



WOORABINDA LOCAL DISASTER MANAGEMENT PLAN

1 December 2025

VERSION:
DRAFT
APPROVED
REVISION

2025.v2
CEO
LDMG
DATE 01.12.2025

FOREWORD

The strength of any disaster response and recovery effort lies in the resilience of our community and the willingness of individuals, organisations and agencies to work together for our collective wellbeing. Our Shire is not exempt from the impacts of natural disasters. While such events may not occur frequently, we cannot allow this to lead to complacency.

Council, through the work of the Woorabinda Local Disaster Management Group, remains firmly committed to maintaining effective and contemporary disaster management arrangements for our region. This commitment includes upholding and aligning our actions with the Queensland Disaster Management Arrangements (QDMA), ensuring that our local planning complements the broader, state-wide framework for disaster preparedness, response and recovery.

To serve our community well, our planning must continually evolve. We learn from local events, observe the experiences of other shires, and refine our approach to reflect changing circumstances, including community expectations and the ongoing challenges presented by climate change.

This plan belongs to the community. Its strength depends on drawing from the shared knowledge, experience and insight of the people who live and work in our Shire. Only with this collaboration can we ensure that the plan remains practical, relevant and effective.

On behalf of the Woorabinda Local Disaster Management Group, I thank you for taking the time to consider this Disaster Management Plan and remain confident that, together, we can uphold our ongoing commitment to community safety and resilience, ensuring Woorabinda remains a secure and supportive place to live, work and play.



Mayor Terence Munns
Chairperson
Woorabinda Aboriginal Shire Council
Local Disaster Management Group

Endorsement

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

The plan is endorsed for distribution by the Woorabinda Aboriginal Shire Council.

Mayor Terence Munns
Woorabinda Aboriginal Shire Council

Date: 17 December 2025

This plan has been agreed to and accepted by the Woorabinda Aboriginal Shire Council through resolution. This plan was approved to be published by the Woorabinda Aboriginal Shire Council on 17 December 2025

Mr Kevin Bell
Chief Executive Officer
Woorabinda Aboriginal Shire Council

Date: 17 December 2025

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Document Control

Amendment Control

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

Chief Executive Officer, Woorabinda Aboriginal Shire Council, 112 Munns Drive, Woorabinda Qld 4713.
Proposed amendments which affect procedural matters will require prior review and approval by the Woorabinda Local Disaster Management Group (LDMG).

Proposed amendments of a minor nature e.g., names, telephone numbers, addresses etc., which do not affect procedural matters, will be dealt with administratively and promulgated as per the distribution list.

Amendments should be inserted into the Plan in a timely manner when received.

Distribution

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

Administration and Governance

Authority to Plan

The Disaster Management Act 2003 (the Act) requires comprehensive Disaster Management Plans to be developed. This Local disaster Management Plan for Woorabinda Aboriginal Shire Council is prepared under section 57 of the Disaster Management Act 2003 and replaces the former plan.

Purpose

This plan details the arrangements withing the Woorabinda Local government area to plan and coordinate capability in disaster management and disaster operations. This will be achieved by:

- I. Ensuring that community risks related to events are effectively managed;
- II. Ensuring that risks requiring District level support are identified and communicated to the District Level;
- III. Ensuring that Local Government and Local Groups comply with their disaster management obligations under the Disaster Management Act 2003;
- IV. Ensuring community safety through the development of effective Disaster Management strategies including effective co-ordination of available resources to assist communities to;
 - Mitigate wherever possible, the potential adverse effects of an event;
 - Prepare for managing the effects of an event; and
 - Effectively responding to and recover from a disaster or an emergency situation.

This Local Disaster Management Plan has not been developed for the management of:

- Commonly occurring incidents which are within the capacity of individual combat agencies, or
- Major incidents which are within the capacity of the nominated lead agency with a threat specific role.

Objectives

The objective of the Woorabinda Local Disaster Management Plan is to facilitate the implementation of effective and efficient disaster management strategies and arrangements including;

- the development, review and assessment of effective disaster management for the local government area including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.
- compliance with the State Disaster Management Group's (SDMG) Strategic Policy Framework; the State Disaster Management Plan; the Local Disaster Management Guidelines; and any other Guidelines relevant to local level disaster management and disaster operations.
- The development, implementation and monitoring of priorities for disaster management for the local government area.

Strategic Policy Framework

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

- Ensuring a comprehensive, all hazards, all agencies approach by achieving the right balance of prevention, preparedness, response and recovery
- Supporting the mainstreaming of disaster preparedness and mitigation into relevant areas of activity of government, non-government, small business and corporations
- Aligning disaster risk reduction, disaster mitigation, disaster resilience and climate change adaptation policy and actions with international and national reforms.
- Promoting a transparent, systematic and consistent approach to disaster risk assessment and management, based on the Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk Management – Principles and guidelines
- Recognising the commitment of stakeholders and the need for collaboration across all levels of government, community, industry, commerce, government owned corporations, private and volunteer organisations, and local communities in all aspects of disaster management
- Emphasising building and maintaining sincere relationships, trust, teamwork, consultative decision-making and shared responsibilities among stakeholders
- Promoting community resilience and economic sustainability through disaster risk reduction.

Scope

The Woorabinda local government area extends over 391.2 sq km and is situated approximately 170km west of the Rockhampton city centre at latitude 24° 7' 0" S and longitude 149° 27' 0" E. The Woorabinda local government area (Figure 1) is bounded entirely by the Central Highlands Regional Council area.

Figure 1: Map of Woorabinda Shire

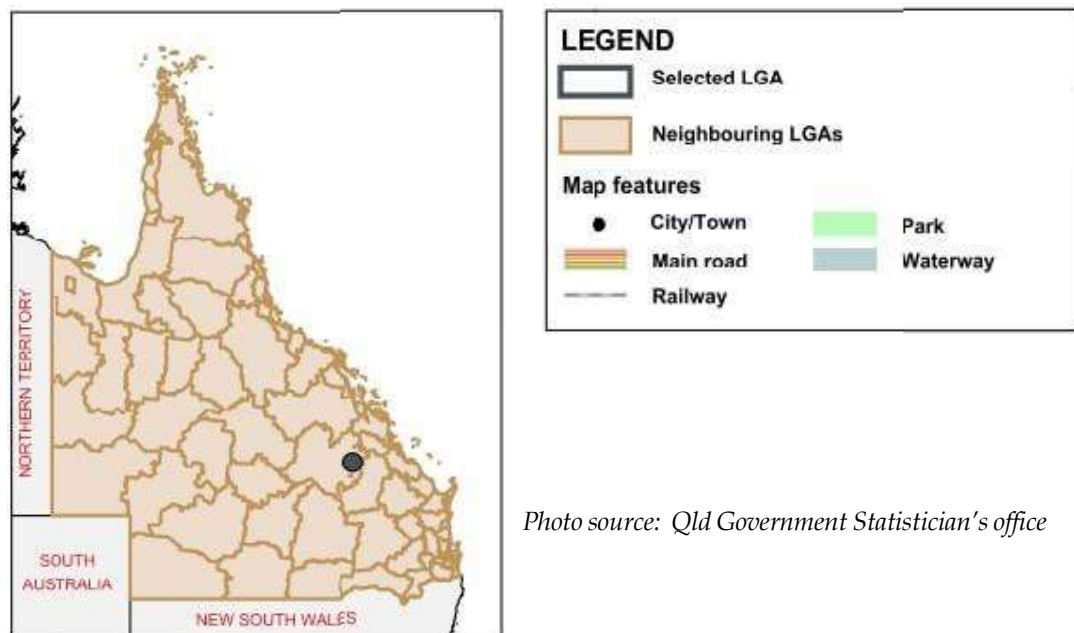
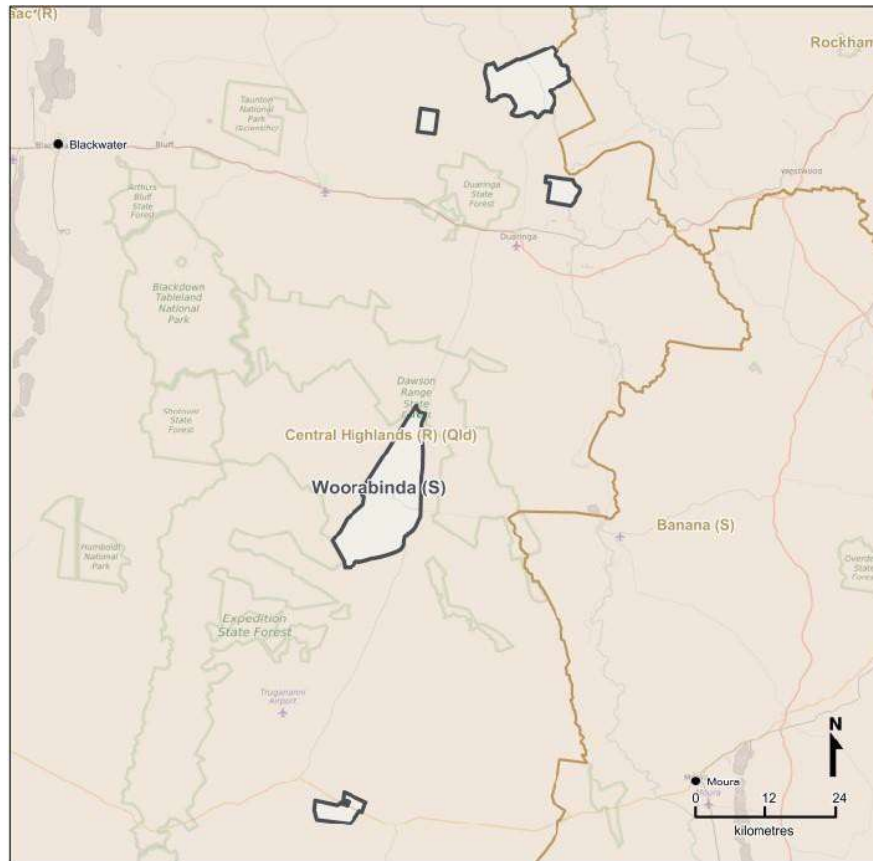


Photo source: Qld Government Statistician's office

Disaster Management Priorities

Disaster management priorities for the WASC will ensure compliance with the disaster management legislation and will provide a sound legal grounding for disaster management within the Woorabinda Local Government area:

- Develop and deliver community initiative to mitigate, prevent, prepare for, respond to and recover from disasters.
- Plan, prepare and provide a disaster response capability for the community.
- Support and provide in-kind assistance to the State Emergency Service and the Rural Fire Service to effectively perform their functions.
- Develop a training and exercise plan for disaster / emergency management.

Review and Renew Plan

This local disaster management plan will be reviewed by members of the LDMG under the following circumstances:

- At least once in each twelve-month period,
- Following activation of the LDMG in response to an event,
- Following significant changes to the planning / threat environment to the community.
- In response to changes in the planning guidelines, or
- In any other circumstance the Chair believes appropriate.

When reviewing the effectiveness of the plan, the LDMG should include **a minimum of one practical exercise per annum**, involving as many relevant organisations, authorities and stakeholders as possible.

Plan review will be conducted annually by a working group of the LDMG as follows:

March	Working group reviews and amends (as required) the main plan
May	Draft plan submitted to full Disaster Management Committee for acceptance/amendment
July	Reviewed plan submitted to Council for endorsement
November	Updated plan submitted to Approving Authority for approval

The master contact list for all organisations/persons involved in disaster management arrangements will be updated at each LDMG meeting and will be held by the Local Disaster Coordinator.

Review of Operational Plans

The Disaster Management Functional Support Plans will be reviewed by a working group appointed by the Co-ordinating Lead Agencies, as follows:

April – July	Working groups review and amend (as required) support / functional plans
September	Draft amended plans submitted to full Disaster Management Group for acceptance or further amendment
October	Reviewed plans submitted to Council as part of the Main Plan

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

Integration with Council’s Corporate and Operational Planning Processes

Disaster management and disaster mitigation strategies will be integrated within the Council’s Corporate plan.

Mitigation works will link with identified hazards within the Shire.

Annual revision of this Plan will be linked with the normal business planning processes undertaken by the Council every year to ensure that budgets (adopted by 31 July each year) are apportioned to the mitigation works planned as referenced in Table 1.

GOVERNANCE		
Goal	Outcome	Strategy
2.2 Disaster Management Plan is maintained and actioned as required.	22.1 Council has a coordinated response to and builds the community’s resilience to natural or man-made disasters to minimise adverse effects on the community.	22.1.1 Ensure that a quality and up to date disaster management plan is in place. 22.1.2 Conduct regular Local Disaster Management Group meetings. 22.1.3 Emergency Management resources and equipment and maintained an available.

Table 1 – WASC Strategic Plan reference

Local Disaster Management Group

Establishment

The WASC has established a LDMG as a requirement under s. 29 of DM Act 2003 and the functions of the Group (s. 30 of the DM Act 2003).

Membership

The membership and contact details of the LDMG are annexed to this plan at Annexure A.

The Disaster Management Act 2003 stipulated:

1. A LDMG consists of the persons appointed as members of the group by the relevant Local Government for the group;
2. At least one person appointed to the group must be a Councillor of a Local Government, and
3. The relevant Local Government for a local group may appoint a person as a member only if it is satisfied the person has the necessary expertise or experience to be a member.

The LDMG is responsible for the effective and efficient implementation of this plan and is responsible for planning the coordination of operation should an event occur requiring the implementation of this plan.

Relevant training must be undertaken by each member of the group.

The LDMG will be comprised of the following person;

Chairman: Mayor WASC

Deputy Chairman: Deputy Mayor WASC

Local Disaster Coordinator: Employee of the WASC nominated by Council

Members:

- Mayor, Chair Local Disaster Management Group (LDMG)
- Deputy Mayor, Deputy Chair, LDMG
- Chief Executive Officer, Local Disaster Coordinator (LDC)
- Deputy LDC
- CEO, Woorabinda Pastoral Company
- Officer-In-Charge, Woorabinda Queensland Police Service,
- Officer-In-Charge, Woorabinda Queensland Ambulance Service
- Area Manager, Central Highlands Area, Queensland Rural Fire Service
- Director of Nursing, Woorabinda Hospital
- First Officer, Rural Fire Brigade, Woorabinda
- Community Recovery Coordinator
- SES Team Leader Local Branch (When appointed)
- Regional Liaison Officer, Queensland Reconstruction Authority

Adviser: Representatives from other State or Local Government Departments, Industry or other community organisations deemed necessary by the Committee to act as advisers for a particular event such as:

Organisation	Organisational Position/s
Yoonthalla Services Woorabinda	Chief Executive Officer
Woorabinda Community Justice Group	Board Member
Wadja Wadja High School	Principal
Woorabinda Pastoral Company	Manager
Churches	A representative of each denomination
Friendly Grocer Woorabinda	Proprietor
Community Groups	Head/Chairperson/Leader
Department of Communities, Housing and Digital Economy	Customer Service Manager
Department of Energy and Public Works	District Manager and Service Delivery Manager
Department of Transport and Main Roads	
State Emergency Services	Fire Warden and QPS OIC.
Ergon Energy	
Telstra	
Red Cross	

Appointment of representative to District Group

The WASC Mayor is the nominated member of the Rockhampton District Disaster Management Group.

