



Local Disaster Management Plan

July 2024



Acknowledgement of Country

Gladstone Regional Council would like to acknowledge the traditional custodians of this land, the Bailai, the Gurang, the Gooreng Gooreng and the Taribelang Bunda people.

We pay respect to their Elders past, present and emerging.

Gladstone Regional Council is committed to cultivating a culture of inclusion and connectedness, acknowledging that our communities are richer when diversity is embraced.



SECTION 1: Part A

Administration, Governance, and risk

A.1 FOREWORD

The Gladstone Region is a dynamic and fast-growing area of Central Queensland that is occasionally subjected to the impact of natural disasters and has the potential to be severely impacted by non-natural or technological disasters as well.

The Regional Council area has a wide range of topography and changing demographics, including several offshore Islands, hence the need for a dynamic and robust Local Disaster Management Plan (LDMP).

This LDMP, prepared on behalf of Council by the Gladstone Local Disaster Management Group (LDMG) under the authority of the *Disaster Management Act 2003*, forms the basis and guidelines for the Prevention, Preparedness, Response and Recovery activities of agencies within the Gladstone Region when responding to a disaster that has impacted or has the potential to seriously impact upon the communities and infrastructure in our area.

Each situation is different and as such the response required may well be different to that experienced in the past. Therefore, it is important to listen to and heed information, warnings and directions given by emergency service personnel or disaster management authorities. What happened last time may not be possible the next time.

Disaster management planning involves the preparation of overarching strategies to minimise the impact of disasters and to subsequently respond appropriately to disasters when they have occurred. The plan is a dynamic document that will be kept up to date to match changes in legislation and reflect lessons learnt from natural disasters wherever they may have occurred.

Whilst as a community we may not be able to prevent disaster from occurring, we can through planning and education, prepare our community and enhance its resilience to the adverse impact of any disaster.

Community safety is everyone's responsibility.

Cr Matt Burnett
Mayor, Gladstone Regional Council
Chair, Gladstone Local Disaster Management Group



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A.3 AUTHORITY TO PLAN

Gladstone Regional Council has a legislative responsibility to develop a Local Disaster Management Plan (LDMP) in accordance with Section 57(1) of the *Disaster Management Act 2003*.

"S57 Plan for disaster management in local government area

- (1) *A local government must prepare a plan (a local disaster management plan) for disaster management in the local government's area.*
- (2) *the plan must include provision for the following: -*
 - (a) *the State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management;*
 - (b) *the roles and responsibilities of entities involved in disaster operations and disaster management in the area;*
 - (c) *the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b);*
 - (d) *events that are likely to happen in the area;*
 - (e) *strategies and priorities for disaster management for the area;*
 - (f) *the matters stated in the disaster management for the area;*
 - (g) *other matters about disaster management in the area the local government considers appropriate."*

"S58 Requirements of plan

A local disaster management plan must be consistent with the disaster management guidelines."

A.4 APPROVAL OF PLAN

This plan has been produced by and with the authority of Gladstone Regional Council pursuant to Section 57 and 58 of the *Disaster Management Act 2003*.

The Gladstone Regional Council accepts its roles and responsibilities as described in the *Disaster Management Act 2003*.

This plan is the result of the cooperative efforts of the Local Disaster Management Group for the Gladstone Regional Council area after consultation with those agencies and organisations identified therein. This plan will be reviewed annually in accordance with Section 59 of the *Disaster Management Act 2003*, with major amendments to the plan being taken to Council for resolution as required.

Original Signed

..... Date: __ / __ / 2024
Cr Matt Burnett
Mayor, Gladstone Regional Council
Chair, Gladstone Local Disaster Management Group

Original Signed

..... Date: __ / __ / 2024
Chief Executive Officer
Gladstone Regional Council

A.5 AMENDMENT REGISTER AND VERSION CONTROL

This document is a controlled document and is not to be altered, amended or changed in any way other than those amendments issued by the Gladstone Local Disaster Management Group. From this, the plan is amended to be a 'live' document, open to suggested amendments.

Suggested amendments are to be forwarded to:

The Chief Executive Officer
Gladstone Regional Council
PO Box 29
GLADSTONE QLD 4680

Attention: The Disaster Response Specialist

Version	Date	Prepared By	Council Resolution Date	Comments
1.0	March 2010	CDEM	Ordinary Meeting on 16 March 2010 – Resolution No 10/88	
2.0	Nov 2010	CDEM	Ordinary Meeting on 16 November 2010 – Resolution No 10/366	Amended to incorporate legislative changes
3.0	Sep 2013	DEMC	Ordinary Meeting on 03 September 2013 – Resolution No G/13/1714	Re-Issue of Plan with major updates
4.0	2017	DEMC		Re-Issue of Plan with major updates
5.0	2023	DRS		Re-Issue of Plan with major updates

A.6 DISTRIBUTION LIST

Hard Copy

All public libraries (excludes contact details and other restricted information)
Local Disaster Coordination Centre
District Disaster Coordination Centre - Gladstone

Electronic Copy

The following organisations and/or individuals will be provided with an electronic copy of the Local Disaster Management Plan:

Gladstone Regional Council
District Disaster Coordinator – Gladstone (District Officer, Gladstone Police District)
Queensland Ambulance Service – Gladstone
Queensland Fire Department (Urban Fire) – Gladstone
Queensland Police Service – Gladstone
State Emergency Service – Local Controller
Queensland Fire Department, Emergency Management (Rockhampton)

Other organisations and the community in general may download an electronic copy of the public version of the Local Disaster Management Plan from the Gladstone Regional Council website.


Internet

Gladstone Regional Council Website: [Disaster Information](#)

A.7 DEFINITIONS

Community	<p>A group of people with a commonality of association and generally defined by location, shared experience, or function</p> <p>A social group which has several things in common, such as shared experience, locality, culture, heritage, language, ethnicity, pastimes, occupation, workplace etc</p> <p>((QLD Disaster Management Guideline, 2018))</p>
Consequence	<p>The outcome of an event or situation expressed qualitatively or quantitatively, there can be more than one consequence from an event. Consequences are generally described as the effects on people, society, the environment and the economy (Geoscience Australia via Qld Disaster Management Guideline, 2018)</p>
Disaster	<p>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 (DMA 2003, S13(1)).</p>
Disaster Management	<p>Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster (DMA 2003, S14).</p>
Disaster Operations	<p>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 (DMA 2003, S15).</p>
Disaster Response Capability	<p>The ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity to deal with, an emergency or a disaster in the local government's area (DMA 2003, S80(2)).</p>
Event	<p>An event means any of the following: -</p> <ul style="list-style-type: none">○ a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening;○ bushfire;○ an explosion or fire, a chemical, fuel or oil spill, or a gas leak;○ an infestation, plague, or epidemic;○ a failure of, or disruption to, an essential service or infrastructure;○ an attack against that State; and○ another event like the above events. <p>An event may be natural or caused by human acts or omissions (DMA 2003, S16(1) & (2)).</p>
Hazard	<p>A source of potential harm, or a situation with a potential to cause loss (QLD Disaster Management Guideline, 2018)</p>

Mitigation	Measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment (Australian Management Institute, 2015).
Preparedness	The taking of preparatory measures to ensure that, if an event occurs, communities, resources and services can cope with the effects of the event (QLD Disaster Management Guideline, 2018)
Prevention	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 (QLD Disaster Management Guideline, 2018)
Recovery	The taking of appropriate measures to recover from an event, including the 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 (QLD Disaster Management Guideline, 2018)
Relief	Efforts to meet the needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and basic human needs (QLD Disaster Management Guideline, 2018)
Residual Risk	The risk that remains in unmanaged form, even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained (United Nations Office for Disaster Risk Reduction, 2017)
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 (QLD Disaster Management Guideline, 2018)
Risk	The concept of risk combines an understanding of the likelihood of a hazardous event occurring with an assessment of its impact represented by interactions between hazards, elements at risk and vulnerability (Geoscience Australia, via Qld Disaster Management Guideline, 2018)
Risk Identification	The process of finding, recognising and describing risks. Risk identification involves the identification of risk sources, events, their causes and their potential consequences. Risk identification can involve (the use of) historical data, theoretical analysis, informed and expert opinions and stakeholders needs (Australian Emergency Management Institute, 2015)
Risk Management	The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, assessing, mitigating and monitoring risk (Australian Emergency Management Institute, 2015)



Risk Reduction	Disaster risk reduction' is about taking preventative action to reduce the likelihood or severity of a disaster event. It is aimed at preventing new and reducing existing disaster risk and managing residual risk. It also includes measures to understand disaster risk and equip decision-makers with capabilities and information they need (QLD Resilience and Risk Reduction Fund (QRRRF) Guidelines 2023-24)
Risk Tolerance	An organisation's (or jurisdiction's) or stakeholders' readiness to bear the risk, after risk treatment, to achieve its objectives. Tolerance can be influenced by legal or regulatory requirements (Australian Emergency Management Institute, 2015)
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 of severe damage to the environment (DMA 2003, S13(2)).

