(e) Standard Emergency Warning Signal (SEWS);

(f) Evacuation procedures and location of centres.

3.4 Evacuations

Pre-emptive evacuations as a preparedness measure may be required in some cases for threats and disasters identified in this plan. Because of the complexity and prescriptive nature of dealing with evacuations, a specific evacuation and welfare sub-plan has been developed and will be activated on the direction of the Chairperson LDMG upon request from the Control/Lead agency or DDC as required.

The sub-plan will be implemented by the Evacuation and Recovery Co-ordinator who is to be appointed by the Local Disaster Co-ordinator. The plan also outlines the role of the welfare committee that is being formed to assist in the management of this component of the LDMG role.

Legislation specific to evacuations is also contained in the *Public Safety Preservation Act 1986, Disaster Management Act 2003, Police Powers and Responsibilities Act 2000, Queensland Fire and Rescue Services Act1990, Queensland Ambulance Services Act 1991* and others.

3.5 Major Operations

The LDCC will only be activated upon the instruction of the Chairperson of the LDMG or the Local Disaster Co-ordinator in times of disaster or major incidents.

The initial request for assistance will come from a Control / Lead Authority as designated in the Local Disaster Management Plan, the Disaster District Co-ordinator, or a Government Agency.

3.6 Basic Operations of LDCC

(i) Local Disaster Co-ordinator to activate and staff LDCC to suitable level.

(ii) Commence Running Sheets to record all activities of the LDCC.

(iii) Relay all Official Warnings to Officer in Charge, affected area.

(iv) After initial contact, request continuing Situation Reports (Sitreps), dependent on the situation, and establish timeframes for same, ie hourly, or (3) hourly.

(v) Establish early contact with EMQ Area Director and DDC Charleville.

(vi) Relay Sitreps to DDC Charleville and EMQ Area Director.

(vii) Record all inward telephone calls and requests for assistance and forward to Committee for necessary action.

(viii) All requests for assistance to be collated at LDCC and processed by LDMG.

(ix) If outside assistance required an official request from the Chairperson, or Local Disaster Co-ordinator, to DDC in Charleville is required.

(x) Several whiteboards will be set up for noting of operations, jobs, projected tasks and overview. Maintenance of these boards and running sheets will allow the Disaster Management Committee ready evaluation of the operation, and outstanding tasks. It will also allow for easy transfer of operational duties during shift changes.

(xi) Council Liaison Officers will collect all Local Orders and have the same collated at LDCC before requesting assistance and forwarding details to DDC Charleville and Area Director EMQ.

(xii) Ensure Council and all traders receive official memorandums from Executive Officer, SDMG, e.g. Freight arrangements, insurance subsidy arrangements, welfare, etc.

(xiii) LDMG must ensure the staff in LDCC are kept fully informed on all decisions and actions taken by LDMG.

3.7 Specific Incident Responses

The LDMG will develop operating procedures for the identified risks over a period. These procedures will assist the LDCC in dealing with the operational aspects of the incident at hand. If the disaster or threat is one that does not have a specific procedure, other procedures will be used as a guide with suitable modifications to meet the situation.

3.8 Related Documents

Council has a Business Continuity Plan.

The activation of this plan may be undertaken in conjunction with managing a local disaster event.

A copy of this plan is available from Council.

4 SECTION 5 – RESPONSE

4.1 Response

Disaster 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.

The principal purpose of disaster response is the preservation of life and property. This includes having well trained resources available to respond to a disaster situation.

Under Queensland legislation, the *Control* authority for most disaster situations is the Queensland Police Service. The *Lead* agency will depend on the type of disaster situation. Individual agencies and organisations will have their own plans and procedures in place for response actions or specific standard operating procedures.

Under this plan, staff will continue to follow their parent organisation chain of command and procedures. The LDMG plays a coordinating role to achieve the best use of available resources by providing advice and guidance to the Chairperson on response strategies and actions. The Chairperson can then call on other agencies and resources that may not be available to the lead or response organisation.

4.2 Response Planning

Response plays a vital role in the disaster management process and impacts on the ability of the community to recover from the various disasters and threats that impact upon them. Specific response measures apply to each individual threat/disaster type and so are summarised in the duty cards for identified disaster threats.

In preparing and reviewing this plan, LDMG members will provide advice to the Chairperson on their organisations' response planning and those procedures in place to ensure a coordinated response in times of actual disaster. These details will be included in status reports and in line with legislative requirements, organisations not complying with their obligations will be reported to the State director, SDMG through the DDC.

4.3 Activation of the Local Disaster Management Group

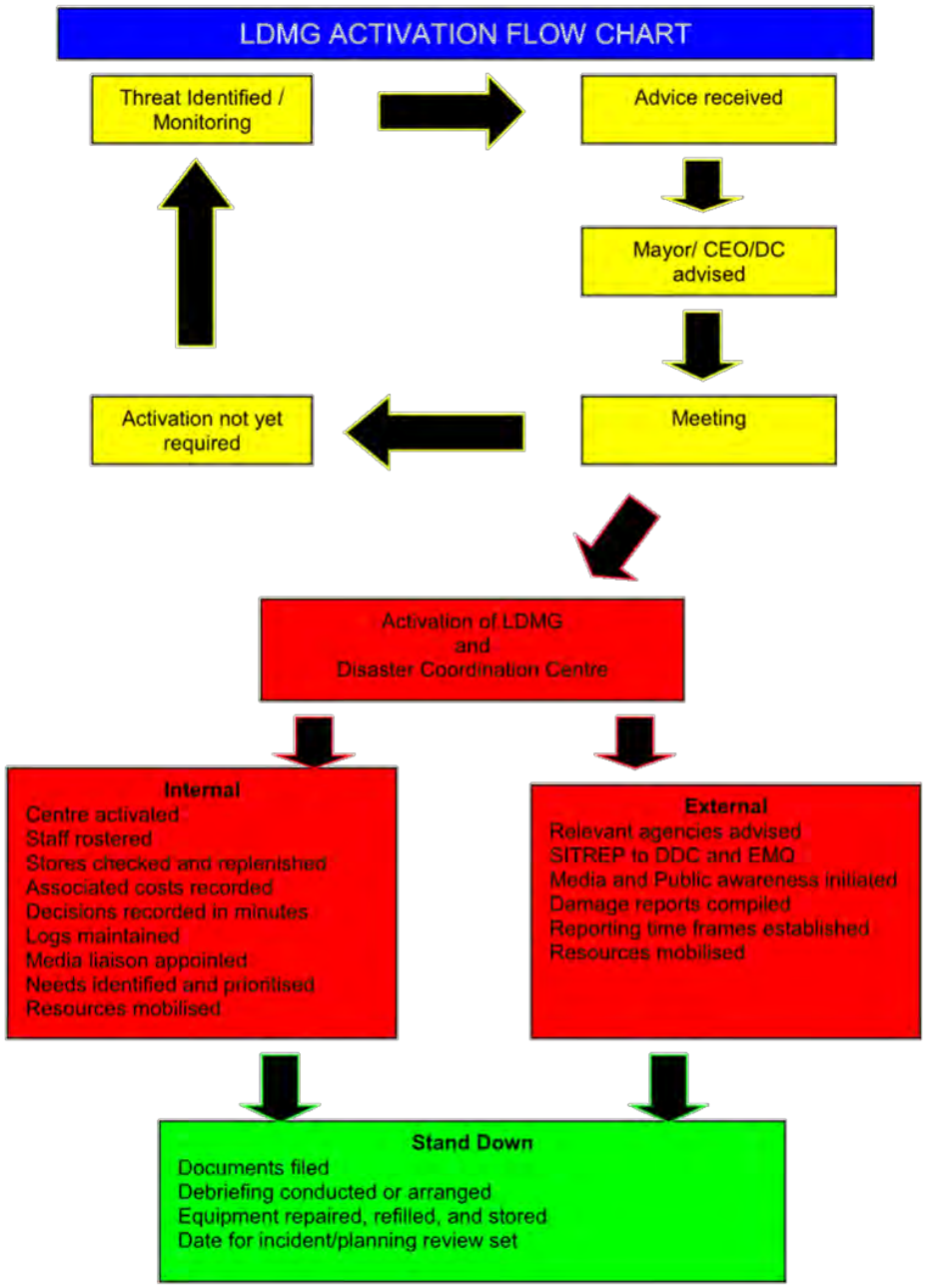
The LDMG can be activated in the preparedness, response, or recovery stages, dependent upon the disaster type, individual situation, and lead time available. The authority to activate the Local Group is vested in the Chairperson of the Local Disaster Management Group or his delegate.

The Chairperson, or his delegate, can implement the plan on receipt of:

1. A warning or an impending threat which in the opinion of the Chairperson, or their delegate, would require a co-ordinated community response, or
2. A request from a Control Authority for assistance under the Local Disaster Management Plan.
3. At a direction or on request from the DDC.

The following Activation Flow Chart outlines the steps taken during activation:

1. The procedure set out in this flow chart applies only to major events.
2. Statutory authorities may request support for incidents and small-scale events by making the request direct to the appropriate organisation.



4.4 Activation of the LDMG

During the activation of the LDMG there will be four stages:

These stages are:

1. ALERT
2. LEAN FORWARD
3. STAND UP
4. STAND DOWN

These stages and associated actions are detailed as follows:.

	Triggers	Actions	Communications
Alert	• Awareness of a hazard that has the potential to affect the local government area	• Hazard & Risks identified • Information sharing with warning agency • LDC contacts EMQ • Initial advice to all stakeholders	• Chair and LDC on mobile remotely
Lean Forward	• There is a likelihood that threat may affect local government area • Threat is quantified but may not yet be imminent • Need for public awareness • LDMA is now to manage the event	• EMQ and LDC conduct analysis of predictions • Chair and LDC on watching brief • Confirm level & potential of threat • Check all contact details • Commence cost capturing • Conduct meeting with available LDMG • Council staff prepare for operations • Determine trigger point for Stand Up • Prepare LDCC for operations • Establish regular communications with warning agency • First briefing Core members of LDMG • LDC advises DDC of lean forward & establishes regular contact • Warning orders to response agencies • Public information & warning initiated	• Chair, LDC and LDMG members on mobile and monitoring email remotely • Ad hoc reporting
Stand Up	• Threat is imminent or has impacted • Community will be or has been impacted • Need for coordination in LDCC • The response requires coordination	• Meeting of LDMG Core Group • LDCC activated • Rosters for LDCC planned & implemented • Commence operational plans • Local Government shifts to disaster operations • LDMG takes full control • SOPs activated • Core group of LDMG located in LDCC • Commence SITREPs to DDMG • Distribute contact details • DDMG advised of potential requests for support	• LDCC contact through established land lines and generic email addresses • Chair, LDC and LDMG members present at LDCC, on established land lines and/or mobiles, monitoring emails
Stand Down	• No requirement for coordinated response • Community has returned to normal function • Recovery taking place	• Final checks for outstanding requests • Implement plan to transition to recovery • Debrief of staff in LDCC • Debrief with LDMG members • Consolidate financial records • Hand over to Recovery Coordinator for reporting • Return to local government core business • Final situation report sent to DDMG	• LDMG members now involved in recovery operations resume standard business and after hours contact arrangements

4.5 Evacuations

Evacuations may be required in some cases for the threats and disasters identified in this plan. As such a specific evacuation sub plan has been developed and will be activated on the direction of the Chairperson LDMG upon request from the Control/Lead agency or DDC as required.

Procedures for evacuation are contained in the Evacuation & Welfare Sub-Plan.

Legislation specific to evacuations is also contained in the *Public Safety Preservation Act, Disaster Management Act 2003, Police Powers and Responsibilities Act 2000, Queensland Fire and Emergency Services Act 1990, Queensland Ambulance Services Act 1991,* and others. A copy of these provisions is contained at Appendix 1

4.6 Accessing Support

The Chairperson of the LDMG, LDC and/or an EMQ staff member will maintain regular communications with the Charleville Disaster District Management Group and other neighbouring LDMG's to coordinate the actions and resources required to respond and recover from the impact of the disaster event.

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

Any request for assistance external from the Shire boundaries will be co-ordinated by the LDCC. Such requests are to be submitted to the Charleville Disaster District Co-ordinator and must be endorsed by the chairperson of the LDMG prior to submission.

If assistance external from the district is required, then the Disaster District Co-ordinator requests such assistance through the Executive Officer, of the State Disaster Management Group.

4.7 Re-supply

During times when areas become isolated because of a disaster event, e.g. flood, re-supply of foods and essential items for isolated rural properties and communities may be required.

A Resupply Sub- plan has been developed and under this plan, all requests for re-supply are to be collated and coordinated by the LDMG. The Chairperson will then make formal application through the DDC in the required format enclosing all relevant information.

Re-supply operations will be conducted in line with the LDMG policy and procedures for re-supply and as per the Quilpie Shire Resupply Sub-plan.

4.8 Functional Plans

Below is a list of the relevant sub-plans and documents prepared to detail arrangements for functional support.

Number	Description
Sub-Plan 1	Evacuation and Welfare Plan
Sub-Plan 2	Local Disaster Recovery Plan
Sub-Plan 3	Local Re-Supply Plan
Sub-Plan 4	Bushfire Risk Management Plan (prepared by QFES RFS)
	Oil/gas Industry Emergency response plan
	AusVet Plan
	Risk Management Plan
	Pandemic Plan (QLD Health)
	Eromanga Oil Refinery
	Quilpie Aerodrome
	Quilpie Fuel Storage Depots – Mobil & Ausfuel
	Quilpie Hospital Emergency Management Plan
	QRail- Emergency Action Plan
SOP 1	Local Disaster Co-ordination Centre
SOP 2	Eromanga LECC Sit Rep
SOP 3	Chairpersons Handbook

4.9 Initial Impact Assessment

4.9.1 Initial Survey

The LDMG will appoint local personnel to collect details as to damage to buildings and infrastructure when deemed safe to do so by control / lead agencies.

Agencies participating in the LDCC will also forward such information collected by their organisation to the LDMG for collation.

4.9.2 Initial Report

Besides advising the appropriate Department Regional Officers of the damage estimate, the LDMG Chairperson and/or the Local Disaster Co-ordinator will complete all sections of the Initial Damages & Personal Hardship Report and relay this report to the District Disaster Co-ordinator, Charleville and the EMQ Area Director.

NOTE: It is appreciated that the initial estimates (costs) of damage may not be accurate, but the report must clearly reflect deaths and injuries, actual damage, personal losses, and cases of personal hardship resulting from the event to ensure an adequate Local, District and State response.

4.9.3 Follow up Reports

As the recovery process continues, more accurate details of damage, personal losses and hardship will come to hand. This updated information must be relayed to DDC Charleville and EMQ as early as possible.

5 SECTION 6 – RECOVERY

5.1 Recovery

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

The aim of recovery is to return the community to pre-disaster functioning, or as close as reasonably possible in the circumstances, as soon as possible. It can last from a few hours to months or years as a long and complex process which extends beyond immediate support. The length of the process will depend on the type and extent of disaster.

The timely coordinated establishment of disaster recovery processes is equally as important as, and should be activated in conjunction with, effective disaster response operations.

5.2 Recovery Planning

Recovery plays a vital role in the disaster management process as it impacts on the community as a whole and can have long lasting effects. These can be positive or negative effects depending on the type and scope of the disaster. Specific recovery measures apply to each individual threat/disaster type and are dealt with as follows.

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

Following a disaster, the community environment is different, and the Local Group will need to reassess the *new* risks in a *new* environment. Assuming the response phase has transpired, the activation of the Local Disaster Management Group (LDMG) will cease at the discretion of the Chairman in consultation with the LDMG and the District Disaster Coordinator.

When all operational onsite activities have been completed, personnel are to be recalled to assembly points for final clearance, before being stood down.

At the conclusion of any operations, each member of the LDMG representing an emergency service shall attend a debriefing along with the submission of a report to the Executive Officer. A consolidated report will be compiled and forwarded to the District Disaster Coordinator.

The following specific recovery strategies are to be followed and should be read in conjunction with roles and responsibilities contained in Section 1 – Introduction.

Planning for recovery must commence as early as possible during the response phase of the event and continue after the response phase has concluded, as outlined in the 'Activation of response arrangements' (QDMA Guidelines), which states that the QDMA are activated using an escalation model based on the following levels:

- Alert.
- Lean forward.
- Stand up; and
- Stand down.

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

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

5.3 Community Recovery

Community recovery involves short-term sustenance, health, and well-being. A level of resilience is expected from most communities, however, the LDMG will facilitate community needs by the following strategies:

- Disaster Coordination Centre will provide a focus point for community access, information and reporting requirements.
- Disaster Coordination Centre will provide relevant information involving evacuation management according to Evacuation and Welfare Sub-plan
- Disaster Coordination Centre will contact all support agencies in Annexure C - Community Resources to harness the efforts of these groups and provide support systems.
- Quilpie Shire LDMG will then establish a local disaster management recovery group made up of the mayor and the elected members to focus on four key areas / subgroups which will deal with issues associated with – Economic – Human Social – Built Environment – Natural Environment
- Provide a public awareness program, through media releases advising of the existing local community support agencies.

- Specific needs of groups such as cultural, ethnic and aged will be provided with assistance through existing networks.
- Financial assistance information will be coordinated through the Charleville District Disaster Coordinator.
- Queensland Health will coordinate community health needs.
- Department of Environment and Economic Development & Innovation will provide counselling where necessary.
- Trauma Counselling
- Mental Health

5.4 Infrastructure Recovery

Loss of infrastructure may pose the greatest potential for loss in the case of a disaster.

Infrastructure involves essential services damaged or made inoperable following a disaster. The following strategies will be followed to ensure the restoration of essential infrastructure:

Water services - will be reinstated, where possible, by Quilpie Shire Council. If these services are not operating, public information/warnings will indicate alternative arrangements, and these will depend on the condition of facilities and the availability of alternative sources for continuity of supply.

Sewerage services - will be reinstated, where possible, by Quilpie Shire Council. If these services are not operating, public information/warnings will indicate the failure of the system and alternative arrangements that should be followed having regard to health and safety.

Roads and bridges - will be the responsibility of Quilpie Shire Council in terms of assessment of damage and traffic ability of local roads, including public notification about conditions. The Queensland Department of Main Roads is responsible for state roads.

Buildings - inspection of essential buildings is the responsibility of Quilpie Shire Council. Issuing notices, temporary restoration and/or barricading instructions will be carried out by Council.

5.5 Economic Recovery

The commercial and agricultural sectors may be subject to loss including business disruption. The impact to local economic activity may cause hardship in terms of provision of services, food supply, communications, and social dislocation.

Commercial loss to the business sector is expected to be covered by insurance. Losses may involve damage to buildings and stock.

The agriculture sector may have varying impacts depending on the event. In general terms, losses to machinery and farm infrastructure would be covered by insurance, however, crop damage, loss of stock or other primary losses may not be covered. State Disaster or National Disaster relief may be available.

Restoration and continuation of the local economy will depend on the severity of the event and the following strategies are proposed:

- Encourage insurance companies to assess and compensate business for losses, including business disruption considerations.
- Facilitate and encourage business to re-establish for the benefit of themselves and the community.
- Involve Chamber of Commerce in re-establishment process.
- Assist in seeking disaster relief funds for farm losses to ensure long-term viability remains.

5.6 Environmental Recovery

There is much potential for environmental damage to rivers, creeks, water supplies and to the ecosystem function. Depending on the nature of the event, assessment of the damage caused to the environment may be difficult to measure.

Consideration needs to be given to the type of disaster to affect an appropriate assessment. That is, flooding compared to fire may result in contrasting impacts and losses.

The following strategies are included:

- Facilitate the involvement of the DES in assessment processes.
- Carry-out assessment of water quality including ongoing monitoring.
- Display of relevant warning signs.

5.7 Human/Social Recovery

Community recovery involves short-term sustenance, health, and well-being. A level of resilience is expected from most communities however, the LDMG will facilitate community needs by the following strategies:

- Disaster Coordination Centre will provide a focus point for community access, information, and reporting requirements.
- Disaster Coordination Centre will provide relevant information involving evacuation management according to Evacuation and Welfare Sub-plan.
- Disaster Coordination Centre will contact all support agencies - Community Resources to harness the efforts of these groups and provide support systems.
- Provide a public awareness program, through media releases advising of the existing local community support agencies.
- Specific needs of groups such as cultural, ethnic, and aged will be provided with assistance through existing networks.
- Financial assistance information will be coordinated through the Maranoa District Disaster Coordinator.
- Queensland Health will coordinate community health needs.
- Department of Agriculture & Fisheries (DAF) (former DPI) will provide services where necessary.
- Trauma counselling

5.8 Disaster Recovery Funding Arrangements (DRFA)

The Disaster Recovery Funding Arrangements is joint Commonwealth and State government funding, providing financial assistance to help communities recover from eligible disasters.

State funding for non-DRFA eligible disasters will continue to be administered under the State Disaster Relief Arrangements (SDRA), a wholly state funded program that may be activated for all hazards to help alleviate personal hardship and distress.

There are two versions of disaster funding guidelines that detail the activation, eligibility, and other requirements for both the DRFA and SDRA within Queensland. Please select the guidelines for the appropriate date range of the disaster event:

- Queensland Disaster Funding Guidelines (QDFG) 2021 for events that occur from 1 July 2021 onwards
- Queensland Disaster Relief and Recovery Guidelines (QDRR) 2018 for disaster events that occurred between 1 November 2018 and 30 June 2021 inclusive

Further up to date information on the arrangements can be found at:

Disaster Recovery Funding Arrangements 2018 (disasterassist.gov.au)

Disaster Recovery Funding Arrangements (DRFA) | Queensland Reconstruction Authority (qra.qld.gov.au)

(Links viable as of 30 June 2022)

ANNEXURES

Annexure A: Contact Details for LDMG Members, Support Agencies and Key Staff

LDMG Executive Members / Advisors (current as of 30 June 2022)			
Member	**Organisation**	**Position**	**Contact Details**
Stuart Mackenzie	Quilpie Shire Council	Mayor Chairman	Ph 4656 0500 (QSC) Ph 4656 4771 (Home) Mobile 0429 069 314 Email mayor@quilpie.qld.gov.au
Roger Volz	Quilpie Shire Council	Councillor Deputy Chairman Fire Captain	Mobile 0428 561 468 Fire M: 0428769726 Email rvolz@quilpie.qld.gov.au
Jenny Hewson	Quilpie Shire Council	Councillor (DDMG Rep)	Ph 46560 500 (QSC) Ph 46561311 (Work) Mobile 0428 461 294 Email jhewson@quilpie.qld.gov.au
Justin Hancock	Quilpie Shire Council	CEO Local Disaster Coordinator (LDC)	Ph 4656 0500 Mobile 0448 816 827 Email ceo@quilpie.qld.gov.au
Lisa Hamlyn	Quilpie Shire Council	Director Corporate & Community Services Deputy LDC	Ph 4656 0500 Mobile 0427 861 133 Email dceo@quilpie.qld.gov.au
Peter See	Quilpie Shire Council	Director Engineering Services	Ph 4656 0500 Mobile 0452 387 617 Email works@quilpie.qld.gov.au
Scott Walsh	Qld Fire & Emergency Services – Emergency Management	Emergency Management Co-ordinator LDMG Advisor	Ph 4622 2188 Mobile 0427 754 157 Fax 4622 4034 Email scott.walsh@qfes.qld.gov.au
David Bennett	Qld Fire & Emergency Services – Emergency Management	Area Controller SW Region LDMG Advisor	Ph 4622 2188 Mobile 0439 307 246 Email David.Bennett@qfes.qld.gov.au
Mike Castles	State Emergency Service	Local Controller	Ph 4656 0500 Mobile 0408 752 123 Email whs@quilpie.qld.gov.au
Joanne Clark	Qld Ambulance Service	Officer in Charge	Ph 4654 1970 Mobile 0458 400 934 Email qas.oiccharleville@ambulance.qld.gov.au
Brendan Horgan	Queensland Police Service - Quilpie	Officer in Charge	Ph 46 568 181 Mobile 0428 561 200 PO Box 13, Quilpie, Q 4480 Email oicquilpie@police.qld.gov.au
Mark Baker	Queensland Police Service - Quilpie	Senior Constable	Ph 46 568 181 Mobile 0428 561 200 Email Baker.Mark@police.qld.gov.au
Dan Nunn	Queensland Police Service	Disaster Management Support Officer	Mobile 0429 175 942 Email nunn.danield@police.qld.gov.au
Dan Nunn	Queensland Police Service – Eromanga	Officer in Charge	Ph 4656 8100 Mobile 0439 870 008 Email nunn.danield@police.qld.gov.au
QFES Charleville	Qld Fire & Emergency Services (Rural Operations)	Inspector	Ph 4578 0040 Mobile 0427 149 247 PO Box 514, Roma, Q 4405 Email QFES.CharlevilleCommand@qfes.qld.gov.au
Chris Seng	Queensland Police Service – Adavale	Senior Constable Charleville Patrol Group – SW District	Ph 4656 4833 Mobile 0419 673 988 Email Seng.ChrisJ@police.qld.gov.au

Member	Organisation	Position	Contact Details
Jenna Nunn	Quilpie MPHS	Director of Nursing	Ph 4656 0100 Mobile 0407 758 664 PO Box 27, Quilpie Q 4480 Email jenna.nunn@health.qld.gov.au
Robert da Fonseca	Qld Reconstruction Authority	Senior Project Manager & Liaison Officer	Mobile 0438 408 658 Email robert.dafonseca@qra.qld.gov.au
Leo Jensen	Leo Jensen Consulting	LDMP Consultant	Mobile 0407 594 468 Email leo@leojensenconsulting.com.au
Annabelle Johnstone	Dept. Communities, Housing & Digital Economy - Community Recovery South West	Senior Community Recovery Officer	Ph 3201 3701 Mobile 0477 311 673 Email Annabelle.Johnstone@chde.qld.gov.au
James Livingston	State Emergency Service	Group Leader Eromanga	Ph 4656 0500 Mobile 0409 033 255 Eromanga, Q 4480
Ralph Walker	State Emergency Service	Eromanga Group	Ph 4656 4941 Fax 4656 4849 Email eromangacontracting@harboursat.com.au
Amanda Becker	Telstra	Account Manager	Ph 132203 Ph 4690 5411 Mobile 0438 530 404 Email amanda.becker@team.telstra.com
Officer in Charge	Santos	Santos	
Officer in Charge	Oil Industry Rep	IOR Eromanga	Ph 4656 4881
Sarah Taylor	Quilpie State College	Principal	PO Box 106, Quilpie, Q 4480 Ph 4656 0333 Mobile 0429 026 429 Email stayl380@eq.edu.au
Genny McNair	St Finbarr's School	Principal	Ph 4656 1412 Mobile 0227 928 254 PO Box 34 , Quilpie, Q 4480 Email genny.mcnair@twb.catholic.edu.au
Craig Brims	Eromanga State School	Principal	Ph 4656 4892 Fax 4656 4685 Email the.principal@eromangass.com.au

Service Providers			
CONTACT	Service Provider	Position	Contact Details
Guy McPherson	Ergon Energy	Manager	Ph 4656 1191 Mobile 0428 280 013 PO Box 27, Quilpie Q 4480 Email guy.mcpherson@ergon.com
Scott Mullaly	Telstra Regional Australia	Regional Engagement Manager, Telstra Regional Australia – Southern Queensland	Mobile 0400 812 244 Email Scott.Mullaly@team.telstra.com
Peter Morris Darren Hagarty	Shire Networks	Partners	Ph 4652 0008 Mobile – Peter Mobile – Darren Email info@shirenetworks.com.au

List under review

Key Agency Staff			
Name	**Organisation**	**Position**	**Contact Details**
Daniel Gray	SES - Bulloo Shire Council	Acting SES Local Controller – Deputy Controller - Thargomindah	W: 4621 8000 H: 4655 3214 M: 0419 553 421 / 0428 449 511 (airport) E: DanielG@bulloo.qld.gov.au F: 4621 8066 (work) 20 Dowling Street, Thargomindah 4492
OIC Hungerford Police Station - Vacant	SES - Bulloo Shire Council	Group Leader – Hungerford	**Vacant**. Contact Lawrie Beetson (Gilmour Street, Thargomindah 4492) Police Station Phone: 4655 4088
Vacant	SES - Bulloo Shire Council	Group Leader - Thargomindah	**Vacant**
Keith Harrison	SES - Maranoa Regional Council (Begonia)	Group Leader – Begonia	H: 4625 7428 M: 0429 708 730 E: euchlan7@gmail.com 'Euchlan', Unity Road, St George 4487
		Begonia Headquarters	SES Satellite Phone: 0147 181 916 Sports Complex, Begonia 4487
Vacant	SES - Maranoa Regional Council (Injune)	Group Leader - Injune	**Vacant** Contact Roma QFES Office W: 4622 2188 M: 0427 754 157
		Injune Headquarters	P: 4626 1162 Ronald Street, Injune 4454
Will Small	SES - Maranoa Regional Council (Mitchell)	Local Controller - Mitchell	*On nightshift 1.00pm – 9.00pm Ring after 1600 hours for admin matters. W: 4623 1250 H: 4623 1416 M: 0488 469 780 E: Thesmalls_@bigpond.com 23 Edinburgh Street, Mitchell 4465
Noel Rose	SES - Maranoa Regional Council (Mitchell)	Deputy Controller – Mitchell	W: 4623 1367 H: 4623 1030 M: 0428 231 030 E: sunewood1@hotmail.com 'Sunewood', Symes Lane, Mitchell 4465
Grant Waldron	SES - Maranoa Regional Council (Mitchell)	Group Leader – Mitchell	H: 4623 1808 M: 0408 037 796 E: grant.waldron@qfes.qld.gov.au 2 Edinburgh Street, Mitchell 4465
Kev Donnelly	SES - Maranoa Regional Council (Roma)	Local Controller – Roma	W: 4622 3444 H: 4622 8940 M: 0429 047 496 E: kevin.donnelly@dnow.com PO Box 317, Roma 4455

		Roma Headquarters	P: 4622 3444 F: 4622 1602 E: SES.Roma@maranoa.qld.gov.au PO BOX 317, Roma 4455
Bryce Duke	SES - Maranoa Regional Council (Roma)	Deputy Controller – Roma	P: 4622 4528 M: 0427 632 052 H: 4622 1216 E: bryced@careflight.org.au PO Box 1014, Roma 4455
Elizabeth Nolan	SES - Maranoa Regional Council (Roma)	Group Leader – Roma	P: 4622 2732 F: 4622 2732 H: 4622 2732 PO Box 348, Roma 4455
Greg Richardson	SES - Maranoa Regional Council (Surat)	Group Leader - Surat	H: 4626 5298 M: 0418 402 753 E: gregoryrichardson1@bigpond.com.au PO Box 27, Surat 4417
		Headquarters	P: 4626 5299 89 Burrowes Street, Surat 4417
Rowan Taylor	SES - Maranoa Regional Council (Wallumbilla)	Local Controller – Wallumbilla	W: 4623 4372 H: 4623 4372 AH: 4623 5281 M: 0427 002 920 E: wynrose3@bigpond.com 'Wynrose', Wallumbilla 4428
		Wallumbilla Headquarters	P: 4623 4362 F: 4623 4126 E: SES.Wallumbilla@maranoa.qld.gov.au Showgrounds, Warrego Highway, Wallumbilla 4428
Stuart Maunder	SES - Maranoa Regional Council (Wallumbilla)	Deputy Controller – Wallumbilla	W: 4623 4328 H: 4623 4328 M: 0428 234 328 E: maccarra@bigpond.com 'Macarra', Wallumbilla 4428
Graham York	SES - Maranoa Regional Council (Wallumbilla)	Group Leader – Wallumbilla	W: 4623 4329 H: 4623 4329 M: 0428 234 329 'Oakleigh', Wallumbilla 4428
Vacant	SES - Maranoa Regional Council (Yuleba Creek)	Group Leader – Yuleba Creek	**Vacant** P: 4623 5309 (HQ) Forestry Complex, Yuleba Creek 4417 (HQ)
Vacant	SES - Murweh Shire Council (Augathella)	Group Leader – Augathella	**Inactive – Contact Charleville SES** P: 4654 5197 (HQ) Main Street, Augathella 4477
John Wallace	SES - Murweh Shire Council	Local Controller – Charleville	M: 0487 774 070 M:0457 202 051 E: john_wallace@murweh.qld.gov.au

	(Charleville)		P O BOX 495 Charleville 4470
		Charleville Headquarters	P: 4654 1859 F: 4654 1039 Sat Phone: 0424 219 683 (ONLY ON ACTIVIATIONS) E: SES@murweh.qld.gov.au 137-139 Alfred Street, Charleville 4470
Geoff Whitehead	SES - Murweh Shire Council (Charleville)	Deputy Controller – Charleville	W: 4656 8355 H: 4654 3105 M: 0488 416 764 E: wite1@bigpond.com 14 Hood Street, Charleville 4470
Rebekah Little	SES - Murweh Shire Council (Charleville)	Group Leader – Charleville	W: 4656 5070 H: 4654 3972 M: 0408 775 232 E: becklittle@bigpond.com PO Box 232 (3 Hilda St), Charleville 4470
Vacant	SES - Murweh Shire Council (Morven)	Group Leader – Morven	**Vacant – Contact Charleville SES** Eurella Street, Morven 4468
Peter Aarsse	SES - Paroo Shire Council (Cunnamulla)	Local Controller – Cunnamulla	M: 0447 835 559 W: 4655 4862 E: paarsse.123@gmail.com 2205 Moama Road Eulo4491
		Cunnamulla Headquarters	P: 4655 8400 49 Stockyard Street, Cunnamulla 4490
Vacant	SES - Paroo Shire Council (Cunnamulla)	Deputy Controller - Cunnamulla	Vacant
Vacant	SES - Paroo Shire Council (Cunnamulla)	Group Leader – Cunnamulla	**Vacant**
Brian Luetchford	SES - Paroo Shire Council (Eulo)	Group Leader – Eulo	W: 4655 4844 H: 4655 4844 F: 4655 4125 E: parooapiaries@bigpond.com Leo Street, Eulo 4491
		Eulo Headquarters	P: 4655 7022 Cnr Leo and Paroo Streets, Eulo 4491
Errol Baxter	SES - Paroo Shire Council (Yowah)	Group Leader – Yowah	W: 4655 4909 H: 4655 4909 F: 4655 4909 M: 0448 919 901 E: ebrbaxter@bigpond.com Mail Bag 85, Yowah 4490
		Yowah Headquarters	P: 4655 7033 20 Harlequin Drive, Yowah 4490
Peter Newby	SES - Paroo Shire Council	Group Leader –	W:4654 0318 H: 4654 0318

	(Wyandra)	Wyandra	M: 0459 771 587 E: rnewb14@eq.edu.au 42 Moody Street, Wyandra 4489
Kerry Castles	SES - Quilpie Shire Council	Local Controller – Quilpie	W: 4656 0560 H: 4656 2849 M: 0408 752 123 E: whs@quilpie.qld.gov.au (work) mike.castles@bigpond.com (home) PO Box 40, Quilpie 4480
		Quilpie Headquarters	P: 4656 2047 60 Winchu Street, Quilpie 4480
Michael Thompson	SES - Quilpie Shire Council	Deputy Controller – Quilpie	H: 4656 1902 H: 4656 1902 M: 0429 617 878 E: halliebec@icloud.com PO Box 261, Quilpie 4480
Vacant	SES - Quilpie Shire Council (Quilpie)	Group Leader – Quilpie	**Vacant**
Vacant	SES - Quilpie Shire Council (Adavale)	Group Leader – Adavale	**Vacant** Main Street, Adavale 4474
James Livingston	SES Quilpie Shire Council (Eromanga)	Group Leader – Eromanga	W: 4656 0500 M: 0409 033 255 Belombre Eromanga 4480 james.livingston@harboursat.com.au
		Eromanga Headquarters	Lot 301, Webber Street Eromanga 4480
Roger Volz	QFES – Quilpie Service	Captain	M: 0428 561 468 W: 07 4656 0333 Fire Mobile: 0428 769 726 rvolz@bigpond.com rvolz1@eq.edu.au roger.volz@qfes.qld.gov.au rvolz@quilpie.qld.gov.au
	QFES – Quilpie Service	Lieutenant	
	QFES – Quilpie Service	Fire Fighter	
David Kent	QFES – Quilpie Service	Fire Fighter	M: 0400 055 898 davidkent999@yahoo.com
	Quilpie Fire Station	Quilpie Station	P: 07 4656 1468 F: 07 4656 1468 Applicance Call Sign: 362A Sat Phone: 0147 151 184 M: 0439 107 906 Firecom: 07 46 901 672
	Quilpie Fire	Area Office	P: 07 4654 1453

