Agenda

of the

General Meeting

Held in the Council Chambers, 45 Glendon Street Kingaroy

on Tuesday, 18 February 2014

Commencing at 9.00 am

Chief Executive Officer: **Ken McLoughlin**

SOUTH BURNETT REGIONAL COUNCIL AGENDA

Tuesday, 18 February 2014

ORDER OF BUSINESS:

1. Leave Of Absence

Nil.

2. Prayers

A representative of the Ministers Fraternal, Pastor Geoff Folker, offered prayers for Council and for the conduct of the Council meeting.

3. Confirmation of Minutes of Previous Meeting

3.1 South Burnett Regional Council Minutes

Précis

Confirmation of Minutes of meeting of the South Burnett Regional Council held in the Council Chambers, 45 Glendon Street Kingaroy.

Officer's Recommendation

That the minutes of the previous meeting held on Wednesday 22 January 2014 as recorded be confirmed.

4. Mayoral Report

4.1 MR - 1266431 - Mayor's Report

Document Information

IR No **1266431**

Author **Mayor, South Burnett Regional Council**

Date **11 February 2014**

Précis

Mayoral Report

Summary

Mayoral Report to Council for the period 20 January 2014 to 11 February 2014.

Officer's Recommendation

That the Mayoral Report to Council for the period 20 January 2014 to 11 February 2014 be received.

Report

With a view of ensuring open communication it gives me great pleasure to present my Mayoral Report for the period 20 January 2014 to 11 February 2014.

Events and meetings attended during this time included:-

January
23   Attended the Southern Queensland Country Tourism Board meeting in Toowoomba
25   South Burnett Regional Council hosted the 2014 Australia Day Awards
26   Attended the Murgon, Wondai, Kingaroy and Blackbutt Australia Day Events
29   Attended a Mayoral Tourism Round Table in Toowoomba hosted by the Hon. Jan Stuckey MP, Minister for Tourism, Major Events, Small Business and the Commonwealth Games

February
03   Attended the monthly meeting with Tarong
06   Attended Audit Committee meeting in Kingaroy
07   Attended the Taabinga State School 2014 Induction of School Leaders
09   Presented cash prizes and trophies at the Yellowbelly Fishing Competition

CONSIDERATION OF BUSINESS SECTIONS INCLUDING BUSINESS ARISING OUT OF MINUTES OF PREVIOUS MEETINGS

See Business Function Headings

5.   Planning, Communities & Environment

5.1   Planning & Land Management (P&LM)

(a) Officer's Reports

5.1.1   P&LM - 1250525 - Forwarding eDA Reconfiguration of a Lot (1 lot into 2 lots) - 46 Cants Road Wooroolin - Lot 55 FTZ37183 - Applicant: O'Reilly Nunn Favier Owners: G & W Horne

Document Information

IR No   1250525

Author   Technical Officer - Planning

**Endorsed
By   Manager - Planning, Land Management & Community
General Manager - Planning, Community & Environment**

Date   6 February 2014

Précis

Forwarding eDA Reconfiguration of a Lot (1 lot into 2 lots) - 46 Cants Road Wooroolin - Lot 55 FTZ37183 - Applicant: O'Reilly Nunn Favier Owners: G & W Horne

Summary

Key Point Summary
- Application is for Reconfiguring a Lot (1 Lot into 2 Lots) and is "Inconsistent" Code Assessable development against the Wondai Shire IPA Planning Scheme;
- The site is approximately 129ha in extent with the proposed allotments respectively 45ha and 80ha in area;
- Subject site included within the Rural Zone with preferred land use of Open Space;
- The proposed reconfiguration is inconsistent under the Rural Zone as both proposed lots are less than 200ha in area;
- The proposal does not support farm restructuring or is necessitated by the existing productive agricultural use (cropping) of the site;
- There are no special circumstances in support of the application that is based on supporting the rural production potential of the land;
- Application recommended for refusal subject to grounds listed below.

Officer's Recommendation

That Council *refuse* the Applicants request for a Development Permit for Reconfiguration of a Lot (1 Lot into 2 Lots) on Lot 55 on FTZ37138 located at 46 Cants Road, Wondai based on the following grounds:

(1) The application does not demonstrate long term sustainable agricultural pursuits for the proposed new allotment that are viable from an economic and agricultural viewpoint.

(2) The proposal will fragment good quality agricultural land and does not support or is required for farm restructuring or is essential to enhance the productive potential of the land.

(3) The reconfiguring of the land, as proposed, does not meet the overall outcomes of the Rural Locality Code of the Wondai Shire IPA Planning Scheme, having regard for points 1, and 2 above.

(4) This part of the South Burnett Region is extensively utilised for rural productive purposes. The average size of allotments in the area is approximately 128ha and supports rural productive activities. The proposal is not considered to be consistent with the intensive agricultural land use pattern of this part of the South Burnett Region and departs from Council's policy to protect productive rural land.

(5) There are no special circumstances applicable to the application that justifies departure from Council's policy to protect productive rural land in support of rural production activities. To date Council has approved rural subdivisions below the 200ha minimum lot size where the proposal supported rural production activities or had the potential for future rural production activities. The fact that there are other smaller existing lots within the vicinity of the site and that the proposed lots could be farmed to meet the Australian Taxation Office's Assessable Income Test of $20,000 to be eligible for claiming "non-commercial losses", as the only supporting grounds is not considered sufficient. The proposal has the potential to further erode the agricultural viability of the land in question particularly give that the smaller lots in the area are owned and farmed as a single farm.

(6) The proposal has the potential, if approved, to signal a departure from Council's current policy regarding rural subdivisions and could lead to a precedent for further rural subdivision in the area without having to demonstrate the appropriateness of such development.

Advice

ADV1. Attached for your information is a copy of Division 8 of the *Sustainable Planning Act 2009* as regards Rights of Appeal. With respect to Appeal Rights of Applicants, the following is drawn to your attention—

a) the applicant's Appeal Period commences upon receipt of this advice and expires twenty (20) business days thereafter.

b) should the applicant notify the Assessment Manager (Council) in writing of acceptance of the conditions of approval and that it is not intended to make an appeal, the Applicant's Appeal Period is at an end.

Financial and Resource Implications

No implication can be identified.

Link to Corporate/Operational Plan

GO3   Balanced development that preserves and enhances our region.
GO3.3   Implement policies and plans that support appropriate planning and development for business, industry and community needs.

Communication/Consultation (Internal/External)

Refer to Section 4.0 of this Report.

Legal Implications (Statutory Basis, Legal Risks)

No implication can be identified.

Policy/Local Law/Delegation Implications

No implication can be identified.

Asset Management Implications

No implication can be identified.

(b) Portfolio Report

5.1.2   P&LM - 1267149 - Planning & Land Management Portfolio Report

Document Information

IR No   1267149

Author   Cr Keith Campbell

Date   10 February 2014

Précis

Planning & Land Management Portfolio Report

Summary

Planning & Land Management Portfolio Report to Council for the period 20 January 2014 to 7 February 2014.

Officer's Recommendation

That the Planning & Land Management Portfolio Report to Council for the period 20 January 2014 to 7 February 2014 be received.

Report

The following is a summary for the Planning & Land Management Portfolio for the period 20 January 2014 to 7 February 2014:-

- Update on Planning Scheme
- Development Assessment processing procedure and time frame

5.2   Environmental Services (ES)

(a) Officer's Reports

5.2.1   ES - 1265096 - Proposal that Council Delegates the Responsibility for Approval of Third or subsequent Dog Permits to CEO

Document Information

IR No   1265096

Author   Senior Compliance Officer

**Endorsed
By   General Manager Planning, Community and Environment**

Date   4 February 2014

Précis

Proposal that Council delegates the responsibility for approval of third or subsequent Dog Permits to the Chief Executive Officer.

Summary

Decisions on whether to approve an application to keep an additional dog on a property are reached by weighing the application against a standard set of guidelines, and it is suggested that Council might more effectively utilise its time in meetings by delegating this task to the Chief Executive Officer and in turn to the departmental level.

Officer's Recommendation

That Council delegate the decision to approve and/or refuse a third or subsequent dog permit under *Local Law No 2 (Animal Management) 2011 Section 6 (1)* and subordinate *Local Law No.2 (Animal Management) 2011 Section 6 and Schedule* 2 be delegated to the Chief Executive Officer.

Financial and Resource Implications

No significant impacts expected on costs to Council. Expediting the permit decision process by delegation to operational level may result in additional animal registrations which would otherwise have remained outside the system, and relieve Council from devoting time during monthly meetings to reviewing applications which clearly either meet or do not meet criteria for approval.

Link to Corporate/Operational Plan

The links to the Corporate Plan are:

EC 2.3 Manage identified public health and environmental issues in accordance with relevant legislation.

Communication/Consultation (Internal/External)

N/A.

Legal Implications (Statutory Basis, Legal Risks)

Local Law No. 2 (Animal Management) 2011, Section 6 (1):

> *Requirement for approval*
> *(1)   Subject to subsections (3) and (4), the local government may, by subordinate local law, require an approval for keeping an animal or animals in prescribed circumstances.*

Subordinate Local Law No. 2 (Animal Management) 2011, Section 6:

> *Circumstances in which keeping animals requires approval – Authorising local law, s 6 (1)*
>
> *For section 6 (1) of the authorising local law, keeping an animal or animals of the species or breed mentioned in column 1 of schedule 2 requires approval in circumstances described in column 2 of schedule 2.*

Subordinate Local Law No. 2 (Animal Management) 2011, Schedule 2:

Column 1	**Column 2**
Species or breed of animal	**Circumstances in which the keeping of animal or animals requires approval**
Dog	

> *(a)   3 dogs over the age of 3 months on an allotment in a designated town area.*
> *(b)   2 dogs over the age of 3 months on multi-residential premises.*
> *(c)   3 dogs over the age of 3 months on an allotment which:*
> *(i) has an area less than $20,200m^2$; and*
> *(ii) is not in a designated town area.*

Policy/Local Law/Delegation Implications

Delegation of the decision to approve or not approve applications to keep more than the permitted number of animals is unlikely to alter the number of permits issued. Compliance staff will continue to inspect the animals and premises listed in the application and prepare a report based on the circumstances surrounding the request. A decision to approve/not approve the application will be made by the Manager Environment and Waste Services in accordance with the existing criteria, i.e.:

1.   That the circumstances merit a compassionate variation to the permitted number specified by Local Law. Generally these circumstances are limited to:
   - That the applicant has moved from an out of town property where the number of animals permitted was higher and they wish to retain the existing family pets at this new property.
   - That the additional animal has been inherited from an immediate member of family who has died and who indicated their wish that the animal remain with the family until its' demise.

- That the animal applied for is of physical or psychological assistance to a member of the household who suffers some form of disability.

2. The permit will be subject to the standard set of conditions which will include:
   - The approval will be for a specified animal only and lapses on the demise of this animal.
   - No further additional dogs may be introduced or kept at the property.
   - The number of dogs being kept is to be reduced to the permitted maximum through the natural attrition of the existing animals.
   - That each of the animals being kept is registered with Council and the registrations must be renewed each year.
   - That the permit may be reviewed or rescinded should a complaint or nuisance be received by Council which is associated with the keeping of this excess number of animals.

Asset Management Implications

N/A

Report

N/A

5.3   Waste (W)

(a) Officer's Reports

No Report.

(b) Portfolio Report

5.3.1   W - 1267153 - Waste Portfolio Report

Document Information

IR No   **1267153**

Author   **Cr Kathy Duff**

Date   **10 February 2014**

Précis

Waste Portfolio Report

Summary

Waste Portfolio Report to Council for the period 20 January 2014 to 7 February 2014

Officer's Recommendation

That the Waste Portfolio Report to Council for the period 20 January 2014 to 7 February 2014 be received.

Report

The following is a summary for the Waste Portfolio for the period 20 January 2014 to 7 February 2014:-

- Council support for Cherbourg Funding Application to Royalties for Regions for a joint Transfer Station for Cherbourg and Murgon

5.4 **Natural Resource Management (NRM) & Parks (NRM&P)**

(a) Officer's Reports

No Report.

(b) Portfolio Report

5.4.1 **NRM&P - 1267152 - Natural Resource Management & Parks Portfolio Report**

Document Information

IR No **1267152**

Author **Cr Kathy Duff**

Date **10 February 2014**

Précis

Natural Resource Management & Parks Portfolio Report

Summary

Natural Resource Management & Parks Portfolio Report to Council for the period 20 January 2014 to 7 February 2014.

Officer's Recommendation

That the Natural Resource Management & Parks Portfolio Report to Council for the period 20 January 2014 to 7 February 2014 be received.

Report

The following is a summary for the Natural Resource Management & Parks Portfolio for the period 20 January 2014 to 7 February 2014:-

- Progress on the Flood Plain Management Plan for the Byee area and Council's involvement

- Update on the Nanango Streetscape, the Wondai Village Green and the Blackbutt Toilets

- Wondai & Nanango Cemetery Update

- Progress on the Biodiversity Grant

5.5   Community (C)

(a) Officer's Reports

5.5.1   C - 1264748 - Minutes of the Arts Culture & Heritage Management Advisory Committee meeting held on 4 February 2014

Document Information

IR No   1264748

Author   Cultural Services Coordinator

**Endorsed
By   Manager - Planning & Land Management
          General Manager - Planning & Environment**

Date   5 February 2014

Précis

Minutes of the Arts Culture & Heritage Management Advisory Meeting held on Tuesday, 4 February 2014.

Summary

Providing a copy of the Minutes of the Arts, Culture and Heritage Management Advisory Committee Meeting held at the South Burnett Regional Council Chambers on Tuesday, 4 February 2014.

Officer's Recommendation

That Council endorse the attached minutes and recommendations of the Arts, Culture and Heritage Management Advisory Committee held on Tuesday, 4 February 2014.

Minutes

Of the

Arts Culture & Heritage Committee

Held in the South Burnett Regional Council Office, Kingaroy

on 4 February 2014

Commencing at 9.00 a.m.

Community & Cultural Services Coordinator: Michael Hunter

Regional Arts Development Fund Committee Minutes

ORDER OF BUSINESS:

Minutes of the meeting of the Arts Culture & Heritage (ACH) Management Advisory Committee, held in the South Burnett Regional Council Chambers, Glendon Street, Kingaroy on Tuesday, 4 February 2014 at 9.00 am

Present

Cr Wayne Kratzmann, Michael Hunter (SBRC Cultural Services Coordinator), Peter Peacey, Robyn Dower, Elaine Madill, Sue Beyer, Terry Jacobson and Dot Rowland

Meeting opened at 9.08 a.m.

1. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

1.1 ACH Committee Meeting Minutes

That the minutes of the previous meeting held on Tuesday, 12 November 2013 as recorded be confirmed.

Resolution: That the minutes of the previous Committee Meeting held on Tuesday, 12 November 2013 as record be confirmed.

Moved: Peter Peacey
Seconded: Elaine Madill

Carried: 7/0

2.2 Apologies

Apologies were received from the following Committee members:

- Julia Shaw

2. AGENDA ITEMS

2.1 Welcome

Cr Wayne Kratzmann welcomed everybody to the meeting however advised that due to unforeseen circumstances he would not be able to attend the entire meeting.

Cr Wayne Kratzmann left the meeting at 9.10 am and appointed Michael Hunter, Council's Cultural Services Coordinator to chair the meeting.

2.2 Correspondence

Council have received advice from Arts Queensland that they are currently in transition mode at the moment therefore no bids required for the 2014-15 and new ideas being discussed re 14/15 year of the RADF program. Arts Queensland have also requested that all training for committee and community members be put on hold until the outcomes of the review are in place.

2.4 RADF Guidelines for Committee Members

Due to the advice received from Arts Queensland, all training for Council's RADF Committee members is to be held over.

2.5 Outcome Reports

Outcome Reports were received by the following people.

2012/2013 Round 3 Applications

- Murgon Art Group – Don Milner Workshop - $1,600
- Kingaroy State High School – Creative Generations – State Schools on Stage 2013 - $15,752.00

2012/2013 Round 4 Applications

- Wondai Regional Art Gallery – Essence of Nature - $1,098

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2013/2014 Round 1 Applications

- Jumping Ant Art – High Tea - $3,924
- Nanango Art Society – Nanango Art Fest - $6,850

Quick Response Applications - 2012/2013

- South Burnett Woodcrafters Inc – Design & Construction of timber craft using a Router - $1,830
- Queensland Rural Women's Network Inc – QRWN – The First Twenty Years - $2,690

Resolution: That the above Outcome Reports be received.

Moved   Elaine Madill
Seconded: Robyn Dower

Carried: 6/0

2.6   **Round Three Applications for the 2013/2014 Year (2 December 2013 – 24 January 2014)**

Council has received eight (8) applications for Round Three with a total amount requested of $11,065.25 (ex GST).

Applicant: Nanango Art Society
Description of Workshop: Light Concrete Workshop
Cost: $300

Resolution: *This application is not approved as it does not meet the RADF Guidelines and standard. However the Committee is in favour of the concept and encourages the applicant to work with the RADF Liaison Officer to improve the quality of future applications.*

Moved   Robyn Dower
Seconded: Elaine Madill

Carried: 6/0

Elaine Madill left the meeting at 9.45 am

Elaine Madill returned to the meeting at 9.50 am

Applicant: Nanango Art Society
Description of Workshop: Pastels with Marjie
Cost: $300

Resolution: *This application is not approved as it does not meet the RADF Guidelines and standard. However the Committee is in favour of the concept and encourages the applicant to work with the RADF Liaison Officer to improve the quality of future applications.*

Moved   Terry Jacobson
Seconded: Dot Rowland

Carried: 6/0

Arts Culture & Heritage Management Advisory Committee – Minutes – 4 February 2014

Applicant: Nanango Art Society

Description of Workshop: Scratchart Workshop
Cost: $500

Resolution: *This application is not approved as it does not meet the RADF Guidelines and standard. However the Committee is in favour of the concept and encourages the applicant to work with the RADF Liaison Officer to improve the quality of future applications.*

Moved   Peter Peacey
Seconded: Sue Beyer

Carried: 6/0

Applicant: Claire Lucas
Description of Workshop: Quilt in a Day workshops
Cost: $2,590

Resolution: That this application be approved for $2,590 subject to the following conditions:

- A minimum 80% participation from SBR residents
- To include advertising to the wider community
- To provide dates of workshop/event to enable placement of details on Council's website
- To demonstrate that at least one place in the course has been offered to a youth participant.
- To be included as an invitee to the 2013/2014 RADF Showcase exhibition if required.
- Two letters of support required
- Further breakdown regarding the Tutor, Director/Driver as there is concerns for the hours submitted for the workshops. Sale of quilt kits differs on income and expenditure side.
- Applicant to provide a CV and Eligibility Criteria for the Workshop Director/Driver.
- Applicant needs to complete 1.8 of the RADF Application Form (Auspiced Application).

Moved   Robyn Dower
Seconded: Dot Rowland

Carried: 6/0

Applicant: Ashleigh Hatchmann
Description of Workshop: To attend 'New Grade 4-5 Syllabi Teachers Course'
Cost: $471.25

Resolution: That this application be approved for $471.25, subject to the following condition. The Committee wish to commend the applicant for the quality of her application

- To be included as an invitee to the 2013/2014 RADF Showcase exhibition if required.

Moved   Terry Jacobson
Seconded: Elaine Madill

Carried: 6/0

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Applicant: Karol Lindemann
Description of Workshop: People, Birds & Animals Pastel Portraits Workshop
Cost: $2,341

Resolution: That this application be approved for $2,341 subject to the following conditions:

- A minimum 80% participation from SBR residents
- To include advertising to the wider community
- To provide dates of workshop/event to enable placement of details on Council's website
- To demonstrate that at least one place in the course has been offered to a youth participant.
- To be included as an invitee to the 2013/2014 RADF Showcase exhibition if required.
- Applicant is to resubmit a revised budget.

Moved Peter Peacey
Seconded: Sue Beyer

Carried: 6/0

Applicant: Danuta Moorhead
Description of Workshop: To attend a Powertex Workshop to become a Certified Powertex Trainer
Cost: $663
Resolution: That this application be not approved as the Committee believes it is of limited benefit to the arts community.

Moved Robyn Dower
Seconded: Dot Rowland

Carried: 6/0

Peter Peacey exited the meeting at 11.07 am

Applicant: Jumping Ant Art
Description of Workshop: "Going Potty in the South Burnett"
Cost: $3,900

Resolution: That this application be approved for $3,900 subject to the following conditions and the Committee wish to commend the applicant for the quality of their application

- A minimum 80% participation from SBR residents
- To include advertising to the wider community
- To provide dates of workshop/event to enable placement of details on Council's website
- To demonstrate that at least one place in the course has been offered to a youth participant.
- To be included as an invitee to the 2013/2014 RADF Showcase exhibition if required.

Moved Dot Rowland
Seconded: Elaine Madill

Carried: 5/0

2.7 **FilmFest 2014**

Council's Cultural Services Coordinator Michael Hunter provided an overview for the benefit of new committee members and provided an update on this year's FilmFest and confirmed that this event will be held at the Nanango Cultural Centre and Kingaroy Satellite Cinema from the 16 – 18 May 2014.

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2.8   Calender Girls

Council's Cultural Services Coordinator, Michael Hunter provided an update on Calender Girls which is being held on 10 March 2014 at the Kingaroy Town Hall. Council are looking for volunteers to assist in selling tickets on 27-28 February and 6-7 March 2014 from 10 am to 2 pm at the Kingaroy Shoppingworld.

2.9   2013/2014 Budget Review

Michael provided an update to the committee on the 2013/2014 ACH & RADF Budget.

3.0   GENERAL SECTION

3.1   Other Business

- Training has been put on hold due to advice received from Arts Queensland and their review of the RADF Guidelines and processes.

The Meeting was declared closed at 11.45 pm

Financial and Resource Implications

The works and activities to be undertaken are within the 2013-2014 budgets for Arts Culture & Heritage

Link to Corporate/Operational Plan

EC1 A community with the capacity to develop the area of arts, culture and heritage (Corporate Plan Goal).
EC2 Build the capacity of our arts, heritage and library facilities to become vibrant community (Corporate Plan Strategy)

Communication/Consultation (Internal/External)

Membership of the Arts Culture & Heritage Management Advisory Committee.

Legal Implications (Statutory Basis, Legal Risks)

Nil.

Policy/Local Law/Delegation Implications

Nil.

Asset Management Implications

Nil.

Report

Nil.

5.5.2   C - 1264836 - Minutes of the Boondooma Homestead Management Advisory Committee meeting held on 11 February 2014

Document Information

IR No   1264836

Author   Cultural Services Coordinator

Endorsed Manager Planning & Land Management
By   General Manager Planning & Environment

Date   11 February 2014

Précis

Minutes of the Boondooma Homestead Management Advisory Committee meeting held on Tuesday, 11 February 2014.

Summary

Providing a copy of the Minutes of the Boondooma Homestead Management Advisory Committee Meetings held on Tuesday, 11 February 2014.

Officer's Recommendation

That Council endorses the recommendations and minutes of the Boondooma Homestead Management Advisory Committee meeting held on Tuesday, 11 February 2014.

South Burnett
Regional Council

Directorate- Planning , Community & Environment

Minutes of the Boondooma Homestead Management Advisory Committee
Tuesday, 11 February 2013 @ 10.00am

Present: Cr Kathy Duff, Cr Ros Heit, Mavis Metzrath, Bruce Metzrath, Pattie Brown, Bruce Bishop, Jenny Bishop, Buddy Thomson, Lynne Bennett, Bob Somerset, Leslie Somerset, Richard Grimes, Marion Alford, Delma Robbins and Judy Brandt

Apologies: Chris Du Plessis, Dave Robbins, Rance Darlington, Marion Darlington and Keith Brandt

Observers: Jamie Neil, Michael Hunter, Vince Dwyer and Russell Springall

Chair: Cr Kathy Duff **Minutes:** Wendy Kruger

Agenda Item	Action Summary	Responsible Officer	Due Date
Welcome	Cr Kathy Duff welcomed everybody to the meeting and congratulated Lynn Bennett on winning the 2014 Australia Day, Rural Areas - Local Achiever Award.		
Minutes from Previous Meeting	**Resolution:** **That the minutes of the previous Committee Meeting held on 10 December 2013 as recorded be confirmed.** **Moved:** **Marion Alford** **Seconded:** **Richard Grimes** *Carried 15/0*		
Correspondence			
• Boondooma Museum & Heritage Assoc. Inc.	Letter to Council to consider formalising a lease document. A discussion was held regarding this item.	Vince Dwyer/Michael Hunter	
• South Burnett Regional Council	Requesting confirmation regarding the wood stove from Wondai Heritage Museum being relocated to Boondooma Homestead		
• South Burnett Regional Council	Email enclosing copy of letter and plans forwarded to licensed plumbers asking for quotations.		

South Burnett Regional Council

Directorate- Planning , Community & Environment

Minutes of the Boondooma Homestead Management Advisory Committee
Tuesday, 11 February 2013 @ 10.00am

Agenda Item	Action Summary	Responsible Officer	Due Date
• **South Burnett Regional Council**	Interruption to Electricity Supply Notice – 18 February 2014		
	Resolution: That the correspondence be accepted and noted.		
	Moved: Pattie Brown		
	Seconded: Leslie Somerset		
	Carried 15/0		
Business Arising from Previous Meeting – 10 December 2013			
• **Lease Document**	Council's Senior Lease & Property Management Officer, Vince Dwyer advised the Management Advisory Committee members, that he has prepared a draft copy of the lease documents for Boondooma Museum & Heritage Assoc. Inc. He advised that a lot of the clauses within the lease are standard clauses that are required under legislation; however some clauses may be able to altered to suit Boondooma Museum & Heritage Assoc. Inc. Copies of the lease were handed out to the Committee members and all committee members will be emailed a copy of the draft lease. Vince requested that if there are any concerns or questions regarding the draft lease to email Michael Hunter prior to the next meeting and Vince will be able to address any concerns at the next MAC meeting. Vince advised the Committee to bear in mind that this draft lease is commercial in confidence which requires a level of confidentiality.

A question was raised if Council's Public Liability Insurance covered the access to and from Boondooma Homestead and would this need to be included in the lease. It was discussed and suggested that Boondooma Museum & Heritage Assoc. Inc. check whether their current public liability insurance policy covers the whole area including the access, and if so, any further insurance would not be | Vince Dwyer/Michael Hunter | |

South Burnett
Regional Council

Directorate- Planning , Community & Environment

Minutes of the Boondooma Homestead Management Advisory Committee
Tuesday, 11 February 2013 @ 10.00am

Agenda Item	Action Summary	Responsible Officer	Due Date
	necessary and could amount to over insurance. It was noted that approved material change of use (caravan park) be included in the lease.		
• Quotations for Onsite Sewerage Treatment System	Jamie Neil briefly outlined the quotations received for the Onsite Sewerage Treatment System (as per the Building Sub Committee Meeting). Works to be completed by 31 March 2014. **Resolution:** **That the Boondooma Management Advisory Committee accept the quotation received from CWB Plumbing for $21,600 (incl GST) as recommended by the Building Sub Committee. The applicant was successful because this quote was the lowest and met all the necessary criteria for this project. Council will respond to the four applicants advising of the outcome and requesting that the successful applicant complete the works prior to 31 March 2014. The Boondooma Museum & Heritage Association Inc. will be funding this project.** *Moved: Lynne Bennett* *Seconded: Marion Alford* *Carried 15/0*	Jamie Neil	
• Northern Access	Michael advised that Chris had met with the Department of State Development Infrastructure & Planning on 28 January 2014 in person. The concerns regarding the two different boundaries were discussed and it was agreed that Council will forward a formal request to the Department requesting the condition regarding the	Michael Hunter	

South Burnett
Regional Council

Directorate- Planning , Community & Environment

Minutes of the Boondooma Homestead Management Advisory Committee
Tuesday, 11 February 2013 @ 10.00am

Agenda Item	Action Summary	Responsible Officer	Due Date
• **Heritage Listing**	northern access be deleted. Michael advised that Chris had met with the Department of State Development Infrastructure & Planning on 28 January 2014 in person. They discussed the boundaries for the heritage listed area, Council will be writing a letter to the Queensland Heritage Council putting forward that the discrepancy be investigated and rectified, to reflect the current listing as accepted by the MAC.		
General Business			
• **Budget Update**	Council's Cultural Services Coordinator, Michael Hunter apologised for still not being able to provide an update on the budget since the change over in computer systems in October, hopefully we will have one for the next meeting.		
Agenda Items - New Business			
• **Restoration Materials**	Buddy advised that they are currently working on the homestead building to make improvement to the security of this building, too reduce security risks. Council's Cultural Services Coordinator, Michael Hunter suggested that the association pay for all the supplies and works carried out for the restoration of the homestead and at completion of project, submit an invoice to Council for reimbursement from the restoration budget.		
Camping Ground & Visitor Rules	Boondooma Museum & Heritage Assoc. Inc. wants to implement rules for their camping and day visitors at the complex. Judy Brandt tabled for comment and review a draft listing of the proposed rules, she requested if all committee members and Council could review		

South Burnett
Regional Council

Directorate- Planning , Community & Environment

Minutes of the Boondooma Homestead Management Advisory Committee
Tuesday, 11 February 2013 @ 10.00am

Agenda Item	Action Summary	Responsible Officer	Due Date
	these rules and provide feedback at the next MAC Meeting.		
	Cr Duff invited Cr Ros Heit to speak to the MAC. Cr Heit congratulated the MAC on their success at the meetings and the overall achievements for Boondooma Homestead to date and wished them success for the upcoming events & projects planned for 2014.		

Meeting closed at 10.51am
The next meeting is 11 March 2014 starting at 9.30 am

Financial and Resource Implications

The works and activities to be undertaken are within the Boondooma Homestead budget allocation for 2013-14.

Link to Corporate/Operational Plan

Link to Operational Plan:
Continue to support Boondooma Homestead through the Management Advisory Committee.
EC1 A community with the capacity to develop the area of arts, culture and heritage
      (Corporate Plan Goal)
EC1.2 Build the capacity of our arts, heritage and library facilities to become vibrant community
centres (Corporate Plan Strategy)
Continue to coordinate the MAC through the VIC and Heritage Team Leader position
      (Key Performance Indicator)

Communication/Consultation (Internal/External)

Membership of the Boondooma Homestead Management Advisory Committee.

Legal Implications (Statutory Basis, Legal Risks)

Nil

Policy/Local Law/Delegation Implications

Nil

Asset Management Implications

Improved asset management of the Boondooma Homestead facility.

5.5.3   C - 1262697 - Minutes of the Healthy Communities Management Advisory Committee meeting held on 28 January 2014

Document Information

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**Endorsed
By   Manager Planning, Land Management & Community
          General Manager – Planning, Community & Environment**

Date   30 January 2014

Précis

Minutes of the Healthy Communities Management Advisory Committee meeting held on Tuesday, 28 January 2014.

Summary

Providing a copy of the Minutes of the Healthy Communities Management Advisory Committee Meetings held on Tuesday, 28 January 2014.

Officer's Recommendation

That Council endorse the attached minutes and recommendations of the Healthy Communities Management Advisory Committee held on Tuesday, 28 January 2014.

Directorate- Planning & Environment

Minutes of the Healthy Communities Management Advisory Committee (MAC) Meeting
Tuesday, 28 January 2014 @ 1.00pm

Present: Cr Ros Heit (SBRC), Cr Barry Green (SBRC), Chris du Plessis (South Burnett Regional Council), Kerry Oldfield (SBRC), Berneice Hilly (RHealth), Margie Hams (DDWNQ ML), Shenaed Bliss (DDWNQ ML), Juanita O'Rourke (DDWNQ ML), Nicole Connolly (Stanwell), and Melinda Bradford (CTC).

Apologies: Greg Griffiths (SBRC), Kerrie Zeller (QRME), Tamara Kelly (BIEDO), Mark White (Qld Health), Caitlin Isaac (RHealth), Janine Pay (NPRSR), Nicole O'Brien (BIEDO), Belinda Pennel (Deb Frecklington's Office), Richard Fahy (Rotary Kingaroy), Linda Silburn (BIEDO), Alice Cavanagh (Active After School Program), Michael Eadie (PCYC) Judith Skinner (DDWNQ ML), Richard Henshaw (Qld Health), Amy Frame (Qld Health), Juliette McAleer (Disability Services), Nina Temperton (CTC), Kristen Firman (CTC), Matthew Kenny (CTC), Prue Bauer (CTC), Rosemary Braithwaite (Graham House), Sue Crossley (Qld Health) and Louise Judge (SBCDP)

Chair: Cr Ros Heit   **Minutes:** Wendy Kruger

Agenda Item	Action Summary	Responsible Officer	Due Date
Welcome	Cr Ros Heit welcomed everybody to the first meeting for 2014. Cr Heit invited Shenaed Bliss and Juanita O'Rourke from DDWNQ ML to introduce themselves to the Committee as this was their first meeting and provide a brief outline of their roles within DDWNQ ML.		
Minutes from Previous Meeting	***Resolution: That the minutes of the previous Committee Meeting held on 26 November 2013 as recorded be confirmed.*** *Moved Kerry Oldfield* *Seconded Margie Hams* *Carried:10*		
Presentation			
• Healthy Workers Project	Council's Senior Advisor - Organisational Development/Workplace Health Safety, Carolyn Knudsen	Carolyn Knudsen	

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Minutes of the Healthy Communities Management Advisory Committee (MAC) Meeting
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Agenda Item	Action Summary	Responsible Officer	Due Date
	provided an update on the Healthy Workers Project being implemented by the South Burnett Regional Council. At this stage the program will be focussing on Council's field staff. Council received funding to carry out this project from the Queensland Government's Department of Justice and Attorney-General. The delivery partner is RHealth and this program is being launched on 17 February 2014.		
	The project will be focussed at the Council Depots and participation is voluntary. There is 180 staff in the field and sub-contractors who works in the field.		
	The project is quite structured so field staff are aware what their goals are. There are structured monthly goals. Council will be producing a wellness policy.		
	This is a preventative program to help assist staff who may have health concerns to obtain assistance.		
	Overview of Council's "Insight – Healthy Workers – Healthy Lives" Project is attached.		
	Berneice advised that there is another funding round in February/March 2014 from Queensland Government's Department of Justice and Attorney-General.		
Correspondence			
• Regional Development of the RPTN Cluster Flowcharts.	Kerry briefly spoke to the Committee on the Cluster Flowchart.	Kerry Oldfield	
Business Arising from Previous Meeting			
• Health & Wellbeing Symposium - 21-22	Kerry updated the Committee on the Health & Wellbeing	Kerry Oldfield	

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Agenda Item	Action Summary	Responsible Officer	Due Date
February 2014	Symposium that is happening in Toowoomba from 21-22 February 2014. Kerry forwarded the link to all committee members. Within her Healthy Communities budget she is able to assist committee members to attend. There is a bus going from Kingaroy to Toowoomba however Kerry hasn't seen a timetable. The second day is open to community members and asked if Committee Members are aware of clients who would benefit, to encourage them to attend.		
• Jamie's Ministry of Food Mobile Kitchen – January to March 2014	Kerry provided an update on the Jamie's Ministry of Food Mobile Kitchen. The truck is currently in Nanango and the classes are booked out. However there are still places available in Wondai and there are still spaces for volunteers however they are both filling up. There is an Open Day being held on Wednesday, 29 January 2014 at the Scott Carpark. It's part of the Birthday celebrations for 'Doris' (the name of the Mobile Kitchen). There will also be cooking demos, afternoon tea and lucky door prizes.	Kerry Oldfield	
Business for Discussion			
• Diabetes Prevention Program	Berneice advised that RHealth have received funding to run the very popular Diabetes Prevention Program. Over 4 Workshops participants will learn practical solutions to reduce their risk of developing Type 2 Diabetes.

Sessions will be starting in Kingaroy from 25 February, Nanango from 5 March and Murgon from 26 February 2014. The sessions run for an hour and a half and there are still spaces available | Berneice Hilly | |

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Agenda Item	Action Summary	Responsible Officer	Due Date
	Sessions include hands on physical activity, preparation of healthy breakfast, lunch, dinner and snacks. It also includes practical solutions to shop smarter, understand food labels and modify recipes. They are being held at the Centacare South Burnett's 'Biscuit Tin' in Kingaroy, Murgon PCYC and the Cultural Centre in Nanango. Follow up from last year's program with participants has shown that participants have continued with their skills learnt in the program.		
• Health and Lifestyle Expo evaluation report	Berneice provided an update on the Expo based on feedback from Stallholders and members of the public. The report is attached to the minutes. If we were to host another Expo in 2014, we will need to be aware that funding may not be available and as only half of the stall holders mentioned they would be willing to pay, the costs would have to be sourced elsewhere. A side comment was that since the Expo, a few of the stall holders have mentioned their memberships/clientele has increased. Whether this is a flow on from the Expo is unclear.	Berneice Hilly	
• Health Promotion Network	Shenaed spoke to the Committee regarding the Health Promotion network. It was created to see who is out there in the region and how we can support each other. It's really a networking program and if anybody or group is interested in participating to contact her.	Shenaed Bliss	

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Tuesday, 28 January 2014 @ 1.00pm

Agenda Item	Action Summary	Responsible Officer	Due Date
• Update from Healthy Communities Officer	Kerry provided an update on her activities. Report is attached. Kerry has flyers for the swimming programs that are coming up (attached). Jamie Oliver's Ministry of Food are donating some frypans to the Community Kitchen Groups. Kerry is going to be working on Come & Try Active Parks programs over the next couple of months in areas that haven't been done before.	Kerry Oldfield	
General Section			
Update from Members	Update from Committee members on recent activities.		
Janine Pay	Janine's Report is attached for your perusal.		
Melinda Bradford	Heritage House funding submission has been completed and is to be submitted by 6 February. Council are waiting on the prescribed process to be completed and waiting on land owners consent from the State Government, to enable Council to give Planning Approval. Chris Du Plessis to relay the discussion to Stan Taylor and advise of the deadline. Chris to provide an update to be appended to these minutes.		
Cr Barry Green	Sports Action Group will be meeting with Wondai Sporting groups in the next couple of weeks. The common thread amongst most sporting groups in the survey is that they struggle with and are not implementing proper governance and obtaining funding. They are in the process of trying to decipher the statistics and		

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Agenda Item	Action Summary	Responsible Officer	Due Date
	once that has been compiled will be presented to the Healthy Communities MAC.		
Nicole Connolly	"12 Week Health Reset Challenge" is a Downer EDI Mining inter-site challenge (Goonyella, Daunia and Meandu). The winner of the challenge will be determined by the percentage of body fat lost over the 12 weeks and will receive a financial incentive (registration fees).

Tagline – Wake up with a plan of action and go to bed with satisfaction. | | |
| Berneice Hilly | The Kingaroy office will be closed for the first 3 weeks of February. Caitlin Isaacs is now based in Toowoomba. | | |
| Margie Hams | They will be running Suicide Prevention Training which is for local GP's, Practice Managers, Practice Nurses, Aged Care Workers and Aged Care Nurses.

The South Burnett Suicide Prevention Group is looking to bringing the Depressed Cake Day to more areas in the region due to the success in Kingaroy. | | |

Meeting closed at 2.00 pm
Next meeting to be held on 25 February 2014 starting at 1.00pm

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SBRC "Insight – Healthy Workers – Healthy Lives" Project

What
The "*Insight – Healthy Workers – Healthy Lives*" Project aims to build a positive physical and mental health culture amongst Construction, Transport, Parks and Gardens Work Crews of SBRC employees, contractors and those accessing SBRC sites. We aim to do this by educating and empowering employees to develop and maintain healthy behaviours and places by identifying risk factors for chronic disease (overweight/obesity, waist measurement), physical activity and positive mental health. Due to the nature of the workforce we aim to make small sustainable changes over the next five (5) years to improve the health, wellbeing and productivity of our people (and to maintain this on an ongoing basis).

Objectives

Objective 1	To increase the number of employees participating in 30 minutes of physical activity on most (if not all days) by 10% over a 12 month period
Objective 2	To reduce the prevalence of overweight and obesity amongst employees over a 12 month period by 5% over a 12 month period
Objective 3	To reduce the average number of days absent per person by 5% over a three year period (by December 2016)

Project Location

The worksites involved in this project are within the South Burnett region, incorporating the SBRC Depot's at Nanango, Kingaroy, Wondai and Murgon

Project reach

Worksite	Number of workers benefitting
Construction, Transport, Parks and Gardens Work Crews	180 (132 FTE - Full Time Equivalent)
Sub-contractors	20

Delivery Partners
RHealth, LGAQ Wellness Program Advisors

Action plan components:	Action plan components:
• Launch 17th February 2014 • Monthly Themed Calendar • Survey data/ Focus groups • Health Check Pit stops • Wellness Policy	• Step Challenge • Healthy Eating Awareness • Breakfast meetings / tool box talks • Implement a Work/Life Balance Policy/Guidelines • Workplace Audit

Healthy Workers
Healthy Lives

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Thank you to everyone who has volunteered to be the lead champion in your regional development of these Flowcharts. These 10 flowcharts will become a valued resource for the community to refer to the options that are available to them.

Would anyone like to put their hand up for leading the Pittsworth/Millmerran and Charleville/Augathella/Quilpie Clusters.

Darling Downs South West QLD
Regional *Patient*
Transport Network

Flowchart Resource for Regional Clusters.

Toowoomba / Oakey / Crows Nest	Liz Grummitt – DDSWQML Toowoomba
Pittsworth / Millmerran	
Dalby / Tara - third Tues of every month	Stewart Mulligan – Waminda Services
Kingaroy / Murgon / Cherburg	Maria Okeefe – PIR Lifeline
Warwick / Stanthorpe	Neil Meiklejohn – Councillor Southern Downs Regional Council
Goondiwindi / Inglewood / Texas	Tracy McDonald - Care Goondiwindi
St George / Dirranbandi / Cunnamulla / Thargomindah	Sally Moody - Cunnamulla Medical Centre
Charleville / Augathella / Quilpie	
Roma / Mitchell / Surat / Injune	Erin Doherty – DDSWQML Roma
Chinchilla / Miles / Wandoan / Taroom	Doreen Goldsmid - Chinchilla Family Support Centre

An initiative of:

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DARLING DOWNS -
SOUTH WEST QUEENSLAND
Connecting health to meet local needs

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South Burnett
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Happy New Year Everyone.

Kind Regards,

LIZ GRUMMITT Engagement Officer
lgrummitt@ddswqmedicarelocal.com.au

www.ddswqmedicarelocal.com.au

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Medicare Locals gratefully acknowledge the financial and other support from the Australian Government Department of Health.

We acknowledge the Traditional owners of the land on which we meet, walk, work and live. We acknowledge the elders past and present and the care they have given this country.

Health & Wellbeing Symposium 2014
Wellbeing Getting the Balance Right

Registration Now Open

South Burnett
Regional Council

Directorate- Planning & Environment

Minutes of the Healthy Communities Management Advisory Committee (MAC) Meeting
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HC MAC Jan 2014

	Item	
1	Allocate resources (human and financial) towards on-the-ground implementation of the Plan. Seek funding (such as COAG Healthy Communities funding or similar) to fund a Healthy Communities Co-ordinator position. SBRC Healthy Communities Plan - 3.6.1 (b)	
2	Engage local fitness leaders to conduct Lift for Life or Heart Moves programs for adults. (dependant on identified community needs) (This goal has been changed to fit in with the National Program Guidelines) SBRC Healthy Communities Plan - 3.3.1 (j - o)	Lift for Life programs continuing in Kingaroy, Wondai, Nanango, Blackbutt, Murgon. Heartmoves programs continuing in Blackbutt, Nanango, Kingaroy, Wondai, Murgon and Boondooma.
3	Engage local fitness leaders to conduct ~~Heart Moves in pools or~~ adult learn to swim/ water fitness where there are pool facilities available. (This goal has been changed to fit in with the National Program Guidelines) SBRC Healthy Communities Plan - 3.3.1 (j - o)	Term 1 2014 Adult swimming programs - Blackbutt, Nanango, Kingaroy, Wondai, Murgon to begin late January/early February. Proston Adult swimming program ongoing - started early January.

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4	Partner with physical activity providers such as South Burnett Aquatic Centre, PCYC, commercial gyms to provide reduced memberships as part of a recognition program. The program to be two-fold with one stream focusing on the unemployed (holding a concession card) and the other stream to focus on volunteers. This is to help with the sustainability of the Lift for Life program (work with businesses to support down time) Eligibility to be determined. SBRC Healthy Communities Plan - 3.3.2 (c)	Subsidised memberships - 158 memberships rolled out.
5	In conjunction with Heart Foundation Walking, work to establish a sustainable walking program across the region by: Ø Improving promotion of existing walking groups in Kingaroy, Wondai and Blackbutt Ø Establishing new walking groups in all towns, with priority locations being: o Nanango o Murgon o Proston o Kumbia and o Maidenwell Ø Once established, continue to expand walking groups and increase the number of available groups Ø Ensure walking groups provide for a range of target groups, with a key focus on: o Men o Mums with strollers o Older adults SBRC Healthy Communities Plan - 3.3.1 (d)	Walking groups continuing as normal - Kingaroy, Wondai, Murgon, Proston, Hivesville

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6	Undertake the Healthy Food Access Basket survey as highlighted in the Healthy Communities Plan and original tender brief.	Work in progress
7	Undertake a Ausdrisk Health Promotion and Health assessment pitstops and local program advertising and marketing. (Australian Diabetes Risk Assessment Tool) at community events SBRC Healthy Communities Plan - 3.6.3	Events required have been completed as per Implementation Plan
8	Active local parks by running an annual Active Parks program across the region Ø Target mothers, 45-59 year olds and older adults Ø Concentrate on destination parks and ensure provision across the region in Kingaroy, Nanango, Wondai and Murgon Ø Seek Expression of interest from local person/s to coordinate the program SBRC Healthy Communities Plan - 3.3.1 (a)	Active Parks programs in planning stages for Nanango, Wondai and Murgon.
9	Establish an 'Active and Healthy Families' program aimed at providing a range of free or low-cost activities across the region for families with a specific focus on mothers out of the workforce. Activities could include: Ø Obstacle / fitness circuits Ø Treasure hunts Ø Cooking workshops Ø Gardening workshops (utilising community gardens) SBRC Healthy Communities Plan - 3.3.1 (b)	Health and Lifestyle Expo - evaluation - separate agenda item
10	Develop a regular community event such as a 'Mt Wooroolin Race' that inspires people to get fit. The event could: Ø Include several classes	No activity to report

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Ø Be incorporated with an overall **Healthy Lifestyle Expo** or another festival Partner with employment groups to help run the program **SBRC Healthy Communities Plan - 3.3.1 (f)**		
11	Conduct a 'program planning day' at least once or twice per year, to determine a suite of programs to be run under an 'Active & Healthy South Burnett' banner and work together to confirm funding arrangements, dates, venues and contact details for the programs so that they may be incorporated into an 'Active & Healthy South Burnett' program brochure (monthly stakeholders meetings) **SBRC Healthy Communities Plan - 3.4.1 (b)**	No activity to report
12	Develop a permanent 'Healthy Communities' link on the home page of Council's website providing an active and healthy tip and linking to the Active South Burnett website **SBRC Healthy Communities Plan - 3.4.1 (d)**	No activity to report
13	Develop 'active and healthy' maps and brochures showing all walk / cycle paths and key sport and recreation facilities throughout the region. Publish hard copies and include on Councils website and the Active South Burnett website. **SBRC Healthy Communities Plan - 3.4.1 (g)**	Preparing content and commenced map collection - ongoing
14	In addition to a combined program brochure develop individual promotional flyers for all physical activity and healthy eating programs and distribute through local networks such as school newsletters, letter-box drops and newspaper inserts. (including launch material for COAG funded program)	Ongoing for all programs as needed

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	SBRC Healthy Communities Plan - 3.4.1 (i)	
15	Seek permission to incorporate the logos of the Federal Government's 'Measure Up' campaign and State Government's 'Go for 2 and 5' campaign on all promotional material associated with Healthy Communities	Completed
	programs to reinforce social marketing messages	
	SBRC Healthy Communities Plan - 3.4.1 (h)	
16	Work with primary schools to identify the skills and interests of parents and establish a community volunteerism program encouraging and providing training for local parents to become involved in physical activity and nutrition programs as leaders/helpers. This initiative may be piloted in one township initially to determine its effectiveness and later extended to other areas in the region	No activity to report
	SBRC Healthy Communities Plan - 3.4.2 (a)	
17	Partner with other agencies to promote healthy eating eg.	Funded programs and activities now complete. Community kitchens continuing post-Healthy Communities funding: Kingaroy, Proston, Murgon.
	Ø Engage directly with supermarket chains to run demonstration classes in supermarkets (eg food budgeting, shopping, healthy food preparation)	
	Ø Conduct workshops on nutrition-related topics (eg food budgeting, shopping, food preparation, home growing fruit and vegetables) at community events such as markets, festivals, shows etc	
	Ø Assist local residents to access locally grown fruit and vegetables via markets, roadside stalls etc	
	Ø Community Kitchen cooking skills startup program	
	SBRC Healthy Communities Plan - 3.5.2 (a)	

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18	Provide incentives to restaurants, cafes, take away food outlets to provide healthy eating choices possibly via: Ø Reduced licensing fees Ø Promotion in 'healthy eating' guides Ø Use of venues as preferred caterers for corporate events SBRC Healthy Communities Plan - 3.5.2 (b)	No activity to report
19	Support and partner with RHealth in the development and implementation of a 'Healthy Food Choice' program aimed at 'accrediting' local food outlets Ø Potential to resource through Council's existing EHO responsibilities Ø Once mobile, develop a database of 'preferred suppliers' for use at Council functions SBRC Healthy Communities Plan - 3.5.2 ©	Accredited Businesses as per previous updates - Copper Country Motor Inn, Lee's Kitchen, Wild Lettuce, Lizabella's Cafe, Woodcutters of Blackbutt, Taste South Burnett, Asian Gourmet Kitchen, Bunya Nut Cafe, Aussies Pizza Cafe, whipbird Cafe, Captains Paddock, Kingaroy Seafood and Takeaway.
20	Work with local residents to establish, revitalize or continue community gardens. SBRC Healthy Communities Plan - 3.5.2 (d)	Staff from the local NAB are volunteering at the community garden on Pound Street. Meetings held on Tuesdays 10am-12pm. Email invitation distributed, flyer in progress.
21	Liaise with RHealth and Qld Health to promote the 'Lighten up' program in all main towns SBRC Healthy Communities Plan - 3.5.2 (f)	Diabetes Prevention Program to begin in February - separate agenda item.