A.8 ABBREVIATIONS

AC	Assistant Commissioner
AD	Area Director
CBR	Chemical, Biological and Radiological
CEO	Chief Executive Officer
CEP	Casualty Evacuation Point
CMO	Coordinating Medical Officer
DCC	Disaster Coordination Centre
DTATSIPCA	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DRS	Disaster Response Specialist
DAF	Department of Agriculture and Fisheries
DMA	Disaster Management Act
DO	Disaster Operations
DRFA	Disaster Recovery Funding Arrangements
LC	Local Controller (SES)
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LECC	Local Emergency Coordination Committee
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
NPW	Nuclear Powered Warship
OIC	Officer in Charge
PCC	Police Communication Centre
QAS	Queensland Ambulance Service
QFD	Queensland Fire Department
QPWS	Queensland Parks & Wildlife Service
QPS	Queensland Police Service

QR	Queensland Rail
QRA	Qld Reconstruction Authority
RD	Regional Director
SDC	State Disaster Coordinator

Abbreviations (continued)

SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMG	State Disaster Management Group
SDRA	State Disaster Relief Arrangements
SES	State Emergency Service
SMO	Site Medical Officer
SMT	Site Medical Team
SOP	Standard Operating Procedures
SRC	State Recovery Coordinator
TBFRG	Turkey Beach First Responders Group
TOR	Terms of Reference
XO	Executive Officer
VMR	Volunteer Marine Rescue

A.9 PURPOSE OF PLAN

The purpose of this Plan is to minimise the effects of, and coordinate the response to, and the recovery from, a disaster or major emergency affecting the communities within the area of the Gladstone Regional Council.

Queensland's geography, rapidly increasing population, population spread, and infrastructure requirements, continues to raise the level of vulnerability of communities to natural and human made disasters. Adding to the challenge of planning for these increased impacts on resources and infrastructure are emerging risks from possible acts of terrorism, failure of critical infrastructure, and the possible impact of hazardous materials on environments and communities.

Local Government underpins the Queensland Disaster Management System as the key disaster management agency at the local level.

The following diagram outlines the disaster management system in Queensland:

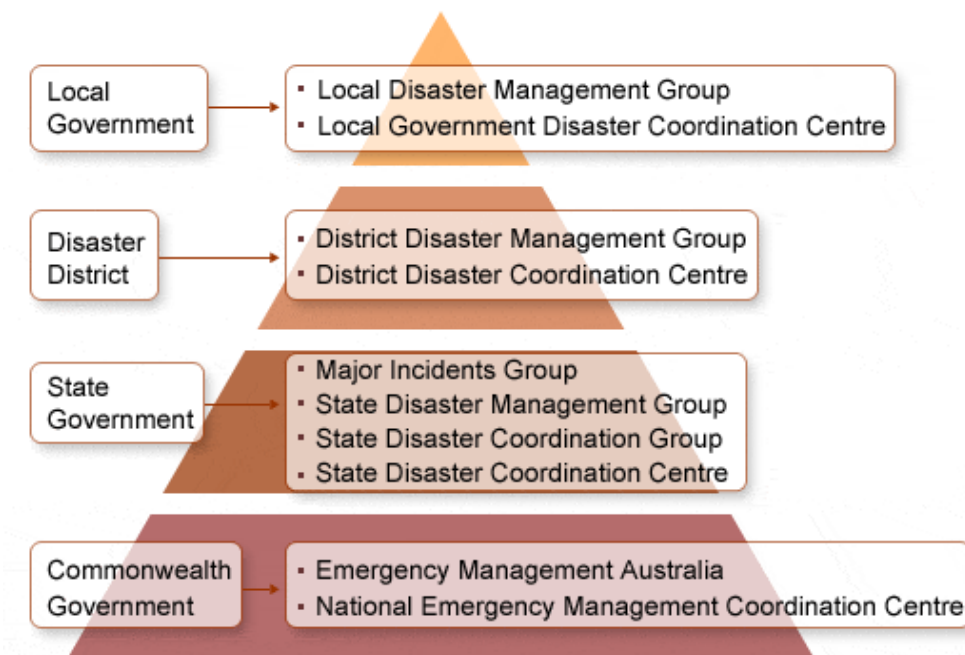


Figure A.1- The Queensland Disaster Management System.

A.10 OBJECTIVES OF PLAN

The primary focus of the Gladstone Region's disaster management arrangements is to mitigate the effects of disasters on the community wherever possible or practical and being prepared to respond when disasters do occur.

The objectives of the plan are to:

- ensure there is a consistent approach to disaster management in the Gladstone region;

- create an auditing tool for disaster management functions ensuring compliance with the *Disaster Management Act 2003*;
- demonstrate a commitment for the safety of our community by reducing or eliminating risks to the community, community infrastructure and environment;
- ensure there is a central coordination of disaster management in the Gladstone Region;
- demonstrate mitigation efforts and accountability through a disaster risk management process including disaster mitigation planning; and
- promote effective liaison between the Gladstone Regional Council and other agencies involved in disaster management.

A.11 LOCAL DISASTER MANAGEMENT GROUP GOVERNANCE

The Gladstone Local Disaster Management Group will ensure that the Local Disaster Management Plan and arrangements complies with the disaster management framework and all relevant legislation, policies and plans.

Relevant legislation and policies include but are not limited to:

- *Disaster Management Act 2003*;
- Re-supplying isolated communities;
- Disaster Recovery Funding Arrangements
- Qld Disaster Management 2016 Strategic Policy Statement and
- State Disaster Management Plan.

This plan is consistent with the State Disaster Management Group Strategic Policy Framework, which focuses on a comprehensive, all hazards approach with all levels of government working in partnership to reduce the effects of disasters.

Functions and Strategic Direction for Disaster Management

The functions of the Group are set out in Section 30 of the Disaster Management Act 2003.

The following disaster management priorities of the Gladstone Regional Council will ensure compliance with the disaster management legislation and will provide a sound legal grounding for disaster management in the Gladstone Region:

- Identification, development and fostering of function-specific planning groups to support the Local Disaster Management Group;
- Development of a comprehensive hazard and risk assessment for the Gladstone Region;
- Development of a disaster mitigation strategy for the Gladstone Region;
- Development of a comprehensive Local Disaster Management Plan for the Gladstone Region that incorporates:
 - Disaster management arrangements;
 - Operational and threat specific planning arrangements; and
 - Response and recovery arrangements;

- Development and resourcing of primary and secondary Local Disaster Coordination Centres, including the implementation of electronic disaster management coordination processes;
- Development of a disaster management training and exercise regime for the Gladstone Regional Council, the Local Disaster Management Group and other agencies and organisations involved in disaster management at the local level;
- Development of an effective community disaster awareness and education strategy; and
- Fostering and promoting a spirit of consultation and cooperation with other local governments about disaster and emergency management.

Establishment

The Gladstone Local Disaster Management Group has been established in accordance with Section 29 of the Disaster Management Act 2003 that states: -

"S29 Establishment

A local government must establish a Local Disaster Management Group (a local group) for a local government's area."

Membership, Roles and Responsibilities

The Gladstone Local Disaster Management Group (LDMG) consists of the following persons who have been appointed in accordance with Section 33 of the *Disaster Management Act 2003*. The membership of the Group is to be reviewed annually.

Membership	Role	Responsibilities
Chairperson	Mayor or Councillor	<ul style="list-style-type: none"> • To manage and coordinate the business of the LDMG • To ensure, as far as practicable, that the LDMG performs its functions • To report regularly to the relevant DDMG, and the Chief Executive of the Department, about the performance by the LDMG of its functions
Deputy Chairperson	A Councillor as determined from time to time	<ul style="list-style-type: none"> • As above
Local Disaster Coordinator	A senior council staff member as determined from time to time and appointed in accordance with legislation	<ul style="list-style-type: none"> • To coordinate disaster operations for the LDMG • To report regularly to the LDMG about disaster operations • To ensure, as far as is practicable, that any strategic decisions of the

		LDMG about disaster operations are implemented
Members	GRC Officers delegated as Deputy LDC	<ul style="list-style-type: none"> As above
	Representative-GRC Area <ul style="list-style-type: none"> Qld Police Service Qld Ambulance Service Qld Fire and Emergency Services State Emergency Service 	<ul style="list-style-type: none"> Liaison between the agency & the LDMG, including provision of expert advice and decision-making capabilities.
Primary Advisor	Chief Executive Officer, GRC	<ul style="list-style-type: none"> To provide expert advice to the LDMG
	Disaster Response Specialist GRC	<ul style="list-style-type: none"> To provide expert advice to the LDMG, LDC and Council Liaise with the DDMG Liaise with Police and Emergency Services Liaise with Government and other agencies
	Emergency Management Coordinator, QFD	<ul style="list-style-type: none"> Provision of disaster management advice and training
Advisors	Representatives, as required, from other commonwealth, state or local government departments, industry, community organisations or other agencies deemed necessary by the local group to act as advisers for planning or operational purposes.	<ul style="list-style-type: none"> Liaison between the agency & the LDMG, including provision of expert advice and decision-making capabilities.
Community Advisors (LECC Chairs)	Representative, appointed as chair for the five (5) Local Emergency Coordination Committees throughout the region: <ul style="list-style-type: none"> Agnes Water 	<ul style="list-style-type: none"> Provide localised knowledge, context and impacts before,

	<ul style="list-style-type: none"> • Baffle Creel Catchment • Boyne Valley • North West • Turkey Beach 	during and after disaster events.
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Table A.1- Membership Roles and Responsibilities

The specific advisory agencies included in the Gladstone LDMG, as well as, the roles and responsibilities for specific agencies are outlined in Annexure H.1

The Chief Executive and the District Disaster Coordinator (DDC) are to be advised annually of membership of the Group under the requirements of Section 37 of the *Disaster Management Act 2003*.

