



Local Disaster Management Plan



June 2026

Foreword

This document, which has been developed by the Aurukun Local Disaster Management Group, on behalf of the Aurukun Shire Council, and approved by Council at a meeting on 21/07/2026, describes the arrangements required under the *Disaster Management Act 2003*, outlining the disaster management system and specifying agreed roles and responsibilities. It also describes how the disaster management system works during an event.

The focus of the document is on using an 'all-hazards' functional approach, minimising impacts on disaster-affected communities, by ensuring a coordinated effort by all levels of government and non-government entities with responsibilities or capabilities in comprehensive disaster management.

This is a dynamic, risk-based document that will be kept up to date to match changes in legislation, or in the Shire's risk profile, and to reflect learning's from disaster events here and elsewhere.

As a community we are unable to prevent a disaster from happening, however, we are able to minimise the adverse effects a disaster has on our community (both economically and socially) through comprehensive planning and preparation and managing effective response and recovery.

Mayor Barbara Bandicootcha

Chairperson

Aurukun Local Disaster Management Group

Dated: July 2026

Endorsement

The preparation of this Local Disaster Management Plan has been undertaken in accordance with the *Disaster Management Act 2003 (the Act)*, to provide for effective disaster management in the local government area.

Jack Dempsey

Chief Executive Officer

Aurukun Shire Council

Dated: July 2026

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Disaster Management System

The Aurukun Local Disaster Management Group will systematically develop a 'Disaster Management System', which will encompass a suite of portfolio plans. The functional planning regime is as follows:

Plan Description	Status
Disaster Management Arrangements	Complete
Activation of Local Disaster Management Group	Complete
Disaster Coordination Centre Activation Plan	TBA
Warnings and Alerts	Complete
Evacuation Centre Management Plan	Complete
Resupply Plan	Complete
Recovery Plan	Needs rewrite
Pandemic Plan	Complete

Administration and Governance

Document Control

The Local Disaster Management Plan is a controlled document. The controller of the document is the Aurukun Shire Council Local Disaster Coordinator (LDC). Any proposed amendments to this plan should be forwarded in writing to:

Local Disaster Coordinator
Chief Executive Officer
Aurukun Shire Council
506 Kang Kang Road
AURUKUN QLD 4892

The LDC may approve inconsequential amendments to this document. Any changes to the intent of the document must be endorsed by the Local Disaster Management Group and approved by Council. 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

Amendment		Plan Updated	
Action	Description	Author	Date
Draft	For review	QFES	13 Dec 2014
Amended	Minor updates	QFES LDMG	01 Sep 2015
Reviewed	Community Context, Critical Infrastructure, Essential Services, Hazardous Sites, Hazards updated to reflect changes in community. Discussed at LDMG Meeting - 2 November 2016	QFES LDMG	02 Nov 2016
Amended	Contact List Appendix updated. No further changes required since Review in November 2016. Discussed at LDMG Meeting - 4 May 2017	B McCarthy, ASC	04 May 2017
Reviewed	Plan reviewed and updated	B McCarthy, ASC	29 Nov 2018
Amended	Plan Reviewed and updated (incl. updated legislative references, Census data, corporate planning references, funding and major project review)	QFES B McCarthy, ASC	28 Nov 2019
Reviewed	Plan reviewed against the EMAF and amended accordingly	QFES LDMG	26 May 2020
Amended	Plan review complete and updated	QFES LDMG	01 Jul 2021
Amended	Statistical update	QFES I Sabatino	22 Jul 2022
Amended	Plan reviewed and updated	A Neilan, ASC LDMG	17 Mar 2023
Annual Review	Plan reviewed and updated	LDMG A/CEO/LDC	August 2023
Annual Review	Plan reviewed and updated	A/CEO/EMC	June 2024
Annual Review	Plan reviewed and updated	CEO/EMC	July 2025
Annual Review	Plan reviewed and updated	CEO/EMC	July 2026

Distribution

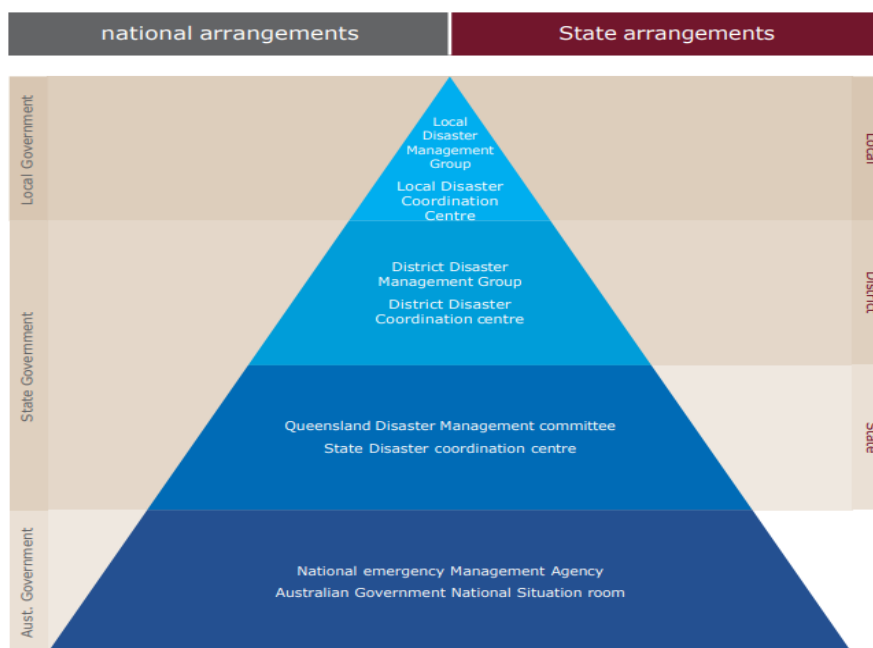
This plan is distributed in accordance with the distribution list at Annexure A.

The Disaster Management Structure in Queensland

The *Disaster Management Act 2003* (the Act) provides the legislative basis for the Queensland Disaster Management Arrangements (QDMA) including:

- establishing disaster management groups for the State, disaster districts and local government areas;
- preparing disaster management plans and guidelines;
- ensuring communities receive appropriate information about preparing for, responding to and recovering from a disaster;
- declaring a disaster situation;
- establishing the Office of the Inspector-General of Emergency Management.

Queensland's whole-of-government disaster management arrangements are based upon partnerships between government, government owned corporations, non-government organisations, commerce and industry sectors, and the local community. These arrangements recognise each level of the QDMA must work collaboratively to ensure the effective coordination of planning, services, information and resources necessary for comprehensive disaster management. The QDMA is based on a four-tiered system, incorporating the three levels of government (Australian, State and Local), with an additional State government tier known as disaster districts.



The principal structures comprising the Queensland Disaster Management Arrangements are:

- Local, District and State disaster management groups, responsible for the planning, organisation, coordination and implementation of all measures to mitigate, prevent, prepare for, respond to and recover from disasters.
- Local, district and State coordination centres to support disaster management groups in coordinating information, resources and services necessary for disaster operations.
- State government functional lead agencies through which the disaster management functions, and responsibilities of the State are managed and coordinated.

Authority to Plan

This Plan has been developed by the Aurukun Local Disaster Management Group, appointed by and on behalf of the Aurukun Shire Council.

This plan details the arrangements within Aurukun Shire Council to plan and coordinate capability in disaster management and disaster operations.

This Plan has been prepared under the provisions of s. 57 of the Act, which states:

- “(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 guidelines as matters to be included in the plan;*
 - g) other matters about disaster management in the area the local government considers appropriate.”*

Purpose of the Plan

The purpose of this Plan is to:

- Ensure the safety and sustainability of the local community
- Reduce or eliminate risk to the community and community infrastructure
- Inform disaster management responses at the District and State levels
- Be consistent with best practice disaster management issues
- Promote effective liaison between the Council and other agencies involved in disaster management
- Ensure compliance with the *Disaster Management Act 2003*.

There are major differences between 'Incident Management' and 'Disaster Management'.

Incidents can be managed via emergency services or other agencies, employing resources normally available to them. This includes traffic accidents, missing persons, etc. Incidents do not usually cause major community disruption. Single site response, minor off-site co-ordination, single agency responsibility, resources available, support available, support agencies practiced, day to day business, core function, short term affects.

Disasters require a coordinated multi-agency, multi-jurisdictional response, and usually result in some sort of community dislocation or severe disruption. Multi-site response, major off-site co-ordination, multi-agency responsibility, multi-faceted problems, external resources required, external support required, Government department involvement, community affected, long term affects. A Disaster is defined as:

"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. Serious disruption means loss of human life, or illness or injury to humans; widespread or severe property loss or damage; or widespread or severe damage to the environment".

This document does not address Incident Management.

Objectives

The objective of the Local 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 local government area, including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.
- Compliance with the QLD Disaster Management Cabinet Committee (QDMCC) Strategic Policy Statement; the State Disaster Management Plan; the Queensland Disaster Management Guidelines, and any other documents that are relevant to local level disaster management and disaster operations.
- The development, implementation and monitoring of priorities for disaster management for the local government area.

Strategic Policy Statement

The Queensland Disaster Management Strategic Policy Statement informs the Queensland Government's strategic approach to keeping people safe and making communities more resilient to disaster risks and impacts.

Queensland has adopted the four principles of leadership, public safety, partnership and performance in IGEM's *Emergency Management Assurance Framework* to drive effective disaster management and continual improvement of the disaster management system.

The Queensland Government's disaster management objectives and strategies recognise that communities are at the forefront of disaster impacts and the importance of supporting communities to prevent, prepare for, respond to, recover from and become more resilient to disasters.

Disaster management and disaster operations in the Aurukun Shire are consistent with the Disaster Management Strategic Policy Statement:

- Ensure disaster operation capabilities are responsive and effective
- Build capacity, skills and knowledge to enable adaptation to changing environments
- Effectively collaborate and share responsibilities for disaster management across all levels of government, industry and communities
- Effectively communicate to engage all stakeholders in disaster management
- Incorporate risk based planning into disaster management decision making
- Continuously improve disaster management through implementation of innovation, research and lessons learned

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 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 promoting community resilience and economic sustainability through disaster risk reduction.

Scope

This plan details the arrangements necessary to undertake disaster management within the Aurukun Shire.

Disaster Management Priorities

Disaster management priorities for the Aurukun Shire Council will ensure compliance with the disaster management legislation and will provide a sound legal grounding for disaster management within the Aurukun Shire. The Aurukun Shire Council Corporate Plan 2025-2030 identifies a number of key goals for the future of the community, with a focus on community safety, access to education, strengthening community and jobs and economic development, all of which impact on resilience within the community. The Corporate Plan captures the focus of the review of the Local Disaster Management Plan, as part of a Healthy and Safe Community in Aurukun (Key Community Goal 3). Risk assessments have been conducted in line with the Corporate Plan 2025-2030 and any residual risks will be treated in accordance with the Emergency Risk Management Framework.

Review and Renew Plan

S. 59 of the Act allows Council to review or renew the plan, as appropriate, but requires that the Plan be assessed for effectiveness on an annual basis.

Review of Local Disaster Management Plan

The Local Disaster Management Plan should be reviewed by a working group from the Local Disaster Management Group on an annual basis.

Review of Risk Treatment Strategies

The risk treatment strategies should be reviewed on a regular basis, preferably prior to the annual budgetary determinations by Council in relation to its annual Operation Plan.

Shared responsibility 1 of the Standard for DM requires that mitigation and risk reduction activities (i.e. Risk Treatments) are:

- informed by risk assessments
- prioritised based on risk assessments and available resources
- included in strategic and operational plans
- considered as business-as-usual
- consider unintended consequences

Review of Operational and Recovery Sub Plans

The Disaster Management Operational and Recovery Sub-Plans should be reviewed by LDMG working groups on an as needs basis.

If at any time during the year, it becomes apparent that an urgent amendment to or review of the planning documentation is required for operational effectiveness, then such review or amendment must be implemented expeditiously.

The Plan should also be reviewed as a result of any changes in legislation, guidelines or policy, and as a result of any changes recommended subsequent to the annual District Assessment.

The master contact list for all organisations/persons involved in the Council's disaster management arrangements should be updated at each LDMG meeting and will be held and distributed to LDMG members by the Local Disaster Coordinator. This list is not for public dissemination.

Local Disaster Management Group

Establishment

The Aurukun Local Disaster Management Group (LDMG) is established in accordance with s. 29 of the Act.

Membership

LDMG Executive

The Local Disaster Management Group Executive is established to expedite processes as appropriate and to make initial response operational decisions on its behalf. The LDMG 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 of the Chairperson and the Local Disaster Coordinator (LDC) of the Local Disaster Management Group (or their respective deputies, as applicable).

LDMG Membership

In accordance with sections 33 and 34 of the Act, Council has appointed persons it considers has the necessary expertise, experience, authority and necessary delegation to be members of the Aurukun LDMG.

It is the view of Council and their respective parent agencies that the members of the LDMG have the necessary expertise and experience to perform the function and have the authority and necessary delegation within their organisations to perform the role effectively.

Core Member	Organisation
Chairperson	Mayor - Aurukun Shire Council
Deputy Chairperson	Deputy Mayor - Aurukun Shire Council
Local Disaster Coordinator	CEO - Aurukun Shire Council
Deputy Local Disaster Coordinator	Director Technical Services - Aurukun Shire Council
Director Corporate Services	Aurukun Shire Council
Director Community Services	Aurukun Shire Council
Emergency Management Coordinator (EMC)	Queensland Police Service (QPS)
Area Manager	Queensland Fire Dept Rural Fire
Area Director	State Emergency Service
Director of Nursing	Queensland Health / Apunipima Cape York Health Council
Officer in Charge	Queensland Police
Other Roles	
Advisors: Telstra, Ergon Energy, ICT officer (ASC), Wuungkam Lodge Manager, Water and Waste Supervisor (ASC), Electrical Supervisor (ASC), Road Projects Supervisor (ASC), Workshop Supervisor (ASC), Works Supervisor (ASC), Building Construction and Maintenance Supervisor (ASC), Island and Cape Supermarket, Aurukun State School, Airport Supervisor (ASC); Works Supervisor (ASC); Site Manager Apunipima Cape York Health Council, Finance Manager (ASC)	
Secretariat: Executive Assistant - Aurukun Shire Council	

Meeting Deputies

S. 14 of the Disaster Management Regulations 2014 provides for meeting deputies for particular members:

- 1) 'A member of a disaster management group may, with the approval of the chairperson of the group, appoint by signed notice another person as his or her deputy.
- 2) The deputy may attend a group meeting in the member's absence and exercise the member's functions and powers under this Act at the meeting.
- 3) A deputy attending a group meeting is to be counted in deciding if there is a quorum for the meeting.'

Advisors to the LDMG

The LDMG may invite participants from a range of entities, such as industry and community organisations to participate in the business of the group in an advisory capacity, as required, on a casual or ongoing basis

It is suggested the list of LDMG advisors is regularly reviewed to reflect current disaster management arrangements for the local government area. Whilst advisor input is considered by members in their decision making, meeting resolutions will only be carried by member consensus and advisors will not be included in the calculation of a quorum.

Whilst advisor input is considered by members in their decision making, meeting resolutions will only be carried by member consensus and advisors will not be included in the calculation of a quorum.

Where it is important that an advisor has full voting rights, the LDMG should consider whether to appoint the person as a member under s. 33 of the Act.

Contact details for advisors are maintained, updated and treated the same as member details in order to be prepared for operational and post-operational activities.

