Central Highlands Regional Council
DISASTER MANAGEMENT PLAN

Central Highlands Regional Council

Central Highlands Local Disaster Management Group

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MESSAGE FROM THE MAYOR

The preparation and adoption of any Local Disaster Management Plan (the plan), as evidenced by increased significant and frequent disasters, must be inclusive, comprehensive and resourced.

In a region that has experienced much, and with significant impact, there is a requirement for a wide-ranging approach that incorporates versatility and key partnerships.

Our plan, relating to the arrangements required under the *Disaster Management Act 2003*, outlines the disaster management system and specified agreed roles and responsibilities. It also incorporates the IGEM Emergency Management Assurance Framework.

It embraces the standard for disaster management in Queensland. This standard uses an outcomes-based approach to ensure disaster management programs better meet the needs of community.

The plan is responsive and includes strategies that are comprehensive, all-agency and whole-of-society.

Prevention, mitigation, preparedness, response, recovery, awareness of our local capability and resilience are addressed at each tier of Queensland's disaster management arrangements.

This plan incorporates some disaster management strategies aimed at those events causing the most significant losses in our communities that are physical, psychological and economic.

Importantly, this plan has been prepared by a planning committee comprised of representatives who have significant roles in disaster management operations.

It has been prepared from lessons learned from real-time activation during disaster situations.

Like every good plan, this one will be reviewed from time to time to ensure it stays comprehensive and effective as we identify other risks through experience and analysis.

No individual component of this plan will provide complete resilience and, in fact, it will come from the combination of many that our communities will have appropriate response and recovery.

Individuals, families, communities and all levels of government will provide our best disaster management in a collaborative and collective effort.

The Central Highlands Regional Council Local Disaster Management Plan provides a comprehensive and considered disaster response and mitigation framework for all our communities.

Residents and visitors can feel confident and secure in the knowledge that the Central Highlands Regional Disaster Management Group and all its participating agencies are a dedicated, competent and experimental group that is well proven and determined to ensure our continuing safety.

Cr Kerry Hayes
Mayor and Chair of the Local Disaster Management Group
Central Highlands Regional Council

AUTHORITY TO PLAN

This plan has been developed by the Central Highlands Regional Council Local Disaster Management Group, appointed by and on behalf of the Central Highlands Regional Council.

This plan has been developed in accordance with the *Disaster Management Act 2003* (DM Act) and the following documents to provide for effective disaster management in the Central Highlands region. It aligns with:

- the Queensland State Disaster Management Plan - QSDMP
- Queensland Emergency Risk Management Framework - QERMF
- Queensland Emergency Management Assurance Framework - EMAF
- Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines 2018 - PPRR DM Guideline
- Queensland Disaster Management 2016 Strategic Policy Statement - Strategic Policy Statement
- Pathways to a climate-resilient Queensland - QCAS 2017 - 2030
- Queensland Strategy for Disaster Resilience 2017 - QSDR 2017
- Queensland Disaster Management Training Framework – QDMTF

The plan has also been prepared in accordance with S58 of the Act:

1. A local government must prepare a plan (a local disaster management plan) for disaster management in the local government's area.
2. The plan must include provision for the following—
   a) The state group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management.
   b) The roles and responsibilities of entities involved in disaster operations and Disaster management in the area.
   c) The coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b).
   d) Events that are likely to happen in the area.
   e) Strategies and priorities for disaster management for the area.
   f) The matters stated in the disaster management guidelines to be included in the plan.
   g) Other matters about disaster management in the area the local government considers appropriate.

A local disaster management plan must be consistent with the State Disaster Management Guidelines.

PLAN ENDORSEMENT

The preparation of this Local Disaster Management Plan has been undertaken in accordance with S57 and S58 of the *Disaster Management Act 2003*.

It is a direct result of the cooperative efforts of the Local Disaster Management Group, and a commitment by the Central Highlands Regional Council to provide effective disaster management in the local government area. This plan was approved for endorsement by council at the Central Highlands Regional Council, Local Disaster Management Group general meeting held on 8 June 2022.

The plan has been endorsed by a full board of the Central Highlands Regional Council at the general meeting of council 29 July 2022 in accordance with S80(1)(b) of the Act.

This plan has been endorsed for distribution by the Central Highlands Regional Council.

14/08/2023

Glenn Bell
Local Disaster Coordinator
Central Highlands Regional Council

15/08/2023

Kerry Hayes
Councillor, Mayor
Central Highlands Regional Council

15/08/2023

Sharon Houlihan
Chief Executive Officer
Central Highlands Regional Council

14/08/2023

Glen Pointing
District Disaster Coordinator
Rockhampton District Disaster Management Group

ANNEXURES

APPENDIX

DOCUMENT CONTROL

AMENDMENT CONTROL

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

Glenn Bell, Local Disaster Coordinator
Central Highlands Local Disaster Management Group PO Box 21
Emerald Q 4720

The LDC may approve inconsequential amendments to this document. Any changes to the intent of the document must be endorsed by the Local Disaster Management Group (LDMG) prior to adoption by Central Highlands Regional Council.

A copy of each amendment is to be forwarded to those identified in the distribution list. On receipt, the amendment is to be inserted into the document and the Amendment Register updated and signed.

AMENDMENT REGISTER

Amendments		Comments	Plan update	
Revision date	**Issue date**		**Inserted by**	**Date**
First edition	14 December 2011	Full rewrite	RCM Disaster Management Services	14 December 2011
Revised edition 2.0 – 2012	12 December 2012	Annual review	Glenn Bell	4 December 2012
Revised edition 3.0 – 2014	29 January 2014	Annual review	Glenn Bell	3 December 2013
Amended edition 3.1 – 2014	2 December 2014	Annual review	Glenn Bell	11 November 2014
Amended edition 3.3 – 2016	1 March 2016	Comprehensive review	Glenn Bell	1 March 2016
V 4.0 – 2017	12 December 2017	Comprehensive review	Glenn Bell	5 December 2017
V 5.1 – 2019	29 January 2019	Comprehensive review	Glenn Bell	25 January 2019
V 6.1 – 2020	January 2021	Annual review	Glenn Bell	December 2020
V 7.1 – 2022	8 June 2022	Comprehensive review	Glenn Bell	June 2022
V 8.0 – 2023	20 June 2023			

DISTRIBUTION

Distribution of the plan is in compliance with S60 of the *Disaster Management Act 2003* that requires the plan to be available for inspection, free of charge, to members of the public.

A copy of the plan, excluding the controlled document annexures, will be made available for public viewing at the Central Highlands Regional Council's Administration Building, 65 Egerton Street, Emerald.

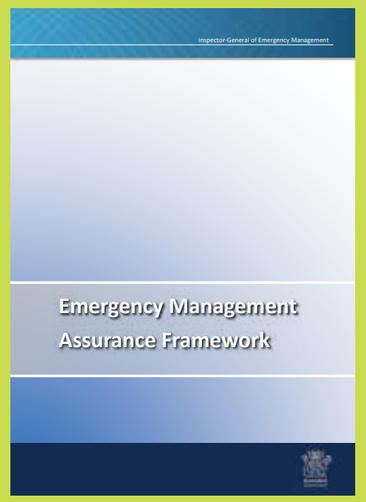
Electronic copies of the plan, excluding the controlled document annexure, shall also be made available to the public on Central Highlands Regional Council's website, as a read-only portable document (pdf).

A full and complete copy of the plan will be distributed in accordance with the distribution list at Annexure A.

ADMINISTRATION

This plan has been prepared by the Central Highlands Local Disaster Management Group for the Central Highlands Regional Council under the provisions of S57(1) of the *Disaster Management Act 2003*.

PURPOSE



This plan details the arrangements within the Central Highlands Regional Council area to plan and coordinate capability in disaster management and disaster operations, striving to safeguard people, property and the environment from disaster impacts in line with the objectives set out in the chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.disaster.qld.gov.au/__data/assets/pdf_file/0019/347401/Strategic-Policy-Statement.pdf

To empower and support local communities to manage disaster risks, respond to events and be more resilient in line with the Queensland Strategy for Disaster Resilience 2017: Making Queensland the most disaster resilient state in Australia.

Incorporating the Standard for Disaster Management in Queensland (the standard) establishes the outcomes to be achieved for all entities involved in disaster management. It consists of shared responsibilities, outcomes, accountabilities and indicators.

And the Emergency Management Assurance Framework (EMAF) provides the basis for delivering the functions of the Office of the Inspector-General of Emergency Management (IGEM) as set out in S16C of the *Disaster Management Act 2003*.

THE DISASTER MANAGEMENT SYSTEM

DISASTER MANAGEMENT IN QUEENSLAND

Queensland's disaster management arrangements are guided by:

1. the *Disaster Management Act 2003*
2. the Queensland Disaster Management Strategic Policy
3. the Queensland State Disaster Management Plan
4. the Queensland Strategy for Disaster Resilience 2017.

The Queensland Government remains focused on harnessing agency capabilities through informed partnerships with local government, communities and individuals. The overall aim is to continue to build Queensland's resilience against hazards. More information can be accessed through the QRA website qra.qld.gov.au

Disaster has a sophisticated network for management in Australia with clear responsibilities and collaborative plans for national, state and local government, together with local business, key non-government stakeholders and the broader community. The various planning, implementation, monitoring and evaluation tools ensure the ongoing safety of residents and visitors.

DISASTER MANAGEMENT STRUCTURES

Queensland's disaster management arrangements enable a progressive escalation of support and assistance through the four tiers as required as shown in figure below. These arrangements comprise several key management and coordination structures for achieving effective disaster management in Queensland.

The management and coordination structures are:

- Disaster management groups that operate at local, district and state levels and are responsible for the planning, organisation, coordination and implementation of all measures to mitigate/prevent, prepare for, respond to and recover from disaster events.
- Coordination centres at local, district and state levels that support disaster management groups in coordinating information, resources and services necessary for disaster operations.
- Disaster management plans, developed to ensure appropriate disaster prevention, preparedness, response and recovery at local, district and state levels.
- Functional lead agencies through which the disaster management functions and responsibilities of the state government are managed and coordinated.
- Hazard specific primary agencies, responsible for the management and coordination of combatting specific hazards.
- Specific-purpose committees, either permanent or temporary, established under the authority of disaster management groups for specific purposes relating to disaster management.

Queensland disaster management arrangements enable a progressive escalation of support and assistance through four tiers as shown in *Figure 1* below.

The Act provides the legislative basis for the Queensland Disaster Management Arrangements (QDMA). The QDMA is based on five main principles:

- The comprehensive approach
- The all-hazards approach
- All agencies approach
- Local disaster management capability
- A prepared, resilient community

It is also based on a tiered system incorporating all three levels of government (Australian, state and local). The key disaster response focus rests with local government, underpinned by support from the district and state disaster groups (see *Figure 1*).

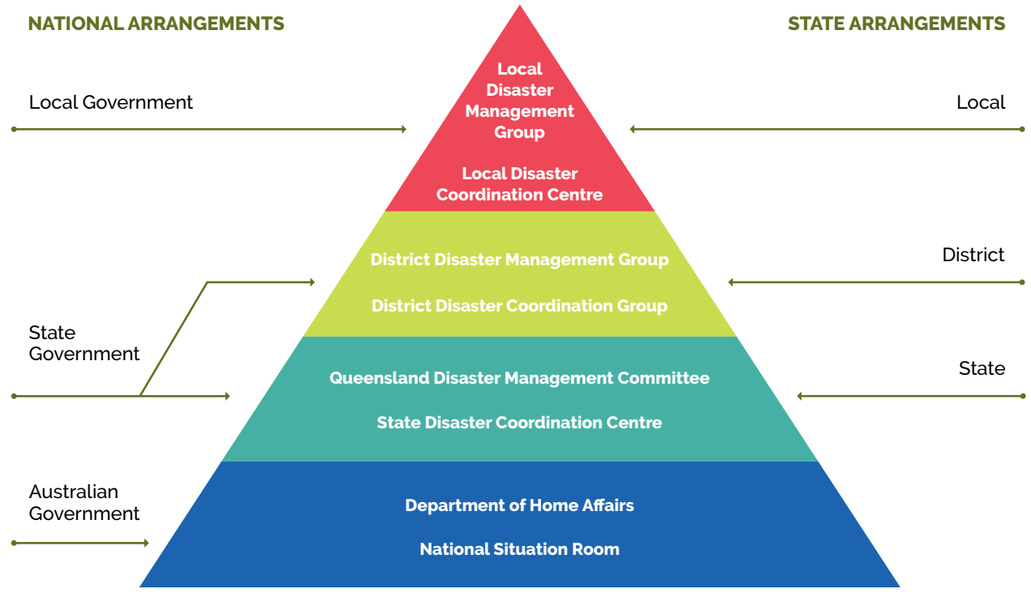
The state government has a primary responsibility to ensure effective disaster management is developed and implemented for the state and to identify and coordinate additional external assistance and resources relating to disaster management and disaster operations.

The Act provides the following clear guiding principles that disaster management must be planned for.

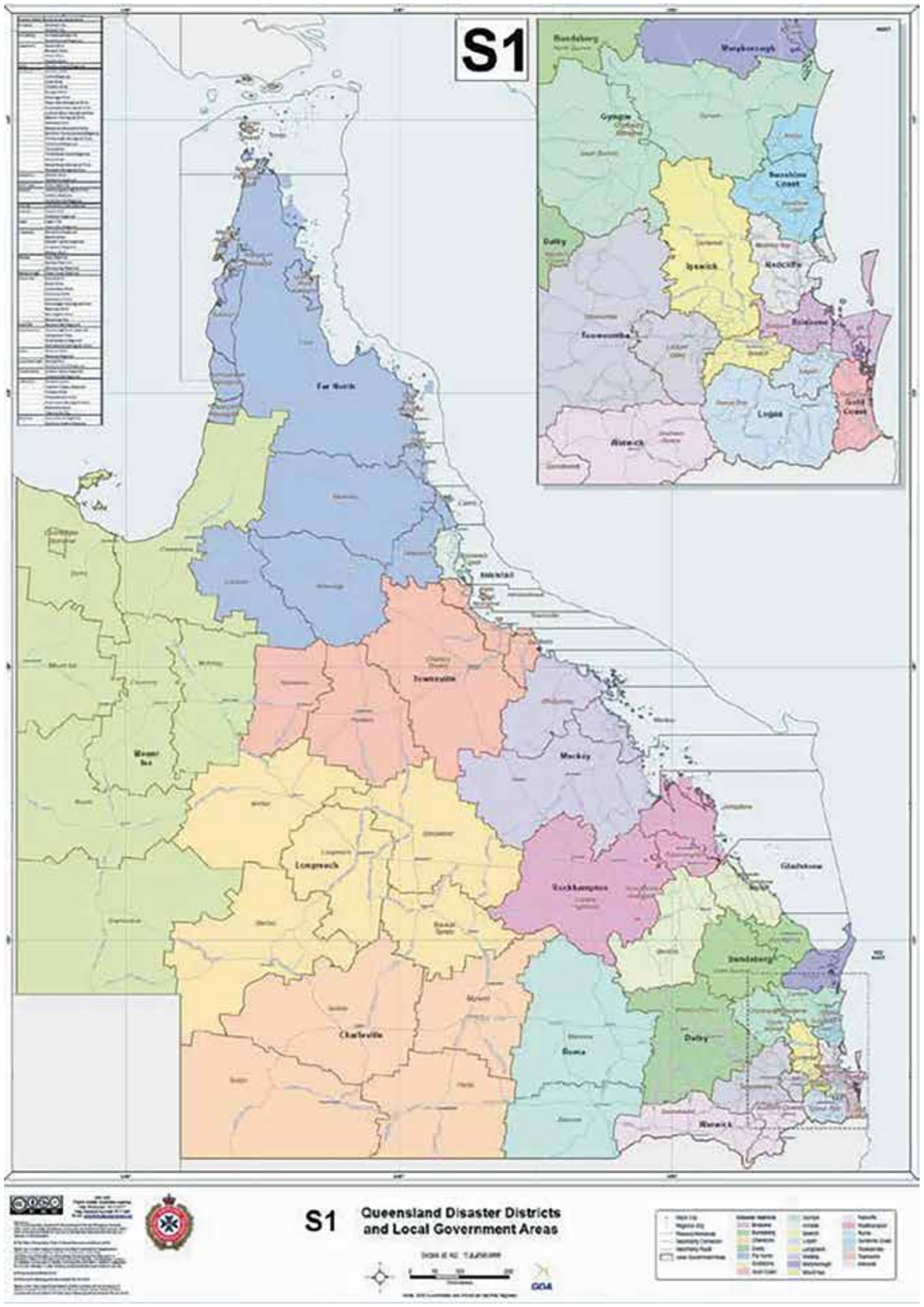
- To implement preventative measures that reduce the likelihood of an event occurring
- To implement preventative measures that reduce the severity of an event if and when it occurs
- To prepare the community to cope with the effects of an event – education, resources, services
- To capably respond to an event and minimise its disruptive and costly effects
- To recover from an event – including social support, reconstruction and restoration of assets and the environment.

Figure 1

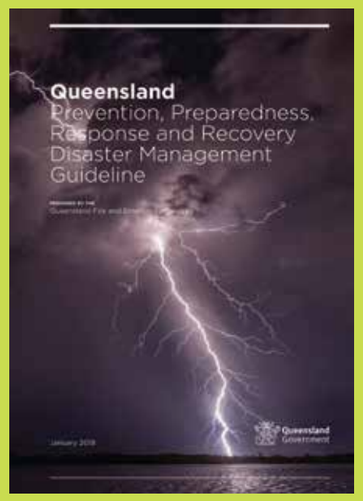
Queensland's Disaster Management Structure, Queensland Disaster Management Arrangements Participant Guide, Queensland Fire and Emergency Services



QUEENSLAND DISASTER DISTRICTS



OBJECTIVES



The objective of the CHRC LDMP is to facilitate the implementation of effective and efficient disaster management strategies and arrangements including:

- development, review and assessment of effective disaster management for the region including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster;
- compliance with the Queensland Disaster Management 2016 Strategic Policy Statement
- the Queensland State Disaster Management Plan by the Queensland Emergency Risk Management Framework
- Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines 2018
- Queensland Climate Adaptation Strategy
- Queensland Strategy for Disaster Resilience 2017
- any other guidelines or strategies relevant to district level disaster management and disaster operations
- monitoring, review, development and implementation of priorities for disaster management for the district
- Consistency with the Queensland Emergency Management Assurance Framework

AIM

- To assess risk to the community
- To preserve lives and keep Central Highlands residents safe as possible from disasters
- Ensure there is a clear and consistent approach to disaster management and response across the Central Highlands region, and one which aligns with state requirements
- Protect essential services and infrastructure during an event
- Collaboratively work with district and state disaster support groups and state agencies during events
- During normal times, undertake planning and source effective investment into disaster prevention and mitigation activities and works that will build and improve community resilience
- The development, review and assessment of effective disaster management for the Central Highlands region, including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster

An all-agencies approach that recognises that the development, implementation and monitoring of priorities for disaster management for the local government area.

Disaster management and operations in the CHRC are consistent with the Disaster Management Strategic Policy Statement. This is achieved by:

- ensuring a comprehensive, all hazards, all agency 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.

STRATEGIC POLICY STATEMENT

Disaster management and disaster operations in the Central Highlands are consistent with the Queensland Disaster Management 2016 Strategic Policy Statement. 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, strategies and actions with international and national reforms
- promoting a transparent, systematic and consistent approach to disaster risk assessment and management
- recognising the commitment of stakeholders and the need for collaboration and integration 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 and teamwork which instils collaboration, consultation and interoperability across the sector
- incorporating risk based planning, consultative decision-making and shared responsibilities among stakeholders
- promoting community resilience and economic sustainability through disaster risk reduction, innovation, research and lessons learned.

INSPECTOR-GENERAL EMERGENCY MANAGEMENT (IGEM)

The role of Inspector-General Emergency Management (IGEM) was first established in 2013 following a review of police and community safety. The IGEM role was formalised as a statutory position in 2014.

The functions of the IGEM and the Office of the IGEM are prescribed in part 1A of the Act. The vision of IGEM is to be a catalyst for excellence in emergency management so as to enable confidence in Queensland's emergency management arrangements.

IGEM is responsible for providing the premier, government and people of Queensland an assurance of public safety, through the establishment and implementation of an assurance framework. This framework will direct, guide and focus work of all agencies, across all tiers of government to the desired outcomes of the disaster and emergency management arrangements for Queensland.

Key accountabilities for the Office of the IGEM include:

- reviewing and assessing the effectiveness of disaster management arrangements within Queensland
- reviewing and assessing cooperation between entities responsible for disaster management in the state, including whether disaster management systems and procedures employed by those entities are compatible and consistent
- establishing standards for disaster management, reviewing and assessing performance against these standards and regularly reviewing the standards
- monitoring compliance by Queensland Government departments with their disaster management responsibilities
- identifying and improving disaster and emergency management capabilities, including volunteer capabilities and opportunities for cooperative partnerships
- reporting to and advising the Minister for Police and Corrective Services and Minister for Fire and Emergency Services, about issues relating to these functions.

Office of the Inspector-General of Emergency Management

Strategic Plan 2022–26

Queensland Good jobs Better services Great lifestyle

GOVERNMENT'S OBJECTIVES: We contribute to the Queensland Government's objectives for the community by ensuring that the best possible disaster management arrangements are in place to protect and benefit all Queenslanders.

CUSTOMERS FIRST | IDEAS INTO ACTION | UNLEASH POTENTIAL | BE COURAGEOUS | EMPOWER PEOPLE

Our VISION Leading continuous improvement in emergency management

Our PURPOSE To enhance emergency management in Queensland

Our VALUES Adaptability | Courage | Inclusiveness | Integrity | Innovation | Leadership

STRATEGIES	OPPORTUNITIES	RISKS	MEASURES
OBJECTIVE 1. Provide assurance and build emergency management capability			
1.1 Conduct assurance activities including independent reviews to enable capacity, capability and resilience **1.2** Regularly review and asses the effectiveness of disaster management and the progress of actions against relevant IGEM Review recommendations **1.3** Enable continuous improvement in Queensland's disaster management arrangements by working with key partners to embed the Standard for Disaster Managment **1.4** Enable a learning culture that is intelligence-led, evidence-based and informed by lessons	Identify lessons and embed them into practice to inform future direction	Increasing complexity, frequency and compounding effect of disaster events in Queensland	• Average cost per assurance activity • Maintain customer satisfaction
OBJECTIVE 2. Seek collaborative partnerships			
2.1 Collaborate on engagement activities that deliver a coordinated and shared strategic direction for emergency management in Queensland **2.2** Seek and empower trusted partners and networks to enable contemporary research, resilience and community-centric engagement **2.3** Strengthen relationships with key partners to support adaptability and innovation in emergency management practice	Build innovative practice through stakeholder engagement and new partnerships	Changing nature of disaster events in Queensland and competing demands on our partners	• Maintain stakeholder engagement • Maintain customer satisfaction
OBJECTIVE 3. Focus on our people			
3.1 Attract, engage and empower our people to deliver our vision and purpose **3.2** Actively champion inclusion and diversity and demonstrate respect for human rights **3.3** Embed a culture of shared learning to build capability and resilience **3.4** Model strong ethical leadership that supports our values	Promote contemporary knowledge and skills through continuous learning	Ability to bolster our workforce with innovative and future-focused staff	• Improved workforce satisfaction • Maintain customer satisfaction

Acknowledgement: The Office of the Inspector-General of Emergency Management will respect, protect and promote human rights in its decision-making and actions. The Office of the Inspector-General of Emergency Management acknowledges Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners and Custodians of this Country. We recognise their connection to land, sea and community. We pay our respects to them, their cultures, and to their Elders, past, present and emerging

Queensland Government

SCOPE

This plan details the arrangements necessary to undertake disaster management and disaster operations within the Central Highlands.

The plan aims to identify, assess, evaluate and treat the risks to the communities within the Central Highlands through the provision of assets, resources, support, planning, information exchange and coordination as required.

The arrangements remain active across the prevention, preparedness, response and recovery (PPRR) spectrum and it is intended that these arrangements be used to continually improve disaster management within the district as an all-hazards approach.

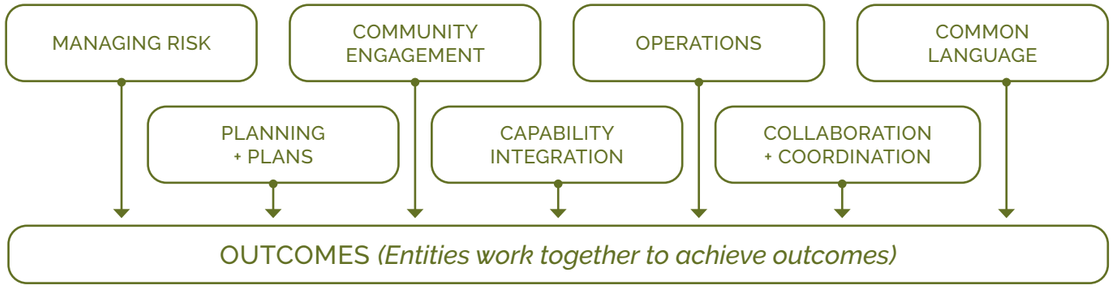
The four principles for effective disaster management detailed in the Emergency Management Assurance Framework - EMAF are fundamental to the establishment and continuous improvement of effective disaster management, disaster operations and planning across the district, including:

- leadership
- public safety
- partnership
- performance

Shared responsibilities are the elements of disaster management that all entities should deliver against and that everyone within the sector is responsible for contributing to.

Shared responsibilities should not be considered in isolation – they are the interconnected responsibilities that collectively make up the disaster management system in Queensland. All entities within the Rockhampton DDMG endorse the achievement of outcomes through these shared responsibilities.

SHARED RESPONSIBILITIES



RELATED PLANS, ACTS AND GUIDELINES

Central Highlands Regional Council, Queensland Government, Australian Government plans and strategic documents and/or other infrastructure entities that relate to this plan are outlined below.

DISASTER RISK MANAGEMENT

- *(Commonwealth) Meteorology Act 1955*
- *Disaster Management Act 2003*
- Queensland Disaster Management Plan 2018
- Queensland Recovery Plan August 2017
- Queensland Prevention, Preparedness. Response and Recovery (PPRR) Disaster Management Guideline
- Central Highlands Regional Council Local Disaster Management Plan Version 7.1 2022
- *Public Safety Preservation Act 1986*
- *Fire and Emergency Services Act 1990*
- Building Fire Safety Regulations 2008
- Queensland Emergency Risk Management Framework
- Queensland Disaster Funding Guidelines June 2021
- Work Health and Safety Act 2011 v1 July 2020
- AS 3745-2010 Planning for emergencies in facilities

LAND AND WATER MANAGEMENT

- Land Act 1994
- Aboriginal Land Act 1991
- Native Title (Queensland) Act 1993
- Aboriginal Cultural Heritage Act 2003
- Mineral Resources Act 1989
- Forestry Act 1959
- Nature Conservation Act 1992
- Nature Conservation (Forest Reserves) Regulations 2000
- Environmental Protection Act 1994
- (Commonwealth) Environmental Protection and Biodiversity Conservation Act 2000
- Vegetation Management Act 1999
- Land Protection (Pest and Stock Route Management) Act 2002
- Water Act 2000

PLANNING

- Planning Act 2016
- Planning Regulation 2017
- State Planning Policy July 2017
- Local Government Act 2009
- Building Act 1975
- Building Regulation 2021

STANDARDS

- AS3959-1999 Building in bushfire prone areas
- AS/NZS 1170.2: 2011 Structural design actions Part 2: wind loads
- AS 4055-2006 Wind loading for housing
- AS 1170.4-2007 Structural design actions – Earthquake actions in Australia

LOCAL PLANNING INSTRUMENTS

Current planning scheme:
Central Highlands Regional Council Planning Scheme 2016 v 6.0

Part of the Central Highlands Regional Council area is under the planning authority (Economic Development Act 2012) of Economic Development Queensland who administer the following Development Schemes:

- Blackwater Priority Development Area Development Scheme
- Blackwater East Priority Development Area Development Scheme

DISASTER MANAGEMENT PRIORITIES

Central Highlands Regional Council plays a major role in disaster management. Under the state arrangements it is incumbent on council to have disaster management capability.

A corporate plan is council's main planning tool, providing the basis from which specific council strategies, plans and policies are developed.

'Our vision is for the Central Highlands to be an inclusive, prosperous and connected regional community providing diverse opportunities for investment, work and lifestyle,' he said.

'Our people have invited us to be bold, innovative, caring and to build on the wonderful lifestyle that our places provide. They want us to be respectful of the good things that we have but not be complacent as we are challenged to transition in many ways.

'Our economies will need to be smarter, more innovative and adaptable. As a local government, we are committing to be advocates, investors, and above all the reliable deliverer of the services that we need.'

The plan includes the following seven long-term destination goals:

- reliable services for our community
- a diverse and prosperous economy
- vibrant, resilient, safe and inclusive communities
- a digital future for council and the region
- a future-focused workforce to support council and the region
- a responsibly managed natural environment
- a low carbon future and adaption to a changing climate

Council has appointed dedicated disaster and emergency management staff, and incorporates disaster management into its core business through its Corporate Plan 2022 – 2027.

Key strategies and themes under destination goal 6 'Responsibly manage our natural environment' are:

- disaster management response
- disaster risk reduction

Each year, council incorporates disaster management projects and activities through its annual operations plan. In accordance with state planning policies and the Sustainable Planning Act, it also strategically controls land use development on flood prone land through its planning scheme.

View the Central Highlands Regional Council Corporate Plan 2022-2027 by visiting our strategic reports page.

PREPAREDNESS ARRANGEMENTS

PURPOSE

The purpose of this plan is to facilitate a coordinated effort by all agencies to ensure CHRC and the LDMG have the appropriate disaster capability to respond to a disaster.

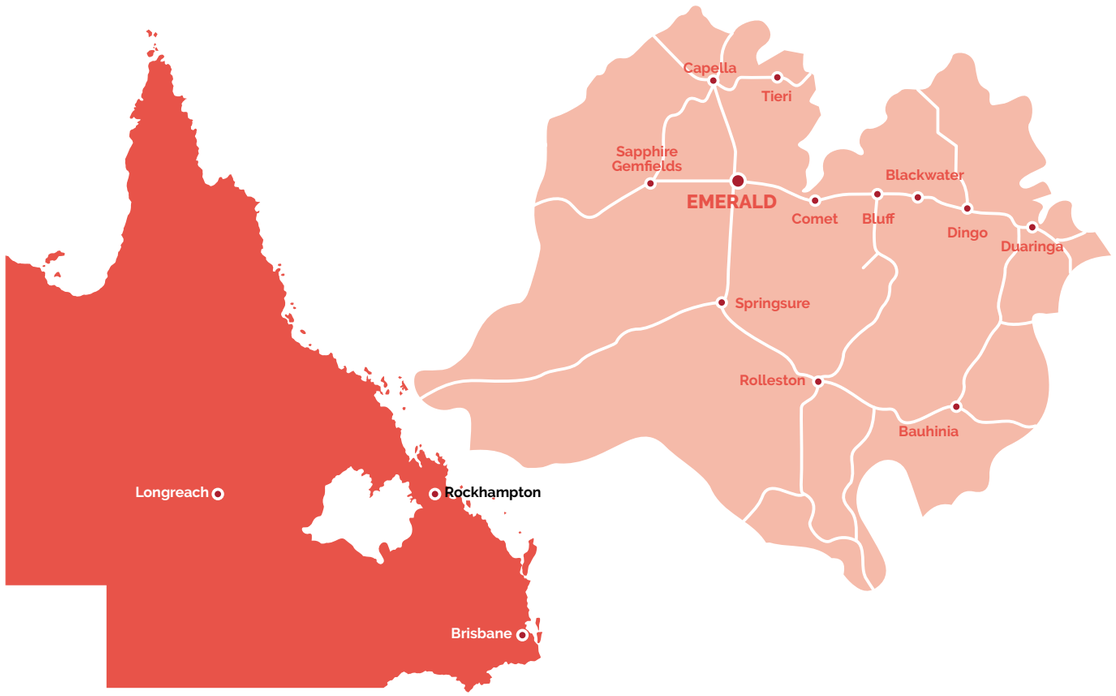
The plan operationalises council's commitment to disaster management. It documents the assessment of risk, community awareness and capacity building, training procedures, roles and responsibilities, mitigation efforts, and the formation and makeup of LDMG.