Member Details

Member and advisor details are collected for disaster management purposes only and are managed accordingly. Changes to details are to be forwarded to the Gladstone Regional Council's Disaster and Emergency Management Coordinator.

Members' Responsibilities

In undertaking their normal LDMG responsibilities, members should ensure they:

- attend LDMG activities with a full knowledge of their agency resources and services and the expectations of their agency;
- are available and appropriately briefed to actively participate in LDMG activities to ensure that plans, projects and operations use the full potential of their agency or function, while recognising any limitations;
- are appropriately positioned within their agency to be able to commit agency resources to LDMG normal business activities;
- attend and complete appropriate disaster management training and exercises to ensure an adequate level of understanding of the Queensland Disaster Management Arrangements and Framework; and
- have an appointed deputy who has the necessary expertise or experience and is appropriately trained to take on their responsibilities should they be unavailable, or to provide additional support during extended operations.
- Member or Deputy to advise the group if there are changes to relevant staffing in an agency representation and liaise within their agency to ensure a new member/deputy is appointed.

Members should maintain a state of readiness for activations by:

- maintaining current contact registers for LDMG members;
- maintaining copies of the Local Disaster Management Plan (LDMP) and supporting documentation, as appropriate;
- ensuring resources are available to participate in disaster operations; i.e. access to a laptop, information management templates, operational checklists, telecommunications and human resource provisions;
- being appropriately positioned within each agency to be able to commit agency resources to LDMG operational activities; and
- participating in disaster management exercises and training opportunities. Including ensuring completion of all applicable QDMA modules and guardian training sessions.

In order to be effective during operations, LDMG members should:

- immediately inform their agency of the activation of the LDMG and reinforce their role as the designated single point of contact between the LDCC and their agency;
- when possible, assess the likelihood of extended operations and the possible need to implement LDMG member relief arrangements;
- ensure that a liaison officer for their agency is present at the LDCC as the liaison point of contact (if required), and ensure plans are in place for continuity of agency representation in the LDCC during extended operations;
- maintain a close liaison with all members of the LDMG including participating in briefings/meetings of the LDMG and operating from the LDCC, if appropriate; and
- ensure appropriate agency-specific disaster cost management arrangements are established quickly and utilised effectively, including the collation of financial documentation to ensure costs are captured for reimbursement, where eligible.

Authorised Delegates

Only authorised delegates (i.e. LDMG Members or their appointed Deputies) can vote on the decisions of the LDMG, either during general meetings or during times of activation.

LDMG Executive

There are many instances where the physical or virtual (teleconferencing, etc) meeting of all members of the LDMG will be neither possible nor necessary for the effective implementation of this plan.

Accordingly, the LDMG endorses the establishment of a LDMG Executive to expedite processes as appropriate about the implementation of initial response actions in accordance with this plan. This executive has an exclusively operational response function and will not at any time replace the policy decision-making role of the LDMG.

The LDMG Executive comprises the Chairperson, Deputy Chairperson, the Local Disaster Coordinator (and/or the Deputy LDCs) with the Chief Executive Officer, GRC and the Disaster Response Specialist GRC as advisors.

DDMG Representative

Under Section 24 of the Disaster Management Act 2003, a suitably qualified person is to be appointed as the nominated local government representative for the Gladstone District Disaster Management Group (DDMG). This appointment is also to be advised to the State Group and the District Disaster Coordinator (DDC).

Reporting Requirements

The LDMG will report its activities to Council, the DDC, QFD and IGEM through distribution of meeting minutes and disaster management status reports.

Meetings

The Gladstone Local Disaster Management Group will meet as frequently as determined from time to time but no less than every six months as required by legislation. A meeting schedule is to be determined at a LDMG meeting and minuted accordingly.

Quorum

A quorum for a meeting of the Gladstone Local Disaster Management Group will be one-half of the members plus 1, or if one-half of the members is not a whole number, the next highest whole number. Appointed Deputies will be counted for a quorum when attending on behalf of their LDMG member. Advisors are not considered members of the LDMG and therefore are not to be counted to meet the requirements of a quorum.

Minutes

Minutes will be kept of all meetings of the Gladstone Local Disaster Management Group, which are registered in Council's records keeping system, ECM.

Terms of Reference

Terms of Reference (ToR) for the Gladstone Local Disaster Management Group have been established and are updated from time to time.

These terms of reference are included in this plan at Annexure 9.

Establishment and Management of Sub-Groups

The Gladstone LDMG may from time to time establish permanent, semi-permanent or temporary sub-groups for the purposes of disaster management planning, disaster operational coordination or other purpose as deemed necessary.

These appointed Chairs of these sub-groups are to provide regular updates to the LDMG as required by the Chair or LDC.

Such sub-groups will include Local Emergency Coordination Committees (LECCs) to service community areas throughout the region. There are five (5) LECC's within the Gladstone Region, these are related to the areas most impacted by disaster events, but also the areas that have most frequently experienced loss of access, communication and/or power in previous events. These are:

- Agnes Water
- Baffle Creel Catchment
- Boyne Valley
- North West
- Turkey Beach

Each group consists of community members and has a chairperson who is the direct contact for the LDMG, then there are coordinators who represent the different townships included within an LECC area.

Each chair is provided with a satellite phone, funded by Council, to assist in communications as needed. Each group has a Terms of Reference (TOR)

The groups meet as needed, but ordinarily meet biannually during the preparedness portion of the year and following disaster season. These meetings include confirmation of contact details, membership endorsement, review of terms of reference and discussion regarding potential issues, impacts or engagement opportunities within the area.

A.12 PLAN MONITORING AND REVIEW

Section 59 of the *Disaster Management Act 2003* states:

"S59 Reviewing and renewing plan

(1) A local government may review, or renew, its local disaster management plan when the local government considers it appropriate.

(2) However, the local government must review the effectiveness of the plan at least once a year."

Therefore, this plan will be reviewed following activation or exercise at least once a year or at other times as the disaster management environment changes.

The Review Process

A Local Government may review or renew its local Disaster Management plan when the Local Government considers it appropriate (S59 DMA). However, the Local Government must review the effectiveness of the plan at least once a year.

All agency members and advisors are to participate in the review of the plan and provide timely comments on components of the plan being reviewed when requested.

Approval, Review and Reporting Arrangements

The following tables detail procedures in relation to approval, reviewing and reporting arrangements as required under the *Disaster Management Act 2003*:

APPROVAL, REVIEW AND REPORTING ARRANGEMENTS			
Function	Responsible Agency	Responsible Position	Key Accountabilities
Plan preparation and drafting	LDMG	Disaster and Emergency Management Coordinator Gladstone Regional Council Members and advisors of the LDMG to contribute to this process.	Collation of information Consultation with agencies Drafting of Local Disaster Management Plan
Recommending LDMP to Council	LDMG	Local Disaster Coordinator Disaster Response Specialist Gladstone Regional Council	Review and recommend the local disaster management plan for adoption by Council as per requirements of <i>Disaster Management Act 2003</i>
Local government approval of LDMP	GRC	Local Disaster Coordinator Disaster and Emergency Management Coordinator Gladstone Regional Council	Plan endorsed by LDMG and referred to Council for adoption

APPROVAL, REVIEW AND REPORTING ARRANGEMENTS			
Function	Responsible Agency	Responsible Position	Key Accountabilities
Disaster District audit of GRC Local Disaster Management Plan	DDMG	DDC or XO Gladstone District Disaster Management Group Emergency Management Coordinator, QFD Representative LDMG	Audit of GRC Local Disaster Management Plan
Updating and Amendment of LDMP	LDMG	Disaster Response Specialist Gladstone Regional Council	Annual updating of contact details (April and September) Amendment of LDMP as required

APPROVAL, REVIEW AND REPORTING ARRANGEMENTS			
Function	Responsible Agency	Responsible Position	Key Accountabilities
Review of LDMP	LDMG	All agency members and advisors to provide advice. Comments. Disaster Response Specialist to undertake the administration relating to the update. Gladstone Regional Council Emergency Management Coordinator, QPS	Annual review of LDMP (May to August)
Reports Preparation	LDMG / GRC	Disaster Response Specialist Gladstone Regional Council	Reports include but are not limited to annual status report to DDMG

Reports Review and sign off by Chairperson where necessary	LDMG	Local Disaster Coordinator Disaster Response Specialist Gladstone Regional Council Chairperson LDMG	Reports presented to LDMG will be reviewed by LDMG and forwarded to Council for endorsement where necessary Reports signed off by Chairperson LDMG where necessary
Reports Approval	GRC	Local Disaster Coordinator Disaster Response Specialist	Reports presented to Council for endorsement
Exercise LDMP	QFD / LDMG	Emergency Management Coordinator, QFD Local Disaster Coordinator Disaster Response Specialist	Undertake appropriate exercise to test LDMP - annually