	Station	Charleville	F: 4654 1653 Area Commander: 0417 603 773
Krissie Dean	QFES	Volunteer Executive Committee (VEC) Representative	H: 4623 4337 M: 0428 234 339 E: krissieandbob@bigpond.com vecswroma@qfes.qld.gov.au 13 High Street, Wallumbilla 4428
Maurice Poiner (Superintendent)	Queensland Police	Disaster District Coordinator – Roma	W: 4622 9390 M: 0459 826 789 E: mauriceK@police.qld.gov.au PO Box 474 (Corner Spencer and Bowen Streets), Roma 4455
Steve Kersley (Inspector)	Queensland Police	Disaster District Coordinator – Charleville	W: 4654 1227 M: 0427 156 073 F: 4654 3338 PO Box 315, Charleville 4470
Don Roberts		Chaplain	H: 4622 1482 M: 0417 194 608 E: donmroberts@bigpond.com 32 Northern Road, Roma 4455
John Case		Peer Support and Chaplain, Charleville	H: 4654 2900 M: 0407 961 933 E: bwp.fs@bigpond.com 172 Parry Street, Charleville 4470
Scott Walsh	Emergency Management Queensland	Emergency Management Coordinator	W: 4622 2188 H: 4622 4717 M: 0427 754 157 Satellite Phone: 0147 159 832 F: 4622 4034 E: scott.walsh@qfes.qld.gov.au Silent Number available refer IX 88948 PO Box 141, Roma 4455
David Bennett	State Emergency Service	Area Controller	W: 4622 2188 M: 0439 307 246 Satellite Phone: 0147 149 998 F: 4622 4034 E: david.bennett@qfes.qld.gov.au Silent Number available refer IX 88948 PO Box 141, Roma 4455
Les Ries	Emergency Management Queensland	Senior Operational Capability Officer	W: 4622 2188 H: 4622 2239 M: 0409 635 338 F: 4622 4034 E: leslie.ries@qfes.qld.gov.au Silent Number available refer IX 88948 PO Box 141, Roma 4455
Kate Robinson / Hazel Beitz	Emergency Management Queensland	Support Officers	W: 4622 2188 H: 4622 1407 M: 0457 026 088 (Kate) M: 0437 967 611 (Hazel)

			E: kate.robinson@qfes.qld.gov.au Hazel.beitz@qfes.qld.gov.au F: 4622 4034 Silent Number available refer IX 88948 PO Box 141, Roma 4455
On Call	Emergency Management Queensland	EMQ Regional Duty Officer (notify on activation of SES)	P: 4938 4978 (diverts to staff mobile)
Watchdesk	Emergency Management Queensland	Watch desk (notify on activation of SES)	P: 3635 2387

Annexure B: Natural Hazard Risk Assessment)

(NOTE: To be reviewed under the revised QERMF when completed (anticipated in 2022/23)

No.	Statement of Disaster Risk and Immediate Consequences	Risk Causal Factors	Existing Risk Treatments	Level of Control (effectiveness)	Consequence	Likelihood of Risk	Residual Risk Rating	Risk Custodian
Vulnerable Sector: Urban Area - Adavale								
A1	Failure of septics resulting in public health impacts such as outbreak of water borne diseases	• Septic tanks inundated by floodwaters.	• Council provides disclosure information at time of sale.	Adequate	Insignificant	Likely	Medium	
A2	Isolation of communities resulting in lack of essential supplies (food, water, medical supplies)	• Transport links cut by flooding for prolonged periods. • Supplies of essential goods insufficient to cope with anticipated transport interruptions.	• Helicopter access when available.	Adequate	Moderate	Possible	High	
A3	Destruction of property and assets due to bushfire in Adavale.	• Bushfires burning out of control. • Lack of bushfire protection (eg fire breaks) around property and other assets. • Depleted resources of rural fire brigades.	• Natural barren surrounds. • Bushfire risk level is low (QFRS mapping).	Adequate	Moderate	Unlikely	Medium	
A4	Loss of amenity due to residential accommodation being unavailable due to flooding.	• Inundation of houses due to flooding.	• Evacuation Centre established at Adavale Sport and Recreation Club	Adequate	Minor	Possible	Medium	
A5	Loss of amenity due to residential accommodation being unavailable due to bushfire.	• Loss or damage of houses due to bushfire	• Barren surrounds provide natural fire break. • Bushfire risk level is low (QFRS mapping).	Adequate	Minor	Unlikely	Low	
A6	Injury or loss of life resulting from the direct or indirect (isolation) impacts of flooding.	• Drowning, exposure, water borne diseases, snake bite. • Unable to access medical assistance or supplies.	• Nil identified	Adequate	Minor	Unlikely	Low	

No.	Statement of Disaster Risk and Immediate Consequences	Risk Causal Factors	Existing Risk Treatments	Level of Control (effectiveness)	Consequence	Likelihood of Risk	Residual Risk Rating	Risk Custodian
A7	Injury or loss of life resulting from the direct or indirect (isolation) impacts of fire.	• Burns, smoke inhalation. • Unable to access medical assistance or supplies. • Bushfires burning out of control. • Lack of bushfire protection (eg fire breaks) around property and other assets. • Depleted resources of rural fire brigades.	• Barren surrounding area provides a natural fire break. • Bushfire risk level is low (QFRS mapping).	Excellent	Minor	Unlikely	Low	
A8	Earthquake in Adavale, leading to: Building collapse. Death or injury to occupants. Collapse of bridges and other infrastructure, water supply and sewage systems. Roadway deformation, leading to traffic accidents.	• Seismic. • Little or no warning likely. • Building and other structures not constructed in compliance with current code. • Current code not reflective of potential seismic activity.	• Council building codes. • Predominantly timber, low-rise structures	Excellent	Moderate	Rare	Medium	
A9	Damage to person or property resulting from isolated severe weather event - Adavale.	• Hail, severe windstorms, electrical storms	• Council building codes (AS1170)	Excellent	Minor	Likely	Medium	
Vulnerable Sector: Urban Area - Eromanga								
E1	Failure of septics and treatment plant resulting in public health impacts such as outbreak of water borne diseases.	• Septic tanks inundated by floodwaters. • Treatment plant inundated by floodwaters. • Contamination of local bores.	• Water quality monitoring	Excellent	Minor	Likely	Medium	
E2	Isolation of communities resulting in lack of essential supplies (food, water, medical).	• Transport links cut by flooding for prolonged periods. • Supplies of essential goods insufficient to cope with anticipated transport interruptions.	• All weather airstrip (C130). • Helicopter access when available. • Short flood durations. • Existing Disaster Management procedures	Adequate	Minor	Possible	Medium	

No.	Statement of Disaster Risk and Immediate Consequences	Risk Causal Factors	Existing Risk Treatments	Level of Control (effectiveness)	Consequence	Likelihood of Risk	Residual Risk Rating	Risk Custodian
E3	Destruction of property and assets due to bushfire	• Bushfires burning out of control. • Lack of bushfire protection (eg fire breaks) around property and other assets. • Depleted resources of rural fire brigades. • Presence of oil refinery in town.	• Fire break around Eromanga town. • Oil refinery response.	Adequate	Moderate	Likely	High	
E4	Loss of amenity due to residential accommodation being unavailable due to flooding.	• Inundation of houses due to flooding	• Nil identified.	Adequate	Minor	Possible	Medium	
E5	Loss of amenity due to residential accommodation being unavailable due to bushfire	• Loss or damage of houses due to bushfire.	• Bushfire risk level is low (QRFS mapping)	Adequate	Minor	Unlikely	Low	
E6	Injury or loss of life resulting from the direct or indirect (isolation) impacts of flooding.	• Drowning, exposure, water borne diseases, snake bite. • Unable to access medical assistance or supplies.	• Nil identified		Minor	Unlikely	Low	
E7	Injury or loss of life resulting from the direct or indirect (isolation) impacts of fire.	• Burns, smoke, inhalation. • Unable to access medical assistance or supplies. • Bushfires burning out of control. • Lack of bushfire protection (eg fire breaks) around property and other assets. • Depleted resources of rural fire brigades.	• Bushfire risk is low (QFRS mapping)	Adequate	Moderate	Possible	High	

No.	Statement of Disaster Risk and Immediate Consequences	Risk Causal Factors	Existing Risk Treatments	Level of Control (effectiveness)	Consequence	Likelihood of Risk	Residual Risk Rating	Risk Custodian
E8	Earthquake, leading to: Building collapse. Death of injury to occupants. Collapse of bridges and other infrastructure, water supply and sewage systems. Roadway deformation, leading to traffic accidents.	• Seismic • Little or no warning likely • Building and other structures not constructed in compliance with current code • Current code not reflective of potential seismic activity • Oil refinery	• Council building codes • Predominantly timber, low-rise structures.	Excellent	Major	Rare	Medium	
E9	E9 Damage to person or property resulting from isolated severe weather event in Eromanga	• Hail, severe wind storms, electrical storms	• Council building codes (AS1170)	Adequate	Minor	Likely	Medium	
Vulnerable Sector: Urban Area - Quilpie								
Q1	Failure of waste water plants in Quilpie resulting in public health impacts such as outbreak of water borne diseases.	• Plants inundated by floodwaters. • Power supplies not available due to impacts of flooding. • Insufficient stored supplies of treated water.	• Generators for treatment plants. • Ample fuel stores for generators. • Artesian water supply.	Adequate	Insignificant	Unlikely	Low	
Q2	Isolation of communities resulting in lack of essential services and supplies (food, water, medical).	• Transport links cut by flooding for prolonged periods. • Supplies of essential goods insufficient to cope with anticipated transport interruptions. • Lack of access for emergency and support staff (including relief).	• Local flood boat access to ferry supplies across Bulloo River. • All weather airstrip (C130). • Helicopter access when available. • Existing DM procedures.	Adequate	Minor	Possible	Medium	
Q3	Destruction of property and assets due to bushfire around Quilpie	• Bushfires burning out of control. • Lack of bushfire protection (eg fire breaks) around property and other assets. • Depleted resources of rural fire brigades.	• Truck and fire crew in town. • Natural protection (sparsely grassed) on two sides.	Adequate	Moderate	Possible	High	

No.	Statement of Disaster Risk and Immediate Consequences	Risk Causal Factors	Existing Risk Treatments	Level of Control (effectiveness)	Consequence	Likelihood of Risk	Residual Risk Rating	Risk Custodian
Q4	Loss of amenity due to residential accommodation being unavailable due to inundation of floodwaters Quilpie	• Inundation of houses due to flooding.	• Not applicable in Quilpie	Unspecified				
Q5	Loss of amenity due to residential accommodation being unavailable due to bushfire in Quilpie	• Loss or damage of houses due to bushfire	• Fire truck and crew in town • Natural protection (sparsely grassed) on two sides	Adequate	Minor	Possible	Medium	
Q6	Injury, or loss of life resulting from the direct or indirect (isolation) impacts of flooding in Quilpie	• Drowning, exposure, waterborne diseases, snake bite. • Unable to access medical assistance or supplies	• Signage. • QFRS Swift Water Rescue training.	Adequate	Moderate	Possible	High	
Q7	Injury or loss of life resulting from the direct or indirect (isolation) impacts of fire.	• Burns, smoke inhalation. • Unable to access medical assistance or supplies. • Bushfires burning out of control. • Lack of bushfire protection (eg fire breaks) around property and other assets. • Depleted resources of rural fire brigades	• Truck and fire crew in town. • Natural protection (sparsely grassed) on two sides. • Hospital and medical services in town.	Adequate	Moderate	Possible	High	
Q8	Earthquake in Quilpie leading to: Building Collapse. Death or injury to occupants. Collapse of bridges and other infrastructure, water supply and sewage systems. Roadway deformation leading to traffic accidents.	• Seismic. • Little or no warning likely. • Building and other structures not constructed in compliance with current Code. • Curent Code not reflective of potential seismic activity.	• Council building codes. • Predominantly timber and low-rise buildings	Adequate	Moderate	Rare	Medium	
Q9	Damage to person or property resulting from isolated severe weather event in Quilpie.	• Hail, severe wind storms, electrical storms.	• Council building codes (AS1170)	Excellent	Minor	Likely	Medium	
Vulnerable Sector: Rural Areas								

No.	Statement of Disaster Risk and Immediate Consequences	Risk Causal Factors	Existing Risk Treatments	Level of Control (effectiveness)	Consequence	Likelihood of Risk	Residual Risk Rating	Risk Custodian
R1	Isolation of communities and rural properties in the rural areas resulting in lack of essential supplies (food, water, medical).	• Transport links (including Thargomindah Road) cut by flooding for prolonged periods. • Supplies of essential goods insufficient to cope with anticipated transport interruptions. • Lack of communications.	• Satellite internet. • Helicopter. • Back up generators on properties. • Food drops.	Adequate	Minor	Possible	Medium	
R2	Destruction of property and assets to rural properties due to bushfire	• Bushfires burning out of control. • Lack of bushfire protection (eg fire breaks) around property and other assets. • Depleted resources of rural fire brigades.	• Machinery availability. • Fire breaks around houses and buildings. • Bushfire risk is low for most of Quilpie LGA (QFRS mapping)	Adequate	Moderate	Possible	High	
R3	Loss of amenity due to residential accommodation being unavailable due to flooding in rural areas.	• Inundation of houses due to flooding.	• Nil identified	Unspecified	Minor	Possible	Medium	
R4	Loss of amenity due to residential accommodation being unavailable due to bushfire.	• Loss or damage of houses due to bushfire.	• Nil identified	Unspecified	Minor	Possible	Medium	
R5	Injury or loss of life resulting from the direct or indirect (isolation) impacts of flooding in rural areas.	• Drowning, exposure, waterborne diseases, snake bite. • Unable to access medical assistance or supplies. • Unable to contact property owner / manager.	• Rural properties contact details and location database.	Adequate	Moderate	Possible	High	

No.	Statement of Disaster Risk and Immediate Consequences	Risk Causal Factors	Existing Risk Treatments	Level of Control (effectiveness)	Consequence	Likelihood of Risk	Residual Risk Rating	Risk Custodian
R6	Injury or loss of life resulting from the direct or indirect (isolation) impacts of fire in rural areas.	• Burns, smoke inhalation. • Unable to access medical assistance or supplies. • Unable to contact property owner / manager. • Bushfires burning out of control. • Lack of bushfire protection (eg fire breaks) around property and other assets. • Depleted resources of rural fire brigades.	• Bushfire risk is low for most of Quilpie LGA (QFRS mapping). • Contact details and information database for rural properties.	Adequate	Moderate	Possible	High	
R7	Earthquake, leading to: building collapse, death of injury to occupants, collapse of bridges and other infrastructure, water supply and sewage systems. Roadway deformation, leading to traffic accidents.	• Seismic. • Little or no warning likely. • Buildings and other structures not constructed in compliance with current code. • Current code not reflective of potential seismic activity.	• Predominantly timber structures and low-rise buildings.	Adequate	Minor	Rare	Low	
R8	Animal and plant disease (eg avian flu) leading to crop and stock losses.	• Importation of infected plants and/or animals. • Lack of access due to quarantine restrictions.	• Isolation. • Lack of species density.	Excellent	Minor	Unlikely	Low	
R9	Damage to person or property resulting from isolated severe weather event.	• Hail, severe wind storms, electrical storms	• Council building codes (AS1170)	Adequate	Minor	Likely	Medium	

Annexure C: Community Resource List

Organisation	Contact	Contact Details	Resource
Quilpie Shire Council	Quilpie Shire Office	P 4656 0500 F 4656 1441	3 x Graders fitted with Satellite Phones, UHF & HF Radios
	Chief Executive Officer	H 4656 1165 M 0427 461165 W 4656 0500/ 4656 0510	2 x Front end Loaders fitted with UHF Radios 1 x Low loader fitted with Satellite Phones, UHF & HF Radios 4 x Four Wheel Drive Twin Cab Utes fitted with Satellite Phones, UHF & HF Radios
	Manager Engineering Services	W 4656 0568 4656 0500 M 0407 992 688	4 x 20,000-litre Water Tankers Water Pumps Community Bus – 21 Seats Community Bus – 11 seats
QPS	Quilpie Business Phone Station Mobile Station Satellite Fax Eromanga Business Phone Station Mobile Station Satellite Fax Adavale Business Phone Station Satellite Fax	 4656 1200 0428 561 200 0417 162 663 4656 1256 4656 4836 0413 269 802 0414 502 653 4656 4870 4654 4833 0145 127 195 4656 4684	
QFES	Fire Station (Direct Line) Satellite	07 4656 1468 0145 115 294	Fire Appliance 761
Q-Rail		4656 2222	
QAS	DRIVERS & RELIEF DRIVERS Shane Randall Robyn McMahon Ashton Peterson DUAL DEGREE NURSING/PARAMEDICS Nicole Carlin Scott McDermott	 07 46560100 07 46560111 0428 601 432	Unit 345 1 x 4x4 Single stretcher
QUILPIE HOSPITAL	Director of Nursing Mobile Medical Officer / Doctor Mobile	07 4656 0100 0427 158 995 07 4656 158 0427 281 591	
SES	Local Controller, Quilpie	4656 0500 4656 1068	Communications equipment Tarps

	Deputy Controller, Quilpie	0408 752 123 Sat: 0147 166 677 4656 1902 0429 617 878	Chainsaws 2 Flood boat Marquees Manpower 10 Members 1 vehicles Short term welfare Traffic control incl signage Search & rescue EOC
ROMA QFES	Scott Walsh	46224577 0427 754157	2 x 4WD Vehicles 2 x PORTABLE HF RADIOS 5 x UHF HAND HELD RADIO PACKS 1 x PORTABLE REPEATER 2 x PORTABLE SATELLITE TELEPHONES 1x COMMS Trailer
LOCAL CONTRACTORS			
	Aircraft		
	(Fixed wing/Helicopters		
	Heavy Transport		As per Councils SOA
	Cranes		As per Councils SOA
	Fork Lifts		As per Councils SOA

Annexure D: Bushfire Risk – Program Grasstree & Operation Sesbania (QFES)

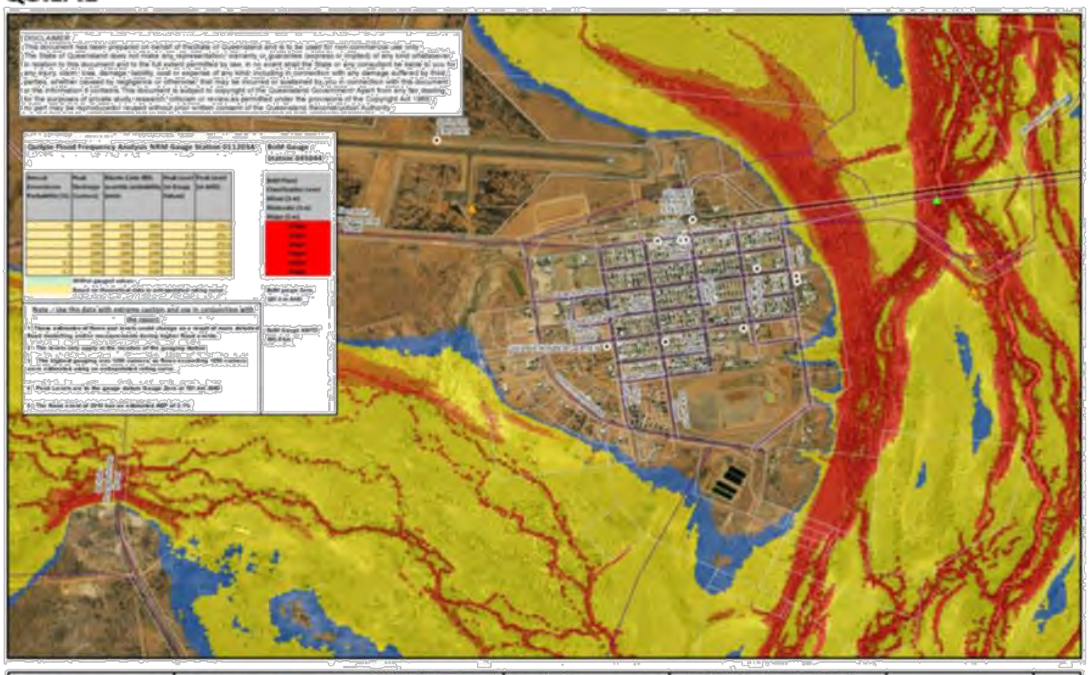
NOTE:
This is a new three-year bushfire risk mitigation program that was launched in January 2022.

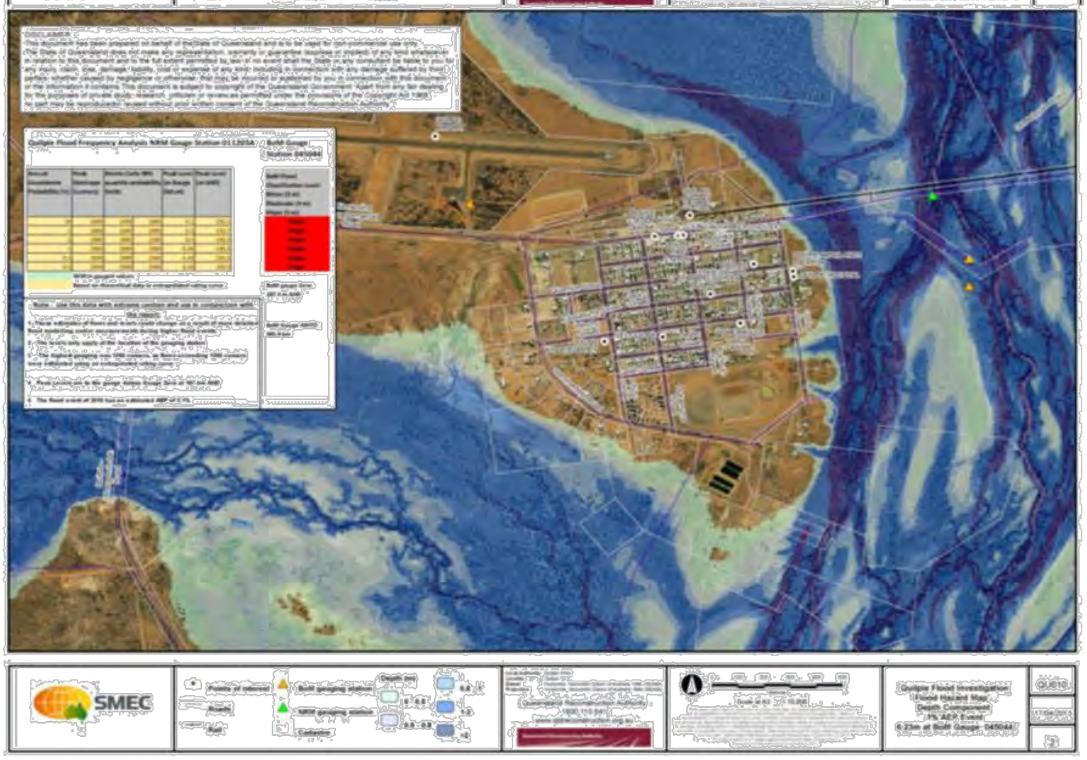
QFES will work closely with local disaster management groups to assess the area's risks and develop bushfire risk management plans.

This program replaces the annual Operation Coolburn program.

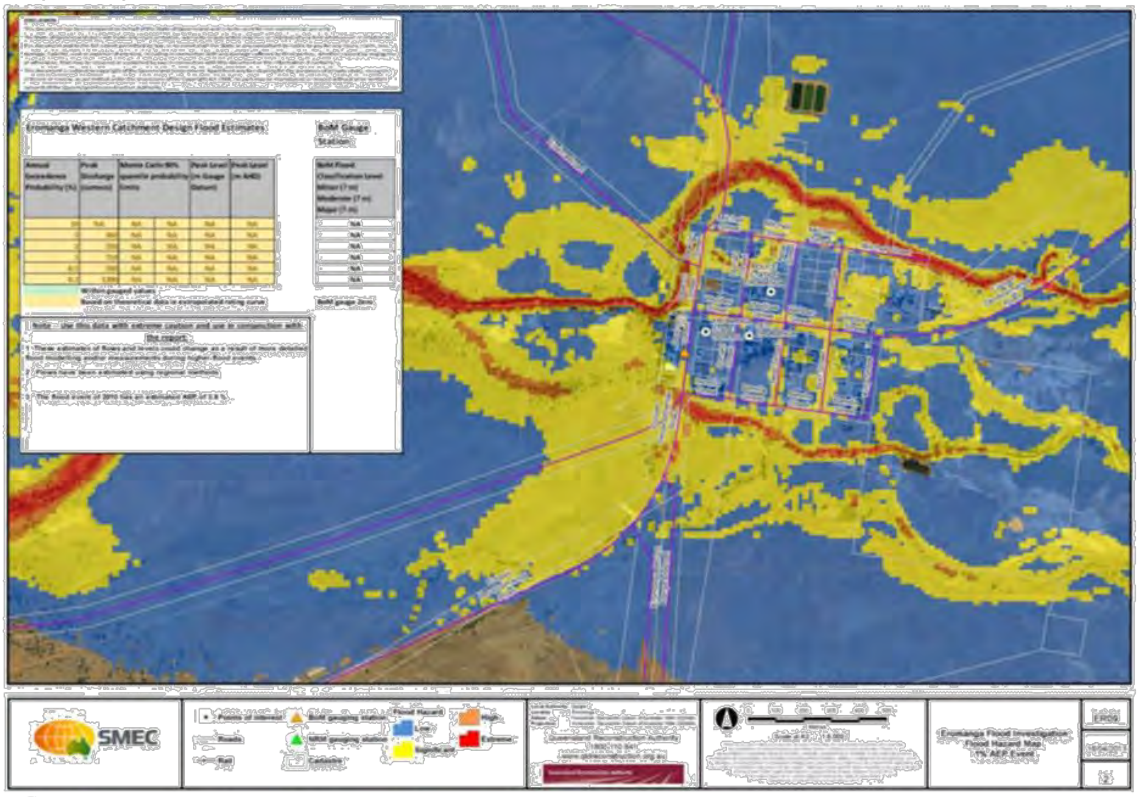
Annexure E: Risk Maps – Flood

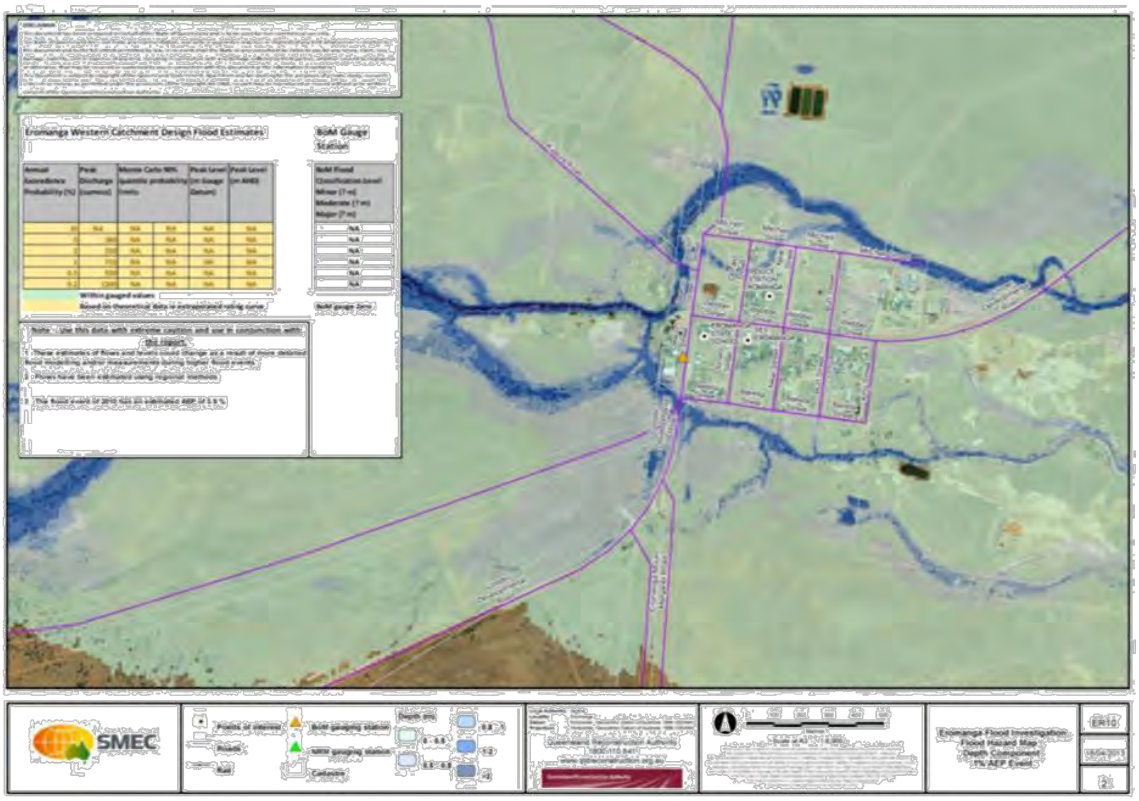
QUILPIE



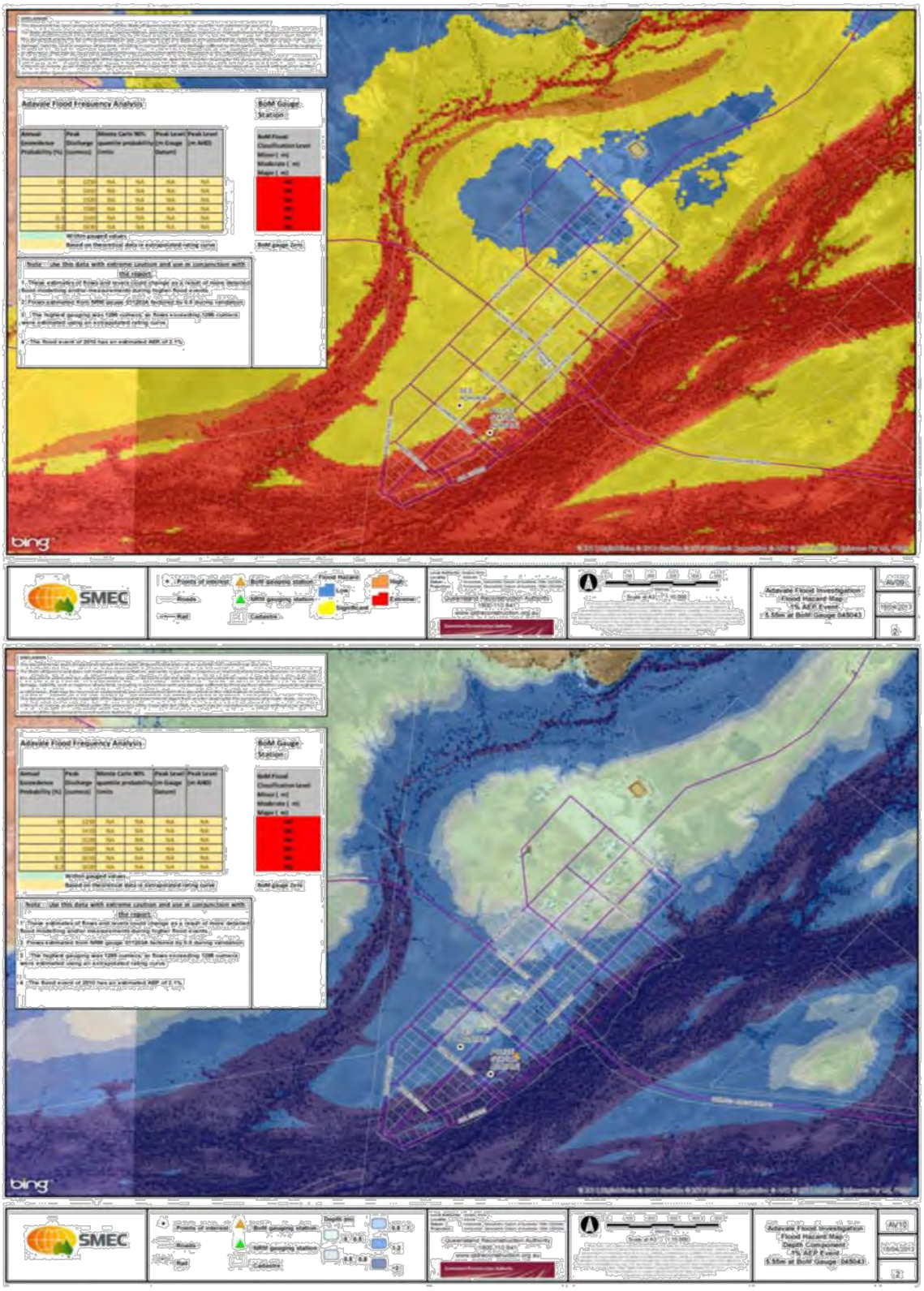


EROMANGA





ADAVALE


Adavale Flood Frequency Analysis
BoM Gauge Station
Adavale Flood Investigation
Flood Hazard Map
1% AEP Event
5.55m at BoM Gauge 045043
SMEC
bing

Annexure F: Disaster Management Training Register

Quilpie LDMG

Member Database and Training Register as per current list held by QFES Emergency Management Coordinator Roma / Charleville Area, South West Region

QUILPIE SHIRE LDMG TRAINING REQUIREMENTS

2022/2023 FY

(Using the register identify training activities required for your Disaster Management Group Members)

COURSE/S	NUMBERS TO BE TRAINED	NOMINATE DATE/S FOR TRAINING ACTIVITIES	VENUE (In-house/External)
Evacuation	As per LDMG Membership	To be advised	In-house
Disaster Coordination Centre	As per LDMG Membership	To be advised	In-house
Rapid Damage Assessment	As per LDMG Membership	To be advised	In-house
LDMG/LECC Exercise	As per LDMG Membership	To be advised	In-house

Name: ..... Title: .....

Signature: ..... Date: ...../...../.....

Annexure G: Agreements

Resource Protocol Agreement
BETWEEN
Queensland Fire and Emergency Services - Rural Fire Service
Warrego Area
and
Quilpie Shire Council

1/08/2021 to 30/07/2023

Scope:

This Memorandum of Agreement (MOA) sets out the Protocols, Procedures and Obligations of both parties ***(Rural Fire Service (RFS) and Quilpie Shire Council)*** in relation to the use of Council Personnel, Plant and Equipment supplied to the RFS, for Emergency Activities conducted at Queensland Fire and Emergency Services (QFES), RFS incidents.

Intent:

The intent of this MOA is to clarify the obligations and expectations of both parties regarding the Supply, Availability and Use of Machinery and Personnel.

Duration:

This agreement will remain in force for a period of ***24 months*** *(2021-2023 Financial Year)* and or amended by mutual agreement between the parties.

Details of the Agreement

General:

The **Quilpie Shire Council** may provide the following Plant and Equipment ***WITH*** Operators ***(Subject to Availability)***.

1. Water truck (Fire Appliance water tank replenishment).
2. Low Loader (Movement of Plant and Machinery).
3. Grader (Fire Break construction).
4. Loader / Backhoe (Fire Break construction).
5. Dozer (Fire Break construction).

(Or other duties as directed by the RFS Incident Controller)

Procedure:

Requests, by the Incident Controller, for assistance from Council Employees and Council Resources in an EMERGENCY event or Natural Disaster ***MUST be lodged through QFES FIRECOM.***

Incident Controller or Brigade Officers are not to contact Council direct.

All communications MUST be made via QFES FIRECOM.

- **Firecom phone contact details: (07) 4690 1672 or 000**
  - Firecom will contact the RFS Area Director or Senior-On-Call Officer *(if after hours)* for formal authorization.
  - Firecom will notify the Incident Controller and Council of the authorization or non-authorization.
  - This authorization is for a specific tasking or time duration.
  - If further tasking is required a new authorization must be gained from the RFS Area Director.
  - If additional equipment and or resources are required, the same process ***MUST*** be followed.

The Plant and Equipment ***CAN ONLY*** be requested via **QFES Firecom**.

