the SDMG annual report, DDMGs are required to prepare a DDMG Annual Report, to be submitted to the SDMG by mid July each year (the exact date for the submission of the report is provided by the SDMG Chair).



Further detail on the DDMG Annual Reporting process is detailed in the *Governance Guidelines for District Disaster Management Groups*. The Annual Report template is available via the Disaster Management Governance sub-DM Portal.

Member responsibilities

In undertaking their normal business DDMG responsibilities, members should ensure they:

- attend DDMG activities with a full knowledge of the functions they represent and the expectations of their agency;
- are available and appropriately briefed to actively participate in DDMG activities to ensure that plans, projects and operations use the full potential of their agency or function, while recognising any limitations;
- keep all stakeholders involved in delivering their function informed and utilised to their best advantage, ie other agencies, NGOs;
- are appropriately positioned within each agency to be able to commit agency resources to DDMG normal business activities; and
- have a deputy who is appropriately trained to take on their responsibilities should they be unavailable or to provide additional support during extended operations.

Operational activities

Operational activities of the DDMG focus on supporting local government disaster response and recovery operations.

The DDMG performs three key coordination roles during operations: forward planning; request management; and information management.

Forward planning

A key function of the DDMG is to forward plan to identify activities that may be deemed necessary to support LDMGs in the district.

DDMG members should be proactive in identifying agency related tasks through:

- maintaining a level of situational awareness and actively participating in forward planning tasks; and
- identifying potential future requirements and undertaking preliminary investigations as to how the agency may respond to requests for assistance.



In undertaking forward planning, DDMGs should remain aware that their role is primarily to support LDMGs in decision making, not to make decisions for the LDMG to implement

Request management

DDMGs are required to coordinate, in a timely manner, the fulfilment of all requests for assistance. This includes:

- reviewing requests for assistance for clarity and sufficiency of information to enable the request to be actioned, prior to forwarding to the relevant agency;
- maintaining a progress watch on active requests. This is required to identify possible time delays so the DDC can be briefed and possible alternative options considered; and
- ensuring a level of liaison between agencies to complete requests as required.



Information management

The only recognised path for operational reporting is through the disaster management system via Situation Reports (SITREPs) from LDMGs, through DDMGs, to the State Disaster Coordination Centre (SDCC). SITREPs are considered to be the point of truth of operational information.

The DDMG will be required to report on the current and forecast situation during a disaster event to the SDMG through the regular completion of SITREPs. The frequency for the provision of SITREPs is dependent on the nature of the event or at the direction of the SDMG, the State Disaster Coordinator, or in the absence of advice from the State level, the DDC.

DDMG members are required to compile agency information for inclusion within DDMG SITREPs.



DDMG members may also be required to provide reports on agency activities directly to their parent agency. Agency reports should be consistent with the advice provided in DDMG SITREPs.

Member responsibilities

DDMG members should maintain a state of readiness for activations by:

- maintaining current contact registers for DDMG members, State and LDMG representatives, and functional plan contacts;
- maintaining copies of the DDMP and supporting documentation as appropriate;
- ensuring resources are available to participate in an operational disaster management role ie access to a laptop, information management templates, operational checklists, telecommunications and human resource provisions; and
- being appropriately positioned within each agency to be able to commit agency resources to DDMG operational activities.

In order to be effective during operations, DDMG member administration and activation processes should include:

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

Post operational activities

The DDMG has a responsibility to critically analyse their disaster operations. Post-disaster assessment provides the DDMG with the opportunity to reflect on performance and ensure the continuous improvement of district disaster management arrangements.

The continuous improvement of the QDMA is a function of EMQ. EMQ officers will assist the DDC and the DDMG on these matters.



Refer to Capacity Building : Post –disaster assessment for further information.

Member responsibilities

DDMG members should participate in post-disaster assessments of an operation and ensure:

- open and respectful comment on the success and areas for improvement of disaster operations; and
- proactive involvement in the implementation of any recommendations outlined in the Post-Disaster Assessment Report.



Relationships within the Queensland disaster management arrangements

Queensland's disaster management arrangements are based on partnerships and cooperation between all levels of government, government owned corporations, industry and commerce and the Queensland community.

Relationship between the SDMG and the DDMG

The SDMG provides disaster management strategic policy and direction to DDMGs and LDMGs to ensure that relevant, best practice and coordinated disaster planning, disaster mitigation, response and recovery are conducted at all levels within the disaster management system. Formally, this direction occurs primarily through the *Disaster Management Strategic Policy Framework*, the SDMP and disaster management guidelines.

S46 of the Act enables the chair of the SDMG to give a DDMG a written direction about the performance of the DDMG's functions. This direction may be given verbally when it is not practical to give written direction.

The DDMG reports its normal business activities to the SDMG on an annual basis through the DDMG Annual Report

During disaster operations, the SDMG will provide strategic direction through the State Disaster Coordinator for disaster response operations and the State Recovery Coordinator for disaster recovery operations. The SDMG is supported by the State Disaster Coordination Group (SDCG).



Refer to the *State Disaster Management Plan* for further information on the State level structure.

Refer to the *State Disaster Coordinator Role Statement* for further information on the role and responsibilities of the State Disaster Coordinator.

Refer to the *Queensland Recovery Guidelines* for further information on the role and responsibilities of the State Recovery Coordinator.

During operations the DDMG may approach the SDMG for:

- requests for assistance;
- approval of a declaration of a disaster situation; and
- activation of funding arrangements through Natural Disaster Relief and Recovery Arrangements (NDRRA) or State Disaster Relief Arrangements (SDRA).

Typically this contact is via a formal request from the DDCC to the SDCC.

Relationship between the DDMG and LDMGs

DDMGs support LDMGs by providing a whole-of-government planning and coordination capability for disaster management. This includes:

- making decisions on how to best allocate State resources in the support of local government undertaking disaster management activities; and
- the regular review and assessment of disaster management by LDMGs in the district.

S47 of the Act enables the DDC, in consultation with the chair of the LDMG, to give a LDMG a written direction about the performance of the group's functions. This direction may be given verbally when it is not practical to give written direction.

Close partnerships between the DDMG and LDMGs are supported through a representative of each LDMG in the district being a member of the DDMG.

During operational activities, the LDMG reports to the DDMG through SITREPs. The frequency for the provision of SITREPs by the LDMG to the DDMG is dependent on the nature of the event and the advice of the DDC.

During operations, an LDMG may approach the DDMG regarding:

- requests for assistance;
- consideration of the declaration of a disaster situation;
- consideration of the activation of NDRRA or SDRRA.

Typically, this contact is via a formal request from the Local Disaster Coordination Centre (LDCC) to the DDCC.



Advice for District Disaster Coordinators

Legislated responsibilities of the DDC

In accordance with s25 of the Act the Commissioner, Queensland Police Service (QPS) must appoint:

- a person as the chair of a district group; and
- a person as the deputy chair of a district group.

In accordance with s25A of the Act the chair of the district group is also the district disaster coordinator.

S26 of the Act specifies the legislated functions and responsibilities of the chair of the district group as:

- (a) to manage and coordinate the business of the group;
- (b) to ensure, as far as practicable, that the group performs its functions;
- (c) to report regularly to the State group about the performance by the District group of its functions.

Section 26A specifies the legislated functions and responsibilities of the DDC as:

The function of the district disaster coordinator is to coordinate disaster operations in the disaster district for the group.

The Chair of the DDMG is a senior police officer in the disaster district appointed by the Commissioner, QPS. In accordance with s25(A) of the Act the Chair is also the DDC. The role of DDC is a critical position in the disaster management system and requires a dynamic form of leadership. The DDC is required to influence and accomplish collaboration of effort through the integration of activities across diverse agencies. Dedicated and focused leadership is vital, particularly during district disaster operations.

The Chair is supported by the other members of the DDMG Executive Team, being the Deputy Chair and the XO.



The appointment processes and functions of each member of the DDMG Executive Team is outlined at s24-28 of the Act and in the *Governance Guidelines for District Disaster Management Groups*.

Overview of the DDC's responsibilities

In accordance with the legislated responsibilities of the Chair, the activities undertaken by the Chair can be categorised into normal business, operations and post operations.

Normal business activities

The role of the Chair during normal business activities is to provide drive, leadership and direction to the DDMG in the undertaking of prevention and preparedness activities.

The Chair should be orientated to ensuring that should an event require district support, the DDMG and DDCC will function efficiently and effectively and LDMGs and the community are as prepared and resilient as available resources will allow.

In particular the Chair should ensure:

- they have an understanding of their role and functions as a distinct and separate role and set of responsibilities outside of their normal police position;
- the development of relationships with other disaster management stakeholders within the disaster management system and across government, community and industry;
- that the DDMG fulfils its legislated functions;
- that DDMG members understand and can effectively perform their roles and responsibilities, both individually and collectively;
- Leadership of DDMG activities through the facilitation of meetings, training and exercises;
- the DDMP is prepared, tested and continually improved. The DDMP is a critical tool for the DDC. Through the DDMP the DDC can document and direct the main activities of the DDMG in mitigating, preparing for, responding to, and recovering from, a disaster;
- the development and implementation of the DDMG Annual Operational Plan;
- reporting on district disaster management to the SDMG is completed; and
- the DDMG maintains a state of readiness for activations, including an effective DDCC.

Operational activities

The Chair is the State's representative on the ground in a disaster within the disaster district.

The Chair's primary role during operational activities is to lead the DDMG to ensure the effective performance of three key tasks in support of local government's disaster response and recovery operations: forward planning, request management, and information management.



Forward planning

The Chair should lead discussions to identify forward planning issues and facilitate the development of action plans, as appropriate.

Strategically, the Chair should develop an event operational plan that outlines their proposed response to a specific event. This action plan is in addition to, and supported by, the response strategy outlined in the DDMP.

Event operational plans should be developed and regularly reviewed by the DDC, in consultation with relevant members of the DDMG, and be the basis for briefings to DDMG members and DDCC staff.

Request management

To facilitate a whole-of-government response to disaster operations, the Chair is responsible for managing the fulfilment of all requests for assistance. Where district resources are fully committed or not suitable, the Chair is to authorise requests for State level assistance.