Table A.2- Local Disaster Plan Approval, Review and Reporting Arrangements

SCHEDULED REVIEW OF THE LOCAL DISASTER MANAGEMENT PLAN

Time off Review	Purpose of Review
Post Disaster Season	<p>Major Review</p> <ul style="list-style-type: none"> • Fully review all aspects of LDMP with focus on disaster management aspects and including the following • LDMP reflects and supports the State Group’s Strategic Policy, District Disaster Plan and all relevant policies of the local government in relation to disaster management • Clearly states the roles and responsibilities of all entities involved in disaster management and operations in the area • The coordination of disaster management and operations, specifically including the updating of membership and all contact details • A review of disaster events likely to affect the area • A review of the various Parts of the Plan • A review of the expected request for support services that will be required by the Local Group from the District Group • A review of the community education and awareness programmes • Provision capabilities of likely resources that will be needed in disaster management and operations likely in the area • A review of the communications link available at the Local Group level to communicate intra-group and to District and State Groups • A review of disaster management priorities for the Gladstone region
Pre-Disaster Season (September)	<p>Minor Review</p> <p>To review aspects of the Plan to ensure that all disaster operational aspects are ready for the upcoming season and including the following;</p> <ul style="list-style-type: none"> • The coordination of disaster management and operations • A review of community education and awareness programmes
Pre-Disaster Season (September) [continued]	<p>Minor Review</p> <p>To review aspects of the Plan to ensure that all disaster operational aspects are ready for the upcoming season and including the following;</p> <ul style="list-style-type: none"> • The coordination of disaster management and operations • A review of community education and awareness programmes • Provision capabilities of likely resources that will be needed in disaster management and operations likely in the area • A review of the communications link available at the local group level to communicate intra-group and to District and State Groups

SCHEDULED REVIEW OF THE LOCAL DISASTER MANAGEMENT PLAN	
Time off Review	Purpose of Review
Post Exercise/Activation	<p>Functional Review</p> <p>To review all aspects of the Plan used in the exercise and to ensure that these parts performed satisfactorily</p>
As directed by the LDMG	<p>As directed</p> <p>To review a part or whole of the Plan as directed by the LDMG.</p>

Table A.3- Scheduled Reviews of Local Disaster Management Plan

A.13 OPERATIONAL READINESS

Community Education and Awareness

Community education and awareness is a recognised disaster mitigation strategy. An aware community is a significant component of a resilient community.

In the past most communities were resilient through necessity (e.g. property owners who became isolated by flood on a regular basis). In the current day, this resilience has been lost with many community residents relying on day-to-day living rather than long-term self-sufficiency.

Community awareness and education activities will include, but not be limited to:

- The Gladstone Regional Council continuing to provide, awareness information on various hazards by including items in community newsletters and on its website.
- Council's Disaster Dashboard, Regionwatch, provides a one stop shop for the community for relevant disaster information, as well as the ability to sign up for early bushfire and weather warnings.
- Providing articles and information to print media within the region regarding current disaster management arrangements.
- Continuing to participate in Interviews with electronic media agencies.
- Agencies making available various public education, information brochures and education campaigns through threat seasons i.e. Get Ready week.
- Get Ready Guides: Council, in collaboration with Get Ready Qld prepare comprehensive Emergency Action Guided that has been distributed to all households with an electronic version available on Council's website.
- Online Mapping: Council has made available Storm Tide Evacuation Mapping as part of the general online mapping service available to the community via Council's website and Regionwatch. Residents can ascertain what Storm Tide Evacuation Zone their property is in and are able to download a map of their vicinity to view the zones and evacuation routes. Residents without access to the internet have been offered the option of contacting council to discuss their property location and its relationship to the threat of storm tide.
- Social Media: The Gladstone Regional Council has developed a social media capability for disaster and emergency management. This is currently through a Facebook account: www.facebook.com/GladstoneRC.Disaster.Management

- Attendance at multiple community events occurs throughout the year, with agencies collaborating and being positioned next to each other where possible to allow for consistent and collaborative information sharing.
- Emergency Service information days often hosted in collaboration with the LECC's within the region provide the community opportunities to ask questions and be provided advise from the most appropriate representative.

Trained and Resourced Personnel

Council is committed to ensuring all appropriate personnel are trained in disaster management related activities. These activities range from training undertaken for the QDMA modules, organised and facilitated by the EMC and training in the disaster management system utilised by the Gladstone LDMG, Guardian. This training will be organised and facilitated by Council's Disaster Response Specialist in collaboration with the Guardian provided QIT+

Agency representatives are responsible for ensuring themselves and those who may be required as liaison officers attend and complete both QDMA modules applicable to them and guardian.

Personnel involved in disaster management are encouraged to participate in various meetings, workshops, conferences, training and exercises to ensure that the response disaster events are coordinated and well managed.

This includes training of staff in Coordination Centre management and the use of appropriate disaster management computer software, Guardian,

Also, as the State Emergency Service forms a part of disaster management response arrangements, support is provided to this organisation (in partnership with the State Government through Qld Police Service) in terms of management, administration, funding and resourcing.

This includes the development and implementation of acquisition, replacement and maintenance programs for vehicles and equipment.

Exercises

Assessment of the plan and response capability may be achieved through operational activation or by the conduct of exercises.

When reviewing the effectiveness of the plan annually, if there has been no operational activation the LDMG should include a minimum of one practical exercise per annum, involving as many relevant organisations, authorities and stakeholders as possible.

As auditors of the local government arrangements, Emergency Management Coordinator should take the lead role in the preparation, facilitation and evaluation exercises in conjunction with relevant local government staff and Disaster District representatives.

Debriefs

Following the conduct of exercises or an activation, debriefs will be conducted to identify what went well and what could be improved. Such debriefs are to be constructive in nature. Follow up actions will be added to future LDMG agendas to ensure they are actioned.

Further Studies and Data Acquisition

As opportunities and funding become available, further studies will be commissioned to investigate research and provide recommendations on various disaster management strategies for those areas in which further investigation is required.

Similarly, specific data acquisition projects will be undertaken to provide more accurate and detailed information on which to base specific planning arrangements.

Endorsement of support for projects will often with sort from the LDMG prior to funding applications being completed.

A.14 RESPONSE STRATEGY

Assessment of Disaster Response Capability

Disaster Response Capability for Local Government is defined in Part 5 of the *Disaster Management Act 2003* as:

"...the ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity deal with, an emergency situation or a disaster in the local government's area."

Disaster response capability can be likened to the fire triangle. Three specific elements are required for it to exist and if one element is missing, capability is not present.

Levels of reliance and resilience vary throughout the region.

There is a solid base of emergency service response capacity across the region, with Queensland Police Service, Queensland Fire Department, both urban fire permanent staff and rural fire volunteers, Queensland Ambulance Service and State Emergency Service volunteers represented in most communities.

The Gladstone Regional Council is one of the major employers in the region and has enough resources and competent personnel to contribute to the physical response demands of local level disaster events.

The disaster management systems and arrangements in place for the Gladstone Regional Council provide a satisfactory level of disaster response capability. There exists a Local Disaster Management Plan, trained personnel, a resourced Local Disaster Coordination Centre, physical resources to respond to emergency and disaster events, well documented procedures and processes for the response to events and excellent liaison and working relationships with other organisations and agencies at all levels of the disaster management system.

This response capability is continually assessed and improved upon where possible and when resources are available.

Critical Components of The Plan

The plan outlines all applicable planning, preparedness, response and recovery, key elements of the plan include:

Operational Planning: The utilisation of a functional (All Hazards) operational planning approach will ensure that our planning processes will be suitable for all events.

Operational (functional) planning arrangements have been developed for the Gladstone Region and are included in the LDMP as *Section 2, Part D: Supporting Plans*

Threat Specific Planning: Threat specific planning arrangements have been developed for the Gladstone Region and are included in the LDMP as *Section 2, Part E: Threat Specific Arrangements*.

Roles and Responsibilities: The roles and responsibilities for each of the organisations involved in responding to disaster events in the Gladstone Region are detailed in *Annexure H.1 Agency Capability and Resources*.

Agency Planning Arrangements: Each of the organisations involved in responding to disaster events in the Gladstone Region will develop their own planning arrangements and procedures to detail the actions they

will undertake and the resources they will provide in assisting the LDMG and the community in responding to an event.

Communications: Given the overarching role Council's play in the Qld Disaster Management Arrangements, Council's Disaster Communication Response Plan is used as the framework for communications directly before, during and after disaster events. This is in collaboration with the lead agencies outlined in Part E of this plan

Location of Local Disaster Coordination Centre (LDCC)

The primary location for the LDCC is at the Gladstone Regional Council offices, 109 Goondoon Street, Gladstone. With LDMG meetings held in the Boardroom at 101 Goondoon Street.

If necessary, an alternate location for the LDCC will be the training room at the Calliope Offices, Don Cameron Drive, Calliope.

Details regarding the establishment and operation of the LDCC can be found in *D.2 Activation of Gladstone Local Disaster Coordination Centre*.

Further information can also be found in the Standard Operating Procedures (SOPs) for the Local Disaster Coordination Centre.

