

Local Disaster Management Plan

Version 7

27 May 2021

Document ID: insert number here



Balonne

Local Disaster



Management Group



Acknowledgement of Country

Balonne Shire Council acknowledges the traditional Country Peoples.

We wish to pay respect to their Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Balonne community.

www.balonne.qld.gov.au

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Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document.

Balonne LDMG Logo

The logo depicts the four main natural disaster risk events that may be experienced in the Balonne region:

Severe Storms | Flooding | Bushfires | Earthquakes

Disclaimer

Information contained in this document is based on available information at the time of writing. All figures and diagrams are indicative only and should be referred to as such. While the Balonne Shire Council has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete.

Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

Introduction

In recent times the community of Balonne has been impacted by extraordinary events - drought, flood, and responding to the various implications associated with the COVID19 pandemic. These are only a few events that have severely affected our community, economy, and way of life.

The resilient community of Balonne recognise it is not a matter of if an event will happen, but when and what will happen?

The Balonne Shire Council and Balonne Local Disaster Management Group (LDMG) are committed to continuous improvement through lessons management, training, exercises and strengthening capability and resources across our community.

This Disaster Management Plan has been developed by the Balonne Shire Local Disaster Management Group to provide comprehensive emergency management of disaster events within the Region. In line with the *Disaster Management Act 2003*, the aim of the plan is to minimise the impact of hazards on local communities by ensuring a coordinated approach and effort towards risk management. This process requires the development and maintenance of planning partnerships at both Local and State Government levels.

The plan is designed to enhance the capacity of emergency service agencies, Council and other relevant organisations within the community to respond to events that may fall within their normal day-to-day activities. This can be achieved through the combined processes of risk analysis as recommended by Australian Institute of Disaster Resilience in conjunction with the Risk Management Standard AS/NZS ISO 31000 - 2009.

This plan will be regularly reviewed to allow for consideration of amendments to incorporate any additional risk options that may be identified or be required with any changes in legislation and current best practice. Lessons learnt from the impact of hazards or other disaster situations that may occur could also be added.

Our thanks to all the Local Disaster Management Group members, our volunteers, the emergency services and all our council employees who work tirelessly to ensure our community is safe in times of emergency or disaster.

Thank you everyone.

Mayor Samantha O'Toole
Chair – Balonne Local Disaster Management Group

27th May 2021



Approval of the Plan

This Local Disaster Management Plan has been prepared in accordance with the *Disaster Management Act 2003*, to provide for disaster management and disaster operations in the Balonne Shire local government area.

The plan was endorsed for distribution by the Balonne LDMG on the 18th December 2020.

Endorsement

The preparation of this Plan has been undertaken in accordance with the *Disaster Management Act 2003*, to provide for effective disaster management in the Balonne Shire Council local government area. The plan is endorsed for distribution by the Balonne Shire Council.

This Plan was approved by Council resolution on 27th May, 2021 (Item OCEO1) in accordance with Section 80(1) (b) of the Act.



Cr Samantha O'Toole
Mayor of Balonne Shire Council | Chair - Balonne LDMG

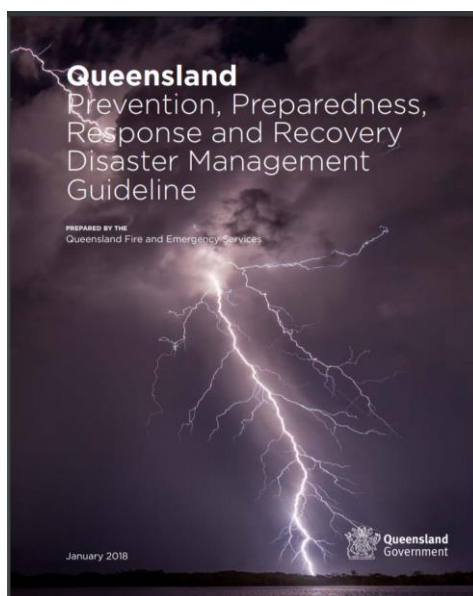
27th May, 2021

Glossary and Acronyms / Abbreviations

To ensure the correct lexicon terminology is used in accordance with the emergency management industry and relevant legislation please refer to the appropriate documents outlined below:

The industry Glossary can be sourced on page 89 of the *Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines 2018* – Section 8.1.

The industry acronyms and abbreviations can be sourced on page 101 of the *Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines 2018* – Section 8.2.



For relevant Definitions and Abbreviations used within this document please refer to the Annexures at the end of this document.