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Minutes of the Healthy Communities Management Advisory Committee (MAC) Meeting Tuesday, 28 January 2014 @ 1.00pm

22	Establish mechanisms to ensure planning for active and healthy communities is embedded into and considered across all Council departments, particularly Health, Planning, Parks, Transport and Human Resources. This could be achieved by including an 'Active & Healthy' component on the agendas of existing inter-departmental meetings (eg Managers meetings) or by creating an internal 'Healthy Communities Working Group' involving the relevant staff positions. SBRC Healthy Communities Plan - 3.6.1 (c)	Ongoing
23	Clearly define the relationship between the Healthy Communities Management Advisory Committee, the Active South Burnett group and local physical activity providers and establish clear communication channels SBRC Healthy Communities Plan - 3.6.2 (a)	Ongoing
24	Audit Fees	No activity to report
25	Jamie's Ministry of Food (JMOF) – Mobile Kitchen	Jamie's Ministry of Food – arrived in Nanango 9/1/2014. Nanango courses are now full: 192 participants. Nanango courses commenced - 13/11/2014. Wondai bookings opened 17/1/2014, Wondai courses to begin 24/2/2014. Website for bookings: www.jamiesministryoffood.com. Cost: $10/session, Concession $5/session. 24 volunteers recruited for Nanango. More volunteers needed for Wondai, forms need to be returned to Kerry by Fri 24 January 2014.

No participants on HC dbase - 321

Upcoming events – DDSWQ Health and Wellbeing Symposium 21-22 Feb 2014 (Twba), EXPOsing Diabetes Kingaroy 22 Feb 2014 (RSL).

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South Burnett
Diabetes Prevention Program

Over 4 workshops participants will learn practical solutions to reduce their risk of developing Type 2 Diabetes

Sessions include:
- Hands on physical activity
- Preparation of a healthy breakfast, lunch, dinner and snacks
- Practical solutions to shop smarter, understand food labels and modify recipes

Kingaroy: Tuesdays 25 February – 18 March 10-11:30am

Kingaroy: Tuesdays 25 February – 18 March 6-7:30pm

Murgon: Wednesdays 26 February – 19 March 10-11:30am

Nanango: Wednesdays 5 March – 26 March 6-7:30pm

The Program is being offered to you for **free**. If you think this Program might be for you contact Berneice Hilly at RHealth to secure your place.

Phone: 07 4162 5230
Email: berneice@rhealth.com.au

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Funding is provided through the Darling Downs South West Queensland Medicare Local Limited, by the Australian Government Department for Health under the Rural Primary Health Services program.

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South Burnett Health and Lifestyle Expo
DRAFT Evaluation Report

The Health and Lifestyle expo was held on 19 October 2013. On the day 32 stallholders were in attendance from health, fitness, alternative therapies, Medicare local, allied health & Queensland health.

We recorded over 350 attendees, with great feedback, including great attendance at the workshops, well organised and professional delivery.

Of those who attended 146 completed evaluation forms, identifying:
- That 87% found attending the event motivated them to become more active
- That 89% of respondents liked the format of the event
- That 76% will use a service provider at the expo in the future
- That 88% would attend next year if it happens again
- And 94% think the event was well organised.

Attendees identified of the services they were likely to use in the future, massage, Medicare Local, Vital Health, Growing the Burnett, Rod Morgan, Snap, Bushland Therapies and Chiropractors were the most popular.

A full report including surveys from stallholders and participants will be completed over the next 2 weeks.

Process data collected by the Project Officers to improve for future events includes:
- Develop a spreadsheet for all enquiries re: the expo, collect name, contact details, site preference and a confirmation column
- More communication was required with stallholders in the 2 weeks prior to the event
- Limit stallholders to 3x3 or 3x6 m sites, 3 x9 was unnecessary
- Time – perhaps 8am – 1pm would be better, the afternoon was much quieter
- Include a kids fitness workshop ie litlin
- Include more nutrition workshops, too much emphasis on physical activity
- Get some paid sponsorship to help with promotion of the day ie. Crow FM co-host the event
- Charge site fees in the future
- Increase the community feel, get more sporting clubs and community groups to attend
- Hold the workshops at the front of the hall, facing entrance so the sound heads outwards and doesn't affect stallholders
- Big whiteboard with the day's timetable
- Promote the workshop timetable more prior to the event
- Perhaps use libraries as a venue in the future, more sustainable and locally (town) appropriate, noise could be an issue?
- Needed more helpers on the day, at least 4 people were required for two full days
- Reinforce with stallholders that they can sell products on the day
- More food products on sale on the day

Stallholder Survey Findings
Total of 9 respondents

- 100% found the Expo worthwhile

- 100% where happy with how the event was promoted

- 77.8% had an increase in business or potential leads.

- 100% would attend if the Expo was held again

- 44.4% are willing to pay for a site next year with 11.2% indicating that they might pay.

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- 50% state they would be willing to pay less than $50 for a site, with 50% willing to pay between $51-100

Comments –
Q1
It showcased our business
There are few such events in the region
Definitely worthwhile – events like this are needed in this region
Didn't know what to expect

Q2
Overall was successful – just ensure all business names are included in promotion
Maybe a small promotion about the participants in the lead up to the event
Advertising at the stallholders place of business in the weeks leading up to the event (was *attempted*)

Q3
We did well on the day – we've had new customers as a result of the expo.
Exposure was good. Other stalls friendly and supportive
2 new clients so far
No new clients however it helped to raise awareness of the services available in the region.
4-5 new clients myself
Lots of browsers, no new business from it
3 new clients & more potential ones who took brochures

Q5
It gives a rare opportunity for public exposure
It is a necessary and important event for this region

Q7
Free is always going to be attractive, but business sense says it is unsustainable.
Organisation probably wouldn't attend if it costs due to reduction in government funding

What can we do better next time?
- Maybe liaise with presenters – giveaways and incentives may be developed
- I'd appreciate a more timely presentation spot & maybe a chair
- People commented there was no food – food stalls would be good x 2
- It was already well organized
- Have a whiteboard showing times of talks & cutting those who talk too long (*no one ran overtime*)
- Finish earlier
- Do the same again – just ensure the presentations aren't too loud & overwhelming
- Possibly look at opening times – someone said to me that being a Health & Lifestyle Expo perhaps target those out & about early. Say run from 7-11am. Kingaroy CBD from 12 noon on a Saturday is traditionally quiet.
- Make presentations more personal – have presentations on one side of the room, and only have the speakers projecting to the audience in the immediate vicinity

South Burnett
Regional Council

Directorate- Planning & Environment

Minutes of the Healthy Communities Management Advisory Committee (MAC) Meeting
Tuesday, 28 January 2014 @ 1.00pm

Introducing the new Health Promotion Network

Darling Downs, South Burnett & South West QLD

- ◊ Connect with other Health Promotion Officers across the region
- ◊ Sharing of knowledge and resources
- ◊ Open up opportunities for collaboration
- ◊ Opportunity to ask and answer peer questions

SIGN UP TODAY:

Email Shenaed Bliss at sbliss@ddswqmedicarelocal.com.au

By participating in this network you agreed to share your details with other members. Please note these details are for the purpose of the Health Promotion Network only and should not be shared externally without prior consent. To unsubscribe from the network please email sbliss@ddswqmedicarelocal.com.au with the subject: UNSUBSCRIBE

medicare local
DARLING DOWNS –
SOUTH WEST QUEENSLAND
Connecting health to meet local needs

South Burnett
Regional Council

Directorate- Planning & Environment

Minutes of the Healthy Communities Management Advisory Committee (MAC) Meeting
Tuesday, 28 January 2014 @ 1.00pm

Sport and Recreation Service Report

January 2014

1. Get in the Game successful clients were announced in December.

2. Get Playing 1 successful - South Burnett Little Athletics – storage shed

3. 15 Successful Get Going Projects: Nanango and District Cricket Club , Murgon Golf Club, South Burnett Junior Motorcycle Club, South Burnett Branch Little Athletics Centre , Proston District Golf Club, Wondai Rifle Club , Murgon Bowls Club , Wondai-Proston Junior Rugby League Football Club, Kingaroy Rugby League Football Club Juniors and Seniors, Kingaroy Touch, South Burnett PCYC, Burnett Softball , Murgon Amateur Swimming Club, Barambah United Football Club, Football South Burnett

4. There were only 3 unsuccessful Get Going applications from South Burnett which is a fantastic statistic as only 47% of applications from around the state were approved.

5. Get Started Vouchers to assist children with sporting registration fees will open at 10am on Monday 10th February. There have been some minor changes in the program. More dance clubs will be eligible for the vouchers and some changes to the requirements for referral agents. Referral agents will now be required to fill out a referral agent statement form. More details will be available on our website.

6. YAAP – Young Athlete Assistance Program still running

7. Regional Workshop – we will be holding an Advanced Sport Strapping workshop in Kingaroy on Tuesday 20th May at the Kingaroy Senior Soccer Club. I do not have the advertising flyer yet.

    Sorry I was unable to attend this meeting but am in New Zealand caring for my mother who has had a back operation.

    Janine Pay

Financial and Resource Implications

The works and activities to be undertaken are within the Healthy Communities budget allocation for 2013-14.

Link to Corporate/Operational Plan

Link to Operational Plan:
EC2.2 Advocate and support community initiatives that promote healthy lifestyles.

Communication/Consultation (Internal/External)

Internal through Healthy Communities Committee representatives.

Legal Implications (Statutory Basis, Legal Risks)

Nil

Policy/Local Law/Delegation Implications

Nil

Asset Management Implications

(b) Portfolio Reports

5.5.4   C - 1267106 - Communities Portfolio Report

Document Information

IR No   1267106

Author   Cr Ros Heit

Date   10 February 2014

Précis

Communities Portfolio Report

Summary

Communities Portfolio Report to Council for the period 20 January 2014 to 7 February 2014.

Officer's Recommendation

That the Communities Portfolio Report to Council for the period 20 January 2014 to 7 February 2014. be received.

Report

The following is a summary for the Communities Portfolio for the period 20 January 2014 to 7 February 2014.:-

- Jamies Ministry of Food. Five (5) week program finishes 15 February 2014 in Nanango. Classes nearly all booked out and great feedback from participants was received. The Mobile kitchen celebrated its second birthday whilst in Nanango with an afternoon tea which was very popular. The mobile kitchen moves to Wondai and lessons are starting 24 February 2014 and to date classes are filling up quickly. Classes are weekly for five (5) weeks and cost $5 per session or $2.50 for concession card holders. I commend SBRC for getting this great initiative into the area and for supporting it. Jamies Ministry of Food are donating a number of frypans to the local community kitchens.

- Calendar Girls theatre by Tim Firth is on 10 March 2014 at Kingaroy Town Hall. Tickets available from all Council offices. SB musical comedy and Go Getta girls are assisting with the night. Tickets are $35 adult and $30 concession.

- Film Fest in Nanango Cultural Centre 16-18 May 2014. Details to follow.

- Boondooma homestead meeting 11 February 2014.

- Healthy communities meeting 28 January 2014. Items to highlight from this:

    o Healthy Workers Project being implemented by the South Burnett Regional Council. At this stage the program will be focussing on Council's field staff. Council received funding to carry out this project from the Queensland Government's

Department of Justice and Attorney-General. The delivery partner is RHealth and this program is being launched on 17 February 2014

o   Lift for life, heartmoves, walking groups, swimming classes and community kitchens continuing across the region.

Arts, Culture and Heritage Portfolio Report

No Report.

5.5.5   C - 1265345 - Sport and Recreation Portfolio Report

Document Information

IR No   **1265345**

Author   **Cr Barry Green**

Date   **10 February 2014**

Précis

Sport and Recreation Portfolio Report

Summary

Sport and Recreation Portfolio Report to Council for the period 20 January 2014 to 7 February 2014.

Officer's Recommendation

That the Sport and Recreation Portfolio Report to Council for the period 20 January 2014 to 7 February 2014 be received.

Report

The following is a summary for the Sport and Recreation Portfolio for the period 20 January 2014 to 7 February 2014:-

- Wondai Sports Ground
- Active after school programme
- Golf tourism
- Website

5.5.6   C - 1267154 - Indigenous Affairs Portfolio Report

Document Information

IR No   **1267154**

Author   **Cr Kathy Duff**

Date   **10 February 2014**

Précis

Indigenous Affairs Portfolio Report

Summary

Indigenous Affairs Portfolio Report to Council for the period 20 January 2014 to 7 February 2014.

Officer's Recommendation

That the Indigenous Affairs Portfolio Report to Council for the period 20 January 2014 to 7 February 2014 be received.

Report

The following is a summary for the Indigenous Affairs Portfolio for the period 20 January 2014 to 7 February 2014:-

- Alcohol Management Plan Update for Murgon/Cherbourg
- Cherbourg Reconciliation Fun Run on the 27 April 2014.
- South Burnett & Cherbourg on Show Committee Update

6. **Economic Development & Tourism (ED&T)**

(a) Officer's Reports

No Report.

(b) Portfolio Report

6.1 **ED - 1266918 - Economic Development & Tourism Portfolio Report**

Document Information

IR No **1266918**

Author **Cr Wayne Kratzmann**

Date **11 February 2014**

Précis

Economic Development & Tourism Portfolio Report

Summary

Economic Development & Tourism Portfolio Report to Council.

Officer's Recommendation

That the Economic Development & Tourism Portfolio Report to Council be received.

Report

The following is a summary for the Economic Development & Tourism Portfolio:-

South Burnett Directions:

Projects identified as regionally significant and being worked on:

- o Health – Public Private Partnerships:

  - Facilitate long term planning and public/private investment in medical facilities that meet the demands of an aging and growing population in the South Burnett
  - Facilitate improved communication between public and private stakeholders to secure adequate interest and investment in delivering viable private/public partnerships
  - Support lead Agencies Identify gaps within the suite of current medical services and contribute to linking opportunities with providers to eliminate those gaps.

- o Business Excellence Awards:

  - Raise service standards in the South Burnett
  - Facilitate a continuous improvement business culture

- Identify business strengths and opportunities for improvement
- Encourage peak business performance
- Showcase South Burnett's business strengths

o   Mentoring for Growth:

- Develop new business ideas through to fruition
- Support struggling business to an outcome
- Grow established businesses
- Provide practical advice, support and guidance
- Improve problem solving skills
- Develop leadership skills
- Share ideas through a sounding board

o   Tourism Development:

- Develop the future tourism vision, mission and objectives for a South Burnett Tourism Strategy that delivers tangible improvements to the regions liveability, prosperity and sustainability

- Develop tourism sub strategies that concisely outline specific approaches to tourism growth and opportunities

- Engenders a unified regional approach from identified partners to tourism development

- Identify the roles and expectations of South Burnett Organisations that are involved in, influence and benefit from tourism

o   Digital Connectivity:

- Improve telecommunications connectivity to maximise communication through digital infrastructure

- Open up lines of communication with South Burnett ICT companies to enhance future growth opportunities

- Engage with Communications Carriers to ensure the South Burnett is recognised for future development

- Understand the national broadband scheme and its impact on the South Burnett.

o   Transport Infrastructure to Support the Agriculture Industry:

- Understand inhibitors to efficient transport infrastructure in relation to the Agricultural Industry

- Identify sections of main arterial roads that create inefficient heavy vehicle transport

- Understand the heavy vehicle transport permit system and consider possible improvements to aid transport efficiency

- Increased access for B-doubles

- Increased access for 3 trailer road trains to main roads to outskirts of cities and major towns and nominated routes through country towns.

- Identify areas where additional trailer parking bays would be beneficial

- Create a plan to identify specific main arterial highways and roads along which more defined passing lanes are required to allow traffic flow.

- Actively lobby for post flood road repairs or landslides repairs to ensure that road and highway levels are such that water-flow under underneath is correctly engineered.

- Undertake to work with employment providers and training organisations to assist to alleviate skills shortages within the transport industry i.e. Truck Drivers. Is there an opportunity to cross skill truck drivers and agriculture work opportunities?

- FIFO/DIDO:

  - Establish transport services to assist South Burnett residents to get to and from career opportunities outside the region

  - Ascertain the number of resource workers living in the region, their transport needs and employment travelling conditions.

  - Understand the expectations of Resource Companies for employees to travel safely to and from work

  - Understand the financial cost and who bears that cost for resource workers to travel to and from work

  - Create a strategy to attract and retain resource workers and their families to live in the South Burnett

  - Establish a strong working relationship with selected Resource Companies operating at sites conducive for South Burnett resource to travel to and from.

  - Understand South Burnett businesses undertaking business with Resource Companies and to explore opportunities to build on these services.

  - Explore the opportunity to establish more frequent FIFO services that supports the social welfare of resource workers and their families spending more time together as a family.

- Sister City Relationship – based on trade development – objectives to be developed

- Attract Migrant Workers – objectives to be developed

- Education Pathways – objectives to be developed

REDAC:

Projects Underway:

Liveable Cities Liveable Towns:
Attract new residents and businesses to live in the WBB

Digital Economy :

- o Improve local business digital marketing capability
- o Improve communication infrastructure

Rural Innovation :

- o Assist rural businesses to commercialise innovative ideas

WBB Economic Development Strategy
- o Strategy being developed

Tourism:

- 2014 South Burnett Touring Guide has been revamped and is being distributed within 250km radius of the South Burnett and at selected shows and events outside the region

- South Burnett and Cherbourg on Show (SBCoS) Event will be held again during the October 14 long weekend. Grant funding being sought to assist to market the event.

- Southern Queensland Country Tourism:
  - o is developing a destination tourism strategy to fit with the Qld Govt's objective to double tourist visitation by 2020

- Australia Country Way:
  - o New attractive signage being developed by Qld Main Roads to promote natural attractions along the inland highway from Sydney to Rockhampton (through the South Burnett)
  - o South Burnett participating in the ACW's stand at the Sydney Camping and Caravan Show in April 2014

Commercial:
- Aerodromes:
  - o Kingaroy Aerodrome v - NDB decommissioning regularity process is underway

- Dams:

  - o Boondooma Dam:
    - o Visitor numbers up 11 % on previous year
    - o New entertainment/gathering area with pizza oven and adjoining fish and tackle shop are open
    - o Additional camping sites are being opened up
    - o Over 600 competitors participated in the February Yellowbelly Fishing Comp

  - o Yallakool Park on Bjelke Petersen Dam:
    - o Visitor numbers up 14% on previous year
    - o New Amenities Block opened in December 2013

- Saleyards
  - o Cattle through put is in line with the previous year. It is forecast that approximately 10,000 cattle will be sold at the yards during 2013/14. But annual sales remain down on prior years primarily due to the inland drought which is affecting sale numbers and pricing.

- South Burnett Private Hospital:
  - o Renovation of the Patient Rooms will commence shortly.

Grants:
- Submitted – waiting outcome
  - Royalties for Regions – Stuart River Bridge over Kumbia Maidenwell Road
  - Disaster Recovery - Telecommunications Tower

Planned External Events:
- ECCA
- Regional Flavours

7.   Infrastructure Services

7.1   Roads & Drainage (R&D)

(a) Officer's Reports

No Report.

(b) Portfolio Report

7.1.1   R - 1267054 - Roads Portfolio Report

Document Information

IR No   **1267054**

Author   **Cr Damien Tessmann**

Date   **10 February 2014**

Précis

Roads Portfolio Report

Summary

Roads Portfolio Report to Council for the period 20 January 2014 to 7 February 2014.

Officer's Recommendation

That the Roads Portfolio Report to Council for the period 20 January 2014 to 7 February 2014 be received.

Report

The following is a summary for the Roads Portfolio for the period 20 January 2014 to 7 February 2014:-

- Update on the QRA flood works
- Update on road crew locations for month of February
- Update on capital work for the next six months

7.2 Design & Technical Services (D&TS)

(a) Officer's Reports

No Report.

7.3 Water & Wastewater (W&W)

(a) Officer's Reports

No Report.

(b) Portfolio Report

7.3.1 W&WW - 1265333 - Water and Wastewater Portfolio Report

Document Information

IR No 1265333

Author Cr Barry Green

Date 10 February 2014

Précis

Water and Wastewater Portfolio Report

Summary

Water and Wastewater Portfolio Report to Council for the period 20 January 2014 to 7 February 2014.

Officer's Recommendation

That the Water and Wastewater Portfolio Report to Council for the period 20 January 2014 to 7 February 2014 be received.

Report

The following is a summary for the Water and Wastewater Portfolio for the period 20 January 2014 to 7 February 2014:-

- Kingaroy Water Supply update - sourcing water from Boondooma
- Progress report with the Kingaroy sewerage treatment plant
- Report of meeting with stakeholders regarding the use of Kingaroy's treated effluent water

8.   Finance, Property & Information Technology

8.1   Finance (F)

(a) Officer's Reports

8.1.1   F - 1266467- South Burnett Regional Council Monthly Capital Works Report as at 10-Feb-2014

Document Information

IR No   1266467

Author   Financial Accountant (Asset Management)

**Endorsed
By   General Manager Finance, Property & Information Technology**

Date   10 February 2014

Précis

Report of the Capital Works of South Burnett Regional Council as at 10 February 2014.

Summary

The following information provides a snapshot of Council's Capital Works as at 10 February 2014.

Officer's Recommendation

That the South Burnett Regional Council's Monthly Capital Works Report as at 10 February 2014 received and noted.

Financial and Resource Implications

N/A

Link to Corporate/Operational Plan

EC1.1 Development and Implement long term financial plans and indicators to achieve optimum use of resources and alignment to strategic priorities.

Communication/Consultation (Internal/External)

Ongoing budget monitoring and review undertaken by all departments

Legal Implications (Statutory Basis, Legal Risks)

Works are part of normal operations

Policy/Local Law/Delegation Implications

Works undertaken have been approved as part of 2012-2013 Budget

Asset Management Implications

Asset registers will be updated on completion of projects

Report

Attached are the Capital Works of the South Burnett Regional Council as at 10 February 2014.

Attachments

1.   Capital Works Report

8.1.2   F - 1267656 - Monthly Financial Statements

Document Information

IR No   1267656

Author   Finance Officer (Financial Reporting)

**Endorsed
By   General Manager Finance, Property & Information Technology**

Date   11 February 2014

Précis

Report on the Financial Position of South Burnett Regional Council as at 11 February 2014.

Summary

The following information provides a snapshot of Council's Financial Position as at 11 February 2014.

Officer's Recommendation

That the Monthly Financial Report as at 11 February 2014 be received and noted.

Financial and Resource Implications

N/A

Link to Corporate/Operational Plan

EC1.1 Development and implement long term financial plans and indicators to achieve optimum use of resources and alignment to strategic priorities.

Communication/Consultation (Internal/External)

N/A

Legal Implications (Statutory Basis, Legal Risks)

N/A

Policy/Local Law/Delegation Implications

N/A

Asset Management Implications

N/A

Report

Attached are the Financial Reports of the South Burnett Regional Council as at 11 February 2014.

Attachments

1. Current Position
2. Statement of Comprehensive Income
3. Statement of Financial Position
4. Statement of Revenue & Expenditure - (Excluding Capital Works)

(b) Portfolio Report

8.1.3   F - 1265551- Finance Portfolio Report

Document Information

IR No   1265551

Author   Cr Keith Campbell

Date   10 February 2014

Précis

Finance Portfolio Report

Summary

Finance Portfolio Report to Council for the period 20 January 2014 to 7 February 2014

Officer's Recommendation

That the Finance Portfolio Report to council for the period 20 January 2014 to
7 February 2014 be received.

Report

The following is a summary for the Finance Portfolio for the period 20 January 2014 to
7 February 2014:-

- Update on introduction of the State Government's Emergency Management Fire & Rescue Levy which came into effect on 1 January 2014.
- Discount date for the 3rd quarter rate notices recently issued
- Update on the auction to be held for the sale of land to recoup outstanding rates.
- Update on the recent financial health check undertaken by ORION Consulting Network Pty Ltd
- Update on budget preparation for the 2014/15 budget

8.2   Property (P)

(a) Officer's Reports

No Report.

(b) Portfolio Report

8.2.1   P - 1266881- Property Portfolio Report

Document Information

IR No   1266881

Author   Cr Deb Palmer

Date   11 February 2014

Précis

Property Portfolio Report

Summary

Property Portfolio Report to Council for the period 20 January 2014 to 7 February 2014.

Officer's Recommendation

That the Property Portfolio Report to Council for the period 20 January 2014 to 7 February 2014 be received.

Report

The following is a summary for the Property Portfolio for the period 20 January 2014 to 7 February 2014:-

- Update of the Capital Works Program

8.3   **Information Technology (IT)**

(a) Officer's Reports

No Report.

(b) Portfolio Report

Information Technology Portfolio Report

No Report.

9.   **Executive Services**

9.1   **Human Resources (HR)**

(a) Officer's Reports

No Report.

9.2 Governance (G)

(a) Officer's Reports

9.2.1   **G - 1266282 - Seek Council endorsement of the South Burnett Local Disaster Management Plan 2013 and the South Burnett Recovery Plan 2013**

Document Information

IR No   **1266282**

Author   **General Manager - Planning, Community & Environment**

**Endorsed
By**   **Chief Executive Officer**

Date   **7 February 2013**

Précis

Seek Council endorsement of the South Burnett Local Disaster Management Plan 2013 and the South Burnett Recovery Plan 2013.

Summary

The draft South Burnett Local Disaster Management Plan 2013 has been reviewed and updated to meet the requirements of the South Burnett Community, the *Disaster Management Act 2003* and as much as possible the Disaster Management Guidelines.

- The report also presents for the Local Group's consideration an indicative timeframe for the review of the Local Plan's operational plan appendices, which require further work to ensure compliance with the Disaster Management Guidelines

- In addition to the above, a Recovery sub plan which was given a high priority as a result of a debrief following the January, February and March 2013 flood events, has been developed.

Officer's Recommendation

That Council endorse

(i) the South Burnett Local Disaster Management Plan 2013 and place the document on Council's website; and

(ii) the South Burnett Recovery Plan 2013 and place the document on Council's website.

SOUTH BURNETT REGIONAL COUNCIL
DRAFT
LOCAL DISASTER MANAGEMENT PLAN
2013-2014

Draft South Burnett LDMP Oct 2013

SOUTH BURNETT
Local Disaster Management Plan

The South Burnett Regional Council has an active disaster management philosophy which embraces mitigation, prevention, preparedness, response and recovery strategies.

The South Burnett Local Disaster Management Plan identifies strategies for disaster resilience and supports the *Get Ready Queensland* and *Get Ready South Burnett* message

The Plan aims to provide the South Burnett community with the arrangements 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.

The Plan integrates into State and Federal disaster management arrangements allowing district and state disaster management groups to provide assistance if required.

The primary focus shared by all of the agencies involved in this Plan is to help reduce the loss of human life, illness or injury to people, property loss or damage, or damage to the environment that result from a disaster.

I commend all volunteers, emergency services staff and council officers for their work in times of disaster and particularly for ensuring our community is safe and thriving.

………………………………………………

Cr Wayne Kratzmann

Mayor, South Burnett Regional Council

Chair, South Burnett Local Disaster Management Group

TABLE OF CONTENTS   Page

PRELIMINARIES

Authority to Plan

South Burnett Regional Council has a legislative responsibility to develop a Disaster Management Plan in accordance with *Section 57(1) Disaster Management Act 2003.*

"s57 Plan for disaster management in local government area

(1) *A local government must prepare a plan (a local disaster management plan) for disaster management in the local government's area.*

(2) *The plan must include provision for the following—*

a) *the State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management;*

b) *the roles and responsibilities of entities involved in disaster operations and disaster management in the area;*

c) *the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b);*

d) *events that are likely to happen in the area;*

e) *strategies and priorities for disaster management for the area;*

f) *the matters stated in the disaster management guidelines as matters to be included in the plan; and*

g) *other matters about disaster management in the area the local government considers appropriate".*

"s58 A local disaster management plan must be consistent with the disaster management guidelines"

Approval of Plan

This plan has been produced by and with the authority of South Burnett Regional Council pursuant to *Section 57, 58 and 61 Disaster Management Act 2003.*

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

This plan is the result of the co-operative efforts of members of the South Burnett Regional Council Local Disaster Management Group.

South Burnett Regional Council has approved this Plan by resolution at the General Meeting of Council in xx/xx/2013 in accordance with *Section 80(1) (b)* of the *Disaster Management Act 2003 (QLD).*

Draft South Burnett LDMP Oct 2013

Amendment Register and Version Control

The South Burnett Regional Council Local Disaster Management Group (SB Local Group) is responsible for issuing amendments or updates to this Plan. SB Local Group Members are responsible for ensuring that they possess the most current version of the Plan.

The plan is to be reviewed annually by the SB Local Group. Members of the Local Group are encouraged to suggest improvements or amendments when the Plan is being reviewed.

Plans will be amended as follows:

- Proposals for amendment to this plan should be made in writing to;

    The Local Disaster Coordinator
    South Burnett Regional Council Local Disaster Management Group
    PO Box 336
    KINGAROY Q 4610

- With the exception of minor changes, typographical changes and changes to position titles all suggestions for amendments to the plan will be submitted to the SB Local Group for discussion.
- If not supported a written response will be provided to the submitter.
- When necessary a new version or amendments to the plan will be approved by Council.

Version	Date	Prepared by	Comments
1	31/12/07	G.C. Preston	This is the first draft for the new South Burnett Regional Council
2	07/12/10	J.J. Kersnovski	Updated Draft for SBLDMG/SBRC consideration
3	31/10/13	Stan Taylor	New version of the Local Disaster Management Plan for 2013-2014

Distribution List

Refer to Appendix C.

This Plan is available to members of the public from the South Burnett Regional Council's customer service centres and its website.

Definitions and Glossary

Refer to Appendix D for the definitions of terms used in the Plan

Abbreviations

Refer to Appendix E for a list of abbreviations used in the Plan

The Disaster Management System in Queensland

STRUCTURE

National Arrangements

State Arrangements

Local Government

Local Disaster
Management Group
Local Disaster
Coordination Centre

Local

District Disaster Management Group
District Disaster Coordination Centre

District

State
Government

State Disaster Management Group
State Disaster Coordination Centre

State

Australian
Government

Emergency Management Australia
Incident Management Facility

Queensland disaster management arrangements

The following chart depicts the Disaster Management System in operations at the local level

1.   **INTRODUCTION - Administration and Governance**

1.1   **Aim of Plan**

The aim of this Plan is to:

(a) minimise the effects of

(b) co-ordinate the response to, and

(c) ensure recovery from a disaster or major emergency affecting the communities of the South Burnett Region.

The primary focus of the South Burnett Regional Council Disaster Management System is to mitigate the effects of disasters on the community wherever possible or practical, and being prepared to respond when disasters do occur.

The purpose of the Plan is to ensure the safety of the South Burnett community and to preserve lives, livelihoods and the environment in the event of a disaster affecting the region.

Our priority is the preservation of human life.

In summary the plan is designed to:-

- Ensure there is a consistent approach to disaster management, across the four phases of prevention, preparedness, response and recovery in the South Burnett Region ;
- to guide the Local Disaster Management Group in the performance of its disaster management functions;
- Demonstrate a commitment for the safety of our community;
- Demonstrate mitigation efforts and accountability for the purpose of eligibility for available funding;
- Help the South Burnett Community understand our disaster risks
- Guide the efforts of the South Burnett Region to prepare and get ready for disasters.
- Ensure there is coordination of disaster operations in the South Burnett Regional Council area;
- Guide response operations so that we can reduce the impact of a disaster and the community consequences; and
- Guide and coordinate the Recovery following an event.

1.2   Key Objectives

The broad objectives of the South Burnett Local Disaster Management Plan are to:

- Ensure that a coordinated and effective system of disaster management exists for the South Burnett
- Detail specific strategies relating to the Prevention, Preparedness, Response and Recovery (PPRR) from a disaster.

PREVENTION

- Increase adherence to and introduction of systems, procedures and regulations that reduce disaster risks;
- Assist the community to be aware of methods of mitigating the adverse effects of an event, through community education and awareness.
- .Increase the understanding of disaster risks in the South Burnett to assist with the development of strategies and initiatives to reduce the impact of disaster on the community.

PREPAREDNESS

- Identify and implement risk treatment strategies that have been determined by studies;
- Increase community safety through public awareness, information and education;
- Detail how a multi-agency, all hazards approach will be used by SBLDMG and how some agencies will provide guidance for the Group on specific hazards;
- Identify resources to maximize response;
- Establish and build relationships to increase disaster management capability; and
- Enhance the community's capacity to prepare for, respond to and recover from a disaster so as to increase community resilience.
- Establish and maintain pre-event contractual arrangements, e.g. warning systems.

RESPONSE

- Ensure there is a centralised local co-ordination of disaster operations;
- Ensure the responsible lead agency is supported by the disaster management system during their response to an event.
- Minimize the impact on the community of a disaster event through effective response;
- Assist with the re-establishment of the community as effectively and efficiently as possible;
- Detail the strategic manner in which elements of the SBLDMG will deal with day to day disaster management business and how information shall be communicated on events that impact on the group; and
- Provide regular warnings, alerts and public information updates to the Community during response operations.

RECOVERY

- Implement a recovery framework to provide post event recovery assistance and advice to the affected community;
- Ensure the recovery priorities of the community are identified and met;
- Ensure the community is aware of action that can be taken community members in respect seeking financial assistance and ongoing physical and psychological wellbeing after an event
- After the impact to assist with community recovery to reduce the community consequences following an event;

1.3 Queensland Government Disaster Management legislation, policy framework, state plan and guidelines

1.3.1 Legislation

The Queensland *Disaster Management Act 2003* (DM Act) provides for matters relating to Disaster Management in Queensland. This Local Disaster Management Plan (LDMP) has been prepared so that it is consistent and complies with The Act.

The Act has four guiding principles: -

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

1.3.2 Strategic Policy Framework

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

A copy of the "Disaster Management Strategic Policy Framework Nov 2010" is available from www.disaster.qld.gov.au.

This Plan in each of its sections sets out strategies and procedures which are consistent with the Strategic Policy Framework's eight elements. This is summarised as follows:

- Research: The plan incorporates relevant disaster research outcomes to inform and translate knowledge into practice.
- Policy and Governance: The Plan applies the Disaster Management Act, sets out how we will report on our activities, how we will conduct meetings and make decisions and the roles and responsibilities of organisations involved in disaster management arrangements.
- Risk Assessment: The Plan identifies the risks that are present in the region and has been informed by Disaster Risk Assessment Studies such as the *South Burnett Regional Council LDMP Natural Hazard Risk Assessment Report 2012.*
- Mitigation: The Plan supports the mitigation activities of all its member agencies by providing information about disaster risks. It also encourages applying the strategy of to reduce the financial cost to the community by building disaster resilient infrastructure
- Preparedness: The Plan identifies that training and exercises will be conducted to build the capability of the people involved in the coordination of disaster operations. It also supports opportunities for community education that will lead to increased levels of community and agency preparedness and resilience.
- Response: The Plan identifies that an incident management structure and appropriate technology will be used to coordinate disaster operations. It provides procedures for how we activate and plan our response activities so that we can respond in a timely and effective manner.
- Relief and Recovery: The Plan sets out how we transition from disaster operations to recovery operations. It identifies how recovery arrangements can meet the needs of the community and build resilience. The Recovery Plan which forms part of the Disaster

Management Plan will be activated through this phase and sets out the structure that will be implemented and the elements that will be addressed.

- Post Disaster – Assessment: The plan sets out how to capture lessons from disaster events and exercises and how we can work to take those opportunities to improve the South Burnett's disaster management arrangements.

South Burnett LDMG applies a continuous improvement approach to its disaster management work.

1.3.3 Interim State Disaster Management Plan

Interim Queensland State Disaster Management Plan - principles of disaster management.

The Queensland State Disaster Management Plan (SDMP) identifies five main principles of disaster management which form the basis of Queensland's Disaster Management Arrangements. The main principles support and build on the comprehensive and integrated approach adopted by the Australian Emergency Management Arrangements and the four guiding principles outlined in The Act.

The five main principles are:
(a) comprehensive approach (as set out in the key objectives at item 1.2 of the plan)
(b) all hazards approach
(c) all agencies approach
(d) local disaster management capability
(e) a prepared, resilient community.

Further description of the principles can be found in the SDMP which is available from: www.disaster.qld.gov.au.

The Local Plan is consistent with the State Disaster Management Plan.

1.3.4 Disaster Management Guidelines

The Local Plan has been prepared, so that:
(a) matters stated in the disaster management guidelines, are considered in this Plan & Sub Plans and
(b) It is consistent with the relevant disaster management guidelines for local disaster management groups and local disaster operations.

1.4 Review and Renewal of the Local Disaster Management Plan

1.4.1 Review

A review of the Local Disaster Management Plan including its Sub Plans may be conducted by the Local Disaster Coordinator (or delegate) following:-:
- Activation of the Plans a result of a disaster;
- Exercises designed to practice or test aspects of the plans;
- Alterations to the roles or responsibilities of any agency involved in the plans.
- Changes to legislation, guidelines or operational procedures;
- External disasters or introduction of new technology which suggest a review should be carried out;
- The replacement of an officer on the disaster management group.

In accordance with *Section 59 Disaster Management Act 2003* The Plan shall be reviewed annually if other review methods as mentioned above are not undertaken.

Minor changes such as typographical changes and changes to position titles may be made to the Plan from time to time; and

1.4.2   Annual Review - Timeframe

The SBLDMP and its Sub Plans shall be reviewed annually by a Working Group from the SB Local Group as follows:

- August / September – Working Group review and amend as required the main plan and Sub Plans;
- October – amended plans submitted to SBLDMG for acceptance; and
- November – amended plan submitted to Council for approval if significant changes are made.

The review process is an internal process that Council and the Local Group undertake to review the effectiveness of the Plan

1.4.3   Assessment of Disaster Management Plans & Arrangements

Each year an external assessment of the Local Plan is conducted to meet the requirements of Section 16A(b) of the DM Act.

The external assessment of the Local Plan is conducted yearly by a panel comprising:

- The District Disaster Coordinator Executive Officer of the Gympie Disaster District the (Panel Chair)
- A QFES EM officer within the region, as allocated by the Regional Director (Panel Member)
- The Chair of the LDMG, or their delegate (Panel Member)

This assessment process provides feedback to the Local Group on its Disaster Management Plan. The Assessment report is tabled at the next Local Group meeting after the assessment.

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

Disaster Management is an integral part of Council's core business. The South Burnett Community Plan 2032 which was adopted December 2011 includes references to Disaster Management. The Corporate Plan developed by Council includes references to Disaster Management (EC3).

The Operational Strategy is to maintain disaster management readiness for the South Burnett Regional Council and to develop and regularly review a South Burnett Risk Management Plan.

This Local Disaster Management Plan and its Sub Plans is considered to be Council's Policy for Disaster Management.

1.6   South Burnett Local Disaster Management Group – Terms of Reference

1.6.1   Establishment and Scope of the South Burnett Local Disaster Management Group

(a)   The South Burnett Local Disaster Management Group has been established by Council in accordance with Section 29 Disaster Management Act 2003.
(b)   Scope: The South Burnett Local Disaster Management Group covers the South Burnett Regional Council area and this Plan has been prepared for that area.

1.6.2   Sub Groups.

Sub groups of the Local Disaster Management Group may be established for specific purposes such as Planning or Local Communities.

Examples of Sub Groups for Planning include:

- Community awareness and education
- Community support
- Evacuation planning

The Local Group may resolve to create a sub-group to develop local community disaster plans.

The sub- group may become a standing group or a group that exists only during the planning phase. Sub-groups described above would meet as often required to enable the task that is being considered to be progressed.

If a Sub Group is established it will be by resolution of the Local Disaster Management Group and be provided with Terms of Reference.

1.6.3 Function of the South Burnett Local Disaster Management Group

The functions of the Group are set out in *Section 30 Disaster Management Act 2003* and are:-

"s30 Functions

(1)   A local group has the following functions for its area:

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 this Act;

l)   to perform a function incidental to a function mentioned in paragraphs (a) to (k).

(2)   In this section—

relevant district group, for a local group, means the district group for the disaster district in which the area of the local group is situated."

1.6.4   Membership of the Local Group and Responsibilities

Membership of the South Burnett Local Disaster Management Group

The South Burnett Regional Council Local Disaster Management Group (Local Group) consists of the positions and the relevant persons that have been appointed in accordance with *Section 33 Disaster Management Act 2003*. The membership of the Group is to be reviewed annually. Council has delegated authority to the Council's Chief Executive Officer to appoint members to the Local Group

Deputy Members

A member may appoint a deputy with the approval of the chairperson to attend the meetings on their behalf. The deputy shall have the authority exercise the member's functions and powers and should have the necessary expertise and experience to fulfil the role of member of the Local Group.. Deputies are to be appointed in accordance with s40A of the DM Act.

1.6.5   Responsibilities of Membership

All Members of agencies represented on the Local Group are expected to attend and be in a position to participate at Local Group meetings.

Members should ensure that they:
- understand their agency's resources and the expectations of their agency;
- have the authority to commit their agencies resources to ordinary or extraordinary business activities;
- be involved in the formulation of Disaster Management Strategies and Plans for the South Burnett at full group meetings or through participation in a Local Group Sub-Group;
- attend disaster management training or exercises; and
- send their nominated deputy to a meeting of the Local Group in their absence.

During the coordination of disaster operations members should ensure that they:
- inform their agency of the activation of the Local Group and Local Disaster Coordination Centre (LDCC); and
- provide a liaison officer at the LDCC whilst the LDCC is active.

Responsibility of members for development of Sub Plans

Each LDMP Sub Plan identifies which agency has primary carriage for the development and maintenance of that Sub Plan.

1.6.6   Roles and Responsibilities of Executive SBLDMG Members

The following members are identified in the Act and considered to be the Local Group's Executive Members.

(a)   Chair and Deputy Chair of the Local Group

Under Section 34 of the Disaster Management Act the South Burnett Regional Council appoints the Mayor of the South Burnett Regional Council as chair of the Local Group. The Chair presides at meetings of the Group.

Under Section 34 Council also has to appoint a deputy chair and has appointed the Deputy Mayor of the South Burnett Regional Council as deputy chair of the Local Group.

Functions of chair of Local Group
Section 34A of The Act identifies that the chairperson of a Local Group has the following functions:
-
> *(a) to manage and coordinate the business of the group;*
> *(b) to ensure, as far as practicable, that the group performs its functions;*
> *(c) to report regularly to the relevant district group, and the chief executive of the department, about the performance by the Local Group of its functions*

(b)   Local Disaster Coordinator and Deputy Local Disaster Coordinator

Under Section 35 of the DM Act the South Burnett Regional Council appoints a Local Disaster Coordinator (LDC) for the Local Disaster Management Group. Council has delegated authority to the Chief Executive officer to appoint the Local Disaster Coordinator.

The Council's General Manager Planning, Environment and Communities has been appointed as the Local Disaster Coordinator for the SBLDMG and to also be the Council's member for the Gympie District Disaster Management Group (DDMG).

The Local Disaster Coordinator is supported by the Deputy Local Disaster Coordinator.

S36 of The Act states that the LDC has the following functions:
> *(a) to coordinate disaster operations for the Local Group;*
>
> *(b) to report regularly to the Local Group about disaster operations;*
>
> *(c) to ensure, as far as practicable, that any strategic decisions of the Local Group about disaster operations are implemented.*

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1.6.7   Member Listing with Responsibilities as at 01 Nov 2013

Table 1.1

Role	Position & Organisation	Responsibility
Chairperson	Mayor, South Burnett Regional Council (SBRC)	To chair LDMG Meetings and to provide the primary link between the LDMG and Council 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 Local Group of its functions.
Deputy Chairperson	Deputy Mayor, SBRC	Provide advice and support to the Chair and LDMG. To chair LDMG Meetings in the absence of the Chair. Provide a link between the LDMG and Council. To participate in the issuing of public information and warnings.
Local Disaster Coordinator	General Manager Planning Environment & Communities, SBRC	To coordinate disaster operations for the Local Group, report regularly to the Local Group about disaster operations, to ensure, as far as practicable, that any strategic decisions of the Local Group about disaster operations are implemented. Provide advice and support to the Chair and Local Group . To activate the Local Plan and LDCC when required
Deputy Local Disaster Coordinator	General Manager, Infrastructure, SBRC	To undertake the functions of the LDC in the LDC's absence. Provide advice and support to the Chair, LDC and Local Group.
Council Representative	Chief Executive Officer, SBRC	Provide a link between the Local Group and Council
Councillor	Councillor Division One, SBRC	Provide a link between the Local Group and Council

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Local Recovery Coordinator (Community Support & Recovery)	Cultural Services Coordinator South Burnett Regional Council	To undertake the functions of the Local Recovery Coordinator. To coordinate community support during disaster operations for the Local Group. 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 Local Group about recovery operations are implemented. Provide advice and support to the Chair and Local Group To activate the Local Recovery Sub Plan and Recovery (Group) Committee when required
Department of Communities Representative	Manager, Department of Communities	Liaison between the agency and the LDMG. Community Recovery advice to the LDMG
QFES Emergency Management Representative	Area Director Gympie Burnett,	Liaison between the agency and the LDMG. Link to the Qld Disaster Management System. Policy advice about Qld Disaster Management system. Assist with the review of the Local Plan and its Sub Plans Assessment of the Local Plan
Ergon Representative	Area Operations Manager	Liaison between the agency and the LDMG
State Emergency Service - Representatives	SES Local Controller – Barambah & SES Local Controller – South Burnett South	Liaison between the agency and the LDMG
Media Liaison Officer	Mayor's Personal Assistant, Council	Preparation and dissemination of public information and warnings during an event Responsibilities identified in Appendix A.10 Public Information and Warnings Plan
Queensland Ambulance Service Representative	Officer in Charge, Kingaroy Station, Queensland Ambulance Service	Liaison between the agency and the LDMG

Queensland Police Service Representative	Senior Sergeant, Officer in Charge, Kingaroy Police Station	Liaison between the agency and the LDMG
Queensland Fire and Emergency Service Representative	Area Commander, Queensland Fire and Emergency Service	Liaison between the agency and the LDMG
Stanwell Corporation Representative	Health and Safety Manager / Emergency Services * Security Officer	Liaison between the agency and the LDMG

Advisors

Advisors and Observers may attend the meeting and participate in discussions but are not members of the South Burnett Local Disaster Management Group or have voting rights.

Table 2: Advisors and invited observers as at Nov 2013

Local Radio	Manager	Liaison between the agency and the LDMG
Australian Red Cross	Emergency Services Regional Coordinator SQ	Liaison between the agency and the LDMG.
District Disaster Management Group	Executive Officer to the DDMG	Liaison between the agency and the LDMG Provide advice and support to the Chair and LDMG. To participate in the issuing of Public Information and Warnings
Blue Care Kingaroy	Manager	Liaison between the agency and the LDMG
QFES Emergency Management	Executive Manager	To provide advice and support to the Area Director EMQ and Local Group Chair and Local Disaster Coordinator.
Forest Products Queensland (FPQ) Representative	Forest Manager - Blackbutt	Liaison between the agency and the LDMG
Information Technology Advisor	Manager Information Technology and Communications, SBRC	To provide expert advice and support to the Local Group on information and communication technology matters
Sun Water Representative	Area Operations Manager	Liaison between the agency and the LDMG
Queensland Parks and Wildlife Service	Delegate	Liaison between the agency and the LDMG
Queensland Health Representative	District Director – Rural Health	Liaison between the agency and the LDMG
Kingaroy Hospital Representative	Medical Superintendent	Liaison between the agency and the LDMG
Telstra Representative	Area Sales Manager	Liaison between the agency and the LDMG

Refer to **Appendix B** to this Plan for Roles and Responsibilities of agencies and organisations involved in disaster operations and disaster management in the South Burnett council area.