1. All EMERGENCY activities that require Council Plant and Equipment ***MUST*** have Council Supervisor dispatched to be the Council Supervisor / liaison at the incident and MUST work closely with the QFES Incident Controller.
2. Council employees ***ARE NOT*** to be used as front-line Fire-Fighters.
3. RFS ***MUST*** supply trained Fire Personnel and Equipment to provide Fire Protection and suppression for Council Plant / Machinery whilst on the Fire Line.
4. If required RFS ***WILL*** offer fire awareness training to Council field staff / Operators / Contractors each year, prior to the fire season.

REGIONAL COUNCIL and QFES Considerations:

- Water trucks may require Camlock fittings to QRT *(Queensland Round Thread)*.
- Stortz fittings for Rural Appliances.
- Fittings will remain in designated water trucks.

Workers Compensation:

- All employees of the **Quilpie *Shire Council*** have a duty of care not to place themselves or anyone else into a situation that may cause death or injury.
- Shire Council staff are covered by Workers Compensation whilst carrying out their duty as an employee of **Quilpie *Shire Council*.**
- Shire Council employees carrying out ***their duty*** as a member of the RFS Rural Fire Brigade ***will be*** covered by QFES Workers Compensation.

These personnel will not be permitted to use Council Equipment in these circumstances whilst working as a Rural Fire Brigade Volunteer.

Insurance of Council Plant:

- Equipment belonging to **Quilpie Shire Council** is and will be covered by Councils insurance.
- Equipment being used in a fire event must only be operated by Council Employees.
- If an incident becomes an eligible disaster event and the Queensland Disaster Funding Arrangements (QDRFA) are activated, relevant costs associated with any damage or loss of Council Equipment or Property **MAY** be able to be claimed through QDRFA by Council (e.g. Insurance excess payments).

Under these circumstances the most efficient way for claims to be made is directly by council with NO invoice being issued to RFS.

The following information is to be provided by the person requesting assistance to Council representatives.

- Name, Position, Brigade and contact details.
- Incident number
- Nature of incident.
- Location of incident.
- Location of Incident Control Point and Incident Controllers contact details.
- Details of resources and purpose required including the specific tasking and / or time approved.

The preferred contact person to organize and dispatch council resources in an emergency event:

NAME	Position	Contact Number
Justin Hancock	CEO	0448 816 827
Cr Stuart Mackenzie	Mayor	0429 069 314
Peter See	Director ES	0452 387 617
Lisa Hamlyn	Director CCS	0427 861 133

The following personnel will be kept fully briefed during an event:

Inspector	Area Director RFS	0407 158 847
Justin Hancock	CEO	0448 816 827
Cr Stuart Mackenzie	Mayor	0429 069 314
Peter See	Director ES	0452 387 617
Lisa Hamlyn	Director CCS	0427 861 133

In the event of emergencies, Shire Council management is to liaise with RFS at the Incident Control Centre to look after Shire Council interests and to coordinate the replacement of personnel and or equipment and resources.

The responsible Council Supervisor *WILL* keep accurate records and diary notes of employees and Council resources being utilized and are to provide assistance and comply with *ALL* instructions given to them by the Incident Controller.

Quilpie Shire Council **MAY** seek reimbursement from RFS for agreed costs associated in supplying heavy plant equipment / resources in the event of an emergency.

Should approval and or authorization for the use of Council and or private resources NOT be given or received from the RFS Area Director or senior on call officer, RFS WILL NOT be responsible for any cost incurred

When submitting invoices to RFS they must include the following information:

- Incident number (gained from FireCom on approval of plant)
- Incident Location
- Approved tasking / Time
- Rural Fire Brigade name that is being supported
- Incident controllers' name / details
- Details of plant used
- Cost per hour
- Number of approved operational hours for the machine used

NOTE:

RFS will not accept nor be liable for any plant hire costs for plant used on Department of Environment and Science (DES), Local Government or any other government lands, including Crowns land. I.e. stock routes, town commons and reserves etc. The invoicing for these must be directly arranged with the government department that is responsible for the land.

Signatures of Parties:

Quilpie Shire Council

Chief Executive Officer:

Name: Justin Hancock

Signature:

Date: 18 / 08 / 2021

Signed on behalf of RFS:

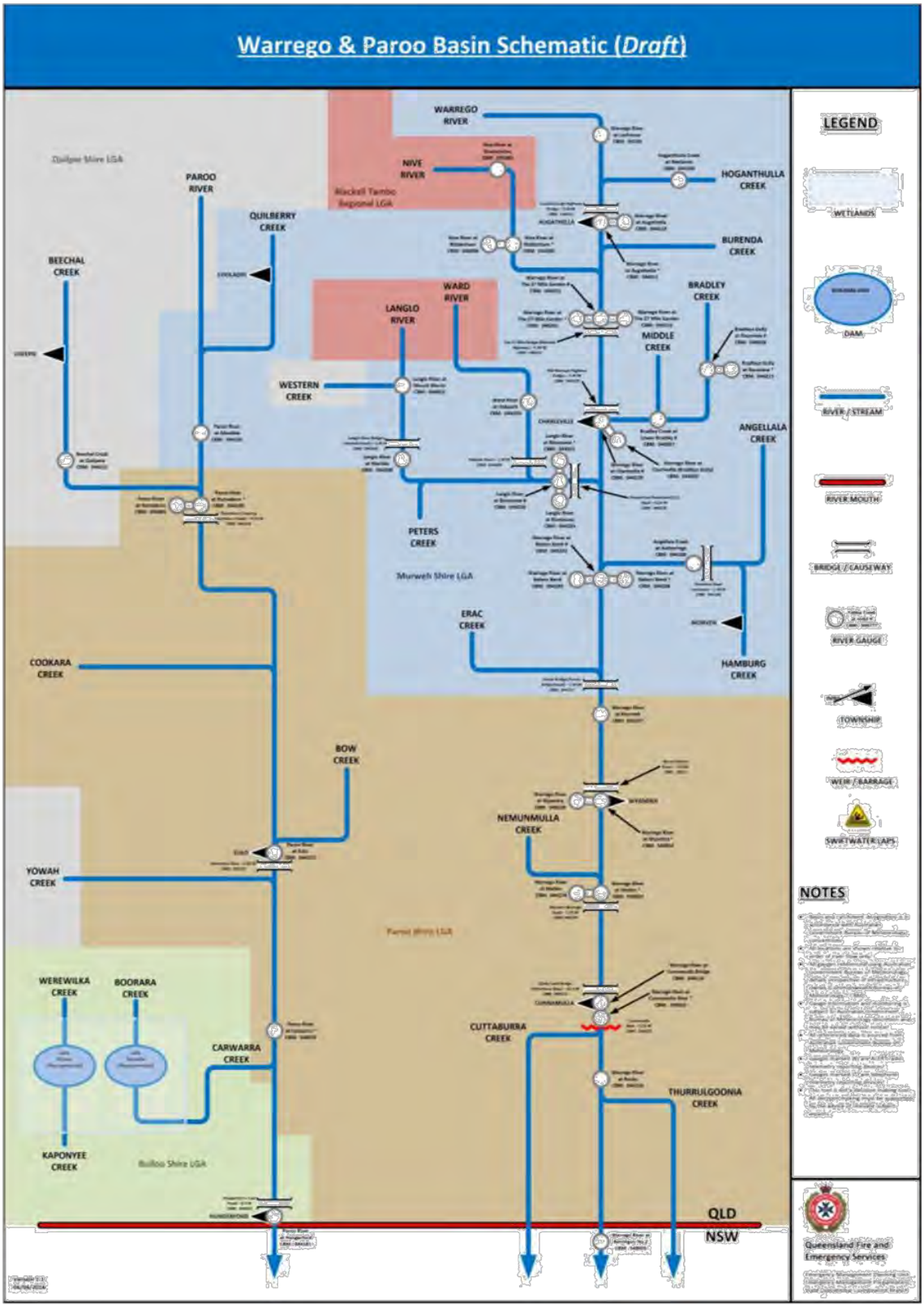
Area Director

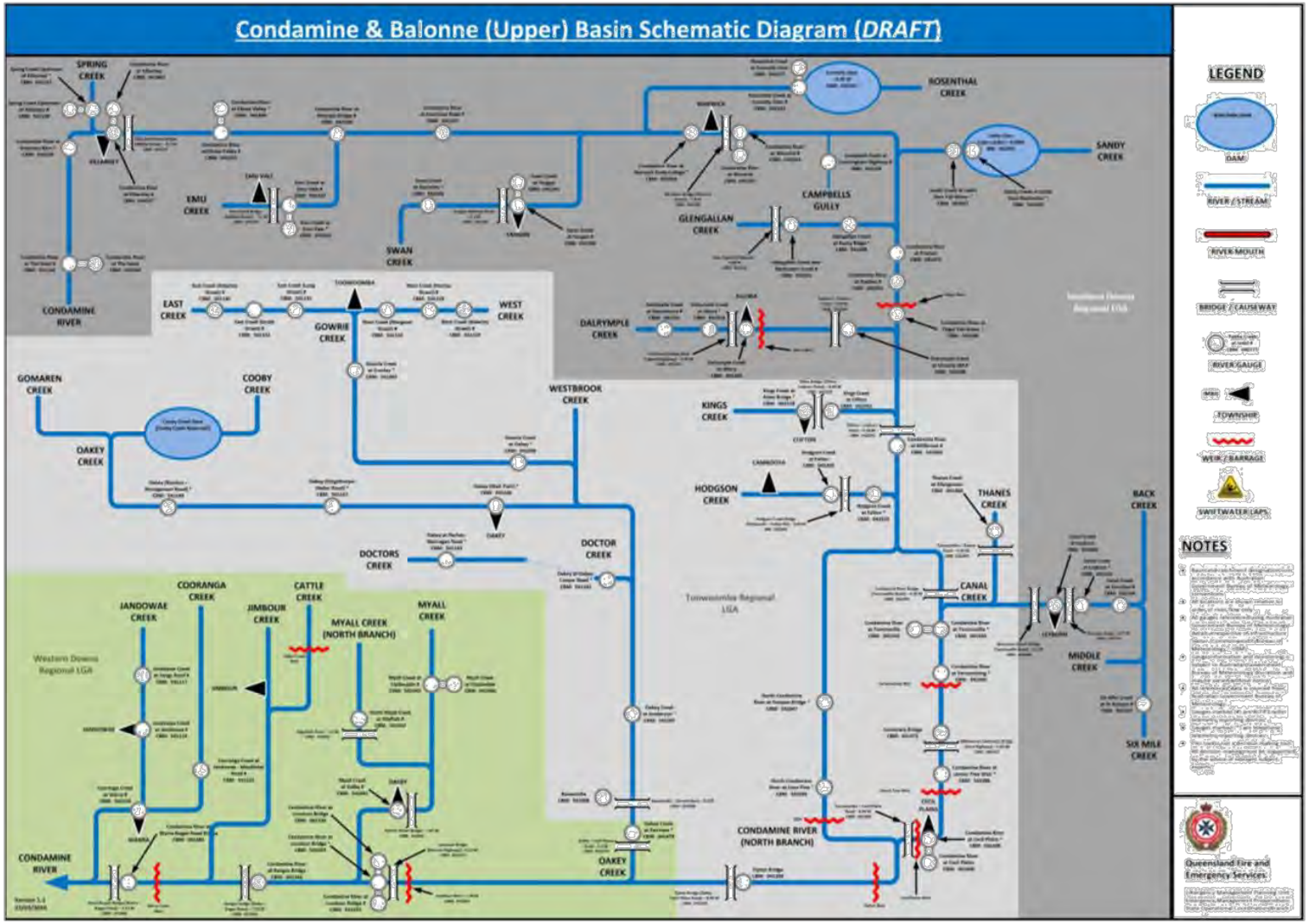
Name: Andrew Allan

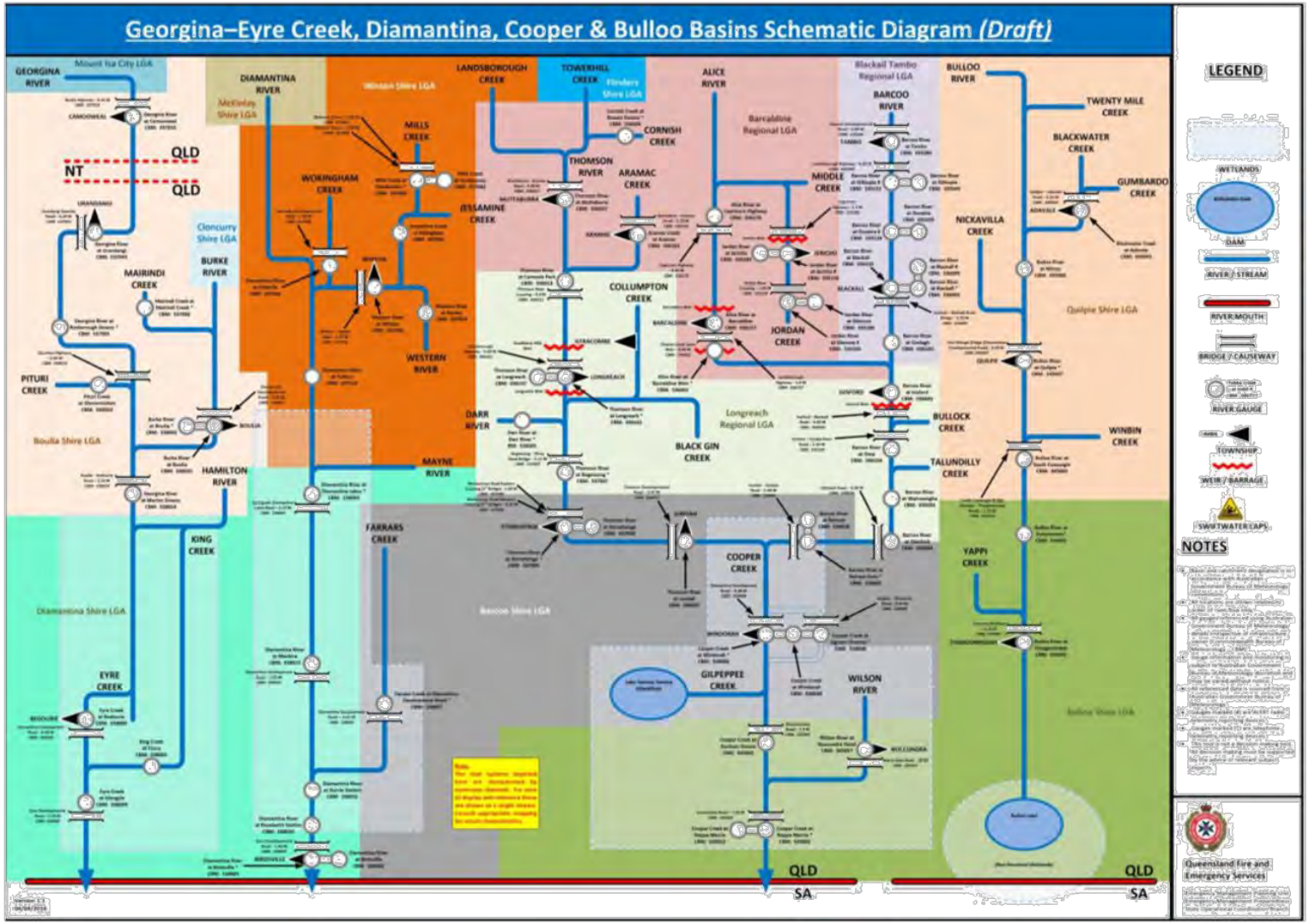
Signature:

Date: 18 / 08 / 2021

Annexure H: River System Schematics Mapping




Condamine & Balonne (Upper) Basin Schematic Diagram (DRAFT)
SPRING CREEK
ROSENTHAL CREEK
SANDY CREEK
EMU CREEK
CAMPBELLS GULLY
GLENGALLAN CREEK
SWAN CREEK
CONDAMINE RIVER
EAST CREEK
GOWRIE CREEK
WEST CREEK
DALRYMPLE CREEK
GOMAREN CREEK
COOBY CREEK
OAKEY CREEK
WESTBROOK CREEK
KINGS CREEK
HODGSON CREEK
THANES CREEK
BACK CREEK
DOCTORS CREEK
DOCTOR CREEK
CANAL CREEK
MIDDLE CREEK
SIX MILE CREEK
JANDOWAE CREEK
COORANGA CREEK
CATTLE CREEK
JIMBOUR CREEK
MYALL CREEK (NORTH BRANCH)
MYALL CREEK
Western Downs Regional LGA
Toowoomba Regional LGA
CONDAMINE RIVER (NORTH BRANCH)
OAKEY CREEK
LEGEND
DAM
RIVER / STREAM
RIVER MOUTH
BRIDGE / CAUSEWAY
RIVER GAUGE
TOWNSHIP
WEIR / BARRAGE
SWIFTWATER LAPS
NOTES
Queensland Fire and Emergency Services


Georgina–Eyre Creek, Diamantina, Cooper & Bulloo Basins Schematic Diagram (Draft)
GEORGINA RIVER
DIAMANTINA RIVER
LANDSBOROUGH CREEK
TOOMPHILL CREEK
ALICE RIVER
BULLOO RIVER
MILLS CREEK
CORNISH CREEK
BARCOO RIVER
TWENTY MILE CREEK
BLACKWATER CREEK
GUMBARDO CREEK
QLD
NT
QLD
WORINGHAM CREEK
THOMSON RIVER
ARAMAC CREEK
MIDDLE CREEK
JESSAMINE CREEK
NICKAVILLA CREEK
BURKE RIVER
MAIRINDI CREEK
COLLUMPTON CREEK
JORDAN CREEK
WESTERN RIVER
PITURI CREEK
DARR RIVER
BULLOCK CREEK
WINBIN CREEK
BLACK GIN CREEK
TALUNDILLY CREEK
MAYNE RIVER
HAMILTON RIVER
FARRARS CREEK
KING CREEK
COOPER CREEK
YAPPI CREEK
EYRE CREEK
GILPEPPEE CREEK
WILSON RIVER
QLD
SA
QLD
SA
LEGEND
WETLANDS
DAM
RIVER / STREAM
RIVER MOUTH
BRIDGE / CAUSEWAY
RIVER GAUGE
TOWNSHIP
WEIR / BARRAGE
SWIFTWATER CAPS
NOTES
Queensland Fire and Emergency Services

Annexure I: Emergency Supply Register

Quilpie LDMG - Emergency Supply Register

Most common requested resources	Local Area suppliers	General details	Contact details	Contact 2	Comment
Bedding suppliers	**Rex Furnitures & Carpets** 82 McDowall Street, Roma	Bedding, Mattress, Furniture	(07) 4622 1999		
	Roma Tile & Carpet Court - 90 Raglan St, Roma QLD 4455	Flooring, Furniture, Bedding	(07) 4622 4186		
	Roma Betta Home Living – 52b McDowall St, Roma QLD 4455	Furniture, Bedding, mattresses	(07) 4622 4631		
	Camping World Roma 78 McDowall St, Roma QLD	Camping Bedding & Equipment	(07) 4622 1327	0448 528 462	
	Target (Roma) - 50 Wyndham St, Roma QLD 4455	Bedding Linen	(07) 4624 1900		
	Charleville Betta Home Service Centre 26 Wills Street, Charleville QLD 4470	Bedding, Mattress, Furniture	(07) 4654 1366		
	Betta Home Living - 21 Henry St, St George QLD 4487	Bedding, Mattress, Furniture	(07) 4625 5429		
Water	**Woolworths Roma –** Wyndham & Bowen St, Roma QLD 4455	General and semi-bulk food	(07) 4572 6600		
	IGA Supermarket Roma 73 Arthur St, Roma QLD 4455	General and semi-bulk food	(07) 4622 4616		
	PFD Food Services 118/110 Raglan Street, Roma, QLD	Wholesale - Food supplier	07 4622 2247	0428 775 834	
	MacKenzie's Water P/L 44817 Warrego Highway, Roma	Wholesale Drinks & Water supplier	(07) 4622 1052		
	Western Wholesalers Roma 89 Duke Street, Roma QLD 4455	Wholesale - Drinks & Water supplier	(07) 4622 5166		
	Western Wholesalers Charleville 30 Watson St, Charleville 4470	Wholesale - Drinks & Water supplier	(07) 4654 1911		

Food	**PFD Food Services** 118/110 Raglan Street, Roma, QLD	Wholesale - Food supplier	07 4622 2247	0428 775 834	
	Western Food Wholesalers 89 Duke Street, Roma QLD 4455	Wholesale - Food supplier	(07) 4622 5166		
	Western Wholesalers Charleville 30 Watson St, Charleville 4470	Wholesale - Food supplier	(07) 4654 1051		
	Warrego Food Supplies – Lot 3 Coolabah St, Charleville QLD 4470	Wholesale - Food supplier	(07) 4654 1822		
	Woolworths Roma – Wyndham & Bowen St, Roma QLD 4455	General and semi-bulk food	(07) 4572 6600		
	IGA Supermarket Roma 73 Arthur St, Roma QLD 4455	General and semi-bulk food	(07) 4622 4616		
	Mead's Foodworks – 21 Boonkai St, Quilpie QLD 4480	General and semi-bulk food	(07)4656 1188		
	Paulsen Bros Foodworks 19 Buln Buln St, Quilpie QLD 4480	General and semi-bulk food	(07) 4656 1377		
	IGA Mills & Sons 30 John St, Cunnamulla QLD 4490	General and semi-bulk food	(07) 4655 1222		
	Thargomindah Foodworks Dowling St, Thargomindah 4492	General and semi-bulk food	(07) 4655 3232	Destroyed by Fire Awaiting re-build	
	IGA Charleville Central Supermarket 77 Alfred St, Charleville QLD 4470	General and semi-bulk food	(07) 4654 1003		
	Cornetts Supa IGA 22 Sturt St, Charleville QLD 4470	General and semi-bulk food	(07) 4654 1627		
	Dobbins Foodworks – 82 Cambridge St, Mitchell QLD 4465	General and semi-bulk food	(07) 4623 1356		
	Cornetts Supa IGA 96-98 Victoria St, St George 4487	General and semi-bulk food	(07) 4625 1777		
	Foodworks 88 Victoria St, St George 4487	General and semi-bulk food	(07) 4625 3404		
	Dirranbandi Foodworks 38 Railway St, Dirranbandi QLD 4486	General and semi-bulk food	(07) 4625 8218		

Cleaning Equipment & Products	**Western Food Wholesalers** 89 Duke Street, Roma QLD 4455	Cleaning products & supplies	(07) 4622 5166		
	Warrego Bargain Barn 41 Jane St, Cunnamulla 4490	Cleaning products & supplies	(07) 4655 0952		
	Western Wholesalers Charleville 30 Watson St, Charleville 4470	Cleaning products & supplies	(07) 4654 1051		
General Hardware	**Home Timber and Hardware** 64 Wyndham St, Roma QLD 4455	General hardware and supplies	(07) 4622 3488		
	Sunshine Hardware & Rural - Mitre 10 49 McDowall St, Roma QLD 4455	General hardware and supplies	(07) 4622 2555		
	Thrifty-Link Hardware - Betts Store 91 Jane St, Cunnamulla 4455	General hardware and supplies	(07) 4655 1215		
	Thompsons True Value Hardware 27 John St, Cunnamulla 4490	General hardware and supplies	(07) 4655 1171		
	Quilpie Hardware 80 Winchu St, Quilpie 4480	General hardware and supplies	(07) 4656 2050		
	Mitchell Mitre 10 Hardware Store – 89-91 Cambridge St, Mitchell 4465	General hardware and supplies	(07) 4623 1399		
	Home Timber & Hardware – 76 Edward St, Charleville QLD 4490	General hardware and supplies	(07) 4654 1399		
	Tower Hardware Mitre 10 114 Parry St, Charleville QLD 4490	General hardware and supplies	(07) 4654 1140		
	St George Sunshine Mitre 10 Hardware – 147-161 Grey St, St George 4487	General hardware and supplies	(07) 4625 3399		
	Balonne Home Hardware 90 Victoria St, St George QLD 4487	General hardware and supplies	(07) 4625 4130		

Hire equipment	**Coates Hire Roma** 169-175 Raglan St, Roma QLD 4455	Equipment Hire	(07) 4578 5400		
	Roma Crane Hire 134 -138 Raglan St, Roma QLD 4455	Crane	(07) 4622 1122		
	Roma Bobcat Hire 108 Currey Street, Roma QLD 4455	Bobcat & Trailer	07 4622 5540 0409 343 746 TBC		
	Grulke Concreting Bobcat Hire 18 Linton St, Roma QLD 4455	Bobcat	(07) 4622 5533		
	Avis Roma Rent-A-Car 126 McDowall St, Roma QLD 4455	Vehicle Hire	(07) 4638 2999		
	Thrifty Car Rental Roma Airport Drive, Roma QLD 4455	Vehicle Hire	(07) 5570 9999 TBC 1300 367 227		
	Budget Car and Truck Rental Roma Airport Drive, Roma QLD 4455	Vehicle & Truck Hire	(07) 4632 8598		
	EzyQuip Hire Roma 1 Derrick Drive, Roma, QLD 4455	Equipment Hire	1300 399 784		
	Roma Transport Services Lot3 Mitchell Road, Roma QLD 4455	Commercial Vehicle and Crane	07 4622 5222		
	Roma Containers 201 Raglan Street, Roma QLD	Containers, refrigerated containers	(07) 4622 5315		
	Onsite Hire - 1/73 Beaumont Dr, Roma QLD 4455	Commercial Hire, industrial equip, generators, lighting	(07) 4622 5315		
	Genelite Generator Sales, Service & Hire - (Salisbury Brisbane)	Generators, Lighting Towers	1300 305 912		Brisbane based - Regional Agents
Transport companies	**Roma Transport Services –** Lot 3 Mitchell Road, Roma QLD 4455	Commercial vehicle hire and Transport logistics	07 4622 5222		
	Wards Transport 71 Duke St, Roma QLD 4455	Transport carrier/logistics	1300 482 737		
	BTM Transport Station St, Roma QLD 4455	Transport carrier/logistics	(07) 4622 4800		
	Toll NQX 37-51 Beaumont Dr, Roma QLD 4455	Transport carrier/logistics	(07) 4699 1400		
	Maney Transport 5-7 Newington St, Toowoomba QLD 4455	Transport carrier/logistics	1300 462 639		
	Warrego Couriers 67 Alfred St, Charleville 4470	Transport carrier/logistics	0427 543 255		

	M & L Carriers 82 King St, Charleville QLD 4455	Transport carrier/logistics	0428 334 689		
	Whites Transport 55 Watson St, Charleville QLD 4470	Transport carrier/logistics	(07) 46541998		
	Steve Bonsey Transport 6 Jabiru St, Quilpie QLD 4480	Transport carrier/logistics	(07) 46562133		
	BHL & DA Hall Transport 74 Brolga St, Quilpie QLD 4480	Transport carrier/logistics	(07) 46562228		
	C Brooks General Carriers 35 Hilda St, Charleville QLD 4470	Transport carrier/logistics	0428 541825		
	Barry Smith Transport 12 Dirranbandi-Hebel Rd, Dirranbandi 4486	Transport carrier/logistics	(07) 46207802		
	C & PM Timmins 39 Horace St, Dirranbandi QLD 4486	Transport carrier/logistics	0428 554804		
	St George Freightlines Thallon Rd, St George QLD 4487	Transport carrier/logistics	(07) 46254800		
	Followmont Transport 4 Holt Drive, Torrington, QLD 4350	Transport carrier/logistics	(07) 4634 0199		
	GT Freighters 171 Arthur St, St George QLD 4487	Transport carrier/logistics	(07) 46251616		
Aircraft Providers	**Tullmack Contacting** (Jack Tully / Tom McWaters)	Helicopter / Fixed Wing aircraft		0427 561618	
	M.I. Helicopters (Kevin & Sandy Clarke) Roma Airport	Helicopter (range of aircraft)	(07) 46221165	0427 561141	
	Goondiwindi Helicopter Services Grant & Glen Carrigan	Helicopter (range of aircraft)	0429 392324	0427 655664	
	Australian Helicopters Steve Nelson	Helicopter (range of aircraft)	(07) 3666 2605	0409 610611	
	AUSTREK Air Charter	Aircraft charter	(07) 4659 0600		
	SouthWest Air Service Charleville Airport, Charleville QLD 4470	Fixed Wing Aircraft Charter	(07) 46543033		
	Heli-Central Pty Ltd Mt Vexation, Springsure QLD 4722	Helicopter (range of aircraft)	0428 844511		
	QLD Helicopters Longreach QLD 4730	Helicopter (range of aircraft)	(07) 46583209		

	Air Central West Llewellyn, Longreach QLD 4370	Fixed Wing Aircraft Charter	(07) 46580985		
	3 Rivers Helicopters Tambo QLD 4478	Helicopter (range of aircraft)	(07) 46546991	0400 331 515	
	QANTASLink - Maranoa Travel 56 Wyndham St, Roma 4455	Commercial Flights (Roma & Charleville)	(07) 46221416		
	Regional Express Airlines PO Box 807, Mascot NSW 1460	Commercial Flights West 1 (Twba/St George/Cmulla / Thargo)	131713 (Call Centre)	(02) 63935598	
	Regional Express Airlines PO Box 807, Mascot NSW 1460	Commercial Flights West 2 (Twba/Chville/Quilpie/Thargo)	" " "	" " "	
Tools/Spare Parts/Other	**Taylors Parts Centre** 47 Quintin St, Roma QLD 4455	Tools/Spare Parts/Sundry	(07) 46221722		
	Banks, Bolts & Fasteners Mitchell Rd, Roma QLD 4455	Tools/Spare Parts/Sundry	(07) 46224333		
	Outback Spares - 127 Alfred St, Charleville QLD 4470	Tools/Spare Parts/Sundry	(07) 46542355		
	Mulga Tools and Parts 70 Galatea St, Charleville QLD 4470	Tools/Spare Parts/Sundry	(07) 4654 1270		

Annexure J: Definitions & Abbreviations

Glossary and Acronyms / Abbreviations

Control	The overall direction of the activities, agencies or individuals concerned. Control operates horizontally across all agencies, functions and individuals. Situations are controlled.
Coordination	The bringing together of agencies and individuals to ensure effective disaster management but does not include the control of agencies and individuals by direction.
Coordination Centre	A centre established at State, Disaster District or Local level as a centre of communication and coordination during response and recovery operations.
Community	A group of people with a commonality of association and generally defined by location, shared experience or function.
Consequence	The outcome of an event or situation expressed qualitatively or quantitatively, being a loss, injury, disadvantage, or gain.
Disaster	A serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community recover from the disruption (Disaster Management Act 2003, S13(1)).
Disaster District	A portion of the state declared to be a Disaster District under the Disaster Management Act 2003.
Disaster District Coordinator	A Disaster District Coordinator appointed under the Disaster Management Act 2003.
Disaster Management	Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster (Disaster Management Act 2003, S14).
Disaster Management Plan	Basic principles, policies, responsibilities, preparation, and responses developed to enable the State to provide an effective and coordinated response to disaster.
Disaster Operations	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event (Disaster Management Act 2003, S15).
Disaster Response Capability	The ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity to deal with, an emergency or a disaster in the local government's area (Disaster Management Act 2003, S80(2)).
Event	An event means any of the following: • a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening. • bushfire. • an explosion or fire, a chemical, fuel or oil spill, or a gas leak. • an infestation, plague, or epidemic. • an attack against the State; or • another event like the above events. • An event may be natural or caused by human acts or omissions (Disaster Management Act 2003, S16(1) & (2)).
Functional Areas	A functional area of response and recovery activities established to facilitate the delivery of assistance required during the response and recovery phase of a disaster, to save lives, protect property and public health, and to maintain public safety. Functional support represents those types of assistance, which the community will most likely need because of the overwhelming impact of a disaster on its own resources and response capabilities, or because of the specialized or unique nature of the assistance required.

Hazard	A source of potential harm, or a situation with a potential to cause loss (Emergency Management Australia, 2004).
Incident	Day-to-day occurrences, which are responded to by a single response agency by itself or in cooperation with other response agencies.
Local Controller	The controller of the State Emergency Service appointed under the Disaster Management Act 2003 by a Local Government within its area or by combined Local Governments within their combined areas.
Local Disaster Coordinator	A local government executive officer who is appointed to coordinate disaster operations for the local group and report regularly to the local group about disaster operations;
Local Disaster Coordination Centre	A venue utilised by the LDMG to coordinate disaster operations
Local Disaster Management Group	Local Government and local agency representatives who are established to support local government disaster management activities.
Local Emergency Coordination Committee	A subgroup of local government and agency representatives who assist with the coordination of disaster operations in outlying communities at the direction of the LDMG
Local Emergency Service	An emergency service established and maintained under the Disaster Management Act 2003 by a Local Government within its area or by combined Local Governments within their combined areas.
Mitigation	Measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment (Australian Emergency Management Glossary, 1998).
Planning	Process of developing a system for coordinating disaster response and establishing priorities, duties, roles and responsibilities of different individuals and organisation, including actual state of preparedness.
Preparedness	Measures to ensure that, should an emergency occur, communities, resources, and services are capable of coping with the effects (Australian Emergency Management Glossary, 1998).
Prevention	Measures to eliminate or reduce the incidence or severity of emergencies (Australian Emergency Management Glossary, 1998).
Reconstruction	Actions taken to re-establish a community after a period of rehabilitation after a disaster. Actions would include construction of permanent housing, restoration of all services, and complete resumption of the pre-disaster state (Australian Emergency Management Glossary, 1998).
Recovery	The coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic, and physical well-being (Australian Emergency Management Glossary, 1998).
Rehabilitation	The operations and decisions taken after a disaster with a view to restoring a stricken community to its former living conditions, whilst encouraging and facilitating the necessary adjustments to the changes caused by the disaster (Australian Emergency Management Glossary, 1998).
Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. It includes the establishment, management, and provision of services to emergency relief centres (Australian Emergency Management Glossary, 1998).
Resources	Includes food, manpower, any horse or other animal, vehicles, vessel, Aircraft, plant, apparatus, implement, earthmoving equipment, construction equipment or other equipment of any kind or any means of supplying want or need.
Residual Risk	The level of risk remaining after implementation of a risk treatment (AS/NZS 4360:2004).
Response	Measures taken in anticipation of, during, and immediately after an emergency to ensure its effects are minimised (Australian Emergency Management Glossary, 1998).
Risk	The chance of something happening that may have an impact on the safety and wellbeing of your community. It includes risk as an opportunity as well as a

	threat and is measured in terms of consequences and likelihood (Adapted from AS/NZS 4360:2004).
Risk Identification	The process of identifying what can happen, why, and how (Australian Emergency Management Glossary, 1998).
Risk Management	The culture, processes, and structures that are directed towards realizing potential opportunities whilst managing adverse effects (AS/NZS 4360:2004).
Risk Reduction	Actions taken to lessen the likelihood, negative consequences, or both, associated with a risk (AS/NZS4360:2004).
Risk Treatment	Process of selection and implementation of measures to modify risk (AS/NZS 4360:2004).
Serious Disruption	Serious disruption means: (a) loss of human life, or illness or injury to humans; or (b) widespread or severe property loss or damage; or (c) widespread or severe damage to the environment (Disaster Management Act 2003, S13(2)).
Statutory Services	A body that is constituted by or under an Act of the State or of the Commonwealth and whose role usually includes counter disaster operations.
Voluntary Organisation	Non-governmental organizations or agencies, some possessing personnel trained to assist when disaster strikes. Some have capabilities extending from local to national and international levels.
Vulnerability	Degree of loss which could result from a potentit6ally damaging phenomenon, or the extent to which a country, area, community, or structure risks being damaged by a disaster.
Warning	Dissemination of message signalling imminent hazard, which may include advice on protective measures.