LDMG Sub-Groups

LDMGs may have cause to create sub-groups, whether permanent or temporary, to assist the group with its business. Examples of this may be a Local Recovery Group, an evacuation project team, an evacuation centre management group or a sub-group formed to deal with a particular issue relating to that local government area.

In these circumstances, the creation of a sub-group must be passed as a LDMG meeting resolution. Terms of Reference should be established to give clear guidance on the establishment, role and function, required outcomes and conduct of business of the sub-group. All sub-groups should be required to provide the LDMG with regular updates at LDMG meetings.

It should also be noted that any decisions made, or actions taken by or on behalf of these sub-groups should be endorsed by the LDMG during normal business, or during disaster operations by the LDMG or LDC, to ensure the validity of decisions under the Act.

Membership Records

Each LDMG is required to maintain a register of its current members and advisors for reference during both general business and operational periods. As a minimum, details should consist of:

- full name
- designated position title
- department/organisation or agency name
- work address
- business and after-hours telephone numbers (both landline and mobile)
- email address.

Membership records are collected, stored and disposed of in accordance with the Information Privacy Principles contained in Schedule 3 of the *Information Privacy Act 2009*.

When the LDMG member register is altered, an updated copy will be provided to the relevant DDC and LDMG Core members. If the alteration relates to a member of the Executive Team of the LDMG, the SDCC will be advised to maintain currency of contact details in case of a disaster event.

Meeting Schedules and Processes

The LDMG may conduct its business, including its meetings, in a way it considers appropriate.

The Act prescribes the following requirements with regards to the conduct of meetings:

- Meetings must be held at least once every six months at times and places decided by the Chairperson. Additional meetings may be held as required but must be held if asked for in writing by at least one-half of LDMG members, or by the DDC.
- A quorum is required for meeting resolutions to be equal to one-half of LDMG members plus one, or when one-half is not a whole number, the next highest whole number. An appointed deputy attending a meeting on behalf of a LDMG member is to be counted in the quorum.
- The Chairperson or Deputy Chairperson is to preside at the meeting. If both are absent the Chairperson or Deputy Chairperson may appoint another member of the group to preside. If both offices are vacant the group will choose a member to preside.
- Meetings may be held, or members may take part using any technology that reasonably allows them to hear and take part in discussions. Members participating through these means are taken to be present at the meeting.
- Resolutions may be passed at meetings, however, are also considered valid if a majority of members give written agreement and notice of the resolution is given under the group's approved procedures.
- Minutes of meetings must be kept.

Attendance

If a member, or their appointed Deputy, continually does not attend LDMG meetings it is suggested that the LDMG Executive Team meet with the member to discuss the ongoing non-attendance at LDMG meetings. A formal record of LDMG member attendance should be maintained and this can be used to monitor member attendance across meetings.

Meeting Minutes

The LDMG meeting minutes should provide a summary of key discussion points and resolutions and may be subject to public scrutiny under the Right to Information Act 2009. It should be noted in the minutes whether or not a quorum was established at the meeting. The meeting attendance sheet should then be attached to the back as an accurate account of who attended the meeting and whether the meeting had a quorum, thus making any resolutions or decisions valid.

Flying minute

A flying minute may be used to progress business of an urgent nature in the instance where convening a meeting of the LDMG is not practicable. The passing of resolutions via flying minute is allowed under s. 42 of the Act if a majority of members provide written agreement.

Resolution statement

In addition to meeting minutes, the LDMG Secretariat should produce a resolution statement to provide a running log of actions undertaken and an audit trail through to the acquittal of those resolutions. Once acquitted the resolution should be recorded on a resolution register.

Resolutions register

For governance purposes, a register detailing each resolution passed by the LDMG and details of actions undertaken to acquit the resolution should be kept. This provides an easy reference document and a historical record of past LDMG resolutions.

Letterhead/Logo

As LDMG business is conducted on behalf of the relevant local government or combined local governments, the relevant local government/s letterhead and logos should be used for all LDMG business.

Records Maintenance

When managing LDMG records, the LDMG must comply with the requirements of the *Public Records Act 2002* and records may be subjected to public scrutiny under the *Right to Information Act 2009*.

District Disaster Management Group Representative

Section 24 of the Act requires the local government to nominate a representative to the District Disaster Management Group (DDMG) and advise the Executive Officer of the State and District Groups of the appointment. The Chairperson Aurukun Shire Council LDMG (or his delegate) has been appointed to this position.

The role of Council's representative on the DDMG is to:

- Attend meetings of the DDMG.
- Assist the chairperson to coordinate the prevention, preparation, response and recovery activities associated with the disaster event at the district level.
- Commit the Council's resources, as required, in support of efforts to combat the disaster event.

Reporting

Agency Status Reports

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

This information assists the LDMG to evaluate the status of the disaster management and disaster operations for the local government area. Member status reports are provided at LDMG meetings by exception.

Annual Reports

The LDMG is required to complete a status report at the end of each financial year and provide the completed report to the District Disaster Coordinator, Cairns Disaster District. The report will be furnished in the format and at the time stipulated by the DDC.

This report will also be furnished to Council as an Annual Report of the activities of the LDMG.

The Local Disaster Coordinator is responsible for the development of the report.

Terms of Reference

Aim: To outline the extent of Council's responsibility for and commitment to managing disaster events in the local government area.

The Aurukun Local Disaster Management Group has the following functions for its area:

[Disaster Management Act 2003 s.30(1)]

- *To ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State;*
- *To develop effective disaster management, and regularly review and assess the disaster management;*
- *To help the local government for its area to prepare a local disaster management plan;*
- *To identify, and provide advice to the relevant district group about, support services required by the local group to facilitate disaster management and disaster operations in the area;*
- *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;*
- *To manage disaster operations in the area under policies and procedures decided by the State group;*
- *To provide reports and make recommendations to the relevant district group about matters relating to disaster operations;*
- *To identify, and coordinate the use of, resources that may be used for disaster operations in the area;*
- *To establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens;*
- *To ensure information about a disaster in the area is promptly given to the relevant district group;*
- *To perform other functions given to the group under this Act;*
- *To perform a function incidental to a function mentioned above.*

This Plan details the disaster management arrangements for all of the Aurukun Shire Council area.

Roles and Responsibilities

Local group members are appointed under section 33 of the Act. LDMG members should have the necessary expertise or experience and delegated authority to assist with a comprehensive, all hazards, all agencies approach to disaster management.

In addition to the legislated members of the group, LDMGs may appoint members or advisors to ensure adequate capability and capacity for specialist functions of disaster management.

Responsibilities of local governments are detailed in sections 29, 30, 33, 34, 35, 37, 57, 59 and 60 of the Act and section 5 and 10 of the Regulation.

All members of the LDMG have the following common roles and responsibilities:

- 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; 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.

Position	Responsibilities
Chairperson	• Manage and coordinate the business of the group. • Ensure, as far as practicable, that the group performs its functions. • Report regularly to the relevant district group and the chief executive of the department, about the performance by the group of its functions. • Preside at LDMG meetings.
Deputy Chairperson	Undertake the role of Chairperson as above in the Chairpersons absence.
Local Disaster Coordinator	• Coordinate disaster operations for the local group. • Report regularly to the local group about disaster operations. • Ensure, as far as practicable, that any strategic decisions of the local group about disaster operations are implemented.
Deputy Local Disaster Coordinator	Undertake the role of Local Disaster Coordinator as above in the Local Disaster Coordinators absence.

Local Disaster Management Group (LDMG)	• Development of comprehensive Local Disaster Management • Planning strategies • Design and maintenance of a public education/awareness program • Design, maintenance and operation of the Local Disaster Coordination Centre, including the training of sufficient personnel to operate the Centre • Coordination of support to response agencies • Reconnaissance and impact assessment • Provision of public information prior to, during and following disaster event impacts • Recommendations of areas to be considered for evacuation • Public advice re voluntary evacuation. • Identification, resourcing, staffing and operation of Evacuation Centre(s) • Provision of locally based community support services
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Organisation	Organisational Responsibilities (Local Level)
Aurukun Shire Council (ASC)	• To ensure it has a disaster response capability. • To approve its local disaster management plan. • To ensure information about an event or a disaster in its area is promptly given to the district disaster coordinator for the disaster district in which its area is situated. • Maintenance of the Local Government function (via Local Government Business Continuity Contingency Planning) • Maintenance of normal Local Government services to the community: - Water - Refuse disposal - Public health - Animal control - Environmental protection - Airport • Development and maintenance of fire breaks as appropriate • Dissemination of disaster-related information to the community, including information about the National Registration Inquiry System as part of their community education.

Queensland Police Service (QPS) Including Emergency Management, SES and Marine Rescue QLD <u>Relevant Legislation:</u> <i>Disaster Management Act 2003</i> <i>Police Service Administration Act 1990</i> s2.3 The functions of the police service are the following— (a) the preservation of peace and good order— (i) in all areas of the State; and (b) the protection of all communities in the State; (e) the upholding of the law generally; (g) the provision of the services, and the rendering of help reasonably sought, in an emergency or otherwise, as are— (i) required of officers under any Act or law or the reasonable expectations of the community; or (ii) reasonably sought of officers by members of the community;	<u>Role</u> • Administer of the Disaster Management Act 2003 and Disaster Management Regulation 2014 • Exercise the functions and powers of the Police • Commissioner in accordance with any relevant legislation • Exercise the functions and powers of the State Disaster • Coordinator in accordance with the Disaster Management Act 2003 • Provide executive support to the QDMC, SDM Group and SDCG • Provide the chair and executive support to district disaster management groups • Provide advice and support regarding disaster management and disaster operations to disaster management groups • Establish and maintain arrangements between the State and the Commonwealth about matters relating to effective disaster management • Prepare and maintain the State Disaster Management Plan (SDMP) and the Prevention, Preparedness, Response and Recovery Disaster Management Guideline • Manage the Queensland Disaster Management Training Framework (QDMTF) • Develop the program cycle of disaster management exercises • Gazette Disaster Management Declarations • Manage the Disaster Management Website • Support stakeholder application of the Australian Warning System • Issue warnings including Emergency Alert • Maintain operational readiness of the State Disaster Coordination Centre (SDCC) • Activate, coordinate and command the operation of the SDCC • Operational responsibility for first response to terrorism • Resupply of essential goods to isolated communities, properties and individuals in partnership with Local Disaster Management Groups (LDMGs) • Manage the registration of directed evacuees and work in partnership with LDMGs and Australian Red Cross • Provide aircraft assets to Whole of Government disaster response via the QGAIR including: • supplying coordinators to the State Disaster Coordination Centre
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<i>Police Powers and Responsibilities Act 2000</i> <i>Coroners Act 2003</i> s15 Help in investigation (2) The duty of a police officer to help a coroner is stated in the <i>Police Powers and Responsibilities Act 2000, section 794</i>. <i>Marine Rescue Queensland 2024 Act</i> Functions of Commissioner s 9 The commissioner's functions relating to MRQ are— (c) the giving of directions and guidance to the MRQ chief officer, MRQ unit commanders, MRQ coordinators and other MRQ members; and (d) the performance of any other function relating to MRQ that is given to the commissioner under this or another Act. <i>State Emergency Service Act 2024</i> Functions of Commissioner and related matters s9 The commissioner's functions relating to the State	aviation cell to support all aircraft deployments • deployment of assets • Preserve peace and good order • Traffic management including assistance with road closures • and maintenance of road blocks • • State Search and Rescue authority and responsible for coordination of search and rescue operations • Disaster Victim Identification • <u>Responsibilities</u> • Relevant Legislation: Disaster Management Act 2003 • Police Service Administration Act 1990 • s2.3 The functions of the police service are the • following— • (a) the preservation of peace and good order— • (i) in all areas of the State; and • (b) the protection of all communities in the State; • (e) the upholding of the law generally; • (g) the provision of the services, and the rendering of • help reasonably sought, in an emergency or • otherwise, as are— • (i) required of officers under any Act or law or the • reasonable expectations of the community; or • (ii) reasonably sought of officers by members of the • community; • Police Powers and Responsibilities Act 2000 • Coroners Act 2003 • s15 Help in investigation • (2) The duty of a police officer to help a coroner is • stated in the Police Powers and Responsibilities Act • 2000, section 794.
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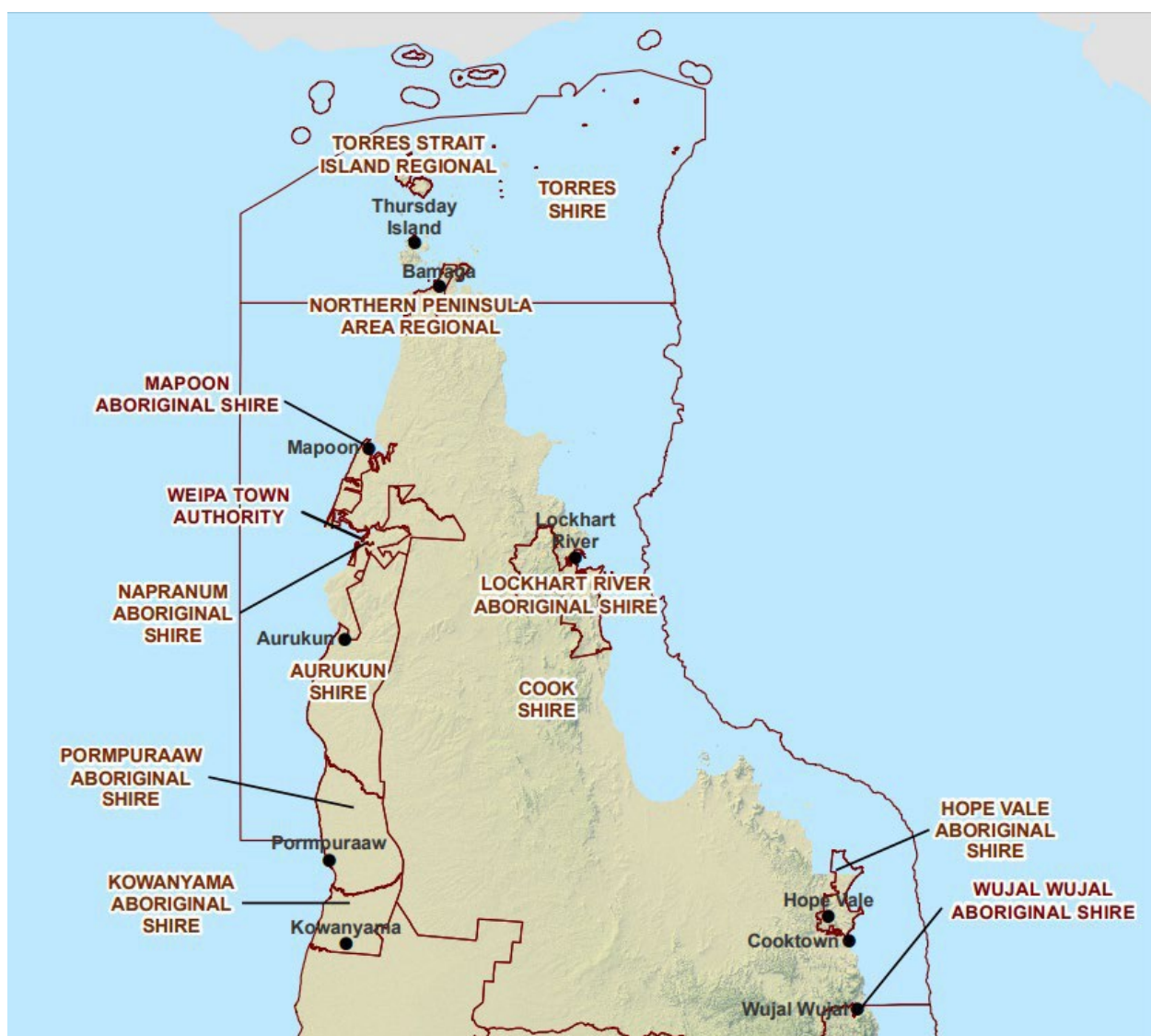
Emergency Service (SES) are— (e) the giving of directions and guidance to the SES chief officer, local controllers, SES commanders and SES members; and (f) the performance of any other function relating to the SES that is given to the commissioner under this Act or another Act.	• Marine Rescue Queensland 2024 Act • Functions of Commissioner • s 9 The commissioner's functions relating to MRQ are— • (c) the giving of directions and guidance to the MRQ • chief officer, MRQ unit commanders, MRQ • coordinators and other MRQ members; and • (d) the performance of any other function relating to • MRQ that is given to the commissioner under this or • another Act. • State Emergency Service Act 2024 • Functions of Commissioner and related matters • s9 The commissioner's functions relating to the State • Emergency Service (SES) are— • (e) the giving of directions and guidance to the SES • chief officer, local controllers, SES commanders • and SES members; and • (f) the performance of any other function relating to the • SES that is given to the commissioner under this • Act or another Act. • Deliver Queensland Disaster Management Arrangements (QDMA) training to DDMG and LDMG members in accordance with the Queensland Disaster Management Training Framework (QDMTF). • Provide expert advice on disaster management related matters including Natural Hazard Risk Assessment. • Provide facilitation of logistical and communications support to disasters within capabilities • Provide advice and support in relation to disaster management and disaster operations. • Provide marine search and rescue services to the boating public in Queensland
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Queensland Health / (Apunipima Cape York Health Council QH)	• <u>Role</u> • Coordinate and manage the health aspects of a disaster or emergency incident across the full spectrum of prevention, preparedness, response, and recovery, including clinical care, public health, mental health, forensic support, and health related messaging to the community • <u>Responsibilities</u> • Primary agency for heatwave, pandemic, biological and radiological incidents. • • Maintain critical health services to impacted communities • Lead agency for response functions of public health, mental health, medical services, mass causality management, mass fatality management and emergency medical retrieval. • Coordination of aeromedical transport and emergency medical retrieval (with QAS) • Clinical response to mass casualty management (with QAS providing pre-hospital response) • Provision of forensic and scientific health services to mass fatality management and terrorism (with QPS) • Provision of mental health support to affected communities • Provide health-related information to the public and disaster management stakeholders, including public health messaging • Provide public health and environment health advice and support, including risk assessment advice, to local government, industry, and other agencies • Work across the health sector (including primary health, community, and private providers) and with residential aged care facilities to maintain services to the community • Conduct communicable diseases surveillance and epidemiological investigation
Ergon Energy	• Maintenance of electrical power supply. • Provision of appropriate safety advice. •