Information management

The DDMG will be required to provide regular SITREPs to the SDMG during a disaster event. The DDC, or their authorised representative, is responsible for the approval and release of each SITREP.

A well-functioning DDCC will assist the DDMG in the management of each of these operational activities.

Post operational activities

The Chair is responsible for ensuring post-disaster assessments are undertaken to provide opportunities for participants to comment on the success and areas for improvement of disaster operations.

The Chair should facilitate the completion of a Post-Disaster Assessment Report to document the lessons identified and more importantly recommendations for improving district disaster management arrangements.

The Chair is to ensure the report findings are incorporated into the DDMG Annual Operational Plan for the monitoring and implementation of recommendations.

The DDC should work closely with the EMQ DDMG member on the compilation of a continuous improvement report by EMQ.



Refer to Capacity Building: Post-disaster assessment for further information

DDC powers and authorisation of powers to others

In accordance with the Act, the DDC has a range of powers during the conduct of operations, with additional powers authorised by the declaration of a disaster situation. Following the declaration of a disaster situation the DDC also has the power to grant powers to other suitable individuals. DDCs should familiarise themselves with their powers and the process for the authorisation of powers to others.

In particular the DDC should note the following sections of the Act s9, 64, 75 - 79 and 110.

Delegation of DDC powers

The DDC, in accordance with s143 of the Act, has the authority to delegate DDC powers to an appropriately qualified officer of the QPS.

Declaration of disasters

In accordance with Part 4, Division 1 of the Act DDCs have a critical role in the declaration of disasters. DDCs should be familiar with their responsibilities and role in relation to disaster declarations.



Further information on the declaration of disasters including the DDC role is detailed in Response Strategy – Disaster Declarations.



Advice for Deputy Chairs

Legislated responsibilities of the Deputy Chair

In accordance with s25(1)(b) of the Act the Commissioner QPS must appoint a person as the deputy chair of a district group.

In accordance with s41 of the Act, the deputy chair may preside at DDMG meetings in the absence of the Chair.

Normal business activities

The role of the Deputy Chair during normal business activities is to preside at DDMG meetings in the absence of the Chair.

Operational activities

The Deputy Chair has no legislated role in operational activities, however, it would seem appropriate for the Deputy Chair to be delegated the responsibilities of the DDC in the absence of the DDC.

Advice for District Executive Officers

Legislated responsibilities of the Executive Officer

In accordance with s27 of the Act an Executive Officer (XO) is appointed for each DDMG by the Commissioner QPS.

S28 of the Act details the functions of the XO as:

To support the group in the performance of its functions, as directed by the chairperson of the district group.

Overview of XO responsibilities

In accordance with the responsibilities of the XO, the activities undertaken by the XO can be categorised into normal business, operations and post operations.

Normal business activities

The role of the XO during normal business activities is to provide advice and support to the DDC and DDMG in the undertaking of prevention and preparedness activities.

In particular the XO should ensure:

- an understanding of their role and functions;
- the establishment of the DDCC including relevant standard operating procedures;
- the identification and training of staff to operate within the DDCC;
- the activation and operational management of the DDCC during times of actual or potential disaster;
- the provision of administrative and secretarial functions associated with the district group including facilitating and recording district group meetings and records relating to disaster management;
- the establishment, maintenance and distribution of a contacts directory for all DDMG members and other disaster management stakeholders, as directed by the Chair;
- the establishment of, and liaison with, a network of relevant agencies, to provide advice on current and emerging trends which may have an impact in disaster districts;
- the provision of support and advice to DDMG members to ensure they understand and can effectively perform their roles and responsibilities, both individually and collectively;
- facilitate the induction of all new DDMG members;
- in conjunction with relevant stakeholders, reviewing the DDMP;



- liaison with EMQ in the development and conduct of exercises to test operational preparedness of the DDMP, functional sub-plans and DDCC operations;
- assistance to EMQ with facilitating disaster management training in the district;
- assistance with the facilitation of post disaster event debriefs;
- assistance to the Chair to ensure the district group fulfils its legislated functions in accordance with s23 of the Act;
- assistance to the district Counter Terrorism Liaison Officers to ensure that an effective relationship exists between crisis and consequence management arrangements for any disaster situation resulting from a terrorist incident;
- advice and support to the Chair and the DDMG on the development and implementation of the DDMG Annual Operational Plan;
- advice and support to the Chair and the DDMG on the development of the DDMG Annual Report to the SDMG;
- provision of a report at each DDMG business meeting on the performance of the XO functions; and
- performance of any other tasks or functions as required by the Chair for the efficient and effective performance of the district group.

Operational activities

The primary role of the XO during operational activities is to advise and support the DDC and the DDMG, to ensure the effective performance of three key tasks in support of local government's disaster response and recovery operations: forward planning, request management, and information management.

Post operational activities

The XO should support the DDC in ensuring post operation debriefs are undertaken, a Post-Disaster Assessment Report is prepared in partnership with EMQ and that recommendations detailed in the report findings are incorporated into the DDMG Annual Operational Plan, monitored and implemented.

The XO should work closely with the EMQ DDMG member in carrying out continuous improvement to the disaster management arrangements at district level.

District Disaster Management Planning

Overview of the disaster management planning process

Disaster management planning ensures safer and more resilient communities through the identification and application of all appropriate measures for the prevention, preparation, response and recovery to disaster events. Disaster management planning is the process of developing and implementing plans and procedures that document how a community or group intends to deal with disasters.

Effective disaster management planning requires the integration of:

- **Disaster risk assessment** – consideration of the likely effect of hazardous events and the measures by which they can be minimised;
- **Mitigation** – maximising community safety by reducing the impact of disaster events;
- **Plan development** - the planning process enables agreements to be reached between people and organisations to meet their communities' needs during disasters. The plan becomes a record of the commitments made to perform certain actions, provide resources, etc;
- **Training** – the acquisition and testing of knowledge, skills and competencies;
- **Community Awareness** – disaster management awareness undertaken pre-event to create empowered, sustainable and resilient communities;
- **Response** – determining functions and actions required for effective response to an event;
- **Recovery** – determining functions and actions required for effective recovery from an event; and
- **Review and Test** – ensure plans are consistent with higher-level policy and accurately reflect hazards and risk levels.

Participants

All members of the DDMG should participate in the planning process. Collaborative development of disaster management plans will assist in formalising processes and gaining understanding, acceptance and ownership by all parties.

Planning at district level should be held at a strategic overview level and be based on the key focus of supporting LDMGs.



Using these District Guidelines and the DDMP Template to conduct district planning

The District Guidelines provide a step by step progression through each element of disaster management and when used in conjunction with the DDMP template at Annexure A will assist in the development of a comprehensive plan.

You will note that within the body of the DDMP template italicised text is used to prompt planners for local content, while normal text has been inserted where it could, but not must, be included in the DDMP as is. It is important that any normal text be checked for relevance of application to district conditions and capability.

District Disaster Management Plan structure



Disaster Risk Assessment

It is important that the DDMG have an understanding of the types of hazards that exist within the district, and to understand the risks associated with these hazards. At the district level, a disaster risk assessment aims to identify circumstances that may require the application of district support to local government.

To achieve this, the DDMG requires an understanding of:

- the district community characteristics;
- hazards that may impact across local government boundaries, or may significantly impact a single local government;
- the probable consequences of the hazard, and the likelihood that it may have a detrimental impact on the district; and
- the capacity of the local disaster management groups to deal with events in their area of responsibility.



Disaster risk management is based on the *Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines*. This standard provides the basis for the disaster risk assessment process detailed in the *National Emergency Risk Assessment Guidelines*.

Describe the community context

A consideration of the community context is required to gain a clear understanding of the district within the broader environment. Mapping district characteristics will provide a useful management tool for planning and disaster operations.

The characteristics to be included will depend on the nature of the district being described and care should be taken to ensure considerations are kept at the district level and only focus on those characteristics of the broader community that are relevant to district level planning. Characteristics to be considered include:

Characteristic	Details
Geography	The physical environment and location of the district within the State. Include boundaries, major geographic features, vegetation cover, general land-use patterns and proximity to hazards.
Climate and weather	Describe the climate and seasonal weather patterns within the district. Including projected impacts of climate change. Refer to www.climatechange.qld.gov.au for further information.
Population	Population statistics including distribution and growth, general demographics, cultural, religious, and language considerations, socioeconomic status, mobility.
Community preparedness	Determine the various levels of community preparedness and identify potential barriers to preparedness.
Industry	Description of main industry or predominant industry type, and the facilities associated with each industry.



Characteristic	Details
Critical infrastructure	Identify locations of critical infrastructure including government buildings and facilities, major roads, rail, airports.
Essential services	Significant electricity, gas and telecommunications infrastructure.
Hazardous sites	Identify sites that produce or store hazardous materials that by content and/or location have the potential to be a risk at district level.
Proposed future development	Identify proposed urban and infrastructure developments that will alter the community context in the future.
Neighbour relationships	Identification of key elements of neighbouring districts that may influence or impact district arrangements.

Identify district level hazards

A hazard is a source of risk or a situation with a potential to cause loss. It is important that the DDMG is cognisant of the hazards that may impact the district and the potential risks posed by the impact of these hazards. The DDMG should also acknowledge and consider the impacts and effects of hazards to/from bordering districts.

Information on potential hazards should initially be sourced from LDMPs. Analysis of local plans should enable the DDMG to identify where a hazard has the ability to impact across local government boundaries, or may significantly impact a single local government.

Descriptions of a district hazard should include:

- geographic extent – what area will be affected (mapped where appropriate);
- frequency of impact – return periods, historical events;
- severity/intensity of hazard – category, strength, speed etc;
- onset and duration timeframes; and
- projected impact of climate change.

Examples of natural and non-natural hazards are identified below.