Notice about membership of a Local Disaster Management Group

The Local Disaster Coordinator (LDC) for a local group shall once per annum give written notice of the members of the group to: -

- (a) The Executive Officer of the State Group; and
- (b) The Chairperson Rockhampton District Disaster Management Group.

Changes to the executive membership will be forwarded to the State and District Groups as they occur.

Sub-Groups

There are currently no sub-groups to the Woorabinda Local Disaster Management Group.

Roles and Responsibilities

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

- Participate and ensure they are appropriately trained to effectively and efficiently perform the functions required of them as an LDMG member.
- Are available to attend and participate in LDMG activities with the full knowledge of their agency resources and services and the expectations of their agency.
- Can capably and actively represent their Agency, are available and appropriately briefed to actively participate in LDMG activities.
- Will actively contribute their Agencies input into LDMG plans, projects and operations and use the full potential of their agency or function, while recognising any limitations;
- Are appropriately positioned within their agency to be able to commit agency resources to LDMG normal business activities; and
- Have a deputy who is appropriately trained to take on their responsibilities should they be unavailable or to provide additional support during extended operations.

Organisation	LDMG Position	Responsibilities
GROUP MANAGEMENT	Chairperson LDMG	<ul style="list-style-type: none"> • Preside at meetings of LDMG • Determine the time and place for LDMG meetings. • Activate the LDMG as appropriate and after consultation with the relevant controlling authorities. • Activate the Disaster Coordination Centre as a response to a worsening situation or at the request of relevant control authority. • Operational decision making. • Release of community information regarding the event through media liaison officer or delegate. • Conduct debriefs as soon as possible at the conclusion of operation but within 7 days.
	Deputy Chairperson LDMG	<ul style="list-style-type: none"> • Preside at meetings of LDMG in absence of Chairperson. • Perform functions of Chairperson when delegated.
	Local Disaster Coordinator - LDMG	<ul style="list-style-type: none"> • Assist the LDMG manage and coordinate its business. • Assume coordinating role in the event of disaster when necessary, or when requested by control authority. • Notify District Disaster Coordinator and Executive Officer to the District Disaster Management Group of alert/standby/action. • Maintain close liaison with District Disaster Coordinator and Executive Officer to the District Disaster Management Group, State Emergency Service and other combat authorities in the event of a disaster / emergency. • At the conclusion of operations and on advice from control authority, recall participating organisations and close down Disaster Coordination Centre.

Organisation	LDMG Position	Responsibilities
<p style="text-align: center;">PLAN MANAGEMENT</p>	<p style="text-align: center;">LDMG</p>	<ul style="list-style-type: none"> • Ensure that Disaster Management and Disaster Operations in the area are consistent with the State Groups strategic policy framework for Disaster Management for the State and Disaster Operations in the area. • Develop effective Disaster management and regularly review and assess the Disaster Management Plan. • Assist Woorabinda Aboriginal Shire Council to prepare a Local Disaster Management Plan. • Identify, and provide advice to the Rockhampton District Disaster Management Group about support services required to facilitate Disaster Management and Disaster Operations in the area. • Ensure the community is aware of ways of mitigating the adverse effects of an event and preparing for, responding to and recovering from the disaster. • Manage Disaster Operations in the area under policies and procedures decided by the State Group. • Provide reports and make recommendations to the Rockhampton District Disaster Management Group about matters relating to Disaster Operations. • Identify, and coordinate the use of resources that may be used for Disaster Operations in the area. • Establish and review communications systems in the group and with the Rockhampton District Disaster Management Group in the event of a disaster. • Ensure information about a disaster in the area is promptly given to the Rockhampton District Disaster Management Group. • Conduct annual exercises to test/review the Local Disaster Management Plan. • Coordination of activities of member organisations in times of emergency.
<p style="text-align: center;">LIAISON with DISTRICT GROUP</p>	<p style="text-align: center;">Chairperson and Local Disaster Coordinator LDMG</p>	<ul style="list-style-type: none"> • Attend meetings of District Disaster Management Group. • Liaise with Executive Officer District Disaster Management Group in relation to advice and support services available to the local group.

Organisation	LDMG Position	Responsibilities
Organisation	LDMG Position	Responsibilities
Community Awareness	LDMG	<ul style="list-style-type: none"> • Develop community awareness and education programs on an annual basis • Conduct community awareness education programs. • Provide and distribute information brochures to members of public.
Operational Planning	Members LDMG	<ul style="list-style-type: none"> • Regularly review and revise Local Disaster Management Plan – Sub Plans to ensure operational readiness. • Prepare Standard Operating Procedures relevant to all areas of operations.
Coordination of Disaster Management Training	Local Disaster Coordinator and Emergency Management Coordinator, QPS	<ul style="list-style-type: none"> • Conduct annual exercise/s to test/review Local Disaster Management Plan and ensure staff are trained in Disaster Management. • Conduct skills audit of disaster coordination centre volunteers. • Identify training requirements of disaster coordination centre volunteers. • Implement/resource training courses for disaster coordination centre volunteers. • Identify training requirements of other disaster management Staff. • Implement/resource training courses for Disaster Management staff.

Roles and responsibilities of participating agencies

All agencies should be involved in the formulation of the local disaster management strategies.

The roles and responsibilities enumerated in this section are seen as an extension of the normal day to day business of the agencies involved. It is to be remembered that no organisation will normally be required to be involved in any activity which is not related to that agency's core business.

Agency	Roles and Responsibilities
Local Government	<ul style="list-style-type: none">• Management and administration of the LDMG• Design, maintenance and operation of a Disaster Coordination centre (including training of sufficient personnel to operate the centre on behalf of the Woorabinda Aboriginal Shire LDMG• Coordination of impact assessment and disaster response• Coordination of immediate welfare and recovery needs in conjunction with the Department of Communities Child Safety and Disability Services and the Red Cross (including the management of evacuation centres)• Coordination of communications systems between response and recovery agencies• Maintenance of the Local Government function (via Local Government Business Continuity Contingency Planning)• Maintenance of normal Local Government services to the community;<ul style="list-style-type: none">- Water- Sewerage- Refuse disposal- Public health- Animal control- Environmental protection- Maintenance of a disaster response capability- Maintenance of community warning system- Ensure that council members and staff undertake disaster management training and coordination centre training when available

Agency	Roles and Responsibilities
Local Disaster Management Group (LDMG)	<ul style="list-style-type: none"> • Development of the comprehensive Local Disaster Management Planning strategies • Design and maintenance of a public education/awareness program • Design, maintenance and operation of a Local Disaster Coordination Centre, including the training of sufficient personnel to operate the Centre • Coordination of support to response agencies • Reconnaissance and impact assessment • Provision of public information prior to, during and following disaster event impacts • Community awareness / education and issue of public warnings and information • Recommendations and advice regarding areas to be considered for evacuation • Identification, resourcing staffing and operation of Evacuation Centres • Provision of locally based community support services • Support of the State Emergency Service
Queensland Police Service (QPS)	<ul style="list-style-type: none"> • Preservation of peace and good order • Prevention of crime • Security of any site as a possible crime scene • Investigation of the criminal aspect of any event • Coronial investigation procedures • Traffic control, including assistance with road closures and maintenance of roadblocks • Crowd management/public safety • Coordination of search and rescue (See State Rescue Policy) • Security of evacuated areas • Registration of evacuated persons (activity undertaken by Red Cross, where they have a presence)
Emergency Management Coordinator, QPS	<ul style="list-style-type: none"> • Provide advice and assistance to all agencies and committees within the Queensland disaster management system. • Provision of coordination, policy, planning and operational advice and assistance to disaster managers at all levels of the State's disaster management arrangements • Provision of management, administrative, equipment and training support to the State Emergency Service • Facilitation of a comprehensive approach to disaster management

	<ul style="list-style-type: none"> • Coordination of the provision of disaster management training
State Emergency Service (SES)	<ul style="list-style-type: none"> • Assisting the community to prepare for, respond to and recover from an event or disaster • Public Education • Search operations for missing persons • Emergency repair/protection of damaged/vulnerable buildings • Assistance with debris clearance
Queensland Health	<ul style="list-style-type: none"> • Assessment, treatment and transportation of injured persons • Assistance with evacuation (for medical emergencies) • Provision of advice regarding medical special needs sectors of the community • Co-ordination of medical resources • Public health advice and warnings to participating agencies and the community. • Psychological and counselling services for disaster affected persons. • Ongoing medical and health services required during the recovery period to preserve the general health of the community
Queensland Fire and Rescue Service (QFRS) Rural	<ul style="list-style-type: none"> • Fire control • Fire prevention • Management of hazardous material situations
Ergon	<ul style="list-style-type: none"> • Maintenance of electrical power supply • Advice in relation to electrical power • Restoration of power • Safety advice for consumer
Department of Housing and Public Works	<ul style="list-style-type: none"> • Public Education • Co-ordinate temporary housing arrangements • Safety advice to tenants • Notify tenants preventative measures prior to flood season • Notify tenants to keep homes clear of flammable materials (long grass and rubbish in yards)
Queensland Reconstruction Authority	<ul style="list-style-type: none"> • Empowers and supports LDMGs by ensuring they have access to funding, technical expertise, and recovery frameworks

Meetings

The Woorabinda Shire Council LDMG has an obligation under the Act to meet twice per year. Traditionally these meetings have been held prior to and post the traditional wet season.

The LDC of the Woorabinda LDMG will schedule these meetings and notify the members. All meetings will be minuted, and a copy of these minutes will be sent to the district group.

Reporting

The LDC of the local group is responsible for the administrative and reporting obligations of the group.

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

- Conduct of meetings,
- Keeping of meeting minutes
- Maintenance of contact list,
- Maintenance of membership lists
- Updating of the local plan,
- Registration of correspondence, and
- Reporting (as listed)

The following reporting must be undertaken by the group:

Report	Submitted to	Frequency	Format
Meeting minutes	DDMG/SDMG	Following every meeting	Council minutes
LDMG status report	DDMG/SDMG	Yearly	Issued by SDMG
LDMG membership	DDMG/SDMG	Yearly	With Above
Situation reports	DDMG	As requested	As issued
Activation reports	DDMG	As required	Issued by DDMG

Disaster Risk Assessment

Community Context

Feature	Relevant information and considerations
Geography	<p>The local government area of Woorabinda Shire has a total area of 391.2 km² and is located some 57 kilometres by road from the township of Duaringa. It is situated in a valley area bounded by the Dawson and Expedition Ranges. The only significant nearby watercourse is Mimosa Creek. The Central Highlands Regional Council wholly encompasses the WASC area.</p> <p>The only town within the Council area itself is Woorabinda. Blackboy Station, located on Blackboy Creek. From Woorabinda it is 50 kilometres north to the Capricorn Highway. From this junction, the township of Duaringa is 7 kilometres to the east and Blackwater township is located 74 kilometres to the west. Both of these towns are in the Central Highlands Regional Council. The township of Baralaba (Banana Shire) is located approximately 33 kilometres to the east of Woorabinda.</p> <p>The Council area is adjacent to a major connecting road (partly sealed) between the Dawson and Capricorn Highways. This road is trafficked by both light and large road trains.</p> <p>Deed of Grant in Trust The Woorabinda Local Government Shire consists of 5 parcels of land with a total area of approx. 39,000 hectares which are held by Council under a Deed of Grant in Trust (DOGIT). These lands (shown in Figure 1) are known as:</p> <ul style="list-style-type: none"> • Woorabinda (21,900 hectares) • Foleyvale (10700 hectares) • Sorrell Hills (1245 hectares) • Zamia Creek (2822 hectares) (Non-DOGIT) • Duaringa Block (2173 hectares) <p>Note: Council also owns freehold property at Stoney Creek 4800 an issue that relates specifically to the DOGIT or specific land issues, a meeting of Trustee's is to be held and documented through meeting minutes.</p>
Climate and Weather	<p>The region has an average daily temperature range of 15.4°C to 29.2°C and on average Woorabinda Shire receives 674mm of rainfall each year.</p>

Feature	Relevant Information and Considerations
Population	<p>As at 30 June 2021, the estimated resident population of Woorabinda was 1,019 persons.</p> <p>As at 30 June 2021, 35.4 per cent of persons in the region were aged 0 to 14 years, 6.7 per cent were aged 15 to 64 years and 5.8 per cent were aged 65 years and over.</p> <p>As at 30 June 2021, the median age for the region was 23 years, that has stabilised over the five-year period from 30 June 2016 to 30 June 2021.</p> <p>At the time of the 2021 Census, the region had 933 persons who stated they were of Aboriginal or Torres Strait Islander origin, representing 91.6 per cent of the total population.</p> <p>At the time of the 2021 Census, there were a total of 231 families in the region. The family type with the largest number of families was one-parent family (145 families), accounting for 62.5 percent of all families in the region.</p> <p>At the time of the 2021 Census, 0.0 per cent of the occupied private dwellings in the region were fully owned, 1.3 percent were being purchased and 97.1 per cent were being rented.</p> <p>At the time of the 2021 Census, the region has 273 occupied private dwellings with an internet connection, or 34.4 percent of all occupied private dwellings.</p> <p>There may be residents on outlying properties from time to time.</p>
Cultural Considerations	<p>While dealing with the Woorabinda Aboriginal Community it is important to consider the language being used is culturally appropriate understandable by those you discuss or speak with regarding disaster management issues.</p> <p>Respect indigenous people's values and culture and let them make decisions for themselves, especially in terms of evacuation.</p> <p>Identify the stakeholders, to know them, to listen to them and modify your style of communication to suit them.</p> <p>Ensure there is a two-way communication or consultation with the people, when there are decisions being made on their behalf.</p> <p>Elders have a significant role in emergency management – people listen to the Elders and base their decisions on that.</p> <p>Don't feel threatened if you are being criticised by the community - to be criticised could mean that they are concerned about how things are being done – and it is actually a positive sign that what you are doing really matters.</p>