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1.6.8 Essential Services Providers

The Group may invite an essential service provider to attend meetings of the group or become a member. This is will allow for consultation with and advice to be provided from the provider about disaster operations and preparing the disaster management plan. (s48A)

1.6.9 Secretariat

The Council's Local Disaster Coordinator and Project Support Officer Planning & Environment provide secretariat support to administer the business and governance of the Local Group.

1.6.10 Contact List

Refer to **Appendix F** for contact directory. The contact list for SBLDMG and associated groups shall be updated at each SBLDMG meeting and then distributed to members. Membership and Contact details will be maintained in accordance with the Information Privacy Principles of the *Information Privacy Act 2009.*

The DCS Chief Executive and the District Disaster Coordinator will be advised annually of membership of the Group by Council as per of *Section 37 Disaster Management Act 2003.,* The DDC and State Disaster Coordination Centre Watch Desk will be advised of changes to the Local Group Executive, including absences due to leave greater than 2 weeks.

1.7 Meetings of the Local Group

The SBLDMG shall meet at least once every six months and the ordinary meetings shall be timed to take into account high risk periods. Sub-Groups shall meet as outlined in their Terms of Reference.

During disaster and emergency events a Local Group extraordinary meeting may be called to consider the situation and make strategic decisions about disaster operations.

For extraordinary meetings, notice of meeting may be communicated by SMS, email or telephone call to members as soon as it is determined that a meeting of the Local Group is required.

The Chair presides at meetings of the Local Group and ensures that a meeting has a quorum.

Meetings will be held in Kingaroy unless otherwise advised. Meetings may be held with members present either in person or via teleconference.

Minutes of meetings are to be prepared and kept (s40 DM Act). Minutes are to be sent to all group members.

1.8 Reporting requirements

The Chair of the SBLDMG shall report on the performance by the local group of its functions in accordance with s34A (c) of the *Act* :-

- In an annual report prepared by the Local Disaster Coordinator on behalf of the Chair. The annual report *Disaster Management Guidelines.* Copies of the report shall be forwarded to the Local Group members, Council, Gympie District DDC and the Area Director EMQ;
- To Council in the form of meeting minutes; and
- To DDMG – Prior to each meeting of the DDMG a Disaster Management Status Report as set out in *Queensland Disaster Management Guidelines* shall be submitted to the Executive Officer to the DDMG.

Local Group members are to report their disaster management activities to meetings of the Local Group. Reporting processes for disaster operations during and after an event are set in Section 5 of this Plan.

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2. DISASTER RISK MANAGEMENT

2.1 Community Context

The following is relevant information regarding South Burnett Regional Council and its Disaster Management considerations.

Geography

The South Burnett Regional Council is located approximately 200 km north-west of Brisbane.

The Regional Council covers an area of 8,399 square kilometres; it covers a diverse range of country varying from natural bushland in State Forests to large expanses of rural grazing and agricultural activities.

Waterways include the Burnett River catchment including the Boyne and Stuart Rivers and Barkers, Mondure and Barambah Creeks.

The farming land which surrounds towns within the Region acts as a buffer, isolating farm buildings from relatively heavier vegetated areas, and affording 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 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 Environmental Protection Authority 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.

A large portion of the Regional Council is situated in the Burnett River catchment with the tributaries of the Boyne River and the Stuart River providing the catchment for Boondooma Dam and Barambah Creek.

Climate and Weather

The Region 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. Average annual rainfall varies between 650mm and 850mm. Daytime temperatures are in the range of 20 – 30 degrees for most of the year. Short periods of heat wave conditions may be experienced. Occasional frosts occur around mid-winter.

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Population

Estimated Resident Population Details

The preliminary estimated resident population of South Burnett Regional Council at 30 June 2011 was 33,406 persons, an increase of 428 persons or 1.3 per cent over the year. This compares with an increase of 483 persons or 1.5 per cent in the year to June 2010

Projections released in 2011 indicate that by 2016 the expected population of South Burnett Regional Council will be between 34,175 and 35,753 persons.

The median age of South Burnett Regional Council's population is projected to increase by 3.5 years from a median age of 40.3 years in 2006 to a median age of 43.8 years in 2031   The median age of Queensland in 2031 is projected to be 40.2 years, under the medium series

(Source Qld Govt Office of Economic and Statistical Research Population and Dwelling Profile April 2012,)

The 2006 Census indicated that the population of the Regional Council area was 31,286 persons with main population centres being:-
- Kingaroy pop. 7,621
- Nanango pop. 3,425
- Murgon pop. 2,632
- Wondai pop. 2,088
- Blackbutt pop. 573

The South Burnett Regional Council was formed by the amalgamation of four shires,
- Kingaroy Shire pop. 13,235
- Nanango Shire pop. 9,698
- Wondai Shire pop. 4,731
- Murgon Shire pop. 3,622

The region also contains Cherbourg Aboriginal Shire Council area and whilst not part of the South Burnett Regional Council any disaster would most likely involve Cherbourg, which has a population of approximately 1,189.

There are a number of small communities in the South Burnett Region at Mondure, Proston, Kumbia, Benarkin, Boondooma, Cloyna, Coolabunia, Crawford, Durong, Hivesville, Maidenwell, Memerambi, Tingoora and Wooroolin.

Community Capacity

Administrative Centres:
- The main Regional Council Office is located at Kingaroy, with customer service centres at Blackbutt, Nanango, Murgon , Proston and Wondai;
- Magistrates Courts are located in Murgon, Kingaroy, Cherbourg, Nanango;
- Centrelink Office at Kingaroy

Aged Care:
The region has 11 aged care facilities located across the region with larger facilities at Murgon, Wondai, Kingaroy, and Nanango. An aged care facility is also located within the Cherbourg Aboriginal Shire Council area.

Healthcare
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 with helipad.

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There is also the South Burnett Private Hospital in Kingaroy which is a 28 bed acute care facility.

The co-ordination of primary health care delivery in the South Burnett undertaken by the Darling Downs South West Queensland (DDSWQ) *Medicare Local* office located at Kingaroy. There are 10 GP Medical Practices / Centres and 14 Community Health Centres based throughout the Region.

Recreation
The South Burnett Clubs and Societies database is available at South Burnett Online.
Sporting Clubs and facilities are located in the major towns.

RSL Clubs and Golf Clubs are established at Blackbutt, Kingaroy, Nanango, Murgon and Wondai.

Shopping & Retail
The Region has shopping centres located in the four main towns with two (2) major shopping complexes at Kingaroy. The smaller towns have shopping centres that cater for day-to-day needs.

Vulnerable People
The South Burnett Region contains people that may be highly vulnerable to the impacts of disasters.

Emergency Services
- Queensland Ambulance Service (QAS) at Kingaroy, Murgon, Nanango, and Proston;
- Queensland Fire and Rescue Service (QFRS) at Kingaroy, Murgon, Nanango and Wondai, Proston, Cherbourg, Kumbia, Wooroolin, Blackbutt;
- Rural Fire Services Queensland maintain brigades across the South Burnett Region
- Police Stations are located at Nanango, Kingaroy, Wondai, Proston, Murgon, Kumbia and Blackbutt.
- SES Facilities and depots are located at Murgon, Wondai, Proston, Kingaroy, Kumbia, Nanango and Blackbutt;

Industry

South Burnett Region relies on energy production, agriculture, cattle grazing, forestry, retail and tourism for its economic viability.

Agriculture
Historically and currently the South Burnett is the peanut capital of Australia and this product is accompanied by soy beans, corn, wheat, barley and oats, water melons, 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, various vegetables

Education
There are over 25 public and private schools within the South Burnett and a campus of the Southern Qld Institute of TAFE at Kingaroy.

Energy Production

Stanwell Corporations Tarong and Tarong North power stations are located in the south of Region.

Tourism

The South Burnett is Qld's largest wine region and home to Queensland's biggest vineyards. There are currently a dozen 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, Palms National Park & Emu Creek State Forest) and draw people from across Queensland. Camping and accommodation facilities are also located at Boondooma Dam, Bjelke-Petersen Dam, and Mondure Park 4WD Recreation & Camping Facility

Public and Other Major Buildings, Spaces, and Events

Public and Other Buildings

Throughout South Burnett Region there are a number of public and other major buildings, including:

- South Burnett Regional Council facilities/halls at Kingaroy, Murgon, Nanango, Blackbutt, Proston and Wondai
- Court Houses at Kingaroy, Murgon and Nanango
- Kingaroy State High School Indoor Sports Centre

Major Public Spaces
- Racecourses
- Showgrounds
- Shopping Centres

Special Events
- Fishing Competitions at the Dams
- Peanut Festival
- Nanango Funfest
- Wine and Food in the Park
- Burrandowan Races
- Town Shows

Local Infrastructure and Transport

- Bunya Highway – south west to north east – Bunya Mountains to Murgon;
- Burnett Highway – south east to north east – Nanango to Goomeri;
- D'aguilar Highway - Blackbutt to Kingaroy;
- Kingaroy Airport 1600 metre 30 metre wide sealed runway strip; grass cross runway;
- Wondai Airport - grass runway strip with lighting
- Nanango Airport - grass runway strip
- South Burnett Regional Council has:
  - 3050 km of road network including 1380 km of unsealed roads;
  - 658 km sealed DTMR roads;
  - 47 road bridges of which 24 are timber and 1 concrete;
  - Approx. 40 recreational parks and approx 60 reserves;
  - 10 water supply schemes and 9512 water supply connections;
  - 544 km water supply pipelines;
  - 7 sewerage treatment plants and 6810 sewerage connections;
  - 238 km sewerage pipelines; and
  - 6 works depots.

Essential Services

Power Supply

- Ergon Energy. manages and operates the regional electricity distribution network in the South Burnett.
- Powerlink, operates, develops and maintains Queensland's high voltage electricity transmission network, which transports electricity in bulk from power generators such as Tarong to the regional distribution networks

Telecommunications & Internet

- The landline and mobile voice communications services are provided by Telstra, Optus and Vodafone. A variety of other smaller providers support the communications network.
- Fixed line, WiFi and Mobile Internet data services are available through a range of service providers.
- Some towns and communities in the region have limited or no mobile / internet service.
- The radio communication network from Cushion Hill provides service to the South Burnett Region.

Water Supply

- The townships of Kingaroy, Kumbia, Wooroolin, Wondai/Tingoora, Proston, Boondooma Dam, Murgon, Nanango and Blackbutt have reticulated water supply schemes. South Burnett Regional Council is the provider.

Sewerage and Sewerage Treatment

- Sewerage systems and associated treatment plants serve Kingaroy (10,000 EP), Wondai (2,500 EP), Boondooma Dam (21 EP), Murgon (2,400 EP), Nanango (4,500 EP), BP Dam (150 EP) and Blackbutt (2,000 EP). *(EP = Equivalent Persons)*. South Burnett Regional Council is the provider.
- The remainder of the Region utilises on-site treatment systems.

Gas Supply

- Bottled LPG is available to consumers.

Hazardous Sites

- Transport carrying chemicals, explosives, fuels and industrial liquids;
- South Burnett Meatworks – Mickin St, Murgon (not operational);
- Pig Abattoirs, Haly Street Kingaroy
- Murgon Tannery – Gesslers Rd, Murgon;
- Kingaroy peanut silos – Haly St, Kingaroy;
- Fuel depots:in the major towns with the details held by the LDC.
- Sawmill, Wondai
- Stanwell Corporation's Tarong Power Stations and Meandu Mine – Tarong-Maidenwell Rd, Nanango.

2.2 Disaster Hazards and Risks

2.2.1 Summary of Major Disaster Risks to the South Burnett Community

- Flood (including flood due to dam or weir failure). Risks include drowning, damage to property, disruption to business, flooding of houses and buildings, blocked road network, isolation of communities, loss or damage to council's water and sewerage treatment and potential for evacuation.
- Severe Storm (including Cyclone, Thunderstorm or Tornado). Risks include possible death or injury, damage to property, damage or loss of vegetation, blocked road network, disruption to business, flash flooding of houses and buildings, isolation of communities, loss of power and telecommunication for up to three days, loss or damage to council's water and sewerage treatment and potential for evacuation.
- Bushfire: Risks include possible death or injury, damage to property, damage or loss of vegetation, blocked road network, disruption to business, loss or damage to houses and buildings, isolation of communities, loss of power and telecommunication for many hours, and potential for evacuation of people or communities.
- Pandemic: Risks include possible death or serious illness, possible quarantine and isolation with medical and ambulance services overwhelmed.
- Agricultural and Emergency Animal Disease
- Isolation: A significant impact of disaster risk, particularly flooding is the isolation of major agricultural and horticultural activities. E.g. piggery feedlots, cotton farms. Accessibility of feed and destruction of assets e.g. crop / facilities.

2.2.2 Disaster Risk Studies

The South Burnett Natural Disaster Risk Assessment was completed October 2012.

Previously Natural Disaster Risk Assessment Studies and Disaster Mitigation Plans were completed by Kingaroy, Murgon, Wondai and Nanango Local Governments.

A significant element of the disaster risk assessment process was the consideration of how a reduction in disaster risk can protect the community against loss of infrastructure, damage to the natural environment, compromised standard of living and economic failures brought about by disasters.

The full document is located with the Local Disaster Coordinator and may be viewed on request.

The Risk Management Assessment Tables set out the identified natural hazard risks to the South Burnett Regional Council area. These risks are the events that are likely to happen in the area. (s57 DM Act).

The products of the Risk Management Assessment including the Tables are in the South Burnett Natural Disaster Risk Assessment document.

During 2013-2014 the Local Disaster Management Group will review the region's Disaster Risk Assessment and further develop appropriate Mitigation Strategies.

2.2.3 Neighbouring Council Areas

The South Burnett Regional Council Area has shared boundaries and major risks of flooding and bushfire with:
- North Burnett Regional Council to the north,
- Gympie Regional Council to the east,
- Somerset Regional Council to the south east
- Toowoomba Regional Council to the south
- Western Downs Regional Council to the west.

Cherbourg Aboriginal Shire Council area is contained within the South Burnett Council area and may require local assistance from the SBLDMG. The SBLDMG may also be required to assist Goomeri in the Gympie Regional Council area and Yarraman in Toowoomba Regional Council area.

2.3 Risk Descriptors and Residual Risk

2.3.2 Residual Risk

The Local Group notes that its treatment options will not always be adequate or the treatment of a risk may beyond the capacity of the local group and residual risk will remain. This will require further assistance which may be sought from or transferred to the District Group. The identification of these residual risks requires review and study by the Local Group. It is intended to include this information in the 2014-15 version of this Plan.

If a disaster event is occurring in one of the neighbouring regions it may impact upon the ability of the South Burnett Local Group to coordinate disaster operations, requiring further assistance from the District Group.

3. PREVENTION and Disaster Mitigation

3.1 Prevention

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

3.2 Disaster Mitigation

Disaster Mitigation is the means taken in advance of or after a disaster aimed at decreasing or eliminating its impact on communities, the economy, infrastructure and the environment.

The objective of prevention and disaster mitigation activities is reduced risk and vulnerability through initiatives to enhance community resilience and sustainability.
Prevention and disaster mitigation can be, in part, achieved through application of, building codes and planning policies and legislation.

Mitigation Strategies

- *Bushfire Mitigation Program*
- *Flood Mapping Studies*
- *Betterment during reconstruction following a natural disaster.*

3.3 Building Codes and Building Use Regulations

In South Burnett Regional Council the following codes and regulations apply:

- *Body Corporate and Community Management Act*
- *Building Act*
- *Building and Other Legislation Amendment Act*
- *Building Code Australia*
- *Building Fire Safety Regulation*
- *Building Regulations 1991*
- *Building Services Authority Act*
- *Building Standards Regulation 1993*
- *Building Units and Group Titles Act*
- *Local Government Finance Standard 2005*
- *Queensland Development Code*
- *State Planning Policy 1/03 guideline: mitigating the adverse impacts of flood, bushfire and landslide*
- *Kingaroy, Murgon, Nanango and Wondai Town Plans*

3.4 Legislation

In addition to the *Disaster Management Act 2003* legislation relevant to disaster management includes:
- *Agricultural Chemicals Distribution Control Act 1966*
- *Ambulance Service Act 1991*
- *Local and Subordinate Local Laws*

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- *Chemical Usage (Agricultural and Veterinary) Control Act 1988*
- *Dangerous Goods Safety Management Act 2001*
- *Environmental Protection Act 1994*
- *Exotic Diseases in Animals Act 1981*
- *Explosives Act 1999*
- *Fire and Rescue Services Act 1990*
- *Gas Supply Act 2003*
- *Information Privacy Act 2009*
- *Land Act 1994*
- *Liquid Fuel Supply Act 1984*
- *Local Government Act 2009*
- *Native Title (Queensland) Act 1993*
- *Nature Conservation Act 1992*
- *Queensland Reconstruction Authority Act 2011*
- *Petroleum Act 1923*
- *Police Powers and Responsibilities Act 2000*
- *Public Health Act 2005*
- *Public Safety Preservation Act 1986*
- *Right to Information Act 2009*
- *Sustainable Planning Act 2009*
- *Terrorism (Commonwealth Powers) Act 2002*
- *Water Act 2000*
- *Water Supply (Safety and Reliability) Act 2008*
- *Workplace Health and Safety (Miscellaneous) Regulation 1995*

3.5   Insurance

In a disaster there is significant impact on the whole community caused by under insured and non-insured properties.

It is considered that this is an issue for the insurance industry and the State Government with input from the Local Group through its members.

3.6   Land-Use Management Initiatives

South Burnett Regional Council has a limited number of Land Use restrictions for high-risk areas which are covered by the Planning Scheme and other Council Policies such as:
- Bushfire Hazard Planning;
- Minimum floor levels;
- Land subject to inundation restrictions;
- SPP 1/03
- Sustainable Planning Act requirements;
- South Burnett Regional Council Town Plans
- Wide Bay Burnett Regional Plan

3.7   Counter Terrorism Risk Management

A counter-terrorism risk assessment has been carried out by Queensland Police Service (QPS). The results of this assessment are held by QPS.

4.   PREPAREDNESS AND CAPACITY BUILDING

4.1   Our Preparedness Objective

Build the capacity of the community, council, emergency services and Local Group to effectively prepare for, respond to and recover from disasters.

4.2   Preparedness and awareness overview

Effective disaster management and response activities begin with preparedness and awareness raising activities conducted on an ongoing basis, in advance of any potential event. Preparedness activities include having *"arrangements or plans to deal with a disaster situation that is the mobilisation of the disaster response structure and resources"*.

This includes activities to increase preparedness and awareness in the wider community and awareness of the steps of that the Local Group is taking to plan and prepare as well as what role the community can play.

Capacity is a combination of the capability and the resources available to the Local Group that can reduce the level of risk or the effects of a disaster. Capacity can be built through activities that ensure ongoing improvement of the disaster management arrangements, for example, planning meetings, workshops and seminars, training, and exercises. Local level capability is recognised as the frontline of disaster management. The local plan aims to set out how this capability is to be enhanced and continually improved.

4.3   Building response capacity

Within the South Burnett region there are designated lead agencies who are responsible for the initial response to an incident or event. It is their responsibility to plan for and coordinate the response to a particular emergency or event.

Refer to local plan Appendix B for the description of the roles and responsibilities (including designation of the lead agencies) of members and agencies of the Local Group.

Each agency, particularly lead agencies are to provide reports at meetings of the Local Group about the status of their preparedness, and the extent, limits or gaps in their response capability.

Each Local Group member agency is responsible for taking actions to establish and sustain its own disaster response capability including providing equipment and a suitable number of trained persons using the resources available to that agency to effectively deal with or help another entity deal with an emergency or a disaster situation within the South Burnett region.

During periods of *"Alert"* or *"Lean Forward"*, if additional resources are required by an agency to ensure preparedness, then this is to be brought to the attention of the LDC or the DDC.

4.4   Community resilience

The Queensland State Disaster Management Plan (State Plan) states that prepared and resilient communities are one of the five main principles of disaster management which form the basis of Queensland's disaster management arrangements.

Community resilience is a community's capacity to change, grow and flourish.

A disaster resilient community knows the risks and hazards they face and has the ability to individually and collectively reduce their risk, to accept the aftermath of disaster events and the impacts on their lives.

Disaster resilient communities are also aware that it may take considerable time before life returns to any degree of normality should an event impact their area and that resilience is not simply about a community going back to what it was like before but rather learning from a disaster and adjusting to be more resilient should a similar event occur again.

The Local Group intends to work with the South Burnett Community to improve community resilience. The Local Group and Council support the Queensland Government's *Get Ready Queensland* strategy.

4.5 Community awareness

4.5.1 Community education and awareness methods

S30 of The Act requires the LDMG "*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*".

The members and organisations of the Local Group currently provide public information and education programs to improve community awareness. These include:

- Council's website and facebook pages
- Disaster and emergency community awareness brochures displayed and available in council offices and libraries.
- Preparedness articles in local papers and council newsletters.
- Queensland Government Get Ready advertising, presentations, and website material
- QFES advertising, presentations and website material.
- EMA community awareness publications and emergency management for schools website
- Community education to various organisations e.g. by the LDC, SES group leaders, etc.
- QFRS fire and bushfire awareness program.
- BOM weather warnings and website material.

The Local Group recognises that providing information on how to look after yourself, your family, your home, business and community in the event of a natural or a man-made disaster is an effective way to build community resilience and help communities recover in the aftermath of an event.

It is recognised that community awareness and understanding can be heightened by literature and targeted education and awareness activities in addition to the aforementioned programs and resources.

4.5.2 Community Education Activities – Strategy & Timing

From 2014 the Local Group will develop and implement an annual Community Education and Awareness Plan which addresses community needs for each 12 month period. The Plan will set out the local group agencies responsible for delivery of community education and awareness products and services.

The Local Group will work with the District Group to ensure consistency of messaging and identify opportunities for joint activities. e.g. *Get Ready* week.

As much as possible community education and awareness activities will be aligned to the times of the year when we expect weather related hazards as shown by our risk assessment studies:

- Bushfire Season – commences around August and goes through to around early December;
- Thunderstorm Season – commences in spring and goes through early summer;
- Cyclone Season – cyclones can occur in Southern Qld from December to April
- Flooding – likelihood increases as we move through spring into summer

These seasonal hazards are the priority for community education

4.6 Get Ready South Burnett

The Local Group with Council, QFES, and media, business and community partners will undertake to develop and promote the *Get Ready Queensland* and *Get Ready South Burnett* message.

The Get Ready campaign is based upon the idea that "*If we all do a little, we'll accomplish a lot*". The Plan supports that message.

The Steps to Get Ready and prepare are:

Step 1 Prepare your emergency plan

Step 2 Prepare your emergency kit

Step 3 Prepare your home / business / farm.

Step 4 Tune into Warnings.

The following are the key planning tools to Get Ready:

- Household Emergency Plans
- Business Emergency / Continuity Plans
- Agricultural Contingency Plans

The aim of these plans is to:

- Encourage people, businesses and farmers to prepare themselves, their properties and their clients for disasters such as flooding, severe storm and high wind events
- Improve safety awareness levels and safety behaviours during a disaster or emergency
- Encourage people to be aware of, and care for their neighbours in the immediate aftermath of a disaster.

The preparedness planning documents are available from http://disaster.qld.gov.au/getready/

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4.7 Education and training for those involved in disaster and emergency management work

4.7.1 Disaster Management Training Framework

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

QFES Emergency Management (EM) has a responsibility identified in The Act to ensure that persons performing functions under The Act in relation to disaster operations are appropriately trained. EMQ have published a disaster management training framework identifying courses that are to be undertaken by those persons.

Each member agency is responsible for ensuring that staff undertaking disaster management work are receiving appropriate training for their roles, in particular the courses identified in the training framework.

The Local Group secretariat will assist with scheduling training for Local Group members and the local disaster coordination centre team. This will be undertaken in consultation with the QFES EM Area Director. QFES-EM will monitor which members have received training.

The South Burnett Local Group will take advantage of opportunities to train with other Local Groups as this will provide an understanding of common issues and greater understanding of each other's risks and challenges e.g. training with Cherbourg Local Disaster Management Group.

4.7.2 Training for work in disaster coordination centres

Each lead agency is to have an appropriate number of staff trained or planned to be trained at the appropriate skill and competency level to work in a disaster coordination centre. This will greatly assist with the effective coordination of disaster operations.

Appropriate courses for working in a disaster coordination centre include but are not exclusive to:

- Australian Emergency Management Institute (AEMI) "Coordinate resources within a multi-agency emergency response". This course examines a range of issues that impact emergency coordination, culminating in a major coordination centre exercise where participants will have a chance to experience the management of a major emergency in a realistic, simulated environment.
- QFES -EM Disaster coordination centre courses form the disaster management training framework.

4.8 Exercises

An exercise is a controlled objective based activity used to practice, evaluate or test plans or procedures and resources. The purpose of an exercise is to practice/ test the knowledge and ability of disaster management agencies to coordinate disaster operations for a potential situation. Exercises can enhance capacity and confidence of the people that participate in them.

The conduct of an exercise is one way in which the Local Group can undertake a review of the local plan.

Prior to participating in exercises it is preferred that participants have received training as outlined in Section 4.7 of this plan. It is better if participants have a basic understanding of the procedures that apply to working in a disaster management environment. This way the experience and learning's from the exercise can be maximised.

4.8.1 Exercise program and type

Each year one or more of the following exercises should be held in the South Burnett:

(a) A table top discussion exercise, with the focus of the exercise to be determined by the District or Local Group.

(b) An LDCC exercise with the focus of the exercise to be determined by the LDC or Local Group.

(c) A joint LDCC / DDCC exercise with the focus of the exercise to be determined by the LDMG and DDMG.

The Local Group, if practicable will take up any offers from the State to participate in State exercises.

More frequent smaller exercises can be an effective alternative to a single large scale activity.

4.8.2 Exercise Debrief

An exercise is to be followed by a debrief process. A hot debrief is to be conducted immediately following the conclusion of the exercise and a cold debrief conducted not longer than a month following the exercise. The cold debrief allows participants time to provide a considered view of the exercise experience. A report from the debrief should be produced and tabled at the next Local Group meeting for discussion and action.

4.8.3 Exercise Evaluation

To determine if an exercise has achieved the exercise aims and objectives, the exercise should be evaluated by independent evaluators. QFES can support this task by providing evaluators and preparing a report of the Lessons Identified during the exercise. The Lessons Identified Report should be tabled / discussed at the next Local Group meeting. The Local Group at subsequent meetings should then ensure that Lessons Identified are being actioned.

4.9 Post disaster assessment

Post-disaster assessments (also known as after action reviews) are conducted to:

- Assess disaster operations including actions, decisions or processes;
- Document those processes that worked well and ensure that they are captured and updated in plans for use in the next operation; and
- Assess capability and consider where additional planning, training and/or exercises may enhance capability.

The review of disaster operations is conducted through two types of debrief:

- Immediate (Hot) debrief, which is undertaken immediately after operations are complete, giving people involved the opportunity share their experiences whilst it is still fresh in their minds. Multiple hot debriefs during protracted operations may help to identify significant issues and develop solutions for immediate implementation.
- Post event debrief which is held weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation.

A post disaster assessment report should be prepared which provides an overview of the lessons identified and importantly recommendations for improving disaster management in the region. The post disaster assessment report should be tabled and discussed at the next Local Group meeting. The Local Group at subsequent meetings should then ensure that Lessons Identified are being actioned.

The report may require the Local Group to consider difficult issues for resolution or may need to refer an issue to the District Group for advice or resolution. The Local Group should ensure that *Lessons Identified* have been referred are being actioned.

Post disaster assessment reports should be provided to the District Disaster Coordinator.

5. RESPONSE

5.1 Response Principles

The principle purpose of the emergency response is the preservation of life, livelihoods and property. Response is defined as the *"actions taken in anticipation of, during, and immediately after an emergency to ensure that its effects are minimised, and that people affected are given immediate relief and support"* (EMA 2004).

The plan identifies that the lead (response) agency is responsible for providing an immediate ongoing response and control for specific disaster or emergency threats.

The Local Group and LDC will work closely with the DDMG and DDC to manage and coordinate disaster operations.

The plan recognises that a response to a disaster / emergency event:

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

Response Objectives for an Event

- Activate early to prepare and to plan for the response and coordination of disaster operations
- Provide warnings, alerts and public information early and consistently to the community or those who need it;
- Disaster operations and response activities are coordinated
- Resources are accessed & are used effectively
- Support is provided to meet community needs
- Reports about the situation are provided to those who require it and at the right time

5.2 Response Capability

Each response agency is responsible for ensuring the adequacy of their own planning arrangements and business continuity for effective disaster response and disaster operations in a coordinated way with the disaster management group.

South Burnett Regional Council maintains a disaster response capability. This means Council provides equipment and a suitable number of persons, using the resources available to the Council, to effectively deal with, or help another entity to deal with, an emergency situation or a disaster in the Council area.

5.3 Coordination of disaster operations and response

The coordination of disaster operations and response occurs on a tiered basis:

- Initial response
- Incident coordination centre / forward coordination centre
- South Burnett Local Disaster Coordination Centre (SBLDCC)
- Gympie District Disaster Coordination Centre
- State Disaster Coordination Centre.

Overall management of the coordination of disaster operations and disaster response is the responsibility of the Local Disaster Coordinator of the SBLDMG.

5.3.1 South Burnett Local Disaster Coordination Centre (SBLDCC)

Activation and Operation of the SBLDCC is the responsibility of the Local Disaster Coordinator

The functions of the SBLDCC are:

- To coordinate disaster operations in the South Burnett
- To implement strategic decisions of the Local Group about disaster operations
- To gather intelligence and develop event action plans to ensure that future operations have been planned
- To coordinate Council and community resources in support of agencies involved in response and recovery operations;
- To coordinate or request additional resources for the region including those allocated to Council through the District Disaster Coordination Centre;
- To prepare public information, warnings and alerts and
- To prepare situation reports for the community and relevant authorities such as the DDC.

Trained council personnel shall operate the SBLDCC on a roster system for the duration of the disaster situation. Assistance may be required from outside resources and they will supplement Council personnel.

The Local Disaster Coordination Centre Operational Plan identifies Roles and responsibilities, equipment and information management systems and structures put in place. The SBLDCC has the Guardian Control System to assist with the management of information including logging and managing tasks. Sub Plans have been developed for use by the LDCC to deliver efficiency in disaster operations.

The Primary SBLDCC will be located at the South Burnett Regional Council Offices at the Council Chambers, Glendon Street, Kingaroy.

A situation may arise where, due to the nature of the threat and its locality, an alternate or secondary SBLDCC may be established at either the Nanango, Murgon or Wondai Local Disaster Coordination Centres.

Concept of Operations for Response
The following Operational Sub Plans provide specific concept of operations processes for each topic.

- Activation procedures refer to section 54.4 and *A.1 Activation of South Burnett LDMG Operational Plan*
- *LDCC Operational Procedures refer to A.2 South Burnett Local Disaster Coordination Centre Operational Plan.*
- Operational reporting procedures are included in *A.2 South Burnett Local Disaster Coordination Centre Operational Plan.*
- *Financial Management procedures refer to Appendix A.2*
- *Warnings, Alerts and Public Information refer to Appendix A.10*
- *Resupply refer to Resupply Guidelines at www.disaster.qld.gov.au*

5.4   Activation & Authority to Activate

The authority to activate the South Burnett Local Disaster Management Plan is delegated to the Local Disaster Coordinator following consultation with the Chair of the SBLDMG. The plan may also be activated by the LDC at the request of the DDC.

Activation of the SBLDMG shall be in response to an event that demands response and disaster operations to be coordinated.   The Local Disaster Coordinator will decide on the scale of the activation.

It is the duty of the Local Disaster Coordinator to inform the Chair/Mayor, CEO, DDC and Area Director QFES Emergency Management regarding the activation of the LDMP or the SBLDCC.

There are four levels of Activation.

Yellow	Alert
Amber	Lean forward
Red	Stand up
Green	Stand down

Activation Triggers and required actions are set out in Table 5.1.

Activation of each stage shall be dependent upon the type of hazard and situation.   For example, an earthquake or extremely dangerous thunderstorm may have an immediate major impact and will activation at Stand Up level. A bushfire or flood may be a gradual build up and a staged activation is more likely

.

Table 5.1: SBLDMG and SBLDCC activation triggers and required actions

Activation level	Threat/Trigger	Actions
1. Alert - Yellow	• Information received identifying: a threat which is likely to develop in the region over the next 1-3 days • Lead agency advises they are likely to establish an incident coordination centre(s) at Lean Forward or Stand Up status	• Hazard / threat identified, being monitored • Initial threat advice from relevant agency provided to LDC • Monitor weather forecasts at regular intervals • Availability of staff at response agencies determined • Contact lists checked and updated including mobile phone & sms contact list • Notify Chair and members of the LDMG of threat/emergent situation • Contact with incident controller at lead agency ICC established • Contact with DDC (or delegate) established • Notify LDCC staff and confirm availability of staff for LDCC if needed • Media and communication strategy prepared
Lean Forward - Amber	• Probable disruption / impact of an expected event on the community is less than 24 hours away • Potential for multiple events which will require a coordinated response from a number of agencies from the across the South Burnett • Lead agency advises it has established an active incident coordination centre(s) • Need for the community to be alerted	• Preliminary SitRep developed, provided to DDC • Notifications sent and acknowledged • Decision made on likely activation phase • Availability of staff for LDCC confirmed • Contact maintained between lead agency ICC, LDC, DDC and QFES • Operational Readiness confirmed • If time available extraordinary LDMG meeting held. • Preparations undertaken to activate LDCC as per sub-plan • Scale(size) of LDCC being considered by LDC • After hours support and access arranged if likely to be required • LDMP public information and warnings plan activated, alerts being provided to the community or those who need it

Activation level	Threat/Trigger	Actions
3. Stand Up - Red	• Event is imminent or has occurred • Potential for significant community impact • Coordination of disaster operations required • Support to the community required	• Local Group and Local Plan activated in full or in part as per sub-plans • Cost capture commenced • DDC advised of level of activation and situation • Situation reporting from LDCC underway, including to DDC • Warnings, Alerts and Public information being provided to the community • Regularly hold and minute LDMG core group or extraordinary meetings • Scale up LDCC as required when existing resources cannot cope with the volume of work and further expansion of the AIIMS system is required • Damage / impact assessment process being planned or underway • Activate recovery plans
4. Stand Down - Green	• Coordination of disaster response operations to the event has concluded • Transition to coordination of disaster recovery operations underway / completed. • Community is in recovery phase or returning to pre-event status	• Status of all outstanding actions for disaster response operations confirmed and handover of tasks to normal operational methods completed • Final SitRep for disaster response operations forwarded to DDC • All documentation /electronic files, including finance, finalised and stored • LDCC staff and Local Group members deactivated for disaster response operations • LDCC closed for disaster response operations • Community informed of end or response operations • Recovery arrangements implemented • All council information updated • Transition to coordination of disaster recovery operations finalised • Handover to local disaster recovery coordinator for reporting purposes completed • Hot debriefing/s held • Cold debrief scheduled

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5.5   Accessing and Providing Support (Logistics / Resources)

5.5.1   Request from ICC to the LDCC

The incident controller at the Incident Coordination Centre (ICC) is to contact the LDCC when additional resources are required, i.e. resources which are not available from the Lead or support agencies in attendance at the ICC for the response.

The ICC is to make requests through that agencies' LDCC liaison officer.

5.5.2   Requests to DDC / DDMG

If resources of South Burnett Local Group member agencies become exhausted or overwhelmed or a specific technical resource or capability is not able to be located or available in the region, the LDC is to contact the DDC so that resources can be accessed or made available, by the DDCC.

The LDC is to use the correct Request for Assistance Form and send it to the DDC. All requests for assistance to the DDC shall be approved by the LDC (but may be prepared by a delegate e.g. the Logistics Officer).

The LDC will be proactive in advising the DDC of likely requests for additional resources so that in turn the DDC can also be proactive in its planning for requests for additional resources for the region.

5.5.3   Requests to State Disaster Coordination Centre for assistance / support

When the District is not able to action or fulfil requests for assistance the DDC will request assistance from the Operations Officer, State Disaster Coordination Centre.

5.5.4   Support from external agencies (public & private)

Support may be sourced from:

- Member agencies preferred suppliers as per the list of suppliers held by that agencies procurement unit;
- All emergency service providers both government and non-government agencies;
- Through the Local Group member agency liaison officers;
- the DDC as described previously in Section 5.5.2 of this Plan;
- The SDCC or the DDC who may allocate and push resources forward to the region during an event even though resources have not been requested by the LDCC. The staging and reception of these resources will require planning and coordination by the LDCC; and
- Should support, as described above, be withdrawn for whatever reason, the agencies should advise the LDC immediately.

The Chair of the LDMG, the Local Disaster Coordinator, or delegate can request assistance from local agencies, businesses and community groups for additional resources. The call for assistance will be commensurate to the role and/or responsibilities of the agency, business or community group being contacted for assistance.

5.5.5 Providing support to disaster affected communities

On the request of the DDC, the Chair of the LDMG, or delegate, may activate the LDMG and this plan for the purposes of providing support to disaster-affected communities outside of the region.

5.5.6 Cross boundary arrangements

Council is bordered as follows (by neighbouring Councils):
- on the north by North Burnett Regional Council,
- on the east by Gympie Regional Council,
- on the south by Somerset Regional Council and Toowoomba Regional Council;
- on the west by Western Downs Regional Council; and
- The Cherbourg Aboriginal Shire Council is contained within the boundaries of the SBRC area.

In the event that any of the neighbouring Councils request assistance from the South Burnett Local Disaster Management Group, or in the event of the South Burnett Local Disaster Management Group being in need of assistance from any of the neighbouring Councils, the Local Disaster Coordinator of the South Burnett Local Group will request assistance via the relevant Local Disaster Management Group. If the Council seeking assistance is within a different Disaster District, the District Disaster Coordinator (DDC) will be requested to make contact with the neighbouring DDC. The DDC will be kept informed of any requests.

5.6 Warnings Alerts and Public Information

5.6.1 Public information to the Community during disaster response and recovery

Public information and warnings provided by the Local Group shall be provided mainly through Radio and TV. Warnings can also be delivered through;
- social media e.g. South Burnett Council Facebook page,
- the Council and other emergency service organisation websites,
- Media Releases from the Mayor and Emergency Services;
- the use of SEWS (Standard Emergency Warning System) or
- the national Emergency Alert (EA) telephone and SMS messaging system.

These methods will be used to support and reinforce the warning messages provided through radio and TV. Warnings or Public Information may be provided before during or after a disaster.

The Mayor of the South Burnett, the officer in charge of the lead agency, the DDC and the LDC shall be key sources of information for the community regarding the status of the emergency response and any other associated threats or required community actions.

To ensure that disaster warnings and alerts are coordinated and timely the Local Group has developed a *Public Information and Warnings Operational Sub-Plan.*(Appendix A.10)

This plan recognises that individuals are likely to hear about a potential disaster situation from a variety of sources and most will seek to confirm that message before they take any action. Research indicates that if the emergency warning is not confirmed then it may be ignored. So long as the information is consistent, emergency warnings issued from two or more relevant agencies will help to confirm and reinforce the warning message.

A component of exercises will be to practise the preparation of public information and dissemination of warning messages and alerts both for broadcast and social media.

5.6.2 Receipt of Warnings by the Local Group and LDC

Warnings or alerts are received by the Local Group, LDCC and LDC during disasters and emergencies. Warnings that may be received include:

- Weather Warnings from the Bureau of Meterology;
- Warnings and alerts about dam operations from SunWater;
- Bushfire Alerts and Warnings from QFRS;
- Health Warnings from Qld Health (heatwave / Pandemic); and
- Warnings or information received from community members

Warnings may be received by telephone, sms, email and / or social media notification

The LDC will use the resources of the LDCC as set out in these plans, to take appropriate actions to respond to these warnings.

5.7 Declaration of a disaster situation

In accordance with s64 of The Act the DDC may, with the approval of the Minister, declare a disaster situation for the district or one or more local government areas within the district in whole or in part. As outlined in s75 to s77 of the Act, the declaration confers extra powers on particular persons to perform actions, give directions and control movements within the declared area.

To declare a disaster situation, the DDC is to be satisfied that a disaster has happened, is happening or is likely to happen and it will be necessary, or reasonably likely to be necessary, to exercise declared disaster powers to prevent or minimise the loss of;

- human life,
- illness or injury to humans,
- property loss or damage,
- or damage to the environment.

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

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.

The Chair of the Local Group is to contact the DDC and request the DDC to consider the declaration of a disaster situation if the Chair believes that additional legal (disaster) powers, as set out in the Act, are required for the conduct of disaster operations.

5.8 Relationship between activation, declarations and financial assistance

The activation of disaster management arrangements, local disaster management plan or local disaster coordination centre confers neither special powers nor funding and it is not necessary for a declaration of a disaster situation to be made to activate the disaster management arrangements.

A declaration of a disaster situation under The Act provides for disaster (legal) powers to DDCs and declared disaster officers.

The activation of either NDRRA or SDRA provides for financial support to the community, funding for disaster operations of state government departments and local governments and restoration of essential public assets. The activation of NDRRA or SDRA is not dependent upon the activation of the QDMA or the declaration of a disaster situation. **The activation of NDRRA or SDRA is not a declaration but an activation of financial arrangements.**

All three actions are independent and are not interlinked or conditional, although some or all may occur for the same event.

5.9   Financial considerations during response

All agencies are responsible for meeting and recording their own operational expenses incurred during a disaster event, and for claiming reimbursement of any expenses allowed under the State Disaster Relief Arrangements (SDRA) and the Natural Disaster Relief and Recovery Arrangements (NDRRA), if activated. Details of these programs can be found at: http://disaster.qld.gov.au/Financial%20Support/Disaster_finance_arrangements.html

All agencies incurring expenditure during disaster operations are responsible for ensuring compliance with legislation, finance standards, financial procedure and practice manuals and any delegations of authority for contracts / authorisation of expenditure.

5.9   Sub Plans

Sub Plans have been written for specific functions, refer to:

Section 7 Appendices - Appendix A – Operational Sub Plans:

- *A.1 Activation of SBLDMG* – sets out the process for the activation of the SBLDMG.
- *A.2 South Burnett Local Disaster Coordination Centre* – standard operating procedures for activating, staffing and management of the SBLDCC during an event.
- *A.3 Financial Management* – establishes the procedure for purchasing, procurement and the process for tracking agency costs for response and recovery from a disaster.
- *A.4 Community Support* – includes the Community Welfare Plan and provides procedures and processes to be used during both the response and recovery phase of an event.
- *A.5 Evacuation* – this plan sets out the process for evacuation, who makes the decision, how it is activated, who gives direction to evacuate and to which centre.
- *A.6 Evacuation Centre Management* – establishes the roles and responsibilities for the opening up, staffing, registering and, in general, caring for evacuees.
- *A.7 Impact Assessment* – this plan provides the SBLDMG with the tools to carry out an initial and then a more detailed impact assessment on the effect of the disaster on infrastructure, private property and the people in the community.
- *A.8 Medical Services* – this Plan provides a list and contact details for medical support in South Burnett Regional Council.
- *A.9 Public Health* – Council Health Plan sets out the responsibilities of the Environmental Health Officer in the event of a disaster and the support given by Queensland Public Health.
- *A.10 Public Information and Warnings* – provides the guidelines for the public awareness and education programs undertaken by members of the SBLDMG and also the procedure for issuing warnings or advice pre, during or post event.
- *A.11 Public Works and Engineering* – protection and restoration of infrastructure before, during and after an event is paramount and this plan identifies key resources and assistance that can be deployed.
- *A.12 Rescue* – during a major event circumstances may require the rescue of people and the support rescue agencies and their activation procedure is identified in this plan.
- *A.13 Transport* – transport plays a key role in a disaster in not only ensuring access to the area for response teams but also to evacuate people if required.
- *A.14 Logistics* – resource management, particularly of material resources, is an area that can cause extreme problems in response to a major event. This plan addresses the issues and provides process to be followed during a major event.

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5.10   Threat Specific Planning and Higher Risk Hazards

The Disaster Management Plan is based on the all-hazards approach with the consequences for each threat being responded to in a similar manner and the key to a successful operation is to manage the consequences of the event to produce the best outcome for the community.

The Operational Sub Plans are applicable to all hazards and some or all of those Plans would be implemented depending on the particular event.

However each type of event may have its own special requirements, to aid the response for extreme or high risk hazards some additional threat specific plans have been included in this disaster management plan as follows:

- *Pandemic Influenza*
- *Severe Storm*
- *Flooding*
- *Bushfire*

Refer to **Appendix I Threat Specific Planning Arrangements**.

6.   RECOVERY

6.1   Definition

Recovery is the coordinated process of supporting and helping affected individuals and communities:

- in the reconstruction of physical infrastructure
- the restoration of the economy
- the rehabilitation of the environment
- the maintenance of emotional, social and physical well-being.

As the recovery phase of a disaster involves disaster relief in the provision of immediate shelter, life support and human needs to persons affected by a disaster it is important that disaster recovery strategies are activated in conjunction with, an effective disaster response.

Recovery however extends well beyond the provision of immediate support to include repair, reconstruction, restoration of social wellbeing, economic renewal, and rehabilitation of the natural environment. It is both a remedial and a developmental process.

As disaster recovery is complex, dynamic and potentially protracted this plan recognises that recovery is most effective when:

- recovery activities are conducted with the active participation and input of the affected community
- local community service and business organisations have input to key decision making
- recovery management and reconstruction arrangements are well understood by all parties, and
- recovery services are provided in timely, fair, equitable and flexible manner.

In Queensland, disaster recovery is governed by directions set out in the Queensland Recovery Guidelines available at www.disaster.qld.gov.au

6.2   Recovery Concepts & Objectives

The key Recovery Concepts and Objectives are:

- Community Involvement – recovery processes are most effective when affected communities actively participate in their own recovery;
- Local Level Management – recovery services should be managed to the extent possible at the local level;
- Affected Community – the identification of the affected community needs to include all those affected in any significant way whether defined by geographical location or as a dispersed population;
- Differing Effects – the ability of individuals, families and communities to recover depends upon capacity, specific circumstances of the event and its effects;
- Empowerment – recovery services should empower communities to manage their own recovery through support and maintenance of identity, dignity and autonomy;
- Resourcefulness – recognition needs to be given to the level of resourcefulness evident within an affected community and self-help should be encouraged;
- Responsiveness, Flexibility, Adaptability and Accountability – recovery services need to be responsive, flexible and adaptable to meet the changing environment, as well as being accountable;
- Coordination and Integration of Services – coordination of recovery service agencies, with the activities of response agencies, is essential to avoid overlapping services and resource wastage; and

- Planned Withdrawal – planned and managed withdrawal of external services is essential to avoid gaps in service delivery and the perception of leaving before the task has been completed.

6.3 Recovery Operations: Components and Transition from Response

There are four key elements of recovery which need to be considered and addressed. The **Recovery Sub Plan** (*Appendix H*) considers in detail each component and addresses the issues such as the following:

- Human Social Recovery – psychosocial impacts on families and individuals:

  - Community characteristics;
  - Psychosocial impacts and number of people affected
  - Resources necessary to assist in recovery;
  - Which government agencies and non-government organisations could assist during recovery; and
  - What financial assistance is available to the community and how people can access it
  - How we will communicate with the community

- Infrastructure Recovery – infrastructure and essential services:

  - Identification and understanding the damage
  - Restoration of essential services;
  - Community access to services;
  - Facilitation of restoration of living conditions and security;
  - Prioritising the rebuilding of infrastructure and community lifelines;
  - How to communicate with the community; and
  - How to integrate arrangements with other agencies

- Economic Recovery –economic, financial and business activity recovery.

  - What impact will the disaster have on business continuity and job security;
  - Who needs to be involved in rebuilding economic viability and business activity in the community; and
  - Management of damaged reputation regionally, nationally and internationally.

- Environmental Recovery:

  - Identification of issues to be considered in managing environmental hazards or damage caused by the disaster;
  - Strategies to rectify the damage and rehabilitate the natural environment;
  - Scientific assessment of the short and long term environmental impacts of the event and
  - Identification of who should be involved in this process

Depending on the nature of the disaster one or other of these components may be the major focus of recovery operations. However often a disaster will be of such a scale that one cannot effectively remediate one area of impact without addressing all the other affected areas.