Abbreviations

ADF	Australian Defence Force
BOM	Bureau of Meteorology
BQ	Biosecurity Queensland
CEO	Chief Executive Officer of the Local Government
CHDE	Communities, Housing & Digital Economy (State)
DAF	Department of Agriculture and Fisheries
DDC	District Disaster Co-ordinator
DDCC	District Disaster Co-ordination Centre
DDMG	District Disaster Management Group
DCCSDS	Department of Community, Child Safety and Disability Services
DES	Department of Environment and Science
DNRM	Department of Natural Resources and Mines
DRFA	Disaster Recovery Funding Arrangements
EA	Emergency Alert
EEC	Emergency Evacuation Centre
EMA	Emergency Management Australia
EMAF	Emergency Management Assurance Framework
IGEM	Inspector-General of Emergency Management
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LECC	Local Emergency Coordination Committee
LGA	Local Government Area
LRC	Local Recovery Coordinator
NRRA	National Recovery & Resilience Agency (Federal)

PPRR	Prevention, Preparedness, Response and Recovery
QAS	Queensland Ambulance Service
QFES	Queensland Fire & Emergency Services
QH	Queensland Health
QPWS	Queensland Parks & Wildlife Service
QPS	Queensland Police Service
QR	Queensland Rail
QRA	Queensland Reconstruction Authority (State)
QSC	Quilpie Shire Council
RACE	Response Advice for Chemical Emergencies
RFDS	Royal Flying Doctor Service
SDCC	State Disaster Co-ordination Centre
SDMG	State Disaster Management Group
SDRA	State Disaster Relief Arrangements
SES	State Emergency Services
SEWS	Standard Emergency Warning Signal
SITREP	Situation Report
SOP	Standard Operating Procedures
XO	Executive Officer (DDMG)

QUILPIE SHIRE LOCAL DISASTER MANAGEMENT GROUP

LOCAL RECOVERY SUB-PLAN

SUB PLAN

Version 3.1 December 2022

Version	Date	Prepared By	Comments
1.0	02/11/2012	CEO - Dave Burges	Original version
2.0	08/12/2015	CEO - Dave Burges	Minor amendments
3.0	24/12/2021	Kirsty Beavington QRA	Full Review with suggested amendment made.
3.1	30/06/2022	Leo Jensen Consulting	Review of Version 3.0 – minor amendments made
3.2	13/12/2022	Lisa Hamlyn	Reviewed for adoption by Council

Justin Hancock
Quilpie Shire LDMG
Local Disaster Coordinator

Mayor Stuart Mackenzie
Quilpie Shire LDMG
Chairperson

13 December 2022
Date

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1 INTRODUCTION

1.1 Local Environment

Quilpie Shire covers an area of 67,482 square kilometres and is surrounded by Barcoo and Blackall Shires to the North, Murweh and Paroo Shires to the east and Bulloo Shire to the south.

In the Shires of Quilpie and Bulloo, the main ranges are the Grey, McGregor, and Willies Ranges. The Willies range forms the catchment boundary of the Quilpie and Paroo Rivers. The Grey Range separates the Cooper Creek catchment from the Bulloo River. Within the Cooper Creek catchment the McGregor Range divides the catchment, while ranges on the western side of the Cooper Creek at Durham Downs and in the vicinity of Nappamerrie form the boundaries of the limited catchment of Lake Pure.

The Bulloo River, a major drainage system, has its source in the Gowan Ranges North of Adavale. The Bulloo River also has a well-developed flood plain.

TOWN OF QUILPIE:

Quilpie is situated on the Bulloo River approximately 1000kms west of Brisbane. Major employer is Quilpie Shire Council; however, a large transport industry operates within the area.

TOWN OF EROMANGA:

Eromanga is situated 100kms west of Quilpie. Major employer being the oil, gas, and transport, with a small oil refinery established within the township of Eromanga. There are also several oil/gas industry camps located around Eromanga with varying numbers of personnel.

TOWN OF ADAVALE:

Adavale is situated 100km north of Quilpie.

RURAL AREAS:

Approximately 500 - mainly property owners, their families and station workers on large sheep and cattle properties. Scattered throughout these rural properties are opal mines, very remote and isolated. Several Oil Industry camps are in and around the Town of Eromanga with varying numbers of personnel.

1.2 Disaster Recovery Plan

The Quilpie Shire Recovery Plan recognises recovery is locally led with support provided through the Queensland Disaster Management Arrangements.

The Recovery Plan is a sub-plan to the Local Disaster Management Plan, and supports recovery from all hazards including, but not limited to, natural disasters, pandemics, collective trauma events and biohazards. The Recovery Plan will be read in conjunction with the Queensland Recovery Plan.

1.2.1 Recovery Sub-plan Review

The Recovery Plan will be reviewed by the LRC annually or after an activation and updated accordingly.

1.3 Recovery Plan Objectives

The Recovery Plan objectives for the Quilpie community are to:

- Identify who is responsible for recovery

- Clarify roles and responsibilities
- Clarify recovery considerations
- Draw on our community strengths
- Acknowledge our existing challenges
- Provide a mechanism for lessons identified
- Outline our recovery arrangements and governance framework
- Provide practical guidance to undertake recovery activities
- Support successful recovery outcomes

2 Principles for Disaster Recovery

Successful recovery relies upon:

- Understanding the **CONTEXT**;
  - Successful recovery is based on understanding the community context.
- Recognising **COMPLEXITY**.
  - Successful recovery is responsive and flexible to the complex and dynamic nature of both emergencies and the community.
- Using local, **COMMUNITY** led approaches.
  - Successful recovery is using a community-centred approach to engage and empower communities to move forward positively. Ensuring **COORDINATION** of all activities.
  - Successful recovery requires a coordinated and adaptive approach.
- Employing effective **COMMUNICATION**.
  - Successful recovery is built on effective communication with affected communities and other stakeholders
- Acknowledging and building **CAPACITY**
  - Successful recovery recognises, supports, and builds on community and organisational capacity and resilience needs are supported.

Further information on the principles is located in the Queensland Recovery Plan.

3 Stages of Recovery

The disaster recovery process can generally be categorised into three phases:

- Stage 1: Immediate recovery (post-impact relief and emergency)
- Stage 2: Short-to-medium term recovery (re-establishment, rehabilitation, and reconstruction)
- Stage 3: Long-term recovery (restoration, rebuilding, reshaping and sustainability).

Recovery is not a retrospective process, but a process that focuses on building a recovered community.

3.1 IMMEDIATE RECOVERY

Immediate / short term recovery is coordinated through the existing disaster managementarrangements in Queensland. This phase may occur parallel to response and includes undertaking damage assessments, immediate clean-up activities, identifying impact to community and the provision for psycho-social

assistance.

An example of impact assessment and recovery progress is provided in *Appendix 2: Recovery Currently Underway*. The Appendix provides information on (a) impact assessment to date, (b) recovery completed/undertaken to date for each functional area of recovery (human-social, economic, built environment, natural environment) and (c) tactical issues to be considered.

3.2 SHORT-TO-MEDIUM TERM RECOVERY

This stage includes medium-term recovery and sees businesses reopen and community events resume. Event-specific recovery plans (if developed) are implemented. Recovery progress is monitored.

3.3 LONG-TERM RECOVERY

This stage focuses on the continuation of service delivery including any extraordinary services, case coordination mechanisms or financial assistance measures. This stage ends when the community realises its post-disaster 'recovered state'.

3.4 RECOVERED

For the Quilpie Shire community, a state of 'recovered' can be demonstrated when members of the community are able to lead a life they value living, even if it is different to the life they were leading before the disaster event.

4 Functional lines of recovery

The below functional lines of recovery will be considered when planning recovery operations:

Four functional lines of recovery	
Human-Social recovery	focuses on supporting the emotional, social, physical and psychological health and wellbeing of individuals, families and communities following a disaster.
Economic recovery	focuses on rectifying the direct and indirect impacts on the economy as a result of a disaster.
Built recovery	focuses on rectifying damage and disruption which inhibits the capacity of essential services and the building sector, including housing, accommodation, education and health facilities. Also focuses on rectifying the effects of a disaster on transport networks, including road, rail, aviation and maritime, normally result in difficulty accessing communities and disruption to critical supply chains (both in and out of the impacted area).
Environmental recovery	focuses on rectifying the impacts on the natural environment as a direct result of a disaster or through a secondary impact or consequence. Impacts to the environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination, as well as cultural and built heritage listed place issues.

5 RECOVERY Governance

5.1 Local Recovery Group

The Local Recovery Group (LRG) is designed to provide overarching recovery coordination within a local

government area. Recovery is managed in Quilpie Shire through the LRG which is comprised of key Council staff and a number of identified stakeholders to provide assistance based on the type of event.

The Local Recovery Group will comprise of:

- Chair of the Quilpie LDMG Recovery Group – Mayor.
- Local Recovery Coordinator – Council CEO,
- Queensland Fire & Emergency Services Advisor - Emergency Management Coordinator.
- Management and Administration Support Team.
- Human/Social Lead.
- Economic Lead.
- Built Environment Lead.
- Natural Environment Lead.
- Queensland Reconstruction Authority Recovery Officer (Advisor).

Meetings of the Group and decisions made by the Group shall be through a core structure comprising the Chair, Recovery Coordinator, QFES advisor and the Lead of each of the four recovery lines.

State Government agency support to the Quilpie Recovery Group is derived from the Charleville District Disaster Management Group (DDMG) structure supported by additional agencies as required. Diagram 1 below illustrates the Recovery Group structure.

4.1.1 Role of the LRG

The role of our LRG is to:

- Develop a Sub Recovery Plan
- Provide community engagement opportunities to allow the community to be part of the recovery process
- Provide a forum for agencies to discuss the effect of the event on agency service provision and plan for a coordinated approach to the recovery process
- Identify and prioritise major areas of recovery
- Coordinate the whole-of-government and community recovery from the Quilpie area event.
- Inform the community of recovery activities and progress to ensure community expectations are managed
- Coordinate recovery operations at the local level
- Request assistance through the DDMG where local capacity has been exhausted.
- Identify areas where the SDMG and the Premier need to make decisions beyond existing policies and procedures and advise on recommended options.
- Develop a local event-specific recovery plan (as required) that is available to key stakeholders. This plan describes the arrangements, priorities and activities to address issues for a specific disaster
- Facilitate the coordination and effective implementation of recovery operations according to the event-specific local recovery plan
- Monitor and report the progress of recovery objectives to their communities, relevant groups and the Queensland Reconstruction Authority (QRA).
- Develop medium and long-term recovery policies and strategies.
- Develop and implement the Action Plan.
- Identify and obtain required resources.
- Provide effective on-site leadership, to focus all necessary resources, and to achieve the most efficient

and effective recovery of affected communities.

- Provide advice and regular reports to the DDMG, as well as regular community and media information on recovery progress.
- Develop a final report at the conclusion of recovery operation.

4.1.2 Role of the Local Recovery Coordinator

The role of our LRC is to:

- Coordinate establishment of the Quilpie Recovery Group.
- Chair Coordination Meeting of temporary Sub Group Chairs and Coordinators, if appointed
- Coordinate the whole-of-government and community recovery from the disaster with theQuilpie Recovery Group.
- Coordinate and chair the Local Recovery Group, reporting to the LDMG
- Liaise with functional lead agency representatives at local and district levels
- Liaise with District Disaster Management Group (DDMG)
- Provide regular reports on recovery operations to the DDMG to escalate to the SDMG and Premier if required
- Work with identified agencies and community to develop the local event-specific recovery plan
- Coordinate the short to medium-term recovery to address the immediate effects of the disaster and develop longer-term measures as appropriate
- Ensure the recovery strategies address all functional areas of recovery including human-social, built environment, economic and natural environment.
- Provide effective on-site leadership, to focus all necessary resources, and to achieve the most efficient and effective recovery of affected communities.
- Coordinate the provision of conduit between the community and the government.
- Ensure the local, event-specific recovery plan addresses all relevant functional areas of recovery – human and social, economic, environment, building, and roads and transport
- Perform the role of conduit between community and government
- Develop and implement effective strategies for community participation and partnership in the recovery process
- Provide advice to State Government on the needs and responses of the affected individuals, communities and other sectors
- Undertake a post-operations debrief and provide a final report to the LDMG at the conclusion of recovery operations
- Provide or delegate the responsibility for ongoing recovery reporting on the progress of the event-specific recovery plan

5.2 Temporary sub-groups

If required, a temporary sub-group may be stood up on direction from the Local Recovery Coordinator to address a specific recovery issue. This sub-group will be chaired by Cr Jenny Hewson and report directly to the LRG.

5.3 Meetings

During disaster recovery operations, the LRG will meet as required. Outside of this, the LRG will meet a minimum of two (2) times per year as detailed below:

- *March*
- *November*

5.4 Activation Triggers

The LRG is likely to be activated in the following circumstances:

- There are several recovery activities that require coordination for a period of time after the response period
- Ongoing impacts of the road network causing supply chain issues
- Significant environment impacts requiring coordination of recovery activities
- Significant impacts to primary producers requiring coordination of recovery activities
- Major road, train or aircraft accident
- Mass casualty event

5.5 Transition from Response Operations to Recovery Operations (Handover)

Handover from response to recovery will occur when the LRC assumes responsibility for recovery operations from the Local Disaster Coordinator.

The timing of handover is influenced by the nature of the disaster and therefore requires a degree of flexibility. For example, handover from response to recovery may be staged, with response and recovery operations being undertaken concurrently. Handover will be guided by:

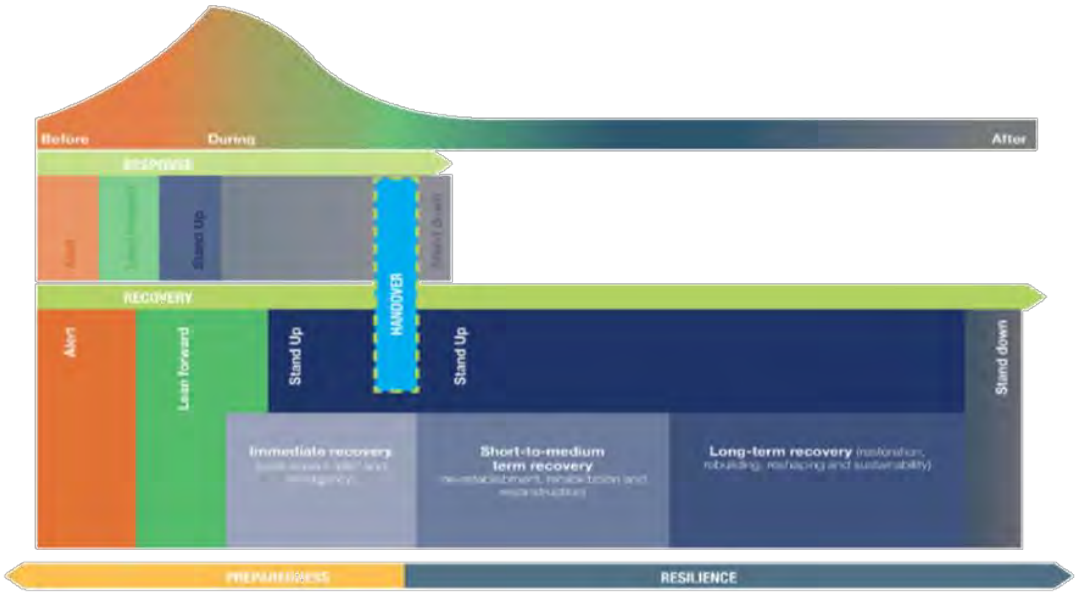
- situation reports (SitReps) which evidence the de-escalation of response operations
- status of response and immediate recovery/ relief operations
- completed impact and needs assessments
- response and early recovery situations that may escalate
- anticipated recovery issues and risks.

Final handover timing is to be agreed by the LDC and the LRC. A handover report may also be developed at the request of the LDC for the use of the LRC.

If developed, the handover report should aim to provide a comprehensive briefing on all relevant issues, including, but not limited to:

- actions that are incomplete and identified risks
- resources allocated for response and their availability for recovery
- local identification of impacts
- any outstanding response activities that were tasked by the LDMG Chair
- a summary of areas or situations that may re-escalate after the disaster.

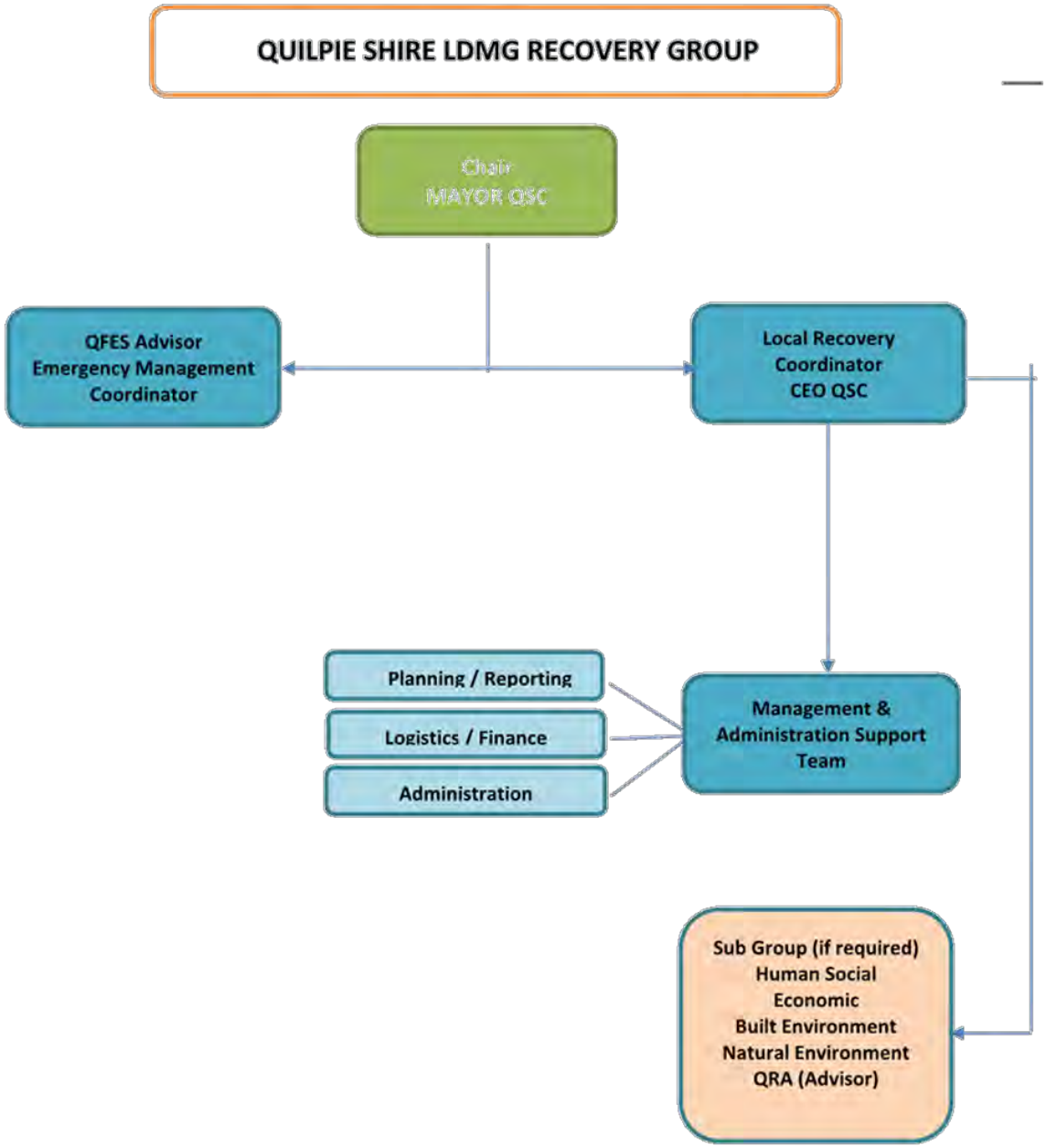
Once recovery operations are established, recovery planning should proceed using recovery planning methodology.


Before
During
After
RESPONSE
Alert
Lean forward
Stand Up
Stand down
HANDOVER
RECOVERY
Alert
Lean forward
Stand Up
Stand Up
Stand down
Immediate recovery
Short-to-medium term recovery
Long-term recovery
PREPAREDNESS
RESILIENCE

1.1 Reporting

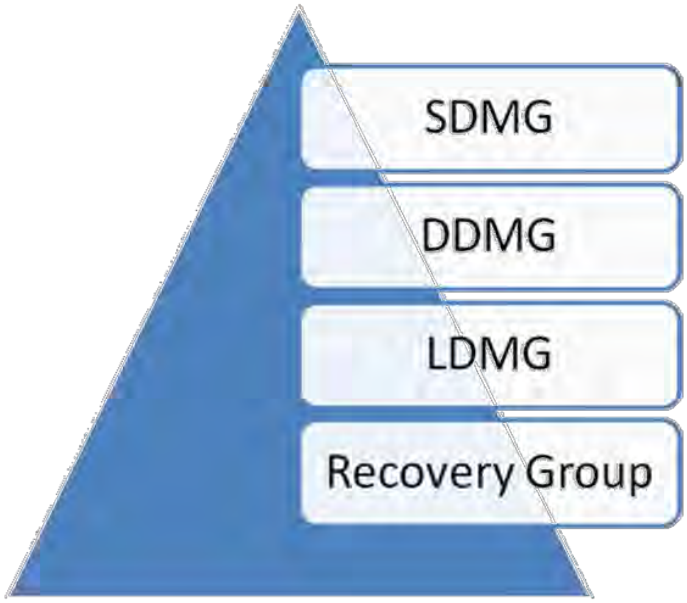
The LRG will report to the Local Disaster Management Group (LDMG).

Diagram 2 below illustrates the reporting structure.



1.2 Reporting Structure

Diagram 2 below illustrates the reporting structure.



1.3 Role of recovery group

The Local Recovery Group will coordinate the following functional line responsibilities as detailed below. If required, a temporary sub-group could be stood up to assist with specific recovery activities

5.8.1 Human-Social Recovery

The role of human and social recovery line is to coordinate planning and implementation of recovery in the areas of safety andwell-being, physical and psychological health, and social aspects.

Responsibilities:

- community support and the restoration of community support services and networks.
- social impact and needs assessment and monitoring.
- personal support and information.
- physical health and emotional support.
- psychological, spiritual, cultural, and social wellbeing support.
- public safety and education support.
- activities that ensure affected communities and interest groups are involved in the decision-making process
- temporary accommodation; and
- financial assistance to meet immediate individual needs and uninsured household loss and damage

Suggested members:

- Quilpie Shire Council
- Department of Communities, Housing and Digital Economy

- Queensland Health
- Australian Red Cross
- Local Community Organisations
- Quilpie Community Support Centre.

Supporting organisations:

- Centrelink
- Red Cross
- QPS
- Lifeline
- Department of Education
- Salvation Army
- Others as required.

5.8.2 Economic Recovery

The role of economic recovery line is to coordinate planning and implementation of economic and financial recovery in the Quilpie Shire.

Responsibilities:

- assessing impact on key economic assets.
- stimulating the renewal and growth of the economy within the affected are and the state.
- supporting individuals and households (e.g., through employment services, income support and assistance in insurance claims)
- facilitating business, industry and regional economic recovery and renewal.
- facilitating financial assistance, access to funds and loans and employer subsidies.
- ensuring businesses and industry groups and affected communities are involved in the decision-making process; and
- recovering from the intangible effects of an event (e.g., loss of business confidence and quality of life, etc.)

Suggested members:

- Quilpie Shire Council
- Department of Tourism, Innovation and Sport
- Queensland Treasury
- Insurance Council Australia
- Department of the Premier and Cabinet
- Department of State Development, Infrastructure, Local Government and Planning
- Local Government Association of Queensland
- Chamber of Commerce

Supporting organisations:

- Australian Bureau of Statistics
- Q.R.A.A.
- Insurance companies.

5.8.3 Built Environment Recovery

The role of built environment recovery line is to coordinate planning and implementation of housing, commercial and industrial buildings and structures, physical infrastructure (including power, water, telecommunications, transport) recovery in the district / region.

Responsibilities:

- Assessing damage to housing stock, commercial and industrial buildings and structures, rural structures, and infrastructure facilities.
- Coordinating building safety inspection services and securing damaged buildings and structures.
- Coordinating demolition of unsafe buildings and structures.
- Coordinating repair and rebuilding matters of housing stock.
- Coordinating disposal of hazardous material and debris.
- Coordinating recovery of utility (water, power and telecommunications) infrastructure, which is normally undertaken by infrastructure owners and operators (e.g., Telstra and Energex, etc.);
- Coordinate restoration of public schools and public building infrastructure, sporting facilities and public playgrounds.
- Coordinate the restoration of damaged dam structures.
- Coordinate recovery of road and other transport infrastructure.
- Prioritise repair and reconstruction activities, where appropriate.
- Ensuring industry groups and affected communities are involved in the decision-making process; and;
- Considering mitigation measures (e.g., flood risk reduction) when planning for rebuilding and reconstruction

Suggested members:

- Department of State Development Infrastructure, Local Government and Planning
- Quilpie Shire Council
- Department of Energy and Public Works
- Building Services Authority
- Queensland Treasury
- Department of Communities, Housing and Digital Economy
- Department of Transport and Main Roads.

Supporting organisations:

- Utility owners / operators (Telstra, Optus, Energex, Origin,)
- Department of Resources
- Insurance Council of Australia
- Others as required.

5.8.4 Natural Environment Recovery

The role of natural environment recovery line is to coordinate recovery of the natural environment.

Responsibilities:

- Assessing the impact of the event on the natural (e.g., water quality, ecological impact and pollution)and cultural (e.g., heritage conservation including indigenous cultural heritage) environment.
- Providing advice on potential environmental issues (e.g., water quality and sewerage, etc) and monitoring current issues (e.g., monitoring pollution and animal welfare);
- The rehabilitation of the natural environment, including parks, waterways, and wildlife.
- Rehabilitation of the cultural environment.
- The preservation of community assets (e.g., reserves and parks);
- Managing and disposing waste.
- Ensuring environmental bodies, affected communities and interest groups are involved in the decision-makingprocess; and

Monitoring and assessing the environmental consequences of clean up operations

Suggested members:

- Quilpie Shire Council
- Department of Environment and Science
- Department of Resources

Supporting organisations:

- RSPCA
- Environmental Advisors
- Chemical and Hazardous Substance Advisors
- Quilpie Balonne Catchment Management Association
- Environmental Interest Groups.

2 ACTION PLAN

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

At the first meeting Action Plan's for each recovery function will be developed as required. This Action Plan will list the tasks to be performed by the group, agencies/individuals responsible for the tasks and a timeframe for completion of the tasks.

At each subsequent LRG meeting, the respective Action Plans will be reviewed and updated with new information.

Revised plans should consider emerging issues; additional actions that may be required; roles and responsibilities; arrangements for ongoing coordination across the functions; and progress against the original requirements.

Operational and Action plans should also identify proposed transitional arrangements that consider the requirements of affected individuals and communities.

This should include service delivery arrangements and emerging issues.

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

Copies of completed Action Plans should then be submitted to the recovery group of the appropriate level at their final meeting, where the Operational Plan is also to be finalised. Copies of plans should be included in relevant agency and group event files.

When writing your Operational Recovery plan consider the following:

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

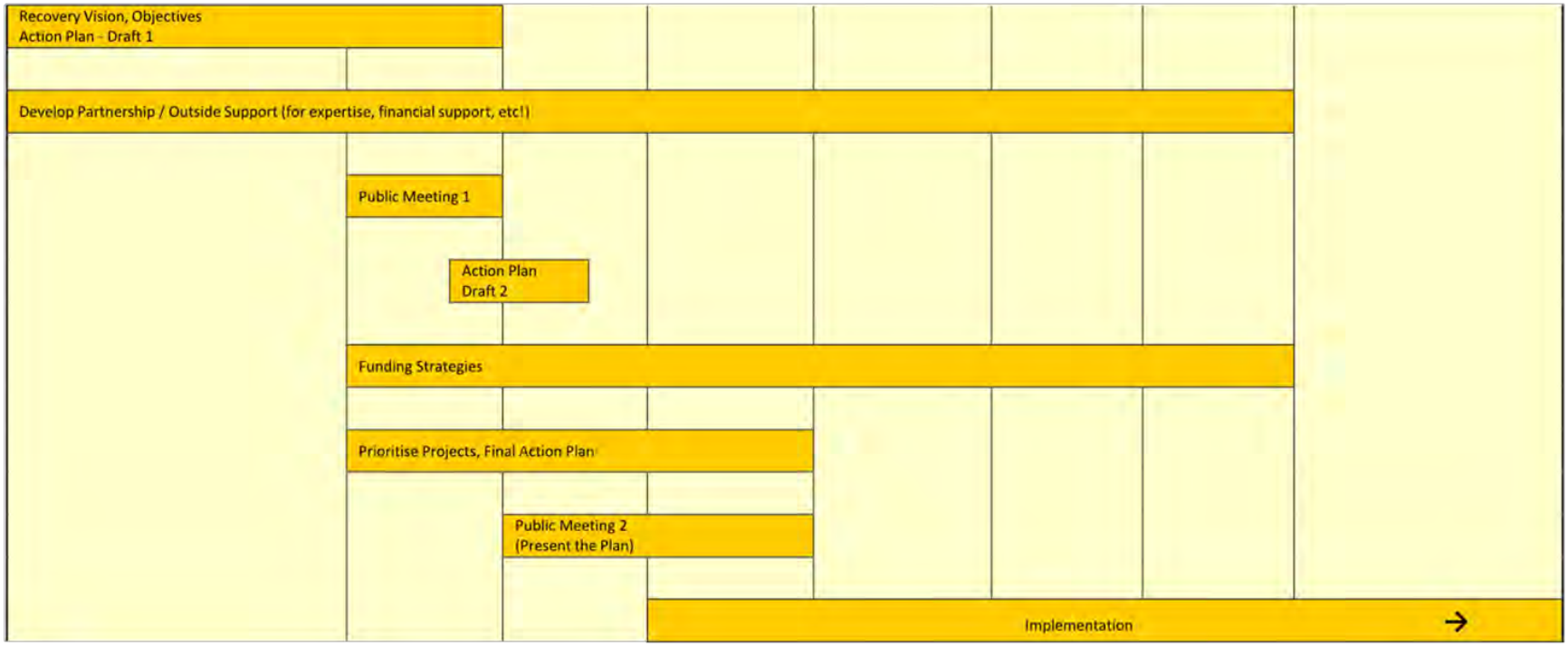
3 Proposed Milestones of the Recovery Process

Diagram 3 illustrates the proposed milestones to be achieved in the first seven (7) weeks of the recovery process.

Commencing DD/MM/YYYY

Milestones for Medium to Long Term Recovery

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Continuation
Immediate and Short-Term Recovery (By Line Agencies in Disaster Management System)							
Quilpie Recovery Group Chair and members appointed							
Establish Recovery Group							
Terms of Reference Principles for the Group							
First meetings of temporary Subgroups (if appointed)							
Assess Floods' Impact							
Set Up Dates for Public Meetings							
Public Information and Public Relations							
Conduct Meetings with Community Organisations, Leaders etc.							


Recovery Vision, Objectives
Action Plan - Draft 1
Develop Partnership / Outside Support (for expertise, financial support, etc!)
Public Meeting 1
Action Plan
Draft 2
Funding Strategies
Prioritise Projects, Final Action Plan
Public Meeting 2
(Present the Plan)
Implementation

4 Public Information and Consultation Plan

Successful recovery is built on effective communication with affected communities and other stakeholders. Recovery public information and consultation should:

- Use Elected members to engage the community
- Continue to engage local radio / TV
- Ensure that all communication is relevant, timely, clear, accurate, targeted, credible andconsistent.
- Recognise that communication with a community should be two-way, and that input andfeedback should be sought and considered over an extended time.
- Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and channels.
- Establish mechanisms for coordinated and consistent communication with all organisations and individuals; and
- Repeat key recovery messages because information is more likely to reach communitymembers when they are receptive

An effective public information and consultation plan should be developed during the initial stages of the recovery operational planning.

APPENDIX 2: EXAMPLE OF STAGE 1 RECOVERY – IMMEDIATE (Post-impact relief and emergency repairs)

This appendix provides a summary of general issues and represents the general start point for the Quilpie Recovery Group. The group may review this section of the plan and use it as a starting point for recovery in an event.

Human-Social Recovery

(a) Impact assessment available to date

- Approximately 200 houses sustained inundation.
- Local caravan park was inundated, and caravans destroyed.
- Department of Communities staff have assessed approximately 40 people requiring mid-long term accommodation arrangements; this number is made up of families, couples and singles.
- Assessments of community members requiring temporary accommodation and personal hardship continues.
- As at 11 March 20XX, XXX applications for payments have been processed by Department of Communities, Housing and Digital Economy (DCHDE), totalling $XXX.

(b) Recovery progress to date

- Community Recovery Centre established in Quilpie Cultural Centre with multi support-agency representation. The Recovery Centre will close Friday, 19 March 20XX.
- Support agencies (i.e., DCHDE, Lifeline and Red Cross) undertaking outreachservices.
- Emergency assistant payments and grants to affected persons being made available (incl. local community and rural members).
- Available assistance communicated to community members by print and radio mediums.
- Isolated properties re-supply undertaken.
- Critical/ essential services operating (e.g., shops, schools, medical facilities)
- Debris clean-up undertaken by Council (soiled goods, deceased animals etc); approximately 13,400m^{3}s has been collected; equivalent to 2,500 truckloads.
- Risk minimisation strategies (i.e removal of waste, trimming grass and vector control measures deployed) to reduce environmental and population health hazards (eg Ross River).
- Integrity of water and sewerage supplies assessed.
- Local community appeal and support social events.

(c) Tactical issues

- Mid to long term accommodation solutions to be established.
- Transportation needs to be considered for individuals/ family groups that have loss vehicles.
- Ongoing identification of hardship cases – support agencies to continue with outreach services; in particular rural areas
- Ongoing awareness of emerging mental health issues amongst community members.
- Debrief sessions with community and emergency response teams.
- Environmental Health – no impact on sewerage and water supplies - impact on sugar can industry will be assessed.

Economic Recovery

(a) Impact assessment available to date

- Approximately 200 dwellings impacted
- Rural operations impacted – extent still to be determined.
- Under/ non-insured community members identified.
- Cattle 'sale yards' damaged and road infrastructure damage limiting number of cattle available sale.
- Employment effected by isolation of commercial oil/ gas operations, impacted rural operations and limited road transport access.
- Significant tourist events imminent.

(b) Recovery progress to date

- Focus to rectify damage at saleyards.
- Grants/ financial counselling available to rural property owners.
- Ongoing assessment of road infrastructure.
- Ongoing confirmation, via press and radio, of community/ tourist events.

(c) Tactical issues

- Ongoing identification of hardship cases/ persons temporarily unemployed due to effected businesses.
- Identification of affected businesses and determination of expected outages.
- Identification of alternate employment opportunities for employees affected by temporary business closure/ interruptions.

Built Environment Recovery

(a) Impact assessment available to date

- Extensive road/ bridge infrastructure damage on major arterials, including suspected damage to drainage network beneath the town's main street.
- Approximately 200 properties affected by flood.
- Extensive fencing damage to rural properties.
- Damaged 'unsealed' roads.

(b) Recovery progress to date

- Re-establishment and repair of rail infrastructure expected by Thursday, 18 March 20XX.
- Assessment of major arterials; load restrictions in place, and re-opening of Warrego Highway (East) Wednesday, 10 March 20XX, and Warrego Highway (Roma-Morven) today, 11 March 20XX.
- Local road infrastructure assessed, and essential repairs undertaken.
- Concessional loans and revised 'payment due dates' by banks, utility providers and Council.

(c) Tactical issues

- *Rectification/ restoration of damaged plant and equipment.*
- Availability of tradespersons to effect early restoration works.
- Transport of heavy machinery/ equipment to affected areas.
- Minimise disruption/ displacement during rectification/ restoration works.

Natural Environment Recovery

(a) Impact assessment available to date

- Loss of pasture for grazing.
- Deceased stock losses.
- Overgrown lawns and parks.
- Stagnant water.
- No reports to date of contaminated waterways.
- Disposal of waste.

(b)Recovery progress to date

- Ongoing maintenance of lawns and parks.
- Vector control commenced.
- Immediate removal of refuse from town.
- Precautions for limiting population health issues from environmental hazards communicated.

(c) Tactical issues

- Impact on rural operations caused by flood water.
- Monitoring of population health caused by environmental issues.
- Identification and notification to owners of deceased animals.

