

# Local Disaster Management Plan

V7 June 2021



## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge and respect the traditional owners of this land on which we live, work and play and respect their cultures, their ancestors and their elder's past, present and future generations.

## FOREWORD

### Councillor Roz Frohloff – Chair, SBRC LDMG

Queenslanders are faced with responding to and recovering from disasters that test individual and community resilience every year. No community is immune and whilst such events are relatively infrequent in the South Burnett region, their potential to significantly disrupt social, economic and environmental systems as well as our infrastructure, highlights the importance of being prepared and having effective and coordinated disaster management arrangements in place.




When disasters occur, local government has primary responsibility for managing disaster events within its boundaries. The South Burnett Regional Council (SBRC) Local Disaster Management Group (LDMG) has adopted an all-hazards approach and takes a proactive role in the Prevention, Preparedness, Response and Recovery (PPRR) phases.

It is recognised that all of us need to be resilient in the face of disaster. It is unrealistic to expect one community, one organisation, or one level of government to be able to respond and recover effectively from the magnitude of such events. Effective disaster management requires a collaborative approach with responsibilities shared by individuals, families, communities, businesses and all levels of government.

This Local Disaster Management Plan (LDMP) aims to provide the South Burnett community with a robust multi-agency framework to ensure there is an effective and coordinated response to a disaster event, and to facilitate a speedy return to a safe and secure environment as soon as possible after that event. It is a dynamic, risk-based document that is subject to continuous review, ensuring its content reflects current legislation, the region's risk profile, and learning from disaster events both within and outside of our region.

## ENDORSEMENT

This Local Disaster Management Plan was approved by the South Burnett Local Disaster Management Group on 17 June 2021 and recommended for adoption by South Burnett Regional Council.



Councillor Roz Frohloff

South Burnett Regional Council Local Disaster Management Group

Date: 25.08.2021.....

In accordance with a resolution on 25 August 2021 this Local Disaster Management Plan is endorsed for distribution by South Burnett Regional Council.



Mark Pitt PSM - Chief Executive Officer  
South Burnett Regional Council

Date: 25-08-2021.....

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## GLOSSARY OF TERMS

A Disaster Management [glossary of terms and acronyms](#) is published as part of the [Prevention Preparedness, Response and Recovery Disaster Management Guideline](#).

A [Disaster Management Lexicon](#) is also provided by the Office of the Inspector General Emergency Management (IGEM).

The following acronyms and initialisms are not contained in the links above but are used by SBRC in their disaster management arrangements:

Acronym / Initialism	Meaning
AEMI	Australian Emergency Management Institute
AIIMS	Australasian Inter-service Incident Management System
CDO	Counter Disaster Operations
DDHHS	Darling Downs Hospital and Health Service
DRFA	Disaster Recovery Funding Arrangements (formerly known as NDRRA)
EAP	(Dam) Emergency Action Plan
GIS	Geographic Information System
IMT	Incident Management Team
LGA	Local Government Area
QDMA	Queensland Disaster Management Arrangements
RFB	Rural Fire Brigade – QFES
RFS	Rural Fire Service – QFES
SBRC	South Burnett Regional Council
SMEACS	Situation, Mission, Execution, Administration, Coordination, Safety
WHO	World Health Organisation

## DOCUMENT CONTROL

### AMENDMENT CONTROL

This LDMP is a controlled document. The controlled copy is held by the LDMG Local Disaster Coordinator (LDC). The LDC may approve inconsequential amendments to the LDMP. Any changes to the intent of the document must be endorsed by the LDMG and adopted by SBRC. The plan is intended to be a 'live' document. All suggested amendments should be forwarded to:

Disaster Management Officer  
 South Burnett Regional Council  
 PO Box 336  
 Kingaroy, QLD 4610  
 Email: [info@southburnett.qld.gov.au](mailto:info@southburnett.qld.gov.au)

### RECORD OF AMENDMENTS

Issue Date	Version	Outline of Revisions / Reason for Change	Prepared By
31/12/2007	1	This is the first draft for the new South Burnett Regional Council	G.C. Preston
07/12/2010	2	Updated draft for LDMG/SBRC consideration	J.J. Kersnovski
31/10/2013	3	New version of the Local Disaster Management Plan for 2013-2014	Stan Taylor
08/01/2016	4	Updated draft for LDMG/SBRC consideration	Russell Hood
24/08/2017	5	Updated draft for LDMG/SBRC consideration	James D'Arcy
18/07/2018	6	Updated version for approval	Donna Brown
17/06/2021	7	Comprehensive rewrite of the new LDMP and Sub Plans.	Strategic Disaster Solutions / Donna Brown



## REVIEW REQUIREMENTS

South Burnett Regional Council (SBRC) must review the effectiveness of this LDMP at least once a year. In addition, SBRC may review or renew the Plan whenever they consider it appropriate. The LDMP and associated Sub Plans will be reviewed following any activation of the plans or following any exercises to test the effectiveness of the plans.

This LDMP will be subject to the external annual assessment process developed by the Office of the IGEM in accordance with *section 16C(b) of the Disaster Management Act 2003 (the Act)*.

## DISTRIBUTION

The level of circulation of the LDMP and all Sub Plans will be determined by the LDMG. As a minimum this will include all core members and advisors of the LDMG and the District Disaster Coordinator (DDC). Other key stakeholders will be determined by SBRC.

In accordance with *section 60 of the Act*, the LDMP is available for inspection, free of charge to the public from:

- SBRC website under [Emergency Management](#)
- SBRC Libraries and Administration Buildings

## SECTION 1: ADMINISTRATION & GOVERNANCE

### 1.1 AUTHORITY TO PLAN

The [Disaster Management Act 2003](#) (the Act) and the [Disaster Management Regulation 2014](#) (the Regulation) forms the legislative basis for disaster management within all levels of government and Queensland's Disaster Management Arrangements (QDMA).

The preparation of this LDMP and all associated Sub Plans has been undertaken in accordance with *sections 57 and 58 of the Act*, to provide for effective disaster management in the SBRC area. This LDMP is consistent with [Queensland's Disaster Management Standard](#) and [PPRR Disaster Management Guideline](#).

The authorising environment for disaster management documents is detailed in Figure 1 below.

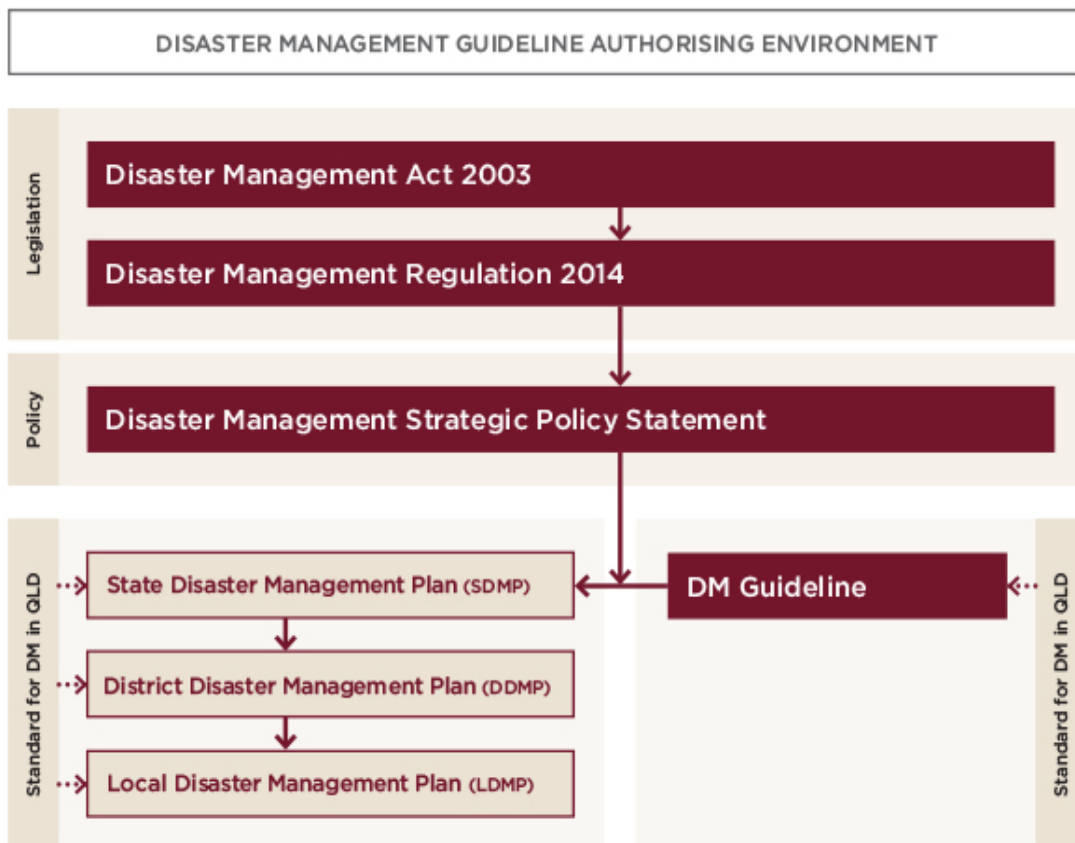


Figure 1: Disaster Management Authorising Environment

### 1.2 AIM & OBJECTIVES

The overall aim of this LDMP is to detail the arrangements that prevent, where possible, or minimise the impact of disasters or major emergencies, on communities of the SBRC area. The primary focus is to ensure the safety and welfare of our

community as well as other people who may work in, or visit, our region. The key objectives are to:

- Provide a framework for the implementation of effective disaster management strategies and arrangements across the four phases of PPRR within the SBRC local government area (LGA)
- Describe the disaster management structure for the LDMG, the member organisations and their role and responsibilities for the coordination of multi-agency responses
- Understand the likely effects of natural and non-natural hazards that may impact the community, infrastructure, economy and environment of the area
- Planning for those hazards to preserve human life, protect critical infrastructure and property, protect livelihoods and the economy and safeguard the environment
- Providing practical information to build community resilience and better assist the community in preparing for, responding to and recovering from disaster events.

### **1.3 STRUCTURE OF THE LDMP**

#### **1.3.1 LDMP**

The LDMP is an overarching document that details the structure, management arrangements and governance provisions which underpin the process of disaster management in the SBRC area. It provides an overview of the arrangements in place for dealing with disasters and sets out the role of the LDMG and the community from the initial notification through the various stages of response and recovery until the disaster event is finalised. The LDMP is designed to be flexible so it can be adapted to any disaster event affecting the region to ensure an integrated, coordinated and timely response.

#### **1.3.2 LDMP Sub Plans**

The LDMP is complemented by a number of Sub Plans which are designed to expand on information contained in the LDMP by providing detailed information for the activation and operation of key capabilities. Sub Plans are designed to integrate seamlessly with the LDMP but can be used on a stand-alone basis as required. The following Sub Plans exist:

- Activation of the Local Disaster Coordination Centre (LDCC)
- Financial Management
- Public Information & Warnings
- Logistics
- Evacuation
- Public Health.

### 1.3.3 Hazard Specific Plans

Hazard specific disaster plans are developed by assigned lead agencies to address particular hazards. Examples of hazard specific plans for the LDMG include:

- Boondooma Dam Emergency Action Plan (EAP)
- Bjelke-Petersen Dam EAP
- Gordonbrook Dam EAP
- Cooling Water Dam EAP
- Meandu Creek Dam EAP.

### 1.3.4 Community Disaster Management Sub Plans

Community Disaster Management Plans are developed by the community with guidance from the LDMG. A Bunya Mountains Community Disaster Management Sub Plan is available. This plan has been developed collaboratively with the community and the Western Downs LDMG.

### 1.3.5 Operational Plans

Operational plans are plans developed and utilised during the response and recovery phases. Examples include the Incident Action Plan and event-specific Recovery Plans.

### 1.3.5 Business Continuity Plans (BCP)

Each member and advisory agency of the LDMG will maintain an effective BCP. This will ensure they can continue their critical service functions in the event of a disaster to provide coordination and emergency support to the local community.

## 1.4 QUEENSLAND DISASTER MANAGEMENT ARRANGEMENTS (QDMA)

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.

Local Government underpins the QDMA as the frontline of disaster management and has primary responsibility for managing events in their local government area. SBRC 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 region's infrastructure. 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. Further information is available [here](#).

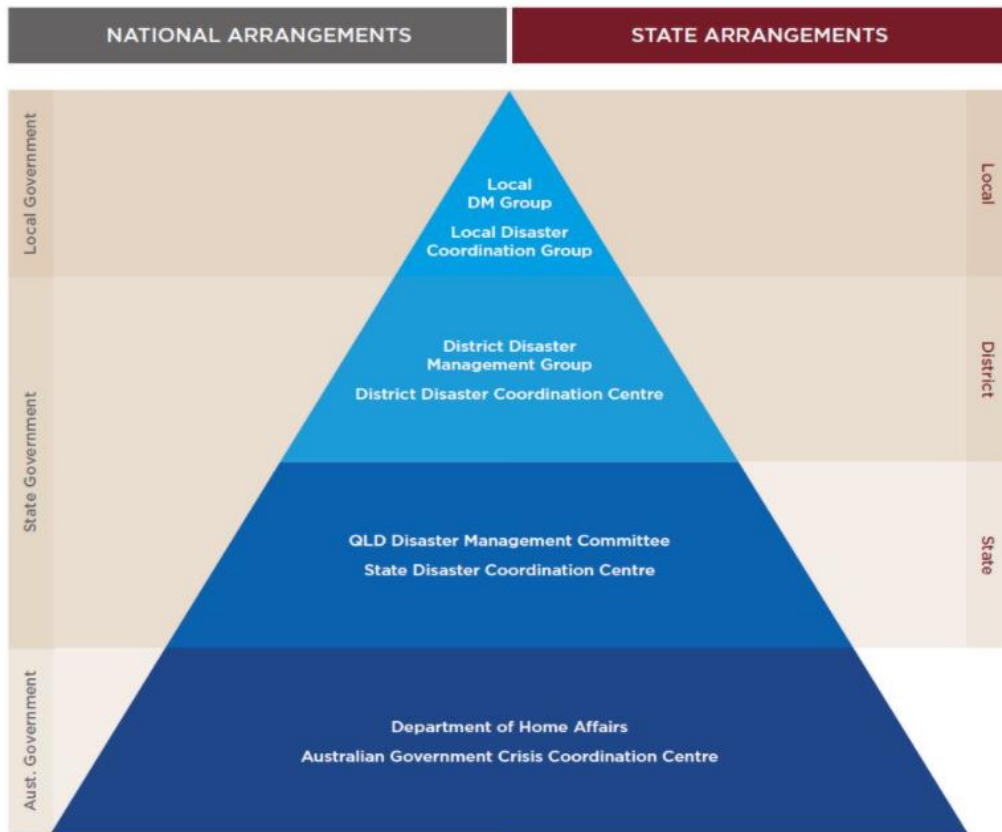


Figure 2: QDMA Triangle

## 1.5 DISASTER MANAGEMENT STRATEGIC POLICY STATEMENT

The LDMP is consistent with the [Disaster Management Strategic Policy Statement](#) which informs the Queensland Government's strategic approach to keeping people safe and making communities more resilient to disaster risks and impacts.

The LDMG takes a flexible and scalable approach to disaster management which provides for the reduction of risk and the enhancement of community resilience whilst ensuring effective response and recovery capabilities.

## 1.6 DISASTER MANAGEMENT GUIDING PRINCIPLES

In accordance with *section 4A(b) of the Act*, all events, whether natural or caused by human activity, should be managed in accordance with the [Strategic Policy Statement](#), the [State Disaster Management Plan \(SDMP\)](#) and any relevant disaster management guidelines. The Act identifies four key principles which guide disaster management in Queensland:

### 1.6.1 Comprehensive approach

The comprehensive approach to disaster management comprises the four PRR phases. This approach ensures a balance between the reduction of risk and the

enhancement of community resilience, while ensuring effective response and recovery capabilities.

The four phases of PPRR are not linear, nor are they independent of the others. They overlap and support each other as shown in Figure 3. For example, recovery activities are likely to begin during the response phase and mitigation strategies may be considered during the recovery phase.