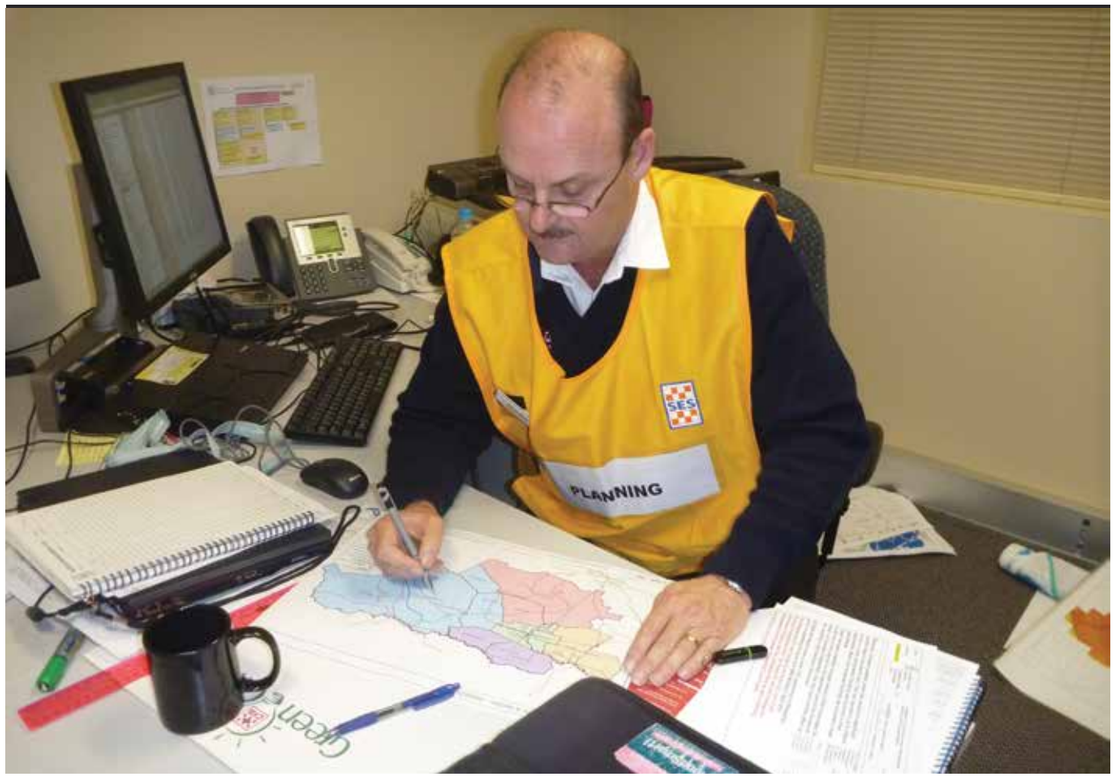
PLANNING CONSIDERATIONS

The plan covers the Central Highlands local government area, and includes the below townships.

The Central Highlands region is in Central Queensland, Australia. The region encompasses an area of around 60,000 square kilometres, making it just short of the size of Tasmania.

The region was originally home to many First Nations people who remain proud custodians of these lands.





Early European settlement in the region dates from the 1850s with our first pioneers mainly grazing sheep. Regional growth continued into the late 1800s with the inland expansion of the railway line west from Rockhampton and the establishment of a number of towns.

Significant growth occurred in the 1950s to 1980s with the introduction of beef cattle grazing and development of the Fairbairn Dam, coal mining and irrigation.

Today, it is home to around 30,000 people who live in the thirteen unique communities of Arcadia Valley, Bauhinia, Blackwater, Bluff, Capella, Comet, Dingo, Duaringa, Emerald, Rolleston, Sapphire Gemfields, Springsure and Tieri.

Our region is rich in minerals and agriculture, thriving on irrigation sourced from water storage on the Nogoa and Comet rivers. We claim the largest sapphire-producing fields in the Southern Hemisphere.

Major freight routes through the region include the north-south link between Charters Towers and northern New South Wales—identified as the inland transport alternative between Cairns and Melbourne.

The area administered by the Woorabinda Aboriginal Shire Council lies within the boundaries of the Central Highlands local government area.

This plan only addresses disaster management, it does not address incident management. In the context of this plan it is important to distinguish the differences between incidents and disasters.

Incidents can be managed via the emergency services or other agencies employing resources normally available to them. This includes traffic accidents, missing persons, etc. Incidents do not usually cause major community disruption.

Disaster is a serious disruption in a community caused by the impact of an event that requires a significant coordinated response by the state government and other entities to help the community to recover from the disruption.

Incident management	Disaster management
single site response	multi-site response
minor off-site co-ordination	major off-site co-ordination
single agency responsibility	multi agency responsibility
resources available	multi-faceted problems
support available	external resources required
support agencies practiced	external support required
day to day business	more than one level of government involved
core function	community affected
short-term effects	long-term effects

REVIEW OF PLAN

S59 of the Disaster Management Act 2003 allows CHRC to review or renew the plan as appropriate but requires that the plan be assessed for effectiveness on an annual basis. Risk treatment strategies should also be reviewed on a regular basis, preferably prior to the council's annual budget and operational plan determinations.

Representatives from the LDMG will review the plan on an annual basis. Below is a guide only for timings related to the review.

May/ June: Working group reviews the main plan.

June: Submit draft reviewed plan to full LDMG for acceptance or amendment.

July: Reviewed plan submitted to council for approval.

July: Submitted to District Disaster Management Coordinator for endorsement.

The plan may also be reviewed at other times.

- As required when there are significant changes in legislation, guidelines or policy
- As a result of any changes recommended subsequent to the annual district assessment
- If it becomes apparent an urgent amendment is required for operational effectiveness.
- Contact member lists will be reviewed regularly

REVIEW OF SUB PLANS

All year Working groups review and amend (as required) the supporting plans.

All year Draft plans submitted to LDMG for acceptance or amendment.

The master contact list for all organisations/persons involved in the council's disaster management arrangements should be reviewed and updated at each LDMG meeting. The master list will be held by the LDC.

The current version of this document will be available on the council's website, GET READY site, and disaster dashboard.

EXERCISES

In accordance with S59 (2) of the *Disaster Management Act 2003*, a local government must review the effectiveness of their LDMP at least once a year and this is normally achieved through an exercise.

An exercise is a 'controlled, objective-driven activity used for testing, practicing or evaluating processes or capabilities'. The purpose of an exercise is to practice/ test the knowledge and ability of the agencies of the DM system to coordinate disaster operations for a potential disaster or emergency scenario.

Exercises can enhance capacity and confidence of the people that participate in them. The conduct of an exercise is one way in which the local group can undertake a review of the local plan.

The development and enactment of scenarios to evaluate the effectiveness of plans is key to good governance and assurance.

Analysing plan effectiveness, both in times of exercise and post-incident response, enhances planning outcomes and enables the implementation of lessons identified.

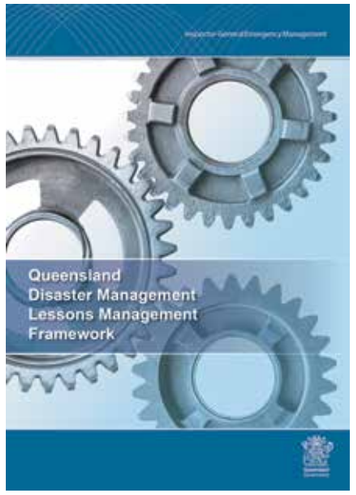
Accordingly, plans must be adjusted where necessary. Flexibility and agility in planning, rather than rigidity, ensures plans remain relevant, realistic and risk-based.

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

EXERCISE PROGRAM AND TYPE

An exercise determined by the LDC, which is designed to evaluate the CHRC's response and coordination capability, should be facilitated annually. This exercise can be any of the following types:

- discussion
- functional
- field
- seminars
- practice functions
- simulated realistic event
- agency presentations
- real time
- hypothetical
- syndicate progressive
- workshop-based
- skills-based



EXERCISE EVALUATION

Evaluating an exercise is an opportunity to review the overall exercise outcomes, highlight strengths and weaknesses in organisations and identify opportunities for improvement:

Exercise outcomes
Includes participants' performance against objectives.

Exercise management
Includes exercise management team learnings.

Exercise objectives
Should be achievable and measurable against standards so performance can be assessed. For example, SOPs or other performance management tools developed prior to conducting the exercise.

An exercise is to be followed by a debrief process. A hot debrief is to be conducted immediately following the conclusion of the exercise and a final debrief conducted no longer than a month following the exercise. The final debrief allows participants time to provide a more considered view of the exercise outcomes.

The learnings from the exercise are to be consolidated into a plan of action.

Further information can be found at: Managing Exercises Handbook.

LESSONS MANAGEMENT

Lessons management is a key element of continuous improvement and disaster management. Stakeholders in Queensland are urged to apply this learning practice. It involves the identification of learning of lessons captured through evaluation activities (including debriefing, monitoring and reviews) occurring before, during and after emergencies. It includes the establishment of a learning culture to support the monitoring, debriefing and review activities, which are then analysed for trends, risk and lessons. Lessons are then assessed for action, which are then in turn implemented and monitored for change and improvement.

Further information can be found at: IGEM Lessons Management Framework

A consistent approach to lessons management is an essential component of an organisation that has a culture of learning. Lessons management can facilitate learning and improvement resulting in more efficient and effective practices, improved safety, and improved capture and mobilisation of knowledge. Organisations are seen to be learning when their structures, processes and culture are able to evolve based on learning acquired from experience.

Interoperability of lessons management processes across agencies, sectors and jurisdictions will facilitate information sharing and analysis. A common language and methods (such as agreed coding of data) can help aggregate information so that it is accessible and can be analysed and interpreted. This will support the horizontal and vertical exchange of information between agencies, sectors, and jurisdictions – all of which will improve and promote cross agency analysis.

It is strongly recommended that the strategy applied by disaster management stakeholders be consistent with the Australian Resilience Handbook for Lessons Management.

Further information can be found at: Lessons Management Handbook

LOCAL DISASTER MANAGEMENT GROUP

FUNCTIONS OF THE LOCAL DISASTER MANAGEMENT GROUP

The functions of an LDMG as outlined in section 30 of the *Disaster Management Act 2003* are:

- Ensure that disaster management and disaster operations in the area are consistent with the state group's Strategic Policy Statement (SPS) for disaster management for the state
- Develop effective disaster management and regularly review and assess the disaster management
- Help the local government to prepare an LDMP for its area.
- For further information on the preparation of disaster management plans
- Identify residual risk and capability gaps and provide advice to the relevant district group, about support services required by the local group to facilitate disaster management and disaster operations in the area
- Ensure the community is aware of ways to mitigate the adverse effects of an event and prepare for, respond to and recover from a disaster
- Manage disaster operations in the area under policies and procedures decided by the state group
- Provide reports and make recommendations to the relevant district 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 relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens
- Ensure information about a disaster in the area is promptly given to the relevant district group
- To perform other functions given to the group under the Act.
- Perform a function incidental to a function mentioned in the preceding bullets of this list

REPORTING

Agency status reports
Written member status reports on behalf of core member agencies are used to update other LDMG members on the status of the member agency's disaster management initiatives, projects, training, community awareness, disaster management plans, operations or contact information.

This information assists the LDMG to evaluate the status of the disaster management and disaster operations for the local government area. Member status reports are provided at all regular LDMG meetings.

Annual reports
The LDMG is required to complete a status report at the end of each financial year and provide the completed report to the District Disaster Coordinator, Rockhampton Disaster District. The report will be furnished in the format and at the time stipulated by the DDC.

This report will also be furnished to council as an annual report of the activities of LDMG. The LDC is responsible for the development of the report.

Meetings
The business and conduct of meetings of the LDMG are in accordance with the provisions of Division 4, S38 of the *Disaster Management Act 2003*.

Meetings are to be held at least four times a year at the CHRC offices in Egerton Street, Emerald, and minutes are taken and retained.

Quorum
A quorum for the CHRC LDMG is equal to one half of the number of members plus one. An appointed deputy attending on behalf of a member is to be counted in the quorum.

Deputies

- S40A of the Act provides for meeting deputies for particular members
- A member of a disaster management group may, with the approval of the chairperson of the group, appoint by signed notice another person as his or her deputy
- The deputy may attend a group meeting in the member's absence and exercise the member's functions and powers under this Act at the meeting
- A core member deputy attending a group meeting is to be counted in deciding if there is a quorum for the meeting.
- Attendance and representation on DDMG

S24 of the Act requires the local government to nominate a representative to the DDMG and advise the executive officer of the state and district groups of the appointment.

In order for the DDC to be appraised of current information, the appointee should provide progress reports of LDMG activities at the DDMG meetings.

The role of council's representative on the DDMG

- Attend meetings of the DDMG
- Assist the chairperson to coordinate the prevention, preparation, response and recovery activities associated with the disaster event at the district level
- Provide advice on council resources as requested in support to combat the disaster event. The CHRC mayor has been appointed to the position of member DDMG

CHRC has appointed Glenn Bell (LDC) to the position of member of the DDMG.

LDMG EXECUTIVE MEMBERSHIP

MEMBERSHIP

CHRC has appointed the following executive and core members of the LDMG, in accordance with S33 and S34 of the Act. The LDMG will advise QFES and Chair of the Rockhampton District Disaster Group annually the membership of the LDMG.

In accordance with S34 of the Act the relevant local government should appoint a Chairperson to the LDMG. The chairperson must be a councillor of a local government.

LDMG Executive Membership	
Central Highlands Regional Council	Mayor Chair, LDMG
Central Highlands Regional Council	Councillor Deputy Chair, LDMG
Central Highlands Regional Council	Local Disaster Coordinator (LDC)

The executive members of the LDMG – chair, deputy chair and LDC are appointed by council. It is a requirement S35(3) of the Act that the LDC appointment be in writing and approved by the Queensland Government.

In addition to the legislated members of the group, LDMGs may appoint members or advisors to ensure adequate capability and capacity for specialist functions of disaster management.

LDMG CORE MEMBERSHIP

LDMG Core Membership	
Central Highlands Regional Council	Chief Executive Officer
Central Highlands Regional Council	GM Infrastructure and Utilities
Queensland Ambulance Service (QAS)	Area Director
Queensland Fire & Emergency Services (QFES)	Inspector, Area Commander Emerald Command
Queensland Police Service (QPS)	Officer in Charge, Emerald
State Emergency Service	Central Highlands Regional Local Controller
Secretariat	
Central Highlands Regional Council	Emergency Services Liaison Officer

Local group members are appointed under S33 of the Act. LDMG members should have the necessary expertise or experience and delegation authority to assist with a comprehensive, all hazards, all agencies approach to disaster management.

Core members are deemed essential and mandatory attendance at LDMG and LDDC is required.

Where a person or position undertakes a dual function as an LDMG and a DDMG member, appointing a deputy to both positions should be considered.

It is the view of council and their respective parent agencies, that members of the LDMG have the necessary expertise, authority and delegations within their organisations to perform the role effectively. Deputies to core members will be appointed by signed notice with approval of the chair of the LDMG.

ADVISORY MEMBERS

In addition to the legislated members of the group, LDMGs may appoint members or advisors to ensure adequate capability and capacity for specialist functions of disaster management.

Council has appointed a number of advisors who may attend LDMG meetings and participate in discussions, but do not form part of the CHRC LDMG, nor do they have voting rights. Advisor input is considered valuable to LDMG decision making – however, meeting resolutions will only be carried by member consensus and advisors will not be included in the calculation of a quorum.

LDMG advisory membership	
ABC Capricornia	Chief of Staff
Central Highlands Regional Council	Councillor - Chair Capella Satellite Emergency Advisory Group
Central Highlands Regional Council	Councillor - Chair Blackwater Satellite Emergency Advisory Group
Central Highlands Regional Council	Councillor - Chair Gemfields Satellite Emergency Advisory Group
Central Highlands Regional Council	Councillor - Chair Springsure Satellite Emergency Advisory Group
Central Highlands Regional Council	General Manager, Commercial and Corporate Services
Central Highlands Regional Council	General Manager Communities
Central Highlands Regional Council	Chief Financial Officer
Central Highlands Regional Council	Chairperson Health and Wellbeing LDMG Sub Group (Manager Connected Communities, Communities)
Central Highlands Regional Council	Coordinator Public Relations and Events
Central Highlands Regional Council	Manager Planning and Environment
Central Highlands Regional Council	Manager Information Services
Central Highlands Regional Council	Manager Infrastructure
Central Highlands Regional Council	Manager Water Utilities
Dept of Education & Training	Principal Advisor
Dept of Transport & Main Roads	Principal Engineer
Ergon Energy	Manager
National Broadband Network (NBN)	Community Affairs Manager
Queensland Fire & Emergency Services – Emergency Management	Emergency Management Coordinator
Queensland Fire & Emergency Services – Rural Fire Service Queensland	Area Director – Rural Operations
Queensland Fire & Emergency Services – State Emergency Service	Capricornia Area Controller
Queensland Health and Central Highlands Rural & District Wide Services	General Manager
SunWater	Operations Manager
Queensland Rail	
Aurizon	
Dept of Agriculture and Fisheries (DAF)	Biosecurity – Inspector Animal Biosecurity
Dept of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	
Dept of Housing – District Manager	
Dept of Child Safety, Seniors and Disability Services Principal Community Recovery Officer	
Dept of Energy and Public Works – District Manager	
Dept of Resources	

LDMG EXECUTIVE MEMBERSHIP

COMMUNITY/COMMERCIAL ADVISORS

In addition to the legislated members of the group, LDMGs may appoint Community/Commercial advisors to provide specialist advice.

Council has appointed a number of Advisors who may attend LDMG meetings and participate in discussions, but do not form part of the CHRC LDMG, nor do they have voting rights. Advisor input is considered valuable to LDMG decision making – however, meeting resolutions will only be carried by member consensus and advisors will not be included in the calculation of a quorum.

LDMG Community/Commercial Advisors	Position
BMA Gregory Crinum Mine	Principal Communities
National Broadband Network (NBN)	Community Affairs Manager
Rio Tinto (Kestrel Mine)	Corporate Affairs
Telstra	Account Executive - Telstra Business / Country Coast and Capricornia

Contact details for LDMG members and advisors are kept in Annexure F.

(Contact details are confidential and are not to be distributed to the media or public.)

COMMITTEES

SATELLITE EMERGENCY ADVISORY COMMITTEES

CHRC may have cause to create committees, whether permanent or temporary, to assist the LDMG perform its functions or deal with a particular issue. Any decisions made, or actions taken on behalf of such committees must be endorsed by the LDMG to ensure the validity of the decision under the Act.

Council has established permanent Satellite Emergency Advisory Committees (SEAC) chaired by an elected representative of CHRC. This has been done based on experience and recognition that different parts of the community can become isolated by flooding. These committees have been established at:

- Blackwater/Duaringa
- Capella
- Gemfields
- Springsure/Rolleston

The purpose of a SEAC is to provide information and assistance to CHRC LDMG and the communities it represents in relation to the potential or actual impact of disasters. These groups provide tremendous value during normal times as they bring forward knowledgeable local community representatives that can assist the LDMG in preventative and preparedness activities.

SEACs do not have formal legal standing and are not recognised as an 'entity' under the Act (King & Company Solicitors, 11 November 2011).

COMMITTEE MEMBERSHIP

Membership of the SEAC is dependent upon local resources but should include:

CHRC	Councillor (Chair) Area Office Coordinator
Qld Police Service	Officer in Charge
Qld Fire Rescue Service / Rural Fire Service	Officer in Charge
Qld Ambulance Service	Officer in Charge
State Emergency Service (SES)	Group Leader
Queensland Health	Hospital/Clinic Representative

Contact lists for each of the SEACs are held as follows:

Blackwater / Duaringa SEAC (ECM 945203)	Annexure G
Capella SEAC (ECM 989926)	Annexure H
Gemfields SEAC (ECM 1058764)	Annexure I
Springsure / Rolleston SEAC (ECM 940296)	Annexure J

(Contact lists are confidential and are not to be distributed to media or public).

LDMG MEMBER ROLES AND RESPONSIBILITIES

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

- Are available to attend and actively participate in LDMG activities.
- Can capably represent their agency.
- Have full knowledge of the services and resources their agency can provide.
- Understand and are appropriately briefed on their agency's expectations and can therefore actively participate in LDMG activities.
- Will actively contribute agency input into LDMG plans, projects and activities.
- Are of suitable classification level or authority level to be able to commit agency resources.
- Have nominated an acceptable deputy, also appropriately qualified to take on their responsibilities should they be unavailable, or to provide additional support during extended operations.

LDMG EXECUTIVE

The LDMG executive has specific responsibilities:

LDMG position	Responsibilities/accountabilities
Chairperson In accordance with S34 of the Act the relevant local government should appoint a chairperson to the LDMG.	Manage and coordinate the business of the group. Activate the LDMG when conditions warrant. Ensure, as far as practicable, that the group performs its functions. Report regularly to the relevant district group and the chief executive DCS about the performance by the group of its functions. In accordance with S41 of the Act, the chairperson is to preside at LDMG meetings.
Deputy Chairperson In accordance with S34 of the Act the relevant local government should appoint a person to be the deputy chairperson to the LDMG.	S41 of the Act provides that the deputy chairperson is to preside at LDMG meetings if the chairperson is absent from the meeting.
Secretariat The secretariat is not a legislated position, therefore should be appointed by and report to the executive team.	If the appointed secretariat is not a member of the LDMG and this position should not be included in the calculation of a quorum. A secretariat may provide support to the LDMG including: ■ Managing legislative requirements relating to administration and meetings. ■ Managing the LDMG meeting cycle and associated responsibilities including monitoring action items and resolutions. ■ Maintaining member contact details in accordance with information privacy principles.

LDMG position	Responsibilities/accountabilities
Local Disaster Coordinator In accordance with S35 of the Act, the chair of the LDMG must, after consultation with the Commissioner QFES, appoint a LDC for the group. 	Advise the mayor (chair), the chief executive officer (CEO) CHRC, and the CHRC LDMG on disaster-related matters, during normal times and during disasters. In doing this, the LDC will also work within the organisational structure using direct access to senior staff, with higher financial delegations and authority to deploy specific resources as required. Maintain normal position reporting relationships within the organisational structure outside times of disaster. Report regularly to the LDMG about disaster operations. Undertake public awareness and education activities on disaster preparedness during normal times – schools, business, and residents. Facilitate the preparation and review of the CHRC LDMP, its sub-plans, and maintain currency of same. Maintain the operational readiness of the Local Disaster Control Centre (LDCC). Induction, training, and sourcing staff and agency representatives to operate the LDCC. Ensure an appropriate level of staffing and expertise in the LDCC. Activate the LDCC. Ensure, as far as practicable, that any decisions of the LDMG about disaster operations are implemented. Determine rosters and manage operations fatigue so that there is continuous leadership, authority and responsibility in key positions in the LDCC. Manage the governance and reporting requirements of the Counter Disaster Operations Claims component of the Natural Disaster Relief and Recovery Arrangements to the CHRC's corporate services department (finance). The LDC has authority to incur expenditure during a disaster event for disaster-related matters. In addition, the LDC is authorised under a number of disaster sub-plans to direct staff and coordinate resources necessary for particular functions necessary and appropriate for responding to the event. However, in doing this, the LDC will work within the CHRC organisational structure using direct access to senior staff with higher financial delegations and authority to deploy specific or further resources required. The LDC will make effective use of delegation during a disaster event and maintain clear lines of communication with the chair and CEO
Deputy Local Disaster Coordinator 	In the absence of the appointed LDC the Deputy LDC would undertake the responsibilities of the LDC as above.

LDMG MEMBER ROLES AND RESPONSIBILITIES

LDMG MEMBERS

LDMG position	Responsibilities/accountabilities
AUSTRALIAN RED CROSS LDMG Advisor redcross.org.au	Is an auxiliary to government in the humanitarian field. Provide advice and support to the Queensland Disaster Management Committee (QDMC), DDMGs and LDMGs in relation to disaster management planning and disaster operations. Provide preparedness activities and resources to assist people to be better prepared for, better connected, and more resilient to emergencies. Work with partner agencies to ensure basic human needs are met during the response stage of a disaster, with a particular focus on assisting local government authorities with sheltering (evacuation centres and cyclone shelters). Assist Queensland Police Service in the management of Register, Find. Reunite: the registration of evacuees and associated enquiries. Provide support to Department of Communities, Child Safety and Disability Services in the provision of psychosocial support and community development activities during recovery. Provide teams of well-trained volunteers to assist communities prepare for, respond to, and recover from a disaster.
AUSTRALIAN DEFENCE FORCE Access through DDMG	Consider Defence Aid to the Civil Community (DACC) when requested through the appropriate channels. Provide advice to DDMG/LDMG and action reasonable requests during disaster operations, as required.
BUREAU OF METEOROLOGY	Provide forecasts, warnings and long-term outlooks on environmental phenomena that affect the safety, prosperity and resilience of Australians. Collect, coordinate and distribute environmental observation data in support of advices, warnings and briefings. Provide seasonal climate outlooks for forward planning.
CENTRAL HIGHLANDS REGIONAL COUNCIL	■ Ensure it has a disaster response capability. ■ Approve its local disaster management plan. ■ Prepare checklists for procedures. Ensure information about an event or a disaster in its area is promptly given to the district disaster coordinator for the disaster district in which its area is situated (S80 the Act). Maintain local government function (via local government business continuity contingency planning). This includes determining lines of succession to ensure continuous leadership, authority and responsibility in key positions. Maintain normal local government services to the community: • water • refuse disposal • public health • animal control • environmental protection • aerodromes Disseminate disaster-related information to the community as part of its community education. Work with QRFS and other state agencies to implement appropriate fire mitigation strategies to protect CHRC assets and land under CHRC control, and reduce risk in vulnerable communities.
CHRC LDMG MEMBER Local group members are appointed under s. 33 of the Act.	Local group members are appointed under S33 of the Act. LDMG members should have the necessary expertise or experience and delegation authority to assist with a comprehensive, all hazards, all agencies approach to disaster management. ■ Attend LDMG activities with a full knowledge of their agency resources and services and the expectations of their agency. ■ Are available and appropriately briefed to actively participate in LDMG activities to ensure that plans, projects and operations use the full potential of their agency or function, while recognising any limitations. ■ Are appropriately positioned within their agency to be able to commit agency resources to LDMG normal business activities and operational activities. ■ Ensure resources are available to participate in disaster operations; i.e. access to a laptop, information management templates, operational checklists, telecommunications and human resource provisions. ■ Ensure that a liaison officer for their agency is present at the LDCC as the liaison point of contact (if required) and ensure plans are in place for continuity of agency representation in the LDCC during extended operations.

LDMG MEMBER ROLES AND RESPONSIBILITIES

LDMG position	Responsibilities/accountabilities
DEPARTMENT OF AGRICULTURE AND FISHERIES (DAF) LDMG Advisor daf.qld.gov.au Queensland Government	■ Primary agency for the containment and eradication of emergency animal and plant diseases. ■ Coordinate efforts to prevent, respond to, and recover from pests and diseases, and livestock welfare. ■ Provide advice relative to stock. ■ Collaborate with stakeholders with shared responsibilities and other organisations to facilitate prevention, preparedness, response and recovery strategies and priorities for animal welfare management within a community. ■ Provide advice in relation to agriculture, fisheries and forestry disaster impacts. ■ Coordinate destruction of stock or crops in an emergency pest/disease situation. ■ Administer NDRRA relief measures including agriculture industry recovery operations as required. ■ Lead the reporting on the disaster impact assessments on the agricultural sector, including economic losses and expected recovery. ■ Report on the possible impact seasonal conditions and climate will have on the agricultural sector.
DEPARTMENT OF ENVIRONMENT AND SCIENCE Access through DDMG Advisor to LDMG des.qld.gov.au Queensland Government	■ Provide assistance with satellite imagery processing and distribution activities from cross-agency coordination with Department of Natural Resources Mines and Energy, Land and Spatial Unit, and Geoscience Australia's Disaster Assistance Team. ■ Provide information about land use mapping and supporting services and activities to key government agencies and industry groups. ■ Provide water quality monitoring through catchment monitoring programs including the Great Barrier Reef catchment and other monthly grab sampling water catchments to provide data on nitrogenous and phosphorous contaminants, suspended sediments and selected pesticides that may impact the natural environment. ■ Deliver hydrodynamic/biogeochemical modelling, through the eReefs data portal providing near real time river plume footprints. ■ On request, provide a liaison officer to the LDCC to advise and action reasonable requests during disaster operations.
DEPARTMENT OF COMMUNITIES, HOUSING AND DIGITAL ECONOMY LDMG Advisor chde.qld.gov.au Queensland Government	■ Functional lead agency for human and social recovery ■ Coordinate provision of human-social recovery services during recovery operations in partnership with local, state, federal and non-government agencies ■ Work with affected individuals and communities to support their own recovery activities ■ Maintain linkages with local, state, federal and non-government agencies and committees ■ Maintain a register of state government officers available to assist in human-social recovery when required ■ Administer relevant human and social SDRA and DRFA relief measures Manage corporate offers of assistance and direct offers of volunteering through appropriate channels The building recovery group coordinates the efficient and effective information exchange, issues identification and resolution between government agencies, local government, building industry and insurance providers to ensure efficient and prioritised use of available resources in rebuilding dwellings following a disaster.