Feature	Relevant Information and Considerations
Vulnerable People	<p>At the time of the 2021 Census, the region had 55 persons in need of assistance with a core activity; representing 5.3 per cent of the total population.</p> <p><i>* In need of assistance includes people with a profound disability or severe disability. People with a profound or severe disability are defined as needing help or assistance in one or more of the three core activity areas of self-care, mobility and communication because of a disability; long term health condition (6 months or more) or old age</i></p> <p>People highly vulnerable to the impacts of hazards including young people and the elderly, and those with a disability. Include an awareness of where these people are likely to be situated, the requirements to support their early evacuation and strategies required to tailor messages to these populations and their carers.</p>
Community Preparedness	<p>At the time of the 2011 Census, Woorabinda Aboriginal Shire Local Government Area (LGA) had 28 volunteers aged 15 years and over. This represented 4.7 per cent of total persons aged 15 years and over in the region.</p>
Community Capacity	<ul style="list-style-type: none"> • QAS – has 2 vehicles at Woorabinda • Rural Fire – appliance 1 rural 1 older urban • State Emergency Service – trailer – limited capacity at present • QPS – Station with limited resources • Health – Woorabinda Hospital / Multi Purpose Health Service • Guest house – 14 beds • Rehab Facility – 6 beds
Industry	<p>At the time of the 2011 Census, Health Care and Social Assistance was the largest industry of employment for Woorabinda Aboriginal Shire Local Government Area (LGA) usual residents, with 66 persons or 31.9 per cent of the employed labour force. Other industries with relatively large numbers of employed person included Public Administration and Safety (42 persons or 20.3 per cent) and Education and Training (32 persons or 15.5 per cent).</p> <p>A specialisation ratio measures the representation of an industry's share within the Woorabinda Aboriginal Shire LGA, relative to Queensland's industry share. The highest specialisation ratios in the region occurred in the industries of Public Administration and Safety (3.02), Health Care and Social Assistance (2.68) and Other Services (2.50).</p>

Feature	Relevant Information and Considerations
Critical Infrastructure (Transport)	<p>Major roads in the Shire are the north access road to Duaringa and east to Baralaba – double lane sealed to township. Both roads are subject to flooding for prolonged periods.</p> <p>Southern access road is partially sealed to Bauhinia Downs. This road is subject to flooding for prolonged periods.</p> <p>Other roads within the Shire (to Blackboy) are partly sealed, although when flooding occurs is not passable at the two creek crossings of Blackboy and Lilly.</p> <p>The roads around the main section known as Woorabinda may be cut off at Pearl and Perch Creek to the north along the Fitzroy Development Road, Mimosa to the south and the Anabranck to the east along Baralaba/Woorabinda Road along with other sections of low-lying areas towards Baralaba.</p> <p>Airstrip – sealed 1.2km long, on the eastern side of town. This airstrip was used for resupply operations, freight and passenger movements during the flood event 2010. As pilot activated lighting and a maximum capacity is for C130 (Hercules).</p> <p>Helicopter landing is also at the Airstrip 3km from the township.</p> <p>Other strips reliability unknown and can generally not be included in planning.</p> <p>Keys to access the strip are available through the WASC.</p> <p>Access to Foleyvale when the McKenzie River is flooded is via a grass airstrip.</p>

Feature	Relevant Information and Considerations
Critical Infrastructure (Utilities)	<p>Power – is supplied to Woorabinda via the Baralaba sub-station by Ergon Energy. Feeder lines run through from Baralaba-Woorabinda Road.</p> <p>No base load power stations are located within the Shire area. Ergon Energy is the operator of the high voltage transmission lines and reticulation network providing power to consumers.</p> <p>Requests may be required for Ergon to supply large generators to service critical sections of the town or supply a number of smaller generators in order to keep the water treatment plant and the sewerage pumping stations working.</p> <p>Sewerage – After a disaster the provision of temporary ablution facilities may be required where existing facilities are damaged or additional facilities are required. Temporary facilities will also be required where temporary camp sites, either short term or long term, have been established. During extended power outages auxiliary power will be required to ensure sewage pump stations remain operational. If power was to fail generators would need to be supplied for the 3 pump stations – 2 small 6 kwa, 1 large 12.5 kwa.</p> <p>Water – Provision for a safe and adequate supply of water is essential. The bacteriological, chemical and physical condition of water for human consumption should comply with established standards. In most instances, the provision and treatment of water will be the responsibility of Council. During power outages auxiliary power will be required to ensure correct chlorination of the water supply is maintained. If power supply was interrupted 2 small generators for the chlorine closing pumps would be required.</p>

Feature	Relevant Information and Considerations
Critical Infrastructure (Communications)	<p>Television / Radio – designed to involve local people in the provision of local content for radio broadcasts and programming as well as providing information and communication services. The radio station is Boongarra and has a 27km radius.</p> <p>UHF / HF / VHF two-way radios – SES has a number of handheld and base radios utilising UHF frequency. Agencies such as Police and Queensland Health, have their own radio communications used in times of activation. QAS have their radio communications based on the Dawson Range.</p> <p>Telephones (Landline, Mobile and Satellite) – The traditional telephone communications system comprises mostly underground cables and telephone exchanges operated by Telstra. The Telstra tower (with GPS coordinates - 24.112875,149,509335) is located on the Bauhinia Downs Road it has secondary power being batteries</p> <p>Mobile telephone towers are installed and operated by various service providers.</p> <p>Internet, SKYPE type communications and video conferencing are available in the area.</p>

Feature	Relevant Information and Considerations
Essential Services	<p>Hospital – Multi Purpose Health Service provides acute inpatient, general outpatient and emergency care from the main Hospital Campus, residential Aged Care from the Yumba Binda Hostel, community health, community aged cared, and alcohol and drug services. There is also a satellite renal unit situated at the main hospital campus.</p> <p>The Woorabinda MPHS is staffed by 60 staff including nurses, community health workers, admin and operational support staff. There are two doctors, and a psychologist and pharmacist also on staff. The Director of Nursing is the officer in charge. A variety of visiting specialist and allied including regular dentist, and mental health services, operate from the hospital.</p> <p>The service has 7 acute care beds, one cot, 2 emergency bays, 14 aged care beds, 4 renal chairs. Yumba Binda Hostel has five closed rooms able to be used in emergency.</p> <p>Medical needs and emergencies outside the capabilities of the Hospital are transported to the Regional centre of Rockhampton.</p> <p>The Hospital and Yumba Binda Hostel facilities both have a secondary power source.</p> <p>Ambulance – There are two QAS officers attached to the Woorabinda QAS.</p> <p>QPS – There is currently a ten officer police station located in the township of Woorabinda. There are police stations located at Duaringa and Baralaba which may provide assistance as required depending on road closures.</p> <p>Fire Service – There are no Queensland Fire Service urban personnel in the community. The nearest Auxiliary units are located at Baralaba and Duaringa.</p> <p>SES – The SES unit currently works from a demountable building located in the Woorabinda township. The building is located adjacent to the Emergency Services Shed which houses equipment. The SES has use of a 4 x 4 vehicle, a trailer, road accident rescue equipment, first aid and lighting equipment etc.</p>

Feature	Relevant Information and Considerations
Hazard Sites	<p>Sites that produce or store hazardous materials that by content and / or location pose a potential risk.</p> <p>Service Station – diesel and opal fuels</p> <p>Council Workshop</p> <p>Chlorine and sulphuric acid tanks – swimming pool facility. Chlorine storage at the Reservoir and sulphuric acid near Black Boy Camp.</p> <p>Water Treatment Plant and Swimming Pool.</p>
Public Buildings, Spaces and Events	<p>As at 30 June 2025 in Woorabinda Aboriginal Shire Local Government Area (LGA), there was 1 aged-care service provider (secondary power source), with a total of 30 places in operation.</p> <ul style="list-style-type: none"> • Shire Council building • School building (primary and secondary) • Kangaroo stadium • Opal Hall • Hospital – secondary power source • Yumba Binda Hostel, (secondary power source) • Sporting complex (open area) • Child Care Centre • Family Centre • Red Cross • League or sporting events would attract more people into the town.
Local Enterprises	<p>Local store (Supermarket), Café (secondary power source), Post Office, butcher, fuel station and the Woorabinda Pastoral Company.</p> <p>There are a number of fledging trades commencing operations within Woorabinda including builders, carpenters, cabinet makers, painters etc.</p>

Information source: Australian Bureau of Statistics, Census of Population and Housing 2011, Basic Community Profile.

Hazards

The main threats to the WASC area have been identified as:

Natural Hazards

- Severe weather / storms
- Bushfire
- Flood
- Earthquake
- Epidemic human disease
- Animal disease

Non-Natural Hazards

- Major transport incident
- Failure of critical infrastructure
- Hazardous materials accident

1. Severe Weather / Storms

The risk of a destructive storm is confined to the summer months and the warning time is usually too short for any precautionary action to be effective. The effects are usually localised varying from torrential rain to wind causing structural damage and hail causing impact damage.

The WASC and LDMG representatives are to organise a joint information / education program to ensure clean-up of residents' yards prior to the storm season. It is acknowledged that additional support may include SES support for tarping of houses etc.

2. Flooding

The roads around the main section known as Woorabinda may be cut off at Pearl and Perch Creek to the north along the Fitzroy Development Road, Mimosa to the south and the Anabran to the east along Baralaba/Woorabinda Road along with other sections of low-lying areas towards Baralaba.

3. Epidemic

The outbreak of any infectious diseases in Woorabinda could cause the health system to be taxed to its limits and may involve the isolation and quarantine of large numbers of people for a protracted period. The bio-security risk for Woorabinda is considered to be low.

There is a current Pandemic management plan located at the Woorabinda Hospital.

Influenza pandemics are severe outbreaks that rapidly progress to all parts of the world, associated with the emergence of a new influenza A virus subtype to which the overall population has no immunity. Characteristics of a pandemic include:

- Outbreaks occur concurrently throughout the world
- Disease may occur outside the usual season, including during summer
- A high attack rate in all age groups
- Waves of disease before and after the main pandemic.

Influenza pandemics occur at irregular intervals. Table 1 provides a summary of influenza pandemics during the 20th century.

Table 1: Summary of Influenza pandemics during the 20th century

Year	Name of Pandemic	Attack Rate	Estimated Mortality	Highest Mortality Risk Group
1918-1919	Spanish Flu	28-90%	20-40 million	20-45 year olds
1957-1958	Asian Flu	20-70%	1/2,000 to 1/10,000 infections	Those aged over 65 years
1968	Hong Kong Flu	25-30%	1/2,000 to 1/10,000 infections	Those aged over 65 years
2020-2023	Covid-19	5001 deaths in Australia by 2023 Aboriginal and Torres Strait Islander people, the age-standardised	ATSI 1.5 times higher mortality rate	Those aged 85 and over

Factors that influence the likelihood of a pandemic occurring include:

- the emergence of a new viral subtype
- the virus being virulent enough to cause disease in humans
- the capacity of the virus to spread efficiently from person to person

The impact of widespread disease on the social structure of the shire would be dependent on the strain of virus prevalent in the community. This may range from short term illness to widespread deaths from the disease.

At a minimum it is expected that the community would experience hardship from social distancing measures including:

- Absenteeism from the workplace due to illness,
- Requirement to care for ill family,
- Closure of schools requiring parents to care for children,
- Reduction in social events, and
- Care for those quarantined at home unable to access normal facilities.

In the worst case of a disease with a high morbidity rate the impacts on the social structure would be significantly higher. In addition to the items listed above these would include:

- Significant increase in death rate within the shire,
- Higher admission rates to the health facilities,
- Losses of key staff,
- Periods of grieving from family and friends of deceased, and
- General fear in the community.

The reduction in the available workforce within the shire would lead to a reduction in the services available. Whilst the disease would not directly impact on the physical lifelines reduced staff may lead to maintenance issues and reduced operating capacity.

Business continuity planning would necessitate that reallocation of staff to maintain these essential lifelines.

4. Earthquakes

Although considered a minimal risk, the threat of earthquake is a possibility, but the consequences are considered to be low. Such an event could create damage to structures and infrastructure and cause injury to persons.

5. Exotic Diseases

An exotic animal/plant disease outbreak is a potential problem. A disease of this nature could be introduced from animal or plant material inadvertently brought into or traversing through the area. Because of the livestock population of the area as well as a feral animal population, a disease, once established, would be difficult to eradicate.

An exotic disease incursion or a serious outbreak of an emerging or endemic disease could cause serious production losses to livestock industries in this country, jeopardise exports of livestock and livestock products and/or have serious public health implications. It is therefore essential that effective contingency plans and competency-assessed, trained personnel are available to counter such diseases.

The Australian Veterinary Emergency Plan (AUSVETPLAN) is a coordinated national response plan for the management and wherever possible, eradication of exotic disease incursions and outbreaks of certain

emerging or endemic animal diseases. The term 'emergency animal disease' (EAD) is used in this manual to collectively describe all these disease categories.

In most cases, where this is applicable and is considered to be cost-effective, the policy for control and eradication of an EAD will be stamping out. This would involve:

- Quarantine and/or movement controls;
- Destruction and disposal of infected and exposed animals;
- Decontamination of infected premises;
- Surveillance of susceptible animals; and
- Restriction of the activities of certain enterprises.

These measures may be supplemented where necessary (or replaced when stamping out is not appropriate) by one or more of the following options:

- Vaccination;
- Vector or wild animal control, and
- Animal treatment.

Infected and disease-free zones may be established to contain the disease agent and to protect Australia's export trade.

Experiences drawn from the foot and mouth outbreak in the United Kingdom show.

- Isolation of property owners and staff unable to leave the infected property,
- 100% stock loss on some properties resulting in unrecoverable losses,
- Individuals being targeted with blame for introduction or spread of disease, and
- Loss of market confidence.

The effect of exotic disease in animals on the economy would be significant. The impact on the economy will be dependent on the nature of the disease and the control measures required to contain it.

The current risks in this category are both Botulism in cattle and Parvo virus in dogs.

These are both present in the community now. Only Parvo has the potential to affect human life.

6. Road Accidents

Large road-trains frequently utilise the Duaringa-Bauhinia Downs road, which passes near Woorabinda. There is a distinct possibility of a severe accident occurring with passenger vehicles, school buses or other heavily laden semi-trailers. Organisational capability may require the involvement/activation of disaster management arrangements to support the response to such an event.

7. Aircraft Accidents

Woorabinda has a sealed airstrip that is utilised by the Royal Flying Doctor Service. It is regularly overflown by commercial and military aircraft.

8. Fires – Rural and Urban

Woorabinda and surrounding areas are subject to wildfire. Additionally, the structures within Woorabinda are also subject to the possibility of fire events, which could require a large scale response.

The risk to people from rural fires is considered low. The risk from urban fire is higher due to the lack of structural firefighting capability in the shire. Risk may vary dependant on the fuel load present following a wet season.

Fires in the shire are often inaccessible and are normally left to burn, the priority is for asset protection.

The cause of fire varies but may be the result of lightening or hazard reduction burns becoming unmanageable.