Organisation	Organisational Responsibilities (Local Level)
Queensland Fire Department (QFD)	• <u>Role</u> • Primary response agency for structural fire, bushfire and incidents involving chemicals and hazardous materials • Protection of persons, property and the environment from fire and hazardous materials emergencies • Prevention of, and response to, fires and other emergencies • Declaration of State of Fire Emergency • Support communities or other entities prepare for, respond to, and enhance resilience to, bushfires, disasters, and other events • Cooperate with other entities providing emergency services • <u>Emergency powers</u> • Queensland Fire Department utilises a range of powers to manage disasters and emergencies. These powers are contained within the Fire Services Act 1990 • Fire officers as defined under the Fire Services Act 1990 may also exercise declared disaster officer powers under s77 of the Disaster Management Act 2003. • <u>Responsibilities</u> • Hazard lead and primary response agency for structural fire, bushfire, and hazardous materials emergencies • Responsible for relevant components of the Chemical, Biological and Radiological hazard (noting Queensland Health's involvement in the Biological and Radiological component). • Plays an important role in building safety, assessment, and compliance, which contributes to preparedness for disasters, e.g. earthquakes • Fire and hazardous materials suppression and control • Protect persons trapped in a vehicle or building or otherwise endangered • Develop and distribute warnings relating to bushfire, structure fires and hazardous materials emergencies • Lead the AUS-1 Disaster Assistance Response Team for responding to disasters internationally and within Australia • Provide specialist rescue capability – including Urban Search and Rescue and Technical Rescue, Swiftwater Rescue. • Undertake and coordinate bushfire mitigation activities • Coordination of air operations

	• Management of permit to light system. • Invoking fire bans. • Community engagement • Promote fire prevention and fire control and safety and other procedures for fire and hazardous materials emergencies. • Coordination of pre-season briefings relating to bushfire • Support the response to severe weather and other disaster events • Undertake initial damage assessments following disaster events • Provide advice in relation to chemical analysis and atmospheric monitoring at relevant incidents • Provide mass and technical decontamination capability • Provide advice and support regarding disaster management and disaster operations as it relates to bushfires, structure fires and hazardous materials emergencies to disaster management groups
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Disaster Risk Assessment - Community Context



Geography

Aurukun Shire is a small remote community of approximately 7375 square kilometers. The Shire is located on the Western coast of Cape York Peninsula Shire of Far North Queensland. It is located 800 kilometers north-west of Cairns and 200 kilometers south of Weipa.

The climate is described as tropical and experiences a typical wet and dry season. The average annual rainfall is 1770 mm with average maximum temperature of 32.3°C and average minimum, temperature of 21.8°C.

The effects of flooding in the wake of a cyclone or monsoonal activity is a constant threat although effects are not life threatening and are generally limited to closure of essential roads connecting the community to other centres which typically results in supplies being transported by barge during the wet season. Periods of isolation have various effects on the community and its people.

Climate and Weather

TEMPERATURE	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Mean maximum temperature (°C)	31.9	31.4	32	32.2	31.8	31	31	32	34	36	35.6	33.9
Highest monthly mean temperature (°C)	33.6	33.4	33	33.8	32.8	32	32	33.4	35	37	37.4	36
Lowest monthly mean temperature (°C)	30.6	29.8	31	30.9	30.7	29	30	30.7	33	35	33.3	31.3
Highest Daily	37.5	35.7	35	35.3	34.4	35	35	35.9	38	39	39.2	38.7
Lowest Daily	25.7	24.7	25	25.9	25.7	25	25	26.8	30	28	28.7	25.6

RAINFALL	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Mean rainfall (mm)	485	545	409	99.4	17.7	3.9	1.5	5.8	1.3	23	109	274	1973.7
Highest daily rainfall (mm)	356	201	223	144	53.6	19	5.8	24.4	8	46	110	136	

Population

Current Population

The Australian Bureau of Statistics advises that the estimated residential population of Aurukun Shire Council area is approximately 1200 people, with a median age of 27, and 90% of the population of Aurukun is Aboriginal or Torres Strait Islander origin.

Projected Population (refer Queensland Government Statistician's Office)

The overall population growth rate for Aurukun is expected to be around 0.7 %, which is less than the Queensland average of 1.6%, and may be attributable to people moving away from the Shire because of a lack of employment opportunities. The projections show that the overall population of the Aurukun will have increased by around 0.7% in the next 25 years to 1582 persons.

Unemployment Level

As represented by the Australian Bureau of Statistics 2021 Census the estimated unemployment rate of the Aurukun Shire is unavailable. The overall Queensland 5.5% unemployment percentage.

Internet Access

At the 2021 census, 63.3 % of people in the Aurukun Shire were identified as having a home internet connection.

Access to Private Vehicles

At the 2021 census, approximately 57.6% of residential properties in the Aurukun Shire were identified as not having a motor vehicle.

Building Stock

At the 2021 Census, it was estimated that there were approximately 236 private dwellings in the Aurukun Shire, with 96.4% being rented properties.

The majority of buildings in the Aurukun Shire are low-set, timber or masonry/concrete construction with iron roofing. There are also a number of raised residences.

A significant percentage of the building stock is over 30 years old and was constructed prior to the introduction of improved wind-rated building codes. Light industry facilities where they exist usually have steel frames and iron roofing and cladding.



Community Capacity / Preparedness

Council and the various member agencies of the Local Disaster Management Group provide community awareness information in relation to potential hazards and how the community and individuals should respond.

Aurukun Shire Council is the major employer in the Shire but has limited resources and personnel to contribute considerably to the response demands of any disastrous event.

There is a limited emergency services response capacity, commensurate with the remote environment. This includes Queensland Police Service, Queensland Fire Department (Rural Fire Service), Volunteer Marine Rescue and State Emergency Service volunteers.

Normal emergency services support systems are available from external areas to supplement local resources, but because of isolation by distance, and by impassable roads in the wet season, assistance will often be limited to what can be supplied via aerial transportation.

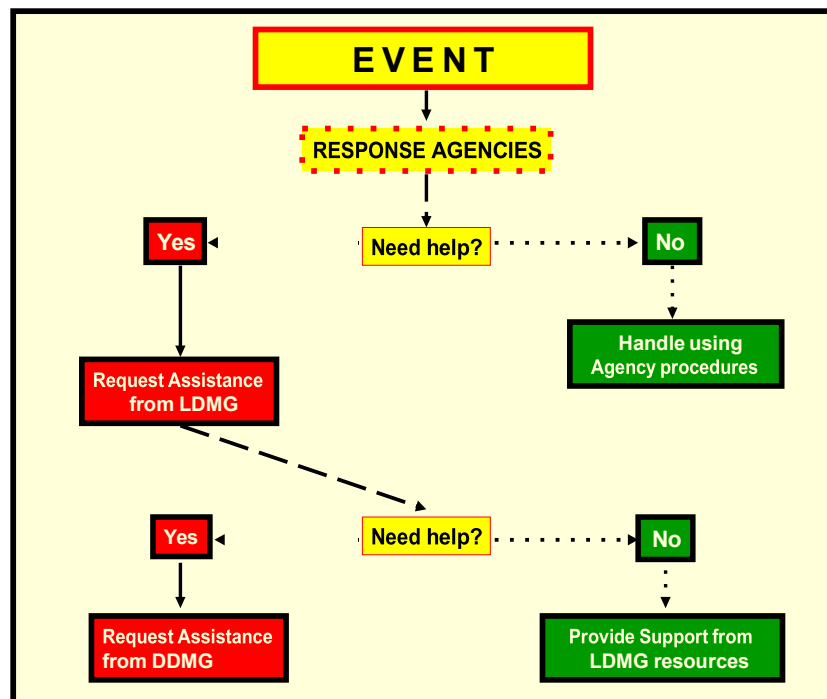
The relatively limited medical facilities and response capacity would require urgent external assistance for any serious multi-casualty events, such as a major transportation incident. This should be considered as a residual risk and treated accordingly. See Residual Risk register at Annex C.

Significant external assistance would also be required to assist in the facilitation of the community's recovery from a major event. This should be considered as a residual risk and treated accordingly. See Residual Risk register at Annex C.

In disastrous or catastrophic circumstances, there is the potential for those members of the community who have a disaster or emergency response role to be impacted personally by the event, rendering them unable to perform their allocated role. In these circumstances, outside response assistance will be required from the disaster management system, and that assistance will be obtained as per below. This should be considered as a residual risk and treated accordingly. See Residual Risk register at Annex C.

Disaster Management Response and Support

The following table depicts the disaster management response (and support) system in operation at local level:



Industry

Most employed people in the area either work for the Council, Queensland Health / Apunipima Cape York Health Council and associated organisations, Queensland Police or for Community Development Projects (CDP), Aurukun School, and Island and Cape Supermarket - there are few private businesses and industries.

There are some indigenous specialist art and craft activities, limited tourism ventures in accommodation and charter businesses, retail premises and more recently a local building program, employing local residents in building new homes in Aurukun.

Services and Facilities

Health Clinic	Guest House
Royal Flying Doctor Service	Accommodation Units
Chivaree Centre	
Wellbeing Centre	Island and Cape Supermarket
Education Facilities (Primary to Grade 12)	Café/Bakery
Child Care Centre	2 Takeaway outlets
Police Station and Community Police	Fuel outlet
SES and Rural Fire Brigade Units	Women's Shelter
Aurukun Bauxite (Glencore)	Training Centre
Post Office	Family Responsibilities Commission
Library / IKC Services and Internet facilities	Community Justice Group
Centrelink	Department of Housing
Cape York Partnerships Opportunity Hub	Cape York Employment (CDP)
Freight Services: • Tuxworth & Woods (dry season) • Sea Swift (wet and dry season)	Church: • Uniting Church
Police Youth Citizens Club/Activities/Gymnasium	Airport (Mon to Fri RPT service)
Sports Stadium	Aak Puul Ngantam (APN) Office/Depot
Splashpark	Ngan Aak Kunch (NAK) Office
Sports Field, Tennis / Basketball Court	Child Support Services
Boat Ramp for recreational fishing	Rio Tinto Office
Art Gallery	Ergon Power Station
Wo'uw Ko'alam Community Centre	
TV Stations: • ABC Regional and ABC 24 hour news • SBS • WIN • Imparja	Radio Stations: • ABC • Blackstar • Vision • RIBS

Critical Infrastructure

Transport (Roads)

Most of the roads within the residential part of the Community are sealed. The Aurukun Access Road and the Peninsula Development Road, are only partially sealed and closes on an annual basis as a result of flooding in the wet season, becoming impassable sometimes for months at a time. This should be considered as a residual risk and treated accordingly. See Residual Risk register at Annex C.

This becomes a major issue should the Shire be impacted by a major event such as a tropical cyclone accompanied by a storm surge, resulting in significant damage to the community. Access to external assistance is restricted to what can be brought into the community via air transport in the first instance, and later on by sea-going barge from Cairns. This should be considered as a residual risk and treated accordingly. See Residual Risk register at Annex C.

Transport (Air)

The only airport for the Shire is the Aurukun Airport, on Kang Kang Road on the Western end of the community. The airport is owned and operated by the Aurukun Shire Council. Regular daily commuter services operate between Aurukun and Cairns and points beyond, currently providing six flights per week on week days. The current carrier employs DHC-8 turbo-prop aircraft, with a capacity of 36 passengers plus crew.

The airport is located at 13°21'2"S, 141°43'2"E, and has a single sealed runway, which measures 1260m x 30 m.

Aurukun Airport is regulated by the Civil Aviation Safety Authority (CASA) and maintains an Aerodrome Emergency Plan under the provisions of CASA Regulations. A functional airport exercise is conducted every two (2) years, with a desktop exercise every alternative year.

Transport (Marine)

There is a barge ramp at Aurukun, which services a weekly supply barge from Cairns. This barge service is the primary source of supplies for the community during the wet season.

There is an Ergon Fuel barge and a Sea Swift supply barge operating from Weipa.

Essential Services

Power

Aurukun is not connected to the Queensland State electricity grid. The diesel fueled power station which services the community is owned and maintained by Ergon Energy.

Electricity supply is distributed via the overhead reticulation throughout the community. The power station consists of 3 x 560 kilowatt generators and 1x 250-kilowatt generator. Diesel storage at the Aurukun station consists of 7 x 55,000 liter storage tanks in a fuel farm.

Whilst Ergon Energy do not have permanent staff in locale, they deploy staff following disaster events to check and make repairs as required. Standby power (generators) is available at local Health Clinic, Police Station, Sewerage Treatment Plant, Airport, Supermarket, Chiravee Centre, Act for Kids safe house, Wuungkam Lodge, Council Office, Community Centre and Business Centre.

Telecommunications Systems

There is landline telephone system and good mobile coverage within the Aurukun township. Mobile coverage however is limited to approximately 5 kilometers of the town centre.