LDMG position	Responsibilities/accountabilities
DEPARTMENT OF EDUCATION LDMG Advisor education.qld.gov.au Queensland Government	■ Maintain the safety and wellbeing of students, staff and volunteers who work or participate in state schools, institutes and workplaces. ■ Ensure all educational facilities and workplaces have a documented emergency plan. ■ Facilitate the return of education facilities to normal operations as soon as possible ■ On request, provide a liaison officer to the LDCC to advise and action reasonable requests during disaster operations.
DEPARTMENT OF NATURAL RESOURCES LDMG Advisor resources.qld.gov.au Queensland Government	Energy ■ Act as a conduit of information between all relevant parties, including advice on, action and implementation of any emergency powers. ■ Develop capability to facilitate emergency actions and responses to an actual or potential energy supply emergency event. ■ Maintain a watching brief and facilitate information transfer in an emergency that may impact at the local, district, state or national level for an electricity, reticulated gas supply and liquid fuels. ■ Maintain contact registers for Queensland's: • Major electricity supply (generators, transmission, distribution), Australian Energy Market Operator (AEMO) and designated responsible officers (within Powerlink), national forum jurisdictional representatives including Department of the Environment and Energy, Minister's office and DNRME communication and media. • Major reticulated gas supply (transmission and distribution service providers), AEMO, national forum jurisdictional representatives including Department of the Environment and Energy, Minister's office and DNRME communication and media. • Liquid fuel supply wholesale providers (major wholesalers) national forum jurisdictional representatives including Department of the Environment and Energy, Minister's office and DNRME communication and media. ■ Advise the Minister if emergency powers are required to maintain supply security. ■ Where appropriate, undertake process to enable the Minister to invoke emergency powers. **Water** ■ Provide information and advice on the issues of dam safety and drinking water supply (continuity and/or safety as required. ■ Ensure emergency action plans are in place for referable dams to ensure appropriate action is taken in the event of incidents or failures of the dams ■ Collate information from dam owners on event impacts ■ Exercise dam safety emergency powers if needed to minimise the risk of failure or consequences of a dam failure including the support and enactment of emergency powers **Drinking water** ■ Ensure drinking water quality management plans are in place by registered drinking water service providers (this does not include private or unregistered providers) ■ Collate information from service providers and operators of drinking water supply schemes ■ Work in partnership with public health units (Queensland Health) regarding drinking water quality issues ■ Act as a conduit of information between all relevant parties

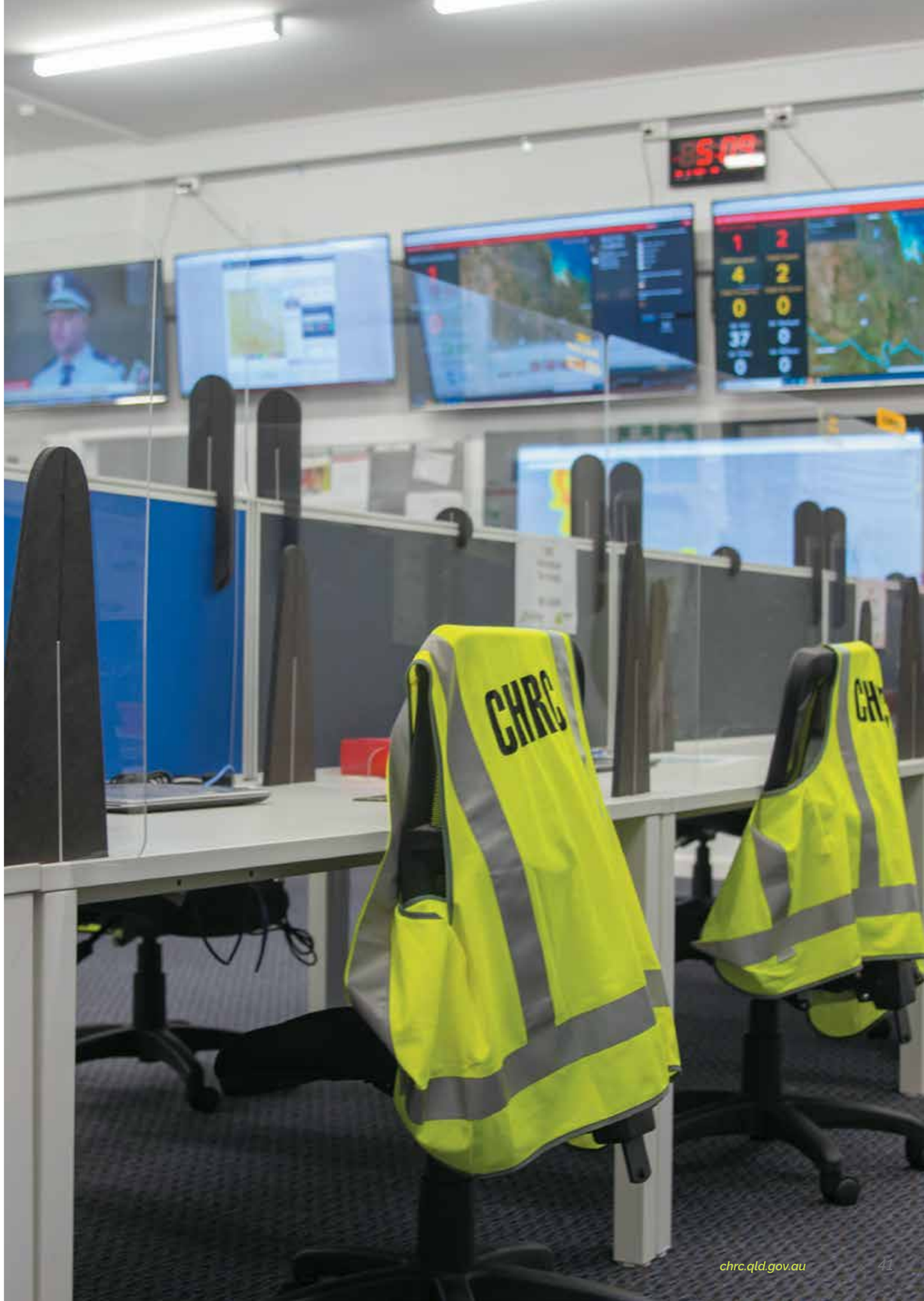
LDMG MEMBER ROLES AND RESPONSIBILITIES

LDMG position	Responsibilities/accountabilities
DEPARTMENT OF ENERGY AND PUBLIC WORKS LDMG Advisor epw.qld.gov.au Queensland Government	Functional lead agency for building recovery ■ Building and engineering services ■ Arrangements for the provision of resources and services pertaining to all engineering disciplines which may be required to assist disaster response and recovery operations
DEPARTMENT OF TRANSPORT AND MAIN ROADS Access through DDMG Advisor to LDMG tmr.qld.gov.au Queensland Government	Functional lead agency for transport systems. Functional lead agency for roads and transport recovery ■ Arrangements for the provision of transport resources for the transportation modes of road, rail, air and sea; and ■ Transport engineering to support disaster response and recovery operations.
ENERGY QUEENSLAND LDMG Advisor energyq.com.au Energy Queensland	■ Develop an electricity restoration plan based upon impact assessments in affected locations that align with business operational plans. ■ Work with state, district and local disaster management groups where required to manage the consequences of disruption to Energy Queensland's networks and provide timely and accurate information.
LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND Advisor lgaq.asn.au LGAQ	■ Advocate on behalf of local governments at state level ■ Provide representation and facilitate collaboration with (and between) local government

LDMG position	Responsibilities/accountabilities
QUEENSLAND FIRE & EMERGENCY SERVICES (QFES) Inclusive of QFES services: **EMERGENCY MANAGEMENT; FIRE AND RESCUE;** and **RURAL FIRE SERVICE.** LDMG Member qfes.qld.gov.au ruralfire.qld.gov.au Queensland Fire and Emergency Services	■ The functional lead agency for warnings and primary agency for: • bushfire response • most hazmat related incidents • control, management and pre-incident planning of fires (structural, landscape and transportation) • rescue capability for persons trapped in any vehicle, vessel, by height or in confined space • rescue of persons isolated or entrapped in swift water/floodwater events • advice, chemical analysis and atmospheric monitoring at chemical/hazmat incidents • mass and technical decontamination capabilities under State Biological Disaster and State Radiological Disaster response • Urban Search and Rescue capability for building collapse events • the Queensland Hazardous Materials Incident Recovery Plan • the Queensland Coastal Contingency Action Plan – Chemical Spill Response Plan (a supporting plan of the National Marine Chemical Spill Contingency Plan, and National Marine Oil Spill Contingency Plan) ■ Establish and maintain arrangements between the state and region regarding effective disaster management. ■ Ensure that disaster operations in the region are consistent with strategic policy; the SDMP, the disaster management standards and guidelines. ■ Provide advice and support to the local and district groups in relation to disaster management and disaster operations. ■ Ensure all those involved in disaster operations are appropriately trained in accordance with the Queensland Disaster Management Training Framework. ■ Provide impact assessment and intelligence capabilities. ■ Ensure the availability, maintenance and operation of the SDCC which includes the following: • the operation of the Intelligence, Logistics, Operations, Planning and Aviation Capabilities • coordinate emergency supply • Coordinate resupply operations • coordinate and implement the logistics support framework ■ Coordinate, support and manage the deployment of SES resources (as required, in consultation with local government, appoint a suitably experienced and/or qualified officer as SES Coordinator to support the coordination of SES operations).

LDMG MEMBER ROLES AND RESPONSIBILITIES

LDMG position	Responsibilities/accountabilities
QUEENSLAND RECONSTRUCTION AUTHORITY (QRA) LDMG Advisor qra.qld.gov.au Queensland Government	Manage and coordinate the state government's program of infrastructure reconstruction within disaster-affected communities and is lead agency for disaster recovery, resilience and mitigation policy. **Responsibilities** ■ Drive and coordinate enhancement of resilience throughout Queensland ■ Plan and coordinate Queensland and Australian Government assistance under NDRRA ■ Monitor damage of public infrastructure and private properties ■ Administer NDRRA and state disaster relief arrangements ■ Manage the service agreement with GIVIT for the coordination of offers of goods and services following a relevant disaster ■ Monitor reconstruction activities in affected communities ■ Fulfil the position of state recovery, policy and planning coordinator
QUEENSLAND HEALTH CENTRAL QUEENSLAND HEALTH AND HOSPITAL SERVICES LDMG Advisor health.qld.gov.au/cq Queensland Government	Arrangements for the provision of medical and health resources to support disaster response and recovery operations through: ■ Command, control and coordination of medical resources ■ Public health advice and warnings ■ Transportation of patients psychological and counseling services ■ Ongoing medical and health services required during the recovery period
QUEENSLAND AMBULANCE SERVICE (QS) LDMG Member ambulance.qld.gov.au	**Queensland Ambulance** As contained in section 3D: 'Service's Functions' of the *Ambulance Service Act 1991*, including: ■ the provision of ambulance services during rescue and other related activities ■ transport of persons requiring attention at medical or health care facilities ■ participate in counter disaster planning ■ co-ordinate volunteer first aid groups for emergencies or disasters ■ perform other functions given to the service under this Act or another Act ■ to perform functions incidental to its functions



LDMG MEMBER ROLES AND RESPONSIBILITIES

HAZARD SPECIFIC AGENCIES

Information pertaining to the Disaster response functions and associated lead agencies roles and responsibilities is located in the Queensland State Disaster Management Plan.

LDMG position	Responsibilities/accountabilities
QUEENSLAND POLICE SERVICE (QPS) LDMG Member police.qld.gov.au	■ Provide executive support to the QDMC ■ Preserve peace and good order ■ Prevent crime ■ Management of crime scenes and potential crime scenes ■ Conduct investigations pursuant to the Coroners Act 2003 ■ Provide a disaster victim identification capability ■ Provide for the effective regulation of traffic ■ Coordinate evacuation operations ■ Control and coordinate search and rescue operations ■ Manage the registration of evacuees and associated enquiries in conjunction with the Australian Red Cross ■ Provide security for damaged or evacuated premises ■ Respond to and investigate traffic, rail and air incidents
AURIZON Access through DDMG aurizon.com.au **QUEENSLAND RAIL** Access through DDMG queenslandrail.com.au	■ Coordinate rail transport of people and freight as required for resupply or evacuation operations ■ Reinstate functional rail transport network post disaster event
STATE EMERGENCY SERVICE (SES)	■ Rescue of trapped or stranded persons or similar operations ■ Search operations for missing persons or items as directed by police ■ Help injured persons and/or protect persons or property from danger or potential danger associated with the emergency ■ Perform activities that assist the community prepare for, respond to and recover from an event or a disaster (S.82 of the Act) ■ Public education ■ Emergency repair/protection of damaged/vulnerable buildings ■ Assist with debris clearance and clean-up after events ■ First aid ■ Traffic control ■ Short-t -erm welfare support to response agencies
SES LOCAL CONTROLLER	■ Provide a direct link between SES and the CHRC LDMG ■ Coordinate local SES resources and institute a fatigue management process ■ Seek and coordinate external SES resources as required
SUNWATER	SunWater is a state government-owned corporation that supplies bulk water and manages a regional network of bulk water supply infrastructure. Sunwater's water storage and distribution network includes; 19 major dams, 66 weirs and barrages, 83 pumping stations, 3,155 km of pipelines and 730 km of irrigation drains. ■ Operate its water supply infrastructure and dams according to emergency management protocols and relevant state legislation ■ Manage emergencies such that the safety of the public, employees and contractors and the minimisation of potential environmental harm and damage to assets is prioritised ■ Work with and provide timely and accurate information to state, district and local disaster management groups where required to manage the consequences of a water supply or dam safety incident ■ Develop emergency action plan (EAP) for Fairbairn Dam and supply a current copy to the CHRC LDMG Chair and LDC ■ Provide advice to the LDMG commensurate with the EAP, and advice on any infrastructure problems/ issues
TELSTRA	Telstra has a variety of mobile facilities that can deploy into impacted communities to deliver limited/partial service restoration subsequent to service disruption driven through the impacts of a natural disaster event. These facilities are pre-deployed into locations that the carrier determines to be the most logistically practical for placement to support rapid deployment into impacted communities. Each carrier has a variety of facilities and may have differing terminology for them. Common terms include: • Satellite Communications on Wheels (COWS) – used to create temporary phone coverage. • Mobile Exchange on Wheels (MEOWS) – portable land line exchange to supplement inoperable facilities. • Wi-fi mobile customer office – a van where customers can connect to wi-fi to do their business and to charge their phones/tablets. ■ Appoint an advisor trained in disaster management during disaster operations ■ Provision of Conferlink phone service to LDMG ■ Provide information and updates during disaster operations with regards outages, and timeframes for systems to be restored
NATIONAL BROADBAND NETWORK (NBN)	NBN Co. operates a national wholesale-only open-access broadband network and provides services to retail services provider phone and internet companies, who in turn provide broadband services, over the national broadband network (NBN), to their end-user customers. NBN Co. uses a variety of broadband access technologies, including the following NBN fixed line connections (which use a physical line running to the premises): • Fibre to the premises (FTTP) • Fibre to the node (FTTN) • Fibre to the basement (FTTB) • Hybrid fibre coaxial (HFC) NBN Co. also uses the following technologies in regional and remote areas: • Fixed wireless • Sky Muster Satellite

TRAINING

As one of the activities undertaken to maintain or enhance the QDMA, the *DM Act* provides the legislative requirement for those involved in disaster management to be appropriately trained and for the annual reporting of training activities to occur.

Training and education involves the personal development of individuals involved in the QDMA. It is carried out according to the Queensland disaster management training framework (QDMTF), which outlines the training packages and intended stakeholders. It encompasses the arrangements themselves, the processes, hazards, functions and activities which underpin disaster management and disaster operations. Disaster management on-line training is available through the Disaster Management Learning Management System (LMS).

QFES is responsible for ensuring a coordinated approach to disaster management training within the district including the maintenance and dissemination of the QDMTF to DDMG members. This includes regularly assessing the training needs within the district and developing a suitable training program. Where possible, this training program should maximise opportunities for joint training with LDMGs and other agencies involved within the QDMA. The development of a training program should involve:

- A training needs analysis defining required competency:
  - roles required
  - skills and knowledge required to undertake the roles
  - individuals required to undertake each role/function
  - current levels of competency.
- Competency can be determined from a number or sources:
  - training records
  - qualifications
  - observations of on-the-job performance
  - interview and group discussions
  - identification of knowledge gaps
  - note differences between required and current levels of competency.

To enhance knowledge and disaster management capabilities, the agencies and organisations represented on the DDMG (including deputies) have responsibility of providing suitable opportunities for DDMG representatives to attend training consistent with or beyond the minimum requirements of the QDMTF.

TRAINING FOR WORK IN DISASTER COORDINATION CENTRES

Each lead agency is to have an appropriate number of staff trained as liaison officers (appropriate skill and competency level) to work in the District Disaster Coordination Centre (DDCC) in support of disaster operations. Appropriate courses for working in a disaster coordination centre include:

- Australasian Inter-service Incident Management System (AIIMS) course.
- Public Safety Training including; coordinate resources within a multi-agency emergency response.
- QFES-EM Disaster Coordination Centre courses (QDMTF).

DISASTER RISK MANAGEMENT

The Queensland Disaster Management Act requires that each Local Disaster Management Group ensures that:

"All events, whether natural or caused by human acts or omissions, should be managed in accordance with the following—

(i) a strategic policy framework developed by the State group" (Part 1, Division 2, 4A (b))

And states that:

"Disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State." (Division 3, Subdivision 1, Section 30(a)).

The Queensland Emergency Risk Management Framework (QERMF) was endorsed by the Queensland Disaster Management Committee (QDMC) as Queensland's approach to disaster risk management in 2017. Accordingly, it is the legislated framework to be used by Central Highlands Regional Council (CHRC).

GHD Advisory were engaged by CHRC to facilitate an all-hazards risk analysis (AHRA) utilising the Queensland Emergency Risk Management Framework (QERMF). This involved identifying the agencies involved, and the exposed elements for each hazards type, and the treatments and controls in place to mitigate impacts.

The QERMF tool is to be used as a living and active plan for ongoing planning and improvement.

The hazards were identified, and grouped into those largely recommended by QFES, with a commonality of impacts, exposure, and response methods as follows:

- Severe Tropical Cyclone – Category 3-5
- Severe Thunderstorm Event
- Bushfire
- Earthquake (Magnitude 5.35 similar to 1989 Newcastle)
- Heatwave
- Pandemic / Epidemic
- Exotic Animal / Plant Disease
- Major Accident (Air, Road or Rail Transport, Urban Fire, Hazardous Materials)
- Terrorism / Cybersecurity Attack

It is noted that previously separated hazards such as flooding (flash and riverine), landslides, and critical infrastructure were assessed as consequences of each of the applicable hazards listed above.

GHD compiled information provided from CHRC including previous local and district risk assessments. Material from other sources included:

- QERMF Tool and guidelines
- QFES provided state-wide risk assessments and probability statistics to be applied
- Sourcing Information from longpaddock.qld.gov.au and other official climate change sources
- Applicable and relevant information from assessments from other Queensland councils and LDMGs
- Information sourced from lead and key agencies

After two workshops were undertaken with LDMG members, and questionnaires sent and received from many responsible agencies, the QERMF tool was populated with the following:

- Risk description
- Nominated climate change scenario to be included as applicable
- Known vulnerabilities and history
- Lead agencies / key agencies for each element
- Known plans, strategies and measures in place for each - preventive & preparedness, and response & recovery
- Comments and assessments on effectiveness of current controls
- Current risk rating in terms of consequence and likelihood – prepopulated from QFES state-wide assessments

Risk results

Inherent and residual scores were generated for all exposed elements. The results are shown in Table 2 – Inherent risk scores and Table 3 – Residual risk scores in section 4.

The risk levels represent the potentially high risks posed to various exposed elements by all hazards listed.

The most extreme residual risks are associated with the heatwave and pandemic risks (noting that the scoring for these risks were undertaken prior to February 2020, and the realisation of the impact of COVID-19)

The heatwave risks scores are considerably higher than previous risk assessments. This has been elevated by the State Heatwave Risk Assessment based on climate change models and predictions showing effects worsening in the next decade. It is also noted that more people have perished in heatwaves in Australia than all other hazards combined.

RESIDUAL RISK AND RISK-BASED PLANNING

One of the key features of the QERMF within Queensland's disaster management arrangements is the passage of residual risk from local governments to disaster districts to the state.

As per the *Disaster Management Act 2003*, local governments are responsible for disaster planning and operations within their area, with support from the district, state and ultimately Commonwealth levels as requested.

The provision of support to local governments, and planning for it, depends on a clear understanding of what aspects of risk mitigation may be beyond their capability (ability to achieve a specific and desired effect either in preparation or response) and capacity (how long the capability can effectively be sustained).

Active, clear communication of residual risk becomes pivotal when multiple local government areas are affected by the same or similar risks and/or event and require support in a compressed timeframe, as this has implications for the prioritisation and mobilisation of limited resource.

A risk-based planning equation shows the interrelatedness and passage of residual risk between the three levels of Queensland's disaster management arrangements as well as the linkage to the Australian Government if support is required.

The QERMF informs risk-based planning by shaping the focus of risk management to a fit-for-purpose approach to manage identified risk. To achieve this, the process ensures four key outcomes:

- shifts risk assessment and management from a 'one size fits all' approach to a tailored methodology that prioritises local characteristics
- embeds risk identification, assessment and management in proven, consistent, science-based methodologies that can be applied consistently across local, district and state levels
- allows clarity and transparency in communication and decision-making at all levels of Queensland's disaster management arrangements
- improves the identification of an area's capability and capacity to manage the disaster risks within that area, thereby informing resource planning for Queensland's disaster management arrangements.

This, in turn, will create multiple benefits, including:

- improved risk governance through the strengthening of transparency and accountability in the acceptance, mitigation and/or transfer of residual risk between and across the three levels of Queensland's disaster management arrangements
- specific areas can prioritise their resources, based on localised assessed risks
- robust, scientifically-based risk assessments can be used for applications for resources and funding towards mitigation strategies and betterment projects
- all levels of government and community will have greater assurance through and confidence in scientifically underpinned risk-based planning
- stakeholders will have improved confidence in state level coordination and support across all levels of Queensland's disaster management arrangements, supported by state government guidance and prioritisation of risk
- disaster management networks will be strengthened and better aligned.

Risk Assessment Process Handbook

A summary of the residual risk register Annexure M.

(Confidential and not to be distributed to media or public)

RISK TREATMENT

Risk Assessment Table (Annexure K).

The identified risks are recorded in a risk register (see Annexure L).

RISK 'OWNERSHIP'

The risk owner that is responsible for the risk and the control owner and in most cases these will not be the same people.

RISK SHARING

Natural disasters can have serious consequences that differ between countries.
Local conditions, therefore, must be considered when discussing risk sharing for natural disasters.

A summary of the residual risk register **Annexure M**.

(Confidential and not to be distributed to media or public)

TREATMENT STRATEGIES

Along with details or how they are to be applied are recorded in the risk treatment plan at Annexure N. *(Confidential and not to be distributed to media or public)*

(It is noted that the risk treatment register requires updating and this cannot be done until a full regional risk management study is undertaken).

As mentioned earlier in this document, the risk treatment options should be reviewed annually.

PREVENTION

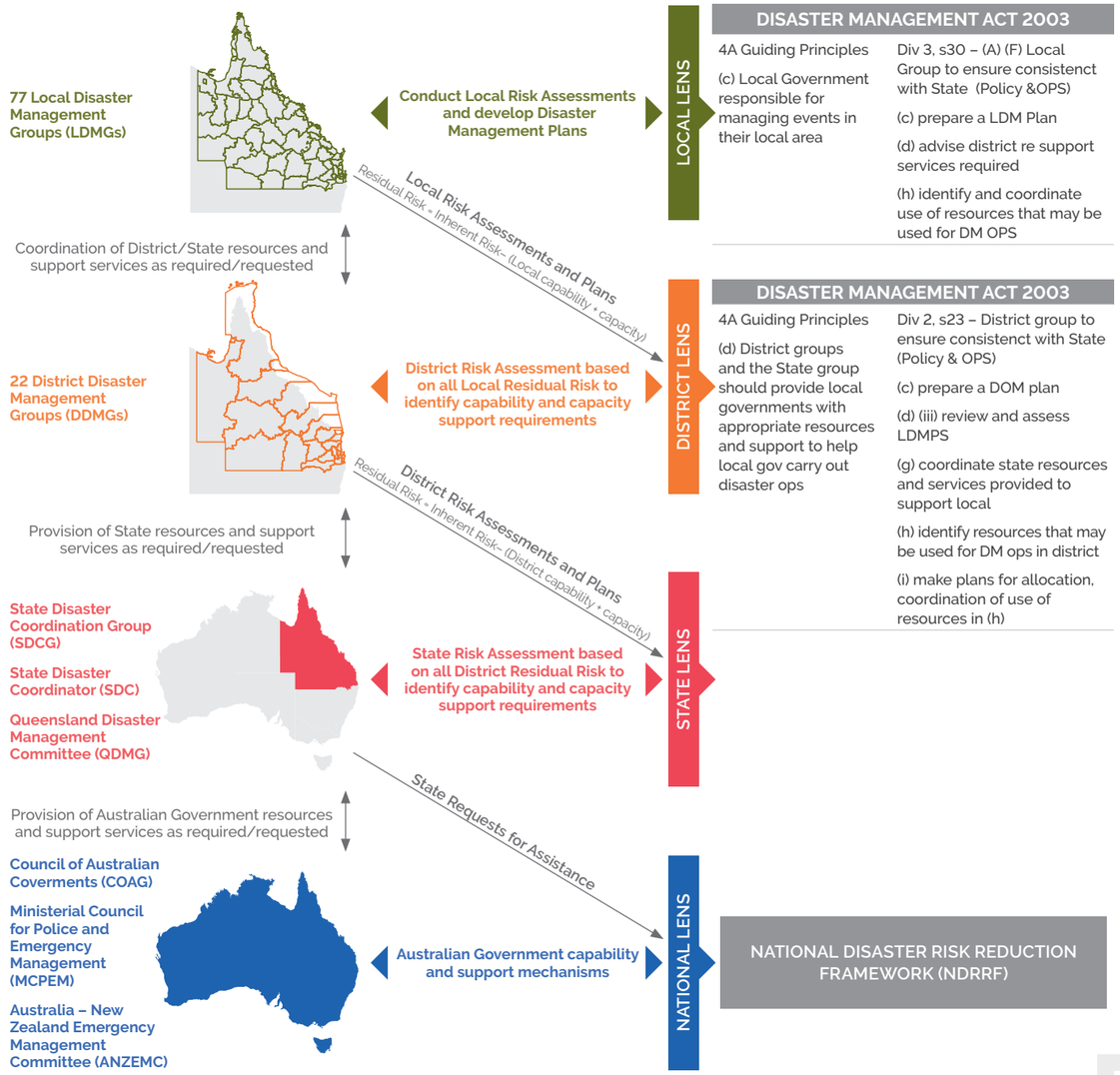
In accordance with the guiding principles of the Act, preventative measures reduce the likelihood of a disaster event occurring or the severity of an event should it eventuate.

Prevention is defined as regulatory and physical measures to ensure that emergencies are prevented, or their effects mitigated. Mitigation is defined as measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment.

The implementation of proactive, targeted prevention and mitigation strategies designed to address likely risk factors, the vulnerability of the population and reduce or eliminate the possible impact of disasters ultimately ensures safer, more resilient and sustainable communities.

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

Passage of Residual Risk



COMMUNITY CONTEXT

Geography

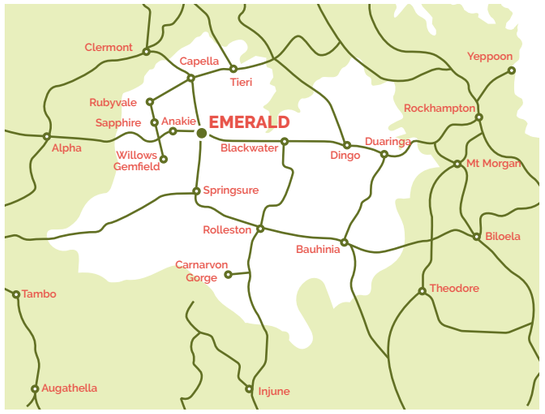
The Central Highlands Regional Council was established in 2008 following the amalgamation of the former shires of Bauhinia, Duaringa, Emerald and Peak Downs. The area administered by CHRC begins approximately 100 km west of Rockhampton and is home to more than 28,000 residents.

The Central Highlands has an area of approximately 60,000 square kilometres that includes rural localities and small towns, with the regional centre being the town of Emerald. The historical railway, mining and agricultural towns have evolved into towns that are recognised for their liveability and offer a range of lifestyle options.

The council area is surrounded by the local government areas of Barcaldine, Blackall/Tambo, Isaac, Rockhampton, and Maranoa. The area administered by the Woorabinda Aboriginal Council lies within the boundaries of the Central Highlands local government area.

The topography is dominated on three sides by mountains – along the western side by the Drummond Ranges, in the south by the Great Dividing Range/Carnarvon Range and in the north by the Peak Range.

The area is drained by the Comet, Nogoa, Mackenzie and Dawson Rivers and their tributaries, which form part of the greater Fitzroy River basin.



Climate and weather

The Central Highlands region has a sub-tropical climate with hot, moist summers and warm, dry winters, with occasional frost in the south. Rainfall in the region is highly seasonal, with most rain occurring during the summer months (October–March).

Vegetation in the area ranges from highland forest areas carrying narrow-leafed eucalypt woodlands and lancewood to the lower parts of the plateau that are dominated by brigalow, Dawson Valley gum eucalypt and coolabah.

The broad valleys and floodplains are dominated by brigalow scrub, buffel grass and cultivation.

Impacts of climate change on the Central Queensland region

Projections for the Central Queensland region include a decline in rainfall, with increasing temperature and evaporation, in conjunction with more extreme climate events and sea-level rise.

The temperature projections for inaction on climate change suggest a temperature increase well outside the range of temperatures ever experienced over the last 50 years. The projections for temperature and number of hot days are all in the same direction - increasing.

The Central Highlands region has significant areas of land under irrigation for agricultural/horticultural production and therefore a high rural water demand. As its regional population increases, coastal developments and the expansion in mining and industrial activity all add to the pressure on the water resources. Any further reductions in water availability as a result of climate change will place great pressure on consumptive uses and exacerbate competition with environmental water uses.

In addition to the impacts on the water resource, climate change is expected to have long-term impacts on agriculture, human health, infrastructure, and economic activity.

For example: In the winter of 2050, under the high emissions scenario, the predicted decline in rainfall (-9 %), increasing high temperatures (+2.0 °C) and an increase in evaporation (+8 %) could result in challenges in supplying sufficient water to meet demand.

The projected higher temperatures and more hot days above 35 °C can result in significant health impacts such as heat exhaustion and increased mortality among vulnerable sectors of the community such as the very young or old.

(Adapted from Climate Change in the Central Queensland region, Queensland Office of Climate Change)

Climate change projections

Projections for the Central Queensland region include a decline in rainfall, with increasing temperature and evaporation, in conjunction with more extreme climate events and sea-level rises. In summary, the district can expect:

- higher temperatures
- rising sea level
- hotter and more frequent hot days
- more frequent sea-level extremes
- fewer frosts
- warmer and more acidic seas
- more intense downpours

Source: qld.gov.au/environment/climate/climate-change

Temperature

Maximum, minimum and average temperatures are projected to continue to rise. For the near future (2030), the annually average warming is projected to be between 0.4 and 1.5°C above the climate of 1986–2005. By 2070, the projected range of warming is 1.0 to 3.8°C, depending on future emissions. The region's current summer average temperature is 27°C. This could rise to over 28°C by 2030 and to over 30°C by 2070.

The table below shows the projected number of days above 35°C for two observing stations in Central Queensland with good historical records.

Number of hot days per year above 35°C projected for 2030 (mild emission scenario) and 2050 and 2070 (low and high emissions scenarios.

Station Name	Current	2030 mid	2050 low	2050 high	2070 low	2070 high
Rockhampton	16	26 [22–23]	29 [24–36]	40 [31–58]	36 [27–47]	64 [42–100]
Barcaldine	87	110 [100–121]	115 [103–129]	134 [116–156]	125 [112–145]	163 [136–192]

Under a high emissions scenario in 2070 for Rockhampton, the number of hot days above 35°C are projected to increase from 16 to 64 days.

The projected higher temperatures and more hot days above 35°C can result in significant health impacts such as heat exhaustion and increased mortality among vulnerable sectors of the community such as the very young or old.

Furthermore, increased temperatures are likely to cause more regular coral bleaching in the Great Barrier Reef. These bleaching events are very likely to become more severe as temperatures increase and such events could occur annually by 2050.

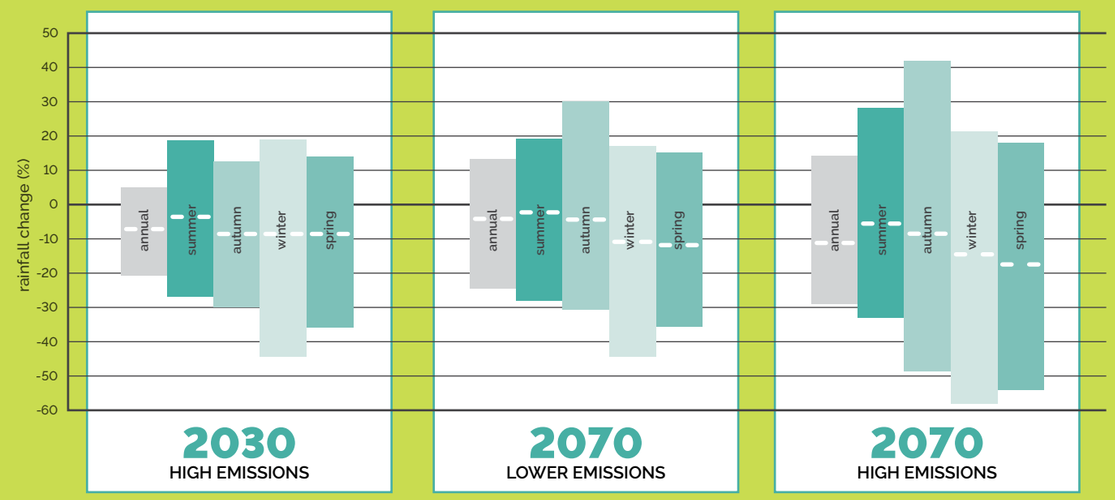
Rainfall

Average annual rainfall in the last decade fell by nearly 14 per cent compared with the previous 30 years. This is generally consistent with natural variability experienced over the last 110 years, which makes it difficult to detect any influence of climate change at this stage.

Models have projected a range of rainfall changes from an annual increase of 17 per cent to a decrease of 35 per cent by 2070. The 'best estimate' of projected rainfall change shows a decrease under all emissions scenarios.

Projected annual and seasonal rainfall changes for the Central Queensland region. The horizontal line on each bar is the middle (median) projected rainfall change. The extent of the bar indicates the range of projected changes

Source: qld.gov.au/environment/climate/climate-change



DISASTER RISK ASSESSMENT

Extreme events
Increases in extreme storm events are expected to cause more flash flooding, affecting industry and infrastructure, including water, sewerage and stormwater, transport and communications. The higher risk areas are those closest to the coast, which can incur flash flooding, wind damage and considerable structural damage from falling trees, affecting industry, infrastructure and roads.

Recent studies have projected a slight decrease (9%) in tropical cyclone frequency off the east coast of Australia by 2070; however, they also simulate an increase in the number of long-lived and severe (Category 3–5) eastern Australian tropical cyclones. Climate change is likely to exacerbate the frequency and severity of these events.

Impact
With projected increases in future cyclones and a projected rise in mean sea levels, storm surges will be able to penetrate further inland, greatly increasing the risk of damage to natural ecosystems, infrastructure and the risk of erosion in low-lying coastal regions.

The region has significant areas of land under irrigation for agricultural/horticultural production and therefore a high rural water demand. As its population increases, coastal developments and the expansion in mining and industrial activity all add to the pressure on the water resources. Any further reductions in water availability will place great pressure on consumptive uses and exacerbate competition with environmental water uses.

In addition to the impacts on water resources, climate change is expected to have long-term impacts on agriculture, human health, infrastructure, economic activity and coastal and marine ecosystems. For example:

In the winter of 2050, under the high emissions scenario, the predicted decline in rainfall (-9%), increasing high temperatures (+2.0˚C) and an increase in evaporation (+8%) could result in challenges in supplying sufficient water to meet demand.