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Document Control

Amendment Control

The Local Disaster Management Plan is a controlled document. The controller of the document is the Balonne Shire Local Disaster Coordinator (LDC).

Feedback, recommendations and proposals to amend this plan should be in writing and forwarded to:

By mail	The Chief Executive Officer Balonne Shire Council PO Box 201 St George Q 4487
In person	Balonne Shire Council Customer Service Centre 118 Victoria Street, St George.
By email	Using the email feedback form on Councils website, which can be found at: www.balonne.qld.gov.au ; or email direct to council@balonne.qld.gov.au

The LDC may approve inconsequential amendments to this document. Proposed amendments that affect the intent of this plan, roles and responsibilities or external agencies must be endorsed by the Balonne Shire LDMG and approved by Balonne Shire Council.

Amendment Register

Version	Date	Page/Section	Comments
1.0	2/11/2005		Initial version of the Balonne Shire Disaster Management Plan in accordance with the <i>Disaster Management Act 2003</i> .
1.2	10/10/2008		Updated
1.1	29/12/2010		Updated
2.0	February 2012		Update of changes in accordance with the <i>Disaster Management Act 2003</i> as amended in February 2012.
3.0	August 2013	Partial Update	Amendments for compliance
4.0	October 2013	Whole Document	Review of document in accordance with the <i>Disaster Management Act 2003</i> as amended in September 2013 and updated versions of associated guidelines
5.0	April 2014	Whole Document	Review of document in accordance with the <i>Disaster Management Act 2003</i> and updated versions of associated guidelines as amended in April 2014
6.0	October 2017	Whole Document	Review of document in accordance with the <i>Disaster Management Act 2003</i> . Added recommendations from DDC and two new appendices.
6.1	October 2018	Page 20	Removal of Cubbie Top Shed Dam as a referable dam under the <i>Water Supply (Safety and Reliability) Act 2008</i> . This was done on advice from Dept Natural Resources and Mining that the dam is below the size and height criteria as prescribed under the Act.
6.2	May 2020	Whole Document Review	Review by Council and Agency stakeholders.
7.0	15 June 2020	Update	Document updated to reflect review comments. QERMF methodology and update remains outstanding due to delays with QERMF
	18 December 2020	Whole Document	Endorsed by Balonne LDMG
7.0	27 May 2021	Whole Document	Approved by Council in accordance with Section 80(1) (b) of the Act.
-	October 2021	Whole Document	Minor corrections and formatting changes for website version

A review of the plan in accordance with s59 of The Act may be conducted by the Local Disaster Coordinator (LDC) (or delegate) following:

- Activation of the local plan because of a disaster.
- Exercises designed to practice or test aspects of the local plan.
- Alterations to the roles or responsibilities of any agency involved in the local plan.
- Changes to operational procedures.
- External disasters or new technology which may suggest a review be carried out.
- Balonne Shire Council organisational structural change.
- An officer responsible for overseeing a LDMG task leaving that position.
- Following an assessment of the local plan by the Chief Executive Officer of the Department (or delegate).
- Following an assessment by the DDMG or DDC.

Distribution

The Balonne Shire Council will maintain a Register of Controlled Copies on behalf of the LDMG, to record the distribution of the plan.

Controlled copies of the plan will be updated and redistributed at least annually.

The plan, excluding the confidential annexes and supporting documents, is available for public viewing online at www.balonne.qld.gov.au and is available by request at the Council's Administration Centre.

Position and organisation	Copy	Comments
Balonne Shire Local Disaster Management Group (LDMG) Chair and Deputy Chair	Electronic or hard copy	Copies as required
Balonne Shire Council	Electronic and hard copy	Copies as required
LDMG Local Disaster Coordinator (LDC), Deputy LDC and Secretariat	Electronic and hard copy	Copies as required
LDMG Members	Electronic copy	Copy for each member
Roma District Disaster Management Group District Disaster Coordinator (DDC) and Executive Officer (XO)	Electronic and hard copy	2 copies
Queensland Fire and Emergency Services (Disaster Management)	Electronic and hard copy	2 copies
LDMG Subgroups	Electronic	1 copy
Relevant Agencies	Electronic	1 copy
General Public		On request a hard copy (excluding confidential annexures/appendices) is available for public access.

In accordance with section 60 of the *Disaster Management Act 2003*, this plan (excluding confidential annexures) is available for inspection, free of charge, via Council's website at www.balonne.qld.gov.au.

Administration and Governance

Authority to Plan

The authority to develop and maintain a Local Disaster Management Plan (Plan) for the Balonne Shire is legislated under the provisions of Section 57(1) of the *Disaster Management Act 2003* (Act).