Therefore during the response phase of an event the Local Group will commence developing a recovery plan that considers in detail the impact of that particular event and addresses the issues identified. As part of developing the recovery plan the Local Group may decide to establish a Recovery committee with various sub committees as required.

6.4   Recovery Sub Plan

These arrangements are attached as *Appendix H – Recovery Sub Plan* and provide the overarching framework for recovery from a disaster event and actions the South Burnett Regional Local Group & Council may take in the recovery processes.

The South Burnett Recovery Sub Plan identifies requirements for the following:

- Local Recovery Coordinator
- Local Recovery Group and Recovery Structure
- Recovery Needs Assessment
- Recovery Operational Plan
- Monitoring and Reporting

The Recovery Sub Plan also sets out in much further detail the components and issues during the Recovery Phase to be addressed by the Local Disaster Recovery Group and the Local Recovery Coordinator.

7. APPENDICES

Appendix A – Operational Sub Plans

A.1 Activation of South Burnett Local Disaster Management Group Operational Plan
A.2 South Burnett Local Disaster Coordination Centre Operational Plan
A.3 Financial Management
A.4 Community Support
A.5 Evacuation
A.6 Evacuation Centre Management
A.7 Impact Assessment
A.8 Medical Services
A.9 Public Health
A.10 Public Information, Warnings and Alerts
A.11 Public Works and Engineering
A.12 Rescue
A.13 Transport
A.14 Logistics

Appendix B – Roles and Responsibilities of SBLDMG Member Agencies

Appendix C – Distribution List

Appendix D – Definitions

Appendix E– Abbreviations

Appendix F – SBLDMG Contact Directory

Appendix G – Resources List

Appendix H – Recovery Sub Plan

Appendix I – Threat Specific Plans and Arrangements Higher Risk Hazards

I.1 Pandemic Influenza
I.2 Severe Storm
I.3 Flooding
I.4 Bushfire

South Burnett

Disaster Recovery Plan

A plan for recovery operations following a disaster in the
South Burnett local government area

Version 1.0

Acknowledgements

Portions of this document, particularly Part C of this plan, are wholly or partially derived from the Australian Government, Australian Emergency Management Institute–Community Recovery, Handbook 2, 2011. Tables and Figures used or derived from this publication are acknowledged throughout this plan. This acknowledgement recognises the use and derivation of material from the above reference throughout this plan. The support and information provided by Volunteering Queensland is also acknowledged.

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The South Burnett Regional Council, in consultation with emergency management professionals and subject matter experts exercised care in the compilation and drafting of this publication, however, the document and related graphics could include technical inaccuracies or typographical errors and the information may not be appropriate to all situations.

Distribution and Amendment

This is a public document and is version controlled. The document controller is:

General Manager, Community
South Burnett Regional Council

This plan is designed for electronic distribution. The latest version is available on the South Burnett Regional Council's website. Hard copies are available for viewing at public libraries and council offices. Council will provide a copy to any member of the public on request.

South Burnett Regional Council maintains a distribution register of organisations and agencies that require advice of any amendment to the Plan. South Burnett Regional Council will distribute newer versions of the plan to those on the distribution register.

Amendment Register

Version Number	Date	Detail of Amendment
1.0		Initial Issue of Plan

Foreword

Effective recovery after a disaster is vital to ensure the well being of individuals and our community. It is more than simply the replacement of what has been destroyed and the rehabilitation of those affected. It is a complex social and developmental process that involves all aspects of society working together to return the community to normality and to improve aspects beyond previous conditions by enhancing social infrastructure, natural and built environments, and the economy.

The complexity and timeframes of recovery demand sound planning, effective coordination and above all, community involvement. This plan addresses these aspects and articulates how the South Burnett will undertake recovery operations after a disaster. In doing so this plan provides a framework for the management and coordination of recovery as well as guidance on the major considerations for recovery across the spectrum of Human/Social Recovery, Infrastructure Recovery, Economic Recovery and Environment Recovery.

Recovery is fundamentally a creative process requiring those involved to undertake complex community recovery needs analysis and to solve complex, inter-related issues in innovative ways. This plan strives to provide a foundation upon which this can occur. This plan complements the South Burnett Local Disaster Management Plan.

Approval

This plan provides for the effective recovery of the South Burnett Regional Council area following a disaster in accordance with the *Disaster Management Act, 2003* and relevant guidelines. It is endorsed by the Local Disaster Management Group.

This plan is approved for distribution.

Chair
South Burnett Local Disaster Management Group

Date:

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Authority

This plan is prepared under the authority of the Queensland Disaster Management Act 2003 as an operational plan within the suite of disaster management documents which comprise the South Burnett Regional Council's 'Local Disaster Management Plan'.

Purpose

The purpose of this plan is to provide guidance and direction on the preparation for and conduct of Disaster Recovery Operations in the South Burnett Regional Council area.

Objectives

The objectives of this plan are to:

- Describe the South Burnett philosophy for recovery.
- Outline the South Burnett recovery frameworks and management processes.
- Ensure community participation in the recovery process.
- Provide guidance on appropriate recovery measures and activities.

How to use this plan

This plan is provided in three parts:

- Part A – Philosophy of recovery which describes the principles and nature of recovery to provide a foundation for the remainder of the plan.
- Part B – Recovery arrangements which provides detail on the frameworks and management of the recovery effort, and
- Part C – Recovery activities which provides guidance on how to conduct recovery across the four pillars of recovery along with the activities that may be undertaken after for recovery a disaster event.

Maintenance of this plan

This Sub Plan is maintained by the Local Recovery Coordinator. It is to be reviewed annually, or after activation of Recovery processes following an event, to ensure it remains current and relevant. Any proposed changes to this plan should be provided to:

- General Manager, Communities
  South Burnett Regional Council

PART A – Philosophy of Recovery

1.0 Introduction

The need for recovery may arise from a range of events, including natural and technological disasters, major incidents, major health emergencies and animal and plant diseases. Recovery begins shortly after the response phase has begun. When there is no further requirement for response activities, the disaster management process continues into the management of recovery.

Disaster recovery is:

> 'the coordinated process of supporting affected individuals and communities in the reconstruction of physical infrastructure, restoration of the economy and environment, and support for the emotional, social and physical well being of those affected.' (Queensland Recovery Guidelines. 2011)

Recovery is fundamental to good disaster management. Figure 1 depicts this in the inter-relationship between the four elements of the comprehensive approach to disaster management, - prevention, preparedness, response and recovery.
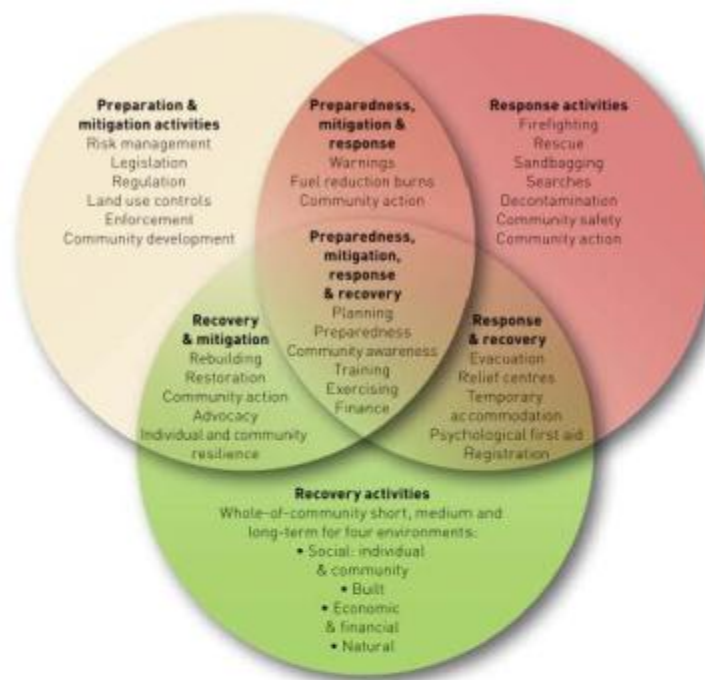
Figure 1 – Interaction between prevention, preparedness, response and recovery
(AEMI Community Recovery Handbook, Handbook 2)

Any event that requires significant recovery also provides opportunities to make communities more resilient for future events. Recovery should be viewed as an opportunity to enhance disaster resilience.

Effective recovery requires a range of services operating in a coordinated and streamlined way. The integration of government agencies, NGO, government owned corporations, industry groups, the private sector and whole-of-community is the foundation of recovery.

2.0 Four Functions/Pillars of Recovery

Effective recovery requires an integrated, multi-disciplinary approach to needs analysis, consequence management, community engagement, planning and service delivery. Coordinated effort by all agencies involved in recovery is necessary. Recovery is a complex and potentially protracted process. To assist in managing complexity, recovery can be conceptually grouped into four inter-related functions applicable in an all hazards environment:

- economic
- environmental
- human-social
- infrastructure

3.0 Recovery Principles

This plan has been developed in accordance with the national principles for recovery agreed in 2008. These principles are summarised in the following sub paragraphs. Figure 2 depicts these principles graphically.

Figure 2 – National Recovery Principles
(AEMI Community Recovery Handbook 2)

3.1 Understanding the Context

Recovery must be relevant to the community affected. The South Burnett is unique across the four pillars of recovery. Each disaster event is also unique and the context of each event needs to be taken into account when developing and implementing recovery programs and activities. Applying the context of each event to the broader context of the South Burnett across the four pillars is needed to ensure recovery effort meets community need.

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3.2   Recognising Complexity

Recovery is complex and dynamic. Information on disaster impact is usually limited at first and then changes over time. There are diverse and sometimes conflicting needs, wants and expectations within the community which may also change over time. Priorities will shift and change over time. Recovery actions may require a variety of approaches and may leave long-term legacies. The four pillars of recovery often overlap and the relationship, or balance, between them must be considered based on the context of the event and the community. This complexity must be recognised by those developing and implementing recovery programs and activities.

3.3   Using Community Led Approaches

Recovery must be community led which requires engaging with communities (listening and talking). It means empowering the community to be involved and enabling their participation in the recovery process. Communities who have no say in their recovery will take longer to recover. Building strong partnerships and involving community leaders in the recovery process will enable the delivery of recovery programs and activities that are embraced by the community.

3.4   Ensuring Coordination of all Activities

Successful recovery requires a planned, coordinated and adaptive approach based on continuous assessment of impact and needs. It requires skilled and trusted leadership, clearly stated shared goals based on desired outcomes, good information gathering and planning processes, teamwork among all supporting agencies and community groups, and clear decision making and reporting structures.

3.5   Employing Effective Communication

Communications is vital to achieve the above principles. It should be relevant, timely, clear, accurate, targeted, credible and consistent. Communications with the community must be two way and input and feedback should be sought and considered. Information must be accessible to audiences in diverse situations using a variety of means.

3.6   Acknowledging and Building capacity

Successful recovery recognises, supports and builds on community, individual and organisational capacity. Recovery planners should assess gaps between existing and required capability and capacity. They should quickly identify and mobilise community skills and resources and acknowledge that existing resources may be stretched requiring additional resources to be mobilised. Recovery should consider how to sustain effort over anticipated recovery timeframes. Opportunities to share transfer and develop knowledge, skills and training should be promoted. There should be a clear understanding of when and how to disengage.

4.0   Re-establishing Resilience as soon as possible after an event

Recovery should help re-establish resilience within individuals and communities, and the natural assets that support them as soon as possible. This means developing strategies with individuals, businesses and communities to help them prepare for possible events and including these arrangements in relevant plans. It means working with leaders and their networks to understand what can be improved after an event to increase individual and community resilience. Recovery provides an opportunity to rebuild the community back stronger and better.

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5.0   Post Disaster Psychology

All emergencies cause a range of stressors on the individual resulting in a broad range of responses. Typically these are 'normal' responses to an abnormal event that has touched the lives of an individual, a family or a community. It is important that those planning recovery and those implementing recovery services are aware of the psychological effects of disasters on individuals, families and the community in order to better deliver recovery outcomes.

Immediately following an emergency, people primarily seek practical assistance and reassurance in an emotionally supportive manner. The emotional impact of traumatic events is very real. Strong feelings may arise when the experience is talked about. Increased worry may interfere with day-to-day living and the experience may leave people shaken and worried about the future. However, most people return to their 'usual functioning level' given time and the support of family and friends.

The diagram at Appendix 1 shows some of the common reactions, experiences and emotions that may be experienced by individuals and communities following disasters and before they feel they are able to get 'back on their feet'.

It is important to note that individual responses will vary and that the cycle is not necessarily a single or linear one, but may alter, extend, diminish or re-occur at different times throughout the recovery process. Friends, family and local recovery support services can all assist in reducing the frustrations and amount of time people spend in the 'trough of disillusionment', or limit the depth of that trough.

If disaster-affected people understand the types of experiences and emotions they may experience throughout their recovery process, they can establish a stronger understanding that what they are experiencing is not unusual but is a fairly typical response to a post-disaster situation. Understanding this may also help people to more strongly understand the transient nature of these experiences, and that they will get through and recover from a disaster.

6.0   Levels of Recovery
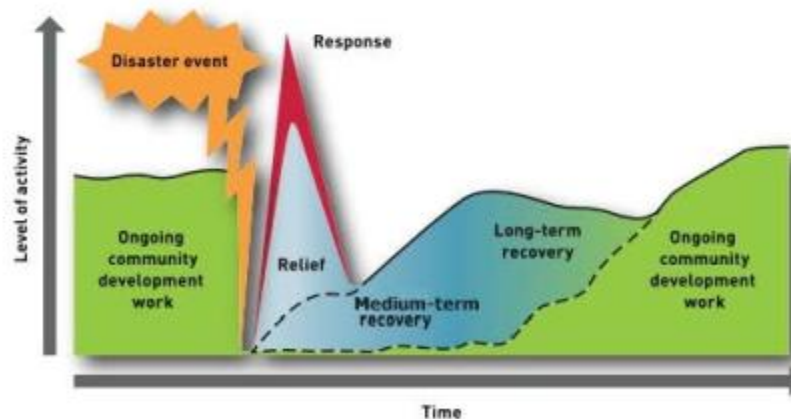
Figure 3 – Three levels of Recovery
(modified from AEMI Community Recovery Handbook 2)

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Recovery typically goes through three levels; Immediate/Short Term (Relief), Medium and Long Term Recovery. These levels are graphically depicted in Figure 3. Note that the levels commence during operations and conclude when normal community development processes are returned.

6.1   Immediate/Short Term Recovery (Relief)

Immediate/short-term recovery (relief) aims to address and support the immediate needs of individuals, businesses and the community affected by an event. It often occurs during response operations.

Immediately after an event there is a need to identify what the impact has been, and what needs to be done to ensure the safety of life and property, and return the community to normal. This includes providing services such as:

- immediate provision of shelter, food, and clothing and community services.
- restoration of affected utilities and communications.
- clearance of debris and other hazards resulting from an event.

This phase of recovery is the most challenging as it coincides with response operations. It is the period after a disaster when initial relief services are offered to the affected community and the full recovery framework is established. It is also the period when detailed recovery planning, including needs analysis is undertaken.

Relief services provided to the community may take many forms however the operation of Recovery Centres (One Stop Shops) and Outreach Programs are the primary mechanisms to provide initial recovery (relief) services and to gather information to support needs analysis and planning for medium and long term recovery.

The transition from the response and short term relief operations to the medium level of recovery must be carefully managed. When it occurs it will be based on a combination of the following criteria:

- the emergency is contained;
- search and rescue groups cease activity;
- public safety measures are in place and work effectively;
- no further hazard or secondary event is likely in the near future;
- initial rehabilitation has commenced;
- damage to community infrastructure has been assessed and/or restoration has commenced;
- temporary accommodation and services have been provided;
- local organisations which can provide services and/or a hub for services have been identified and engaged;
- local community organisations and cultural groups and their leaders have been identified and engaged; and
- Recovery plans are in place.

6.2   Medium Term Recovery

Medium-term recovery continues the coordinated process of supporting affected communities in the reconstruction of physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social, and physical wellbeing of those affected. The following recovery activities are conducted during this level:

- Recovery Action Plans are implemented and progress monitored and reported.
- Ongoing needs analysis so that recovery can support the changing recovery needs of the community.
- Continued and enhanced community engagement.
- Continued and enhanced community participation in decision making.
- Plans are continuously updated to reflect changing recovery needs and progress of recovery.

The recovery activities of this stage will assist the affected community to return to a state of normality although the community is likely to experience changes resulting from the event.

6.3   Long Term Recovery

Long Term Recovery involves the ongoing transition from recovery to normal community development processes. During this stage, most recovery workers leave and systems start to wind down as normal business processes return. It is important that this reduction in recovery support is managed and that documented arrangements are in place locally to continue to address individual and community recovery needs.

7.0   Summary

Figure 4 depicts the community driven recovery process as described in this part.

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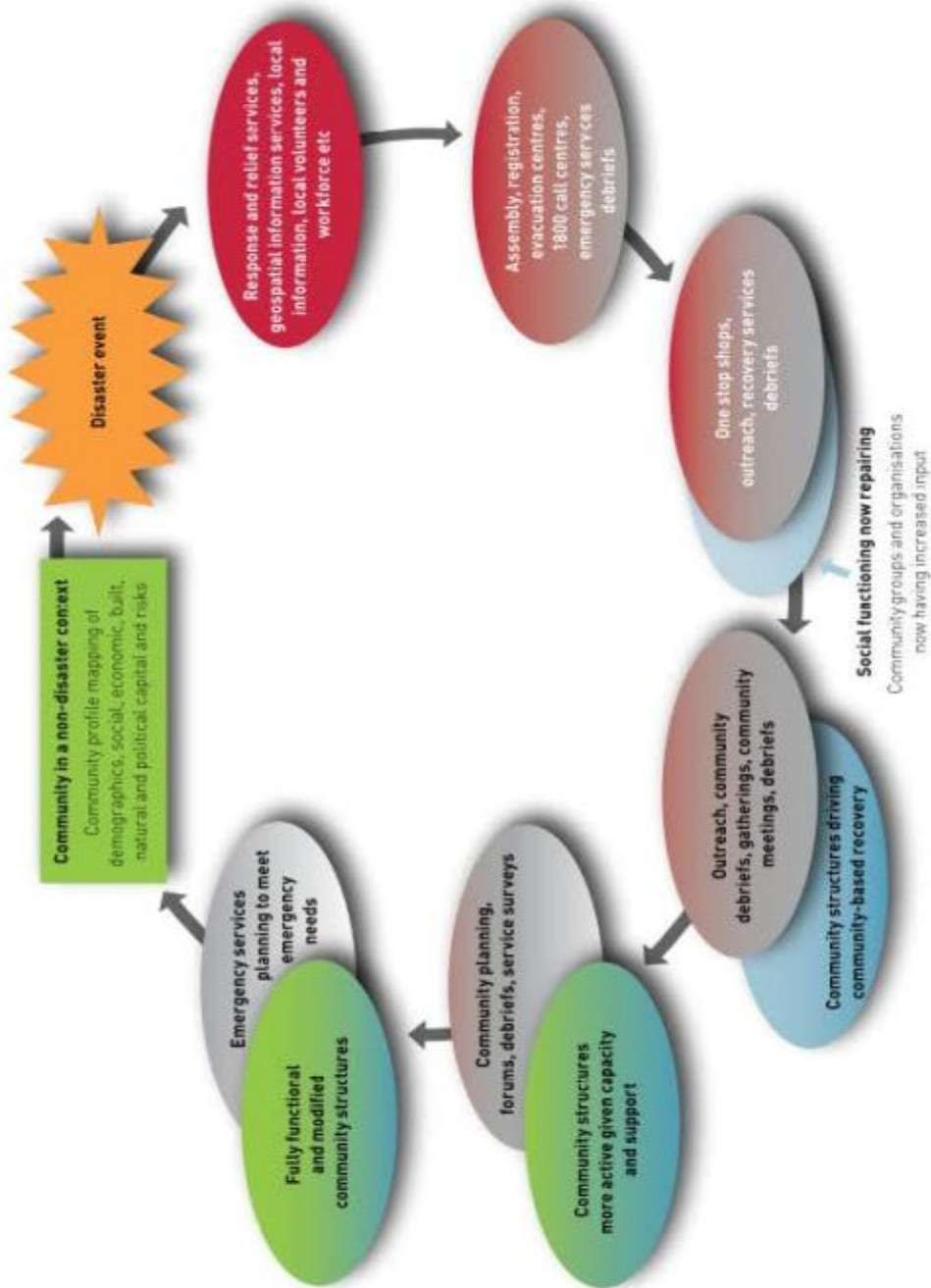
Figure 4 – Community driven Recovery Process
(AEMI Community Recovery Handbook 2)

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Part B – Recovery Arrangements

8.0 Recovery in the South Burnett Context

Successful recovery requires an understanding of the context in which the recovery effort applies. Determining what needs to be done in recovering the community depends on an understanding of how any particular disaster changes the community from what is considered normal.

8.1 Regional Profiles

Profiles of the community across the four pillars of recovery provide recovery planners with a baseline of what is considered normal in the community. The impact of a disaster can then be compared to this baseline (profile) to assist in determining where recovery effort is needed. Profiles for each of the four pillars (Human/Social, Infrastructure, Economic and Environment) are provided in Appendices 2 to 5 to this plan.

9.0 Queensland's Recovery Framework

9.1 Authority for Recovery

South Burnett Regional Council has the primary responsibility for planning and coordinating recovery operations within the local government area supported by the State and Australian Governments and the community.

9.2 Functional Lead Agencies (State level)

Under the State Disaster Management Plan, key State Government Departments are defined as functional lead agencies for the four functions of recovery. These functional lead agencies are appointed to assist in the coordination of State level support to the local recovery effort. The State functional lead agencies for recovery are detailed in Table 1.

Function	Lead Agency (State and District Level)
Economic	Department of State Development, Infrastructure and Planning
Environmental	Department of Environment and Heritage Protection
Human-social	Department of Communities, Child Safety and Disability Services
Infrastructure	• Transportation infrastructure: Department of Transport and Main Roads • Building Recovery: Department of Housing and Public Works • Telecommunications: Telecommunications providers • Energy infrastructure (electricity, gas, fuel): Department of Energy and Water Supply • Water Supply and Sewerage Infrastructure: Department of Energy and Water Supply • Water Entities: Local government
NDRRA and SDRA coordination	Queensland Reconstruction Authority
Recovery coordination/ monitoring	Queensland Reconstruction Authority

Table 1 – Functional Lead Agencies (State level)
(Queensland Recovery Guidelines)

9.3   Establishment of a Statutory Authority by the State

In circumstances deemed appropriate by the Premier, the recovery structure for the state may be determined by the Premier, under the auspices of a Task Force or Statutory Authority. The Premier, and where necessary the Queensland Parliament, will determine the level of authority and powers given to the Task Force or Statutory Authority for central coordination, support and overall direction of resource allocation. The accountability structures, role and powers for the Task Force or Statutory Authority will be determined by the Premier and/or Queensland Parliament. For example, the QRA was established in 2011 and is currently the functional lead agency for NDRRA and SDRA coordination and central recovery coordination and monitoring.

9.4   Establishment of State Recovery Coordinators

Equally, the state may choose to establish one or more State Recovery Coordinators to assist in ensuring a cohesive recovery and reconstruction program. Such appointments, if made, will be by the Premier and will usually be individuals of high standing in the general community. They may be appointed in recognition of unique regional recovery and reconstruction requirements.   State Recovery Coordinators will act as a focal point for recovery and reconstruction between the affected region and the State Government through the Minister for Local Government, Community Recovery and Resilience.   If a State Recovery Coordinator responsible for the South Burnett is established, they should be included as a member of the Local Recovery Group.

9.5   State Recovery Group

The State Recovery Group is a standing group which reports to the State Disaster Management Group. The functional lead agencies for each of the four functions of recovery are represented on the Group. At the decision of the Chair, other agencies may be invited to become members of the Group. The State Recovery Group is responsible for ensuring the state support across the four functions of recovery are implemented and coordinated in support of local recovery efforts.

9.6   Disaster District Role

The local level is the entry point for recovery. While the Disaster District will stand down from response operations when recovery enters medium term recovery, the members of the District Disaster Management Group continue to provide State Government services to support the recovery effort.   The four State Government Functional Lead Agencies for recovery are represented at Disaster District level and will coordinate the provision of State recovery resources within the District to the affected area. These services should be coordinated through the LRG using agreed service delivery arrangements.

Disaster District members will often contribute to the recovery effort through participation in the South Burnett recovery framework e.g. participation on the Local Recovery Group or its Working Groups as appropriate. Ongoing liaison with the Disaster District Coordinator (DDC) on recovery matters is necessary to ensure support from the State through the Disaster District is relevant and coordinated.   Reporting on the recovery effort should be provided to the district to assist in coordination and district level planning. The concept of recovery information and resources flow in Queensland is depicted in Figure 4.
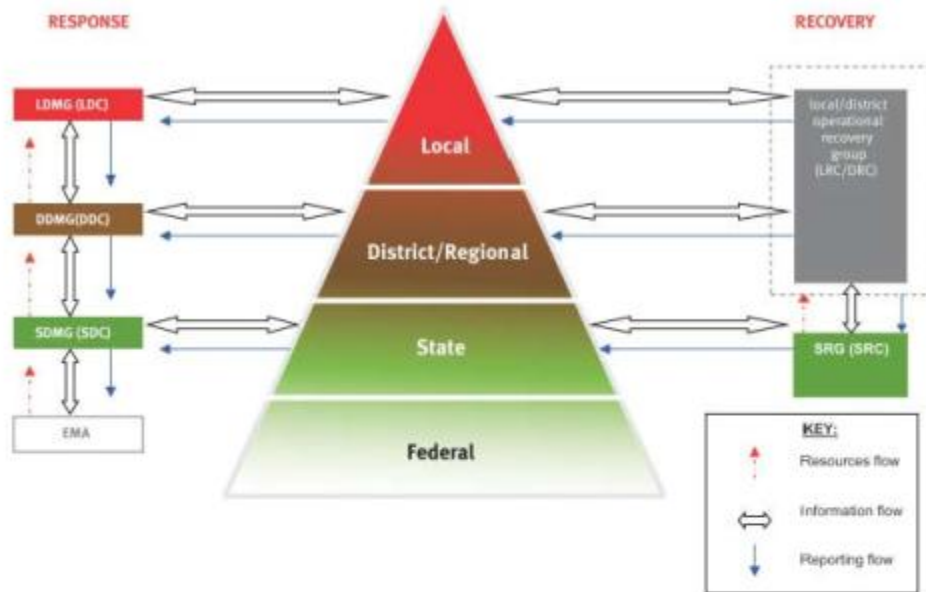
Figure 5 – Recovery Reporting and Resource Flow
(Queensland Recovery Guidelines)

10.0 South Burnett Recovery Framework

10.1 Recovery Concept of Operations

Recovery in South Burnett will be planned and coordinated by a Local Recovery Group (LRG) that is established by the LDMG. This group will be chaired by the Deputy Mayor and coordinated by a Local Recovery Coordinator appointed by the LDMG. The group is supported by relevant State and Australian Government agencies and representatives from the community as required.

Depending on the scale of the event and the complexity of the recovery effort, the LRG may establish up to four separate Working Groups to address each of the four pillars of recovery.

The LRG maintains a permanent core membership who form the basis of the group and who may lead individual Working Groups if and when they are established. The core group will be augmented by additional members representing State and Australian Governments, and the community when recovery is activated.

The number of Working Groups, their terms of reference and their membership will be dependent on the needs of the community and the scale of the recovery effort.

Local Advisory Groups may be formed to ensure community participation in the recovery process and to assist the LRG and Working Groups in determining community need and to help coordinate delivery of recovery programs and activities.

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An overview of this framework is provided in Figure 6.
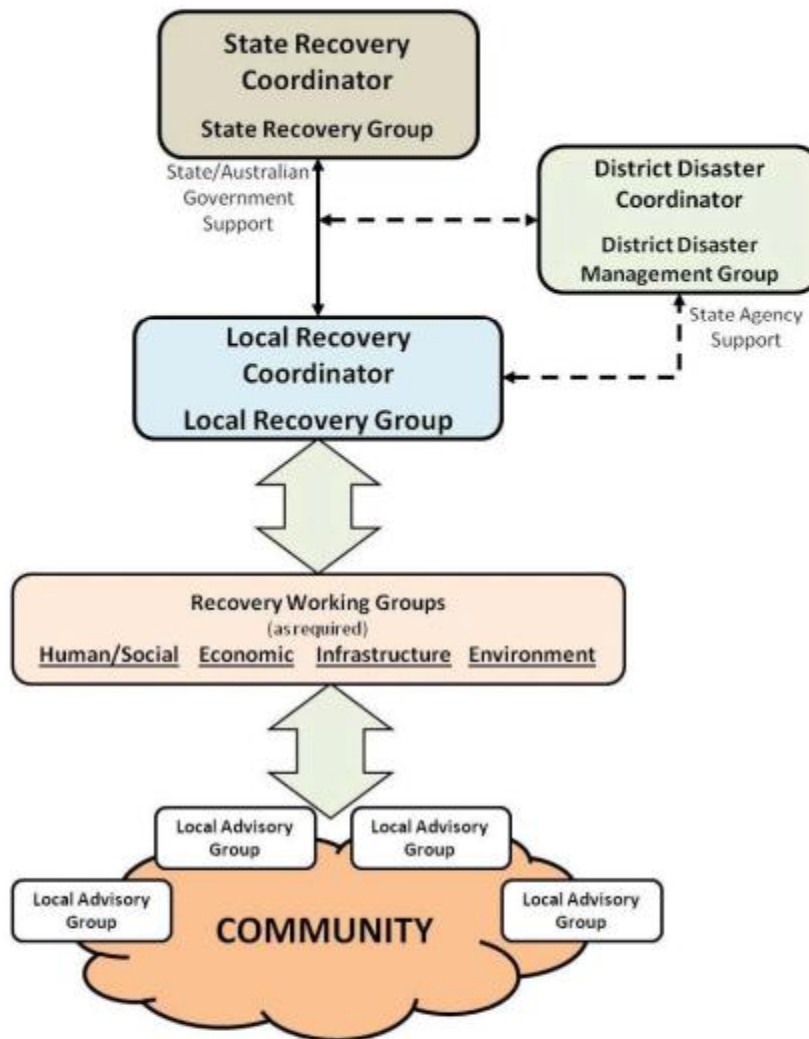
Figure 6 – South Burnett Recovery Framework

10.2 Local Recovery Coordinator

A Local Recovery Coordinator (LRC) is appointed as a full time function within the LDMG to ensure recovery preparedness and to lead recovery operations.

The role of the LRC is to:

- Maintain this plan.
- Develop community recovery preparedness.
- Chair the Local Recovery Group.
- Ensure ongoing analysis of need is undertaken throughout the recovery effort to guide the recovery effort.

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- Work with the group, relevant agencies and the community to develop the specific aim, objectives and strategies of the Recovery Operational Plan.
- Liaise with functional lead agency representatives to obtain required support for recovery programs and activities.
- Manage the implementation of the Recovery Operational Plan and Working Group Action Plans with the assistance of the LRG, Working Groups, Disaster District and SRG.
- Report on the recovery effort to the Disaster District, and the State Recovery Coordinator as well as the community.

The person appointed as LRC is not the same person as the LDC as disaster operations and recovery planning need to occur simultaneously. The LRC and the LDC should liaise regularly during disaster response operations. This will ensure that response operations support the recovery effort and recovery planners have good situational awareness to ensure their planning is relevant to the community.

The LRC should be involved in disaster response planning and implementation in addition to the role of leading the recovery effort. This duality of roles immediately after disaster impact is often inevitable given the limited management resources available within the South Burnett. While the LRC may well find themselves embroiled in operational response matters from time to time, they should focus on the recovery implications of such matters to ensure response supports the recovery effort. It is important for the LRC to remember that Recovery is a mindset, rather than a strict process.

10.3 Local Recovery Group

The Local Recovery Group (LRG) is the planning and coordinating body for all recovery operations in the South Burnett. It comprises key decision makers from multiple agencies and entities that contribute to the recovery effort. The Terms of Reference for the Local Recovery Group is at Appendix 6.

The LRG is activated by the LRC during disaster operations (see more under Activation).

The full composition of the LRG is dependent on the nature of the event and the analysis of need within the community. Full membership of the LRG is therefore situation dependent.

Core members are those individuals and agencies that have a clear function in the recovery effort and who form the basis of the full Local Recovery Group. The LRG is established as a permanent Group by the Local Disaster Management Group with support from State and Australian Government Agencies. Core members of the South Burnett Local Recovery Group are detailed in Table 2 below:

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Core Members of the Local Recovery Group			
• **Chair**: Deputy Mayor, South Burnett RC			
• **Local Recovery Coordinator**: General Manager, Communities, South Burnett RC			
South Burnett Regional Council Core Members[1]			
Human/Social	Infrastructure	Economic	Environment
• Councillor Community Development portfolio[2]	• Councillor Infrastructure portfolio[2]	• Councillor Economic Development portfolio[2]	• Councillor Environment portfolio[2][3]
• Communities Manager[4]	• Properties Manager[4]	• Natural Resources Manager[4]	• Economic Development Manager[4]

Notes:
1. Councillors and key Council staff will lead recovery working groups if established.
2. Councillors will undertake their normal portfolio function in supporting Recovery and may chair working groups when they are established.
3. The Mayor, economic development portfolio, may delegate that portfolio to another councillor during recovery operations.
4. Key Council Staff may act as Coordinating Officers of working groups if established.

State and Australian Government Supporting Core Members [1]
(may contribute to Working Groups as required)

- Department of Communities, Child Safety and Disability Services
- Department of Transport and Main Roads
- Housing and Public Works
- Queensland Health
- Department of Agriculture, Fisheries and Forestry
- Environment and Heritage Protection
- Centrelink

Notes:
1. State and Australian Government core members are only required during Recovery Operations.

Table 2 – Core Members of the South Burnett Local Recovery Group

The core members of the Local Recovery Group may convene when not activated in order to develop recovery preparedness at the discretion of the LRC.

Additional members may be appointed to the Local Recovery Group by the LRC after consultation with LRG core membership. A list of agencies and entities that may be considered for inclusion on the LRG is provided in the LRG Terms of Reference.

10.4 Working Groups

Up to four Working Groups may be established to address each of the four pillars of recovery. These Working Groups are typically:

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- Human/Social Working Group
- Infrastructure Working Group
- Economic Working Group
- Environment Working Group.

Generic terms of reference for each Working Group are provided at Appendix 7. These may be modified to suit the situation by the LRC after consultation with the LRG.

Working Groups of the LRG comprise subject matter experts relevant to a particular pillar of recovery. They develop and oversee the implementation of the plans, activities and programs related to their recovery function.

The formation of Working Groups is at the discretion of the LRG based on the community recovery needs analysis. The LRG may decide to merge two or more Working Groups together for greater effectiveness or efficiencies.

Membership of the Working Groups shall comprise LRG Core members augmented by State and Australian Government agency representatives, Industry bodies and community groups as required.

Each Working Group shall be chaired by an elected representative (councillor) with the relevant portfolio responsibility appointed by the LDMG. A senior council staff member, drawn from the core membership of the LRG will be appointed as coordinator for each Working Group. Working Group Coordinators shall be appointed by the LRC after consultation with the LDC and Council CEO.

Membership of each group is dependent on the situation however a suggested membership for each Working Group is provided in the Working Group's terms of reference.

10.5 Local Advisory Groups

Local advisory committees may be established to enable members of the local community, including people affected by the event and representatives from local organisations, to meet and to provide input and guidance to LRG and Working Groups on such issues as community needs and service delivery. The formation and composition of any Local Advisory Groups is at the discretion of the LRG and is dependent on the needs of the community. A guide to possible Local Advisory Groups that may be established is at Appendix 8.

10.6 Supporting Agencies

Many agencies and organisations contribute in some way to recovery efforts. To assist in the formation of the LRG, Working Groups and Local Advisory Groups, a list of agencies and community organisations that may assist in recovery is provided at Appendix 9. This list identifies the functions these organisations may offer to support recovery operations.

11.0 Governance Arrangements

11.1 Appointments

- **Local Recovery Coordinator.** The LRC is appointed in writing by the LDMG. Appointments to the position of LRC are to be recorded in the Minutes of LDMG meetings. The appointment letter is to be retained on file by South Burnett Regional Council. The District Disaster Coordinator and the Chair of the State Recovery Group are

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to be advised of LRC appointments. The Local Recovery Coordinator is to be identified in the Recovery Operational Plan.

- **Local Recovery Group (Core).** Core members of the LRG as defined in Appendix 6 are appointed by the Chair of the LDMG under this plan. Additional members will be identified and appointed to the Local Recovery Group by the Local Recovery Coordinator during the Lean Forward stage of recovery activation. Membership of the LRG should be detailed in the Recovery Operational Plan.
- **Working Groups.** Members of Working Groups will be drawn from the LRG and additional members may be invited from relevant organisations at the discretion of the Chair of the Working Group in consultation with the LRC. Membership of Working Groups is to be recorded in the Recovery Operational Plan.

11.2 Meetings of the LRG and Working Groups

Once activated the LRG and Working Groups (if required) should meet regularly to perform their functions. Meetings of the LRG shall be at times and in places as determined by the LRC.

Working Group meetings shall be at times and places as determined by the appointed Chair of the Working Group after consultation with the LRC.

11.3 Records of Meetings

The LRG and each Working Group will keep minutes of all meetings. In addition the LRG is to develop and maintain the Recovery Operational Plan and Working Groups are to develop and maintain Action Plans relevant to their function. These will be the principle reference documents used by the LRG and the Working Groups in the performance and reporting of their functions.

11.4 Reporting

Upon activation the LRC shall negotiate with the Disaster District and the State Recovery Coordinator on the LRG's reporting requirements to those entities. Regular reporting is required to ensure effective coordination and monitoring of progress and use of resources. In addition, the LRG should report routinely to the LDMG.

Reporting by the Working Groups (if established) to the LRG shall be at the discretion of the LRC after consultation with the LRG and the Chairs of the Working Groups.

Report formats may be negotiated however the LRG is to provide regular updates on the Recovery Operational Plan to the Disaster District and SRG. Working Groups (if established) are to provide regular updates on their Action Plans to the LRG. Reporting formats are to be primarily based on these two documents. Additional information may be required by the District, the State Recovery Coordinator or State Recovery Group.

12.0 Recovery Preparedness

Recovery preparedness can be achieved by:

- ensuring that the South Burnett recovery framework and arrangements are widely understood within the community (pre-engagement); and
- training of staff and supporting agencies in recovery processes.

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12.1 Pre-engagement with the Community

This plan is to be made publicly available on the Council's website and through Council offices. Copies should also be provided to public libraries.

This plan is to be provided to members of the public on request. Ongoing public information about recovery and the South Burnett Recovery Framework should be provided using normal community engagement strategies (media, Council Facebook, etc).

12.2 Pre-engagement with Potential Advisory Groups

Contact with prospective members of Local Advisory Groups can be undertaken to advise them of the possible formation of such groups and their possible involvement. Prior engagement with prospective members of Advisory Groups familiarises them with the South Burnett recovery framework and provides an opportunity for network building under that framework. The LRC should consider an ongoing program of pre-engagement with potential local advisory groups.

12.3 Training in Recovery Processes

Training people with key functions in recovery is necessary to ensure they are able to perform their functions in an event. Recovery training in the South Burnett is to be focused on developing knowledge of recovery principles and arrangements and skill development in Community Needs Analysis and Operational and Action Planning. Recovery training is also discussed in Section 14.0.

13.0 Recovery Concepts of Operation

13.1 Recovery Process

Recovery is a progressive activity that involves many steps. The timeframes for each of these steps is dictated by the situation. The main steps in recovery are depicted in Table 3.

Recovery Step	Description	Remarks
Pre-event preparedness	Undertake recovery preparedness including: training, exercises, network management, and community engagement.	Ongoing under the direction of LRC and LRG core members.
Activation	Commence initial formation of the LRG and identify possible stakeholders to be included on the group. Commence building situational awareness within the LRG and agencies / organisations supporting recovery. Work with response operations in the Local Disaster Coordination Centre to influence operational decisions that have recovery implications; and to build situational awareness for recovery planning. Oversee and coordinate the ongoing provision of short term recovery (relief) services to impacted communities.	Commence communication with stakeholders. Distribute Situation Reports (may be formal or informal) Recovery must be represented in the decision making processes for disaster response.

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Recovery Step	Description	Remarks
Needs Analysis	Undertake analyses of community need across the four pillars of recovery and/or by sectors. Engage widely across the community to ensure analysis is comprehensive.	These steps are often undertaken concurrently.

They are undertaken during the *'Lean Forward'* level of recovery activation. |
| **Establish Recovery Framework** | Finalise membership of LRG

Establish Working Groups and Local Advisory Groups as dictated by needs analysis. | |
| **Develop Recovery Operational Plan** | Document and distribute the operational plan for the recovery.

Maintain plan throughout recovery process. | |
| **Working Groups Develop Action Plans** | Working Groups develop Action Plans for their function. | |
| **Medium Level Recovery** | Continue to deliver recovery services as outlined in the Recovery Operational Plan and as detailed in Working Group Action Plans.

Maintain and update the Recovery Operational Plan and Working Group Action Plans as recovery progresses. | This process may go for many weeks or months (or years in extreme cases).

The LRG must strive to sustain effort in accordance with priorities. |
| **Transition to Long Term Recovery** | Progressively close:
- Local Advisory Groups
- Close Working Groups
- Close LRG

Debrief/Review/Evaluation of the recovery effort. | Must have transitional arrangements in place.

Suitable alternate process must be in place to support long term recovery needs.

Update plans. |

Table 3 – Main Steps in the Recovery Process

13.2 Activation

The Recovery process is activated in the same manner as disaster operations through four levels of activation. They are:

- Alert
- Lean Forward
- Stand Up
- Stand Down

Recovery should be activated once the LDMG goes to Lean Forward, or in short/no notice events, when the LDMG is activated to Stand Up. This is to ensure that the recovery framework can be established based on the emerging and anticipated needs of the community. It also ensures that disaster operations consider the needs of recovery during the response phase. The diagram in Figure 6 depicts the activation of recovery relative to the response.

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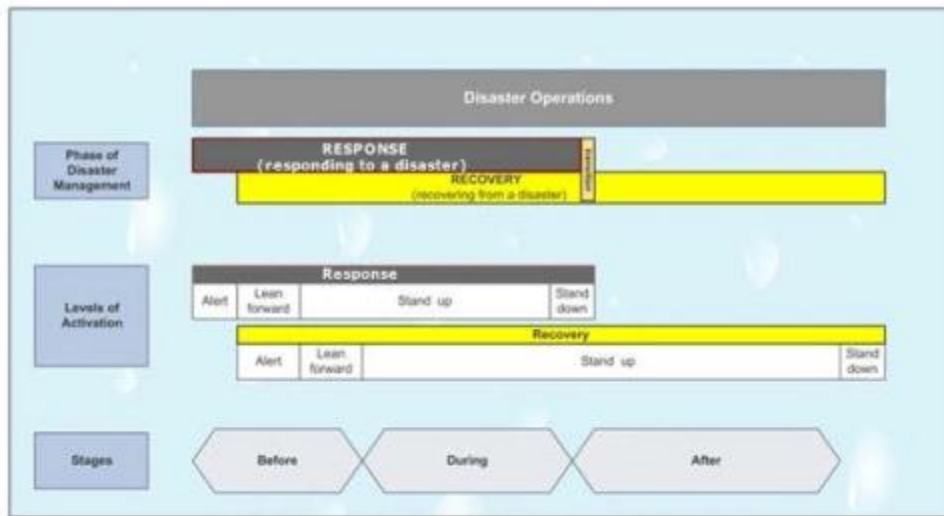
Figure 7 – Response and Recovery Levels of Activation
(Queensland Recovery Guidelines)

13.3 Activation Process and Transition between Levels

The LRC activates the Recovery Group automatically in accordance with the diagram at Figure 7 above. The transitions between these levels are crucial periods for Recovery as the recovery activities undertaken at each level are fundamentally different.

Table 4 details the major recovery triggers, actions and communication requirements apply to each level of activation. Note that the levels of activation are aligned with the three levels of recovery (short, medium and long term).

		Recovery Activation, Triggers and Actions		
RESPONSE ALERT		**Triggers**	**Actions**	**Communications**
RESPONSE LEAN FORWARD	**RECOVERY ALERT**	Response Phase at 'Lean Forward' level of activation	LRC self activates and commences to gain situational awareness of the event. DDC and SRG recovery activation level.	LRC maintains communication with Local Recovery Group Core members. Ad hoc reporting as required by the LRC

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		Recovery Activation, Triggers and Actions		
RESPONSE STAND UP	**RECOVERY LEAN FORWARD**	Response phase at 'Stand Up'. Immediate Relief arrangements are required during response phase	DDC and SRG informed of activation level. Monitoring of response arrangements Analysis of hazard impact or potential impact Relief and recovery planning commences through needs analysis and recovery operational planning. LRG and Working Group structures finalised along with reporting requirements. Deployments for immediate relief may be commenced by recovery functional agencies. Completion of initial needs analysis, finalisation of LRG and Working Group membership and issue of Recovery Operational Plan signal readiness to move to Stand Up and commence Medium Term Recovery operations.	LRC and LRG members in routine contact and monitoring email remotely. Group will commence meeting for planning purposes. More regular reporting as required by the LRC and by the Disaster District and SRG. Community engagement and communication strategy developed.
	RECOVERY STAND UP	Immediate relief arrangements continue Medium Term recovery commences. Response Phase	Transition arrangements from 'response and relief' to 'medium term recovery' undertaken including formal hand over from LDC to LRC. DDC and SRG informed of the activation level and transitional	Community engagement and communication strategy implemented.

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		Recovery Activation, Triggers and Actions		
RESPONSE STAND DOWN		moves to 'Stand Down'.	arrangements. Local Recovery Group activated to operate from South Burnett Regional Council offices. Deployments from functional agencies continue to provide immediate relief response. Action Plans developed addressing the four functions of recovery. Participate in response debrief. Action Plans monitored and acted on. Reporting to the SRG and the DDC.	
	RECOVERY STAND DOWN	LRG arrangements are finalised, community returns to normal activities with ongoing long term recovery support provided as required under pre-agreed arrangements and processes.	DDC and SRG informed of activation level. Consolidate financial records. Reporting requirements finalised. Participate in recovery review and assessment. Long term recovery arrangements transferred to functional lead agencies. Council community development programs consider long term recovery needs. Return to Core Business	LRC and LRG members resume standard business arrangements.

Table 4 – Recovery Activation, Triggers and Actions
(Queensland Recovery Guidelines)

13.4 Transitioning from immediate/short term (relief) to medium level recovery

The following are required before finalising the transition to medium level recovery:

- Completion of a community needs analysis across the four pillars of recovery that defines the community's recovery needs and which establishes priorities for the recovery effort and the resources required. This needs analysis will continue to be updated throughout the recovery process.

- Full membership of the Local Recovery Group is finalised as are reporting requirements to the District and SRG.

- Working Groups are established as required and membership and terms of reference for each are confirmed.
- The Recovery Operational Plan outlining the Aim, Objectives and Strategies for the recovery effort is finalised.
- The community engagement strategy is finalised and detailed in the Recovery Operational Plan.
- Working Group Action Plans are well developed and outline relevant recovery programs and activities.

13.5 Transitioning to Long Term Recovery

Long term recovery requires functional lead agencies, council and the community have put in place systems and processes that ensure the ongoing provision of recovery support to those who need it after the departure of recovery workers from the disaster area. These arrangements should be included in the Operational and Action plans for the event.

13.6 Community Needs Analysis

Community need is the driver for all recovery operations. It is imperative that analysis of community need is undertaken and regularly reviewed to ensure recovery operations are correctly focused and resourced.

The purpose of a community recovery needs analysis is to pull together information into a single, consolidated report; information on the physical impacts of a disaster, the economic value of the damages and losses, the human impacts as experienced by the affected population, and the resulting medium and long-term recovery needs and priorities.

Needs analysis begins when the Recovery process is first activated and continues through all levels of recovery. Stand down from recovery is possible only when all community needs have been met; or where normal processes are in place to meet ongoing community recovery needs.

Needs Analysis is about assessing what has changed within a community from the normal baseline and what programs and activities must be undertaken to assist the community to return to normal. These assessments, from which the needs analysis is done, are generally commenced during disaster response operations.

Community needs analysis underpins the development of the Recovery Operational Plan. Ongoing needs analyses throughout the recovery process will inform the evolution of this plan through the three levels of recovery (short/medium/long term) Figure 7 depicts this concept graphically.