Climate change also has the potential to significantly affect biodiversity in coastal areas through the alteration of habitat. In addition, the increasing concentration of carbon dioxide is set to cause increased acidification of the sea water which, in turn, impacts coral formation. This adds a further dimension to the Great Barrier Reef's vulnerability to climate change.

The management of infrastructure and tourism activities is likely to be adversely affected by projected increases in temperature, sea-level rises and changes to rainfall patterns. Additional demands on water supplies will come from increasing agricultural, industrial, commercial and mining activity and these demands will likely be exacerbated.

Well-considered and effective adaptation measures can limit the adverse impacts of climate change on communities, the economy and natural systems.

Trend over five decades of increasing rainfall in many parts of northern and central Australia:

- Long-term rainfall at Emerald is 628 mm (using rainfall records 1883 to 2010)
- Last 10-year average is 522 mm (-106 mm)

Central Queensland average annual rainfall in the last decade fell nearly 14% compared with previous 30 years. This is generally consistent with natural variability. This makes it difficult to detect any anthropogenic climate change impact.

Annual rainfall is projected to decrease by 3% by 2030 with seasonal decrease of 6% for spring; (7% by 2050, 12% for spring).

(DAFF Climate Discussion Emerald 30/7/10 & Queensland Office of Climate Change 2010)

COMMUNITY PROFILE

This community profile provides a snapshot of the community and enables an analysis of local community characteristics within the Central Highlands with comparative benchmarking to the Fitzroy statistical area and Queensland.

This profile presents data from the Australian Bureau of Statistics (ABS) Census of Population and Housing for 2016 for the local government area, the 13 community planning areas within it, or one of the individual towns.

Further information can be found at www.communityprofile.com.au/centralhighlands/

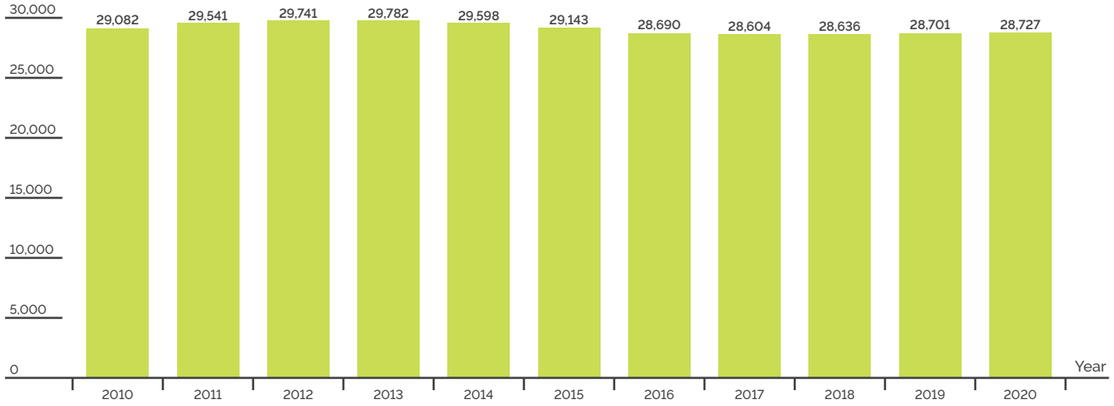
POPULATION

28,727
POPULATION
2020

0.2%
FORECAST ANNUAL POPULATION GROWTH
2016–2041

30,133
FORECAST POPULATION
2041

The estimated resident population in the Central Highlands as at 30 June 2020 is 28,727 people. Between 2010 and 2020, the Central Highlands (estimated resident) population decreased by 355 people, with an average annual compound population change of -1.2%. The region population peaked at 29,782 in 2013 and began to experience a decline until 2017. However, since 2017, the population has been increasing at a rate of 0.3%.



Source ABS (2021)

AGE

33
MEDIAN AGE
2016

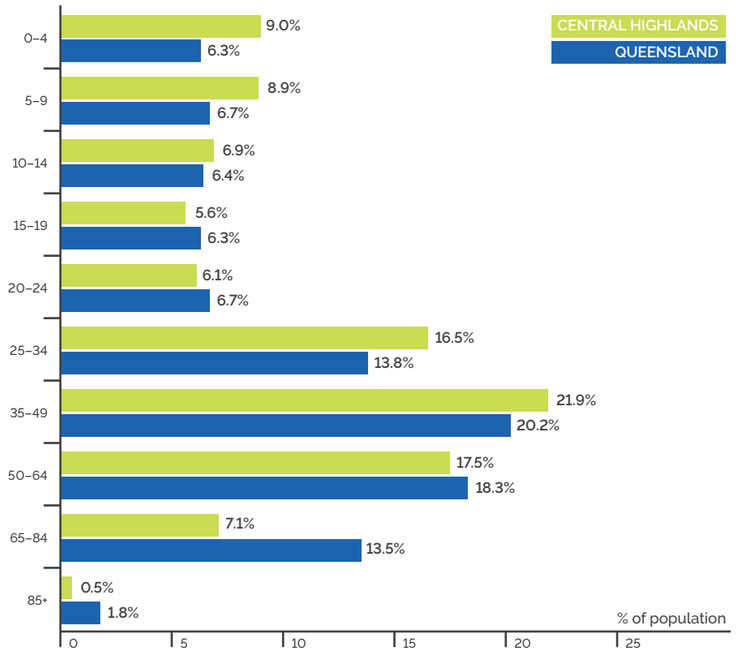
Central Highlands comprises a younger population when compared to Queensland

The following demographic section is based on Place of Usual Residence data obtained from the 2016 ABS Census. The 2016 ABS Census was held on 9 August 2016 and data from the 2016 Census was released from mid-2017.

COMMUNITY PROFILE

Age distribution

Analysis of the age structure of Central Highlands residents in 2016 compared to Queensland shows there is a larger proportion of residents aged less than 15 years (24.7%, compared to 19.4% in Queensland). The Central Highlands also comprises a higher proportion of 25 to 54 year olds than Queensland (45.5%, compared to 40.5%). Conversely, the proportion of retirees (those aged 65 years and over) in the Central Highlands (7.6%) is lower than Queensland (15.3%).



Source ABS (2017)

Indigenous status

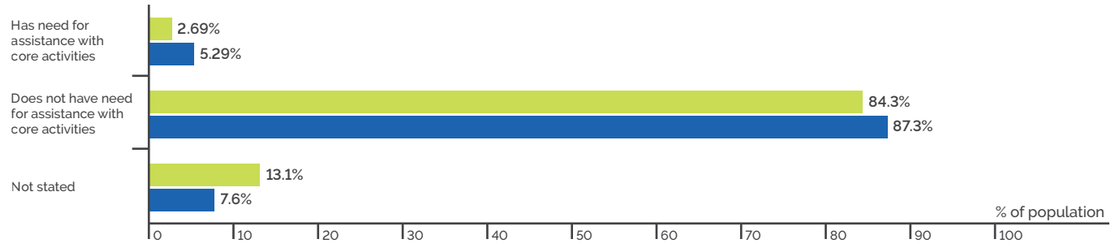
Analysis of the Indigenous status of Central Highlands residents in 2016 compared to Queensland shows that there is a higher proportion of Aboriginal people in the Central Highlands (4.0%, compared to 3.2% in Queensland). Overall, the local Indigenous population (including Torres Strait Islander people) accounts for 4.3% of the total Central Highlands population, which is slightly higher than Queensland (4.0%).

Country of birth

Analysis of the country of birth of Central Highlands residents shows a higher proportion of residents born in Australia (76.0%, compared to 71.1% in Queensland). The top 10 countries of birth for Central Highlands residents include Australia, New Zealand, England, Philippines, South Africa, India, Zimbabwe, Papua New Guinea, United States of America, and Germany.

Need for assistance

Of the population living in the Central Highlands, 717 people (2.6%) have a need for assistance due to a profound disability, long term health condition or age. This is half the proportion of the population in Queensland with a need for assistance, reflective of a younger population profile in the Central Highlands.



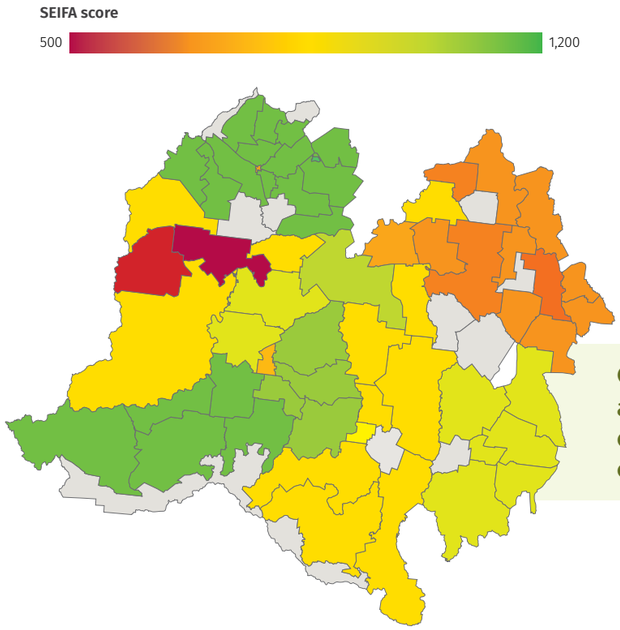
Source ABS (2017)

SEIFA (Disadvantage)

Socio Economic Indexes for Areas (SEIFA) is a suite of indexes that has been created by the Australian Bureau of Statistics (ABS) from social and economic Census information. Each index ranks geographic areas across Australia in terms of their relative socio-economic advantage and disadvantage. This report presents information from the Index of Relative Socio-economic Disadvantage (IRSD), a general socio-economic index that summarises a range of information about the economic and social conditions of people and households within an area. This index includes measures of relative disadvantage only and is not evidence of relative advantage.

The SEIFA index of disadvantage for the Central Highlands (R) is 1,006. The local government area index of the Central Highlands (R):

- ranks 393 out of 544 local government areas with SEIFA scores in Australia
- has 151 local government areas which are less disadvantaged
- has 392 local government areas that are more disadvantaged.



Central Highlands comprises a higher proportion of dwelllings being rented compared to Queensland

COMMUNITY PROFILE

Dwelling tenure
Analysis of the housing tenure of dwellings in the Central Highlands in 2016 compared to dwellings in Queensland shows there is a larger proportion of rented dwellings or dwellings under other tenure types. This is reflective of the large non-resident workforce in the region, who are renting or living in various short term accommodation arrangements.

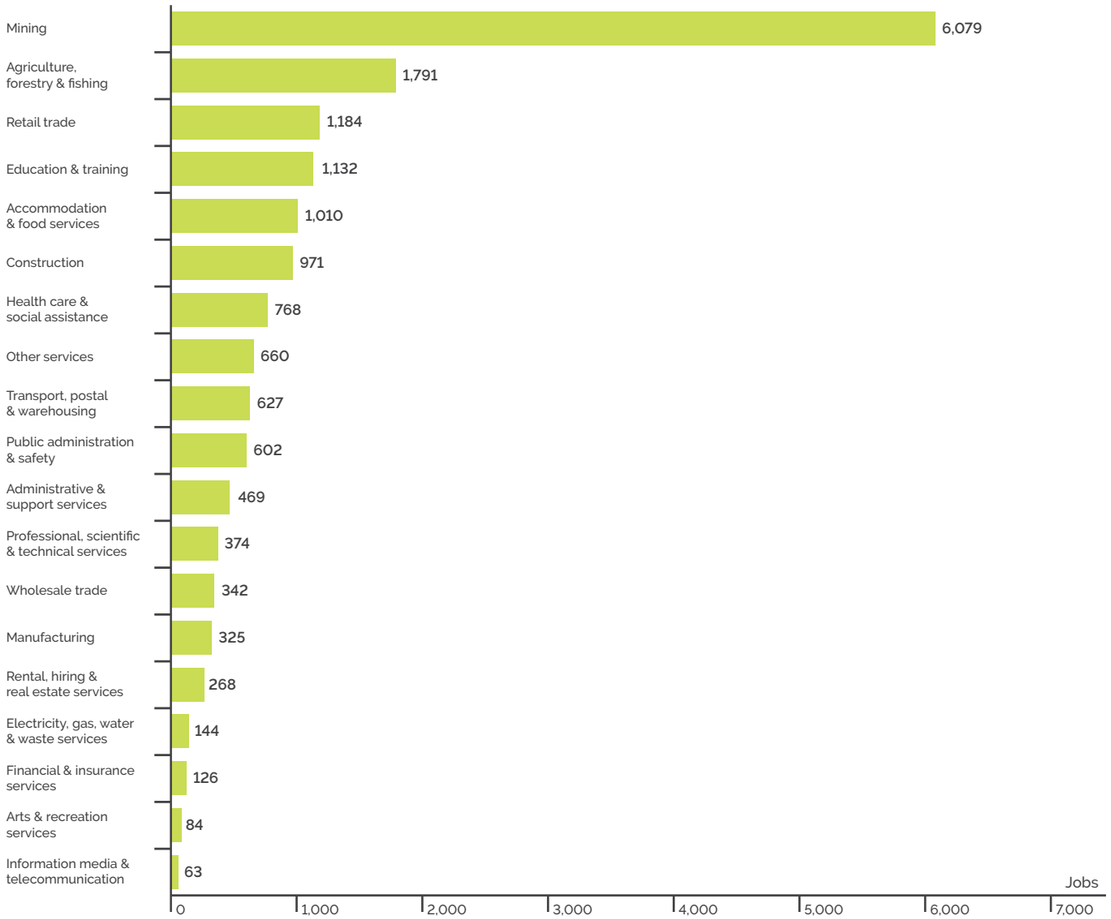
Overall, 45.6% of dwellings are owned outright or with a mortgage, 34.6% are being rented and 6.3% are other tenure types, compared to 58.6%, 31.3% and 2.0%, respectively in Queensland.

17,019
TOTAL WORKFORCE
2016

Mining
LARGEST EMPLOYER
2016

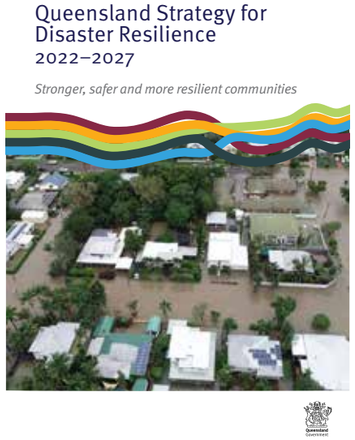
The following graphs illustrate the profile of employed people whose place of work is located within the Central Highlands. This includes residents and non-residents.

Employment by industry
The total employment estimate for the Central Highlands as at the 2016 Census is 17,019 jobs. The 'Mining' sector comprises 6,079 jobs, followed by the 'Agriculture, forestry & fishing' sector (1,791 jobs) and the 'Retail trade' sector (1,184 jobs).



Source ABS (2017)

RESILIENCE



STRATEGY FOR DISASTER RESILIENCE

The Queensland Government is committed to strengthening disaster resilience so our communities are better equipped to deal with the increasing prevalence of natural disasters.

Queensland is the most disaster affected state in Australia having experienced 97 significant disaster events since 2011. With disaster events predicted to increase, it is crucial for Queensland to have a coordinated strategy to better understand, manage and reduce disaster risk, and to continually improve how we prepare for, respond to and recover from disasters.

The purpose of the *Queensland Strategy for Disaster Resilience 2022– 2027* (QSDR) is to provide an overarching framework to guide and coordinate the delivery of strategic commitments and actions to improve the resilience of Queensland communities across whole-of-government, with the support of key industry stakeholders.

The vision for the QSDR is 'Stronger, safer and more resilient Queensland communities'.

Four objectives underpin the QSDR:

Objective 1: We understand the potential disaster risks we face

Objective 2: We work together to better manage disaster risk

Objective 3: We seek new opportunities to reduce disaster risk

Objective 4: We continually improve how we prepare for, respond to and recover from disasters.

While disasters cannot be prevented, the Queensland Government can take steps to better understand the risks and use that knowledge to implement targeted measures that effectively mitigate disaster-related impacts, safeguard communities, reduce recovery and reconstruction costs, lessen the likelihood of injury, death and damage, and speed up recovery.

Through the updated QSDR, the Queensland Government has committed to the continued delivery of programs and initiatives that help to build safe, caring and connected communities, create jobs and a diverse economy and protect the natural environment.

Resilience in Queensland is a shared responsibility. The Strategy aims to embed the mandate for collaboration across stakeholders to ensure strategic commitments, actions and responsibilities are clearly outlined with agreed responsible lead agencies for delivery.

The QSDR aligns with international, national and state disaster risk reduction and sustainable development strategies, frameworks and legislation including the:

- United Nations Office for Disaster Risk Reduction (UNDRR) Sendai Disaster Risk Reduction Framework
- National Disaster Risk Reduction Framework
- Royal Commission into National Natural Disaster Arrangements
- Queensland Disaster Management Arrangements (QDMA)
- Queensland Emergency Risk Management Framework (QERMF)
- Queensland Climate Adaptation Strategy (QCAS).

RESILIENCE

Fitzroy River catchment

Fitzroy Regional Resilience Strategy (Flood)

The Fitzroy Regional Resilience Strategy (Flood) was one of the four pilot projects for Resilient Queensland and is part of the Queensland Government's commitment to support every region across the state with an individually tailored regional resilience plan by 2022.

2021/2022 saw continued work by the Regional Resilience Officer (hosted by FBA) with the various council members of the Fitzroy Basin Working Group (FBWG) to compile a GIS based data portal of the monitoring stations.

This portal will allow the FBWG to prioritise regional network resource upgrades on age, technology or capability, improving the value for money proposition to funders. The QRRRF2020 funding for the role finishes in June 2022, however FBA will continue to provide secretariat services for the FBWG and engage with all participating members regarding the data portal.

The tender for the new and upgraded monitoring stations as funded through QRRRF2021 has been finalised by FBA with the savings that will provide additional stations for the participating councils.

The works involve the provision and installation of rain and river/rain stations integrated into the 3 council networks, the upgrade of communications from 4 existing 3rd party stations and improvements to network capacity through new repeaters. These stations are planned to be installed prior to the next wet season providing additional flood forecasting data from key locations.

The technical input from Banana Shire Council, Central Highlands Regional Council, Gladstone Regional Council and Rockhampton Regional Council has assisted FBA in selecting the contractor who will deliver the assets as part of an integrated program.

COMMUNITY CAPACITY/PREPAREDNESS

As a regional community with a firm foundation in mining and agriculture, the Central Highlands is regarded as having the capacity to effectively respond to most situations from within its own resources. The community values in the area engender a significant degree of self-reliance, which brings stability, foundation and sustainability.

Council and industry in the region have sufficient resources and competent personnel to contribute considerably to the response demands of any disastrous event.

There is a limited emergency services response capacity, commensurate with the rural environment, with statutory emergency services in larger population centres. Normal emergency services support systems are available from external areas to supplement local resources.

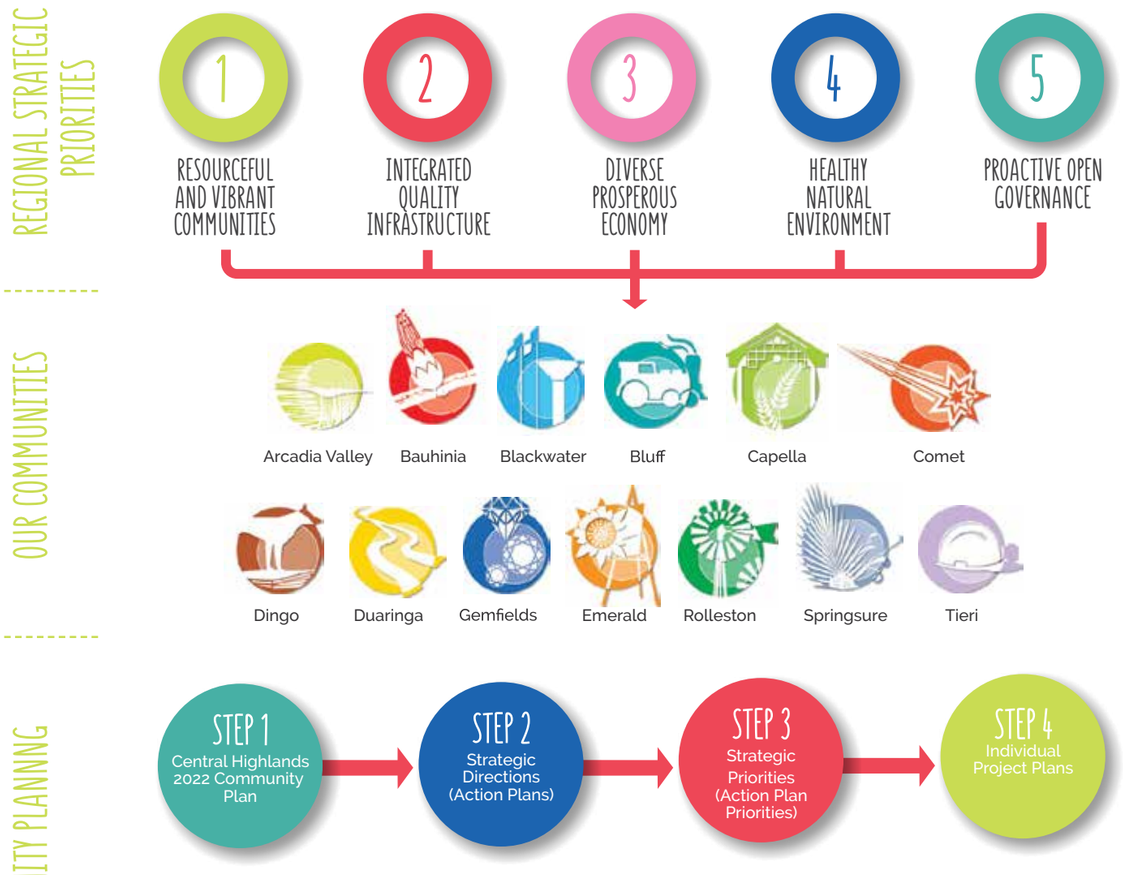
The relatively limited medical facilities and response capacity would require urgent external assistance for any serious multi-casualty events, such as a major transportation incident.

There is a strong volunteering ethos in the community, with numerous service clubs well supported across the region.

Past disaster events experienced, such as the outbreak of citrus canker and episodes of severe flooding in the region, ensure that the community is aware of the potential for major disruption to community life.

Council and the various member agencies of the LDMG provide community awareness information in relation to potential hazards and how the community and individuals should respond.

Place-based community planning process



There are four steps in the Place Based Community Planning process. The place-based community planning documents provide a framework to achieve regional and community outcomes and goals. These documents recognise the unique and diverse communities within the region and give equal representation to their future visions and priorities. To view these strategic documents and plans visit: **haveyoursay.chrc.qld.gov.au**

PUBLIC BUILDINGS, SPACES AND EVENTS

COUNCIL BUILDINGS

Council administration building, Emerald

Blackwater council office

Capella council office

Springsure council office

Town and community halls at:

- Anakie
- Blackwater
- Capella
- Dingo
- Emerald
- Tieri
- Bauhinia
- Bluff
- Comet
- Duaringa
- Rolleston
- Willows

PUBLIC FACILITIES/SPACES

Emerald Plaza Shopping Centre

Centro Emerald Village Shopping Centre

Central Highlands Market Place

Showgrounds

Fairbairn Dam

PCYC Blackwater and Emerald

Numerous state and private schools

Churches

National Parks

Numerous sporting grounds

SPECIAL EVENTS

Australia Day

Gemfest

Sunflower Festival

INDUSTRY

$10.78bn
OUTPUT GENERATED
2020

⇧2.0%
INCREASE IN OUTPUT
2019–2020

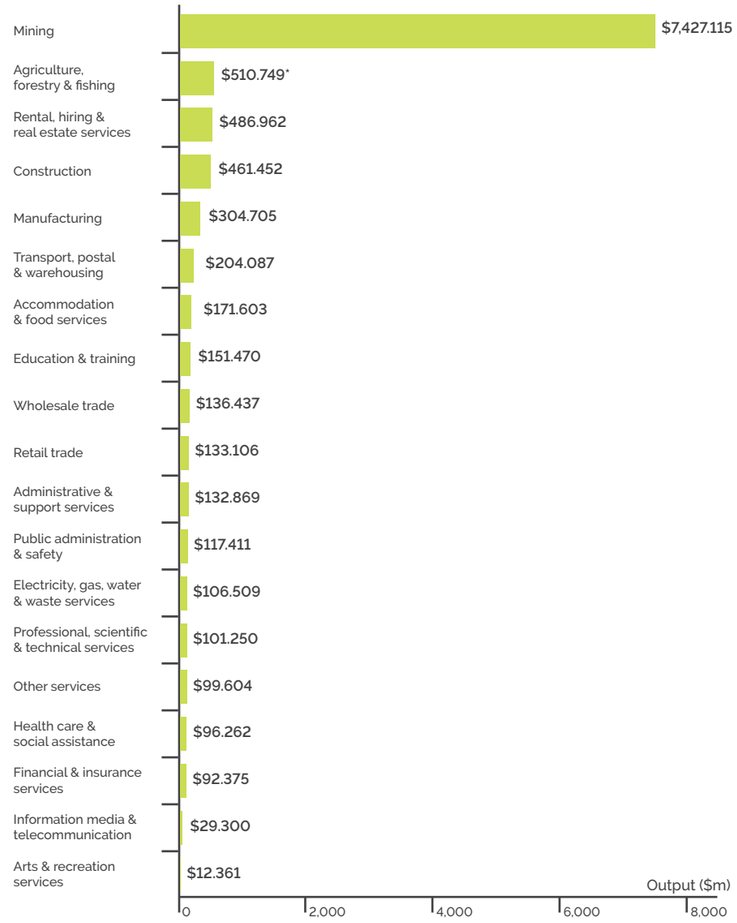
68.9%
MINING CONTRIBUTION TO TOTAL OUTPUT
2020

Output
Output data represents the gross revenue generated by businesses/ organisations in each of the industry sectors in a defined region.

The Central Highlands regional economy generates an estimated $10.776 billion in output.

**ACIL Allen estimates the Gross Value of Agricultural Production for the Central Highlands to be $891 million (2019–2020).*

Due to the problematic nature of data collected for agriculture in the region, CHDC commissions an Agribusiness Regional Stocktake Summary which provides accurate information o production and business data trends across key agricultural commodities for the Central Highlands.



Source REMPLAN (2021)

$207.91m
TOTAL TOURISM OUTPUT
2020

65.5%
ACCOMMODATION & FOOD SERVICES CONTRIBUTION TO TOURISM OUTPUT
2020

Tourism output
The estimated output generated by tourism for each industry sector has been deducted and consolidated into a separate tourism sector. The Central Highlands' total output estimate is $10.776 billion, with tourism contributing $207.905 million.

Tourism employment

The employment generated to service demand from visitors for each industry sector has been estimated through applying industry profiles from the ABS Tourism Satellite Account and consolidated into a separate tourism sector. Tourism is estimated to account for 1,068 jobs (6.3%) of the total 17,019 jobs in the Central Highlands.

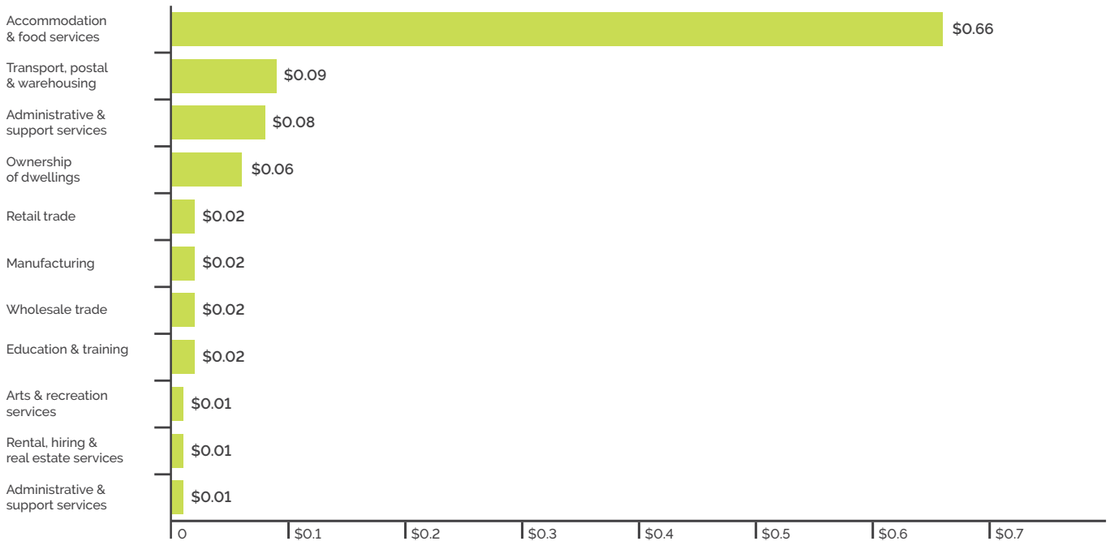
708,000
AVERAGE VISITORS
2019

5 nights
AVERAGE LENGTH OF STAY
domestic visitors, 2019

$443
AVERAGE SPEND PER TRIP
domestic overnight visitor, 20109

Distribution of tourist dollar

For each dollar spent by a tourist in the Central Highlands, it is estimated that typically $0.66 is spent on 'Accommodation & Food Services,' $0.09 is spent on 'Transport, Postal & Warehousing,' and $0.06 is spent on 'Retail Trade.'



Source REMPLAN (2021)

Agribusiness

$891m
TOTAL AGRICULTURAL OUTPUT
2019–2020

⇧6.0%
INCREASE IN AGRICULTURAL OUTPUT
2018–2019 to 2019–2020

$571m
VALUE OF BEEF PRODUCTION
2019–2020

Output

The Central Highlands delivers approximately $891 million in agricultural value. Cattle grazing is the largest agricultural activity generating $571 million. Citrus is another key driver of value which has had a strong year in 2019-20 ($125 million). The value of wheat and sorghum is $49 million while pulses (chickpeas) have an economic value of $50 million. The region is also an important cotton producer ($37 million) and has a thriving grape sector ($25 million).

Data	Nov 2017 (2015–16)	Nov 2018 (2016–17)	Nov 2019 (2017–18)	Nov 2020 (2018–19)	Nov 2021 (2019–20)	Change	ABS Standard Error
Agricultural value ($)	820 million	894 million	1.12 billion	841 million	891 million	Increase	-
Number of agricultural businesses	1,336	1,445	1,420	1,350	1,470	Increase	25% – 50%
Number of industries producing / percent of economic value	4 industries	4 industries	4 industries	2 industries	2 industries	Consolidation	-
	88 per cent	90 per cent	93 per cent	89 per cent	91 per cent		
Beef							
Beef grazing value ($)	540 million	530 million	576 million	584 million	571 million	Decrease	-
Cattle head (number)	1,373,281	No new data available				-	-
Cotton							
Value ($)	20 million	63 million	194 million	53 million	37 million	Decrease	-
Production (tonnes)	23,000	29,000	73,000	20,000	15,000	Decrease	10% – 25%
Area (ha)	16,000	19,000	39,000	13,000	8,000	Decrease	10% – 25%
Table Grapes							
Value ($)	20 million	17 million	17 million	18 million	28 million*	Increase	-
Production (tonnes)	6,000	4,000	3,000	4,000	6,000	Increase	10% – 25%
Area (ha)	980	880	1,000	1,000	1,000	Increase	10% – 25%
Sorghum							
Value ($)	40 million	20 million	47 million	22 million	24 million	Stable	-
Production (tonnes)	145,000	84,000	150,000	64,000	61,000	Stable	10% – 25%
Area (ha)	62,000	35,000	54,000	32,000	36,000	Stable	10% – 25%
Wheat							
Value ($)	10 million	19 million	13 million	11 million	25 million	Increase	-
Production (tonnes)	38,000	80,000	40,000	25,000	63,000	Increase	10% – 25%
Area (ha)	23,000	40,000	33,000	23,000	36,000	Increase	10% – 25%

CRITICAL INFRASTRUCTURE

CRITICAL INFRASTRUCTURE – TRANSPORT (ROADS AND BRIDGES)

The following creek crossings and roads are critical to the operation of the state-controlled road network. During major rain events, these crossings are likely to be impacted by floodwaters resulting in lengthy road closures.

Other creek crossings also flood but do not result in lengthy outages. All the affected roads service the mining and agricultural industries and have relatively high traffic volumes.