The general community has limited mobile connectivity available via the 4G mobile telephone network. Telstra is the only network that provides coverage in the region. In addition, Queensland Police Service, Queensland Health / Apunipima Cape York Health Council, Aurukun Shire Council, the Director Community Services, the Supermarket, Aurukun School, and DATSIP have satellite telephones, however services are limited during severe weather conditions including overcast/cloudy days.

Television, Broadcast Radio and Internet

The whole area is covered by broadcast radio, via ABC Vision FM and Blackstar providers. The area is served by VAST free to air broadcast television, and subscription satellite television is also available. Aurukun Shire Council and selected agencies have dedicated internet connection. An Itena Satellite Dish has been installed to enable ongoing internet service during landline outages.

Broadcast Radio Stations

A Council-owned local radio station is operated on frequency FM 107.7 from a studio in the Aurukun Indigenous Knowledge Centre. Remote Indigenous Broadcasting Services (RIBS) provides the equipment, periodic maintenance and remote support for technical issues. The approximate reception range is 10 km.

Entity	Frequency
RIBS	107.7 FM
ABC Local Radio	102.9 FM

Australian Broadcasting Commission (ABC) and Commercial Radio Australia (CRA) entered into a Memorandum of Understanding with the former Department of Community Safety, whereby both radio stations will broadcast emergency messages in relation to disaster events, however they are reliant on power.

Two-Way Radio Communications Systems

The area has a moderate radio communication capacity (5 km radius). Local - Channel 40. Clinic – Channel 20

Council and Queensland Health / Apunipima Cape York Health Council have UHF coverage from their offices, as well as handheld units, whilst the local Police Station have both UHF and Police frequency radio (HF). Council and Queensland Police also have radios fitted to numerous vehicles. SES vehicle has a radio.

Water Supply

Aurukun Shire Council provides water reticulation to the community area. This includes operation and maintenance of five bore pumping stations, treatment, chlorination plus operation and maintenance of a treated water pump station for reticulation purposes.

The five bore pumps are located throughout the town area and pump water to the water treatment compound. At this plant, raw water is treated with soda ash, chlorine and pumped into two above ground reservoirs. Based on demand treated water is then pumped from the reservoirs to reticulated areas via six electric pumps located in the treatment compound.

Emergency stand-by power generators provide power to four of the five bore pump stations, the treatment plant and the treated water pump station.

Sewerage

All dwellings in Aurukun are connected to the sewerage system with reticulated sewerage pumped to the sewerage treatment works by five pump stations located throughout the community. Emergency stand-by power generators provide power to three of the five pump stations. Treatment is via lagoons with solar powered aerators to two of these lagoons.

Emergency Services

Queensland Police Service

Queensland Police Service provide a full-time permanent staff of 13 personnel, and often extra on deployment. Given leave provisions, staff replacement process etc. it could reasonably be expected that 6 or 7 officers would be in the community at any given time. The Police have several police vehicles and a boat.

Queensland Ambulance Service (QAS)

There is no QAS presence in Aurukun. This function is performed by the Health Clinic. The Queensland Health / Apunipima Cape York Health Council Ambulance vehicle is a fitted-out Troop Carrier.

Rural Fire Service (RFS)

QFES operate a volunteer Rural Fire Service in Aurukun. Recruitment activities have been held over the years to discuss benefits of volunteering with community members, however there is limited capacity with current membership.

The RFS vehicle is well fitted, however only one RFS member has a current truck licence. It is currently housed in the Police lockable compound beside the Police Station.

State Emergency Service (SES)

The Aurukun SES Unit has limited capacity due to the resignation of key members and a lack of ongoing training. The SES vehicle is currently housed in the Police lockable compound.

Volunteer Emergency Services - All Services

Numbers are limited in all emergency services, both permanent and volunteer, as is the norm for remote areas, and would need to be supplemented expeditiously in the event of a major incident or disaster occurring in the area.

All voluntary agencies rely on the participation of 'temporary' residents of Aurukun such as police officers, teachers and other government employees to maintain their capacity. Because there is an average two year turnaround of government personnel, it is difficult for the voluntary agencies to maintain continuity of membership, and continuity of skills maintenance.

Medical

Aurukun Health Centre

The Aurukun Health Clinic is staffed by five remote area nurses, two Clinical Nurse Consultants and a Director of Nursing based in Aurukun. There is one locally employed indigenous health worker.

The clinic is open 8:30 am to 4:30 pm, seven days per week with nursing staff rostered on call after hours for emergencies. A medical officer from Apunipima is onsite Monday afternoons and Tuesday mornings. Other doctors, nurses and allied health workers fly in regularly.

Any patients requiring admission to hospital are evacuated to Cairns by the RFDS. Flying time to Cairns is approximately 90 minutes.

The Clinic has a satellite phone and UHF radio, and the Director of Nursing has a satellite phone.

In an event involving multiple serious casualties, the clinic may not have the physical space to cope with such an event. This should be considered as a residual risk and treated accordingly. See Residual Risk register at Annex C. Clinical staff are senior clinicians and are able to assist with triage and respond according to their means. An identified risk would be the high levels of emotions from affected casualties' family, should a mass incident occur. This would be mitigated by initiating local lock-down procedures and engaging local staff to act as liaisons during a serious event.

Mortuary Capacity

Aurukun Health Centre has a four person capacity mortuary.

Community Service Organisations

There are several community service organisations within Aurukun providing such services as:

Counselling	Wellbeing Centre and Clinic
Royal Flying Doctor Service (RFDS)	Support, information, advocacy
Referrals	Community education and awareness
Crisis care for women and children escaping domestic and family violence	

Neighbouring Relationships

Torres Cape Indigenous Council Alliance (TCICA):

Aurukun Shire Council is an active member of Torres Cape Indigenous Council Alliance.

The TCICA is a membership-based alliance of 16 local governing authorities from the Torres Strait, Cape York and Mornington Island region of Far North Queensland. It operates as a collaborative partnership to represent the common interests of local governing bodies in the region. Members are committed to working together with the State and Federal Governments and other key stakeholders to help shape place-based responses and solutions to the challenges and opportunities facing the region.

Other members include:

- Cook Shire Council
- Doomadgee Aboriginal Shire Council
- Hope Vale Aboriginal Shire Council
- Kowanyama Aboriginal Shire Council
- Lockhart River Aboriginal Community
- Mapoon Aboriginal Shire Council
- Mornington Shire Council
- Napranum Aboriginal Shire Council
- Northern Peninsula Area Regional Council
- Pormpuraaw Aboriginal Shire Council
- Torres Shire Council
- Torres Strait Island Regional Council
- Weipa Town Authority
- Wujal Wujal Aboriginal Shire Council
- Yarrabah Aboriginal Shire Council

Hazardous Sites

There are no designated Major Hazard Facilities (under the *Dangerous Goods Safety Management Act 2001*) within the boundary of the Aurukun Shire Council.

There are, however, a number of sites where dangerous goods are stored in significant quantities:

Ergon power station	< 38,000 litres of diesel
Retail fuel outlet	< 92,000 litres of fuel (Total - OPAL ULP and Diesel) (Two tanks - comprising 68,000 and 24,000)
Fuel storage at Airport	< 50,000 litres of Avgas
Bulk fuel storage in Council depot	< 30,000 litres of diesel
20 x 45 kg bottles of LPG	LPG gas suppliers (at Council depot for Retail Store)
Water Treatment Plant	< 500kgs of gas chlorine

It is always the intent to have sufficient fuel storage in town. Council's preseason preparations ensures that supplies are replenished to cover the community for 3-4 months.

Although it is considered that an incident involving an emergency response to any of these sites would be adequately managed by the statutory emergency services with the resources normally available to them, the activation of part (or parts) of the Local Disaster Management Plan may assist the responding agencies.

Such activities may include: Evacuation; Evacuation Centre Management.

Proposed Future Development

Future development proposals are taken into consideration during hazard and risk assessments of the Shire. There are currently a number of housing developments either under way or in the planning stages. Council has also submitted applications for grants for upgrade of community security, upgrade of the Aurukun Access Road and construction of an industrial subdivision.

Three Year Schedule for Major Projects include:

- Additional Community Housing
- Road construction within Cook Shire
- Ngaay Road Industrial Estate Development
- Improved drainage from Enyan Circuit subdivision

Hazards

Past determinations of the Local Disaster Management Group have identified the following hazards as being relevant in the Aurukun Shire.

Tropical Cyclones

Information from the Bureau of Meteorology suggests that there have been 14 cyclones which influenced the area since 1972. However, there is no record of any widespread damage occurring as a result of these events.

Flooding

Inundation of homes from flooding is not of significant concern in Aurukun. The biggest issue for the community of Aurukun is the annual flooding and closure of the Aurukun Access Road and Peninsula Development Road during the wet season. However, the community plan well for this season and generally have sufficient essential stocks on hand to last 2-3 months, and Sea Swift make deliveries once a week during the wet season.

Pavement saturation will be extreme due to the absence of water proofing seal coat and usage needs to be either restricted to light vehicles or the roads remain closed until conditions improve.

Severe Storms

The Aurukun Shire is subject to severe storms. Storm events can include wind, rain and hail and usually occur between October and March, although they may occasionally occur outside that time frame. Storms can affect all parts of the Council area.

Whilst it is possible for the area to experience cyclonic winds, these are infrequent, with most severe winds experienced being due to frontal events or local wind shear associated with severe thunderstorms.

The most intense rainfalls occur during thunderstorms. Heavy rain may cause building damage by water penetration particularly when accompanied by wind damage to roofs, and by overflowing of roof water systems and stormwater pipes which may in turn cause localised erosion.

Increases in extreme storm events as a result of climate change are expected to cause more flash flooding, affecting infrastructure, including water, sewerage and stormwater, transport and communications.

Climate Change

Although climate change of itself is not a hazard, it has the capacity to significantly influence the likelihood and consequences of a number of natural hazards addressed in this document.

Impacts of Climate Change on the Cape York Region

(adapted from *Climate Change in the Cape York Region* - Queensland Office of Climate Change)

Projections for the Cape York Region include a slight decline in rainfall with increasing temperature and evaporation, in conjunction with more extreme climate events and sea-level rise. The temperature projections for inaction on climate change suggest a temperature increase well outside the range of temperatures ever experienced over the last 50 years. The projections for temperature and number of hot days are all in the same direction - increasing.

Extreme storm events such as cyclones pose a significant risk to the communities of Cape York. A high proportion of Cape York's population reside in close proximity to the coast, greatly increasing the likely consequence of cyclones. The areas with increased exposure are those closest to the coast, which can incur flash flooding, tidal surge, wind damage and considerable structural damage from falling trees, affecting industry, infrastructure and roads.

For extensive agriculture, the combination of high rainfall (exceeding 1400 mm per year) and soils that contain very low concentrations of most nutrients essential for plant growth gives rise to low beef productivity in the Cape York Region.

Climate change will bring further challenges for this industry, for example:

- Higher temperatures are likely to exacerbate existing problems of poor pasture quality
- Increased thermal stress of animals is very likely, particularly away from the coastline. This can reduce animal production, reproductive performance and increase mortality
- Tropical weeds may increase in abundance and distribution
- Overall it is likely that pastures may decline in quality, with potential for more woody weed species causing lower animal production

Sea-level rise will pose a challenge for the coastlines and communities of Cape York. During inundation incidents, when a disruption of the water supply may occur, the short-term risk of communicable disease transmission increases. Coastal erosion and storm surges also threaten infrastructure vital to emergency rescues.

Malaria and other mosquito-borne diseases are likely to be affected by changing temperatures, humidity and rainfall. A key concern for those inhabiting the Torres Strait and far north Queensland is the contamination of the local mosquito population by infected people entering the Region or wind-born mosquitoes bringing the disease from Papua New Guinea.

Temperature Extremes

Global Climate Models indicate that increasing greenhouse gas concentrations in the atmosphere will increase the likelihood of a record high temperature in a given Shire. Under a high emissions scenario in 2070 for Weipa (the closest centre to the Aurukun Shire referred to in climate change projections, and only 200 km away from Aurukun) the number of hot days above 35 °C is projected to increase from 55 days to 189 days.

Cyclones and Sea-level Rise

Risks from Climate Change to Indigenous Communities in the Tropical North of Australia Commonwealth Department of Climate Change and Energy Efficiency

Projections of sea surface temperatures near tropical north Australia indicate an increase of approximately 0.7°C by 2030 and by approximately 1.7°C by 2070. Sea level rise in the tropical north of Australia is expected to be similar to the global average of at least 79 cm by 2100. Sea level rise will have the most significant impact in the short to medium term when it is combined with extreme events such as king tides and storm surges.

Some studies indicate an increase in the proportion of tropical cyclones in the more intense categories, but a possible decrease in the total number.

Overview of Climate Projections

2030 Medium Emissions Scenario	2050 Low and High Emissions Scenarios	2070 Low and High Emissions Scenarios
Annual and Seasonal Temperature		
Annual mean temperature (the average of all daily temperatures within a given year) is projected to increase by 0.8 °C.	Annual temperature will increase by 1.0 °C and 1.7 °C under the low and high emissions scenarios respectively.	Annual temperature is projected to increase by 1.4 °C and 2.7 °C under the low and high emissions scenarios respectively.
There is little variation in projections across the seasons.	There is little variation in projections across the seasons.	There is little variation in projections across the seasons.
Annual and Seasonal Rainfall		
No change in the annual rainfall (the total rainfall received within a given year) is projected.	Annual rainfall will decrease by one per cent (-9 mm) under both high and low emissions scenarios.	Annual rainfall is projected to decrease by one per cent (-14 mm) for each emissions scenario.
The largest seasonal decrease of three per cent (-3 mm) is projected for spring.	The largest seasonal decrease of 12 per cent (-10 mm) under the high emissions scenario is projected for spring.	The largest seasonal decrease under a high emissions scenario of 10 per cent (-10 mm) is projected for spring.
Annual and Seasonal Potential Evaporation		
Across all seasons the annual 'best estimate' increase is projected to be around three per cent (66 mm), with some models projecting up to a five per cent increase in autumn (23 mm), summer (26 mm) and winter (25mm).	Under a high emissions scenario an increase in annual potential evaporation of up to nine per cent (199 mm) is projected with the best estimate being six per cent (133 mm). Autumn, summer and winter are projected to have the greatest increases up to 10 per cent (46 mm, 53 mm and 49 mm respectively).	Under a high emissions scenario, annual potential evaporation is projected to increase by as much as 14 per cent (310 mm). Autumn, summer and winter are projected to be the seasons most impacted with increases up to 17 per cent (79 mm, 90 mm and 84 mm respectively) in some models.

Response to Climate Change in the Aurukun Shire

The potential impact of climate change on the frequency and intensity of severe weather events will be factored into the annual reviews of the disaster risk reduction strategies as enumerated in the Local Disaster Management Plan.

- The risk of bushfire is predicted to rise as result of the hotter, drier conditions associated with climate change.
- Due to the impact of climate change there will be an increase in the number of high fire danger days.
- An informed public can add significantly to the protection of life and property during bushfire.

The risk of increased frequency and intensity of tropical cyclones, floods or severe storms will be addressed by the Local Disaster Management Group via community awareness campaigns approaching the storm/cyclone season annually. The community awareness campaigns will operate in concert with the regular information provided at that time by Queensland Fire and Emergency Management.

Fire

A “Bushfire Risk Analysis for Aurukun Shire Council”, produced by the Queensland Fire and Emergency Services indicates a generally moderate risk of wildfire in the Shire.