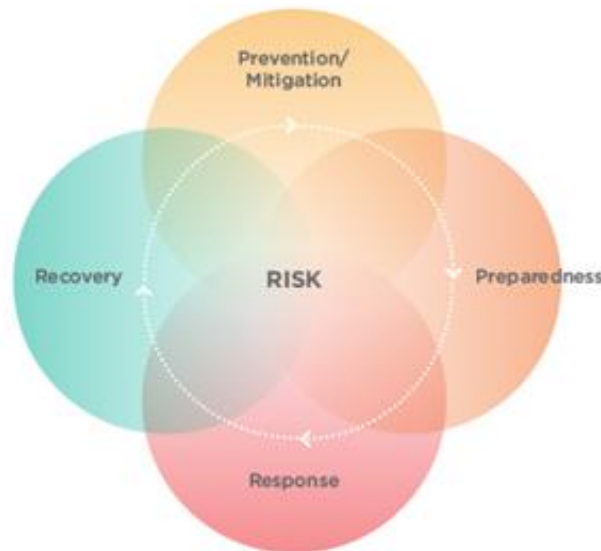


Figure 3: Comprehensive Approach to Disaster Management

### 1.6.2 All-hazards approach

The all-hazards approach assumes that the functions and activities used to manage one event are likely to be applicable to a range of events, whether natural or caused by human activity.

### 1.6.3 Local disaster management capability

Local level capability is recognised as the frontline for disaster management, primarily due to the benefits of localised knowledge and networks.

### 1.6.4 Support by District and State groups

The Act establishes a District Disaster Management Group (DDMG) for each of the 22 districts in Queensland, to provide support when required or requested by a LDMG. The LDMG is located in the Gympie Disaster District. A [District Disaster Management Plan](#) is available.

The Queensland Disaster Management Committee (QDMC) can provide additional support and assistance when required or requested by a DDMG. The [State Disaster Management Plan](#) (SDMP) provides a framework for response and recovery operations.



## 1.7 IGEM EMERGENCY MANAGEMENT ASSURANCE FRAMEWORK

Part 1A of the Act establishes the IGEM and Office of the IGEM. The priority for the Office of the IGEM is to facilitate improvements to Queensland's disaster management arrangements to enable confidence in the system and enhance public safety outcomes. The functions of the Office of the IGEM are detailed in *section 16C of the Act*.

The [Emergency Management Assurance Framework \(EMAF\)](#), developed by the Office of the IGEM, in partnership with disaster management practitioners, provides the foundation for guiding and supporting the continuous improvement of entities' programs across all phases of disaster management. The EMAF also provides the structure and mechanism for reviewing and assessing the effectiveness of disaster management arrangements. The EMAF is comprised of Principles, the Standard for Disaster Management in Queensland (the Standard) and Assurance Activities.

## 1.8 LINKAGES TO SBRC CORPORATE PLAN

Strategic linkages to Disaster Management are included in the [SBRC Corporate Plan 2021-26](#) under the priority area of Enhancing Liveability and Lifestyle (EC15 – Continue to provide proactive support to the LDMG).

## SECTION 2: LOCAL DISASTER MANAGEMENT GROUP (LDMG)

### 2.1 ROLE OF LOCAL GOVERNMENT

The Act details a range of functions and responsibilities for local government to ensure that it meets its statutory obligations. *Section 80 of the Act* requires local government to undertake the following functions:

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

In addition to these functions, *Section 29 of the Act* specifies that local government must establish a LDMG for the local government's area – refer 2.3.

### 2.2 RESPONSIBILITIES OF SBRC

In accordance with *section 80 of the Act*, a 'disaster response capability' for local government means the ability to provide equipment and a suitable number of persons, using the resources available, to effectively manage or help another entity to manage an emergency situation or a disaster in the local government area.

All SBRC services have designated responsibilities in disaster management which reflect their legislated and / or technical capability:

SBRC SERVICE	ROLE & RESPONSIBILITIES
<b>OFFICE OF THE CEO</b>	
<b>People &amp; Culture</b>	<ul style="list-style-type: none"> <li>Providing workplace health and safety advice in relation to employees and volunteers working on behalf of SBRC for the duration of the disaster</li> <li>Ensure staff welfare and well-being requirements are met as far as possible for the duration of the disaster event and implement the Fatigue Management Guidelines</li> <li>Undertake accident investigation (in conjunction with other agencies when necessary)</li> <li>Ensure availability of the Employee Assistance Program (EAP)</li> <li>Implement occupational health services and arrangements to provide confidential psychosocial debriefing and counselling support to staff as required</li> <li>Ensure staff records are accessible and that contact details, next of kin details and other information is kept up to date.</li> </ul>

SBRC SERVICE	ROLE & RESPONSIBILITIES
<b>Executive Services</b>	<ul style="list-style-type: none"> <li>• Being the primary contact for all media enquiries in relation to any event which results in the activation of the disaster management system within the SBRC area</li> <li>• Preparing accurate media releases based on local operations</li> <li>• Dealing with enquiries from all media sources</li> <li>• Maintaining a working log of all media releases and significant contacts with media sources</li> <li>• Coordinating and managing all media interviews</li> <li>• Liaising closely with members of the LDMG to gather information</li> <li>• Maintaining a current contact register of media organisations</li> <li>• Ensuring all media releases are approved by the Chair or the LDC of the LDMG</li> <li>• Monitoring media broadcasts and newspapers to ensure accurate reporting and follow-up to correct any misleading reporting</li> <li>• Arranging a media briefing area at the LDCC</li> <li>• Ensure relevant information is displayed on Council's website and social media channels and remains up to date during the response and recovery effort</li> <li>• Ensure all Visitor Information Centres are kept informed of the disaster response and recovery phases so that they are able to act as an information hub to members of the public in affected communities</li> <li>• Actively promote disaster prevention and preparedness initiatives in relation to economic development of the region</li> <li>• Participate in the Human-Social &amp; Economic Sub Group as required</li> <li>• Provide points of contact for all key industries in the region</li> <li>• Ensuring Councillors and Officers are supported to understand their legislative requirements and legal obligations during disaster operations.</li> </ul>
<b>FINANCE &amp; CORPORATE</b>	
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Controlling, tracking and accounting for all monies expended in the disaster response and recovery phases</li> <li>• Maintaining a petty cash inventory to ensure the availability of immediate cash sums for the purchase of equipment and supplies</li> <li>• Coordinating and organising the administration of any appeal funds that are established</li> <li>• Arrange opening and staffing of Stores as required and</li> </ul>

SBRC SERVICE	ROLE & RESPONSIBILITIES
	make available resources for use in a disaster <ul style="list-style-type: none"> <li>• Ensure adequate supply of fuel stocks and ensure appropriate distribution methods are available</li> <li>• Advise on existing corporate suppliers and potential alternative suppliers for the procurement of resources during the response and recovery phases of disasters</li> <li>• Assist as required with the coordination and acquisition of resources from neighbouring authorities and / or other areas in the event of mutual aid being invoked</li> <li>• Dealing with claims with the Council's insurers to ensure that appropriate costs are recovered as far as possible.</li> </ul>
<b>Information &amp; Communication Technology (ICT)</b>	<ul style="list-style-type: none"> <li>• Providing ICT and GIS advice, data and support to the Local Disaster Coordination Centre (LDCC)</li> <li>• Arranging for additional telephone facilities, computers and mobile phones at appropriate locations as required</li> <li>• Ensuring that relevant data is secured and stored appropriately to preserve documentary evidence</li> <li>• Liaising with other relevant agencies on communications issues.</li> </ul>
<b>Plant &amp; Fleet</b>	<ul style="list-style-type: none"> <li>• Advise on plant and fleet availability and suitability</li> <li>• Arrange for the provision and / or hire of items as required</li> <li>• Providing maintenance and servicing of plant and equipment (including on site breakdown) where appropriate.</li> </ul>
<b>INFRASTRUCTURE</b>	
<b>Infrastructure Management</b>	<ul style="list-style-type: none"> <li>• Fulfill role of LDC as required</li> <li>• Provide support to State Emergency Services (SES) as required</li> <li>• Community Engagement / Development to proactively support prevention, preparation, response and recovery initiatives to enhance community resilience.</li> </ul>
<b>Water &amp; Wastewater</b>	<ul style="list-style-type: none"> <li>• Maintain a safe supply of drinking water as far as reasonably practicable and advise on emergency measures to be taken</li> <li>• Maintain sewerage operations at an appropriate level and advise on emergency measures to be taken</li> <li>• Prepare and advise on Emergency Action Plans for Council owned referable dams</li> <li>• Coordinate damage reports of water and sewerage critical infrastructure.</li> </ul>
<b>Works</b>	<ul style="list-style-type: none"> <li>• Establishing separate accounts as necessary to deal with expenditure incurred on the disaster</li> <li>• Providing support and guidance to Officers who are responsible for preparing applications under the rules of the Disaster Recovery Funding Arrangements (DRFA) for</li> </ul>

SBRC SERVICE	ROLE & RESPONSIBILITIES
	<p>cost recovery if applicable</p> <ul style="list-style-type: none"> <li>• Project management of civil works required under DRFA to ensure requirements are met.</li> <li>• Maintain stockpiles of materials to assist in the response and recovery effort (e.g. premix, sand, gravel)</li> <li>• Maintenance of the highway network including emergency closures and diversions</li> <li>• Coordinate damage reports of roads infrastructure and provide advice on temporary and more permanent highways reinstatements and repairs</li> <li>• Create diversions and detours as necessary</li> <li>• Ensure sand and sandbags are available as required and source emergency stocks where appropriate</li> <li>• Implementation of a priority system for the removal of fallen trees that block the highway</li> <li>• Assisting with clear up operations as required e.g. flood clearance, storm damage, chemicals / hazardous materials</li> <li>• Record flood heights and extents as far as possible during the response so surveyors can later collect relevant data</li> <li>• Capture detailed photographic records for potential DRFA claims.</li> </ul>
<b>COMMUNITY</b>	
<b>Community</b>	<ul style="list-style-type: none"> <li>• Utilise Council's call centre facility to ensure accurate advice and information is given to the public</li> <li>• Ensuring front counters are maintained at an appropriate level throughout the response and recovery phase</li> <li>• Ensure all Libraries are kept informed of the disaster response and recovery phases so that they are able to act as an information hub to members of the public in affected communities</li> <li>• Provide advice on indigenous affairs and issues relating to the protection of heritage and important cultural artifacts where appropriate</li> <li>• Facilitate access to culturally appropriate social and psychological support for adults and children affected by disaster.</li> </ul>
<b>Property</b>	<ul style="list-style-type: none"> <li>• Maintenance of a property and equipment register which gives details of all assets owned and managed by Council including a description of the facilities available</li> <li>• Arranging for the emergency securing of Council owned premises and repair and maintenance of all Council owned buildings</li> <li>• Make arrangements to open and secure Council buildings as required</li> <li>• Arrange for the emergency cleaning of premises as</li> </ul>

SBRC SERVICE	ROLE & RESPONSIBILITIES
	<p>dictated by the response and recovery efforts</p> <ul style="list-style-type: none"> <li>• Provide advice in relation to Council owned aerodromes and caravan parks.</li> </ul>
<b>Environment &amp; Waste</b>	<ul style="list-style-type: none"> <li>• Maintain reasonable standards of health in the region and advise on public health measures to be implemented including measures to control the spread of infectious diseases</li> <li>• Monitor and advise on satisfactory standards of hygiene and the provision of water and sanitation at Evacuation Centres and other buildings used in the disaster</li> <li>• Provide advice and guidance on food safety matters and assess food premises and declare affected food as fit or unfit for human consumption</li> <li>• Provide advice and guidance on vector and vermin control</li> <li>• Advise on methods available for the control and disposal of pollution and toxic materials and other environmental protection methods including sampling and monitoring</li> <li>• Arrange for the collection, holding and disposal of stray animals and to organize kennel arrangements for pets brought to Evacuation Centres in liaison with the RSPCA</li> <li>• Maintain the waste transfer stations at an appropriate level throughout the disaster response and recovery operations</li> <li>• Provide specialist advice on the collection, recycling and disposal of waste including hazardous waste and materials</li> <li>• Coordinate damage reports of waste critical infrastructure.</li> </ul>
<b>NRM &amp; Parks</b>	<ul style="list-style-type: none"> <li>• Implementation of a priority system for the removal of fallen trees on Council owned land</li> <li>• Weed spread prevention and communication</li> <li>• Manage Council owned aerodromes</li> <li>• Manage Council owned cemeteries.</li> </ul>
<b>Sport &amp; Recreation Development</b>	<ul style="list-style-type: none"> <li>• Actively promote disaster prevention and preparedness initiatives to sport and recreation clubs and facilities in the region</li> <li>• Provide support to sport and recreation clubs during the recovery phase.</li> </ul>
<b>Planning &amp; Land Management</b>	<ul style="list-style-type: none"> <li>• Ensure future development takes account of hazards e.g. preventing building homes in flood plains</li> <li>• Provide advice in relation to mapping prepared for flood risk and wildfires as part of the planning scheme</li> <li>• Building Inspectors to ensure dangerous structures are made safe using enforcement powers where necessary.</li> </ul>



### 2.3 ESTABLISHMENT OF LDMG

LDMGs are established under *section 29 of the Act* by local governments to support and coordinate disaster management activities for their respective LGAs. A Terms of Reference is available.

[LDMG responsibilities are outlined in Manual M.1.030](#)

### 2.4 FUNCTIONS OF THE LDMG

The following functions of the 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 group's 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 the Act
- l) To perform a function incidental to a function mentioned in paragraphs (a) to (k).

### 2.5 BUSINESS & MEETINGS OF LDMG

In accordance with *section 38 of the Act*, the LDMG will conduct its business, including meetings as prescribed by the [Regulation](#). Ordinary meetings are scheduled every three (3) months and extraordinary meetings will be convened as required. Quorum (50% +1 of membership) must be achieved for decisions of the LDMG to be valid.


## **2.6 LDMG OPERATIONAL DECISION-MAKING CAPABILITY**

The LDMG Chair and LDC are authorised to make initial operational response coordination decisions on behalf of the full LDMG to initiate the disaster management arrangements and whilst acting in accordance with LDMG approved plans and procedures. The Chair and LDC have an exclusively operational response coordination function, which will not, at any time, replace the policy decision-making role of the full LDMG.





## 2.7 CORE MEMBER & ADVISORY ROLES & RESPONSIBILITIES OF THE LDMG





The following table details the membership and responsibilities of the LDMG as appointed in accordance with *Sections 33 and 34 of the Act*. All members have the necessary expertise or experience to assist the group undertake and meet its legislative requirements. Membership of the group includes any person acting in the capacity of an appointed member using a [DM13 form](#). When membership changes, notice is provided to the DDMG. If membership of the Chair or LDC changes, notice is to be provided to the SDCC.

Membership and contact details for each member is maintained in the restricted LDMG Emergency Contact List in Guardian IMS.




AGENCY	POSITION	STATUS	RESPONSIBILITIES
<b>South Burnett Regional Council (SBRC)</b>  	LDMG Chair – Councillor (Division 1)	Core	<ul style="list-style-type: none"> <li>To chair LDMG meetings and to provide the primary link between the LDMG and Council</li> <li>To manage and coordinate the business of the group, to ensure, as far as practicable, that the group performs, its functions, to report regularly to the relevant district group, and the chief executive of the department, about the performance by the LDMG of its functions.</li> </ul>
	LDMG Deputy Chair - Councillor (Division 3)	Deputy Core	<ul style="list-style-type: none"> <li>Provide advice and support to the Chair and LDMG</li> <li>To chair LDMG Meetings in the absence of the Chair</li> <li>Provide a link between the LDMG and Council</li> <li>To participate in the issuing of public information and warnings.</li> </ul>
	Local Disaster Coordinator – General Manager Infrastructure (GMI)	Core	<ul style="list-style-type: none"> <li>To coordinate disaster operations for the LDMG, report regularly to the LDMG about disaster operations, to ensure, as far as practicable, that any strategic decisions of the LDMG about disaster operations are implemented</li> <li>Provide advice and support to the Chair and LDMG</li> <li>To activate the LDMP and LDCC when required.</li> </ul>
	Deputy Local Disaster	Deputy Core	<ul style="list-style-type: none"> <li>To undertake the functions of the LDC in the LDC’s absence.</li> </ul>

	Coordinators – Manager Infrastructure Planning (MIP) / General Manager Corporate Services (GMCS)		Provide advice and support to the Chair, LDC and LDMG.
	Local Recovery Coordinator (LRC)	Advisor	<ul style="list-style-type: none"> <li>• To undertake the functions of the LRC</li> <li>• To coordinate community support during disaster operations for the LDMG</li> <li>• Lead and coordinate recovery operations reporting regularly to the Local Recovery Group about recovery operations, to ensure, as far as practicable, that any strategic decisions of the LDMG about recovery operations are implemented</li> <li>• Provide advice and support to the Chair and LDMG.</li> <li>• To activate the Recovery Group and develop an event specific recovery plan when required.</li> </ul>
	Chief Executive Officer (CEO)	Core	<ul style="list-style-type: none"> <li>• Provide a link between the LDMG and Council</li> </ul>
	Disaster Management Officer (DMO)	Advisor	<ul style="list-style-type: none"> <li>• Support to the LDC</li> </ul>
	Media Liaison Officer (MLO)	Advisor	<ul style="list-style-type: none"> <li>• Preparation and dissemination of public information and warnings during an event</li> </ul> Responsibilities identified in Public Information and Warnings Plan.