Queensland Fire Department (Urban Fire) has undertaken to deploy suitably qualified staff to coordinate response activities where possible, primarily to the Baffle Creek area as no full-time government agencies are located there. Information will be passed back to the LDCC.

A.15 DISASTER DECLARATIONS

Section 64 of the Disaster Management Act 2003 states:

- (1) *A district disaster coordinator for a disaster district may, with the approval of the Minister, declare a disaster situation for the district, or a part of it, if satisfied—*
 - (a) *a disaster has happened, is happening or is likely to happen, in the disaster district; and*
 - (b) *it is necessary, or reasonably likely to be necessary, for the district disaster coordinator or a declared disaster officer to exercise declared disaster powers to prevent or minimise any of the following—*
 - (i) *loss of human life;*
 - (ii) *illness or injury to humans;*
 - (iii) *property loss or damage;*

(iv) *damage to the environment.*

Whilst this details the provisions for declaring disaster situations, it is recognised that if the Chair or LDC of the LDMG considers the situation to warrant the declaration of a disaster situation they must make a request to the DDC outlining the factors for such a declaration to be warranted.

A.16 LEVELS OF ACTIVATION

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 standby; 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.

Table A.4- Levels of Activation

A.17 CONCEPT OF OPERATIONS

- Each organisation will have their own Standard Operating Procedures (SOP) to detail to their staff their responsibilities and duties when a disaster or impending disaster is reported.
- There will be a SOP prepared for the running of the Co-ordination Centre.
- SOP's will be designed by respective organisations to fulfil the needs and obligations of that organisation as set out in Operational, Functional and/or Threat Specific Plans.
- Supporting Plans and/or Sub-Plans will be prepared.

Warnings

- Public warnings will be issued by the Chair LDMG or by the Local Disaster Coordinator in consultation with the Chair LDMG. These warnings will include the public telephone number of relevant authorities and those of the Co-ordination Centre.
- No public warnings will be issued by any other person or organisation.

Public Information

- The LDMG will devise a system of public information in relation to the ongoing necessities of members of the Public to receive advice and instructions regarding specific identified threats.

- A copy of the LDMP (not including contact details) will be made available for public scrutiny through Public Libraries in the Gladstone Region and online.

Review/Revision of Operational, Functional and Threat Specific Plans and Sub-Plans

- Planning documents are to be reviewed on a regular basis and revised as determined by operational activity, exercises or as changes are required.

A.18 ACTIVATION TRIGGERS, ACTIONS AND COMMUNICATIONS

	Triggers	Actions	Communications
Alert	<ul style="list-style-type: none"> ▪ Awareness of a hazard that has the potential to affect the local government area 	<ul style="list-style-type: none"> ▪ Hazard & risks identified ▪ Information sharing with warning agency ▪ LDC discusses with DRS ▪ LDC updates Chair ▪ Initial advice to all stakeholders 	<ul style="list-style-type: none"> ▪ Chair, LDC and DRS on mobile remotely
Lean Forward	<ul style="list-style-type: none"> ▪ There is a likelihood that threat may affect local government area ▪ Threat is quantified but may not yet be imminent ▪ Need for public awareness ▪ LDMG is now to manage the event 	<ul style="list-style-type: none"> ▪ QFD/QPS LDC and DRS conduct analysis of predictions ▪ Chair, LDC and DRS on watching brief ▪ Confirm level & potential of threat ▪ Check all contact details ▪ Commence cost capturing ▪ Conduct meeting with available LDMG ▪ First briefing core members of LDMG ▪ Council staff prepare for operations ▪ Determine trigger point to stand up ▪ Prepare LDCC for operations ▪ Rosters for LDCC planned ▪ Establish regular communications with warning agency ▪ LDC advises DDC of lean forward & establishes regular contact ▪ Warning orders to response agencies ▪ Public information & warning initiated 	<ul style="list-style-type: none"> ▪ Chair, LDC and LDMG members on established land lines and/or mobiles and monitoring email remotely ▪ Ad-hoc reporting
Stand Up	<ul style="list-style-type: none"> ▪ Threat is imminent ▪ Community will be or has been impacted ▪ Need for coordination in LDCC ▪ Requests for support received by LDMG agencies or to the LDCC ▪ The response requires coordination 	<ul style="list-style-type: none"> ▪ Meeting of LDMG Core Group ▪ LDCC activated ▪ Rosters for LDCC implemented ▪ Commence operational plans ▪ Local government shifts to disaster operations ▪ LDMG takes full control ▪ SOPs activated ▪ Core group of LDMG meets as required ▪ Commence SITREPs to DDMG ▪ Distribute contact details ▪ DDMG advised of potential requests for support 	<ul style="list-style-type: none"> ▪ LDCC contact through established land lines and generic email addresses ▪ LDC present at LDCC on established land lines and/or mobile, monitoring emails ▪ Chair and LDMG members on established land lines and/or mobiles, monitoring emails

	Triggers	Actions	Communications
Stand Down	<ul style="list-style-type: none"> ▪ No requirement for coordinated response ▪ Community has returned to normal function ▪ Recovery taking place 	<ul style="list-style-type: none"> ▪ Final checks for outstanding requests ▪ Implement plan to transition to recovery ▪ Debrief of staff in LDCC ▪ Debrief with LDMG members ▪ Consolidate financial records ▪ Hand over to Recovery Coordinator for reporting ▪ Return to local government core business ▪ Final situation report sent to DDMG 	<ul style="list-style-type: none"> ▪ LDMG members not involved in recovery operations resume standard business and after hours contact arrangements ▪ LDCC staff return to normal business duties

Table A.5- Activation Triggers, Actions and Communications



SECTION 1

Part B

The Gladstone Region

B.1 CONTEXT

The below is taken from Council's 2023/24 Operational Plan

From Kroombit Tops in the west to the coral lagoons of the Southern Great Barrier Reef, the Gladstone Region's landscape is as varied as its capacity for economic development.

The region has a population of about 65,500 people and covers almost 10,500 square kilometres.

It has a strong record of job creation and investment opportunities, with relaxed living, recreational and tourism options enhancing its appeal and potential for future growth.

In recent decades, the economy has been built around heavy industry with access to a deep- water harbour for export trade. The region has two of the world's largest alumina refineries, an aluminium smelter and the Liquefied Natural Gas (LNG) industry on nearby Curtis Island.

Several renewable energy projects embracing hydrogen, biofuels, solar energy and new waste management practices have been proposed for the Gladstone State Development Area. Their go-ahead would position the region of Gladstone as a renewable energy hub, taking the economy in an exciting, new direction.

Away from industry, the Gladstone Region features plenty of green open spaces, including the nationally recognised Gladstone Tondoon Botanic Gardens, award-winning playgrounds, and other coastal locations where sailing and boating activities are popular.

Residents and visitors can see historical sites, go bush walking, mountain climbing or snorkel the reef to experience the outdoor environment.



Figure B.1 Gladstone Region (Sourced: Gladstone Regional Council 2023/24 Operational Plan)

B.2 CLIMATE AND WEATHER

The region has a sub-tropical, sub-humid climate, with an average rainfall of 851 mm per year. The average minimum temperature is 18 and maximum is 27.5 degrees. Prevailing winds are from the south-east and the area is within the tropical cyclone belt. Further Statistics regarding the climate of the Gladstone Region are available from the [Bureau of Meteorology](#).

Australia and the globe are experiencing climate change. Since the middle of the 20th century, Australian temperatures have, on average, risen by about 1°C with an increase in the frequency of heatwaves, occurrence and severity of other disasters has also increase.

B.3 HISTORICAL DISASTER EVENTS

Below is a snapshot of the disaster events that have impacted the Gladstone Region in the last 10 years. The severity and impacted areas of the region have been varied, but all have resulted in activation of the Local Disaster Management Group and a collaborative response.



October-November 2023
Baffle Creek Catchment
and Lowmead Bushfires



2017-2022
Drought



February and May 2022
Southern Region Floods



March 2017
Cyclone Debbie



September 2019-February 2020
Black Summer Bushfires



February 2015
Cyclone Marcia



November 2018
Central Qld Bushfires



January 2013
Cyclone Oswald



January 2020-July 2022
COVID-19 Pandemic



Images B.1 B.2 – Impact to Gladstone Region from Cyclone Oswald 2013 (Source GRC Disaster Event Images)
Gladstone Regional Council **Local Disaster Management Plan**

B.4 CRITICAL INFRASTRUCTURE AND ESSENTIAL SERVICES

Critical Infrastructure

Power: Gladstone Power Station

Water: Bulk Water Supply – Awoonga Dam, Benaraby. Distribution mains located between dam, treatment plant and major consumer take-off points.

A major treatment plant facility is located in Gladstone with an additional facility at Yarwun. Additionally, treatment plants are also located at:

Agnes Water & Seventeen Seventy - Bore field on Springs Road and bores in the vicinity of the 1770 Red Sand Pit, 1770 Marina and 1770 Camping Ground. Additional requirements will be met by a desalination plant adjacent to Council's existing water treatment plant on Springs Road. A smaller treatment plant has been constructed within the Red Sand Pit area at Seventeen Seventy. Reticulation exists throughout Agnes Water and is planned for this to extend to Seventeen Seventy. Council has generators to power its water supply in the event of power disruptions.