A council education program around fire mitigation is required to ensure that no rubbish is left in the yards that will be a fire or wind hazard.

10. Major Infrastructure Failure

The widespread loss of power, with consequential interference with telecommunications, water supply, or sewerage treatment systems will not have a significant impact on the community as the Council has strategic backup systems for water and sewerage and has a supply of battery-operated Satellite phones that will not be affected by localised telecommunication failure. These fail safes are expected to keep the community operational in the immediate post disaster period until a coordinated emergency response can be initiated utilising internal and external resources.

11. Interruption to Water Supply

The loss of power or break-down of equipment that pumps the town's water supply from the bore systems is a risk to this community. Back-up plans for power supply to the pumping station and maintenance of systems is considered essential.

12. Interruption to Power Supply

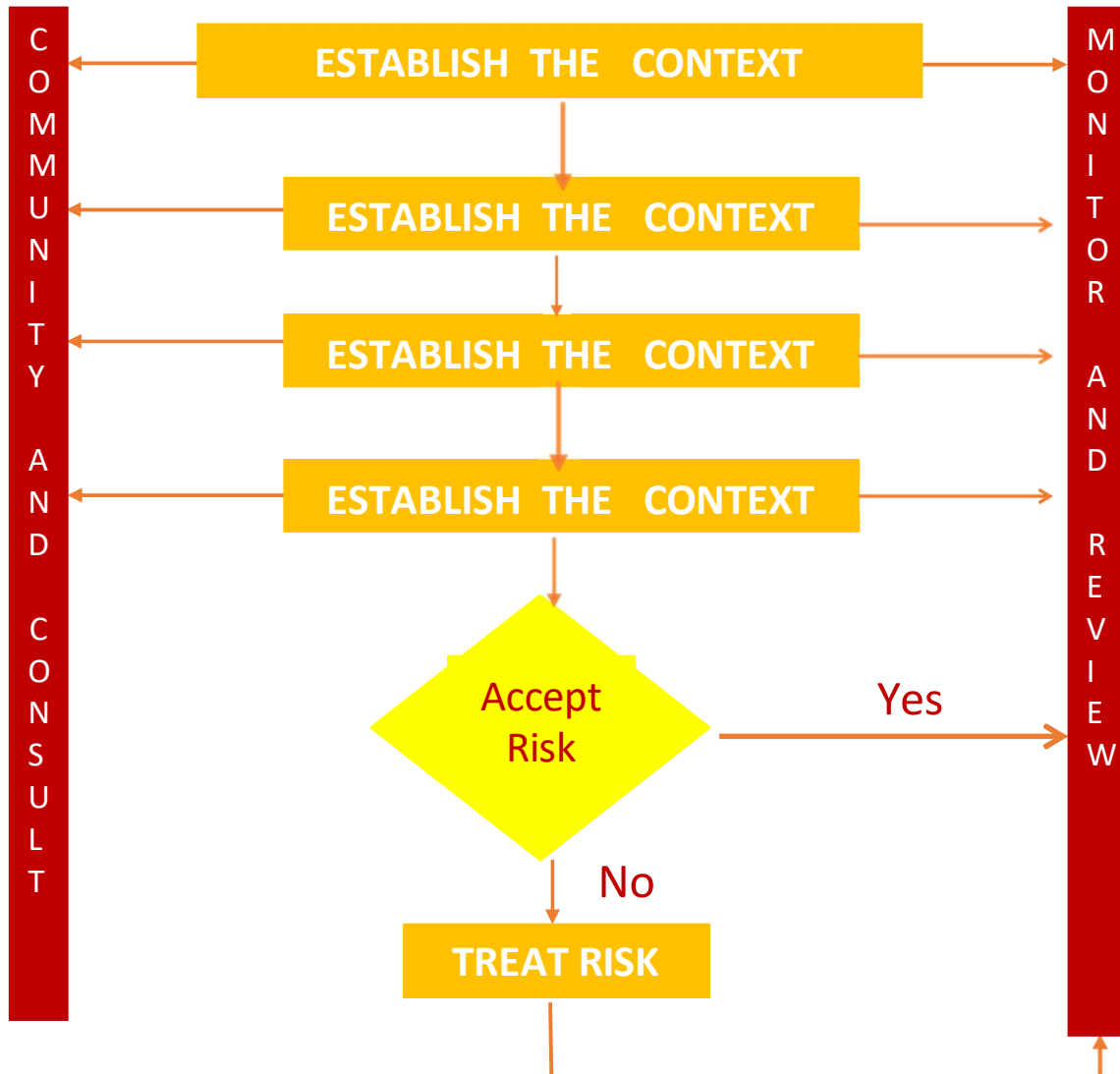
As Woorabinda relies on the supply of mains power from the Baralaba sub-station, there is a risk to the community if damage or interference occurs.

A loss of power affects all other infrastructure such as water and communications with limited auxiliary power within the community.

Risk Assessment

The Australian/New Zealand Standard on Risk Management (AS/NZS ISO 31000:2009) defines risk management as “the culture, processes, and structures that are directed towards realising potential opportunities whilst managing adverse effects”.

In terms of disaster mitigation and management, risk management is a process of identifying risks and hazards to a community in the event of a disaster.



Main Elements of the Disaster Risk Management Process

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

- The local community characteristics through an environmental scan;
- Hazards that may impact within the local government boundary and those which may impact across boundaries, including the associated risks;

- Treatment options and the capacity of the LDMG to implement these options.

Hazard Analysis

Hazards identified in this section have been rated in accordance with the following criteria:

A	Almost Certain	The event is expected to occur
B	Likely	The event will probably occur
C	Possible	The event should occur at some time
D	Unlikely	The event could occur at some time
E	Rare	The event may occur only in exceptional circumstances

Consequences Descriptions

No.	Descriptor	Scenario Impact			
		Physical	Community	Environment	Financial
1	Insignificant Risk	Some injuries	Some damage Little disruption to the community	Some impact on the environment, with no lasting effects.	Some Financial loss.
2	Minor	Significant injuries	Significant injuries	Serious impact on Environment with no long-term effects.	Significant Financial loss.
3	Moderate	Loss of life	Loss of life	Severe impact on environment with long-term effects.	Serious Financial loss
4	Major	Loss of life with significant community impact	Loss of life with significant community impact	Severe permanent damage to the environment.	Severe Financial loss
5	Catastrophe	Loss of life with catastrophic community impact	Loss of life with catastrophic community impact	Widespread severe permanent damage to the environment.	Widespread Severe Financial loss

Matrix – Level of Risk

Risk Table

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
A (almost certain) 1:10	H	H	E	E	E
B (likely) 1:50	M	H	H	E	E
C (possible) 1:100	L	M	H	E	E
D (unlikely) 1:500	L	L	M	H	E
E (rare) 1:1000	L	L	M	H	H

E	=	Extreme risk, immediate action required
H	=	High risk, senior management attention required
M	=	Moderate risk, management responsibility must be specified
L	=	Low risk, manage by routine procedures

Risk Treatment

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

A sub-group of the LDMG may be formed to address the issue, and to report back to the full LDMG.

Treatment options are designed to achieve one or a combination of likelihood and/or consequence reductions to the hazardous events. It may often be necessary to apply a mix of structural and non-structural treatments. For each risk there may be a range of possible treatment options. For example, the risk of flooding might have the following treatment options:

Reduce likelihood of flooding by:

- Construction of a levee
- Enhancing storm water drainage systems
- Controlling infill urban development so as not to build on watercourses

Reduce the consequence of flooding when it occurs by:

- Building roads to a higher standard to withstand flood waters
- Raising bridge heights so that people can still travel when a flood occurs
- Implementing a public warning system so that people can move their belongings before flood waters can damage them
- Building a cache of temporary flood barriers that can be deployed when flooding occurs
- Conducting a community awareness and education program to explain to people how they should prepare for floods and what they should do when they occur.

Transfer the risk associated with flooding by:

- Finding an insurance company to cover property that might be affected
- Accept the risk and do nothing further to reduce the risk; and manage the consequences of the flood through emergency response and recovery plans.

The disaster planning team should review all options to determine which options are the best. Clearly more than one option could be selected. It should also be noted that more than one agency might contribute to implementing the treatment options.

Mitigation Strategy

The WASC LDMG is committed to implementing and promoting knowledge and awareness amongst the community of disaster risks, consequences and the adoption of a planning approach to mitigating against those risks.

Public education consists of an ongoing awareness program conducted by the WASC and several statutory services. Information is distributed via pamphlets, community newsletters and radio to the community.

The shire works plan and treatments are incorporated into the shire corporate planning process.

Operational Planning

The Concept of Operations (COO) for the Woorabinda LDMG details the stages of activations of the group and the roles of the staff in the coordination centre. Within the COO document are the operational plans, these plans detail items that should be covered during different phases or actions of the response.

Management of Residual Risks

Throughout the risk management process there will be residual risks. These are the risks that cannot be reduced within the capacity of the shire. For the Woorabinda Shire there will be two main residual risks:

Staffing – it is recognised that the shire will lack the staff or specialised skill sets that may be required during an event.

This identified residual risks will be referred to the DDMG for inclusion in the district disaster management plan.

Engineering – In order to remove or significantly reduce certain risks the modification of assets through engineering will be required. As an example, in order to flood proof al critical infrastructure.

Residual risk will remain where these engineering modifications are not cost effective for the risk posed, this residual risk will be accepted by the shire.

Risk Analysis and Evaluation

Risk analysis is the process whereby an LDMG will decide which identified risks require treatment and which will be accepted or tolerated. During this process LDMGs should also identify the most appropriate treatments based on the level of risk and the resources and options available.

The process of risk analysis includes evaluating the source and possible consequences of the risk, and the likelihood that those consequences will occur. This can be achieved through the use of a risk matrix. The consequence of the risk is mapped against the likelihood that it will occur, which provides a risk rating. LDMGs can then decide which levels of risk they will treat, and which they will accept.

Management Studies

Risk assessments will improve decision-making when allocating scarce resources for risk treatment and emergency preparedness measures.

There have been no risk management studies undertake for the Woorabinda Local Government area.

ROLES AND RESPONSIBILITIES

STORMS and EARTHQUAKES

CONTROL AUTHORITY	SUPPORT ORGANISATIONS	ROLES AND RESPONSIBILITIES
WASC		<ul style="list-style-type: none"> • The protection, maintenance and restoration of water and sewerage services; • Provision of Evacuation Centres; • The preservation of public health; • The provision of manpower and equipment; • Establishment of barricades as necessary; • Clean up of debris; • Assistance with welfare arrangements; • Road and bridge repair.
	SES	<ul style="list-style-type: none"> • Temporary repairs to damaged building; • Provision of manpower and equipment.
	QPS	<ul style="list-style-type: none"> • Evacuation; • Overall control of rescue operations; • Traffic and Crowd control; • Security to damaged areas.
	QFRS	<ul style="list-style-type: none"> • The control and negation of fire or explosive situations.
	Qld Health	<ul style="list-style-type: none"> • Emergency treatment of injured.
	QAS	<ul style="list-style-type: none"> • Provision of pre-hospital treatment; • Transport of injured; • Establishment of Casualty Clearing Stations if required; • Co-ordination of volunteer First Aiders
	Ergon Energy	<ul style="list-style-type: none"> • Restoration of electricity supply
	Telstra	<ul style="list-style-type: none"> • Restoration of communications facilities and services; • Provision of special communications facilities if required and possible.

EXOTIC DISEASE

CONTROL AUTHORITY	SUPPORT ORGANISATIONS	ROLES AND RESPONSIBILITIES
Department of Agriculture, Fisheries and Forestry		<ul style="list-style-type: none"> Control and Coordination of operations
	WASC	<ul style="list-style-type: none"> Provision of manpower and equipment as required
	SES	<ul style="list-style-type: none"> Co-ordination of welfare; Provision of manpower and equipment
	QPS	<ul style="list-style-type: none"> Stock movement control; Roadblocks and diversions; Traffic and Crowd control; Assistance as required
	QFRS (Rural Operations)	<ul style="list-style-type: none"> Fire safety of carcass burning activities; Other assistance as required.
	QAS	<ul style="list-style-type: none"> Provision of pre-hospital treatment and transportation of casualties.

EPIDEMIC

CONTROL AUTHORITY	SUPPORT ORGANISATIONS	ROLES AND RESPONSIBILITIES
QLD Health		<ul style="list-style-type: none"> Control and Coordination of operations Environmental Health
	WASC	<ul style="list-style-type: none"> Provision of staging areas and equipment as required
	QAS	<ul style="list-style-type: none"> Provision of pre-hospital treatment and transportation of casualties

ROAD ACCIDENTS

CONTROL AUTHORITY	SUPPORT ORGANISATIONS	ROLES AND RESPONSIBILITIES
QPS		<ul style="list-style-type: none"> Control of accident scene; Coordination of support; Traffic control; Crowd control.
	WASC	<ul style="list-style-type: none"> Provision of manpower and equipment as required
	SES	<ul style="list-style-type: none"> Provision of emergency lighting; Assistance with the rescue of trapped/injured persons as required; Co-ordination of welfare
	QAS	<ul style="list-style-type: none"> Provision of pre-hospital treatment; Transport of injured; Establishment of Casualty Clearing Stations if required; Co-ordination of volunteer First Aiders
	QFRS	<ul style="list-style-type: none"> Control of fire/explosive situations;

	(Rural Operations)	<ul style="list-style-type: none"> Other assistance as required
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FIRE – URBAN / RURAL

CONTROL AUTHORITY	SUPPORT ORGANISATIONS	ROLES AND RESPONSIBILITIES
QFRS (Rural Operations)		<ul style="list-style-type: none"> On site control of fires.
	WASC	<ul style="list-style-type: none"> Provision of manpower and equipment as required, Maintenance of water supply for urban fires, Provision of support as required, Fire response equipment abased at Foleyvale (currently 1000ltr water tank to be carried on tray back vehicle, and a dozer for pushing fire breaks)
	SES	<ul style="list-style-type: none"> Provision of emergency lighting. Provision of manpower and equipment for support operations.
	QAS	<ul style="list-style-type: none"> Provision of pre-hospital treatment; Transport of injured; Establishment of Casualty Clearing Stations if required; Co-ordination of volunteer First Aiders
	QPS	<ul style="list-style-type: none"> Evacuation; Traffic / Crowd control; Security of damaged building for investigative purposes.

WATER SUPPLY INTERRUPTION

CONTROL AUTHORITY	SUPPORT ORGANISATIONS	ROLES AND RESPONSIBILITIES
WASC		<ul style="list-style-type: none"> Repair of infrastructure Information dissemination to community Use of other resources, hire to ensure community Water supply reactivated and sustained.