The LRC and the LRG are responsible for ensuring that a full community needs analysis is undertaken during the **Lean Forward** stage of recovery activation and that ongoing needs analysis is undertaken to inform the transition between the three levels of recovery.

Community Needs Analysis relies on the experience and local knowledge of the members of the LRG, Working Groups and Local Advisory Groups combining to identify all aspects of community need throughout the recovery effort. Those undertaking needs analysis must have sound situational awareness emphasizing the need for early activation of Recovery during the disaster response phase and effective communications throughout recovery.

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Impact assessments and Rapid Damage Assessments undertaken to support disaster response operations are a foundation of Community Needs Analysis.

Figure 8 – The Recovery Needs Analysis Concept

13.6.1   Format / Process for Community Needs Analysis

There is no prescribed format or process for the conduct of community needs analysis following a disaster event as each function of recovery will need to apply specific processes to determine need relevant to their function.   For example, the process and considerations for an Economic Needs Analysis (economic impact assessment) will be significantly different to that undertaken in the Environment, Infrastructure or the Human / Social pillars of recovery. Each of them will also be different to the others.

13.6.2   Undertaking Needs Analysis by Sector

Needs Analysis may also be undertaken by Community Sectors. Table 4 details the community sectors that may be considered when undertaking Community Needs Analysis using a sector based approach. The LRG may need to engage with representatives from these sectors when undertaking needs analysis. Table 5 details some of the sectors that may be considered.

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Health, Aged Care	Education	Industry & Retail	Essential Services
Sport & Recreation	Retail & Business	Transport & Distribution	Communications
Rural Residential	Urban Residential	Energy	Community Services
Tourism and Recreation	Primary Producers	Individuals and Families	Emergency Services
Environmental Care	Building	Youth	Others

Table 5 – Community Sectors that may be considered in Community Needs Analysis

Selection of the correct people to the LRG and Working Groups is necessary. Development of appropriate Local Advisory Groups with well thought out representation from the community will assist greatly in undertaking community needs analysis.

13.7 Establish Recovery Framework

The LRC will likely need to augment the core membership of the LRG to ensure representation by those who will contribute resources and services to the recovery effort as defined in the needs analysis. Such representatives should have appropriate authority within their organisation to mobilise resources and services in support of recovery. Supporting organisations that may assist in recovery are identified in the Terms of Reference for the Local Recovery Group and individual Working Groups.

13.8 The Recovery Operational Plan

The Recovery Operational Plan is a strategic level document developed during the **Lean Forward** stage of recovery activation. It is prepared by the LRG with input from the Working Groups and the community and is approved by the LRC. It details the recovery aim, objectives and strategies to address identified community needs across the four pillars of recovery.

The LRG, Working Groups and Local Advisory Groups are responsible for assisting the LRC implement the Recovery Operational Plan. Implementation is through Action Plans developed and maintained by each Working Group.

The Recovery Operational Plan is a dynamic document that is reviewed and updated regularly to reflect the changing circumstances as defined by ongoing Community Needs Analysis. It should be version controlled.

Recovery Operational Planning is similar to Response Operational Planning in that it a strategic plan specific to the event and the recovery requirements identified during community needs analysis. It is the primary mechanism used to 'operationalise' the recovery effort.

For ease of production, the Recovery Operational Plan may be developed and distributed in the SMEAC format similar to the Response Operational Plans.

Table 6 outlines the elements of SMEAC and their meaning in a recovery context.

Situation	An analysis of the current and projected situation to determine: • The Impact of the disaster across the four pillars of recovery and/or by sector. • Analysis of community needs across the four pillars e.g. analysis of the difference between the normal community baseline and the current situation. • Opportunities and challenges arising from the needs analysis. • Key timeframes relevant to recovery operations
Mission (Aim & Objectives)	What we have to do. It includes the Aim of the Recovery Effort and may include several objectives to be achieved. Objectives should be S.M.A.R.T e.g. Specific, Measurable, Achievable, Relevant and contain a Timeframe.
Execution	A description of how we are going to undertake recovery across the four pillars of Recovery. These are broad statements of intent that are amplified in Working Group Action Plans. Detail the agencies who will contribute to the Recovery effort and the services they will need to offer. Specify performance indicators
Administration and Logistics	How we intend to resource and administer the strategies above. Specify extraordinary resourcing or logistics necessary.
Command, **C**ontrol **C**ommunications	Outline the recovery framework adopted for this event and detail membership of the LRG, Working Groups and Local Advisory Groups. Outline Communications strategy Specify reporting requirements for the LRG, Working Groups and Local Advisory Groups.

Table 6 – SMEAC Structure for Operational Planning

The Recovery Operational Plan should be provided to all stakeholders involved in Community Recovery including the District Disaster Coordinator, the State Recovery Coordinator and State Recovery Group. Copies may be provided to Statutory Bodies established by the State e.g. the Queensland Reconstruction Authority.

An example format of a Recovery Operational Plan using the SMEAC format is at Appendix 11. This format is a suggested format and may be changed to suit the circumstances of the event.

13.8.1   Planning Recovery Exit Strategies

When developing the Recovery Operational Plan it is important that consideration be given to defining clear objectives and strategies for exiting the recovery process. These will enable planners and service providers to work towards defined goals and timeframes and will assist in shaping the recovery effort to ensure an effective transition from recovery to normal

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community development processes. Defining exit strategies is difficult in the early stages of recovery, however, as greater resolution of community need is achieved; planners should consider how the transition to normal community development processes is to be achieved in each of the pillars of recovery. Each of the pillars of recovery will likely have different logical exit points. For example environmental and infrastructure recovery may transition to normal community development processes much earlier than the other pillars as normal community development processes are largely in place for these functions. On the other hand, Human/Social and Economic Recovery may need to be in place for much longer timeframes due to the need to implement extra-ordinary measures to achieve acceptable recovery outcomes. Exit objectives and strategies should be developed in the Recovery Operational plan to provide guidance to planners and service delivery agencies when considering Action Plans.

13.9 Action Plans

Action plans are the primary tool used by the LRG and Working Groups to manage the recovery effort. They too are a mechanism to 'operationalise' the recovery effort. Action Plans are the detailed plans developed, maintained and implemented by LRG and Working Groups. Each Action Plan will specify the programs, activities, agencies, resources and timeframes required in order to achieve the objectives and strategies specified in the Recovery Operational Plan. Routine reporting by the Working Group to the LRG on the progress of Action Plans is required to ensure the overall recovery effort is proceeding as planned.

A suggested Action Plan format is at Appendix 12.

14.0 Community Engagement Strategies

The LRC and the LRG must consider the community engagement strategies that will be needed to ensure the community is involved and effectively contributes to the recovery effort. The LRG should consider the stakeholders and how best to engage with them during the stages of recovery planning. Community engagement for recovery should use normal community engagement processes as detailed in the Local Disaster Management Plan. They should be documented in the Recovery Operational Plan. Two specific strategies to engage with the community during recovery are Local Advisory Groups and the conduct of Public Forums or Community Meetings.

14.1 Local Advisory Groups

Forming local advisory groups are often an effective way of involving the community in the recovery effort. These groups may be geographically based (a town or locality); or they may be functionally based e.g. Economic, Environmental, Infrastructure or Human/Social.

The formation, composition and terms of reference of these Local Advisory Groups will depend on the needs of the community and the will of the community to participate (note members of the community may not have the capacity to participate).

They are formed at the discretion of the LRG and Working Groups as required. Working Groups have no defined structure or governance arrangements. They may have a pre-defined membership or be ad-hoc in nature. They provide a mechanism to enable effective engagement with the community for planning and decision making.

14.2 Public Forums/Community Meetings

Public forums/and Community Meetings may be called in order to listen to and talk with communities affected by the disaster. They are often instrumental in the needs analysis process and should throughout recovery to maintain public dialogue, resolve issues and to gauge recovery progress.

Public Forums are often specific to a particular function e.g.: a public forum for businesses that are economically affected by the event; or land owners affected by environmental issues arising from the disaster. Community meetings are usually geographically focused and often cover a broad suite of issues across the four pillars of recovery. They are conducted at the discretion of the LRG and Working Groups as required. Local Advisory Groups may augment public forums and community meetings.

15.0 Training and Exercising

15.1 Training

The LRC is required to undertake specific training in disaster management and recovery under the Queensland Disaster Management Training Framework. This training includes:

- Queensland Disaster Management Arrangements
- Local Recovery Coordinator Induction
- Recovery Module 1 – Principles, Functions and Governance
- Recovery Module 2 – Planning and Preparedness
- Recovery Module 3 – Recovery Operations.

This training is provided by Emergency Management Queensland (EMQ). EMQ also maintain records of people undertaking disaster management and recovery training.

Core members of the LRG are strongly encouraged to undertake a similar training regime to enable them to provide adequate support to the LRC.

Persons from other organisations and entities who will play a role in supporting this Plan may also benefit from attendance on these training courses and should be encouraged to participate where possible.

The LRC is to negotiate with EMQ for provision of appropriate training for those involved in recovery as part of the LRC's role of developing community recovery preparedness.

Training of persons with key roles in recovery processes is also necessary. The South Burnett training priorities are developing widespread knowledge of recovery principles and arrangements skill development in Community Needs Analysis and Operational and Action Planning.

15.2 Exercising

The LRC will determine the exercise schedule for this plan however a recovery exercise once every two years is considered appropriate. Participants should include the Core members of the LRG and key members of the LDMG including the Chair and the LDC along with anticipated members of the LRG.

Such an exercise may take the form of a scenario based desktop discussion conducted over a period of 3-5 hours that addresses key components of this plan against a realistic scenario(s).

The LRC should seek the assistance of EMQ and the recovery functional lead agencies on the Disaster District Management Group to assist in the development, delivery and evaluation of these exercises.

The priority for recovery exercising is in the immediate / short term (relief) stage of recovery as it is typically the most demanding.

16.0 Financing Recovery

16.1 Natural Disaster Relief and Recovery Arrangements (NDRRA)

This section is a summary of the key funding mechanisms that can assist in recovery. A full description of these arrangements is provided in latest Australian Government Natural Disaster and Relief and Recovery Arrangements and the Queensland Disaster Relief and recovery Arrangements - Guidelines. A sound understanding of the available financial frameworks for recovery is necessary to ensure that recovery programs and activities are properly funded.

The Australian Government NDRRA Determination details the financial measures available and their eligibility. The Determination states that an eligible measure is an act of relief or recovery that:

- is carried out to alleviate damage or distress arising as a direct result of a natural disaster; and
- is of a type described as a Category A, Category B, Category C or Category D measure.

16.2 Category A and B Arrangements

A Category A measure is a form of emergency assistance that is given to individuals to alleviate their personal hardship or distress arising as a direct result of a natural disaster. Assistance may be for one or more of the following:

- emergency food, clothing or temporary accommodation;
- repair or replacement of essential items of furniture and personal effects;
- essential repairs to housing, including temporary repairs and repairs necessary to restore housing to a habitable condition;
- demolition or rebuilding to restore housing to a habitable condition;
- removal of debris from residential properties to make them safe and habitable;
- extraordinary counter disaster operations of direct assistance to an individual (for example, operations to protect a threatened house or render a damaged house safe and habitable);
- personal and financial counselling aimed at alleviating personal hardship and distress arising as a direct result of the natural disaster;
- extraordinary costs associated with the delivery of any of the above forms of assistance (for example, costs of evacuation or establishment and operation of evacuation centres and recovery centres, being costs which exceed the costs that a state could reasonably have expected to incur for these purposes).

A Category B measure is assistance of one of the following types:

- restoration or replacement of certain essential public assets damaged as a direct result of a natural disaster;
- loans, subsidies or grants list in the Commonwealth Determination to alleviate the financial burden of costs incurred by certain businesses, primary producers, voluntary non-profit bodies and individuals as a direct result of a natural disaster;
- counter disaster operations for the protection of the general public;

Category B loans, subsidies or grants may be one or more of the following:

- a scheme of loans assistance at a concessional interest rate to needy individuals or voluntary non-profit bodies;
- freight subsidy to primary producers;
- interest rate subsidy to small businesses or primary producers; or
- grants to needy individuals or voluntary non-profit bodies.

16.3 Category C Arrangements

A Category C measure is a community recovery package designed to support a holistic approach to the recovery of regions, communities or sectors severely affected by a natural disaster. Funding under Category C arrangements are activated on joint agreement between Prime Minister and Premier. The package comprises one or more of the following:

16.3.1 Community Recovery Fund

A community recovery fund is provided in circumstances where a community is severely affected and needs to restore social networks, community functioning and community facilities. Expenditure from the fund is aimed at community recovery, community development and community capacity building, and is administered by the state government in close collaboration with local government bodies or other community bodies. The amount allotted to a Community recovery fund will be determined at time of triggering assistance.

16.3.2 Recovery Grants for Small Businesses

Grants to small business may be provided where the business sector is severely affected and the community risks losing essential businesses. Grants to small businesses are aimed at covering the cost of clean-up and reinstatement, but not at providing compensation for losses. Under the 2012 Australian Government NDRRA Determination Recovery Grants for small business are for a maximum grant of $10,000, up to $25,000 under exceptional circumstances

16.3.3 Recovery Grants for Primary Producers

Grants to primary producers may be applied where the farming sector is severely affected, with threats to viability and disruption of production likely to extend beyond the current season. Grants to primary producers are aimed at covering the cost of clean-up and reinstatement, but not at providing compensation for losses. Under the 2012 Australian Government NDRRA Determination recovery grants for primary producers are for a maximum grant of $10,000, up to $25,000 under exceptional circumstances.

In order to qualify as a Category C measure in relation to a natural disaster, the recovery assistance must meet the following conditions:

- it either meets the intent of the community recovery package, or it contains only variations that have been approved by the Minister in writing;

- the use of that assistance has been approved by the Prime Minister in writing in relation to the disaster; and
- it meets any other conditions imposed by the Minister in writing.

The LRG should, in collaboration with the Disaster District, the State Recovery Coordinator and State Recovery Group, consider proposals for Category C funding for eligible recovery programs and activities. Early consideration, advocacy and implementation of Category C funding, where applicable, will greatly assist in reducing anxiety and minimizing losses among those affected by the disaster.

16.4 Category D Arrangements

A Category D measure is an act of relief or recovery carried out to alleviate distress or damage in circumstances that is, in the opinion of the Minister, exceptional. Category D arrangements are activated on joint agreement between Prime Minister and Premier when they are of agreed view that):

- the community is severely affected;
- additional funding is required to meet the particular circumstances of a severe event; and
- there is a need for special assistance above and beyond the standard suite of NDRRA assistance arises.

Category D funding is provided only in exceptional circumstances.

16.5 How to Apply for Category C or D Funding

Category C and D funding like all NDRRA funding is not automatic and must be based on defined need within the community. Evidence supporting such a need must be gathered by the LRG who should then advocate for the funding through the Disaster District, and the State Recovery Coordinator.

When advocating for Category C or D funding, the LRG should gather evidence of disaster impact, the losses incurred and the effect of such losses on small business and primary producers and the community in general (community needs analysis).

It is important that the LRG defines what specific actions / activities are needed to overcome the impact of the disaster. This is often best described in dollar terms in the form of cost/benefit analysis as part of a business case. Emotive argument unsupported by evidence of cost versus benefit for small business, primary producers or the general community will be unlikely to be successful in obtaining Category C or D funding.

This is particularly so when advocating for funding under Category C - Community Recovery Fund. The LRG will need to define the specific programs and activities that are needed to restore social networks, community functioning and community facilities in order to achieve effective recovery, community capacity building and community development. These programs/activities should address critical matters based on evidence and should be expressed in terms of costs (tangible and intangible) to the community and the impact of not providing adequate funding.

The LRG is supported by various State Government departments and agencies when advocating for Category C or D funding. Many of the programs and activities necessary to recover the small

business, primary producers and the general community will be undertaken by state government lead agencies.

For example, the Department of Agriculture, Fisheries and Forestry may assist in providing both the evidence of need for loans to primary producers as well as developing the programs necessary to address that need. Equally, the Department of Communities, Child Safety and Disability Services can assist in defining community need and the programs / activities necessary to address them. Departments can assist in advocating for Category C or D funding for such programs through their departmental chains of command.

The LRG should work closely with State Government departments and agencies to develop specific business cases that detail the programs and activities required to address recovery needs on a cost benefit basis when advocating for Category C or D funding.

16.6 Other Funding Options for Recovery

In addition to funding provided through the NDRRA program there are other opportunities to fund appropriate recovery activities. These include, but are not limited to:

- disbursements from official appeals;
- donations of material or in-kind support from individuals, community organisations or businesses; and/or
- Public/Private partnerships.

These funding and support arrangements should, wherever possible be applied to specific recovery programs and activities as detailed in the Operational Recovery and Working Group Action Plans.

The LRG may need to consider a range of funding opportunities to ensure needed recovery programs and activities can be funded to completion.

17.0 Other Payments to Disaster Affected Individuals

17.1 Australian Government Disaster Recovery Payment

The Australian Government may provide disaster recovery payments of $1000 per eligible adult/$400 per eligible child affected by disaster. To be eligible, individuals must: (as at March 2013):

- be an Australian resident, and
- be 16 years or older or receiving a social security payment, and
- have not already received an Australian Government Disaster Recovery Payment for the disaster, and
- have experienced one or more of the following:
  - have been seriously injured
  - are the immediate family member of an Australian killed as a direct result of the floods
  - the applicant's principal place of residence has been destroyed or has sustained major damage
  - the applicant has been unable to gain access to their principal place of residence for a period of at least 24 hours

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- o the applicant has been stranded in their principal place of residence for a period of at least 24 hours

- o the applicant's principal place of residence was without electricity, water, gas, sewage services or another essential service for a continuous period of 48 hours

- o the applicant is the principal carer of a dependent child who has experienced any of the above

Claims maybe lodged at Centrelink Offices or at designated recovery centres established in the disaster area.

17.2   Disaster Income Recovery Subsidy Payment (DIRS)

The Australian Government Disaster Income Recovery Subsidy may be offered to provide ex-gratia financial assistance to employees, small business persons and farmers who have experienced a loss of income as a direct result of a specific event.   As at March 2013, eligible persons must meet all of the following criteria:

- be 16 years of age, or older, not a dependent child,
- be Australian resident and living in Australia for the period of time you receive the subsidy, or a foreign national living or working in Australia at the time of the disaster and for the period of time you are in receipt of the subsidy,
- derive an income from the area affected by the disaster, or reside in the area affected by the disaster; and

  - o have experienced a loss of income as a direct result of the disaster

  - o can show evidence supporting the claimed loss of income within 28 days

  - o are not currently (at the time of lodgement) receiving another income support payment or pension (such as Age Pension, Newstart Allowance, service pension from the Department of Veterans' Affairs, or Exceptional Circumstances Income Relief Payment)

  - o are not currently (at the time of lodgement) receiving an income support payment at the married rate to one member of a couple (such as Exceptional Circumstances Income Relief Payment, Transitional Income Support Payment, Interim Income Support Payment and Farm Family Support Payment)

  - o if a member of a couple, must qualify as an individual.

The payment is subject to an income test to determine eligibility. Claims maybe lodged at Centrelink Offices or at designated recovery centres established in the disaster area.

18.0   Coordination of Donations and Offers of Assistance

Following disasters, it is frequently the case that offers of assistances; such as financial, goods and services, contra-arrangements or the donation of a person's time, start to overwhelm the affected area.

History has shown that most disaster affected areas are unable to cope with a large influx of donations or offers of assistance; often resulting in problems such as:

- Stewardship

- Proper disbursement
- Disposal of donations that did not fit the needs of the affected community
- Storage issues
- Health issues relating to donated food that has spoiled.
- Difficulty arranging effective means of donation transportation or delivery
- An inability to match offers of services with current needs.

Ultimately, the best and most versatile way of helping disaster affected communities is through a cash donation to a reputable disaster relief agency. In this way, funds can be allocated according to need, e.g. to purchase goods locally, the reconstruction of disaster affected areas, provision of medicine or food etc.

Where possible a wide spread blanket approach to distribution of funds should be minimised or discouraged to avoid raising community expectations that immediate assistance will be forthcoming for all disaster events; it is now known such assistance can foster community belief there is no longer a requirement for the community to take responsibility for their safety, recovery or basic measures to protect their property. If possible eligibility for financial assistance should be assessed on a case by case basis.

Whilst all efforts should be made to show appreciation; in the spirit in which offers of assistance are made, the local recovery group should work with the LDMG and disaster relief agencies in providing media releases on what is and is not needed at a very early stages of response and/or recovery.

19.0   Recovery Centres and Outreach Services

The Department of Communities, Child Safety and Disability Services is responsible for the coordination and setting up of Recovery Centres often known as *One Stop Shops*. Recovery Centres provide community members with access to a range of support services; offered by government and non-government organisations. These outlets engage the maximum number of the affected population by providing a unified point of contact and support to people requiring assistance.

One stop shops are a useful two way conduit of practical help, information and advice; they can also be a good means of assessing 'health checks' on the affected population.

Town Halls in the South Burnett local government area are designated for use as Recovery Centres should they be required to support recovery operations. A list of additional facilities that may be used as recovery centres should the Town Halls be unsuitable or not available is provided at Appendix 14. This list may be developed according to the needs of the situation.

The Department of Communities, Child Safety and Disability Services may also provide Outreach Services to address the needs of those unable to attend recovery centres. Outreach programs are usually based on teams of recovery workers provided by the Department of Communities, Child Safety and Disability Services who visit people in their homes and businesses to render assistance and determine needs. Outreach services are primarily designed to reach those isolated and will likely be a key strategy for the South Burnett area. The LRG may need to assist the Department in providing support services for outreach teams e.g. accommodation, local knowledge, etc.

20.0 Debrief, Review and Evaluation

A formal review and evaluation of the recovery effort should be undertaken at the conclusion of recovery operations. This is usually conducted on Stand Down.

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The primary method of undertaking review and evaluation is through the conduct of debriefs after the event. A debrief in this context is the gathering of relevant stakeholders to review and discuss and document the learning from the event and the changes that need to be made to incorporate this learning.

20.1 Periodic Debriefs

Recovery can be a long process and debriefs may be undertaken at any time during the recovery process for any particular activity. Undertaking periodic debriefs will assist in capturing recommendations for improvement and may improve ongoing delivery of recovery services.

The LRC, LRG and Working Groups will determine the nature and extent of periodic debrief during the recovery process as part of ongoing continuous improvement. For example, a debrief of those involved in facilitating a public forum or community meeting should be conducted following the activity to determine how to improve for the future. Periodic debriefs of individual recovery programs and activities are encouraged and should be promoted by the LRC, LRG and Working Groups.

20.2 Final Debrief

At the conclusion of recovery operations formal Review and Evaluation processes should be undertaken of the entire recovery effort. The most effective way of undertaking this overall review is through a series of debriefs of Local Advisory Groups, Working Groups and the LRG upon Stand Down. Such debriefs should be conducted as close to the conclusion of recovery operations as possible.

Usually debriefs are conducted from the bottom up meaning that subordinate entities debrief first and their findings are included in the debrief of the next higher group. On this basis, debriefs should, where possible, be conducted in the following priority order:

1. Local Advisory Groups

2. Functional Working Groups

3. Local Recovery Group

20.3 Debrief Framework

Debriefs should be conducted using an agreed framework to ensure all aspects are adequately covered. All participants must understand and adhere to this framework in order to effectively contribute to the review and evaluation process.

The debrief framework for review and evaluation of South Burnett recovery operations is based on responding to three primary questions:

- *What did we say we were going to do?*
- *What did we actually do?*
- *What can we improve upon for next time?*

This broad framework can be expanded depending on the nature of the debrief. For example, the debrief of the LRG and Working Groups may examine each of these broad questions against the major steps of the recovery process (see Table 2). A more flexible debrief framework may be needed for Local Advisory Groups.

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20.4 Debrief Reports

Individual debriefs are to be documented using the framework applied to that debrief; and provided to the next higher level group in a reasonable timeframe after the event.   The final review and evaluation report from the LRG is to be provided to the LDMG, Disaster District and the State Recovery Group no later than three (3) months after Stand Down from Recovery Operations.

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PART C – Recovery Activities

21.0 Introduction

This part provides guidance to the LRG and the Working Groups on 'how to' conduct recovery operations. It draws from material provided in the Australian Emergency Management Australia – Community Recovery Handbook 2 which offers current best practice guidance on recovery.

This part is divided into four sections each aimed at one of the four pillars of recovery. This part should be used by the Working Groups to assist them in undertaking their function.

It should be noted that Recovery is essentially a creative endeavour aimed addressing and resolving problems and issues to achieve defined objectives. Each disaster will be unique and the recovery activities undertaken for each disaster event will often be unique to that event. This part is provided to guide the LRG and Working Groups by providing typical methodologies and considerations for recovery. It is not exhaustive and the LRG / Working Groups must recognise that a range of methodologies and considerations may be applicable to any particular event.

22.0 Recovery Project Cycle

The LRG and Working Groups should strive to manage recovery operations using the recovery project cycle. Figure 9 depicts this cycle.
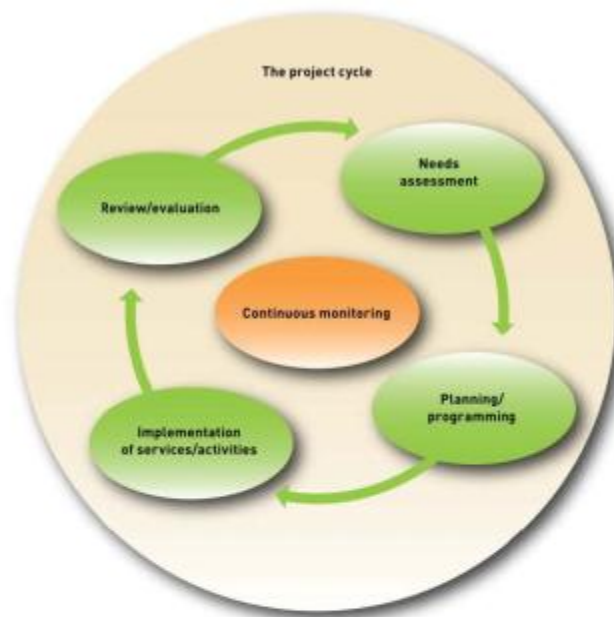
Figure 9 – Recovery Project Cycle
(AEMI Community Recovery Handbook 2)

Human/Social Recovery Activities

Human/Social recovery activities often begin spontaneously within a community and it is the role of the Human/Social Recovery Working Group to provide structure and resources to support, integrate and coordinate these spontaneous efforts.

This section outlines the range of social recovery activities and services that address aspects of safety, health and psychosocial wellbeing.

Appendix 13 provides a checklist or the Human/Social Recovery Working Group for human/social recovery activities.

23.0 Principles of Effective Social Recovery

There are five empirically supported principles to guide intervention efforts in the early to mid-term stages post-disaster. The five principles are concerned with:

- promoting a sense of safety
- calming (providing reassurance, strategies to reduce worry, fear, distress)
- enhancing 'self-efficacy' and 'community-efficacy', giving people a sense of control over positive outcomes
- promoting connectedness, encouraging support networks, helping people to feel part of their community
- instilling a sense of hope and optimism for the future

Effective recovery is strongly influenced by very practical issues such as food, housing, jobs and financial security. As a general rule, the more the community can be supported to rebuild the social and physical infrastructure, to return to their jobs and schools, and to regain financial stability, the greater the benefit for their wellbeing and recovery process.

The following seven indicators of social well being may be used by the Human/Social Working Group:

- wealth
- employment
- amenity
- health
- social issues
- social belonging
- recreation and leisure

As a guide, the Human/Social Recovery Working Group should strive to:

- Provide timely and accurate information
- Re-connect people with their families, friends and community networks
- Empower people to manage their own recovery and to access practical assistance
- Provide engagement and emotional support at individual, family and community levels

24.0 Categories of Human/Social Recovery

Activities and services in the social environment are developed in the following categories:

- Safety and security
- shelter, including accommodation in the short, medium and long term
- health, including medical, allied health and clinical services, public health, water, sanitation, hazardous materials, food security, mental health support and health promotion activities
- psychosocial support, including individual and community activities and services.

24.1 Safety and Security

Loss of life, injury, loss of shelter and threats to safety as a result of a disaster all impact on an individual's and/or a community's sense of safety and security. Social order and strong governance provide the sense of safety that people require to reduce their anxiety about the future. Disaster affected people will need timely information about safety, protection issues and mitigation actions to address emerging safety and wellbeing issues.

24.2 Shelter

A paramount concern for displaced people is to have safe, alternative accommodation when their homes have been damaged, destroyed or are inaccessible due to contamination or ongoing hazard threats.

Ensuring displaced households and individuals have appropriate shelter (accommodation) is a key to ensuring their safety and commencing their recovery. Accommodation arrangements may range from short term to long term. Further information on building matters is provided in the section on infrastructure recovery.

The Human/Social Recovery Working Group should:

- keep accurate and up-to-date records of where people relocate and their contact details
- organise emergency accommodation in conjunction with local agencies
- preferably arrange for transitional or longer-term accommodation on or near home sites of those people whose own homes are not habitable
- if people need transport, consider how this may occur
- ensure privacy is respected and maintained at all times
- establish a referral mechanism for psychosocial support.

24.3 Emergency and Short Term Accommodation

Emergency and Short term accommodation is considered to be that provided in Evacuation Centres during the response phase of disaster management. However it may include the use of hotels/motels, caravan parks, private houses including family and friends.

Arrangements for emergency or short term accommodation needs are managed by the LDMG during response with advice from the Human/Social Recovery Working Group and LRG to ensure long term accommodation impacts are considered.

The timeframe for providing emergency accommodation can range from days to weeks. It is usually planned for the immediate / short term (relief) stage of recovery, but in some cases emergency

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accommodation may transition into medium term or interim accommodation. This may occur due to limited alternate options, when housing and accommodation services are unable to meet demand.

24.4 Interim/Medium term accommodation

Interim accommodation can be in a house, flat, caravan or similar and can continue for extended periods of weeks, months or longer prior to permanent housing becoming available. In some cases interim accommodation may transition into permanent housing.

Interim accommodation can also be provided by friends, family, community, business or government and non-government organisations.

The Recovery Working Group should work closely with Department of Housing and Works and the community to develop and implement appropriate interim/medium term accommodation to suit the needs of those displaced. Use of any of the following should be considered:

- Use of rental properties on the market
- Use of existing caravan park accommodation
- Use of tourism accommodation providers, particularly those who cater for longer term stays
- Transport of demountable buildings to designated locations e.g. showgrounds, existing caravan parks, or on or near displaced people's homes/farms.
- Community billeting using the resources offered by the community to provide longer term accommodation e.g. granny flats, etc.

Locations for temporary accommodation will vary considerably for each person/family. Temporary accommodation solutions should be tailored to meet people's needs as far as is practicable. Considerations for interim/medium term accommodation include ensuring equity, adequate safety and security as well as access to services such as:

- water/waste management, power and communications;
- health;
- transport;
- schools and work; and
- social services including social networks and support organisations.

24.5 Other Considerations for Recovery Accommodation

Other considerations for the provision of shelter may include:

- **Living with family and friends.** Displaced people may choose to stay with family and friends. While this may seem a good solution to meeting accommodation needs the Human/Social Working Group must understand that the stressors on displaced and host families co-existing in shared and/or cramped environments for extended periods can have a detrimental effect in social recovery, particularly over the medium to long term.

- **Spontaneous offers of accommodation.** Offers for temporary accommodation such as caravans, granny flats and spare rooms of homes often occur after a disaster. The Social Recovery Working Group must ensure that managing and coordinating these offers occurs and that all accommodation meets consistent standards of safety and suitability for the duration of the displaced person's stay.

- **Proximity of Temporary Shelter.** Most people whose homes have been destroyed or significantly damaged prefer to return to their house blocks or farms to be as close as possible to their home sites, livelihoods and communities. This should be considered when developing temporary accommodation plans and arrangements.

24.6 Health

Health is a state of complete physical, mental and social wellbeing and not merely the absence of disease and infirmity. Queensland Health is primarily responsible for the provision of health care services to the community and should have effective representation on the Human / Social Recovery Working Group.   Public health services are provided by both Queensland Health and South Burnett Regional Council and play a key role in recovery to reduce adverse public health affects after a disaster:

- Managing communicable disease issues - surveillance and review of morbidity that may be occurring in the community and subsequent implementation of interventions such as vaccine programs, if, for example, there is an increase in diagnosis of influenza or hepatitis A.

- health protection/environmental health—air quality, food and water   inspections   and advice (for example, to boil water, water tank quality, disposal of spoilt food stores, review of food preparation procedures in evacuation centres, etc);

- inspections and review of sewerage and other contamination issues that may impact on the health of the community

- health promotion activities, such as information and advice about heat stress, clean up, health hazards (such as mould and asbestos), and other activities that aim to enhance self-care and prevention of later hazards in recovery

24.7 Psychosocial Support

Psychosocial impacts can be very broad and may be a result of how a disaster affects peoples' emotional, spiritual, financial, cultural, psychological and social needs as part of a community.

Disaster affected people often receive the majority of their support from their families, friends, colleagues and community organisations. In addition social recovery is enhanced through the provision of adequate food/water/shelter and the return of services such as transport, access, communication, power and health.

Psychosocial support builds on these measures by providing a variety of services that range from supporting individuals and households to communities through community development activities and projects.

Psychosocial support to individuals and households includes psychological first aid and personal support services (discussed further below).

Community Development activities/projects are often low cost, simple activities that provide the foundation for the establishment of a meaningful recovery program.   They are focused on providing assistance in re-establishing social connections and functionality through group and community activities. Examples include:

- Neighborhood barbeques

- Street meetings
- School activities
- Community recovery planning
- Spiritual and sporting events
- Ceremonies
- Planning for remembrance activities
- Virtual forums
- Impromptu displays such as photographs or artwork depicting the event and /or the community's recovery.

Figure 10 depicts the multiple layers of the community that should be considered when delivering human/social recovery services.
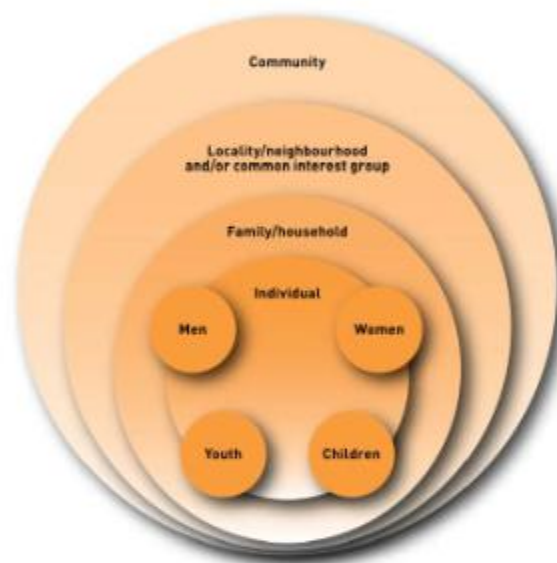
Figure 10 – The multi-layered aspects of the community
(AEMI Community Recovery – Handbook 2)

24.8 Psychological First Aid

Psychological first aid is a key component of psychosocial support, and provides a set of skills to underpin the effective provision of psychosocial support services. It is an evidence-informed approach based on commonsense principles of support to promote normal recovery, and includes helping people to feel safe, connected to others, and calm and hopeful; facilitating access to physical, emotional and social support; and enabling people to be able to help themselves.

The goals of psychological first aid are to:

- reduce distress
- assist with current needs
- promote adaptive functioning
- get people through periods of high arousal and uncertainty

- set people up to be able to naturally recover from an event
- assist early screening for people needing further or specialised help
- reduce subsequent post-traumatic stress disorder.

Community leaders and other key members of the community can be trained in the principles and delivery of psychological first aid to ensure that an appropriate response is immediately available within the community and to allow community members to work alongside emergency support workers to manage community needs. Under the current Queensland State Disaster Management Plan, Uniting Care Community Queensland is a key agency involved in the Community Recovery process and has been delegated the lead agency in the provision of Psychological First Aid following a disaster event.

For anyone seeking to work as a Community Recovery Officer, Uniting Care Community Queensland offers a nationally recognised qualification in Psychological First Aid.

24.9 Personal Support Services

The term personal support services refers to the specific role within the social recovery workforce, which provides a diverse range of practical assistance coupled with physiological first aid for the immediate and early recovery needs of individual, families or groups of disaster affected people.

Personal support services can be provided by a wide range of personnel from government and non-government agencies and local communities. These personnel can be employees, trained volunteers or trained local community members who have the capacity and interpersonal skills to support people in distress. These personnel do not provide counselling or psychological services but should be able to recognise people with these needs and refer them to the appropriate service providers. These services are primarily provided and coordinated by the Department of Communities, Child Safety and Disability services and are evident in services such as Evacuation and Recovery Centres (one-stop shops); and Outreach programs.

24.10 Practical Assistance as a Component of Personal Support Services

Personal support personnel and key recovery agencies can provide, or ensure access to, a wide range of practical assistance. Practical assistance is usually available through evacuation and recovery centres and through outreach programs and can include:

- information about what has happened, services available and plans that are in place
- access to available communication such as telephone, satellite services, free internet access
- comfort and reception
- referral to other agencies
- reassurance and security
- material aid (food, water, toiletries, hygiene kits, bedding, clothing)
- time away for families (respite)
- reassurance and security
- child minding
- child/aged care services
- transport

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- advocacy, legal aid, insurance
- pet care and foster care services
- support with cleanup
- meetings and forums
- assistance with funeral arrangements
- medication and medical care
- tracing relatives and loved ones.

24.11 Designing Individual and Household Psychosocial Support Programs

Several issues need to be taken into account when designing and delivering personal support services.

- The majority of disaster-affected people are not used to using welfare or social services and may find it difficult to approach, access or fully utilise emergency relief and recovery services.

- Some people may need specialist support that is not readily available or may require a complex mix of services to meet their needs.

- In identifying the need for individualised support services, recovery planning needs to consider the impact the event has had on local service providers – there may be a need to develop strategies to augment the availability of local community services to meet surge demand.

- Individualised support programs can graduate in intensity from self-accessed information to coordinated service delivery and case management approaches.

To be successful delivery of individual and household psychosocial support programs should be:

- simple and easy to understand
- consistent
- accessible
- seamless
- have a single point of contact

25.0 Community Development Activities/Projects

Community development programs can be managed by the South Burnett Regional Council, local community organisations or the Department of Communities, Child Safety and Disability Services. The decision about the management of these programs is often related to local presence, community trust and capacity to manage. Most community development programs in the South Burnett will be managed and coordinated by the South Burnett Regional Council with assistance from community organisations and the State.

To address the important recovery issues of family and community interaction, the organisation of social activities has proven very effective. Neighbourhood barbeques and local social events that make use of the arts, music, theatre or sporting activities all provide opportunities for people to mix, tell their accounts of events and work cooperatively to plan future events. Practical activities such as

fence building or weed clearing can also include a social component, and may be attractive to people who would not necessarily attend a 'social' event.

25.1 Managing Volunteers and Donated Goods

The management of volunteers and donated goods is best handled under the Human/Social Recovery Working Group as their effect is often felt at the individual and household level. Volunteers are often spontaneous and their service should be coordinated to ensure effectiveness. Uncoordinated volunteerism usually results in a long term lack of volunteers and ill feelings on behalf of those volunteering and those who could have benefited from a coordinated approach.

Volunteers take many forms from motivated individuals to organised and structured groups. They may be local or from outside of the local government area. Local level volunteerism is not normally high after disaster events as local people are often helping family and friends.

Donated goods will also spontaneously emerge as altruistic people and informal community groups seek to render assistance. If left uncoordinated and unsupported, they often attract donations of material goods that are either not needed, or which undermine the local economy.

The Human/Social Working Group should consider the need for a volunteer coordinator to help manage these things.

A volunteer coordinator is best sourced from within the local community and, where possible, should be a Council Officer to ensure the function is adequately resourced and that information regarding volunteering / donations is routinely made available to the Human/Social Working Group.

A guide to volunteer coordination is at Appendix 19.

25.2 Groups with Special Needs

It is widely recognised that men and women have different needs and human/social recovery activities and programs may need to be categorised by gender. This is particularly important for males who may find it difficult to acknowledge problems, to ask for assistance and to make use of naturally occurring support networks. Examples of types of social recovery networks for men may include:

- Men's sheds, which encourage men to work on projects that will have real and practical benefits for themselves and the community and at the same time, provide opportunities to talk over their issues with others seek advice and give help.

- Tool libraries which are a practical and tangible way for men to receive assistance with tools that may have been lost or damaged as a result of the disaster.

- Locally organised events relevant to the men in an area affected by an emergency such as sporting and leisure activities and other outdoor pursuits.

For many women, sharing their experiences is one of the most important aspects of their personal recovery. Programs that focus on ways in which women can interact, learn and share experiences are vital and may include:

- Rural women's networks

- Locally organised events relevant to the women in an area affected by the disaster such as pampering weekends, gardening groups or women's health information sessions.

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- Support groups that facilitate the sharing of stories and experiences.

25.3 Children and Young People

The additional needs of children and youth need to be considered by the Human/Social Working Group. Considerations include:

- Recognition that children and youth are uniquely vulnerable following an emergency event and require targeted and specialised support
- Children are not little adults and should not be managed in the same way as the adult population
- There is no one size fits all approach to recovery for children and youth and recovery plans must consider the developmental stage of those affected.

The importance of family and community support in helping children and young people overcome the impact of their experiences cannot be overstated. Parent information sessions that provide advice and information to parents on ways to support their children may be beneficial.

Local schools are key community organisations that can provide support to the younger members of the community. Engaging with schools and education facilities to gauge the level of impact on the young people in a community and involving them in development of plans and activities will assist in ensuring young people are cared for after a disaster.

The Human/Social Recovery Working Group should consider providing information to school and childcare centres perhaps through newsletters that explain the activities and support that are available to young people and children. While schools are an important conduit to reach young people and children, consideration must be given to supporting young people after school or during school holidays or closures. Holiday programs and mobile playgrounds may be useful to provide suitable activities to children and young people.

25.4 Culturally and Linguistically Diverse Communities

Non-English speaking people may be especially vulnerable to prolonged impacts following a disaster by virtue of their inability to communicate well with emergency and relief workers, and their difficulty accessing information that helps them to make sense of the event and its aftermath.

Different cultures approach and react to disasters in different ways. This can potentially cause tensions in the broader community if these reactions are not understood by others. It may mean that minority groups in the community can feel left out, marginalised and misunderstood if they do not understand or cannot relate to the recovery processes put in place by the government and other organisations. They may also feel unable to express and manage their grief or distress in their usual ways.

Refugees and asylum seekers can be particularly vulnerable, especially if they have suffered extreme hardship and trauma in their countries of origin. Indigenous groups are also particularly vulnerable and have specific needs that should be considered. The LRG and Human/Social recovery Working Group (if established) should be aware of the different cultural groups in the community and should ensure that appropriate recovery services are made available to meet their needs.

25.5 Aged

Members of the aged community can be incredibly resilient but in other cases are particularly vulnerable during a disaster. Their experiences in a series of events such as wars, the Depression,

bushfires, floods and droughts, which demanded great self-reliant resources, gave them the strength to deal with unusual circumstances.

People who are older, however, may be isolated, frail, suffering from chronic illness or dependent on others for transport, meals and self care. Some older people may have lived in the community all their lives and suddenly be put in a position of needing to relocate, in addition to losing a lifetime of memorabilia and familiarity.

The Human/Social Recovery Working Group needs to quickly establish who these people are and where they are located in the community and link them into aged care services that can help them re-establish a sense of safety and security as quickly as possible. In the same way that children and youth may be brought together to help them talk about and process their experiences of the disaster, it may be helpful to organise groups of aged people to get together and share stories and information.

25.6 Support for the Bereaved

People who are bereaved are an example of a vulnerable group that needs specialised support and attention. The bereaved group will include surviving family members who directly experienced the emergency event and family members who did not, so plans need to be made to identify extended family members who may not be local to the community of impact.

Counselling services should also be identified to assist with grief and bereaved communities. The Human/Social Recovery Working Group should maintain close liaison with the police and the coroner's office to ensure clear communication about support services is available to bereaved groups.

Bereavement services are led by the Department of Communities, Child Safety and Disability Services

Services may include:

- one-on-one and family counselling
- bereavement support   groups
- delivery of an   annual commemorative event, including consultation and input from the bereaved community

25.7 People temporarily separated from, or have lost, their companion animals

Companion animals can help people to maintain their social, emotional and physical wellbeing. Companion animals are significant partners in many people's lives.

Increasingly, research shows that companion animals can also contribute to the recovery and maintenance of both physical and mental health.

The Human/Social Recovery Working Group should:

- Recognise that restoring animal–owner links in the aftermath of evacuation is an important aspect of social recovery and return to normalcy

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- Recognise that the grief from loss of companion animals can be as equally powerful for some people as other losses, and this should be recognised in access to services and remembrance activities
- Work with animal welfare agencies (for example, the RSPCA) and take the opportunity to use volunteer support to provide services related to animal welfare.

In addition, loss of stock and native animals can cause distress in both children and adults. Arrangements for the care of stock and native animals should be provided for and information on them given to the community.

25.8 Cultural and Spiritual Factors

The Human/Social Recovery Working Group should be aware of and respect the cultural and spiritual world views that shape many communities' views of the disaster.

Cultural and spiritual symbols and rituals can provide an essential dimension to the community recovery process. Rituals and symbols provide something that is familiar and comforting in times of uncertainty and change. Commemorative events and memorials can assist the community to interpret and share their emotions and collectively make sense of the disaster.

Communities identify symbols and rituals (for example, spontaneous floral tributes at or close to the sites of a disaster, and probably beginning in the immediate aftermath).

The Human/Social Working Group should note that that these symbols may be identified pre- or post-disaster. If these are recognised, supported and coordinated as part of the recovery process, which is owned by the community, they will provide the focus for cultural and spiritual activities.

Remembrance activities must recognise that all people are affected and have equal rights to participate in planning commemorative events or permanent memorials.

Memorialisation has traditionally honoured a society's dead, so there is a tendency to focus upon the bereaved. The Human/Social Recovery Group should facilitate processes that are sensitive to the wishes of the bereaved, but that are inclusive of all people affected by the disaster.

These activities assist in the long-term integration of the emergency or disaster into the history of the community. Often these activities can be conducted on anniversaries or other significant community occasions.

26.0 Community Development Officers

In some circumstances it may be necessary to provide additional resources to support the community development component of the recovery process. In particular, the employment of one or more community development workers may be necessary to facilitate a range of activities which will enhance the recovery of individuals and the broader community affected by any given event.

Funding for Community Development Officers will vary however may be funded as part of a Community Recovery Package under NDRRA Category C funding. The Human/Social Recovery Working Group should consider the need for one or more community development officers and prepare funding submissions and business cases to the Local Recovery Group to enable advocacy for appropriate funding.

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Further guidance on defining the needs for such officers, their recruitment, selection and roles and responsibilities is contained in Emergency Management Australia's – Community Development in Recovery from Disaster Guideline.

Infrastructure Recovery

27.0 Introduction

Depending on the nature of the event, infrastructure recovery may cover significantly more scope than simply the restoration of essential services. The built environment is the physical foundation of our society and damage to any part of it may have widespread impact on many sectors of our community.

The complex character of the built environment is highly regulated and legislated, has a mix of public and private service providers, and has evolved over a long period of time so that it incorporates facilities built to different standards. Ownership of elements in the built environment brings another layer of complexity. Parts of the environment may be owned by multinational companies, individuals, government, community groups and all manner of other entities.

Recovery of the built environment also provides opportunities to build to meet the needs of the future environment.

It supports the recovery of the social, economic and natural environments of the community.

A coordinated response across levels of government, the private sector and the community is necessary to resolve complex infrastructure recovery issues.

It is therefore important that the Infrastructure Recovery Working Group's membership reflect the scope of infrastructure recovery required as defined in the Community Recovery Needs Analysis.

This section details the matters the Infrastructure Recovery Working Group should consider when addressing Infrastructure recovery.

28.0 Categories of Infrastructure Recovery

The following categories of recovery will need to be considered by the Infrastructure Recovery Working Group:

- Essential Services
- Rural Infrastructure
- Residential Infrastructure
- Commercial/Industrial Infrastructure
- Public Buildings and Assets

29.0 Essential Services

29.1 Communications Network/Systems

Communication systems are essential to effective recovery. Communications underpin social and business networks and are essential in ensuring effective public information. The Infrastructure Working Group should involve the Communication sector to assist in prioritising communication network repair and reconstruction.