Fires are common in the period from July to November which reduces the fuel loading. In addition, timbered areas are generally separated from developed housing areas. Although there is some risk of wildfire throughout the Aurukun Shire, it is not considered to be of a level of severity which would necessitate the activation of the disaster management system to coordinate a response in relation to an outbreak.

Structural or Industrial Fire

There may be physical, public health or environmental risks as a result of a fire at any of the following facilities:

Ergon power station	< 38,000 litres of diesel
Retail fuel outlet	< 92,000 litres of fuel (Total - OPAL ULP and Diesel) (Two tanks - comprising 68,000 and 24,000)
Fuel storage at Airport	<50,000 litres of Avgas
Bulk fuel storage in Council depot	< 30,000 litres of diesel
20 x 45 kg bottles of LPG	LPG gas suppliers (at Council depot for Retail Store)
Water Treatment Plant	< 500kgs of gas chlorine

Hazardous Materials Events

No large Hazardous Material/Dangerous Goods Storage sites have been identified in the Aurukun Shire that fall under the definition as per the *Dangerous Goods Safety Management Act 2001*.

The lack of heavy industry in the Aurukun Shire means that there are few hazardous materials either stored or being transported through the Shire, with the obvious exception of petrol and diesel fuel.

Hazardous materials are transported into the Aurukun Shire via road or sea transport depending on the season.

Transportation and storage regulations, individual company policies and procedures and emergency services contingency response plans are in place to safeguard the population and the environment from accidental exposure to any hazardous chemicals, but their presence in and transportation through residential areas is nevertheless a risk to the community. Response to a serious event involving significant chemical hazards would require mobilisation of resources from outside the Shire.

Oil spills and spills of other noxious substances at sea are not coordinated by the Queensland disaster management system but are managed under national arrangements - *The National Plan to Combat Pollution of the Sea by Oil and other Noxious and Hazardous Substances*, which is managed by the Australian Maritime Safety Authority and Maritime Safety Queensland.

Epidemic / Pandemic

The risk of an outbreak of disease throughout the population of Aurukun could cause the health system to be taxed to its limits and may involve the isolation and quarantine of large numbers of people for a protracted period. A Pandemic plan has been written for the Shire and will require amending for each different epidemic or pandemic.

The prospect of a severe influenza pandemic is real. An influenza pandemic is a disease outbreak that occurs worldwide when:

- a new strain of influenza virus emerges to which no-one is immune
- the virus causes disease in humans; and
- the virus is easily spread between humans

In the absence of immunity, a new influenza strain can rapidly spread across the globe, causing epidemics or pandemics, infecting large numbers of people with fatal results.

The Influenza Pandemic 2009 H1N1 (commonly known as swine flu) provided an example of how quickly a pandemic can travel across the world and affect millions of people.

The outbreak of an epidemic or pandemic would outstretch the medical resources of the Shire and given that the impacted area may very well be at a state-wide level, there would be minimal likelihood of external assistance. This should be considered as a residual risk and treated accordingly. See Residual Risk register at Annex C.

Other diseases of concern include dengue fever and Japanese Encephalitis which is a viral infection transmitted by the mosquito. Dengue is not endemic (i.e. naturally occurring in north Queensland). The dengue mosquito is common in north Queensland and outbreaks can occur when the virus is transmitted to the local mosquito population in north Queensland by infected international travellers or residents returning home from overseas.

Dengue is endemic in over 100 countries worldwide and is found primarily in urban settings in the tropics. Between 50 and 100 million cases of dengue are reported around the world each year and over 2.5 billion people are at risk of infection. Several hundred thousand dengue cases each year result in dengue haemorrhagic fever which usually affects children under 15 years of age. The average fatality rate with dengue haemorrhagic fever is 5%.

COVID19

In 2020 the COVID-19 pandemic, also known as the coronavirus pandemic, is an ongoing global pandemic of coronavirus disease 2019 (COVID 19), caused by severe acute respiratory syndrome coronavirus 2 (SARS CoV 2).] The outbreak was first identified in Wuhan, China, in December 2019. The World Health Organization declared the outbreak a Public Health Emergency of International Concern on 30 January 2020, and a pandemic on 11 March. As of 5 July 2020, more than 11.3 million cases of COVID-19 have been reported in more than 188 countries and territories, resulting in more than 531,000 deaths; more than 6.11 million people have recovered. The virus is primarily spread between people during close contact, most often via small droplets produced by coughing, sneezing, and talking. The droplets usually fall to the ground or onto surfaces rather than travelling through air over long distances. However,

research as of June 2020 has shown that speech-generated droplets may remain airborne for tens of minutes. Less commonly, people may become infected by touching a contaminated surface and then touching their face. It is most contagious during the first three days after the onset of symptoms, although spread is possible before symptoms appear, and from people who do not show symptoms.

Common symptoms include fever, cough, fatigue, shortness of breath, and loss of sense of smell. Complications may include pneumonia and acute respiratory distress syndrome. The time from exposure to onset of symptoms is typically around five days but may range from two to fourteen days. There is no known vaccine or specific antiviral treatment at time of preparing this document. Primary treatment is symptomatic and supportive therapy.

Recommended preventive measures include hand washing, covering one's mouth when coughing, maintaining distance from other people, wearing a face mask in public settings, and monitoring and self-isolation for people who suspect they are infected. Authorities worldwide have responded by implementing travel restrictions, lockdowns, workplace hazard controls, and facility closures. Many places have also worked to increase testing capacity and trace contacts of infected persons.

The pandemic has caused global social and economic disruption, including the largest global recession since the Great Depression. It has led to the postponement or cancellation of sporting, religious, political, and cultural events, widespread supply shortages exacerbated by panic buying, and decreased emissions of pollutants and greenhouse gases. Schools, universities, and colleges have been closed either on a nationwide or local basis in 172 countries, affecting approximately 98.5 percent of the world's student population. Misinformation about the virus has circulated through social media and mass media. There have been incidents of xenophobia and discrimination against Chinese people and against those perceived as being Chinese or as being from areas with high infection rates.

Emergency Animal Disease

Animal pests and diseases are a major threat to Australia's livestock and poultry industries and an outbreak could impact on our access to export markets and undermine livelihoods.

Australia is currently free of the world's worst animal diseases such as foot-and-mouth disease and avian influenza H5N1, but has been recently impacted by other diseases, such as Equine Influenza.

Far North Queensland was affected by papaya fruit fly from 1995 to 1998. This affected a large range of fruit and vegetable crops. Over 700 growers were affected within a 15,000 square kilometre quarantine area. The incursion cost Queensland industry around \$110 million in lost trade, control, treatment and eradication. The Australian Quarantine and Inspection Service (AQIS), through the Northern Australian Quarantine Strategy maintains a system of fruit fly traps across northern Australia.

Screw-worm flies could cost close to \$500 million a year nationally in lost production and control measures if they entered Australia. They would have a devastating effect on northern livestock production.

The social, economic and environmental consequences of a Foot and Mouth Disease worst-case scenario outbreak involves key beef and lamb export markets being closed for an extended period. The Productivity Commission estimates that the cost of a Foot and Mouth Disease incursion under this scenario would be between \$8 billion and \$13 billion of gross domestic product and its consequences would be felt nationally for nearly 10 years after the event. It would be crippling for the livestock industry. Although regarded as a low risk, it is possible that an outbreak of an emergency animal disease could be intentional.

Emergency Plant Disease

Australia's agricultural industries are fortunate to experience a relative freedom from many pests that adversely affect plant industries worldwide. Maintaining this pest and disease freedom is vital for the ongoing productivity, sustainability and quality of Australia's agricultural industries. The introduction of pests can cause serious production losses to plant industries, jeopardise exports of plants and plant material, and have a significant impact on the environment and economy.

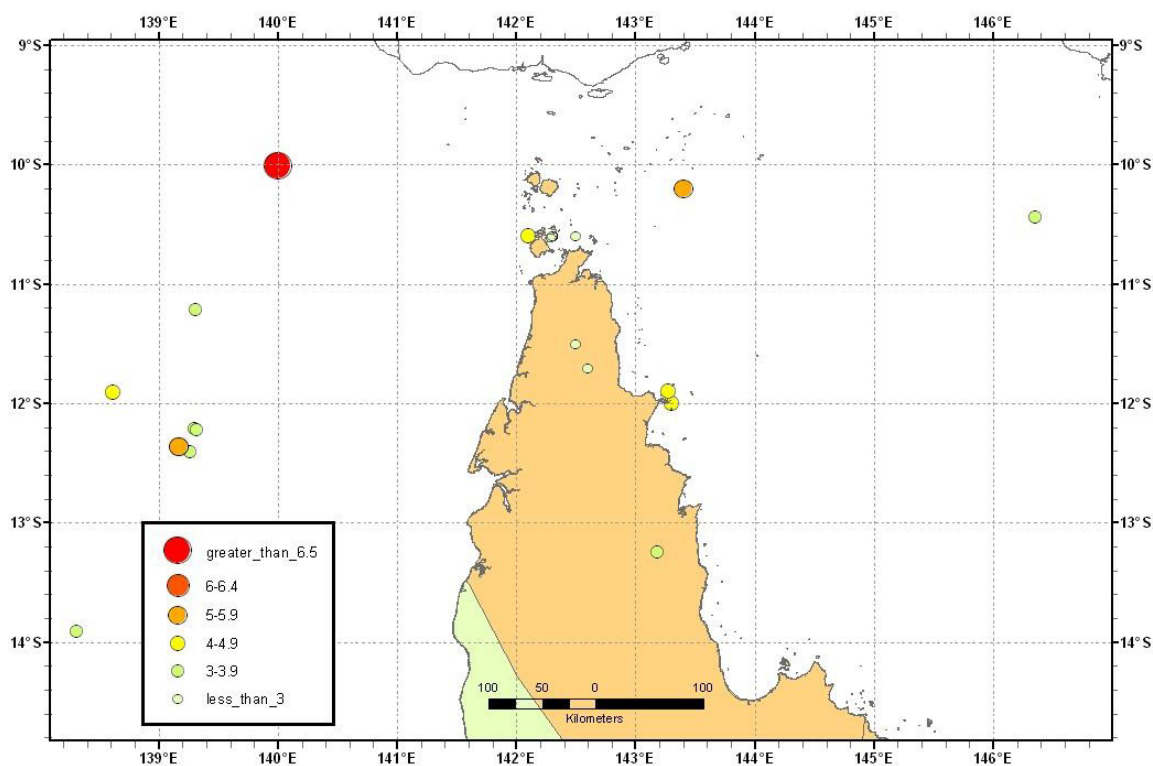
Australia's geographic isolation and lack of shared borders have in the past, provided a degree of natural protection from exotic threats. Australia's national quarantine system also helps prevent the introduction of pests, diseases and weeds that can harm agricultural industries and the environment.

Earthquakes

Earthquakes have not in the immediate past been a major threat in the Cape York Area. Recent historical data exists in relation to tremors, but none has caused any great concern. Notwithstanding, the existence of even a slightly volatile seismic environment acts as a prompt for maintaining situational awareness of the threat, and its possible consequences.

The following table represents a sample of the *recorded* earthquakes to occur in or within the near vicinity of the Cape York Area.

Date	Magnitude (Richter Scale)	Location
1910	6.8	Arafura Sea - 250 km WNW of Thursday Island
1924	5.8	Torres Strait - 130 km NE of Thursday Island
1998	5.2	Gulf of Carpentaria - 385 km SW of Thursday Island
1960	4.9	Gulf of Carpentaria - 415 km SW of Thursday Island
1972	4.9	Cape York - 85 km WSW of Lockhart River
2007	4.8	Coral Sea - 70 km NE of Lockhart River
1921	4.5	Gulf of Carpentaria - 540 km SW of Thursday Island
1990	4.5	Cape York - 180 km SE of Thursday Island
1920	4.4	Torres Strait - 130 km NE of Thursday Island
1907	4.3	Torres Strait - 6 km W of Friday Island
1923	4.0	Cape York - 200 km SE of Thursday Island
1994	3.5	Arafura Sea - 345 km WSW of Thursday Island
1912	2.2	Torres Strait - 137 km ENE of Thursday Island
1932	2.0	Torres Strait - 30 km E of Thursday Island



Major Infrastructure Failure

One of the most serious issues facing disaster managers in the 21st century is society's dependence upon technology. The same technology which makes life easier for all, and which everyone takes for granted when it is functioning as planned, has the potential to fail, for a variety of reasons, with potentially devastating consequences.

There is the potential for a "ripple effect", where the failure of one essential service may lead to progressive failures of other essential services - e.g. loss of power would lead to loss of communications, loss of reticulated water supply, loss of sewage treatment capability etc.

All forms of electronic communication would be affected, affecting such diverse areas as banking and commerce (no automatic teller machines or EFTPOS availability) the transport sector (airline bookings, radar, air traffic control), television, the internet and telephone systems in all businesses and government offices (all spheres of government).

It is important to note that it is probable that the problem will not only affect this area, but would probably have state-wide and possibly national consequences, resulting in a lack of external support capacity.

Major Transportation Event

The potential for a major event involving the transport system is real. There are commercial flights into Aurukun Airport from Cairns daily, with passenger loads of up to 36 plus crew. Aurukun Shire Council, as the owner/operator of the airport has developed an Aerodrome Emergency Plan in accordance with the Civil Aviation Safety Authority (CASA) Regulations.

A regular barge service operates between Cairns and Aurukun during the wet season. A significant marine event would severely stretch the capacity of the community to respond and external resources would need to be activated.

The Aurukun Access Road via the Peninsula Development Road is the main arterial route between the Aurukun and the south, and carries significant traffic numbers of all classes, including heavy transport (road trains), passenger coaches and private vehicles.

Any type of transportation incident involving multiple casualties would significantly stretch the emergency services capacity within the Shire.

Terrorist Act

It is highly unlikely that a terrorist act would occur in the Aurukun Shire, however there may be flow on effects from acts of terrorism occurring in Queensland, that have an impact.

Risk Assessment

In December 2014, Aurukun Local Disaster Management Group undertook and reviewed a hazard and risk analysis of disaster events and their potential impact on the Aurukun Shire. The process took into consideration previous risk management studies of other communities including the potential impact of climate change on the risks.

A risk assessment process (based on the premise of AS/NZS ISO3100:2009 and the Department of Emergency Services document: the '*Guide to Disaster Risk Management in Queensland Aboriginal and Torres Strait Islander Communities*') was applied to the hazards identified as potentially having an impact on the people, the environment, the economy, public administration, social setting and infrastructure of the Aurukun Shire.

This process identified the risks emanating from each hazard, using Likelihood Descriptors, Risk Descriptors and a Qualitative Analysis Matrix.

Likelihood Table

How often could it happen?	
A	Could happen at least once a year
B	Could happen in each generation
C	Could happen in my lifetime
D	Could happen, but probably not in my lifetime
E	Not much chance that it would ever happen

Consequence Table

What might be the result?		
1	Slight	Nobody hurt, houses and possession OK, low cost, most services working normally.
2	Small	A few people need slight first aid treatment, some pets lost, a few personal possessions damaged, slight house damage, a few people may need to move to other houses until the hazard passes, occasional disruption to some services, nearly all things can be handled by the community and council.
3	Medium	Some people need medical treatment for injuries, a few houses have damage that can be fixed within the community, some services fail, council enterprises stop working normally, numbers of people are worried.
4	Large	A few lives may be lost, many serious injuries, numbers of houses badly damaged, many people homeless, large costs, damage to culture and traditions, many community services not working, evacuation likely, external help needed.
5	Huge	The community cannot work properly, many lives lost and many serious injuries, most houses and other buildings wrecked or badly damaged, major failures of community services, huge costs, people scared and really worried, fear for traditional community survival, evacuation probable, people may leave the community for good, long term counselling of the community members needed, massive recovery effort needed. Almost all recovery resources must come from outside the community.