POWER SUPPLY INTERRUPTION

CONTROL AUTHORITY	SUPPORT ORGANISATIONS	ROLES AND RESPONSIBILITIES
Ergon Energy		<ul style="list-style-type: none"> Repair of infrastructure Information dissemination to community
	WASC	<ul style="list-style-type: none"> Assistance to Ergon to provide updated advice to community Use of resources to keep critical infrastructure operating (i.e.. Hire of generators)

Capacity Building

Community Awareness

Public Education

Public education consists of an ongoing public awareness program conducted by the WASC and several statutory Services in conjunction with the Local Disaster Management Group.

The WASC will ensure that public education material in relation to disaster events including floods, storms, bushfires and emergency procedures is available at the shire administration building, within the Council website and community newsletter.

Prior to the onset of the traditional wet or bushfire season additional public education will be undertaken by the State Emergency Service and Queensland Fire and Rescue Service.

During flood events the Shire will work closely with media to ensure that the condition of roads in the shire is widely disseminated, this will assist in reducing the number of persons becoming stranded in town or on roads.

The community will be informed of the Disaster Management Arrangements that the Council has in place by the conduct of public meetings, information distribution, newspaper articles, advertisements and brochures as required. They will also be advised that this plan is included for viewing and downloading from the Council's disaster management webpage located at www.woorabinda.qld.gov.au

Public Information

At a local level, the release of information to the community regarding the emergency, and associated threats, will be the responsibility of the Chair of the LDMG or his / her delegate.

Use of established key networks such as the Justice Group, together with information delivered via:

- Boongarra Radio Station
- Post Office and Council Bulletin Boards
- Direct phone contact and people on foot, would be used to warn people of possible events and provide public information.

Attempts will be made to utilise other radio stations such as ABC Capricornia (24 hr contact listed in contact list).

At the local level the Chair of the LDMG will be the point of contact to conduct and release media information.

Road closure notifications provided by the Department of Transport and Main Roads for the Central Highlands Region are provided to the Council, this information will be sourced through the Council website. Another website and phone number for traffic and travel information is the 131940 website / number.

Access and use of social media in the event of a disaster will be encouraged to ensure all age groups are reliably informed. This would be led through the Council.

Training

The LDC will ensure a suitable disaster management training program is designed and implemented. In collaboration with any training provided by Emergency Management Queensland (EMQ) or other support agency. The training program will include specific training, through workshops, discussion forums, and formal instruction or through training exercises in order to maintain the disaster management knowledge and understanding levels of all participants at the highest possible level.

The LDC will liaise with EMQ in relation to accessing State/Federal training programs and will arrange for members of the LDMG and any sub committees to be made aware of training courses being offered. As a minimum this training will include:

- Disaster Management Arrangements
- Disaster Co-ordination Centre training
- Warnings and alerts, and
- Resupply

A yearly audit on training will be conducted by the LDMG as part of their community preparedness.

Prior to the onset of the wet season the Chair and LDC of the LDMG will ensure that the members are confident in their roles within the group. Should the LDMG experience any staff turnover throughout the year, the Chair and LDC will ensure that as new members join the group they are trained in their roles.

Exercises

Exercises are a key component of disaster management strategies:

- To practice coordination and liaison procedures between participating organisations in responding to a disaster event.
- To monitor and review the capacity of the disaster management plan to meet its objectives.
- To ensure the Local Group is sufficiently trained and capable of fulfilling their disaster management functions, and
- To identify and take steps to eradicate any serious procedural and functions weaknesses.

Disaster management exercises are to be conducted as follows: -

Local Government in-house exercises to test the activation of the Disaster Coordination Centre, including staffing requirements, setting up of the facility, emergency power operation, communication links, etc. – at least annually.

Exercises practising the Information Management System with all Council and other coordination centre personnel – at least annually.

Full Local Disaster Management Group Exercises

Discussion exercises for the LDMG, facilitated by an independent facilitator, to test the disaster management planning arrangements are to be held annually. If possible, participation in exercises being conducted by other relevant emergency services may require the involvement of the LDMG.

Operational Plan Exercises

To be conducted prior to the review of the Operational Plan.

Designated response agencies should prepare and conduct discussion exercises with members of the working group to assist in the development of the operational planning process.

If through the course of the exercise it is recognised that there is a change in Representative/s, the Local Government will as soon as practicable, inform the Executive Officer of the State Group, and the DDC of the District Group, of the new appointment/s.

Date	Training	Nature of Training
Date	Training	Nature of Training

Evaluating the Exercise

At the conclusion of the exercise, it is important that debriefs are conducted to capture issues and areas for improvement. It is recommended that the LDMG consider the implementation of both hot debriefs, conducted immediately following participants' involvement in the exercise and a more detailed After Action Review, conducted within a few days of the exercise, allowing participants time to provide a more considered view of the exercise.

When feedback is being received and collated on the exercise, it is important to consider issues and action items in two separate categories:

1. Exercise design and conduct – issues and feedback relating to the exercise format, design and conduct. Details to be provided to the Exercise Planning and Control Teams to inform future exercises.
2. Response to the scenario – the exercise review should identify recommendations for future action and improvement addressing the issues identified.

Recommendations should be documented within an Exercise After Action Review Report and consider improvements to planning, response and recovery procedures, gaps in capacity requiring further training and/or exercise, and improvements to the community awareness plan.

Post-Disaster Assessment

Post-disaster assessment evaluates the disaster management process as it applies during the event. This assessment forms part of the reporting requirements to the District group post event. If after the event the community and resources/infrastructure are different to that pre-event a complete review will be undertaken and any modifications to the plan will be made.

Debriefing

Debriefing is a valuable tool in the ongoing improvement of disaster management. Effectively undertaken debriefing will identify areas of concern in the existing planning or response arrangement, as well as identifying areas of appropriate activity.

There are two different levels of debriefing activity, for two distinct purposes,

- Hot Debrief
- (Post-Event) Operational Debrief

The Hot Debrief is undertaken immediately after operations are completed, giving participants the opportunity to share learning points while the experience is still fresh in their minds.

Multiple hot debriefs during protracted operations may be appropriate to identify significant issues and provide prompt solutions for immediate implementation – in protracted operations, hot debriefs are to be conducted daily. Debriefs are to be conducted by the Local Disaster Coordinator.

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

Ideally this debrief should occur after each participating agency has had the opportunity to have a single agency debrief of the activity.

The LDMG may consider having the debrief facilitated by an independent person or organisation.

An effective debrief will:

- Seek constructive information from those being debriefed
- Analyse the operation to determine what went right, what went wrong and why without trying to apportion blame
- Acknowledge good performance
- Focus on improving planning and procedures
- Record relevant information to enable reports to be compiled;
- Identified areas for amendment of plans, procedures, or training programs

The required amendment to documentation should be included in the regularly programmed review of this Local Disaster Management Plan.

A Post Event Operational Review Report should be completed in association with Emergency Management Queensland.

Prevention and Preparedness

Legislation, Building Codes and Building-Use Regulations

National and State Government legislation, Central Queensland Regional Plan, building codes as well as the *Sustainable Planning Act 2009 (SPA)* requirements are supplied in the Shire for all developments to minimise the risks involved for severe storms, floods, fire and earthquakes.

The application of building codes and building use regulations aims to ensure that buildings and infrastructure are designed and constructed to standards that minimise damage and injury and that the building or infrastructure is used for the purpose in which it was intended. Standards and codes should be referred to and enforced particularly for the design and construction of major infrastructure and components of essential services.

The application of certain types of legislation, for example the Dangerous Goods Safety Management Act 2001, which outlines the safe storage and transport of hazardous materials particularly in built up areas, aims to prevent incidents occurring that would endanger the community.

The LDMG will encourage an all agency, all hazard ethos within the Group with all members of the Group being encouraged to provide advice and guidance on specific hazards.

The LDMG will identify and review resources annually to maximise response capability. Additionally, the LDMG will establish and maintain relationships with lead and support agencies, local community groups, local volunteer service groups, the Rockhampton District Disaster Management Group and the State Emergency Service, to build an ethos of ownership and partnership with the members of these Groups (and services) to increase its overall disaster management capability.

The LDMG will establish and maintain an emergency evacuation centre, community support/welfare centre and develop operational guideline for their establishment and operation.

Risk Management and Town Planning Development

In approving development applications, the Council should ensure that the development is not adversely impacted upon by natural hazards and does not subject future occupants, critical infrastructure or essential services to an unacceptable level of risk.

NOTE: Risk treatment strategies are a recognised form of preparation and prevention against the adverse impacts of natural hazards.

The Department of Environment and Heritage Protection, Department of Agriculture Fisheries and Forestry and Department of Aboriginal and Torres Strait Island and Multicultural Affairs, Council and others encourage the use of land care practices that can reduce the chances of potential disasters from:

- Rural fires;
- Pest plant spread;
- Animal and plant disease spread; and/or
- Erosion and water pollution.

RESPONSE STRATEGY

Warning Notifications and Dissemination

Warning Systems

Queensland introduced a nationally consistent warning framework (AWS) from 1 November 2023, covering key hazards like bushfire, flood, cyclone, storm, and extreme heat.

The three warning levels are:

- **Advice:** An incident has started. There is no immediate danger. Stay up to date in case the situation changes.
- **Watch and Act:** There is a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family.
- **Emergency Warning:** An Emergency Warning is the highest level of warning. You may be in danger and need to take action immediately. Any delay now puts your life at risk.



Effective warning systems are an essential prevention strategy that aims to convey information to the community relating to the approaching disaster event. The Bureau of Meteorology, Queensland Fire and Rescue Service and Council's warnings to the community are examples of this type of strategy.

The use of direct warning to the public could be undertaken through:

- Information delivered from the Boongarra Radio Station
- Use of vehicle and loudspeaker to deliver warnings or information
- Delivery of information through established networks of people i.e., Justice Group, Health Workers.

The preparation and issue of warnings shall be the responsibility of the Primary Organisation identified in the Management Structure, i.e., Bureau of Meteorology, WASC or Queensland Police Service.

The following list is the identified events where there can be a warning system utilised or information can be sourced to make an informed decision on issuing warnings.

Event	Issuing Authority	Usual Warning Method	All Sources of Information	Contact Details
Cyclone flooding Severe Storm	Bureau of Meteorology (BOM)	TV Fax Radio Public Notice Internet Phone/Mobile/SMS alerts	Internet Fax UHF Repeaters	Internet: http://www.bom.gov.au Tropical Cyclone, Severe Weather Warnings 1902 935 278 Flood Warnings 1902 935 085
Bushfire	Council/Rural Fires	Public Notice Phone	Internet UHF Speakers	Internet: http://www.firenorth.org.au
Road Closures	DTMR	Internet / Phone Service	Internet	Internet http://131940.qld.gov.au

Warnings will normally be issued by the BOM to the majority of media outlets and to the LDMG. There is the ability for a public warning; to be issued to the community via the Radio/TV system, however the practice of publicity displaying warnings issued by BOM or the LDMG etc will occur on notice boards at the following locations:

- WASC Office;
- Woorabinda Hospital
- Community notice boards / disaster management webpage and / or community newsletter,
- Council Workshop, and
- Shopping Complex
- Woorabinda State School
- Wadja Wadja High School

Rural residents can generally be informed of warnings utilising the various telephone and radio systems throughout.

Assessment of Disaster Response Capability

Woorabinda has predominantly activated for flooding in the past. Due to the nature of the threats, there is a considerable lean forward phase where flooding can be reasonably predicted. In the event of an incident with little or no warning and widespread damage (earthquake or bushfire) local emergency response agencies would be quickly overwhelmed. In this case additional resources would be requested from Rockhampton

Planning Assumptions

The Woorabinda Shire has the capability to manage small events. Larger scale or multiple events would require external or district level support. For example, the shire has the capacity to effect small scale evacuations however larger scale evacuation with prolonged shelter phases would require assistance.

Whilst the shire has access to a range of services it recognises the limitations within these services. Events that would be beyond the capacity of the shire would include, but not limited to:

- Flash flooding of significant dwellings,
- Cyclone with extensive damage,
- Earthquake with multiple structural failures,
- Exotic animal disease,
- Events that require long term housing for evacuated persons, and
- Events with multiple fatalities or multiple serious injuries.

Activation

The LDC is responsible for activating the LDMG. This would generally occur following consultation with the Chair of the LDMG and the DDC on belief that a threat is significant enough to warrant activation. Activation will normally occur: -

- (a) As a response to a worsening situation and in response to an alert warning system; or
- (b) Because of other circumstances, where no warning is possible, at the request of the responsible control authority.

Once the group is activated situation reports will be compiled and submitted to the district group at a frequency determined by the district group.

Whilst there may be no requirement for the entire group to be in attendance at a coordination centre the chair is to ensure that the entire group is kept informed of the situation and actions of the group.

The decision to activate is dependent upon a number of factors including the perceived level of threat not on the activation of any funding arrangements such as NDRRA. The decision to activate will be based on threat rather than financial implications. The QDMA are activated using an escalation model based on the following levels:

Level of Activation	Definition
Alert	Heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation is to be monitored by someone capable of assessing the potential of the threat.
Lean Forward	Operational state characterised by a heightened level of situational awareness of the disaster event (either current or impending) and a state of operational readiness. Disaster coordination centre is prepared but not activated.
Stand Up	Operational state whereby resources are mobilised, personnel are activated, and operational activities commenced. Disaster coordination centre is activated.
Stand Down	Transition from responding to the event (threat is no longer present) back to normal core business and/or recovery operations.

Activation at the Local Level will be in response to a local event that demands a coordinated community response.

The level of activation will be determined by the chair taking into account the likelihood and possible impact of the threat.

Alert	At this stage the Woorabinda Local Disaster Management Group is placed on readiness. The Local Disaster Coordinator continues to monitor the event.
Lean Forward	<p>The Lead Agency advises the Chairperson / Local disaster Coordinator that assistance under the Disaster Management Arrangements / Plan may be required for a pending threat.</p> <p>The Chairperson places the members of the Disaster Management Group on Standby, whereby they are responsible to keep abreast of current affairs and weather / event conditions.</p> <p>The Chairperson implements the Disaster Management Plan and authorises the Local Disaster Coordinator to place the Local Disaster Coordination Centre staff on Standby should the Woorabinda Aboriginal Shire Council be the required to respond as the Lead Agency.</p>
Stand Up	
Stand Down	<p>A decision is made by the Chairperson to cease Operations. The Disaster Coordination Centre may then be closed.</p> <p>Disaster Coordination Centre staff are to be debriefed by the Local Disaster Coordinator.</p> <p>Members of the LDMG are to attend a Debrief meeting, which is to contain reports from relevant agencies regarding the disaster management operations highlighting aspects that were successful and those that were not for inclusion in the DMP review and update.</p>
Debriefing	<p>A hot debrief should be conducted immediately after the event has passed or no later than the next day.</p> <p>Individual response agencies are all to ensure their members are appropriately debriefed.</p>

The group will stand down only after the decision to cease activity has been made from the chair and the DDC.