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29.2 Energy Supplies

This includes liquid fuel, electricity and gas. Consequences of loss of energy supplies may be widespread. The Working Group should consider the following possible impacts of power supply disruption:

- Perishable food spoilage
- The impacts on supply of essential services, such as water, sewerage and gas
- Failure of communication and information technology-based systems
- Disruption to fuel distribution
- A potentially high demand for portable generators
- Security and safety concerns due to lack of lighting and loss of traffic lights and rail signals, compromising transportation
- impacts on commercial and industrial activities
- impact on primary production
- impact on other key essential services such as food storage and food distribution
- Implications for the location of a recovery centre
- Difficulties in maintaining accommodation for displaced people and recovery workers
- Problems for medically dependant residents who require electricity.

The Infrastructure Working Group should involve the Energy Sector to assist in prioritising energy repair and reconnection.

29.3 Water Supply, Treatment and Sewage

The consequences of damage to the water and sewage infrastructure may be widespread. The Working Group should consider the following possible impacts:

- Impact on the quantity and quality of water for community and commercial use.
- Impacts community health caused by failure of sanitation systems
- Firefighting may be compromised.
- Overflows caused by blockages and local flooding may lead to flooding of homes and businesses.

29.4 Transport Networks

Transport networks, including road, rail, aviation, and the infrastructure that supports them, can be affected during an event. Restoration of these networks is a priority in support of recovery.

29.5 Food Production and Food/Merchandise Distribution

Following an event some households will have sufficient food and groceries to sustain them for a period of time, but many will not. The food and groceries industry suggests that on average 95% of households have between two and four days of pantry supplies and that 40% of meals are purchased and consumed outside the home. People in rural areas however may have significant pantry supplies due to their experiences and location.

The impact on the food supply chain depends upon the extent of the event. The food supply chain is very flexible and can respond very quickly where the event is regionally contained. However, in the

affected area supplies may be limited due to the direct impact of the event and panic buying by the community. The food supply chain is also the primary channel to market for a range of essential household health, sanitary, cleaning and disinfecting supplies.

Restoration of the food supply chain is a priority.

29.6 Health and Community Service Sector

This includes aged care, hospitals, and health care facilities (general practitioners, chemists). Health and community services are primarily delivered from premises within the built environment. Damage and disruption to these premises reduces the capacity of the service system to meet the existing and emerging health and psychosocial needs of the community.

At the same time, a disaster event almost always carries with it the likelihood that people will be killed or injured and/or experience emotional trauma. The demand for medical and personal support is likely to increase, which will place extra burden on a community with an already diminished capacity.

Impacts within health and community services include:

- hospitals, clinics and aged care facilities and/or their equipment may become damaged and inoperable—disruption to water, gas and power will also severely restrict the services these facilities can provide even if they continue to function,

- damage to supported accommodation facilities for housing vulnerable people (frail, aged and people with disabilities), which may put them at higher risk of harm

- public health concerns that arise with the displacement of large numbers of people including into temporary accommodation)—the interruption and disruption of utilities and sanitation creates a high risk of infectious disease outbreak.

29.7 Sanitation (liquid and solid waste disposal)

The level of sanitation may well be severely compromised and result in a risk of infectious disease outbreak or spread. In addition to contaminated water, risks can result from:

- rotting food
- other contaminated materials, such as soft furnishings, papers and even building materials
- dead animals, including pets and farm animals

29.8 Security

Security infrastructure such as fire alarms and security lighting and cameras may all be impacted. Security issues following an emergency may also relate to a crime scene or coronial inquiries. The forensic requirements of these issues can hamper recovery of the built environment. Looting may also be an issue requiring additional security resources. Damage to buildings presents genuine concerns for the security of premises and possessions.

30.0 Rural Infrastructure

Damage to rural areas can impact on livelihoods and on living conditions. For rural people, the loss of their homes may result in dislocation from their livelihoods. It may be very difficult for them to remain living onsite to maintain their enterprises.

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The following aspects of rural infrastructure may be damaged:

- fences
- pasture
- machinery
- sheds
- irrigation infrastructure

Other specific rural issues include:

- the length of time needed to restore livelihoods in rural areas may be extended
- there may be a difference between commercial and hobby farmers
- the impact on livestock by loss of fodder and pasture and the consideration to sell, agist or cull livestock may be foremost in farmers' minds
- biosecurity can be compromised by damage to fences or movement of soil or water.

31.0 Residential Infrastructure

Residential losses can occur in the following categories:

- houses, home units, apartments, flats, sheds, mining camps
- nursing homes, hostels, aged care facilities
- boarding houses, hotels, motels, caravan parks
- residences in commercial buildings and businesses.

32.0 Commercial / Industrial Infrastructure

Much of the economic activity in a community is driven by the commercial and social networks that depend on the built environment. Demand on most commercial facilities increases during the recovery period but the capacity to supply need is often hampered by the damage to the built environment.

Damage or disruption to commercial facilities and infrastructure may inhibit the community's access to the services and support provided by:

- transport
- banking and finance; for example, cash accessed by automatic teller machines
- employment
- hospitals and emergency facilities
- tourism
- supply chains, such as for food (supermarkets, warehousing and transportation offices), fuel, hardware and building supplies, chemists and suppliers of other controlled substances.

Adverse affects of damage to commercial facilities can include:

- Contaminated debris; for example, hazardous waste (asbestos)
- Health hazards; for example, biochemical, animals, food

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33.0 Public buildings and Asset Infrastructure

For a community to function or to be viable, it requires operational public buildings and assets, including:

- community/neighbourhood centres
- schools
- kindergartens
- places of spiritual worship
- sporting clubs
- cultural centres
- entertainment venues
- restaurants and cafes
- heritage listed properties and cultural icons
- parks & gardens, public spaces and amenities

Each facility has the potential to help considerably during the recovery, but may be unable to perform its community functions if damaged. The community is reliant on the restoration or replacement of the above infrastructure to re-establish and function.

34.0 Infrastructure Recovery Planning

In planning infrastructure recovery, the Working Group must:

- have contingency plans to allow work to be done, despite the immediate difficulties (including reduced transportation and communication services)
- recognise the strong links between infrastructure recovery and human response to emergencies and disasters
- prioritise infrastructure restoration and its eventual recovery according to the importance of the service that the infrastructure supports
- recognise that   people may be traumatised if they feel that their buildings have not protected them or if they have suffered loss as a result of the event
- recognise that these feelings of loss and deprivation will be heightened if the normal community structures for support are not in place, and if the damage to infrastructure places further threats on their continued wellbeing
- understand that reconstruction of the infrastructure by external parties can alienate the community unless the community is involved in the formulation of recovery strategies.

35.0 Stages/Key processes in Infrastructure Recovery

The key steps in infrastructure recovery planning include:

- Understanding what needs to be done to recover
- Identify external constraints and internal organisational restraints
- Prioritise tasks
- Put in place short term /interim fixes

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- Identify the resource and material requirements
- Strategic planning (including long term recovery outcomes)

These are amplified in the Table at Appendix 14.

36.0 Infrastructure Needs Assessment

Infrastructure assessments may be categorised into three separate activities:

- **Initial assessments** which are usually undertaken in the first few hours after impact during the response and immediate/short term (relief) stage of disaster management. These assessments usually only provide an indication of the scale of the problem and allow for response and relief operations.
- **Rapid impact assessments**, which are usually conducted within the first 24 to 48 hours after impact and involves the sending out of damage assessment teams to make first hand assessments. Rapid Damage Assessment can be undertaken by Queensland Fire and Rescue Service is an example of this form of assessment.
- **Detailed assessments,** which are normally conducted within the first 72 (+) hours and which informs the development of the Recovery Operational Plan and the Infrastructure Recovery Action Plan.

When gathering information for infrastructure recovery assessments, the Working Group should consider:

- power
- water
- gas
- fences
- roads
- rail
- communication networks (exchanges, etc)
- hazard footprints, locations
- displaced people
- food supplies and food and merchandise supply chains
- alternative access points
- damaged residential and commercial buildings
- damaged hospitals
- dam walls

Complications in damage and impact assessment often occur because:

- owners of properties are not present at the time of inspection
- professional advice may be needed and may not be readily available
- organisations and individuals have differing priorities and agendas which impacts on the timeliness and relevance of the impact/damage assessment

- data on damage may not be complete due to inaccessibility
- insufficient resources available to analyse impact data and needs
- data reporting in a variety of incompatible formats

37.0 Reconstruction

Reconstruction is generally more complex that regular building and development activity. Some of the key issues to be considered by the Working Group include:

37.1 Planning for reconstruction

- **Community consultation.** Works should be prioritised and staged (i.e. temporary fixes with more detailed solutions developed over longer time frames) in consultation with the affected community.

- **Assessment.** There are likely to be differing assessments e.g. insurance versus those affected. Limited assessments done early may miss things or under report or over report the scale and nature of damage. Damage may be missed by inexperienced or overwhelmed assessors.

- **Environment.** There is a need to reduce exposure to future risk or creation of new risk from reconstruction effort

- **Regulation and Frameworks.** Temporary relaxation of planning regimes may allow buildings and structures to be built that reinstate pre-disaster vulnerabilities /threats. In addition, house repairs might not have to meet new building codes, whereas rebuilding is usually to the new standard. Decisions need to be made regarding the tenet of 'build back; build back better; this will inevitably involve input from insurance providers. Underinsurance and low damage write-offs may place a significant burden on building owners and the Recovery Working Group may engage with insurers and building owners to assist in negotiations.

37.2 Approvals and Planning

Appropriate standards for reconstruction may not always be clear. Buildings must conform to the current building regulations at the time of their construction, however, over time, these regulations may change. This can cause difficulties for owners, insurers and financiers. In addition, supervising the reconstruction may bring other problems.

Many people may not be aware of the need to apply for building approval for major repairs and may try to start major repairs without approval – in the confusion of clean up and general construction activity, their work may go unnoticed.

Although temporary repairs to give some amenity are accepted in the early stages of recovery, some temporary repairs may become incorporated into the final structure without approval

Additional staff to approve and inspect building and construction will likely be required to augment existing staff overloaded with planning and approvals.

Planning processes may need to be streamlined to ensure quicker turnaround to those affected by disaster.

Volunteers may be required to show that they are appropriately qualified, particularly interstate trades people who may not be familiar with Queensland requirements for building and construction.

38.0 Implementing Reconstruction

Wherever possible, the Working Group should encourage the use of local contractors for reconstruction and building tasks. This enables local work opportunities and supports the local economy. Local contractors also have local knowledge.

Delays in reconstruction are inevitable either because of continuing hazards, the scale of the event and / or the availability of resources. Lack of funding can also cause delays. The Working Group should seek to minimise delays wherever possible to alleviate stress in the community. Where delay is unavoidable, the Working Group should engage with the community to provide public information and to confirm temporary arrangements.

Many organisations involved in recovery may be contracting work or issuing tenders. Normal tendering, awarding work and contracting processes should be followed. The Working Group should encourage all organisations to ensure they adopt sensible and accountable procedures for the contracting of services.

The changing nature of recovery means that:

- staged reinstatement may be needed to deliver some quick but temporary outcomes that address the immediate needs (with later work required to address longer-term needs)

- plans may need to change to meet the changing needs

- at all stages, time should be set aside to reflect on the decisions that have been made and to make sure that they provide the best solutions—in some cases, rushed decisions are not necessarily the best ones

- communication (both by listening and talking) is important with all stakeholders—this includes the Working Group and Local Advisory Groups.

39.0 Other Considerations

39.1 Make Safe

It is important that safety and security is maintained throughout the recovery process. There is a risk that people will not maintain normal safety measures and procedures in their haste to effect repairs and restore some sense of normality to their lives e.g. ensuring that only appropriately qualified people perform work. The term 'make safe' means many things and can include:

- classifying structural soundness

- establishing safe areas by removing hazards

- maintaining health, public health and safety standards

- managing ingress and egress routes

- receiving suitable sign off

- requesting domestic and industrial consumers of gas, water and electricity to shut off equipment to preserve limited supply.

The Working Group should plan for and implement programs that promote and enhance safety in building and construction. Agencies such as the Building Services Authority and trade unions can assist in these matters.

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39.2 Clean Up

A significant volume of damaged material must be removed prior to the construction of new facilities. In many cases this operation must be performed to restore amenity to the community.

- **Clean-up operations** include:
  - removal of debris and other matter - green waste, building waste
  - removal of rotting food from shelves and refrigerators in commercial establishments and houses (both attended and unattended)
  - removal and disposal of hazardous substances (for example, asbestos containing material, dust from fluorescent tubes)
  - removal of enviro-hazards (for example, oil or chemical spills, copper and arsenic, treated timber, lead, silt, flood debris which may become a future fire risk)
  - disposal of carcasses from pets or agricultural animals—this may require special disposal and environmental health officers should be consulted for appropriate areas and requirements
  - processing waste—grinding, compacting, recycling
  - disposal of medical waste, including pharmaceutical waste—this may require special supervision and disposal at secure sites (consult environmental health officers)
  - managing and removing debris that presents a safety hazard to the community and may require special steps to remove (for example, glass in school playgrounds)

- **Handling, safety and regulation**
  - a need to take care with removal, handling and disposal of hazardous substances (for example, lead or asbestos-containing products)
  - calculating the logistics of moving the waste and debris—transport and
  - heavy equipment within built-up areas and high traffic levels at the disposal site may impact communities
  - consulting with the Department of Environment and Heritage (obtain sign-off) for some disposal processes
  - assigning landfill and burial sites—these may have to be new sites and would be subject to permissions and approvals
  - obtaining specialist services/contractors/expertise
  - obtaining suitable sign-off at the commencement of the work or on completion of debris removal—the requirements for these may vary for different services
  - disinfecting water-damaged facilities and other areas where there is concern about continuing health and amenity of the facility
  - maintaining normal safety measures through all operations

- **Site-specific issues**
  - work performed on and around heritage-listed facilities may require special permissions

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- o working in an environment affected by coronial matters—where there are deaths associated with the event, or crime has been associated with the event, the access to the site may require clearance from police or coronial staff.

Economic Recovery

40.0 Introduction

Disasters can cause devastating and widespread economic impact. Houses, business and community infrastructure may be damaged or destroyed and people's livelihoods may be temporarily and sometimes permanently disrupted. While physical damage is the most visible economic impact, less obvious impacts such as loss of income from disruption of trade can often be more significant and extend well after infrastructure has been repaired or replaced.

41.0 Categories of Economic Impacts after Disaster

Table 7 outlines the categories of economic impact at the household and business/industry levels:

Household	Business/industry
Loss of employment and income (loss of livelihood)	Loss of supply chain networks
	Loss or damage to business assets
Loss of household assets	
	Loss of employees due to business closure and migration of skilled staff
Instability or loss of social networks	
Increased costs due to short supplies of goods and services	Infrastructure damaged or devastated
	Damage to or loss of natural resources
Lack of childcare and school facilities	

**Table 7 – Economic and financial impacts of disasters
at the household and business / industry level**
(derived from AEMI Community Recovery, Handbook 2)

Livelihood - Communities are economically disadvantaged when individuals are unable to work, either because their place of employment has been impacted by the emergency event or by other disruptions, such as school and childcare closures, which necessitate children being cared for at home. Being able to work in paid employment or to run a business profitably empowers affected individuals and motivates communities to regain charge of their lives by meeting their own needs as they best see fit. The consequences of extended periods of downtime in trading or production can result in: bankruptcy, forced sale of businesses, forced sale of stock, business closure, loss of experienced workers, loss of supply chain linkages and/or a depleted customer base due to temporary or permanent population shrinkage or as a result of an influx of material donations to the area.

42.0 Economic Impact Assessment and Needs Analysis

Assessing the impacts of emergencies and disasters is integral to the recovery process. Impact assessments provide communities and policy makers with invaluable information about how a disaster manifested and what needs to be done to return the community to normal as well as helping to identify strategies to build back stronger. These assessments can inform future disaster risk management, as well as broader sustainability goals.

42.1 Measuring Economic Impact

Measuring the economic impacts of a disaster can be a complex undertaking and needs to be strategic in nature. It therefore requires thorough planning. The principle reference for disaster loss

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assessment in Australia is: Emergency Management Australia, Disaster Loss Assessment Guidelines, 2002. It provides guidance on assessing disaster loss primarily for the purpose of planning and justifying future risk mitigation and community resilience measures.

Due to the complexity of undertaking an economic impact assessment, some specialist expertise will be required. At a minimum some members of the Economic Working Group should have formal experience or training in disaster loss assessment or economics. Organisations like BIEDO can assist in developing a broad economic impact assessment including disaster loss.

Economic impact assessment attempts to quantify, in a common unit (dollars), all impacts (both costs and benefits) possible. Importantly, the *economic* in economic impact assessment applies not only to goods and services that are traditionally traded in the market place, but also to the value attributed to social and environmental assets. Economic impact assessments are conducted to ensure long term economic outcomes can be visualised and planned for.

42.2   Economic Impact versus Financial Impact

Economic impact assessment is distinct from financial impact assessment. Economic impact assessment includes *all* impacts on a community while financial impact assessment often concerns a single economic unit such as an industry, business or household. In the early stages of recovery, the Economic Working Group may well focus on the conduct of a series of financial impact assessments (across sectors) which will in turn collectively help inform the overall economic impact assessment.

42.3   Tangible versus Intangible Impacts

As well as direct and indirect impacts, economic impacts are typically divided into tangible and intangible impacts:

- tangible impacts—the loss of things that have a monetary (replacement) value (for example, buildings, livestock, infrastructure)

- intangible impacts—the loss of things that cannot be bought and sold (for example, lives and injuries, environment, memorabilia, heritage).

Tangible impacts are typically easier than intangible impacts to assign a dollar value to because they are traded in the market place. Intangible impacts are much harder to assess. Intangible impacts are often described as a 'catch all' that includes all those costs that are very difficult to estimate, for which there is no agreed method of estimation and for which there is no market to provide a benchmark. However they should be considered and included appropriately in impact assessments.

42.4   Direct/Indirect impacts on Sectors

Impact assessment may be undertaken by identifying impacts, both direct and indirect on key community sectors. Table 8 outlines some considerations for the assessment of direct and indirect impacts on the key sectors of the community.

Sector / area of impact	Direct	Indirect
Residents and households -	Structural (roofs, walls etc).Contents (furniture, floor coverings etc). External (swimming pools, gardens etc).Death and injury.	Additional costs (alternative accommodation and transport, heating, drying-out costs, medical costs etc)

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Sector / area of impact	Direct	Indirect
Public Infrastructure, community facilities and natural environment	Damage to or loss of roads, bridges, dams, sports grounds and facilities, schools, halls, parks, waterways, bushland.	Transport (traffic delays, extra operating costs etc) Loss of computer-controlled systems Loss of other lifelines (electricity etc)
Business enterprises and supply networks	Structural damage to buildings such as shops, factories, plants, sheds, barns, warehouses, hotels etc. Asset damage or loss: farm equipment, food, records, product stock (finished manufactured products, works in progress and input materials), crops, pastures, livestock, motor vehicles, fences or irrigation infrastructure, contents damage to fixtures and fittings (carpets etc), furniture, office equipment. Virtual business interruption.	Impact on production (manufacturing, agriculture, services etc) Impact on income/trade/sales/value added (tourism operators, retail traders etc) Increased costs (freight, inputs, agistment etc) Loss of supply chain networks Increased work (construction industry) Opportunity to renew struggling business
Government	Loss of rate base – for example if population base shrinks or council waives rate payments as a gesture of goodwill	Costs of implementation of royal commission recommendations Increased demand on government services (education, health etc) Loss of business continuity (state government may provide case management involving significant resources to be redeployed immediately for long periods) Loss of tax revenue Cost of engaging extra resources and/or backfilling positions

Table 8 – Direct and indirect economic impacts of disaster on key community sectors
(Derived from AEMI, Community Recovery Handbook 2)

43.0 Guidelines for Economic Recovery

The following guidelines for economic recovery and the supporting strategies provide a framework for the Economic Working Group in developing economic recovery programs after a disaster:

- economic recovery strategies are an integral part of the overall recovery management process

- coordination of all recovery programs is needed to support and enhance the economic structure

- it is important to recognise that affected people need to re-establish their means of making a living to enable them to manage their own recovery

- response and recovery actions actively support the recovery of business and industry

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- the best outcomes are achieved when business and industry is returned to activity as early as possible

- adaptive change is adopted in light of previous knowledge of the sustainability of business and communities, and strategies

- business and/or industry representatives must participate in economic recovery decision making

- it is important to retain skilled workers in the affected area through paid employment

- it is important that measures are taken to mitigate the impacts of future disaster on business continuity.

44.0 Economic Recovery - Management Strategies

Examples of specific management initiatives include:

- formulate short-term business survival strategies

- identify all aspects of the economic impact of a disaster and continue to assess, analyse and monitor to inform the level of support required by community

- plan (from the beginning) for the transition back to mainstream service provision

- establish and maintain communication channels between community, business, industry and government representatives in the community

- proactively seek and involve investment and technical assistance parties from within and outside affected communities

- facilitate local advisory groups as required that are representative of business, industry and employee groups

- ensure communication strategies incorporate information around economic recovery support to the broader community

- support and facilitate the development and maintenance of partnership arrangements to enhance economic activities

- establish positive images to attract visitors when appropriate

- report information on the effectiveness of the economic recovery program to all stakeholders

- develop risk management assessments for the economic recovery program

- avoid duplication of services and identify gaps

- maintain confidentiality and privacy principles

- ensure monitoring, evaluation and reporting processes are embedded in all economic recovery activities.

45.0 Economic Recovery - Service Delivery Strategies

Examples of specific service delivery include:

- develop a comprehensive list, including contact details, for all available and accessible financial and economic services for disaster-affected people (for example, government agencies, banks, insurance companies)

- ensure the broader recovery workers know the range of services available and appropriate referral processes

- facilitate the provision of financial assistance measures in a timely, fair, equitable and flexible manner

- provide material aid where it is appropriate (for example, to isolated properties

- facilitate the provision of financial counselling and management services

- ensure economic and financial services and/or information are coordinated and provided by a variety of means and use the existing communication networks within communities

- provide community awareness on how to source information regarding the validity of goods and services being offered by businesses seeking opportunities within the disaster-affected localities.

46.0 Economic Recovery - Enabling Initiatives

Examples of other initiatives include:

- encourage response agencies to implement procedures to support economic recovery (for example, local employment program for clean up)

- support and promote opportunities for sustainable economic recovery

- actively work/negotiate with financial institutions on behalf of affected people and businesses

- advocate for the return of evacuees into the affected area as soon as possible when the environment is safe

- procure goods and services via local businesses and tradespeople wherever practical (for example, use local electricians for power safety checks and repairs, encourage agencies to employ local residents and to purchase resources and services locally)

- value and build on the local capacities of services that support economic activities (for example, childcare services and non-profit groups)

- build on local/regional/state/territory industry and business organisations and their networks (for example, home business network, tourism boards, chambers of commerce)

- encourage the community to buy locally through known and trusted businesses

- facilitate the creation of work placement projects (for example, clean-up activities)

- to provide short-term paid employment to retain skilled workers in their current

- location while they await their former place of employment to recover and re-open

- facilitate the provision of government grants, appeal distribution and charitable payments as financial, rather than material, assistance in support of economic and local business recovery.

47.0 Financial services

The purpose of financial assistance measures is to support those in need, while encouraging appropriate personal responsibility. Resilience and preparedness (such as appropriate and adequate levels of insurance) are to be encouraged.

The recovery of communities from the effects of emergencies and disasters is assisted by a range of financial measures, which provide a source of funds to businesses, local and state/territory governments, householders and the community to assist with and promote recovery. These sources include insurance and may also include government provided natural disaster relief and public appeals (depending on the severity of the event). Assistance may also be provided by banks (for

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example, the suspension of mortgage/loan repayments and provision of financial counselling and advice), and the Australian Taxation Office has developed a Disaster Response Framework.

Communities should be encouraged to explore their own resources, and to plan and be prepared for an emergency event. Changing community expectations and the political landscape have historically impacted on the provision of financial services.

The need for financial assistance measures such as insurance, Australian and State government assistance and appeals are critical after disaster because of the effect on people's employment and income stream—more commonly referred to in the international humanitarian assistance literature as livelihoods.

The various State and Australian Government financial support packages are detailed in Part B under Funding Disaster Recovery.

48.0   Financial assistance—Public Appeal Funds

The Australian community has, historically, come to the aid of people affected by disasters through monetary donations to public appeal funds. Although this generosity cannot be assured in the future, and is not part of the South Burnett contingency arrangements, public appeals need to be considered.

A State public appeal is often established after large disasters affecting a significant portion of the State. However, many people wish to donate to help a particular area impacted by disaster. Local appeals run by community organisations are likely to emerge in the aftermath of a disaster. Focusing on a single local appeal to help support recovery disaster impact is preferred although it must be acknowledged that smaller collections of cash will occur within community groups. These should be directed to the relevant local appeal or to the State appeal as appropriate.

The LRG should promote a single local government appeal where possible. Appeals such as these should be managed by a suitable and reputable community group although they may be supported by Council. Council may assist as a collection point for donations.

If communities wish to provide assistance, they should be strongly encouraged to express their sympathy and empathy for disaster victims through monetary donations. It is more empowering for people to receive cash grants so that they can choose what they most need to support their own recovery, which can also assist in stimulating the local economy. The key message is that cash is always preferred because it can be targeted to meet immediate needs.

49.0   Financial assistance—Insurance

Insurance is the primary means of gaining financial compensation for the cost of restoration. The major types of insurance cover are for home and contents, income protection, and property and business interruption.

Home and contents policies usually provide replacement and reinstatement insurance, which covers the cost of repair and replacement of damaged property and contents. The less common indemnity policies take account of the age and condition of the items insured. If buildings and/or contents are underinsured, the settlement amount from the insurer is less than the cost of replacement. There is also a need to be aware of the policy exclusions (that is, the risks not covered).

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Commercial insurance is designed to cover many of the risks, including damage or loss caused by disasters, which are faced by business, including coverage for buildings, vehicles, equipment, stock, plant, and fixtures and fittings, as well as business interruption. Adequacy of insurance cover is an important community message that should be promoted routinely.

49.1 Insurance Council of Australia

The Insurance Council of Australia assists affected people to navigate and negotiate the insurance process. A central goal is to build and maintain a high-level coordination capability to be employed following a disaster. The strategic intent of this objective is, first, to increase the effectiveness of individual efforts for insuring disaster victims and, second, to improve and simplify liaison with state and federal government emergency response systems. The Insurance Council of Australia has produced the Industry Catastrophe Coordination Plan. They are able to provide representatives at State and at regional levels when impacts are significant. The Economic Working Group should consider involving Insurance Council of Australia participation in insurance and insurance claim matters arising from the disaster.

49.2 The Australian Taxation Office

The Australian Taxation Office supports taxpayers, businesses and tax agents through its disaster response framework. Mechanisms include appropriate and timely arrangements to relax tax obligations and provide tailored assistance to people when they are ready to attend to their tax matters. During previous disasters in Australia some key responses included:

- allowing lodgment deferrals of activity statements or income tax returns without penalty
- allowing additional time to pay tax debts without incurring general interest charges
- initially stopping correspondence to affected areas
- fast-tracking refunds

50.0 Public-Private Partnerships

Public-private partnerships can capture the goodwill that exists in the private sector and its willingness to be part of the recovery process. They do not include the normal procurement that enables services to be provided and they do not necessarily involve exchange of money. An example is the provision of goods or services following a disaster by a private enterprise to a relief agency that is covered by a memorandum of understanding.

These partnerships can increase capability to respond in a timely manner, and can provide a mechanism to assist the smooth provision of services. Partnerships in the recovery environment can provide:

- corporate in-kind support
- information to the community
- information to the Working Group or the LRG on damage/impact assessments, community needs and the effectiveness of recovery actions
- human resources
- construction contracts (for example, supply of heavy lift or specialist equipment, loan of equipment and staff to assist in the immediate response, deployment of engineers to

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undertake damage assessments, deployment of reconstruction and building trades professionals)

- supply (for example, the provision of catering)
- maintenance
- accommodation
- grants/appeals management
- supply of credit (to other businesses to allow them to resume operating, or to customers)
- health and community service professionals
- fuel supply and distribution.

In preparing and planning, it is useful to consider the public-private partnerships that can be established prior to an event to assist with contingency planning. Traditionally, corporate support has been a spontaneous response to an emergency event, and needs to be negotiated after an event, taking into account the needs of a community.

For partnerships that can be established as part of preparedness and planning, consideration should be given to:

- identifying goods and services that can be procured through this means
- establishing and identifying accredited/licensed/certified suppliers, and seeking indicative costs to avoid cost inflation/profiteering post impact (for example, to provide food and supplies to individuals at recovery centres)
- including local suppliers in recovery efforts where possible—issues to consider include the potentially impeded capacity of local suppliers to deliver due to the disaster
- establishing links between non-regional and local suppliers to retain local employment
- establishing links between non-regional and local suppliers that are able to continue or re-commence trading, to keep money in the community
- documenting partnerships between suppliers—use of non-regional suppliers needs to be handled with some sensitivity for local suppliers.

51.0 Steps to Economic Recovery

The steps to the post-disaster economic recovery planning process are:

Step 1: Conduct post-disaster economic and financial impact studies

The Economic Recovery Working Group should seek to perform economic and financial impact studies. Financial impact studies will focus on specific economic units (such as a business or a sector of the community). An Economic Impact Study should build upon these financial impact studies to determine the overall impact on the economy. Both financial and economic impact studies will build upon the initial damage assessments undertaken during response operations. These impact studies should be conducted as quickly as possible following the disaster. They provide intelligence for decision-makers and support any requests for the State or the Australian Governments to provide appropriate funds for rebuilding/recovery. These impact studies assess both physical damage (properties, inventory, etc.) and economic damage to industry and the local economy.

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It is likely that there will be many challenges in acquiring both pre-disaster and post-disaster data, particularly in an initially chaotic environment immediately after the disaster impact. This emphasizes the need to identify the stakeholders and include them either on the Working Group or as members of Local Advisory Groups.

To the extent possible, the studies should measure the following economic impacts (where data is available):

- Job loss
- Loss of wages
- Business closures and interruption (loss of productivity)
- Damage to infrastructure
- Damage to property (commercial, industrial, residential)
- Damage to natural resources (which have an impact on local industries)

Step 2: Initiate a post-disaster economic recovery assessment and planning process

The Council should take the lead in initiating the economic recovery planning process, with support and engagement from other business, civic, and community organisations (see Terms of Reference for the Economic Working Group). This process should begin as soon as possible after the disaster event to take advantage of the sense of urgency and unity following a disaster and to ensure strategies and resources of economic recovery can be planned for, and acquired.

Step 2a: Identify the roles and responsibilities of all economic recovery stakeholders

Confirm roles and responsibilities among partner organisations for all phases of recovery recovery.

Step 2b: Establish Local Advisory Groups to gather relevant data and information

Economic Local Advisory Groups should be established to cover major topics (e.g., business retention, small business assistance, downtown redevelopment, etc.). Each working group should have a chairperson and be responsible for compiling relevant data. The group can also begin identifying major issues and suggesting strategies and resources to address those issues.

Step 2c: Produce a complete economic analysis (including financial assessments)

This economic analysis includes a detailed look at key industries and anchors and specific quantitative and qualitative data on how they have been impacted by the disaster. This analysis will provide insight into the current state of the economy, including whether economic development targets should be re-evaluated; a better understanding of competitive positioning; and will lay the foundation for a long-term economic development strategy for the community.

It may be beneficial to have a third party conduct this economic analysis, due to:

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- limited local capacity issues
- assurance of a speedy planning process
- the need for a fresh perspective on the situation

The following steps will assist with the economic analysis:

- Review existing strategic plans and studies for relevancy, evaluate existing business development targets, and revisit economic issues
- Solicit information and input from Local Advisory Groups
- Conduct additional focus groups around key topics to help identify specific challenges and opportunities
- Conduct economic development forums with various stakeholders (economic developers, planners, local government, businesses, citizens, etc.) to focus on specific geographic areas, such as the town areas, industrial areas, neighbourhoods, small towns and rural residential areas; or functional areas like sport & recreation, tourism or primary production.

Step 3: Fully assess the situation on the ground

Take the time to really understand the post-disaster economic analysis before any actions are proposed or implemented. A deep understanding of the current situation will provide critical insight on how the community should move forward.

Step 4: Create an Action plan outlining strategies, programs and activities to be undertaken to achieve economic recovery.

Create action plans to provide direction on economic recovery priorities. The plan should be updated as needed. Seek to:

- Include a phased approach to economic recovery where clear goals and objectives are set for the short, medium and long term recovery. Emphasis should be placed on long-term goals, to ensure transition between economic recovery and long term community development. This could be for many years.
- Assign appropriate organisations to take ownership of and carry out each task.
- Ensure these organisations have the resources to carry out each task, in terms of capacity, ability and financial means. See additional resources as necessary.
- Ensure that business retention and expansion is addressed before any new business efforts take place. Existing businesses are the ones that are most likely to rebuild the economy.
- Ensure that strategies and actions are specific, with measurable outcomes, to provide a basis for monitoring progress.

Step 4a: Coordinate the action plan with the development of an effective communications strategy

The public should be aware of this planning effort and how time, resources and funds will be prioritised.

52.0 Checklist

A checklist of considerations for Economic Recovery is provided at Appendix 16.

Environment Recovery

53.0 Introduction

The environment is defined to include ecosystems and their constituent parts, including:

- people and communities
- natural and physical resources
- the qualities and characteristics of locations, places and area
- the social, economic and cultural aspects.

Australian Environment Protection and Biodiversity Conservation Act 1999

54.0 Components of Environment Recovery

Many aspects concerning where the environment impacts on the social, economic and built environments as part of community functioning are considered in other parts of this plan. For the purposes of this part, effects of disaster on the natural environment are considered in terms of the ecosystem components:

- air
- water
- land and soil (and organic matter)
- plants and animals.

Table 9 below outlines some of the effects of impact of disasters on the natural environment.

Component of the natural environment	Aspects of this component relevant to disaster management	Some examples of effects
Air	Particulates Chemicals Biological aerosols Radiation	Immediate: asthma cases Longer term: deposition of particulates residues on assets Dust from wind erosion— denuded landscape (fire, drought) Heatwave deaths Deaths from bushfire smoke affecting air quality
Water: • surface water • ground water • marine • artificial storages	Quality: • biological contamination • particulate contamination • chemical contamination • dissolved oxygen levels/ quality in waterways Quantity • changed river flows • changed groundwater storage • flow regimes • biological contamination/ introduced pests	Loss of capacity (drinking water etc) Behaviour change as it moves through the environment Quality and quantity supporting: • production systems • recreational water • ecosystems
Land and soil:	Loss and movement:	Significant erosion after a fire or

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Component of the natural environment	Aspects of this component relevant to disaster management	Some examples of effects
• landscapes • rocks • soil • geo-heritage	• erosion • deposition Quality and condition: • contamination Changes to soil—acidification/ structure change/compaction Damage to landforms and landscapes	flood, earthquake or cyclone can change the course of waterways, reduce the productivity of farmland and create erosion risks for infrastructure both up and down stream. All of this will have impacts on flora and fauna. Potential impacts also include natural, cultural and geo-heritage sites.
Plants and animals	Loss of species and populations (biodiversity), especially threatened species Change in abundance of species • Predators • Competitors Changes in recruitment (whether seedlings can survive) Loss of habitat Disease Pollination	Increased interaction between wildlife and humans due to animals being disorientated, displaced (vehicle collisions, kangaroos/rabbits grazing in gardens, noisy birds (such as corellas) concentrated in civic areas, foxes coming into yards and killing domestic animals/ stirring up pets (spreading mange to pets) etc). Introduced predators concentrate on the native species and livestock remaining in the landscape (advantaged by no harbour for wildlife); can wipe out threatened species, impact on farm production/survival. Rabbits compete with native wildlife for scarce food resources, impact on regeneration of plants, impact on pasture/crop production. Weeds are first to establish on bare ground and can outcompete native plants and agriculture/ pasture plants. Birds may move out of the area, reducing pollination activity and/ or allowing insect activity to get out of balance.

Table 9 - Examples of impacts of disasters on the natural environment by component
(AEMI Community Recovery Handbook 2)

55.0 Environment Impact Assessment and Needs Analysis

Usually environmental impact statements are designed to assess and protect environmental values where development is proposed. These procedures can easily be adapted to the post disaster situation to identify significantly ecosystem attributes and the likely impacts from the disaster.

An environmental impact statement usually includes a broad survey of the impacted area (usually both through desktop analysis of existing data resources and, if required, the use of survey methods).

In some cases, ecological survey techniques need to be employed to assess specific concerns, or to gain a broad audit of natural environmental impacts and likely consequences of the disaster. A rapid response research capacity following a large-scale natural disturbance assists in understanding the ecosystems dynamics and long-term consequences of natural disasters.

56.0 Interaction with the other Pillars of Recovery

Some attention is needed for competing outcomes of other recovery (social, built and economic) activities. Often there is a high level of activity post-disaster to restore infrastructure services, and 'normal' environmental considerations may be bypassed (for example, seeking vegetation clearance approvals). Although quick action is essential, good environmental practices, if built into the process beforehand, can still be applied. The LRG should consider any competing outcomes between the environment recovery effort and that of the other pillars of recovery.

57.0 Principles of Ecologically Sustainable Development (in recovery)

Ecologically sustainable development (ESD) is 'development which aims to meet the needs of today, while conserving our ecosystems for the benefit of future generations' (*Ecologically Sustainable Development Steering Committee 1992*).

The South Burnett will seek to abide by the objectives and principles of the national strategy for ecologically sustainable development which includes three core objectives and seven guiding principles. These are provided below in Table 10.

Principles of ecologically sustainable development
The Goal is: Development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends.
The Core Objectives are: • to enhance individual and community well-being and welfare by following a path of economic development that safeguards the welfare of future generations • to provide for equity within and between generations • to protect biological diversity and maintain essential ecological processes and life-support systems.
The Guiding Principles are: • decision making processes should effectively integrate both long and short-term economic,

environmental, social and equity considerations

- where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation
- the global dimension of environmental impacts of actions and policies should be recognised and considered
- the need to develop a strong, growing and diversified economy which can enhance the capacity for environmental protection should be recognised
- the need to maintain and enhance international competitiveness in an environmentally sound manner should be recognised
- cost effective and flexible policy instruments should be adopted, such as improved valuation, pricing and incentive mechanisms
- decisions and actions should provide for broad community involvement on issues which affect them.

No objective or principle should predominate over the others. A balanced approach is required that takes into account all these objectives and principles to pursue the goal of Ecologically Sustainable Development

Table 10 –Principles of ecologically sustainable development (in recovery)
(AEMI Community Recovery Handbook 2)

58.0 Using an Environmental Risk Management Approach

Given the complexity of the natural environment arising from the large number of ecosystems and organisms and their interaction with one another and their surroundings it is likely that there will be significant uncertainty in managing environmental recovery. Decisions will often involve lengthy time spans and assumptions about projected impacts and may involve significant uncertainty.

Using a risk management approach may be helpful in determining the environmental risks and how best to treat them. It provides a structured, systematic approach to decision making. The Australian / New Zealand standard for Risk Management - AS/NZS ISO 31000:2009 Risk management— Principles and guidelines is the principal reference for this process. The general risk management process can be adapted to suit the needs of environment recovery planning.

To assist in adapting the risk management approach to environment recovery, the Working Group may choose to seek answers to key questions at each stage of the Risk Management Process. These are outlined in the following paragraphs:

Establish the context for recovery of the environment

Question: What has happened to the natural environment as a result of the disaster/emergency?

Action: initially the action is to investigate, monitor and evaluate the impacts. The natural environment is a highly complex system. Some aspects of the environment might continue to function well, but others may be devastated. Consideration should also be given to how the environment reacts over time. For example, air quality immediately after a bushfire may be bad, but soon recovers, but river water quality and biodiversity may be severely impacted for many weeks or longer.

Question: Can the natural environment adequately recover on its own in an acceptable timeframe?

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If the answer to this question is 'yes', the natural environment will adequately recover on its own in an acceptable timeframe, and no specific recovery activity needs to be undertaken (a valid treatment option). **Action:** continue to investigate, monitor the impacts (immediate and future) and evaluate the ability of the natural environment to cope.

If the answer is 'no', the natural environment cannot adequately recover on its own. **Action:** identify, analyse and evaluate the risks to the natural environment. (See 'Identify risks', 'Analyse risks' and 'Evaluate risks' below.) In order to do this, criteria for evaluating the risk need to be established.

Other questions that might assist in answering the question include:

- what was the state of the natural environment and how was the natural environment progressing (refer to the Environment Profile for the South Burnett in Part B to this plan.
- how is it now functioning?
- can it be fully functional again?
- do we need a different plan to achieve effectively functioning ecosystems?

Some guiding objectives that might be appropriate to the process of answering these questions and establishing the context after disaster include:

1. avoid or prevent environmental harm
2. reduce or minimise environmental harm
3. mitigate the effects of environmental harm
4. offset any environmental harm.

Question: what are the criteria against which the risk to the natural environment is to be evaluated?

Action: Decisions may be based on operational, technical, financial, legal, social or natural environment or other criteria.

Identify environmental risks

Identify the risks (threats and opportunities) that result from the disaster and impact on the natural environment and ecosystem services. Questions that might need to be considered include:

- is there an impediment to the environment recovering on its own (for example, contaminated soils or bare soils at risk of weed invasion might prevent regeneration of indigenous species, which can result in reduced agricultural productivity)?
- is a priority environmental function (or an ecosystem service) now absent and unable to recover quickly, such that you need to steer or hasten the recovery process (for example, contaminated and reduced water supplies after a fire because the damage to the catchment has reduced the capacity of the landscape to filter the drinking water)?
- is there an opportunity to improve the natural environment where the previous
- status was degraded?

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Analyse environmental risks

Analyse the extent of the risks to the natural environment (the likelihood and the consequence of risks) so that a level of risk can be estimated:

- how big are the risks?
- are the risks tolerable?

Evaluate environmental risks

Making decisions about the ability of the natural environment to cope depends on pre-established assessment or evaluation criteria and objectives. Evaluate the risks in order to prioritise treatment options:

- what risk treatments are required?
- should the management of these risks be prioritised?

Treat environmental risks

Treatment options include actions to:

- monitor and observe
- prevent or avoid environmental harm
- reduce or minimise environmental harm
- mitigate the effects on the environment and community
- offset the damage.

Options and strategies for treating risk can be assessed in terms of:

- Their potential benefits
- Their effectiveness in reducing losses
- The cost to implement the option(s); and
- The impact of the control measures on other stakeholder objectives, including the introduction of new risks or issues.

Often decisions are made in light of comparison of the cost (dollar and environmental) and economic impacts.

Some activities will have benefits for many natural environment components. For example, fencing to exclude livestock from key areas can improve native vegetation recovery (by reducing grazing impacts), improve water catchment qualities (through less faecal material in waterways), reduce risk of soil erosion (more vegetation cover equals less sediment run-off) and, in the longer term, impact on maintenance of water quality.

Monitor and review

Rapidly changing circumstances post-disaster require ongoing investigation, monitoring and evaluation. In light of this, the risk management process should be reviewed regularly to ensure the risk treatment plans/recovery plans remain the best option.

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Communicate and consult

To attain maximum effect, it is important to ensure engagement by all aspects of community and all levels of government, and a broad range of subject matter expertise as the risk management process or the recovery planning proceeds.

The natural environment is a highly complex area to assess and engaging the appropriate expertise is essential. In Australia management and governance of the natural environment is conducted by a mix of public and private and non-government organisational entities, with varying standards and regulations. Engagement with these is critical to any natural environment recovery activity.

Appendix 17 graphically depicts the above process.

Table 11 gives examples of options or strategies for treating risk in the natural environment (under the components of air, water, land and soil, and plants and animals).

	Air	Water	Land and Soil	Plants and Animals
Monitor/ observe	Emissions (source) air monitoring program Ambient (community) air monitoring program Personal (recovery Worker) air monitoring program Deposition (fall out) monitoring program	Flora/fauna surveys Drinking water sampling program Recreational water body sampling Natural water body sampling program	Soil stability and erosion potential surveys Soil contamination assessments and environmental and health risk assessments Topsoil capability for regeneration of flora	Establish survival of and current threats to important species
Prevent/ avoid	Aerial incendiary practices Whether or not to put hazardous materials fire out—let it burn out and get the oxygen out or stop it burning so it doesn't contaminate the air? Extinguish fires Let certain fires burn to minimise ground-level impacts on environment Prevent dust lift off by stabilising land/use of fencing, mulching etc Manage wastes to prevent emissions Manage pesticide	Keep people out of contaminated waterways Remove oils, fuels etc from wrecked vehicles etc Recycling of wastes to minimise discharges or impacts on water resources		Implement hygiene protocols to prevent spread of disease to /within the natural environment Keep livestock out of sensitive areas by fencing (to avoid grazing impact, improve recovery of plants) Hygiene protocols Controlling where machinery goes so it doesn't impact on certain /threatened species Replacement of nesting boxes where they are a

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	Air	Water	Land and Soil	Plants and Animals
	applications to prevent spray drift			part of a monitoring or research program Supporting the welfare of fire-affected wildlife
Reduce/ minimise	Treat air emissions (e.g. apply water sprays, filters, containment) to reduce the volume and/or render the emission less harmful Minimise impact on the environment through response techniques/practices Minimise exposure to humans and animals by keeping them away from the area where the air is contaminated	For oil spills—use booms, filters	Rehabilitating control lines Minimises the potential for erosion	Control of introduced predators at key sites to protect threatened species and livestock Conduct works to minimise the potential for invasion of weed species to ground made bare from wildfire and along waterways
Render harmless		Filter contaminated water to remove suspended solids, chemicals, biological hazards	Interventions between hillsides and creeks (such as straw/wire) to stop hill creep and sedimentation in creeks	
Mitigate the effects	Limit the exposure of people and animals to areas of air contamination Decontamination of plants, animals, buildings, equipment Provision of suitable protection and safety for recovery volunteers	Composting practices for disposal of carcasses—less impact on the water table Wildlife rescue Temporary habitat construction and feeding Cleaning of rain water tanks, replacement water supplies and filtration		Translocate key (e.g. highly threatened) species to safer refuge (including into captive breeding facilities if necessary) to ensure survival of the species Replacement of protective fencing around threatened plants to exclude browsing and grazing animals such as rabbits, d and kangaroo
Offset the damage				Where an event causes irreversible damage to high-priority vegetation, selecting a separate patch of land for restoration may be

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	Air	Water	Land and Soil	Plants and Animals
				an acceptable offset

Provision of artificial nesting boxes can provide temporary habitat for displaced animals (shelter from weather and predators, provide safe breeding etc)

High-priority vegetation that has been devastated by a bushfire—select a separate patch of land for reafforestation over a period until the initial area has recovered |

Table 11 – Examples of recovery activities (risk treatment options) in the natural environment listed by natural environment component
(AEMI Community Recovery Handbook 2)

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1. Phases of recovery that individuals and communities might experience post-disaster
2. South Burnett Human/Social Profile
3. South Burnett Economic Profile
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Useful Checklists

1. Pre-event planning
2. Community recovery management/coordination
3. Recovery management/operational considerations
4. Outreach
5. Evacuation/Emergency Relief Centre
6. Recovery Centre
7. Human Resources (managing people)
8. Community Recovery Evaluation

References used in the development of this plan

Queensland Recovery Guidelines, 2012
Australian Emergency Management Handbook 2 - Community Recovery
Australian Emergency Management Series – Manual 10 – Recovery
Australian Government – NDRRA Determination 2012
QRA – Rebuilding a stronger, more resilient Queensland
QRA – Operation Queenslander – Local Plan
Queensland 2013 Flood Recovery Plan

Other Useful References for Recovery

International Recovery Platform - http://www.recoveryplatform.org/
Volunteering Queensland - www.volunteeringqld.org.au

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Appendix 1
Phases individuals and communities
might experience post-disaster

(AEMI Community Recovery Handbook 2)

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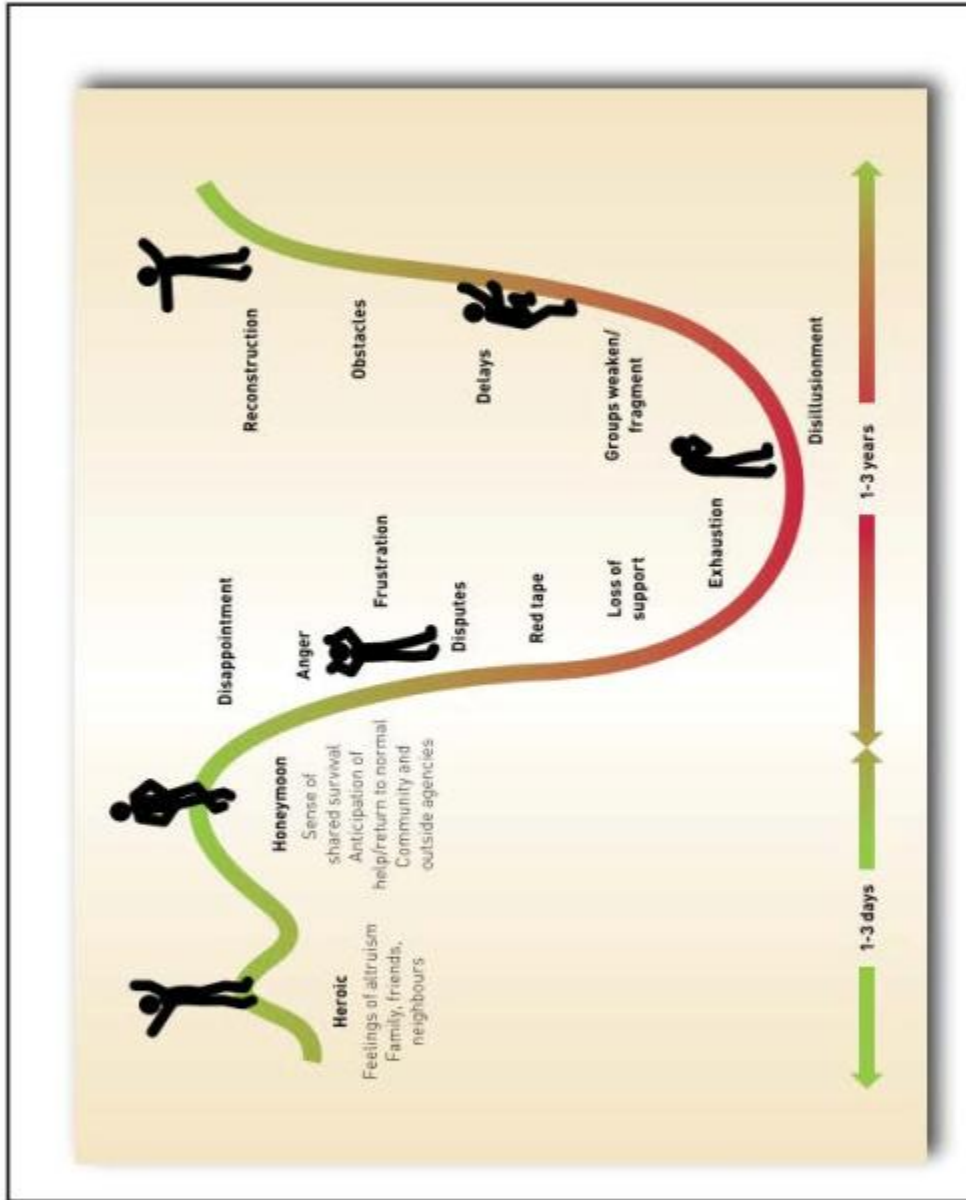
Appendix 2
South Burnett Human/Social Profile

Under Development

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South Burnett Infrastructure Profile

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Appendix 5
South Burnett Environmental Profile

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Terms of Reference
Local Recovery Group

Role: The role of the Local Recovery Group is to coordinate the planning and implementation of recovery strategies across the four pillars of recovery.