Qualitative Risk Matrix

Consequence Likelihood	Slight 1	Small 2	Medium 3	Large 4	Huge 5
A Each year at least	H	H	E	E	E
B Each generation	M	H	H	E	E
C In my lifetime	L	M	H	E	E
D Not in my lifetime, but likely	L	L	M	H	E
E Not much chance	L	L	M	H	H

The 'likelihood' of the risk was based upon the chances of the event actually happening. To decide upon the Level of Risk, the pre-determined levels of likelihood and consequence were combined, using the above table. For example, if a risk was decided to be 'In my lifetime' and the consequences of that risk are "Minor", then use of the table shows that the Level of Risk is "Low". If a risk was decided to be 'In my lifetime' and the consequences of that risk are "Major", then use of the table shows that the Level of Risk is "High"

Risk Register

The identified risks are recorded in a Community Risk Register (see Annex B) and are reviewed by Council for any necessary attention. The recommended risk treatment strategies are recorded in the same Annex. As mentioned earlier in this document, the hazard and risk assessment and risk treatment options should be reviewed annually.

Residual Risk

Residual risk is the risk which remains after the Local Disaster Management Group has applied the risk mitigation strategies within their capacity, but those strategies have not sufficiently reduced or eliminated the risk. Residual risks are listed for the information of the District Disaster Management Group, in order that they may consider mitigation strategies not available to the Local Disaster Management Group. Aurukun has limited capacity to deal with a moderate or major event without significant assistance from District and State.

The following constitute residual risk and are included at Annex C to this document:

- Aurukun Shire Council is the major employer in the Shire but has limited resources and personnel to contribute considerably to the response demands of any disastrous event.

There is a limited emergency services response capacity, commensurate with the remote environment. This includes Queensland Police Service, Queensland Rural Fire Service, Volunteer Marine Rescue and State Emergency Service volunteers.

- Normal emergency services support systems are available from external areas to supplement local resources, but because of isolation by distance, and by impassable roads in the wet season, assistance will often be limited to what can be supplied via aerial transportation.
- The relatively limited medical facilities and response capacity would require urgent external assistance for any serious multi-casualty events, such as a major transportation incident.
- Significant external assistance would also be required to assist in the facilitation of the community's recovery from a major event.
- In disastrous or catastrophic circumstances, there is the potential for those members of the community who have a disaster or emergency response role to be impacted personally by the event, rendering them unable to perform their allocated role.

Capacity Building

Community Awareness

Part of the role of the Local Disaster Management Group is 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; DMA s.30(e).

To that end, the LDMG will undertake a continual community awareness program, encompassing the following activities:

- Community awareness via the coordination and facilitation of school visits from member organisations of the LDMG.
- Provision of a community awareness and preparedness campaign to highlight the emergency animal and plant disease risk in the area.
- Provision of a community awareness and preparedness campaign to highlight the severe weather risk in Aurukun Shire and to encourage individual members of the community and business owners to have their own disaster/emergency plans in place.
- Provision of a community awareness and preparedness campaign to highlight the public health risk from a human epidemic/pandemic in the area and to encourage individual migratory action.
- Community awareness activities will be reported on at each meeting of the LDMG, and will be included in the LDMG Annual Report.
- The current version of this document (*excluding LDMG member contact list*) will be available at Council's customer service centres and on Aurukun Shire Council website.

Training

In accordance with the provisions of the Queensland Disaster Management Training Framework (QDMTF) all key Disaster Management stakeholders are required to undertake disaster management training delivered by Queensland Fire and Emergency Services (QFES).

Certification of Training

Participants who successfully complete a course or induction under the QDMTF will be issued with a Certificate of Achievement and their details will be entered into the Disaster Management Training Database which is maintained by QPS.

The database will be used to report on the completion of training by stakeholders in accordance with their training requirements under the Framework.

The LDC is responsible for organising training, conducted by QPS, for the Aurukun LDMG, and will ensure that a Training Needs Analysis encompassing all involved personnel, is maintained.

Exercises

A disaster management exercise is a *scenario-driven activity used primarily to train personnel and test capabilities*. It is low-risk and involves varying degrees of simulation or 'pretending'. Exercises may be conducted internally, at the instigation of the Local Disaster Coordinator, and with the assistance of personnel from Queensland Police Emergency Management Coordinator. Exercises may also be conducted on a district-wide basis, involving a number of different Local Disaster Management Groups, and managed externally, either by the DDMG or by the State Disaster Coordination Centre in Brisbane.

Exercises are a key component of disaster management strategies:

- To practice coordination and liaison procedures between participating organisations in responding to a disaster event, and
- To identify and take steps to eradicate any serious procedural and functional weaknesses.

The LDMG should conduct an exercise at least once annually, in the form of either of the following:

- Desktop Discussion Exercise
- Activation of the LDMG Exercise
- Functional Exercise
- Operational Plan Exercise

A Functional Exercise could include:

Local Government in-house exercise to test the activation of the Disaster Coordination Centre, including staffing requirements, setting up of the facility, emergency power operation, communication links, etc. Exercise to practice the use of the Information Management System with all Council and other personnel who will work in the LDCC when it is operational. If the Disaster Coordination Centre is activated an exercise may not be undertaken, as the operations undertaken during the activation will be considered as exercising the plan. QFES will assist with the facilitation and evaluation of these exercises.

Evaluating the Exercise

In determining whether an exercise achieved its original aim, it is important to evaluate to what extent the exercise objectives were met and how the exercise was conducted generally. At the conclusion of an exercise it is also important that debriefs are conducted to capture issues and areas for improvement. It is recommended that the LDMG consider the use of hot debriefs, conducted immediately following participant's involvement in the exercise; and a more detailed After-Action Review conducted within a few days of the exercise, to allow participants time to provide a more considered view of the exercise.

Achievement of exercise objectives – the exercise evaluation process should examine to what extent the exercise objectives were achieved. Any gaps or issues identified during this process can be reported as findings. Tabling these findings allows for the development of appropriate treatment options designed to address identified gaps and issues. Exercise findings and treatment options should then be captured in a wider Post-Exercise Report. Details of exercises (activities conducted, training gaps identified, etc.) will be included on the Agenda for the next meeting of the LDMG.

Post Disaster Assessment

Post-Disaster Operational Review

Debriefing

Debriefing is a valuable tool in the ongoing improvement of disaster management. Effectively undertaken, debriefing will identify areas of concern in the existing planning or response arrangements, as well as identifying areas of appropriate activity. There are two different levels of debriefing activity, for two distinct purposes: Hot Debrief; and Post-Event Operational Debrief.

Hot Debrief

This is a 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 - in protracted operations, hot debriefs are to be conducted daily. Debriefs are to be conducted by the Local Disaster Coordinator.

Post-Event Operational Debrief

Post event debrief is a more formalised debrief of the event by the Local Disaster Management Group, conducted days or weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation.

Ideally this debrief should occur after each participating agency has had the opportunity to have a single agency debrief of the activity. The LDMG may consider having the debrief facilitated by an independent person or organisation.

An effective debrief will:

- Seek constructive information from those being debriefed
- Analyse the operation to determine what went right, what went wrong and why without trying to apportion blame
- Acknowledge good performance
- Focus on improving planning and procedures
- Record relevant information to enable reports to be compiled

The debrief should address:

- What happened during the event
- Areas which were handled well
- Areas where the coordination or the response could be improved
- Identified areas for amendment of plans, procedures, or training programs

The required amendment to documentation should be included in the regularly programmed review of the Local Disaster Management Plan. A Post Event Operational Review Report will be completed in association with Queensland Fire and Emergency Management, and any perceived gaps in capacity or process be addressed in the ongoing disaster management program. A copy of the Report will be forwarded to the District Disaster Coordinator.

Response Strategy

Warning Notification and Dissemination

Warnings are issued from a number of sources in connection with hazardous situations:

Severe Weather Event	Bureau of Meteorology
Hazardous Materials Incident	Queensland Police Service Queensland Fire and Emergency Services
Public Health	Queensland Health / Apunipima Cape York Health Council ASC - Water / Wastewater / Environmental Health
Major Infrastructure Failure	The owner of the facility - e.g. ASC, Ergon, etc.
Wildfires	Queensland Fire and Emergency Services
Animal or Plant Disease	Biosecurity Queensland
Potential Terrorism Threat	Queensland Police Service

It is the role of the Local Disaster Management Group to ensure that the community is in the best position to receive the information contained in the warnings, and to have the best possible situational awareness to enable them to take appropriate action in relation to any event by which they may be affected.

Being a small close-knit community the most effective methods of disseminating warnings are:

- driving through town and using a handheld speaker (megaphone)
- door knocking individual homes and providing written notifications
- displaying notices in public areas
- posting messages on Facebook
- Radio broadcast
- Email notifications

Media Management

A *Warnings and Alerts Sub Plan* has been developed and adopted to provide for the effective collection, monitoring, management and dissemination of accurate, useful and timely information and warnings to the public during and after disaster events. During an activation or event, the Chair of the LDMG or his/her delegated person will provide regular media releases in the event of a disaster if this is deemed necessary by the LDMG. The Chair of the LDMG is the delegated media spokesman in this situation. The LDMG will utilise any appropriate means available to broadcast warning messages to the community.

Activation

The Chairperson of the LDMG is responsible for the decision to activate the LDMG, in consultation with the Local Disaster Coordinator as required. Should the Chairperson be unavailable, the Deputy Chairperson of the LDMG is responsible for the decision. Should neither of the above members of Council be available, the decision may be taken by the Local Disaster Coordinator, who will advise the Chair, LDMG as soon as is practicable.

The four levels of activation are; Alert, Lean Forward, Stand Up and Stand Down. The triggers for activations within the Aurukun Shire are as follows:

	Triggers	Actions	Communications
Alert	Awareness of a hazard that has the potential to affect the local government area	- Hazard and risks identified - Information sharing with warning agency - LDC contacts QFES - Initial advice to all stakeholders	Chair and LDC on mobile remotely
Lean Forward	- 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	- QFES and LDC conduct analysis of predictions - Chair and LDC on watching brief - Confirm level and potential of threat - Check all contact details - Commence cost capturing - Conduct meeting with available LDMG - Council staff prepare for operations - Determine trigger point to Stand Up - Prepare LDCC for operations - Establish regular communications with warning agency - First briefing Core Members of LDMG - LDC advises DDC of lean forward and establishes regular contact - Warning orders to response agencies - Public information and warning initiated	- Chair, LDC and LDMG members on mobile and monitoring email remotely - Ad hoc reporting
Stand Up	- 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	- Meeting of LDMG Core Group - LDCC activated - Rosters for LDCC planned and implemented - Commence operational plans - Local Government shifts to disaster operations - LDMG takes full control - SOPs activated - Core group of LDMG located in LDCC - Commence SITREPs to DDMG - Distribute contact details - DDMG advised of potential requests for support	- LDCC contact through established land lines and generic email addresses - Chair, LDC and LDMG members present at LDCC, on established land lines and/or mobiles, monitoring emails
Stand Down	- No requirement for coordinated response - Community has returned to normal function - Recovery taking place	- 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	LDMG members not involved in recovery operations resume standard business and after hours contact arrangements

Local Disaster Coordination Centre

The ASC Local Disaster Coordination Centre (LDCC) is situated in the Council Chambers of the Aurukun office of the Aurukun Shire Council, 39 Kang Kang Road, Aurukun. The alternative LDCC is the Aurukun Police Station, 851 Kang Kang Road, Aurukun.

The main aim of the LDCC is to coordinate resources and assistance in support of local agencies and stakeholders who are engaged in disaster operations. The primary functions of a LDCC revolve around three key activities:

- Forward planning;
- Resource management; and
- Information management.

In particular, the LDCC 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 LDC;
- That a tasking log be implemented to record actions taken and the responsible agency or officer. The log will contain:
 - The specific operational task to be undertaken
 - The date and time of commencement of the task
 - The agency responsible officer to which the task has been delegated
 - Relevant contact details
 - The date and time of completion of the task
 - Actions taken and any comments
- Advice of additional resources required to the DDMG; and
- Provision of prompt and relevant information to the DDMG concerning any disaster event occurring within their district.

The LDC has overall responsibility for the establishment and operation of the LDCC. The LDC will ensure appropriate levels of staff are identified and trained in the operation of the LDCC. LDCC training will form a component of the LDMG training program.

Concept of Operations for Response

Operational Reporting

Agency Situation Reports will be submitted at intervals as determined by the LDC from the member agencies of the Local Disaster Management Group in order to ensure that the Disaster Coordination Centre maintains complete situational awareness.

LDMG Situation Reports will be submitted to the Cairns DDC at times determined by the DDC.

Financial Management

There is a need for Council and other responding agencies to manage specific internal financial arrangements in support of a disaster event, and the eventual financial claiming process to recoup funds.

There are two sets of financial arrangements which, if activated by the Minister, 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 anthropogenic). The SDRA is State funded, and therefore not subject to the Australian government-imposed event eligibility provisions or activation threshold. As a consequence, SDRA is able to address a wider range of disaster events and circumstances where personal hardship exists.

Disaster Recovery Funding Arrangements (DRFA):

The DRFA is a joint funding initiative of the Australian and state governments to provide disaster relief and recovery payments and infrastructure restoration to help communities recover from the effects of natural disasters and terrorist acts. In Queensland this program is managed on a whole of government basis by the Queensland Reconstruction Authority (QRA).

Definition of eligible disaster

A natural or terrorist act for which

- A coordinated multi-agency response is required and
- State expenditure exceeds small disaster criterion (2018- 2019 \$240,000)

Activation

In Queensland, the Minister for Fire and Emergency Services is responsible for activating the DRFA. The DRFA activation relies on the damage, loss and personal hardship information provided by state and local governments. Activation of the DRFA allows for eligible expenditure to be reimbursed by QRA to activated state and local governments loans to be disbursed to eligible individuals, not-for-profit organisations, primary producers and small businesses, in compliance with the:

- Disaster Recovery Funding Arrangements (DRFA) 2018 and
- Queensland Disaster Relief and Recovery Guidelines (QDRR).

The DRFA can be activated when the event meets the definition of an eligible disaster (refer to definition). If an event does not meet these criteria, the State Disaster Relief Arrangements (SDRA) may be activated. <https://www.gra.qld.gov.au/funding/drfa>

Note: The *activation* of the DRFA is not dependent upon the *declaration* of a disaster situation. A *declaration* of a disaster situation is a separate action and provides extraordinary powers for the protection of the public during a disaster situation under the *Disaster Management Act 2003*. The Queensland Disaster Management Arrangements are based upon partnership arrangements between state and local governments. The declaration of a disaster situation and/or the activation of the Queensland Disaster Management Arrangements and/or the activation of the DRFA are independent and are not interlinked or conditional, although they may occur for the same event.

<https://www.gra.qld.gov.au/our-work/disaster-recovery-funding>

Disaster Declaration

Where there is a requirement for a person or a class of persons to exercise the additional powers available under the provisions of s.77 of the Act, the District Disaster Coordinator may with the approval of the Minister, declare a disaster situation for the Disaster District or a part of the Disaster District (and, by extension the Aurukun Shire or a part of the Shire).

The District Disaster Coordinator should take reasonable steps to consult with the Aurukun LDMG prior to any declaration.

There is also provision for the Premier of Queensland and the Minister for Emergency Services to declare a Disaster Situation for the State or a part of the State.