Queensland Police Service (QPS) 	Officer in Charge (OIC) – Kingaroy or Murgon	Core	<ul style="list-style-type: none"> <li>Refer to pg. 94 of the <a href="#">State Disaster Management Plan</a></li> <li>Liaison between the agency and the LDMP.</li> </ul>
Queensland Fire & Emergency Services (QFES) (Fire and Rescue Service (FRS), Rural Fire Service (RFS), State Emergency Service (SES) and Emergency Management) 	Area Commander FRS	Core	<ul style="list-style-type: none"> <li>Refer to pg. 90 and 91 of the <a href="#">State Disaster Management Plan</a></li> <li>Liaison between the agency and the LDMP.</li> </ul>
	Area Director RFS	Deputy Core	
	Local Controller SES	Deputy Core	
	Emergency Management Coordinator (EMC)	Deputy Core	
Queensland Ambulance Service (QAS) 	Officer in Charge (OIC) – Kingaroy or Murgon	Advisor	<ul style="list-style-type: none"> <li>Refer to pg. 89 of the <a href="#">State Disaster Management Plan</a></li> <li>Liaison between the agency and the LDMP.</li> </ul>
Queensland Health 	Director of Nursing (DON) South Burnett / DON Kingaroy	Advisor	<ul style="list-style-type: none"> <li>Refer to pg. 92 and 93 of the <a href="#">State Disaster Management Plan</a></li> <li>Liaison between the agency and the LDMP.</li> </ul>

<p>Queensland Government Departments</p> 	<p>Senior Advisor Community Recovery, Department of Communities, Housing &amp; Digital Economy</p>	<p>Advisor</p>	<ul style="list-style-type: none"> <li>• Liaison between the agency and the LDMG. Community Recovery advice to the LDMG.</li> </ul>
	<p>Principal Kingaroy State High School, Department of Education</p>	<p>Advisor</p>	<ul style="list-style-type: none"> <li>• Liaison between agency and the LDMG.</li> </ul>
	<p>Queensland Reconstruction Authority Liaison Officer</p>	<p>Advisor</p>	<ul style="list-style-type: none"> <li>• Liaison between agency and the LDMG.</li> </ul>
	<p>Senior Ranger, Queensland Parks &amp; Wildlife Service</p>	<p>Advisor</p>	<ul style="list-style-type: none"> <li>• Liaison between agency and the LDMG.</li> </ul>
<p>Telstra</p> 	<p>Account Executive</p>	<p>Advisor</p>	<ul style="list-style-type: none"> <li>• Primary agency for the management and maintenance of the telecommunications network across all providers</li> <li>• Liaison between agency and the LDMG.</li> </ul>
<p>Ergon Energy</p> 	<p>Area Operations Manager</p>	<p>Advisor</p>	<ul style="list-style-type: none"> <li>• Primary agency for providing, maintaining and restoring power supplies</li> <li>• Provide advice to the LDMG on power supply issues</li> <li>• Provide safety information to consumers</li> <li>• Liaison between the agency and the LDMG.</li> </ul>
<p>Stanwell</p> 	<p>Site Services Manager - Tarong Power Station</p>	<p>Advisor</p>	<ul style="list-style-type: none"> <li>• Liaison between the agency and the LDMG.</li> </ul>



<p>Sunwater</p> 	<p>Area Operations Manager</p>	<p>Advisor</p>	<ul style="list-style-type: none"> <li>• Liaison between the agency and the LDMG.</li> </ul>
<p>District Disaster Coordinator (DDC)</p> 	<p>DDC / DDMG XO</p>	<p>Advisor</p>	<ul style="list-style-type: none"> <li>• Liaison between the agency and the LDMG</li> <li>• Provide advice and support to the Chair and LDMG</li> <li>• To participate in the issuing of Public Information and Warnings.</li> </ul>
<p>Australian Red Cross</p>  <p>Australian Red Cross</p>	<p>Emergency Services Liaison Officer</p>	<p>Advisor</p>	<ul style="list-style-type: none"> <li>• Liaison between agency and the LDMG.</li> </ul>

## 2.8 AUTHORITY OF LDMG CORE MEMBERS & ADVISORS

The core members and advisors of the LDMG should have:

- The authority to commit their respective organisation to the LDMG's decisions

- The ability to effectively navigate their respective organisations to seek approval for the commitment of their organisation resources
- A sound understanding of the QDMA and this LDMP.

## **2.9 STRUCTURE OF THE LDMG**

The structure of the LDMG is depicted in Figure 4 below.

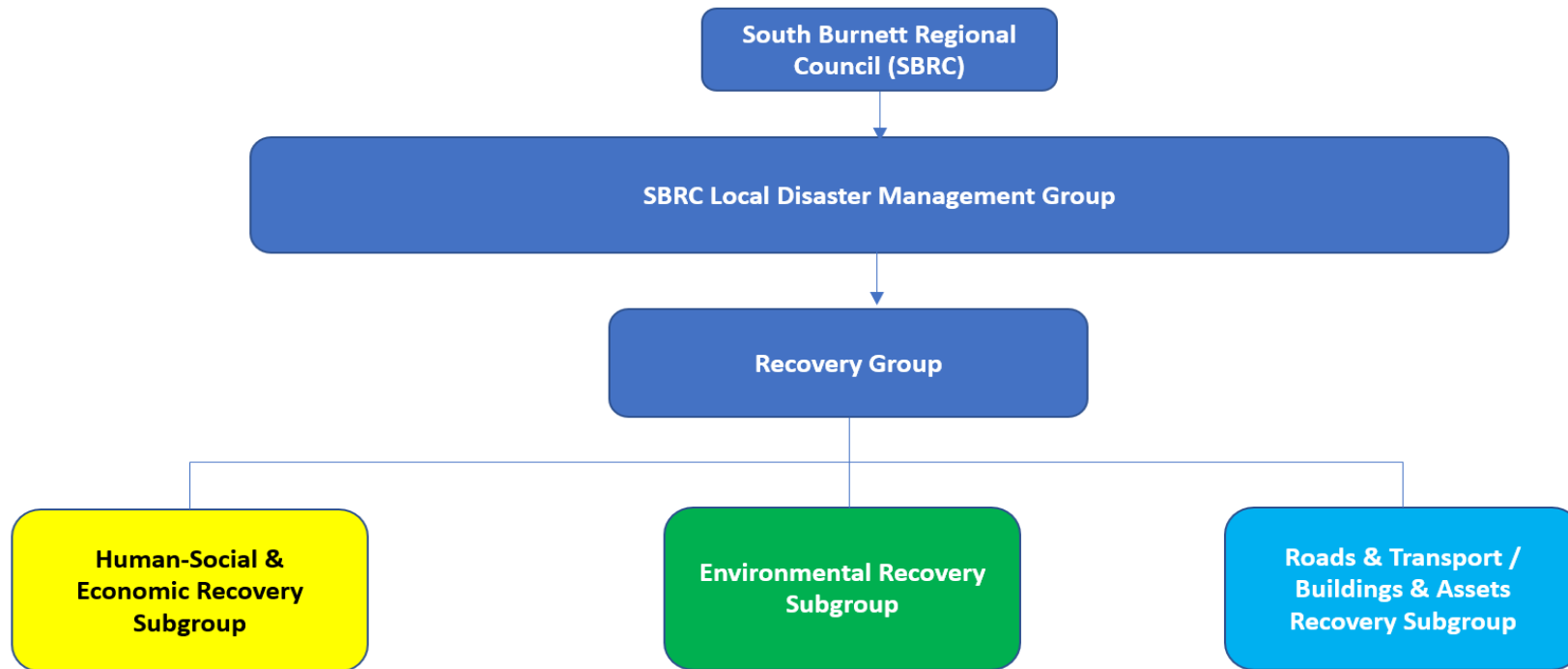


Figure 4: Structure of the SBRC LDMP

### 2.9.1 LDMG Recovery Group & Subgroups

A single overarching Recovery Group may be formed. Alternatively, the LDMG Recovery Group may decide to activate one or more of its Recovery Subgroups as follows:

#### Human-Social & Economic Recovery Subgroup

The key function is to address the human-social and economic recovery aspects of a disaster. A Terms of Reference is available.

#### Environmental Recovery Subgroup

The key function is to address the environmental recovery aspects of a disaster. A Terms of Reference is available.

#### Roads & Transport / Buildings & Assets Recovery Subgroup

The key function is to address the infrastructure recovery aspects of a disaster. A Terms of Reference is available.

The Chair of the LDMG may establish additional temporary or permanent Subgroups where needed to manage the business of the LDMG.

### 2.10 TRAINING & EXERCISES

In an effort to provide an effective training program, the LDMG works closely with QFES to provide a coordinated program of training from the [Queensland Disaster Management Training Framework](#) (QDMTF) which outlines the core training courses and inductions relevant to the key disaster management stakeholders to support the effective performance of their role. Exercises will be used to help review the effectiveness of the LDMP. Exercises can take many forms from simple discussion type exercises to full scale operations.

### 2.11 POST EVENT PROCESSES

Following any exercises or disaster events that affect the region, the LDMG will ensure debriefing is undertaken and that a post-incident report is developed for SBRC which clearly articulates any lessons identified for the future.

### 2.12 CONTINUOUS IMPROVEMENT

The LDMG is committed to the practice of continuous improvement which involves disaster management processes and arrangements being regularly evaluated and improved to ensure they remain relevant, efficient, effective and flexible.

## SECTION 3: DISASTER RISK MANAGEMENT

### 3.1 RISK BASED PLANNING

Disaster Risk Management is a critical element of all phases of PPRR. In Queensland risk-based planning occurs through the completion of the [Queensland Emergency Risk Management Framework](#) (QERMF) risk assessment process. The LDMG has recently commenced this process which is anticipated to take approximately two years to comprehensively complete.

The QERMF will replace the existing Natural Hazard Risk Assessment (NHRA) Report that was completed in 2012 (available on request). The NHRA Report contains an overview of the methodology used to identify and evaluate the source and possible consequences of risk, and the likelihood that those consequences will occur. It also identifies risk treatments and management options to enable SBRC to address vulnerabilities and build community resilience.

### 3.2 COMMUNITY PROFILE

An understanding of the community profile and the risks that underline potential hazards enhances the development of robust disaster management plans and thereby reduces the impact of disasters and community vulnerability.

#### 3.2.1 Environment

##### Geography



Figure 5: Location of the SBRC LGA

The SBRC LGA covers 8,381.6 square kilometres. It is located in the Wide Bay Burnett Region of south-east Queensland, approximately 200 kilometres or 2.5hrs north-west of the Brisbane Central Business District (CBD).

The SBRC area is bounded by the North Burnett Regional Council area in the north, the Gympie Regional Council area and the Somerset Regional Council area in the east, the Toowoomba Regional Council area in the south, and the Western Downs Regional Council area in the west.

The SBRC area entirely surrounds the Cherbourg Aboriginal Shire, which is located in the east of the region.

SBRC's public office is located in Kingaroy with customer service centres at Blackbutt, Nanango, Murgon and Wondai.

## Landscape

Located on the edge of the Great Dividing Range and set against a backdrop of the Bunya Mountains, the LGA is predominantly rural. The area encompasses a diverse range of country including natural bushland in State forest, to rolling hills and large expanses of rich agricultural and pastoral farmlands.

The region's watercourses, most notably the Boyne and Stuart Rivers and Barker/Barambah Creek, form the southern headwaters of the Burnett River catchment. Other smaller catchments in the region include the Condamine and Top of Brisbane.

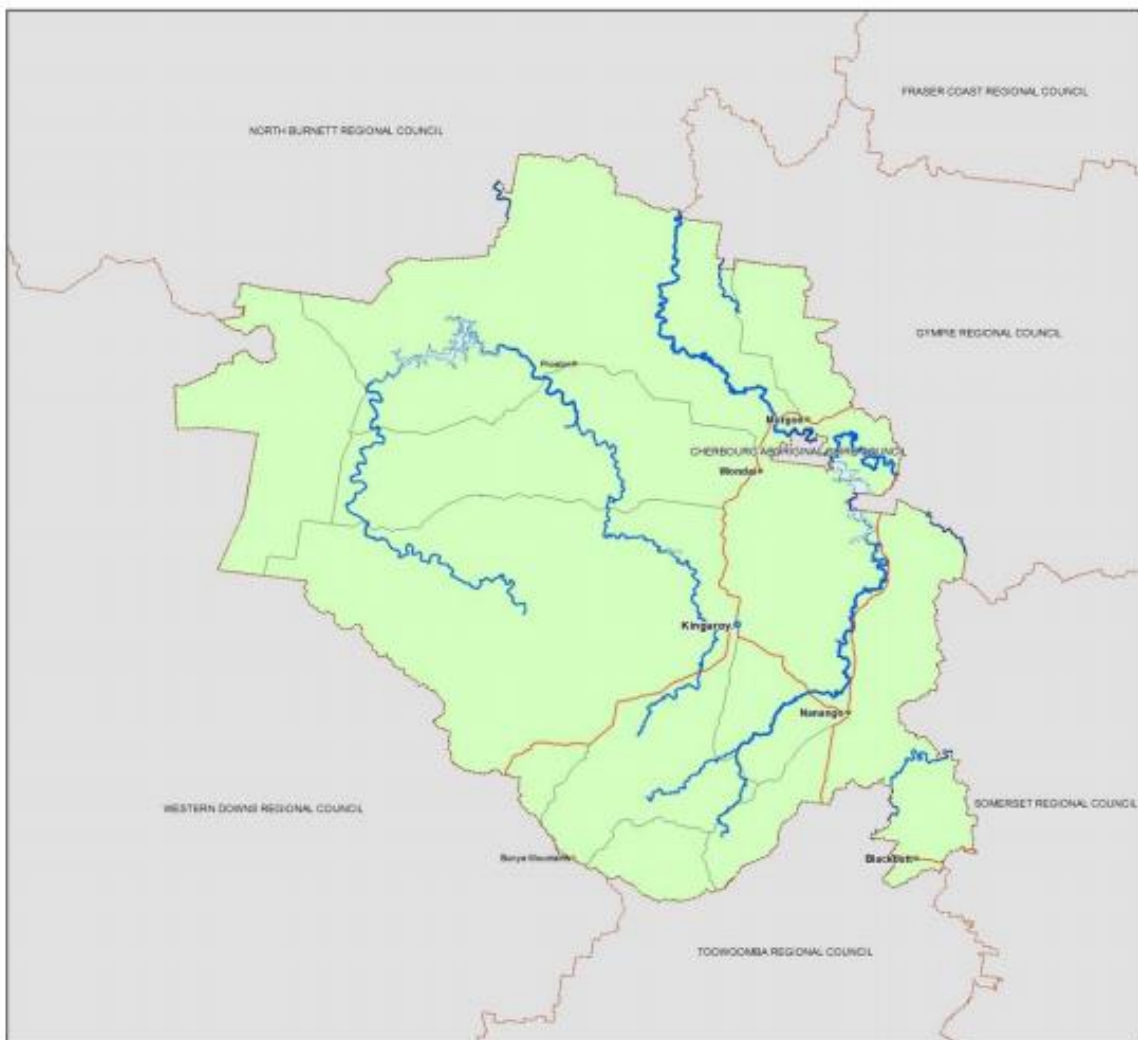


Figure 6: Watercourses in the SBRC LGA

## Climate and Weather

The SBRC area experiences a sub-humid, moderate-temperature climate, with a concentration of rainfall in the warmer half of the year (November to April) and a fairly



high degree of variability. Daily average temperatures are in the range of 12.2 to 25.7 degrees Celsius. The area receives an average annual rainfall of 769 mm. Short periods of heatwave conditions may be experienced. Occasional frosts occur around mid-winter.

