



Part A

Local Disaster Management Plan

Version: 7.0

Adopted: 29 July 2024

Endorsement

This plan is the result of the co-operative efforts of the Bulloo Shire Local Disaster Management Group and relevant agencies identified in the plan.

The complete document consists of the Local Disaster Management Plan and multiple Operational Guidelines attached to the Plan as related documents. Changes made to the Disaster Management Plan itself will be tabled for consideration and subsequent adoption at a Meeting of Council, as per legislative requirement. Changes made to the Operational Guidelines however are administrative and do not require adoption by Council.

The plan is hereby approved and recommended for distribution by the LDMG

John Ferguson
Chairperson
Bulloo Local Disaster Management Group

Authorisation

In accordance with *Section 80(1)(b)* of the *Disaster Management Act 2003*, Bulloo Shire Council approved this plan. Meeting Date: 29 May 2024

Plan Availability

Pursuant to Section 60 of the Act, the plan is available for inspection, free of charge, to members of the public at:

- (a) BSC Administration Building; and
- (b) on the BSC website – www.bulloo.qld.gov.au

A printed copy of the plan may be purchased from Council for a nominal fee to cover the printing costs.

Authority to Plan

The Bulloo Shire Local Disaster Management Plan (the plan) has been prepared and issued under the authority of the LDMG in accordance with the requirements of the *Disaster Management Act 2003*, to provide for effective disaster management in the Local Government area. Bulloo Shire Council is committed to ensuring this plan and its associated plans and procedures comply with the provisions of Section 57(2) of the *Disaster Management Act 2003*.

In accordance with Section 58 of the Act, this plan also complies with the following guidelines:

- a) Queensland Disaster Management Planning Guidelines for Local Government (2005);
- b) Operational Planning Guidelines for local government (2006).

Review of Plan

The LDMG may review or renew the LDMP when it considers appropriate to do so, however pursuant to Section 59 of the Act, the LDMG must review the effectiveness of the plan at least once a year

Distribution

The master copy of this plan is held by the Chief Executive Officer, Bulloo Shire Council. Copies of the plan will be distributed to members of the Bulloo Shire LDMG.

Amendment Register and Version Control

The Local Disaster Management Plan is a controlled document which is not to be altered other than those amendments endorsed by the Local Disaster Management Group (LDMG). The plan is intended to be a "live" document; all suggested amendments to this plan should be forwarded to:

Postal Address:	PO Box 46 THARGOMINDAH QLD 4001
Physical Address:	68 Dowling Street THARGOMINDAH QLD 4001

Proposed amendments to the plan must be endorsed by the Bulloo LDMG and approved by Bulloo Shire Council before they may be implemented. Once adopted by Council, amendments, including the Council minute number and new version number, should be recorded in the Amendment Register at Table 1 below.

For minor amendments the number after the decimal point only should change. For amendments incorporating significant change or re-write the primary version number should change.

Table 1: Amendment Register

Version	Prepared	Pages	Approved	Reference
1.0			Aug 2011	
2.0			Feb 2014	
3.0	22/10/2014	Whole Document Reviewed	19/12/2014	
4.0	22/09/2016	Whole Document Reviewed	22/11/2016	
5.0	28/03/2019	Whole Document Reviewed	21/05/2019	
6.0	13/07/2023	Updated Member Contact List	13/07/2023	
7.0	02/05/2024	Whole Document Reviewed	29/05/2024	

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1. Introduction

1.1 Overview

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

Effective disaster management planning requires the integration of:

- **Plan development** – enables agreements and provides a record of commitments between people and organisations to meet community needs during disasters;
- **Disaster risk assessment** – consideration of the likely effects of hazardous events and the measures by which they can be minimised;
- **Mitigation** – taking steps to reduce the impact of disaster events;
- **Community education** – activities undertaken pre-event to inform community members about local disaster risks and the appropriate actions to prepare for a disaster event;
- **Training and exercises** – developing capability through the acquisition and testing of knowledge, skills and competencies;
- **Response** – functions and actions required for effective event response;
- **Recovery** – functions and actions required for effective event recovery; and
- **Review and assessment** – ensure consistency with higher level policy and accurately reflect hazards and risk levels.

1.2 Purpose and Objectives

The purpose of this plan is to detail arrangements that minimise and mitigate, where possible, the impact of a disaster or major emergency affecting the communities of Bulloo Shire. The primary focus of this plan is to ensure the safety and welfare of the Bulloo Shire community as well as other people who may visit the shire.

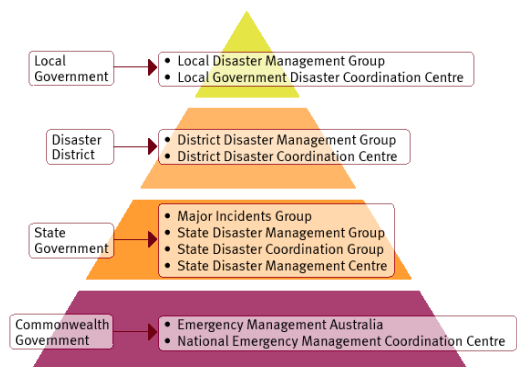
The objective of the plan is to provide a comprehensive framework for the implementation of effective disaster management strategies and arrangements within the Bulloo Shire. This is achieved by:

- Outlining operations for effective disaster management across the four phases of prevention, preparedness, response and recovery;

- Describing the disaster management structure for the Bulloo Shire LDMG, the member organisations and their roles and responsibilities;
- Identifying the networks established for the coordination of multi-agency responses;
- Acknowledging the likely effects of identified threats to the community, infrastructure and the environment in the area;

Planning for those specific threats, including guidelines and standard operating procedures for the operation of the plan.

1.3 Queensland's Disaster Management Arrangements



QDMA is based on a tiered system of committees at local government, disaster district, and state government levels and recognises that the Commonwealth Government may be requested to provide support to the state. During a disaster, local government provides initial support to the affected community until its resources are fully committed.

Additional support from the State, and ultimately the Commonwealth is then requested if needed.

In accordance with Section 4A(c) local government underpins the QDMA as the frontline of disaster management and has primary responsibility for managing events in the local government area.

BSC is ideally suited to manage disaster events at the community level, based on its understanding of local social, environmental and economic issues; and knowledge of the shire's infrastructure. BSC achieves prevention and preparedness through the Bulloo Shire LDMG, response through the Bulloo Shire Local Disaster Coordination Centre (LDCC), and recovery through the Local Recovery Group.

BSC adopts the following five approaches of the Queensland State Disaster Management Plan which support and build on the integrated approach adopted by the Australian Emergency Management Arrangements:

- A comprehensive approach
- An all hazards approach
- An all agencies approach
- A local disaster management capability
- A prepared and resilient community

The Bulloo Shire Disaster Management Plan is a flexible and scalable 'comprehensive approach' to disaster management which provides for the reduction of risk and the enhancement of community resilience whilst ensuring effective response and recovery capabilities.

1.4 Strategic Policy Framework

The Queensland Disaster Management Strategic Policy Framework is based on the elements of disaster management in the Council of Australian Governments' report *Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements (2002)* and it supports and builds on the four guiding principles outlined in the *Disaster Management Act 2003*:

1. disaster management should be planned across the four phases – prevention, preparation, response and recovery;
2. all events, whether natural or caused by human acts or omissions, should be managed in accordance with the strategic policy framework, the State disaster management plan, and any disaster management guidelines;
3. local governments should primarily be responsible for managing events in their local government area; and
4. district groups and the State group should provide local governments with appropriate resources and support to help the local governments carry out disaster operations.

The Framework is based on eight elements, being:

- Research
- Policy and Governance
- Risk Assessment
- Mitigation
- Preparedness
- Response
- Relief and Recovery
- Post-Disaster Assessment

Disaster management and disaster operations in the Bulloo Shire Council local government area are consistent with the Disaster Management Strategic Policy Framework. This is achieved by:

- Comprehensive disaster [Research](#) over several years including extensive data analysis and comprehensive range of disaster related studies, reports, mapping etc. including;
 - ➔ BoM, June 1990, 'April 1990 Floods Inland Qld.'
 - ➔ Scott & Furphy Pty Ltd 1991, 'Western Qld Towns Flood Study.'
 - ➔ BoM Qld regional office, Aug 1997, 'Flooding in Western Qld.'

- ➔ Middlemann, H.M. (Editor) (2007) *Natural Hazards in Australia; Identifying Risk Analysis Requirements*. Geoscience Australia, Canberra.
- ➔ National climate Change Adaption Research Facility, 'National Adaptation Research Plan 2009.'
- ➔ Recent initiatives – January 2013 Emergency Management System – Pilot Flood & Fire Hazard Emergency Management System incorporating (Murweh, Paroo, Quilpie & Bulloo Shires.)

- Through detailed [Policy and Governance](#) procedures in accordance with Local Disaster Management Guidelines and Local Government Policy & Procedures;
- Undertaking of a comprehensive and detailed [Risk Assessment](#) process in accordance with State Policy Framework and Queensland Local Disaster Management Guidelines;
- Through the continued research and implementation of major [Mitigation](#) processes and strategies through the development of a 5 year mitigation program
- Extensive and ongoing [Preparedness](#) strategies aimed toward building and increasing levels of preparedness, resilience and awareness within the business, industry, communities and rural sector within the Bulloo Shire;
- Regular testing and improvement of Bulloo LDMG's [Response](#) capability towards ensure that all disasters are responded to in a timely manner, through annual exercises, review and assessment processes and a process of continual improvement;
- Development of a comprehensive [Relief and Recovery](#) strategy detailed within the Bulloo Shire LDMG Community Recovery sub plan;
- Through effective [Post-Disaster Assessment](#) of all disaster related activities including any recommendations and lessons identified after disaster events and disaster management exercises are implemented through improved disaster management arrangements.

1.5 Integration with Council's Corporate, Strategic & Operational Planning Processes

As part of the Bulloo Shire Council Corporate Plan 2008-2012, the following reference is made to disaster management:

"Governance - Strategy 4 – Well planned disaster coordination and mitigation."

As part of Council's ongoing budgeting and resource allocation, sufficient provision is made annually and within long-term cash flow requirements to ensure its

disaster response capability is acceptable according to the level of service required.

Policies and related Council documents to this Plan:

- Bulloo Shire Council - Corporate Plan 2017/2021;
- Bulloo Shire Council – Annual Operational Plan

1.6 Disaster Management Priorities

The LDMG has developed an Annual Operational Plan that implements, manages and monitors the identified disaster management priorities within the Bulloo Shire Council local government area.

The annual operational plan draws from other strategic hazard based documents including:

- Bulloo Shire Disaster Risk Register
- LDMG annual Community Education program
- LDMG annual DM exercise and training program

1.7 Principles of Disaster Management

Prevention

The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event.

1. Identify hazards and assess the risks to the community and Council
2. Implement measures to eliminate, mitigate or reduce potential loss to life or property and protect economic development

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.

1. Develop and maintain Local Disaster Management Plan
2. Prepare disaster management operational plans and procedures
3. Prepare to take action to minimise loss of life and damage
4. Prepare to organise and facilitate effective rescue, relief and recovery in a disaster
5. Educate and train Council staff
6. Raise resilience in the community through:
7. Community education programs
8. Council's website and social network sites
9. Establish organisational structures to manage a disaster
10. Develop procedures that will ensure the rapid mobilisation and deployment of its resources to prevent/mitigate, prepare for, respond to and recover from a disaster situation

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.

1. Activate the Bulloo Shire Local Disaster Management Group (LDMG)
2. Activate the Bulloo Shire Local Disaster Coordination Centre (LDCC)
3. Assist with disaster response activities
4. Assist with the provision of immediate relief for persons affected by the disaster
5. Maintain liaison and communications with other agencies
6. Ensure effective communication and engagement with the community

Recovery

The taking of appropriate 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. (in accordance with the National Strategy for Disaster Resilience)

1. Maintain liaison and communications with other agencies
2. Satisfy immediate, essential personal and community needs
3. Coordinate the recovery of the community
4. Coordinate the recovery of physical infrastructure (or to contribute to the infrastructure recovery function if that is being coordinated at Disaster District level)
5. Coordinate activities with relevant Disaster District initiatives and plans
6. Manage the process of restoring services to a normal level
7. Participate in long-term recovery, reconstruction and rehabilitation
8. Ensure effective community engagement occurs during the recovery stage

2. Local Disaster Management Group

2.1 Role of Local Government

The *Disaster Management Act 2003* details a range of functions and responsibilities for local government ensure that it meets its statutory obligations.

Section 80 of the Act requires local government to undertake the following functions:

- a) ensure it has a disaster response capability;
- b) approve its local disaster plan;
- c) ensure information about an event or a disaster in its area is promptly given to the district disaster coordinator for the district in which its area is situated;
- d) perform other functions given under the Act.

In addition to these functions; Section 29 of the Act specifies that local government must establish a Local Disaster Management Group (LDMG) for the local government's area.

2.2 Establishment of the LDMG

In accordance with Section 29 of the *Disaster Management Act 2003*, Bulloo Shire Council has established a LDMG for its local government area.

This group shall be referred to as the Bulloo Shire Local Disaster Management Group

2.3 Functions of the LDMG

The following functions of the Bulloo Shire LDMG are prescribed under Section 30 of the Act:

- a) to ensure that disaster management and disaster operations in the area are consistent with the State groups strategic policy framework for disaster management for the State;
- b) to develop effective disaster management, and regularly review and assess the disaster management;
- c) to help the local government for its area to prepare a local disaster management plan;
- d) 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;
- e) 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;
- f) to manage disaster operations in the area under policies and procedures decided by the State group;
- g) to provide reports and make recommendations to the relevant district group about matters relating to disaster operations;

- h) to identify, and coordinate the use of, resources that may be used for disaster operations in the area;
- i) 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;
- j) to ensure information about a disaster in the area is promptly given to the relevant district group;
- k) to perform other functions given to the group under this Act;
- l) to perform a function incidental to a function mentioned in paragraphs (a) to (k)

2.4 Terms of Reference

The Bulloo Shire Local Disaster Management Group is guided in its activities and functions by its Terms of Reference.

Terms of Reference are included at Sub Plan 1 – Local Disaster Management Group.

2.5 Membership of the Bulloo Shire LDMG

The following table details the membership of the Bulloo Shire LDMG as appointed in accordance with Sections 33 and 34 of the *Disaster Management Act 2003*.

All members have the necessary expertise or experience to assist the group to undertake and meet its legislative requirements.

Membership of the group shall mean and include any person acting in the capacity of an appointed member.

It is the view of the Bulloo Shire Council that the members of the LDMG have the necessary experience or expertise and delegation authority to assist with a comprehensive, all hazards, all agencies approach to disaster management

Organisation	Position
BSC	Mayor
BSC	Councillor
BSC	Chief Executive Officer
BSC	Manager Corporate Services
BSC	Manager Community Services
BSC	Manager Operations
BSC	Manager Infrastructure
QFES/SES	Area Controller (Roma)
SES	Local Controller (Thargomindah)
QPS	OIC (Thargomindah)
RFSQ	First Officer (Thargomindah)
RFSQ	First Officer (Hungerford)
QAS	OIC (Cunnamulla)
QHealth	Director of Nursing (Thargomindah)
QFES/EM	Scott Walsh

Members of the LDMG who represent Hazard Specific Agencies (e.g. Bushfire, Oil/Gas, etc.) have developed Emergency Action Plans / Sub Plans to address these Hazard Specific arrangements.

2.6 Specialist Advisors

In addition to the legislated members of the group, the LDMG may consider appointing members or advisors to tenure adequate coverage of the functions of disaster management. These functions are deemed essential to managing the consequences of events and their impact and help to define the roles and responsibilities of agencies involved in disaster operations.

Disaster Management functions are:

- Building and engineering services;
- Communications services;
- Electricity, fuel and gas supply;
- Emergency supply;
- Health services;
- Public information;
- Transport systems;
- Warnings;
- Economic recovery;
- Environmental recovery;
- Human-social recovery; and
- Infrastructure recovery.

In accordance with section 4.6 of the Queensland Local Disaster Management Guidelines, the LDMG has appointed the following persons as Advisors to the Bulloo Shire LDMG.

Organisation	Position
QPS	OIC (Hungerford)
TMR	Regional Manager (Roma)
QPWS	Senior Ranger (Currawinya)
Ergon	District Manager (Cunnamulla)
Telstra	Area Manager (Toowoomba)
RFDS Auxiliary	President (Thargomindah)
Santos Limited	Shareholder Advisor

2.7 Executive Membership

In accordance with sections 34 and 35 of the Disaster Management Act 2013, the following members of the Local Disaster Management Group are appointed as Executive Members of the LDMG.

Organisation	Position
Chairperson	Mayor Bulloo Shire Council
Deputy Chairperson	Councillor Bulloo Shire Council
Local Disaster Coordinator	Chief Executive Officer Bulloo Shire Council

2.8 Authority of Members

The members of the Bulloo Shire LDMG and Liaison Officers from each organisation have:

- The authority to commit their respective organisation to the Bulloo Shire LDMG's decisions.
- The authority to commit their respective organisation's resources without having to confer with superiors.
- A sound understanding of the Local Disaster Management Plan.

2.9 Membership Records

The Bulloo Shire LDMG is required to maintain a register of its current members and advisors for reference during both general business and operational periods.

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

2.10 Meetings of the Bulloo Shire LDMG

In accordance with Section 39(1) of the Act, LDMG meetings must be held at least once in every 6 months at the times and places decided by the chairperson of the group. In accordance with Section 39(4) of the Act, the chairperson of the local group must call a meeting of the group if asked in writing to do so by either:

- a) the chairperson for the disaster district in which the local group is situated ;or
- b) at least one half of the members of the local group.

2.11 Training and Exercises

In an effort to provide an effective training and exercising program, Bulloo Shire LDMG works closely with QFES and other local government disaster management agencies to provide a coordinated training program which includes:

- a) Local Disaster Management Group training;
- b) Local Disaster Coordination Centre training;
- c) Exercises to evaluate the capacity of the Local Disaster Management Plan, the Local Disaster Management Group, and the Local Disaster Coordination Centre.

The LDMG maintains a record of training activities and relevant member qualifications as required by audit processes.

2.12 Agency Roles and Responsibilities

The following table outlines the roles and responsibilities of the various agencies in the disaster management system. Whilst not all of these agencies will be available at a local level, they can be accessed through the disaster management system by requesting support to the district level.

AGENCY	RESPONSIBILITY
Chairman	➤ Manage and coordinate the business of the LDMG; ➤ Ensure, as far as practicable, that the LDMG performs its functions; and ➤ Report regularly to the relevant district group and the Chief Executive DCS about the performance by the LDMG of its functions. ➤ Preside at LDMG meetings ➤ Represent the LDMG as a member of the Charleville District Disaster Group
Deputy Chairman	➤ Preside at LDMG meetings if the Chairperson is absent from the meeting
Local Disaster Coordinator	➤ Coordinate disaster operations for the LDMG; ➤ Report regularly to the LDMG about disaster operations; ➤ Ensure, as far as practicable, that any decisions of the LDMG about disaster operations are implemented.
Bulloo Shire Council	➤ Ensure it has a disaster response capability (S.80) ➤ Approve its local disaster management plan (S.80) ➤ Ensure information about an event or a disaster in its area is promptly given to the District Disaster Coordinator (DDC). ➤ Provide Council resources necessary to meet statutory obligations ➤ Manage damage assessment on behalf of Local Disaster Management Group (LDMG) ➤ Provide and manage resources to support evacuation centres ➤ Ensure business continuity of all Council services during and following event ➤ Support the State Emergency Service (SES) in partnership with state
State Emergency Service	➤ Perform rescue or similar operations in an emergency situation; ➤ Perform search operations in an emergency or similar situation; ➤ Perform storm damage operations ➤ Perform land search operations ➤ Perform flood boat operations ➤ Perform traffic management operations ➤ Perform agency support operations including air search observation, welfare, evacuation centre support and radio communications ➤ Perform incident management operations ➤ Perform specialist rescue operations ➤ Perform other operations in an emergency situation to— (i) help injured persons; or (ii) protect persons or property from danger or potential danger associated with the emergency; ➤ Perform other activities to help communities prepare for, respond to and recover from an event or a disaster; ➤ coordinate, support and manage the deployment of State Emergency Service resources ➤ Under Section 83 of the Act, The chief executive is responsible for the following in relation to the SES— a) establishing management and support services for the SES; b) developing policies to help the SES perform its functions effectively and efficiently, including, for example, policies about training for SES members; c) ensuring that— (i) the local controller of an SES unit performs the controller's functions; (ii) the SES safely and efficiently performs its functions. ➤ Perform activities to raise the profile of the SES

AGENCY	RESPONSIBILITY
Queensland Fire and Emergency Services / Emergency Management	➤ Primary agency for warnings within the QFES ➤ Review, assess and report on the effectiveness of disaster management by the state at all levels, including the State Disaster Management Plan and district and local plans ➤ Establish, maintain and enhance where required arrangements between the local, district and state on disaster management issues ➤ Ensure disaster management and disaster operations within the state are consistent with the state's policy framework, plans, and guidelines ➤ Ensure persons performing functions under the Act in relation to disaster operations are appropriately trained ➤ Provide advice and support to the state, district and local groups on disaster management ➤ Perform the following responsibilities in support of disaster operations: ○ develop, maintain, monitor and continuously improve the state's disaster management arrangements and systems ○ Assist and advise LDMG and DDMG with the facilitation of resupply operations ○ coordinate, support and manage the deployment of QFES Helicopter Rescue resources ○ support the deployment of Queensland Corrective Services resources ➤ Perform activities to help communities prepare for, respond to and recover from an event or a disaster
Queensland Police Service	➤ Primary agency for counter-terrorism ➤ Primary agency responsible for the response phase in accordance with Queensland's disaster management arrangements ➤ Provide management at district level within the Queensland disaster management framework ➤ Preserve and maintain law and order ➤ Prevent and investigate crime within the community ➤ Secure crime scenes and investigate criminal acts ➤ Provide disaster victim identification capability ➤ Undertake coronial investigations ➤ Provide crowd and traffic control ➤ Ensure public safety ➤ Coordinate search and rescue operations ➤ Control evacuation movements ➤ Secure disaster impacted and evacuated areas ➤ Register evacuees (with Australian Red Cross)
RFSQ & Fire and Rescue	➤ Primary agency for bushfire ➤ Primary agency for chemical/hazardous materials related incidents ➤ Provide advice, personnel and equipment to Local Disaster Management Group as required ➤ Provide Incident Control System (AIIMS) ➤ Control and prevent fires in urban and rural environments ➤ Undertake: ○ urban search and rescue ○ swift water rescue ○ road accident rescue ○ trench rescue ○ confined space rescue ➤ Assist in pumping out flooded buildings ➤ Assist in cleaning of flood affected buildings ➤ Management of hazardous material accidents ➤ Assist in rescue of animals ➤ Provide advice on carcass removal and burning
Queensland Ambulance Service	➤ Primary agency for the provision of emergency pre-hospital patient assessment, treatment and transport injured people ➤ Provide advice, personnel and equipment to Local Disaster Management Group as required ➤ Coordinate all community first-aid groups

AGENCY	RESPONSIBILITY
	➤ Establish and manage onsite triage and treatment areas, casualty clearing and vehicle marshalling areas ➤ Undertake medical evacuations and transport
Queensland Health	➤ Primary agency for the coordination of medical resources and assets ➤ Provide public health advice and warnings to community ➤ Provide psychological and counselling services for disaster affected people ➤ Provide ongoing medical and health services during the recovery phase
Department of Transport and Main Roads	➤ Primary agency for transport systems ➤ Primary agency for sea pollution where it impacts, or is likely to impact, on Queensland coastal waters ➤ Coordinate the disaster response operations for the state group if a Department of Transport and Main Roads officer is appointed as State Disaster Coordinator ➤ Provide information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure as it affects the transport system ➤ Enable an accessible transport system through reinstating road, rail and maritime infrastructure ➤ Assist with the safe movement of people as a result of mass evacuation of a disaster affected community ➤ Maritime Safety Queensland (MSQ) is a section of the Department of Transport and Main Roads' Transport Safety Branch within the Customer Services, Safety and Regulation Division. The role of MSQ is to protect Queensland's waterways and the people who use them – providing safer, cleaner seas.
Ergon Energy	➤ Primary agency for providing, maintaining and restoring power supplies ➤ Provide advice to the Local Disaster Management Group (LDMG) on power supply issues ➤ Provide safety information to consumers
Telstra	➤ Primary agency for the management and maintenance of the telecommunications network across all providers ➤ Liaison between agency and Local Disaster Management Group (LDMG)

3. Prevention

3.1 Risk Assessment

Disaster risk assessment is the process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards or other criteria.