- Capricorn Highway (Westwood-Alpha)
- Dawson River and overflow approximately 13 km east of Duaringa
- Charlevue Creek approximately 7 km west of Dingo
- Comet River and Overflow approximately 1 km west of Comet
- Nogoa River – Vince Lester Bridge
- Sandhurst Creek approximately 6 km west of Comet
- Gregory Highway (Springsure-Clermont)
- LN1 Drain adjacent to the Emerald Racecourse in the Emerald Township
- Retreat Creek and Overflow approximately 9 km north of Emerald
- Theresa Creek and Overflow approximately 11 km north of Emerald
- Springsure Creek and 19 Mile Creek north of Springsure
- Carnarvon Highway (Injune-Rolleston)
- Deep channel approximately 1 km south of Rolleston
- Dawson Highway (Rolleston-Springsure) Comet River Overflow / Panorama Creek and Overflow - all located within the first 2 km west of Rolleston
- Canopus Creek 30 kms South of Springsure
- Fitzroy Developmental Road (Dingo-Middlemount)
- Springton Creek / Charlevue Creek / Duckworth Creek – all located within the first 10 km north of Dingo

CRITICAL INFRASTRUCTURE – TRANSPORT (AIRFIELDS)

The main commercial airport for the region is the Emerald Airport on the Gregory Highway, south of the town. The airport is owned and operated by CHRC. Regular daily commuter services operate between Emerald and Brisbane.

There are also council-owned airstrips at Springsure, Rolleston, Buckland, Dingo and Duaringa, Capella, and a mine-owned airstrip at Blackwater.

Further details of these airstrips, along with information regarding privately-owned and operated air strips are attached at Annexure D.

CRITICAL INFRASTRUCTURE – TRANSPORT (RAIL)

Central Western line (Rockhampton to Longreach/Winton – electrified to Emerald) passes through the local government area with stations at Duaringa, Bluff, Blackwater, Emerald, and Anakie, a spur line from Emerald to Springsure is non-operational past Minerva Mine and there is a critical spur line to Xstrata Rolleston Mine often affected by floods. There is also a cross-country link that connects Emerald to Capella and Clermont.

CRITICAL INFRASTRUCTURE – DAMS

Fairbairn Dam

Fairbairn Dam is situated on the Nogoa River 19 km upstream of Emerald on the Nogoa River and is a zoned rock filled embankment dam with a central clay core and lined with rock.

Completed in 1972, the main embankment (dam wall) is 823 metres long, and the spillway is 167.64 metres long, with a storage capacity of 1,301,000 ML, The dam supplies water for the Emerald Irrigation Area, mines and for the town water supply of Emerald.

The dam was not designed as a flood mitigation dam, although it does have flood mitigation benefits. In the 2010 flood, it was able to attenuate peak outflows by 33%. According to SunWater, a maximum of 2000ML/day can be released via the pipe outlet valves independent of any water coming over the spillway.

The dam is owned and operated by SunWater, that maintains a dam EAP for the facility. The EAP is activated when a spillway discharge is imminent or when a problem develops that has the potential to endanger downstream life and property.

Controlled copies of the EAP are held by SunWater at Fairbairn Dam and the SunWater Emerald office. A controlled copy of the EAP is also held by the Chair of the LDMG, the LDC for the CHRC and the OIC of the QPS Emerald Station.

(The Fairbarn Dam EAP is confidential and is not to be distributed to media or public)

Rockland Creek Dam

Rockland Creek Dam is referable under the Act as it meets the design criteria of being more than 10 m high with a capacity of more than 1500 ML with a potential for population at risk between two and 100 people.

Rockland Creek Dam is located at the eastern side of Ramp 84 mine pit at the current southern end of Blackwater Coal Mine and has the purpose of reducing and diverting peak flood flow in Rockland Creek to prevent water flowing into the pit.

It was assessed in the (Failure Impact Assessment, 2014) that the reasonable range of people impacted in the event of dam failure would be between six and 12. This included occupants of two homesteads and associated cattle yards downstream of the dam.

It is noteworthy to mention that the purpose of the dam is to detain floodwaters and attenuate peak flows to protect the adjacent, currently unused, mine open pit.

(The Rockland Creek Dam EAP is confidential and is not to be distributed to media or public)

CRITICAL INFRASTRUCTURE

Theresa Creek Dam

Theresa Creek Dam was built in 1983 in conjunction with the Blair Athol Coal Project and is located 22 km south-west of Clermont the dam is owned by Isaac Regional Council, this dam was not designed to provide the function of flood mitigation. It therefore has a minimal capacity to reduce the peak discharge due its limited storage volume and uncontrolled ogee spillway configuration. The dam was designed as a water storage reservoir.

Spillway or dam failure releases, depending on the discharge rate and whether concurrent flooding is occurring downstream of the dam, could isolate (surround) or inundate the ground levels at some of the 11 homesteads along the dam's breach path.

The most downstream homestead considered in this EAP is approximately 58 km thread distance downstream of the dam and just upstream of the Capella-Rubyvale Rd bridge.

Dam spillway releases may also cause inundation (overtopping) of the following road/bridge crossings of Theresa Creek:

- Clermont-Rubyvale Rd causeway culvert approximately 6.1 km thread distance downstream of the dam
- Capella-Rubyvale Rd bridge approximately 58 km thread distance downstream of the dam. Both road crossings are CHRC assets

Inundation of two low-level creek crossings are not considered to be downstream release hazards as they would be inundated frequently by creek flow from rain events even when there is no spillway flow. These low-level creek crossings are near Annmore (Creek crossing 2) and Kanowna (Creek crossing 3) homesteads and are shown on Figure 3 in Appendix A3 of the Theresa Creek Dam EAP.

(The Theresa Creek Dam EAP is confidential and is not to be distributed to media or public)

Bundoora Dam

Bundoora Dam is on German Creek, approximately three kilometres southwest of the open cut administration area at German Creek Mine (Appendix A). The dam was designed by Ullman and Nolan Pty Ltd and constructed in 1978-79 with augmentation of the spillway channel in 1983.

The EAP applies to Bundoora Dam, which is located on Mining Lease 1831. The dam is owned by Anglo Coal (Capcoal Management) Pty Ltd Surface Operations (dam owner) and operated by Isaac Regional Council (dam operator).

Two LDMGs must be contacted:

- Central Highlands Regional Council LDMG, as the dam is located in Central Highlands local government area
- Isaac Regional Council LDMG, as the properties downstream of the dam are located in Isaac regional local government area

(The Bundoora Dam EAP is confidential and is not to be distributed to media or public)

POWER

Sub-transmission, distribution and low voltage power reticulation from various subs, and extensive single wire earth return (SWER) lines throughout the local government area:

Substations in various towns and numerous pad and pole transformer sites.

TELECOMMUNICATIONS

Recent improvements in mobile telephony systems have enabled extended mobile telephone coverage to some population centres, but many smaller centres do not have coverage.

Many rural properties rely on solar-powered telephone systems, utilising a battery back-up, which is vulnerable to failure in extended periods of inclement weather. Similar problems have been experienced with the failure of batteries and generators at exchanges.

TELEVISION, RADIO AND INTERNET

The local government area is covered by broadcast radio, via ABC and commercial radio. The area is reasonably well served by free-to-air broadcast television, and subscription satellite television is becoming more popular.

High-speed internet connection is available in the larger centres, with wireless service available in the areas covered by the 3G and 4G mobile telephone network, but dial-up or satellite-based access is still required in the more remote areas.

TWO-WAY RADIO COMMUNICATIONS SYSTEMS

Private Mobile Radio (PMR) Network
Telstra / Simoco have been engaged by Council to design and construct a Digital Tier III Private Mobile Radio solution for council. The PMR network will form a very important arm of Councils operational communication systems. It will ensure council's mobile workforce is able to communicate efficiently during normal day to day operations, and during times of disaster when cellular and other communication channels may be compromised. It will involve the delivery of 11 repeater sites, three link sites, five CB repeater sites, 16 office radio base stations and mobile radios for much of council's fleet. It will include new towers, but some sites involve co-location with other agencies. Works to be completed by 30 June 2024.

BROADCAST RADIO STATIONS

The police, fire and emergency services have entered into memorandum of understanding with both the Australian Broadcasting Commission (ABC) and Commercial Radio Australia (CRA), where radio stations will broadcast emergency messages in relation to disaster events.

ABC Capricornia	1548 AM	Emerald
ABC Capricornia	106.1 FM	Bogantungan
ABC Classic FM	90.7 FM	Emerald
ABC News Radio	89.1 FM	Emerald
ABC Radio National	94.3 FM	Blackwater
ABC Radio National	105.3 FM	Blackwater Mine
ABC Radio National	107.3 FM	Capella
ABC Radio National	93.9 FM	Emerald
ABC Radio National	100.9 FM	Springsure
Hot FM	94.7 FM	Emerald
Radio 4EEE	96.3 FM	Emerald
Radio 4HI	1143 AM	Emerald
SBS Radio	103.5 FM	Anakie Sapphire Rubyvale
SBS Radio	99.3 FM	Springsure
SBS Radio	93.1 FM	Emerald
SBS Radio	99.7 FM	Willows
Vision Radio	88.0 FM	Blackwater, Capella, Tieri
Vision Radio	92.3 FM	Emerald
Vision Radio	87.6 FM	Springsure
Zinc HI	103.7 FM	Blackwater Mine
Zinc HI	106.9 FM	Peak Downs Mine

ESSENTIAL SERVICES

WATER SUPPLY

Water supplies to communities across the region are diverse. Some centres are serviced by major dam or weirs, while others rely on creeks, bores, ring tanks, and irrigation channels. Most, but not all, of the water supplies are treated.

There are irrigation channels that traverse part of the region emanating from Fairbairn Dam. These channels are part of the Emerald Irrigation Area and are critical to the region's agriculture and economy.

Anakie	Bore
Bauhinia	Pressure bore to reservoirs and then to the town. No power is required.
Blackwater	Bedford Weir on the Mackenzie River. No standby power connected.
Bluff	Pumped from Blackwater
Bogantungan	Non-potable supply from a bore owned by Queensland Rail.
Capella	Capella Creek to three off-stream ring tanks. Backup water supply from Tieri via pipeline at limited capacity.
Comet	Comet Weir, with back-up from a private weir as required.
Dingo	Local surface sources on Springton and Dingo Creeks pumped to off stream storage. No standby power connected. Switchboard needs modification to allow a generator to be connected.
Duaringa	Dawson River. No standby power connected.
Emerald	Nogoa River
Gemfields	Bores
Rolleston	Comet River and discharged in a ring tank, with bore water supplies as a backup. Both systems have only a small volume of storage and are vulnerable to power outage.
Springsure	Bore
Tieri	Bedford Weir to a ring tank

SEWERAGE

Emerald, Blackwater, Capella, Rolleston, Tieri and Springsure have a reticulated sewerage system. The remaining townships and rural properties have septic tank systems.

Bluff has private sewer reticulation – Aurizon.

EMERGENCY SERVICES

	Police	Fire (Urban)	Fire (Village / Rural)*	Ambulance	SES
Anakie	✓		✓*		
Blackwater	✓	✓		✓	✓
Bluff			✓*		
Capella	✓	✓		✓	✓
Comet			✓*		
Dingo			✓*		
Duaringa	✓		✓*	✓	✓
Emerald	✓	✓		✓	✓
Iona			✓*		
Rolleston	✓		✓**	✓**	✓**
Sapphire/Rubyvale			✓*	✓	✓
Springsure	✓	✓		✓	✓
Tieri	✓	✓		✓	✓
Willows Gemfields			✓*		

* In addition to the above Village and Rural Brigades, there are 69 Primary Producer Brigades and 96 Fire Wardens

** An Emergency Services Unit is located at Rolleston. – this unit combines SES, QAS First Responders and Rural Fire Service roles

Urban Fire Stations are equipped with urban pumper fire appliances.

Village and Rural Fire Brigades are provided with either Light Attack or Medium Attack fire appliances.

Primary Producer Brigades are equipped with slip-on units

ESSENTIAL SERVICES

MEDICAL

Emerald Hospital
A 36-bed facility providing acute inpatient, pathology, accident and emergency, outpatient, pharmacy, radiography and physiotherapy services to the community.

A physician from Rockhampton visits monthly and other visiting services include a fly-in surgeon, cardiologist, obstetrician/ gynaecologist, ear nose and throat specialist, adult psychiatrist, child and youth psychiatrist and paediatrician.

Clinics available include dental, antenatal, fracture, immunisation, minor surgeries and women's health clinics. Allied health services include physiotherapy, occupational therapy, speech therapy, social work and dietetics and a huge number of community health services are also available.

Blackwater Hospital
The Blackwater Hospital is a 16-bed facility incorporating four aged-care beds, providing acute inpatient, accident and emergency, pharmacy, outpatient and urgent radiology services to the community.

Visiting allied health services include podiatry, speech pathology and occupational therapy as well as adult and youth psychiatric services. Community health clinics include antenatal, dietetics, child health, diabetic, immunisation and women's health.

Springsure Hospital
The Springsure Hospital was redeveloped in 2004 and is now a combined 22-bed hospital and 10-bed aged-care facility.

Due to the redevelopment, the hospital is now able to provide pharmacy, acute inpatient, accident and emergency, radiography and outpatient services to the community. A dental clinic is also available.

Allied health services provide physiotherapy and speech therapy once a week. Additional health services available include cardiac, HACC, blood bank, dietician, asthma educator, diabetic educator, podiatrist and Centa-care counsellor.

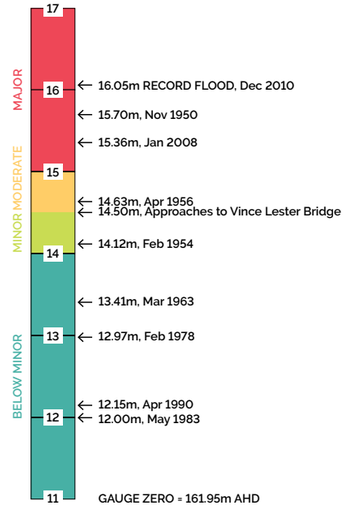
Community Health Clinics
Are located in Capella, Gemfields, Rolleston and Tieri.

Private medical and ancillary services
Private medical, dental, chiropractic, pharmacy and physiotherapy services are available at Emerald, Blackwater, Springsure and Tieri.

Mortuary capacity

Emerald Hospital	2
Blackwater Hospital	1
Springsure Hospital	2
Private funeral director (Emerald)	4

HAZARDS



Nogoa R at Emerald
Flood Level Classification

Past determinations of the LDMG have identified the following hazards as being relevant in the Central Highlands region.

FLOODING

Flooding is of significant concern in the region with a number of severe floods experienced within recent times.

Emerald has experienced three major flood peaks since 1950, recording major flooding in December 2010 with significant inundation to the town and a record flood height reached on December 31. Heights recorded were 15.7 m in 1950, 15.36 m in 2008 and 16.05 m in 2010 as measured at the Vince Lester Bridge.

- Peaked at 16.05 metres on 31/12/2010.
- **Minor**: 14 metres | **Moderate**: 14.5 metres | **Major**: 15 metres
- Gauge zero is 161.95 metres AHD.
- Estimated 1,000 houses and 95% of properties inundated (ABC News).
- The river peaked at 16.05 metres on 31/12/2010. This peak is a new record, higher than the previous record of 15.7 metres in 1950.
- Above major flod level (15 metres) from 30/12/2010 to 02/01/2011.
- Remained above minor flood level (14 metres) from 29/12/2010 to 03/01/2011.

Flow time for large to very large rain events from top of catchment to the downstream side of Emerald	
Large rain events producing large out of bank flows movement through zones	
Craigmore River Gauge to Emerald	48 hours
Raymond River Gauge to Craigmore River Gauge	24 hours
Mantuan homestead to Raymond River Gauge	24 hours
Top of catchment to Mantuan Homestead	24 hours

Flood level classification and effect for the Nogoa River at Emerald.
Sourced: - Flood summary for the Nogoa River at Emerald – December 2010 and January 2011

HAZARDS

The Fairbairn Dam was completed in 1972 providing some improved flood mitigation benefit.

Rolleston, which has experienced 25 major flood peaks since 1958, recorded major flooding in December 2010 that caused significant inundation to the town with a record flood height of 8.57m at the bridge into town reached on December 27, resulting in the complete isolation of the town until January 8.

Sapphire, Rubyvale, Bluff and the Duaringa area have also experienced significant floods in recent times.

A significant amount of council infrastructure can be potentially affected by flooding, either by inundation or the effects of flowing water. Affected infrastructure will include roads, water supply, wastewater, parks and gardens, sports fields, stormwater, bridges, some buildings and public amenities. The urban areas most likely to be affected are Emerald and Rolleston, although there may be roads affected in other townships.

Flooding of the transportation network is a major concern during the response to a significant event. Many towns will potentially be isolated by flood waters for extended periods as rivers and streams rise to high levels resulting in road closures of both local and state roads. Examples are the Capella Rubyvale Road (local road), the Capricorn Highway (state road), east and west of Emerald and the Gregory Highway (state road) from Emerald to Capella and Emerald to Springsure.

Pavement saturation on many unsealed roads will be extreme due to the absence of a waterproofing seal coat and usage will need to be either restricted to light vehicles or the roads will be closed until conditions improve.

Some roads may be so saturated that heavy vehicle usage will not be possible for many months. This will cause problems in several areas because the cartage of cattle to saleyards, feed lots or slaughter may not be possible. Some roads may be scoured out completely by the force of the flood waters and a full rebuild of some sections of road may be necessary.

Flooding of private homes, places of business and government offices and facilities may be inundated or otherwise affected by floodwater, causing significant community disruption.

Fairbairn Dam on the Nogoa River south of Emerald is one dam in the region that may be of concern to the disaster management system as a result of a catastrophic failure. Such a failure would result in major flooding, that would potentially cause significant loss of life, damage to property and the environment, and economic privation.

Sunwater, the owner/operator of the dam, has prepared (as required by legislation) a Fairbairn Dam EAP, a copy of this plan is held by the Chair of the LDMG and the LDC.

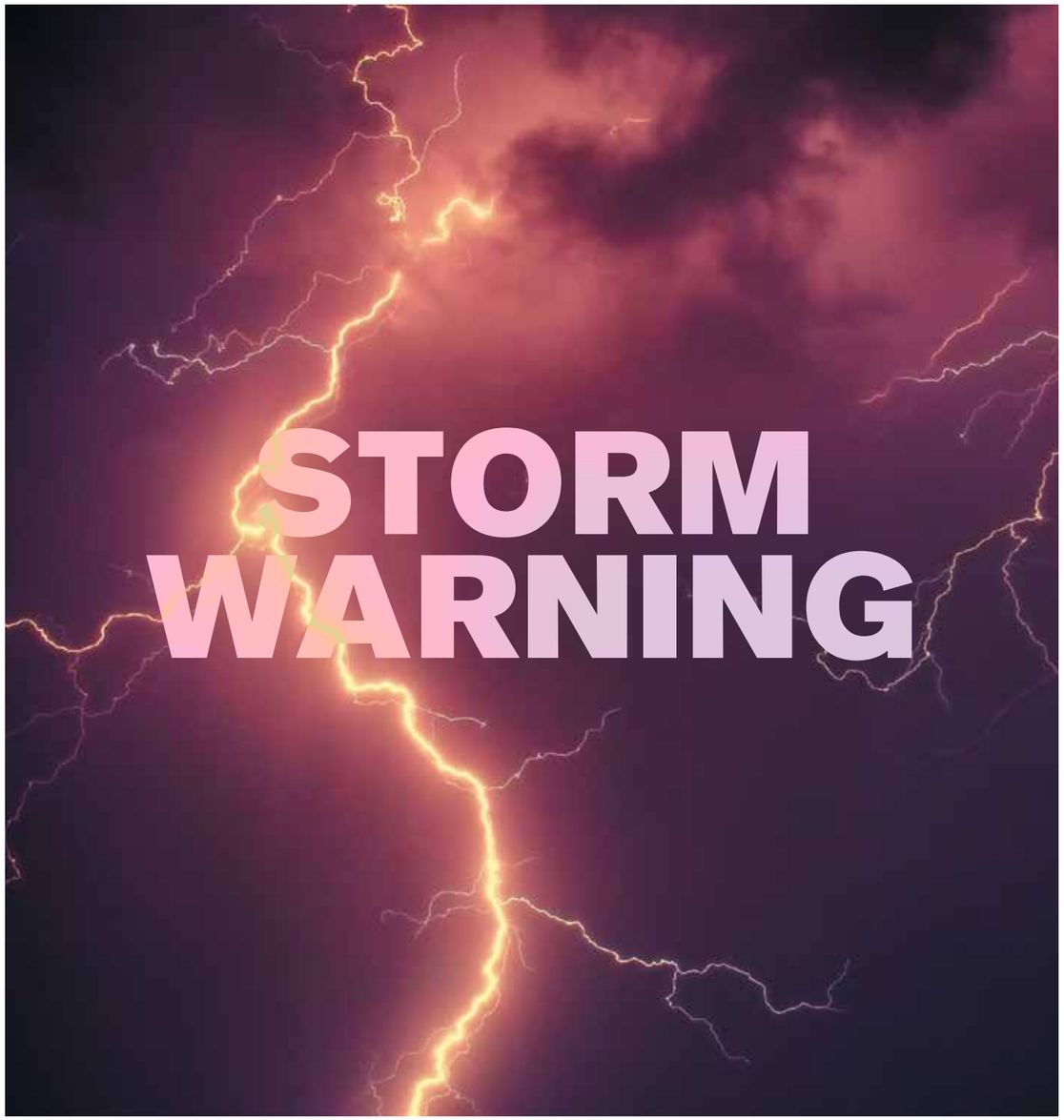
Theresa Creek Dam is another dam owned by Isaac Regional Council that may be of concern to the disaster management system as a result of a catastrophic failure. This dam was not designed to provide the function of flood mitigation.

Spillway or dam failure releases, depending on the discharge rate and whether concurrent flooding is occurring downstream of the dam, could isolate (surround) or inundate the ground levels at some of the 11 homesteads along the dam's breach path.

The most downstream homestead considered in this EAP is approximately 58 km thread distance downstream of the dam and just upstream of the Capella-Rubyvale Rd Bridge.

Dam spillway releases may also cause inundation (overtopping) of the road/bridge crossings of Theresa Creek.

Isaac Regional Council, the owner/operator of the dam, has prepared (as required by legislation) a Theresa Creek Dam EAP, Version 8 04/11/2019, a copy of this plan is held by the Chair of the LDMG and the LDC.



SEVERE STORMS

The Central Highlands region is subject to severe storms. Storm events can include wind, rain and hail and usually occur between October and March, although they may occasionally occur outside that time frame. Storms can affect all parts of the local government area.

Whilst it is possible for the area to experience cyclonic winds, these are infrequent, with most severe winds experienced being due to frontal events or local wind shear associated with severe thunderstorms.

The most intense rainfalls occur during thunderstorms and may be accompanied by hail. Heavy rain may cause building damage by water penetration particularly when accompanied by wind damage to roofs, and by overflowing of roof water systems and stormwater pipes that may cause localised erosion.

Increases in extreme storm events because of climate change are expected to cause more flash flooding, affecting agriculture, industry and infrastructure, including water, sewerage and stormwater, transport and communications.

BUSHFIRE/WILDFIRE

The region is in the Northern Brigalow sub-region of Queensland. Brigalow is not renowned as a major fire source, being likened to rainforest and only in severe conditions will it burn. Human intervention in the form of clearing for pasture, planting of buffel grass and crop development has altered the fire potential to that equivalent to the western grass regions of Queensland. Buffel grass will produce a very hot but slow moving fire.

Woodland areas pose a bushfire risk, especially in the Bogantungan, Springsure and Gemfields areas due to the vegetation type. There is a likelihood of significant damage and potential loss of life.

The Sapphire Gemfields area is woodlands with grass under story where a grass fire can take hold and cause damage. The Willows township is most vulnerable because of its westward upslope location, timber and grass and homes in the urban/ bush interface zone.

The railways sector is particularly vulnerable to wildfire because of the number of timber bridges in the region.

A major fire in the Blackdown Tableland National Park in 2002 burnt 70,000 hectares of forest and caused significant damage to park infrastructure.

BUSHFIRE MITIGATION PLAN

The purpose of this Operation Cool Burn (OCB) 2020 Bushfire Risk Mitigation Plan (BRMP) is to identify high- risk localities and mitigation hotspots in Central Highlands Regional Council and proposed actions to reduce those risks.

The BRMP will be used to inform operational planning and decision making by members of Area Fire Management Groups (AFMGs) for the 2020 Operation Cool Burn, and planning for future mitigation planning in 2020 and subsequent years.

It also establishes a standardised framework for reporting of bushfire mitigation activities through the Operation Cool Burn reporting period from 1 April 2018 to 31 September 2020 and subsequent activities.

The BRMP can also be used by individual members of an AFMG to inform planning of bushfire mitigation activities where it adds value to other mitigation plans.

The goal of the BRMP is to document and encourage proactive actions to mitigate bushfire hazard and risk through planning and actions by land managers, owners, or occupiers, as per section 67 of the *Fire and Emergency Services Act 1990.*

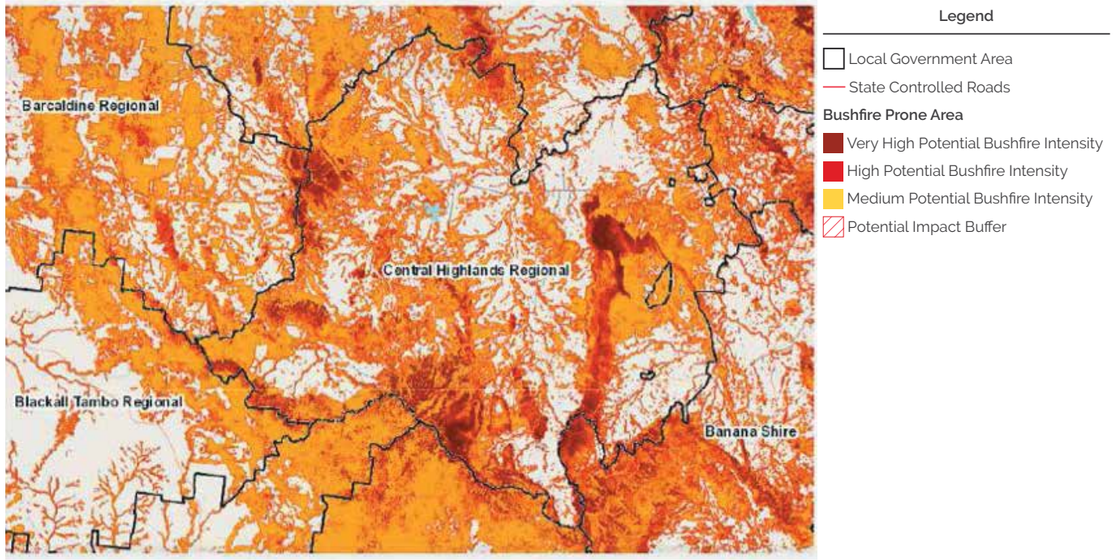
The *Disaster Management Act 2003* and the *Queensland State Disaster Management Plan* provide the authority to promote bushfire mitigation planning as an important component of LDMPs.

An annual *Central Highlands Regional Council Area Fire Management Plan* is prepared by Rural Fire Service Queensland and is an appendix to this plan. (CHRC RFSQ - Area Fire Management Group Operation Cool Burn 2020 Bushfire Mitigation Plan CHRC document number (1347390).

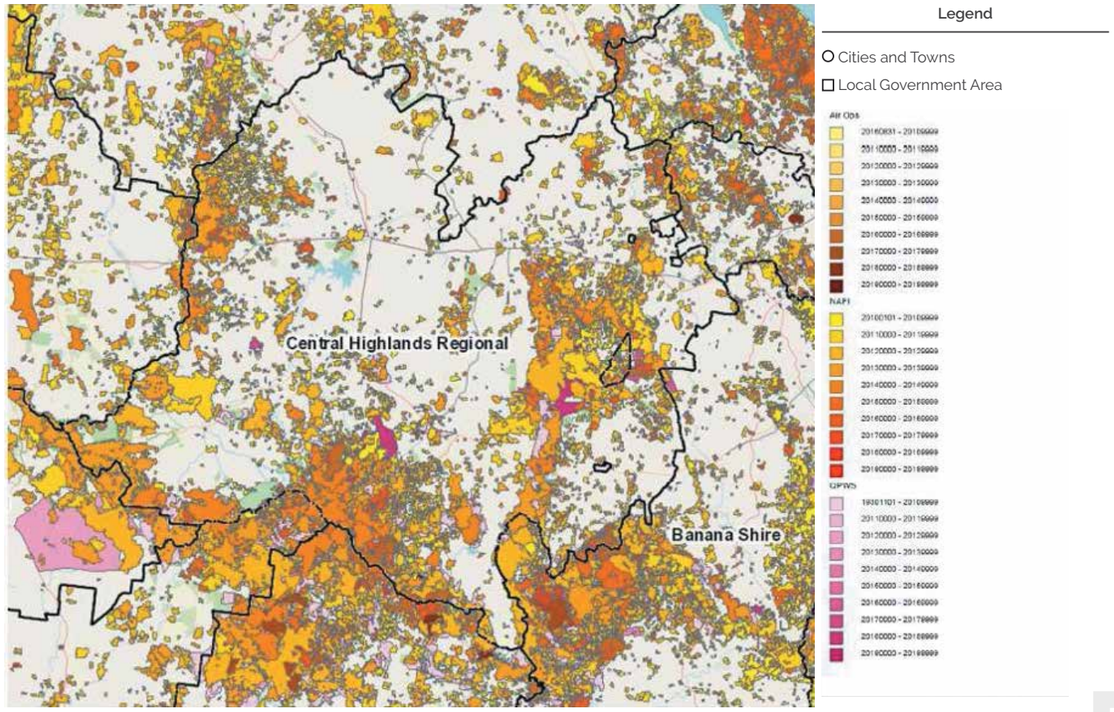
BUSH FIRE PRONE AREAS

Current as at 31 August 2020

Bushfire prone areas



Fire history



HAZARDOUS MATERIALS EVENTS

The mining industry in the Central Highlands necessitates the application of hazardous materials that are transported through and stored in the region. The materials include explosives and some highly toxic chemicals such as ammonium nitrate and sodium cyanide, which, if not handled with appropriate care, could be the catalyst for a disaster.

Transportation and storage regulations, individual company policies and procedures and emergency services contingency response plans are in place to safeguard the population and the environment from accidental exposure to these chemicals, but their presence and transportation on major highways and through residential areas is nevertheless a risk to the community.

Response to a serious event involving significant chemical hazards would require mobilisation of resources from outside the region.

EPIDEMIC / PANDEMIC

For Pandemic Planning the Rockhampton DDMG acknowledges that Queensland Health has functional lead agency responsibility in accordance with the Queensland State Disaster Management Plan QSDMP and supporting QLD WoG Pandemic Plan 2020.

The Rockhampton DDMG also acknowledges close collaboration with the preventative strategies for exotic animal diseases in pre-pandemic surveillance – where a potential pandemic strain is circulating in animals.

The Central Queensland Hospital and Health Service (CQHHS) is responsible for the management and development of a pandemic disease response plan for disease in humans within the district. The CQHHS has prepared a Pandemic Influenza Plan for this purpose.

By definition, a novel virus, which is the most likely cause of a pandemic, would be associated with a relative lack of immunity within communities. Though the transmissibility of this type of disease will be a limiting factor, the combination of this lack of immunity and the rapid movement through modern international transport systems make it likely that once a novel influenza virus achieves efficient human to human transmission, it will spread across the globe and enter the population quite rapidly.

History demonstrates that influenza pandemics are moderately rare, but when they occur will generally be very deadly. The table below provides a summary of known influenza pandemic events worldwide:

Summary of Known Influenza Pandemic Events

Pandemic year of emergence and common name	1918 'Spanish flu'	1957–1958 'Asian flu'	1968–1969 'Hong Kong flu'	2009–2010 'Influenze A (H1N1) 2009'	2019–2021 'Coronavirus (COVID-19)'
Area of origin	Unclear	Southern China	Southern China	North America	Wuhan Region, China
Influenza A virus subtype (type of animal genetic introduction/ recombination event)	H1N1 (unknown)	H2N2 (avian)	H3N2 (avian)	H1N1 (swine)	(COVID-19)
Estimated case fatality	2–3%	<0.2%	<0.2%	0.02%	2.7%
Estimated attributable excess mortality worldwide	20–50 million	1–4 million	1–4 million	100,000–400,000	4.29 million as of 9 August 2021
Age groups most affected	Young adults	All age groups	All age groups	Children and young adults	Most impact on elderly and those with preconditions

Significant issues that may emerge during an influenza pandemic include:

- direct health related impacts, such as individual sickness, illness or death of a family member, and bereavement
- significant staff absenteeism as a direct result of the illness, requirements for isolation or having to care for family members
- impacts arising from social distancing and social isolation - accessing food or shelter, loss of income, loss of services
- mental health impacts such as feelings of uncertainty and fear; loss of self-worth, loss of purpose, and loss of control; feelings of helplessness, resentment, or injustice
- possible reduction of personal and community support mechanisms – absence of traditional volunteering to provide community support services, absence of social, sporting and service clubs
- reduction in general community activity and levels of interaction (cancellation, postponement, restrictions or event venue changes)
- disruption to economic activity caused by business continuity or supply chain disruption/failures.