Once the group has stood down a final situation report will be compiled and sent to the district group.

LOCAL DISASTER COORDINATION CENTRE

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

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

In particular, the LDCC is responsible for the:

- Analysis of probable future requirements and forward planning including preliminary investigations to aid the response to potential requests for assistance;
- Implementation of operational decisions of the LDC;
- Advice of additional resources required to the DDMG; AND
- Provision of prompt and relevant information to the DDMG concerning any disaster event occurring within their district.

The LDC has overall responsibility for the establishment and operation of the LDCC. The LDC should ensure appropriate levels of staff are identified and trained in the operation of the LDCC. LDCC training would form a component of the LDMG training program. To support the operation of the LDCC, Standard Operating Procedures (SOPs) should be developed and utilised.

A basic requirement of Disaster Management response is a well-equipped coordination centre capable of being made operational at short notice and having the capacity to accommodate all response personnel.

Local Disaster Coordination Centres (LDCCs) are established to;

- Operationalise LDMG decisions, plan and implement strategies and activities on behalf of the LDMG during response to a disaster event.

To achieve this, the centre should have:

- The capability to receive and manage information from the public,
- Coordinate local resources and information,
- Identify tasks where extra resources are needed and
- Pass information and requests to the District Disaster Coordination Centre (DDCC).

The development of a standard operating procedure for the Local Disaster Coordination Centre will be undertaken as an ongoing phase in the development of this Plan.

PRIMARY DISASTER COORDINATION CENTRE:

The WASC Disaster Coordination Centre is located at: -

- Council Chambers, WASC (this facility has not back-up power source should there be a power failure to this facility).

Should the Council Chambers become unusable for any reason;

- A secondary location will be established at; Queensland Health facility at the Woorabinda Hospital, Community Health Wing.

Operational staff for the Disaster Coordination Centre are to be provided from a list of Council staff and other support agencies / organisations or volunteers. The WASC will assign telephones as needed.

In an emergency/disaster situation, the combating and support organisations should send a Liaison Officer (LO) to the LDCC. The LO should of necessity, be of senior rank, have communication with their own organisations and the ability and authority to commit resources of their parent organisation as required.

Concept of Operations for Response

Operational Reporting

Operational Reporting shall occur with each agency being required to submit agency status reports to the LDC outlining current operations and activities.

From this the preparation of a Woorabinda LDMG SITREP will occur. This LDMG SITREP will be submitted at times requested by and to the DDC, Rockhampton District Disaster Management Group.

It is recommended that a tasking log be used during activations to record actions taken and the responsible agency or officer. It is anticipated that the log will be used by the LDC or in larger operations the Tasking or Operations Officer in the LDCC.

A tasking log may contain details of:

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

Financial Management

Due to the enormous costs often associated with disaster events it is difficult for Local Governments to include these expenses in the budgetary processes. Finance operations will often be carried out within compressed time frames and other pressures, necessitating the use of non-routine procedures. This in no way lessens the requirement for sound financial management and accountability.

Council has a pre-determined financial management process to expedite financial authorisation during disaster related activations.

The LDC, in consultation with the LDMG Executive Team, is responsible for establishing and maintaining financial management procedures for the LDCC. Each support agency is responsible for providing their own financial services and support to its response operations relevant to their agency.

Authority to expend funds

Each participating agency should predetermine the type and limit of expenditure permitted (individual and cumulative expenses) by their group members without further reference to senior management.

This also includes predetermining management processes for the expeditious financial authorisation of support and relief staff, as may be required.

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

Document Management

When an event occurs, each participating agency should immediately begin accounting for personnel and equipment costs relating to disaster operations. Reimbursement is not an automatic process and requires solid evidence of disaster-related expenditure.

Media Management

All media enquiries made during an activation shall be referred to the LDC for response and comment by the Chair of the Woorabinda LDMG.

Accessing Support and Allocation of Resources

Where the LDMG requires logistical support and/or resources to meet operational need beyond local capacity and capability; the LDMG should formally seek assistance through the completion of and forwarding of a Request for Assistance, to the Rockhampton DDCC.

The DDCC will consider, consult with and determine whether the resource/s will be provided as requested or whether a request to State shall be required. On approval the Woorabinda LDMG maintain responsibility for the management of that resource at local level.

Conferences – Protracted Operations

Should damage or disruption be to such an extent that operations are to continue over a number of days, the policy of daily meetings with OICs of lead and support organisations will be implemented for the purpose of co-ordinating efforts and establishing priorities.

Communications

Primary and Support organisations have their own internal radio networks and are connected to the LDCC by a Liaison Officer from each organisation at the LDCC.

Disaster Declaration

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

The District Disaster Coordinator should take reasonable steps to consult with Council Community Safety to declare a Disaster Situation for the State or a part of the State.

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

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

Resupply

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

Where resupply is a common function undertaken by the LDMG a log of air and road transport companies and supporting templates may be maintained to aid the processing of requests.

The Woorabinda LDMG endorses resupply in accordance with the 'Queensland resupply Guidelines'.

Operational Plans

This section includes plans prepared to detail arrangements for functional support, such as:

- Evacuation Plan
- Health Plan
- Welfare Plan
- Transport

The processes and arrangements detailed in these plans can be implemented for a range of events.

Operations Functional Register			
Operations Function	Responsible Person/Agency	Contact Details	Key Accountabilities
Management Functions:			
Operations Management	LDMG / Council	Ref. Appendix B	Ensure that Operational Plans are current and relevant
Local Disaster Coordination Centre	LDC / Council	Ref. Appendix B	Ensure that the LDCC is appropriately staffed and resourced to deal with any event which may affect the Shire.
Resupply Operations	LDMG / Council / EMQ	Ref. Appendix B	Liaison with store and EMQ regarding need for re-supply operations during extended periods of isolation.
Communication / Media Management	Chair LDMG /Council	Ref. Appendix B	Liaise with the media to ensure that the reporting is factual and timely.
Situational reporting and liaison with DDMG	Chair LDMG / Council	Ref. Appendix B	Ensure that the DDMG is kept informed of the situation and any changing circumstances that may require their input or resources.
Community Mobilisation	LDMG / Council	Ref. Appendix B	Mobilise those members of the community required to either respond to the disaster or assist in the staffing of the LDCC.

Hazard Specific Arrangements

While these events are managed by other arrangements, the local area may be required to provide support to these arrangements. These may include;

Specific Hazard	Primary Agency	State and National Plans
Animal and plant disease	DAFF	<ul style="list-style-type: none"> Queensland Veterinary Emergency Plan Australian Veterinary Emergency Plan Australian Emergency Plant Pest Response Plan
Biological (human related)	Queensland Health	<ul style="list-style-type: none"> State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Bushfire	QFRS	<ul style="list-style-type: none"> Wildfire Mitigation and Readiness Plans (Regional)
Chemical	QFRS	<ul style="list-style-type: none"> State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Influenza Pandemic	Queensland Health	<ul style="list-style-type: none"> Queensland Pandemic Influenza Plan National Action Plan for Human Influenza Pandemic
Radiological	Queensland Health	<ul style="list-style-type: none"> State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Terrorism	QPS	<ul style="list-style-type: none"> Queensland Counter-Terrorism Plan National Counter-Terrorism Plan

RECOVERY STRATEGY

This Recovery Strategy provides a framework for the coordination of recovery operations within the local government area and is supported by the procedure outlined in the Queensland Recovery Guidelines.

Scope

This recovery strategy has been developed to:

- Include all functions of recovery (human-social, infrastructure, economic and environmental);
- Define broad parameters for the effective coordination of recovery operations within the local government area; and
- Identify constraints to the coordination of recovery operations within the local government area.

Functions of Recovery

Whilst recovery is the final phase, it should commence as early as possible and will often run concurrently with the response phase. Recovery activities are categorised according to the focus of the recovery effort. This may be:

- Human and social (“people” aspects);
- Infrastructure (utilities and lifelines);
- Built environment (houses, buildings etc);
- Natural environment, and
- Economy.

“The primary aim of recovery is to assist the affected community to regain a proper level of functioning following a disaster” (Queensland Audit Office, 2004), both initially and in the long-term. It is “the coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being” (Emergency Management Australia, 2004).

Recovery essentially concerns rehabilitation as well as developing the tools to mitigate against the future impacts of a disaster; and should return the community to an improved state post-disaster. Recovery efforts should identify opportunities for community development, specifically in terms of creating sustainable, safer and more resilient communities.

As the community environment is different after a disaster, the LDMG will reassess the new risks in the new environment.

The LDMG will consider recovery needs by having:

- A strategy or strategies to assist the community to recover to an improved state;
- Identified agencies that will assist in the recovery process;
- Mechanisms for assessing the impact and critically of the disaster (prioritisation is a result of this); and
- determined the type and level of assistance required from external sources.

One of the underpinning concepts of recovery management principles is that recovery services should be managed at a local level. In doing so, it is important that a site be identified as a Disaster Recovery/Relief Centre (one-stop shop) to provide the community with a point of contact for the services that may be offered.

Possible locations for a Recovery Centre in the Woorabinda community would be:

- Woorabinda Multi Health Service (Community Health) at Munns Drive

Initial Impact Assessment

The Chair or his/her delegate will control and monitor the assessment of the initial impact (including Human Social, Infrastructure, Economic, and Environmental) and will provide a situation report if necessary to the DDC.

The Woorabinda Shire Council maintains responsibility for initial impact assessment inclusive of input from residents and other private and governing bodies.

To assist it in this responsibility, the LDMG will form a Local Advisor Sub-Group to advise the LDMG of the recovery needs of the community – Red Cross, Queensland Health, Housing, Police, Council et al.

This sub-group will assess, and advise the LDMG of, the recovery needs of the community and the local capacity to manage the recovery.

In the event that local capacity is insufficient to deal with the recovery process, the LDMG may seek additional resources and assistance from the DDMG, including the activation of the District Disaster Recovery Plan. The LDMG can also make a direct request to whichever of the functional lead agencies can provide the recovery services it requires.

It is important that any assistance provided to the community empowers them to recover themselves and does not take away individual autonomy. It should provide them the necessary tools to assist them in their endeavours to return back to normality.

For this reason, as part of the recovery process, the Local Advisory Sub-Group should also be established to enable members of the local community including people affected by the event and representatives from local organisations to meet and provide input and guidance on such issues as needs assessment and service delivery.

The recovery aims of the LDMG and therefore its recovery Sub-Group include:

- Ensuring accurate and timely assessments of damage and recovery needs;
- Ensuring critical infrastructure and essential services are returned to normal operations as soon as possible;
- Facilitating provision of welfare and assistance to residents and visitors in a fair and equitable manner that assists them to assist themselves;
- Facilitating the rehabilitation of the environment wherever possible; and
- Identifying opportunities during recovery to enhance the sustainability, safety and resilience of the Woorabinda community.

Parameters and Constraints

The Council has limited capacity to recover from even a minor disaster due to the lack of State and community welfare agencies in the area. It is expected therefore that virtually all recovery functions will need to be imported from, and organised by, the District Disaster Recovery Committee or one or more of the functional lead agencies.

Human Social Recovery

Council has limited resources and community welfare functionality and there is a limited support agencies located within the council area of responsibility.

The Department of Communities, Child Safety and Disability Services is the functional Lead Agency for Human and Social Recovery and if called upon, is responsible for coordinating the provision of the following: -

- Information
- Accommodation
- Personal Support
- Counselling Services/Psychological First Aid
- General and Specialist Medical Health Services
- Outreach Services
- Financial Assistance including the activation; of the Personal Hardship Assistance Scheme and other grants
- Community Recovery Referral and Information Centres (CRRIC)
- Community Development
(Rockhampton District Human and Social Recovery Group Plan)

A full list of the services available through the District can be found in the Rockhampton District Human and Social Recovery Group Plan. Council will endeavour to support the Department of Communities, Child Safety and Disability Services in the ongoing delivery of these services, dependent on Council's ability to assist and the severity of the incident.

Council is not responsible for providing food, money and other items to citizens. The LDMG will liaise with the community store regarding re-supply in line with the Queensland resupply guidelines.

Infrastructure Recovery

Council has limited essential infrastructure under its control and very limited resources to recover from a disaster, it would therefore require considerable external support to ensure event recovery.

The local community may require assistance from the LDMG to access such resources as medical and health services from the DDC and other agencies such as:

- Department of Housing and Public Works
- Department of Transport and Main Roads
- Queensland Reconstruction Authority

Economic Recovery

As most of the community are service provisions type workers employed by council and government based organisations there is not likely to be significant impact on the job security of the shire.

Mechanisms and resources required to assist the community and ensure the economic recovery will mostly be required to be provided through the DDC from external sources.

Environmental Recovery

Council has very little ability to provide environmental recovery and therefore the majority of management of environmental damage would be provided by agencies such as the Department of Environment and Heritage Protection (DEHP).

Natural Disaster Relief and Recovery Arrangements

The NDRRA is to assist the recovery of communities whose social, financial and economic well-being has been severely affected by a natural disaster event.

There is a trigger point that allows the Minister for Police and Community Safety to activate these financial relief measures. This can come about by the cost of infrastructure damage exceeding a set figure or members of the community requiring assistance in the form of help through other schemes.

Natural disaster relief measures are designed to help those within the community who do not have the resources to provide for their own recovery.

The various schemes address specific needs that exist within a stricken community as well as providing a 'safety net' for disaster victims. Assistance is NOT provided as compensation for damage/losses sustained or as a disincentive to self-help by way of commercial insurance and/or other appropriate strategies of disaster mitigation.

Some relief measures activated under NDRRA are as follows:

- Restoration of Essential Public Assets
- Counter Disaster Operations
- Disaster Relief Assistance Scheme
- Associated Natural Disaster Relief Schemes
- Concessional Loans to Primary Producers
- Concessional Loans to Small Businesses
- Freight Subsidies

Details relating to NDRRA administering authorities are available from:

<http://www.disaster.qld.gov.au/Financial-Support/Pages/Disaster-finance-arrangements.aspx>

or from the Area Director, Emergency Management Queensland, Rockhampton Area Office.

State Disaster Relief Arrangements (SDRA)

The purpose of SDRA is to address personal hardship and community response needs for disaster events that fall under the NDRRA activation threshold of \$240,00. SDRA relief measures for Persona Hardship and community response activities are the same relief measures that are activated under NDRRA, only the funding source differs.

As a State Funded assistance package, SDRA is not subject to the Commonwealth imposed event eligibility provisions or the activation threshold (\$240,000) that exists under the NDRRA. As a consequence, SDRA is able to address a wider range of disaster events and circumstances where personal hardship exists.