Disaster risk assessments determine community vulnerability through the identification and examination of hazards to identify risk, analysis of the risk to evaluate the likelihood and consequence of a disaster occurring and analysis of the evaluation to identify treatment options. These assessments allow for the targeting of mitigation, preparation, recovery and resilience actions to achieve safer and more sustainable communities.

In order to understand types of hazards and their associated risks to the local government area, the LDMG must develop an understanding of:

- the local community characteristics through an environmental scan;
- hazards that may impact within the local government boundary and those which may impact across boundaries, including the associated risks;
- the probable consequences of the risk, and the likelihood that it will have a detrimental impact, including an understanding of historical events and impacts on the community;
- treatment options and the capacity of the LDMG to implement these options.

3.2 Hazards

All possible hazards have been identified within the guidelines and are included in the Risk Register. The Risk Register has been devised having regard to the following risk studies undertaken for the area:

- Bulloo Shire Council, *Natural Disaster Risk Management Report* (Prepared with the assistance of George Bourne & Associates), October 2004

The following hazards have been identified as being relevant in the Bulloo Shire Region.

- Flooding / Earthquake
- Bushfire
- Severe Storm
- Heatwave
- Major Road Accident
- Aircraft Accidents
- Exotic Animal & Plant Disease
- Hazardous Material / Industrial Accidents
- Epidemics / Pandemics
- Terrorism

3.3 Hazard Specific Arrangements

There are currently no major hazard specific facilities within the Bulloo Shire other than the Oil and Gas facilities which are managed by the owners and will be supported by the LDMG and Local Government as required.

4. Preparedness

4.1 Overview

The plan will address and provide prevention strategies for effective disaster management through prevention planning for specific threats and hazards, mitigation and education.

This section of the plan aims to identify community awareness programs that will assist the community in preparing for a disaster event and actions required to reduce or eliminate the impacts or effects of a disaster through the operations of the LDMG, other responsible agencies and community input.

4.2 Community Awareness and Education Program

One of the functions 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 which takes into consideration the **hazards and risk priorities identified as potentially** impacting on the Bulloo Shire Region.

The community awareness program will encompass 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 annual "Get Ready Qld" all hazards initiative.
- Provision of a community awareness and preparedness campaign to highlight the Quilpie Shire/Bulloo Shire "Be Guided" Disaster Management Handbook

Provision of a community awareness campaign to inform the community of the emergency alert system and its operation.

Community awareness activities will be reported on at each meeting of the LDMG and will be included in the LDMG Annual Report

4.3 Training

The provision of and attendance at education and training for those involved in disaster and emergency management work is a key preparedness and capability building activity.

Queensland Fire and Emergency Services has a responsibility identified in The Act and State Plan to ensure that persons performing functions under The Act in relation to disaster operations are appropriately trained. QFES have developed a disaster management training framework identifying courses that are to be undertaken by those persons.

In addition, BSC conducts ongoing training courses for the Bulloo Shire LDMG and LDCC to improve operational readiness and situational awareness within Bulloo Shire.

Each member agency of the Bulloo Shire LDMG is responsible for ensuring that staff undertaking disaster and emergency management work have or plan to have received appropriate training for their roles, in particular those courses identified in the training framework.

The LDC is responsible for facilitating attendance at relevant training for Bulloo Shire LDMG members and the Bulloo Shire LDCC team.

In an effort to provide an effective training and exercising program, Bulloo Shire LDMG works closely with QFES and other local government disaster management units to provide a coordinated training program.

Details of training issues (training conducted, training gaps identified, etc.) will be included in the annual report of the LDMG

4.4 Exercises

An exercise is a controlled objective based activity used to practice, evaluate or test plans or procedures and resources. The purpose of an exercise is to practice/test the knowledge and ability of the agencies of the disaster management system to coordinate disaster operations for a potential disaster or emergency scenario. Exercises can enhance capacity and confidence of the people that participate in them. The conduct of an exercise is one way in which the Bulloo Shire LDMG can undertake a review of the Local Disaster Management Plan.

Prior to participating in disaster and emergency exercises it is preferred that participants have received training as outlined in the section above. This is so that participants have a basic understanding of the policies and procedures that apply to working in a disaster management environment and that the experience and learning's from the exercise can be maximised.

Exercises can be small scale one to two hour activities through to a three day event. More frequent smaller exercises can be an effective alternative to a single large

scale activity. Each year, Bulloo Shire Council will hold one or more of the following exercises:

- Processes within the LDMG (e.g. activation, communications, decision making);
- Disaster management activities (e.g. resupply, evacuation);
- Interactions between LDMG and with the DDMG;
- Response arrangements for specific hazards (e.g. influenza pandemic, animal or plant disease)
- Small scale exercise involving the testing of the Local Disaster Coordination Centre; and Communication Test exercises

An exercise is to be followed by a debrief process. A hot debrief is to be conducted immediately following the conclusion of the exercise and a cold debrief conducted not longer than 2 weeks following the exercise. The cold debrief allows participants time to provide a more considered view of the exercise outcomes. The learnings from the exercise are to be consolidated into a plan for action.

Details of the exercise program (activities conducted, training gaps identified, etc.) are maintained by the Local Disaster Coordinator and will be included in the annual report of the LDMG.

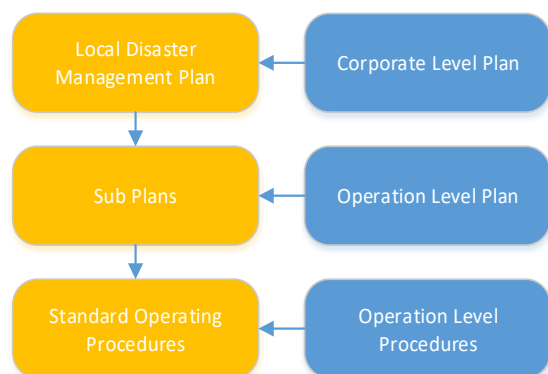
4.5 Sub Plans

A Sub Plan is a document describing roles, responsibilities and arrangements for performance of a key response or recovery function.

Sub Plans are in support of the LDMP, prepared in accordance with the requirements of the Disaster Management Act 2003.

They are usually supported by Standard Operating Procedures (SOP) that outline the procedures to be followed when the Sub Plan is activated.

The relationship between these plans and SOP are depicted in the following diagram:



4.6 Sub-committees

The Chair of the Bulloo Shire LDMG may establish sub-groups, whether permanent or temporary, to assist the group with its business where circumstance require to

address specific functions within its disaster management arrangements across the four principles of prevention, preparedness response and recovery.

Terms of Reference shall be established for each sub group to give clear guidance on the establishment, role and function, required outcomes and conduct of business of the sub-group.

4.7 Local Disaster Coordination Centre (LDCC)

The Bulloo Shire LDCC located at Council's Administration Centre, Dowling Street Thargomindah, has the responsibility for coordination of disaster operations, providing a response capability on behalf of the Bulloo Shire LDMG.

The main aim of the Bulloo LDCC is to coordinate resources, information and assistance in support of local agencies and stakeholders who are engaged in disaster operations.

The Bulloo Shire LDCC also provides forward planning which requires consideration of the unfolding event and its likely impacts on the Bulloo Shire communities.

Primary responsibilities of the Bulloo Shire LDCC include:

- 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 Local Disaster Coordinator (LDC);
- advice of additional resources required to the DDMG; and
- provision of prompt and relevant information to the DDMG concerning any disaster event occurring within the district.

Further information on Activation and Operation of the Disaster Coordination Centre is detailed in the Disaster Coordination Centre Sub Plan

Emergency Planning

Local Plans

The Bulloo Shire Council LDMG recognises the importance of planning for disaster events.

When preparing emergency plans, the Bulloo Shire Council LDMG will:

- utilise recognised emergency risk management principles;
- adopt a comprehensive, all agencies approach to disaster management;
- consider community preparedness; and
- consult extensively with lead and supporting agencies, and community stakeholders as appropriate.

The Bulloo Shire Council LDMG is responsible for maintaining this Local Disaster Management Plan. In maintaining this Plan, the group expects that all member

agencies will be actively involved in the review process required under the DMA.

Lead agency sub-plans

The Bulloo Shire Council LDMG expects that lead agencies will prepare and maintain written emergency plans that:

- control hazards for which they are responsible; and
- manage the delivery of disaster management functions for which they are responsible.

Lead agencies are responsible for reviewing and updating relevant sub-plans for which they are responsible at least annually, and presenting enhancements to the LDMG for consideration.

Community emergency plans

The Bulloo Shire Council LDMG encourages community groups, businesses and others to prepare emergency and business continuity plans.

The group especially encourages organisations that care for vulnerable sectors of the community (e.g., aged care facilities) to prepare emergency plans.

5. Response

The principle purpose of emergency response is the preservation of life, property and the environment. Response is defined as the “actions taken in anticipation of, during and immediately after an emergency to ensure its effects are minimised and that people affected are given immediate relief and support” (Australian Emergency Management – National Emergency Risk Assessment Guidelines October 2010).

It includes:

- timely activation of the LDMG & LDCC;
- conducting regular training and exercises for response and recovery teams;
- utilising all available resources to ensure timely and reliable information is provided to the community; and
- coordinating resources to respond to the disaster event.

Section 4A (Guiding Principles) of the DMA stipulates that local government should primarily be responsible for managing events in its local government area. Under section 30 (1) of the DMA, functions of a LDMG include:

- 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 management;
- to identify and coordinate the use of, resources that may be used in disaster operations in the area;

Section 15 of the DMA defines disaster operations as activities undertaken before, during or after an event that happen to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event.

The LDMG recognises that the response to a disaster event:

- need to incorporate all those actions that help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, to a particular and specific disaster event;
- may commence prior to the impact of an event, if advance warning is given and known; and
- concludes once the risks of loss of human life, illness or injury, property loss or damage, or damage to the environment are reduced to an acceptable level.

5.1 Response Capability

The Bulloo Shire Council LDMG has a strong response capability in that it is well equipped, well-staffed and has a reliable assembly of resources including access to:

- Bulloo Shire Council response and equipment resources;
- State Emergency Service response and equipment resources;
- access to equipment (including heavy equipment) and plant within Council and through commercial providers, which is accessible through the LDCC;
- Personal Protective Equipment held by lead agencies; and
- volunteers from within the community

Agencies listed have appropriate resources to deliver their agreed roles and responsibilities.

5.2 Disaster Declaration

In accordance with Section 64 of the Act, the DDC may, with the approval of the Minister, declare a disaster situation for the district or one or more local government areas within the district in whole or in part.

As outlined in Section 75 and Section 77 of the Act, the declaration confers extra powers on particular groups to perform actions, give directions and control movements within the declared area.

Before declaring a disaster situation the DDC is to take reasonable steps to consult with each local government in, or partly in, the proposed declared area.

It is important to note that the declaration of a disaster situation relates to the situational requirement for additional powers and is not linked to the activation of particular disaster management groups under the QDMA or the activation of disaster financial assistance arrangements. All three actions are independent processes and are not interlinked or conditional. The declaration of a disaster situation does not impact the requirements of a local government under the Act to manage disaster operations in their area.

5.3 Activation of Response Arrangements

The Chairperson of the Bulloo Shire Council LDMG has responsibility for activating the LDMG and the LDCC and determining the stage of activation require.

Activation will normally occur:

- a) as a response to a worsening situation and is thus responsive to an alert warning system; or because of other circumstances, where no warning is possible; or
- b) at the request of the responsible lead agency/control authority; or

- c) at the direction or request of the District Disaster Coordinator; or
- d) at the discretion of the LDMG Chairperson upon becoming aware of a threat or potential threat to the communities of the Bulloo Shire area; or
- e) during testing of the process.

Activation of the LDCC is to be as per the Local Disaster Coordination Centre Sub Plan and associated Standard Operating Procedures (SOP's).

5.4 Stages of Activation

Timely activation of the Bulloo Shire LDMG is critical for an effective response to an event. The decision to activate is dependent upon a number of factors including the perceived level of threat.

The following activation stages apply to the activation of the LDMG.

The different stages of activation are:

Stage	Characteristic of Level
Alert	➤ A heightened level of vigilance due to the possibility of an event in the area of responsibility. ➤ No action is required however the situation should be monitored by someone capable of assessing the potential of the threat
Lean Forward	➤ An operational state prior to "stand up" characterised by a heightened level of situation awareness of a disaster event (either current or impending) and a state of operational readiness. ➤ Disaster coordination centres are on standby; prepared but not activated.
Stand Up	➤ The operation state following "lean forward" whereby resources are mobilised, personnel are activated and operational activities commenced. ➤ Disaster coordination centres are activated
Stand Down	➤ Transition from responding to an event back to normal core business and/or recovery operations. ➤ There is no longer a requirement to respond to the event and the threat is no longer present.

5.5 Coordination of Disaster Operations

The responsibility of the functional coordination of disaster operation sits with the appointed Local Disaster Coordinator. The LDC has the following functions under s. 36 of the Disaster Management Act 2003:

- to coordinate disaster operations for the local group;
- to report regularly to the local group about disaster operations; and
- to ensure, as far as practicable, that any strategic decisions of the local group about disaster operations are implemented.

5.6 Functional Arrangements

Lead Agency

A functional lead agency is the agency in control of the management of a disaster function when this LDMP is activated. Control relates to managing "what should be done, when and by whom".

Control operates vertically across agencies that are contributing to the management of the particular hazard. For example, during a flood event, Bulloo Shire Council is the lead agency, and will control all contributing agencies. This includes giving directions and tasks to supporting agencies and opening and allowing access to centres.

Being in control does not mean that the lead agency supplies all the resources to deliver a function. A lead agency will be supported by other agencies that have an agreed role to support the delivery of the disaster management function.

Control does not extend to commanding the resources (personnel and equipment) of other agencies. Each agency is responsible for commanding their own assets.

Support Agency

A support agency supports the lead agency in the delivery of a disaster management function through actions or the provision of personnel and equipment.

While under the control of a lead agency, support agencies retain responsibility for commanding their resources and ensuring that their own standard operating procedures are correctly implemented.

A list of the lead and support agencies for each disaster situation are listed at Table 2 below:

Table 2: Lead and Support Agencies

Hazard	Lead Agency	Supporting Organisations
Flooding / Earthquake	Bulloo Shire Council QFES	State Emergency Service
		Qld Police Service
		Qld Ambulance Service
		Thargomindah Hospital
		Ergon Energy
		Telstra
		QFES Fire and Rescue
		Bureau of Meteorology
Bushfire	QFES – Rural Fire Service	Bulloo Shire Council
		State Emergency Service
		Qld Police Service
		Qld Ambulance Service
		Ergon Energy
Major Road Accidents	Qld Police Service	Bulloo Shire Council
		State Emergency Service
		Qld Ambulance Service
		Thargomindah Hospital
		QFES Fire and Rescue
		Ergon Energy
Aircraft Accidents	Qld Police Service (Until arrival of ATSB or DDAAFS) ATSB (civil) DDAAFS (military)	Bulloo Shire Council
		State Emergency Service
		Qld Ambulance Service
		Thargomindah Hospital
		QFES Fire and Rescue
Exotic Animal & Plant Disease	Dept Agriculture & Fisheries (DAF)	State Emergency Service
		Bulloo Shire Council
		Qld Police Service
		Government Medical Officer
		QFES Fire and Rescue
Hazardous Material / Industrial Accidents	Qld Police Service QFES Fire and Rescue	Bulloo Shire Council
		Qld Ambulance Service
		Thargomindah Hospital
		State Emergency Service
Epidemics / Pandemics	Qld Health	Thargomindah Hospital
		Qld Police Service
		Qld Ambulance Service
		State Emergency Service
		Bulloo Shire Council
Water Supply Contamination	Bulloo Shire Council	Thargomindah Hospital
		Qld Police Service
		Qld Ambulance Service
		State Emergency Service

5.7 Impact Assessment

Impact assessment is the organised and coordinated process of collecting and analysing information after a disaster, to estimate casualties, damage and immediate needs of the impacted community.

The purpose of conducting an impact assessment is to provide planning groups with a comprehensive situational awareness of what has occurred and what is required to address the problems in the response and recovery stages.

Immediately after a hazard has affected a community, there is a need to identify what the impact has been and what needs to be done to ensure the safety of life and property and to return the community to normality.

There are two types of assessment:

- a) **Rapid Damage Assessment** is undertaken immediately following an event to gather an overview of the impact. Information is gathered through the following sources:
 - Information received from the public;
 - Call for assistance recorded by emergency services and the Bulloo Shire LDCC;
 - Tasking of Bulloo Shire Council and emergency service assets;
 - Information provided by Bulloo Shire LDMG members;
 - Reconnaissance by Council and emergency services.
- b) **Comprehensive Damage Assessment** will start as soon as practical after the event, to accurately establish the impact of the event. Response and recovery agencies and organisations with a role under this plan will undertake a Comprehensive Damage Assessment relating to their area of control and will submit reports to the Bulloo Shire LDCC.

Bulloo Shire Council is the lead agency for conducting impact assessments within its community. The Bulloo Shire LDCC is responsible for coordinating the collection of this information.

5.8 Operational Reporting

Situation Report (SITREP)

Situation reports (SITREP) capture accurate information from the day's operations by detailing current and forecast situation during a disaster event.

All participating organisations involved in activations shall submit information required for Situation Reports to the Chair of the LDMG, or delegate, as and when requested.

The LDCC, through the operation of the Bulloo Shire LDCC, is responsible for the preparation of the SITREP. The SITREP will be distributed at intervals as requested by the DDMG.

Tasking Log

All information and tasks are to be recorded throughout disaster operations within the Bulloo Shire LDMG Incident

Management Log, to ensure all incoming and outgoing information is captured and reported on in an efficient and timely fashion.

The tasking log shall contain details of:

- the specific operational task to be undertaken;
- the date and time of commencement of the task;
- the agency and responsible officer to which the task has been delegated;
- relevant contact details;
- the date and time of completion of the task; and
- actions taken and contextual comments.

The use of a tasking log will ensure that planned operational contingencies have been executed.

Tasking logs are treated as official records and are to be stored and archived appropriately to provide information to any post-event review.

5.9 Post Disaster Assessment

The review of operational activities undertaken during a disaster is a key component of developing capacity and improving disaster management arrangements. Post-disaster assessments are held to:

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

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

- **Hot 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.
- **Cold Debrief**, undertaken no more than 2 weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation.

A post disaster assessment report is to be completed to provide an overview of the lessons identified following an event and importantly recommendations for improving disaster management.

5.10 Financial assistance arrangements

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.

5.10.1 State disaster relief arrangements (SDRA)

The intent of the SDRA is to assist in the relief of communities whose social wellbeing has been severely affected by a disaster event (natural or non-natural).

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. There are two relief measures available for activation under the SDRA:

Personal Hardship Assistance Scheme

Personal hardship and distress grants for individuals may be available for immediate needs, essential household contents and structural assistance.

Counter Disaster Operations

Eligible extraordinary operational costs incurred as a direct result of the event or impending event.

As a personal hardship program the SDRA may be activated when advice is received from the Department of Communities, Child Safety and Disability Services, as the administering authority, to activate the Personal Hardship Assistance Scheme.

The advice must stipulate that local service providers have reached their capacity to provide a service to people identified as experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a disaster.

5.10.2 Natural Disaster Relief and Recovery Arrangements (NDRRA)

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

Eligible disasters under NDRRA include: Cyclone, Flood, Landslide, Meteor Strike, Storm, Bushfire, Storm Surge, Terrorist Event, Tsunami, Tornado and Earthquake.

For more information refer to the Queensland Disaster Relief and Recovery Arrangements Guidelines available at www.disaster.qld.gov.au in the "Financial Support" section.

5.11 Financial management

In the event of a disaster situation, the Council's normal procedure for expenditure should be followed. All expenses are to be captured within the Counter Disaster Operations cost centre.

All expenses incurred during a disaster should be authorised and recorded to ensure compliance with the Natural Disaster Relief and Recovery Arrangements (NDRRA) and associated Guidelines.

The LDC, in consultation with the LDMG Executive Team, is responsible for establishing and maintaining financial management procedures for the LDCC.

Each support agency is responsible for providing their own financial services and support to its response operations relevant to their agency.

Authority to expend funds

The LDC is able to authorize financial expenditure if required. The LDC will consult with the Council's senior management, the DDC and QFES before any major outlay.

Authorised Expenditure

Individual authorized limits shall be generally as per normal Council financial delegation. The determination of the limit of expenditure permitted without further reference to senior management by the LDC shall be decided by the Bulloo Shire Council Chief Executive Officer.