APPENDIX 3: ABBREVIATIONS

ABS	Australian Bureau of Statistics
ADF	Australian Defence Force
BOM	Bureau of Meteorology
BSA	Building Services Authority
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDRG	District Disaster Recovery Group
DM Act	*Disaster Management Act 2003 (QLD)*
QSCLDCC	Quilpie Shire Council Local Disaster Coordination Centre
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LG	Local Government
LGAQ	Local Government Association of Queensland
NEMCC	National Emergency Management Coordination Centre
NGO	Non-Government Organisation
PSPA	*Public Safety Preservation Act 1989*
DES	Department of Environment and Science
QRIDA	Queensland Rural and Industry Development Authority
SDCC	State Disaster Coordination Centre
SDMG	State Disaster Management Group

APPENDIX 4: DRAFT AGENDA FOR LOCAL RECOVERY GROUP MEETINGS

QUILPIE RECOVERY GROUP

COMMITTEE MEETING AGENDA

<Day Date> <Month> <Year> **am – pm**

Meeting Venue

Quilpie Shire

Chairperson Cr.

Secretariat *to be confirmed*

1.	Welcome and apologies	Chair
2.	Introductions - Council representative/s - Membership - Supporting agencies	Chair
3.	Charter	Chair
4.	Reporting arrangements - Administration	Chair
5.	Council priorities	
6.	Agency challenges	Agency representatives
7.	Action Plan - Priorities (low, medium, high), agency, description, timeline	Chair
8.	Communications (media – primary contact officer)	Chair
9.	Public meeting (schedule week beginning)	Chair

APPENDIX 5: QUILPIE RECOVERY GROUP – EXAMPLE GROUP ACTION PLAN SUMMARY

PRIORITIES	OBJECTIVES	ACTIONS REQUIRED	STAKEHOLDERS	KEY MILESTONES	STATUS AS AT DATE	STATUS
SUBGROUP				Dates or other criteria for each of the critical actions		 TRAFFIC LIGHT Blue – Completed Green – On schedule Amber –Requires monitoring Red – Of concern / Not yet commenced

APPENDIX 6: QUILPIE RECOVERY GROUP – EXAMPLE of RECOVERY ACTIONS

Strategic Priority < Group No.#> – <Functional Line> Recovery < Recovery Chair's Name>, Recovery Chair			
Short Term	Proposed Action	Action to Date	Action Officer
Medium Term	Proposed Action	Action to Date	Action Officer
Long Term	Proposed Action	Action to Date	Action Officer

APPENDIX 7: QUILPIE RECOVERY GROUP – EXAMPLE RECOVERY MEMBERSHIP RECORD

Strategic Priority < Group No.#> –Recovery				
Chair/s:				
Coordinator:				
Member Agencies	**Agency Key Contact**	**Agency Key Contact Details**	**Agency Sub-Group Representative** (or "same as key contact")	**Agency Sub-Group Representative Contact Details**

APPENDIX 8: QUILPIE RECOVERY GROUP – EXAMPLE INDUSTRY CONSULTATION RECORD

ASSISTANCE SOUGHT BY <INDUSTRY NAME> (TO DATE)	RESPONSE BY <LOCAL/ STATE/ FEDERAL> AGENCIES	FURTHER ASSISTANCE REQUESTED BY <INDUSTRY NAME>	AGREED STRATEGY/ACTION	ACTION OFFICER (DUE DATE)

Local Disaster Coordination Centre Sub Plan

Standard Operating Procedures

Version 2.0

July 2020

Authority to plan

This plan acts as a guide for the operations of the Local Disaster Management Group and the Local Disaster Coordination Centre has been prepared by the Council's Local Disaster Management Group under the provisions of Section 57(1) of the Disaster Management Act 2003.

Approval

The preparation of this manual has been undertaken in accordance with the Disaster Management Act 2003, to provide for the coordination of operations in the Local Disaster Coordination Centre.

These Standard Operating Procedures are endorsed for distribution by the Local Disaster Management Group.

Cr Stuart Mackenzie
Chair
Local Disaster Management Group

13 December 2022

Amendments and review

This manual will be reviewed as required by *Section 59 of the Disaster Management Act 2003*, with relevant amendments made and distributed.

Approved amendments to the manual will be circulated as per the distribution and contacts lists, which are maintained by the Quilpie Shire Council on behalf of the LDMG.

Document Control

Amendment Control and Version Register

The controller of the document is the Quilpie Shire Council Local Disaster Coordinator (LDC). Any proposed amendments to this manual should be forwarded in writing to:

The Local Disaster Coordinator
Quilpie Local Disaster Management Group (LDMG)
50 Brolga Street
PO Box 57
QUILPIE QLD 4480

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

Amendment Register

Date Reviewed	Version	Amendment Required	Completed	Adopted by LDMG
31/5/2020	1.4	Rewrite Sub Plan in Draft Format for LDMG Approval	LDMG Review did not progress (Reviewed at officer level only - did not progress for adoption).	Not Applicable
30/6/2022	2.0	Draft 2020 document reviewed, and amendments made as necessary. Submitted to LDMG for review and local knowledge update prior to be endorsed by Quilpie Shire Council	Recommended to Council for Adoption	
13/12/2022	3.0	Adopted by Council		

Distribution

This manual for the operations of the Local Disaster Management Group and the Local Disaster Coordination Centre are not publicly available and are not for distribution and/or release to persons or agencies other than those identified in the Council's Local Disaster Management Plan.

Local Disaster Coordination Centres

The local level is the key focus of the disaster management arrangements. Local Disaster Coordination Centres (LDCC)s operationalise Local Disaster Management Group decisions, as well as plan and implement strategies and activities on behalf of the LDMG during disaster operations. All other levels of the disaster management arrangements provide support to the local level.

The LDCC should have the capability to receive and manage information from the public and other sources, coordinate local resources and information, identify tasks where extra resources are needed and pass information and requests for assistance to the District Disaster Coordination Centre (DDCC). The LDCC will request support from the Disaster District if local resources are not available or are exhausted.

The LDCC is managed by local government and will normally be staffed by local government employees supported by agency liaison officers from local government, local emergency services and non-government organisations, as appropriate to the local area.



Source: Queensland Disaster Coordination Guide

Abbreviations and glossary

AIIMS	Australian Inter-Service Incident Management System
ALO	Agency Liaison Officer
BSC	Quilpie Shire Council
BoM	Bureau of Meteorology
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DMA	Disaster Management Act (2003)
QFES EM	Queensland Fire and Emergency Service Emergency Management
GIS	Geographical Information System
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
Plan	means the Local Disaster Management Plan
SES	State Emergency Service
SitRep	Situation Report
SOP	Standard Operating Procedure

For a detailed glossary please refer to the Queensland Lexicon.

Resources

This document is to be read in conjunction with the following documents:

- ✓ Queensland Disaster Management Act 2003
- ✓ Queensland Disaster Management Regulations 2014
- ✓ Other Queensland Government Acts and Regulations pertaining to local government
- ✓ Queensland State Plans, Policies and Guidelines
- ✓ Council's Local Disaster Management Plan
- ✓ Council's Local Disaster Management Sub plans
- ✓ Queensland Disaster Management Manuals
- ✓ Council's Local Government Plans, Policies, Procedures

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Introduction

The Local Disaster Co-ordination Centre (LDCC) will be activated to **co-ordinate** the management of resources in the boundaries of the Quilpie Shire Council in the event of a disaster threatening or impacting upon the region and its community

Aim

To improve the disaster management arrangements within the Quilpie Shire Council area through the development of Standard Operating Procedures for the Local Disaster Co-ordination Centre (LDCC).

Purpose

The purpose of the Local Disaster Coordination Centre Sub Plan is to outline the operational requirements and processes within the LDCC.

This plan is used in coordinating resources for the Quilpie Region during a disaster or emergency to ensure that the effects of a disaster or emergency are minimised and that people affected are given timely relief and support.

i.) Identify organisations and key personnel required to operate an LDCC in times of disaster.

ii.) Compile a matrix for ready reference for key roles and tasks.

iii.) Outline duty cards to ensure roles and responsibilities are clear and completed as required.

iv.) Develop a training and exercise simulation program relating to the functions of the LDCC and relevant stakeholders.

Scope

This plan will provide guidance for the operation of the LDCC, which is to be established because of an activation arising from an incident within the Quilpie local government region.

On some occasions the activation of the LDCC may be necessary to assist neighbouring Councils.

Responsibility

Responsibility for the LDCC rests with the Quilpie Shire Council.

Section 57(1) of the *Disaster Management Act 2003* (DMA) requires a local government to prepare a plan (a Local Disaster Management Plan) for disaster management in the local area.

This Plan has been developed to meet the requirements of Section 57(2) (c) of the DMA which requires the Local Disaster Management Plan (LDMP) to include provision for the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in the disaster management plan.

Activation steps

Queensland levels of activation

Level of Activation	Definition
Alert	A heightened level of vigilance and preparedness due to the possibility of an event in the area of responsibility. Some action may be required, and the situation should be monitored by staff capable of assessing and preparing for the potential threat.
Lean Forward	An operational state prior to 'stand up' characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on standby, prepared but not activated.
Stand up	The operational state following 'lean forward' whereby resources are mobilised, personnel are activated, and operational activities commenced. Disaster coordination centres are activated.
Stand down	Transition from responding to an event back to normal core business and/or recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

Once the decision has been made to activate the disaster coordination centre, there are several actions which need to be undertaken. These include, but are not limited to:

Set up the Coordination Centre

All actions necessary to set up the disaster coordination centre including positioning furniture, making equipment and resources operational and ensuring adequate stocks of consumables should be undertaken. This point is particularly relevant for those coordination centres which are not permanently established.

Contact Staff and Liaison Officers

Contact should be made with coordination centre staff and liaison officers, as required, relevant to the event and the level of activation.

Develop and Implement a Roster

A roster suitable to the nature and severity of the event should be developed, with due consideration to forward planning for the event including the potential for scaling up or scaling down of the coordination centre. The roster should be communicated to all coordination centre staff.

Activate and Distribute Generic Emails and Phone Numbers

The use of generic emails and phone numbers is recommended within the coordination centre. These emails and phone numbers need to be activated and communicated to the public, other coordination centres and disaster management group members as required.

Advise Stakeholders.

Advise all relevant stakeholders, including supporting agencies and disaster management groups, that the coordination centre is activated.

Triggers for Activation

Activation Level	Threat/Trigger	Actions	Communication Method
ALERT STAGE	Immediately upon becoming aware of a potential threat, the LDMG should be activated to the "Alert" Stage regardless of the event or the identification of a lead agency. That period when it is believed that resources may be required which enables an increased level of preparedness. Upon receipt of a warning or information that an emergency/disaster event may occur or affect the relevant area of responsibility, organisations must be alerted to ensure readiness to act if called upon.	During the "Alert" Stage the LDC shall: a) maintain a watching brief and monitor situations for all events b) ensure the LDCC is in a basic state of readiness by ensuring all basic LDCC equipment (i.e. forms, tabards etc) are relocated to the LDCC; c) establish contact with the District Disaster Coordinator (DDC), QFES and SES. d) inform nominated LDCC staff, LDMG Chair / members of the implementation of the "Alert" Stage.	Contact with the DDC, QFES and SES will be by telephone or otherwise as determined by the LDC. LDCC staff, LDMG Chair/members and will receive emails stating "LDMG/LDCC @ Alert Stage". The email will contain non sensitive information about the event. Chairpersons of the any Sub Committees are responsible for advising members of their committees of activation to the "Alert' Stage.
LEAN FORWARD STAGE	The period normally following an alert when deployment of resources is imminent. As the threat or the effects of an emergency/disaster becomes imminent, members of the relevant organisations or sections are placed on "Lean Forward" being ready to respond immediately. The Chairperson LDMG will, in consultation with the LDC, make the decision to activate to the "Lean Forward" Stage.	The Local Disaster Coordinator will then: a) notify the DDC and QFES, and SES b) inform LDMG Chair/members of "Lean Forward" Stage. c) ensure the LDCC is fully established & set up ready for operation. d) maintain minimum staffing level within the LDCC to monitor, record and if necessary, establish communications with lead agency to ensure appropriate information flow. e) establish contact with the any Sub Committee Chairpersons. f) release public advice (via media officer) of activation of LDCC public telephone number; for the purpose of information provision only in relation to event (this will ensure enquiries are directed to one location) and will relieve requirement for Council customer service people to provide response. g) Advise all relevant agencies of activation of LDCC and that all enquiries are to be directed to same. h) notify nominated liaison officers of "Lean Forward" stage. i) continue to monitor the situation. j) consult with the Chairperson LDMG, QFES & SES regarding future action and implementation of the LDMP. k) call a meeting of the LDMG to brief members.	Contact with the DDC, QFES, SES nominated agency liaison officers and Sub Committee Chairpersons will be by telephone or otherwise as determined by the LDC. LDCC staff and LDMG members will be sent an email commencing "LDMG/LDCC –Lean Forward Stage – please acknowledge". All members must reply to the email to confirm receipt. Those that are unable to reply to the email will be contacted per listed telephone numbers. Chairpersons of the Sub Committees are responsible for advising members of their committees of activation to the "Lean Forward" Stage.

Activation Level	Threat/Trigger	Actions	Communication Method
STAND UP STAGE	Upon the decision of the Chairperson of the LDMG to mount an operation; all required members are called to their posts. Such posts may be pre-planned or as dictated by the disaster situation. The Alert and Lean Forward stages may not be possible if the disaster strikes without warning. In addition, the situation may dictate that while some members are called out, others will remain on stand-by. This will ensure back up and continuity of staffing if the operations are prolonged. The Chairperson LDMG will notify the LDC of the decision to activate to activate to the "Stand Up" Stage.	The Local Disaster Coordinator will then: a) notify the DDC and submit a SitRep; b) escalate staffing levels as required. c) contact necessary staff to install required equipment for the LDCC. d) call a meeting of required representatives of the Lead Agency, Support Groups and LDMG. e) request the Sub Committees to meet, if required. f) notify QFES. g) notify the media (via the Media Liaison Officer) of the public telephone number for assistance h) establish an information desk to advise people of the current status and prevent the public from intruding into the LDCC.	Contact with the DDC, QFES will be by telephone or otherwise as determined by the Local Disaster Coordinator. LDMG and LDCC staff members will be sent an email commencing "LDMG – Stand Up – please acknowledge". All members must reply to the email to confirm receipt. Those that are unable to reply to the email will be contacted per listed telephone numbers. Chairpersons of the Sub Committees are responsible for advising members of their committees of activation to the Stand-Up Stage.
STAND DOWN STAGE	The stage where an agencies response is no longer required, and services are wound back. The Chairperson of the LDMG in consultation with the relevant Lead Agency will determine at what time the stand down phase will be initiated to conclude an operation.	Upon being advised of the conclusion of an operation the LDC will: a) coordinate recall of participating organisations b) notify DDC – submit situation report c) ensure completion and collation of all paperwork within LDCC d) prepare post operational activities (i.e. debrief and reviews) e) Close LDCC – transition to Recovery Operations	Contact with the DDC, QFES will be by telephone or otherwise as determined by the LDC. LDMG and LDCC staff members will be sent an email commencing "LDMG – Stand Down" and provide details of final meeting times and LDCC closure process.
DEBRIEFING STAGE	Post Event Review	Officers in Charge of participating organisations are to ensure that their members are appropriately debriefed. The LDC is to ensure that Council staff are appropriately debriefed. The Chairperson of the LDMG is to conduct an operation debrief with the Officers in charge of the Lead Agency and supporting organisations as soon as possible (preferably within seven days after the completion of operations). This should include volunteer staff employed within the LDCC.	

Deactivation steps

When a decision is reached that the coordination centre is to be stood down, there are several actions which need to be considered to coordinate the deactivation of the disaster coordination centre, these include but are not limited to:

Conduct Debriefings

All staff involved in the establishment, management and operation of the coordination centre and all liaison officers should be included in a debrief session. This should include discussion on areas that worked well and areas which require improvement. Opportunities for improvement should be captured, with strategies and timeframes for implementation developed. More detailed information is available in Module 4 of this program.

Records Management

Ensure all records of the coordination centre are appropriately maintained and secured. This may include a requirement to photograph the information contained on whiteboards and other display boards, as appropriate.

Restock and Recharge

Restock all supplies of the coordination centre and recharge equipment to ensure readiness for future operations.

Cleaning and Restoration

The facility should be cleaned and restored to its normal business functionality. This may include the appropriate stowing and storage of equipment, furniture, and resources as appropriate. This point is particularly relevant for those coordination centres which are not permanently established.

Communications System Closure

Generic coordination centre phone numbers and emails need to be managed with answering machines or auto reply messages activated so that any further incoming calls or emails are redirected, or an appropriate message is notified to the caller/sender.

Advise Stakeholders

Advise all relevant stakeholders, including supporting agencies and disaster management groups, that the coordination centre is standing down.

Organisation of the Local Disaster Co-ordination Centre

General

Under the *Disaster Management Act 2003*, the Local Disaster Management Group is responsible for the emergency management needs of the local area.

A **Local Disaster Co-ordination Centre** (LDCC) is required to be activated to ensure an efficient and coordinated response in an emergency. The LDCC is established to:

(i) Co-ordinate operations.

(ii) Disseminate public information through appropriate media outlets; and

(iii) Co-ordinate with and report to District and State Agencies.

The **Local Disaster Co-ordinator** (LDC) is responsible for:

Activation of the LDCC;

(i) Operation of the LDCC;

(ii) Staffing to required levels; and

(iii) Training of staff.

The **Standard Operating Procedures** (SOP) are designed to assist the LDC in fulfilling these responsibilities.

Location of the LDCC

Primary: Council Meeting Room, 50 Brolga Street, Quilpie, Qld 4480

Facilities:

Space	Boardroom and Training Room
Furniture	Boardroom Table Desk Office Chairs Sitting Chairs Foldable Tables
Equipment	Smart TV's x 2 Whiteboard
Phone / Computer Access	Computer / Network Communication Ports Wifi Conference Telephone Landline
Toilets	Male & Female Toilets in Admin building Male & Female Toilets outside Admin building
Showers	Male & Female Shower outside Admin building
Kitchen	Tea / Coffee Facilities / Fridge Kitchen in Admin building (instant hot water / microwave / fridge)
Security	Administration building lockable Boardroom and Training Room able to be isolated from main building
Back Up Power Supply	Generator in place
Emergency Lighting Plant	Quilpie Shire Depot / SES

Secondary: Council Depot, Anzac Drive, Quilpie, Qld 4480

Space	Training Rooms
Furniture	Sitting Chairs Foldable Tables
Equipment	Smart TV's x 1 Whiteboard Fixed overhead Data Projector
Phone / Computer Access	Computer / Network Communication Ports Wifi Conference Telephone Landline
Toilets	Male & Female Toilets in building
Showers	Shower in building
Kitchen	Kitchenette - Tea / Coffee Facilities / Fridge Kitchen in building (instant hot water / microwave / fridge)
Security	Depot & Training Room able to be secured
Back Up Power Supply	Generator
Emergency Lighting Plant	Quilpie Shire Depot / SES

In the event that both of these locations are unserviceable the Local Disaster Management Group (LDMG) Chairperson and the Local Disaster Co-ordinator will consider other locations in consultation with the LDMG and relevant control or response agencies.

Security

The LDCC is to be a secure area and any unauthorised persons will not be permitted. Access will be limited to LDMG Members, Liaison Officers and relevant members of Council's staff.

Visitors are not permitted into the LDCC during operations without the prior consent of the LDMG Chairperson. Visitors permitted to enter the LDCC must be in the company of the LDMG Chairperson or the Local Disaster Co-ordinator.

Incident Management System

Management of the incident from the LDCC will follow the principles of the Australasian Interservice Incident Management System (AIIMS).

AIIMS is an incident management system that enables the seamless integration of activities and resources from multiple agencies for the resolution of any emergency situation. It operates effectively for any type of incident, imminent or actual, natural, industrial or civil, and many other situations in which emergency management organisations are involved.

AIIMS provides a common incident management framework. The framework can be applied to any size incident as the framework provides for an expanded response as an incident grows in either size or complexity.

AIIMS provides a single management structure that facilitates the bringing together of all resources, from one or several organisations, to work co-operatively and cohesively in resolving an incident. Its application is intended to:

- minimise the impact on the community and environment;
- provide for the welfare of people involved in controlling the incident;
- effectively and efficiently control the incident; and
- provide a safe working environment.

From an LDCC perspective the AIIMS structure will utilise the following five functions: Management.

- The management of all LDCC activities necessary for the resolution of the incident.
- Operations. The tasking and application of resources to achieve resolution of the incident.
- Planning. The collection, evaluation, dissemination and use of information. This includes an understanding of the current situation, prediction of the probable course of action and preparing alternative strategies for an event.
- Logistics. The acquisition of human and physical resources, facilities, services and materials to support achievement of incident objective
- Public Information. Provision of warnings, information and advice to the public and liaison with the media and affected communities.

Span of Control and AIIMS Structure

Another major principle of AIIMS is 'span of control', which dictates one person can only realistically and successfully, control five people or five units at one time. This principle is used when expanding operations i.e. establishing the structure for managing operations which includes reporting and communication lines.

The operational structure for the LDCC will be underpinned by the AIIMS structure and methodology. It is noted though that Quilpie LDMG and Council may be constrained to do five or less people, given its resources at hand during an event.

Duty Statements

This plan contains the duty statements and appointments that have either lead responsibility in the outlined functional areas or contribute to them.

Similarly planning staff need information on future logistic requirements to support future planning. Therefore, elements of operations, plans and logistics can be found in each duty statement.

Refer to the roles and responsibilities section and appendices for further information.

Situation Assessments

Every emergency or disaster will be different. The initial assessment of the disaster is essential in determining the need and composition of the LDCC team. Therefore, it is highly desirable to conduct an accurate assessment of the overall situation as soon as possible. This is achieved with the initial advising of an incident to the Local Disaster Coordinator (LDC) and then referring to another source of information. Once it has been confirmed, a LDMG meeting could be called.

Scalability of LDCC, Tasks and Positions

Different emergencies and disasters will require different levels of staff to support the nature and complexity of the operation. Therefore, the LDC may decide to initially start with reduced staffing within the LDCC only increasing staff when required.

This may result in certain appointments being 'dual hatted', people filling two or more key roles. The tasks listed under each appointment within this plan serve as a guide to those appointments as to which key tasks will be required within the LDCC.

If the event is of such complexity and intensity, some of the duty statements may have to be further divided to sustain operational support. Therefore, the LDC may scale up or down the staffing to suit the event.

LDMG Members / Liaison Officers

LDMG Members are identified as key personnel from local community agencies who are involved in the disaster management process, (*as referenced in the Local Disaster Management Plan)*. In the event an LDMG Member is directly involved in response or recovery operations, an Agency Liaison Officer may be appointed in their place to assist in the LDCC.

Media

Media personnel will NOT be permitted into the LDCC during operations without the prior consent of the LDMG Chairperson. Media permitted to enter the LDCC must be in the company of the LDMG Chairperson or the Local Disaster Co-ordinator or someone specifically designated by them.

A Media Liaison Officer has been appointed through the Local Disaster Management Plan. Any briefings will be conducted in an area outside the LDCC.

Staff Welfare and Management

Whilst the activation of the Local Disaster Management Plan is the responsibility of the LDMG Chairperson, the management of the LDCC is the responsibility of the Local Disaster Co-ordinator (LDC).

The LDCC staff will in most cases be Council personnel supported by Agency Liaison Officers (ALOs) from emergency service organisations and other relevant agencies involved in the event .

ALOs would be the conduit to their own agency each of which is responsible for managing their own resources in the field.

To assist in the management of the LDCC, the role of Room Manager has been created.

In many cases the role of Room Manager may be filled by the LDC however it may also be delegated to appropriately trained individuals as necessary.

The total staffing required in any given activation will fluctuate and be determined by the type, size and location of the event. Minimum staffing levels will be determined by the Room Manager in consultation with the Local Disaster Co-ordinator and/or LDMG Chairperson.

LDMG members or liaison officers will attend the LDCC as required.

Fatigue Management Considerations

Fatigue is physical or mental weariness resulting from exertion or the decreased capacity or complete inability to function normally because of excessive stimulation or prolonged exertion.

The primary cause of fatigue is lack of sleep and/or being awake for too long. A high level of mental effort may also cause fatigue. Fatigue may occur over short periods of time or be built up slowly over time through prolonged activity and accumulated sleep debt.

A critical component in managing fatigue is ensuring that rosters are well planned and provide adequate rest and down time between shifts. In addition, ensure that during shifts, staff are provided with regular rest breaks and meal breaks that are planned and implemented. Provision of supplied meals should be considered.

All staff of the LDCC have a responsibility to ensure the health, safety and welfare of themselves and others during operations.

Where applicable, all LDCC staff (including liaison officers) should refer to their agency specific fatigue management guidelines, policy and procedures.

Rosters

Appropriately trained and skilled staff have been identified in advance to fulfil roles in the LDCC. The roster will be developed to ensure adequate staffing levels within the LDCC and be projected for a number of days in advance. Consideration will be undertaken by LDC relating to the direct hazard event and the LDCC will be scaled in accordance with need.

Rosters will take into account shift overlaps to enable handovers to be undertaken between staff. Rosters will be designed to ensure adequate days off and rest periods between shifts with due consideration given to the conditions of employment of staff including provisions for operational activation.

The rosters will be developed in consultation with the LDC and Room Manager. Where possible Quilpie LDMG will look at implementing maximum times for work shifts during an event to assist in managing fatigue, and allow adequate rest times for those members mobilised.

Key Staffing Positions

The key staffing positions and functions that are to be considered when establishing a LDCC are outlined in the roles and responsibilities section of this document. As an event can become more complex and increases in the number of residents impacted the core roles in the LDCC team can expand and incorporate new roles within their own sections.

A standard LDCC flowchart listing can be found in the Appendices.

Attendance Sheets

An attendance register will be maintained within the LDCC for staff to sign in and out when arriving and departing the centre.

Attendance sheets will be used with the support of rosters to confirm a staff member's attendance and to support payment of salary or wages, where appropriate.

Catering

Council recognises catering is a key consideration for the effective management of staff welfare. Council will establish a Memorandum of Understanding (MOU) with a local organisation to ensure the LDCC catering considerations are met.

Some of the considerations for catering include:

Wholesome, varied and regular meals

Provide wholesome, varied and regular meals to staff, this should also include accessibility of nutritious snacks such as fruit and nuts, drinking water and continuous tea and coffee throughout the day to supplement set meals.

Determine meal times and advise staff

Ensure meal times are scheduled, staff are advised and the times are implemented. Meal times may need to be staggered to ensure the continued operation of the centre.

Cater for special dietary requirements

Ensure any special dietary requirements of staff are known and catered for.

Ensure appropriate food preparation, handling and storage (food safety)

Ensure the use of appropriate caterers hold the appropriate accreditations. Also ensure once food is delivered that the LDCC has appropriate food handling and storage facilities.

Continuous planning for ordering and supply

An Administration Officer in consultation with Logistics will be responsible for the ordering and supply of catering. Planning and ordering in advance where possible. The roster will be provide catering requirements and consider other persons who may require meals but are not included on the roster this may include liaison officers, official visitors, media, disaster management group members.

Council has systems in place to ensure accountability and reconciliation of catering invoices.

Staff Training and Skill Development

Council supports staff training and works with key state agencies to provide appropriate training to provide staff with the skills to perform their role within the LDCC. All staff are provided with appropriate training and the LDCC conducts an annual exercise to ensure staff are familiar with protocols.

Management and Reporting Lines

Staff have a reporting line within the centre with overall coordination of staff management being the responsibility of the Local Disaster Coordinator. Staff have a reporting line through their functional team leader with all team leaders reporting to the LDC and Room Manager.

Handovers and Briefings

Staff are required to conduct a detailed handover with staff coming on shift into the LDCC to take over their role.

The LDC and Room Manager will also ensure regular briefings with all staff and liaison officers during the course of a shift.

Briefing
A briefing is a process of providing information and/or instructions presented in a planned and logical order.

The purpose of a briefing is to ensure that individuals required to undertake a task, manage a project or to participate safely and effectively in an operational activity have sufficient information to do their work effectively and in a timely manner.

Handover
A handover is a process involving the relaying of the current situation in a structured format. This includes 'what has happened?', 'what has been done?' and 'what needs to be done?'. There should be good, shared situational awareness between those involved in the handover by the time it is completed. The handover should be carried out in a suitably quiet location, if the LDCC is noisy and busy.

Refer to appendices for the fact sheets on how to do a briefing and a handover?

Roles and Responsibilities

Effective Disaster Management requires contributions from many different people. To ensure that the key responsibilities are not overlooked, an outline of the key roles is provided for in this section.

A Duty Card System has been developed for the key roles such that the incumbent can utilise the card as a checklist to ensure that key responsibilities are addressed. The Duty Card also serves as a written record of the consideration of the various issues and is able to be utilised as a status report in an end of shift or handover briefing. It is however important to remember that these lists and duty cards may not provide for every responsibility of the incumbent.

Chairperson LDMG has responsibility for ensuring, as far as practicable that the LDMG performs its functions and is the spokesperson for the LDMG.

Local Disaster Coordinator has responsibility for coordinating disaster operations for the local group and to ensure, as far as practicable, that any strategic decisions of the local group about disaster operations are implemented.

Operations Officer has the role of the Operations Officer is to maintain the LDCC operational response to the event by actively seeking and coordinating information and responses about the event(s).

Liaison Officers represent an agency that has a disaster management function within the LDCC. They provide the link between their organisation and the LDCC and provide specialist advice to the Local Disaster Coordinator and Chairperson.

Executive Support Officer prime function is to ensure efficient and effective functioning of LDCC and responsible for overall physical management of the LDCC during operations. Also manage additional positions within the LDCC to ensure the effective functioning as delegated by the Operations Officer.

Tasking Officer assumes an important role within the LDCC as they are the nexus between the message received and the message being actioned.

Administration - The role of the Administration is to receive requests and information and record such requests and information within the LDCC information management system. This will be the Council management system.

Runners/Messengers - the role of runner/messenger is to provide where necessary:

- for the physical movement of information within the LDCC; and
- provide support and assistance to key positions/personnel and the LDCC in general and/or as directed by the Operation Officer, Executive Support Officer and/or Local Disaster Coordinator.
- Security – Reports to the Executive Support Officer. Responsible for maintaining security of LDCC.

Planning Team Leader reports to the Local Disaster Coordinator. Responsible for overseeing the Planning cell functions involving the collection, evaluation, dissemination and use of information. This includes an understanding of the current situation, prediction of the probable course of action and preparing alternative strategies for an event.

GIS Officer is responsible for the collection and recording of data pertaining to the incident. From this information updates can be provided to assist in decision making. It is noted that Quilpie may not have a dedicated GIS officer to assist, however if the resource is secured in the future, this role plays a critical role during event activation.

Intelligence Officer – assist Planning Cell in the collection, evaluation, dissemination, and use of information.

Logistics Team Leader is responsible for overseeing the logistics cell functions involving the coordination of procurement and resource acquisition aspects of the LDCC

Information Technology Communications Officer is responsible for efficiency of all communications information technology processes within the LDCC and the provision of infrastructure within the LDCC to ensure messages can be received and forwarded.

Potential Other Units as required- All report to the Logistics Team Leader:

- Supply Unit
- Facilities Unit
- Finance Unit
- Catering Unit

Public Information Officer is responsible for provision of warnings and information to threatened communities, other stakeholders and the general public, liaison with news media and management of media liaison issues and consultation and liaison with affected communities.

All information is to be approved by the Chair and/or Local Disaster Coordinator or nominated officer prior to release.

- Information and Warnings Officer reports to the Public Information Officer and is responsible for gathering and disseminating timely accurate and relevant information to communities and other stakeholders. Issues warnings to threatened communities.
- Media Liaison Officer reports to the Public Information Officer who liaises with media in relation to the incident and manages media requirements noted by other LDCC team members.
- Community Liaison Officer reports to the Public Information Officer. Engages in two-way communication and liaison with local communities. They arrange and utilise community information channels such as community meetings, newsletters and noticeboards.

LDCC Operations

General

Equipment required to operate the LDCC will be stored at the primary location wherever possible so it can be maintained in a basic state of readiness.

Checks of equipment and readiness of the LDCC form part of preparedness planning and will be conducted on a regular basis.

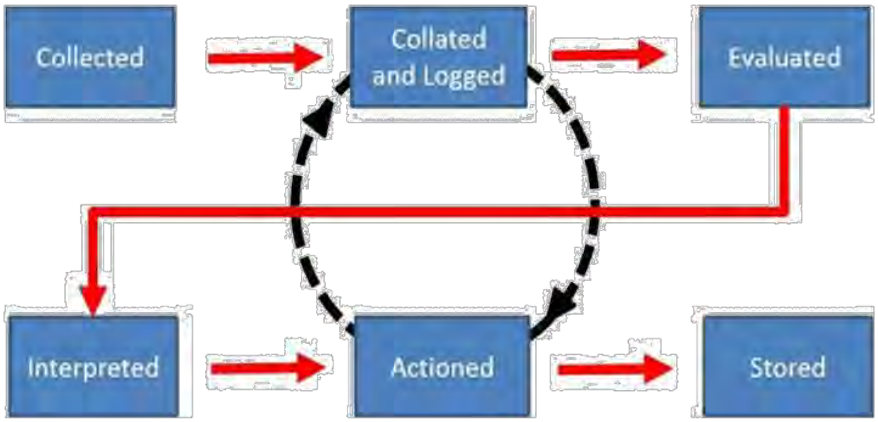
If the LDCC is activated the Room Manager will bring the LDCC to operational level utilising Council staff and resources as required depending on the situation. This will occur at the LEAN FORWARD stage.

The activation of the Local Disaster Management Group will automatically activate the LDCC to STAND UP.

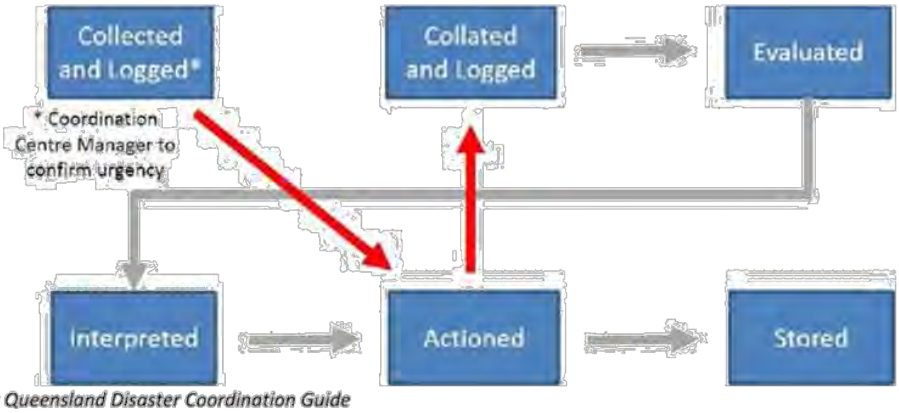
Stationery and equipment for LDCC are located within the Quilpie Shire Administration Office.

Hard copies of all templates and critical disaster management document are located in the office of the Chief Executive Officer.

Information flowchart for LDCC



Urgent information flow for LDCC



Source: Queensland Disaster Coordination Guide

Flow of Information

The primary information management system for the LDCC will be Guardian.

Information received into the LDCC will be managed as follows:

- Receive message form from the logger
- Analyse contents of message form
- Make decision relating to actions required
- Note message form with response agency to be tasked / actions required
- Pass original message form to the tasked agency for action and update maps /status boards etc.
- Pass form to logger for monitoring on bring up system pending return from tasked agency of completed original

Information displays

A large volume of information will pass through the LDCC. To ensure that this information is managed appropriately the following information displays will be maintained in the LDCC.

Refer to the Information Security and Confidentiality fact sheet in appendices.

Operations Display Board

A white board display, showing the working log of all tasks being carried out in the affected area.

Task	Locations	Organisation / Person Responsible	Extra Resources Required	Started	Expected Finish	Next SITREP Due

Note : Clear, timely and accurate displays of information and data provide an easy reference for LDCC staff. This may be in the form of resource boards, map boards or logs. Display boards can include; maps and overlays; hazard impact maps; data on evacuees in evacuation centres; data on number of people evacuated; road closures; offers of support; key contact lists; and resource management information.

Situation Map Board

An up-to-date map of the impacted areas marked with developing or potential threats and known impact information.