The chairperson of the QLD Disaster Management Committee or the District Disaster Coordinator only may authorise the exercise of additional powers.

The declaration of a disaster situation does not affect Council's responsibilities in relation to the coordination of the response to and recovery from the disaster event.

Resupply

The LDMG is responsible for the management of and community education and awareness in relation to the resupply of isolated communities and isolated rural properties.

Further details are addressed in the Resupply Operations Sub-Plan.

Accessing Support and Allocation of Resources

While the Aurukun LDMG has available to it the combined resources of all of its member agencies (some in situ but others located in Weipa or Cairns) to apply to the response to an event, there will be times when the resources available will be either insufficient or inappropriate.

Where the LDMG requires logistics support and/or resources to meet operational requirements that are beyond local capacity and capability, the LDMG should formally seek assistance through a written Request for Assistance (RFA) forwarded to the DDCC.

The DDCC will provide the resource as requested, and the LDMG will be responsible for the management of that resource at local level.

Resources in this context may include human resources, encompassing response personnel and disaster coordination personnel. It should be noted, however that the management of the response to the event will always remain the responsibility of the LDMG.

Aurukun Shire Council has a number of vehicles, plant and equipment that can be applied to disaster response activities.

Hazard Specific Arrangements

The Queensland Disaster Management Arrangements include plans and procedures for specific hazards such as influenza pandemic, animal and plant disease, terrorism and bushfire. Primary agencies are allocated responsibility to prepare for and respond to the specific hazard based on their legislated and/or technical capability and authority. The broader arrangements may be activated to provide coordinated support to the hazard specific arrangements.

The State Disaster Management Plan identifies a number of Specific Hazards which are subject of special planning.

Details of the associated State and National Plans, along with the identified Primary Agency responsible for the development and implementation of these plans are included in the following table.

Hazard Primary Agency State and National Plans

Specific Hazard	Primary Agency	State and National Plans
Biological (human related)	Queensland Health / Apunipima Cape York Health Council	State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Bushfire	Queensland Fire and Emergency Services	Bushfire Risk Mitigation Plans
Chemical	Queensland Fire and Emergency Services	State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Influenza Pandemic	Queensland Health / Apunipima Cape York Health Council	Queensland Pandemic Influenza Plan National Action Plan for Human Influenza Pandemic
Radiological	Queensland Health / Apunipima Cape York Health Council	State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Terrorism	Queensland Police Service	Queensland Counter-Terrorism Plan National Counter-Terrorism Plan

Disaster Resilience

“A system or community’s ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances.”

To build greater community resilience, recovery processes need to:

- conscientiously address issues of resource inequities
- conscientiously address issues of socioeconomic vulnerabilities
- incorporate community resilience-building activities, including disaster risk reduction measures (disaster risk management and mitigation)
- empower communities
- develop and support leadership
- resource community-led strategies.

The **NATIONAL STRATEGY FOR DISASTER RESILIENCE** provides the following explanation:

“Community resilience can be defined in many ways. Rather than define disaster resilience, the Strategy focuses on the common characteristics of disaster resilient communities, individuals and organisations.

These characteristics are:

- *functioning well while under stress*
- *successful adaptation*
- *self-reliance, and*
- *social capacity.”*

A Community prepared for disasters, by having necessary arrangements in place to deal with disasters, augments the community’s resilience, decreases vulnerabilities and promotes effective and efficient return to the pre-disaster state

Recovery Strategy

Local recovery strategies incorporate the five functions of Recovery:

- Economic
- Environmental
- Human and Social
- Roads and Transport
- Building

Economic Recovery

Renewal and growth of:

- individuals and households (employment, income, insurance claims)
- private and government business enterprises and industry
- assets, production and flow of goods and services to and from the affected area.

Full roles and responsibilities are found at the Queensland Recovery Guidelines:

Note:Functional lead agency: Department of Environment and Heritage Protection.

Environmental Recovery

- Restoration and regeneration of:
- biodiversity (species and plants) and ecosystems, natural resources
- environmental infrastructure, Amenity/aesthetics (e.g. scenic lookouts)
- culturally significant sites, Heritage structures
- management of: Environmental health, Waste, Contamination and pollution,
- Hazardous Materials.

Full roles and responsibilities are found in the Queensland Recovery Guidelines.

Note:Functional lead agency: Department of Environment and Heritage Protection, Department of Communities, Child Safety and Disability Services.

Human-Social Recovery

- Provision of:
- personal support and information
- public safety and education
- emergency accommodation
- immediate financial assistance
- uninsured household loss and damage
- recovery of: physical health emotional, psychological, spiritual, cultural and social wellbeing

Full roles and responsibilities are found at the Queensland Recovery Guidelines:

Note:Functional lead agency: Department of Communities, Child Safety and Disability Services.

Roads and Transport Recovery

- repair and reconstruction of public roads
- repair and reconstruction of aviation services
- repair and reconstruction of maritime services

Disaster recovery is the coordinated process of supporting individuals and communities in the reconstruction of the physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social and physical wellbeing of those affected following a disaster event.

The recovery phase of disaster management also involves disaster relief in the provision of immediate shelter, life support and human needs to persons affected by, or responding to, a disaster. For this reason, the timely coordinated establishment of disaster recovery strategies is equally as important as, and should be activated in conjunction with, an effective disaster response.

Recovery can be a long and complex process which extends beyond immediate support to include repair, reconstruction, rehabilitation, regeneration and restoration of social wellbeing, community development, economic renewal and growth, and the natural environment.

Recovery strategies include:

- Providing relief measures to assist persons affected by the event who do not have resources to provide for their own personal wellbeing;
- Restoring essential infrastructure in the area or areas affected by the event;
- Restoring the natural and built environment in areas affected by the event;
- Providing personal support to individuals affected by the event, including temporary hospital accommodation, emergency medical supplies, material assistance and counselling services; and/or
- Supporting community development.

The LDMG will use local resources to address these where available and seek assistance via Request for Assistance (RFA) through the DDCC where resources required from outside the Shire.

Further details are addressed in the Recovery Sub-Plan.

Recovery Strategy Governance Arrangements

The LDMG may establish a Local Recovery Group (LRG) and appoint a Local Recovery Coordinator (LRC) to plan for and manage the recovery phase of disaster management for their local government area on behalf of the LDMG. This group will work with the functional lead agencies to plan for and coordinate recovery operations. Further information on the functions of a LRC is available in section 4.5.4 of the Queensland Recovery Guidelines.

Recovery Plan

The LDMG Recovery Sub-Plan forms part of this LDMP. The recovery strategy contained within the LDMP shall be flexible and scalable to allow for adaptation to different types and sizes of disaster events, as required.

The recovery strategy may:

- address all five functions of recovery (Economic, Environmental, Human and Social, Roads and Transport, and Building) and how they will be coordinated during disaster operations
- define broad parameters for effective recovery operations within the local government area
- identify constraints for recovery operations within the local government area
- outline the process for the development of operational and action plans during recovery operations
- identify mechanisms for coordinating and managing offers of assistance and volunteers in order to match needs with offers.

These arrangements may include administrative requirements such as SITREPs, financial requirements, decision making and endorsement. Plans should also identify the scope of possible disaster recovery operations and the roles and responsibilities of all stakeholders involved in the process for short, medium and long term recovery requirements.

Local recovery arrangements should be activated to 'alert' once the 'response' phase has reached the 'lean forward' level of activation and should continue to follow the response phase through the levels of activation. 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.

Local groups should consider how the DDMG and functional lead agencies will work together to accomplish recovery operations for an affected area.

As outlined in the 'Activation of Response Arrangements' section of the Queensland Local Disaster Management Guidelines, the QDMA are activated using an escalation model based on the following levels (*refer diagram page 62*):

- Alert
- Lean forward
- Stand up
- Stand down

Recovery Activation Matrix

Status	Triggers	Actions	Communications
Alert	Response phase at 'lean forward' level of activation.	- Appointment of LRC as appropriate. - Potential actions and risks identified. - Information sharing commences. - LRC in contact with LDCC/LDC. - Initial advice to all recovery stakeholders.	LRC and LRG members on mobile remotely.
Lean Forward	- Response phase at 'stand up' level of activation. - Immediate relief arrangements are required during response phase.	- Monitoring of response arrangements. - Analysis of hazard impact or potential impact. - Relief and recovery planning commences. - Deployments for immediate relief commenced by recovery functional agencies.	- LRC and LRG members on mobile and monitoring email remotely. - Ad hoc reporting.
Stand Up	- Immediate relief arrangements continue. - Response phase moves to 'stand down' level of activation. Medium term recovery commences.	- LRG activated at LDCC or alternate location. - Recovery plan activated. - Deployments for immediate relief response. - Action plans for four functions of recovery activated as required. - Community information strategy employed. - Participate in response debrief. - Transition arrangements from 'response and recovery' to 'recovery' activated including handover from LDC to LRC. - Action plans for four functions of recovery continue. - Community information strategies continue.	- LRC and LRG members present at LDCC or alternate location, on established land lines and/or mobiles, monitoring emails. - LRC and LRG members involved in medium term recovery continue as required. - Regular reporting to LDMG/LDC.
Stand Down	- LRG arrangements are finalised. - Communities return to normal activities with ongoing support as required.	- Consolidate financial records. - Reporting requirements finalised. - Participate in recovery debrief. - Participate in post event debrief. - Post event review and evaluation. - Long term recovery arrangements transferred to functional lead agencies. - Return to core business.	- LRC and LRG members resume standard business and after hours contact arrangements. - Functional lead agencies report to LRC/LRG as required.

Stages of Recovery

Recovery is a complex and protracted developmental process that can take many years. Differing styles of leadership and community support are required at different phases of the recovery process. As part of the disaster management arrangements, recovery planning and preparations are undertaken. This is known as preparation and prevention.

Preparation and prevention

In this stage:

- local recovery groups are established
- local recovery coordinators are appointed
- the development and review of recovery sub-plans occurs
- preparedness activities are undertaken; for example, business continuity planning
- mitigation activities are undertaken
- the development and review of community profiles occur
- recovery exercises occur
- training is undertaken
- participation in disaster management networks occurs
- ongoing meetings of recovery groups occur.

Recovery stages

Recovery operations are undertaken across three stages, as outlined in *Figure 1*, noting there is a transition component to each stage. It is important to recognise that not all individuals, communities or recovery groups experience the same stage at the same time, nor transition at the same rate. In some instances communities can be recovering from multiple overlapping events.

The recovery process following a disaster can be broadly categorised into three stages:

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

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

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



Definitions

Advisor	A person invited to participate in the business of a disaster management group in an advisory capacity on an as-required basis.
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.
Chair	The person appointed by the local government as the Chair of the Local Disaster Management Group.
Community	A group of people with a commonality of association and generally defined by location, shared experience, or function.
Community Resilience	The adaptive capacity of its members to respond to and influence the consequences of disasters to continue an acceptable level in functioning and structure. <i>(Adapted from the United Nations International Strategy for Disaster Reduction; 2002 and The Community Resilience Manual, Canada, 2000)</i>
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 facility established at State, district or local level as a centre of communication and coordination during times of disaster operations.
Deputy Chair	The person appointed by the local government as the Deputy Chair of the Local Disaster Management Group.
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 to recover from the disruption. <i>(DM Act)</i>
Disaster District	Part of the state prescribed under a regulation as a disaster district.
District Disaster 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 under the <i>Disaster Management Act 2003</i> to provide coordinated State government support and resources to Local Disaster Management Groups.
District Disaster Management Plan	A plan prepared under the <i>Disaster Management Act 2003</i> that document planning and resource management to counter the effects of a disaster within the disaster district.
Disaster Management	Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering a disaster. <i>(DM Act)</i>
Disaster Management Functions	The services essential to managing the impacts and consequences of an event.
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>(DM Act)</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 an event. <i>(DM Act)</i>
Disaster Preparedness	The taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event. <i>(DM Act)</i>
Disaster Research	May be broadly understood as a systematic inquiry, before and after a disaster, into a relevant disaster management problem. <i>(COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002)</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>(DM Act)</i>
Disaster Response Capability	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 situation or a disaster in the local government's area. <i>(DM Act)</i>
Disaster Response Operations	The phase of disaster operations that relates to responding to a disaster. <i>(DM Act)</i>
Disaster Recovery	The taking of appropriate measures to recovery 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. <i>(DM Act)</i>
Disaster Recovery Operations	The phase of disaster operations that relates to recovering from a disaster. <i>(DM Act)</i>
Disaster Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. <i>(COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002)</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>
Event	Any of the following: a) A cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening; b) An explosion or fire, a chemical, fuel or oil spill, or a gas leak; c) An infestation, plague or epidemic; 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 paragraphs (a) to (e). An event may be natural or caused by human acts or omissions. <i>(DM Act)</i>

Executive Officer DDMG	A person appointed to the position of Executive Officer to the District Disaster Management Group by the Commissioner, Queensland Police Service
Executive Team	The Chair and Local Disaster Coordinator of a LDMG (or their deputies).
Functional Lead Agency	An agency allocated responsibility to prepare for and provide a disaster management function and lead organisations that provide support roles. <i>Local Disaster Management Interim Guidelines - Final Draft August 2011</i>
Guidelines	Guidelines are developed under s63 of the <i>Disaster Management Act 2003</i> 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>
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.
Local Disaster Coordinator	A person appointed under the <i>Disaster Management Act 2003</i> who is responsible for the coordination of disaster operations for the Local Disaster Management Group.
Local Disaster Management Group	The group established under the <i>Disaster Management Act 2003</i> to manage disaster planning and operations on behalf of the local government.
Local Disaster Management Plan	A plan that documents arrangements to manage disaster planning and operations within the local government area of responsibility.
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. <i>(DM Act)</i>

Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. (<i>EMA: Australian Emergency Management Glossary</i>)
Residual Risk	The risk remaining after risk treatment. Residual risk can contain unidentified risk. Residual risk can also be known as 'retained risk'. (<i>AS/NZS ISO 31000:2009 Risk Management - Principles and guidelines</i>)
Risk	The effect of uncertainty on objectives. (<i>ISO Guide 73:2009 Risk management - Vocabulary</i>)
Risk Identification	The process of finding, recognising and describing risks. (<i>ISO Guide 73:2009 Risk management - Vocabulary</i>)
Risk Management	The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, evaluating, treating and monitoring risk. (<i>Australian Emergency Management Glossary</i>)
Risk Management Process	The systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk. (<i>ISO Guide 73:2009 Risk management - Vocabulary</i>)
Risk Reduction	Risk treatments that deal with negative consequences. (<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	A process to modify risk. Risk treatment can involve avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk; taking or increasing the risk in order to pursue an opportunity; removing the risk source; changing the likelihood; changing the consequences; sharing the risk with another party or parties; and retaining the risk by informed decision. (<i>ISO Guide 73:2009 Risk management - Vocabulary</i>)
Serious Disruption	Serious disruption means: a) loss of human life, or illness or injury to humans; b) widespread or severe property loss or damage; or c) widespread or severe damage to the environment. (<i>DM Act</i>)
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.
Stand Up	The operational state following 'lean forward' whereby resources are mobilised, personnel are activated, and operational activities commenced. Disaster coordination centres are activated.
State Disaster Coordinator	A person appointed under the <i>Disaster Management Act 2003</i> who is responsible for the coordination of disaster response operations for the Queensland Disaster Management Committee.
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 <i>Disaster Management Act 2003</i> who is responsible for the coordination of disaster recovery operations for the Queensland Disaster Management Committee.
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact.