Natural Hazards	
Meteorological	<ul style="list-style-type: none"> ➤ Cyclone ➤ Storm tide ➤ Severe weather ➤ Bushfire ➤ Flood
Geological	<ul style="list-style-type: none"> ➤ Earthquake ➤ Landslip and/or debris flow ➤ Erosion (with or without a disaster event) ➤ Tsunami
Biological	<ul style="list-style-type: none"> ➤ Epidemic human disease ➤ Animal and/or plant disease ➤ Insect and vermin plague
Non-natural hazards	
Human-caused	<ul style="list-style-type: none"> ➤ Terrorism ➤ Bombing ➤ Arson ➤ Sabotage of essential services ➤ Information technology virus/significant compromise
Technological origin	<ul style="list-style-type: none"> ➤ Failure of critical infrastructure ➤ Hazardous materials accident ➤ Dam failure ➤ Aeronautical and/or space debris



Undertake risk assessment

Risk is the concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment. A hazard may pose many risks such as death, injury, property damage, and social, economic and environmental consequences. Risks should be assessed through consideration of the likelihood that the event would arise and the consequences of its impact.

The DDMG should undertake a district risk assessment based on the *Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines*, and in accordance with the process outlined in the *National Emergency Risk Assessment Guidelines*.

Districts with large geographical areas may benefit from profiling local government areas, however, care should be taken to ensure considerations are kept at the district level rather than duplicating local level assessments.

As a starting point, the amalgamation of local government risk assessments will provide a quick overview of risks within the district. This information should however, be supplemented with a description of **how the risks interact and their consequences at district level.**

Results should be displayed in a District Risk Register, a template for this register is included as an annexure to the DDMP Template.



The district disaster risk assessment should be undertaken in accordance with the process outlined in the *National Emergency Risk Assessment Guidelines*

Develop a strategy for risk treatment

Once risks to the district have been identified, analysed and evaluated, the DDMG can identify appropriate strategies for risk treatment.

The DDMG should further populate the District Risk Register as outlined in the *National Emergency Risk Assessment Guidelines* and, in addition, should develop a strategy in the form of a District Risk Treatment Plan that identifies preferred treatment options, responsibilities and timeframes for implementation.

To ensure the progression of these treatment options, responsible agencies should be requested to incorporate the strategies into their agency corporate planning processes for recognition and implementation.

Managing residual risk and risk sharing

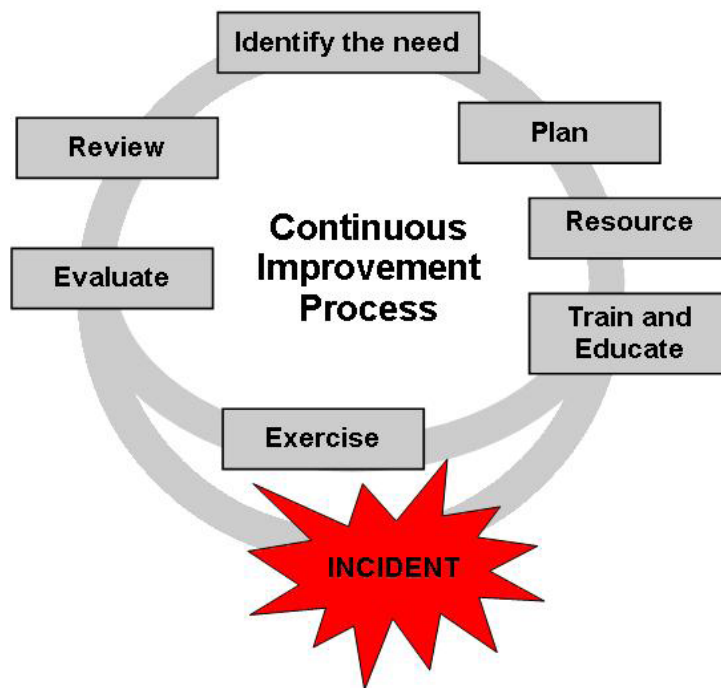
Through the application of the risk assessment process outlined in the *National Emergency Risk Assessment Guidelines*, there will be instances where the DDMG identifies that the application of treatment strategies available at the district level and/or district capability will not be adequate and residual risk remains requiring State level assistance. It is important to note that the *National Emergency Risk Assessment Guidelines* outline one available treatment option for disaster risk is risk sharing. The application of risk sharing at the district level would involve the transfer or sharing of the risk with the SDMG.

To ensure the appropriate management of the sharing of risk with the SDMG, it is important that the DDMG documents and notifies the SDMG of instances where risk sharing with the SDMG is nominated as a treatment option. The SDMG will utilise this information to inform the development of the State Risk Register.

Capacity Building

The DDMG's capacity is a combination of the capability and the resources available to the DDMG that can reduce the level of risk, or the effects of a disaster. Capacity can be built through a combination of training and exercise programs targeted to specific district requirements.

The practice of continuous improvement involves processes and arrangements being regularly evaluated and improved to ensure they remain relevant, efficient, effective and flexible.



As depicted in the above illustration, the implementation and delivery of training and exercises are critical elements in the continuous improvement of disaster management capacity building.



Community awareness

LDMGs and DDMGs have a joint responsibility to ensure their community is as prepared and resilient for potential events as available resources will allow. The DDMG can value-add to community awareness by identifying consistencies across local government and State agency community awareness programs, and fostering a coordinated approach to community awareness within the disaster district.

There is an opportunity at district level to facilitate the development and implementation of a common approach and broader strategic direction to community awareness. It is important to acknowledge that hazards and community characteristics may be similar across local governments and media broadcast areas will routinely overlap local government boundaries. In recognition of these facts, the DDMG should identify opportunities for consistent messaging, joint programs and commonalities across disaster management arrangements.

It is acknowledged that the DDMG as an entity does not have a budget, therefore funding of community awareness would need to be a collaboration between local government funding / resources and DDMG member State agency funding / resources.

DDMGs should develop an annual community awareness program that includes:

- community awareness events; and
- joint projects and funding opportunities for community engagement and social marketing projects targeted at addressing the specific needs of vulnerable communities.

Example: Community awareness program

Date	Event/ Strategy	Hazard Focus	Target Group/s	Participating Agencies	Comments on Effectiveness/ Areas for Improvement



Reference to the fulfilment of the community awareness program should be included as a component of the DDMG Annual Operational Plan and regularly monitored.

Training

Disaster management training has been identified nationally 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.

EMQ is responsible for ensuring a coordinated approach to disaster management training within the district. This includes regularly assessing the training needs within the district and developing a suitable training program. Where possible, this training program should maximise opportunities for joint training with LDMGs and other agencies involved within the QDMA.

The development of a training program should involve:

- a training needs analysis defining required competency:
 - roles required;
 - skills and knowledge required to undertake the roles;
 - individuals required to undertake the roles;
 - current levels of competency;

Competency can be determined from a number of sources:

- training records;
 - qualifications;
 - observations of on-the-job performance; and
 - interview and group discussions.
- identification of knowledge gaps – note differences between the required and current levels of competency.

The training program implementation should be monitored through the DDMG Annual Operational Plan.

Example: Training Program

Proposed Date	Course / Training Need	Responsible Agency	Target Audience	Date Completed	Actual Participants



Reference to the fulfilment of the training program should be included as a component of the Annual DDMG Operational Plan and regularly monitored



Exercises

An exercise is a controlled, scenario driven (but objective based) activity utilised to train or assess personnel, evaluate procedures and test the availability and suitability of resources. Exercises are an essential component of disaster preparedness and should be used by the DDMG and member agencies to enhance capacity and contribute towards continuous improvement.

S55(2) of the Act requires DDMGs to review the effectiveness of the DDMP at least once a year. The conduct of exercises is one mechanism the group may use to achieve this requirement.

EMQ is responsible for the facilitation of disaster management exercises. The EMQ DDMG member will work with the DDMG to develop a suitable exercise program.

The DDMG exercise program should provide a commitment to exercises, reinforce training and maintain the disaster management capabilities of the group. Frequent, small exercises can be as effective as conducting one large exercise.

The DDMG should consider exercising:

- processes within the DDMG (eg activation, communications, decision making);
- disaster management activities (eg coordination centre management, resupply, evacuation);
- interactions between the DDMG and LDMGs;
- interactions between the DDMG and SDMG; and
- response arrangements for specific hazards eg influenza pandemic; animal or plant disease.

Example: Exercise program

Proposed Date	Exercise	Aim	Exercise Team	Target Agencies	After Exercise Review Ref.

Evaluate the exercise

At the conclusion of an exercise it is important that debriefs are conducted to capture issues and areas for improvement. It is recommended that the DDMG consider the implementation of both hot debriefs, conducted immediately following a participants' involvement in the exercise and a more detailed After Action Review, conducted within a few days of the exercise, allowing participants time to provide a more considered view of the exercise.

When feedback is being received and collated on the exercise, it is important to consider issues and action items in two separate categories:

Exercise Design and Conduct:

Issues and feedback relating to the exercise format, design and conduct. Details to be provided to the Exercise Planning and Control Teams to inform future exercises.

Response to the Scenario:

The exercise review should identify recommendations for future action and improvement addressing the issues identified. Recommendations should be documented within an Exercise After Action Review Report and consider improvements to planning, response and recovery procedures, gaps in capacity requiring further training and/or exercise, and improvements to the community awareness plan.

Example: Exercise After Action Review Report

Exercise :

Date Conducted:

Aim:

Participating Agencies:

Identified opportunity for improvement	Recommended Action / Strategy	Responsible Agency/Officer	Timeframe	Status



Reference to the fulfilment of the exercise program and the implementation of improvement strategies resulting from the exercise review should be recorded within the Annual DDMG Operational Plan and regularly monitored.



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 assessments are conducted to:

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

The review of operations is conducted through two forms of debrief:

Hot debrief

Debrief undertaken immediately after operations are complete, giving participants the opportunity to share learning points while the experience is still very fresh in their minds. Multiple hot-debriefs during protracted operations may be appropriate to identify significant issues and provide prompt solutions for immediate implementation.

Post event debrief

Held days or weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation.

Post-disaster assessment report

A Post-Disaster Assessment Report is to be completed in partnership with EMQ 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 SDMG/SDCG;
- issues for resolution by the DDMG; and
- advice for improvements to local disaster management arrangements.



Reference to the recommendations contained within the report should be noted in the DDMG Annual Operational Plan to ensure ongoing monitoring of resolutions / implementation.

Response Strategy

The DDMG should develop an all hazards response strategy to enable potential impacts and the consequences of disaster events to be addressed through the development of a flexible and scalable approach.