Many of the measures which can be applied in response to a pandemic must be implemented early to be most effective. Pandemics are initially unpredictable and must be effectively planned for at all levels of government, business and community to ensure response and recovery is effective and sustainable improvement in their management is achieved.

Therefore, once there is sustained transmission of the pandemic disease within the community, it will be important to commence measures as quickly as possible, even though, due to the novel nature of the virus, it is unlikely there may be a good understanding of the epidemiology, clinical severity and virology of the disease.

While preventing a pandemic after person-to-person transmission becomes well established may be difficult, the systematic application of disease containment measures can significantly reduce disease transmission rates with concomitant reductions in the intensity and velocity of any pandemics that do occur. The goals of disease containment after a pandemic is underway are to delay the spread of disease and the occurrence of outbreaks in communities, to decrease the clinical attack rate in affected communities, and to distribute the number of cases that do occur over a longer interval, so as to minimize social and economic disruption and to minimize, so far as possible, hospitalization and impact on the health system.

An increase in patient presentations expected during a pandemic would significantly impact on the district's health and hospital services capacity to respond. The preferred method of reducing the spread of disease is by supported behavioural change through increased hygiene practices, social distancing (which may include isolation), community awareness and education. In the event of a pandemic event affecting the district the DDMG may be required to assist the CQHHS in the management and containment of the disease.

The Central Queensland Hospital and Health Service will establish a Health Emergency Operations Centre (HEOC), Health Incident Command (HIC), and appoint a liaison officer to this command structure which will link to the DDMG.

The DDMG in this case may be required to assist in coordination of additional heath assets (including the establishment of fever or assessment clinics) or the distribution of anti-viral medication in the case of an influenza type disease.

Building preparedness will contribute to the resilience and sustainability of our systems. The resilience of individuals will be promoted by empowering them to manage their own exposure to the disease through public messaging about:

- the status of the disease in Australia and internationally
- hygiene and cough/sneeze etiquette
- disease transmission
- understanding of how to recognise the signs and symptoms of the disease and when to seek medical assistance
- access to support and advice, including mental health services.

To build resilience within our most vulnerable populations, communications within the health sector will be used to raise awareness of at-risk groups and their associated needs. Measures will also be implemented with consideration of necessary adaptations to meet the needs of these individuals and communities. The needs and challenges of communicating with low socio-economic communities, which may have reduced access to healthcare, will also be considered.

On 29 January 2020, under the Public Health Act 2005, the Minister for Health and Minister for Ambulance Services made an order declaring a public health emergency in relation to coronavirus disease (COVID-19). The public health emergency area specified in the order is for 'all of Queensland'. Its duration has been extended by regulation to 31 March 2021. Further to this declaration, the Chief Health Officer, issued directions pursuant to the powers under s 362B of the Public Health Act 2005 to assist in containing, or to respond to, the spread of COVID-19 within the community.

The Public Health Act 2005 provides the basic safeguards necessary to protect public health through cooperation between the state government, local governments, health care providers and the community.

This is achieved by:

- preventing, controlling and reducing risks to public health
- providing for the identification of, and response to, notifiable conditions
- defining obligations on persons and particular health care facilities involved in the provision of declared health services to minimise infection risk
- providing for the notification by doctors and registered nurses of child abuse and neglect, and protecting children who have been harmed or are at risk of harm when they present at health service facilities
- collecting and managing particular health information, and establishing mechanisms for health information held by the department to be accessed for appropriate research
- enquiring into serious public health matters
- responding to public health emergencies
- providing for compliance with this Act to be monitored and enforced.

BIOSECURITY

This *Central Highlands Regional Council Biosecurity Plan 2017-2022* has been prepared in accordance with the requirements of S53 of the Biosecurity Act 2014 to establish and promote a cooperative, best practice strategy for the management of biosecurity matter (invasive plants and animals) within the local government area.

The Biosecurity Act supports the prevention, eradication and effective management of pest animals and invasive plants by providing for the development of biosecurity plans.

The table below outlines the responsibilities of involved in strategic and operational pest management activities within the local government area:

Further information can be found at:

- centralhighlands.qld.gov.au/wp-content/uploads/2016/09/ECM_1150510_v2_Central-Highlands-Regional-Council-Biosecurity-Pla.pdf
- agriculture.gov.au/biosecurity-trade
- daf.qld.gov.au/biosecurity
- daf.qld.gov.au/business-priorities/biosecurity

Emergency Animal Disease (EAD)

Equine influenza (EI) is an acute, highly contagious, viral disease which can cause rapidly spreading outbreaks of respiratory disease in horses, donkeys, mules and other equine species. EI would have a major impact on the Australian horse industry if it were to become established here.

The disease is not generally fatal to horses however, fatalities may occur especially in old or infirmed horses and young foals. The disease is easily spread by:

- direct contact between infected and susceptible horses
- indirect contact with contaminated stock or equipment
- susceptible horses occupying buildings or vehicles recently occupied by diseased horses
- contact between contaminated horse handlers and healthy horses

Transmission of the EI virus to humans has not occurred during previous outbreaks however, it can be spread from people to horses very easily via infected skin, hair and clothing. The most recent incidents of equine influenza impacted heavily on horse related activities within Queensland and the nation.

In contrast the Hendra virus is a zoonotic disease, which means it can transfer from animals to people. Hendra virus can cause disease in horses but only rarely in humans. It can be transmitted from flying fox to horse, horse to horse, and horse to human.

There is no evidence that the virus can be transmitted from flying fox to human, or human to horse, or human to human. Flying foxes are a natural reservoir for Hendra virus. Flying foxes do not show any signs of illness when infected with Hendra virus. Although Hendra virus infection is periodically present in flying fox populations across Australia, the likelihood of horses becoming infected is very low.

Hendra virus can cause a range of clinical signs in horses and should be considered where there is an acute onset of clinical signs and rapid progression to death associated with either respiratory and/or neurological signs. The mortality rate in affected horses is approximately 75%.

Date	Location	Number of confirmed equine cases
Jul-09	Cawarral	3
May-12	Rockhampton	1
Jul-12	Rockhampton	3

The above table outlines the number of confirmed Hendra virus equine cases in Rockhampton Disaster District area (source DAF website).

The outbreak of an exotic animal disease would create a major problem given the large number and regular movement of livestock throughout the district. Controls may require implementing restrictions on the movement of people, livestock and animal products and extensive testing to ensure that the area remains disease free. Both the Commonwealth and State have in place plans and procedures AUSVETPLAN and QLDVETPLAN, to deal with these types of outbreaks.

In the event of an incident involving an exotic animal disease in the district the role of the DDMG is to provide support to the Department of Agriculture and Fisheries (DAF). Support will be required to initiate and maintain the investigative phase of the response as well as the maintenance of any standstill orders issued.

Pest Management within the Central Highlands region

Stakeholder / Agency	Roles and Responsibilities
Central Highlands Regional Council (CHRC)	■ Control of pests on council controlled land ■ To support community, landholders and stakeholders in any relevant pest management activities conducted on land within the CHRC area ■ Lean and coordinate stakeholder engagement in pest management activities within the CHRC area ■ Make available 1080 poison baiting services to landholders within the CHRC area
Local Government Association of Queensland Incorporated (LGAQ)	■ To facilitate the drafting and review of the Memorandum of Understanding between Biosecurity Queensland, LGAQ and the Queensland Natural Resource Management Groups Collective for invasive weed and pest animal management throughout Queensland
Department of Agriculture and Fisheries (DAF) through Biosecruity Queensland (BQ)	■ Provide support, planning and technical advice to all stakeholders involved in pest management within the CHRC area ■ Coordination control of prohibited biosecurity matter detected within the CHRC area ■ As per roles and responsibilites outlined within the Memorandum of Understanding between BQ under the old Department of Employment, Economic Development and Innovation, LGAQ and the Queensland Natural Resource Management Groups Collective.

EARTHQUAKES

Generally, the Australian continent is regarded as being very stable. However, even within our area quite a few earthquakes have been recorded as the following table highlights:

Magnitude	Date	Position	Location
4.3	30/06/98	Swain reef	250 km NE of Rockhampton
2.8	28/04/07	24.97 S 151.41 E	200 km SE of Rockhampton
3.2	08/11/07	23.29 S 152.63 E	150 km offshore Gladstone
2.6	22/01/10	24.47 S 151.5 E	60 km S of Gladstone
3.3	04/10/19	20.68 S 152.50 E; 10 km depth	278 km NNE of Yeppoon

Source Seismology Research Centre: seis.com.au

Historically reported earthquakes identified in proximity to the Rockhampton District include a 6.2 magnitude event offshore of Gladstone in 1918 and a 6.0 magnitude event north of Gayndah in 1935. This same report (1) provides that the Central Region (in particular North Burnett area) can expect on average at least a magnitude 6.0 earthquake every 85 years. (1) Earthquakes and the challenges they present to Disaster Managers in Rockhampton. M. Turnbull (2002).

The most common intensity scale used in Australia is the 12-point Modified Mercalli scale. On this scale intensities up to 5 are felt but cause no damage, with intensities from 6 to 12 causing increased amounts of damage. A Modified Mercalli Intensity of six is abbreviated as MMI 6.

Notwithstanding, the existence of even a slightly volatile seismic environment acts as a prompt for maintaining situational awareness of the threat, and its possible consequences. As with tsunamis, the mitigation for such an event is indefinable.

Modified Mercalli Intensity Scale	
1	Not felt. Recorded by seismographs.
2	Rarely felt, usually only on top floors of high buildings.
3	Felt indoors, like a passing light truck.
4	Windows, dishes, doors rattle. Like passing train.
5	Felt by all. Small objects upset.
6	Books off shelves. Trees shake. Isolated damage.
7	Difficult to stand. Many poor buildings damaged.
8	Significant damage. Branches broken from trees.
9	General panic. Serious damage. Ground cracking.
10	Most buildings destroyed. Rails bent slightly.
11	Rails bent greatly. Pipelines destroyed.
12	Near total damage. Objects thrown into the air.

HEATWAVE

The Central Queensland Hospital and Health Service (CQHHS) Heatwave Response Plan provides guidance on prevention, preparedness, response and recovery to a heatwave. During a heatwave, health will be the lead agency and will be required to distribute specific heatwave information to the Central Queensland community.

Heatwave levels

A heatwave is described by the Australian Bureau of Meteorology (BoM) as three or more days of high maximum and minimum temperatures that are unusual for a given location (BOM, 2016). A heat wave always includes the combination of intensity and duration of high temperature periods (*source* The Longpaddock).

The BoM's National Heatwave Forecasting and Assessment Service operates from the start of November to the end of March and provides advance notice of unusually hot conditions.

Heatwave Type	Temperature		Community Impact (see risk)
No Heatwave	White	Normal	-
Low intensity heatwave	Yellow	Top 10%	Most people expected to have adequate capacity to cope with this level of heat but begin to see health effects. Increased risk to vulnerable groups.
Severe heatwave	Orange	Top 2 %	Increased morbidity and mortality for vulnerable groups, such as those over 65, pregnant women, babies and young children, and those with chronic illness (e.g. renal disease, ischaemic heart disease).
Exteme heatwave	Red	Top 1 %	May impact normally reliable infrastructure, such as power and transport. Health risk for anyone who does not take precautions to keep cool, even those who are healty.

Public health effects of a heatwave

In the last 200 years, severe and extreme heatwaves have taken more lives than any other natural hazard in Australia. Health impacts may include clinical, mental health and public health effects. The main causes of illness and death during a heatwave are related to respiratory and cardiovascular diseases.

Other health impacts may be noted on the human population:

In addition to direct effects on individuals, heatwaves create additional risks to health due to damage to power infrastructure resulting in loss of power.

Loss of power results in a loss of refrigeration of food increasing the risk of food borne illness if not effectively managed. Hot weather also increases the risk of food borne disease due to stresses in food production, particularly for chicken and eggs. Salmonella outbreaks are more common in hot months. These risks can be mitigated through more careful food handling practices.

Loss of refrigeration can cause damage to certain medicines, for example, insulin and also vaccines, reducing their efficacy.

Loss of power can also result in the shutdown of water treatment plants and, depending on the availability of reserves in the system may require the issuing of boil water notices. These risks will be managed by drinking water providers.

Sewerage pumps may cease to operate resulting in sewage overflows into the environment which may require advice to the community to avoid at-risk areas.

Heatwave projections for the Central Highlands (1986 to 2090)

Understanding the data		
Index	**Heatwave Index**	**Definition**
HWF	Heatwave frequency	Number of heatwave days relative to number of days in a year: i.e. [number of heatwave days/365] x 100 (%)
HWD	Heatwave duration	Number of days of the longest heatwave of the year (days)
HWMt	Temperature of heatwave magnitude	Average mean temperature (in °C) of all heatwave days across the year
HWAt	Temperature of heatwave amplitude	Average mean temperature (in °C) of the hottest heatwave days of the year
Hot days	Days >35°C	Annual count of days with a maximum temperature >35°C
Hot nights	Nights >20°C	Annual count of nights with a minimum temperature above >20°C

Note: All figures represent an absolute change from the reference period (1986 to 2005) unless espressed in negative terms, based on RCP 8.5

Central Highlands						
Index	**Heatwave Index**	**Reference**	**2030**	**2050**	**2070**	**2090**
HWF	Heatwave frequency %	2.7 %	3.0%	8.1%	16.3%	26.5%
HWD	Heatwave duration (days)	5	3	7	16	33
HWMt	Temperature of heatwave magnitude (°C)	30.9	31.3	31.7	32.2	32.7
HWAt	Temperature of heatwave amplitude (°C)	31.8	32.4	33.2	34.2	35.3
Hot days	Days >35°C	50	62	85	95	117
Hot nights	Nights >20°C	86	117	146	178	206

Source State Heatwave Risk Assessment Executive Summary

MAJOR INFRASTRUCTURE FAILURE

One of the most serious issues facing disaster managers in the 21st century is society's dependence upon technology. The same technology that makes life easier for all, and which everyone takes for granted when it is functioning as planned, has the potential to fail, for a variety of reasons, with potentially devastating consequences.

There is the potential for a 'ripple effect' where the failure of one essential service may lead to progressive failures of other essential services. For example, loss of power would lead to loss of communications, loss of reticulated water supply, loss of sewage treatment capability and so forth.

All forms of electronic communication would be affected, affecting such diverse areas as banking and commerce (no automatic teller machines or EFTPOS availability) the transport sector (airline bookings, radar, air traffic control), television, the internet and telephone systems in all government offices.

It is important to note that it is probable that the problem will not only affect this area, but would have state-wide and possibly national consequences resulting in a lack of external support capacity.

MAJOR TRANSPORTATION EVENT

The potential for a major event involving the transport system is real. There are numerous commercial flights into Emerald from Brisbane daily, with passenger loads of up to 74 plus crew.

CHRC, as the owner/operator of the airport, has developed an Aerodrome Emergency Plan in accordance with the Civil Aviation Safety Authority (CASA) Regulations.

The Capricorn Highway is the main arterial route between the coast and central western Queensland and, along with other highways and local roads in the region, carries significant traffic numbers of all classes, including heavy transports, passenger coaches (including school buses) and private vehicles.

Any type of transportation incident involving multiple casualties would significantly stretch the emergency services capacity within the region.

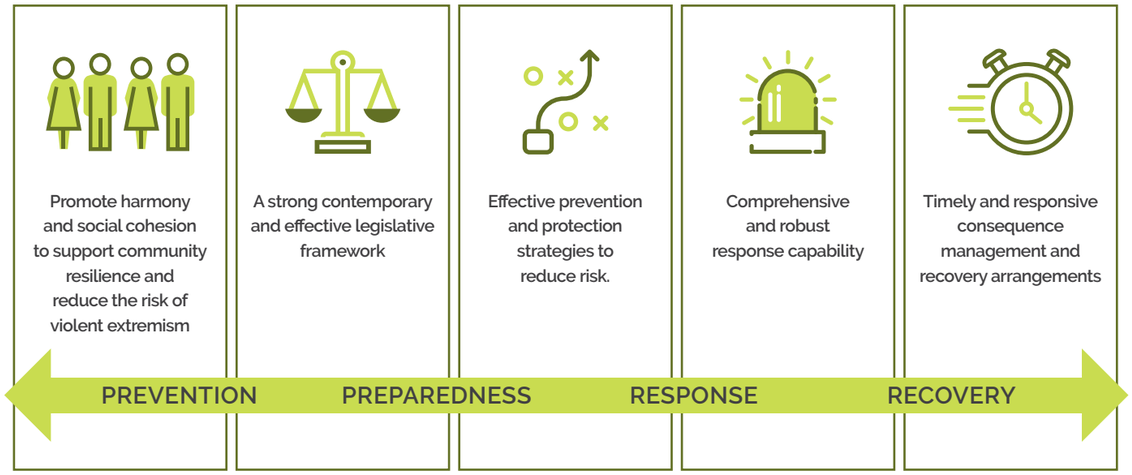
RUMBLE in the jungle workers clear debris at the site of the Iwasaki resort bomb blast. Picture: Graham Hutton
Source: The Courier-Mail

TERRORIST-RELATED ACTIVITY

These incidents are deliberate harmful and damaging incidents caused to further various political, religious, ideological or racial causes. These incidents are usually designed to create as much media coverage and spectacle as possible.

The balance for consideration are those activities that may not be clearly defined as terrorist acts but more criminal in nature. As an example, on 29 November 1980 (day of the state government election) a bomb blast ripped a seven-metre crater, caused an estimated $1 million damage and delayed construction to the 'Iwasaki Resort', Yeppoon (within the Rockhampton Disaster District area).

The mining sector within the district is vast with considerable risks associated with mine, rail, road and port infrastructure, all being strategic targets. An attack on any of these areas would have significant effects on the local and state economies.



COUNTER TERRORISM STRATEGIES

Terrorism is an enduring threat which needs a long-term, proactive and collaborative approach. Our commitment to countering the terrorism threat and avoid complacency by making counter-terrorism part of everyday business and planning.

Key principles that ensure our efforts are focused to deliver positive outcomes (as contained within the Queensland Counter-Terrorism Strategy) includes the following.

- Community safety is paramount.
- Our efforts are evidence-based and proportionate.
- Our actions are based on evidence and led by intelligence.
- We work collaboratively, recognising that we all have a role to play.
- Our arrangements are robust, agile and responsive.

Five strategies will support the sustained development of the counter terrorism capability. Each strategy contributes to ensuring cohesive and coordinated arrangements are in place. These strategies are to:

- **engage:** promote the education and involvement of the broader community in preventing, preparing, responding and recovering from terrorism
- **cooperate:** strengthen arrangements by communicating, coordinating and collaborating with stakeholders;
- **protect:** enhance detection and deterrence to maintain a safe environment;
- **exercise:** practise and test counter-terrorism arrangements through exercises; and
- **develop:** refine our preparation, planning, response and recovery arrangements.

The comprehensive approach to terrorism recognises the need to prevent, prepare for, respond to, and recover (PPRR) from a terrorist act. The PPRR concept acknowledges that these activities will overlap and that elements of PPRR will often occur concurrently.

PPRR (for terrorist activity) stands for:

i. prevention: to hinder, deter, mitigate and disrupt terrorist activity, while maintaining readiness to deal with a terrorist incident;

ii. preparedness: to protect our people, assets, infrastructure and institutions from terrorist activity; and to establish, train for and exercise arrangements to respond to, and recover from a terrorist incident;

iii. response: to respond rapidly and decisively to a terrorist incident, should one occur, and manage its immediate consequences; and

iv. recovery: to return national and community life to normal as quickly as possible after a terrorist incident through the restoration of social, economic, physical and environmental wellbeing.

It should be noted the elements of preparedness and prevention are on-going activities while response and recovery are primarily distinct phases in the aftermath of a terrorist act.

THE NATIONAL COUNTER-TERRORISM ALERT SYSTEM

- Comprises a five tier, colour coded, national terrorism threat scale to inform the public about the level of the terrorist threat facing the nation.
- Includes public advice on the nature of the threat faced and what it means for them.
- Helps inform the public so they can decide on what measures to take to protect themselves, their families and friends.
- Guides national preparation and planning to protect against the threat of a terrorist incident.

The national terrorism threat level for Australia is PROBABLE.

Credible intelligence assessed by security agencies indicate individuals or groups have developed the intent and capability to conduct a terrorist attack in Australia.

People should continue to exercise caution and report any suspicious incidents to the National Security Hotline by calling 1800 1234 00. Life-threatening situations should be reported to the police by calling triple zero (000).

The QPS has operational responsibility for preventing and responding to terrorism in Queensland and for investigating terrorist activity, threats, and incidents. This can be achieved by:

i. providing assistance and awareness to the community in terms of preparedness while coordinating national counter-terrorism training exercises with other emergency agencies and relevant stakeholders;

ii. operational responsibility for preventing, responding and investigating an act of terrorism; and

iii. the coordinating role in:

   a. enabling an effective multi-agency response to an act of terrorism by providing security and traffic management; and

   b. any recovery effort through the District Disaster Coordinator role as it relates to consequence management.

Through individual and community vigilance, acknowledging the current levels of terrorism alert, timely warnings and updates and reporting suspicious behaviour the prevention of such incidents or minimisation of their affects can occur.

The police district has a designated security and counter terrorism network for the coordination of training/exercising, intelligence and investigation ensuring engagement with critical infrastructure owner/ operators, places of mass gathering and other interest groups.

THE FIVE TIER THREAT SCALE

CERTAIN

EXPECTED

PROBABLE

POSSIBLE

NOT EXPECTED

SPACE DEBRIS RE-ENTRY

Owing to the vast area of the Rockhampton District, the potential to become involved in responding to space debris re-entry must be considered high. Whilst the possibility of space debris landing in the district is high the possibility of small pieces of space debris landing in populated areas is considered low due to the population density of the area.

The management of space debris is detailed in the "Australian Government Space Re-entry Debris Plan" AUSSPREDPLAN 2017. The preparation stages for space debris impact are as follows:

Stage	Meaning
White	Predicted impact minus 7 days
Yellow	Predicted impact minus 2 days
Red	Impact has occurred in Queensland

Stages may be designated "HOT" if radioactive or "Cold" if inert.

Under AUSSPREDPLAN 2017, the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) provides:

- a Principal Scientific Adviser to Emergency Management Australia in the National Emergency Management Coordination Centre.
- a Senior Scientific Adviser to the Australian Space Debris Emergency Search Team (ASDEST), is responsible for:
- technical control of the radiological operations of the ASDEST, including adequate detailed documentation; and
- provision and overall coordination of non-Defence Force radiological elements assigned to ASDEST.
- health radiation advice and relevant physicists, technicians and equipment to meet, in conjunction with the Australian Nuclear Science and Technology Organisation (ANSTO).
- analytical support, as necessary, within and external to the ASDEST for identification of radiation hazards to personnel and the environment.
- advice and assistance in training of ASDEST Ground Radiological Teams on health aspects. In concert with the ANSTO, advice on:
- likely radiological effects and measures to be taken in the event of a radioactive space debris incident.
- radiological detection equipment (other than airborne equipment) and other resources required and available for the detection and neutralization of radioactive material and contamination resulting from space debris.
- details to support the plan relating to personal and environmental hazards, public safety advice, assessment of maximum acceptable radiation levels that can be retained and identification of specialized equipment and technical and scientific personnel required.
- preparatory or preventative action that may be taken by members of the public.

The role of the DDMG in such an event would be to provide assistance to the relevant federal agencies.

HAZARDS

HAZMAT INCIDENTS

The Central Highlands contains numerous mine sites and processing plants for minerals and explosives. As such there are numerous bulk holding facilities for chemicals (liquid, solids and gas). Many of these chemicals are considered to be harmful to humans and can cause significant environmental damage if spilled or released.

These bulk holding facilities are built to a standard that makes the likelihood of an unexpected or accidental release of chemicals unlikely. The greatest risk of chemical or gas hazard is during their transportation.

The response agency for Hazmat incidents is QFES. In conjunction with Department of Resources they are responsible for the minimization of spills and the associated clean up. Due to the remote nature of many mine, industrial and ports sites the response time to chemical incidents can be protracted. Each of these facilities are to have an Emergency Plan to manage the initial response.

HAZARDOUS SITES

There are no current classified major hazard facilities under the Queensland Work Health and Safety Act, 2011 within the boundary of the local government area.

There are, however, sites where dangerous goods are stored in significant quantities:

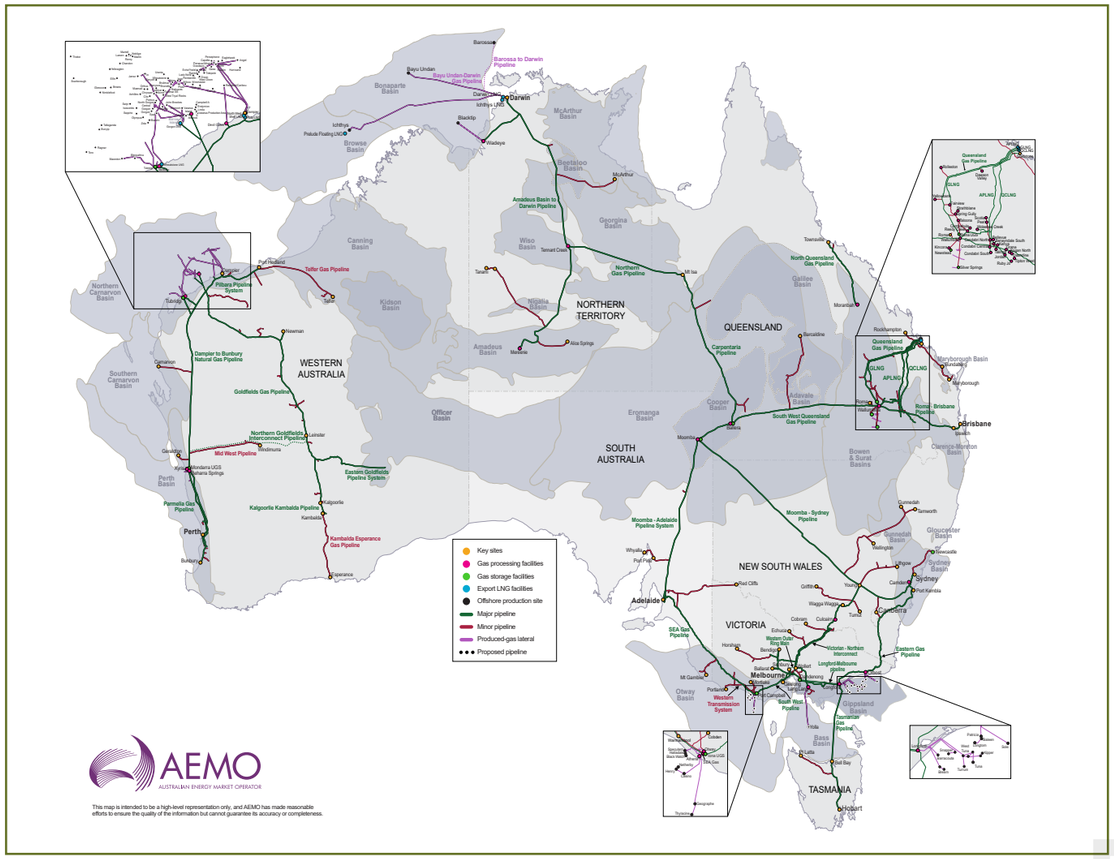
- bulk fuel depots
- retail fuel outlets
- swimming pool complexes
- bulk LPG gas suppliers
- rural farm supply outlets
- agricultural chemicals at airstrips
- natural gas pipeline east of Rolleston that traverses Queensland from the Surat/Roma gas fields to Gladstone
- Fairbairn Dam
- open cut coal mining sites in the Rolleston, Capella, Tieri, Blackwater, Emerald areas

Although an incident involving an emergency response to any of these sites would be adequately managed by the statutory emergency services with the resources normally available to them, the activation of part (or parts) of the LDMP may assist the responding agencies. Such activities may include evacuation and evacuation centre management.

Santos 137-well Arcadia gas project in Queensland.

MINING SUBSIDENCE/ACCIDENTS

Owing to the many and varied mining activities in the District, most Companies have produced their own emergency procedures manual and have internal emergency procedures to deal with these types of events. The DDMG may be called upon in support of such incidents.



URBAN FIRES

The threat of major industrial fires within the district is moderate. Many fuel companies have storage depots in most towns, however, there are adequate fire services available to combat any outbreak in towns which have recognized urban brigades.

The management of urban fires is the responsibility of the QFES. The role of the DDMG in urban fires is to provide assistance to local groups in the event that an urban fire causes significant death or destruction of property and infrastructure.

The Rockhampton fires of October 2009, had fires throughout Mt Archer National Park traversing the ranges and threatening homes down through Cawarral, Koongal, Lakes Creek and Frenchville. These fires required significant coordinated effort to address their impact.

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RURAL FIRES

The likelihood of large rural fires within the District is considered moderate to high especially after a flood 'wet' season, and with the drying off of vegetation. Previous rural fires within the District have resulted in both loss of stock and crops and large expenditure by local authorities in human resources and equipment. Risk to populated areas is considered low due to the type of vegetation in the area. There is the possibility that rural fires may threaten structures located on properties within the district.

QFES is the agency responsible for response and mitigation measures in relation to rural fires. The role of the DDMG is to provide assistance to local groups in response and recovery phases of significant rural fires.

Within the Central Highlands LDMG area wildfires caused tourists to leave the Takarakka Bush Resort throughout the day of 28 November 2018. Minor damage was sustained to the ranger's accommodation and two cabins within the wilderness lodge were destroyed and another three damaged.

FIRES

An outbreak of a large uncontrolled fire requires a coordinated response from QFES, QPS, SES, Queensland Parks and Wildlife Services (QPWS), Queensland Health, QAS and local government. In the district there is a mixture of urban and rural fire services each with a clear commitment to prevention and mitigation for fire management and in response to fire emergencies.

Messages are issued to inform the community when a fire starts. There will be three types of alert messages.

- **Advice** messages will keep people informed and up to date with fire development.
- **Watch and act** messages will advise people to take action to prepare and protect themselves.
- **Emergency warnings**, accompanied by the siren sound (Standard Emergency Warning Signal), will be activated to advise the community they must take action immediately, as they will be impacted by the fire.

When a bushfire strikes, the community expects timely and accurate information about the incident, including advice about what actions people should take to keep themselves, their family and property safe. QFES has the responsibility for issuing bushfire warnings in Queensland.

In addition Queensland Health (After-a-disaster - bushfires) also uses fact sheets to communicate messaging including:

- Bushfire smoke and your health
- Bushfires and roof-harvested rainwater
- Fire retardants and health
- Cleaning up a smoke affected home
- After a fire returning home safely
- After a fire asbestos hazards
- Airborne dust and health effects

Many smaller communities are serviced by a rural facility with limited capability in responding to a structural fire. Rural fire services do not have the capacity to enter an involved building and are focused only on reducing the spread of the fire.

Figure 22

Fire Danger Ratings

The new Australian Fire Danger Rating System (AFDRS) improves and simplifies the reporting of fire danger, making it easier for you to stay safe.

Backed by the latest science, the new system more accurately predicts what areas are at risk.

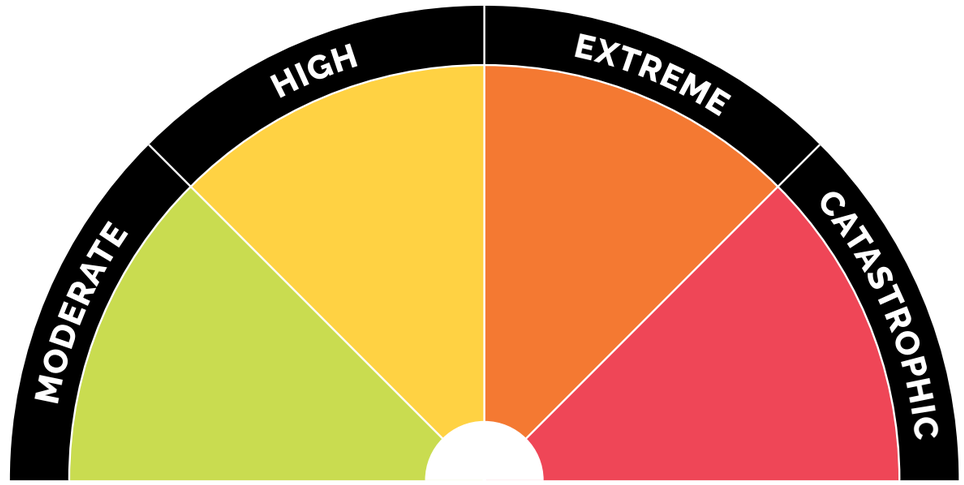
The AFDRS is nationally consistent, so wherever you go in Australia, you can understand the level of threat and what you need to do to stay safe.