Terms of Reference and Governance arrangements for the Local Disaster Management Group can be found in Appendix 4.

Purpose

This plan details the arrangements within the Balonne Shire Council local government area to plan and coordinate capability in disaster management and disaster operations

The purpose of this Balonne Shire Local Disaster Management Plan (LDMP) is to minimise the effects of and coordinate the response to and the recovery from, a disaster or major emergency affecting the communities within the area of the Balonne Shire Council.

The rationale for the development of a LDMP is to:

- Increase the safety and sustainability of the local community
- Reduce or eliminate risk to the community and community infrastructure
- Inform disaster management responses at district and State levels
- Be consistent with emergent best practice disaster management issues
- Promote effective liaison between local government and other agencies involved in disaster management
- Ensure compliance with the *Disaster Management Act 2003*

Objectives

As stated in *Section 57 of the Act*, the Local Government must prepare a plan (a local disaster management plan) for disaster management in the local government's area.

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

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

The all-encompassing objective of applying a disaster management framework is to ensure the safety of the region. Individual objectives to support the aforementioned are:

Prevention

- To increase adherence to and introduction of systems and regulations that reduces disaster risks.
- To investigate and implement (where appropriate) strategies and initiatives to eliminate or reduce the impact of the effects of hazards on the community through the emergency risk management processes.

Preparedness

- To increase community safety through public awareness and education.
- To encourage an all-agency, all-hazards approach to disaster management within the shire.
- To identify resources to maximise the shire's disaster response capability.
- To develop contingency plans to address response and recovery issues.
- To enhance the capability of disaster management agencies by encouraging participation in training and exercises, equipment acquisition programs and the building of relationships.
- Ensure the community is aware of methods of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster so as to reduce the impact.

Response

- To provide effective and efficient coordination of disaster response efforts during a disaster event.
- To minimise the impact of a disaster event on the Balonne Shire community.
- Demonstrate a commitment to the safety of the Balonne Shire community.
- Ensure effective communication with the Balonne Shire community.

Recovery

- Assist with the re-establishment of the community as effectively and efficiently as possible.
- To ensure that the recovery priorities of the Balonne Shire community are identified and met.
- Adequately provide immediate post event assistance and advice to the affected community.
- Ensure the community is aware of action that can be taken after the impact to assist with a speedy recovery and return to normality.
- To provide advice /or support to the Balonne Shire Recovery Committee, State Disaster Management and Recovery Agencies.

The plan also ensures that the resources used to prevent, prepare for, respond to and recover from disasters are used efficiently to achieve the most effective outcomes for the shire.

Queensland Disaster Management System

Local Government underpins the Queensland Disaster Management Arrangements as the key disaster management agency at the local level.

To achieve a safer and more sustainable community, Balonne Shire Council promotes:

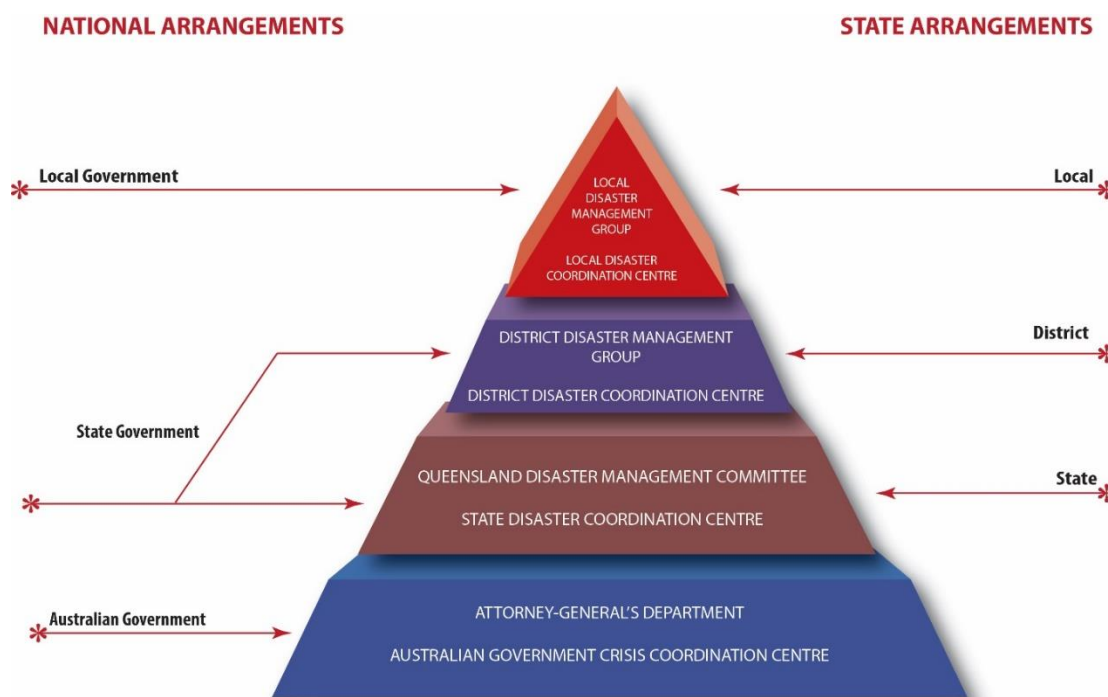
- An *all-hazards approach* – promoting one management system for all hazards
- A *comprehensive approach* – covering all phases of activity including prevention, preparedness, response and recovery
- An *all-agencies approach* – ensuring partnering for disaster arrangements with the community, Council and other levels of government
- A *prepared community* – with strong established links between individuals, voluntary organisations and Council