5.12 Document management

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

Once the Bulloo Shire LDCC has been stood down, all records related to the disaster event will be archived into BSC's records management system (Infoxpert).

5.13 Media management

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

- joint media conferences are held at designated times involving key stakeholders, including the Chair of the relevant LDMG/s where geographically feasible; and
- the key spokesperson for the LDMG shall be the Chair of the LDMG or delegate.

5.14 Evacuations

Evacuations may be required in some cases for the threats and disasters identified in this plan. Due to the nature of the communities within the Shire it is highly unlikely that they will be required to be evacuated for long term periods.

Transport

If evacuations are required then those people affected will be transported by either Emergency Services vehicles, flood truck/boat, or aircraft as required and will be temporarily accommodated in alternative accommodation (as identified relative to the specific hazard) or with family/friends.

Catering

Catering for evacuees will be undertaken by Bulloo Shire Council with assistance of RFDS Auxiliary and local businesses (Roadhouse, Hotel, Motel, Foodstore).

Evacuation Centres

The responsibility for establishing evacuation shelters rests with Bulloo Shire LDMG. The establishment and location of Evacuation Centres will be dependent on the complexities of the disaster event and the location of the affected community.

Bulloo Shire Council's Works Depot and Information Centre have been identified as potential Evacuation Centres.

5.15 Warning Notification and Dissemination

The Chair of the Bulloo Shire Local Disaster Management Group, or delegate, is responsible for the dissemination of public warnings and information and is the official source of public and media information.

The Chair of the Bulloo Shire Local Disaster Management Group, or delegate, is the chief media spokesperson.

During an event, the release of public information on aspects such as road closures, traffic routes, advice on evacuation procedures and centres will be coordinated through the Bulloo Shire LDCC.

Such information and warnings will be provided to the community via a number of communications sources including: electronic media, such as Council's website, broadcast media (Radio and TV); and press releases. Bulloo Shire Council Customer Service Staff will also be used to support and relay public warnings and information.

Other alerts or warnings such as those delivered through the use of SEWS (Standard Emergency Warning System) or the national Emergency Alert (EA) telephone and SMS messaging system will be used to support and reinforce the warning messages provided through broadcast media.

Additionally, prior to, during and following an event, relevant government agencies (such as the Bureau of

Meteorology) will provide updated information and warnings to the community through a network of media outlets.

5.16 Resource and Logistics Support

At the commencement of all Disaster Response operations, all agencies will provide the LDC with a current list of available resources that can be utilised to support the local disaster management arrangement.

Where the Bulloo Shire LDMG requires logistics support and/or resources to meet operational requirements that are beyond local capacity and capability, the Bulloo Shire LDMG will formally seek assistance through a Request for Assistance forwarded to the DDCC via the Bulloo Shire LDCC.

5.17 Resupply for Isolated Communities

Disaster events have a potential to create isolated communities within Bulloo Shire. The Bulloo Shire LDMG is responsible for supporting communities within Bulloo Shire to prepare for the possibility of temporary isolation and ensuring resupply of food and other essentials during times of isolation.

Most events that isolate communities occur on a seasonal basis and communities which are likely to be affected by such events are expected to prepare well in advance for both the event and the expected period of isolation. If an event does isolate a community within Bulloo Shire, all resupply requirements will be addressed in accordance with the Queensland Supply Guides which can be obtained from the Queensland Disaster Management website: <http://www.disaster.qld.gov.au/>

For more information refer to the Resupply Sub-Plan.

5.18 Sub plans

The following Sub Plans have been developed in support of the LDMP:

SP01	Resupply
SP02	Evacuation
SP03	Community Recovery Implementation
SP04	-
SP05	-

These Sub Plans are approved by the LDMG under the provisions of the Disaster Management Act 2003.

	Alert	Lean Forward	Stand Up	Stand Down
Description	➤ 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	➤ An operational state prior to "stand up" characterised by a heightened level of situation 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.	➤ The operation state following "lean forward" whereby resources are mobilised, personnel are activated and operational activities commenced. ➤ Disaster coordination centres are activated	➤ 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.
Triggers	➤ Awareness of a hazard that has the potential to affect Bulloo Shire	➤ There is a likelihood that threat may affect Bulloo Shire ➤ Threat is quantified but may not yet be imminent ➤ Need for public awareness ➤ LDMG is now to manage the event	➤ 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	➤ No requirement for coordinated response ➤ Community has returned to normal function ➤ Recovery taking place
Actions	➤ Hazard & risks identified ➤ Information sharing with warning agency ➤ LDMG, DDC and QFES advised of local situation ➤ Initial advice to all stakeholders	➤ QFES and LDC conduct analysis of predictions ➤ Chair and LDC on watching brief ➤ Confirm level & potential of threat ➤ Council staff prepare for operations ➤ Determine trigger point to stand up ➤ Prepare LDCC for operations ➤ Establish regular communications with warning agency ➤ Core members of LDMG briefed ➤ LDC advises DDC of lean forward & establishes regular contact ➤ Warning orders to response agencies ➤ Public information & warning initiated	➤ LDMG meets ➤ LDCC activated ➤ Commence operational plans ➤ Bulloo Shire Council shifts to disaster operations ➤ LDMG takes full control ➤ SOPs activated ➤ Commence SITREPs to DDMG ➤ DDMG advised of potential requests for support	➤ 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 ➤ Return to local government core business ➤ Final situation report sent to DDMG

6. Recovery

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.

Recovering from an event includes:

- 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;
- 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 activities to restore capacity and resilience.

A community that is prepared for disasters by having necessary arrangements in place to deal with disasters will be a more resilient community and one that will return to the pre-disaster state more quickly than a community that is not prepared. As part of Queensland's disaster management arrangements, disaster management groups are responsible for disaster recovery operations in collaboration with identified functional lead agencies. Recovery arrangements need to be flexible to best suit local needs, and to use resources effectively.

Recovery arrangements also need to:

- acknowledge that recovery is a complex social and developmental process rather than just remedial in nature;
- recognise that recovery should be consequence driven and presents an opportunity to support the community to improve beyond what existed pre-disaster; and
- support community self-determination and participation in the recovery process.

6.1 Recovery Functions

Effective recovery requires an integrated, multi-disciplinary approach to needs analysis, consequence management, community engagement, planning and service delivery. Coordinated effort by all agencies involved in recovery is required.

As recovery is a complex and potentially protracted process, to assist with overall and effective coordination, aspects of recovery are conceptually grouped into four inter-related functions applicable in all hazards environment including:



The disaster management arrangements have appointed functional lead agencies for leading recovery under each of the functions. The responsibilities for the functional lead agencies for recovery have direct correlation to the relevant agency's core business.

Depending on the nature of the disaster, one or more of these functions may be the focus of recovery operations. Often a disaster will be of such a scale that all functions need to be addressed to affect recovery.

Functional lead agencies will require the assistance of supporting agencies to effectively perform their function.

Local/District Disaster management groups are responsible for disaster recovery operations in collaboration with identified functional lead agencies.

Human-social Recovery

Human-social recovery includes personal support, psychological services, temporary accommodation (not evacuation centres), financial assistance and repairs to dwellings. The Department of Communities, Child Safety and Disability Services is the functional lead agency for Community Recovery in a disaster event.

The functional lead agency for human-social recovery is the Department of Communities (DoC).

Infrastructure Recovery

Infrastructure recovery includes government structures, transport, essential services and communications. A number of separate State Government departments and non-government organisations will have key functional responsibilities for their respective element of Infrastructure Recovery

The Department of Transport and Main Roads and the Department of Public Works are the functional lead agencies for Infrastructure in a co-chair arrangement.

- Roads and transport: Department of Transport and Main Roads.
- Building recovery: Department of Public Works.

Economic Recovery

Economic recovery includes recovery as it relates to business impact, industry impact and worker impact. The Department of Employment, Economic Development and Innovation is the functional lead agency for Economic Recovery

The functional lead agency for economic recovery is the Department of Employment, Economic Development and Innovation (DEEDI).

Environmental Recovery

Environmental recovery includes recovery as it relates to parks, waterways and wildlife. A number of State Government departments and non-government organisations will have key functional responsibilities for elements of Environmental Recovery in a disaster event

The functional lead agency for environmental recovery is the Department of Environment and Resource Management (DERM)

6.2 Recovery planning

Planning for recovery shall commence as early as possible during the response phase of the event and will continue after the response phase has concluded.

Planning for recovery will include:

- reconstruction of the physical infrastructure; and
- restoration of emotional, social, economic and physical well-being through the provision of:
 - information;
 - personal support;
 - resources;
 - specialist counselling; and
 - mental health services.

Specific recovery measures apply to each individual threat/disaster type and are dealt with as follows.

- In preparing and reviewing this plan, LDMG members will provide advice to the Chairperson of their organisations' recovery planning and those procedures in place to ensure a coordinated approach in times of actual disaster.
- The District Disaster Group recovery plan incorporates a wide range of services and will be referred to as soon as possible in the recovery stage.

6.3 Functional lead agency recovery plans

Each functional lead agency should develop a plan to detail the arrangements for their designated function of recovery (e.g. a human-social recovery plan, developed by the State Human-Social recovery lead agency; an economic recovery plan, developed by the State Economic recovery lead agency). At the local level this information could be included in relevant community plans developed under state planning arrangements.

6.4 Establishment of Local Recovery Group

During disaster operations, the Bulloo LDMG may consider arrangements for establishing a local recovery group (Bulloo Local Recovery Group), to ensure recovery operations are implemented effectively with integration across the four functional areas.

This group, once established, will be supported and assisted, if required, by the District Disaster Management Group.

The local recovery group will work with functional lead agencies for recovery to coordinate recovery operations.

6.5 Recovery Coordination

The Bulloo Shire Local Recovery Group may establish separate recovery committees for each of the four functions as required. The Bulloo Shire Local Recovery Group will activate a community recovery plan to provide a coordinated approach to the provision of recovery services to the community.

7. Abbreviations

TERM	DEFINITION
CCC	Australian Government Crisis Coordination Centre
COAG	Council of Australian Governments
DCS	Department of Community Safety
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DMP	Disaster Management Plan
DM Portal	Queensland Disaster Management Portal
HazMat	Hazardous Materials (in the context of emergency response)
IMT	Incident Management Team
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
NDRP	Natural Disaster Resilience Program
NDRRA	Natural Disaster Relief and Recovery Arrangements
PPRR	Prevention, Preparedness, Response and Recovery
QDMA	Queensland Disaster Management Arrangements
SC3	State Crisis and Communications Centre
SDC	State Disaster Coordinator
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMC	State Disaster Mitigation Committee
SDMG	State Disaster Management Group
SDMP	State Disaster Management Plan

SDRA	State Disaster Relief Arrangements
SES	State Emergency Service
SESC	State Emergency Security Council
SITREPS	Situational Reports
SPF	Disaster Management Strategic Policy Framework
SRC	State Recovery Coordinator
SRG	State Recovery Group
The Act	Disaster Management Act 2003
The Minister	The Minister for Police, Corrective Services and Emergency Services
XO	Executive Officer

8. Definitions

TERM	DEFINITION
Advisory	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.
Chief Executive	the chief executive of the department, as referred to in the Disaster Management Act 2003, is currently the Director-General of the Department of Community Safety
Community	a group of people with a commonality of association and generally defined by locations, shared experience, or function
Community Resilience	The adaptive capacity of community members to respond to and influence the consequences of disasters to continue an acceptable level in functioning and structure
Coordination	The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc.) in accordance with priorities set by disaster management groups. Coordination operations horizontally across organisations and agencies
Coordination Centre	A centre established at State, District or Local 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 recover from the disruption (Disaster Management Act 2003, S13(1)).
Disaster District	Part of the state prescribed under a regulation as a disaster district
Disaster Management	Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding too and recovering from a disaster (Disaster Management Act 2003, S14)
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 (Disaster Management Act 2003).
Disaster operations	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event (Disaster Management Act 2003, S15).

TERM	DEFINITION
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 (Disaster Management Act 2003).
Disaster research	May be broadly understood as a systematic inquiry, before and after a disaster, into a relevant disaster management problem
Disaster response	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support (Disaster Management Act 2003).
Disaster response operations	The phase of disaster operations that relates to responding to a disaster (Disaster Management Act 2003).
Disaster recovery	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 o emotional, social, economic and physical wellbeing, and the restoration of the environment (Disaster Management Act 2003).
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 (COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements: 2002). Incorporates the processes of risk identification, risk analysis and risk evaluation (ISO Guide 73:2009 Risk Management – vocabulary).
District Disaster Coordinator	A person appointed under the Disaster Management Act 2003 who is responsible for the coordination of disaster operations in the disaster district for the District Disaster Management Group.
District Disaster Management Group	The group established under the Disaster Management Act 2003 to provide coordinated State government support and resources to Local Disaster Management Groups.
Evacuation	When danger to the community and property is expected to be for an extended period, residents may be removed from the disaster area or potential disaster area and relocated in an evacuation centre with access to personal and community support facilities. An Evacuation Centre may also be commercial accommodation for extended periods.
Event	An event means any of the following: ➤ a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening; ➤ an explosion or fire, a chemical fuel or oil spill, or a gas leak; ➤ a failure of, or disruption to, an essential service or infrastructure; ➤ an infestation, plague, or epidemic; ➤ an attack against the State; or ➤ another event similar to the above events. ➤ an event may be natural or caused by human acts or omissions (Disaster Management Act 2003, S16(1) & (2)).
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, Deputy Chair and Local Disaster Coordinator of the local group.

TERM	DEFINITION
Functional Lead Agency	An agency allocated responsibility to prepare for and provide a disaster management function and lead organisations that provide support roles.
Guidelines	Guidelines are developed under s63 Disaster Management Act 2003 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 (Emergency Management Australia, 2004).
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 Disaster Management Act 2003 who is responsible for the coordination of disaster operations for the Local Disaster Management Group.
Local Disaster Management Group	The group established under the Disaster Management Act 2003 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
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 preventive measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment (Disaster Management Act 2003).
Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency
Residual Risk	The risk remaining after risk treatment Residual risk can contain unidentified risk. Residual risk can also be known as 'retained risk' (AS/NZS ISO 31000:209 Risk Management – Principles and guidelines).
Risk	The effect of uncertainty on objectives (ISO Guide 73:2009 Risk Management – Vocabulary).
Risk Identification	The process of finding, recognising and describing risks (ISO Guide 73:2009 Risk management – Vocabulary).
Risk Management	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 review risk (ISO Guide 73:2009 Risk management – Vocabulary).
Risk Reduction	Actions taken to lessen the likelihood, negative consequences, or both, associated with a risk (ISO Guide 73:2009 Risk management – Vocabulary).

TERM	DEFINITION
Risk Register	A listing of risk statements describing sources of risk and elements at risk with assigned consequences, likelihoods and levels of risks.
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 risk 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 (ISO Guide 73:2009 Risk management – Vocabulary).
Serious 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
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 Disaster Management Act 2003 who is responsible for the coordination of disaster response operations for the State Disaster Management Group.
State Disaster Management Plan	A planning tool for disaster managers which provides an overview of Queensland's disaster management arrangements, including agency roles and responsibilities
Temporary Relocation / Emergency Shelter	When danger to people and property is expected to be of a short duration, residents may be temporarily removed from the area of immediate danger to a safe assembly point or shelter until danger has passed. Only minimum support facilities may be required
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards (National Emergency Risk Assessment Guidelines).



Part B

All Hazards Disaster Risk Management Plan

1. Community Context

1.1 Community Profile

The Bulloo shire is situated approximately 1,000km west of Brisbane on the Bulloo Development Road 200km west of Cunnamulla.

The Shire covers an area of 73,600sq/km and has a total population of approximately 450 persons.

Thargomindah is the headquarters for the Shire. There are several other local communities within the Shire and these are based around the Townships of Hungerford, Noccundra, Cameron's Corner, Jackson/Naccowlah Oil Fields and the South West Queensland Gas Centre at Ballera.

1.2 Geography

The soils within the Shire range from black to red and stony gravel. The major rivers are the Bulloo and Wilson and Cooper Creek to the west. The flow is generally North to South in the Shire. Flooding occurs in the wet season and causes disruptions to traffic which is the main concern.

There are major gas and oil production fields within the Shire, the gas being transported by pipeline to Capital Cities from Ballera Gas Fields. Oil is piped from Jackson to Moonie. Work has commenced on a new pipeline from Jackson to Moomba in South Australia. In the short-term Oil is be trucked by heavy transport from Jackson to Moomba, due to damage in the Jackson-Moonie pipeline

1.3 Climate and weather

Climate

Arid with mostly dry atmospheric conditions (non-humid).

Rainfall

The annual average rainfall of the Shire is 287 mm, with most rain falling between December and March.

Temperature

Temperatures range from 2° C to 24° C (winter) and 20° to 50° C (summer).

There are approximately 80 days per annum where the temperature exceeds 35° C

1.4 Population

In the 2016 Census, there were 346 people in the Bulloo Shire Local Government Area. Of these 53.3% were male and 46.7% were female. Aboriginal and Torres Strait Islander people make up 11.6% of the population.

No breakdown of location was provided, however the table below provides an estimate of population spread, based on local knowledge.

- Thargomindah: Approximately 270
- Noccundra: Approximately 3
- Hungerford: Approximately 23
- Rural Area: Approximately 50

Persons engaged in the Oil & Gas industry have not been captured in the census data and have not been taken into consideration in this community context analysis.

1.5 Vulnerable people

Total age breakdowns taken from 2016 Census data. No detailed breakdown of age group by location was provided and the table below provides an estimate of age spread, based on local knowledge.

Age Group	Thargomindah	Noccundra	Hungerford	Rural Area	Total
0Yr - 4Yr	13	0	0	6	19
5Yr - 14Yr	32	0	3	2	37
15Yr - 19Yr	10	0	0	8	18
20Yr - 64Yr	187	3	13	26	229
64Yr - 84Yr	28	0	7	1	36
>85Yr	0	0	0	7	7
Total	270	3	23	50	346

1.6 Community Preparedness

Thargomindah

Active SES unit, adequate resources, has capacity to assist smaller communities

Noccundra

Restricted resources, minimal event requires assistance

Hungerford

Restricted resources, minimal event requires assistance – Rural Fire Brigade active

Rural Areas

Restricted resource, minimal event requires assistance

1.7 Industry

- The main industry of the area is sheep and cattle and minor tourism. Significant Oil, Gas Industry in the far west of the local government area.

1.8 Hazardous sites

- Gas lines – there are several lines in the Bulloo Shire, exact locations can be acquired from the Asset Owner.
- Gas installation facility – Balleria
- Service Stations – Thargomindah
- Swimming Pools – Thargomindah
- Jackson/Naccowlah Oil Fields

1.9 Public buildings, spaces and events

Thargomindah
Public Buildings
➤ Council Chambers / Community Centre / Hall / Information Centre
Spaces
➤ Sports Grounds/Rodeo Grounds/ Thargomindah State School / Airstrip
Noccundra
Public Buildings
➤ Hall
Spaces
➤ Sports Ground / Airstrip
Hungerford
Public Buildings
➤ Hall / RFDS Medical Clinic
Spaces
➤ Sports Ground / Airstrip

1.10 Critical Infrastructure and Essential Services

Thargomindah
Government Buildings
➤ Bulloo Shire Council Administration Centre
➤ Thargomindah Outpatients
➤ QGAP Office/Police Station
➤ Joint Emergency Services (RFS/SES)
Major Roads
➤ The Bulloo Development Road runs through Thargomindah from Cunnamulla in the east to Quilpie to the north in the North, via Eromanga.
➤ This road carries significant volumes of heavy transport in support of the beef and Oil/ Gas Industries.
Noccundra
Government Buildings
➤ Nil
Major Roads
➤ The Warry Gate Road runs through Noccundra from the Bulloo Development Road to the east. This road is a major connector to NSW and carries significant volumes of heavy transport in support of the beef and Oil/Gas Industries
Hungerford
Government Buildings
➤ Police Station
➤ Joint Emergency Services (RFS/SES)
Major Roads
➤ The Hungerford Roads runs through Hungerford from the Bulloo Development Road to the north. This road is a major connector to NSW and carries moderate volumes of heavy transport in support of the beef. This road also carries significant volumes of tourist traffic during the winter months.

1.11 Proposed future development

Potential for some future growth in Thargomindah Township due to increased activity in the Oil/Gas Industry in the Cooper Basin.

1.12 Neighbour relationships

Bulloo Shire Council maintains close working relationships with Quilpie Shire and Paroo Shire and to a lesser extent, Bourke Shire in NSW. Councils shares resources and knowledge.

2. Risk Analysis

2.1 Risk Assessment

A risk assessment process is 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 Bulloo Shire Region.

The process identifies the risks emanating from each hazard, and uses Risk Descriptors, Likelihood Descriptors and a Qualitative Analysis Matrix.

The “likelihood” of a risk is based upon the chances of the event actually happening. To decide upon the Level of Risk, the pre-determined levels of likelihood and consequence are combined using the following table, to determine a “Risk Score”.

Likelihood		Consequence				
		Catastrophic 5	Major 4	Moderate 3	Minor 2	Insignificant 1
Almost certain	5	10	9	8	7	6
Likely	4	9	8	7	6	5
Possible	3	8	7	6	5	4
Unlikely	2	7	6	5	4	3
Rare	1	6	5	4	3	2

Risk Score	Likelihood	What should result
9 - 10	Extreme	Immediate action required
7 - 8	High	senior management action required
5 - 6	Moderate	Management responsibility must be specified
2 - 4	Low	Manage by routine procedures

2.2 Risk Treatment

After the risks have been assessed, decisions must be made with respect to the treatment of those risks. The Local Disaster Management Group is responsible for determining the appropriate risk treatment measures to address the identified risks, and to ensure that those treatment measures are applied.

For each risk there may be a range of possible treatment options and it may be necessary to apply a mix of structural and non-structural treatments.

Treatment options are designed to achieve one or a combination of the reduction of the likelihood and/or consequences of hazardous events.

2.3 Risk “Ownership”

Where individual agencies are identified as being the “owner” of identified risks, it will be the role of that agency’s representative on the Local Disaster Management Group to ensure that his/her agency is aware of the situation and to report to the LDMG the actions taken by the agency to treat the risk.

2.4 Risk Sharing

Some risks may be beyond the capacity of the LDMG to address and may require to be managed at a District or State level. These include risks which also impact adjoining local governments or require treatments such as the application of State policy or legislation. Such risks should be referred to the District Disaster Management Group by the LDMG representative on the Group.

2.5 Residual Risk

Residual risk is the risk which remains following the implementation of physical treatment options. Some risks may only be reduced via specific actions, such as having evacuation plans in place.