Miriam Vale - Untreated water is sourced primarily from Baffle Creek approximately 6 kilometres southeast of the township and is supplemented by a bore adjacent to Thornes Road. The existing treatment plant is sited at Kellow Street, Miriam Vale. The treated water is reticulated throughout the residential area of town.

Bororen - Raw water is obtained from a bore field near House Creek approximately 1 kilometre from the town. This is not a fully treated water supply and is simply chlorinated. Consequently, it is a non-potable supply and is reticulated throughout Bororen for appropriate use. This system is currently planned for upgrade.

Sewerage: Treatment Plants and sewerage reticulation networks located in Gladstone, Boyne Island, Tannum Sands, Yarwun Industrial Estate (trade waste) Calliope. All townships within the former Miriam Vale Shire area are serviced by individual house septic systems excepting Agnes Water which is fully sewered. It is proposed to service Seventeen Seventy within the Agnes Water scheme in the near future. The Agnes Water system consists of a number of sewer pump stations with the treatment plant being situated approximately 7 kilometres south of the township.

Gas: Natural gas from the Surat Basin gas fields and coal – seam methane gas from the Bowen Basin reserves are pumped through a 530-kilometre-long pipeline to the region.

Telecommunications: The region is served by landlines. Whilst the region is served by mobile phone coverage, not all areas have adequate coverage. Towers in the southern part of the region are located on Westwood Range, Miriam Vale, Mount Maria, Watalgan Range, Iveragh and at the Agnes Water Reservoir.

Rail: The main rail line along the east coast traverses the Shire from north to south and serves the City of Gladstone. A further rail line traverses the Shire from east to west and links Gladstone to Biloela and the region beyond. A rail link also connects through Calliope to Monto.

Port: The major port in the region is located adjacent to the City of Gladstone. In addition to the city wharves, wharf facilities are located adjacent to Boyne Smelters at Boyne Island and at Queensland Cement and Lime's Cement Clinker Plant (Fisherman's Landing Wharf). The Boyne Smelters Wharf has been validated by the Visiting Ships Panel (Nuclear) to berth Nuclear Powered Warships if required.

Airport: The Gladstone Airport is located in the City of Gladstone and can accommodate medium sized jets on a sealed and flood free runway.

Road: DTMR and GRC maintain state and local controlled roads throughout the region. The main highways are the Bruce Highway that traverses the region from north to south and the Dawson Highway that traverses the region from east to west.

Essential Services:

Ambulance: Stations at Agnes Water, Boyne Island, Calliope, Gladstone, Miriam Vale and Mount Larcom.

Hospitals: in the City of Gladstone and a minor Health Centre at Many Peaks.

Police: Stations at Gladstone, Tannum Sands, Calliope, Mount Larcom, Miriam Vale, Rosedale, Agnes Water and Many Peaks.

Fire and Emergency: Services: Major urban Fire and Emergency Service at Gladstone. Auxiliary Fire Brigades at Boyne Island, Miriam Vale and Agnes Water. Balance of the region serviced by rural fire brigades.

State Emergency Services: depots at Agnes Water, Baffle Creek, Calliope, Gladstone, Miriam Vale, Mount Larcom, Rosedale and Tannum Sands.

B.5 COMMUNITY PROFILES AND DEMOGRAPHICS

Additional information regarding specific sections of the region can be found via the below link and Council's community profiles.

<https://www.gladstone.qld.gov.au/demographics>





SECTION 1

Part C

Disaster Risk Assessment and Mitigation

C.1 INTRODUCTION

In terms of disaster mitigation and management, risk management is a process of identifying risks and hazards to a community in the event of a disaster. This process encompasses an understanding of the community (that is, identifying the context), identifying the “what, where, when, how, and why” (identifying the risks), identification of what is likely and probable to occur in that community and the consequences of these outcomes (analysing the risks, setting priorities for dealing with these risks (evaluating risks), and determining options and strategies for dealing with these risks (treating risks). Each stage of the risk management process involves extensive communication and consultation with the community and other key stakeholders, and ongoing monitor and review.

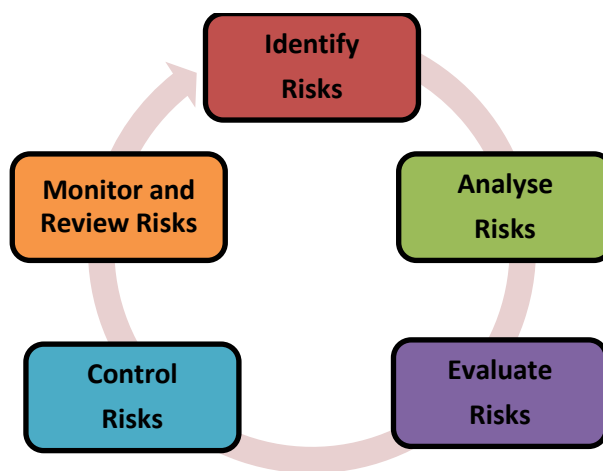


Figure C.1: Risk Management Process (GRC Risk Management Corporate Standard, 2023)

Disaster risk management requires agencies to consider all the information that identifies the risks and hazards within the local community. As situations change that may impact on hazards and risks in the community, disaster risk management is a fluid process that incorporates the likelihood and consequences of hazards in priority. The likelihood and consequences of hazards may be gauged by looking at previous studies but considers current and future risks.

C.2 DISASTER MITIGATION STRATEGY

Gladstone Regional Council, in collaboration with the Gladstone Local Disaster Management Group has completed the Queensland Emergency and Risk Management Framework and through this process the top 14 disaster event hazards have been risk rated, along with flagging existing risk treatments as well as a gap analysis and documentation of follow up actions per agency. The QERMF are saved within the Guardian Disaster system. Engagement with agencies and industry bodies was undertaken to develop the QERMF, as well as factoring in multiple studies, plans and guidelines. These will be reviewed annually to confirm the relevance of the risk rating.

The risk rating outlined in Gladstone Regional Council’s Risk Management Corporate Standard will be utilised to review the risk rating.

Risk Analysis is determining the level of risk by calculating the **likelihood** of a risk event occurring and the **consequences** that can (inherent) or will (residual) be incurred.

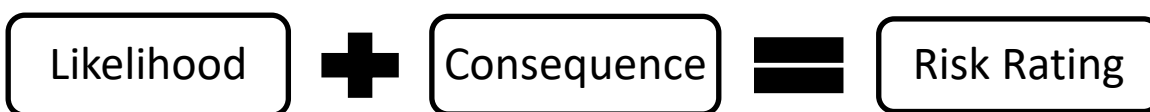


Figure C.2: Risk Analysis (GRC Risk Corporate Standard, 2023)

Likelihood

Likelihood is the chance of an event happening. The Likelihood Table is used to rate how likely or how often an event is expected to occur over the determined period. Table C.2 outlines to risk likelihood per event type and time of year this risk is relevant. Given the variability of event severity this is how the different disaster types are risk rated.

LIKELIHOOD	DESCRIPTION	HITORICAL LIKELIHOOD
Almost Certain	The risk event will occur in most circumstances	Has occurred 3 or more times in the last year or at least each year over the last 5 years
Likely	The risk event will probably occur	Has occurred twice in the last 5 years
Possible	The risk event could be expected to occur at some point	Has occurred twice in the last 10 years
Unlikely	The risk event could occur at some point, but is not expected	May occur, and has occurred once in the last 20 years
Rare	The risk event could occur only in exceptional circumstances	May only occur in exceptional circumstance or has occurred only once in the last 50 years or more.

Table C.1: Likelihood (GRC Risk Management Corporate Standard, 2023)

All agencies represented within the LDMG maintain operational readiness throughout the year and through their own preparedness plans. For those agencies that are threat specific lead agencies, these plans are linked within Part E- Threat Specific Arrangements.

QFD ensures the Area Fire Management Group meets biannually, with the Localised Fire Management Groups meeting in addition to these. Within these meetings the townships and suburbs of the region are risk rated for bushfire potential and collaboratively actions for mitigating or minimising these risks are established.