Responsibilities

- Assess the impact of the event and undertake a community needs analysis across the four pillars of recovery.
- Coordinate the whole-of-government and community recovery from disaster events.
- Identify and prioritise major areas of recovery.
- Develop and implement effective strategies for community participation and partnership in the recovery process.
- Develop medium and long term recovery policies and strategies.
- Develop and Implement the Recovery Operational Plan.
- Coordinate the Action Plans developed by the Working Groups.
- Identify and obtain required resources.
- Provide effective leadership to focus all necessary resources to achieve the most effective and efficient recovery of affected communities.
- Monitor recovery programs and activities undertaken in the South Burnett.
- Identify areas where the State Recovery Group, the Premier and other entities need to make decisions beyond existing policies and procedures, and advocate with State/Australian Governments and other entities as required for provision of enhanced services and support to meet community needs.
- Provide advice and regular reports to the Disaster District and State Recovery Group.
- Provide regular public information about recovery progress.
- Develop a final report at the conclusion of recovery operations.

Reporting

- The LRG is to report to the State Recovery Group through the appointed State Recovery Coordinator. Reporting to the District Disaster Coordinator and the District Disaster Management Group is also required. Reporting arrangements are to be negotiated with the above entities prior to the commencement of recovery operations.

Core Members:

Executive

- Chair of the LRG - Deputy Chair of the LDMG (Deputy Mayor)
- Local Recovery Coordinator - General Manager Communities

Economic Working Group

- Councillor with Economic related portfolio (Chair)
- Manager, Economic Development (Coordinator).

Infrastructure Working Group

- Councillor with Infrastructure related portfolio (Chair Infrastructure Working Group)
- Properties Manager (Coordinator)

Human Social Working Group

- Councillor with Human/Social related portfolio (Chair)
- Manager Communities (Coordinator)

Environment Working Group

- Councillor with Environment related portfolio (Chair)
- Natural Resources Manager (Coordinator)

Core Members - State and Australian Government Representatives (recovery operations only)

- Communities, Child Safety and Disability Services
- Department of Agriculture, Fisheries and Forestry
- Department of Transport and Main Roads
- Housing and Public Works
- Queensland Health
- Department of Agriculture, Fisheries and Forestry
- Environment and Heritage Protection
- Centrelink

Full Membership

Full membership may be derived from inclusion of key representatives from a range or government and non government organisations. When establishing a full LRG for recovery operations consider whether specific organisations are best placed at the LRG or Working Group level. Possible entities for inclusion as full members of the LRG may include:

State Government Agencies and Government Bodies:

- Department of Premier and Cabinet
- State Development, Infrastructure and Planning
- Department of Education, Training and Employment
- Police and Community Safety
- Natural Resource and Mines
- Energy and Water Supply
- Local Government, Community Recovery and Resilience
- National Parks, Recreation, Sport and Racing
- Tourism, Major Events, Small Business and the Commonwealth Games
- Building Services Authority
- Queensland Reconstruction Authority
- Sunwater
- Stanwell Corporation

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- Energex
- Tourism and Events Queensland
- Queensland Small Business Advisory Council
- Queensland Rural Adjustment Authority
- South East Regional Disability Advisory Council

Australian Government Agencies

A range of commonwealth agencies may assist in recovery processes including. Key among these is Centrelink, Department of Human Services.

NGO/Community Groups and Private Sector Partners

- Community Services (Red Cross, Salvation Army, Uniting Care Community)
- Commonwealth Carelink and Respite Centre
- CTC Youth Services
- CTC Nanango Hub
- Graham House Community Centre
- Alan Broome, Farm Financial Counsellor
- SBCTC Partners in Foster Care
- Centacare South Burnett
- Alzheimers Australia
- Regional Development Australia

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Terms of Reference
Economic Recovery Working Group (if established)

Role: The Economic Working Group is to coordinate planning and implementation of economic and financial recovery in the South Burnett local government area.

Responsibilities

- Assess economic and financial impact arising from the disaster event.

- Coordinate the economic function of recovery operations in the South Burnett

- Assess and monitor impact on economic viability, key economic issues including employment issues and capacity of local business to operate.

- Facilitate business, industry and regional economic recovery and renewal.

- Develop industry and business recovery plans and implementation strategies in conjunction with the South Burnett Regional Council, relevant State Government agencies, regional economic development organisations and industry bodies.

- Facilitate business assistance, access to funds and loans and employer subsidies.

- Where required, facilitate linkages with job providers and employment agencies to source labour, re-establish supply chains and joint marketing activities.

- Develop a strategy to maximise use of local resources during clean up and restoration activities.

- Support small to medium enterprise (e.g. referrals, business assistance, etc).

- Identify options for improvement or adjustment from current business operations where required.

- Ensure involvement of local business and industry representatives and the community in decision making.

- Work with local government and business groups and industry bodies to enable learning from their disaster experience in order to better prepare for future adverse events.

- Ensure the Economic Action Plan informs broader planning and decision making activities across government and non-government agencies.

- Identify options for improvement in economic rebuilding.

- Coordinate economic and business support to farmers and rural landholders.

Reporting Responsibilities

- The Chair and Coordinating Officer of the Working Group are to attend meetings of the Working Group and are to represent the Working Group at meetings of the Local Recovery Group.

- The Working Group will meet as required at the discretion of the Chair of the Working Group.

- Agendas, Minutes of meetings and Action Plans are to be copied to the Chair of the South Burnett Recovery Group and the Local Recovery Coordinator.

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Working Group Composition
Suggested members:

Full membership may be derived from inclusion of key representatives from a range or government and non government organisations. When establishing a Working Group for recovery operations consider whether specific organisations are best placed at the Working Group or Local Advisory Group level. Possible entities for inclusion as full members of the Economic Recovery Working Group may include:

State Government Agencies and Government Bodies:

- State Development, Infrastructure and Planning
- Department of Education, Training and Employment
- Agriculture, Fisheries and Forestry
- Natural Resource and Mines
- Energy and Water Supply
- Local Government, Community Recovery and Resilience
- Tourism, Major Events, Small Business and the Commonwealth Games
- Queensland Reconstruction Authority
- Stanwell Corporation
- Energex
- Queensland Rural Adjustment Authority

Australian Government Agencies

A range of commonwealth agencies may assist in recovery processes.

Industry and Representative Bodies

- Tourism and Events Queensland
- Queensland Small Business Advisory Council

NGO/Community Groups and Private Sector Partners

- BIEDO
- Alan Broome, Farm Financial Counsellor
- CTC Youth Services
- CTC Nanango Hub
- South Burnett Futures Program
- Regional Development Australia

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Terms of Reference

Human / Social Recovery Working Group (if established)

Role: The Human/Social Recovery Working Group is to coordinate planning and implementation of recovery in the areas of safety and well being, physical and psychological health, and social aspects.

Responsibilities

- Assess the impact of the disaster on human and social aspects.

- Manage financial and welfare support.

- Coordinate information provision and personal support.

- Coordinate psychological and counselling services.

- Coordinate ongoing medical and health services.

- Coordinate public health advice and warnings and directions to recovery workers, those involved in reconstruction and the community.

- Coordinate temporary accommodation.

- Coordinate short term accommodation and repairs to dwellings.

- Monitor and provide assistance and coordination of the volunteer effort including donations of material goods and public appeals.

- Provide specialist and outreach services.

- Coordinate case management, community development, support and referral to assist affected people, families and groups.

- Coordinate one stop shops and recovery centres.

- Coordinate the re-opening of education facilities.

- Work with local government and community leadership groups to enable learning from their disaster experience in order to better prepare for future adverse events.

Reporting

- The Chair and Coordinating Officer are to attend meetings of the Human / Social Recovery Working Group.
- The Working Group will meet as required at the discretion of the Chair of the Working Group.
- Agendas, Minutes of meetings and Action Plans are to be copied to the Chair of the South Burnett Recovery Group and the Local Recovery Coordinator.

Working Group Composition
Suggested members:

Full membership may be derived from inclusion of key representatives from a range or government and non government organisations. When establishing a Working Group for recovery operations consider whether specific organisations are best placed at the Working Group or Local Advisory Group level. Possible entities for inclusion as full members of the Human/Social Recovery Working Group may include:

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State Government Agencies and Government Bodies:

- Queensland Health
- Department of Education, Training and Employment
- Police and Community Safety
- Housing and Public Works
- Communities, Child Safety and Disability Services
- South East Regional Disability Advisory Council

Australian Government Agencies

- Centrelink, Department of Human Services.
- A range of other Australian Government agencies may assist in recovery processes.

NGO /Community Groups and Private Sector Partners

- Community Services (Red Cross, Salvation Army, etc)
- Volunteer Organisations (BlazeAid, Service Clubs, etc)
- Community Services (Red Cross, Salvation Army, etc)
- Commonwealth Carelink and Respite Centre
- CTC Youth Services
- CTC Nanango Hub
- Graham House Community Centre
- Alan Broome, Farm Financial Counsellor
- SBCTC Partners in Foster Care
- Centacare South Burnett
- Alzheimers Australia
- Nanango Community Action Group

Terms of Reference

Infrastructure Recovery Working Group (if established)

Role: The Infrastructure Working Group is to coordinate planning and implementation of infrastructure recovery in the South Burnett local government area.

Responsibilities

- Assess damage to housing stock, commercial and industrial buildings and structures, rural structures and public infrastructure.

- Liaise with the Insurance Council of Australia to ensure the declaration of the general insurance industry Catastrophe Coordination Arrangements and to identify nominated ICA representative.

- Coordinate building safety inspection services, secure damaged buildings and structures and coordinate demolition/repair and rebuilding.

- Coordinate the assessment of damage to housing stock, commercial and industrial buildings, rural structures, and infrastructure facilities.

- Work with all sectors/stakeholders to determine priority of works.

- Assist with the development of options for temporary accommodation.

- Assist with development of a coordinated approach to housing related strategies.

- Coordinate restoration of sporting facilities and public playgrounds.

- Coordinate disposal of hazardous material, debris, etc.

- Work with affected communities and interest groups to support their involvement in the decision making process.

- Ensure risk reduction is considered in planning for rebuilding and reconstruction.

Reporting Responsibilities

- The Chair and Coordinating Officer are to attend meetings of the Working Group and represent the Group on the LRG.
- The Working Group will meet as required at the discretion of the Chair of the Working Group.
- Agendas, Minutes of meetings and Action Plans are to be copied to the Chair of the South Burnett Recovery Group and the Local Recovery Coordinator.

Working Group Composition
Suggested members:

Full membership may be derived from inclusion of key representatives from a range or government and non government organisations. When establishing a Working Group for recovery operations consider whether specific organisations are best placed at the Working Group or Local Advisory Group level. Possible entities for inclusion as full members of the Infrastructure Recovery Working Group include:

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State Government Agencies and Government Bodies:

- State Development, Infrastructure and Planning
- Police and Community Safety
- Transport and Main Roads
- Housing and Public Works
- Energy and Water Supply
- Local Government, Community Recovery and Resilience
- Building Services Authority
- Queensland Reconstruction Authority
- Sunwater
- Stanwell Corporation
- Energex

Australian Government Agencies

A range of commonwealth agencies may assist in recovery processes.

NGO/Community Groups and Private Sector Partners

A range of NGO/Community Groups and Private Sector partners should be considered based on community need.

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Terms of Reference
Environment Recovery Working Group (if established)

Role: The Economic Working Group is to coordinate planning and implementation of economic and financial recovery in the South Burnett local government area.

Responsibilities

- Coordinate assessment of disaster impact on the natural environment (e.g. water quality, ecological impact, pollution).
- Provide advice on potential environmental issues (e.g. water supply)
- Coordinate rehabilitation of the natural environment including parks, waterways and wildlife.
- Coordinate preservation of community assets (e.g. reserves and parks)
- Consider mitigation strategies to reduce future impacts on the natural environment where appropriate.
- Monitor issues of pollution.
- Coordinate waste management and disposals.
- Ensure there is effective consultation and communication with the community and relevant organisations on matters relating to environmental recovery.
- Ensure environmental bodies and interest groups are involved in the decision making process.
- Monitor and assess the environmental consequences of cleanup operations.
- Monitor and assess animal welfare issues.

Reporting Responsibilities

- The Chair and Coordinating Officer are to attend meetings of the Environment Recovery Working Group.
- The Working Group will meet as required at the discretion of the Chair of the Working Group.
- Agendas, Minutes of meetings and Action Plans are to be copied to the Chair of the South Burnett Recovery Group and the Local Recovery Coordinator.

Working Group Composition
Suggested members:

Full membership may be derived from inclusion of key representatives from a range or government and non government organisations. When establishing a Working Group for recovery operations consider whether specific organisations are best placed at the Working Group or Local Advisory Group level. Possible entities for inclusion as full members of the LRG may include:

State Government Agencies and Government Bodies:

- Agriculture, Fisheries and Forestry
- Environment and Heritage Protection
- Natural Resource and Mines
- Energy and Water Supply

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- Local Government, Community Recovery and Resilience
- Queensland Rural Adjustment Authority

Australian Government Agencies

A range of commonwealth agencies may assist in recovery processes.

NGO/Community Groups and Private Sector Partners

- Community Services (Red Cross, Salvation Army, etc)
- Burnett Mary Regional Group
- Wide Bay Burnett Environment Council
- Wide Bay Conservation Council
- Regional Development Australia Wide Bay Burnett

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Possible Local Advisory Groups

Local advisory committees may be established to enable members of the local community, including people affected by the event and representatives from local organisations, to meet and to provide input and guidance to LRG and Working Groups on such issues as community needs and service delivery. The formation and composition of any Local Advisory Groups is at the discretion of the LRG and is dependent on the needs of the community.

These groups may be geographically based (a town or locality); or they may be functionally based e.g. Economic, Environmental, Infrastructure or Human/Social.

Economic Local Advisory Group

The economic local advisory group provides advice and guidance to the Economic Working Group on economic and financial issues confronting the community and supports decision making on economic recovery planning and implementation. Suggested membership of this group is provided in the Economic Working Group's Terms of Reference. Consideration may also be given to:

- Chamber(s) of Commerce
- Progress Associations
- Individual businesses including major primary producers and their representative bodies
- Suppliers and transport operators
- Tarong Power Station

Infrastructure Local Advisory Group

The infrastructure local advisory group provides advice and guidance to the Infrastructure Working Group on a range of infrastructure issues including Essential Services, Rural Infrastructure, Residential Infrastructure; Commercial/Industrial Infrastructure, and Public Buildings and Assets. Suggested membership of this group is provided in the Infrastructure Working Group's Terms of Reference. Possible participants in this group could also include:

- Progress Associations
- RoadTek
- Tarong Power
- Community representatives from areas where works are to be undertaken.

Human / Social Local Advisory Group

The Human/Social local advisory group provides advice and guidance to the Human /Social Working Group on community well being and psychosocial needs and supports the Working Group in decision making on human/social recovery planning and implementation. Suggested membership of this group is provided in the Human/Social Working Group's Terms of Reference. Possible participants in this group could also include:

- Citizens undertaking material donations services (receipt and/or distribution)
- Representatives from a range of community organisations such as CWA or progress associations.

Environment Local Advisory Group

The environment local advisory group provides advice and guidance to the Environment Working Group on environmental issues confronting the community and supports decision making on environmental recovery planning and implementation. Suggested membership of this group is provided in the Environment Working Group's Terms of Reference. Possible participants in this group could also include:

- Volunteer Land Care groups
- Major primary producers

Community Local Advisory Groups

Community Local Advisory Groups may be established from representatives of specifically impacted communities. Selection of suitable representatives to represent the impacted community is required based on the nature of the event and the community impacted. Several Community Local Advisory Groups may be established.

They may form to support one or more of the Functional Working Groups or their advice and guidance may be sought directly by the LRG. Community Local Advisory Groups are often established as a result of Community Meetings as a mechanism to continue effective engagement during planning and implementation of recovery programs and activities.

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Appendix 9
Portfolios & Agencies with Recovery Functions

Agency	Recovery Functions
State Government Agencies and Statutory Bodies	
Department of Premier and Cabinet (DP&C)	DP&C supports and advises the Premier and Cabinet so that the government's priorities can be met. They are the lead agency in the Queensland Public Service and drive the government's key strategies and plans – including those established for recovery after a disaster.
State Development, Infrastructure and Planning (DSIP)	DSIP's objectives (on which they will focus during recovery) are: • Champion the interests of business and industry in Queensland • Fast track delivery of major resource and industrial development projects • Diversify and build resilience in regional and state economies • Assist property and construction industries to grow and flourish through streamlined planning processes • Re-empower local governments and their communities to plan for their futures • Improve service delivery
Queensland Health	Queensland Health has lead agency responsibility for the follow key areas: • Medical Command, Control and Coordination of health resources; • Appropriate pre-hospital on-site medical and health response management for casualties; • Transportation to appropriate hospitals for definitive treatment and care; • Public health advice warnings and directions to combatants and the community; • Psychological and counselling services for disaster affected persons of the general community; emergency workers and recovery workers; • Ongoing medical and health services required during the recovery period to preserve the general health of the community; and • Scientific services during health event response and recovery operations.
Department of Education, Training and Employment	Works to minimise the disaster's impact on the community's education and training services. In recovery works with Local and State Recovery Groups

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	to determine priorities to deliver required services.
Police and Community Safety	Police and Community Safety assist recovery through maintaining law and order and public safety. In recovery works with Local and State Recovery Groups to provide required services.
Transport and Main Roads	Plans, manages and delivers Queensland's integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea. In recovery works with Local and State Recovery Groups to establish priorities for repair and reconstruction of transport infrastructure and services.
Housing and Public Works	• Responds to the housing needs of residents in public housing affected by disaster • Facilitates broader provision of emergency accommodation • Works with other agencies to coordinate medium and longer-term housing strategies • Q-Build is the lead agency for the provision of community recovery services in regards to building and engineering services. • This includes coordinating and conducting damage inspections and assessments of private residences on behalf of the Department of Communities in order to validate repair quotations obtained by the owner/occupier from private contractors. • Q-build also provides advice and supports the establishment of Community Recovery Centres and Coordination.
Agriculture, Fisheries and Forestry	• Responds to animal welfare matters. • Responds to plant disease outbreaks. • Responds to disease/biosecurity issues. • Provides farm financial counselling services. • Works with primary industries to recover from major emergencies. • Administers the Natural Disaster Relief and Recovery. Arrangements (NDRRA) for primary producers in disaster declared areas.
Environment and Heritage Protection	The department is responsible for managing the health of the environment to protect Queensland's unique ecosystems, including its landscapes and waterways, as well as its native plants and animals and biodiversity. In recovery they assist through: • Identifying and advising on environmental and cultural heritage impacts and risks. This may include air quality, water quality, soil and groundwater, landscapes, ecosystems and wildlife, heritage places and indigenous cultural heritage • rehabilitating, conserving and supporting the natural recovery of impacted (or at risk) terrestrial, aquatic and marine ecosystems, wildlife, landscapes and natural resources • restoring and conserving impacted (or at risk) cultural heritage values and places

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	• supporting long-term community sustainability needs. This may include reinstating environmental protections and ecosystem services, and advancing Ecologically Sustainable Development principles in built environment recovery, economic recovery and waste management • ensuring environmental bodies, affected communities and interest groups are involved in the decision making process.
Natural Resource and Mines (NRM)	The Department of Natural Resources and Mines (DNRM) is responsible for the management and sustainable use of Queensland's natural resources: our land, water and minerals. In order to deliver economic, environmental and social benefits to all Queenslanders. In recovery they provide advice and information including: • Water Fee relief • Clearing vegetation from land and watercourses • Gas Safety • Explosives found during clean up • Repairs and restorations on damaged property • Leasehold land relief
Energy and Water Supply	Provides referral services to Natural Resources and Mines on matter related to water supply.
Local Government, Community Recovery and Resilience	The lead agency for recovery and resilience in the Queensland Government. The department supports local governments to: • contribute directly to Queensland's economic growth from the local to the regional level • operate efficiently and with less red tape • deliver better infrastructure and long term planning for their communities • revitalise their own front line services • be more accountable to their communities for decisions and policies, as well as corporate and financial management. In recovery the department works with Local and State Recovery groups to further these objectives in support of disaster affected communities.
Communities, Child Safety and Disability Services	• Develops and annually reviews District Community Recovery Plans as the chair of the District Community Recovery Committee. • Ensures Contact Details for the District Community Recovery Committee, and other disaster district partners who may be activated in a disaster event, is kept up to date at all times. • Develops Community Recovery Operational Plans for State support in conjunction with the Local Recovery Group, in response to specific disaster events, • Coordinates and delivers relevant community recovery information sessions for District Community Recovery Committee. • Disseminates clear and consistent community recovery

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	information through Department of Communities' regional structures.
	• Establishes and manages Community Recovery Coordination Centres.
	• Establishes, manages and coordinates staffing for Community Recovery Centres, including community recovery counselling teams.
	• Coordinates and manages Outreach Services Teams.
	• Administers and distributes disaster relief assistance funding under the Natural Disaster Relief Arrangements (NDRRA) or State Disaster Relief Arrangements (SDRA) schemes.
	• Coordinates development of community recovery communication strategy messages (strategic and operational) to support the broader disaster recovery and disaster management public communication strategy.
	• Provides professional expertise and specialist services in relation to the safety of children following a disaster event.
	• Maintains business continuity to enable the department to fulfil its functions for child safety.
	• Assists in planning for disaster recovery by providing awareness of disability types and support requirements of people with disabilities in times of disaster.
	• Provides suitably skilled staff to work in Community Recovery Centres and outreach teams. Staff numbers and duration of availability will be dependent on the nature of the disaster and the capacity of DSQ.
	• Assists Community Recovery Centres to identify people with a disability in the community who may be at risk and have special support requirements.
	• Assists people with a disability with immediate support and linking to community services.
	• Provides disability specific information, education and awareness to staff at Community Recovery Centres and outreach teams.
	• Provides ongoing information, education and awareness about disability issues to the District Community Recovery Committee and staff.
National Parks, Recreation, Sport and Racing	In recovery NPRSR works with Local and State Recovery Groups to provide services and support to the recovery of National Parks, sport and recreation capacities and racing. They manage the Sport and Recreation Disaster Recovery Program which supports not-for-profit sport and recreation organisations with relief efforts to re-establish their facilities and activities after extreme natural events.
Tourism, Major Events, Small Business and the Commonwealth Games	Helps business and industry recover from disasters through a range of support services which may include client interviews, access to expertise, workshops and development programs.
Building Services Authority	The BSA's charter is to regulate the building industry through:

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	- the licensing of contractors, - education of consumers about their rights and obligations, making contractors aware of their legal rights and responsibilities, - handling disputes fairly and equitably, - protecting consumers against loss through statutory insurance, - implementing and enforcing legislative reforms and where necessary prosecute persons not complying with the law. In recovery BSA assists Queensland communities recover from natural disasters by providing technical and general advice on a wide range of rebuilding issues.
Queensland Reconstruction Authority	Broad new planning powers have been vested in the Queensland Reconstruction Authority under the Queensland Reconstruction Authority Bill, which was passed by State Parliament on 17 February 2012. The new Authority co-ordinates reconstruction and recovery caused by disaster events, and the Bill gives powers to declare projects and reconstruction areas, to impose development schemes, to undertake works and to compulsorily acquire land. QRA works with Local Recovery Groups and State Recovery Coordinators to assist, support and guide reconstruction efforts.
Sunwater	Sunwater can provide the following in support of Recovery operations: - Design and design review services - Infrastructure development - Asset management, planning and review - Flood hydrology, hydraulics and flood management - Infrastructure operations and management - Customer water account management and billing, and - Water management and policy strategy advice.
Energex	Works with Local and State Recover Groups to prioritise and meet energy needs to support recovery operations.
Tourism and Events Queensland	DTESB leads whole-of-government tourism initiatives and recognises the essential role of partnerships with industry and government in tourism industry development. DTESB also supports small business growth through the provision of services and information, and is committed to maximising economic opportunities and raising the profile of our state through major events. In recovery DTESB provides advice and support on rebuilding tourism opportunities and conduct of major events to support recovery outcomes

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Queensland Small Business Advisory Council	The newly-formed Queensland Small Business Advisory Council (QSBAC) provides government agencies with greater knowledge and expertise across a wide range of business operations and industry sectors. The QSBAC's role is to improve the quality of regulation and minimise compliance costs for small business by being involved throughout the development of the Regulation Impact Statement process. In addition, the SBAC provides broad advice to the Government on small business policy matters as well as current and emerging small business issues and trends. In recovery the QSBAC can provide advice to the LRG on small business recovery as well as advocacy on matters relating to small business recovery to the State Government.
Queensland Rural Adjustment Authority	QRAA administers assistance programs including subsidies, rebates, grants and loans on behalf of the Commonwealth and State Governments. QRAA's primary function is to properly and fairly administer State and Commonwealth approved schemes of support to Queensland primary producers and small businesses including those under the NDRRA Program.
South East Regional Disability Advisory Council	The South East Regional Disability Advisory Council is one of seven regional councils that provide advice to Government on disability matters. They are an important reference group and may provide advice and support to the LRG in relation to disability needs and services following a disaster.
Australian Government Agencies	
Department of Human Services - Centrelink	Centrelink's role in Community Recovery includes: • ensuring that Centrelink payments are not disrupted at times of emergency. • establishing dedicated hotlines to assist those affected and their families. • delivery of additional income support payments that may be available such as Crisis Payment, Special Benefit, Australian Government Disaster Recovery Payment or ex gratia payments. • specialist staff providing assistance with social work and referral services to complement the services provided by state and territory governments. • working closely with state and local governments to provide effective liaison and co-ordination of response and recovery services to individuals affected by the disaster.
Non Government Organisations	
Red Cross	• Australian Red Cross (ARC) supports the Queensland Disaster Management system with personnel and

	resources deployed from a range of areas including local, intra and interstate as available and required. Red Cross has a dedicated Emergency Services Unit, which can respond to disasters at short notice, dependent on travel arrangements and access to the affected area. Australian Red Cross : • Provides the National Registration and Inquiry Service to reconnect families and friends affected by disaster situations. • Provides personal support at evacuation and recovery centres and makes referrals to other agencies as required. • Provides information to the public on community assistance and how and where to access it. • Provides community members and other agencies with copies of the Red Cross publication 'Coping with a Major Personal Crisis' and 'Cleaning up after a Major Flood' booklet. • Contributes information to the District Community Recovery Committee on the scale and impact of the disaster on individuals and Queensland communities. • Has multiple teams available to check on the wellbeing of affected community members through outreach, in partnership with Department of Communities. Provides information on recovery services and refers to other agencies as required. • Provides specialised personnel and support to culturally and linguistically diverse communities including Aboriginal, Torres Strait and South Sea Islander Communities as required and available in partnership with local agencies. • Primary priority in the event of pandemic or bio-terrorism disaster event will be to support the Red Cross Blood Service.
Uniting Care Community	• Provides workers to counsel and support individuals affected by disaster (psychological first aid). • Provides specialist crisis counselling.
Salvation Army	• Provides catering for people in the disaster affected community.
St Vincent de Paul Society	• Provides essential material items such as blankets, toiletries, mattresses, essential new clothing, food and water and children's and babies' necessities
Industry and Representative Bodies, Community Groups and Private Sector Partners	
BIEDO	BIEDO is one of the peak regional bodies for the Burnett Inland. They drive proactive, positive responses to change, and create opportunity from adversity. Their role is to:

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	• Identify emerging issues and opportunities • Design responses that overcome barriers and turn difficulties to advantage • Build resource and delivery partnerships that enable focused, sustained action • Coordinate or support implementation In recovery BIEDO may assist in engaging with the community to assist them in matters relating to financial assistance, payments, subsidies and grants and services offered by State/Australian Government and other organisations. They can also provide advice and support in the development of programs to assist in recovery.
Alan Broome, Farm Financial Counsellor	Farm financial counselling and advice
CTC Youth Services	South Burnett CTC runs a number of youth programs across the South Burnett. These programs all have a specific focus including - age, clients and outcomes. As a general principle, the youth services support young people between the ages of 10 and 25 years of age through crisis, homelessness and to move towards successful engagement in education, employment and their community. The Youth Services operate from two offices the first being in **Kingaroy** at the *Youth Park* and the 2nd in **Murgon** from the *Connections* building in Lamb St. The Kingaroy office support young people across the whole South Burnett including Blackbutt, Yarraman, Nanango, Kingaroy, Proston, Wondai and Goomeri. The *Connections* office has a specific focus on the community of Cherbourg and Murgon. Both offices of the Youth Services deliver a range of programs including work readiness programs, school holiday programs, life skills and community engagement.
Commonwealth Carelink and Respite Centre	Commonwealth Respite and Carelink Centres are information centres for older people, people with disabilities and those who provide care and services. Centres provide free and confidential information on community aged care, disability and other support services available locally, interstate or anywhere within Australia. Commonwealth Respite and Carelink Centres provide a single point of contact for the general public, service providers, general practitioners and other health professionals for information on community, aged and disability services and carer support. The Centres can also assist with information about costs for services, assessment processes and eligibility criteria. The Centres can also help arrange respite, when carers need to take a break from caring.
CTC Nanango Hub	Providing information, support, advocacy and referral

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	services to individuals and families in Nanango and surrounding areas.
Graham House Community Centre	Graham House Community Centre was established in 1989 to provide services to meet the needs of community members across the South Burnett region. The Centre provides services in the areas of Family Support, Community Transport, Emergency Relief and is an agency for CentreLink. Graham House Community Centre aims to: • To provide access to services and information to all members of the community on a basis of need, without distinction of any kind; • To provide assistance to relieve poverty, distress, destitution, misfortune and helplessness in the most responsive and dignified manner possible, without distinction of any kind; • To introduce, plan or implement any project which has as it's primary objective, activities which relieve the symptoms of poverty, sickness, distress and helplessness and addresses the initiation of solutions; • To seek funds to run programs and workshops to assist the growth and development of the community, in particular those groups within the community who are known to be disadvantaged.
SBCTC Partners in Foster Care	Partners in Foster Care is an agency servicing the South Burnett region (based in Wondai) whose objective is to place children in homes that will embrace their culture and assist them in maintaining their social, physical, emotional and spiritual identity. Two services operate under Partners in Foster Care - the Relative and Kinship service caters for children under child protection orders and the Specialist care service has children under child protection orders who have extreme and/or complex needs and all are placed with carers within the South Burnett. In recovery they may assist the LRG in matters relating to foster care.
Centacare South Burnett	St Mary's Centacare meets the needs of the community by providing a range of care packages to the aged, frail, young people with disability and their carers. They run four programs and have community support workers to provide quality care to the South Burnett including the towns of Proston, Murgon, Wondai, Kingaroy, Kumbia, Maidenwell, Nanango, Yarraman and Blackbutt. Services include: • Community Aged Care Packages provide individually tailored and flexible in-home care

	• Home and Community Care provides Domestic Assistance and/or Social Support to the frail aged or young people with a disability and their carer • domestic services, respite and personal care • goal-based social support for adults with a diagnosed mental illness
Alzheimers Australia	Alzheimer's Australia (Qld) provides a range of specialised services to people with dementia, families and carers, people working in health and aged care and the general community. In recovery they may assist the LRG in meeting the needs of people with dementia affected by disaster.
Regional Development Australia	Regional Development Australia (RDA) is a partnership between the Australian, state and territory and local governments to support the growth and development of Australia's regions. RDA committees will build partnerships between governments, regional development organisations, local businesses, community groups and key regional stakeholders to provide strategic and targeted responses to economic, environmental and social issues affecting the regions of Australia. RDA is delivered through a national network of committees, with RDA Wide Bay Burnett Inc. covering the South Burnett.

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SOUTH BURNETT LOCAL RECOVERY GROUP

Recovery Operational Plan

1. EVENT NAME:	
2. VERSION Number & DATE / TIME	

3. SITUATION: (impact assessments and outcomes of community needs analysis)

General Background:

Human / Social

Infrastructure

Economic

Environment

4. RECOVERY MISSION (AIM. A single statement of purpose for the recovery operation. Should encompass medium and long term view. Consider inclusion of improvement.)

5a. OBJECTIVES: (SMART: Specific, Measurable, Achievable, Relevant, Time-framed). Define objectives as medium and long term. Include objectives for the return to normal community development processes [exit objectives])

Human/Social	Objective:
	Objective :
	Objective :
Infrastructure	Objective:
	Objective:
	Objective :
Economic	Objective :

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	Objective :	
	Objective :	
Environment	Objective:	
	Objective:	
	Objective:	

5. EXECUTION: (provide general overview of intent for recovery operations across the four pillars of recovery. Define major programs and activities for medium and long term recovery)

6. Execution Strategy Statements (Specify strategies to be used to achieve each objective. Include Key Performance Indicators for each strategy. Include strategies for return to normal community development processes.)

Human/Social	Objective Number	
	Objective Number	
	Objective Number	
Infrastructure	Objective Number	
	Objective Number	
	Objective Number	
Economic	Objective Number	
	Objective Number	
	Objective Number	
Environment	Objective Number	
	Objective Number	

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	Objective Number	

7. ADMINISTRATION AND LOGISTICS (RESOURCING)

Key Agencies involved:

Additional Resources:

Recovery Funding:

8. COMMAND/CONTROL/COMMUNICATIONS (Management, Communication and Reporting)

South Burnett Recovery Framework (provide details on)
- LRC
- Membership of LRG
- Working Groups
- Local Advisory Groups

Recovery Centres/ One Stop Shops and/or Outreach Services

Community Engagement Strategies

Meeting and Reporting Requirements

Recovery Contact List (Appendix –in confidence-)

Prepared by: <Name> <Date/Time>	Plan Endorsed: <Name> **Local Recovery Coordinator** <Date/Time>

Attachments:

1.   <add attachments as required>

Plan Distribution:

<enter distribution>

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Action Plan - <function> Working Group (best formatted for us on A3 size paper)

Version 1.0   Correct as at: <date>

Priority	Issue or Need (objective)	Action to Address Need	Lead Agency	Supporting Organisations	Resources Required	Timeframe	Supporting Information	Outcomes

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Additional Facilities for use as possible Recovery Centres[1]
(listed by town and community)   Correct as at <date>

(specific locations to be determined as required by the recovery situation)

Number	Facility Name	Location	Short Description	Contact Details

Notes:
1. Town Halls in each town shall be the primary locations for Recovery Centres. Facilities listed here are provided should the Town Halls be unavailable for use.

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Human/Social Recovery

Components

The social environment includes considerations of:

- Safety, security and shelter
- Health
- Psychosocial wellbeing

Partners/stakeholders

Partners/stakeholders in the social environment include:

- affected communities
- response agencies
- state and Australian Government (health and human services, communities, education, housing, public health)
- non-government organisations (Red Cross, Salvation Army, voluntary organisations and service clubs)
- local government
- health authorities, doctors, community health
- representatives of sectors or groups—ethnic, rural, social and sporting clubs
- media

Immediate/Short Term (Relief)

Conduct immediate needs assessment.

What has been the impact on individuals and families?

> how many affected?
>> mortality and injury?
>> potential for psychological/emotional trauma?
>> displacement?
>> loss of property?
>> loss of pets/companion animals?
>> isolation?
>> individuals or groups with special needs?

What are priority needs (for affected community and recovery operations)?

> safety?
> water, food?
> psychological first aid?
> emergency accommodation?

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personal needs?

reuniting families?

material and financial?

transport?

health/medical?

communication?

information?

community meeting spaces and connectivity?

culturally specific needs?

Medium term Recovery

Conduct medium-term recovery needs assessment.

What are evolving medium-term recovery needs?

psychosocial support?

temporary accommodation?

material and financial support?

health/medical?

communication?

information?

assistance with recovery processes (e.g. grants, insurance, clean up)?

community meeting spaces and connectivity?

culturally specific needs?

If required, implement outreach programs.

Ensure that displaced persons are connected and able to re-engage with their 'home' communities.

Provide psychosocial support mechanisms.

Provide support and resources to enable people to access services, including interpreters to cater for cultural and linguistic diversity, resources for people with mobility, vision and hearing impairment, and for people with a cognitive disability.

Consider the needs of tourists and persons from interstate and overseas.

Ensure that planning and implementation of services and activities maintain an awareness of cultural implications for various groups.

If established, coordinate the management and operation of recovery centres.

Monitor and manage public health advice, safety and disease control.

Long term Recovery

Are food and water supply secured?

Is safety and security adequate?

Do all displaced persons have access to private, self-contained accommodation?

Are personal health and clinical services restored?

Are public health issues adequately managed?

Ensure that persons with special needs are not forgotten in planning processes.

Establish systems for ongoing psychological/emotional support for affected persons.

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Ensure the redevelopment of social networks and connections.

Establish ongoing information provision.

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The table below describes the basic functions of recovery, together with the major issues at each stage and the tasks that are normally undertaken. It can be used at a number of different levels, and may be useful in directing overall recovery, recovery of a single service (e.g. electricity) or even an aspect of a single service (e.g. provision of drinking water standpipes).

Key Recovery Stages/elements	Issues / Challenges / obstacles	Tasks / Key drivers	Communicating, monitoring and review
1. Understand what needs to be done to recover	Moving from initial impact assessment to the much more detailed assessment requires a change in focus	Undertake site assessment/ inspection	Establish and maintain information and records systems (e.g. timelines, logs, as-constructed drawings)
	Establish the extent of the problem	Establish who the Relevant stakeholders are	Communicate with stakeholders
	Is the hazard preventing us doing our job on the site itself?	Establish the communications network between site deployment activity and relevant stakeholders	Establishing the roles in the recovery committee

Continually monitor and reassess the problem/ situation |
2. Identify external constraints	Safe access (physical damage, emergency services, cordons) Legislative, statutory and regulatory requirements	Establish the interdependency relationships with other parties	Open up communication in a meaningful way with all the other people who are involved
	Crime scene, coronial complications		Continually monitor presenting constraints and adjust own actions/ activities as necessary
	Financial constraints	Establish a budget or source of funding/ resourcing Open accounts and lines of credit with suppliers (local where possible)	Manage, monitor and review financial status
	Logistical (material, labour) constraints	Understand relevant requirements and seek relevant permissions/ exemptions where required	Inform LRG committee of current status of works
	Environment (geographical, topographical, meteorological)	Source information regarding environment (maps, reports, advices	

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Key Recovery Stages/elements	Issues / Challenges / obstacles	Tasks / Key drivers	Communicating, monitoring and review
	Identify and negotiate a safe access route (road, rail, airborne, waterborne)	Establish additional resource sources as necessary (material, labour—e.g. volunteers, paid volunteers, surge staff capacity, other sources of additional labour)	
3. Prioritise Tasks	Identify immediate constraints	Compromise, cooperate, set agreed priorities	Communicate agreed priorities with own organisations and other stakeholders (especially the LRG)
	Other stakeholders may have conflicting priorities	Identify, and negotiate with, appropriate stakeholders (with the authority to make the decision) to assist with priority setting	Communicate immediate successes
	Retain focus on community needs/ requirements (end goal)	Identify opportunities for 'quick wins'	Monitor the priorities set by the LRG and change / adapt to those as appropriate
4. Put in place short-term/ interim fixes	Manage expectations (stakeholders)	Identify stakeholder requirements	Reinforce and continually monitor agreed priorities with own organisations and other stakeholders (especially the recovery committee)
	Maintain operational and public safety standards for interim/short-term fixes	Train and equip personnel (e.g. personal protective equipment/inductions) Carry out immediate tidy-up operations	
	Obtaining materials	Identify supply chains and material providers	
	Waste management (e.g. prescribed materials, environmental, biohazards)	Collection and disposal of waste material	
	Contractor resources (own, additional)	Consider accommodation and transport for staff and contractors (including labour hire)	
5.. Identify the resource and materials requirements	Obtaining materials	Identify supply chains and material providers Access supply lines	Conduct environmental Scan
	Availability of appropriately skilled resources	Train and equip personnel (e.g. personal protective equipment	Report on changing dynamic of, and priorities in, the environment

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Key Recovery Stages/elements	Issues / Challenges / obstacles	Tasks / Key drivers	Communicating, monitoring and review
		/inductions) Consider accommodation and transport for staff and contractors (including labour hire)	Provide regular status reports to LRG
	Availability of key material	Maintain accessibility of appropriate resources (skills, material)	
	Financial/budget constraints	Plan for redundancy/ contingency	
	Incompatible industrial awards/agreements		
	Changing dynamic of the environment	Adapt plans to accord with other players in recovery effort	
6. Strategic planning— including longer-term recovery outcomes	Review recovery goals and objectives, and realign where necessary	Include all stakeholders in the longer-term strategic planning process Liaise with essential service peak providers and bodies to ensure common goals and standards	Include all stakeholders in the longer-term strategic planning process Liaise with essential service peak providers and bodies to ensure common goals and standards
	Project approval processes	Seek approval at appropriate stages (e.g. permits, exemptions etc)	
	There may be a market shift	Align the built environment plan with other parts of the recovery effort	
	Political /community priorities and expectations	Engage with those in the political/community environment (at all levels)	
	Relocation and repopulation of community		
	Major unplanned capital works program for which special funding needs to be obtained	funding and put a long-term budget in place	
	Strategic planning	Liaise with insurance	

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Key Recovery Stages/elements	Issues / Challenges / obstacles	Tasks / Key drivers	Communicating, monitoring and review
	implications—repair versus replacement Insurance cover provisions (or lack of)	companies (or representatives) to ensure common goals and standards	
	Legal issues		
	Build back; build back better		
7. Matching internal priorities with external considerations	Seeking agreement on matters of priority (noting that these may well change over time from those initially agreed)	Work with local, regional and national recovery managers Identify interdependencies between us and other parts of the recovery effort	Conduct regular and ongoing consultation with all partners to the process

Report on changing dynamic of, and priorities in, the environment

Provide regular status reports and advice to LRG |
	Vague delineation of responsibility	Identify roles and accountabilities of infrastructure advisory groups/subject matter experts	
	Priorities of other areas of the recovery effort and the recovery manager on behalf of the community	Identify interdependencies between us and other parts of the recovery effort	
	Staff fatigue/roster management	Ensure safety standards are adhered to Ensure time out and reflection breaks are taken	
8. Formalising Works programs and carrying out design work	Planning approvals involve regulatory considerations		Provide regular status reports and advice to LRG for liaison and engagement with the community regarding their accommodation, service and cultural needs

Communicate the plan and design |
	Resource consent needs to be subsequently applied for if there is an ongoing environmental effect	Include scenarios and Anticipated consequences within organisational recovery plans	
	Technical resources (especially design consultants)	Provide access to technical resources that can stay involved over the period of the recovery program/ plan	
	Ongoing access to resources (materials, skills, and key/specialist	Secure appropriate stores of key/specialist items that are likely to be difficult to source in	

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Key Recovery Stages/elements	Issues / Challenges / obstacles	Tasks / Key drivers	Communicating, monitoring and review
	items)	quantity at short notice	
9. Organising and managing contracts for the physical works	Shortage and/or limited capacity of contractors (both specialist and general building contractors) Additional project management capability may be required	Involve construction and related contractors (who may not have standing/ ongoing contracts) in planning to enable them to identify and understand the demands involved	Provide regular status reports and advice to the LRG for liaison and engagement with the community regarding their accommodation, service and cultural needs
	Tender requirements and processes Contractual/ procurement arrangements	Assess tender applications and award contracts	Communicate status reports on contractual arrangements and agreements to the LRG
	Material supplies	Secure supply chains and material providers	
	Staff resourcing	Consider accommodation and transport for staff and contractors (including labour hire) Train and equip personnel (e.g. personal protective equipment/ inductions)	
	Financial constraints		
	Security of staff and materials	Continually assess vulnerabilities and threats to recovery site	
10. Commission works and finalise program		Obtain certificates for final use of built things (e.g. occupancy certificates) Handover	

Stages/key process elements Infrastructure Recovery

(AEMI Community Recovery Handbook 2)

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Checklist for Infrastructure Recovery

Components

The built environment (infrastructure) can be classified broadly as:

Infrastructure that supports essential services:

- transport—roads, rail, bridges, ports, airports, public transport
- energy—power, gas, fuel
- communications—telephone (fixed line and mobile), internet and data, radio and television
- utilities—water, sewage, drainage, sanitation, waste and recycling

Rural infrastructure

- rural—fencing, sheds and buildings, produce handling, irrigation
- animal welfare—shelters, pounds, veterinary facilities, stock containment

Residential infrastructure

- residential buildings—domestic homes, hotels/motels, caravan parks

Commercial/industrial infrastructure

- distribution infrastructure—food and merchandise
- commercial and retail—shops, banks, food outlets, hardware and building, fuel outlets, white goods, pharmacies

Public building and asset infrastructure

- public facilities—hospitals, doctors' surgeries, aged care, schools, police and emergency, services stations
- community buildings—halls, churches, cultural and historic, sporting clubs
- government administration—council and government offices

Recovery infrastructure—evacuation, relief and recovery centres, warehousing of donated goods.

Partners/stakeholders

Partners/stakeholders in the built environment include:

- Affected communities
- road and rail authorities and operators
- public transport operators
- energy suppliers and retailers
- water and sewage authorities and retailers
- communication operators
- health and education authorities
- building control authorities
- professional bodies (e.g. architects, engineers, building surveyors)
- others as required (dependent on emergency event and local needs).

Community recovery operational activities

Immediate

Conduct immediate impact/needs assessment (0 to 3 days).

What components/services are working/not working?

> What are priority needs (for affected community and recovery operations)?
>
> safety?
>
> water, food?
>
> emergency accommodation?
>
> transport links?
>
> health?
>
> communications?
>
> power, gas?
>
> recovery management centres?
>
> public facilities?
>
> animal management facilities?

What needs to be done to prevent further damage?

What hazards exist?

Short to medium term

Conduct short- to medium-term impact/needs assessment.

What are evolving short- to medium-term needs?

> transport, including public transport?
>
> food and material distribution infrastructure?
>
> power, gas, communications?
>
> drainage, sewage?
>
> temporary accommodation?

Can services be reinstated quickly?