2.6 Risk Treatment Plan

The treatment strategies, along with details of how they are to be applied are recorded in the Risk Treatment Plan.

3. Risk Treatment Plan

	Vulnerable Element	Potential Risk	Likelihood	Consequence	Risk Rating	Risk Treatment	Revised Risk Rating
Flooding	People	➤ People (rural properties, travelling public) could become isolated/stranded due to road closures.	Almost certain	Moderate	High	1. Develop and maintain a property register to identify homestead locations and at risk persons	Medium
		➤ Increase in vector outbreaks	Almost certain	Moderate	High	2. Develop strategies to identify and report on possible stranded travellers (Utilise property owners, and radio communications UHF/HF/Mobile Phones with signage to indicate frequencies and channels) 3. Ongoing community education program of risks of driving in isolated, remote rural areas (E.g. Stay on track outback campaign) 4. Develop and maintain a contact list for the conduct of wellbeing checks for isolated rural properties	
	Buildings	➤ Damage to property.	Likely	Major	High	5. Promote individuals to undertake preparations 6. Maintain Levee bank 7. Maintain adequate stocks of sandbags, resources, etc.	Medium
	Environment	➤ Damage by disruption of soil.	Rare	Minor	Low	8. Ongoing community education 9. Encourage land care good practice	Low
	Business	➤ Local businesses close (isolated effects).	Possible	Catastrophic	High	10. Ongoing community education and development of early warning systems	High
		➤ Reduce quality of good agricultural land. ➤ Stock loss.					
	Lifelines	➤ Telecommunication and electrical lines damaged.	Unlikely	Major	Medium	11. LDMG will support training and maintenance of Emergency Services personnel and associated equipment	Medium
		➤ Road closures or damage.	Almost Certain	Moderate	High		High
	Critical facilities	➤ Critical facilities unable to function effectively due to disruption of communications and power.	Possible	Major	High	12. LDMG will maintain a supply of generators suitable for use by local businesses and emergency services to operate cold rooms, freezers and essential services	Medium
		➤ Lack of locally experienced staff in disaster response.	Possible	Major	High	13. Ongoing training of emergency services personnel	Medium
Severe Storm	People	➤ People injured or fatalities.	Almost certain	Major	Extreme	14. LDMG will support training and maintenance of Emergency Services personnel and associated equipment	High

	Vulnerable Element	Potential Risk	Likelihood	Consequence	Risk Rating	Risk Treatment	Revised Risk Rating
						15. Ongoing community education and development of early warning systems	
	Buildings	➤ Damage to property.	Likely	Major	High	16. Ongoing community education and promotion of individual preparation and annual maintenance of buildings/property	Medium
	Lifelines	➤ Telecommunication and electrical lines damaged.	Unlikely	Major	Medium	17. LDMG will support training and maintenance of Emergency Services personnel and associated equipment	Medium
		➤ Road closures or damage.	Almost Certain	Moderate	High	18. Ongoing local government emergency response procedures for road damage checks and repairs.	Medium
	Critical facilities	➤ Critical facilities unable to function effectively due to disruption of communications and power.	Possible	Major	High	19. LDMG will maintain a supply of generators suitable for use by local businesses and emergency services to operate cold rooms, freezers and essential services	Medium
		➤ Lack of locally experienced staff in disaster response.					
	Business	➤ Local businesses close (isolated effects).	Possible	Catastrophic	High	20. Ongoing community education and development of early warning systems	Medium
		➤ Reduce quality of good agricultural land.					
		➤ Stock loss					
	Environment	➤ Damage to the environment by fallen trees and plants and disruption of soil.	Rare	Minor	Low	21. Ongoing maintenance of property and infrastructure	Low
						22. Encourage land care good practice	Low
Major Bushfires	People	➤ Fire and smoke hazard.	Likely	Major	High	23. LDMG will support training and maintenance of Emergency Services personnel and associated equipment	High
						24. Ongoing community education and development of early warning systems	High
						25. Develop a protocol (including cross border) for the erection of warning/road closure signage	High
		➤ Inexperienced fire fighters					High
	Buildings	➤ Buildings damaged/destroyed by fire.	Rare	Major	Medium	26. Ongoing community education and promotion of individual preparation and annual maintenance of buildings/property	Medium
						27. LDMG will support training and maintenance of Emergency Services personnel and associated equipment	Medium
	Lifelines	➤ Power, water supply, communication lines disrupted from fires.	Unlikely	Moderate	Medium	28. LDMG will maintain a supply of generators suitable for use by local businesses and emergency services to operate cold rooms, freezers and essential services	Medium
		➤ Road blockages.	Unlikely	Moderate	Medium		Medium

	Vulnerable Element	Potential Risk	Likelihood	Consequence	Risk Rating	Risk Treatment	Revised Risk Rating
	Critical facilities	➤ Critical facilities unable to operate effectively due to disruption of lifelines.	Possible	Major	High	29. LDMG will maintain a supply of generators suitable for use by local businesses and emergency services to operate cold rooms, freezers and essential services	Medium
		➤ Lack of fire fighting equipment	Possible	Major	High	30. LDMG will support training and maintenance of Emergency Services personnel and associated equipment	Medium
	Business	➤ Local economy affected.	Likely	Catastrophic	Extreme	31. Council will assist RFSQ with Bushfire control through the provision of subsidised plant hire rates	High
		➤ Loss of livestock and/or crops.	Likely	Catastrophic	Extreme	32. Assist landholders with Bushfire mitigation through the provision of dedicated plant and equipment.	High
	Environment	➤ Death of wildlife. ➤ National Parks damaged.	Rare	Major	Medium	33. Encourage the conduct agency/ property fire management planning and mitigation activities	Low
		➤ Increased spread of fire tolerant/regenerative plants. ➤ Exposure of soil.	Rare	Major	Medium	34. Ongoing maintenance of property and infrastructure 35. Encourage land care good practice	Low Low
Major Transportation Incidents	People	➤ Truck rollover or ruptured container releasing hazardous substances.	Likely	Moderate	High	36. LDMG will support training and maintenance of Emergency Services personnel and associated equipment	Medium
		➤ Vehicle/aircraft fire.	Likely	Moderate	High	37. Establish and maintain heavy vehicle dangerous goods routes through urban areas with signage	Medium
	Lifelines	➤ Road closures	Likely	Moderate	High	38. Develop a protocol (including cross border) for the erection of warning/road closure signage	Medium
	Critical facilities	➤ Increased pressure on limited health services.	Rare	Major	Medium	39. LDMG will support training and maintenance of Emergency Services personnel and associated equipment	Medium
	Business	➤ Delay in transportation of goods.	Likely	Moderate	High	40. Develop a protocol (including cross border) for the strategic diversion of traffic	Medium
	Environment	➤ Spill of hazardous substances.	Possible	Major	High	41. Develop protocol with EPA for the recovery/disposal of hazardous substances	Medium
Human / Animal / Plant Diseases	People	➤ Contract of communicable disease. ➤ Aging population is highly susceptible to disease contraction.	Rare	Major	Medium	42. Respond and assist as per directions by Lead Agency (Qld Health/Biosecurity Qld)	Medium
	Lifelines	➤ Waterborne vectors in bore water/artesian springs.	Rare	Minor	Low	43. Ongoing monitoring and maintenance of infrastructure	Low
	Critical facilities	➤ Emergency services overwhelmed.	Rare	Moderate	Medium	44. Support cross skilling of local emergency services personnel 45. Coordination of external personnel and resources to support local services	Medium

	Vulnerable Element	Potential Risk	Likelihood	Consequence	Risk Rating	Risk Treatment	Revised Risk Rating
	Business	Animals and plants/crop contract disease.	Rare	Major	Medium	46. Respond and assist as per directions by Lead Agency (Qld Health/Biosecurity Qld)	Medium
		Loss of livestock or crops	Rare	Major	Medium	47. Encourage the conduct agency/ property mitigation activities 48. Encourage plant and animal welfare good practice	Medium
Major Hazardous Chemical Incidents	People	Air/Water/Land contamination.	Rare	Unlikely	Low	49. Respond and assist as per directions by Lead Agency (QFES/EPA/DNRM)	Low
	Lifelines	Bridge closure.	Rare	Minor	Low	50. Develop a protocol (including cross border) for the strategic diversion of traffic	Low
	Critical facilities	Lack of knowledge of emergency personnel in oil spill response.	Rare	Minor	Low	51. LDMG will support training and maintenance of Emergency Services personnel and associated equipment	Low
	Environment	Air/Water/Land contamination.	Rare	Moderate	Low	52. Develop protocol with EPA for the recovery/disposal of hazardous substances	Low
Earthquake	People	- Injury and/or fatalities - Ongoing wellbeing of residents post-event.	Rare	Minor	Low	53. LDMG will support training and maintenance of Emergency Services personnel and associated equipment	Low
	Buildings	Property damage Private & Commercial.	Rare	Minor	Low	54. Ongoing maintenance of property and infrastructure	Low
	Lifelines	Roads / Electricity / Communications	Rare	Moderate	Low	55. Ongoing maintenance of property and infrastructure	Low
	Critical facilities	Water / Airstrips / Sewerage	Rare	Moderate	Low	56. Ongoing maintenance of property and infrastructure	Low
	Environment	Water/Land contamination.	Rare	Moderate	Low	57. Ongoing monitoring and maintenance of infrastructure	Low
Terrorism	People	- Injury and/or fatalities - Ongoing wellbeing of residents post-event.	Rare	Moderate	Low	58. LDMG will support training and maintenance of Emergency Services personnel and associated equipment	Low
	Buildings	Major damage to key buildings	Rare	Moderate	Low	59. Ongoing monitoring and maintenance of infrastructure	Low
	Lifelines	Roads / Electricity / Communications	Rare	Moderate	Low	60. Ongoing monitoring and maintenance of infrastructure	Low
	Critical facilities	Water / Airstrips / Sewerage	Rare	Moderate	Low	61. Ongoing monitoring and maintenance of infrastructure	Low

4. Hazard Assessment

Hazard	Area/Location	Explanation of Risk
Earthquakes	The area has no history of seismic events.	➤ The closest location to Bulloo Shire that has experience a seismic event is Cunnamulla. The event was recorded on 27 November 2013 and registered as a magnitude 3.0 on the reciter scale. ➤ There is very little evidence to indicate that an earthquake hazard exists within the Bulloo Shire area, however, an event is possible.
Flood	Flood inundation of low lying areas, cutting roads. Minimal inundation of homes and business.	➤ The Bulloo River has a history of minor flooding events occurring with major events occurring in 1918, 1963, 1974, 1989, 2004 and 2010. ➤ The Bulloo catchment extends north almost to Isisford and south to just beyond Milparinka in New South Wales. The catchment covers a total area of some 74,900 square kilometres, with the bulk of the area (approximately 74%) contained in the Queensland (DNR, 2000). ➤ For floods originating in the headwaters around Adavale there is up to 7 days warning in which to prepare for an event.
Bushfires and urban fires	Both urban and rural areas	➤ Urban centres are susceptible to fires at any time ➤ Risk of wildfires across rural areas mainly between September and start of wet season. ➤ Presents risk to lives, homes, pastures and livestock, as well as the environment.
Storm (Wind, Rain and Hail)	Whole of the Region.	➤ Severe wind/rain/hail storm can affect the whole region and is usually confined to the summer and autumn months. ➤ Warning times are usually too short for significant precautionary action, however the impacts are usually localised.
Major Road Accidents	Whole of the Region.	➤ The region's traffic includes "heavy" vehicles with many transports travelling between Thargomindah and the Cooper Basin. In addition many semi- trailers, and cattle transports use the highway through the shire.
Aircraft Accident	Thargomindah Airport, Hungerford airfield, Noccundra airstrip, and small private airstrips.	➤ Possibility of a mishap is always present.
Exotic Animal Disease	As cattle are the most common animals in the region they are the most susceptible to an outbreak of disease. Small number of sheep are run predominately on the eastern side of the shire	Exotic animal disease may result due to a breakdown in the quarantine system. Birds and pests introduced from the north could also pose a threat.
Hazardous Material Accident	Adventure way / Thargomindah	➤ Many hazardous materials are transported via road posing a possible incident threat. ➤ The main road runs directly through the residential portion of the township of Thargomindah

Hazard	Area/Location	Explanation of Risk
Medical Epidemics and Infectious Diseases	Whole of the Region.	There is a possibility that tourists or other visitors could introduce an infectious disease.
Influenza Pandemic	Whole of the Region.	Risk posed by mutation of virus (avian flu).
Terrorism	Mass gatherings, hazardous storage sites, critical infrastructure.	↗ Range of possible events that may lead to casualties.

5. Consequence Analysis

Consequence Level	People	Environment	Economy	Public Administration	Social Setting	Infrastructure
Catastrophic	Widespread multiple loss of life (mortality >1 in ten thousand), health system unable to cope, displacement of people beyond ability to cope.	Widespread severe impairment or loss of ecosystem functions across species and landscapes, irrecoverable environmental damage.	Unrecoverable financial loss >3% of the government sector's revenues, asset destruction across industry sectors leading to widespread business failures and loss of employment.	Governing body unable to manage the event, disordered public administration without effective functioning, public unrest, and media coverage beyond region or jurisdiction.	Community unable to support itself, widespread loss of objects of cultural significance, impacts beyond emotional and psychological capacity in all parts of the community.	Long term failure of significant infrastructure and service delivery affecting all parts of the community, ongoing external support at large scale required.
Major	Multiple loss of life (mortality >1 in one hundred thousand), health system over- stressed, large numbers of displaced people (more than 24 hours).	Severe impairment or loss of ecosystem functions affecting many species or landscapes, progressive environmental damage.	Financial loss 1-3% of the government sector's revenues requiring major changes in business strategy to (partly) cover loss, significant disruptions across industry sectors leading to multiple business failures and loss of employment.	Governing body absorbed with managing the event, public administration struggles to provide merely critical services, loss of public confidence in governance, media coverage beyond region or jurisdiction.	Reduced quality of life within community, significant loss or damage to objects of cultural significance, impacts beyond emotional and psychological capacity in large parts of the community.	Mid-to long-term failure of significant infrastructure and service delivery affecting large parts of the community, initial external support required.
Moderate	Isolated cases of loss of life (mortality > than one in one million), health system operating at maximum capacity, isolated cases of displacement of people (less than 24 hours).	Isolated but significant cases of impairment or loss of ecosystem functions, intensive efforts for recovery required.	Financial loss 0.3-1% of the government sector's revenues requiring adjustments to business strategy to cover loss, disruptions to selected industry sectors leading to isolated cases of business failure and multiple loss of employment.	Governing body manages the event with considerable diversion from policy, public administration functions limited by focus on critical services, widespread public protests, media coverage within region or jurisdiction.	Ongoing reduced services within community permanent damage to objects of cultural significance, impacts beyond emotional and psychological capacity in some parts of the community.	Mid-term failure of (significant) infrastructure and service delivery affecting some parts of the community, widespread inconvenience.
Minor	Isolated cases of serious injuries, health system operating within normal parameters.	Isolated cases of environmental damage, one-off recovery effects required.	Financial loss 0.1-0.3% of the government sector's revenues, requiring activation of reserves to cover loss, disruptions at business level leading to isolated cases of loss of employment.	Governing body manages the event under emergency regime, public administration functions with some disturbances, isolated expressions of public concern,	Isolated and temporary cases of reduced services within community, repairable damage to objects of cultural significance, impacts within emotional and psychological capacity of the community.	Isolated cases of short-to mid-term failure of infrastructure and service delivery, localised inconveniences.

				media coverage within region or jurisdiction.		
Insignificant	Near misses or minor injuries, no reliance on health system.	Near misses or incidents without environmental damage, no recovery efforts required.	Financial loss <0.1% of the government sector's revenues to be managed within standard financial provisions, inconsequential disruptions at business level.	Governing body manages the event within normal parameters, public administration functions without disturbances, public confidence in governance, no media attention.	Inconsequential short-term reduction of services, no damages to objects of cultural significance, no adverse emotional and psychological impacts.	Inconsequential short-term failure of infrastructure and service delivery, no disruption to the public services.



Part C

LDMG Terms of Reference

1. Administration

1.1 Administrative Responsibilities

The LDC is responsible for the administration of the group.

The following administrative tasks are to be undertaken by the LDC:

- Keep minutes of meetings;
- Maintain contact lists;
- Maintain membership lists;
- Update local plan;
- Register correspondence;
- Prepare reports; and
- Conduct meetings.

1.2 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*.

The Queensland State Archives *General Retention and Disposal Schedule for Administrative Records* outlines the requirements for retaining documents in accordance with the *Public Records Act 2002*.

The Schedule and further information for LDMGs, including managing records during disaster events, can be obtained at www.archives.qld.gov.au in the section "Recordkeeping for Government".

1.3 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, Charleville Disaster District. The report is to be provided in the format and the time stipulated by the DDC.

This report will also be provided to Council as an Annual Report of the activities of the Local Disaster Management Group.

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

1.4 Reporting Requirements

The LDC of the Bulloo LDMG is responsible for the administrative and reporting obligations of the group. The following reporting must be undertaken by the group:

Report:	Submitted to:	Frequency:
Meeting Minutes	DDMG/SDMG	After each meeting
LDMG Report	DDMG/SDMG	Annually
LDMG Membership	DDMG/SDMG	Annually
Situation Reports	DDMG/QFES/LDMG	As negotiated
Activation Report	DDMG	As required

2. Membership

2.1 Membership Framework

The LDMG will comprise two parts to avoid being overly bureaucratic and allow a quorum to be achieved during times of disaster or activation.

The first component will be the core members which comprise the executive and key personnel involved from council, emergency services and other specialist staff. The core members will form the Local Disaster Management Group.

The second component will comprise the specialist advisors and other persons identified that are not required in a direct role, but who may provide specialist advice or play a supporting role. These advisors may attend meetings or provide input but are not required in order to make up a quorum.

2.2 LDMG Membership

The LDMG membership consists of representatives with the necessary expertise or experience and delegation authority to assist with a comprehensive, all hazards, all agencies approach to disaster management.

LDMG membership includes:

- Chairperson
- Deputy Chairperson
- Local Disaster Coordinator
- other persons appointed by the local government which should include:
 - council representatives;
 - local emergency services (SES), Queensland Police Service (QPS), Queensland Ambulance Service (QAS), RFSQ Fire and Rescue,
 - non-government organisations such as welfare organisations or community groups;
 - other representatives as identified by the local government's functional requirements.
- person nominated by the Chief Executive, of relevant organisations and agencies

Membership of the LDMG shall mean and include the person acting in the capacity of any of the members, or the delegate of the member as the case may be.

2.3 Chairperson and deputy chairperson of local group

The Bulloo Shire Council must appoint a member of the group as a Chairperson and a member of the group as a Deputy Chairperson.

The member appointed as the Chairperson must be a councillor of a local government.

2.4 Local Disaster Coordinator

The Chairperson must, after consulting with the Chief Executive, appoint in writing the Chief Executive Officer or an employee of the relevant local government as Local Disaster Coordinator

2.5 Specialist Advisors

In addition to the legislated members of the group, the LDMG may consider appointing members or advisors to ensure adequate coverage of the functions of disaster management.

LDMG advisors participate in the business of the group in an advisory capacity, as required.

The LDMG advisors will be regularly reviewed to reflect current disaster management arrangements for the local government area.

Whilst advisor input will be 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.

2.6 Notice about membership of local group

In accordance with the Disaster Management Act 2003, the Bulloo Shire Council will provide:

- An annual written notice of the LDMG members to the Charleville DDC and the Chief Executive of the Department of Community Safety (section 37).
- When the LDMG member register is altered, an updated copy shall be provided to the DDC. If the alteration relates to a member of the Executive Team of the LDMG, an updated copy shall also be provided to the SDCC.

2.7 Member Responsibilities

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

- attend LDMG activities with a full knowledge of their agency resources and services and the expectations of their agency
- are available and appropriately briefed to actively participate in LDMG activities to ensure that plans, projects and operations use the full potential of their agency or function, while recognising any limitations
- are appropriately positioned within their agency to be able to commit agency resources to LDMG normal business activities;
- attend and complete appropriate disaster management training to ensure an adequate level

- of understanding of the Queensland Disaster Management Arrangements and Framework; and
- have an appropriate deputy who has the necessary expertise or experience, and is appropriately trained to take on their responsibilities should they be unavailable, or to provide additional support during extended operations.

Members should maintain a state of readiness for activations by:

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

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

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

3. Meetings

3.1 Timing & Business of meetings

As per Section 39 of the *Disaster Management Act 2003*, the Bulloo LDMG will meet at least once in every six months or as operationally required, for the purpose of reviewing (and amending as required) the Disaster Manager Management Plan and its arrangements.

These meetings will be conducted as set out in Sections 39 to 43 of the *Disaster Management Act 2003*, and as recommended in associated Disaster Management Guidelines.

3.2 Quorum

A quorum for a LDMG meeting is the number equal to one-half of the members plus 1, or, if one-half of the members is not a whole number, the next highest whole number

3.3 Advisors to the LDMG

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

3.4 Meeting deputies for particular members

A member of a LDMG may, with the approval of the Chairperson, appoint by signed notice another person as his or her deputy. The deputy may attend a meeting in the member's absence and exercise the member's functions and powers under the Act. Deputy members are to be counted in deciding if there is a quorum for a meeting.

3.5 Presiding at meetings

The Chairperson is to preside at all LDMG meetings, or in their absence the Deputy Chairperson. If both are absent the meeting must be chaired by a person nominated by the Chairperson, a member nominated by the Deputy Chairperson, or if those offices are vacant, a member of the group chosen by the members present.

3.6 Conduct of meetings

Meetings may be held using any technology that reasonably allows members to hear and take part in discussions as they happen. Members who participate in meetings using this technology are taken to be present at the meeting.

3.7 Minutes

Minutes must be taken of LDMG meetings.

3.8 Secretariat

The LDMG may appoint a Secretariat to administer the business and governance of the group.

The Secretariat is not a legislated position, therefore should be appointed by, and report to the Executive Team.

If the appointed Secretariat is not a member of the LDMG, this position should not be included in the calculation of a quorum.

A Secretariat may provide support to the LDMG including:

- managing legislative requirements relating to administration and meetings;
- managing the LDMG meeting cycle and associated responsibilities including monitoring action items and resolutions;
- maintaining member contact details in accordance with information privacy principles;
- managing information, record keeping, decision making and administrative requirements; and/or monitoring member induction and training records.

3.9 Resolutions

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.