### 3.2.2 Human-Social

#### Population

The SBRC estimated resident population for 2019 was 32,521 with a population density of 3.9 persons per square kilometre. Population growth assumptions from the SBRC Planning Scheme 2017 indicate that the population could grow to 41,254 by 2041.

Kingaroy is the major regional population centre of the LGA and is surrounded by Crawford, Memerambi, Wooroolin, Taabinga, Kumbia and Coolabunia villages.

Other South Burnett towns include Blackbutt, Murgon, Nanango, and Wondai, which are significant in terms of their distinctive country characteristics, strong communities and established facilities.

The villages of Coolabunia, Crawford, Benarkin, Kumbia, Maidenwell, Memerambi, Wooroolin, Tingoorra, Hivesville, Proston, Moffatdale, Bunya Mountains and Durong are sizeable communities with few local services.

The region also contains the Cherbourg Aboriginal Shire Council area and whilst not part of SBRC, any disaster affecting SBRC would most likely impact Cherbourg. At the 2016 census, Cherbourg had a population of approximately 1,296 persons.

At the 2019 census, 50.15% of the LGA population identified as male and 49.85% as female. The median age in the region was 46 years old, compared with 37.4 years old as the median age for Queensland. Children aged 0-14 years made up 19% of the population, people aged 65 years and over made up 24% of the population and the remaining 57% of the population were aged between 15 and 64 years old. The largest represented age group was those between 65 and 69 year old.

#### Cultural Diversity

At the 2016 Census, 5.5% of the population of the SBRC area identified as being of Aboriginal or Torres Strait Islander descent.

At the 2016 Census, 82.4% of people in the SBRC area indicated they were born in Australia. The most common other countries of birth included England, New Zealand, Philippines, Germany and Scotland.

At the time of the 2016 Census, 90.0% of people only spoke English at home. Other languages spoken at home included Filipino, Tagalog, German, Afrikaans and French.

## Households

Of the 12,265 households counted in the SBRC area at the 2016 Census, 68.2% were family households, 28.2% were lone person households and 3.5% were group households. Family households include couple families with children, couple families without children and one parent families.

## Dwellings

Data pertaining to dwellings obtained from the ABS 2016 Census indicates that there were 12,258 occupied private dwellings in the SBRC area. Of these, 92.0% were separate, detached houses, 2.6% were semi-detached row, terrace or town houses, 3.3% were flats, units or apartments and 1.7% were other dwellings such as caravans, tents and sheds.

At the 2016 Census, the SBRC area had a comparatively high proportion of home ownership with 39.7% of occupied private dwellings owned outright, compared with 28.5% in Queensland and 31% in Australia. A further 27.9% of South Burnett households were purchasing their house with a mortgage. The median monthly mortgage repayment in the region was \$1,159, comparatively lower than the Queensland median monthly repayment of \$1,733.

At the 2016 Census, 28.5% of SBRC area households were renting, with a median weekly rental payment of \$220 per week. This is significantly lower than the \$335 weekly rental average for Queensland.

## Socioeconomic Disadvantage

The Australian Bureau of Statistics SEIFA 2016 by LGA Index of Relative Socio-economic Disadvantage, (IRSD) is an index that summarises the relative disadvantage of people and households within an area. The IRSD considers a range of economic and social condition variables to determine an area's relative disadvantage score. Indicators which are considered include the percentage of population who are on low income, unemployed, without internet, have no/low educational attainment, undertake low skilled employment, have health conditions, no personal transport, poor English, or are one parent families. A low score is indicative of a relatively greater general disadvantage in the population when compared with other areas.

In 2016, the SBRC area received a relative disadvantage score of 908. When compared to all Queensland LGA's, this score placed SBRC LGA in the 28<sup>th</sup> percentile, meaning the area had a proportionately higher level of relative disadvantage than almost two thirds of the State.

## Vulnerable Persons

The SBRC area includes people who may be highly vulnerable to the impacts of disasters. In 2016, 2,937 people (or 9.1% of the population) reported needing assistance with core activities due to disability, 4.6% were aged over 80, and an estimated 183 people were homeless.

There are 5 aged care facilities located across the region:

- Canowindra Aged Care Facility, Kingaroy
- Orana Retirement Living & Aged Care, Kingaroy
- Castra Aged Care Facility, Murgon
- Karinya Aged Care, Nanango
- Forest View Residential Care Facility, Wondai.

An aged care facility is also located within the Cherbourg Aboriginal Shire Council area.

Within all communities, for any number of reasons, members may be or become vulnerable for short or longer terms. Such reasons include a reliance on mechanical life support systems (e.g. dialysis, ventilators), a culturally or linguistically diverse background, isolation, little social support or high levels of socio-economic disadvantage, visitors to the region, or chronic or acute health conditions. In 2017-2018 the Australian Bureau of Statistics found just under half of Australians had one or more chronic health conditions and 1 in 5 reported having a mental or behavioural condition (ABS, 2017-2018).

## Community Preparedness and Capacity

Notwithstanding the limitations of a small percentage of the populace, the community is essentially regarded as having the capacity to respond to and recover from most hazard situations. The pragmatic and practical rural values in the community engender a significant degree of self-reliance, which brings stability, capability and sustainability.

## Emergency Services

There is a solid base of emergency service response capacity spread across the region, as listed below:

Emergency Services	Locations
Queensland Police Service	QPS stations located at Nanango, Kingaroy, Wondai, Proston, Murgon, Kumbia and Blackbutt.
Queensland Ambulance Service	QAS Stations located at Kingaroy, Murgon, Nanango, and Proston.
Queensland Fire & Emergency Services (Fire Rescue Service)	FRS stations located at Kingaroy, Murgon, Nanango, Wondai, Proston, Cherbourg,

	Kumbia, Wooroolin and Blackbutt.
Queensland Fire & Emergency Services (Rural Fire Service)	RFS maintains brigades across the region. The Area Office is located at Kingaroy.
Queensland Fire & Emergency Services (SES)	SES facilities and depots are located at Murgon, Wondai, Proston, Kingaroy, Nanango and Blackbutt.

### Medical Facilities

Public hospitals are located at Kingaroy, Murgon, Nanango, Cherbourg and Wondai, each with a Medical Superintendent and nursing staff. Kingaroy General is the region's main emergency care facility and is currently undergoing an expansion to establish a medical precinct to provide specialist and ancillary medical activities.

There is also the Lady Bjelke-Petersen Community Hospital in Kingaroy which is a five-bed acute care facility. This private hospital facility is owned by SBRC.

### Primary Health Care

The co-ordination of primary health care delivery in the South Burnett is undertaken by the Darling Downs and West Moreton Primary Health Network office located at Toowoomba. There are ten GP Medical Practices and fourteen Community Health Centres based throughout the region.

An overview of Hospitals and Primary Health Centre services can be found at: <https://www.health.qld.gov.au/services/darlingdowns>

### Education

There are over twenty-five public and private schools within the SBRC area and a TAFE campus at Kingaroy. A contact list is maintained as part of the LDMG Emergency Contact List – refer to Guardian IMS.

### Social Support

The [South Burnett Community Directory](#) identifies a variety of government and not-for-profit social support services available in SBRC with providers offering various levels and types of services.

### Recreation

The [South Burnett Community Directory](#) also identifies the Sporting Clubs and Recreation Facilities located in the major towns.

## Annual Community Events

Community events can support preparation and recovery activities. The South Burnett region hosts several annual community events including:

- Blackbutt Avocado festival
- Kingaroy Baconfest
- South Burnett Gem, Rock and Lapidary Show
- Festival of Cycling
- Heritage Nanango Country Muster
- Nanango Funfest
- Burrandowan Races
- Fishing Competitions at the Dams
- Town Shows.

### 3.2.3 Economy

The SBRC area relies on agricultural activities particularly cattle grazing, crop and cereal growing as well as forestry, energy production, retail and tourism for its economic viability. An economic profile of the SBRC LGA can be found here: <https://economy.id.com.au/south-burnett/infrastructure>

### Workforce

At the 2016 Census, 39% of the SBRC population were in the labour force however 7.4% of these were unemployed. The most common occupations included Labourers 16.4%, Managers 15.4%, Technicians and Trades Workers 13.8%, Professionals 13.0%, and Community and Personal Service Workers 11.8%.

In 2019/20, the [Regional Development Strategy](#) identified major employment industries in the South Burnett included Health Care and Social Assistance 13.8%, Agriculture, Forestry and Fishing 12%, Retail 11.2%, Education and Training 10.1% and Manufacturing 9.4%. This demonstrates a stable base of employment across the region.

At the 2016 Census, the median weekly income for people aged 15 years and over in SBRC was \$478, lower than the Queensland weekly median of \$660. Of people aged 15 and over in SBRC in 2016, 11.5% reported having completed Year 12 as their highest level of educational attainment, 18.8% had completed a Certificate III or IV, 6.7% had completed a Diploma or Advanced Diploma, and 8.5% had a bachelor degree level or above qualification.

## Agriculture & Production

The region has rich agricultural land that produces high quality agricultural products for both domestic and international markets. South Burnett is the peanut capital of Australia and home to the Peanut Company of Australia (PCA). Other agricultural pursuits include soy beans, navy beans, corn, wheat, barley and oats, dubosia, sorghum, watermelons, pumpkins, dragon fruit, stone fruit, dairy and beef, cheese making, freshwater fish and red claw, olives, lavender, free range pork, ham and bacon, duck, honey and various vegetables.

The region also boasts Swickers - Queensland's only export accredited pork abattoir. The Swickers Kingaroy Bacon Factory Pty Ltd is the largest employer in the SBRC LGA and is the largest pork processing plant in the southern hemisphere. The Swickers site processes over 90% of all pigs processed in Queensland.

## Energy Production

Electricity generation is an important industry for the region. Tarong and Tarong North power stations, owned by Stanwell Corporation, are located in the south of the region. Coal is supplied to these stations from the adjacent Meandu Mine, also owned by Stanwell Corporation. A pipeline from Lake Wivenhoe also exists to provide water when dams in the local area are experiencing drought conditions.

Coopers Gap Wind Farm is located approximately 50km south-west of Kingaroy, adjoining the Western Downs LGA. It is one of the largest in Australia with a capacity of 453 megawatts, capable of powering approximately 264,000 Australian homes. A second approval for a windfarm in the South Burnett was approved in 2019 at Jumma Road, Ironpot for 16 new wind turbines. Construction of the project has not yet commenced.

## Forestry

Forestry is an important industry, with numerous State and private-owned native forests. Queensland's largest hardwood processor is located in the area, as well as other hardwood processing facilities. The key towns are Wondai, Kingaroy and Blackbutt, and there are Department of Agriculture and Fisheries (DAF) and Hancock Queensland (HQ) Plantations work centres in the area.

## Tourism

Tourism is a significant industry, including viticulture, eco-based, farm-stay and rural tourism.

South Burnett is Queensland's largest wine region and home to the State's largest vineyards with the local wine industry gaining momentum. There are currently 9

wineries and cellar doors, with the majority of these also providing bed & breakfast accommodation.

Camping grounds are located within the region's National Parks (Bunya Mountains & Emu Creek State Forest) and appeal to people from across Queensland. Camping and accommodation facilities are also located at Boondooma Dam, Bjelke-Petersen Dam, and Manar Park 4WD Recreation & Camping Facility.

The region has a wealth of natural assets and points of interest, including:

- Bunya Mountains National Park (part of)
- Cherbourg National Park
- Tarong National Park
- Boat Mountain Regional Park (part of)
- Cherbourg Regional Park
- Jack Smith Scrub Regional Park
- Reinke Scrub Regional Park
- Coomba Falls
- Numerous state forests
- Kingaroy Heritage Museum
- Murgon Dairy and Heritage Museum
- Roy Emerson Museum
- Wondai Heritage Museum
- Kingaroy Regional Art Gallery
- Wondai Regional Art Gallery
- South Burnett Energy Centre
- Kingaroy Observatory
- Boondooma Homestead
- The Lavender Farm at Pottique
- Brisbane Valley Rail Trail
- Kilkivan to Kingaroy Rail Trail.

## Retail

The region has shopping centres located in the four main towns with one major shopping complex at Kingaroy. The smaller towns have shopping centres that cater for day-to-day needs.

### 3.2.4 Infrastructure & Essential Services

#### Road

The SBRC area is accessed by the following highways:

Highway	Direction	Area
Bunya Highway	South west to north east	Bunya Mountains to Murgon



Burnett Highway	South to north	Nanango to Goomeri
D'Aguilar Highway	Interconnection to the South east	Blackbutt to Kingaroy

There is 658km of sealed road network owned by the Department of Transport and Main Roads (DTMR) and 2,995km of road network owned SBRC, including 1,582km of unsealed roads. Additionally, there are 21 road bridges, of which 5 are timber and 16 concrete. The following bridges are considered critical to the transportation network:

Bridge	Location	Asset Owner
Stuart River Bridge	Memerambi Gordonbrook Road	DTMR
Taromeo Creek Bridge	D'Aguillar Highway	DTMR
John Krebs Bridge	Bunya Highway	DTMR
Angels Bridge	Murgon Barambah Road	DTMR
Stuart River Bridge	Proston Boondooma Road	DTMR
Daniels Bridge	Weens Road	SBRC
Marshlands Bridge	Silverleaf Road	SBRC

There is limited public transport within South Burnett, with only 1.1% of residents travelling to work by public transport at the time of the 2016 Census. Pursers, a private coach company, service from Caboolture train station, and within Kingaroy.

## Air

The SBRC area includes the following aviation facilities:

Aerodrome	General Information
Kingaroy Aerodrome Warren Truss Drive	<ul style="list-style-type: none"> <li>1,600m x 30m bitumen sealed main runway with lighting</li> <li>1,432m grass secondary runway</li> <li>225 km North-West from Brisbane</li> <li>Accommodates up to &amp; including EMBRAER 170/190 aircraft</li> <li>Automatic aircraft refuelling facility</li> </ul>
Wondai Aerodrome Proston Road	<ul style="list-style-type: none"> <li>Constructed grass runway with lighting</li> <li>256 km North-West from Brisbane</li> <li>No aircraft refuelling available</li> </ul>
Nanango Aerodrome Racecourse Road	<ul style="list-style-type: none"> <li>Grass Runway</li> <li>200 km North-West from Brisbane</li> </ul>

**Helipads** are located at Murgon Hospital, Nanango Hospital, Kingaroy General Hospital, Kingaroy Airport, Wondai Airport, Cherbourg Hospital and Boondooma Dam.

## Rail

Not applicable – rail trails only.

## Gas

Bottled LPG is available to consumers.

## Electricity

Power supply is managed by Ergon Energy and is sourced through the Powerlink transmission network connecting to power stations across Queensland, including stations near Kingaroy, Rockhampton and Gladstone. The SBRC area is served from the one 132/66kV Bulk Supply Connection Point, H18 Tarong substation. The Kingaroy, Yarraman, Nanango, Murgon and Proston systems consist of a 66kV sub-transmission network and a number of 66/11KV zone substations which distribute power across the area. Similar voltage substations supply Caboombah, Moore and Benarkin for water supply to Tarong North Power Station and Ellwoods Road, Melrose and Boondooma 66/11KV zone substations for water supply from the dam to the power station.

The electrical supply is vulnerable to external influences such as weather conditions or third-party events causing supply interruptions.

## Wastewater

The Council operated sewerage systems, nine associated treatment plants and 238km of sewerage pipelines serve a total of 24,125 equivalent persons (EP). They are located in Kingaroy (12,500 EP), Wondai (2,500 EP), Boondooma Dam (75 EP), Murgon (2,400 EP), Nanango (2,500 EP), BP Dam (150 EP) and Blackbutt (2,000 EP). All of these systems rely on power from the local power supply authority. Loss of power supply from the supply authority will result in loss of power supply to the treatment facilities and pump stations and may result in untreated sewage overflows. Council has one (1) mobile standby generator to allow temporary operations of sewage pump stations. Backup support from waste transfer companies is also utilised if available. Kingaroy Wastewater Treatment plant has a standalone permanent backup generator to allow treatment to continue during power outages. No other treatment facilities have backup generator support.

Premises outside of declared sewerage areas utilise onsite wastewater treatment systems.

Public RV Sanitary Dump Points are located at Kingaroy, Blackbutt, Wondai, Moffatdale, Murgon, Nanango and Boondooma Dam.

## Water

The townships of Kingaroy, Wondai/Tingoora, Proston, Murgon, Nanango and Blackbutt have reticulated potable water supply schemes. Kumbia and Wooolin have non-potable reticulated water supplies. Council is the provider, with 11 water supply

schemes in operation and servicing 601 km water supply pipelines. Private dwellings without access to reticulated water utilise bore, rain, creek or purchased water.