SITUATION MAP	*IMPACT INFORMATION*
▪ *Attach or insert an up to date map of the impact area here* ▪ *This map should also be marked with developing or potential threats*	▪ *Known impact information should be attached or inserted here.* ▪ *This will include damage caused, loss of infrastructure, access to affected area, impact upon persons including those evacuated and current locations etc.*

Contact Display Board

Board used to record and display important contact telephone / fax numbers for use during operations.

Name	*Organisation*	*Radio*	*Phone*	*Mobile*	*Sat Phone*	*Fax*	*E-Mail*

Resource Board

This board will display a list of available resources and the deployment status of that resource.

Type	*Location*	*Committed*	*Available*	*Additional / Special / Other*
▪ *What is the resource? (Equipment / Human / Other)* ▪ *Insert name here*	▪ *Where is it?*	▪ *Has it been committed to perform another role yet?*	▪ *Is it being used somewhere else?* ▪ *Is it serviceable?* ▪ *Can it reach where it's needed?*	▪ *Does the resource require transport?* ▪ *Will it need other resources such as fuel / human operators?* ▪ *Are there restrictions on its use?* ▪ *Any other relevant information.*

Maps / Weather Display

This board will display and maintain local maps, up-to-date weather information and flood warnings and any other relevant mapping and recorded information.

Local Maps	*Weather and Flood Warnings*	*Other Mapping or Relevant Information*
▪ *Attach local maps of affected areas to this section.*	▪ *Attach or insert up-to-date weather information, flood warnings, cyclone tracking maps etc, in this section.* ▪ *Ensure time and date issued is noted and where possible note when the next update is due.*	▪ *Attach or insert other relevant maps or information in this section.* *(This may include previous flood levels, other information and trigger points for other actions required such as evacuations.)*

LDCC Administration

Reports

The following reports will be utilised within the LDCC. Note that these forms would ordinarily be completed online in the Guardian disaster management system, although paper forms will also be made available in the event of a disruption to communications *(Templates are provided in Appendices).*

Operations Log

The operations log is a chronological record of incoming and outgoing messages to /from the LDCC. This log is to include all requests for assistance, resources, SITREPS, offers of assistance, etc.

Requests for Assistance

The two types of requests to be recorded are as follows-

- Requests for assistance from Community / LDMG Members will be recorded and directed to the LDC for approval as required.
- Requests for assistance from the LDC will be directed to the LDMG Members or the DDC, as required.

Requests for Resources/Offers of Assistance

- Requests for resources and offers of assistance from Community / LDMG Members will be recorded and directed to the LDC.

Situation Reports (SITREPS)

There are two types of situation reports to be recorded:-

- Situation reports forwarded to the LDCC from LDMG members and response agencies.
- Situation reports forwarded by the LDC to the DDC.

Messages In / Out

These are the reports used to record all messages received and sent from the LDCC.

Duty Cards

These are the forms used to outline the actions required by staff performing roles associated with the LDCC.

Refer to Request for Assistance fact sheet, template and other information in the Appendices.

Communications

General

Communications form a vital component of an effective response and recovery operation. It is essential that staff record ALL information received through the LDCC regardless of how minor it may appear.

During operations numerous calls are received from various sources requesting assistance or information, therefore there is a need to establish early in the operation, communications guidelines. These are as follows:-

i.) General telephone contact number for the LDMG and publication of these numbers.

ii.) Where adequate telephones are installed, designate one telephone as a silent number.

iii.) Where mobile phones are used, arrangements need to be made to provide for alternative means of communication in the event of mobile network failure.

Communication Networks

The communication networks to be utilised are as follows:-

i.) Telephones

This will include the use of landlines, mobile and satellite phones, as required or available. A designated line will be utilised by the LDMG Chairperson and this number will not be provided to unauthorised persons. All key numbers will be displayed on the contact display board, as mentioned above. A satellite phone will be used by the LDMG Chairperson if other networks are inoperable.

ii.) Electronic

This method includes computer and e-mail communications and the Guardian software. The LDMG computers will be equipped with wireless capabilities in the event that other networks are down.

iii.) Radio Networks

Agencies such as Queensland Fire and Emergency Services (QFES) will have their own radio networks and will maintain one in the LDCC wherever possible. Those without their own radio systems will use the UHF/HF radio systems on the channel assigned by the LDMG Chairperson. Note: Quilpie Shire utilises UHF only.

iv.) Media

Some situations will require the release of information through various media sources such as Radio, TV and Print, to provide details or updates for those affected, particularly if other networks are inoperable.

v.) Runners

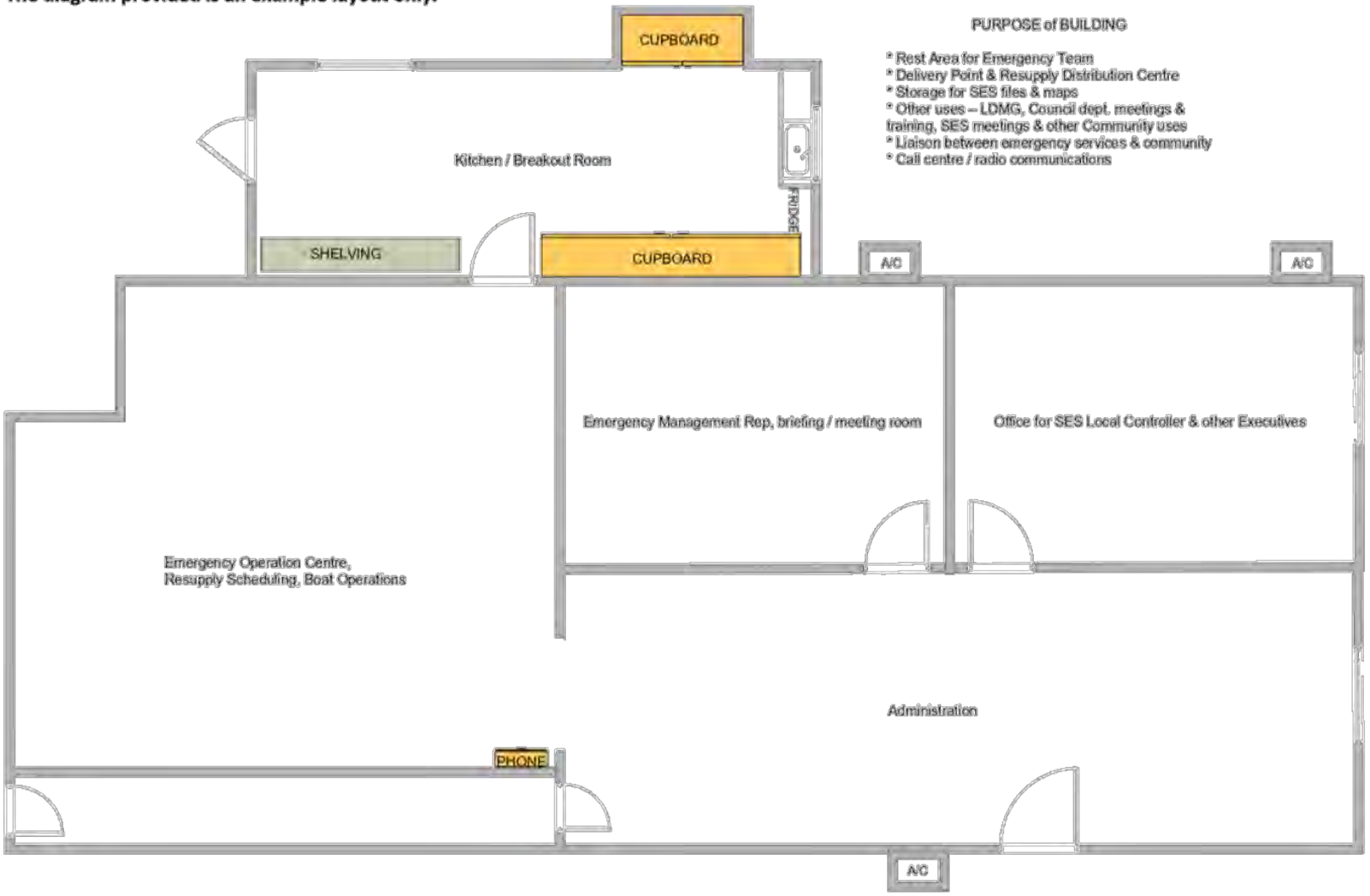
In some cases the only methods available may require runners to physically deliver messages or communications to recipients.

APPENDICES


WHAT'S YOUR
WHAT-IF PLAN?
getready.qld.gov.au
get ready
QUEENSLAND

APPENDIX 1 – Layout of LDCC

The diagram provided is an example layout only.



LDCC layout considerations

Layout and Design Considerations

The dominant principle for the layout and design of a disaster coordination centre is effective information management. Design and layout considerations must provide for effective display and movement of information around the centre.

When developing the layout and design of a disaster coordination centre it is important to ensure the appropriate configuration of functional areas to support the role and responsibilities of staff and functional areas. This will include ensuring staff have access to appropriate equipment and resources to support their role and responsibilities.

A disaster coordination centre needs plenty of space, light and ventilation with a minimum of noise. Consideration should be given to the main incoming telephone lines and radios being in an adjacent room or behind a screen to reduce noise levels.

All standard workplace safety considerations will apply, including the requirement for an evacuation plan to be in place.

Equipment and Resource Considerations

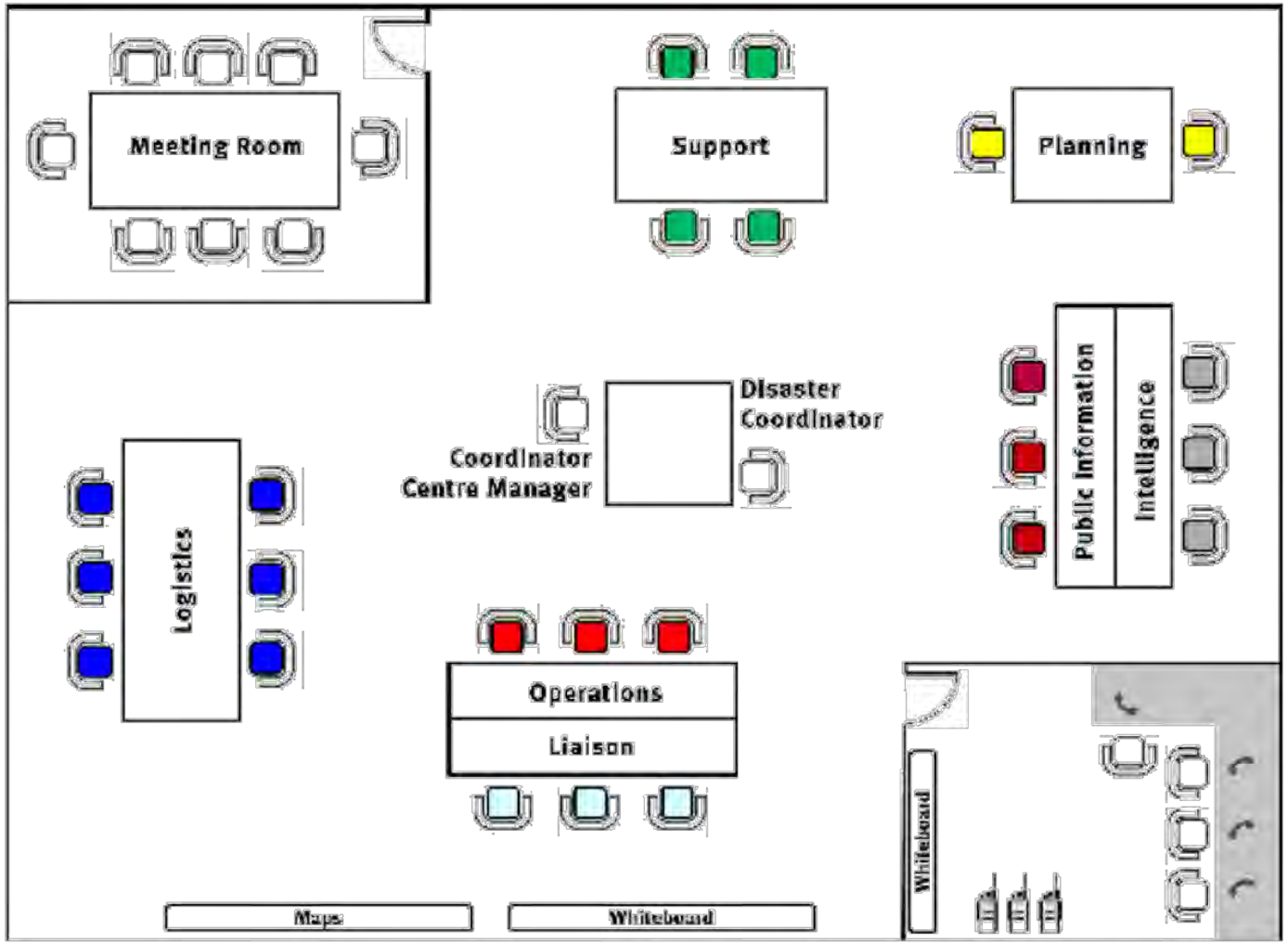
Standard equipment and resource considerations for the effective functioning of a disaster coordination centre will include:

- Communication - phones, faxes, radios
- Information Technology - computers, printers
- Furniture - desks, chairs, meeting tables
- Information display - projectors, whiteboards, map boards
- Time management - clocks (preferably 24 hour)
- Media monitoring - television, radios
- Record management - photocopiers, scanners, file storage
- Consumables - stationery, first aid.

Liaison Officers would normally arrive fully equipped with sufficient resources to perform their role.

Portable resource kits, for example, fly away kits, need to be itemised, stocked and available for situations where the DCC is inaccessible/inoperable

Other example layouts



APPENDIX 2 – Equipment schedule for LDCC

Equipment	Description and Purpose	Responsible Officer	Location
Auxiliary Power Supply, Lighting & Extension Cables	Generators and emergency lighting for the LDCC	Logistics Team Leader/IT Officer	Quilpie Shire Depot
Cooking facilities	Cooking utensils, Garbage bags, Refrigerator, Eskies, Hot water jugs, mugs, cups and eating utensils	Administration Officer	Quilpie Shire Hall
Clocks	For recording of correct times	Administration Officer	Council Boardroom/ Training Room Depot Training Room
Display Boards	For maps and charts	Logistics Team Leader/Planning Team Leader	Walls
Fax	Laser fax required, not thermal paper	IT Officer	Various locations/departments of Council
First Aid Kit	For injuries in the LDCC	Administration Officer	Council Admin Office Council Depot Admin Office
Food Supplies	For staff working in LDCC on shifts	Administration Officer	Catering will be stored in refrigerator.
Forms	Message In, Message Out etc forms	Administration Officer	LDCC Storage Box
Maps	As required	Planning Team Leader	Council Admin Office Council Depot Online
Mobile Phones	As required	IT Officer	IT Services to arrange
Office Equipment	Tables, chairs, bins	Administration Officer/ Disaster Management Officer	Council Admin Office Council Depot
Petrol (unleaded)	Fuel for Generators	Logistics Team Leader	Council Depot
Photocopier/Printer	For use in LDCC	Administration Officer	Council Admin Office Council Depot
PC's	For use in LDCC	IT Officer	IT Services
Two Way Radios	For emergency Channel and Council channel	Logistics Team Leader	Council Depot SES
Telephone Headsets	For all telephones provided within LDCC – to reduce noise impacts	IT Officer	IT Services Council Admin Office
Sleeping Arrangements	Beds, blankets, pillows	Logistics Team	Rest area at each facility Motel

APPENDIX 3 – Request for assistance

Request for Assistance Reference Guide – RG1.196

1. Purpose

A Request for Assistance (RFA) is intended to clearly describe a desired outcome or provide specific details on the resources required to support disaster operations.

1.1. Request for Assistance form (included in this document)

The fields contained in the RFA all provide vital information for those actioning the request and therefore it is most important that each field be correctly completed.

2. Event Description, Date and Time (24hrs)

Official name of the event. Date and time the RFA was prepared.

3. Request Forwarded To and Task Tracking No.

Details, where the request was forwarded to for actioning. This can also be used to track the path through the disaster management system if support is required from another level.

Task Tracking No. (TTN) allows each level within the disaster system to track the request in the event TTN's are different between levels. It also provides a unique reference for each request.

4. To, From, Phone, Mobile and Email

Denotes the intended recipient and who forwarded the RFA and their contact details. It is important to note that the forwarding officer may not be the requesting officer.

5. Requesting Officer's Name, Organisation and 24hr Contact Details

The requesting officer is the person who has first hand knowledge of the request requirements and is therefore best placed to provide additional information.

It is vital this officer remain readily contactable especially if the request is time critical.

6. Delivery Address

Detail the delivery address in such a way that it assumes the delivery operator has never been to that location before. This includes providing additional information that will assist in locating the delivery point e.g. landmarks, GPS coordinates.

7. On-site Contact Person and Phone

Required to identify or confirm particular issues that may not be noted on the RFA, such as a requirement for a forklift to unload the resources. It also enables the final leg of the delivery to be coordinated locally between the transport provider and the on-site officer.

8. Priority

Terms such as "urgent" or "as soon as possible" have little meaning in the provision of resources. A specific time and date provides all parties with a definitive target to work towards. It also enables the identification of issues that will affect the timeframe.

Issues impacting on the ability to meet a timeframe include whether inside or outside of normal business hours, quantities required, acquisition, loading, transport including access issues and unloading.

9. Details of Request

The information provided needs to be **as detailed as possible**. If an outcome is required, be specific about what is to be achieved. If resources are required, ensure unit quantities and any specifications that will assist in acquiring the resources are provided.

Do not use acronyms or jargon, write clearly and be specific. Information considered irrelevant to the requesting officer may be important to those who action the request.

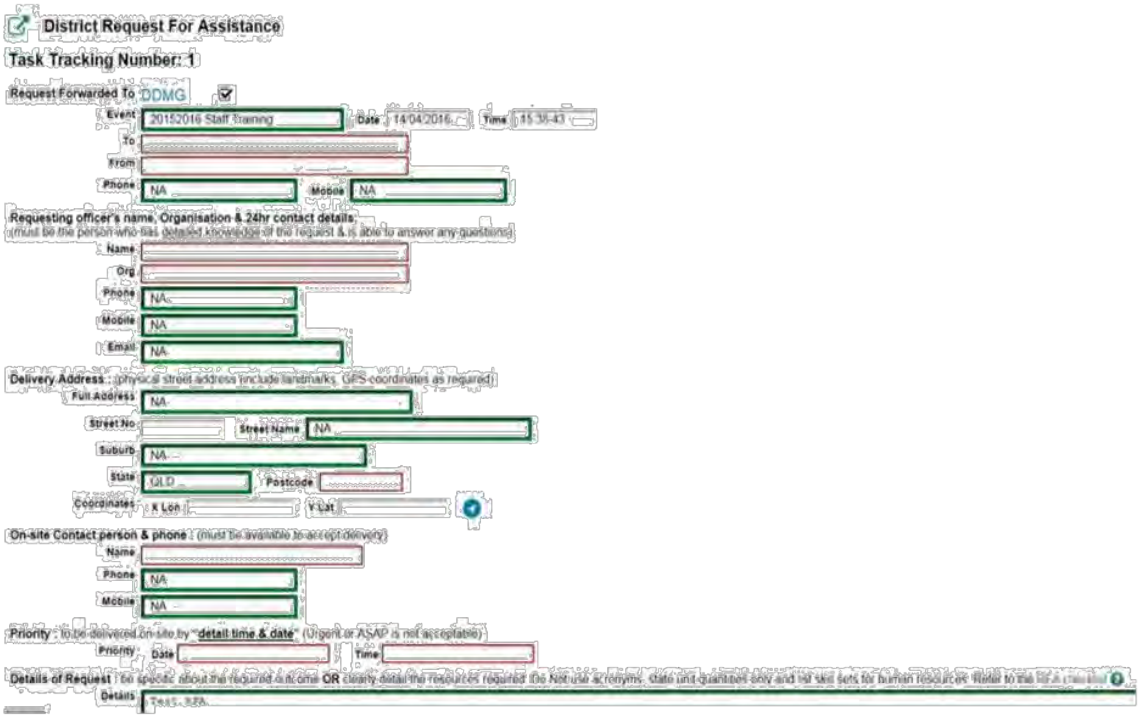
10. RFA Checklist

This provides prompts for specific areas to be considered prior to submitting the request.

11. Authorising Officer

Authorisation indicates the request is legitimate; the information is accurate and the RFA has been completed correctly. Ensure the name is clearly written and signed.

Guardian


District Request For Assistance
Task Tracking Number: 1
Request Forwarded To DDMG
Event 20152016 Staff Training
Date 14/04/2016
Time 15:36:43
To
From
Phone NA
Mobile NA
Requesting officer's name, Organisation & 24hr contact details:
(must be the person who has detailed knowledge of the request & is able to answer any questions)
Name
Org
Phone NA
Mobile NA
Email NA
Delivery Address: (physical street address include landmarks, GPS coordinates as required)
Full Address NA
Street No
Street Name NA
Suburb NA
State QLD
Postcode
Coordinates X Lon
Y Lat
On-site Contact person & phone: (must be available to accept delivery)
Name
Phone NA
Mobile NA
Priority: (to be delivered on-site by "detail time & date" (Urgent or ASAP is not acceptable)
Priority
Date
Time
Details of Request: (be specific about the required outcome OR clearly detail the resources required. Do not use acronyms, state unit quantities only and list skill sets for human resources. Refer to the
Details
Test - RFA

Request for Assistance

F.1.198 Request for Assistance Form

Event:		**Date:**		**Time (24hr):**	
Request forwarded to:	LDMG ☐	DDMG ☐	SDCC ☐	Council to Council ☐	
Task tracking no:					
To:					
From:		**Phone:**		**Mob:**	
Requesting officer's name, organisation and 24hr contact details: (must be the person who has detailed knowledge of the request and is able to answer any questions)					
Name:		**Phone:**		**Mob:**	
Organisation:		**Email:**			
Delivery address: physical street address (include landmarks, GPS coordinates as required)					
Co-ordinates: X Long: Y Lat:					
On-site contact person and phone no: (must be available to accept delivery)					
Name:		**Phone:**		**Mob:**	
Priority : to be delivered on-site by **"detail time and date"** (Urgent or ASAP is not acceptable)					
Date:		**Time:**			
Details of Request: be specific about the required outcome **OR** clearly detail the resources required. Do Not use acronyms, state unit quantities only and list skill sets for human resources. Refer to the Request for Assistance checklist below.					

Request for Assistance Checklist: Ensure the following information is included in the request if applicable:

- Is transport needed
- Any hazardous situations
- Special handling requirements (forklift)
- Any access issues
- Requesting officer noted
- Priority noted
- Are skill sets clearly stated

Authorising Officer

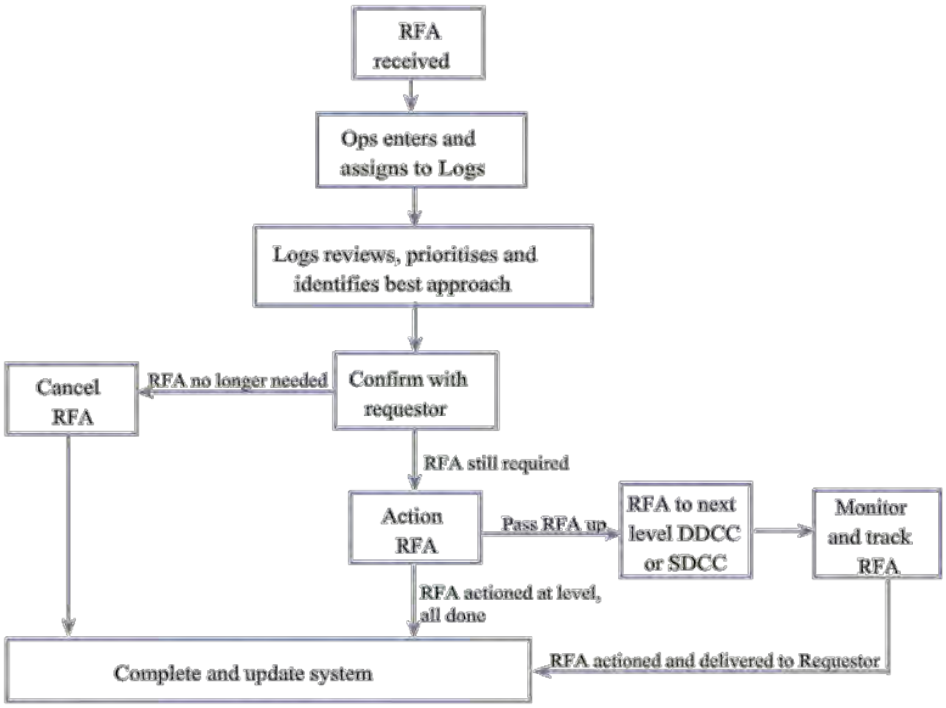
Name:		**Position:**			
Signature:		**Date:**		**Time:**	

DDC Authorisation

Name:		**Position:**			
Signature:		**Date:**		**Time:**	

Manage and Monitor Requests

Managing and monitoring requests for assistance (RFA) will ensure that allocation, receipt and return of the resources (if applicable) is appropriate, and within established guidelines. Flow chart below provides a diagrammatical representation of managing and monitoring a logistics request and steps through the process that should be adopted.



Managing requests for assistance

The management of requests for assistance is a key activity of the liaison officer and involves the following actions:

- **Assess the request for assistance**

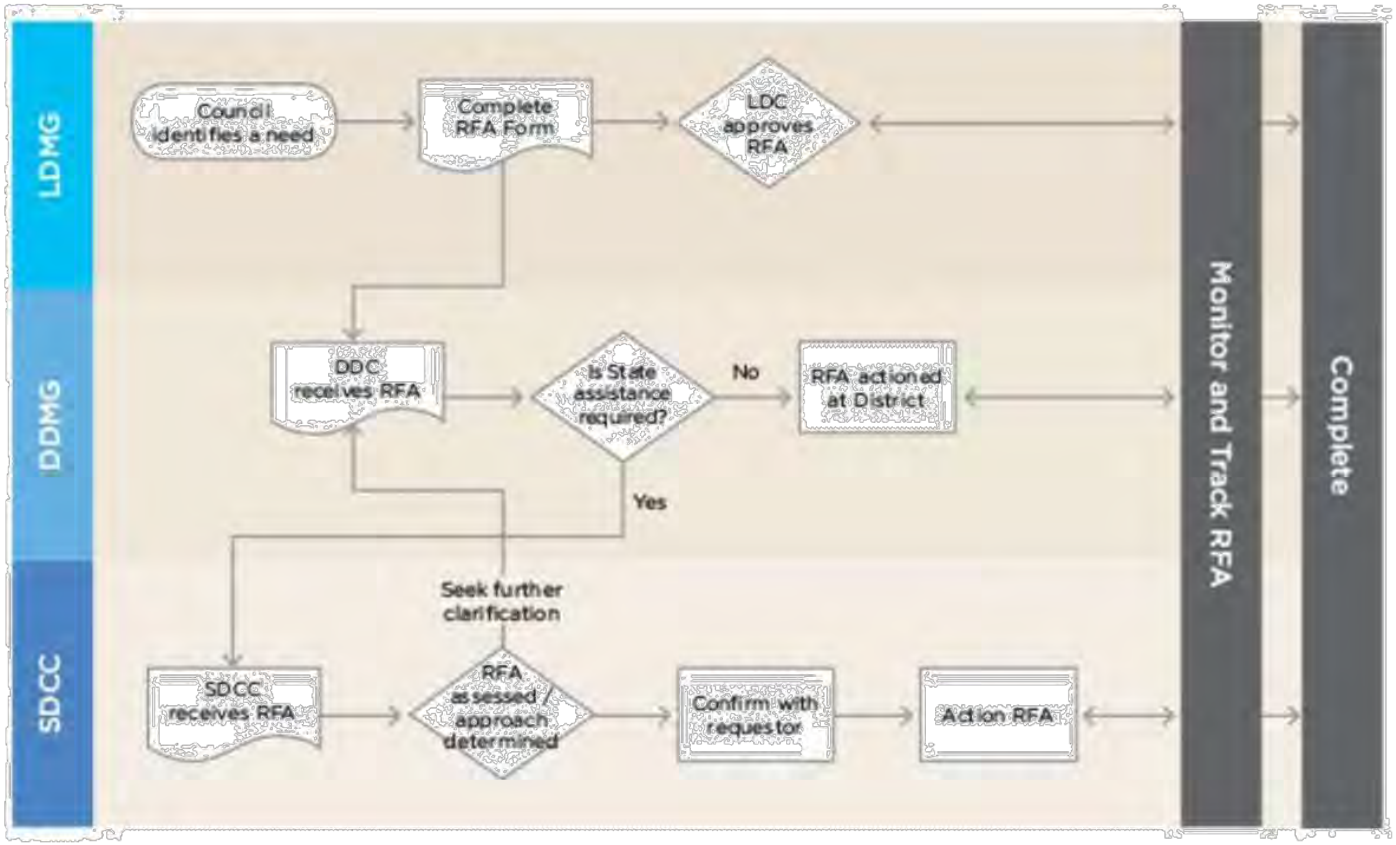
  The request for assistance should be assessed to determine it is an appropriate request for the agency. The request should then be considered to ensure it contains all the required information to enable the appropriate actioning of the request. Where clarification is required this may be sought from the requesting officer.
- **Monitoring request for assistance status**

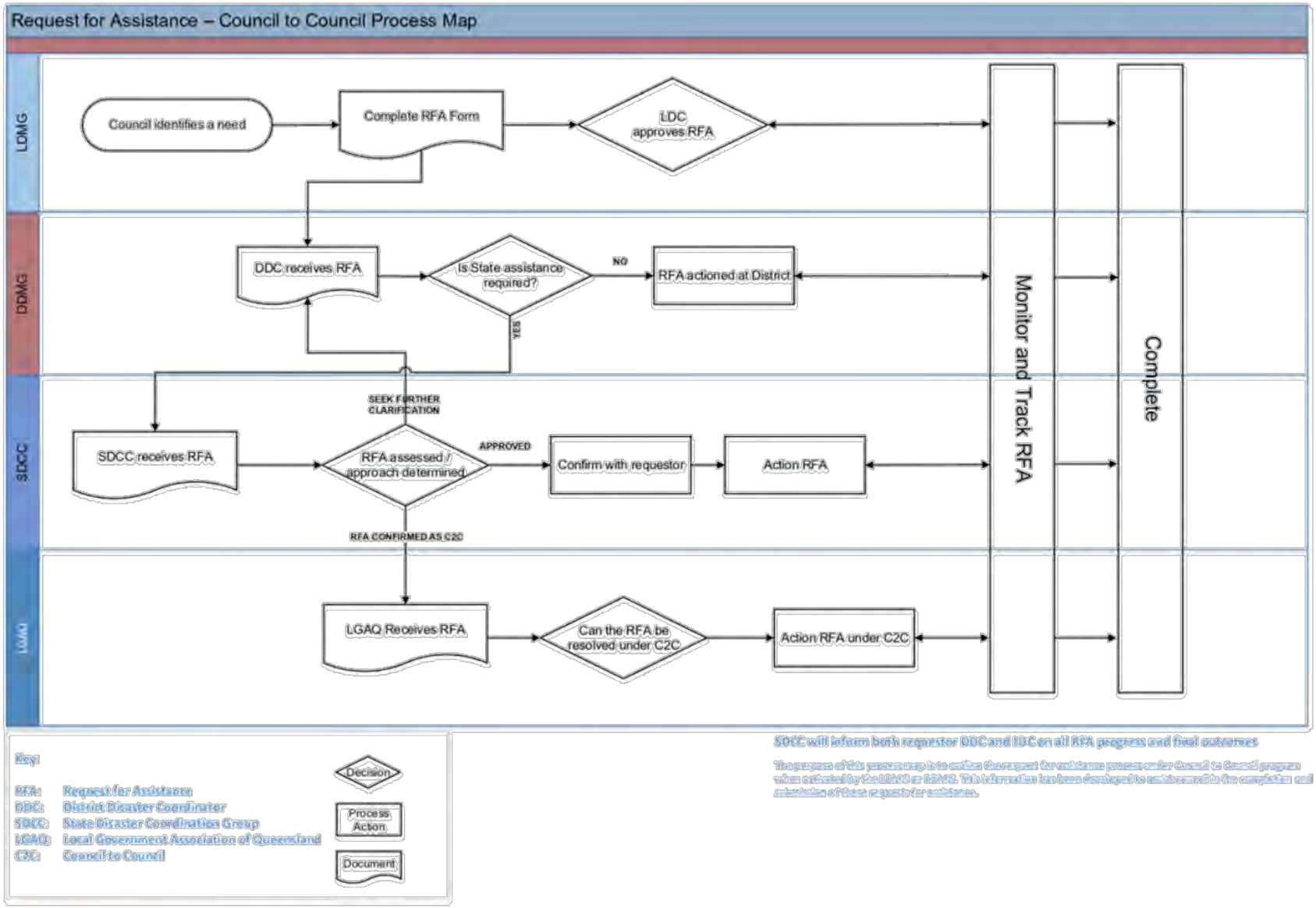
  Monitor and track the request and ensure any issues with its completion are identified and resolved. Ensure accurate recording and reporting on the completion of requests.
- **Interact with other agencies**

  In some instances requests for assistance may require action by more than one agency. Liaison officers should work together to coordinate the completion of the request.
- **Forward Planning**

  Consider future operational requirements which may generate requests for assistance for the agency and undertake contingency planning, including determining the availability of resources, in anticipation of requests. Information will be gained from briefings and meetings.

Managing and monitoring RFA flowchart





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APPENDIX 4 – Emergency supply providers register

T.1.19S Emergency Supply Providers Register Template

Emergency Supply Providers Register XXX Disaster District												
Category	Sub Category	Location	Supplier	Address	Contact Details					Alternative contact	Notes	Stock on hand (if relevant)
					B/h phone	A/h phone	Mobile	Fax	Email			
Aviation												
Bedding												
Chemicals												
Cleaning Items												
Construction												
Food												
Fuel												
Hire Equipment												
Hygiene Products												

Plant & Equipment												
PPE												
Refrigeration												
Sandbags												
Tarps												
Transport												
Waste Management												
Water												

APPENDIX 5 – Duty cards and checklists

Duty Checklist No. 1

Position: **Chairperson, Local Disaster Management Group**
Responsible to: District Disaster Coordinator

The LDMG Chairperson in consultation with the LDMG will be responsible for activating the operations of the LDMG. During times of disaster the LDMG Chairperson will have a large number and variety of tasks to attend to and will therefore delegate authority and tasks to the Local Disaster Co-ordinator.