The protection, emergency repairs and restoration of State and Local Government assets is not covered under SDRA. The restoration of Public Assets Relief Measure requires NDRRA to be activated.

Counter Disaster Operations (To alleviate Community Personal Hardship)

- Expenditure by the State Agencies and Local Governments on Counter Disaster Operations to assist community response/recovery and ensure the safety of life, health and property.

- All non-capital community response operational costs by Local Governments and State Agencies are potentially eligible including:
 - Wages (day labour auxiliaries) /overtime allowances (excludes base salaries)
 - Temporary employment costs
 - Transportation/Charter costs (all transport modes)
 - Plant Hire (vehicles, plant and equipment, including hire rates for Council plant)
 - Meals (SES units, Council employees, volunteers, disaster victims)
 - Fuels (petrol, diesel, gas etc)
 - Consumables used and not recovered (rope, batteries, plastic sheet, sandbags, tarps etc.)
 - Repair/replacements of damaged equipment (includes additional servicing costs)
 - Evacuation and Evacuation Centre costs
 - Green waste/debris removal originating from private property
 - Emergency public health/safety matters including temporary works to protect community or private assets (to be considered on a case-by-case basis)

Ineligible expenditure includes:

- The purchase of assets and equipment (office and operationals) where the life of the item extends beyond the current operation.
- Administration/base salary expenditure (salaries, rostered shifts etc) that would have been incurred even if the disaster event had not occurred.

Personal Hardship Assistance Scheme (to alleviate Individual Personal Hardship)

When this Scheme is activated the Department of Communities, Child Safety and Disability Services is responsible for administering a range of financial assistance to needy individuals. Assistance categories include:

- Immediate Hardship Assistance,
- Replacement of Essential Household Contents and
- Structural Assistance Grants to low income homeowners who do not have insurance to return their homes to a habitable and secure condition. With the exception of Immediate Hardship Assistance payments, eligibility for all other assistance categories is means tested.

Information and guidelines on the Personal Hardship Assistance Schemes is available on the Department's website:

www.qld.gov.au/community/disasters-emergencies/financial-assistance

Local Disaster Management Sub Plans

No current sub-plans are provided for Woorabinda Local Disaster Management Group

Annexure Index

- A. Distribution List
- B. LDMG Contact List – To be provided through the CEO, Woorabinda Aboriginal Shire Council
- C. Risk Register
- D. Risk Treatment Plan
- E. Levels of Activation for Response Arrangements
- F. Levels of Activation for Recovery Arrangements

Further annexure to this plan may include, but are not limited to, the following:

- *Media Contact List*
- *Risk Maps – Storm Surge / Tsunami / Bushfire / Flood*
- *LDCC SOP*

Distribution List

Position	Organisation	Hard Copy	Electronic Copy
Chair	Local Disaster Management Group	√	√
Deputy Chair	Local Disaster Management Group		√
Local Disaster Coordinator	Local Disaster Management Group	√	√
Woorabinda SES			√
Woorabinda RFS			√
District Disaster Coordinator	Queensland Police Service	√	√
Officer In Charge	Queensland Police Service Woorabinda		√
Officer In Charge	Queensland Ambulance Service, Woorabinda		√
Area Manager	Central Highlands Area, Queensland Rural Fire Service		√
Emergency Management Coordinator	Emergency Management Coordinator, Queensland Police Service		√
Director Of Nursing	Woorabinda Hospital		√
Medical Superintendent	Queensland Health		√
Area Director	Queensland Ambulance Service		√
CEO	Central Highlands Regional Council		√
CEO	Banana Shire Council		√
Community Support Officer	Department of Communities, Child Safety and Disability Services		√

**Woorabinda Local Disaster Management Group Contact List – Held by LDC/CEO
Woorabinda Shire Council.**

Woorabinda Shire Local Risk Register

Risk Identification (Local Level Risks Only)					
Risk No.	Risk Statement	Source	Impact Category	Prevention / Preparedness Controls	Recovery / Response Controls
1	There is the potential that a monsoon trough, tropical low, severe storm or rain depression will cause an extreme rainfall event in the Woorabinda Shire resulting in a major flood which will impact on residents.	Flood	All	<ul style="list-style-type: none"> Develop flood Mapping Levee Banks Drainage maintenance Develop community Awareness Building Regulations Auditing BCP's Evacuation arrangements and planning Identify special needs groups Identify evacuation Centres Identify places of refuge Consider evacuation timelines Trigger points Emergency alert Test and review plans Identify evacuation routes Established support networks 	<ul style="list-style-type: none"> Identify at risk persons prior to the event Implementation of evacuation sub-plan Establish evacuation centres Establish places of refuge SES Australian Red Cross QAS QHealth
2	There is a potential that a fire event may impact on the community.	Fire (Urban/Rural)	All	<ul style="list-style-type: none"> Develop community awareness and engagement Hazard reduction plans Media Plan Evacuation arrangements Development of local evacuation sub-plans Identify special needs groups Identify evacuation centres / routes Consider evacuation timelines Trigger points Emergency Alert Test and review plans Established support networks Organisational emergency safety procedures Safety Guidelines 	<ul style="list-style-type: none"> Implementation of evacuation sub-plan Establish evacuation centres Organisational Plans <ul style="list-style-type: none"> - QPS - QFRS (Rural / Urban) - QAS - QHealth - DTMR - DAFF - WH and S - SES District Disaster Management Plan Insurance Council of Australia
3	There is the potential that a severe category cyclone will impact on the Woorabinda Shire causing widespread structural damage to community infrastructure.	Cyclone	All	<ul style="list-style-type: none"> Develop community awareness Building Regulations Auditing BCP's Evacuation Arrangements Development of local evacuation sub-plans Identify special needs groups Identify evacuation centres Identify places of refuge Consider evacuation timelines Trigger points Emergency Alert Test and review plans 	<ul style="list-style-type: none"> Identify at risk persons prior to the event Implementation of evacuation sub-plan Establish evacuation centres Establish places of refuge Australian Red Cross Local Government QAS QHealth

4	There is a potential that a major transport accident (road, air) may occur in the Woorabinda Shire which may result in the injury or loss of life.	Major Transport Accident	All	<ul style="list-style-type: none"> • Develop community awareness • Building Regulations • Evacuation arrangements • Development of local evacuation sub-plans • Identify special needs groups • Identify evacuation centres • Identify places of refuge • Consider evacuation timelines • Trigger points • Emergency Alert • Test and review plans • Identify evacuation routes • Established support networks • Organisational emergency safety procedures • Safety Guidelines 	<ul style="list-style-type: none"> • Implementation of evacuation sub-plan • Establish evacuation centres • Organisational Plans <ul style="list-style-type: none"> - QPS - QFRS - QAS - QHealth - DTMR - DAFF - WH and S - SES • District Disaster Management Plan • Insurance Council of Australia
5	There is a potential that a severe storm will occur in Woorabinda Shire which may impact on the community.	Severe Storm	All	<ul style="list-style-type: none"> • Develop community awareness • Building Regulations • Auditing BCP's • Evacuation arrangements • Development of local evacuation sub-plans • Identify special needs groups • Identify evacuation centres • Identify places of refuge • Consider evacuation timelines • Trigger points • Emergency Alert • Test and review plans • Identify evacuation routes • Established support 	<ul style="list-style-type: none"> • Identify at risk persons prior to the event • Implementation of evacuation sub-plan • Establish evacuation centres • Establish places of refuge • SES • Australian Red Cross • Local Government • QAS • QHealth
6	There is a potential that an Emergency Animal Disease event may occur in the Woorabinda Shire which may impact on the environment.	Emergency Animal Disease	All	<ul style="list-style-type: none"> • Develop community awareness / resilience • Media Plan Evacuation arrangements • Development of local evacuation sub-plans • Identify special needs groups • Identify evacuation centres • Identify places of refuge • Consider evacuation timelines • Trigger points • Emergency Alert • Test and review plans 	<ul style="list-style-type: none"> • AUSVETPLAN • QLDVETPLAN • Organisational incident management plans <ul style="list-style-type: none"> - DAFFI - QFRS (HAZMAT) - DTMR - QAS - QHealth - Community Health - QR - QPS - DERM • Federal Govt. <ul style="list-style-type: none"> - Air Services Australia

					<ul style="list-style-type: none"> • District Disaster Management Plan • Implement evacuation arrangements • Activate evacuation centres • Volunteer Groups <ul style="list-style-type: none"> - Red Cross - Salvation Army
7	There is a potential that a Hazardous Material Incident event may occur in the Woorabinda Shire which may impact on the community.	Hazardous Material Incident		<ul style="list-style-type: none"> • Liaison with DEH and P in relation to environmental consequences • Drainage maintenance • Identify environmental hazards which may exacerbate impact 	<ul style="list-style-type: none"> • Implementation of evacuation sub-plan • Establish evacuation centres • Organisational Plans <ul style="list-style-type: none"> - QPS - QFRS/QFRA - Hazmat - WH and S - SES • DDMP
8	There is a potential that a seismic event may occur in the Woorabinda Shire which may impact on its inhabitants.	Earthquake	All	<ul style="list-style-type: none"> • Business Continuity Plans • Re-supply plans • Hold extra non-perishable and nonessential stock • Develop community awareness • Establish media plan • Use of social media • Establish hotlines • Awareness and identification of persons with special needs • SDRA NDRRA • Identify Recovery Centres • Develop Outreach Programs 	<ul style="list-style-type: none"> • Private Sector • Local Government • DAFF • DE and HP • DoCCS and DS • Human Services • QPS • Volunteer organisations • Resupply to isolated communities • Insurance Council of Australia – Catastrophe • Arrangements • SDRA • NDRRA
9				Public awareness Emergency Alert Established support Networks Review Local and District DM Plans Organisational emergency safety procedures Safety Guidelines <ul style="list-style-type: none"> • QPS CTLO Network 	<ul style="list-style-type: none"> • Organisational incident management plans <ul style="list-style-type: none"> - QPS - DP and C - QFRS (HAZMAT) - QFRS (Rural) - QAS - QHealth - DTMR - DE and HP - SES • Federal Govt <ul style="list-style-type: none"> - Air Services Australia - ADF/DFACA • District Disaster Management Plan • Evacuation arrangements

					<ul style="list-style-type: none"> • Evacuation Centres • Volunteer Groups - Red Cross • Salvation Army
Woorabinda					
Natural hazards					
Severe weather / storms	M	L	M		
Fire Urban	M	L	L		
Fire Rural	M	M	M		
Flood	L	L	L		
Earthquake	L	L	L		
Epidemic Human Disease	L	M	M		
Animal Disease	L	M	M		
Non-Natural Hazards					
Major transport incident	M	M	M		
Critical Infrastructure failure	M	H	H		
Hazardous Materials incident	M	L	L		
	Likelihood	Consequence	Risk		

Risk Analysis						
Risk No.	Level of Existing PP Controls	Level of Existing RR Controls	Consequence	Likelihood	Risk	Confidence Level
1	Flood	High	Low	Almost Certain	Low	High
2	Fire	Medium	Minor	Possible	Medium	High
3	Cyclone	Low	Minor	Possible	Medium	Moderate
4	Transport	Low	Moderate	Possible	Medium	High
5	Severe Storm	Low	Minor	Possible	Medium	High
6	Animal	Low	Low	Possible	Medium	High
7	Hazmat	Low	Medium	Possible	Low	Moderate
8	Earthquake	Medium	Medium	Unlikely	Low	Moderate
9	Terrorism	Low	Low	Unlikely	Low	High

Risk Evaluation						
Risk No.	Tolerability	Treatment Strategies	Residual Consequence	Residual Likelihood	Residual Risk	Further Action
1	<p>Flood</p> <p>Tolerable subject to ALARP (As Low as Reasonably Practicable)</p>	<ul style="list-style-type: none"> • LDMG to develop flood mapping • Leven banks • Drainage maintenance • Develop community awareness • Building Regulations • Auditing BCP's • Evacuation arrangements • Development of local evacuation subplans • Identify special needs groups • Identify evacuation centres • Identify places of refuge • Consider evacuation timelines • Trigger points • Emergency Alert • Test and review plans • Identify evacuation routes 	Insignificant	Almost Certain	Low	No further treatment or analysis required
2	<p>Fire</p> <p>Tolerable subject to ALARP</p>	<ul style="list-style-type: none"> • Develop community awareness • QFRS community engagement • Hazard reduction plans • Media Plan 	Insignificant	Possible / Almost certain	Medium	Continued treatment required, no further analysis

		<ul style="list-style-type: none"> • Evacuation arrangements • Development of local evacuation subplans • Identify special needs groups • Identify evacuation centres • Identify places of refuge • Consider evacuation timelines • Trigger points • Emergency Alert • Test and review plans • Identify evacuation routes • Established support networks • Organisational emergency safety procedures 				
3	<p>Cyclone</p> <p>Tolerable subject to ALARP</p>	<ul style="list-style-type: none"> • Evacuation arrangements • Development of local evacuation plans • Identify special needs groups • Identify evacuation centres • Identify Places of refuge • Evacuation timelines • Trigger points • Emergency Alert • Test and review plans • Develop community awareness • Evacuation routes • Implementation of evacuation plan • Establish Evacuation Centres • Establish places of refuge • Emergency Alert • Established support networks • Review Local and District DM Plans • Building Regulations • Local Disaster Management Plans • Evacuation Sub Plan • District Disaster Management Plan • Local and District Disaster Coordination Centres • Volunteer Organisations • SES • Red Cross • Medical Services • QFRS RDA • Insurance Councils of Australia 	Minor	Possible	Medium	Continued treatment required, no further analysis
4	<p>Transport</p> <p>Broadly acceptable</p>	<ul style="list-style-type: none"> • Develop community awareness • Media Plan • Evacuation arrangements 	Moderate	Possible	Medium	Continued treatment required, no further analysis

		<ul style="list-style-type: none"> • Development of local evacuation subplans • Identify special needs groups • Identify evacuation groups • Identify places of refuge • Consider evacuation timelines • Trigger points • Emergency Alert • Test and review plans 				
5	Severe Storm Broadly acceptable	<ul style="list-style-type: none"> • Develop community awareness • Building Regulations • Auditing BCP's • Evacuation arrangements • Development of local evacuation subplans • Identify special needs groups • Identify evacuation centres • Identify places of refuge • Consider evacuation routes • Established support networks 	Moderate	Likely	Medium	No further treatment or analysis required
6	Animal Tolerable subject to ALARP	<ul style="list-style-type: none"> • Develop community awareness / resilience • Media Plan • Evacuation arrangements • Development of local evacuation subplans • Identify special needs groups • Identify evacuation centres • Identify places of refuge • Consider evacuation timelines • Trigger points 	Moderate	Possible	Medium	Further treatment and analysis required
7	Hazmat Tolerable subject to ALARP	<ul style="list-style-type: none"> • Develop community awareness • Media Plan • Evacuation arrangements • Development of local evacuation subplans • Identify special needs groups • Identify evacuation centres • Identify places of refuge • Consider evacuation timelines • Trigger points • Emergency Alert • Test and review plans • Identify evacuation routes • Established support networks 	Minor	Possible	Low	Continued treatment required, no further analysis