The DDMG should remain cognisant of the realistic response capability of the DDMG and event parameters that the DDMG considers are within their ability to address.

In developing the district response strategy, the DDMG should give consideration to the following issues and their level of application at district level.

Warning notification and dissemination

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

The DDMG has an important role in ensuring the notification and dissemination of warnings to members of the DDMG, LDMGs and in some instances, elements of the community that may fall under the responsibility of DDMG member agencies.

It is important that the DDMG has an established notification and dissemination process prepared, documented within the DDMP, and able to be implemented. It is essential that this notification and dissemination process takes into account the time restrictions of rapid onset events like tsunami.

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

Activation

Timely activation of the DDMG is critical for an effective response to an event. The decision to activate is dependent upon a number of factors including the perceived level of threat and the type of support required by the State or local government. The activation of the disaster management arrangements may either be bottom up or top down. Bottom up activations escalate up through the disaster management arrangements where local government requires support and top down activations involve escalation down through the arrangements from the SDMG where the imminent threat has a broader implication across the state.

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

The DDC should determine when, and to what extent, the DDMG should activate in support of an 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:

Level of Activation	Definition
Alert	A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation should be monitored by someone capable of assessing the potential of the 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.

Activation of the DDMG should be based on the District Levels of Activation for Response Arrangements table following, which should also be included in the DDMP for ease of reference and be clearly communicated to all DDMG members.

It should be noted that the activation of the DDMG is not reliant or co-dependent on the declaration of a disaster situation, or the activation of disaster financial assistance arrangements.



It is important to acknowledge that sudden impact events may result in the DDMG moving immediately to the stand up phase.

District Levels of Activation for Response Arrangements

	ALERT	LEAN FORWARD		STAND UP		STAND DOWN
		LEVEL ONE	LEVEL TWO	LEVEL ONE	LEVEL TWO	
Triggers	<ul style="list-style-type: none"> ➤ One or more LDMGs operational ➤ Awareness that threat may be wide spread 	<ul style="list-style-type: none"> ➤ Potential requirements for DDMG to coordinate disaster operations 	<ul style="list-style-type: none"> ➤ Threat level indicates DDMG support may be required 	<ul style="list-style-type: none"> ➤ Request for support received from LDCC ➤ Large threat is imminent 	<ul style="list-style-type: none"> ➤ Impact in the District ➤ Coordinated support required ➤ Significant state resources committed 	<ul style="list-style-type: none"> ➤ All LDMGs stood down ➤ Recovery arrangements functioning¹
Actions	<ul style="list-style-type: none"> ➤ XO brief DDC on activation level of LDMG/s ➤ Analysis of threat ➤ Contact LDC/s 	<ul style="list-style-type: none"> ➤ Maintain contact with all LDCs ➤ Communication procedures established ➤ Planning commenced for support to DDCC ➤ Advise state regarding status of DDMG ➤ Establish all contacts ➤ Set up email systems 	<ul style="list-style-type: none"> ➤ Receipt of SITREPS ➤ Brief DDMG Core ➤ Members ➤ Warning orders given to DDMG ➤ Planning for potential support to LDMGs ➤ DDC support staff briefed 	<ul style="list-style-type: none"> ➤ 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 ➤ Regular SITREPS provided to SDCC 	<ul style="list-style-type: none"> ➤ DDCC activated and roster commenced ➤ Logistics, operations planning and administrative cells in place ➤ Coordination of state support commenced ➤ Receive advice from State Disaster Coordinator 	<ul style="list-style-type: none"> ➤ Final SITREP to SDMG ➤ Debrief of DDCC staff ➤ Debrief of DDMG members ➤ Finalisation of expenditure ➤ Transition from response and recovery to recovery ➤ Agencies not involved in recovery operations resume standard business and afterhours contact arrangements

DDMG

¹ Full detail on levels of activation for recovery arrangements are outlined in the *Queensland Recovery Guidelines*.



District disaster coordination centre

The main aim of the DDCC is to coordinate resources and assistance in support of LDMGs who are engaged in disaster operations.

The primary functions of a DDCC revolve around three key activities: forward planning, resource management and information management.

In particular, the DDCC is responsible for the:

- analysis of probable future requirements and forward planning including preliminary investigations to aid the response to potential requests for assistance;
- implementation of operational decisions of the DDC;
- coordination of allocated State and Australian government resources in support of local government response; and
- provision of prompt and relevant information to the SDCC and LDCCs concerning any disaster event occurring within their district.

The DDC has overall responsibility for the establishment and operation of the DDCC. The DDC should ensure appropriate levels of staff are identified and trained in the operation of the DDCC. DDCC training would form a component of the DDMG training program. To support the operation of the DDCC, Standard Operating Procedures (SOPs) should be developed and utilised to inform training.

Concept of operations for response

Operational reporting

During operational activity the DDMG, through the operation of the DDCC, will be responsible for the preparation and distribution of Situation Reports (SITREPs). SITREPs are a universally accepted method of communicating the current and forecast situation during a disaster event to key stakeholders.

The DDMG SITREP will be forwarded from the DDCC to the SDCC. The timeframes and format of the SITREP will be determined by the SDMG and advised to the DDMG. The nature of the disaster and the involvement of the DDMG will determine the complexity and format of the SITREP for a given event.

The DDMG will need to ensure regular SITREPs are received from activated/affected LDMGs to inform DDMG operational response, forward planning and the contents of the DDMG SITREP.

The DDC will need to determine and advise LDMGs of the frequency and format of SITREPs, relative to the disaster event.

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. **This in no way lessens the requirement for sound financial management and accountability.**

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.



Each DDMG member should contact their respective agency Finance Officer to predetermine financial arrangements applicable to their agency during a disaster operation.

Authority to expend funds

Each participating agency should predetermine the type and limit of expenditure permitted (individual expense and cumulative expense) by their group members without further reference to senior management. This also includes predetermining management processes for the expeditious financial authorisation of support and relief staff, as may be required.

Document management

When an event occurs, each participating agency should immediately begin accounting for personnel and equipment costs relating to disaster operations.

Extreme care and attention to detail must be taken throughout the disaster operations period to maintain logs, formal records and file copies of all expenditure (including personnel timesheets), in order to provide clear and reasonable accountability and justifications for future audit and potential reimbursement purposes.



Reimbursement is not an automatic process and requires solid evidence of disaster-related expenditure.



Disaster financial assistance arrangements

There are two sets of financial arrangements which, if activated by the Minister for Police, Emergency Services and Corrective Services, provide financial support to Queensland communities impacted by a disaster event through the reimbursement of eligible expenditure:

State Disaster Relief Arrangements (SDRA)

The intent of the SDRA is to assist in the relief of communities whose social wellbeing has been severely affected by a disaster event (natural or non-natural). SDRA is state-funded, and therefore not subject to the Australian Government imposed event eligibility provisions or the activation threshold that exists under NDRRA. As a consequence, SDRA is able to address a wider range of disaster events and circumstances where personal hardship exists.

Natural Disaster Relief and Recovery Arrangements (NDRRA)

The intent of the NDRRA is to assist the relief and recovery of communities whose social, financial and economic wellbeing has been severely affected by a natural disaster or terrorism event. The arrangements provide a cost sharing formula between the State and Australian Government and include a range of pre-agreed relief measures.

To claim for expenditure reimbursement under SDRA or NDRRA arrangements:

- the relevant arrangements must be activated;
- the relevant relief measures must be activated and the expenditure must meet the eligibility requirements of that measure; and
- documentary support for all eligible expenditure detailed in the claim must be provided by the claimant.



Further information on disaster financial assistance arrangements is available in the *Queensland Disaster Relief and Recovery Arrangements Guidelines*.



The activation of SDRA or NDRRA and the declaration of a disaster situation are not interlinked or co-dependent.

Media management

During a disaster it is critical that the public information provided to the media is consistent across all levels of the QDMA. To ensure the release of appropriate, reliable and consistent information it is recommended that:

- joint media conferences be held at designated times involving key stakeholders, including the Mayor of the relevant LDMG where geographically feasible; and
- key spokespersons should be senior representatives of the DDMG (ie DDC and XO or their delegates).

Significant issues to consider are:

- the scheduling of media conferences requires a coordinated approach to ensure there is no conflict between State, district or local announcements;
- statistics are a potentially contentious issue requiring checking carefully with all agencies before release. Typically, this type of information would be sourced initially from the affected LDMG; and
- each agency is only to comment on their own areas of responsibility.

It is recommended that the DDMG develop a media management strategy that:

- is flexible for application in any given event;
- identifies key messages to inform the community, including reinforcing the DDMG's role in coordinating whole-of-government support to LDMGs (and the affected community);
- identifies preferred spokespersons for factual information (eg evacuation measures, road closures); and
- is consistent with the crisis communication network arrangements outlined in the *Queensland Government Arrangements for Coordinating Public Information in a Crisis*.



The *Queensland Government Arrangements for Coordinating Public Information in a Crisis* are available at www.disaster.qld.gov.au/publications/



Accessing support and allocation of resources

Where a DDMG requires support and/or resources to meet operational requirements that are beyond both local and district capacity and capability, the DDMG should formally seek State assistance through a Request for Assistance forwarded to the SDCC.

It is recognised that administrative boundaries may unnecessarily separate resources from impacted communities. In developing the DDMP, DDMGs should consider all resources located within the area, irrespective of administrative boundaries. This may include neighbouring DDMGs and non disaster affected LDMGs. Any proposed cross boundary arrangements should be acknowledged through the relevant planning processes and documented within the DDMP.

During operations, the SDMG is to be advised prior to these arrangements being utilised.

The DDMG will need to consider strategies for the prioritisation of the allocation of support and resources, and ensure these strategies are documented within the DDMP.

Disaster declarations

In accordance with s64 of the Act, a 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 s65(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.



Sections 66-68 of the Act provides further detail on the duration of the disaster situation, extensions and ending the disaster situation. Supporting Disaster Management forms are available at www.disaster.qld.gov.au/publications/

Where a disaster impacts or is likely to impact more than one disaster district, the Minister and the Premier may declare a disaster situation for the State, or a part of the State. Sections 69-73 of the Act provide further detail on declarations by the Minister and the Premier.