During severe weather events, flood water may infiltrate the reticulated supply or high turbidity might result in boil water notices for extended periods of time. Power is required to support water distribution and treatment. Extended power failures will lead to a loss of reticulated water supply.

### Referable Dams

There are five referable dams in the region which are critical for water storage, supply and distribution.

- Boondooma Dam
- Bjelke-Petersen Dam
- Gordonbrook Dam
- Cooling Water Dam
- Meandu Creek Dam.

Refer to the hazards section at 3.3.2 for further detail.

### Data & Communications

Similar to other regional areas of Queensland, landline and mobile voice communications services are provided by Telstra, Optus and Vodafone, with a variety of other smaller providers supporting the communications network. The region has moderately reliable coverage with some black spots.

Fixed line, Wi-Fi and Mobile internet data services are available through a range of service providers however, in the 2016 census, 22.8% of dwellings reported that they did not access internet from home off any device, including from computer, mobile, tablet or other device. Some towns and communities in the region have limited or no mobile / internet service. In recent years funding has been granted to address some mobile blackspots.

### Broadcast Radio

The broadcast radio communication network from Cushnie provides service to the region.

### Two-Way Radio

SBRC two-way radio equipment is located at:

- Proston – Telstra Tower
- Durong – Council Monopole

- Murgon – Crown & Castle Tower
- Kingaroy – Council owned Tower
- Blackbutt - Council owned Water Tower.

### Key Community Facilities

Throughout the region there are a number of key community facilities and large public spaces including:

- Council libraries/facilities/halls at Kingaroy, Murgon, Nanango, Blackbutt, Proston and Wondai
- Council work depots at Nanango, Kingaroy, Wondai and Murgon
- Court Houses at Kingaroy, Murgon and Nanango
- Kingaroy State High School Indoor Sports Centre
- Racecourses and Showgrounds
- Parks and reserves
- Shopping Centres
- Swimming pools

### Proposed Future Township Development

Based on the [Town Planning Scheme 2017](#), Kingaroy will retain its relaxed, country lifestyle quality and cultural importance while expanding on its service level provision for local communities, agriculture and major industry. With Kingaroy as the main hub, the town centres of Murgon, Nanango and Wondai will develop further to provide an ancillary local level support to communities while generating employment and economic activity.

The region's cultural heritage is protected to maintain the link between the current community and the historic values that contributed to its establishment. This is also an important aspect of the local tourism economy. The SBRC has developed a [Local Heritage Register](#) which identifies 78 places of local heritage significance. 25 of these are included in the [Queensland Heritage Register](#).

### 3.3 HAZARDS

There are a number of natural and non-natural hazard events which may impact the communities of the SBRC area. The most prominent of these are outlined below.

#### 3.3.1 Natural Hazards

##### Severe Storms and Tropical Cyclones

The SBRC area has been impacted by severe storms, including supercells, thunderstorms and hailstorms, and on rarer occasions mini tornados, tropical lows and cyclones. Most likely to occur between October and April, such storms can bring high winds, rainfall and flooding. Each has the potential to cause widespread destruction to property, livestock and the environment while putting lives and livelihoods at risk. It is likely for such storms to cause disruption, damage or loss to power and telecommunication networks, water and sewerage treatment plants, road networks and/or other essential services and businesses. There is the potential for both evacuation and the isolation of communities as a result of these weather events. Climate change predictions suggest that future weather events may be more intense.

##### Flooding

Major riverine flooding in the catchment is relatively infrequent. However, under favourable meteorological conditions such as a tropical low-pressure system, heavy rainfalls can occur throughout the catchment which can result in significant river level rises and flooding. The areas likely to be impacted can be determined from flood mapping held by Council and those affected can be pre-warned.

In recent years, the area has experienced two Q-200 flood events and numerous other smaller scale floods. The [Flood Hazard Overlay Mapping](#) in the SBRC Planning Scheme indicates the flood risk for the region – refer Figure 7.

Additionally, the Australian Government has developed an interactive map which identifies numerous locations within the SBRC area that are at risk of flooding, refer: <https://floodcheck.information.qld.gov.au/>.

Flash flooding usually results from relatively short intense bursts of rainfall, commonly from thunderstorms. This flooding can occur in any part of the SBRC but is a particularly serious problem in areas where drainage systems may not cope and in very small creeks and streams. Flash floods tend to be quite local, and it is difficult to provide effective warning because of their rapid onset.

Flood waters in the SBRC typically rise and fall rapidly, posing risk of drowning; inundation and damage to property and critical infrastructure; isolation of individuals and major agricultural activities; potential for evacuation; and disruption and damage to businesses and industry.

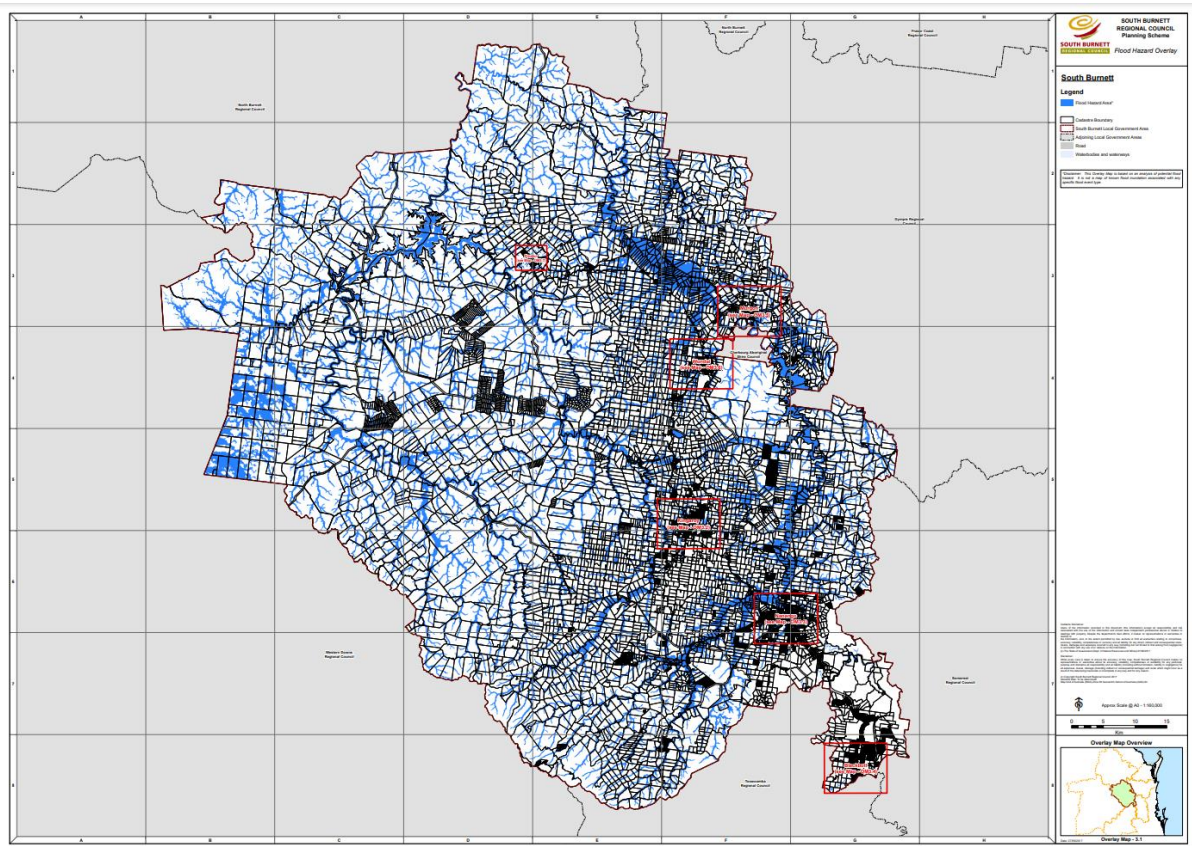


Figure 7: SBRC Flood Hazard Overlay

## Bushfire

The threat of bushfire is a seasonal risk, officially commencing on August 1 and continuing until the start of the wet season. The threat fluctuates from low to very high and is dependent upon variables such as temperature, humidity, frosts, wind direction, rainfall, vegetation growth, and existing fuel load. Bushfires can be caused by natural occurrences such as lightning strike, be accidentally started or be deliberate acts of arson.

The [Bushfire Hazard Overlay Map](#) in the SBRC Planning Scheme indicates the bushfire risk for the region with medium, high and very high bushfire risk potential – refer Figure 8.

The Commonwealth Scientific and Industrial Research Organisation (CSIRO) in conjunction with the Queensland Fire and Emergency Services (QFES) have conducted [State-wide mapping of Bushfire Prone Areas](#). This mapping considers landscape slope, potential fuel load, fire weather severity, potential bushfire intensity classes, potential impact buffers, grassfire prone areas and low hazard areas.



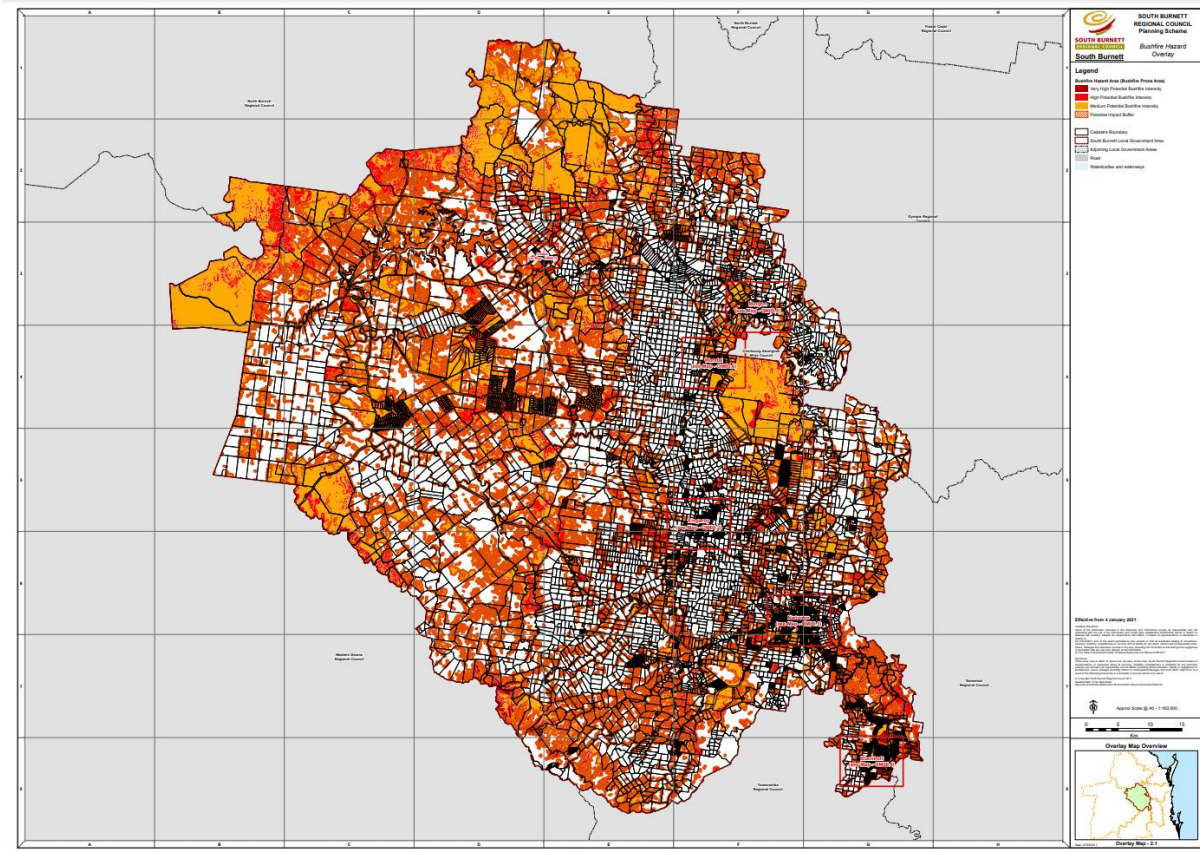


Figure 8: SBRC Bushfire Hazard Overlay

The farming land which surrounds towns within the region acts as a buffer, isolating farm buildings from relatively heavier vegetated areas, and offering some protection from bushfires. Scattered rural residential properties (often with absentee landowners) in timbered areas and properties bordering National Parks are particularly susceptible to bushfires. Extensive forestry plantation areas in the region are also susceptible to bushfire. Our rugged terrain in certain areas of the region makes access for bushfire fighting difficult. The Queensland Parks and Wildlife Service of the Department of Environment & Science is responsible for managing the National Parks in the region and is jointly responsible with the Queensland Department of Primary Industry and Forestry for management of forestry areas.

Bushfire impacts are potentially harmful to people and property through flame attack, radiant heat exposure, ember attack, wind attack, smoke hazard and convective heat exposure. The terrain and conditions can pose additional hazards to those fighting fires. Impacts can include possible injury or death to people, animals and livestock; loss, disruption or damage to property, buildings, critical infrastructure, essential services, businesses, agriculture and vegetation; blocked road networks; isolation of communities; and potential for evacuation.



## Landslides

Landslides can be caused by earthquakes or volcanic activity, but in Queensland, they are generally caused by human activity or heavy rain. The rain saturates the soil on a hillside, often where there has been human activity (e.g. construction where trees and plants have been removed), past the point where any remaining vegetation can support the soil's weight against the force of gravity. The top saturated layer of soil, and everything on it, then slips down the hill. In areas burned by bushfire, there can be a lower threshold to rainfall. While some landslides can be slow, sudden, rapid events are the most dangerous due to lack of warning and force of impact.

The [Landslide Hazard Overlay Map](#) contained in the SBRC Planning Scheme 2017 indicates landslide hazard areas in East Nanango and the Bunya Mountains – refer Figure 9. Landslides can cause injury or death to people and animals, cause environmental degradation, damage property, buildings, roads, railways, pipelines, communication networks and agricultural land, interfere with supplies and isolate communities.

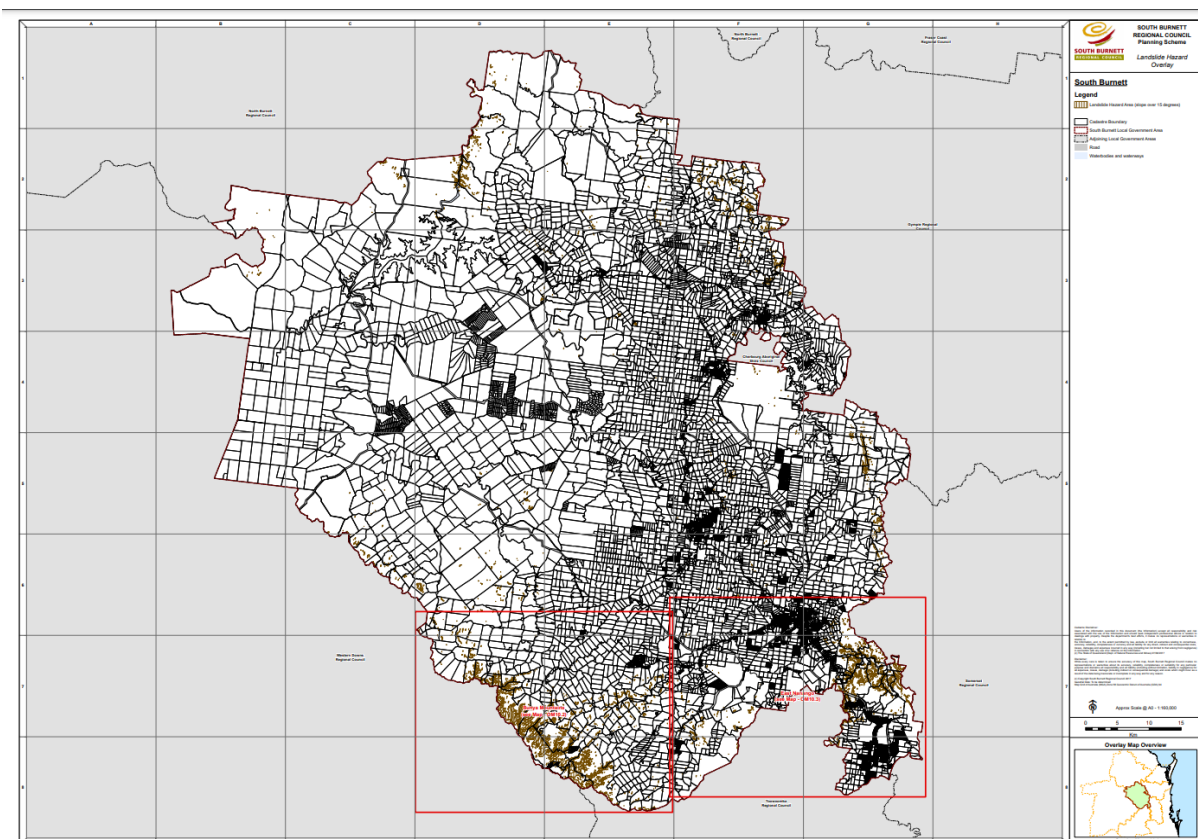


Figure 9: SBRC Landslide Hazard Overlay

At the time of writing, there were no historical landslides listed within the SBRC area on Geoscience Australia's National Landslide Database (last updated June 2018), however, landslides can occur at any time and with little to no warning.