Appendix 1 – LDMG Member Contact List

Designated Position	Organisation/Title	Position Holder	Contact	Details
Chair	Bulloo Shire Council Mayor	John Ferguson	Home:	4655 3161
			Business:	0427 418 438
			Mobile:	0427 418 438
			Email:	mayor@bulloo.qld.gov.au
Deputy Chairperson	Bulloo Shire Council Councillor	Vaughan Collins	Home:	(07) 4655 3058
			Business:	(07) 4655 3200
			Mobile:	0405 105 916
			Email:	VaughanC@bulloo.qld.gov.au
Local Disaster Coordinator	Bulloo Shire Council Acting Chief Executive Officer	Donna Hobbs	Home:	0472 814 889
			Business:	07 4621 8010
			Mobile:	0472 814 889
			Email:	CEO@bulloo.qld.gov.au
Deputy Local Disaster Coordinator	Bulloo Shire Council Tourism & Economic Development Manager	Tamie Warner	Home:	0407 607 315
			Business:	07 4621 8000
			Mobile:	0407 607 315
			Email:	TamieW@bulloo.qld.gov.au
Member	Bulloo Shire Council Rural Services Manager	Donna Hobbs	Home:	0427 539 970
			Business:	07 4621 8040
			Mobile:	0427 539 970
			Email:	DonnaH@bulloo.qld.gov.au
Member	Bulloo Shire Council Roads Manager	Kim Norris	Home:	0429 611 872
			Business:	07 4621 8046
			Mobile:	0429 611 872
			Email:	RoadsManager@bulloo.qld.gov.au
Member	Bulloo Shire Council Admin & Finance Manager	Tiffany Dare	Home:	0497 268 704
			Business:	07 4621 8032
			Mobile:	0497 268 704
			Email:	TiffanyD@bulloo.qld.gov.au

Designated Position	Organisation/Title	Position Holder	Contact	Details
Member	Qld Fire & Emergency Services / Emergency Management Emergency Management Coordinator (Roma)	Scott Walsh	Home:	0400 524 342
			Business:	07 4578 0021
			Mobile:	0427 754 157
			Email:	scott.walsh@qfes.qld.gov.au
Member	Qld Fire and Emergency Services State Emergency Services Area Controller	David Bennett	Home:	0439 307 246
			Business:	07 4578 0050
			Mobile:	0439 307 246
			Email:	David.Bennett@qfes.qld.gov.au
Member	Qld Police Service Acting Senior Constable (Thargomindah)	Brenden Blackford	Home:	0448 107 184
			Business:	07 4655 3200
			Mobile:	0427 379 015
			Email:	Blackford.BrendenS@police.qld.gov.au
Member	State Emergency Service Local Controller (Thargomindah)	Allan Girdler	Home:	0499 546 620
			Business:	07 4621 8000
			Mobile:	0499 546 620
			Email:	allang@bulloo.qld.gov.au
Member	Rural Fire Service Qld First Officer (Thargomindah)	Danielle Tuite	Home:	0407 734 487
			Business:	07 4621 8095
			Mobile:	0407 734 487
			Email:	Dani_tuite@live.com
Member	Rural Fire Service Qld First Officer (Hungerford)	Doug Clifford	Home:	07 4655 4047
			Business:	07 4655 4047
			Mobile:	0427 760 216
			Email:	douglasclifford45@gmail.com
Member	Qld Ambulance Service Acting Officer in Charge (Cunnamulla)	Ryan Lindsay	Home:	
			Business:	07 4655 0498
			Mobile:	
			Email:	QAS.OICCunnamulla@ambulance.qld.gov.au

Designated Position	Organisation/Title	Position Holder	Contact	Details
Member	Qld Health Director of Nursing (Thargomindah)	Margaret Harris	Home:	07 4655 3361
			Business:	07 4655 3361
			Mobile:	
			Email:	thargomindahdon@health.qld.gov.au
Advisor	QLD Fire & Emergency Services Rural Fire Services	Neale Ray Inspector	Home:	
			Business:	07 4578 0040
			Mobile:	0427 149 247
			Email:	Neale.ray@qfes.qld.gov.au
Advisor	Queensland Police Services Charleville DDMG X/O	Sgt Jaella Christensen	Home:	
			Business:	
			Mobile:	0429 175 942
			Email:	Christensen.JaellaV@police.qld.gov.au
Advisor	Queensland Police Services Charleville DDC	Acting Inspector Marty Halls	Sat:	
			Business:	07 4655 8900
			Mobile:	
			Email:	Halls.MartyR@police.qld.gov.au
Advisor	Dept. Agriculture & Fisheries Regional Economic Development COVID-19 Agriculture Coordination	David Hickey	Sat:	
			Business:	0428 544 223
			Mobile:	0428 544 223
			Email:	david.hickey@daf.qld.gov.au
Advisor	Senior Community Recovery Officer Department of Communities, Disability Services and Seniors	Annabelle Johnstone	Sat:	
			Business:	(07) 3432 1342
			Mobile:	0477 311 673
			Email:	annabelle.johnstone@communities.qld.gov.au
Advisor	Queensland Fire and Emergency Services	Michael Welsh Bushfire Mitigation Manager South West Region	Home:	
			Business:	
			Mobile:	0457 835 532
			Email:	Michael.Welsh@qfes.qld.gov.au

Designated Position	Organisation/Title	Position Holder	Contact	Details
Advisor	National Emergency Management Agency	Maree Tully Recovery Support Officer South West QLD	Home:	
			Business:	0400 151 642
			Mobile:	0400 151 642
			Email:	Maree.Tulley@nema.gov.au
Advisor	Qld Police Service Officer in Charge (Hungerford)	Senior Constable Lea Macken	Sat:	0147 639 033 (PTT: 07 3177 8092)
			Business:	07 4655 4088
			Mobile:	0428 437 984 (not available in Hungerford)
			Email:	Macken.Lea@police.qld.gov.au
Advisor	Queensland Reconstruction Authority (QRA) Liaison Officer	Tyrone Mclean	Sat:	
			Business:	0419 776 016
			Mobile:	0419 776 016
			Email:	Tyrone.McLean@qra.qld.gov.au
Advisor	Ergon Energy Work Group Leader Cunnamulla - Field Delivery South West	Tony Fett	Home:	
			Business:	07 4655 8213
			Mobile:	0418 497 269
			Email:	Anthony.fett@ergon.com.au
Advisor	Santos Limited Shareholder Advisor	Mark Mayfield	Home:	
			Business:	(08) 8116 7648
			Mobile:	0400 656 141
			Email:	Mark.Mayfield@santos.com



SP01: Resupply

Purpose:	➤ To provide guidance to the Local Disaster Management Group (LDMG) and the Local Disaster Coordinator (LDC) on the procedures to be adopted when undertaking local resupply operations; and ➤ To provide guidance on the conditions and procedures that will be applied by Queensland Fire and Emergency Services (QFES) when planning and conducting re-supply operations.
Triggers to activate Sub Plan	When determining the need for resupply the LDC and the LDMG must take into account the level of goods available in the entire community rather than acting on requests from individual retailers. The purpose of resupply is not to maintain the normal trading levels of retailers during isolation.
Functional Responsibility:	➤ LDMG

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1. Introduction

1.1 Purpose

The purpose of these guidelines are to:

- Provide guidance to the Local Disaster Management Group (LDMG) and the Local Disaster Coordinator (LDC) on the procedures to be adopted when undertaking local resupply operations; and
- To provide guidance on the conditions and procedures that will be applied by **Queensland Fire and Emergency Services (QFES)** when planning and conducting re-supply operations.

The principles are:

- The Guidelines provide a fair and equitable system for support to isolated persons without compromising the fundamental responsibilities of individuals and communities for self-help and mutual assistance.
- Resupply ensures isolated individuals and communities have essential goods for survival, and are not economically disadvantaged by additional transport costs in such circumstances.
- The Government will pay the additional transport costs to deliver essential items to isolated individuals and communities.

Individuals and communities should not become reliant on resupply operations, and should make every effort to become self-sufficient in all their needs in case they become isolated.

1.2 Application

This guideline applies to all volunteers and any temporary, permanent and contract government employees operating under the Disaster Management Act 2003, including Local Disaster Coordinators (LDCs), District Disaster Coordinators (DDCs), and staff of QFES.

All individuals to whom this guideline applies are responsible for its application

1.3 Feedback

The Bulloo Shire Local Disaster Management Group is continually trying to improve how resupply is conducted.

The Bulloo Shire Local Disaster Management Group welcomes any constructive comments and suggestions on ways to improve resupply. The group must however ensure that any changes are fair, equitable and financially responsible. Post operational debriefs will include re-supply operations as an agenda item. Recommendations and possible changes to this policy should be referred to the LDMG for consideration and adoption.

2. Resupply Arrangements

2.1 Background

During times of isolation there is a need to transport essential goods into the Bulloo Shire Council region.

There is currently a state (Queensland) re-supply policy administered by the Department of Community Safety, **Queensland Fire and Emergency Services** however there are times when it is considered that a local re-supply operation is of greater benefit to the community and more cost effective.

Prior to commencing any local re-supply operations, the Local Disaster Management Group (LDMG) will contact the local QFES Area Director for advice or changes to NDRRA funding.

This document is in no way intended to replace the current Queensland Resupply guidelines. It aims only to clarify the arrangements that are already in place in Bulloo Shire.

2.2 Type of Resupply

The supply of essential goods to individuals will fit within three distinctly different categories:

- **Isolated Community resupply:** This type of resupply operation is used when the persons residing in that community have ready access to retail outlets however the retail outlet is unable to maintain the level of essential goods required due to normal transport routes being inoperable as a result of a natural event(s).
- **Isolated Rural Properties Resupply:** For the purposes of these guidelines isolated rural properties are groups of individuals that are isolated from retail facilities due to normal transport routes being inoperable as a result of a natural event(s). This may include primary producers, outstations or small communities that have no retail facilities.
- **Resupply of Stranded Persons:** This type of resupply operation is undertaken to provide essential goods to individuals that are isolated from retail facilities due to normal transport routes being inoperable as a result of a natural event(s) and are not at their normal place of residence. This normally pertains to stranded travellers and campers

2.3 Excluded operations

Property Owners and Businesses must be advised if a request has been received for the re-supply of animal welfare products or fodder that these operations are not permitted under the Natural Disaster Relief and Recovery Arrangements (NDRRA) and would not be claimable by council.

These requests should be directed to the DDMG immediately.

2.4 Principles for operational procedures

The following general principles will apply to the conduct of resupply operations:

- (a) Resupply operations will normally be conducted using either fixed wing or rotary wing aircraft. There may be occasions, however, when it is both safe and feasible to use watercraft to transport supplies to communities;
- (b) Wherever possible, the normal retail/wholesale resupply system to retailers will continue to be used, with supplies being delivered via bulk orders from the normal wholesale outlets to the communities' retail outlets;
- (c) Wherever practicable, only one resupply operation will be undertaken for each affected area. Bulk orders, therefore, should be sufficient to last affected communities until normal road/rail services can be restored, dependent on retail storage available within the community and the duration of ongoing disruption;
- (d) Retailers will be responsible for placing their orders with their normal wholesale suppliers once these orders have been approved;
- (e) Wholesalers are to be responsible for delivering orders to the nominated dispatch point;
- (f) Orders are to be:
 - Properly prepared for transport by the nominated means;
 - Clearly marked with volume, mass and details of recipient to ensure correct delivery; and
 - Fully comply with regulations covering the transportation of Dangerous Goods.

3. Roles and Responsibilities

3.1 Local Disaster Management Group Responsibilities

There will be occasions when, despite all efforts by the communities concerned, they will either exhaust their supplies because the period of their isolation is longer than expected or they have been unable to prepare for their isolation because of the speed of onset of the event.

The LDMG has the following responsibilities:

- Where a resupply operation is deemed necessary, the LDMG shall certify to the District Disaster Coordinator (DDC) that a resupply operation is necessary to maintain the physical and/or psychological welfare of the inhabitants of the affected communities.
- Where resupply operations for isolated properties/homesteads are being contemplated, the LDMG shall canvass all properties in the area prior to submitting a request for assistance to the DDC to ensure the most effective and efficient use is made of transport resources.
- The LDMG will be the focal point for processing any request for resupply by any community in their area of responsibility. No request for is to be passed to the DDC until it has been examined and checked by the LDMG.

LDMGs will also be responsible for:

- (a) Coordinating the activities of the retailers, fuel suppliers and hospitals in preparing and placing bulk orders, and ensuring their compliance with guidelines issued with respect to those goods which will be considered essential to the needs of the isolated communities;
- (b) Collecting copies of retailers' orders for use in checking supplies delivered to ensure no unauthorised variations are made by retailers with wholesalers after providing copies of their orders to the LDMG;
- (c) Collating all orders to provide details of volume and mass of the consolidated orders, so that calculations with respect to the number and type of aircraft/watercraft required to uplift the supplies can be provided to the appropriate DDC;

NOTE: As the volume and mass details provided to the DDC are used to obtain quotes for carriage of the orders, any increases to weights of orders when they are delivered to the dispatch point and weighed by the selected company prior to loading may force a recalling of quotes. This could cause delays in the delivery of the supplies or result in supplies being left behind.

- (d) Ensuring retailers arrange for the collection of their supplies from the landing point and their subsequent distribution to consumers;

- (e) Checking the manifests of supplies delivered against the copies of the retailers' orders provided to them;
- (f) Certifying to the appropriate DDC that all supplies have been delivered and that delivery manifests are correct; and

Advising the DDC on the 'normal' costs for transport of the goods received (on a cost per kilogram basis) for use by the SDMG in determining the costs to be recovered from the retailer/organisations receiving the supplies.

3.2 Liaison Officer

Bulloo Shire LDMG may consider the appointment of an independent Liaison Officer for the collation of local orders. This appointment may prevent claims of bias against elected officials.

Where possible, the appointed officer should not be involved in food retail outlets or fuel suppliers.

3.3 Education and Preparedness

Most events that isolate local communities occur on a seasonal basis and their effects upon surface access routes can be predicted with reasonable accuracy. Communities which are likely to be affected by such events are expected to prepare well in advance for both the event and the expected period of isolation. These preparations include:

- Stocking up on sufficient foods, medicines and other foods they would need to sustain themselves for the expected period of isolation;
- Checking with Australia Post manager/contractor to ascertain arrangements for the delivery/collection of mail during isolation periods;
- Arranging suitable access to tuition for school children and maintaining contact with neighbours and friends;
- Relocating stock from threatened areas and preparing fodder stockpiles to last them through the expected period of isolation;
- Making arrangements to extend lines of credit with local suppliers, or establishing lines of credit with other supply centres if local arrangements cannot be made, so that they can obtain sufficient goods to last them through the expected period of isolation;
- Providing as much protection as possible for the stockpiled goods to prevent them either being damaged and rendered unusable by the impact of the hazard, or spoiling because of the length of storage time; and
- Having sufficient fuel stocks for generators, machinery, vehicles and aircraft.

Communities / individuals should ensure that the Bulloo Shire Council is provided with accurate details of the location of their property and / or landing strip / helipad using Global Positioning System (GPS) latitude and longitude data to assist possible resupply operations. Communities / individuals should also include any potential hazards near likely landing areas, including power and phone lines, or tall objects

3.4 Education

The Bulloo Shire LDMG is responsible for conducting community education programs prior to the impact of an event and coordinating activities with respect to such preparation.

The Bulloo Shire LDMG will implement programs that:

- Ensuring relevant officers within Bulloo Shire Council are aware of the contents of this document and are able to answer questions from their communities with respect to it;
- Using appropriate community information networks to ensure the community know of the existence and contents of this document, in sufficient time to prepare for the possible resupply. These networks will include:
- Including information about the existence of this guideline with rates notices;
- Placing notices in local newspapers and in community information programs of local radio and television stations informing communities about this guideline;
- Sponsoring meetings of at risk communities to explain how the system will be implemented if necessary;
- Encouraging retailers to make arrangements with their wholesale suppliers to extend credit if necessary and are ready (when such operations are conducted) to collect their supplies when they are delivered to the landing point; and
- Inviting their local Australia Post manager/contractor to the committee responsible for developing and implementing their plans for resupply operations in their area.

A reference to this guideline is to be included in all local government disaster management plans where a possibility of isolation exists.

The LDMG will maintain a list of rural properties in the Bulloo Shire Council local government area. This list shall include:

- Contact details (Phone, fax, email);
- Number of residents (and ages);
- Airstrip capacity;
- GPS location (latitude, longitude) of the houses;
- Landing area (rotary wing) and hazards;
- UHF channel monitored; and

Other details that may assist in the provision of resupply or assistance during events.

3.5 Business continuity

Property Owners and Businesses must understand that regardless of which policy is being used there are some items that cannot be transported. Businesses in the local area should have adequate business continuity plans in place to account for the wet season. The aim of these policies is to maintain a level of essential goods for properties.

Every business undertaking has a level of risk associated with it. Whilst flooding isolation in the South West Region (SWR) is predominantly for short periods of time property owners may need to plan for reduced staffing for a period of the year due to isolation.

Detailed information on business continuity planning can be found at www.business.qld.gov.au under "building performance".

The emergence of the oil and gas industries across much of the South West Region may place additional burden on Local Governments to re-supply camps in isolated areas. This should be done in conjunction with the oil and gas companies when and if requests are made.

4. Resupply Guidelines

4.1 Appointment of a transport manager

The LDMG may appoint a transport manager to oversee the re-supply operations and to coordinate aircraft/ SES movements and coordinate road transport companies assisting in resupply operations.

The role of the transport manager is to coordinate as follows;

Coordination of road transport

The transport coordinator is the single point of contact for all transport companies servicing the Bulloo Shire Council in the performance of its resupply operations. Due to the complexity of these operations it is imperative that the transport manager allocates times for trucks arriving and is aware of their cargo. Transport companies must also be advised of any possible delays in the unloading of their trucks due to aircraft or boat payloads.

Coordination of water transport

The transport coordinator is responsible for ensuring that there are sufficient commercial (or SES) boats available to transport the goods. These boats and operators must be commercially registered. Trained SES flood boat operators will be appointed to SES flood boats and may be rotated in shifts during long operations.

Loading / unloading

The transport coordinator is to arrange for the transfer of the resupply goods at both ends of the journey

Local delivery

The transport coordinator will make arrangements for the local delivery of goods or the provision of a pick-up point for retailers.

4.2 Back-loading of goods from an isolated community

In special cases, consideration will be given to transporting/back-loading personnel or stores from the isolated community via aircraft/watercraft used in resupply operations. The community needs to demonstrate that they will be isolated for an extended period of time and the transportation would be beneficial.

No back-loading is to be undertaken without the approval of the ADG QFES. If the ADG EMQ approves the back loading, the SDCC will advise the administrative arrangements.

4.3 Goods that can be transported

Goods transported must be of an essential nature.

There is no definitive list of what constitutes essential goods so an amount of common sense must be applied to considering what goods are ordered from suppliers.

The following guidelines are to be used to determine if goods are considered 'essential' to maintaining human life and/or health until normal resupply operations can recommence:

Essential Goods

- (a) Basic foodstuffs – preferably either dried or tinned or otherwise packaged to last 'on the shelf' without special storage requirements by the isolated communities;
- (b) Basic cleaners, disinfectants and the like to enable communities to maintain adequate hygiene practices (subject to clearance by the carrying agency);
- (c) Baby foods, formula feeds for babies and nappies (the use of cloth nappies instead of 'packaged' nappies should be encouraged wherever possible);
- (d) Foodstuffs other than above to meet special dietary requirements (on certification by an appropriate medical authority);
- (e) Medicines and medical supplies, water purification tablets/treatments (subject to clearance by the carrying agency);
- (f) Dried pet foods (tinned pet food should be obtained prior to isolation);
- (g) Fuels (subject to clearance by the carrying agency) for essential motor transport, to keep electrical generators running to provide power for cooking, heating, lighting, refrigeration, water pumps and similar electrically powered appliances used to prepare or preserve food, maintain life, or provide purified water;
- (h) Aviation fuel (subject to it being used for reconnaissance or to resupply local homesteads);
- (i) Batteries (subject to clearance by the carrying agency) for powering transistor radios, or hand held/portable radio transmitters/receivers;
- (j) Other goods which, in the opinion of the ADG QFES (on advice from the appropriate authority), are deemed necessary to maintain the physical and/or psychological welfare of the inhabitants of the isolated communities.

The following are not considered as 'essential supplies':

- (a) Any alcoholic drinks and canned or bottled soft drinks (except on the advice of appropriate health authorities);

- (b) Any tobacco products;
- (c) Entertainment equipment and electrical goods of any description (other than those to replace unserviceable household food preparation and similar goods); and
- (d) Any merchandise to allow retailers to trade in anything other than those items considered essential to maintain human/animal health.

4.4 Frozen or chilled goods

- a. Resupply operations may not have access to aircraft or watercraft equipped with suitable units to carry refrigerated or frozen goods. It is recommended where possible, that alternative products are considered (e.g. UHT or powdered milk instead of fresh milk).
- b. However, if the ADG QFES deems frozen and/or chilled goods to be 'essential', or alternative products are unavailable or unsuitable, then the ADG QFES may approve a resupply request containing chilled/frozen goods. In these cases arrangements should be made by the supplier to keep the goods at the appropriate temperature from the time they are delivered to the dispatch point until the time they are delivered to the receiving point. Where possible, insulated containers and freezer packs should be used. Accurate coordination is required to ensure foodstuffs reach their destination without spoiling, as small boats or light aircraft may not have suitable refrigeration. It is critical that goods are delivered to the departure point and collected at the destination point in a timely manner to minimise the period without refrigeration.
- c. Transportation of frozen/chilled goods will be undertaken on the understanding that there is a risk of deterioration due to delays in projected delivery times. It is the responsibility of recipients of frozen or chilled goods to take extra care to check their suitability for consumption.

4.5 Transport of non-essential goods

There are times when goods that are not considered essential may be transported. For this to occur the transport of these goods must not increase the cost of the resupply operation and must be cleared by the Local Disaster Management Group.

An example of this would be a small machinery part that would allow a business or property to continue operating or make repairs to essential plant and equipment such as pumps or generators.

Any transport of non-essential goods will be conducted as a business arrangement outside of this procedure.

4.6 Cost of freight.

Retailers will pay for freight as per normal arrangements. The cost of transporting goods by boat, truck or aircraft

and the additional handling of goods will be met by the Natural Disaster Relief and Recovery Arrangements.

4.7 Insurance for damaged or lost goods

The loss or damage to goods during road transport is covered by normal arrangements by the Property or Retailer.

The loss or damage of goods during water transport or the loading/unloading of boats is to be covered under the retailer's transit insurance (this should be incorporated into the company business insurance).