It is important to note that the declaration of a disaster relates to the requirement for additional powers and is not linked to the activation of the QDMA or the activation of disaster financial assistance arrangements. All three actions are independent processes and are not interlinked or conditional.

The DDC will need to consider processes for the dissemination of a declaration and the authorisation of persons to exercise declared disaster powers.

In accordance with the Act documentation relating to a declaration is to be in the approved form. A range of disaster management forms have been developed to provide consistent templates relating to disaster declarations. Disaster Management Forms are available at <http://www.disaster.qld.gov.au/publications/> Consideration should be given to these forms being incorporated into DDCC SOPs and electronic copies of the forms being readily accessible to DDCC staff.



The DDC should be mindful of any existing declarations under the *Public Safety Preservation Act 1986* and liaise with the emergency commander when declaring a disaster situation under the Act.

Resupply

LDMGs are responsible for ensuring that communities are resupplied with food and other essentials during times of isolation.

DDCs are responsible for ensuring that any request for resupply from any LDMG in their disaster district is processed and complies with the *Queensland Resupply Guidelines*.



Refer to the *Queensland Resupply Guidelines* for further information on the responsibilities of the DDMG in relation to resupply



Functional plans

Functional plans detail arrangements relating to supporting activities undertaken by functional lead agencies of the DDMG. Functional plans are developed in support of the main DDMP and may include: the QBuild Regional Disaster Management Plan which incorporates the arrangements for its functional lead agency roles of Building and Engineering, Emergency Supply, and Communication Services Plan; Health Plan; and Transport Systems.

The requirement for the development of these plans will be a decision for the DDMG in consultation with the functional lead agency with responsibility for each function.

Hazard specific plans

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

There may be a range of hazard specific plans developed by the relevant hazard specific primary agency the DDMG needs to consider as supporting references to the main DDMP. These may include: Plant and Animal Disease; Terrorism; Bushfire; and Influenza Pandemic.



Refer to the *State Disaster Management Plan* for further information on the functions of disaster management and hazard specific arrangements.

Recovery Strategy

Effective disaster recovery requires whole-of-government involvement along with NGOs, government owned corporations, industry groups and the private sector proactively engaging with the disaster affected community. Recovery can present a unique opportunity to support and build on community strengths to further develop capability and resilience.

Recovery requires a holistic approach which involves activities undertaken in consideration of the recovery of all four functions being: human-social; economic; infrastructure; and the environment.

Depending on the nature, location and size of the event, recovery operations may be managed at either the local level or through a combination of local and district arrangements.



This section of the District Guidelines is supported by the *Queensland Recovery Guidelines*. Reference to this document will assist in the development of the district recovery strategy.

The DDMG should develop a district recovery strategy, as a component of the DDMP. The recovery strategy should be flexible for adaptation to different disaster events and enable scaling up and down of recovery processes, as required.

Scope

The recovery strategy should address: all four functions of recovery; define broad parameters for effective recovery operations within the district; and identify constraints for recovery operations within the district.

Parameters and constraints

In developing the recovery strategy, it is important that the DDMG understands who has potential roles in the recovery process. DDMGs should consider how the DDMG, LDMGs and functional lead agencies for recovery will work together to accomplish recovery operations for an affected area. The strategy should outline the broad parameters for effective coordination of recovery operations within the district and identify any constraints for recovery operations within the district.

Operational and action plans

The recovery strategy should outline the process for the development of Operational Plans and Action Plans during recovery operations. Considerations for developing these plans are outlined in the *Queensland Recovery Guidelines*.



Review and Assessment

It is important to note that disaster management planning is a continuous process and the disaster management plan itself should be considered as a living document. For a disaster management plan to be effective in a disaster it must be current and therefore it is critical that the plan is regularly tested and revised as conditions alter or deficiencies are highlighted.

In accordance with s55 of the Act, a DDMG may review or renew its plan when the group considers it appropriate, however, the DDMG must review the effectiveness of the plan at least once a year.

To meet the requirements of the Act the DDMG should review the effectiveness of the plan on an annual basis through either:

- exercise; and/or
- operational activity.

The DDMG should ensure the implementation of the outcomes and recommendations identified through Exercise After Action Reviews and post-disaster assessments to improve their disaster management arrangements and the DDMP.



Refer to Capacity Building for further information on exercises and post-disaster assessment.

In addition to annual exercises or operational activity, it is recommended that a district plan assessment be conducted once every two (2) years.

These requirements are to be undertaken through a comprehensive planning review process designed to assess whether the disaster management arrangements are:

- accurate and operationally adequate;
- based on appropriate risk identification, analysis and treatment;
- documented in accordance with the relevant guidelines; and
- subject to appropriate review, testing, evaluation and reporting.

Disaster management planning assessment report

The District Disaster Management Planning Assessment Report is provided as a tool to assist in the legislative requirement to review the effectiveness of planning and to ensure disaster management arrangements and capability are continually monitored and reviewed.



Refer to Annexure B for District Disaster Management Planning Assessment Report Template.

The assessment report provides a template to assess the DDMP against six (6) key components:

- Preliminaries, Administration and Governance
- Disaster Management Group
- Disaster Risk Management
- Awareness and Capacity Building
- Response Strategy
- Recovery Strategy

Elements and criteria for each component are based on legislative requirements and planning requirements outlined within these District Guidelines.

In accordance with s16A of the Act, the functions of the Chief Executive of the Department of Community Safety include a requirement to regularly review and assess the effectiveness of disaster management by district and local groups, including district and LDMPs. As a function delegated to EMQ, the review and assessment at district and local level will be undertaken by an EMQ officer.

DDMG plan assessment

The review of the district plan is to be undertaken by the EMQ DDMG member. The EMQ DDMG member will consult with the DDC and other relevant members of the DDMG, as required, when undertaking the review.

As the EMQ DDMG member is a significant contributor to the DDMP, they may request the assistance of another EMQ officer, or another suitability qualified officer to conduct the assessment.

The EMQ DDMG member is to provide a copy of the completed District Disaster Management Planning Assessment Report for the consideration of the DDC.



LDMG plan assessment

The review of LDMPs is to be conducted by an EMQ officer.

In addition to being a legislated function of the Chief Executive of the Department of Community Safety, the DDMG, in accordance with s. 23(d) has a requirement to regularly review and assess the disaster management of LDMGs in the district. Therefore, the EMQ DDMG member will provide a report at each DDMG business meeting on the progress and outcomes of LDMG plan assessments.



Refer to the *Local Disaster Management Guidelines* for the Local Disaster Management Planning Assessment Report template. (revised version – upon publication)

Implementation of assessment report recommendations

It is important that where an assessment report outlines recommendations for improvement to a disaster management plan that these issues are addressed in a timely manner. The DDMG should incorporate a reference for the implementation of assessment report recommendations into the DDMG Annual Operational Plan.

Further triggers for review

In addition to the requirement to program regular two (2) yearly reviews of disaster management plans, there are a range of conditions that may trigger the need for a disaster management plan to be reviewed outside the review program, these include:

- an exercise or operational activation of the plan highlights significant deficiencies in arrangements, systems or processes;
- changes to the boundaries to which the plan is applicable resulting in increased risk levels;
- changes within the environment, community population, demographics or hazards resulting in increased risk levels;
- changes to available resources or agencies with a role in delivery of disaster management response and recovery which impacts on group capability; or
- at the request of the DDC.

Where one or more of these triggers are identified within the district, a plan review should be undertaken as soon as practical, regardless of the existing timeframes of programmed reviews.

Definitions and Abbreviations

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 the Commissioner, Queensland Police Service as the Chair of the DDMG. The Chair of the group is also 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.
Coordination Centre	A centre established at state, district or local government level as a centre of communication and coordination during times of disaster operations.
Deputy Chair	The person appointed by the Commissioner, Queensland Police Service as the Deputy Chair of the DDMG.
Disaster	A serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community recover from the disruption. (<i>Disaster Management Act 2003</i>)
Disaster District	Part of the state prescribed under a regulation as a disaster district.
Disaster Management	Arrangements about managing the potential adverse effect of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster. (<i>Disaster Management Act 2003</i>)
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. (<i>Disaster Management Act 2003</i>)
Disaster response	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support. (<i>Disaster Management Act 2003</i>)
Disaster response operations	The phase of disaster operations that relates to responding to a disaster. (<i>Disaster Management Act 2003</i>)
Disaster recovery operations	The phase of disaster operations that relates to recovering from a disaster. (<i>Disaster Management Act 2003</i>)
Disaster risk assessment	The process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria. (<i>COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002</i>)
Disaster District Coordinator	A person appointed under the <i>Disaster Management Act 2003</i> who is responsible for the coordination of disaster operations in the disaster district for the District Disaster Management Group.