Behind the ratings

Fire danger ratings describe the potential level of danger should a bushfire start.

They give you valuable information so you can take action to protect yourself and others.

The AFDRS has four levels, each with a distinct title, colour and key message.



HAZARDS

ECONOMIC PROFILE

The Central Highlands is a robust region that sits at the heart of Queensland's resources and agricultural sectors.

Spanning almost 60,000km2, the region includes a significant portion of Australia's largest coal reserve, the Bowen Basin, and is strategically located to service Australia's newest mining province, the Galilee Basin.

Sustained by irrigation sourced from water storage on the Nogoa and Comet Rivers, the Central Highlands is also characterised by thriving farming industries, including beef, cotton, grapes and citrus.

Major freight routes intersect the region, with the Capricorn Highway linking the coast to the outback and the Gregory Highway connecting northern Queensland and New South Wales.

Pristine natural attractions, such as Carnarvon Gorge and the Sapphire Gemfields, are driving an emerging tourism market.

A population of more than 28,000 with a median age of 33 helps to underpin the Central Highlands' economic strength of a skilled, locally-based workforce.

Indicator	Central Highlands	Queensland	Period	Source (year)
Demographics				
Estimated Resident Population	28,701	5,094,510	2019	ABS (2020a)
Projected Population	30,133	7,161,661	2041	QGSO (2019b) (Medium Series)
Resident Population Growth (Annual Average)	0.2%	1.6%	2016–2041	QGSO (2019b) (Medium Series)
Resident and Non-Resident Population Growth	0.2%	-	2016–2021	QGSO (2019b) (Medium Series), QGSO (2019c) & QGSO (2019d) (Series A)
Median Age	33	37	2016	ABS (2017)
Median Personal Income (Weekly)	$843	$660	2016	ABS (2017)
Median Household Income (Weekly)	$1,823	$1,402	2016	ABS (2017)
Employment				
Unemployment Rate	4.1%	6.1%	2019	Department of Jobs and Small Business (2020) & ABS (2020b)
Labour Force	16,796	2,692,000	2019	Department of Jobs and Small Business (2020) & ABS (2020b)
Non-Residental Workforce	4,375	-	2019	QGSO (2019c)
Industry				
Gross Regional Product	$6.31bn	$369.58bn	2019	REMPLAN (2020)
Passengers Emerald Airport	173,302	-	2019–2020	Central Highlands Regional Council (2020)

Further information available from chdc.com.au/agtech-agribusiness/economic-profile

NEIGHBORING RELATIONSHIPS

CQ DISASTER MANAGEMENT ALLIANCE

An alliance of local governments has been formed to address disaster management issues including joint training (particularly in relation to the 'Guardian' disaster coordination centre information management system), exercises and discussion forums. Local governments involved with Central Highlands Regional Council in the alliance are:

Banana Shire – Shire of Opportunity

Isaac Region

Mackay Regional Council

Barcaldine Regional Council

Woorabinda Aboriginal Shire Council

Gladstone Regional Council

Rockhampton Regional Council

Livingstone Shire Council

CHRC also has a close working relationship with Woorabinda Aboriginal Council and will support that area as required during a disaster event.

LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND 'C2C' PROGRAM

Local councils may seek assistance from other local councils to provide personnel or physical resources during a disaster event. The Request for Assistance (RFA) process is used for these council to council requests.

This process facilitates the movement of council-managed goods and services, including council staff, to other local government areas.

LDMG NOTIFICATIONS

LDMG members will receive warning products via various means:

The DDC will receive notification directly from the SDCC and internally through Queensland Police Service communication centres, and will ensure the dissemination of warnings to vulnerable LDMGs within the district.

The CHRC LDMG will be notified by email and may also receive notification from internal agency central offices.

Agencies will also receive warnings directly from the BoM.

Details regarding responsibility for notification processes within LDMG member agencies are detailed in respective agency plans. Agency plans will include detailed contact registers to achieve dissemination of warnings.

The release of information to the community regarding the emergency and associated threats is the responsibility of the chairperson of the CHRC LDMG or the delegate upon recommendation of the principle control authority for the particular event.

MEDIA MANAGEMENT DURING DISASTER OPERATIONS

Consistent information from all levels of Queensland's disaster management arrangements is critical during a disaster event.

To ensure the release of appropriate, reliable, and consistent information:

Each disaster management group's spokesperson should be approved by the group's chair.

Other key spokespersons should be senior representatives of the agencies involved in the event (e.g. LDC, DDC, XO, SDC or their delegates).

Hold joint media conferences at designated times involving key stakeholders, including the chair of the DDMG and the mayor of the LDMG where geographically feasible.

Coordinate media conferences and announcements to avoid conflicts between state, district or local statements.

All relevant agencies should carefully check statistics before release.

Each agency is only to comment on its own areas of responsibility.

Each disaster management group should develop a media strategy as part of its disaster management plan that:

- is flexible for application in any given event (all hazards).
- identifies key messages to inform the community including:
  - Reinforcing the LDMG's role in coordinating support to the affected community.
  - Reinforcing the DDMG's role in coordinating whole of government support to LDMGS (and the affected community).
- identifies preferred spokespersons for factual information (e.g. Evacuation measures, road closures).
- is consistent with the crisis communication network arrangements outlined in the Queensland Government's arrangements for coordinating public information in a crisis.

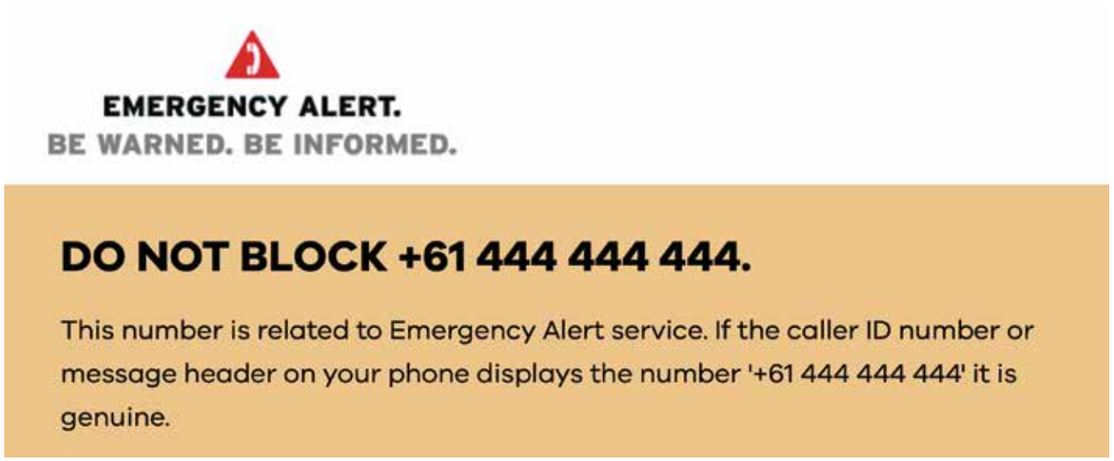
TYPES OF WARNINGS

- Media warnings – social media, internet sites, radio, television and local newspapers
- CHRC opt-in SMS system
- Telephone warnings via emergency alert system (when activated)
- Doorknocking by police and other emergency service agencies
- Warning devices – horns, sirens, loud-hailers

Warnings are issued from sources in connection with a number of hazardous situations outlined below.

Severe weather event	Bureau of Meteorology
Hazardous materials incident	Queensland Police Service or Queensland Fire and Emergency Services Service
Public health	Queensland Health, or Central Highlands Regional Council officers (water/wastewater/environmental health)
Major infrastructure failure	The owner of the facility – e.g. Sunwater, Ergon, etc.
Wildfires	QFES - Rural Fire Service Queensland
Animal or plant disease	Department of Agriculture, Fisheries and Forestry
Space debris re-entry	Emergency Management Australia
Potential terrorism threat	Queensland Police Service

Arrangements regarding community awareness, public information and warnings including media management during disaster operations are included in LDMG's Communications Sub-Plan SP-2.



TYPES OF WARNINGS

STANDARD EMERGENCY WARNING SIGNAL (SEWS)

The Standard Emergency Warning Signal (SEWS) is a wailing siren sound used as part of a coordinated national emergency plan to alert the community to the broadcast of an urgent safety message about a major emergency or disaster.

To preserve the impact of the warning signal it is only used:

- To alert people via broadcast media, or where appropriate by other means, that an official announcement is about to be made concerning an actual or potential major emergency or disaster likely to affect them.
- When the public needs to be informed to take, or be prepared to take, specific action in order to protect life, property or the environment.

As a general rule, four factors should be present before broadcasting SEWS:

Potential for loss of life and/or a major threat to a significant number of properties or the environment – usually the threat/impact would be the lead item in local news bulletins.

A significant number of people need to be warned.

A significant impact is expected or is occurring at the time.

One or more phenomena are classified as 'destructive'.

The SEWS sound precedes each emergency warning message sent from the EA system.

The status and effectiveness of SEWS is maintained by limiting its use to certain significant events:

- wind gusts > 125km/h (e.g. tropical cyclones of category 2 and above or their winter equivalents)
- large hail > 4cm in diameter (corresponding to > golf ball size)
- tornado
- major flood, flash flood and/or dam break
- intense rainfall leading to flash floods and/or landslides (1-6-hour rainfall total > 50-year average recurrence interval)
- geohazards including effects of earthquakes and/or tsunami waves > 1m (tide dependent)
- major urban and rural fires
- major pollution, hazardous material or biohazard emergency
- other major emergency situations

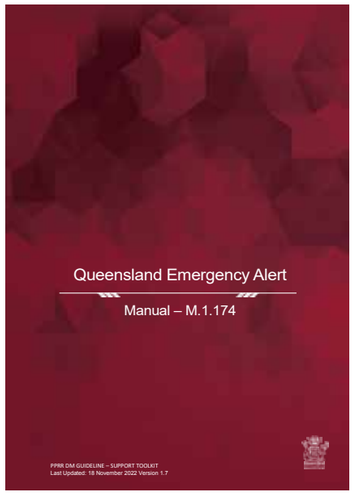
In Queensland, the authority to initiate SEWS is restricted to:

- BOM Regional Director for weather events
- Commissioner, QFES for disaster events and HAZMAT related incidents
- Commissioner, QPS

When a SEWS warning is issued, the LDC (or nominated delegate) of each local government area affected by the warning is to be notified by the initiating authority at the earliest opportunity.

Further details are addressed in the Communications (Public Information & Warning) Sub Plan SP 2.

disaster.qld.gov.au/dmg/st/Documents/M1171-Queensland-SEWS-Manual.pdf



THE NATIONAL EMERGENCY ALERT SMS SYSTEM

The Emergency Alert system (EA) is used to warn communities of an impending emergency and is a critical element of emergency response.

The LDC, DDC or SDC can request, through the QFES advisor on their respective disaster management group, for an EA campaign to be delivered via landline and text messages to potentially affected people. QFES incident controllers may also choose to request an EA campaign for a fire or hazardous material incident.

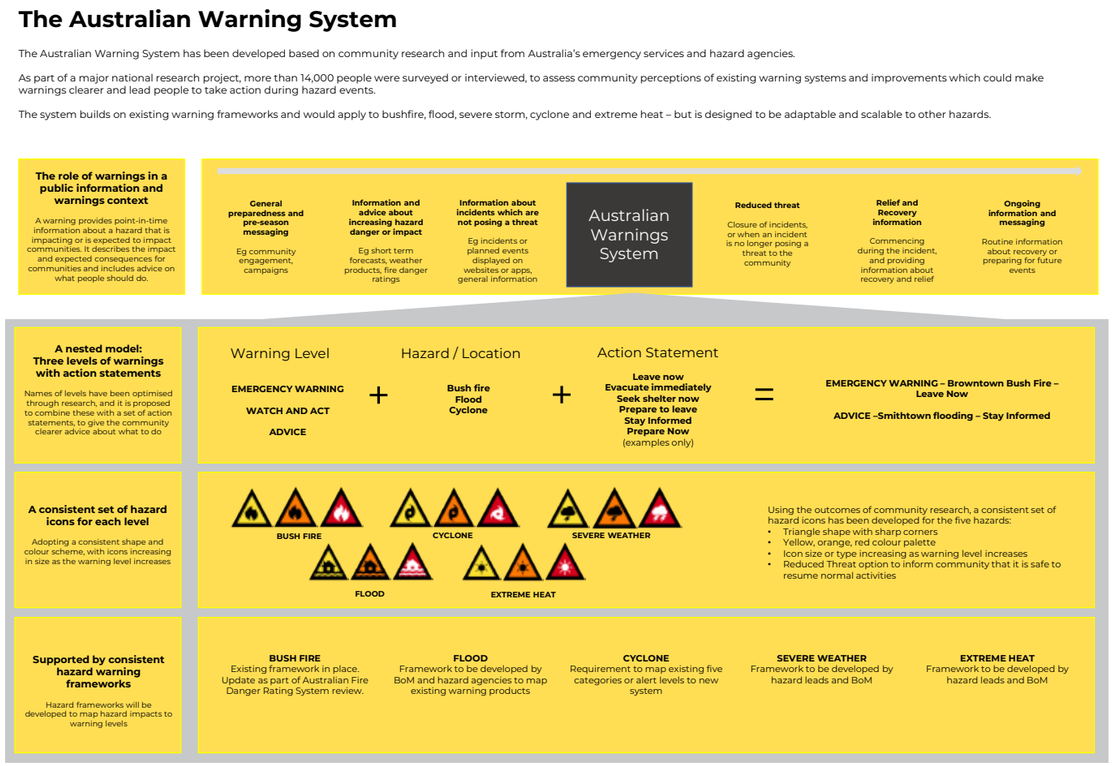
The management and administration of an EA in Queensland is the responsibility of QFES. This includes ongoing maintenance, testing and capture of costs.

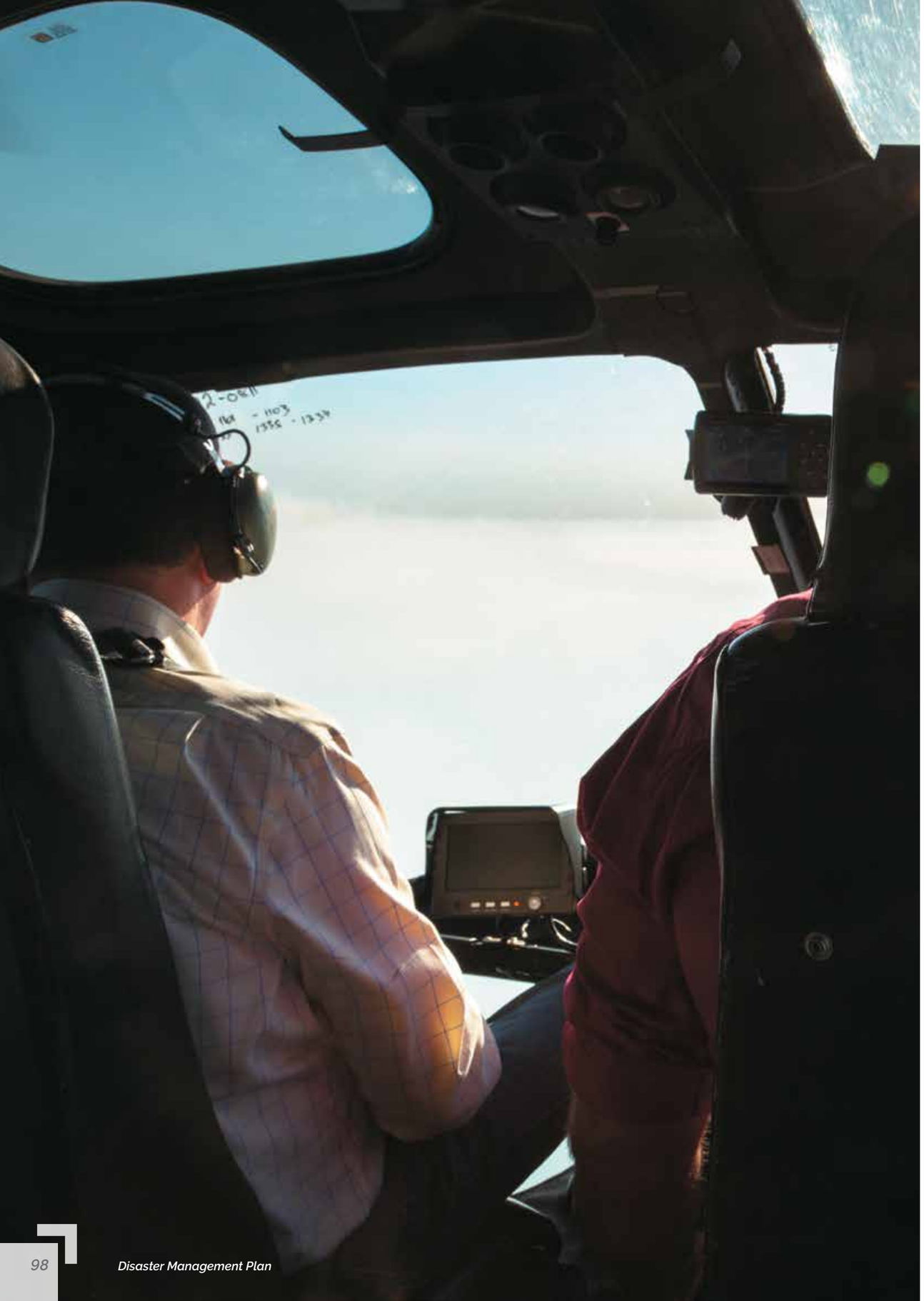
The state supports local governments, where possible, to draft messages and prepare maps of potential alert areas.

EA's campaign analysis, status and reporting tools allow informed decisions regarding the effectiveness of a campaign prior to, during and after the message has been distributed.

Information about the EA warning system is available on the national website emergencyalert.gov.au and via Queensland's Disaster Management website disaster.qld.gov.au.

Further details are addressed in the Communications (Public Information & Warning) Sub Plan SP 2 Local warnings/information.





ROLE OF THE CHRC PUBLIC RELATIONS AND EVENTS TEAM

A critical element of disaster management is educating, raising awareness and engaging with the community to create collaboration, cooperation and understanding among all stakeholders to effectively manage disasters.

Community programs focus on creating resilient communities that understand the risks of potential disasters, are well prepared financially, physically, socially and mentally to minimise impacts, recover quickly and emerge stronger than their pre-disaster state.

As part of their risk management process, LDMGs and DDMGs should identify community education, awareness and engagement as treatments for mitigating risks and increasing resilience and transition these elements into an integrated and comprehensive community education and awareness program.

Communication planning should involve identifying opportunities for consistent messaging, joint programs and commonalities, in conjunction with the relevant stakeholders such as neighbouring LDMGs, DDMGs, non-government organisations (NGOs) or state level initiatives which may be leveraged locally (e.g. Get Ready).

The Australian Institute for Disaster Resilience's Guidelines for the Development of Community Education, Awareness and Engagement Programs provided an excellent overview of the 6 key principles of effective programs:

- 'localise' programs and activities where possible
- develop a program theory model for programs and activities that will provide a template for detailed planning and implementation, a 'roadmap' for evaluation and a permanent record of the thinking that occurred during program development
- develop a small suite of programs and/or activities that focus on achieving different intermediate steps (processes) along the pathway from 'risk awareness' to 'preparedness' (planning, physical preparation, psychological preparation) and that are integrated into a general plan for enhancing natural hazard preparedness in a locality or region
- where appropriate, consider an integrated approach to planning, program development and research
- conduct and report frequent evaluations of programs and activities to continually enhance the evidence base for what works in particular contexts in community safety approaches
- seek to optimise the balance between 'central' policy positions, agency-operational requirements and specialist expertise on the one hand and community participation in planning, decision making, preparation and response activities on the other

Local governments are responsible for the management and operation of local warning systems. Public information, warning and community awareness activities should continue before, during and after an event in line with existing local government processes for local warning systems. These processes, products and public information and warning strategies should be monitored for continuous improvement post the disaster event.

During activations the CHRC public relations and events team provides a critical link with the community and is responsible for issuing all media releases, public information bulletins and warnings on behalf of the LDMG.

Warnings of naturally occurring events are forwarded to the LDC who collates all necessary warnings, advice and information for distribution to the community through radio, television and social media networks.

The process for the notification and dissemination of warning products is not a function dependent on the activation of the LDMG, rather should be an automatic responsibility of LDMG executives and members regardless of the status of activation of the LDMG.

The CHRC public relations and events team's role is to:

- prepare and monitor public information with advice from the Chair or LDC or delegated authority
- draft media releases and public information bulletins
- liaise with media and communications units of other lead agencies to ensure that a coordinated approach to media releases, information and warnings is circulated to the community
- provide appropriate customer contact outlets with appropriate scripts
- obtain approval from Chair of the Central Highlands' LDMG or delegate for release of information to the community
- liaise with media outlets

ACTIVATION AND TRIGGERS

The Chairperson of the LDMG is responsible for the decision to activate the LDMG in consultation with the LDC as required. Should the chairperson be unavailable, the deputy chairperson of the LDMG is responsible for the decision. Should neither of the above councillors be available, the decision may be taken by the LDC, who will advise the LDMG chair as soon as is practicable.

Timely activation across all levels of Queensland's disaster management arrangements is critical to an effective disaster response. This relies on a clear understanding of the indicators used in Queensland's disaster management arrangements to monitor and provide situational awareness of events.

Disaster management arrangements in Queensland are activated using an escalation model based on the following levels:

Activation Response Model

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

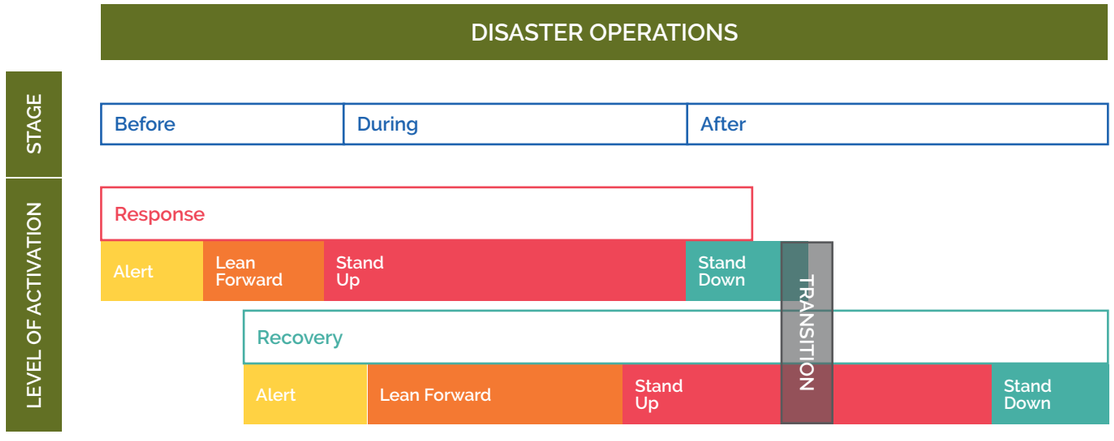
Source: disaster.qld.gov.au/dmg/st/Documents/RG1157-DMG-Activation-Triggers-Reference-Guide.pdf

The disaster management groups' journey through this escalation phase is not necessarily sequential. Rather, it responds to the changing characteristics of the location and event.

Activation does not mean disaster management groups must be convened but that they must be kept informed about the risks associated with the potential, evolving disaster event.

The local levels of response activation are outlined at Annexure E.

CONCEPT OF OPERATIONS FOR RESPONSE



OPERATIONAL REPORTING

Agency situation reports will be submitted at intervals as determined by the LDC from the member agencies of the LDMG in order to ensure that the DCC maintains complete situational awareness.

LDMG situation reports will be submitted on a regular basis to the DDC, Rockhampton.

Such reports will be required at times stipulated by the DDC Rockhampton and will be in the format as prescribed in the LDCC Sub-Plan SP-4.

FINANCIAL ARRANGEMENTS

Disaster management groups must plan financial services to support frontline response operations and ensure the appropriate management of financial arrangements, including the eventual claiming process to recoup funds.

Use the risk management process to first ascertain mitigation across all phases of operation and then identify funding requirements to enable those mitigation strategies.

Identify and capture funding programs available to support the financial expenditure related to disaster operations and ensure the requirements for evidencing claims are built into financial management processes and procedures.

Ensure councils and other responding agencies' internal financial management processes and procedures support a disaster event and enable eventual financial claiming process to recoup funds.

Transition agency specific mitigation actions to agency business plans to ensure the appropriate resourcing and funding of their commitments across all phases of disaster management.

Agree on, document and embed event-related financial management processes and procedures to ensure expenditure is appropriately endorsed, captured and claimed by agencies and groups from the onset of operations (e.g. the type and limit of expenditure permitted, relevant agency's procurement policy, requirements detailed in funding programs).

Establish and document capability in the plan to monitor agreed financial management processes and procedures and ensure expenditure is appropriately endorsed, captured and claimed by agencies and groups from the onset of operations.

Ensure agreed financial expenditure is appropriately endorsed and immediately captured by agencies and groups from the onset of disaster operations.

Ensure agreed financial expenditure is claimed against the appropriate arrangements where applicable, such as the Natural Disaster Relief and Recovery Arrangements (NDRRA) or State Disaster Relief Arrangements (SDRA) if activated.

This has been addressed via the development of an advisory Financial Management Sub-Plan that addresses issues in relation to disaster financial arrangements, Financial Management Sub-Plan SP-7.

LOCAL DISASTER COORDINATION CENTRE

Disaster coordination centres bring together organisations to ensure effective disaster management before, during and after an event. The primary functions of disaster coordination centres revolve around three key activities:

- forward planning
- resource management
- information management

SPECIFIC FUNCTIONS

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 disaster coordinator.

Advice of additional resources required for the local government to the DDMG.

Coordination of allocated state and Australian government resources in support of local government response.

Provision of prompt and relevant information across local, district and state levels concerning any disaster events.

LDCCs are either permanent or temporary facilities within each local government area, or combined local government areas, established to support the LDMG during disasters.

LDCCs operationalise LDMG decisions and plan and implement strategies and activities on behalf of the LDMG during disaster operations.

The main function of the LDCC is to coordinate resources and assistance in support of local agencies and stakeholders engaged in disaster operations.

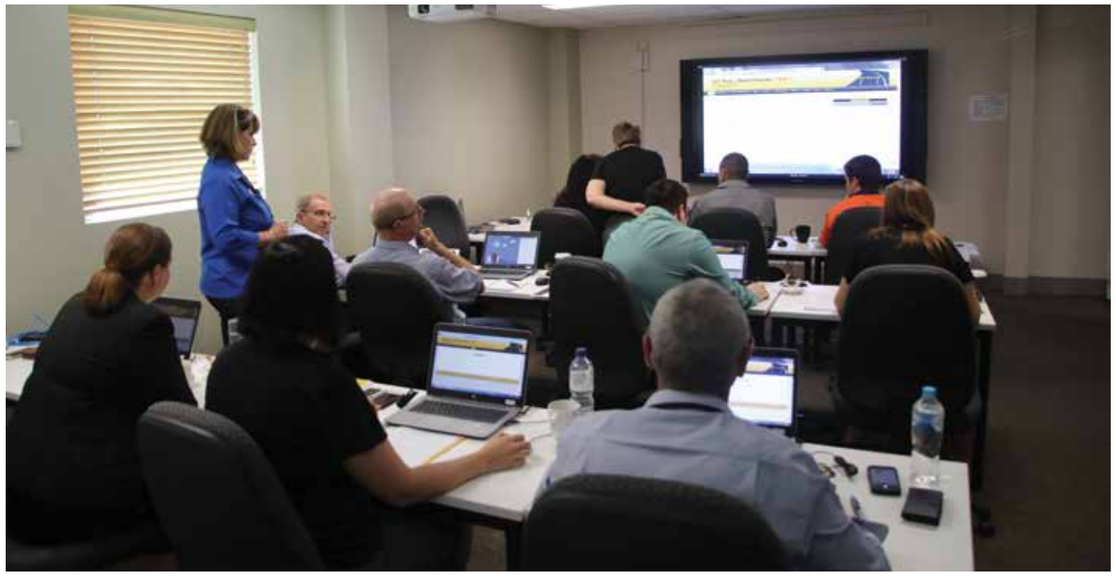
LOCAL DISASTER COORDINATION CENTRE LOCATIONS

The primary LDCC is located at the Agricultural College site 26274 Capricorn Highway, Emerald QLD 4720

The alternative LDCCs are located at:

- Central Highlands Regional Council offices in Egerton Street, Emerald
- State Emergency Service facility Emerald, 169 Caringal Road, Emerald
- Central Highlands Regional Council office Capella, 4 Conran Street, Capella
- Central Highlands Regional Council office Springsure, Eclipse street, Springsure.

Details of the capacities and operations of the LDCC are included in the Local Disaster Coordination Centre Sub-Plan SP-4.



ACCESSING SUPPORT AND ALLOCATION OF RESOURCES

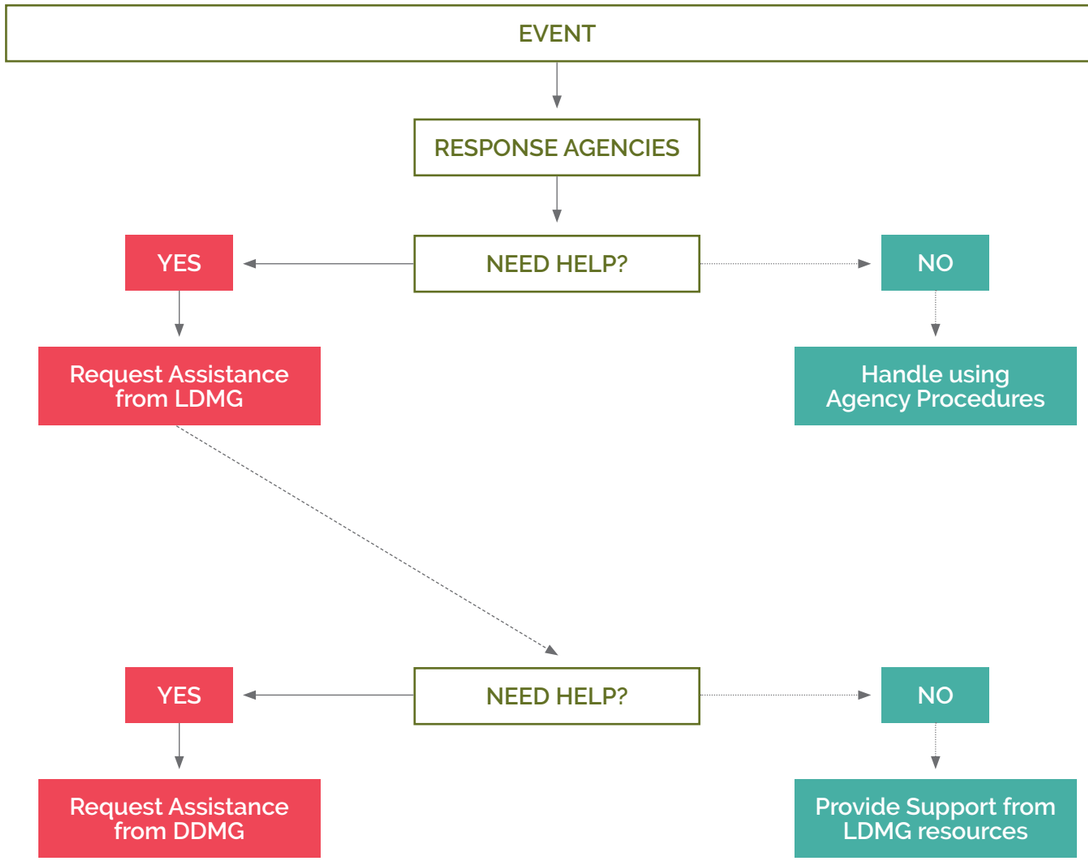
While the Central Highlands' LDMG has the combined resources of all of its member agencies to apply to the response to an event, there will be times when the resources available will be either insufficient or inappropriate.

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

The DDCC will provide the resource as requested and the LDMG will be responsible for the management of that resource at local level.

Resources in this context may include human resources, encompassing response personnel and disaster coordination personnel. It should be noted that the management of the response to the event will always remain the responsibility of the LDMG.