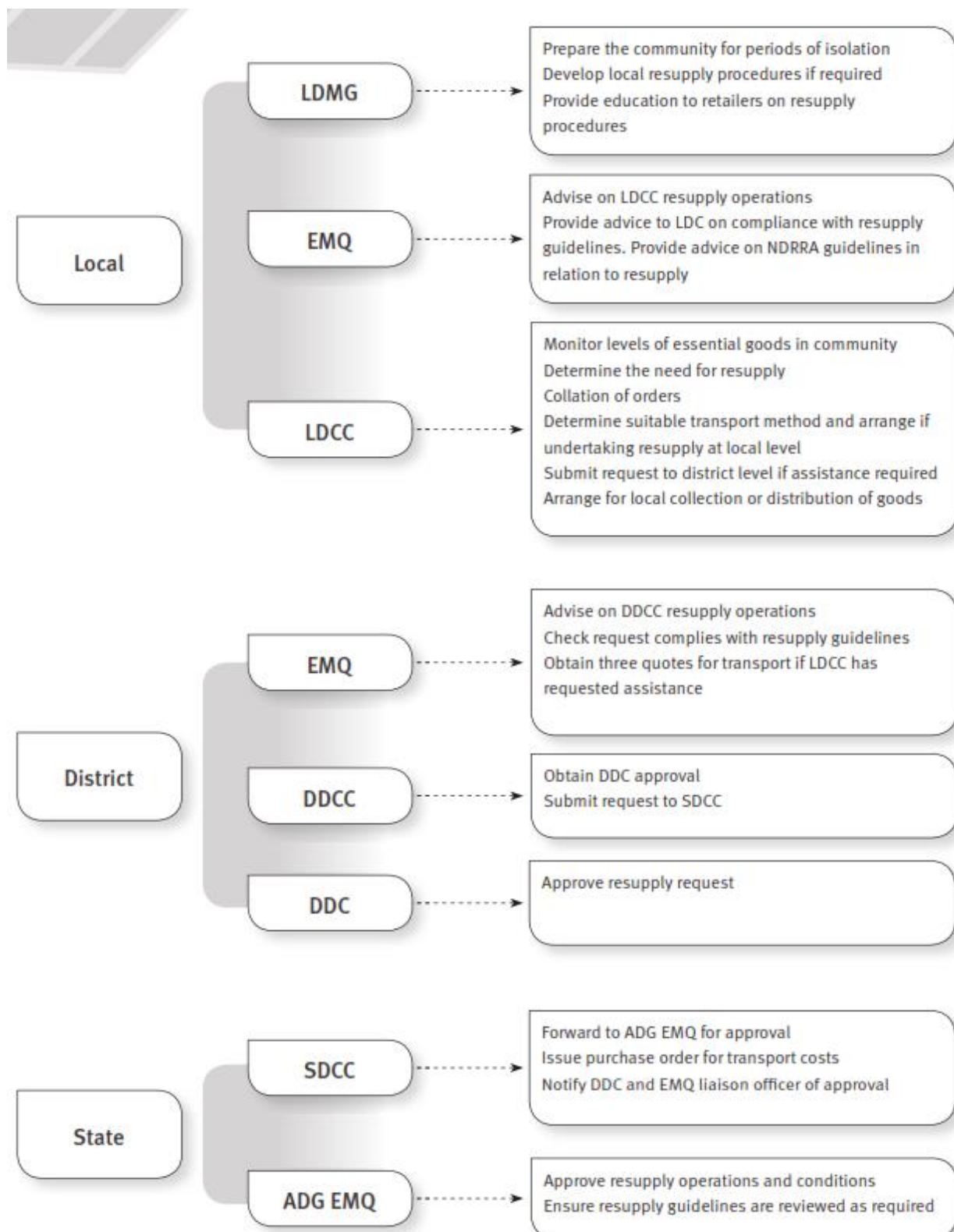
Where goods are damaged and not covered under the retailers insurance this should be discussed with the transport coordinator, the transport company and the local disaster management group.

4.8 Reducing the risk of damage/loss

Whilst all care is taken with goods there have been incidents in the past where goods have been damaged during the loading or loading of boats. The main reason for this damage has been due to the poor packaging of goods. Retailers should ensure that suppliers are aware that the goods will be handled a number of times, exposed to the elements and can be exposed to water spray when on boats. In some cases boats may have small amounts of water in them from time to time that can destroy cardboard packaging. Where possible plastic crates or polystyrene packaging should be used.

Attachment A: Responsibility Flow Chart

Figure 1: Isolated Community Resupply



Attachment B: Emergency Pantry List

Emergency pantry list

- This list should only be used as a guide for items that may assist in an emergency situation and should be customised to meet your individual household needs.
- It is suggested that households should hold sufficient supply of food, water and essential items to enable a household to be confined at home for up to 14 days.
- Food supplies should be continually used and replenished.
- Ensure food is rotated, and use-by dates are checked regularly.

Managing at home

If you do find yourself and your family in a situation where you are confined, or choose to be confined at home during or following an emergency, there are several things you should consider to ensure you manage your supply of food in the best possible way.

These include:

- If the power is out, use refrigerated/frozen food products first.
 - Refrigerated foods will remain safe for up to 4 hours after a power failure.
 - Frozen foods will remain safe for up to 1 day after a power failure.
 - Keeping the refrigerator/freezer door closed as much as possible may keep food safer for longer, however a thermometer should be used to ensure food has not exceeded 6°C.
 - Freshly cooked products stored at room temperature (ie not in the fridge) will remain safe for up to 4 hours after cooking.
- Consume other perishable products (eg fresh fruit and vegetables, bread) before consuming long life products.
- When purchasing products for your pantry, aim for ready-to-eat products that do not require cooking (in case gas or electricity supply is disrupted).
- Ration food/water supplies based on how long you expect to be confined at home.

Recommended option	Household daily consumption	Total quantity for 14 days
Ready to eat canned/bottled food		
Meat		
Fish		
Fruit		
Juice		
Vegetables		
Soup		
Pasta sauce		
Dried and long life food		
Ready-to-eat meals		
Breakfast cereal		
Flour/bread		
Milk powder/UHT milk		
Soup mix		
Dried vegetables		
Rice and pasta		
Long life cheeses		
Tea/coffee/drinking chocolate		
Sugar		
Snack food		
Dried fruits		
Nuts		
Biscuits		
Spreads		
Crackers		
Snack bars		
Drinks		
Bottled water (3 Litres person per day)		
Water sterilising tablets		
Concentrated juices/sports drinks		
Baby supplies		
Baby food/baby formula		
Nappies and wipes		
Pet food		
Pet food (canned/dry)		
Toiletries/cleaning products		
Toilet rolls		
Soap and shampoo		
Feminine hygiene products		
Rubbish bags		
Tissues and paper towels		
House and laundry cleaning/disinfectant products		
Emergency power supply backup		
Batteries		
Portable radio		
Manual can opener		
Torch, candles and matches		
Health supplies		
First aid kit		
Adult and children analgesics/pain killers		
Face masks		
Protective gloves		
Thermometer		
Alcohol based handwash/gels/wipes		
Other items		
Prescribed medications		
Other preferred household supplies		

Attachment C: Isolated Community Resupply Communication with Retailers

Initial communication with retailers - discussion points

Local Disaster Management Groups can use the information and template below to inform retailers of resupply operations, and gather necessary information from them. This information can be provided to isolated properties by phone, fax or email as appropriate.

- a. The Local Disaster Management Group has requested a resupply of essential goods on or around the <insert date>, as a result of isolation and decreasing levels of essential goods.
- b. The resupply shipment will depart from <insert location> for delivery to <insert location> by aircraft then goods will be transported to <insert location> by <insert transport type>. Retailers and their suppliers are responsible for transporting goods to the departure point of the resupply transport.
- c. For effective resupply and maximum benefit to the community only essential goods should be ordered. Fresh produce and dairy products <are/are not> acceptable. Luxury items or items that the Local Disaster Management Group considers unnecessary will be removed from your order.
- d. When considering the quantities of goods required, retailers should plan for 14 days worth of goods.
- e. Due to the transport method some items (e.g. wet batteries and some chemicals) will not be transported due to safety reasons. Whilst all care will be taken with the transport of goods any loss through perishing or damage to stock will not be compensated.
- f. Retailers are required to buy the goods as per normal arrangements with suppliers. However, the goods ordered will be transported at no cost to the retailer, the cost of transport will be met by the State Government.
- g. As the resupply shipment will be departing from <insert location> retailers must arrange with their suppliers to deliver the ordered goods there for shipment.
- h. Unfortunately in the past some retailers have inflated the shelf price of items during periods of isolation. The Local Disaster Coordination Centre will monitor the shelf price of items and will report any suspected profiteering to the appropriate authorities.
- i. In order for the resupply to occur businesses must complete the following actions:
 - Compile an order for suppliers, this list must detail what they are ordering including weights (in kg) and the name and location of the supplier. Retailers should not submit this order to their supplier yet. The order is used for planning purposes and a member of the Local Disaster Coordination Centre will advise when they should submit the order.
 - Complete a Resupply Order Form. This is a summary of the goods the retailer requires, and will assist in determining the best method of transporting the goods.
 - Both the completed Resupply Order Form and any other necessary information need to be returned to <insert name, fax and email> by the <insert date>.
- a. Once all of the orders have been received retailers will be contacted to inform them of the time, location and any packaging instructions that need to be passed to their supplier when placing their order.
- b. Provide Retailers with contact details for any follow up questions they may have.



SP02: Evacuation

Purpose:	To provide for the planned and co-ordinated evacuation or temporary relocation of people during a disaster / emergency in the Bulloo Shire Region from dangerous or potentially dangerous areas to safer locations and the eventual return of the affected persons and community to the previously evacuated areas.
Triggers to activate Sub Plan	This Evacuation Sub Plan may be activated in the event of: (1) Specific threats such as flood and bushfire. (2) Identification of hazards which may require the removal or relocation of sections of the community from one place to another for a limited period of time. (3) Limited evacuation of specific geographic areas may be required as a result of a hazardous materials transportation accident, major fire, gas leak, or localized flash flooding. (4) Large-scale evacuation may be required in the event of extensive flooding, major hazardous materials spill, and terrorist attack.
Functional Responsibility:	➤ Queensland Police Service

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1. Introduction

1.1 General Principles of Evacuation

This Plan's disaster evacuation process is based on Self Evacuation. On activation of this Plan, advice will be given to seek temporary accommodation in safer places e.g. with family and friends.

It is assumed that the public will receive and understand official information related to evacuation. Most of the public will act in its own interest and evacuate dangerous areas when advised to do so by authorities. Some individuals and family groups may voluntarily evacuate an area prior to being advised "officially" to do so especially when there is sufficient warning or indication of a threat.

Some individuals, however, may refuse to evacuate regardless of the threat. Those individuals will likely be left without assistance until all who are willing to leave have been provided for. Time permitting; further efforts may be made by Police to persuade those who are still in place to evacuate.

Temporary shelter / accommodation facilities and food may need to be provided for people relocated or evacuated. It is noted however that many in the community may seek shelter with relatives and friends or in motels rather than use designated evacuation centre facilities. This self-helping behaviour is to be encouraged through the public awareness and education process.

Most evacuees will use private transport, generally motor vehicles; however, transportation may be required to be provided for some evacuees.

Some owners of companion animals will refuse to evacuate unless arrangements have been made to care for their animals. The evacuation / temporary relocation register will include venues that are identified as able to accommodate pets.

1.2 Evacuation concepts

The following are the general concepts for evacuation for the following hazards:

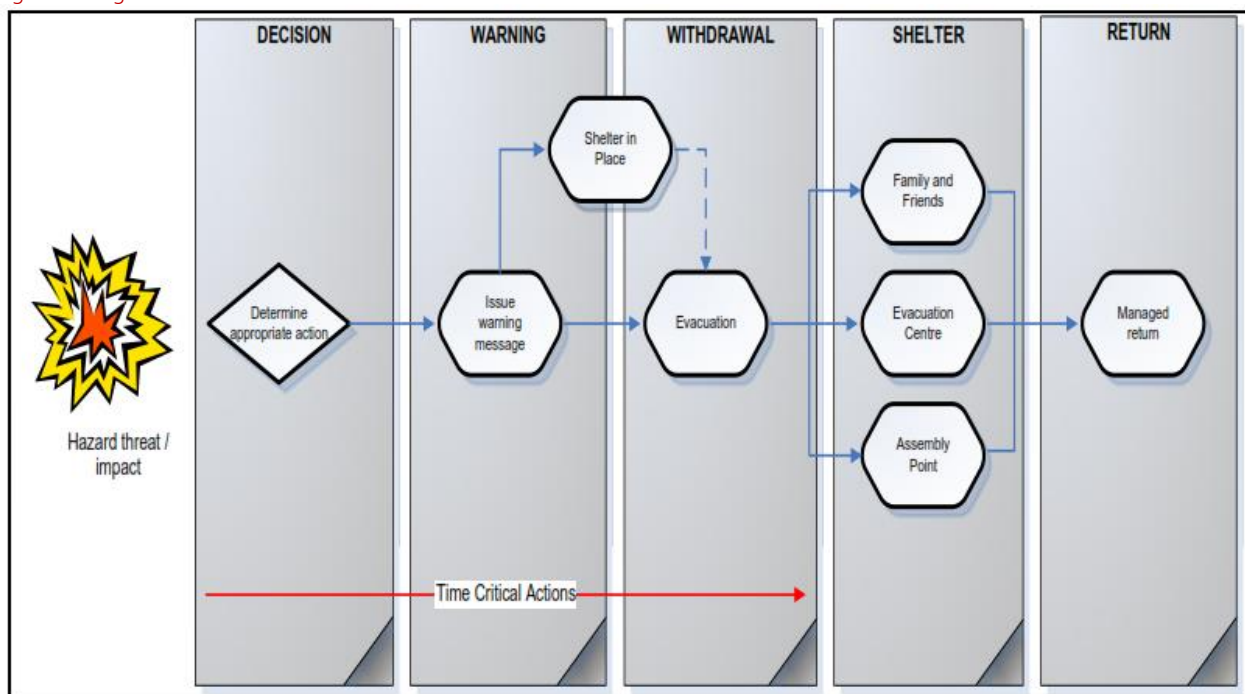
- Flooding - stay with friends in high places
- Bushfire - if you are going to leave, leave early
- Hazmat - stay up-wind or stay indoors

1.3 Evacuation Stages

There are five stages of evacuation:

- (1) Decision to evacuate
- (2) Warning to community
- (3) Withdrawal of affected / threatened community
- (4) Shelter
- (5) Return / Recovery

Figure 1: Stages of evacuation



2. Community Context

2.1 Population exposed

The shire of Bulloo has an approximate population of 346 people in the townships of;

- THARGOMINDAH: Approximately 270
- HUNGERFORD: Approximately 23
- NOCCUNDRA: Approximately 3
- RURAL AREAS: Approximately 50

2.2 Vulnerable population

There are no identified vulnerable populations apart from the usual demographics of a rural community such as:

- those with health support needs in local hospitals
- aged population
- people in residential care
- people with disabilities
- transient populations such as tourists.

3. Hazard Profile

3.1 Local Hazards

The following hazards have potential to generate an impact that may require either shelter in place and/or evacuation of exposed members of the various communities within Bulloo Shire:

- flood
- severe weather and thunderstorms
- bush fire
- urban fire
- hazmat Incident
- major traffic accident.

3.2 Mapping

Hazard Type	Resource	Reference
Flood	Moderate to major flooding was experienced in Bulloo Shire in April 2010. As a result of this flood event and subsequent major flood event in other areas of the state in subsequent years, the Qld Government undertake an extensive flood mapping program of the state. Extensive mapping of the Townships of Thargomindah and Hungerford was undertaken by the Queensland Reconstruction Authority and a series of map overlays have been provided to Bulloo Shire Council detailing flood height plans based on historical data obtained from river height readings and BoM data.	Bulloo Shire Council central database
Bushfire	No mapping data is currently available. Bulloo Shire is currently participating in a joint project with Paroo, Murweh and Quilpie Shires to develop bushfire hazard mapping.	
Urban Fire	All urban areas are potentially effected by fire subsequently no mapping is necessary.	
Hazmat Incident	There are no Hazmat storage areas in the Bulloo Shire therefore no specific mapping has been undertaken. As all areas of the shire are potentially exposed to a Hazmat Incident arising from a transport incident, no specific mapping is necessary.	
Major Traffic Accident	The all roads in the shire could be subject to a major traffic accident. The most vulnerable areas are urban areas and due to the small footprint of the townships in the Bulloo Shire, no specific mapping has been undertaken.	

4. Preparedness

4.1 Evacuation Committee

If an Evacuation Committee is established by the LDMG, it may assemble upon the activation of this sub-plan.

The committee may also consider business meetings at a minimum every six (6) months to perform planning, review and renew activities associated with the arrangements outlined within this sub-plan.

The Evacuation Committee consists of the following members or their nominated delegate (the below list are examples and should be used as prompts only):

The Committee may co-opt additional members or the assistance of individuals or organisations as circumstances may require. Such personnel and or organisations will be at the discretion of the group.

Organisation	Position
Local Disaster Management Group	↗ Chair ↗ Local Disaster Coordinator
Bulloo Shire Council	↗ Operations Manager ↗ Building & Environmental Health Officer ↗ Community Services Manager
Queensland Police Service	↗ Officer in Charge
Emergency Management Queensland	↗ Area Director
State Emergency Service	↗ Local Controller
Queensland Ambulance Service	↗ Officer in Charge
Queensland Fire and Rescue Service	↗ Officer in Charge
Human-social representatives	
Critical infrastructure providers	

4.2 Community education

Community education uses content and communication systems to disseminate community information to raise awareness through a range of media consider print, social media etc.

A program of Awareness and Education will need to be implemented to inform the Emergency Authorities as to the location and key personnel of Emergency Centres and for the general public in relation to arrangements and procedures in the event of an evacuation.

Target group	Community education resources/products	Delivery options
Bulloo Shire Residents/Vulnerable or at risk residents	Refer to 'QFES Community education Resources Catalogue' (Catalogue of DM related Community engagement resources available for Councils.)	Through BSC to residents as deemed relevant

4.3 Community engagement

Community engagement is a process that can be used to actively involve the community in disaster management planning. Due to the small size of the communities no specific community engagement processes are planned.

5. Decision to Evacuate

5.1 Factors Determining Decision to Evacuate

The decision to evacuate should be based on a hazard assessment and event intelligence (refer to the Evacuation Guidelines section 7).

Information available to the Lead Agency ICC, DECC / Local Group Executive Officer or DDC from a variety of sources may indicate that an evacuation may be the most appropriate course of action to maintain the safety of the Bulloo Shire Community.

There is no legislative restriction to the provision of advice by the Local Group concerning voluntary evacuation, and in many instances a public announcement of the Local Group recommendation will activate the community.

Any decision to evacuate is best to be made in time for the actual evacuation to be completed, prior to the impact of that part of the event which makes outside activity dangerous (e.g. 100 km/h winds as a tropical cyclone or east coast low approaches).

5.2 Evacuation strategies

The two main broad categories of public protective measures that can be implemented to safeguard the community when a threat or potential threat arises are:

- Shelter in place; and
- Evacuation

5.2.1 Shelter in place

Shelter in place provides the most viable survival strategy to be used during most types of emergencies. Evacuations should only occur when the risk of sheltering in place is greater than the risks associated with leaving.

5.2.2 Evacuation

The following factors should be considered when planning evacuations:

- Decision time - The time required to make an informed decision to evacuate. This calculation should include mobilisation and deployment of resources.
- Warning time - The time taken to advise the community of the evacuation. This warning time would effectively overlap into the withdrawal phase as public messages continue to be conveyed. Also consider the time required to develop and implement any Emergency Alert campaigns during the 'warning' phase.
- Withdrawal time – the time taken for at risk persons to travel to a safer location. The withdrawal time is the total of the leave time, the travel time and time past-a-point.
 - ☞ Leave time - the time people take to secure the home and prepare to leave.

- ☞ Travel time - the time taken by a person or vehicle to travel from the evacuation zone to the shelter zone.
- ☞ Clearance time -time past-a-point - the time taken for all people being evacuated to pass a point on the evacuation route. For consistency, assume average vehicle occupancy of two (2) people per vehicle.
- ☞ Shelter time - time for people and response crew to take shelter at a safer location.

5.3 Decision and authority to evacuate

- Voluntary evacuation. The chair of the Local Group or the LDC may recommend the community voluntarily evacuates an area but they do not have the authority to initiate a directed evacuation.
- Directed evacuation. A directed evacuation can only be initiated after the declaration of a disaster situation by the District Disaster Coordinator, in accordance with the Disaster Management Act 2003.

5.4 Declaration of a disaster situation

For the DDC to gain the authority to issue a directed evacuation order the DDC will require a declaration of a disaster situation. A declaration may be declared by a DDC with approval of the Minister or by the Minister and the Premier, which then gives the DDC and declared disaster officers the powers under the Disaster Management Act 2003.

The LDC, in consultation with the LDMG, may recommend to the DDC that the need for additional powers exists which can generally only be obtained from a declaration of a disaster situation.

[The process of evacuation requires the approval of an appropriate authority \(refer to the Evacuation Guidelines section 7.3\).](#)

5.5 Emergency situation

An emergency situation is declared under part two sub section five and six of the Public Safety Preservation Act (PSPA) and can be used in response to small scale localised situations such as a chemical spill or explosion. An evacuation conducted under an emergency situation is likely to be an immediate response managed by QPS using local resources

5.6 Evacuation Timelines

The timeframes for the effective implementation of an evacuation, relative to each hazard as specified in Figure 1, have been developed based on the following assumptions and criteria (refer to the Evacuation Guidelines section 7.1):

- For urban situations there is a minimal distance to the relocation sites
- Traffic volumes are extremely low

5.7 Evacuation Routes

Traffic control during an evacuation is essential, to ensure that the evacuation routes operate as effectively as possible, allowing safe, continuous travel. The services of private Traffic Controllers may need to be purchased if police and council resources are engaged on other tasks. (This cost can be recouped under NDRRA as an operational expense).

6. Warning

6.1 Warning stage - standardised messages to the public

The broadcast media are likely to be the primary method to distribute an emergency warning. Warnings issued via broadcast media will be supported with warnings on the lead agency and council websites and social media sites.

The public will be advised through a series of generic preparedness messages throughout the disaster season including preparing for evacuations. Messages will be issued under the authority of the LDC and the DDC where appropriate. The Bureau of Meteorology is responsible for issuing advisory and warning messages for flood, cyclone, storm tide, and tsunamis. When an information bulletin has been issued, public messages relating to evacuation will be more targeted and specific.