## Earthquakes

Recent historical data exists in relation to tremors that have caused evacuations and minor damage in and around the SBRC LGA and the Wide Bay Burnett region, but none appear to have caused great concern. [Geoscience Australia](#) mapping shows the area as having a comparatively low chance of experiencing a damaging earthquake. Notwithstanding, the existence of even a slightly volatile seismic environment acts as a prompt for maintaining situational awareness of the threat, and its possible consequences.

## Heatwaves

The SBRC area is vulnerable to heat waves. In the last 200 years, severe and extreme heatwaves have taken more lives than any other natural hazard in Australia (BoM, 2013). The [National Heatwave Forecasting and Assessment Service](#) is a Bureau of Meteorology (BoM) product, which operates from the start of November to the end of March. It provides warning of unusually hot conditions allowing government, emergency services and communities' time to adopt measures to reduce the impact.

## Droughts

A drought is a long, dry period when there is not enough water to meet people's needs. Droughts are extreme climatic events that can have long-lasting effects on people, crops and animals. Since March 2017, the entire SBRC area has been declared in drought. Given the region's strong agricultural industry, this has economic, environmental and social impacts. Drought is not considered a disaster in Queensland and is not managed using the QDMA. A [Drought Relief Assistance Scheme](#) for Primary Producers is available through the State.

## Climate change

Climate change will likely exacerbate the frequency and severity of natural hazard events. Climate change predictions indicate that the region can expect to be increasingly affected by higher temperatures, hotter and more frequent hot days, harsher fire weather, reduced rainfall with more intense downpours, and fewer frosts. Adaptive measures should be considered to manage future climate risks. A Queensland Government [Emergency Management Sector Adaptation Plan for Climate Change](#) is available.

### 3.3.2 Non-natural Hazards

#### Infectious Disease Outbreak

Infectious disease is a broad term covering a range of different diseases that can be spread, directly or indirectly, from one person to another. A pandemic is a disease outbreak that occurs worldwide when a new strain of virus emerges to which no-one is

immune; the virus causes disease in humans; and the virus is easily spread between humans. In recent times, at least three pandemics have posed a threat to Australia. The avian influenza outbreak in 2003, the swine flu influenza in 2009 and the current coronavirus COVID-19 pandemic. Such outbreaks can challenge or overwhelm the health system, can involve the isolation and quarantine of large numbers of people for a protracted period, cause widespread economic and social disruption and can result in large numbers of fatalities or people with serious illness.

### Animal Diseases

The social, economic and environmental consequences of an infectious disease outbreak in animals could be catastrophic to the SBRC area. Although Australia is currently free of many of the world's worst animal diseases including Foot-and-mouth disease, Bovine Spongiform Encephalopathy (BSE) and African Swine Fever, it has recently been threatened by other diseases, such as Equine Influenza, Avian Influenza, Australian Bat Lyssavirus, Anthrax and Hendra Virus. Foot-and-mouth disease has been identified as the single biggest threat to Queensland's livestock industry and an outbreak could be devastating to the local economies of the SBRC area. Some diseases, known as Zoonoses, can spread from animals to humans.

### Plant Pests & Diseases

Queensland is fortunate to be free from many of the world's most damaging plant diseases, pests and weeds as a result of Australia's strong biosecurity system. Invasive pest species such as Fall Armyworm and [invasive weed species](#) such as lantana camara and navua sedge can have far reaching impacts. Pests and weeds have the potential to damage natural environment eco-systems, increase fire risk and infrastructure maintenance costs, reduce productivity and profitability, limit the long-term sustainability of the regions agricultural and natural resources and potentially affect human health and peoples' livelihoods. Biosecurity measures have been implemented to try to stop the spread of plant pests and diseases and South Burnett is currently part of the papaya ringspot biosecurity zone and zone 4 of the sugarcane biosecurity zone. It is currently just outside of the grape phylloxera biosecurity zone but with expanding viticulture, the region should remain vigilant.

### Vector Borne Disease

Vectors are living organisms that spread infectious diseases from one host to another. Many vectors are bloodsucking insects (e.g. mosquitoes, ticks, sandflies) which ingest disease-producing microorganisms during a blood meal from an infected human or animal host and then inject it into a new host during a later blood meal. With the combination of climate change, increasing globalisation, international travel and transport of goods, disease vectors have moved across boundaries into new territories. A major health threat globally, some vector-borne diseases are notifiable under the *Public Health Act 2005*.

Mosquitoes cause more deaths than any other disease vector. In Queensland, the most common mosquito-borne diseases are Ross River Virus, Dengue and Barmah Forest Virus although less common Kunjin virus disease and Murray Valley encephalitis (MVE) have also been infrequently reported. The SBRC area does have a number of types of mosquitoes including the *Aedes aegypti* mosquito, known to spread Dengue and Zika.

### Referable Dams

Within the SBRC area there are five (5) referable dams. Referable dams are those that could potentially cause loss of life should an emergency occur affecting the dam.

*Boondooma Dam* is on the Boyne River on the boundary of Boondooma and Proston. It was constructed in 1983 to provide a water supply for the Tarong Power Station via a 100km pipeline. In recent years, it has been further developed to provide a major recreational area for the region. The dam is owned by Sunwater and an [Emergency Action Plan \(EAP\)](#) is available. The Population at Risk (PAR) varies significantly dependent upon the nature and scale of the event. Approximately 90% of the 8,607 PAR are located downstream of Paradise Dam, outside of the SBRC LGA. The dam storage level can be checked here: <https://www.sunwater.com.au/dams/boondooma-dam/>

*Bjelke-Petersen Dam* also known as BP Dam or Lake Barambah, is located 12km south of Murgon. The dam provides water for the agricultural industry and a major recreational area for the region. The dam is owned by SunWater and an [EAP](#) is available. The PAR is the Cherbourg Aboriginal Shire Council. The dam storage level can be checked here: <https://www.sunwater.com.au/dams/bjelke-petersen-dam/>

*Gordonbrook Dam* is located 21 km north of Kingaroy. Originally built in 1941 to support WWII efforts, the dam now provides a water supply for Kingaroy. Picnic areas and walking tracks are available; however camping, swimming, fishing and boating is not permitted. The dam is owned by SBRC and an [EAP](#) is available. Up to 12 properties could be affected depending on the scenario. The dam storage level can be checked here: <https://www.southburnett.qld.gov.au/gordonbrook-dam/gordonbrook-dam-recreation-area/1>

*Cooling Water Dam* is located approximately 1km north-west of Tarong Power Station and 11km south-west of Nanango. The water in the dam is supplied from Wivenhoe and Boondooma Dams and is used at the power station in cooling processes. The dam is owned by Stanwell Corporation Ltd and an [EAP](#) is available.

*Meandu Creek Dam* is an auxiliary water supply and licensed discharge facility for Tarong Power Station. It is located on the upper catchment of the Meandu Creek close to the Cooling Water Dam. The dam was constructed in 1982 and is currently owned and operated by Stanwell Corporation Ltd. An [EAP](#) is available.

### Failure or disruption of essential services

The failure of critical infrastructure which provides essential services such as water, wastewater, waste management, power, information and communication would have varied, widespread implications. There is the potential for a “ripple effect”, where the failure of one essential service may lead to progressive failures of other essential services – e.g. loss of power could potentially lead to loss of communications, loss of reticulated water supply and loss of sewage treatment capability. It is important to note that it is possible that any infrastructure failure affecting the area, could likely have State-wide and possibly national consequences, resulting in a lack of external support capacity to assist in recovery activities. In addition to the human-social and economic impacts, any loss of essential services can impede the ability to respond to an event locally.

### Other Major Incidents

Major or unusual incidents could occur in any number of settings and are difficult to foresee or predict. Such events have the potential to happen quickly with little to no warning and could potentially require a protracted response by LDMG agencies. Some examples include a structural collapse, a major fire, explosion or hazardous materials (HAZMAT) release at a key site (e.g. Swickers, Meandu Coal Mine), a HAZMAT incident or on the transportation network, a mass casualty event, an act of terrorism or the risk of space debris entering the atmosphere. It is important to consider the likelihood and severity of these types of hazards and their impacts on people, infrastructure, the local economy and the environment.

It is important to be aware of events happening in other regions which may impact on the SBRC area. Examples may include mass evacuation from the coast as a result of a Tsunami or Cyclone. People may also choose to move from more densely populated regions in times of epidemic/pandemic with the expectation of greater safety in more regional locations.

Additionally, certain local events could bring a larger influx of people to the region which may impact the response to the above hazards.

## 3.4 RESIDUAL RISKS

The LDMG recognises its treatment options will not always be adequate and residual risk will remain. Residual risks are the risks which remain after the LDMG has applied the risk mitigation strategies within their capacity, but those strategies have not sufficiently reduced or eliminated the risk.

The following is a list of identified risks that are not within the capacity of the LDMG to address and are therefore deemed to be Residual Risks to be escalated to the DDMG. This list is not exhaustive and further residual risks will likely emerge as the QERMF is progressed.

Issue	Current Capacity	Residual Risk	Can Council assist?
Evacuation of entire community	Limited capacity exists to evacuate the whole community.	Request to District for assistance	Limited
Multiple houses damaged especially those involving multi-casualty scenarios	There is a risk that emergency services response to any disaster event will be severely compromised as a result of insufficient response capacity.	Request to District for assistance	Limited
Asbestos contamination from damaged buildings	The community has limited personnel trained in or equipped for asbestos removal. External expertise will be required.	Request to District for assistance	Limited
Managing multiple Evacuation Centre Facilities	Limited capacity exists to manage and staff evacuation centre facilities.	Request to District for Assistance	Limited
Various Public Health Risks	The community has a small team of EHO's. In a major event, professional EHO assistance will be required for a range of public health/environmental health issues.	Request to District for assistance	Limited



## SECTION 4: PREVENTION

### 4.1 PREVENTION

Prevention includes those measures to eliminate, mitigate or reduce the likelihood of a disaster event occurring, or the severity of an event should it eventuate.

Hazard mitigation is the action taken in advance of a disaster, aimed at eliminating or reducing the impact on communities, the economy, infrastructure and the environment.

The implementation of appropriate and targeted mitigation initiatives can offer more sustainable cost savings to communities and government in the event of a disaster and result in safer, more resilient and sustainable communities.

### 4.2 LAND USE PLANNING

Land use planning in areas that are exposed to natural hazards can significantly reduce disaster risk, the impact of hazards should they arise and enhance the resilience of existing and future communities. Regulating the use and development of land is a key strategy to avoid risk to life, property and environmental systems and reduce damage and disruption to the community within the SBRC area.

The [South Burnett Planning Scheme 2017](#) provides a framework under the Sustainable Planning Act 2009 for managing development within the region over the next 20 years. The Planning Scheme uses a series of overlays as a means of influencing development to mitigate or reduce the effects of hazards:

- [Bushfire Hazard Overlay](#)
- [Flood Hazard Overlay](#)
- [Landslide Hazard Overlay](#)

### 4.3 BUILDING CODES, REGULATIONS AND LEGISLATION

The application of building codes and building use regulations aims to ensure that buildings and infrastructure are designed and constructed to standards that reduce the likelihood of damage and injury in an event. Standards and codes should be referred to and enforced particularly for the design and construction of major infrastructure and components of essential services.



#### **4.4 DESIGN IMPROVEMENTS**

Design improvements to infrastructure or services can be engineered to provide a greater level of resilience. Design improvements can be applied to new infrastructure or to harden existing infrastructure or when considering betterment works during the reconstruction phase. Ensuring the reliability of critical infrastructure and services supports the communities social and economic wellbeing.

#### **4.5 HAZARD REDUCTION**

Each agency of the LDMG is responsible for implementing appropriate hazard reduction programs for risks under their control. As an example, QFES, SBRC and various landowners undertake an annual hazard reduction program for bushfires. This includes a program of fuel reduction and back-burning, maintenance and development of fire breaks and SBRC plays an active role on the Fire Management Committee which provides strategic fire mitigation programs, operational preparedness and response, risk identification and hazard reduction burning for the SBRC area.

#### **4.6 CONTINUOUS IMPROVEMENT**

The practice of continuous improvement involves disaster management processes and arrangements being regularly evaluated and improved to ensure they remain fit for purpose, efficient, effective and flexible.

## SECTION 5: PREPARATION

### 5.1 LDMG PREPAREDNESS & CAPACITY BUILDING

Effective disaster response and recovery activities begin with preparedness and awareness raising activities that are conducted on an ongoing basis, in advance of any potential disaster to ensure that if an event occurs, communities, resources and services are able to cope with its effects.

LDMG preparedness relates to having arrangements in place to ensure that, should a disaster occur, all the resources and services which are needed to cope with the effects can be efficiently mobilised and deployed.

Capacity building occurs across the phases of prevention and preparation and is built through activities that ensure ongoing improvement of the disaster management arrangements. The implementation and delivery of LDMG meetings, workshops and training and exercises are critical elements in the continuous improvement of disaster management capacity building.

### 5.2 COMMUNITY PREPAREDNESS & CAPACITY BUILDING

*Section 30 of the Act* requires the LDMG to ensure that the community is aware of ways of mitigating the adverse effects of an event and preparing for, responding to and recovering from a disaster.

The LDMG recognises that local knowledge is invaluable to the disaster planning process and that the community plays a key role in contributing to its own safety. The LDMG advocates that everyone can prepare for disasters in ways that can reduce the impact on your home, family, friends, pets and you. Being prepared in advance can make emergencies less stressful and save precious time.

The LDMG community education and awareness programs focus on creating resilient communities. Resilient communities are those that understand the risks they face, how to prepare themselves, their home and their community for the possibility of a disaster event to minimise impacts, can adapt to the circumstances, recover quickly and emerge stronger than their pre-disaster state.

#### 5.2.1 Queensland Strategy for Disaster Resilience

Queensland is the most disaster impacted state in Australia. By necessity, Queenslanders are renowned for their resilience and ability to adapt, with a strong community spirit that supports those in need to withstand and recover from disasters. The preparedness and resilience of individuals and communities is a shared responsibility of all sectors, including all levels of government, business, NGO's and

individuals. Disaster resilience is significantly increased by proactive planning and preparation for the protection of life, property and the environment through an awareness of hazards, associated risks and local disaster management arrangements.

The [Queensland Strategy for Disaster Resilience](#) is the guiding instrument for realising the vision to make Queensland the most disaster resilient state in Australia and is underpinned by four key objectives:

- Queenslanders understand their disaster risk
- Strengthened disaster risk management
- Queenslanders are invested in disaster risk reduction
- Continuous improvement in disaster preparedness.

### 5.2.2 Get Ready Queensland Initiative

The LDMP has undertaken a series of community forums, presentations, displays and community awareness days as part of promoting the annual Get Ready Program in the SBRC area. These community engagement programs aim to build resilience in preparation for seasonal hazards (e.g. severe storms, bushfires, floods). These programs are aimed at empowering individuals and the community to understand their local risks and take pre-emptive action to prepare themselves, their families, homes and businesses in the event of disaster. The [Get Ready Queensland](#) program promotes three steps to Get Ready:

#### [Step 1: Have an Emergency & Evacuation Plan](#)

The first step in being prepared is to have a Get Ready Plan. An emergency and evacuation plan will ensure everyone in your household knows exactly what to do if the worst happens. It is designed to keep you and your household members connected and safe in the event you become separated and/or you lose mobile phone connectivity.

You will need to consider the hazards that could affect your home and neighbourhood. Depending on where you live, there may be some obvious ones like bushfires or severe storms.