Task No.	Task Description	Completed
1	Coordinate Disaster Management Operations	
2	Liaise with Local Disaster Coordinator (LDC) and LDMG members	
3	Liaise with control and lead agencies	
4	Provide briefings and updates to DDC, LDMG and staff as required	
5	Approve /provide media releases and briefings to the Media Liaison Officer	
6	Conduct media duties as required on behalf of Council	
7	Assign tasks and duties to staff and volunteers as required	
8	Monitor information received and arrange deployment of resources as required.	
9	Maintain log of people entering/working at LDCC	
10	Maintain security/prevent unauthorised access to LDCC	
11	Ensure that a phone line and number has been designated for sole use of Chairperson.	
12	Ensure that a phone line and number has been designated for sole use for media liaison	

Duty Checklist No. 2

Position: **Local Disaster Coordinator (LDC) - LDMG**
Responsible to: Chairperson, Local Disaster Management Group

Task No.	Task Description	Completed
1	Familiarise self with LDCC and operational procedures	
2	Refer to operational trigger points for LDCC activation	
3	Supervise the staffing and resourcing of LDCC with LDCC Room Manager	
4	Coordinate/obtain resources required for LDCC i.e. Boards, markers, pens, paper, phones etc	
5	Ensure staff/volunteers understand roles, responsibilities and duties	
6	Check fuel requirements for generator or power source as required and make arrangements to re-supply as required.	
7	Conduct briefings for all staff/volunteers commencing duty in LDCC	
8	Arrange meals, drinks etc for LDCC staff	
9	Liaise with Chair LDMG re. requirements for LDCC	
10	Maintain log of people entering/working at LDCC	
11	Maintain security/prevent unauthorised access to LDCC	
12	Ensure that a phone line and number has been designated for sole use as media liaison.	
13	Perform other duties as required by the Chair LDMG	
14	Provide briefing to Deputy LDC	
15	Maintain contact lists	
16	Collate logs of operators	
17	Monitor hours performed by LDCC operators and transition of duties during changeover of staff.	
18	Liaise with works manager to maintain provision of physical resources for running LDCC	
19	Maintain area for charging/recharging radio & phone batteries	
20	Establish and maintain financial management systems in relation to all disaster operation expenditure	
21	Forward planning to ensure resources are adequate throughout the operation	
22	Liaise with the DDC regarding support from the DDMG	
23	Overview the development and submission of LDMG SITREP's to the DDMG	
24	Liaise with works manager to maintain provision of physical resources for running operations	
25	Maintain an overview of disaster operations to ensure that all tasks are completed in a timely manner	
26	Ensure comprehensive documentation/record keeping of all aspects of the disaster operations are maintained and retained for future reference	

Local Disaster Co-ordinator

The *Disaster Management Act 2003* outlines the general role of the Local Disaster Co-ordinator. Section 36 of that act provides as follows: -

"The Local Disaster Co-ordinator has the following functions -

(a) to co-ordinate 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."

i.) General

a) Oversee the production of a Local Disaster Management Plan and its adoption by the LDMG and Council.

b) Ensure that the LDMG meet regularly and are kept up-to-date regarding disaster management developments.

c) Implement actions arising from meetings of the LDMG.

ii.) In the event of an incident

a) Appoint a Room Manager or commence the role of that position.

b) Relay all official warnings to the Officer in Charge of the lead agency in the affected area.

c) Request regular Situation Reports (SITREPS) from the lead agency, and establish timeframes for same, i.e. hourly, or three (3) hourly.

d) Establish early contact with QFES Emergency Management Coordinator and the DDC

e) Relay SITREPS to the DDC and the QFES Emergency Management Coordinator.

f) Review all requests for assistance and present to the LDMG as required.

g) If outside assistance is required, prepare an official request to the DDC .

h) Conduct initial and periodic briefings for all staff / volunteers in the LDCC to ensure that they are kept fully informed on all decisions and actions taken by the Local Group.

i) Liaise with the LDMG Chair regarding requirements for disaster operations.

j) If being relieved, provide a briefing to the relieving co-ordinator.

k) Perform other duties as required by the LDMG Chairperson.

Local Disaster Coordinator

Duty Card	**Local Disaster Coordinator**
Reports to:	LDMG Chair
Functional Area	Command (White Tabard or other identifiable clothing (eg cap)

RESPONSIBILITIES

1. The LDC is responsible for the overall coordination of the disaster response at a local level. This includes the coordination of disaster operations in the LDCC and reporting regularly to the local group about disaster operations.
2. The LDC is to ensure that any strategic decisions of the local group about disaster operations are implemented through the LDCC.
3. The LDC is responsible for the supply of resources and staff for the effective operation of the LDCC.

IMMEDIATE ACTIONS WHEN LDCC ACTIVATED

- Commence a personal log to document decisions and conversations
- Deliver LDCC initial brief
- Review initial SITREP for approval and release by the Chair to the DDC

DURING DISASTER

- Forward planning and oversee the operation of the LDCC
- Liaising with the District Disaster Coordinator (DDC)
- Liaising with agency heads and community leaders
- In consultation with the Chair, determine trigger points for the issue of public warnings and evacuation
- Maintain an overview of the entire event through the intelligence supplied
- Review SITREPs with the Chair and send to the DDC once approval for release by the Chair • Deliver LDCC State Update brief

POST DISASTER

- Oversee post-disaster actions on behalf of the LDMG Chair when required
- Ensure all information is recorded and filed correctly
- Oversee the claiming of expenditure following the event.
- Contribute to the post-disaster debrief and review
- Oversee the development of the post-disaster report.

Duty Checklist No. 3

Position: **LDCC Room Manager**
Responsible to: Local Disaster Coordinator

Task No.	Task Description	Completed
1	Familiarise self with LDCC and operational procedures	
2	Familiarise self with LDCC Standard Operating Procedures	
3	Assist the LDC with LDCC setup and operations, tasking, rostering and briefing all LDCC staff.	
4	Answer calls and disseminate information in accordance with SOP and protocols.	
5	Perform duties as required by the Chair LDMG or LDC	
6	Maintain log of calls received and actions	
7	Update action boards etc as required	
8	Advise LDC if need to leave LDCC arises e.g. toilet breaks etc	
9	Provide status report to Chair, LDCC Coordinator or relief staff as required.	
10	Ensure logs are provided to LDCC Coordinator	
11	Manager LDCC Room and Staff, including welfare checks	
12	Assist the LDC with the tasking and briefing of LDCC staff.	
13	Provide LDC and Chairperson with accurate, timely information regarding all disaster operations	
14	Assist with the development and monitoring of LDCC staff rosters to ensure fatigue management is maintained	
15	Draft SITREP's for the LDC	
16	Screen operational information and interrupt and prioritise actions as required	
17	Liaise with the Liaison Officers and the LDC to facilitate the support at a local level	
18	Ensure information displays and logs are accurate and up to date	
19	Forecast other threats and responses that maybe required for forward planning	
20	Past difficult decisions to the LDC as required	
21	Maintain and overview of all LDCC operations to ensure information flow is maintained and all tasks are completed in a timely manner	
22	Monitor the resources and tasks of liaison officers	

Room Manager

The Room Manager is responsible for the operation of the LDCC, as delegated by the LDC. It is expected that this role will also be performed by the Local Disaster Co-ordinator unless a delegation is made to an appropriately qualified or experienced person.

Key responsibilities of the Room Manager are:-

i.) General

b) Overseeing the operations of the LDCC, including information and resource management systems.

c) Appointing LDCC staff and tasks.

d) Welfare requirements of LDCC staff.

e) Rosters and relief of LDCC staff.

f) Advising and assisting the Chairperson or Local Disaster Co-ordinator as required.

ii.) In the event of an incident

b) Activate and staff LDCC to suitable levels.

c) Familiarise self with LDCC.

d) Coordinate / obtain resources required for LDCC i.e. whiteboards, stationery, etc.

e) Establish communications systems in accordance with the standard operating procedures.

f) Establish display boards as outlined in the SOP.

g) Commence Running Sheets to record all activities of the LDCC.

h) Relay SITREPS prepared by LDC to DDC and QFES Emergency Management Coordinator.

i) Oversee staff responsible for the recording of all inward telephone calls and requests for assistance and forward such requests to the relevant agency or committee for action.

j) Collate logs of operators.

k) Arrange meals, drinks, etc for LDCC staff

l) Maintain log of people entering / working at LDCC.

m) Maintain security / prevent unauthorised access to LDCC.

n) Maintain contact lists.

o) Monitor hours performed by LDCC operators and transition of duties during change over of staff.

p) Maintain area for charging / recharging radio & phone batteries.

q) Provide briefing to following Manager (if to be relieved).

r) Liaise with LDC regarding requirements of the LDCC.

Duty Card	Coordination Centre Manager/ Room Manager / Operations Office
Reports to:	Local Disaster Coordinator
Functional Area	Command (White Tabard or other identifiable clothing (eg cap))

RESPONSIBILITIES

1. Responsible for the overall management within the LDCC in consultation with the LDC. Including operations, logistic support, agency liaison, LDCC staff and administrative support.
2. In a large event that requires a dedicated manager within the LDCC the LDCC Coordination Centre Manager assumes overall responsibility for management within the LDCC and alternative locations

IMMEDIATE ACTIONS WHEN LDCC ACTIVATED

- Commence a personal log to document decisions and conversations
- Supervise the establishment of the LDCC
- Organise the staffing of the LDCC
- Start LDCC sign in register and ensure staff sign in
- Distribute duty cards to all staff on arrival
- Check generator and communications equipment
- Attend the LDMG initial brief
- Review and deliver initial SITREP to LDC for approval and release by the Chair to the DDC

DURING DISASTER

- Oversee the operation of the LDCC
- Oversee status boards and operation logs ensuring they are up to date
- Review and deliver SITREPs to the LDC and LDMG for approval and release by the Chair
- Manage the collation of all documentation for follow-up investigation, compensation, insurance and litigation purposes
- Ensure team rotations occur and back-ups are arranged for the LDCC and other support staff
- Supervise the recording of all actions, decisions and events.
- Ensure an effective handover is achieved for shift changes

POST-DISASTER

- Ensure all information is recorded and filed correctly
- Conduct post-disaster debrief and review

Duty Checklist No. 4

Position: **LDC Assistant (Runner)**
Responsible to: Local Disaster Coordinator

Task No.	Task Description	Completed
1	Familiarise self with LDCC, operational procedures and LDCC SOP	
2	Assist LDC to obtain resources required for LDCC i.e. Boards, markers, pens, paper, phones etc	
3	Monitor fuel levels for generator or power source as required and advise Coordinator of status.	
4	Assist LDCC Room Manager as required	
5	Assist in the provision of meals, drinks etc for LDCC staff	
6	Charge/recharge radio & phone batteries and maintain log of charge levels	
7	Perform all other duties as required by LDC	
8	Answer calls and disseminate information in accordance with SOP and protocols.	
9	Perform duties as required by the LDC or LDCC Room Manager	
10	Maintain log of calls received and actions	
11	Update operational and display boards etc as required	
12	Provide status report to LDC, LDCC Room Manager or relief staff as required.	
13	Ensure logs are provided to LDCC Room Manager	

Duty Checklist No. 5

Position: **LDCC Staff**
Responsible to: LDCC Room Manager

Task No.	Task Description	Completed
1	Familiarise self with LDCC	
2	Assist LDCC Room Manager to obtain resources required for LDCC i.e. Boards, markers, pens, paper, phones etc	
3	Monitor fuel levels for generator or power source as required and advise of status.	
4	Assist LDCC Room Manager to maintain provision of physical resources for running LDCC	
5	Assist in the provision of meals, drinks etc for LDCC staff	
6	Provide security and cleaning of the LDCC	
7	Perform all other duties as required by LDC and the LDCC Room Manager	

LDCC Operators can perform a number of varied roles and tasks. Operators may perform one or more of the below tasks as needed depending on the type and length of disaster operation or the number of staff available for duty in the LDCC.

In addition to the Room Manager, LDCC staff may be allocated to a number of functions depending on the requirements of the event. One person may also perform a number of functions depending on size and urgency of the event. These functions can include:

- **Intelligence** – Responsible for supporting all coordination centre functions by gathering, analyzing, maintaining and reporting information and ensuring situational awareness
- **Logistics** – Responsible for the overall management of resources provided to ensure continuous logistical support during and event
- **Operations** – Responsible for coordinating information flow and working with every function, role and member agency to achieve the mission
- **Planning** – Responsible for a systematic approach that considers the event objectives and prepares preemptively for the next stage or focus of disaster operations
- **Liaison** – Undertaken by an officer who will be the primary point of contact between their respective agency and the coordination centre during activations
- **Support** – including
  - Public Information/Communications/Media
  - Administration
  - Loggers
  - Call Centre Operators
  - Mapping
  - Information Technology

Duty Checklist No. 6

Position: **Media Liaison Officer**
Responsible to: Chairperson, Local Disaster Management Group

Task No.	Task Description	Completed
1	Ensure phone line and number has been designated for sole use as media liaison.	
2	Ensure LDMG and relevant stakeholders are aware of phone number and number is displayed prominently in the LDCC	
3	Advise media outlets of designated phone number	
4	Coordinate requests from media for information and updates	
5	Obtain updates and media releases from the Chair, LDMG or their appointed representative	
6	Provide media outlets with press releases and updates approved by the chair person LDMG. Information and press statements are NOT to be provided unless approved by Chair or appointed delegate	
7	Liaise with Media Liaison Officers of control and lead agencies as required.	
8	Brief assistant Media Officer of arrangements and actions taken so far in event you are busy or absent from the LDCC.	
9	Log all actions and calls received with contact numbers for follow up by Chairperson if required. Calls from media are NOT to be diverted to the Chairperson or their delegate during operations.	
10	Perform other duties as required by the Chair or LDCC Coordinator	

Duty Checklist No. 7

Position: **Director Engineering Services**
Responsible to: Local Disaster Coordinator

Task No.	Task Description	Completed
1	Liaise with LDCC Coordinator as to needs and requirements for LDCC	
2	Arrange delivery of generator or other power source for LDCC	
3	Maintain power supply to LDCC, obtain fuel for generator or power source as required and make arrangements to re-supply as required.	
4	Provide resources requested by Chairperson or LDCC Coordinator i.e. Boards, markers, pens, paper, phones etc	
5	Assist in maintaining communication e.g. Delivering radio, phones or other equipment as required	
6	Provide updates to Chairperson on areas of responsibility impacting on operations such as road closures, damage to infrastructure, structural issues etc	
7	Log all requests and actions taken	

Duty Checklist No. 8

Position: **Information Communications Officer**
Responsible to: Local Disaster Coordinator

Task No.	Task Description	Completed
1	Liaise with LDC as to needs and requirements for LDCC	
2	Arrange provision, delivery, installation and maintenance of communications and IT equipment for LDCC	
3	Perform other duties as required by the LDC or the LDCC Room Manager	

DUTY CARD	**Communications/Media Officer**
Reports to:	Local Disaster Coordinator
Functional Group	Media (Dark Blue tabard or other identifiable clothing (eg cap))

RESPONSIBILITIES

1. Responsible for all media releases and coverage for the event
2. Development of public information for release using various systems to the community

IMMEDIATE ACTIONS

- Commence a personal log to document decisions and conversations
- Attend the LDCC initial brief
- Issue of media release advising of activation of LDCC and public telephone numbers for the community members to seek assistance
- Assist in developing an initial media strategy for communicating with media throughout the disaster

DURING DISASTER

- Provide update to social media sites
- Preparation and dissemination of all community and media information
- Preparation and release of accurate and regular information and warnings in regards to LDMG response and recovery operations;
- Dealing with all media enquiries in regards to LDMG response and recovery operations;
- Ensure that Local Disaster Coordinator is kept informed in relation to media issues;
- Regularly update the Local Disaster Coordinator and Chairperson in regards to media enquiries and associated issues;
- Monitor all media coverage of the event and immediately advise the Local Disaster Coordinator of any contentious issues;
- Arrange for opportunities to promote positive issues relevant to operations

POST-DISASTER

- Participate in post- disaster review

Duty Checklist No. 9

Position: **Communications/Administration Officer**
Responsible to: Local Disaster Coordinator

Task No.	Task Description	Completed
1	Receive and record all information coming into and out of the LDCC	
2	Pass all messages, requests for assistance and other information to the Operations Logger	
3	Pass all urgent information or requests for assistance to the LDCC Room Manager	
4	Have the knowledge and understanding in the operation of telephones, radios, fax, and computer systems	
5	Perform other duties as required by the LDC or the LDCC Room Manager	

Duty Card	**Administration Officer**
Reports to:	Local Disaster Coordinator
Functional Area	Administration (green tabard)
RESPONSIBILITIES	
1. Responsible for the overall effective operation of the administrative roles within the LDCC	
IMMEDIATE ACTIONS	
• Assist to set up LDCC if required	
DURING DISASTER	
▪ Maintain administrative support for the centre including staff rosters, well-being and safety ▪ Ensure all information is recorded into appropriate areas ▪ Provide assistance to external agencies as required	
POST-DISASTER	
▪ Participate in post-disaster debrief and review	

Duty Checklist No. 10

Position: **Agency Liaison Officer**
Responsible to: Relevant Organisation

- Maintain and operate communications between their organisation and the LDCC
- Have authority to commit resources in support of operational needs.
- Provide advice to the Chairperson, Local Disaster Co-ordinator and LDCC staff on capabilities and characteristics of their organisation.
- Inform the Chairperson, LDC and LDCC on actions taken or requirements of their organisation.
- Convey the Chairpersons requests or advice to their individual organisation.

Task No.	Task Description	Completed
1	Provide specialist advice to the LDC	
2	Provide advice to the LDC on capability on the resource and requirements of their Agency	
3	Task their Agency as required by the LDC	
4	Maintain situation awareness and report regularly to the LDC	
5	Maintain records of expenditure and assets utilised during the event	
6	Perform other duties as negotiated by the LDC or the LDCC Room Manager	

Duty Checklist No. 11

Position: **Logging Officer / Administration / Call Centre Operator**
Responsible to: Local Disaster Coordinator

Logger/Call Centre Operator

a) Accurate and immediate recording of incoming and outgoing information.

b) Receive message forms from telephone reception.

c) Ensure messages are numbered chronologically.

d) Maintain log.

e) Enter brief details of message on log.

f) Pass messages/tasks/RFAs to Room Manager for action.

g) Ensure actioned items / requests are written off on log and details added to log entry.

h) Maintain bring up system to ensure log items are written off as required.

Duty Card	**Logging Officer**
Reports to:	Local Disaster Coordinator
Functional Area	Operations (Red tabard)
RESPONSIBILITIES	
1. The Loggers are responsible for ensuring all incoming correspondence and calls to the LDCC are logged either in a manual log or electronic log.	
IMMEDIATE ACTIONS	
Assist in the set-up and preparation of the LDCC	
DURING DISASTER	
▪ Ensure all incoming telephone messages are recorded in the event log ▪ Ensure all ingoing and outgoing messages are recorded in the event log ▪ Ensure all incoming emails are recorded in the event log ▪ Ensure outstanding items in the event log are reported to the Local Disaster Coordinator as required.	
POST-DISASTER	
▪ Assist with the collection and filing of all documentation from all groups ▪ Participate in post-disaster debrief and review	

DUTY CARD	Finance Officer
Reports to:	Local Disaster Coordinator
Functional Area:	Administration (Green Tabard or other identifiable clothing (eg cap))
RESPONSIBILITIES	
Responsible for the financial recording of the event 1. Responsible for the capture of all expenditure within the LDCC 2. Ensure the Logistics Officer is providing complete details of expenditure 3. Ensure Council resources used in the Coordination centre are being recorded with emphasis on cost capture for all activities that are beyond normal Council functions.	
IMMEDIATE ACTIONS	
Report to the Local Disaster Coordinator for instructions	
DURING DISASTER	
Provide finance support as required	
POST-DISASTER	
• Assist in DFRA applications • Participate in post-disaster debrief and review	

Duty Card	Intelligence Officer
Reports to:	Local Disaster Coordinator
Functional Group	Intelligence (Grey Tabard or other identifiable clothing (eg cap))

RESPONSIBILITIES

1. The Intelligence officer supports the LDC and LDCC with an accurate, timely, clear and concise picture of the situation.
2. Supports current and future operations within the LDCC.
3. Collect information from the Operations

IMMEDIATE ACTIONS

- Commence a personal log to document decisions and conversations
- Attend the LDCC initial brief.
- Assist in ensuring information on status boards (where implemented) is accurate, up to date and easily read;

DURING DISASTER

- Collection of information from responding agencies
- Screen and access information received and provide advice on the required actions
- Predict how weather changes may affect operations;
- Peruse recorded information for relevant information to assist in forward planning;
- Ensure that the Local Disaster Coordinator is immediately informed of significant or contentious issues that may attract media attention
- Prepare SitReps
- Prepare Damage Assessment information

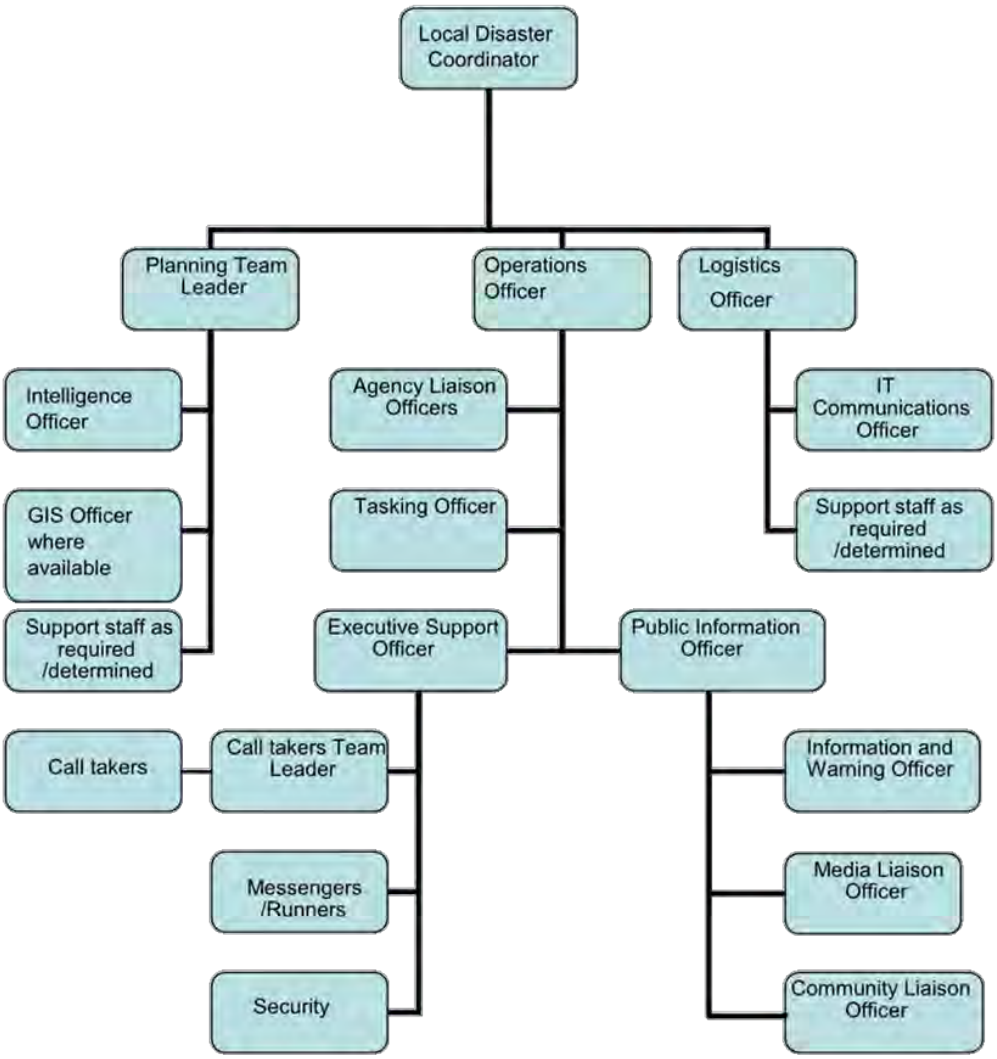
POST-DISASTER

- Collect and file documentation from all groups
- Participate in post-disaster review

DUTY CARD	Logistics Officer
Reports to:	Local Disaster Coordinator
Functional Area:	Logistics (Blue tabard or other identifiable clothing (eg cap))
RESPONSIBILITIES	
1. Responsible for the overall management of resources for the event 2. Responsible for the overall management of resources for the coordination centre	
IMMEDIATE ACTIONS	
▪ Assist in the set-up and preparation of the LDCC ▪ Organise supplies	
DURING DISASTER	
▪ Purchase equipment and suppliers required for operations ▪ Ensure records of all financial transactions are kept. ▪ Arrange catering and resupply of consumables for staff and visitors to the LDCC	
POST-DISASTER	
▪ Assist with the collection and filing of all documentation from all groups ▪ Participate in post-disaster debrief and review	

APPENDIX 6 – LDCC staffing positions flowchart

Flow chart of **standard LDCC** staffing positions:
Note: It is likely that due to staffing levels at Quilpie Shire Council and at supporting agencies, that several staff may carry out multiple tasks/positions during an activated event. Staff should be aware of those assigned roles as part of exercises throughout the year. The duty cards provide an overview of the role and responsibilities.



APPENDIX 7 - LDCC situation report

Situation reports

Situation reports are utilised to report relevant information on the current situation to disaster management stakeholders at local, district, State and Australian Government levels. Situation reports include information on the current situation including major activities undertaken, major resources in use, prognosis and expected future activities, challenges and anticipated solutions, and resources anticipated. The format, content and timings of situation reports are agreed between levels.

Situation Reports are point-in-time reports that highlight the current and projected situation, resources, issues and risks associated with an event.

Prepare situation reports

The intelligence function will correlate relevant information and intelligence to prepare a situation report that is disseminated appropriately.

Reporting flow:



T.1.228 LDCC Situation Report

Quilpie Local Disaster Coordination Centre

Event		
Sitrep No:	**Date:**	**Time period:**
Distribution:		
• *<insert District>* District Disaster Coordination Centre • (others)		
From:		
<insert Local Government> Local Disaster Coordination Centre Phone: *<Insert Number>* Facsimile: *<Insert Number>* Email: *<Insert Email Address>*		

Summary

Impacts

Emerging Issues

Key Messages

Approval

		Signature	Date:	Time:
Prepared by:				
Approved by:		**Signature**	**Date:**	**Time:**

APPENDIX 8 – Critical decision log

LDMG CRITICAL DECISION LOG
Note: The purpose of this document is to record any critical decisions made concerning the direction of management during a disaster event, providing the circumstances in which the decision was made and the results of that decision. This document then needs to be included in any post event debriefing documents where it needs to be locked to prevent any alteration.

Region:		**District:**		**LDMG:**		**Event:**	
Date:		**Time:**		**Location:**			
Situation discussed:							
Person/s present:							
Issues considered:							
Resultant Decision:							
Notes:							

APPENDIX 9 – Resupply request form

Refer to Resupply sub-plan for more information including public communication and brochure. Refer to Queensland Resupply Manual M.1.205 for detailed information.

F.1.206 Resupply Request Form

Isolated Community Resupply Request Form

Retail Outlet or Isolated Community is to complete form and forward to the Local Disaster Coordination Centre (LDCC)

To: (Local Govt to enter details)		**From:**	
LDCC Fax:		**Telephone:**	
LDCC Ph:		**Facsimile:**	
Email:			

Date	**Time**	**Request Number:** (To be numbered consecutively)

FOODS AND BASIC GOODS RESUPPLY REQUEST DETAIL	
Location:	
Has the wholesaler been contacted and advised of the situation?	
Total Weight of Supplies Requested:	Kilograms

CERTIFICATION

I hereby certify that a resupply operation is necessary to maintain the physical and/or psychological welfare of the community and/or properties.

Signature:		**Name:**	
Position:		**Organisation:**	

List Wholesale Outlets (if more than one) and order requirements for air carriage, loads to be in kilograms (Kg). For sea carriage, loads to be in cubic metres (m3).

Name of Business:	**Fruit and Vegetables:**	**Dry Goods:**	**Frozen/Chilled:**
	Kg/m3	Kg/m3	Kg/m3
	Kg/m3	Kg/m3	Kg/m3
	Kg/m3	Kg/m3	Kg/m3
	Kg/m3	Kg/m3	Kg/m3

NOTE: Frozen / chilled food only to be carried if absolutely 'essential', if approved by the Disaster Coordination Centre organising the resupply transport, and if properly packed by the Wholesaler to ensure preservation for entire journey until retailer/community take delivery. Weight of frozen/chilled food to include weight of ice and packaging.

LDCC USE ONLY			
Is the local government able to resupply the isolated community utilising available resources?	YES / NO		
Action Taken:	LDCC complete resupply / LDCC request State resupply		
Approval Number:		Order Number:	
Above Action Certified By:			
Position:	Local Disaster Coordinator		

If LDCC requires assistance to resupply the isolated community it must complete this section of the form and forward to DDCC. DDCC to review and forward to SDCC.

Last date normal supplies received:	
Have ALL local food supply outlets and hospitals been contacted:	
Are mail services to area being maintained:	
If No (detail):	
Total Weight of Supplies Requested:	Kilograms
If approved, date supplies required:	

CERTIFICATION			
I hereby certify that a State resupply operation is necessary to maintain the physical and/or psychological welfare of the community and/or properties.			
Signature:		Name:	
Position:		Organisation:	

DDCC/QFES LIAISON USE ONLY			
Action taken:			
A) Request to Deputy Commissioner QFES:			
B) Quotes for air/road transport:			
Details of Quotes:			
Quote 1:			
Quote 2:			
Quote 3:			
C) Reply to Local Authority:			
D) Approval Number:		Order Number:	
Above Action Certified By:			
Position:	DDC		
Signature:			

APPENDIX 10 – Sample - LDCC staff registration form

Staff Registration Form

Local Disaster Coordination Centre

Operation: Date: / /

Name Print	Organisation Print	Time In	Time Out	Signature

APPENDIX 11 – Sample - LDCC operational contacts status board

Operational Contacts Status Board

Local Disaster Coordination Centre

Operation: Date: / /

Agency	Name / Position	Telephone	Fax

APPENDIX 12 – Sample - LDCC resource allocation

Resource Allocation

Local Disaster Coordination Centre

Operation: Date: / /

Date	Resources Supplied	Origin of Resources	Destination of Resources	Person Responsible	Returned

APPENDIX 13 – Sample - LDCC operations log

Operations Log

Local Disaster Coordination Centre

Operation: Date: / /

No.	Time In	Source	Information or Request	Agency Tasked	Action Taken	Time Completed

APPENDIX 14 – Sample - LDCC message form

Sample - Message Form

Local Disaster Coordination Centre

Operation: Date: / /

Time: _____hrs Operations Log No. _____

URGENT / ROUTINE FROM:

NAME:

ADDRESS:

PHONE

FAX NO

MESSAGE / REQUEST: (If email message, ATTACH copy to rear of this form)

_____
_____
_____
_____

NAME of Recipient Signature of Recipient

_____

ACTION **URGENT / ROUTINE**

QPS QAS QFES SES MEDIA

ERGON HOSPITAL BLUECARE COUNCIL EHO LDC

OTHER AGENCY (Specify) _____

NAME of Tasking Officer Signature of Tasking Officer

ACTION TAKEN:

DATE COMPLETED: ___/___/___ TIME COMPLETED _____hrs

NAME of Liaison Officer :

Signature of Liaison Officer:

APPENDIX 15 – How to do a shift handover?

What is a Handover?

A handover is a process involving the relaying of the current situation in a structured format. This includes 'what has happened?', 'what has been done?' and 'what needs to be done?'. There should be good, shared situational awareness between those involved in the handover by the time it is completed.

Who is Involved?

Personnel who are replacing someone in the same position, and those in the incumbent position being replaced, are required to engage in a handover.

Effective Handovers

To be effective a handover should be:

- systematic by starting at the beginning and working sequentially through the events and activities of the day
- structured by using a predetermined format
- consistent by being reliable with accurate information provided
- reproducible so anyone at a later date can use the handover information for other purposes, that is, handover to another person, identify where decisions have been made and track an activity etc.

Handover Format

A handover format that may be used includes:

- significant events that occurred during the shift
- the key issues
- the current task/s to be completed
- a summary of current operations
- a summary of future operations (24 hrs)
- any general comments.

Planning a Handover

When planning a handover consider the following:

- ensure all documents including event log, emails, and event register are available
- summarise relevant actions/information from previous shift
- information should be built over the shift of the outgoing person
- consider the time required.

Preferred Handover Method

The preferred method for conducting a handover is face-to-face with written support. To be able to conduct a face-to-face handover an overlap in the shift roster is recommended.

Preferably a handover would take place after the room brief and would involve the review of all notes, emails sent, tasks completed and pending.

Source: Queensland Disaster Coordination Guide

APPENDIX 16 – How to conduct a briefing?

Type of Briefing

Predominantly, there are four types of briefings that will occur Predominantly, there are four types of briefings that will occur while working in coordination centres.

These will include:

Room brief

This is a brief to the whole room and would typically be to deliver a brief on the Event Action/Operational Plan or after any significant changes to the situation or limitations of resources or any other reason that may influence the way the coordination centre undertakes tasks. The coordination centre manager, disaster coordinator or Intelligence Function would normally deliver a room brief.

Meeting/Visitor brief

This may include briefings to the Disaster Management Group, Recovery Group and providing impromptu briefings to dignitaries and other visitors to the disaster coordination centre.

Function brief

This is a brief to a small group performing a set function or activity as a team within the coordination centre. The function leader (if applicable) or coordination centre manager would normally deliver to relevant function.

Task brief/one-on-one

This is a brief that is typically one on one and would be delivered by the team leader (if applicable) or the coordination centre manager.

The task/one-on-one brief may be to provide direction to an individual person to carry out many tasks to support an outcome.

When Should a Briefing Take Place?

A briefing will take place at any time throughout the life of the activation including:

- commencement of a shift
- when an event causes changes to the original mission
- when a task needs to be allocated
- when a disaster management group meeting is being conducted
- when a dignitary arrives
- whenever the Disaster Coordinator or Disaster Coordination Centre Manager considers appropriate.

Briefing Format

The SMEAC format is a proven method of relaying instructions and decisions. SMEAC can also be used as a checklist to ensure all points are covered when communicating decisions.

The level of detail in the SMEAC is scalable to the type of briefing and the audience.

Breaking down SMEAC Situation

The situation looks at the 'now' and 'projected', and highlights available resources along with which community is being, or about to be affected.

- Area of operations including topography, surroundings and hazards.
- Activation level.
- Key risks including key issues, challenges and limitations etc.

Mission

The mission is a clear, concise statement and should only be one sentence long that describes the purpose and required outcome. The mission statement must have an action verb and should be SMART i.e. Specific, Measurable, Achievable, Realistic and Time-framed.In a coordination centre the mission statement should be placed in a location that is visible to everyone.

Execution

Execution highlights objectives which need to be adopted to achieve the mission. Objectives are supported by strategies. There may be one or more objectives supported by one or more strategies. Objectives are action statements and should also follow the SMART format.

Room brief objectives are created, through the Event Action/Operational Plan, by the planning function in consultation with relevant member organisations/agencies and coordination centre functions, and are developed to achieve the mission.

Strategies support objectives and detail who, when and how.

Administration

Administration describes how the strategies developed in the execution component are to be administered and resourced.

Administration includes the important considerations of safety and logistics.

Details to consider in Administration may include:

- safety considerations
- logistics issues
- availability of resources
- primary equipment resupply
- transport
- fuel supply
- meal and break times for staff
- breakout areas for staff

- support personnel.

Coordination and Communications

Coordination and Communications component describes how the strategies determined in the Execution stage are to be managed including how outcomes are to be measured for success. This will require inclusion of key management structures, reporting arrangements and communication pathways to be followed. In some environments, SMEAC may include a "Command" component included in the SMEAC. However, in a coordination centre the focus is on coordinating and communicating.

Alternative briefing Format

A simple alternative briefing format to SMEAC could be:

- What?
- Where?
- When?
- Who?
- Why?
- How?
- What if?

Prepare a Briefing

Where possible a briefing should be conducted in an area remote from distractions limiting the chances for misunderstanding and misinterpretation. Where a briefing is being given to a large number of people, groups should be kept to a manageable size to ensure that the briefing is delivered efficiently and information being communicated is understood. It is not always possible to have the luxury of a designated area for a briefing. The following points constitute the best approach. However, it is acknowledged that this is not always possible. The points listed here are sound and should be considered, as appropriate.

Venue

Consider the size of the venue when preparing to conduct a briefing. When a large number of people are involved ensure the area is big enough for the group number. This will contribute to the successful delivery of information with minimal distraction.

Noise

The briefing should be situated so there are minimal distractions by outside activities and noise. It is also important to ensure that the briefing is only heard by the people it is intended for.

Lighting

Adequate lighting needs to be provided so that all present can see displays clearly and can take notes.

Visual Aids

To assist in the passing of information and details, consider using the following visual aids:

- maps / diagrams
- photographs
- display/white boards
- briefing notes
- topography details.

Time

Sufficient time should be allotted for a briefing and ample information provided. At the end of a briefing all staff should understand their tasks and what they are required to do.

A professional briefing has a positive effect on staff morale and efficiency. The staff of a disaster coordination centre will work best if they clearly understand the situation, the event mission and their role and responsibilities.

Concluding a Briefing

A short conclusion at the end of a brief can serve to reinforce key aspects. The briefing officer may ask for feedback to ensure that group members clearly understand their tasks and any administrative arrangements. This allows a final opportunity for clarification of ambiguities before the shift begins or a move back into activities.

A brief should not be concluded until the group or individual have been asked if they have any questions.

APPENDIX 17 – Information security and confidentiality fact sheet.