OVERALL RISK RATING FOR THE GLADSTONE REGION

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
BIOSECURITY/ HEALTH EVENT	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Green	Green	Green
BUSHFIRE (URBAN/RURAL)	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Red	Red	Red	Red
CYCLONE	Yellow	Yellow	Yellow	Yellow	Grey	Grey	Grey	Grey	Grey	Yellow	Yellow	Yellow
EARTHQUAKE	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
FLOODING/ FLASH FLOODING	Red	Red	Red	Grey	Grey	Grey	Grey	Grey	Grey	Red	Red	Red
HEATWAVE	Red	Red	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Red	Red	Red
INDUSTRIAL EVENT	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
SEVERE STORM	Red	Red	Red	Grey	Grey	Grey	Grey	Grey	Grey	Red	Red	Red
TERRORISM	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue

Table C.2: Risk Rating Per Event Type

Given Council's overarching governance and community preparedness responsibilities multiple initiatives are undertaken throughout the year regarding this. This includes, but is not limited to:

- Enhancing Council Infrastructure- including seeking any grant funding opportunities
- Updating and improving the efficiency and effectiveness of plans, mapping and modelling, for both flood, storm surge and bushfire. This can be at both the local level and provided from the State level. As these are updated, they are imbedded into LDMG's planning mechanisms, and Council's Planning Scheme (as formal updates present). This ensures the assessments of development applications are against the most up to date mapping and modelling.
- Education and awareness campaigns throughout the region. Council's disaster management team frequently attend community events and engagement opportunities within the Gladstone Region, often in collaboration with response and recovery agencies. Advertising campaigns, school-based education program and multiple other initiatives make up this program. Council's Disaster Management team recently partnered with local artist Reverend Jarrod Beezley to design a disaster focused Indigenous piece of artwork. Which is for promotion and displays at many events.
- The artwork is named: Gira Nguma - Gira (Geera)-Fire, Nguma (Ngooma) – flood
This artwork represents two great and powerful forces of nature and spirit, and their uninterrupted existence for thousands of years. The left-hand side represents bushfires cyclic season and its assistance required to rejuvenate the country. The red lines represent fire season or actual fires. The yellows and browns are for the dry season. The green is new growth and the blackened dotting are the chars after a fire.
The right-hand side represents rain in abundance therefore flooding and its propagation effects on the land. The water comes from the mountains and links to water sources such as creeks and rivers, and as the floods recedes the land is replenished by the water bringing forth life in the land.



Figure C.2 Gira Nguma - Gira (Geera)-Fire, Nguma (Ngooma)

C.3 HAZARDS

The majority of hazards that have the potential to impact the Gladstone Region are outlined in the [Qld State Disaster Plan](#).

The additional hazards relevant for the Gladstone Region are Biosecurity, Dam and Industrial related incidents. The lead and support agencies and documentation for these are outlined in Part E of this plan- Threat Specific Arrangements. A representative for each of these lead agencies sits within the Local Disaster Management Group.

C.4 HAZARDOUS SITES

The Gladstone Region contains a number of hazards sites through the regions industrial sector. To ensure there is a collaborative awareness of risks, mitigation and the types of hazards related to industry the Mutual Aid Group of Gladstone was established. Representatives from all major industries within the region are within this group, and the chair of the group sits of the LDMG.

The members of the group can offer assistance to one another during incidents, or request assistance from the LDMG if needed, or the LDMG can request assistance from the industry partners as needed.

More information regarding the regions imports and exports can be found in the Gladstone Port Corporations [Port Information Handbook](#)





SECTION 2

Part D

Supporting Plans

D.1 SUPPORT PLANNING

The lessons learned from recent events in Asia, the United States and throughout Australia and Queensland in particular provide a salutary reminder of the joint responsibilities to the community of Queensland to ensure that disaster management arrangements are capable of addressing the response to and recovery from *any* event. Utilisation of a functional (All Hazards) operational planning approach will ensure that our planning processes will be suitable for all events.

Various Supporting Plans have been prepared as part of this Local Disaster Management Plan. However, due to the information contained within these, including specific interagency arrangements, contact details and other confidential information, these are not readily available to the public.

D.2 SUPPORTING PLANS SUMMARY

The following table lists the different supporting plan and provides the purpose, description and functional lead per plan.

Supporting Plan Number	Supporting Plan Name	Purpose and Description	Functional Lead
D.1	Activation of the Gladstone Local Disaster Management Group	<p>Outlines the activation process for the Gladstone Local Disaster Management Group in response to an emergency/disaster event.</p> <p>The LDMG is activated as a response to a worsening situation or at the request of the responsible lead agency (in situations where no prior warning is possible). The LDMG may be placed on standby when a watching brief is being maintained after receiving a specific warning.</p>	Gladstone Regional Council.
D.2	Activation of the Gladstone Local Disaster Coordination Centre	<p>Outlines the procedures for the activation of the Gladstone Local Disaster Coordination Centre (LDCC) in response to a disaster, emergency or other event.</p> <p>The <i>Disaster Management Act 2003</i> tasks the LDMG to identify and coordinate resources in Gladstone during a disaster as set out in the <i>Gladstone Local Disaster Management Plan</i>.</p>	Gladstone Regional Council.
D.3	Financial Management	Outlines financial arrangements in support of a disaster event and the eventual financial claiming process to recoup funds.	All LDMG Agencies
D.4	Evacuation	<p>Outlines the arrangements for the implementation of an evacuation of at risk persons within the Gladstone Local Disaster Management Group (LDMG) area of responsibility.</p> <p>The implementation of this plan will allow the LDMG to make informed, timely decisions regarding</p>	Queensland Police Service

Supporting Plan Number	Supporting Plan Name	Purpose and Description	Functional Lead
		evacuation, ensure an orderly release of warnings to the community, the safe and managed movement of persons at risk to a safer location and a structured return.	
D.5	Place of Refuge/Evacuation Centre Management	<p>Outlines the requirements necessary to establish and manage an Evacuation Centre/Place of Refuge in the event of a disaster or emergency event for an unknown period. Including accommodation, food and water, and welfare/recovery processes.</p> <p>The size and number of evacuation facilities available shall depend upon the scale and extent of the emergency/disaster situation.</p>	Gladstone Regional Council.
D.6	Impact Assessment	Outlines the process for planning, formatting, and conducting a complete initial impact assessment. This assessment gathers information on the magnitude of the event, and the extent of its impact on both the population and the community infrastructure.	Collaboration between Gladstone Regional Council, Qld Fire and Emergency Services, Ergon Energy and Qld Reconstruction Authority
D.7	Medical Services	Outlines the co-ordination of the health and medical resources needed in responding to medical care needs following a disaster event	Queensland Health
D.8	Public Health	<p>Outlines the provision of temporary or preventative health measures to minimise the threats to public health. Including, but not limited to safety of:</p> <ul style="list-style-type: none"> - Food supplies - Water - Sewer - Waste - Infection Control 	Gladstone Regional Council

Supporting Plan Number	Supporting Plan Name	Purpose and Description	Functional Lead
D.9	Public Works and Engineering	Outlines strategies for the continuity of service of essential water and sewerage services, building inspections, road, rail, bridge and marine facility damage assessment and carry out maintenance or repair, demolitions and debris clearing as required.	Gladstone Regional Council
D.10	Search and Rescue	Outlines support offered to communities after a disaster event and to co-ordinate the use of resources in search and rescue in response to an actual or potential disaster condition	Queensland Police Service
D.11	Transport	Outlines the use and available transport resources to support the needs of the LDMG and other support groups for emergency response, recovery and assistance activities.	Gladstone Regional Council
D.12	Logistics	Outlines a process to manage the receipt and delivery of the appropriate supplies required directly before, during and after a disaster.	Gladstone Regional Council
D.13	Resupply	<p>Outlines key principles of resupply to isolated people and communities</p> <p>All actions of the LDMG will be in accordance with the Qld Resupply Manual -M.1.205</p> <p>M.1.205 Queensland Resupply Manual (disaster.qld.gov.au)</p>	Gladstone regional Council
D.14	Recovery	<p>Outlines:</p> <ul style="list-style-type: none"> The organisation and procedures for the management of recovery from disasters in the Gladstone Region The framework for the coordination of recovery for the community 	<p>Gladstone Regional Council is responsible for overarching recovery however to functional leads for each group are:</p> <ul style="list-style-type: none"> Human and Social- Department of Communities, Housing and Digital Economy

Supporting Plan Number	Supporting Plan Name	Purpose and Description	Functional Lead
		<ul style="list-style-type: none"> Guidance on the development of strategies to assist the community to recover to an improved state. 	<ul style="list-style-type: none"> Economic- Department of State Development Environment (Combination of Environment and Building)- Shared lead between Department of Environment and Science and Department of Housing and Public Works Infrastructure (Road and Transport extended to include other critical infrastructure)- Lead for Road and Transport is Department of transport and Main roads, lead for other infrastructure dependant on ownership.
D.15	Animal Management	Outlines the management of domestic pets, livestock and wildlife before, during and after an event.	Gladstone Regional Council



SECTION 2

Part E

Threat Specific Arrangements

E.1 OVERVIEW

The Queensland Disaster Management System includes provision for threat specific arrangements that provide for the coordination of disaster related planning, response and recovery by those departments or agencies that have an allocated threat specific role.

Threat Specific Agencies are responsible for the planning, response and recovery functions necessary to combat specific threats and which require significant technical expertise. The Queensland Disaster Management System in turn coordinates resources in support of Threat Specific Lead Agency combat operations.

In some situations, many of the available resources required to counter a threat will be in possession of entities other than Lead Agencies. This may mean that plans will need to involve other Government departments and agencies and private or volunteer organisations.