6.2 Use of SEWS

The Standard Emergency Warning Signal (SEWS) may be used to precede important messages to the public during the evacuation. The use of SEWS will require discussion between the LDC and DDC and will require input for the LDCC Media Officer regarding message construction and format.

6.3 Emergency alert telephone messaging

Emergency alert is Australia's national telephone emergency alert system. It is a web GIS based product accessed by authorised persons from QFES (DM) and QFES (FIRE). The area under threat is indicated on a map and a message is developed to be sent to that area. The system then targets telephone numbers that are registered to addresses found in that designated area.

6.4 Standard messages to the community

The standard 'wording' content contained in evacuation orders and media release statements should be further populated with the details relevant to the event and then utilised across all warning methods to ensure consistent messages are provided to all sectors of the community.

Standard Emergency Alert messages are provided in the Emergency Alert Queensland operational Guidelines.

Message templates are provided in Appendix B and C.

6.5 Warning dissemination and methods

The following table documents the agencies responsible for the dissemination of evacuation warnings to exposed populations. QFRS has responsibility for issuing Emergency Alert for fires and hazardous material incidents.

Table 1: Warning Method Summary

Exposed Population	Warning Method	Agency primarily responsible for dissemination of warning
General Population	Media releases	LDMG via media contact lists
	Door knocking	Queensland Police Service with assistance from State Emergency Service
	Emergency Alert	Authorising Officer SDCC LDMG to formally request through DDMG
Hospital	Direct contact	LDMG via contact lists
School	Direct contact	LDMG via contact lists
	Direct contact	LDMG via contact lists
Tourists	Via Tourism Operators, Accommodation Providers etc	LDMG via contact lists
Caravan Parks, Camping Grounds	Direct contact	LDMG via contact lists
	Park and camping ground check	Queensland Police Service with assistance from State Emergency Service
People with a disability	Methods appropriate to ensure audience understanding	

7. Withdrawal

7.1 Overview

This stage involves the safe and efficient process of relocating community members from hazardous or potentially hazardous environments to designated safe evacuation areas.

7.2 Evacuation Routes

Self-evacuation and use of personal transport will be advised by the Bulloo Shire Local Disaster Management Group in the event of the need for an evacuation.

The most suitable routes for an evacuation will be identified and clearly marked by the Bulloo Shire Local Disaster Management Group to ensure a controlled access and egress process.

7.3 Transport management Strategy

No traffic management strategies are deemed necessary as any evacuations will be small scale and can be handled by local means on local and state roads.

In large scale evacuation situations, roads in and out of the region are likely to be cut and subsequently District and/or State support would be necessary to facilitate the movement of large numbers of evacuees.

7.4 Hospitals, Nursing Homes & Aged Care Facilities

There are no Hospital, Nursing Homes or Aged Care Facilities in the area and the Thargomindah Clinic does not provide for hospital stays and as such is not affected by this plan.

7.5 Schools / Day & Child Care Centres

Education Queensland is responsible for the safety of students and staff at all times, and is expected to have emergency and evacuation plans in place for schools.

Early liaison between the LDMG and the Thargomindah State School will normally see the closure of schools, if required, prior to the need for evacuation of the area.

7.6 Caravan Parks

Temporary residents (tourists) of caravan parks usually have their own transportation and are expected to evacuate when advised of a threat.

7.7 Animal Management

Service animals such as Seeing Eye dogs and Hearing dogs should be evacuated with their owners. Companion animals / pets are generally evacuated with their owners.

The Local Group or Police may recommend that due to the nature and type of the disaster / emergency situation that pets not be evacuated.

Primary Producers are responsible for their animals and should ensure that all efforts are made to ensure their safety if possible (see the Primary Industries & Fisheries Local Government Guidelines for Emergency Animal Disease sub-plans).

7.8 Security and crime prevention

Police are responsible for the security of evacuated areas including the security of any damaged premises.

Police are responsible for establishing any road blocks of evacuated areas. DTMR, Council and private contractors may be required to assist with this task through the provision of signs.

8. Shelter

8.1 Shelter in place

Shelter in place refers to residents sheltering in their own home or with family and friends if it is considered safe to do so.

Shelter in place would be considered where the structure or location of the available buildings provide a safer environment during a emergency situation or where the time prior to unsafe external conditions is not adequate to conduct a safe withdrawal.

8.2 Assembly Areas

The Bulloo Shire Council Works Depot in Thargomindah and the RFDS Medial Centre in Hungerford have been identified as the location of assembly area/s for evacuees to move to for registration, information and assistance.

The Mayor and/or Local Disaster Coordinator will provide briefing/s for agencies and evacuees at assembly areas and emergency accommodation centres to include reason for evacuation, anticipated duration, methods of transport, where to go and how to get there, personal effects, documents and medication to be taken, arrangements for pets/livestock, securing of premises. (turn off power, water, gas, lock up).

8.3 Evacuation Centres

The provision of ongoing evacuee support is primarily through evacuation centres. Specific details of evacuation centres for the Bulloo Shire region are held by the LDC.

Evacuation centres can provide only basic needs for evacuees including:

- food and clean water,
- showering and toilet facilities if available, (these may be limited),

- personal hygiene items, limited access to clothing and bedding,
- baby needs such as nappies and formula, and
- access to other support agencies.

8.4 Evacuation Centre Operation and Management

Evacuation centres are to be opened and operational prior to their details being released to the public via an Evacuation Order.

For the purpose of efficiency and co-ordination, the Evacuation/Welfare arrangements will be managed within the Bulloo Shire Local Disaster Coordination Centre (LDCC).

Alternative Evacuation and Welfare coordination arrangements may be established at the discretion of the LDC, Welfare Committee Chairperson and in consultation with the Local Emergency Coordination Committees (LECC) of those affected communities.

The Chairperson of the Welfare Committee will be responsible for the staffing of Welfare Centres in consultation with the Local Disaster Coordinator and the LECC.

8.5 Safer locations

The following table provides a summary of safer locations with some considerations for selecting locations most suitable to the nature of the event, the number of exposed persons and their projected length of stay.

This summary table includes assembly points (AP), neighbourhood safer places (NSP) and evacuation centres (EC).

Location Type and Reference No.	Name	Address	Event Suitability Considerations			Capacity Accommodation
			Wild fire	Flood	Respite	
AP 01 EC 01	Bulloo Shire Council Works Depot	Stafford Street, Thargomindah	✓	Severe Major Moderate Minor	✓	40
AP 02	Thargomindah Information Centre	37 Dowling Street, Thargomindah	✓	Minor	✓	20
AP 01 EC 01	Thargomindah Town Hall	Dowling Street, Thargomindah	✓	Minor		50
AP03 EC03	RFDS Medical Centre	Hungerford	✓	Major Moderate Minor	✓	15
AP03 EC03	Hungerford Town Hall	Hungerford	✓	Major Moderate Minor	✓	50

Table 2: Safer Locations

8.6 Pets and animals

The issue of the welfare of pets and animals is low risk. Evacuation numbers will be low and evacuees will remain

in the general area. Assistance will be provided on a case by case basis

9. Return

9.1 Decision to Return

The decision to return evacuees to their homes will be considered after the impacts of the disaster have lessened or stopped completely.

The decision for the return of evacuees and the development of a return strategy will be undertaken by the

LDMG in close consultation with following stakeholders:

- District Disaster Coordinator and relevant District Functional Committees
- QFRS representative
- Electricity provider
- Communications provider
- Local Government operational business unit (as relevant, may include Environmental Health, Water and Sewerage, Roads and Drainage and Building Services).
- Department of transport and Main Roads (where relevant for State-run Road's and infrastructure

The following will be considered when assessing whether or not to return evacuees:

- hazardous nature of the area,
- possibility of the hazard or threat returning,
- safety of structures including accommodation, utilities, and transport facilities,
- suitable management of public health issues and secondary threats i.e. mosquito infestations,
- security within the affected areas, and the
- availability of suitable facilities including accommodation, utilities and hygiene facilities, and availability of services to support the community.

The return of the community to their homes will be conducted in phases for ease of control. Public communication will be a key tool used to advise the local community of what is happening.

Prior to evacuees returning it is necessary to:

- quickly evaluate and assess the immediate human needs (food, water, health/medical, and housing) and the operational status of vital community infrastructure (transportation, communications, and utility systems),
- restore essential services, and to
- plan for and implement the return of evacuees to their homes.

9.2 Return Strategy

Once it is determined areas are safe for return, a return strategy is to be developed to outline the arrangements necessary to plan and implement an organised return and how that process will be coordinated and managed. The return strategy should address, but is not limited to the following:

- specific areas deemed safe for return
- security of damaged, unsafe structures or infrastructure
- detailed return advice to evacuees
- traffic management plan
- transportation requirements

Annexure A – Voluntary Evacuation Advice

TOP PRIORITY FOR IMMEDIATE AND FREQUENT BROADCAST

Transmitters serving the area/s of *[insert locations]* are requested to use the **STANDARD EMERGENCY WARNING SIGNAL** before broadcasting this message.

VOLUNTARY EVACUATION ADVICE

For *[insert hazard]*

Issued: *[Time, Day, and Date]*

As a result of the *[insert impact e.g. flood level]* associated with *[insert event]* advised by *[insert authority e.g. Bureau of Meteorology]* for *[location]* at *[date/time]*. *[Insert name]* Local Disaster Management Group is advising residents within the *[nominated areas/ evacuation zones]* to evacuate within the next *[number]* hours.

Do not delay your evacuation. Roads will be congested or closed. You could become isolated and need rescue. Remaining in those areas nominated for evacuation is dangerous and may place your life at risk.

You are encouraged to relocate to family and/or friends outside the area nominated for evacuation.

As you evacuate you should:

- take your emergency kit, evacuation kit and emergency plan with you (such as cash/cards, bedding, medications & prescriptions and specifics including baby formula, glasses)
- ensure neighbours have received and understand the evacuation order
- turn off the electricity and gas and lock your home
- do not walk or drive through floodwater
- continue listening to your local radio station for further information and instructions.

For assistance or further information telephone the Local Disaster Coordination Centre on < **telephone number** > or view the website at: www.<insert address>

The <**name**> Local Disaster Management Group would appreciate this order being broadcast regularly.

Authorised By: *[insert name & operational position title]*
Message End

Annexure B – Evacuation Order

TOP PRIORITY FOR IMMEDIATE AND FREQUENT BROADCAST

Transmitters serving the area/s of *[insert locations]* are requested to use the **STANDARD EMERGENCY WARNING SIGNAL** before broadcasting this message.

EVACUATION ORDER

For *[insert hazard]*

Issued: *[Time, Day, and Date]*

As a result of the *[insert evidence e.g. flood level]* advised by *[insert authority e.g. Bureau of Meteorology]* for *[location]* at *[date/time]* the Queensland Police Service is directing residents within the *[nominated areas/evacuation zones]* to evacuate within the next *[number]* hours.

[Where more than one evacuation zone is identified, the sequence for movement should be specified. For example: "Evacuation of XXX Zone is to commence immediately and to be completed by no later than XXX hours. Evacuation of the XXX Zone is to commence no earlier than XXXX hours and be completed by XXX hours].

Do not delay your evacuation. Roads will be congested or closed. You could become isolated and need rescue. Remaining in those areas nominated for evacuation is dangerous and may place your life at risk.

You are encouraged to relocate to family and/or friends outside the area nominated for evacuation.

Evacuation centres will be established at *[name and address]* where you can obtain temporary accommodation and other assistance. The registration of evacuees will be undertaken at evacuation centres, if you do not go to an evacuation centre please telephone *[telephone number]* to report your safety.

[include any transport arrangements including times and pick up points]

As you evacuate you should:

- take your emergency kit, evacuation kit and emergency plan with you (such as cash/cards, bedding, medications & prescriptions and specifics including baby formula, glasses)
- ensure neighbours have received and understand the evacuation order
- turn off the electricity and gas and lock your home
- do not walk or drive through floodwater
- continue listening to your local radio station for further information and instructions.

For assistance or further information telephone the Local Disaster Coordination Centre on < **telephone number** > or view the website at: www.<insert address>

The <name> Local Disaster Management Group would appreciate this order being broadcast regularly.

Authorised By: *[insert name & operational position title]*

Message End

Annexure C – Operational Checklists

Evacuation Operational Plan					
OPERATIONAL CHECKLIST					
(RESTRICTED DOCUMENT: FOR USE BY DCC DURING ACTIVATION OF OPERATIONAL PLAN)					
Element	Commenced	Responsible Organisation	Responsible Officer	Contact Numbers	
Determine area(s) vulnerable to specific hazard events				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Determine population of identified risk area(s)				Phone:	
				Mobile:	
				Fax:	
Identify warning mechanisms				Phone:	
				Mobile:	
				Fax:	
Determine evacuation routes for identified risk area(s)				Phone:	
				Mobile:	
				Fax:	
Determine traffic control requirements for evacuation routes				Phone:	
				Mobile:	
				Fax:	
Determine if there are special population concerns (schools, hospitals, nursing homes, etc.)				Phone:	
				Mobile:	
				Fax:	
Determine trigger point for recommendation of evacuation of public				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Establish boundaries of possible area(s) to be evacuated and primary evacuation routes				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Provide advance information & warning of possible need for evacuation to the public, clearly identifying areas at risk.				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Pre-warn special population establishments of the possibility of an impending evacuation				Phone:	
				Mobile:	
				Fax:	
Co-ordinate with special facilities regarding precautionary evacuation				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
				Phone:	(07) 4621 8000

Evacuation Operational Plan					
OPERATIONAL CHECKLIST					
(RESTRICTED DOCUMENT: FOR USE BY DCC DURING ACTIVATION OF OPERATIONAL PLAN)					
Element	Commenced	Responsible Organisation	Responsible Officer	Contact Numbers	
Commence and maintain a map of the entire area to be evacuated				Mobile:	
				Fax:	
Have copies made of the map for use by QPS led evacuation teams				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Determine evacuation routes for risk area(s) & check the status of these routes				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Estimate public transportation requirements & determine pickup points				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Coordinate with transportation providers to ensure vehicles & drivers will be available when and where needed				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Develop traffic control plans & stage traffic control devices at required locations				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Develop a grid or locality system for the deployment of door-to-door evacuation notification teams, to ensure maximum coverage without duplication of effort				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Advise DDC of recommendation of a voluntary evacuation.				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Advise DDC of recommendation of a mandatory evacuation.				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Receive notice of mandatory evacuation from DDC				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Provide evacuation teams with written instructions to be handed to members of the community				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Provide transportation assistance to those who require it				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Determine if requirements exist for additional external support				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	

Evacuation Operational Plan					
OPERATIONAL CHECKLIST					
(RESTRICTED DOCUMENT: FOR USE BY DCC DURING ACTIVATION OF OPERATIONAL PLAN)					
Element	Commenced	Responsible Organisation	Responsible Officer	Contact Numbers	
Ensure the Media Liaison Officer has been kept fully informed, and is proactively disseminating information on the evacuation and evacuation centres through the media				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Disseminate evacuation recommendation to the public through available warning systems, clearly identifying areas to be evacuated				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Disseminate evacuation recommendation to special facilities and provide assistance in evacuating, if needed				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Activate and brief door-to-door evacuation notification teams				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Provide regular Situation Reports on evacuation to DDC / Mayor & CEO Bulloo Shire / Local Group				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Provide security in or control access to evacuated areas				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Develop a system for re-entry				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Determine when it is safe for residents to return, and if some areas need to remain restricted				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
If evacuated areas have been damaged, conduct damage assessments				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
If evacuated areas have been damaged, eliminate significant health and safety hazards				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
If roads in evacuated areas have been damaged or blocked by debris, clear and re-open roads				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Determine requirements for traffic control for return of evacuees				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	

Evacuation Operational Plan					
OPERATIONAL CHECKLIST					
(RESTRICTED DOCUMENT: FOR USE BY DCC DURING ACTIVATION OF OPERATIONAL PLAN)					
Element	Commenced	Responsible Organisation	Responsible Officer	Contact Numbers	
Maintain access controls for areas that cannot be safely reoccupied (refer to Local Plan Appendix A13 Operational Plan)				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Determine requirements for & coordinate provision of transportation for return of evacuees (in conjunction with Transport Operational Plan)				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Advise neighbouring jurisdictions and SC District Disaster Coordinator that return of evacuees will begin				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Advise evacuees through the media that they can return to their homes and businesses; indicate preferred travel routes				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Provide traffic control for return of evacuees				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Coordinate temporary housing for evacuees unable to return to their residences				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Co-ordinate with special facilities regarding return of evacuees to those facilities				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
If evacuated areas have sustained damage, provide the public information that addresses - Documenting damage & making expedient repairs - Caution in reactivating utilities & Damaged appliances - Cleanup & removal / disposal of debris Recovery programs				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Terminate Evacuation Centre Operations				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	
Submit final evacuation information for the Situation Report to the DDC / Mayor and CEO of Bulloo Shire Council / Local Group				Phone:	(07) 4621 8000
				Mobile:	
				Fax:	



SP03: Community Recovery Implementation

Purpose:	The purpose of the Community Recovery Implementation Sub Plan is to describe the roles, responsibilities and arrangements for the implementation of recovery operations at the local level for communities within the Bulloo LDMG area affected by disaster/emergency events.
Triggers to activate Sub Plan	➤ Response phase at 'stand up' level of activation ➤ Immediate relief arrangements are required during response phase
Functional Responsibility:	➤ Community Recovery Sub Committee ➤ DAF ➤ DNRM ➤ DoC ➤ DTMR & DHPW

Authority to Plan

The Disaster Management Act 2003 (the Act) provides the legislative basis for disaster management arrangements in Queensland.

The Act defines a disaster 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.

A serious disruption is defined as:

- Loss of human life, or illness or injury; or
- Widespread or severe property loss or damage; or
- Widespread or severe damage to the environment.

The event may be natural or caused by human acts or omissions. Such events include a pandemic or terrorist attack.

The Act requires the establishment of disaster management groups and committees for state, disaster districts and local government areas, and the writing and periodic review of plans and guidelines at state, disaster district, and local government levels. This plan forms a functional sub-plan of the Bulloo Shire Local Disaster Management Group Plan and complies with Section 53(1) of the Act.

Plan Endorsement

This plan has been prepared to provide information and guidance to stakeholders, on the governance and operational issues relation to recovery.

The Recovery Plan has been prepared in consultation with all agencies represented on the Bulloo Local Disaster management Group. It is hereby approved and recommended for distribution.

John Ferguson

Chair
Bulloo Local Disaster Management Group

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1. Recovery Planning

1.1. Introduction

A community that is prepared for disasters by having necessary arrangements in place to deal with disasters will be a more resilient community and one that will return to the pre-disaster state more quickly than a community that is not prepared.

This plan focuses on Council's role and responsibilities but recognises the lead agency role of various State agencies (e.g. the Department of Communities in providing community recovery services), and it takes a cooperative, multi-agency approach to community recovery.

In accordance with the disaster recovery concepts and principles developed by the Australian Governments Community Services Ministers' Advisory Council (CSMAC), this recovery plan recognises four distinct elements of recovery:

- Human-Social (including psychosocial effects)
- Infrastructure (services and lifelines)
- Environment, and
- Economy (including financial and political considerations, and business continuity)

This plan acknowledges that successful community recovery requires attention to all aspects of recovery. As well as recognising these elements, the plan takes a whole-of community approach and develops strategies which identify agencies and services in these four elements, thus giving the community a high degree of self-determination.

1.2. Scope

The Recovery Sub Plan applies to emergency/disaster events occurring within the Bulloo Shire Council area whereby local resources are sufficient to deal with the process of recovery.

In the event that local resources are insufficient to deal with the recovery process a request may be made to the Charleville District Disaster Management Group (DDMG) for additional resources, assistance and/or activation of the District Disaster Community Recovery Plan.

In the event that the District Disaster Community Recovery Plan/Committee is activated the Bulloo Shire Council Recovery Sub Committee may be required to assist the District Disaster Community Recovery Committee in undertaking recovery operations as determined by the Chair of the District Disaster Community Recovery Committee.

1.3. Review and assessment of plans

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

As such the Recovery Sub Committee should ensure that this plan is appropriately reviewed and/or renewed.

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

When reviewing the effectiveness of the plan annually, a minimum of one practical exercise per annum should be undertaken, involving as many relevant organisations, authorities and stakeholders as possible

1.4. Communicating the plan

Recovery groups, at each level, are required to develop a communication plan. The plan should coordinate communication with the community and stakeholders across the recovery functions. This could include: information on the recovery strategy; planned measures in place; the progress of recovery operations (using defined and agreed metrics) and central sources of recovery related information for individuals and communities.

To foster and maintain confidence in the recovery operations, appropriate attention should be given to establishing processes to measure and communicate the progress of recovery within a community.

The communication plan should also outline strategies for: engaging with affected individuals and communities; and building on existing links with community and cultural leaders and / or networks. This will ensure effective recovery-related issues and possible strategies for their resolution are identified, and service delivery arrangements are in place.

The communication plan needs to identify communication pathways between recovery groups at each level, subgroups, stakeholders and the media. It also needs to consider requirements for each stage of recovery operations, transitional arrangements and where necessary strategies for communicating with key decision makers within the Queensland Disaster Management Arrangements.

The communication strategy should be incorporated in the relevant DDMP or LDMP and functional lead agency recovery plans. The communication strategy should be consistent across all plans, so the strategy is executed smoothly during operations.

Plans should also consider the requirements outlined in the Queensland Government arrangements for coordinating public information during a crisis.

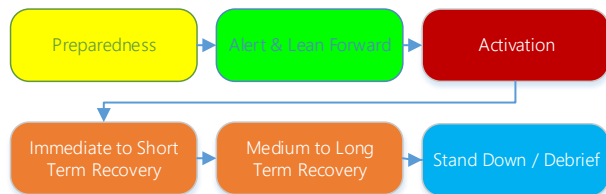
2. Disaster Recovery

2.1. Community Recovery

Includes recovery as it relates to the provision of personal support, psychological services, temporary accommodation (not evacuation centres), financial assistance and repairs to dwellings.

The Recovery Sub Committee is the organisation responsible for planning and coordinating the recovery process for victims of emergency or disaster events within the Bulloo Shire Area.

Community recovery commences as soon as possible after the disaster event and includes activities and services needed to restore the emotional, social, economic and physical well-being of an affected community. From a recovery perspective, the actual activities and services will vary across the six different phases as described below.



Preparedness

The preparedness phase is characterised by planning and includes:

- Awareness of local government's disaster community recovery responsibilities and obligations;
- Ensuring organisational staff who may be involved in the delivery of disaster community recovery services are appropriately trained to undertake such activities;
- Clarification and awareness of other government and non-government agencies roles within the recovery process;
- Identification of suitable premises for Community Recovery Centres and Coordination Centres;
- Providing representation to and participating in meetings of the LDMG;

Alert & Lean Forward

The Alert and Lean Forward Phases covers the period of imminent threat characterised by communication amongst agencies and staff, with relevant community recovery staff being placed on standby.