What temporary solutions/'work-arounds' can be implemented?

Complete 'make safe' operations.

Re-establish retail/commercial facilities essential for community wellbeing or recovery activities.

Identify/re-establish community buildings/facilities essential for recovery activities and social connectivity.

Manage resourcing and ensure supply chains.

What additional resources will be required:

> by the affected communities?
>
> by recovery operations?

Are supplies available—locally? regionally? nationally?

Are contractors available—locally? regionally? nationally?

Long term (ongoing)

Identify opportunities to improve infrastructure and services during reinstatement.

> Are damaged or destroyed services or facilities still relevant/appropriate to the community?

> Are there opportunities to upgrade infrastructure?

> Are there opportunities to establish new facilities and services?

Where possible, restore services and infrastructure to be sustainable and more resilient to future events.

Prioritise and re-establish transport:

> roads, rail, bridges, ports, airports, public transport.

Ensure energy supplies and communications are adequate and stable.

Reinstate utilities.

Re-establish commercial, retail and distribution infrastructure.

Re-establish public facilities and community buildings.

Facilitate restoration of residential buildings.

Support the restoration of government administration facilities.

Support the restoration of rural infrastructure and animal welfare.

Review and establish long-term recovery infrastructure where necessary; for example, long-term community hub.

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Appendix 16
Checklist Economic Recovery

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Components

Each component may be directly or indirectly affected and the impacts might be tangible or intangible. Economic environment components include:

- residents and households
- public infrastructure, community facilities and the natural environment (essential services such as water and sanitation systems, electricity, gas, telecommunications and transport)
- business enterprises and supply networks (retailers, distributors, transporters, storage facilities and suppliers that participate in the production and delivery of a particular product); other networks including peak bodies, not-for-profit sector etc
- government.

Partners/stakeholders

Partners/stakeholders in the economic environment include:

- affected communities
- local industry and business
- industry bodies (e.g. chambers of commerce, farmers' federations, tourism associations, manufacturers)
- government agencies (Attorney-General's Department, Centrelink, Australian Taxation Office)
- local government
- Insurance Council
- banking and finance operators
- charitable organisations
- others as required (dependent on emergency event and local needs).

Operational activities

Immediate

What are priority needs (for affected community and recovery operations)?

emergency cash grants?

access to banking and finance?

facilitation of insurance claims?

management of appeals donations?

information?

identification and support to businesses and employers?

Establish arrangements for collection and management of donated monies.

Short to medium term

What are evolving, short-term needs?

support with insurance claims?

access to employment?

renegotiation of loans?

assistance with grant applications?

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> support with rebuilding contracts?
>
> support to small, medium business?

Restore banking and other financial services as soon as possible.

Reopen businesses and restore community services.

Establish arrangements for management and distribution of donated monies.

Set up business assistance facilities as required.

Assess employment issues.

Establish a communications strategy to support local businesses to re-establish or remain open.

Work with the insurance sector to ensure coordinated response by insurance companies and address adequacy of cover for reconstruction.

Develop a fast-track insurance processing system and address insurance issues.

Liaise with the recovery committee to develop a strategy to maximise use of local resources during reconstruction and establishment activities.

Identify transport and information technology/communications needs and prioritise reconstruction activities to meet community business and manufacturing continuance requirements.

Facilitate, where required, new mutual aid agreements between authorities and contracts with suppliers.

Support small to medium enterprise (e.g. advice, referral to a business advisor etc).

Re-establish retail/commercial facilities essential for community wellbeing or recovery activities.

Long term (ongoing)

Identify opportunities to improve the local/regional economy and services during restoration.

> Are damaged or destroyed businesses still viable and appropriate to the community?
>
> Are there opportunities to upgrade business infrastructure?
>
> Are there opportunities to establish new businesses and services?
>
> Where possible, restore business and infrastructure to be sustainable and more resilient to future events.

Prioritise and secure supply chains.

Re-establish commercial, retail and distribution infrastructure.

Ensure the equitable, accurate and timely distribution of donated monies.

Support the restoration of rural infrastructure.

Reassess employment and livelihood issues.

Explore need and opportunities for ongoing local business support network.

Communicate planned actions to affected communities, recovery management team, stakeholder organisations

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Appendix 17
Environment Risk Management Approach
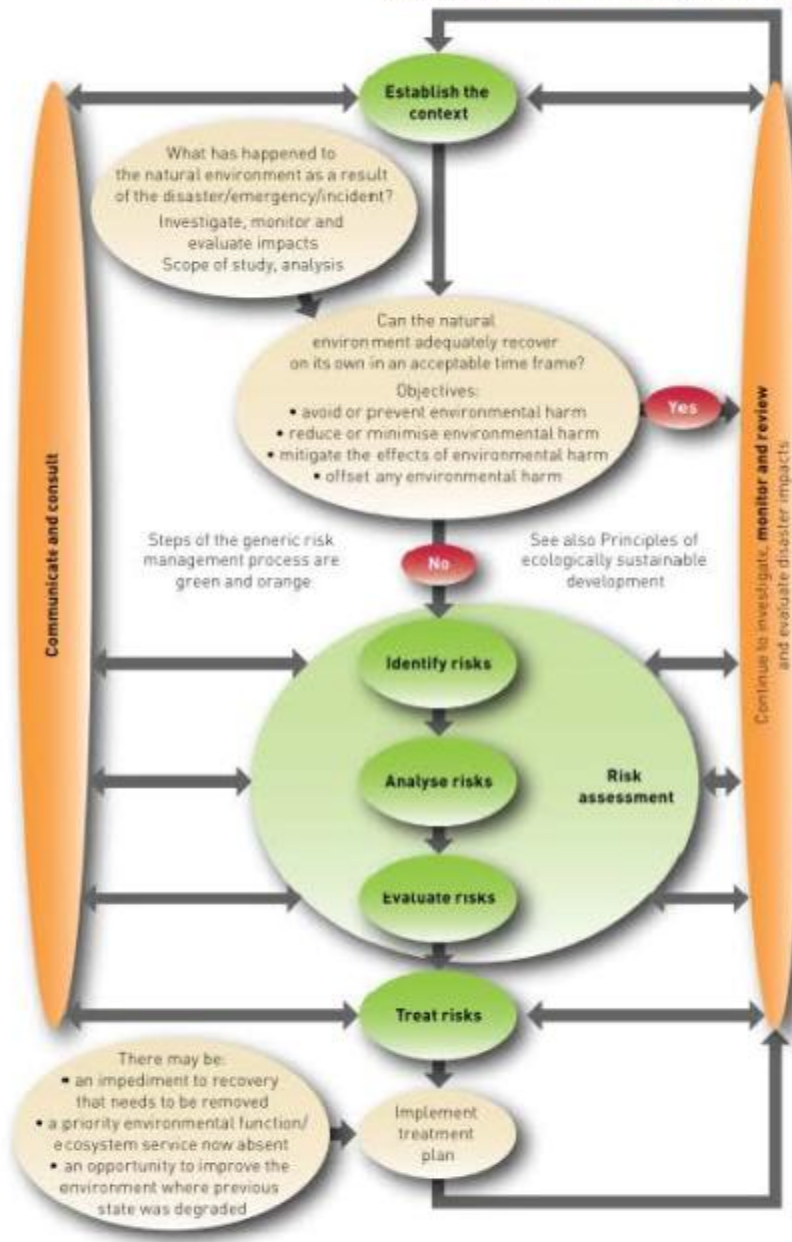
Figure 7 – Key questions to assist in determining environmental risk treatments
(AEMI Community Recovery Handbook 2)

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Components

Natural environment components include:

- air
- water
- land and soil
- plants and animals.

Partners/stakeholders

Partners/stakeholders in the natural environment include:

- affected communities
- government agencies (parks, conservation and land management, stream management, environmental protection agencies)
- local government
- Landcare, 'Friends of' environment groups
- wildlife rescue services
- catchment management authorities
- others as required (dependent on emergency event and local needs).

Operational activities

Immediate

Conduct risk management.

Make an immediate impact assessment.

What are priority needs for the natural environment?

> containment of contaminants?

> rescue of wildlife?

> emergency erosion stabilisation?

> emergency action for threatened species?

> management of stormwater runoff?

> restoration of habitat?

Short to medium term

Ongoing risk management process with continuous monitoring.

What are evolving short- to medium-term needs?

> clean up of contaminants?

> rehabilitation of damaged areas?

> ongoing care and management of endangered species and injured wildlife?

> response operations damage restoration?

> ecological impact assessments?

> management of ongoing erosion?

prevention of further contamination—weeds invasion, fungal disease from response/

recovery operations?

restoration of social amenity?

recovery of damaged natural resources?

Restoration of social amenity elements essential for community wellbeing.

Long term (ongoing)

Identify opportunities to improve the natural environment during reinstatement.

Are there opportunities to improve/upgrade amenity and/or ecosystems from previously degraded conditions?

Are there opportunities to restore natural environment elements to be sustainable and more resilient to future events?

Appendix 19
Guide to Managing Volunteers

Introduction

The Department of Community, Child Safety and Disability Services is responsible for directing offers of volunteering through appropriate channels. The department will also ensure that appropriate mechanisms are in place for the registration, referral, training and health and safety of volunteers and community groups. Volunteering Queensland's CREW service acts as the default entry point for the registration and referral of volunteers. Upon activation of the SDCC, Volunteering Queensland will be the only avenue promoted for the registration and referral of volunteers. Local government will act as the managers of spontaneous volunteers in their jurisdiction, within local capacity. Volunteering Queensland's CREW service may be utilised by local government if necessary.

The Interim State Disaster Management Plan 2012, 9.1.16.3, Volunteer management

The above extract from the State Disaster Management Plan notes that the DCCSDS has overarching responsibility for volunteering. However it also notes that Volunteering Queensland and Local Governments are the two primary entities for managing volunteering effort.

The long-term recovery period in disaster situations presents volunteer management challenges that include maintaining the motivation of disaster response volunteers, developing strategies to mobilise new volunteers for the recovery period, and organising large-scale volunteer efforts for clean up and rebuilding.

This Appendix provides a guide to Volunteer management for recovery in the South Burnett local government area.

South Burnett Volunteer Philosophy

Recovery planning in the South Burnett recognises the role of volunteers in community recovery. Volunteering often emerges spontaneously within a community and coordination and support is required to maximise outcomes for both the volunteers and those that receive volunteer assistance.

Volunteer coordination is a function of the Human / Social Working Group (if established). This Working Group is responsible for promoting, coordinating and supporting the volunteer effort with the assistance of the other Working Groups as required.

The Working Group (or the Local Recovery Group if no working group is established) should liaise closely with Volunteering Queensland and other volunteer organisations including nonprofits to develop appropriate volunteering programs and supporting frameworks to assist the community where practicable.

Volunteer management on the ground e.g. briefings, tasking, resource support, safety, etc is to be undertaken by nonprofit organisations with the appropriate insurance, policies and procedures for effective and safe volunteer management.

The LRG will monitor and report on volunteer effort within the community including providing public information on volunteer progress and outcomes.

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Setting Objectives for Volunteer Effort

It is likely that a range of volunteer programs will be needed to address diverse needs in the community. For example volunteers may assist in urban cleanup, farm debris removal and fencing, environmental care projects, provision of psychosocial support, recovery event management, provision of specialised/technical work, or management of donated goods. Matching volunteer availability and skill/resources will be required across diverse functions that operate over different timeframes. For example farm fence repair may be undertaken over months whereas cleanup of community infrastructure will often need to be completed in the immediate aftermath of a disaster.

It is important for the LRG and the Working Groups to clearly define objectives the volunteering effort to assist planning and to enable the matching of volunteers' availability and skills with tasks on the ground. Volunteering programs, recruitment and management can then be undertaken to achieve those objectives.

Objectives should be SMART i.e. Specific, Measurable, Achievable, Relevant and include a time frame. Volunteer objectives may be short, medium or long term. Long term volunteer objectives should be developed to ensure that volunteer effort can be managed to support the long term recovery of the community.

A volunteer management plan should be developed and endorsed by the LRG. It should be updated regularly to reflect changing the changing volunteer environment.

The LRG or the Volunteer Coordinator on behalf of the LRG may consider the following when planning and developing volunteer objectives and the programs to achieve them:

Initial Clean up (mud army)	Psychosocial support	Support to businesses (repair/rebuilding)
Farm Clear and Fence Repair programs	Assistance in community recovery event management	Creative fund raising for identified public appeals
Pet Foster Care (for those displaced)	Environmental care	Technical or specialised work/advice
Donations Management and closure of donation centres	Support to community organisations for rebuilding/repair	Assistance in transport of goods/donations
Wildlife care and treatment (wildlife affected by disaster)		

Coordinating Volunteer Effort

A Volunteer Coordinator may be required to assist the LRG in planning and implementing recovery volunteer programs and activities and the LRG should consider the need for such an appointment early in the recovery process. The appointment of a volunteer coordinator provides a central point of contact within the community for volunteer matters and enables volunteer effort to be closely coordinated, monitored and reported. If a Local Recovery Coordinator is deemed necessary by the LRG, the Local Recovery Coordinator shall work with the South Burnett Regional Council LDC and Chief Executive Officer to appoint a suitable council staff member to the role.

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It should be noted that such an appointment may need to be on a full time basis during the initial planning and development of volunteer programs and activities. The workload of a volunteer coordinator is likely to decrease as longer terms programs are established e.g. once the volunteering effort has settled into a routine.

To assist in coordination of volunteer effort, the South Burnett Regional Council may consider providing a dedicated telephone number and/or email address for use by the Volunteer Coordinator i.e. volunteering@southburnett.qld.gov.au.

Terms of reference for a Volunteer Coordinator are provided at Attachment 1 to this Appendix.

Working with Volunteer Organisations

The LRG or the Volunteer Coordinator on behalf of the LRG should work closely with Volunteering Queensland and other volunteering bodies to develop relevant and achievable recovery programs and activities. These bodies are critical to effective volunteer management in the South Burnett as they offer the mechanisms and protection needed to effectively use volunteers in response and recovery.

Volunteering Queensland is the primary body charged with volunteer registration and referral in Queensland and offers this service via their Community Response to Extreme Weather (CREW) program. They:

- Are a member of the Queensland State Human/Social Recovery Committee
- Work closely with all lead agencies involved in disaster management
- Assist in emergency volunteer registration and matching of volunteers to identified volunteer programs
- Combine volunteer management techniques and experience with a direct understanding of disaster recovery volunteer needs.

Volunteering Queensland offers the following services:

- Front line buffer for community emergency volunteer response
- Assist in effectively incorporating volunteers into the South Burnett volunteer strategy
- Register volunteers by smart phone, online or by phone
- Collect specific, relevant information on emergency volunteers i.e. location, availability, skill and equipment offered
- Provide comprehensive list of volunteers directly suited to the needs defined by the LRG
- Promotion of volunteer opportunities for local recovery volunteer programs and activities
- Manage expectations of volunteer response including communication with their registered volunteer base
- Assist in keeping volunteers informed and engaged
- Provide advice to the Volunteer Coordinator and LRG on volunteer management
- Provide information and feedback on numbers and types of volunteers registered in the South Burnet local government area.

While Volunteering Queensland offers many services to identify engage with and provide volunteers to assist in recovery, they do not provide volunteer management services on the ground. For this,

local nonprofit organisations that have the appropriate insurance, policies and procedures for the effective management of volunteers are needed.

Volunteers identified and provided through Volunteering Queensland's CREW service will need to be affiliated (placed under the control of) such nonprofit organisations before they commence any volunteer activities. Under the Queensland State Government's Civil Liability Act 2003, which has a volunteer protection clause included, volunteers working in registered nonprofit organisations engaged in voluntary activities defined by the organisation are protected from legal action provided they are not acting outside the law. Details of this legislation can be found at:

* http://www.legislation.qld.gov.au/LEGISLTN/CURRENT/C/CivilLiabA03.pdf

Volunteer Insurance and Workplace Health and Safety

Organisations that host volunteers are required to have appropriate volunteer insurance and are required to adhere to the Queensland *Workplace Health and Safety Act 2011*. Both volunteers and organisations that use the services of volunteers have obligations under this Act. An information sheet from Volunteering Queensland on volunteer insurance requirements is at Attachment 2 to this appendix.

There are many community nonprofit organisations that have the necessary insurance and workplace policies and procedures (including WH&S) to manage volunteers. These include but are not limited to:

* Service Clubs e.g. Rotary, Lions, Apex, etc
* Church Groups
* Philanthropic organisations e.g. Uniting Care Community, Salvation Army, etc
* Specific organisations established to provide post disaster support e.g. BlazeAid.

The LRG, or the Volunteer Coordinator on behalf of the LRG is to ensure that all non-affiliated volunteers are placed under the care and control of appropriate registered nonprofit organisations to ensure volunteers are effectively managed and protected.

Recognising and supporting volunteers

While volunteers do not participate for the sole purpose of reward or recognition, it is important to acknowledge and thank volunteers. Recognising and celebrating volunteers also supports ongoing participation and promotes volunteering in the community.

The LRG should consider ways to recognise volunteer effort throughout recovery. Often this is best done through providing stories of volunteering in local media and on Council's website/Facebook page. Conducting functions, barbeques and local award ceremonies should be considered and undertaken wherever practicable. Visits to volunteers in the workplace by community leaders should be undertaken regularly to recognise volunteers.

Maintaining documentation and record-keeping

The LRG or the Local Volunteer Coordinator on behalf of the LRG should maintain documents and records relating to the volunteer effort. These may include but are not limited to:

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- Volunteer Management Plan including agreements between the LRG and individual volunteer organisations
- A Community Volunteer Needs Register that records the volunteer needs within the community and enables the matching of need to offers of assistance.
- Community Offers of Assistance Register that records offers of assistance from the community and enables matching of offers to community volunteer need.
- Register of Pet Foster Care providers and those who need such services to assist in ensuring effective pet foster care services.
- Register of suitable nonprofit organisations both locally and those offering services from outside the local government area.
- Register of donation centres established by the community following a disaster to assist in determining how these centres may be progressively closed down.

Public Information

The LRG should ensure that public information on volunteering needs and outcomes is regularly provided to the community including providing updates on progress of volunteering programs and activities. This serves the dual purpose of assisting in volunteer recognition and ensuring continued community support for the volunteering effort.

Attachment 1 – Terms of Reference Volunteer Coordinator

Attachment 2 - Insurance – Organisations involving volunteers

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Attachment 1 to Appendix 19
Terms of Reference – Volunteer Coordinator

The position of Volunteer Coordinator is analogous to that of a human resources manager or personnel officer. While such positions do not carry line management responsibilities, meaning that there is no direct supervision of volunteers, HR managers have an important and essential role to play in ensuring that human resources are planned for and managed effectively in a manner consistent with established policies. In much the same way the Volunteer Coordinator acts as the link between the LRG and volunteers or volunteer organisations themselves. The Volunteer Coordinator does not necessarily supervise or manage volunteers but manages/coordinates the volunteer programs and volunteer policies as detailed in the Volunteer Management Plan.

Role: To plan for, coordinate, monitor and report on volunteer effort to support community recovery on behalf of the LRG.

Responsibilities

- Assist in the development and implementation and maintenance of the volunteer management plan endorsed by the LRG.
- Assist in promotion of volunteering opportunities as defined in the volunteer management plan.
- Maintain volunteer documentation and records.
- Match offers of assistance to identified community recovery volunteer needs.
- Work with Volunteering Queensland and other volunteer providers and registered nonprofit organisations to ensure volunteers are identified, engaged, coordinated and managed effectively.
- Provide public information on recovery volunteering needs, and the progress of recovery volunteering programs and activities.
- Identify opportunities and implement strategies to recognise volunteers.
- Report regularly to the Chair of the Human/Social Working Group on the implementation of the volunteer management plan.

Reporting

The Volunteer Coordinator reports to the Chair of the Human/Social Working Group. Reporting requirements should be established by the Chair on the appointment of a Volunteer Coordinator. As a guide the Volunteer Coordinator should be expected to report / advice on:

- The community need for volunteers to support recovery (assisted by the other Working Groups).
- Offers of assistance within the community and how effectively such offers are able to be matched to community need.
- Availability of volunteers and strategies to overcome volunteering shortfalls.
- Resources required to support volunteers.

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The following is taken from Volunteering Queensland's Information Handout on Insurance for organisations involving volunteers.

It is an organisation's responsibility to ensure that appropriate insurance cover is provided to protect volunteer staff and volunteer members of community management committees.

The insurance broker is the agent of the organisation and arranges insurance for individuals or organisations having negotiated the best possible policy terms and premium from the insurance market. The insurance broker may renegotiate with different underwriters from time to time in order to get the best deal.

The Queensland State Government passed a Civil Liability Act 2003 which has a volunteer protection clause included. Volunteers working in registered nonprofit organisations engaged in voluntary activities defined by the organisation are protected from legal action provided they are not acting outside the law.

Volunteering Queensland recommends that organisations involving volunteers seek professional advice in determining what cover is available and most appropriate for their needs. The first requirement in considering insurance is to understand the various types of cover available to protect volunteers. The following is a list of the types of insurance to be considered.

Volunteer Workers Personal Accident Insurance

Personal Accident Cover for volunteers (which is similar to the State Government's compulsory work cover for paid employees) covers volunteers for certain out-of-pocket expenses following accidental injury, disability or death while carrying out their work on behalf of the organisation.

Depending on the policy, this type of insurance should normally cover loss of income. It is important to remember that this cover is rarely included in Public Liability Insurance, and therefore a separate policy needs to be taken out with the insurance broker or underwriter. Personal Accident Insurance is not excessively expensive and usually not difficult to obtain. It is important to be aware of any age limit or any activities that might be excluded from this insurance cover. There is usually a $50-$100 excess for non-Medicare medical expenses. These details are spelt out in the policy wording. Students or work-placements may not be included in this insurance policy. It is therefore important to check the policy before engaging students or work-placements.

Public Liability Insurance

This insurance covers the organisation's legal liability to pay damages to a third party (e.g. member of the public or clients of the organisation) for personal injury or property damage accidentally caused by a member of the organisation including its volunteers. A separate or extended cover can be taken out to include legal costs in relation to a claim being made against the organisation. Some insurance brokers will include Product Liability as an extension of their Public Liability Policy.

Directors & Officers Liability Insurance

This insurance is specifically designed to indemnify committee members and office bearers for loss, including legal costs where they have been proven to be negligent in the course of performing their role in the organisation. It is important to be familiar and understand the wording of this policy particularly the extent of cover and specific exclusions under the policy.

Professional Indemnity Insurance

Brokers and insurance companies can combine Professional Indemnity and Directors & Officers Liability Insurance into one policy. Professional Indemnity Insurance is expensive and may not be necessary for all organisations. It is therefore important to seek professional advice before taking out this insurance cover. This cover can be designed to compensate organisations for loss incurred through a claim made against the organisation for breach of professional duty or advice arising from negligence, error, omission, defamation, loss of records or documents, dishonest acts, etc. by volunteers (including management committee members) and paid staff. It is important to be familiar with and understand the wording of this policy as it often has a number of inclusions and exclusions.

Motor Vehicle Comprehensive Insurance

This insurance covers vehicles owned and driven by volunteers or paid staff for loss or damage to the vehicle or third party property. It is important to have a motor vehicle policy if volunteers or paid staff are using their own motor vehicle or the organisation's vehicle in the course of their work requirements. It is advisable for volunteers to inform their motor vehicle insurer, if they are using their own vehicle in the course of their voluntary work.

Property & Contents Insurance

This insurance includes damage or theft to the organisation's property or contents. It is similar to Household Contents Insurance. Other types of insurance for organisations to consider are Product Liability & Event Insurance.

Risk Management

Risk Management is a process used to identify the extent and nature of the risks involved in the activities carried out by an organisation. This process is designed to prevent or reduce the level of risk to an organisation. It is also the best way to identify the most appropriate insurance cover or covers for an organisation.

For more information about risk management and insurance covers and their content, visit www.volunteeringqld.org.au or contact Volunteering Queensland's Manager Training & Quality.

Disclaimer

Volunteering Qld has made every effort to ensure the appropriateness of the information contained in this document. However, as the information is for general use and is not intended to serve as advice, no warranty is given in relation to the accuracy, reliability or appropriateness of any information. No part of the information is intended to replace detailed and expert advice in respect of individual circumstances. Users of this information are therefore encouraged to consult with their chosen professional advisers before making any decision. Volunteering Qld disclaims all and any liability to any person in respect to any consequence of actions or otherwise based on information contained herein.

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<div align="right">

Checklist 1
Pre-event recovery planning

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Identify emergency risk

Access emergency risk register for the relevant jurisdiction/area/region, if completed.

Take information from the process to inform the development of recovery planning.

Identify community strengths.

Engage key/relevant stakeholders

Based on risks identified, engage key stakeholders, including community representatives, local government, and government and non-government agencies.

Provide them with details of risk assessment and request that they consider the potential impacts of this assessment on their community and area of responsibility.

Coordinate all-hazards pre-event planning

Assemble the key stakeholders and facilitate discussion around identified risks and community recovery planning.

Ensure that key stakeholders have emergency activation capability and procedures, and operational capacity.

Establish escalation procedures.

Agree and assign roles and responsibilities.

Develop a process for activating and implementing an integrated emergency recovery plan for each of the four environments for the relevant jurisdiction.

Gain endorsement of recovery plans from stakeholder organisations.

Exercise, evaluate and review

Plan and undertake exercises to test activation procedures, and stakeholder contingency planning.

Collectively evaluate outcomes of exercises, identifying successes and opportunities for improvement in recovery planning and request that stakeholders also review their agency specific emergency contingency planning.

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Checklist 2
Undertake community recovery management/coordination

Keeping pace with the evolving situation

Immediately establish liaison with LDC and the LDCC.

Ensure initial and ongoing impact assessment data feed into recovery programs and processes.

Continuously review and analyse community needs for service provision planning.

Establish processes for information from all avenues (public meetings, call centre or recovery centre feedback, debriefings) to feed into planning cycle.

Adapt community recovery plans in accordance with the evolving or changing community needs and priorities.

Engaging and empowering the affected communities

Ensure regular and ongoing engagement with affected persons.

Provide leadership, facilitation, support and empowerment.

Create opportunities for community leaders to evolve.

Create opportunities and support for affected persons and communities to lead and manage their own recovery.

Allow communities to self-identify.

Negotiate and agree on the prioritised tasks based on community needs and requirements, including short-term/interim fixes.

Build trust through respectful listening and understanding.

Establish active feedback processes and opportunities.

Maximise the availability of information to affected persons.

Managing people

Provide strong, clear and responsive leadership.

Ensure safe operating conditions for recovery personnel and community.

Ensure that workloads are sustainable by establishing management structures, delegating responsibilities and utilising 'spans of control'.

Ensure that recovery workers, managers and volunteers have defined work times and adequate rest breaks.

Ensure that briefings occur for all oncoming personnel.

Ensure that debriefs are conducted at the end of each shift to ensure capture of information as well as defusing personnel.

Provide opportunities for formal defusing and ongoing emotional and psychological support for recovery personnel.

Avoid convergence by providing clear information and direction as to how non-impacted persons might help.

Develop a strategy to manage politicians and VIPs.

Managing resources

Ensure legislative, statutory and regulatory requirements are observed.

Identify resources and material requirements, including supply chains.

Avoid convergence by providing clear information and direction as to what and how voluntary resources might help.

Establish systems for recording offers of assistance (human resources and material).

Identify staffing needs early and enable rapid recruitment.

Ensure that all staff have appropriate skills and qualifications and relevant authorisations.

Ensure that funding is provided immediately for essential services restoration.

Ensure that all expenditures are recorded.

Managing information and communications

Ensure that data collection and management systems are established as soon as possible and maintained.

Ensure that information is continually provided to:

- affected community members
- recovery personnel
- recovery management team
- recovery management partners and stakeholders
- organisational hierarchy (managing up)
- elected representatives.

Form partnerships with media and use their resources to disseminate information.

Ensure that information:

- is relevant
- is timely
- is clear
- is best available
- is targeted
- is credible
- is consistent
- coordinated
- is provided in multiple methods and media
- provides opportunity for feedback
- is repeated as appropriate.

Create opportunities for two-way communication through:

- meetings
- workshops
- surveys
- telephone, email and web sites.

Ensuring coordination and integration

Provide coordination of activities and stakeholders to ensure that:

- services and facilities are restored based on community needs and priority resources are utilised efficiently
- clear roles and responsibilities are established and adhered to
- deficiencies and opportunities are identified quickly

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Establish a recovery management centre.

Establish and work with recovery committees to plan and develop longer-term strategic and sustainable recovery outcomes.

Consider establishing management groups for each of the four environments (Human/Social, Infrastructure, Economic and Environment. based on nature of event and impact assessments.

Ensure that all four environments are integrated and coordinated, acknowledging the interdependencies between them.

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Recovery Management/Operational Considerations

Immediate

Conduct immediate impact/needs assessment (0 to 3 days)

obtain briefing from LDC what has happened?

capture as much information on community impact as possible from the local disaster coordination centre

> what has been the impact on individuals and families?

> what are priority needs (for affected community and recovery operations)?

> what needs to be done to prevent further damage?

> what hazards exist?

Contact and alert recovery support staff.

Activate and brief relevant partners/stakeholders from social, built, economic and natural environment agencies/organisations.

Establish data collection and management systems.

Establish communications systems with affected persons.

Establish community information development and distribution systems.

Ensure that systems are in place to manage the wellbeing of recovery personnel.

Provide clear information and advice to media and non-impacted persons on how they can help. a management structure, determine/assign responsibilities and define reporting processes.

Implement actions to address priority needs.

Communicate planned actions to affected communities, recovery management team, stakeholder organisations.

Short to medium term

Review immediate actions

> are priority needs being met?

> were any missed in immediate assessment or have new ones emerged?

Continue short- to medium-term impact/needs assessment (coordinated and using multiagency deployment) what are evolving short- to medium-term needs?

Allow evolution of, and engage with, community leaders and decision makers and discuss longer-term governance and planning.

What plans/programs/relationships/activities/groups existed before the emergency event that might contribute to the recovery effort?

Implement outreach programs if required.

Ensure that persons displaced from 'home' communities are provided with mechanisms and strategies to re-engage with their 'home' communities.

Coordinate an ongoing impact assessment process through multi-agency deployment.

Develop a strategy to avoid excessive or unwanted services.

If necessary, establish processes and systems for managing donations of monies and goods and offers of help.

Long term (ongoing)

Conduct review of short- to medium-term activities

> are priority needs being met?
>
> were any missed in immediate and short-term assessment or have new ones emerged?

Continue the needs assessment process to inform planning, support and service provision.

Empower and support affected communities to manage their own recovery. Consider providing executive and administrative support and specific expertise as required.

Advocate on behalf of affected communities to government and authorities for financial and resource support.

Establish ongoing information provision.

Communicate planned actions to affected communities, recovery management team, stakeholder organisations.

Transition

Work with affected communities to determine appropriate timing and processes for transition from recovery to normal services.

Ensure services are in place to support ongoing needs of affected persons.

Identify to government and organisations long-term changes in the community environments resulting from the emergency event (for example, population or industry changes).

Communicate planned actions to affected communities, recovery management team, stakeholder organisations

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Checklist 4
Outreach

Outreach support may be an important component of recovery to both fully assess the impact of the event and to ensure all community members have access to core recovery information and services available.

If it is going to be used, outreach should generally commence as soon as access is made available to affected areas and the purpose of the use of an outreach program should be clearly articulated.

Actions

Consider the following actions when using an outreach approach in disaster recovery.

Activate designated outreach manager/organisation.

Obtain briefing from recovery manager on:

nature of emergency

area or impact

objectives of proposed outreach program.

Confirm purpose, objectives and activities of outreach program.

Consider multi-agency outreach teams.

Assemble and brief outreach management and operational staff.

Establish mapping systems (geographic, property).

Establish data collection, collation and distribution systems.

Inform communities about the outreach program.

Prepare contingencies for communicating with non-English speakers and people with communication disabilities.

Ensure safety issues for outreach teams are identified, communicated and managed.

Assemble resources for outreach teams:

vehicles

printed information

water.

Establish rosters.

Undertake briefing and debriefing of outreach field teams.

Provide information and feedback to recovery management team on:

extent of damage to residential buildings

community needs

individual specific needs

identification of high-needs persons/households.

Provide referral to specialist services as required.

Ensure ongoing support for outreach staff.

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Checklist 5 -
Evacuation/Emergency Relief Centre

Evacuation centres and emergency relief centres are established to provide for the basic life needs of people displaced and/or impacted by emergency events. They should provide basic services and enable self-management. In many instances persons displaced by emergency events prefer to find accommodation with friends and families and consider these centres as a last resort.

Basic life needs
Basic life needs include:

- sustenance—water and food
- shelter
- safety and security
- information
- first aid
- personal support
- registration

Location considerations
These centres will have limited activation time and should be pre-determined and established. Location of pre-planned centres should consider likely hazards (flood, fire, hazardous materials etc), population, services, capacity and facilities.

Minimum facility requirements
Accommodation—appropriate to population catchment.

Access—to the centre, within the centre.

Parking—appropriate to population.

Communication—telephone (fixed and mobile), computer networks and internet, television and radio.

Catering—kitchen facilities, fridges and freezers.

Toilets and showers.

Children's areas.

Companion animal management.

Management facilities—management, administration and staff rest areas.

Security.

Possible facility equipment requirements (stored on site or available at short notice)
Bedding.

Tables and chairs.

Water and food.

First aid equipment.

Information boards—white boards, pin boards, flip charts etc.

Signage—for centres and services.

Personal requisites for attendees.

Power boards and leads.

Emergency lighting.

Companion animal management equipment.

Possible administration equipment requirements

Keys and access codes.

Laptop computers with mobile connectivity.

Printers, photocopiers, fax machines.

Mobile/satellite telephones (and chargers).

Contact lists.

Prepared administrative paperwork (e.g. operating guidelines, centre information handouts, log books, report forms, registration forms, staff roster forms, records of offers of assistance, records of requests for assistance etc).

Staff roles and orientation information.

Data storage devices for computers with plans and templates.

Stationery supplies—pens, markers, tape, paper, note pads, staplers, hole punches, folders, display boards, pins, magnets.

Staff identification—vests, name/identification badges.

Maps.

Personal protective equipment and supplies (note: if stored on site or in kits, many of these items will need to be checked/replaced annually).

Document security and management.

Management considerations

Traffic and parking management.

Welcome and orientation.

Security and safety.

Purchasing and petty cash management.

Cleaning and waste management.

Animal management.

Catering.

Special needs support.

Childcare support.

Staff management.

Volunteer support and management.

Management of donations and offers of support.

Communications with emergency coordination centre/recovery liaison/recovery management centre.

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Checklist 6
Recovery Centre

Recovery centres can provide support to affected communities in the restoration of their emotional, social, economic and physical wellbeing, and can facilitate the provision of services. A range of services can be collaboratively based in the same facility and may vary according to the impact of the disaster but usually consist of:

- information
- material and financial aid
- temporary accommodation
- access to services such as insurance, building advice etc
- access to government agencies
- psychosocial wellbeing services
- meeting places.

Location considerations

These centres can be pre-planned; however, they will have a longer lead time and will be most effective if established within easy reach of affected communities. Locations should consider accessibility to affected persons (transport, proximity to service centres etc) and facility attributes. In major events these may be long-term facilities. Public facilities that have established ongoing usage may be unsuitable. Consideration might be given to accessing/renting offices or similar facilities in suitable locations.

Minimum facility requirements

Accessible to affected population.
Accessible to mobility impaired people.
Long-term occupancy.
Kitchens.
Toilets.
Parking.
Heating and cooling.
Access to communications.
Reception area.
Private and secure management spaces.
Comfortable and private meeting/counselling spaces.
Comfortable rest areas.

Possible facility equipment requirements

Tables and chairs.
Comfortable lounges and chairs.
Information boards—white boards, pin boards, flip charts etc.
Signage—for centre and services.
Power boards and leads.
Emergency lighting.

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Kitchen requisites.

Possible administration equipment requirements

Laptop computers with computer networks/mobile connectivity.

Printers, photocopiers, fax machines.

Fixed line and mobile telephones (and chargers).

Contact lists.

Prepared administrative paperwork (e.g. operating guidelines, centre information handouts, log books, report forms, registration forms (visitor and staff), staff roster forms, records of offers of assistance, records of requests for assistance etc.

Staff roles and orientation information.

Data storage devices for computers with plans and templates.

Stationery supplies—pens, markers, tape, paper, note pads, staplers, hole punches, folders, labellers etc.

Staff identification—vests, name/identification badges.

Maps.

Document security and management.

Safe.

Management considerations

Welcome and orientation.

Car/bike parking facilities.

Security and safety.

Work space needs and allocation.

Coordination of recovery activities.

Sharing and coordination of data and information.

Purchasing and petty cash management.

Cleaning and waste management.

Catering.

Special needs support.

Staff management and support (including food, water and rest).

Volunteer support and management.

Management of donations and offers of support.

Communications with emergency coordination centre/recovery liaison/recovery management centre

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Checklist 7
Managing People

Preparedness
Recovery operations will be most successful and the impact on staff will be minimised where staff involved:

have been involved in training and exercising

are operating in their normal area of expertise

have clear role statements and operating guidelines

have clear and supportive management.

Operations
For occupational health and safety:

consider appointing a safety manager

ensure safety issues are identified and managed and communicated

establish appropriate duty times

establish clear roles and responsibilities.

For staff involved in the emergency event:

consider the needs of staff personally affected by the emergency event.

Establish formal and informal arrangements for supporting the wellbeing of recovery staff, including:

operational briefing and defusing

mentoring

food, water and rest breaks

shorter than normal duty times

team meetings

manager briefings on likely impacts and staff needs

organisational employee assistance programs

private counselling.

Briefing and debriefing
Undertake briefing sessions for all oncoming staff and at regular intervals during recovery operations. Briefings should include:

overview of the nature and of the impact of the emergency

overview of recovery purpose and operations

detail of specific activities (relevant to the area of operations)

identification of persons in charge, organisations and people involved in the operations site

the actions that have been taken to date

the actions that are planned for the future

the actions that are required in this shift period

the resources that are available and not available

methods and timing of communications

staff arrangements (e.g. shift times, breaks, additional support etc)

time for questions.

Debriefing is important to:

ensure that information is gathered and passed on to oncoming staff

ensure that staff going off duty have an opportunity to defuse and wind down before leaving the operations site.

Post-recovery

Consideration should be given to:

allowing a reasonable rest break after conclusion of emergency involvement (days)

briefing managers and co-workers about likely staff impact and needs

reducing workload and expectations for a few weeks

backfilling and supporting roles

facilitating emergency staff get-togethers, recognition and 'thank you' events

facilitating and enabling ongoing emotional and psychological support.

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Checklist 8
Community Recovery Evaluation

There are key considerations for evaluation processes in recovery.

What is your evaluation for (i.e. its purpose—efficiency, effectiveness, appropriateness and/or process evaluation)? For example, it may be to inform ongoing and future interventions.

What sources of feedback and documentation will you use to evaluate the delivery of community recovery services?

What methods will you use (i.e. the general approach—formal and informal, quantitative/qualitative, longitudinal study, development of appropriate tools)? For example, will you use debriefs and questionnaires, surveys, data analysis, community involvement/ownership?

What is the range of evaluations (i.e. the effects of the intervention/program for individuals/groups/community conducted in conjunction with other services/interventions)?

How will you keep evaluation process flexible to respond to the changing competencies of the community?

What are the ethics considerations—who conducts the evaluation? In a sensitive post-disaster environment when you conduct evaluation, who oversees it? Who makes decisions regarding the ethics questions?

What objectives or principles are you measuring against?

Evaluation tools should be in place at the outset (through databases).

How independent is the evaluation process? Does it need to be independent?

Ensure stakeholders are included (victims, emergency services, business communities, general community).

What feedback will be appropriate for the community—type, timing?

Financial and Resource Implications

Nil

Link to Corporate/Operational Plan

Corporate Plan
EC3   A community with the ability to manage natural and man made disasters

Operational Plan
EC3.1 Maintain an effective Counter Disaster Management Framework

Communication/Consultation (Internal/External)

The Draft 2013 Local Disaster Management Plan was prepared in consultation with Emergency Management Queensland.

The Local Group members have reviewed the Draft Local Plan and provided feedback to the Local Disaster Coordinator.

The Recovery Sub Plan was sent to Local Group members for consultation during April 2013. Local Group Members that did provide feedback on the Recovery Sub Plan said that it was a good plan and congratulated Council.

Legal Implications (Statutory Basis, Legal Risks)

The *Disaster Management Act 2003* requires Council to:

- prepare a Local Plan for disaster management in its area and to approve that Plan.

Policy/Local Law/Delegation Implications

Nil

Asset Management Implications

Nil

9.2.2   G - 1266932 - Naming of the Kingaroy Council Chambers - Warren Truss Chamber

Document Information

IR No   **1266932**

Author   **Chief Executive Officer**

Date   **11 February 2014**

Précis

Naming of the Kingaroy Council Chambers – Warren Truss Chamber

Summary

Council officially name the Kingaroy Council Chambers after Hon. Warren Truss MP, Deputy Prime Minister of Australia and Member for Wide Bay.

Officer's Recommendation

That

1. the Kingaroy Council Chambers be named the 'Warren Truss Chamber';

2. the Mayor of the South Burnett Regional Council write to Hon. Warren Truss MP, Deputy Prime Minister of Australia and Member for Wide Bay to advise that Council has named the Kingaroy Meeting Chamber of the South Burnett Regional Council the 'Warren Truss Chamber' in recognition of his past as a former Councillor and Mayor of the former Kingaroy Shire Council and recent elevation to Deputy Prime Minister of Australia; and

3. write to Hon. Warren Truss MP seeking an appropriate date for a civic reception to take place at the official naming of the Chamber.

Financial and Resource Implications

A budget allocation will be required to purchase and install the plaque.

Should Council be successful in securing the Deputy Prime Minister to the unveiling of the chamber a civic reception may be appropriate.

Link to Corporate/Operational Plan

N/A

Communication/Consultation (Internal/External)

N/A

Legal Implications (Statutory Basis, Legal Risks)

N/A

Policy/Local Law/Delegation Implications

N/A

Asset Management Implications

N/A

Report

The South Burnett can call some of the State and the nation's most eminent political figures its own. Many Australians would know the connection between Kingaroy and the late former Premier of Queensland Sir Joh Bjelke-Petersen as arguably being our most well-known politician however; our region has produced other senior ministers of both the Australian and Queensland parliaments such as:

- Sir Charles Adermann (Minister for Agriculture in the Prime Minister Sir Robert Menzies government)

- Sir James Heading (Minister for Public Works & Local Government in the Premier Sir Frank Nicklin government)

- Evan Adermann (Minister for the Northern Territory and Minister for Veteran Affairs in the Prime Minister Malcolm Fraser government)

- Trevor Perrett (Minister for Primary Industries in the Premier Rob Borbidge government)

- Hon. Ian McFarlane (Minister for Small Business and Minister for Industry, Tourism & Resources in the Prime Minister John Howard government. Minister for Resources in the Prime Minister Tony Abbott government)

- Hon. Warren Truss MP (Minister for Customs & Consumer Affairs, Minister for Agriculture, Minister for Transport & Regional Services and Minister for Trade in the Prime Minister John Howard government. Minister for Infrastructure & Regional Development in the Prime Minister Tony Abbott government)

In Local government it was a Kingaroy Shire Councillor in Cr Ellen Kent-Hughes who became the first woman elected to Local Government in Queensland in 1923.

However, it has been Warren Truss' elevation to the office of Deputy Prime Minister on 18 September 2013 that could be seen as an achievement ranking amongst the political alumni that have called the South Burnett home. What makes his achievement all the more unique to Local Government in the South Burnett is that Warren served as a Councillor (1976-1983) and Mayor (1983-1990) of the Kingaroy Shire Council. It is interesting to note that for a period of time during the Christmas break of 2013 Australia was being run from his farm in Kumbia as Warren was the Acting Prime Minister.

It is in respect to Warren Truss's past history as a Councillor and Mayor of the Kingaroy Shire Council and in recognition of his achievement as Deputy Prime Minister of Australia that consideration be given by the South Burnett Regional Council to naming the Kingaroy Chamber the 'Warren Truss Chamber'. This is particularly fitting given that Warren served in the Chamber being named in his honour whilst serving as Mayor.

It would also be appropriate for the Mayor to write to Warren seeking an appropriate date for a civic reception to take place at the unveiling of the Chamber.

9.2.3   G - 1263154 - Council Appointees for 2014 ANZAC Day Ceremonies

Document Information

IR No   **1263154**

Author   **Executive Assistant**

**Endorsed
By**   **Chief Executive Officer**

Date   **31 January 2014**

Précis

The Appointment of Councillors to various responsibilities for ANZAC Day ceremonies 2014

Summary

Each year Council is represented at the ANZAC Day Ceremonies across the South Burnett and it is necessary to confirm the Councillors attendance at various ceremonies held in the region for 2014.

Officer's Recommendation

That the following Councillors attend the respective ceremonies and carry out any responsibilities as required on behalf of Council:

Town	Location	Time	Councillor Attending	Responsibility
Kingaroy *Dawn Service*	*Memorial Park*	*4.28am*	*Mayor*	*Attendance only*
Commemorative Service	*Memorial Park*	*10.30am*	*Cr Campbell Cr Tessmann*	*Participate in march. Participate in ceremony Lay wreath*
Kumbia *Commemorative Service*	*Flower bed next to Kumbia Hall*	*8.45am*	*Cr Heit*	*Participate in march Lay wreath*
Wooroolin *Commemorative Service*	*Wooroolin Hall*	*11.00am*	*Cr Heit*	*Organisation of service Lay wreath*
Wondai *Dawn Service*	*In front of Council Chambers*	*5.00am*	*Cr Campbell*	*Attendance only*
Memorial Service	*Cemetery*	*8.00am*	*Stan Taylor*	*Attendance only*
Commemorative Service	*Wondai Town Hall*	*10.00am*	*Mayor*	*Organisation of service Lay wreath*

Town	Location	Time	Councillor Attending	Responsibility
Proston Dawn Service		5.30am	Stan Taylor	
School Service (Wednesday)	Proston State School	10.30am	Cr Duff	Attendance Lay wreath
Hivesville Dawn Service		5.30am	Cr Duff	Attendance Participate in Ceremony Lay wreath
Nanango Dawn Service	Memorial in front of Chambers	5.25am	Cr Green	Lay wreath
Public Pilgrimage	Nanango Cemetery	7.30am	Cr Green	Attendance only
Memorial Service	Memorial in front of Chambers	9.30am	Cr Green	Lay wreath
Blackbutt Dawn Service		4.27am	Cr Palmer	Attendance Lay wreath
Memorial Service	Cenotaph	9.30 am	Cr Palmer	
Murgon Fellowship	Services Club	4.30am	Cr Tessmann	
Dawn Service	Gore Street Opposite Services Club	5.20am	Cr Tessmann	
Commemorative Service	Services Club	9.30am	Cr Duff	Participate in march Participate in Ceremony Lay wreath
Cherbourg Commemorative Service	Cenotaph	8.00am	Cr Duff	Attendance Lay wreath
Bunya Mountains Memorial Service	Lone Pine Office, National Park Campground, Dandabah	8.00am	No Councillor Available	Attendance Lay wreath
Maidenwell Memorial Service	Main Street Monument	11.30am	Stan Taylor	Attendance Lay wreath

Financial and Resource Implications

$12,500 has been allocated in the 2013/2014 budget for ANZAC Day.

Link to Corporate/Operational Plan

EC1.1 - Work in partnership with community organisations

Communication/Consultation (Internal/External)

The preparations for ANZAC Day have commenced, internally with identified officers and externally with partnership organisations. The communication and consultation will be ongoing with key stakeholders until end of April 2014.

Legal Implications (Statutory Basis, Legal Risks)

Nil Known

Policy/Local Law/Delegation Implications

Nil

Asset Management Implications

Nil

(b) Portfolio Report

Governance Portfolio Report

No Report.

10. Information Section (IS)

10.1 IS - 1267222 - Reports for the Information of Council

Document Information

IR No **1267222**

Author **Administration Section**

Date **12 February 2014**

Précis

Reports received for the Information of Council.

Summary

Workplace Health & Safety Report
Listing of correspondence pending completion of assessment report
Delegated Authority Report

Officer's Recommendation

That the reports be received.

11. General Section

No Report.

12. Confidential Section

12.1 CONF - 1266917 - Expressions of Interest from four companies for Design and Construction of the Kingaroy WWTP Upgrade

Document Information

IR No   **1266917**

Author   **Special Projects Engineer**

**Endorsed
By**   **Acting General Manager, Infrastructure**

Date   **10 February 2014**

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with Section 275(1)(e) of the Local Government Regulation 2012, which permits the meeting to be closed to the public for business relating to the following:

(e) contracts proposed to be made by it