E.2 SPECIFIC PLANNING ARRANGEMENTS

Threat	Lead Agency	Brief Summary	Activation	Support Agencies	Lead Agency Plan
Bushfire	Queensland Fire and Emergency Service	As bushfires are the specific responsibility of QFD, it is envisaged that the control of response activities will be undertaken by that agency with support in terms of resources, evacuations and other assistance being provided by other agencies.	The Commissioner, or Deputy Commissioner, will deploy a SIMT to ensure control is established and appropriate organisational structures are implemented to manage a high impact (Level 3) incident.	Several agencies, organisations and commercial entities may be involved in providing support to a bushfire event, specifically organisations with appropriate plant and machinery such as graders, dozers and water trucks.	https://www.disaster.qld.gov.au/_data/assets/pdf_file/0/021/340086/QLD-Bushfire-Plan.pdf
Marine Oil Spill	Department of Transport and Main Roads- Marine Safety Queensland	The Director-General of the Department of Transport is responsible for appointing the Chair of the Queensland National Plan Oil Pollution Committee and the State Oil Spill Commander (SOSC). The SOSC is responsible for the direction and	The Chairman of the Queensland National Plan Oil Pollution Committee will activate the plan on receipt of notification of a significant pollution incident. On activation, a State Oil Spill Control Centre (SOSCC) will be opened, and CDRS will be alerted in preparation for activation of the State Disaster Coordination Centre and	A number of agencies, organisations and commercial entities may be involved in providing support to a marine oil spill event.	Queensland Coastal Contingency Action Plan (QCCAP)- Supplements National Plan for Maritime Environmental Emergencies. (NATPLAN) https://www.msg.qld.gov.au/marine-pollution/contingency-plans

E.2 SPECIFIC PLANNING ARRANGEMENTS

Threat	Lead Agency	Brief Summary	Activation	Support Agencies	Lead Agency Plan
		<p>management of the NATPLAN response to a serious oil spill on behalf of the State Government and for advising Government in respect to combating a serious oil spill.</p> <p>The plan addresses the following issues:</p> <ul style="list-style-type: none"> • reporting of oil pollution incidents, • measures to be instituted to restrict the further spread of the pollutant, and • actions that can be taken to clean up and dispose of collected pollutants. 	<p>the appointment, if necessary, of a Liaison Officer to the SOSCC.</p> <p>At Disaster District level, the relevant District Disaster Management Group(s) will be activated in preparation for provision of resources support, as necessary, to the On-Scene Coordinator.</p> <p>At Local Government level, the Local Disaster Management Group may be activated in preparation for provision of resource support, as necessary, to the On-Scene coordinator.</p>		
Pandemic	Queensland Health	To detail the general arrangements for a Pandemic event and	These Pandemic specific arrangements are designed to cover medical	In the event of a pandemic it is expected that the normal health resources in the	

E.2 SPECIFIC PLANNING ARRANGEMENTS

Threat	Lead Agency	Brief Summary	Activation	Support Agencies	Lead Agency Plan
		to provide for the co-ordination of local government support to Queensland Health, as the responsible agency, and to the District Disaster Management Group (DDMG) as needed in responding to a pandemic.	<p>emergencies which, over short or long term, extend beyond the capabilities of local health resources to manage.</p> <p>Any Pandemic in the Gladstone Region will automatically involve Queensland Health, the Gladstone Hospital, possibly the Mater Private Hospital and becomes a DDMG issue.</p>	<p>Gladstone Region will be such that they will require assistance and support to establish and run medical facilities in addition to the hospital(s). Such facilities are referred to in this document as improvised medical facilities.</p> <p>Whilst such support is coordinated at the Disaster District level, the local government, either or through the Local Disaster Management Group (LDMG), will be required to provide assistance in the establishment and running of such facilities.</p>	
Emergency Animal Disease	Department of Agriculture and Fisheries	The plans details arrangements at State level to cope with a serious emergency animal disease emergency within the State. It also provides	The plan will be activated by the Chief Veterinary Officer, Biosecurity Qld on receipt of advice that an outbreak of an emergency animal disease has occurred in Queensland. The plan may also be	Several agencies, organisations and commercial entities may be involved in providing support to an outbreak of emergency animal disease.	AUSVETPLAN and AFFAVETPLAN and The Queensland Veterinary Emergency Plan (QLDVETPLAN) as a sub plan of the State Disaster Management Plan

E.2 SPECIFIC PLANNING ARRANGEMENTS

Threat	Lead Agency	Brief Summary	Activation	Support Agencies	Lead Agency Plan
		guidance to District Disaster Management Groups and the Local Disaster Management Groups for the development of their plans to assist the DPI with emergency animal disease emergency operations, as necessary.	<p>activated if notification is received from another State that an outbreak of an emergency animal disease has occurred in the State and is likely to be transmitted into Queensland.</p> <p>On activation of the plan, the State Disease Control Headquarters will be opened, and the Executive Director CDRS is to be alerted in preparation of activation of the State Disaster Coordination Centre.</p>		https://daf.engagementhub.com.au/animal-disease-preparedness
Dam Failure	Gladstone Area Waterboard	The Awoonga Dam Emergency Action Plan (EAP) outlines the procedures GAWB follows to respond collaboratively with Local, District and State Disaster Management	For a dam, a reasonably foreseeable situation or condition that may— 1. cause or contribute to the failure of the dam, if the failure may cause harm to persons or property; or 2. require an automatic or controlled release of water from the dam, if the	Several agencies, organisations and commercial entities may be involved in providing support to a dam failure event.	Gladstone Area Water Board's Awoonga Dam (EAP) with upstream and downstream effects managed through LDMP and sub plans

E.2 SPECIFIC PLANNING ARRANGEMENTS

Threat	Lead Agency	Brief Summary	Activation	Support Agencies	Lead Agency Plan
		<p>Groups, local government, emergency agencies and affected persons to manage the consequences of a dam hazard event or emergency event at Awoonga Dam.</p> <p>The information contained in this EAP is also for the use of emergency services</p>	<p>release of the water may cause harm to persons or property.</p>		
Industrial Incident/ Terrorism	<p>QPS are the lead agency for industrial incidents, with support from QFD as the combatant lead agency. QFD is the lead agency for the implementation of the State of Queensland Chemical/HAZMAT Response Plan</p>	<p>Industrial incidents can be initiated by a natural disaster, malicious act, disruptions to electrical or other utilities, process or equipment failure or human error.</p> <p>The Industry organisations have their own incident and emergency</p>	<p>QPS is the lead response agency for major industrial accidents and Hazardous Material incidents. Should incident impacts be contained within the site's boundaries, there will be no requirement to enact this plan. Rather in this case, the site's senior managers will liaise directly with emergency services and other organisations to resolve the situation.</p>	<p>Response arrangements to an industrial incident could include the provision and co-ordination of state and local government, emergency services, volunteer and industry material resources and personnel.</p>	

E.2 SPECIFIC PLANNING ARRANGEMENTS

Threat	Lead Agency	Brief Summary	Activation	Support Agencies	Lead Agency Plan
	<p>The QPS is responsible for security issues for maintaining public order under the Police Powers and Responsibilities Act 2000 (Qld). The QPS also has the power to invoke the provisions of the Public Safety Preservation Act 1986 (Qld) (PSPA) that provides broad additional powers during specific emergencies.</p>	<p>plans which are activated during industrial incidents.</p> <p>If uncontained, an industrial incident may result in the uncontrolled release of hazardous material in the form of solids, liquids or gases that have the potential to cause harm to persons, property or the environment.</p>			
<p>Tsunami – To Be Developed Once Tsunami Study Completed</p>					

SECTION 4 PART F

Annexures

ANNEXURES

To ensure the LDMP can be as succinct as possible, while ensuring effective planning, preparedness, response and recovery arrangements, Part H- Annexures of the LDMP contains specific checklists, contact lists, and other standard operating procedures. The below is a summary of the different Annexures.

ANNEXURES NUMBER	ANNEXURE	PURPOSE AND DESCRIPTION
F.1	Agency Capabilities and Resources	Outlines the following per each member and advisory agency included within the LDMG. <ul style="list-style-type: none"> • Function • Resources • Response Capability • Potential Resource Shortfall
F.2	Operational Checklists	Checklists of task that are to be undertaken to ensure the arrangements outlined in Part D are outworked effectively.
F.3	Evacuation Strategies for Support Plan D.4 Evacuation	Outlines the specific strategies, timeframes and arrangements per township for evacuation.
F.4	Documentation for Support Plan D.5 Evacuation Centre/Place of Refuge Management	Outline additional points of consideration and checklists for the establishment and running of evacuation centres/place of refuge
F.5	Checklist for Support Plan D.8 Public Health	Includes Checklists to ensure multiple public health risks and hazards are mitigated and/or managed during disaster event response and recovery
F.6	Documentation for Support Plan D.15 Animal Management	Contains additional checklist and contacts for the management of animals during response and recovery operations
F.7	Contact List	Contact list for members and advisers
F.8	Standard Operating Procedure	Outlines to standard operating procedure for the Local Disaster Coordination Centre
F.9	Terms of Reference	Terms of Reference for the LDMG, outlines a number of specifics summarised in Section 1 Part A

SECTION 4

Part G

Maps: Restricted Document

PART G.1

Maps are held within the Local Disaster Coordination Centre and on Council's corporate mapping system.

These maps are accessible as part of the Guardian IMS software system utilised as Council's coordination management system for disaster and significant events.

It is not considered appropriate to include copies of maps as part of the hardcopy Local Disaster Management Plan given accuracy issues about their currency.

Storm Tide Evacuation Zone mapping is available to the public via Council's website.





www.gladstone.qld.gov.au