District Disaster Management Group	The group established in accordance with s22 of the Act to provide coordinated State government support and resources to LDMGs on behalf of local governments.
District Disaster Management Plan	A plan prepared in accordance with s53 of the Act, that documents planning and resource management to counter the effects of a disaster within the disaster district.
Event	<p>(1) Any of the following:</p> <ul style="list-style-type: none"> (a) a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening (b) an explosion or fire, a chemical, fuel or oil spill, or a gas leak (c) an infestation, plague or epidemic (<i>example of an epidemic – a prevalence of foot-and-mouth disease</i>) (d) a failure of, or disruption to, an essential service or infrastructure (e) an attack against the state (f) another event similar to an event mentioned in (a) to (e). <p>(2) An event may be natural or caused by human acts or omissions. (<i>Disaster Management Act 2003</i>)</p>
Executive Officer DDMG	A Police officer appointed to the position of Executive Officer to the district group by the Commissioner, Queensland Police Service.
Executive Team	The Chair, Deputy Chair and Executive Officer.
Extraordinary Meeting	A meeting convened by the Chair in response to an operational event both inside and outside the disaster district.
Functional Lead Agency	An agency allocated responsibility to prepare for and provide a disaster management function and lead relevant organisations that provide a supporting role.
Guidelines	Guidelines are developed under s63 of the Act to inform the SDMG, DDMGs and local governments about the preparation of disaster management plans, matters to be included in disaster management plans and other appropriate matters about the operation of a DDMG or LDMG.
Hazard	A source of potential harm, or a situation with a potential to cause loss. (<i>Emergency Management Australia, 2004</i>)
Local Disaster Coordinator	A person appointed under the Act who is responsible for the coordination of disaster operations for the LDMG.
Local Disaster Management Group	The group established in accordance with s29 of the Act to support the disaster management and operational activities of local governments.
Local Disaster Management Plan	A plan that documents agreed arrangements that are in place to deal with disaster events within the local government's area of responsibility.
Member	A person officially appointed as a member of the DDMG. Members have voting rights to validate the business of the group.
Ordinary Meeting	A DDMG meeting which is scheduled and convened on a regular basis at an agreed time (set by the Chair) to discuss routine business of the group.
Post-disaster Assessment	Addresses performance during and the risks revealed by a disaster event in order to improve future development of mitigation measures. Post-disaster assessment forms part of continuous improvement of the whole system. (<i>Adapted from COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002</i>)

Primary Agency	An agency allocated responsibility to prepare for and respond to a specific hazard based on their legislated and/or technical capability and authority.
Queensland disaster management arrangements	Whole-of-government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management.
Recovery	The taking of preventative measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment. (Disaster Management Act 2003)
Relief	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: <ul style="list-style-type: none"> (a) loss of human life, or illness or injury to humans; or (b) widespread or severe property loss or damage; or (c) widespread or severe damage to the environment. (Disaster Management Act 2003)
State Disaster Coordinator	A person appointed under the Act who is responsible for the coordination of disaster response operations for the SDMG.
State Disaster Management Plan	A planning tool for disaster managers which provides an overview of Queensland's disaster management arrangements, including agency roles and responsibilities.
State Recovery Coordinator	A person appointed under the Act who is responsible for the coordination of disaster recovery operations for the SDMG.
Temporary District Disaster Management Group	A DDMG established under the Act by the SDMG 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

DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
District Guidelines	District Disaster Management Guidelines
EMQ	Emergency Management Queensland
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
QDMA	Queensland disaster management arrangements
QPS	Queensland Police Service
SDC	State Disaster Coordinator
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMG	State Disaster Management Group
SDMP	State Disaster Management Plan
SDRA	State Disaster Relief Arrangements
SITREP	Situation Report
SOP	Standard Operating Procedure
SPF	<i>Disaster Management Strategic Policy Framework</i>
the Act	<i>Disaster Management Act 2003</i>
the Minister	Minister for Police, Corrective Services and Emergency Services
XO	Executive Officer

Further reading and references

- Australian/New Zealand Standard AS/NZS ISO 31000:2009
Risk management – Principles and guidelines
- *Disaster Management Act 2003*
<http://www.legislation.qld.gov.au>
- Disaster Management Forms
<http://www.disaster.qld.gov.au/publications/>
- Disaster Management Strategic Policy Framework
<http://www.disaster.qld.gov.au/publications/>
- Queensland Evacuation Guidelines
<http://www.disaster.qld.gov.au/publications/>
- Queensland Government Arrangements for Coordinating Public Information in a Crisis
<http://www.disaster.qld.gov.au/publications/>
- Queensland Disaster Relief and Recovery Arrangements Guidelines
<http://www.disaster.qld.gov.au/publications/>
- Queensland Recovery Guidelines
<http://www.disaster.qld.gov.au/publications/>
- Queensland Resupply Guidelines
<http://www.disaster.qld.gov.au/publications/>
- Queensland Tsunami Notification Guidelines
<http://www.disaster.qld.gov.au/publications/>
- National Emergency Risk Assessment Guidelines
<http://www.disaster.qld.gov.au/publications/>
- State Disaster Coordinator Role Statement)
<http://www.disaster.qld.gov.au/publications/>



Amendment Control

Proposals for amendment or addition to the contents of the District Guidelines are to be forwarded to:

Assistant Director-General
Emergency Management Queensland
Department of Community Safety

Postal Address GPO Box 1425
BRISBANE QLD 4001

Physical Address: Emergency Services Complex
Cnr Park and Kedron Park Roads
KEDRON QLD 4031

Annexure A: District Plan Template

⟨District Name⟩ District Disaster Management Plan



Note: *italicised text in the body of this document is used to prompt disaster management planners for local content.* Normal text could - but not must - be inserted in the plan as is.



Foreword

Foreword by the District Disaster Coordinator (DDC).

Endorsement

Include relevant endorsement references, signature/s and dates.

The preparation of this district disaster management plan has been undertaken in accordance with the *Disaster Management Act 2003 (DM Act)*, to provide for effective disaster management in the district.

The plan is endorsed for distribution by the District Disaster Management Group.

⟨DDC Name⟩

District Disaster Coordinator

⟨District Name⟩ District Disaster Management Group

Date:

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Document Control

Amendment Control

Describe the process for lodging suggested amendments to the plan.

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

Insert responsible officer and address

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

Document the history of amendment to the plan.

Amendment		Plan Updated	
No / Ref	Issue Date	Inserted by	Date

Distribution

In finalising the distribution list, the DDMG should ensure compliance with s56 of the Act which requires the DDMP to be available for inspection, free of charge, by members of the public at the places the DDC considers appropriate. The inclusion of the contact list in copies made available to the public is not recommended.

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



Definitions

Upon completion of the main body of your plan check and update the following list of definitions relevant to the contents of your plan.

Advisor	A person invited to participate in the business of the DDMG in an advisory capacity on an as-needed basis.
Chair	The person appointed by the Commissioner, Queensland Police Service as the Chair of the DDMG. The Chair of the group is the District Disaster Coordinator.
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Executive Team	The Chair, Deputy Chair and Executive Officer.
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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 SDMG, DDMGs and local governments about the preparation of disaster management plans, matters to be included in disaster management plans and other appropriate matters about the operation of a DDMG or LDMG.
Hazard	A source of potential harm, or a situation with a potential to cause loss. (<i>Emergency Management Australia, 2004</i>)
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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.
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Recovery	The taking of preventative measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment. (Disaster Management Act 2003)
Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency.
Residual Risk	The risk remaining after risk treatment. Residual risk can contain unidentified risk. Residual risk can also be known as 'retained risk'. (<i>ISO Guide 73:2009 Risk management – Vocabulary</i>)
Risk	The effect of uncertainty on objectives. (<i>ISO Guide 73:2009 Risk management – Vocabulary</i>)
Risk Management	Coordinated activities to direct and control a community or organisation with regard to risk. (Adapted from <i>ISO Guide 73:2009 Risk management – Vocabulary</i>)
Risk Register	A listing of risk statements describing sources of risk and elements at risk with assigned consequences, likelihoods and levels of risk.
Risk Treatment	Process of selection and implementation of measures to modify risk. (<i>National Emergency Risk Assessment Guidelines</i>)
Serious Disruption	Serious disruption means: <ul style="list-style-type: none"> (a) loss of human life, or illness or injury to humans; or (b) widespread or severe property loss or damage; or (c) widespread or severe damage to the environment. (<i>Disaster Management Act 2003</i>)
State Disaster Coordinator	A person appointed under the 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 disaster management arrangements, including agency roles and responsibilities.
State Recovery Coordinator	A person appointed under the Act who is responsible for the coordination of disaster recovery operations for the SDMG.
Temporary District Disaster Management Group	A DDMG established under the Act by the SDMG 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

Upon completion of the main body of your plan check and update the following list of abbreviations and acronyms used within the plan.

DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
EMQ	Emergency Management Queensland
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
QDMA	Queensland disaster management arrangements
QPS	Queensland Police Service
SDC	State Disaster Coordinator
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMG	State Disaster Management Group
SDMP	State Disaster Management Plan
SDRA	State Disaster Relief Arrangements
SITREP	Situation Report
SOP	Standard Operating Procedure
SPF	<i>Disaster Management Strategic Policy Framework</i>
the Act	<i>Disaster Management Act 2003</i>
the Minister	Minister for Police, Corrective Services and Emergency Services
XO	Executive Officer



Administration and Governance

Authority to Plan

Statement detailing reference to s53 of the Act.

This district disaster management plan is prepared under the provisions of s53 of the Act.

Purpose

Brief statement explaining the preparation of the plan in terms of the DDMG's responsibility for disaster management for the district.

This plan details the arrangements within the <district name> disaster district to provide whole-of-government planning and coordination capability to support local governments in disaster management and disaster operations.

Objectives

Detail specific objectives to meet the overall purpose of the plan this should be in accordance with s53 of the Act.

The objective of the <district name> 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 State Disaster Management Group's (SDMG) *Strategic Policy Framework*; the State Disaster Management Plan; the *District Disaster Management Guidelines*; and any other Guidelines relevant to district level disaster management and disaster operations.
- the development, implementation and monitoring of priorities for disaster management for the district.

Strategic Policy Framework

Statement outlining how the district arrangements are consistent with the SDMG's Strategic Policy Framework.

Disaster management and disaster operations in the <district name> district are consistent with the *Disaster Management Strategic Policy Framework*. 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.

Scope

Description of the disaster district the plan applies to, including the local government areas. To increase understanding, a map may be included which outlines the disaster district area and each local government boundary.

This plan details the arrangements necessary to undertake disaster management within the <district name> disaster district. This includes the local government areas of:

- <local government name>
- <local government name>
- <local government name>

Disaster Management Priorities

Outline the priorities for disaster management for the district. This should include strategic disaster management priorities and also provide a reference to the DDMG Annual Operational Plan as the tool used to outline, implement, manage and monitor current disaster management priorities for the district.

Review and Renew Plan

Statement as to when and how the plan is to be reviewed and renewed. Refer to s55 of the Act.

Review of Local Disaster Management Arrangements

In accordance with s23 of the Act it is a function of the DDMG to regularly review and assess the disaster management of local groups in the district. Outline the strategy of the DDMG to fulfil this function including timeframes and responsibilities.



District Disaster Management Group

Establishment

Statement relating to the establishment of the DDMG in accordance with s22 of the Act.

Membership

Outline the membership of the DDMG including reference to s24 of the Act. Membership should be divided between DDMG members and DDMG advisors. This listing should detail only position and organisation details. Reference should be made to the existence of a DDMG contact list which should be included either as an Annexure or other location, if held separately.