Consider also the possible resulting effects of a disaster such as extended power outages, disruption to transport services and the potential for your home and/or community becoming isolated for a period of time. Think about where you might go if you weren't able to go home, or you had to leave home because of a disaster.

Know where to get information before, during and after a disaster:

1. Listen to local radio – ABC Radio is the national carrier, and the local broadcaster can be found at 100.1FM & 855AM ABC Wide Bay or 747AM ABC Southern Queensland, depending on your location. You can also listen to local radio station 90.7 Crow FM / 89.1FM for updates during an event.

2. Follow rolling updates on the [Disaster Dashboard](#)
3. Follow updates from Council's social media: [Twitter](#), [Facebook](#), [Instagram](#)
4. Weather and warning updates: [Bureau of Meteorology](#)

You might want to involve your neighbours in developing your plan - neighbours who are elderly or have special needs may need your assistance. It is important to take the time to get to know your neighbours so that during a disaster and times of need your community is prepared to help each other. Do not forget to consider what you will do with your pets and animals.

You can complete your own tailored household emergency and evacuation plan online at: <https://www.getready.qld.gov.au/plan>.

### [Step 2: Pack your Emergency Kit](#)

Disasters can cause major disruptions to essential services like power, gas and water, and access to supermarkets and pharmacies for crucial supplies. Pulling together supplies and preparing your household emergency and evacuation kits early is the second step you need to take to Get Ready.

A household emergency kit contains items you may need if you have to stay in your home when essential services have been cut off and an evacuation kit includes the additional items you may need if you have to evacuate your home. These kits should be stored in an easy to reach place which is known to all family members.

A comprehensive list of items is available at: <https://www.getready.qld.gov.au/get-prepared/3-steps-get-ready/step-2-pack-your-emergency-kit>

### [Step 3: Make sure you're covered](#)

Since 2011, Queensland has been hit by more than 70 significant natural disasters. Many people have found out too late that they did not have enough home and contents insurance cover for their property and assets. Regardless of whether you are a home owner or a renter, this can be extremely costly and stressful. Step 3 to Get Ready, wherever you live in Queensland, is to make sure your home and contents insurance cover is enough to cover the cost of rebuilding your home and or replacing your contents or possessions.

## **5.3 DISASTER DASHBOARD**

The SBRC Disaster Dashboard provides a one stop shop site for the community to access BoM weather warnings, up-to-date information on road closures, power outages, evacuation centres, helpful contacts as well as links to other useful disaster related information and our social media sites.

## SECTION 6: RESPONSE STRATEGY

### 6.1 ACTIVATION OF LDMG

Timely activation of the LDMG is critical. The LDMG will activate in response to an actual or threatened disaster event which will likely have significant community consequences and requires a coordinated response and / or recovery effort.

The decision to activate is based upon defined triggers and the perceived level of threat. The authority to activate the LDMG is at the discretion of the LDMG Chair based on the nature and scale of the event. The LDMG Chair will consult with the full membership where time permits.

### 6.2 ACTIVATION CRITERIA

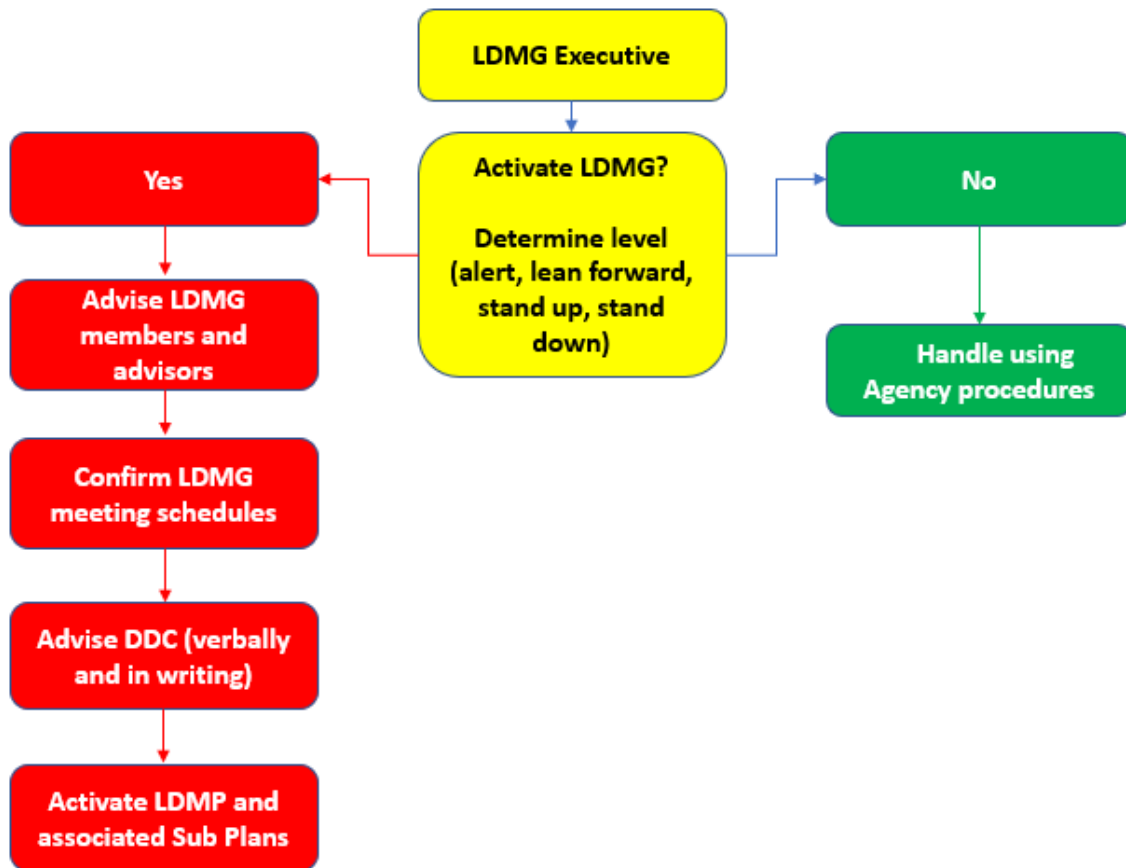
The disaster management system at a local level, involving the LDMG, may be activated for any number of reasons. The following decision criteria should be employed (if yes is answered to any of the following the LDMG should be activated):

- Is there a perceived need relative to an impending hazard impact which requires multi-agency coordination?
- Has there been a request from a response agency, to provide resource support and coordination in support of operations?
- Has there has been a request / direction from the DDC to activate the LDMG?
- Has there been a sudden impact event which requires involvement of the LDMG in one or more phases of PPRR?

### 6.3 ACTIVATION OF LDMP & SUB PLANS

The LDMP will be activated automatically whenever the LDMG activates. The LDC is responsible for activating approved Sub Plans as required by the nature and circumstances of the event.

## 6.4 NOTIFICATION FLOWCHART



## 6.5 NOTIFICATION PROCESS

The LDMG Chair & LDC will maintain situational awareness in relation to events that have the potential to require the activation of the disaster management system.

When a decision is made to activate the LDMG, the appropriate activation level will be determined and communicated to LDMG members.

The initial LDMG meeting will be scheduled, and further meetings agreed where necessary.

The DDC will be advised verbally and in writing that the LDMG has activated.

This LDMP will be automatically invoked and the LDC will invoke associated Sub Plans as required by the nature and scale of the event.

## 6.6 ACTIVATION LEVELS

	Triggers	Actions	Communications
<b>ALERT</b>	A heightened level of vigilance due to the possibility of an event.	Monitor situation closely – watching brief. Initial advice to all stakeholders Refer LDC Checklist.	Chair and LDC communicating remotely.
<b>LEAN FORWARD</b>	Operational state prior to ‘stand up’. Heightened level of situational awareness and a state of operational readiness.	Ensure relevant facilities are set up and rosters developed as required (e.g. LDCC, Evacuation Centres) Formal briefing of LDMG Public information and warnings initiated Refer LDC Checklist.	Chair, LDC and LDMG members on mobile and monitoring email remotely Ad-hoc reporting.
<b>STAND UP</b>	Threat is imminent. Community has been or will be impacted. Resources are mobilised, personnel are activated, and operational activities commence.	Activate staff and facilities as needed (e.g. LDCC, Evacuation Centres) Manage disaster operations.	Formal SITREP reporting.
<b>STAND DOWN</b>	Transition from responding to an event back to normal core business and/or recovery operations.	Implement plan to transition to recovery Debriefing and identification of lessons.	FINAL response SITREP to DDC.

## 6.7 RESPONSE PRIORITIES

The response phase involves 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.

The following priorities apply to any response:

- Preservation of life
- Protection of critical infrastructure and property
- Safeguard the economy
- Protect the environment.

## 6.8 RESPONSE PRINCIPLES

The LDMG will:

- Activate early to prepare and to plan for the response and coordination of disaster operations
- Work closely with the responsible lead agency and the DDMG to manage and coordinate disaster operations
- Provide warnings, alerts and public information early and consistently to the community or those who need it
- Ensure disaster operations and response activities are coordinated
- Ensure resources are accessed and used effectively
- Provide support to meet community needs
- Provide situational reporting.

### 6.8.1 Responsible Lead Agencies

The LDMG will ensure the responsible lead agency is supported by the disaster management system during their response to an event. The responsible lead agencies for each hazard can be found in the [State Disaster Management Plan](#) – refer pg. 47-50.

## 6.9 DISASTER DECLARATION

In accordance with *section 64(1) of the Act*, the DDC may, with the approval of the Minister, declare a disaster situation for the district, or a part of it if satisfied that a disaster has happened, is happening or is likely to happen, in the disaster district and It is necessary, or reasonably likely to be necessary, for the DDC or a declared disaster officer to exercise declared disaster powers to prevent or minimise any of the following:

- Loss of human life
- Illness or injury to humans
- Property loss or damage



- Damage to the environment

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. As outlined in *section 75 to 78 of the Act*, the declaration confers extra powers on particular groups to perform actions, give directions and control movements within the 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.

## **6.10 GUARDIAN INFORMATION MANAGEMENT SYSTEM (IMS)**

Guardian IMS is an electronic workflow for managing disaster events. The spatially integrated solution holds plans and preparation documents, creates a chronological record of events and a fully auditable trail of actions, as well as details on the allocation and management of tasks, bulletins, evacuation centres, road closures and reports using MS Word templates.

### **6.10.1 Situation Reports (SITREPS)**

Situation Reports (SITREPS) will need to be prepared on a regular basis. SITREPS will be created and stored within Guardian IMS, so they are accessible to all LDMG agencies.

## **6.11 ACTIVATION OF THE LOCAL DISASTER COORDINATION CENTRE (LDCC)**

The LDCC is where the multi-agency response to the event is coordinated from. The primary LDCC is located at the SBRC offices at Kingaroy. For further information refer to the Activation and Operation of the LDCC Sub Plan.

## **6.12 PUBLIC INFORMATION & WARNINGS**

When an event is imminent, it is essential the public are warned of the danger and provided with information about the event and advice on recommended actions. The key objective is to deliver accurate, clear, timely information and advice to the public, so they feel confident, safe and well informed and are aware of any recommended actions. Refer Public Information & Warnings Sub Plan.

## **6.13 EVACUATION**

The safety of residents is the primary driver for evacuation. Evacuation carries risks to both those being evacuated and to emergency personnel managing the evacuation.

Consideration must be given to the risks associated with the conduct of any evacuation. Under some circumstances, sheltering in place may provide greater levels of safety for the community. For further information refer to the Evacuation Sub Plan.

#### **6.14 FINANCIAL MANAGEMENT**

Operational expenditure needs to be tracked using work order numbers established specifically for the event. At the conclusion of the disaster event, all expenditure needs to be finalised. Invoices need to be collated; payments made, and Disaster Recovery Funding Arrangements (DRFA) claims need to be completed - refer to Financial Management Sub Plan.

#### **6.15 PUBLIC HEALTH**

A major disaster event may cause significant disruption to the community. Water supplies, sewage treatment, refuse disposal, and access to safe food may be compromised – refer to Public Health Sub Plan.

#### **6.16 LOGISTICS**

Timely acquisition and deployment of services and supplies is critical to the efficient response to and recovery from a disaster event. When all local resources have been exhausted or are inadequate, requests for assistance outside the SBRC area shall be directed to the DDC. All external assistance requests shall be coordinated by the LDC on behalf of the LDMG – refer Logistics Sub Plan.

#### **6.17 DAMAGE ASSESSMENT**

Following the impact of a disaster, measures will need to be implemented to undertake damage assessments to determine the extent of the area affected, damage to homes, infrastructure and essential services and the level of hardship being experienced in the community. QFES have a responsibility for undertaking damage assessment of structures impacted. However, all agencies are able to contribute to damage assessments through operational reporting (i.e. dam owners will report on storage levels, QPS will report on missing people, Queensland Health will report on people requiring hospitalisation / medical treatment and SBRC will report on damage to water infrastructure).

#### **6.18 SIMPLE TIPS FOR COMMUNITY**

During disaster events, it is important to keep calm to help manage fear and to think clearly. It is also important to remember that someone may need your help and that you may also need help. You also need to seek reliable information about what is happening and advice from emergency services.

If you have prepared well, the emergency plans will kick in and you, your family and neighbours will be in a position to see out the disaster event. When it comes to any disaster, preparation is the key.

There are some simple things you can do during a disaster event to protect your family and home.

1. Activate your [Household Emergency Plan](#) and get your [Emergency Kit](#)
2. During severe storms, stay inside and well clear of windows, doors or other openings
3. Shelter in the safest part of your house (internal room, hallway, built-in wardrobe or cellar)
4. Avoid using electrical appliances where possible
5. If outdoors, seek immediate shelter in a solid, enclosed space
6. If driving, turn on your hazard lights and pull over in an area away from trees, power lines, drains and waterways
5. Stay tuned to local radio –100.1FM & 855AM ABC Wide Bay or 747AM ABC Southern Queensland, depending on your location. You can also listen to local radio station 90.7 Crow FM / 89.1FM for updates during an event
7. Follow rolling updates on the [Disaster Dashboard](#)
8. Follow updates from Council's social media: [Twitter](#), [Facebook](#), [Instagram](#)
9. Follow weather and warning updates: [Bureau of Meteorology](#)

## SECTION 7: RECOVERY STRATEGY

### 7.1 DEFINITION OF RECOVERY

In accordance with the [Queensland Recovery Plan](#), disaster recovery is defined as the coordinated process of supporting disaster-affected communities' psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration (including regeneration of the natural environment, associated infrastructure and heritage sites and structures and the management of pollution and contamination).

### 7.2 CONTEXT FOR RECOVERY

The need for recovery may arise from a range of natural and non-natural disaster events, often providing an opportunity to rebuild a stronger, more resilient community. Recovery begins shortly after the response phase has begun and the impact has been identified. Recovery can be a long, challenging and complex process and is often considered the most resource intensive and protracted element within the context of the PPRR framework.

Recovery is not a retrospective process, but a process that focuses on building a recovered community. Whilst funded recovery programs under the joint Commonwealth/Queensland funded [Disaster Recovery Funding Arrangements](#) have a two-year life span, it is recognised that the time it takes for a community to be recovered will vary based on the impact of the event and the individuals in the community.

### 7.3 APPOINTMENT OF LOCAL RECOVERY COORDINATOR (LRC)

An appropriately qualified and authorised person has been appointed by the CEO of SBRC as the LRC to coordinate and facilitate local recovery operations. The LRC and the LDC should liaise regularly to ensure that response operations support the recovery effort and the LRC has good situational awareness to ensure their disaster recovery planning is relevant to the community. Indicative duties of the LRC include:

- Liaising with functional lead agency representatives at the local and district levels
- Liaising with the District Disaster Management Group (DDMG)
- Working with identified agencies and the community to develop the local event-specific recovery plan
- Coordinating the short to medium-term recovery to address the immediate effects of the disaster and develop longer-term measures as appropriate
- Ensuring the local event-specific recovery plan addresses all relevant functional areas of recovery – human and social, economic, environment, building, and roads and transport
- Performing the role of conduit between community and government

- Developing and implementing effective strategies for community participation and partnership in the recovery process
- Providing advice to state government on the needs and responses of the affected individuals, communities and other sectors
- Undertaking a post-operation debrief and providing a final report to the LDMG at the conclusion of recovery operations
- Providing or delegating the responsibility for ongoing recovery reporting on the progress of the event-specific recovery plan.