Acronyms and Abbreviations

ADF	Australian Defense Force
AFMG	Area Fire Management Group
ASC	Aurukun Shire Council
BoM	Bureau of Meteorology
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
District Group	Cairns District Disaster Management Group
DM	Disaster Management
DM Act	Disaster Management Act 2003
DRFA	Disaster Recovery Funding Arrangements
EMC	Emergency Management Coordinator
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
NEMA	National Emergency Management Agency
NDRP	Natural Disaster Resilience Program
NDRRA	Natural Disaster Relief and Recovery Arrangements
PPRR	Prevention, Preparedness, Response and Recovery
QAS	Queensland Ambulance Service
QFES	Queensland Fire and Emergency Services
QPS	Queensland Police Service
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
RIBS	Remote Indigenous Broadcasting Services
SDCC	State Disaster Coordination Centre
SDRA	State Disaster Relief Arrangements
SES	State Emergency Service
SEWS	Standard Emergency Warning System
SitRep	Situation Report

Annex A - Distribution List

Organisation	Hard Copy	Electronic Copy
Aurukun Shire Council		
Mayor (Chair LDMG)		1
Deputy Mayor (Deputy Chair LDMG) Other		1
Elected Representatives		1
Chief Executive Officer (Local Disaster Coordinator) - <i>Master Copy</i>	1	1
Director Technical Services (Deputy LDC) Director	1	1
Community Services	1	1
Director Corporate Services	1	1
IT Officer	1	1
ASC Disaster Management Supervisor		1
Airport Manager		1
District Disaster Coordinator, Cairns District		1
Emergency Management Coordinator Queensland Police, Cairns		1
Local Program Office Coordinator - Federal		1
Local Program Office Coordinator - State		1
Local Controller, SES / First Officer, Rural Fire Service		1
Officer in Charge, Queensland Police Service, Aurukun		1
Director of Nursing, Aurukun Health Centre		1
Manager, Aurukun Retail Store		1
Principal, Koolkan Aurukun State School		1
Site Manager, Apunipima Cape York Health Council		1
Ergon Energy Local Representative		1
Island Cape Retail		1

Annex B - Risk Register

Hazard	Exposed Elements	No.	Vulnerabilities	Likelihood	Consequence	Risk Rating	Risk treatment	Recommended	Responsible Agency	Timeline
All Events	Disaster Response Capacity	1	There is a risk that emergency services response to any disaster event will be severely compromised as a result of insufficient communications capacity.	A	1	H	Continue discussions with Telstra in relation to the provision of appropriate mobile telephone and internet coverage for Aurukun.	Y	ASC	Immediate
Disease Pandemic	People	2	There is a risk that people will be affected by a disease pandemic, causing death or severe illness	C	2	M	Public awareness campaign, including specific information for schoolchildren	Y	Qld Health	As Required
	Medical Services	3	There is a risk that medical services will be severely stretched by a disease pandemic	C	4	E	Ensure that contingency planning maintained to address potential staffing shortages	Y	Qld Health	As Required
	Economy	4	There is a risk that as a result of becoming ill from a pandemic disease, people will not be able to attend their place of employment	C	1	L	Investigate teleworking as appropriate	Y	All employers	As Required
	People	5	There is a risk that the community may be quarantined in isolation for an extended period.	C	3	H	Ensure social distancing of personnel involved in the receipt and distribution of incoming stores and supplies	Y	Sea Swift Skytrans ASC	As Required
Emergency Animal Disease	Animals	6	There is a risk that animals could be affected by a number of emergency animal diseases, such as foot and mouth disease, screw-worm fly, Hendra virus, lissa virus	C	3	H	Maintain quarantine initiatives	Y	AQIS	Ongoing
							Maintain the quarantine fence in good order	Y	AQIS	Ongoing
							Maintain community awareness initiatives	Y	AQIS	Ongoing
							Development and maintenance of a Pest Management Plan	Y	ASC	Ongoing
Infrastructure Failure - Power	Infrastructure	7	There is a risk of a loss of power for an extended period	B	3	H	Provision and maintenance of emergency generators as an alternative to Ergon diesel-powered generation system	Y	ASC Qld Health Qld Police	Ongoing
	People	8	There is a risk that the lack of power would result in failure of refrigeration, possibly leading to unsafe food issues	B	3	H	Community awareness campaign in relation to safe food handling and storage	Y	ASC Qld Health	As Required

Hazard	Important Community Item	No.	Risk	L	C	RR	Risk treatment	Y	Responsible Agency	Timeline
Infrastructure Failure - Power (con't)	Infrastructure	9	There is a risk that the lack of power would result in failure of the water treatment and reticulation system, with associated flow-on risks to firefighting capacity because of lack of water	B	4	E	Provision of appropriate portable generators	Y	ASC/QFES	Immediate
							Identify above-ground water sources	Y	QFES	Ongoing
							Ensure that QFES Rural has sufficient pumping capacity to source water from creeks, etc.	Y	QRFS	Ongoing
							Ensure that council plant is available to assist as required	Y	ASC	As Required
		10	There is a risk that the lack of power would result in failure of the sewerage treatment and pumping system	B	3	H	Provision of emergency / appropriate portable generators	Y	ASC	Ongoing
							Develop a public health sub plan, to include community awareness material in relation to safe drinking water	Y	ASC	Ongoing
		11	There is a risk that the lack of power would result in failure of the telephone system, with associated flow-on to the fax, internet and eftpos systems	B	3	H	Lobby Telstra to ensure that there is back-up power available to the current repeater tower(s)	Y	ASC	Immediate
							Ensure that there is access to the telecommunications tower generator to maintain fuel supplies	Y	ASC Telstra	Ongoing
		12	There is a risk that the lack of power would result in failure of radio and television transmission systems, resulting in diminished capacity to inform the community in relation to the event	B	1	M	Develop/maintain a system of community notice boards in prominent positions in each of the communities	Y	ASC	Ongoing
							Utilise public address system in police vehicles	Y	Qld Police LDMG	Ongoing
		13	There is a risk that the lack of power would result in failure of fuel pumping capacity at retail outlet	B	1	M	Encourage Aurukun Supermarket to install portable generator-driven pumping capacity as a part of normal business continuity planning	Y	LDMG Aurukun Supermarket	Ongoing
							Maintain portable generator capacity to Council diesel storage tank	Y	ASC LDMG	Ongoing
	People	14	There is a risk that the lack of power would result in the loss of electrical lighting cooking appliances, with associated flow-on risk of fires	B	3	H	Community awareness campaign concentrating on fire safety in the home	Y	QFES Rural	Ongoing
	People	15	There is a risk of death or injury from flying debris	C	4	E	Community awareness campaign in relation to safety in cyclones	Y	ASC LDMG	Ongoing
							Concerted campaign to have residents clean up their yards of anything which may become a missile during cyclonic winds	Y	ASC LDMG	Ongoing
							Development of a local law requiring building sites to be clear of any loose material which may become a missile during cyclonic winds	Y	ASC	Ongoing

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Hazard	Important Community Item	No.	Risk	L	C	R/R	Risk treatment	R	Responsible Agency	Timeline
Infrastructure Failure - Power (con't)	People	16	There is a risk of death by drowning	C	4	E	Community awareness campaign in relation to safety in cyclones	Y	ASC LDMG	Ongoing
		17	There is a risk of death by electrocution	C	4	E	Community awareness campaign in relation to safety in cyclones	Y	ASC LDMG Ergon Energy	Ongoing
		18	There is a risk of social and mental distress in the community	C	3	H	Development of a Community Support sub plan, to include the provision of community support services, including counselling	Y	ASC	Ongoing
		19	There is a risk of looting	C	2	M	Provision of security patrols	Y	Queensland Police/ Community Police	As Required
		20	There is a risk of break and enters of evacuated homes	C	2	M	Provision of security to evacuated areas	Y	Queensland Police / Community Police	As Required
	Infrastructure	21	There is a risk of damage to homes	C	3	H	Ongoing maintenance plus construction of new homes cyclone rated to current standards.	Y	ASC	Ongoing
		22	There is a risk of damage to business properties	C	3	H	Buildings to be checked for structural integrity and capacity to withstand relevant wind loads	Y	Building Owners	Ongoing
		23	There is a risk of damage to Council and government properties	C	3	H	Buildings to be checked for structural integrity and capacity to withstand relevant wind loads	Y	ASC Dept Housing & Public Works	Ongoing
		24	There is a risk of damage to roads	C	3	H	Ensure that all road construction/repairs/maintenance is completed prior to the onset of the wet season	Y	ASC DTMR	Annually
Cyclone	Environment	25	There is a risk of severe coastal erosion	C	3	H	Monitor and respond as appropriate.	Y	ASC	Ongoing
		26	There is a risk to severe damage to vegetation	C	3	H	Promote the planting of deep-rooted and/or low-growing plants, while removing plants/trees susceptible to being blown over	Y	ASC	Ongoing
Flood	People	27	There is a risk of death by drowning	D	4	H	Community awareness of the dangers of entering floodwaters	Y	ASC	Annually

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Hazard	Important Community Item	No.	Risk	L	C	R/R	Risk treatment	R	Responsible Agency	Timeline
Flood (con't)	Infrastructure	28	There is a risk that the roads will be closed for longer periods than usual	D	1	L	Maintenance of the Council web page to ensure that tourists are aware of road conditions	Y	ASC	Ongoing
		29	There is a risk of damage to buildings	D	1	L	Town planning and development arrangements to ensure that housing only permitted in areas not susceptible to flooding	Y	ASC	Ongoing
		30	There is a risk of damage to water and sewerage infrastructure	D	3	M	Pumping and treatment equipment is well maintained and situated above potential flood level	Y	ASC	Ongoing
		31	There is a risk of damage to roads	D	3	M	Ensure that roads are maintained to the optimum possible level	Y	ASC	Ongoing
	Culture	32	There is a risk of damage to cemeteries	D	4	H	New cemetery constructed in area with higher elevation.	Y	ASC	Ongoing
		33	There is a risk of damage to sites of cultural significance	D	4	H	Commence and maintain a register of sites of cultural significance, including GPS data, for the information of disaster response personnel from outside the community	Y	ASC	Ongoing
Bushfire Hazardous Chemical Event	People	34	There is a risk of death or injury to fire-fighters	D	4	H	Provision of appropriate training for Rural Fire Service volunteers	Y	QFES	Ongoing
							Provision of appropriate personal protective equipment for Rural Fire Service volunteers			
							Provision of appropriate communications			
	Infrastructure	36	There is a risk of damage to buildings and infrastructure	D	2	L	Provision of a community awareness and preparedness campaign to highlight the fire risk in the community and to encourage individual migratory action	Y	QFES LDMG	Ongoing
							Fuel load reduction burning	Y	QFES	Ongoing
							Development and maintenance of fire breaks	Y	QFES ASC	Annually
	People	37	There is a risk of death or injury as a result of an event involving the delivery, decanting, transportation, storage or application of hazardous chemicals, which include various fuels, acids and gases.	C	2	M	Provision of a community awareness and preparedness campaign to highlight the fire risk in the community and to encourage individual migratory action	Y	QFES LDMG ASC	Annually
							Continual operator training and vehicle and equipment maintenance in accordance with legislative requirements	Y	Sea Swift Fuel delivery operators	Ongoing

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Hazard	Important Community Item	No.	Risk	L	C	R/R	Risk treatment	Y	Responsible Agency	Timeline
Bushfire Hazardous Chemical Event	Environment	38	There is a risk of damage to the environment as a result of an event involving hazardous chemicals	D	2	L	Provision of bund walls as required at relevant locations	Y	Facility Owners	Ongoing
	Infrastructure	39	There is a risk of damage to buildings by fire as a result of an event involving hazardous chemicals	D	2	L	Provision of safety training and fire suppression equipment Continual operator training and vehicle and equipment maintenance in accordance with legislative requirements	Y	Facility Owners	Ongoing
Multi Casualty Events	Infrastructure	40	There is a risk that medical and ambulance/rescue services will be severely stretched by a multi casualty event	A	4	E	Publicise that Health Facility operates UHF on channel 20 generally and 40 during emergencies Provision of community first aid courses Provision of specific training to other emergency services personnel;	Y	ASC Qld Health LDMG	Ongoing
		41	There is a risk that there will be insufficient space for the storage of deceased persons following a multi casualty event	A	3	E	Identification of potential alternative storage locations, e.g. cold rooms	Y	QPS	Ongoing
	People	42	There is a risk of a major event involving a tourist vehicle on the Peninsula Development Road /Aurukun Access Road resulting in death or serious injury	A	3	E	Police to coordinate services with Weipa Emergency services as required.	Y	QPS	Annually
		43	There is a risk of a major event involving one of the Barge Service resulting in death or serious injury	C	3	H	Hook up chain and sign at barge ramp to advise community of pending arrival of barge.	Y	ASC	Annually
		44	There is a risk of a major event involving a regular air transport passenger flight resulting in death or serious injury	C	3	H	Aerodrome Emergency Plan in place	Y	ASC	Ongoing
Emergency Plant Disease	Environment	45	There is a risk that plants may be subject to emergency plant disease such as back sigatoka in banana plants	A	1	H	Work cooperatively with AQIS	Y	ASC/AQIS	Ongoing
		46	There is a risk of an infestation of noxious weeds such as parthenium weed which reduces the reliability of improved pasture establishment and reduces pasture production potential	A	1	H				
Noxious Weed Infestation	Environment	47	There is a risk that an infestation of noxious weeds will affect the growth and sustainability of native plants	A	1	H	Work cooperatively with APN Ranger program.	Y	ASC/APN	Ongoing

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Annex C - Residual Risks

Residual Risks

Residual risks is the risk which remain after the Local Disaster Management Group has applied the risk mitigation strategies within their capacity, but those strategies have not sufficiently reduced or eliminated the risk.

Residual risks are listed for the information of the District Disaster Management Group, in order that they may consider mitigation strategies not available to the Local Disaster Management Group. Due its size, location and limited resources, the Aurukun LDMG has limited capability to coordinate a disaster without significant assistance from the DDMG.

The following table lists the Residual Risks existing within the Aurukun Shire that are transferred to the Cairns District Disaster Management Group.

Hazard	Vulnerable Sector	Risk	Residual Risk
Cyclone Cat 1-3	People, infrastructure, environment	There is a risk that emergency services response to any disaster event will be severely compromised as a result of insufficient response capacity, limited infrastructure, resources and isolation.	The Aurukun Shire has a limited capability and response capacity, because of its size, dispersed population and isolation. There are permanent Police presence and basic medical facilities within the community, but these have very limited resources. State Emergency Service and Rural Fire Service have a small presence. In an event involving multiple serious casualties, the clinic may not have the physical space to cope with such an event. The Aurukun Access Road and the Peninsula Development Road, are only partially sealed and closes on an annual basis due to wet seasonal flooding, becoming impassable sometimes for months at a time. This becomes a major issue should the Shire be impacted by a major event such as a tropical cyclone accompanied by a storm surge, resulting in significant damage to the community Access to external assistance is restricted to what can be brought into the community via air transport in the first instance, and later on by sea-going barge from Cairns.
Cyclone Cat 4+	People, infrastructure, environment		
Flood	People, infrastructure, environment		
Storm Surge (Cyclonic)	People, infrastructure, environment		
Bushfire	People, infrastructure, environment		
Earthquake	People, infrastructure, environment		
Tsunami	People, infrastructure, environment		
Terrorist	People, infrastructure		
Hazardous Materials	People, infrastructure, environment		
Marine Oil Spill	Environment		
Disease Pandemic	People		
Shipping/ Boating Accidents	People		

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