Functional and Supporting Committees

Outline permanent functional and supporting committees of the DDMG including role, responsibilities, meetings and plan requirements etc.

Roles and Responsibilities

Summarise details regarding the involved agencies, position within the DDMG and their responsibilities. Reference should be made to respective functions of positions under the Act and the roles and responsibilities of agencies as outlined in the State Disaster Management Plan.

Organisation	DDMG Position	Responsibilities
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Meetings

Outline the annual meeting schedule and place for meetings.

Reporting

Outline the normal business reporting requirements of the DDMG, including regular meeting status reporting, annual reporting and annual operational planning requirements. This should also include reporting responsibilities and timeframes.

Disaster Risk Assessment

Community Context

Describe the characteristics of the district. This should be a district summary with an overview of the following characteristics: geography; climate and weather; population; community preparedness; industry; critical infrastructure; essential services; hazardous sites, proposed future development and neighbour relationships.

Care should be taken to ensure considerations are kept at the district level and only focus on those characteristics of the broader community that are relevant to district level planning.

Hazards

Outline both natural and non-natural events identified by LDMGs within the Disaster District as likely threats to their communities and where the impact of such events may require the activation of support arrangements under this District Plan. Consideration should also be given to associated impacts and effects of hazards to/from bordering districts.

The description of each identified district hazard should include; geographic extent, expected frequency, severity/intensity, onset and duration timeframes and the projected impact of climate change.

Risk Assessment

Summarise the process undertaken by the DDMG in the conduct of a district risk assessment and risk register development incorporating risk identification, risk analysis and risk evaluation in accordance with the process outlined in the National Emergency Risk Assessment Guidelines.

This should NOT be a duplication of the risks identified by the LDMGs but only those risks that the DDMG has to manage.

Reference should be made to the Risk Register at Annexure C or the appropriate document reference, if held separately.



Risk Treatment

Outline the process to be undertaken by the DDMG in the implementation of the Risk Treatment Plan and the ongoing management of residual risk and risk sharing for those risks that relate to the DDMG.

This should include:

- the process for the allocation of responsibility for the implementation of risk treatment strategies, monitoring and reporting;*
- the request for responsible agencies to incorporate the identified treatment strategies into their agency corporate planning process for recognition and implementation;*
- strategies for the management of residual risk; and*
- the process for notification where risk sharing is identified as a treatment option.*

Reference should be made to the Risk Treatment Plan at Annexure D or the appropriate document reference, if held separately.

Capacity Building

Community Awareness

Outline the key strategies to address community awareness activities. Refer to the Act s23(f).

Reference should be made to the district community awareness program and the method by which the program is monitored and reviewed in accordance with the DDMG Annual Operational Plan.

Training

Outline the key strategies to address the training of members of the DDMG and other relevant stakeholders of the district disaster management arrangements.

Reference should be made to the specific training program and the method by which the program is monitored and reviewed in accordance with the DDMG Annual Operational Plan.

Exercises

Outline the key strategies relevant to the conduct of exercises at district level as a component of the monitoring and review of the DDMP and the district disaster management arrangements in accordance with s55 of the Act.

Reference should be made to the specific exercise program and the method by which the program is monitored and reviewed in accordance with the DDMG Annual Operational Plan.

Post-Disaster Assessment

Outline key strategies associated with the conduct of post-disaster assessments at district level. Strategies should 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.



Response Strategy

Warning Notification and Dissemination

Consider the types of warnings that are relevant to the threats which impact on the district. Predominantly warning products will be issued by the Bureau of Meteorology including, but not limited to include Severe Weather Warnings, Tropical Cyclone Advice, Tsunami Warning Products etc

Consideration should be given to the responsibility of the DDMG in the notification and dissemination of these warning products to members of the DDMG, LDMGs and in the case of some DDMG member agencies, elements of the community, supporting facilities and infrastructure.

DDMG members will receive warning products via a number of means.

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 member agencies will be notified by *<insert local arrangements>* and may also receive notification from internal agency central offices.

A number of 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.

In summary, the responsibilities of DDMG member agencies for notification in Local Government areas is shown in the following table.

Responsible Agency	Group/Agency Notified
<i>Queensland Police Service</i>	<i>Queensland Police Service Stations and establishments</i>
<i>Emergency Management Queensland</i>	<i>State Emergency Service Units/Groups</i>

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

Activation

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

The four levels of activation are:

➤ **Alert**

A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation should be monitored by someone capable of assessing the potential of the 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 District levels of activation are outlined at Annexure E.

District Disaster Coordination Centre

Provide details of the identified DDCC and alternative locations. Develop Standard Operating Procedures (SOPs) for the management of the DDCC and attach as an annexure or provide a reference to the document, if held separately.

Concept of Operations for Response

Operational Reporting

Outline the requirements for operational reporting including situation reports, requests for information.

Financial Management

Outline the pre-determined financial management process for the recording of expenses incurred during a disaster.

Media Management

Outline the strategy for the management of the media. This may include appointment of a Media Liaison Officer and regular media briefing times. Consideration should also be given to procedures for DDMG members including who speaks to the media and the topics they may discuss.



Accessing Support and Allocation of Resources

Outline the process to be undertaken where support is required from the State or to implement the coordination of support from non disaster affected LDMGs to affected LDMGs. Also document existing cross-boundary arrangements with DDMGs ensuring that the plan outlines the requirement to inform the SDMG where these arrangements are being applied

Consider strategies for prioritisation for the allocation of support and resources.

Reference should be made to Disaster Management form templates, where appropriate.

Disaster Declaration

Outline the process to be undertaken where the DDC determines the declaration of a disaster situation is necessary for the district or part of the district or where a declaration is made for the State or part of the State. Consider strategies for the dissemination of the declaration and the authorisation of persons to exercise declared disaster powers.

Reference should be made to Disaster Management form templates.

Resupply

Outline the process to be undertaken for the resupply of isolated communities. This section should detail any district specific arrangements with a reference to the Queensland Resupply Guidelines for detailed information.

Where resupply is a common function undertaken by the DDMG a log of air and road transport companies and supporting templates may be maintained to aid the processing of requests.

Functional Plans

This section provides reference to functional plans developed by the DDMG or functional committees in support of this main plan. Outline where plans are held ie an annexure to this plan or as a separate document.

Functional plans detail arrangements relating to supporting activities undertaken by functional lead agencies of the DDMG. Functional plans may include: the QBuild Regional Disaster Management Plan which incorporates the arrangements for its functional lead agency roles of Building and Engineering, Emergency Supply, and Communication Services Plan; Health Plan; and Transport Systems.

Hazard Specific Arrangements

This section provides reference to hazard specific arrangements and the plans developed by the relevant hazard specific primary agency in support of this main plan. Outline where plans are held ie an annexure to this plan or as a separate document.

These may include: Influenza Pandemic; Animal and Plant Disease; Bushfire etc.

Recovery Strategy

Outline district recovery strategies, incorporating human-social, infrastructure, economic, and environmental factors.

This recovery strategy provides a framework for the coordination of recovery operations within the district and is supported by the procedures outlined in the *Queensland Recovery Guidelines*.

Scope

Outline the scope of the district recovery strategy.

This recovery strategy has been developed to:

- include all functions of recovery (human-social, infrastructure, economic and environmental);
- define broad parameters for the effective coordination of recovery operations within the district; and
- identify constraints to the coordination of recovery operations within the district.

Functions of Recovery

Outline how each of the four functions of recovery will be coordinated within the District. Outline the functional lead agency responsible for each function, the supporting agencies and mechanisms of coordination including any committee/group structure. This section should be developed with reference to the roles and responsibilities outlined in the Queensland Recovery Guidelines.

Parameters and Constraints

Define broad parameters for effective coordination of recovery operations within the district and identify any constraints for recovery operations within the district.

Operational and Action Plans

Outline the process for the development of Operational Plans and Action Plans during recovery operations. Considerations for developing these plans are available in the Queensland Recovery Guidelines.



Annexure Index

- A Distribution List
- B DDMG Contact List
- C Risk Register
- D Risk Treatment Plan
- E District Levels of Activation for Response Arrangements

Further annexure to this plan may include, but are not limited to, the following:

- *Media Contact List*
- *Risk Maps – Storm Surge/Tsunami/Bushfire/Flood*
- *DDCC SOP*

Distribution List

Position	Organisation	Hard Copy ✓	Electronic Copy ✓
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<district name> District Disaster Management Group Contact List

Organisation	Position and Name	Address	Contact Details
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<district name> District Risk Register

Risk Identification (District level risks only)				
Risk No.	Risk Statement	Source	Impact Category	Prevention/Preparedness Controls
				Recovery/Response Controls



Risk Analysis						
Risk No	Level of Existing PP Controls	Level of Existing RR Controls	Consequence	Likelihood	Risk	Confidence Level

Risk Evaluation						
Risk No	Tolerability	Treatment Strategies	Residual Consequence	Residual Likelihood	Residual Risk	Further Action



<district name> District Risk Treatment Plan

Risk No.	Treatment Strategy	Priority	Responsible Agency	Consequential Actions	Resource Requirements Including Estimated Cost	Implementation Timeframe	Performance Measures Including reporting and monitoring requirements
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District Levels of Activation for Response Arrangements