#### **7.4 ACTIVATION OF LDMG RECOVERY GROUP**

During the response phase, the LDMG will consider the impact of the disaster. If the event is of sufficient magnitude, the LDMG may decide to activate its Recovery Group. The Recovery Group is likely to be activated in the following circumstances:

- An event where significant loss or damage is sustained impacting the community, economy, environment and / or the infrastructure of the SBRC area.
- An event that creates significant disruption to the communities' connectedness or overwhelms local resources or the capacity of the community to cope or recover independently.
- An event that the LDMG determines has ongoing impacts and requires a coordinated and collaborative multi-agency approach to recovery.
- If requested to activate by the DDMG.

When activated, the LDMG Recovery Group will be chaired by a Councillor of SBRC and will be responsible for coordinating recovery activities and ensuring recovery efforts are effectively implemented across the region. A Terms of Reference is available that can be adapted to the specific circumstances of the event.

## 7.5 ACTIVATION LEVELS, TRIGGERS & COMMUNICATIONS

Recovery activation levels follow closely behind the response activation levels. This means that recovery actions are triggered early in the event cycle before the disaster has occurred. The table below identifies the recovery activation levels, triggers and communications.

Response ALERT		Triggers	Actions	Communications
Response LEAN FORWARD	Recovery ALERT	<ul style="list-style-type: none"> <li>Response phase at 'lean forward' level of Activation</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of LRC as appropriate</li> <li>Potential actions and risks identified</li> <li>Information sharing commences</li> <li>LRC in contact with LDCC/LDC</li> <li>Initial advice to all recovery stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>LDC and LRC maintain communication.</li> <li>LRC and Recovery Group members on mobile remotely</li> </ul>
Response STAND UP	Recovery LEAN FORWARD	<ul style="list-style-type: none"> <li>Response phase at 'stand up' level of activation</li> <li>LDCC assesses event impact and determines if Recovery Group is needed</li> <li>Immediate relief arrangements are required during response phase</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of response arrangements</li> <li>Analysis of hazard impact or potential impact</li> <li>Relief and recovery planning commences</li> <li>Deployments for immediate relief commenced by recovery functional agencies</li> <li>Recovery Group and Subgroup structures finalised along with reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>LRC and Recovery Group members on mobile and monitoring email remotely</li> <li>Recovery Group will commence meeting for planning purposes</li> <li>More regular reporting as required by the LRC and by the Disaster District and QDMC</li> <li>Community engagement and communication strategy developed</li> </ul>
Response STAND DOWN	Recovery STAND UP	<ul style="list-style-type: none"> <li>Immediate relief arrangements continue</li> <li>Response phase moves to 'stand down' level of activation.</li> <li>Medium term recovery commences.</li> <li>LRG arrangements are finalised. Community returns to normal activities with ongoing support as required.</li> </ul>	<ul style="list-style-type: none"> <li>Recovery Group activated at LDCC or alternate location</li> <li>Recovery plan activated</li> <li>Community information strategy employed</li> <li>Participate in response debrief</li> <li>Transition arrangements from 'response and recovery' to 'recovery' activated including handover from LDC to LRC</li> <li>Action plans for five functions of recovery continue</li> <li>Community information strategies continue</li> </ul>	<ul style="list-style-type: none"> <li>LRC and LRG members involved in medium term recovery continue as required</li> <li>Functional lead agencies report to LRC/ LRG as required</li> </ul>

	<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Recovery STAND DOWN</b></p>	<ul style="list-style-type: none"> <li>• Recovery Group arrangements are finalised,</li> <li>• Community returns to normal activities with ongoing long term recovery support provided as required under pre-agreed arrangements and processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate financial records</li> <li>• Reporting requirements finalised</li> <li>• Participate in recovery debrief</li> <li>• Participate in post event debrief</li> <li>• Post event review and evaluation</li> <li>• Long term recovery arrangements transferred to functional lead agencies</li> <li>• Return to core business</li> </ul>	<ul style="list-style-type: none"> <li>• LRC and Recovery Group members resume standard business arrangements.</li> </ul>
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## 7.6 RECOVERY GROUP MEMBERSHIP

The Local Recovery Group (LRG) may be comprised of the following members. Membership will be tailored for each event:

Recovery Group Position	Organisation
Chair	Councillor, SBRC
Local Recovery Coordinator	General Manager Community Services, SBRC
Secretariat	Local Disaster Recovery Officer
Core Members	Chair & Coordinator of Human-Social & Economic Subgroup Chair & Coordinator of Roads & Transport / Buildings & Assets Subgroup Chair & Coordinator of Environment Subgroup
Supporting Members / Advisors	Department of Communities, Housing & Digital Economy Department of State Development, Infrastructure, Local Government and Planning Department of Environment & Science Department of Transport & Main Roads Department of Energy & Public Works

## 7.7 FUNCTIONAL LINES OF RECOVERY

Depending on the nature of the disaster, one or more of these five functional lines of recovery may be the focus of recovery operations. The responsible State Lead Agencies identified below will be invited to participate in the LDMG Recovery Group which will consider all five functional lines of recovery when planning and undertaking recovery operations:

Functional line of recovery	Description	State Lead Agency
<b>Human and Social recovery</b>	Focuses on supporting the emotional, social, physical and psychological health and wellbeing of individuals, families and communities following a disaster.	Department of Communities, Housing & Digital Economy
<b>Economic recovery</b>	Focuses on rectifying the direct and indirect impacts on the economy as a result of a disaster.	Department of State Development, Infrastructure, Local Government & Planning
<b>Building &amp; Assets</b>	Focuses on rectifying damage and disruption which inhibits the capacity of essential services	Department of Energy & Public

<b>recovery</b>	and the building sector, including housing, accommodation, education and health facilities.	Works
<b>Environmental recovery</b>	Focuses on rectifying the impacts on the natural environment as a direct result of a disaster or through a secondary impact or consequence. Impacts to the environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination, as well as cultural and built heritage listed place issues.	Department of Environment & Science
<b>Roads and Transport recovery</b>	Focuses on rectifying the effects of a disaster on transport networks, including road, rail, aviation and maritime normally result in difficulty accessing communities and disruption to critical supply chains (both in and out of the impacted area). Restoration of these networks, or the identification of alternatives, is a priority in disaster recovery.	Department of Transport & Main Roads

## 7.8 RECOVERY SUBGROUPS

Often a disaster will be of such a scale that all functions need to be addressed to effect recovery. To assist with managing capacity and resourcing issues and to reflect other areas of infrastructure that SBRC is responsible for i.e. water, wastewater and waste, the LDMG Recovery Group will likely organise itself with three Functional Recovery Subgroups to address the five lines of recovery as follows:

- Human & Social / Economic
- Roads & Transport / Buildings & Assets
- Environmental.

This structure is depicted in [section 2.9](#) of this plan. Which Subgroups are established, will depend wholly upon the scale of the event and the complexity of the recovery effort.

## 7.9 PROPOSED RECOVERY SUBGROUP MEMBERSHIP

This table is to be used as a guide and membership tailored to each event.

	HUMAN & SOCIAL & ECONOMIC	ENVIRONMENT	ROADS & TRANSPORT / BUILDINGS & ASSET
<b>Chair</b>	Councillor	Councillor	Councillor
<b>Coordinator</b>	Manager / Officer Community	Manager / Officer Environment & Waste	Manager / Officer Infrastructure
<b>Admin Support</b>	Administration Officer Community	Administration Officer Environment & Waste	Administration Officer Infrastructure
<b>Local Government</b>	Event specific LG representatives	Event specific LG representatives	Event specific LG representatives
<b>State / Australian Government</b>	<ul style="list-style-type: none"> <li>• DCHDE (Lead agency Human-Social)</li> <li>• DSDMIP (Lead agency Economic)</li> <li>• Queensland Health</li> <li>• Department of Education</li> <li>• DAF</li> <li>• QRA</li> <li>• DATSIP</li> <li>• Centrelink</li> </ul>	<ul style="list-style-type: none"> <li>• DES (Lead agency Environment)</li> <li>• Department of Agriculture &amp; Fisheries (DAF)</li> <li>• Department of Resources</li> <li>• Queensland Rural Adjustment Authority (QRAA)</li> </ul>	<ul style="list-style-type: none"> <li>• DEPW Lead agency buildings)</li> <li>• DTMR (Lead agency Roads &amp; Transport)</li> <li>• DSDMIP</li> <li>• Department of Resources</li> </ul>
<b>Non-government / Business representatives</b>	<ul style="list-style-type: none"> <li>• Australian Red Cross</li> <li>• GIVIT</li> <li>• RSPCA</li> <li>• The Salvation Army</li> <li>• Insurance Council of Australia</li> <li>• Industry representatives</li> <li>• NGO's</li> <li>• BIEDO</li> </ul>	<ul style="list-style-type: none"> <li>• NRM bodies</li> <li>• Traditional Owners</li> <li>• Wide Bay Burnett Environment Council</li> <li>• Wide Bay Conservation Council</li> <li>• Regional Development Australia – Wide Bay Burnett</li> </ul>	<ul style="list-style-type: none"> <li>• Utility owners / operators (water, power, communications)</li> <li>• Stanwell Corporation</li> <li>• Sunwater</li> <li>• Queensland Building &amp; Construction Committee (QBCC)</li> </ul>

	<ul style="list-style-type: none"> <li>• Farm Financial Counsellors</li> <li>• Chamber of Commerce Presidents</li> <li>• South East Regional Disability Advisory Council</li> <li>• Graham House Community Centre</li> <li>• BlazeAid</li> <li>• Jobmatch Employment Services</li> <li>• Centacare</li> <li>• Uniting Care Community</li> </ul>	<ul style="list-style-type: none"> <li>• Burnett Mary Regional Group</li> </ul>	
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## 7.10 NATIONAL PRINCIPLES

The LDMP Recovery Groups will use the [National Principles for Disaster Recovery](#) to guide recovery planning, approach, decision-making and efforts. The principles are:

Principle	Definition
<b>Understand the context</b>	Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.
<b>Recognise complexity</b>	Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.
<b>Use community-led approaches</b>	Successful recovery is locally led, community-centred, responsive and flexible, engaging with community and supporting them to move forward.
<b>Coordinate all activities</b>	Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs.
<b>Communicate effectively</b>	Successful recovery is built on effective communication between the affected community and other partners.
<b>Recognise and build capacity</b>	Successful recovery recognises, supports, and builds on individual, community and organisational capacity and resilience.

## 7.11 QUEENSLAND GOVERNMENT ROLE & RESPONSIBILITIES

The [Queensland Recovery Plan](#) – refer pg. 14-20 identifies the role and responsibilities of the DDMG and numerous State government stakeholders in recovery operations as follows:

- Queensland Disaster Management Committee (QDMC)
- Minister
- Leadership Board Sub-committee (recovery)
- State Recovery Policy & Planning Coordinator
- State Recovery Coordinator
- State Functional Recovery Groups
- Queensland Reconstruction Authority.

## 7.12 RECOVERY PHASES

The disaster recovery process can generally be categorised into three phases (immediate, short-to-medium term recovery and long-term recovery). The phases of recovery are depicted in Figure 10 below.

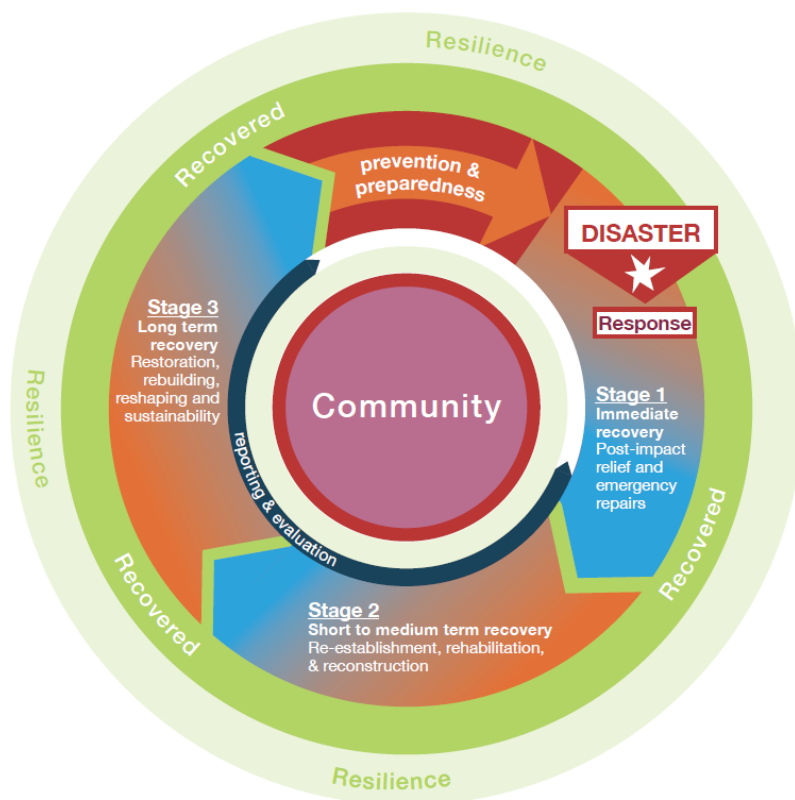


Figure 10: Phases of recovery

An indication of likely activities being undertaken at each of the three recovery stages is identified below:

### 7.12.1 Stage 1: Immediate recovery (post-impact relief and emergency)

Immediate recovery aims to address and support the immediate needs of individuals, businesses and the community affected by an event. This phase of recovery is challenging as it often coincides simultaneously with response operations. It is the period after a disaster when initial “relief” services are offered to the affected community whilst the full recovery framework is established. It is also the period when detailed recovery planning, including damage and needs analysis is undertaken.

The likely recovery activities conducted during this phase include:

- Impact and needs assessments commenced
- Provision of Evacuation Centres
- Provision of assistance to meet basic human needs
- Restoration of power, water and communication commenced
- Emergency funding, shelter, clothing and food distribution
- Roads re-open
- Psychological first aid, and personal support provided

- Consideration of Recovery Hubs.

### **7.12.2 Stage 2: Short-to-medium term recovery (re-establishment, rehabilitation and reconstruction)**

This phase of recovery continues the coordinated process of supporting affected communities in the reconstruction of physical infrastructure, re-establishment of the economy and rehabilitation of the environment. During this phase, support for the emotional, social, and physical wellbeing of those affected continues. The recovery activities at this stage will assist the affected community to return to a state of normality, although the community may experience significant change resulting from the event.

The likely recovery activities conducted during this phase include:

- Impact and needs assessments finalised
- Essential service repaired and restored
- Key transport routes are operational
- Roads repairs underway
- Supply chains are returning to normal
- Schools reopen
- Funding to support recovery identified
- Insurance assessments underway
- Community support mechanisms operational
- Community development programs underway to reunite community
- Environmental restoration and biosecurity programs identified and underway
- Support for business is available
- Development of exit strategies.

### **7.12.3 Stage 3: Long-term recovery (restoration, rebuilding, reshaping and sustainability)**

Long-term recovery is characterised by the ongoing restoration and rebuilding of physical infrastructure, restoration of the economy and of the environment, and reshaping to support sustainability of recovery measures in the longer term. During the transition phase, specialist recovery workers leave affected communities and systems start to wind down as normal community development and business as usual processes return. Long term recovery may last many months and in some cases many years after the event.

The likely recovery activities conducted during this phase include:

- Assets are restored, improved and operational
- Rebuilding phase finalised



- Longer term psycho-social support strategies for individuals, families and communities are established and operational
- Event anniversaries are acknowledged appropriately
- Key milestone achievements are acknowledged and celebrated
- Exit strategies are implemented.

### **7.13 EVENT SPECIFIC RECOVERY PLAN**

The [Queensland Reconstruction Authority](https://www.qra.qld.gov.au/our-work/recovery-hub/recovery-templates) have developed a process to develop an event-specific Local Recovery Plan. The methodology, action plan template and the 'plan on a page' Local Recovery Plan template can be found here: <https://www.qra.qld.gov.au/our-work/recovery-hub/recovery-templates>

The LRC is responsible for working with the LDMG Recovery Group (where activated) to develop the plan and then for obtaining endorsement for the event-specific recovery plan from the LDMG. If developed, an event-specific Recovery Plan should be adopted by SBRC. Following adoption, the plan should be uploaded to the Council website and promoted to the local community on a regular basis.

### **7.14 RECOVERY HUBS**

Recovery Hubs are established to provide a range of services to facilitate recovery including welfare, support, financial and emotional recovery services. Recovery Hubs are typically managed by the Department of Communities, Housing & Digital Economy with support from the LDMG where necessary.