		<ul style="list-style-type: none"> • Organisational emergency safety procedures • Safety Guidelines 				
8	Earthquake Broadly acceptable	<ul style="list-style-type: none"> • Public awareness • Emergency Alert (post event) • Business Continuity Plans • Re-supply plans • Hold extra non-perishable and nonessential Stock • Training • Identify at risk key utilities and develop BCP strategies • Identify at risk key facilities and liaise with operations • Communication Plan 	Minor	Unlikely	Low	Further treatment and analysis required
9	Terrorism Tolerable subject to ALARP	<ul style="list-style-type: none"> • Organisational incident management plans <ul style="list-style-type: none"> - QPS - DP and C - QFRS (HAZMAT) - QAS - QHealth - DTMR - DE and HP - SES • Federal Govt <ul style="list-style-type: none"> - Air Services Australia - ADF / DFACA • District Disaster Management Plan • Evacuation arrangements 	Minor	Unlikely	Low	No further treatment or analysis required

ANNEXURE D

Woorabinda Local Risk Treatment Plan

Risk No.	Treatment Strategy	Priority	Responsible	Consequential Actions	Resource Requirements Including Estimated Cost	Implementation Timeframe	Performance Measures Including reporting and monitoring requirements
1	Flood <ul style="list-style-type: none"> LDMG to develop flood mapping Levee banks Drainage maintenance Develop community awareness Building Regulations Auditing BCP's Evacuation arrangements Development of local evacuation sub-plans Identify special needs groups Identify evacuation centres Identify places of refuge Consider evacuation timelines Trigger points Emergency Alert Test and review plans Identify evacuation routes Establish support networks 	Low	<ul style="list-style-type: none"> QFRS Swift Water Rescue SES Floodboats Australian Red Cross Local Government ADF QAS QHealth QFRS RDA DVI 	<ul style="list-style-type: none"> Identify at risk persons prior to the event Implementation of evacuation sub-plan Establish evacuation centres Establish places of refuge 		Ongoing (contingent upon funding success)	<ul style="list-style-type: none"> LDMG Plans: Annual review and audit Evaluation of exercises to test plans Evaluation of performance of plans and coordination centres during activation
2	Fire <ul style="list-style-type: none"> Develop community awareness QFRS community engagement Hazard reduction Plans Media Plan 	Medium	<ul style="list-style-type: none"> QPS QFRS QFRA QAS QHealth WH and S SES 	<ul style="list-style-type: none"> Implementation of evacuation sub-plan Establish evacuation centres Organisational Plans <ul style="list-style-type: none"> - QPS - QFRS 		Ongoing	<ul style="list-style-type: none"> QFRS Operations Centres (State, Regional, Local) utilising command and control system for

	<ul style="list-style-type: none"> • Evacuation arrangements • Development of local evacuation sub-plans • Identify special needs groups • Identify evacuation centres • Identify places of refuge • Consider evacuation timelines • Trigger points • Emergency Alert • Test and review plans • Identify evacuation routes • Establish support networks • Organisational emergency safety 			<ul style="list-style-type: none"> - QAS - QHealth - WH and S - SES • Local Disaster Management Plan • District Disaster Management Plan • Insurance Council of Australia – Catastrophe Arrangements 			<ul style="list-style-type: none"> • bushfire response • QFRS bushfire mitigation
3	<p>Cyclone</p> <ul style="list-style-type: none"> • Evacuation arrangements • Development of local evacuation plans • Identify special needs groups • Identify evacuation centres • Identify Places of Refuge • Evacuation timelines • Trigger points • Emergency Alert • Test and review plans • Develop community awareness • Evacuation routes • Implementation of evacuation plan • Establish Evacuation Centres • Establish places of refuge • Emergency Alert • Establish support networks • Review Local and District DM Plans • Building Regulations 	Medium	All Agencies	<ul style="list-style-type: none"> • Identify at risk persons prior to the event • Implementation of evacuation sub-plan • Establish evacuation centres • Establish places of refuge • Volunteer Organisations <ul style="list-style-type: none"> - SES - Australian Red Cross • Local Government <ul style="list-style-type: none"> - ADF - QPS - QAS - QHealth 		Ongoing	<ul style="list-style-type: none"> • Reflected in DM Plans: <ul style="list-style-type: none"> - Annual review and audit - Evaluation of exercises to test plans - Evaluation of performance of plans and actions during activation

	<ul style="list-style-type: none"> • Evacuation Sub Plan • Local and District Disaster Coordination Centres • Volunteer Organisations <ul style="list-style-type: none"> - SES - Red Cross • Medical Services • QFRS RDA • ADF • Assistance / DACC • Requests Insurance Councils of Australia <ul style="list-style-type: none"> - Catastrophic Arrangements - 						
4	<p>Transport</p> <ul style="list-style-type: none"> • Develop community awareness • Media Plan • Evacuation arrangements • Development of local evacuation sub-plans • Identify special needs groups • Identify evacuation routes • Identify places of refuge • Consider evacuation timelines • Trigger points • Emergency Alert • Test and review plans • Identify evacuation routes • Establish support networks 	Medium	<ul style="list-style-type: none"> • QPS • QFRS • QAS • DTMR • QR • CASA • Local Govt 	<ul style="list-style-type: none"> • Business Continuity Plans • Transport infrastructure (road, rail, air and sea) • ADF Assistance / DACC Requests • Organisational Plans <ul style="list-style-type: none"> - QPS - QFRS - QAS - WH and S 		Ongoing	<ul style="list-style-type: none"> • LDMG Plans • Agency specific plans • Annual review and audit • Evaluation of exercises to test plans • Evaluation of performance of plans and coordination centres, during activation
5	<p>Severe Storm</p> <ul style="list-style-type: none"> • Develop community awareness • Building Regulations • Auditing BCP's 	Medium	<ul style="list-style-type: none"> • SES • Australian Red Cross • Local Govt • ADF • QAS • QHealth 	<ul style="list-style-type: none"> • Identify at risk persons prior to the event • Implementation of evacuation sub-plan • Establish evacuation centres • Establish places of refuge 		Ongoing	<ul style="list-style-type: none"> • DDMG, LDMG, Functional Agency Plans • Annual review and audit • Evaluation of exercises to test plans • Evaluation of performance

							of plans and activities during activation
6	<p>Animal</p> <ul style="list-style-type: none"> Develop community awareness / resilience Media Plan Evacuation arrangements Test and review plans Establish support networks Organisational emergency safety Organisational emergency safety 	Medium	<ul style="list-style-type: none"> QPS QAS QHealth Community Health DE and HP SES Federal Govt 	<ul style="list-style-type: none"> AUSVETPLAN QLDVETPLAN Organisational incident management plans Local Disaster Management Plan District Disaster Management Plan 			<ul style="list-style-type: none"> AUSVETPLAN QLDVETPLAN LDMG Plans: <ul style="list-style-type: none"> Annual review and audit Evaluation of exercises to test plans Evaluation of performance of plans during activation
7	<p>Hazmat</p> <ul style="list-style-type: none"> Develop community Awareness Media Plan Evacuation arrangements Development of local evacuation sub-plans Identify special needs groups Identify evacuation centres Identify places of refuge Consider evacuation timelines Trigger points Emergency Alert Test and review plans Identify evacuation routes Organisational emergency safety procedures Safety Guidelines 	Low	<ul style="list-style-type: none"> QPS QFRS HAZCHEM QAS QHealth DTMR – Dangerous Goods Branch DE and HP – Mines and Energy WH and S SES 	<ul style="list-style-type: none"> Implementation of evacuation sub-plan Establish evacuation centres Organisational Plans <ul style="list-style-type: none"> QPS QFRS QAS QHealth DTMR – Dangerous Goods Branch DE and HP – Mines and Energy WH and S SES Local Disaster Management Plan Insurance Council of Australia – Catastrophic Arrangements 		Ongoing	<ul style="list-style-type: none"> Private Industry, QFRS and LDMG Plans: <ul style="list-style-type: none"> Annual review and audit Evaluation of exercises to test plans Evaluation of performance of plans during activation

8	Earthquake <ul style="list-style-type: none">Public awarenessEmergency Alert (post event)Business Continuity PlansRe-supply plansHold extra non-perishable and nonessential stock	Low	<ul style="list-style-type: none">EMQQFRSSESDOCsHuman ServicesVolunteer Organisation	<ul style="list-style-type: none">Local GovtLocal disaster Management PlanDistrict Disaster Management PlanEvacuation centresVolunteer OrganisationsMedical services Evacuation arrangementsQFRSSESDOCsCentrelinkVolunteer Organisations		Ongoing	<ul style="list-style-type: none">EMQ, QFRS, SES, DOCs, Human Services, Volunteer organisationsAnnual review and auditEvaluation of exercises to test plansEvaluation of performance of plans during activation
9	Terrorism <ul style="list-style-type: none">Organisational Incident management plansQPSDP and CQFRS (HAZMAT)QFRSQASQHealthQRDTMRSESFederal GovtAir Services AustraliaADF / DFACALocal Disaster Management PlanDistrict Disaster Management PlanEvacuation arrangementsVolunteer Groups(i) Red Cross	Low	<ul style="list-style-type: none">QPSDP and CQFRS (HAZMAT)QFRSQASQHealthQRDTMRDERMSESFederal GovtAir Services AustraliaADF / DFACA	<ul style="list-style-type: none">Organisational incident management plansQld Counter Terrorism PlanNational Anti-Terrorism planLocal Disaster Management planDistrict Disaster Management Plan		Ongoing	<ul style="list-style-type: none">QPS, Private Industry, Govt Agency BCPs / DM Plans:<ul style="list-style-type: none">Evaluation of exercises to test plansEvaluation of performance of plans and coordination centres during activation

Local Levels of Activation for Response Arrangements

	Triggers	Actions	Communications
Alert	<ul style="list-style-type: none"> Awareness of a hazard that has the potential to affect the local government area 	<ul style="list-style-type: none"> Hazard and risks identified Information sharing with warning agency LDC contacts EMQ Initial advice to all stakeholders 	<ul style="list-style-type: none"> Chair and LDC on mobile remotely
Lean Forward	<ul style="list-style-type: none"> There is a likelihood that threat may affect local government area Threat is quantified but may not yet be imminent Need for public awareness LDMG is now to manage the event 	<ul style="list-style-type: none"> EMQ and LDC conduct analysis of predictions Chair and LDC on watching brief Confirm level and potential of threat Check all contact details Commence cost capturing Conduct meeting with available LDMG Council staff prepare for operations Determine trigger point to stand up Prepare LDCC for operations Establish regular communications with warning agency First briefing core members of LDMG LDC advises DDC of lean forward and establishes regular contact 'Warning orders to response agencies Public information and warning initiated 	<ul style="list-style-type: none"> Chair, LDC and LDMG members on mobile and monitoring email remotely Ad-hoc reporting
Stand Up	<ul style="list-style-type: none"> Threat is imminent Community will be or has been impacted Need for coordination in LDCC Requests for support received by LDMG agencies or to the LDCC The response requires coordination 	<ul style="list-style-type: none"> Meeting of LDMG Core Group LDCC activated Rosters for LDCC planned and implemented Commence operational plans Local government shifts to disaster operations LDMG takes full control SOPs activated Core group of LDMG located in LDCC Commence SITREPs to DDMG Distribute contact details DDMG advised of potential requests for support 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> No requirement for coordinated response Community has returned to normal function Recovery taking place 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> LDMG members not involved in recovery operations resume standard business and after hours contact arrangements

Local Levels of Activation for Recovery Arrangements

	Triggers	Actions	Communications
Response Alert	<ul style="list-style-type: none"> Response phase at 'lean forward' level of activation 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> LRC and LRG members on mobile remotely
Response Lean Forward	<ul style="list-style-type: none"> Response phase at 'stand up' level of activation Immediate relief arrangements are required during response phase 	<ul style="list-style-type: none"> Monitoring of response arrangements Analysis of hazard impact or potential impact Deployments for immediate relief commenced by recovery functional agencies 	<ul style="list-style-type: none"> LRC and LRG members on mobiles and monitoring email remotely Ad hoc reporting
Response Stand Down	<ul style="list-style-type: none"> Immediate relief arrangements continue Response phase moves to 'stand down' level of activation Medium term recovery commences. 	<ul style="list-style-type: none"> LRG activated at LDCC or alternate location Recovery plan activated' Deployments for immediate relief response Action plans for four functions of recovery activated as required Community information strategy employed Participate in response debrief Transition arrangements from 'response and recovery' to 'recovery' activated including handover from LDC to LRG Action plans for four functions of recovery continue Community information strategies continue 	<ul style="list-style-type: none"> LRC and LRG members present at LDCC or alternate location, on established land lines and / or mobiles, monitoring emails LRC and LRG members involved in medium term recovery continue as required Regular reporting to LDMG / LDC
Recovery Stand Down	<ul style="list-style-type: none"> LRG arrangements are finalised. Community returns to normal activities with ongoing support as required. 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> LRC and LRG members resume standard business and after hours contact arrangements Functional lead agencies report to LRC / LRG as required

List of Available Council Plant

- Case 410 Skid Steer Loader with Double action bucket trencher
 - Post Hole Digger
 - Street Sweeper
 - Pallet Lifter
 - Auger
 - Chain Cutter Trencher
- Hyster 2.5 Tonne Forklift
- Kubota Tractor with six-foot Slasher x 2
- Case Maxi Farm 60hp with six-foot slasher
- John Deere 410 with 3 foot slasher
- UD tipper 12 metre
- Mitsubishi 6 metre Tipper
- Isuzu flatbed x 2
- 1500 litre Towable Fuel Tanker with electric pump
- Volvo Rubbish Truck
- Toyota Coaster 20-Seater
- Gensets 1 x 2.5 KVA and 1 x 5 KVA
- Cat 12 Grader
- Hitachi LX100 Loader
- Case 580 LE Backhoe
- Red Mitsubishi Fire Truck
- Yellow Mitsubishi Fire Truck
- SES trailer with signage, tarps, spotlights and 2 stretchers and 1 x 1 KVA generator
- 2 Trailers 6 x 4
- Portable toilet self-contained on trailer
- Portable toilets x 2 must be hooked up to sewerage
- Utes available from time to time

Minor Plant

- Water Pumps
- Scavenging Pumps
- Chain saws x 4
- Small aluminium boat (12 foot)
- Roping harness