	ALERT	LEAN FORWARD		STAND UP		STAND DOWN
		LEVEL ONE	LEVEL TWO	LEVEL ONE	LEVEL TWO	
Triggers	<ul style="list-style-type: none"> ➤ One or more LDMGs operational ➤ Awareness that threat may be wide spread 	<ul style="list-style-type: none"> ➤ Potential requirements for DDMG to coordinate disaster operations 	<ul style="list-style-type: none"> ➤ Threat level indicates DDMG support may be required 	<ul style="list-style-type: none"> ➤ Request for support received from LDCC ➤ Large threat is imminent 	<ul style="list-style-type: none"> ➤ Impact in the District ➤ Coordinated support required ➤ Significant state resources committed 	<ul style="list-style-type: none"> ➤ All LDMGs stood down ➤ Recovery arrangements functioning¹
Actions	<ul style="list-style-type: none"> ➤ XO brief DDC on activation level of LDMG/s ➤ Analysis of threat ➤ Contact LDC/s 	<ul style="list-style-type: none"> ➤ Maintain contact with all LDCs ➤ Communication procedures established ➤ Planning commenced for support to DDCC ➤ Advise state regarding status of DDMG ➤ Establish all contacts ➤ Set up email systems 	<ul style="list-style-type: none"> ➤ Receipt of SITREPs ➤ Brief DDMG Core Members ➤ Warning orders given to DDMG ➤ Planning for potential support to LDMGs ➤ DDC support staff briefed 	<ul style="list-style-type: none"> ➤ 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 ➤ Regular SITREPs provided to SDCC 	<ul style="list-style-type: none"> ➤ DDCC activated and roster commenced ➤ Logistics, operations planning and administrative cells in place ➤ Coordination of state support commenced ➤ Receive advice from State Disaster Coordinator 	<ul style="list-style-type: none"> ➤ Final SITREP to SDMG ➤ Debrief of DDCC staff ➤ Debrief of DDMG members ➤ Finalisation of expenditure ➤ Transition from response and recovery to recovery ➤ Agencies not involved in recovery operations resume standard business and afterhours contact arrangements

1 Full detail on levels of activation for recovery arrangements are outlined in the Queensland Recovery Guidelines.



Annexure B: District Disaster Management Planning Assessment Report

District Disaster Management Planning Assessment Report

Disaster District:	
Assessment conducted by:	
Date completed:	



Component 1 – Preliminaries, Administration and Governance

Element	Criteria	✓ or X	Comments
Endorsement	Includes relevant endorsement, signatures and dates.		
Amendment Control	Outlines a process for amendments to the plan.		
	Includes a process for distribution of amendments.		
Amendment Register	Is the register current?		
Distribution	Includes a current distribution list either electronic or hard copy.		
	Has the plan been distributed? Check three (3) areas nominated on the distribution list.		
	Outlines the method whereby the plan is available for inspection, free of charge, by members of the public.		
Authority	Appropriate statement with reference to the Act.		
Purpose	Clearly outlines plan purpose.		
Objectives	Statement relating to the plans compliance with s53 of the Act.		
	Does the plan meet these objectives?		
<i>Strategic Policy Framework (SPF)</i>	Statement outlining plans consistency with SPF.		
Scope	Does the plan cover the entire area of responsibility and includes reference to local government areas covered?		

Element	Criteria	✓ or X	Comments
Disaster Management Priorities	Outlines strategic priorities for the district.		
	Provides reference to DDMG Annual Operational Plan and the process for the implementation, management and monitoring of the Operational Plan.		
	Does the District have a current DDMG Annual Operational Plan, identifying goals, strategies and activities for the year, performance targets and responsibilities?		
	Confirm the DDMG Annual Operational Plan includes references to implementation of community awareness, training and exercise programs and implementation of post disaster review recommendations and recommendations from District Disaster Management Planning Review Reports.		
	Confirm that the implementation and monitoring of the DDMG Annual Operational Plan is being undertaken. ie check DDMG meeting minutes for appropriate references to activities undertaken.		
Review and Renew Plan	Does the plan outline a process for the review and renewal of the plan with a reference to s55 of the Act. Is this process being applied?		
	Recommendations from previous assessment report addressed and resultant amendments to plan undertaken and included in amendments register.		
	Have recommendations from previous assessment report been included in Annual Operational Plan (where relevant) for appropriate action?		
Test of Effectiveness	Has the effectiveness of the plan been tested within the last 12 months?		
Review of Local Disaster Management Plans and Arrangements	Includes a strategy to review local plans, including timeframes and responsibilities.		
	Review of local plans has been undertaken as per strategy.		



Component 2 - District Disaster Management Group

Element	Criteria	✓ or X	Comments
Establishment	Includes statement relating to establishment of DDMG and reference to the Act.		
Membership	Membership is outlined and is current.		
	Does membership include all relevant agencies?		
	Is the membership divided to core members and advisors? Is this division appropriate?		
	Have the members been appointed in accordance with the <i>Governance Guidelines for District Disaster Management Groups</i> ?		
	Reporting on membership to the SDMG has been undertaken in accordance with the Act and as outlined in the Governance Guidelines.		
Contact Details	The contact list is current.		
	If held separately, ensure location is referenced.		
	Check all key numbers and three (3) others.		
	Confirm that the current contacts list has been provided to the SDMG.		
Functional and Supporting Committees	Are committees adequate to meet functional requirements of the Group?		
	Committee roles, responsibilities, meetings and planning requirements are clearly outlined?		
Roles and Responsibilities	Are the roles and responsibilities clearly outlined and in accordance with the Act and the agency roles outlined in the SDMP?		
Meetings	Meetings held at least once in every six (6) months. Check minutes.		
Reporting	Reporting requirements clearly defined.		
	Review meeting minutes and seek copies of reports to confirm incoming reports from LDMGs, XO and functional agencies and outgoing reports to SDMG.		

Component 3 - Disaster Risk Assessment

Element	Criteria	✓ or X	Comments
Community Context	Ensure DDMG plan is at strategic level which summaries / reviews the LDMG data within each of the following characteristics:		
	Geography		
	Population		
	Industry		
	Critical Infrastructure and Essential Services		
	Public buildings, spaces and events		
	Climate and weather		
	Hazardous Sites		
	Other hazards		
Hazards	Describes all potential natural and non-natural hazards relevant at district level.		
	The description of each identified district hazard should include; geographic extent, expected frequency, severity/intensity, onset and duration timeframes and the projected impact of climate change.		
Risk Assessment	Outlines the process undertaken for the conduct of the district risk assessment and risk register development. Incorporates risk identification, risk analysis and risk evaluation.		
	Risk assessment has been undertaken in accordance with <i>National Emergency Risk Assessment Guidelines</i> .		
	Risk Register has been prepared and is included as an Annexure to the Plan or location is referenced if held separately.		
Risk Treatment	Outlines the process undertaken in the implementation of the mitigation strategy and the risk treatment plan.		
	Includes a process for the allocation of responsibility for the implementation of risk treatment strategies, monitoring and reporting.		
	Does the Risk Treatment Plan include the risks transferred from LDMGs ?		
	Does the mitigation plan link treatment options to appropriate agency corporate planning processes for recognition and implementation?		
	Includes strategies for the management of residual risk.		
	Includes a process for appropriate notification where risk sharing is identified as a treatment option.		
	Risk Treatment Plan has been prepared and is included as an Annexure to the Plan or location is referenced if held separately.		
	Review the Risk Treatment Plan and ensure strategies are being implemented and progress is being monitored.		



Component 4 - Capacity Building

Element	Criteria	✓ or X	Comments
Community awareness	Outlines strategies for collaboration and consistency across the district on community awareness.		
	Does a community awareness program exist?		
	Has the community awareness program been monitored and reviewed?		
Training	Has a training program been implemented addressing core competencies and training requirements?		
	Is training program being monitored.		
	Have all new DDMG members received induction training?		
Exercises	Does the plan identify an exercise program for testing arrangements?		
	Does an exercise program exist and is it being monitored.		
	Have the recommendations from Exercise After Action Reviews been implemented.		
Post-Disaster Assessment	Outlines key strategies associated with the conduct of post-disaster assessments at district level.		
	Have the recommendations from previous post-disaster assessments been implemented?		

Component 5 – Response Strategy

Element	Criteria	✓ or X	Comments
Warning, Notification and Dissemination	Outlines a strategy for warning notification and dissemination.		
	Details responsibility for notification of appropriate groups and agencies.		
Activation	Outlines the appropriate triggers, response and actions required for each of the four levels of activation.		
District Disaster Coordination Centre	Has an appropriate DDCC been identified?		
	Has an appropriate secondary DDCC been identified?		
	SOPs for the DDCC are an annexure to the plan or are referenced.		
	SOPs provide relevant detail to ensure appropriate operation of the DDCC.		
Concept of Operations for Response	Including appropriate sections relating to the following:		
	Operational Reporting <ul style="list-style-type: none"> ➤ outlines requirement for operational reporting 		
	Financial Management <ul style="list-style-type: none"> ➤ details district arrangements 		
	Media Management <ul style="list-style-type: none"> ➤ strategy for management of media 		
	Assessing Support and Allocation of Resources <ul style="list-style-type: none"> ➤ Process for support to state ➤ Implementation of support from non effected LDMGs ➤ Cross-boundary arrangements ➤ reference to notify SDMG where cross-boundary arrangements applied 		



Element	Criteria	✓ or X	Comments
Concept of Operations for Response	Disaster Declaration <ul style="list-style-type: none"> ➤ overview process and the Act references ➤ district process for dissemination of declaration ➤ district process for authorisation of persons 		
	Resupply <ul style="list-style-type: none"> ➤ details any district specific arrangements ➤ provides reference to <i>Queensland Resupply Guidelines</i> ➤ includes appropriate contact logs and supporting templates, if required 		
Functional Plans	Provides reference to relevant arrangements or plans.		
	Are there any other functional plans considered necessary for the district?		
Hazard Specific Arrangements	Provides reference to relevant arrangements or plans.		
	Are there any other hazard specific arrangements considered necessary for the district?		

Component 6 – Recovery Strategy

Element	Criteria	✓ or X	Comments
Scope	Outlines the scope of the strategy including all four functions of recovery.		
Functions of recovery	Outlines how each of the four functions of recovery will be coordinated within the District.		
Parameters and Constraints	Outlines parameters and constraints on recovery operations within the district.		
Operational Plans and Action Plans	Outlines the process for the development of Operational Plans and Action Plans during recovery operations.		

Assessment Recommendations:

Component		Recommendations
1	Administration and Governance	1.1 1.2
2	District Disaster Management Group	2.1 2.2
3	Disaster Risk Assessment	3.1 3.2
4	Capacity Building	4.1 4.2
5	Response Strategy	5.1 5.2
6	Recovery Strategy	6.1 6.2



Summary Comments by Assessing Officer:

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Additional Comments by District Disaster Coordinator:

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Assessment conducted by:

Name:

Position:.....

Organisation:

Date:

Signature:

District Disaster Coordinator:

Name:.....

Position:

Organisation:

Date:.....

Signature:.....