This phase can include:

- Providing representation to and participating in meetings of the LDMG;
- Ensuring that appropriate staff/agencies that may be involved in recovery operations at the local level are placed on standby;

- Ensuring that any staff placed on standby for recovery operations are briefed on their roles and responsibilities as well as those of partner organisations/agencies;
- Maintaining and sharing of relevant disaster recovery information with the LDMG including provision of regular situation reports;
- Ensuring the readiness of a Community Recovery Coordination Centre and Community Recovery Centre where deemed necessary by the Chair Recovery Support Group

Activation/Stand Up

The coordination of any disaster situation will be through the Local Disaster Coordination Centre (LDCC) in accordance with the requirements of the Bulloo Shire Council Local Disaster Management Plan (LDMP).

For recovery purposes it may be necessary to establish a separate Recovery Coordination Centre.

The responsibility for the activation of the LDMP, LDMG and Disaster Coordination Centre rests with the Chairperson of the Local Disaster Management Group.

The extent to which the LDMP is activated is subject to direction from the Chairperson of the LDMG.

Once the LDMP and/or the LDMG is activated the Recovery Sub Committee will be notified of the level of activation.

The Recovery Sub Committee provides the LDMG with advice on whether local resources are sufficient to manage the social impacts following the disaster and whether State/Federal Government personal hardship financial assistance may be required.

Immediate to Short Term Recovery

The immediate to short term recovery phase covers immediate community recovery service provision to meet identified individual and community needs and to restore services to a level where local government and the normal responsible agencies can manage the continuing recovery process.

Medium to Long term Recovery

Medium to long term recovery includes ongoing case management (including psychological services), community development and rehabilitation measures, re-establishment of social and cultural activities, support networks and services. It also involves demolition and reconstruction activities.

Stand Down/Debrief

Stand down/Debrief includes operational briefings with the Recovery Sub Committee, staff, volunteers and communities and the collaborative identification of improved disaster community recovery procedures and protocols within community recovery partner organisations.

3. Governance

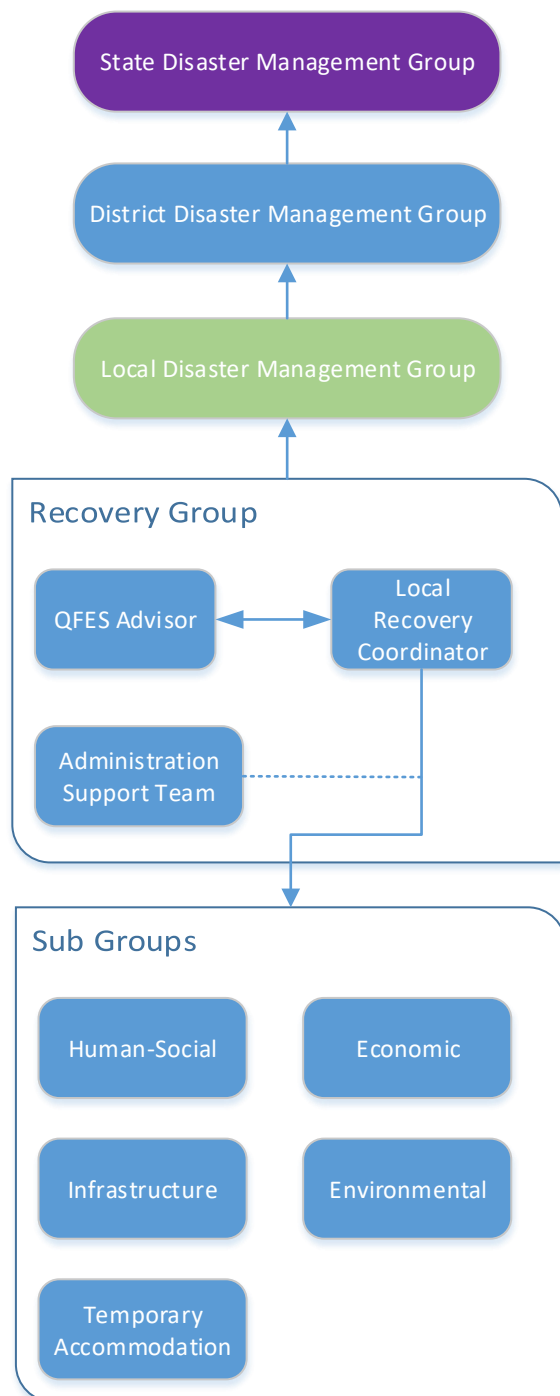


Diagram 1: Recovery Reporting Structure

3.1. Recovery Sub Committee Structure

The Recovery Sub Committee should comprise the following members:

3.1.1. Chairperson:

- Mayor – Bulloo Shire Council

3.1.2. Members:

- Local Recovery Coordinator
- Area Director – Qld Fire Emergency Services
- Administrative Support Team
- Human-Social Recovery Sub Group
- Economic Recovery Sub Group
- Infrastructure Recovery Sub Group
- Environmental Recovery Sub Group
- Temporary accommodation sub-group (optional)

3.1.3. Supporting Advisors:

- Representatives from other agencies, industries, or community organisations deemed necessary to act as advisors for both planning and operational arrangements.

Meetings of the Sub Committee and decisions made shall be through a core structure comprising the Chair, Recovery Coordinator, QFES Advisor and the Chairs/Coordinators of each of the sub groups.

Diagram 1 illustrates the Recovery Sub Committee Structure and reporting structure

3.2. Role of Recovery Sub Committee

The role of the Recovery Sub Committee is to meet during or after an event has occurred and as determined by the Chairperson Recovery Sub Committee and provides:

- A forum for agencies to discuss the effect of the event/disaster on agency service provision and plan for a coordinated approach to the recovery process;
- Community consultation to allow the community to be part of the recovery process; and
- Coordination of the recovery management and information management process at the local level

3.3. Terms of Reference

- Identify and prioritise major areas of recovery.
- Develop and implement effective strategies for community participation and partnership in the recovery process.
- Develop and implement a Recovery Action Plan using the Sub-Group Action Plans as the basis for such planning.
- Identify and obtain required resources.
- The Bulloo Recovery Group (or its Sub-Groups) has no financial delegations. Apart from incidental expenses and any Bulloo Shire Council 'as a matter

of course' expenses, any financial implications as result of the implementation of the Bulloo Recovery Group (or its Sub-Groups) planning must be approved/endorsed by the LDMG, DDMG or SDCC.

- Provide effective on-site leadership, to focus all necessary resources, and to achieve the most efficient and effective recovery of affected communities.
- Monitor recovery activities.
- Identify areas where the SDMG and the Premier need to make decisions beyond existing policies and procedures, and advise on recommended options.
- Provide advice and regular reports to the LDMG, DDMG, SDMG and the Premier, as well as regular community and media information on recovery progress.
- Develop a final report at the conclusion of recovery operation.

3.4. Meetings

Initial meetings of the local recovery group should take place in the 'Alert' level of activation, or as soon as practicable, to develop an operational plan and functional action plans. Recovery groups should also identify:

- arrangements for coordinating recovery across the four functions
- potential triggers for transition
- community engagement and communication strategies,
- exit arrangements
- other operational requirements.

The meeting times and dates will be at the discretion of the Chair of each group.

3.5. Reporting

Local, district and state disaster management groups should contribute to annual and operational reporting of recovery via agreed mechanisms. This may include: preparation of situation reports (sit-reps); contributions to agency annual reports; metrics; and key milestones to measure the progress of recovery.

Chairs of relevant recovery groups should provide information and reports to the relevant disaster management group to ensure awareness of recovery activities and arrangements is maintained.

4. Recovery Arrangements

Recovery services should, to the extent possible, be managed at the local level.

Community recovery commences as soon as possible after the disaster event and includes activities and services needed to restore the emotional, social, economic and physical well-being of an affected community

The Recovery Sub Plan identifies a relevant Recovery Sub Committee (members) which is the body responsible for planning and coordinating the recovery process for victims of emergency or disaster events within the region.

The Recovery Sub Committee will oversee:

- Management of the recovery process at the local level ensuring that local needs are met, either through local resources or by the acquisition of appropriate resources from the district level;
- Provision by member agencies of a range of specific recovery services ranging from reconstruction and physical infrastructure issues to personal support services.

In addition the Recovery Sub Committee reports on the progress and on-going needs of the community to the DDMG (via the LDMG).

In the event that local resources are insufficient to deal with the recovery process a request may be made to the DDMG (via the LDMG) for additional resources, assistance and/or activation of the District Disaster Community Recovery Plan.

In times of disaster, as part of the recovery process, a Local Advisory Committee should also be established to enable members of the local community including people affected by the event and representatives from local organisations to meet and provide input and guidance to the Local Advisory Committee on such issues as needs assessment and service delivery.

4.1. Triggers to activate recovery

The State Disaster Management Plan (SDMP) details the disaster operations levels of activation, which include:

- Alert
- Lean Forward
- Stand Up
- Stand Down

Table 1 below represents how these levels of activation relate to response and the stages of recovery.

4.2. Recovery Coordinator

The LDMG may appoint a Local Recovery Coordinator (LRC) to coordinate recovery at the local level.

The LRC is appointed by the Chair LDMG, after consultation with the Chair of the SRG and may be appointed pre-emptively.

The person appointed may not be the same person appointed as the Local Disaster Coordinator (LDC). The LRC and LDC should liaise regularly during disaster operations

The role of the LRC, where appointed, is to:

- Chair the recovery sub committee
- Liaise with functional lead agency representatives;
- Work with identified agencies and the community to develop the specific operation recovery strategy.

4.3. Operational and action plans

When convened for disaster recovery operations, the LRG will develop an Operational Plan to guide its activities. This will be discussed and developed during the group's first meeting. A broad timeframe should be included in this plan.

- At the first meeting of the LRG, Action Plan's for each recovery function will be developed. These Action Plan will list the tasks to be performed by the group, agencies/individuals responsible for the tasks and a timeframe for completion of the tasks.
- At each subsequent meeting of the group, the respective Action Plans will be reviewed and updated, with new information.
- Revised plans should consider: emerging issues; additional actions that may be required; roles and responsibilities; arrangements for ongoing coordination across the functions; and progress against the original requirements.

Operational and Action plans should also identify proposed transitional arrangements that consider the requirements of affected individuals and communities. This should include service delivery arrangements and emerging issues.

Plans should also be informed, where possible, by feedback received through ongoing community engagement strategies.

Copies of completed Action Plans are to be submitted to the LRG at their final meeting, where the Operational Plan is also to be finalised.

4.4. Considerations for operation and action plans

When developing the Operational Recovery plan; consideration should be given to the following:

- Develop recovery vision in consultation with the affected community.
- Use the impact assessments to identify issues and breaking them into the four major groups (human-social, economic, built environment, natural environment).
- Identify key short, medium and long term priorities.
- Obtain community views, vision and input.
- Set up informed vision, goals and projected outcomes.
- Identify and prioritise projects.
- Develop project costs and funding priorities.
- Develop project timeframes.
- Develop funding sources and strategies.
- Conduct second public meeting to unveil the Action Plan.
- Advertise and disseminate public information about the Action Plan.
- Distribute Executive Summary of the Action Plan and other relevant material.
- Develop priorities for implementation.
- Keep community informed on the progress of the Action Plan
- Develop exit strategy and transition to line agency business as usual.
- Develop debriefing and evaluating strategies.

4.5. Impact Assessments

There are two types of assessments that can be conducted concurrently (Attorney-General's Department, 2001, *Emergency Management Australia Manual 14 Post Disaster Survey and Assessment*):

- Impact assessments.
- Needs assessments.

Impact assessments examine the ways in which the event has affected the community. The information gathered can include:

- The geographical extent of the area impacted.
- Human effects and casualties including:
 - dead, injured and missing
 - numbers of evacuees or displaced and where they have moved to.
- Damage including:
 - details of the numbers of properties impacted and the type of structural damage including whether or not they are habitable
 - critical infrastructure and lifelines such as power, water, transport, communications
 - impacts on agriculture and food supply chains
 - impacts to key economic resources such as businesses and industrial premises

- details of key public buildings damaged or destroyed.
- Identification of secondary hazards that may pose a threat in the immediate future.
- Environmental health and sanitation threats.
- Availability of food supplies.
- The capacity of local government and emergency management structures to manage the local response and recovery.
- Government, community and other organisations operating in the area and their activities.

Needs assessments deal with the type, amount and priorities of assistance needed by an affected community after a disaster or emergency. Their purpose is to identify:

- needs of the affected community to save and sustain life and reduce the risk of further damage and provide an indication of their urgency
- needs that can be met from within the affected community and those that can only be met with outside assistance
- specialised needs of the affected community for recovery, the resources available to meet those needs from within the community and the external assistance that may be needed.

4.6. Debrief

A debrief must be organised at the conclusion of recovery operations.

Debriefs can be conducted through two forms:

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

Post event debrief: held days or weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation.

Optimally both types will occur, allowing for fresh thinking and reflection on complexities over time. The mix of stakeholders in debriefing sessions can also provide:

- affirmation/recognition of contributors
- exchange of ideas and learning
- shared commitment to putting in place strategies to mitigate the impact of future events and bolster resilience.

Recovery operation debriefs should occur in conjunction with an overall debrief of disaster management operations for the event. These 'event' debriefs should consider the transitions between response operations and recovery operations.

4.7. Review and evaluation

Following the transition from each stage of recovery, operational plans should be reviewed and the effectiveness of the recovery process evaluated at each level.

At the conclusion of recovery operations, including debriefing, a review of the full recovery operation should be conducted.

Lessons learned should be documented and incorporated into future planning, preparedness, prevention and mitigation activities. This review and evaluation is also important for future research and possible funding applications.

4.8. Reporting

Local and State Recovery Coordinators will participate in debriefs and support disaster recovery groups in ensuring that post-disaster assessment reports are prepared in partnership with functional lead agencies and DDC's. Report findings and recommendations should be incorporated into the relevant level disaster management plan, and processes for implementing and monitoring progress should be documented.

Table 1: Activation of Recovery Arrangements

RESPONSE	Lean Forward	Stand Up		Stand Down
RECOVERY	Alert	Lean Forward	Stand Up	Stand Down
TRIGGERS	➤ Response phase at 'lean forward' level of activation	➤ Response phase at 'stand up' level of activation ➤ Immediate relief arrangements are required during response phase	➤ Immediate relief arrangements continue ➤ Medium term recovery commences ➤ Response phase moves to 'stand down' level of activation. Medium term recovery commences.	➤ LRG arrangements are finalised. Community returns to normal activities with ongoing support as required.
ACTIONS	➤ 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	➤ 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	➤ 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	➤ 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
COMMUNICATIONS	➤ LRC and LRG members on mobile remotely	➤ LRC and LRG members on mobile and monitoring email remotely ➤ Ad hoc reporting	➤ 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	➤ LRC and LRG members resume standard business and after hours contact arrangements ➤ Functional lead agencies report to LRC/LRG as required

Table 2: Sub-Group Roles and Responsibilities

	Economic Recovery	Environmental Recovery	Human / Social Recovery	Infrastructure Recovery	Temporary Accommodation
Role	This sub-group is to coordinate planning and implementation of economic and financial recovery in the Bulloo Shire.	This sub-group is to coordinate recovery of the natural environment	This sub-group is to coordinate planning and implementation of recovery in the areas of safety and well-being, physical and psychological health, and social aspects.	This sub-group is to coordinate planning and implementation of housing (excluding temporary accommodation), commercial and industrial buildings and structures, physical infrastructure (including power, water, telecommunications, transport) recovery in the district / region.	This sub-group is to coordinate the delivery of temporary accommodation solutions to address accommodation needs for both flood affected residents and other non-residents providing services as part of the recovery process.
Members	- Bulloo Shire Council - DAFF - Insurance Council of Australia - Dept of Environment and Resource Management - Dept of Local Government - Local Government Association of Queensland - Chamber of Commerce - QRAA - Rural Financial Counselling Service (Roma)	- Bulloo Shire Council - EPA - Catchment Coordination Group - Dept of Environment and Resource Management - NRM Terrain - HLMAC	- Bulloo Shire Council - Dept of Communities - Red Cross - Local Community Organisations - Queensland Health - Centrelink	- Bulloo Shire Council - Dept of Local Government & Planning - Public Works - Qld Treasury - DTMR - QRA - Qld Rail	- Dept of Communities - QFES/EM - State Disaster Coordination Centre
Responsibilities	- Develop an Economic Recovery Action Plan - Work with insurance sector to ensure adequacy and a speedy process of insurance cover payments. - Assess impact on key economic assets (large employers e.g. mining, agriculture). - Assess employment issues and capacity of local business to operate. - Facilitate business, industry and regional economic recovery and renewal. - Develop industry and business recovery plan and implementation strategies in conjunction with local government, relevant State Government agencies, regional economic development organisations and industry bodies. - Facilitate financial assistance, access to funds and loans and employer subsidies. - Monitor the impacts of floods on the Region's economic viability and develop strategies to minimise the effects on individuals and businesses. - Where required, facilitate linkages with job providers and employment agencies to source labour, to re-establish supply chains and joint marketing activities.	- Develop a Natural Environment Recovery Action Plan. - Coordinate assessment of floods on natural environment (e.g. water quality, ecological impact, pollution). - Provide advice on potential environmental issues (e.g. water quality). - Coordinate rehabilitation of natural environment including waterways and wildlife. - Coordinate preservation of community assets (e.g. reserves and parks). - Consider mitigation strategies to reduce future impacts on natural environment where appropriate. - Monitor issues of pollution. - Coordinate waste management and disposals. - Ensure there is effective consultation and communication with the community and relevant organisations. - Ensure environmental bodies and interest groups are involved in the decision making process. - Monitor and assess the environmental consequences of clean-up operations. - Monitor and assess animal welfare issues.	- Assess the impact of floods on human and social aspects. - Develop a Human-Social Recovery Action Plan - Manage financial and welfare support. - Coordinate information provision and personal support. - Coordinate psychological and counselling services. - Coordinate ongoing medical and health services. - Coordinate public health advice warnings and directions to combatants and the community. - Coordinate temporary accommodation. - Coordinate short term accommodation and repairs to dwellings. - Provide specialist and outreach services. - Coordinate case management, community development, support and referral to assist affected people, families and groups. - Coordinate One Stop Shops / Recovery Centres. - Coordinate re-opening of education facilities. - Work with local government and community leadership groups to enable	- Develop an Infrastructure Recovery Action Plan - Assess damage to housing stock, commercial and industrial buildings and structures, rural structures, and infrastructure facilities. - Coordinate building safety inspection services and secure damaged buildings and structures. - Coordinate demolition of unsafe buildings and structures. - Coordinate repair and rebuilding matters of housing stock. - Ensure coordinated approach for housing related strategies in partnership with relevant organisations. - Coordinate disposal of hazardous material, debris etc. - Coordinate recovery of infrastructure, which is normally undertaken by infrastructure owners and operators (e.g. Telstra, Ergon). - Coordinate restoration of sporting facilities and public playgrounds. - Prioritise repair and reconstruction activities where appropriate. - Ensure relevant owners/operators are involved in the decision making process.	- Develop a Temporary Accommodation Recovery Action Plan including property and tenancy management aspects. - Implementation of the Temporary Accommodation Recovery Action Plan – (Insert Communities Affected). - Provide advice on potential accommodation issues

	Economic Recovery	Environmental Recovery	Human / Social Recovery	Infrastructure Recovery	Temporary Accommodation
	➤ Develop a strategy to maximize use of local resources during reconstruction activities. ➤ Support small to medium enterprise (e.g. referral, business assistance). ➤ Coordinate support to farmers and rural landholders. ➤ Identify options for improvement or adjustment from agriculture, where required. ➤ Assist with contract arrangements where required. ➤ Ensure involvement of local business and industry representatives in decision making. ➤ Ensure that the recovery plan informs broader planning and decision making activities across government and non-government agencies.		learning from their flood experiences in order to better prepare for the future adverse events.	➤ Ensure community consultation and involvement in the decision making process. ➤ Ensure flood risk reduction is considered in planning of rebuilding and reconstruction.	
Reporting Responsibilities	➤ The Sub Group is to meet as required at the discretion of the Chair of the sub group. ➤ Agendas and Minutes of meetings to be copied to the Chair and Local Recovery Coordinator, Bulloo Recovery Group and the CEO of Bulloo Shire Council (for information purposes)	➤ The Sub Group is to meet as required at the discretion of the Chair of the Environmental Recovery Sub Group ➤ Agendas and Minutes of meetings to be copied to the Chair and Coordinator, Bulloo Recovery Group and the CEO of Bulloo Shire Council (for information purposes)	➤ The Sub Group is to meet as required at the discretion of the Chair of the Social Recovery Sub Group ➤ Agendas and Minutes of meetings to be copied to the Chair and Coordinator, Bulloo Recovery Group and the CEO of Bulloo Shire Council (for information purposes)	➤ The Sub Group is to meet as required at the discretion of the Chair of the Built Environment Sub Group ➤ Agendas and Minutes of meetings to be copied to the Chair and Coordinator, Bulloo Recovery Group and the CEO of Bulloo Shire Council (for information purposes)	➤ The Sub Group is to meet as required at the discretion of the Chair of the Temporary Accommodation Recovery Sub Group ➤ Agendas and Minutes of meetings to be copied to the Chair and Coordinator, Bulloo Recovery Group and the CEO of Bulloo Shire Council (for information purposes) ➤
Lead Agency	➤ DEEDI (Functional lead agency)	➤ DERM (Functional lead agency)	➤ DoC (Functional lead Agency)	➤ DTMR and DPW (Functional lead agencies)	➤ No Functional Lead Agency nominated
Supporting Agencies / NGO's	➤ Australian Bureau of Statistics ➤ Insurance companies ➤ Primary producer groups ➤ Industry representatives ➤ Tourism operators	➤ Regional Natural Resource Management bodies ➤ Environment and conservation organisations ➤ Wildlife and animal protection organisations (RSPCA) ➤ Traditional owners ➤ Research and tertiary organisations ➤ Environmental and technical advisors ➤ Chemical and hazardous substance advisors	➤ Lifeline Community Care ➤ Salvation Army ➤ St Vincent de Paul ➤ Local community and welfare groups ➤ RSPCA (companion animals)	➤ Queensland Building Services Authority ➤ Insurance Council of Queensland ➤ Transport operators ➤ Ergon ➤ Energex ➤ Telstra	➤ LGAQ ➤ ADF