In accordance with the Queensland disaster coordination centre guide please note the importance of information security and confidentiality in the LDCC.

Information Security and Confidentiality

The handling of personal information in Queensland is governed by legislation at both a federal and state level.

The Australian Government *Privacy Act 1988* details the thirteen (13) principles to which all organisations and the Australian Government must comply.

These principles are:

Part 1 – Consideration of personal information privacy

- Australian Privacy Principle 1 – open and transparent management of personal information
- Australian Privacy Principle 2 – anonymity and pseudonymity

Part 2 – Collection of personal information

- Australian Privacy Principle 3 – collection of solicited personal information
- Australian Privacy Principle 4 – dealing with unsolicited personal information
- Australian Privacy Principle 5 – notification of collection of personal information

Part 3 – Dealing with personal information

- Australian Privacy Principle 6 – use or disclosure of the collection
- Australian Privacy Principle 7 – direct marketing
- Australian Privacy Principle 8 – cross-border disclosure of personal information
- Australian Privacy Principle 9 – adoption, use or disclosure of government related identifiers

Part 4 – Integrity of personal information

- Australian Privacy Principle 10 – quality of personal information
- Australian Privacy Principle 11 – security of personal information

Part 5 – Access to, and correction of, personal information

- Australian Privacy Principle 12 – access to personal information
- Australian Privacy Principle 13 – correction of personal information

The Queensland *Information Privacy Act 2009* provides safeguards for the handling of personal information in the public-sector environment, and to allow access to and amendment of personal information.

Annexure C: Community Resource List

Organisation	Contact	Contact Details		Resources
QSC - Quilpie Shire Council	Quilpie Shire Council Office	T F E	07 46560500 07 46561441 admin@quilpie.qld.gov.au	Community Bus – 21 Seats (inc. driver) Community Bus – 11 seats (inc. driver) Water pumps Generators Water Tankers 4WD Twin Cab Utes (with Sat phones) Low Loader Front End Loaders Graders
	Chief Executive Officer	M E	0448 816 827 ceo@quilpie.qld.gov.au	
	Director Engineering Services	M E	0452 387 617 works@quilpie.qld.gov.au	
QPS – Quilpie Police Service	Quilpie	T M S E	07 4656 8181 0428 561 200 0417 162 663 oicquilpie@police.qld.gov.au	
	Eromanga	T M S E	07 4656 8100 0439 870 008 0414 502 653 nunn.danielD@police.qld.gov.au	
	Adavale	T M S E	07 4656 4833 0419 673 988 0415 127 195 Seng.chrisj@police.qld.gov.au	

QFES	Fire Station (Direct Line)	T S	07 4656 1468 0145 115 294	Fire Appliance 761
QAS	Based at Quilpie MPHS	T	07 4656 0100	Unit 345 4WD x 1 Single Stretcher
Quilpie MPHS	Hospital Director of Nursing Medical Officer / Doctor	T M T	07 4656 0100 0407 758 664 07 4656 1158	
SES	Local Controller – Quilpie	M S	0408 752 123 0147 166 677	Communications Tarps Chainsaws 2 x Flood boats Marquees Man power – 10 members 1 x 4WD Short term welfare Traffic control inc. signage Search & rescue
ROMA QFES	Scott Walsh	T M	4622 2188 0427 754 157	2 x 4WD Vehicles 2 x Portable HF Radios 5 x UHF Hand Held Radio Packs 1 x Portable Repeater 2 x Portable Satellite Telephones 1 x Comms Trailer

Local Contractors			
Organisation	**Contact**	**Contact Details**	**Resources**
As per Council's current Preferred Supplier List *			

Quilpie Shire Council

Business Continuity Plan

(To be reviewed Annually by 1st March every year)

Version 2.0 July 2022

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1 Business Continuity Management

Corporate Plan Reference	*"Digitise, connect, grow leaders, build skills and offer well designed spaces and highly liveable community environments."*
Endorsed by Council	13 December 2022
Version Control (refer Section 14 of this Plan)	**Adopted**
1.0	12th April 2019
2.0	13 December 2022

2 References and Related Documents

Document Title	EDRMS Doc No
Quilpie Shire Council Disaster Management Plan	101463 https://quilpie.infoXpert.edrms/docs/~D101463
Quilpie Shire Council Enterprise Risk Management Policy Quilpie Shire Council Enterprise Risk Management Plan	91181 https://quilpie.infoXpert.edrms/docs/~D91181 76644 https://quilpie.infoXpert.edrms/docs/~D76644
Quilpie Shire Council Generator Operation Procedure	177170 https://quilpie.infoXpert.edrms/docs/~D177170
Quilpie Shire Council IT Disaster Recovery Plan	177171 https://quilpie.infoXpert.edrms/docs/~D177171
LGM Assets Insurance Policy – ISR	Policy No: QUILP000049A
Quilpie Shire Council Risk Management Register	Attachment - Appendix 4

3 Executive Summary

The Quilpie Shire Council Business Continuity Plan has been developed in line with councils adopted Enterprise Risk Management Policy Framework and Guidelines and is essentially a risk treatment strategy which addresses the business continuity risk identified in Council's Risk Register that will impact Council in delivering its core services.

Having identified the risks to Council operations, the Plan includes a Business Impact Analysis to assess the identified risks and impacts in relation to critical business activities to determine recovery requirements.

Incident response plans have been developed to outline the actions required in the event Council core services are disrupted and the processes that will be put into action in the event a disaster does occur. The highest risk to Council's operations have been identified as:

- Building incident - total loss of Administration buildings due to fire, flood/ inundation or earthquake,
- Building incident - partial loss of Depot buildings due to fire, flood/ inundation, earthquake, or vehicle collision, and
- Complete IT Hardware failure.

The Quilpie Shire Council Business Continuity Plan is not a prescriptive plan; it is designed to allow the decision makers to make appropriate decisions based on the information available at the time. No plan is able to document each and every emergency or disaster, but should allow those charged with reacting to a situation the flexibility to make the necessary decisions.

Objectives

This plan provides preventative actions and contingency plans for an event which could disrupt Council's core business functions.

The objectives of this plan are to:

- Define Council's critical business functions.
- Detail Council's immediate and recovery response to those risks assessed as a high or extreme risks.
- Detail strategies and actions to be taken to enable council to continue to provide critical business functions in the event of an emergency or disaster.
- Review and update this plan on an annual basis.

4 Glossary

Business Continuity Planning	*A process that helps develop a plan document to manage the risks to a business, ensuring that it can operate to the extent required in the event of a crisis/disaster.*
Business Continuity Plan	*A document containing all of the information required to ensure that your business is able to resume critical business activities should a crisis/disaster occur.*
Key Business Activities	*Those activities essential to deliver outputs and achievement of business objectives.*
Recovery Time Objective (RTO)	*The time from which you declare a crisis/disaster to the time that the critical business functions must be fully operational in order to avoid serious financial loss.*
Resources	*The means that support delivery of an identifiable output and/or result. Resources may be money, physical assets, or most importantly, people.*
Risk Management	*Is the process of defining and analysing risks, and then deciding on the appropriate course of action in order to minimise these risks, whilst still achieving business goals.*

5 Risk Assessment

The risks addressed on the following pages for the Quilpie Shire Administration Centre, Quilpie Shire Library, Quilpie Visitor Information Centre and Quilpie Shire Depot and IT Infrastructure have been identified and assessed in Councils' risk register which has been established in line with the Quilpie Shire Council Enterprise Risk Management Policy Framework and Guidelines.

Council's risk register identifies ***"Failure to maintain business continuity in emergency situations"*** as an enterprise risk that has an inherent risk level of **extreme.** The risk treatment requires Council to ***"Establish and maintain an effective business continuity plan".*** The assessed residual risk after the business continuity plan has been established is rated at **low.**

It is considered that failure to maintain business continuity is the inability to provide Council core services.

6 Contingency Plans

Building Incident - Partial loss of building due to fire, earthquake or vehicle collision

- Initiate Incident Response Plan
- Secure equipment, furniture etc.
- Undertake assessment of damage, obtain quotes and engage suppliers
- Where damage to critical IT infrastructure occurs refer to IT failure contingencies and response plan.
- Where damage to critical machinery occurs obtain temporary replacement from hire firm.
- Inform Local Government Mutual and LG Assets and make claim.

Building Incident - Total loss of building due to fire or earthquake

- Initiate Incident Response Plan.
- Salvage equipment, furniture etc.
- Implement diversion to mobile phones.
- Relocate staff to another facility - refer to IT failure contingencies for IT related incident.
- Where possible relocate critical equipment to alternate site to ensure basic operation of services.
- Source replacement items immediately from a preferred supplier.
- Engage preferred supplier for replacement of equipment and restoration of IT data/ software systems etc.
- Notify community of alternate site via local radio and notices on community notice boards.
- Inform Local Government Mutual and LG Assets to make claim.
- Undertake assessment of damage, obtain quotes and engage suppliers.

IT Incident - Complete IT Hardware Failure

- Initiate Incident Response Plan.
- Assess scope of damage and engage preferred suppliers to source hardware replacement/ repair and determine the outage time.
- Engage offsite recovery option if applicable.
- Inform the community (if they will be impacted).
- Instigate manual or recovery processes for key functions:
  - **Payroll
  - **Creditor Payments
  - **Receipting
  - **Email Management
- Re-establish and bring all information up to date.
- Inform LG Assets and make claim if appropriate.

IT Incident - IT Software Failure

- Assess scope of damage and engage preferred suppliers to source software replacement/ repair and determine the outage time.
- Instigate manual or recovery processes for key functions if required:
  - Payroll
  - Receipting
  - Creditor Payments
  - Email Management
- Re-establish and bring all information up to date.

Telecommunication Outage - Telecommunication Failure

- Maintain adequate mobile communications.
- Set up phone diversion to mobiles through supplier.
- If outage is greater than 24 hours notify community.

Electrical Outage - Electrical Failure

- Ensure enough UPS capacity to allow for critical transfer of communications to alternative sources.
- Start and run emergency generators.

Terrorism - Bomb Threat

- Contact Police.
- Where outage is greater than 2 hours implement diversion to mobile phones.

Criminal Activity - Theft and malicious hacking

- Contact Police
- Source replacement items immediately from a preferred supplier.
- Engage preferred supplier for replacement of equipment and restoration of IT data/ software systems etc.
- Where critical IT outage occurs refer to IT failure contingencies above.
- Implement counselling or disciplinary action for staff after investigation is completed (if required).

Criminal Activity - Fraud

- Contact Police
- Identify nature of fraud and its impact on operations.
- Implement counselling or disciplinary action for staff after investigation is completed (if required).

Water Damage - Flooding/ Inundation

- Initiate Incident Response Plan.
- Secure equipment, furniture etc.
- Where outage is greater than 2 hours:
  - implement diversion to mobile phones.
  - begin planning for relocation of staff to another facility if event timeframe is expected to be long term.
- Relocate critical equipment to alternate site to ensure basic operation of services.
- Notify community.
- Undertake assessment of damage, obtain quotes and engage suppliers.
- Where relocation takes place and/ or critical IT outage occurs refer to IT failure contingencies and recovery response plan.

Key staff not available - Illness/ Injury

- Where there are staff off work for other purposes, contact those staff to determine availability to work.
- Source temporary staff from labour hire agencies (if applicable).
- Seek assistance from neighbouring Council's or outside staff resources (if applicable).

Key Staff Not Available - Pandemic

- Where there are staff away from work for other purposes, contact those staff to determine availability to work.
- Source temporary staff from labour hire agencies (if applicable).
- Seek assistance from neighbouring Council's or outside staff resources (if applicable).

Key Staff Not Available - Sudden loss of key personnel

- Seek assistance from local Councils and/ or external support providers until the recruitment of a replacement.
- Reprioritise work program, reschedule works to match available resources.

Key Staff Not Available - Inability to attract suitable key personnel

- Seek assistance from local Council's and/ or external support providers until the recruitment of a replacement.
- Reprioritise work program, reschedule works to match available resources.

Loss of Corporate Knowledge - Key staff exiting the organisation

- Regular review and updating of documented procedures, processes and job tasks for all positions.

Industrial Action - Industrial Dispute

- Utilise the services of an independent facilitator to hear and suggest resolutions to grievances.
- If a resolution cannot be found, and as a last resort trike action occurs, notify the community that the office/ depot will be closed.

Contract work not carried out - Contractor failure

- Council undertake works or short term contract with alternate supplier whilst contract being relet.

7 Business Impact Analysis

As part of the Business Continuity Plan, a Business Impact Analysis has been undertaken which uses the information in the Risk Assessments to assess the identified risks and impacts in relation to critical business activities and determine basic recovery requirements.

8 Critical Business Activities

The following table lists the critical business activities that must be performed to ensure Council's business continues to operate effectively.

Critical Business Activity	Description	Priority	Impact of Loss	Recovery Time Objective (Critical period before business losses occur)
Payroll	Staff and Councillor payroll services	High	If a payroll cannot be run, Council could issue direction to the bank to make identical payments to staff as were paid in the previous fortnight. This would mean payroll staff would have to calculate and make adjustments as required when the system is restored.	48 Hours
Electronic Communications	Access to Council email accounts.	High	There will be no emails lost but staff will not be able to send or receive emails via their council accounts until the system is restored.	48 Hours

9 Incident Response Plans

The following incident response plans present detailed plans to address the highest risk areas identified in the risk management assessment outlined earlier in this plan.

The plans are not exhaustive as any major incident will require more detailed and potential long term considerations; however the plans below provide a structured response to major incidents that are of the highest threat to service provision and Council operations.

9.1 Loss of Administration Building

Types of incidents e.g.: Fire, Flood/ Inundation, Earthquake
(Refer to Attachment for Incident Response checklist at Appendix 2)

Disaster Recovery Sites:
Quilpie Shire Hall - Brolga Street, Quilpie or;
Quilpie Shire Depot – Anzac Drive, Quilpie.

9.1.1 Task 1 - Immediate Response - (Loss of Administration Building)

This task provides the necessary command and control to enable the Quilpie Shire Council's Incident Response Team to conduct an initial assessment of the Disaster and to co-ordinate council's initial response to the disaster.

Incident Response Team

Team Leader	Team Members
Chief Executive Officer	Director Corporate & Community Services
	Director of Engineering Services
	Manager Finance & Administration
	WH&S Manager
	IT Officer

Recovery Procedure

Incident Response Team Leader to: (Steps to be undertaken);

- Ensure site has been evacuated and all personnel are accounted for.
- Secure site and prevent access.
- Contact emergency services and police.
- Identify any injuries and render assistance.
- Undertake an initial assessment of damage and risks.
- Instigate the "Complete Hardware failure" response plan.
- Arrange diversion of phone lines to existing Council mobile or satellite telephones.
- Determine time frame to switch to disaster recovery site.

Recovery Time Objective

Timeframe for this activity is within 24 hours of the incident.

Recovery Location

Primary Site: Quilpie Shire Depot
Secondary Site: Quilpie Shire Hall

Resource Requirements

Mobile and satellite telephone phones.
Office equipment and stationery.

Other considerations

- Liaise with Emergency Services and Police.
- Inform elected Members and employees.
- Inform Press and community where possible.
- Inform Local Government Mutual & LG Assets.

9.1.2 Task 2 - Secondary Response - (Loss of Administration Building)

This task provides the necessary steps to commence core Council operations from the Disaster Recovery site and commence the planning for restoration of services in the short and longer term.

Incident Response Team

Team Leader	Team Members
Chief Executive Officer	Director Corporate & Community Services
	Director of Engineering Services
	Manager Finance & Administration
	WH&S Manager
	IT Officer

Recovery Procedure

Steps to be taken:

1. Establish the disaster recovery site.
   Responsible Person: **Manager Corporate & Community Services**
   - Layout workspace utilising tables and chairs from community Quilpie Shire Hall.
   - Source telephones and establish telecommunications and redirect calls to landline.
   - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.
   - Cancel all forward bookings of the Quilpie Shire Hall (if necessary).

2. Address IT needs.
   Responsible Person: **IT Officer**
   - Contact Shire Networks / Civica
   - Make arrangements for loan computers
   - Source available computers and arrange alternative server facility in Quilpie
   - Recover data backups.
   - Arrange for back up tape to be loaded onto the Quilpie Shire Council server and establish dial in capability.
   - Source quotations for replacement hardware or alternative cloud based solution.
   - Prepare an options report for consideration by Council.

3. Assess damage and undertake savage operations.
   Responsible Person(s): **Chief Executive Officer, WH&S Manager.**
   - Undertake initial assessment of salvageable materials, items and records etc.
   - Contact staff to remove items to the salvage site (Works Depot).

4. Coordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process.
   Responsible Person: **Chief Executive Officer**
   - Liaise with Mayor to issue a media statement.
   - Coordinate meetings of Incident Response Team.
   - Authorise all immediate purchasing requirements.
   - Liaise with Council's insurers.

Recovery Time Objective

It is the aim of the recovery plan to achieve this task within **72 hours.**

Resource Requirements

- Office furniture and stationery
- Administration and works staff
- IT Hardware and software
- Communications (land line and internet)

9.1.3 Task 3 - Assess Damage and Prepare Medium Term Recovery Plans - (Loss of Administration Building)

This task provides the necessary steps to commence planning for medium term operations from the Disaster Recovery Site.

Incident Response Team

Team Leader	Team Members
Chief Executive Officer	Director Corporate & Community Services
	Director of Engineering Services
	Manager Finance & Administration
	WH&S Manager
	IT Officer

Recovery Procedure

Steps to be taken:

1. Establish the disaster recovery site for full operations in the medium to longer term. Responsible Person: **Chief Executive Officer**
    - Recover data to pre-disaster state.
    - Bring all records up to date.
    - Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary.
    - Establish necessary equipment and infrastructure requirements to provide full operations from recovery site including demountable buildings and other office accommodation.

2. Establish new server arrangements.
   Responsible Person: **IT Officer**
    - Place order for replacement components or arrangements.
    - Contact Council's insurers if necessary.
    - Set up and install new hardware/ arrangements.
    - Install all software and restore from backups.
    - Reconcile and rebuild all data.
    - Commission new system.

3. Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild.
   Responsible Person: **Chief Executive Officer**
    - Undertake assessment of building and determine action to fully or partially rebuild and make recommendation to Council.
    - Submit insurance claim

4. Coordinate all communications, media and elected members, insurers and general co-ordination of recovery process.
   Responsible Person: **Chief Executive Officer**
    - Oversee assessment and recovery.
    - Coordinate meetings of Incident Response Team.
    - Oversee planning form medium term operation from Disaster Recovery Site (6-12 months).

Recovery Time Objective

4 -8 weeks.

Resource Requirements:

- IT contractors.
- Additional infrastructure as identified.
- Contractors to clean up disaster site.

9.1.4 Task 4 - Long Term Recovery Plan and Relocation to Permanent Council Office Building - (Loss of Administration Building)

This task provides the necessary steps to finalise planning, rebuilding and recommencement of operation from the permanent Council office building.

Incident Response Team

Team Leader	Team Members
Chief Executive Officer	Mayor
	Director Corporate & Community Services
	Director of Engineering Services
	Manager Finance & Administration
	WH&S Manager
	IT Officer

Recovery Procedure

Steps to be taken. Responsible Officer - Chief **Executive Officer**

1. Establish working party to:
    - Review options for location of new premises.
    - Undertake design and tendering processes.
    - Oversee construction of new premises.
    - Oversee commissioning of new premises.

2. Present review findings to Council for decision

3. Appoint architect, exterior and interior designers, engineers and other necessary assistance to design, specify and document new premises.

4. Issue tenders, appoint contractor and commence construction.

5. Commission new premises and commence operations from new building.

Recovery Time Objective

From the commencement of this task, after 4 weeks from the incident, it is the target to have all Council functions permanently operating from the rebuilt Council office in 12 months.

Resource Requirements

- Planning assistance.
- Consultants/ Architects.
- Contractors.

9.2 COMPLETE IT HARDWARE FAILURE

(Refer to Attachment for Incident Response checklist at Appendix 2)

This task provides the necessary steps to recover Council's IT system as a result of complete failure resulting in replacement of the IT System.

9.2.1 Task 1 - Immediate Response - Complete IT Hardware Failure

This task provides the necessary command and control to enable the Quilpie Shire Council's Incident Response Team to conduct an initial assessment of the Disaster and to co-ordinate Council's initial response to the disaster.

Incident Response Team

Team Leader	Team Members
Chief Executive Officer	Director Corporate & Community Services
	Manager Finance & Administration
	IT Officer

Recovery Procedure

Steps to be taken: Responsible Officer - **IT Officer**

1. Assess severity of outage and determine likely outage time if it can be restored.

Recovery Time Objective

Time frame for this activity is within 4 - 8 hours of the incident.

Recovery Location

Primary Site: Council Administration Office.

9.2.2 Task 2 - Commence Recovery Operations - Complete IT Hardware Failure

This task provides the necessary steps to commence recovery operations and commence the planning for restoration of services in the short and longer term.

Incident Response Team

Team Leader	Team Members
Chief Executive Officer	Director Corporate & Community Services
	Manager Finance & Administration
	IT Officer

Recovery Procedure

Steps to be taken: Responsible Officer - IT **Officer**

1. Commence disaster recovery.
2. Arrange for Shire Networks to recover most recent backup and restore systems
3. Source quotations for replacement hardware or alternative cloud based solution.
4. Prepare an options report for consideration by Council.

Recovery Time Objective

It is the aim of the Recovery Plan to achieve this task within **48 hours.**

Resource Requirements

Telecommunications link to allow dial in access.

9.2.3 Task 3 - Complete Recovery Operations - Complete IT Hardware Failure

This task provides the necessary steps to complete recovery operations and finalise the restoration of services.

Incident Response Team

Team Leader	Team Members
Chief Executive Officer	Director Corporate & Community Services
	Manager Finance & Administration
	IT Officer

Recovery Procedure

Steps to be taken: Responsible Officer - IT **Officer**

1. Establish new server arrangements
2. Place order for replacement components or arrangements.
3. Contact Council's insurers if necessary.
4. Inform Council, community and business contacts (i.e. Banks, creditors and contractors) of potential delays in providing services.
5. Set up and install new hardware/ arrangements.
6. Install all software and restore from backups.
7. Reconcile and rebuild all data.
8. Commission new system.

Recovery Time Objective
It is the aim of the recovery plan to achieve this task within **10 - 14 days.**

Resource Requirements
Funding for new server or hosted system.

9.3 LOSS OF DEPOT BUILDINGS

Types of incidents e.g., Fire, Flood/ Inundation, Earthquake
(Refer to Attachment for Incident Response checklist at Appendix 2)

Disaster Recovery Site
Old Council Depot
Council Administration Building

9.3.1 Task 1 - Immediate Response - Loss of Depot Buildings

This task provides the necessary command and control to enable the Quilpie Shire Council's Incident Response Team to conduct an initial assessment of the Disaster and to co-ordinate Council's initial response to the disaster.

Incident Response Team

Team Leader	Team Members
Chief Executive Officer	Director Corporate & Community Services
	Director of Engineering Services
	Manager Finance & Administration
	IT Officer
	WH&S Manager
	Workshop Manager
	Stores Officer

Recovery Procedure
Steps to be undertaken.

1. Ensure site has been evacuated and all personnel are accounted for.
2. Secure site and prevent access.
3. Contact emergency services and police.
4. Identify any injuries and render assistance.
5. Engage Incident Response Team.
6. Undertake an initial assessment of damage and risks.
7. Arrange diversion of phone lines to existing Council mobile or satellite telephones.
8. Team leader determines time frame to switch to disaster recovery site.

Recovery Time Objective
Timeframe for this activity is within 24 hours of being called by the Incident Response Team Leader.

Recovery Location
Old Council Depot
Council Administration Building

Resource Requirements
Mobile or satellite telephones.

Other Considerations:

- Secure the affected area as necessary
- Restrict access to the building/ site
- Liaise with Emergency Service and Police
- Inform Local Government Mutual & LG Assets
- Inform Elected members and employees
- Inform Press and community

9.3.2 Task 2 - Commence Operations from Disaster Recovery Site - Loss of Depot Buildings

This task provides the necessary steps to commence core Council operations from the Disaster Recovery site and commence the planning for restoration of services in the short and long term.

Incident Response Team

Team Leader	Team Members
Chief Executive Officer	Director Corporate & Community Services
	Director of Engineering Services
	Manager Finance & Administration
	IT Officer
	WH&S Manager
	Workshop Manager
	Stores Officer

Recovery Procedure

Steps to be undertaken.

1. Establish the disaster recovery site.
   Responsible Person - Director **of Engineering Services**
   - Establish appropriate temporary workshop and store at the Old Council Depot
   - Administration function to resume from Council Administration Office
   - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.

2. Assess damage and undertake salvage operations.
   Responsible Person - Director **of Engineering Services**
   - Undertake initial assessment of salvageable materials, items and records etc.
   - Engage staff to remove items to the salvage site.

3. Coordinate all communications, media and elected members, insurers and general co-ordination of recovery process.
   Responsible Person(s) - Chief **Executive Officer & Director of Corporate and Community Services**
   - Liaise with Mayor and issue a media statement
   - Oversee assessment and recovery
   - Coordinate Meetings of Incident Response Team
   - Liaise with Council's insurers, facilitate assessment and confirm go ahead to commence site clean-up
   - Authorise all immediate purchasing requirements

Recovery Time Objective

It is the aim of the recovery plan to achieve this task within **72** hours.

Recovery Location

Old Council Depot
Council Administration Building

Resource Requirements

- Office furniture and stationery
- Administration and works staff
- IT Hardware and software
- Communications (land line and internet)

9.3.3 Task 3 - Assess Damage and Prepare Medium Term Recovery Plans - Loss of Depot Buildings

This task provides the necessary steps to commence core Council operations from the Disaster Recovery site and commence the planning for restoration of services in the short and long term.

Incident Response Team

Team Leader	Team Members
Chief Executive Officer	Director Corporate & Community Services
	Director of Engineering Services
	Manager Finance & Administration
	IT Officer
	WH&S Manager
	Workshop Manager
	Stores Officer

Recovery Procedure

Steps to be undertaken.

1. Establish the disaster recovery site.
   Responsible Person - Director **of Engineering Services**
   - Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary
   - Liaise with Chief Executive Officer to establish necessary equipment and infrastructure requirements to provide full operations from recovery site.
   -
2. Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild.
   Responsible Person - Director **of Engineering Services**
   - Engage service provider to undertake assessment of building damage and determine action to fully or partially rebuild and make recommendation to Council.

3. Coordinate all communications, media and elected members, insurers and general co-ordination of recovery process.
   Responsible Person - **Chief Executive Officer & Corporate and Director of Community Services**
   - Oversee assessment and recovery
   - Coordinate meetings of Incident Response Team
   - Submit insurance claim
   - Oversee planning for medium operation from Disaster Recovery Site (6-12 months)

Recovery Time Objective

4 - 6 weeks.

Recovery Location

Old Council Depot
Council Administration Building

Resource Requirements

- IT Contractor
- Consultant to assess damage and develop action recommendations
- Staff and equipment to clean up disaster site
- Equipment, shelving and minor building works to get operations established

9.3.4 Task 4 - Long Term Recovery Plan and Relocation to Permanent Council Depot Building - Loss of Depot Buildings

This task provides the necessary steps to finalise planning, rebuilding and recommencement of operation from the permanent Council depot building.

Incident Response Team

Team Leader: Chief Executive Officer
Team Members: Working group appointed by Council

Recovery Procedure

Steps to be undertaken. Responsible Person - **Chief Executive Officer**

1. Establish working party to:
    - Review options for location of new premises.
    - Undertake design and tendering processes.
    - Oversee construction of new premises.
    - Oversee commissioning of new premises.

2. Present review findings to Council for decision.

3. Appoint architect, exterior and interior designers, engineers and other necessary assistance to design, specify and document new premises.

4. Issue tender, appoint contractor and commence construction.

5. Commission new premises and commence operations from new building.

Recovery Time Objective

From the commencement of this task, after 4 weeks from the incident, it is the target to have all operations permanently operating from the new facility within 12 months from the disaster.

Resource Requirements

- Planning assistance
- Consultants/ architects
- Contractors

10 Evacuation Procedures

"Preparedness Pack"

If there is damage to the Administration building or if it must be evacuated and operations need to be moved to the Disaster Recovery Site, the "Preparedness Pack" emergency kit can be picked up and quickly and easily carried off site. Additionally, a pack has been stored at the Chief Executive Officer's residence.

Items and documents included in Quilpie Shire Council "Preparedness Pack" are:

- Business Continuity Plan incorporating key contact list
- Building site plan (this could help in a salvage effort), including location of electricity and water shut off points.
- Evacuation plan.
- Latest building contents and equipment inventory.
- Passwords/ log ins etc. for online activities/ systems. Bank accounts, fuel system etc.
- Procedure manuals.
- Instructions for the diversion of telephone lines
- General stationery (pens, paper etc.)

11 KEY CONTACT LIST

Contact List - Internal

Person	Position	Mobile Number
Justin Hancock	Chief Executive Officer	0448 816 827
Stuart Mackenzie	Mayor	0429 069 314
Jenny Hewson	Deputy Mayor	0428 461 294
Lisa Hamlyn	Director of Corporate & Community Services	0427 861133
Peter See	Director of Engineering	0452 387 617
Sharon Frank	Manager of Finance	0459 030 525
Mike Castles	Workplace Health & Safety Manager	0408 752 123
Alisha Moody	IT Officer	0400 812 117

12 Contact List - External

Key Contacts	Contact Number
Police	000
Fire & Rescue	000
Ambulance	000
SES	0408 752 123
Ergon Energy	13 10 46
Telstra – Account Executive	07 3437 0136
Insurance - LGM Assets	07 30005555
Insurance - LG Workcare	07 30005519
IT Supplier – Shire Networks	07 46420008
Civica - Practical Plus	07 46393633
Magiq - InfoXpert Record Management System	03 94689401
West-Tech Systems - Copiers / Printers	07 46224343
Toowoomba Locksmiths	07 46326060
Stationary Suppliers - Winc	1800 782 753
Elles Newsagency	07 46561166

13 Event Log

The event log is to be used to record information, decisions and actions in the period immediately following the critical event or incident.

Date	Time	Information/ Decisions/ Actions	Initials

14 Maintain and Review

The plan will be amended as required to ensure any new threats, staffing and member changes or any other factors that arise that require the reviewing of the plan.

The coordinators group shall be charged with practicing and reviewing the plan on a periodic basis.

Review Date	Reason For Review	Changes Made
July 2022	Annual Review Process	Minor formatting and updates

15 Approval Table

Approved By Council	Resolution Number	Approved by CEO	Effective Date	Review Date
12 April 2019	Res No. 06-04-19	D. Burges	12 April 2019	March 2020
13 Dec 2022		J. Hancock	13 Dec 2022	March 2023

16 APPENDIX 1 - ACTION PLAN FOR IMPLEMENTATION

Action	Responsible Officer	Timeframe
Commence planning and undertake test of documented incident plans.	CEO	June 2019
Review document as a result of test and in preparation for council.	CEO	October 2019
Prepare "Go Pack" with contents as identified in this Plan	DCCS	May 2019

17 APPENDIX 2 - IMMEDIATE RESPONSE CHECKLIST

Incident Response	√	Actions Taken
Assessed the severity of the incident		
Evacuated the site if necessary?		
Accounted for everyone?		
Identified any injuries to persons?		
Contacted Emergency Services?		
Implemented your Incident Response Plan?		
Started and Event Log?		
Activated staff members and resources?		
Appointed a spokesperson?		
Gained more information as a priority?		
Briefed team members on incident?		
Allocated specific roles and responsibilities?		
Identified any damage?		
Identified critical activities that have been disrupted?		
Kept staff informed?		
Contacted key stakeholders?		
Understood and complied with any regulatory/ compliance requirements?		
Initiated media/ public relations response?		

18 APPENDIX 3 - INCIDENT RECOVERY CHECKLIST

Now that the crisis is over have you:

Incident Response	√	Actions Taken
Refocused efforts towards recovery?		
Deactivated staff members and resources as necessary?		
Continued to gather information about the situation as it affects you?		
Assessed your current financial position?		
Reviewed cash requirements to restore operations?		
Contacted your insurance broker/ company?		
Developed financial goals and timeframes for recovery?		
Kept staff informed?		
Kept key stakeholders informed?		
Identified information requirements and sourced the information?		
Set priorities and recovery options?		
Updated the Recovery Plan?		
Captured lessons learnt from your individual, team and business recovery?		

19 APPENDIX 4 - RISK MANAGEMENT REGISTER

Likelihood	Consequence
Almost Certain	Catastrophic
Likely	Major
Possible	Moderate
Unlikely	Minor
Rare	Insignificant

Risk	Likelihood	Consequence	Causal Factors	Effects
Fire	Rare	Catastrophic	• Electrical fault • Arson • Explosion • Lightning • Other accidental cause	• Inability to access building • Inability to access information • Loss of records • Loss of IT • Loss of staff • Loss of plant or equipment
Flood	Possible	Moderate	• Local storms / rain • Catchment rain	• Inability of staff to get to work • Activation of LDMG and reassignment of staff • Loss of utilities infrastructure • Loss of communications infrastructure
Water Damage	Unlikely	Major	• Storms / rain • Burst water main • Fire fighting response	• Inability to access building • Inability to access information • Loss of IT • Loss of records
Explosion	Rare	Catastrophic	• Arson / Terrorism • Gas / fuel leak • Fire • Vehicular or airplane impact accident • Combustion of stores materials (eg fuel, chemicals)	• Inability to access building • Inability to access information • Loss of staff • Loss of records • Loss of IT • Loss of plant or equipment

Risk	Likelihood	Consequence	Causal Factors	Effects
Storm Damage	Possible	Major	• Electrical storms • Wind storms	• Inability to access building • Inability to access information • Inability of staff to get to work • Activation of LDMG and reassignment of staff • Loss of IT • Loss of electricity supply • Loss of communications infrastructure
Loss of Critical Staff	Possible	Moderate	• Death • Immediate resignation or termination	• Inability to sustain effective service delivery
Strike Action by Council Staff	Unlikely	Major	• Human Resource issues • Industrial matters • WHS issues	• Inability to maintain service delivery
Theft	Possible	Major	• Break and enter • Fraudulent / corrupt activity	• Loss of records • Loss of plant or equipment
Vandalism / Malicious Damage	Possible	Moderate	• Break and enter • Opportunistic • Low security and / or lighting	• Loss of plant or equipment • Inability to access Council facilities • Inability to maintain service delivery
Cyber Attack	Unlikely	Major	• External activity • Inadequate security on IT systems	• Inability to access information • Loss of IT • Loss of records
Earthquake	Rare	Catastrophic	• Natural Hazard	• Inability to access building • Inability to access information • Loss of records • Loss of IT • Loss of staff • Loss of plant or equipment

Risk	Likelihood	Consequence	Causal Factors	Effects
Interruption to Essential Services	Likely	Moderate	• Electricity supply interruption • Communications interruption • Water / Sewerage supply failure	• Loss of electricity supply • Loss of communications (phone, internet etc.) • Inability to maintain service delivery
Supplier Failure	Possible	Minor	• Delivery arrangements • Close down of supplier	• Inability to maintain service delivery

Business Interruption	Treatment Plan	Responsibility	Control Actions on Event Activation (Dependent on impact level)
Inability to access building	• Key register / control system in place • Regular emergency evacuation drills and training • Formal arrangements in place for alternative site • Records securely stored and backed-up • Fire fighting appliances regularly inspected and staff trained in use • Regular maintenance and inspections undertaken • Adequate insurance in place	DCCS WHSA/DCCS DCCS DCCS WHSA WHSA MFA /CEO	• Refer to Business Continuity Plan Procedures (if applicable) • Implement emergency evacuation procedures • Notify stakeholders • Protect / remove critical resources • Notify insurer
Loss of, or inability to access, information and records	• Staff awareness training • Secure cabinet for personnel files • Offsite storage of backup files • IT security systems	DCCS CEO DCCS DCCS	• Refer to Business Continuity Plan Procedures (if applicable) • Protect critical resources
Loss of IT	• IT security systems • Manual work-around available • Availability of laptops, wifi etc.	DCCS DCCS DCCS	• Refer to Business Continuity Plan Procedures (if applicable) • Enable mobile equipment (laptops) etc. • Notify stakeholders