The following table depicts the disaster management response (and support) system in operation at local level:



DECLARATION OF A DISASTER SITUATION

Section 64 of the Act gives the legislative authority to declare a disaster situation. The declaration of a disaster situation provides additional powers to nominated officers (detailed in S5.5.3).

A disaster situation will normally only be declared when it is necessary to exercise those additional powers to prevent or minimise:

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

If a DDC believes the disaster or impending disaster is likely to require specific disaster powers, then the DDC may, after consultation with the DDMG and relevant councils and with the approval of the Minister for Police, Fire and Emergency Services and Minister for Corrective Services, declare a disaster situation for all or part of the district. In the Central Highlands region, the most likely situation for a declaration under the Act would be for the facilitation of a directed evacuation as a result of flooding.

POWERS

Powers during a disaster situation

During a declared disaster situation, the QDMC Chair or a relevant DDC for the disaster situation may authorise persons to exercise declared disaster powers for the disaster situation. Persons eligible to be authorised as declared disaster officers are:

- ambulance officers
- fire officers
- health officers
- police officers (automatically authorised)
- suitable persons that the Chair or relevant DDC is satisfied have the necessary expertise or experience to exercise the powers

Section 76(2)(b) of the Act states that a DDC or declared disaster officer may exercise a power only to do any of the following:

- ensure public safety or public order
- prevent or minimise loss of human life, or illness or injury to humans or animals
- prevent or minimise property loss or damage, or damage to the environment
- otherwise prepare for, respond to, or recover from, the disaster situation

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.

It is not necessary to declare a disaster situation to activate the disaster management arrangements or to obtain financial assistance through established disaster relief schemes.

EVACUATION

The Evacuation Sub-plan details five stages of evacuation:

Decision to evacuate – decision makers analyse event intelligence and make an assessment on the necessity to evacuate persons exposed to a range of hazards.

Warning – notification of event conditions and appropriate actions required are conveyed to the public.

Withdrawal – the movement of exposed persons from a dangerous or potentially dangerous area to a safer location.

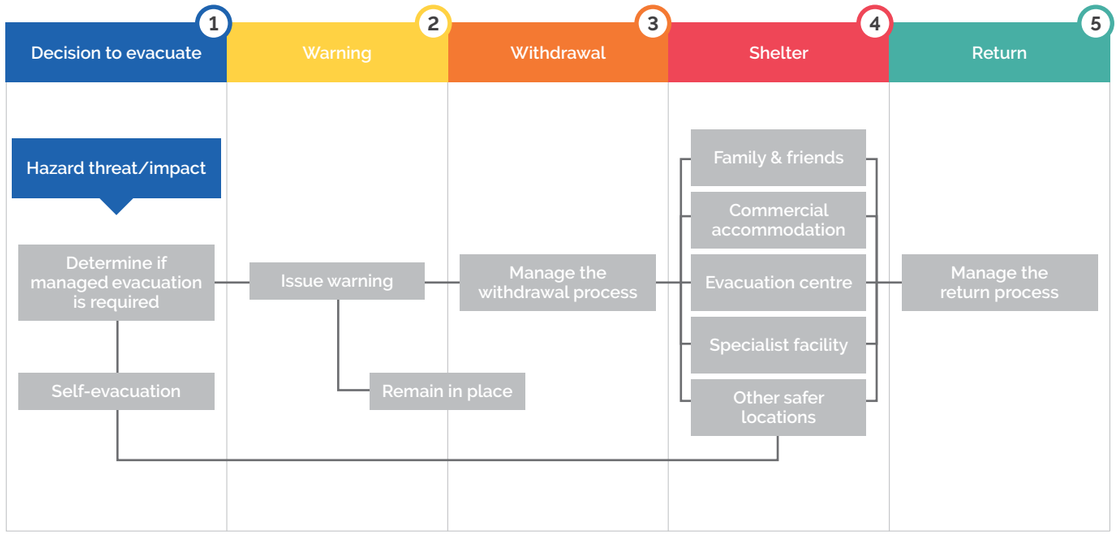
Shelter – the provision of refuge and basic needs for evacuees in a safer location.

Return – assessment of the disaster area and managed and planned return of evacuees.

International experience indicates mass evacuation can cause anxiety and stress and lead to panic and loss of life.

Plans should be developed based on credible worst-case scenario taking into consideration the scale of the event through immediate planning.

An evacuation well-planned and communicated prior to the occurrence of an event will minimise risks to both the community and disaster management personnel.



EVACUATION

DECISION TO EVACUATE

Decision-makers analyse event specific information and intelligence and make an assessment on the necessity to evacuate exposed persons. An individual can choose to self-evacuate prior to an announcement of either a LDMG coordinated voluntary evacuation or a DDC directed evacuation.

Voluntary evacuation may be coordinated and implemented by the LDMG in close consultation with the DDC. After a disaster has been declared, the decision to order a directed evacuation lies with the DDC, however should be made in consultation with the LDC and based on the Evacuation Sub-plan. The LDMG/LDC has no legislative power to direct an evacuation however may recommend this action to the DDC.

The LDMG should undertake extensive pre-planning and consider factors such as:

- determining evacuation timelines
- decision points
- decision making considerations
- authority to evacuate
- voluntary evacuation
- directed evacuation
- roles and responsibilities
- key messages
- warnings

An evacuation warning is a message that informs and enables individuals and communities to take appropriate action in response to an impending hazard.

The efficacy of evacuation warnings relies on the community having an understanding of the likely hazards and potential impacts relative to them and their community, and what actions they will need to take to prepare themselves for evacuation.

This is generally achieved through an ongoing disaster management community education and awareness program coupled with pre-planned warning arrangements including standard dissemination methods and processes, warning messages and key messages.

WITHDRAWAL

The process of withdrawal involves the physical and coordinated movement of exposed persons to safer locations. Withdrawal requires careful, comprehensive and coordinated planning to support the movement of all exposed persons in a timely manner and to reduce public anxiety and traffic congestion. More specifically, the strategy for withdrawal comprises:

- evacuation routes (including assembly points and signage)
- traffic management
- transport
- security

Some community members and groups will require assisted withdrawal. These groups should be identified during the analysis of the exposed population. The process for their withdrawal should be documented in the Evacuation Sub-plan.

A systematic grid system must be used to ensure all properties within the affected community are visited and to facilitate regular progress reports to the LDCC.

SHELTER

The shelter stage of the evacuation process focuses on the provision of refuge to evacuees within nominated safer locations away from the potential hazard or area of impact. This stage relates to the receiving, registration and temporary respite or accommodation of evacuees.

The LDMG will identify the most appropriate facility for shelter, relative to the type of event, and convey this within warning messages.

Where a hazard may be threatening to impact on a community and an evacuation is not required, individuals are responsible for deciding whether to shelter in place or find alternative accommodation away from the exposed area. This decision would be based on:

- the current situation (tune into warnings, log onto council website and listen out)
- their specific needs and priorities
- their family and neighbours' needs
- their location

People who are capable of moving away without assistance are encouraged to relocate outside the exposed area.

The community will expect some form of safer location to be provided if they are directed to evacuate from an unsafe area through an evacuation order.

Extreme weather conditions are unpredictable and, when faced with a catastrophic circumstances that exceeds pre-planned shelter locations, local governments should have already identified a contingency plan for additional locations available at short notice.

RETURN

The return of evacuees to their homes requires careful planning to ensure the process is well managed and coordinated. This requires preparation prior to the onset of an event.

The evacuation process does not end when the hazard has passed as it is critical that people return home in a safe manner with as much support and assistance as possible.

Where return is not immediately possible, recovery services to facilitate short term and longer-term temporary accommodation solutions for displaced community members need to be implemented.

The return process may include:

- return to the area by emergency services and work teams only
- partial return to only some areas of the evacuated area
- temporary return during daylight hours only

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.

RESUPPLY OPERATIONS

The size and geographic diversity of Queensland, the dispersion of its communities, and the nature of the potential hazards makes it probable that many communities will be temporarily isolated at times by the effects of those hazards.

When isolation occurs, the Queensland Government may need to act and initiate resupply operations to provide essential items for impacted communities.

Resupply operations are not intended to ensure retailers can continue to trade nor are they a substitute for individual and retailer preparation and preparedness. Resupply operations are expensive and logistically challenging and must be considered as a last resort.

When local and district operations require additional resources, QFES coordinates the acquisition and management of resupply through the SDCC logistics or watch desk.

There are three types of resupply operations undertaken in Queensland:

- resupply of isolated communities
- isolated rural property resupply
- resupply of stranded persons

RESUPPLY OF ISOLATED COMMUNITIES

This operation occurs when people residing in a community have access to retail outlets, but those outlets are unable to maintain the level of essential goods required due to normal transport routes being inoperable as a result of a natural disaster event. In this scenario, the state government contributes to the cost of transporting goods by alternate methods.

This operation ensures essential goods are available to the community through the normal retail facilities within that community. This maintains the safety and wellbeing of humans and domestic animals during the period of isolation.

RESUPPLY OF ISOLATED PROPERTIES

Isolated rural properties are groups of individuals isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event. This may include primary producers, outstations or small communities that have no retail facilities and require resupply. The aim of resupply operations to isolated rural properties is to maintain access to essential goods, including medication.

Isolated rural property owners are responsible to place and pay for their orders with retailers. The LDCC and DDCC facilitate and meet the cost of transport only. Resupply to isolated rural properties may continue for some time after resupply to isolated communities is no longer required.

LDMGs whose area of responsibility contains rural properties that are subject to isolation should ensure that all rural properties are aware of the resupply process, protocols, and contacts.

RESUPPLY OF STRANDED PERSONS

This operation provides essential goods to individuals who are isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event and are not at their normal place of residence. This is usually stranded travellers and campers.

The resupply or evacuation of stranded persons is coordinated by the QPS, who may also use the resources of the LDCC if it is activated in response to a disaster event in the local government area. QPS determines the most appropriate course of action: whether to resupply stranded individuals or to evacuate them to a safer environment. If the LDCC is not activated, QPS will resupply or evacuate stranded individuals and report through the normal police reporting system.

Further details are addressed in the Resupply Operations Sub-Plan SP 12.

FUNCTIONAL PLANS

Disaster management functional plans identify important services required before, during and after the impacts of a disaster, and help to identify and define an agency's services and responsibilities in disaster operations.

Functional plans detail arrangements relating to supporting activities undertaken by functional lead agencies of the LDMG/DDMG. These plans address the functions of disaster management where government departments and agencies have a functional lead in responding to the event. Although the functional lead agency has primary responsibility, arrangements for the coordination of relevant organisations that play a supporting role are also outlined in these plans.

Functional plans will:

- address functional activities across all phases of disaster management (PPRR)
- include information on how the QDMAs link with the functional arrangements
- support the primary agency to manage the functional activity

The following table outlines the functional lead agency in response to a specific aspect of an event.

Function	Functional Lead Agency	Roles and Responsibilities
Transport	Department of Transport and Main Roads	Arrangements for the provision of transport resources for the transportation modes of road, rail, air and sea, and transport engineering to support disaster response and recovery operations.
Building and Engineering Services	Department of Energy and Public Works	Arrangements for the provision of resources and services pertaining to all engineering disciplines which may be required to assist disaster response and recovery operations.
Community Recovery	Department of Communities, Housing and Digital Economy (DOCHDE)	Arrangements for the coordination of community recovery services including: Information on the range of recovery services available; Information of the physical effects of a disaster; Personal support services; Financial assistance to eligible applicants under the following schemes: Personal Hardship Assistance Scheme; Essential Services Safety and Reconnection Scheme; Provision of counselling and mental health services; Longer term accommodation services; and Facilitation of community participation in the redevelopment of social networks and community infrastructure.
Emergency Supply Warnings	Queensland Fire and Emergency Services	Arrangements for the acquisition and management of emergency supplies and services in support of displaced persons during disaster operations. Where local capacity is exhausted, QFES coordinates the acquisition and management of emergency supplies, through the State Disaster Coordination Centre (SDCC) when activated, or through the SDCC Watch Desk outside activation periods. Agencies are to use their own internal acquisition / supply and support resource capability before requesting further support. The acquisition of specialist resources requiring a permit, licence or specific technical knowledge is the responsibility of the respective agency. WARNINGS and ALERTS Distribute and develop (where primary agency) warnings to disaster management stakeholders and communities. Facilitate and authorise Emergency Alert campaigns to provide advice and warnings to communities affected by disasters and emergency situations.
Communication	Department of Environment and Science	Arrangements for the re-establishment of electronic communication links either within a disaster affected area or within areas outside the affected area, and the provision of special communication facilities to support State and Disaster District level operations mounted in support of an affected area.
Public Health and Safety Mass casualty management Mass fatality management (in conjunction with police)	Queensland Health	Arrangements for the provision of medical and health resources to support disaster response and recovery operations through: - command, control and coordination of medical resources - public health advice and warnings - transportation of patients - psychological and counselling services - ongoing medical and health services required during the recovery period.
Mass casualty management (in conjunction with Health) Evacuation management Search and Rescue Stranded Persons	Queensland Police Service	Arrangements for the provision and management of response requirements. - Command, control and coordination of resources for all matters - Protecting life and safety of members of the community - Working in conjunction with other agency for the identification of victims and notifications - Supply of provisions to stranded persons

HAZARD SPECIFIC ARRANGEMENTS

HAZARD-SPECIFIC PLANS

The Central Highlands Local Disaster Management Group takes an all-hazards approach to disaster management. Hazard specific plans will be developed where particular hazards have been identified as a local risk with specific operational or coordination requirements.

Whilst Queensland has adopted an all-hazards approach for disaster management arrangements, it is important to acknowledge that some hazards have characteristics that may require a hazard specific approach.

In this instance the primary agency has responsibility to ensure that an effective hazard specific plan is prepared. Specific planning is required for these arrangements as their coordination and operational procedures can be different to those within the QDMA.

Hazard specific plans are developed by agencies, in consultation with affected stakeholders and should be referenced as sub-plans to this district plan. The following table outlines the primary agency and associated hazard specific plan.

Specific Hazard	Primary agency	State Plan
Animal and plant disease	Department of Agriculture and Fisheries	Australian Veterinary Emergency Plan (AUSVETPLAN)
Biological (human related)	Queensland Health and Hospital Health Services	State of Queensland Multi-agency Response to CBR incidents
Bushfire	Queensland Fire and Emergency Services	Queensland Bushfire Plan
Chemical	Queensland Fire and Emergency Services	State of Queensland Multi-agency Response to CBR incidents
Influenza Pandemic	Queensland Health and Hospital Health Services	Queensland Pandemic Influenza Plan
Ship-source Pollution	Department of Transport and Main Roads	Queensland Coastal Contingency Action Plan National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances
Radiological	Queensland Health and Hospital Health Services	State of Queensland Multi-agency Response to CBR incidents
Terrorism	Queensland Police Service	Queensland Counter-Terrorism Strategy

All hazard specific plans are to address the hazard actions across all PPRR phases and include information on how the QDMA links with these hazard specific arrangements and provides support to the primary agency in the management of the hazard specific event.

Where relevant, primary agencies are to ensure any State hazard-specific plans link to corresponding national hazard-specific plans and arrangements, and appropriate communication and relationships with national counterparts maintained.

Hazard specific plans will:

- address the hazard actions across all phases of disaster management (PPRR)
- include information on how the QDMA links with the hazard-specific arrangements
- support the primary agency to manage the hazard-specific event
- integrate hazard specific arrangements to local and district disaster management and operations

The table below outlines identified hazards, lead agencies and relevant responsibilities.

Threat specific hazard	Lead agency	Responsibility
Oil spill	Department of Transport (Maritime Division)	Primary agency for ship-sourced pollution where it impacts, or is likely to impact, on Queensland Coastal Waters. Provide information and advice on the impact of disruptive events on maritime infrastructure as it affects the transport system. Enable an accessible transport system through reinstating maritime infrastructure. Assist with the safe movement of people as a result of mass evacuation of a disaster affected community. Ensure the capability of logistics related industries are appropriately applied to disaster response and recovery activities.
Bushfire	Queensland Fire and Emergency Service (Rural Fires Division) Queensland Parks and Wildlife Service	Detail the strategy and actions to be carried out in the event of a bushfire. Primary agency for bushfire response. Implementation of all aspects of this Bushfire Preparedness Plan in accordance with the criteria described in the Bushfire Preparedness Level activation table. Lead fire-fighting on the protected area State and State forests where there is no threat to life or property.

HAZARD SPECIFIC ARRANGEMENTS

Threat specific hazard	Lead agency	Responsibility
Emergency animal disease	Department of Agriculture and Fisheries	Lead agency for containment and eradication of emergency animal and plant diseases and pests. DAF also provides advice in the areas of agriculture, fisheries and forestry in a disaster event. Coordinate efforts to prevent, respond to, and recover from plant and animal pests and diseases and invasive plants and animals. Provide advice on animal welfare. Collaborate with stakeholders with shared responsibilities and other organisations to facilitate prevention, preparedness, response and recovery strategies and priorities for animal welfare management within a community. Provide advice in relation to agriculture, fisheries and forestry disaster impacts. Coordinate destruction of stock or crops in an emergency pest / disease situation. Administer Disaster Recovery Funding Arrangements relief measures including agriculture industry recovery operations as required Lead the reporting on the disaster impact assessments on the agricultural sector, including economic losses and expected recovery. Report on the possible impact seasonal conditions and climate events will have on the agricultural sector. Coordinate the Agriculture Coordination Group with agricultural industry groups to provide information about the effect that a disaster event has on the agriculture, fisheries and forestry industries and the issues that individuals and businesses are facing in responding to and recovering from a disaster event. Engage with industry on preparedness for climate risks and aid with economic recovery. Assist agriculture and fishery industries in prevention and preparedness through normal business operations and service provision to industry and communities. Participate in district disaster management groups.
Heatwave	Queensland Health and Hospital Services	Outline the context and risk of heatwaves in Queensland. Articulate the roles and responsibilities of the health sector and other supporting agencies consistent with the existing QDMA. Outline arrangements for preparedness, response and recovery for heatwaves. Describe how the notification, assessment and activation of relevant plans will occur. Describe heatwave triggers and response activities for QH and other agencies. Support a cycle of ongoing evaluation that will continue to improve the capabilities of QH and other agencies to prepare for and respond to heatwaves.
Terrorism	Queensland Police Service	Lead agency for terrorism related events and investigation.

RECOVERY STRATEGY

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

The recovery phase of disaster management also involves disaster relief in the provision of immediate shelter, life support and human needs to persons affected by, or responding to, a disaster.

For this reason, the timely coordinated establishment of disaster recovery strategies is equally as important as, and should be activated in conjunction with, an effective disaster response.

Recovery can be a long and complex process that extends beyond immediate support to include repair, reconstruction, rehabilitation, regeneration and restoration of social wellbeing, community development, economic renewal and growth, and the natural environment.

disaster.qld.gov.au/__data/assets/pdf_file/0020/339410/M1136-Local-Recovery-Planning-Manual.pdf

Examples of recovery strategies may include:

- providing relief measures to assist persons affected by the event who do not have resources to provide for their own personal wellbeing
- restoring essential infrastructure in the area or areas affected by the event
- restoring the natural and built environment in areas affected by the event
- providing personal support to individuals affected by the event, including temporary hospital accommodation, emergency medical supplies, material assistance and counselling services
- Supporting community development

Community-focused recovery is essential. Disasters can deeply impact people's lives and livelihoods, and helping communities recover from disasters can be challenging and complex. Every community is unique and will have its own history, values, and experiences. They will also have their own distinct challenges.

knowledge.aidr.org.au/resources/national-principles-disaster-recovery

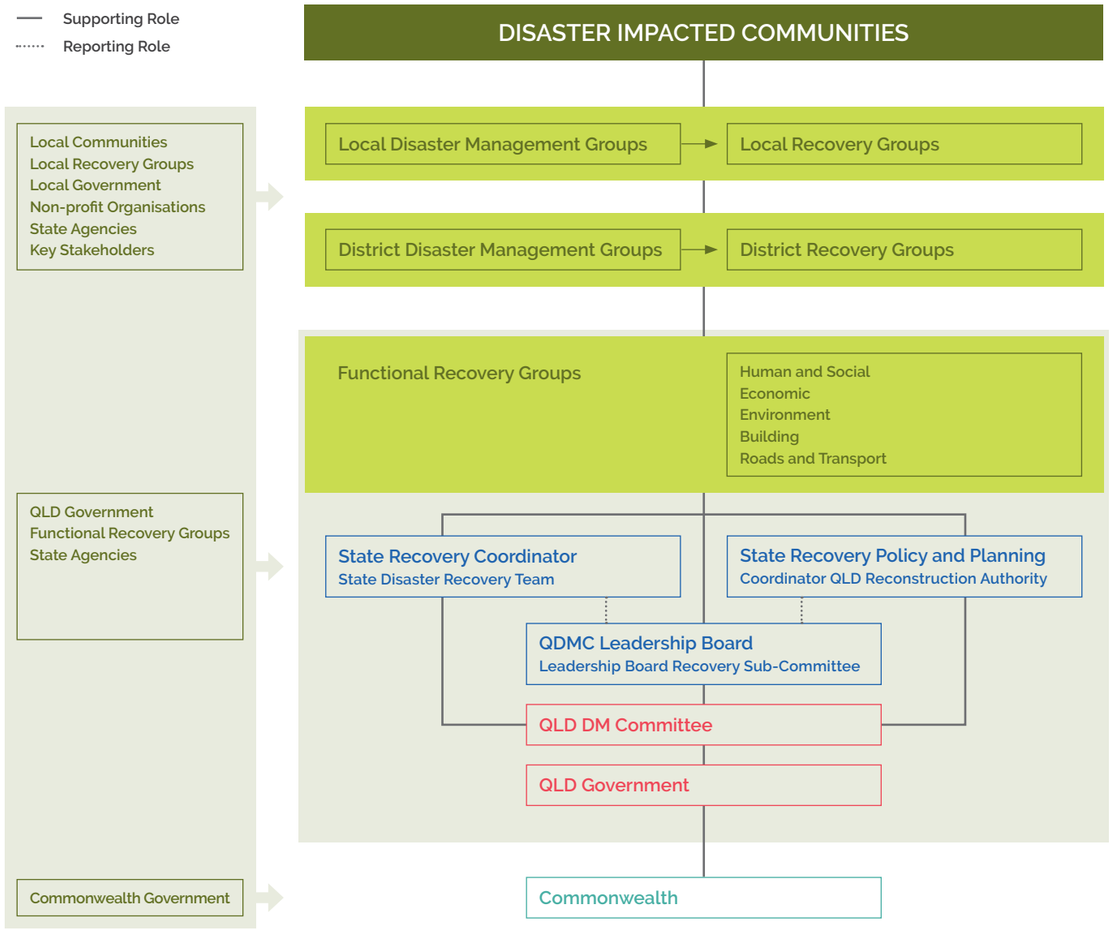
Council's role in recovery is to support and build capacity; to remove barriers, to enable, and to use local knowledge and strengths and help a community recover from a sense of loss and uncertainty to live a life it values.

The Queensland Recovery Plan harnesses this bias towards recovery and resilience by aligning with international recovery frameworks and adopting the principle that successful recovery relies on a community led approach.

The achievement of optimum community outcomes that match community need involves a collaborative, coordinated, adaptable and scalable approach where the responsibility for disaster recovery is shared between all sectors of the community.

This includes individuals, families, community groups, business and all levels of government.

RECOVERY STRATEGY



qra.qld.gov.au/sites/default/files/2018-10/queensland_recovery_plan_2017.pdf

Further details are addressed in the Disaster Recovery Sub-Plan SP-11.

LOCAL DISASTER MANAGEMENT SUB PLANS

Sub Plans have been developed or under development for disaster management functions including:

- SP-1 Activation of the LDMG
- SP-2 Communications (Public Information Warnings)
- SP-3 Community Support
- SP-4 Disaster Coordination Centre
- SP-5 Evacuation
- SP-6 Evacuation Centre Management
- SP-7 Financial Management
- SP-8 Initial Impact & Needs Assessment
- SP-9 Public Health
- SP-10 Public Works & Engineering
- SP-11 Disaster Recovery
- SP-12 Resupply Operations
- SP-13 Transport & Logistics
- SP-14 Offers of Assistance (To Be Developed)
- SP-15 Air Operations (To Be Developed)
- SP 16 Pandemic Management (Regional Response)
- SP-17 Biosecurity Sub Plan (Livestock Standstill Sub Plan – under development)

ACRONYMS AND ABBREVIATIONS

BoM	Bureau of Meteorology
CCC	Australian Government Crisis Coordination Centre
CHRC	Central Highlands Regional Council
COAG	Council of Australian Governments
CQHHS	Central Queensland Hospital and Health Service
DCS	Department of Community Safety
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DM	Disaster Management
DM Portal	Queensland Disaster Management Portal
HazMat	Hazardous materials (in the context of emergency response)
IMT	Incident Management Team
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
NDRP	Natural Disaster Resilience Program
NDRRA	Natural Disaster Relief and Recovery Arrangements
PPRR	Prevention, preparedness, response and recovery
QAS	Queensland Ambulance Service
QFRS	Queensland Fire and Rescue Service
QPS	Queensland Police Service
QDMA	Queensland Disaster Management Arrangements
SC3	State Crisis and Communications Centre
SDC	State Disaster Coordinator
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMC	State Disaster Mitigation Committee
SDMG	State Disaster Management Group
SDMP	State Disaster Management Plan
SDRA	State Disaster Relief Arrangements
SEAC	Satellite Emergency Advisory Committee
SES	State Emergency Service
SESC	State Emergency and Security Council
SITREP	Situation report
SPF	Disaster Management Strategic Policy Framework
SRC	State Recovery Coordinator
SRG	State Recovery Group
the Act	*Disaster Management Act 2003*
the Minister	The Minister for Police, Corrective Services and Emergency Services
TMR	Transport and Main Roads
XO	Executive Officer

DEFINITIONS

Activate	As per Stand Up
Advisor	A person invited to participate in the business of a disaster management group in an advisory capacity on an as-required basis.
Alert	A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation should be monitored by someone capable of assessing the potential of the threat.
Chair	The person appointed by the local government as the Chair of the Local Disaster Management Group
Chief executive	The chief executive of the department, as referred to in the *Disaster Management Act 2003*, is currently the Director-General of the Department of Community Safety.
Community	A group of people with a commonality of association and generally defined by location, shared experience, or function.
Community resilience	The adaptive capacity of its members to respond to and influence the consequences of disasters to continue an acceptable level in functioning and structure. (Adapted from the United Nations International Strategy for Disaster Reduction; 2002 and The Community Resilience Manual, Canada, 2000)
Coordination	The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc) in accordance with priorities set by disaster management groups. Coordinate operations horizontally across organisations and agencies.
Coordination centre	A facility established at state, district or local level as a centre of communication and coordination during times of disaster operations.
Deputy Chair	The person appointed by the local government as the Deputy Chair of the Local Disaster Management Group.
Disaster	A serious disruption in a community, caused by the impact of an event that requires a significant coordinated response by the State and other entities to help the community to recover from the disruption. (*Disaster Management Act 2003*)
Disaster district	Geographic part of the state prescribed under a regulation as a disaster district.
Disaster management	Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering a disaster. (*Disaster Management Act 2003*)
Disaster management functions	The services essential to managing the impacts and consequences of an event.
Disaster mitigation	The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event. (*Disaster Management Act 2003*)
Disaster operations	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of an event. (*Disaster Management Act 2003*)
Disaster preparedness	The taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event. (*Disaster Management Act 2003*)

Disaster research	May be broadly understood as a systematic inquiry, before and after a disaster, into a relevant disaster management problem. (COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements 2002)
Disaster response	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support. (*Disaster Management Act 2003*)
Disaster response capability	The ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity to deal with, an emergency situation or a disaster in the local government's area. (*Disaster Management Act 2003*)
Disaster response operations	The phase of disaster operations that relates to responding to a disaster. (*Disaster Management Act 2003*)
Disaster recovery	The taking of appropriate measures to recovery from an event, including action taken to support disaster affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment. (*Disaster Management Act 2003*)
Disaster recovery operations	The phase of disaster operations that relates to recovering from a disaster. (*Disaster Management Act 2003*)
Disaster relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. (COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements 2002)
Disaster risk assessment	The process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria. (COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements 2002).
District Disaster Coordinator	A person appointed under the *Disaster Management Act 2003* who is responsible for the coordination of disaster operations in the disaster district for the District Disaster Management Group.
District Disaster Management Group	The group established under the *Disaster Management Act 2003* to provide coordinated State government support and resources to Local Disaster Management Groups.
District Disaster Management Plan	A plan prepared under the *Disaster Management Act 2003* that documents planning and resource management to counter the effects of a disaster within the disaster district.
Event	Any of the following: (a) A cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening (b) An explosion or fire, a chemical, fuel or oil spill, or a gas leak (c) An infestation, plague or epidemic (d) A failure of, or disruption to, an essential service or infrastructure (e) An attack against the state (f) Another event similar to an event mentioned in paragraphs (a) to (e) An event may be natural or caused by human acts or omissions. (*Disaster Management Act 2003*)

DEFINITIONS

Executive Officer DDMG	A person appointed to the position of Executive Officer to the District Disaster Management Group by the Commissioner, Queensland Police Service.
Executive team	The Chair, Deputy Chair and Local Disaster Coordinator of a local group.
Functional lead agency	An agency allocated responsibility to prepare for and provide a disaster management function and lead organisations that provide support roles. Local Disaster Management Interim Guidelines – Final Draft August 2011
Guidelines	Guidelines are developed under s63 of the *Disaster Management Act 2003* to inform the SDMG, DDMGs and local governments about the preparation of disaster management plans, matters to be included in disaster management plans and other appropriate matters about the operation of a DDMG or LDMG.
Hazard	A source of potential harm, or a situation with a potential to cause loss. (Emergency Management Australia 2004)
Lean forward	An operational state prior to 'stand up' characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on standby; prepared but not activated.
Local Disaster Coordinator	A person appointed under the *Disaster Management Act 2003* who is responsible for the coordination of disaster operations for the Local Disaster Management Group.
Local Disaster Management Group	The group established under the *Disaster Management Act 2003* to manage disaster planning and operations on behalf of the local government.
Local Disaster Management Plan	A plan that documents arrangements to manage disaster planning and operations within the local government area of responsibility.
Post-disaster assessment	Addresses performance during and the risks revealed by a disaster event in order to improve future development of mitigation measures. Post-disaster assessment forms part of continuous improvement of the whole system. (Adapted from COAG, Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements 2002)
Primary agency	An agency allocated responsibility to prepare for and respond to a specific hazard based on their legislated and/or technical capability and authority.
Queensland Disaster Management Arrangements	Whole-of-government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management.
Recovery	The taking of preventative measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment. (*Disaster Management Act 2003*)
Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. (EMA: Australian Emergency Management Glossary)
Residual risk	The risk remaining after risk treatment. Residual risk can contain unidentified risk. Residual risk can also be known as 'retained risk'. (AS/NZS ISO 31000:2009 Risk Management – Principles and guidelines)
Risk	The effect of uncertainty on objectives. (ISO Guide 73:2009 Risk management – Vocabulary)
Risk identification	The process of finding, recognising and describing risks. (ISO Guide 73:2009 Risk management – Vocabulary)
Risk management	The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, evaluating, treating and monitoring risk. (Australian Emergency Management Glossary)
Risk management process	The systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk. (ISO Guide 73:2009 Risk management - Vocabulary)
Risk reduction	Risk treatments that deal with negative consequences. (ISO Guide 73:2009 Risk management – Vocabulary)
Risk register	A listing of risk statements describing sources of risk and elements at risk with assigned consequences, likelihoods and levels of risk.
Risk treatment	A process to modify risk. Risk treatment can involve avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk; taking or increasing the risk in order to pursue an opportunity; removing the risk source; changing the likelihood; changing the consequences; sharing the risk with another party or parties; and retaining the risk by informed decision. (ISO Guide 73:2009 Risk management – Vocabulary)
Serious disruption	Serious disruption means: a. loss of human life, or illness or injury to humans b. widespread or severe property loss or damage c. widespread or severe damage to the environment. (*Disaster Management Act 2003*)
Stand down	Transition from responding to an event back to normal core business and/or recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.
Stand by	As per 'lean forward'.
Stand up	The operational state following 'lean forward' whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.
State Disaster Coordinator	A person appointed under the *Disaster Management Act 2003* who is responsible for the coordination of disaster response operations for the State Disaster Management Group.
State disaster Management plan	A planning tool for disaster managers which provides an overview of Queensland's disaster management arrangements, including agency roles and responsibilities.
State Recovery Coordinator	A person appointed under the *Disaster Management Act 2003* who is responsible for the coordination of disaster recovery operations for the State Disaster Management Group.
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact.

NOTES

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chrc.qld.gov.au