The primary focus of the Plan is to mitigate the effects of disasters on the community, by ensuring a coordinated effort by all levels of government and non-government entities with responsibilities or capabilities in disaster management.

The Plan does not provide details or guidance to agencies in relation to operational policies and procedures. Agencies are required to ensure that they individually meet their workplace health and safety obligations while acting under this Plan.

The following diagram outlines the disaster management system in Queensland:

Figure 1: The Queensland Disaster Management Arrangements



Integration of Corporate, Strategic & Operational Planning Processes

Disaster Management is an integral part of Council's core business. The Corporate Plan supports the disaster management process and recognises the legal responsibilities for Council as follows:

As part of the *Balonne Shire Council's Corporate Plan 2018-2023*, disaster management can be referred to through a number of key corporate goals and supporting programs as follows:

Corporate Goal	Supporting Program Areas
COMMUNITY	Disaster Management
ENVIRONMENT	Biosecurity, pest management & stock route planning Investment and adoption of sustainable and renewable options Strong partnerships with stakeholder groups and government
INFRASTRUCTURE & PLANNING	Safe, efficient, and connected transport networks Protection and enhancement of water supply
GOVERNANCE	Effective Strategic Planning and Development

As part of Council's annual operational planning and ongoing budgeting and resource allocation, sufficient provision is made annually to ensure its disaster response capability is acceptable according to the level of service required.

Strategic Policy Framework

Purpose

The Queensland Disaster Management Strategic Policy Statement informs the Queensland Government's strategic approach to keeping people safe and making communities more resilient to disaster risks and mitigation.

Background

The Statement meets the requirements referred to in sections 18(a) and 49(2)(a) of the *Disaster Management Act 2003* (the Act).

The Act governs:

How Queensland Local, District and State levels of government work together to reduce disaster impacts and build the capacity of communities to manage disaster risks

How disaster operations are focused on reducing: illness, injury or loss of human life; the loss of or damage to property; and damage to the environment.

The Inspector-General of Emergency Management's (IGEM) functions, including development of standards and assurance of disaster management performance.

Responsibilities under the Act are implemented through the Queensland disaster management system.

The system includes regulations, plans, standards, policies and guidelines to facilitate effective disaster management across the four phases of prevention, preparedness, response and recovery.

Approach

Queensland has adopted the four principles of leadership, public safety, partnership and performance in IGEM's *Emergency Management Assurance Framework* to drive effective disaster management and continual improvement of the disaster management system.

The Queensland Government's disaster management objectives and strategies recognise that communities are at the forefront of disaster impacts and the importance of supporting communities to prevent, prepare for, respond to, recover from and become more resilient to disasters.

Objectives

Strive to safeguard people, property and the environment from disaster impacts Empower and support local communities to manage disaster risks, respond to events and be more resilient.

Strategies

To drive an effective disaster management system Council will:

- Ensure disaster operation capabilities are responsive and effective
- Build capacity, skills and knowledge to enable adaptation to changing environments
- Effectively collaborate and share responsibilities for disaster management across all levels of government, industry and communities
- Effectively communicate to engage all stakeholders in disaster management
- Incorporate risk-based planning into disaster management decision making
- Continuously improve disaster management through implementation of innovation, research and lessons learned

Balonne Shire Council

Disaster management and disaster operations in the Balonne Shire Council local government area are consistent with the 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 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; and
- promoting community resilience and economic sustainability through disaster risk reduction

State Government strategic documents:

- *Queensland Disaster Management Act 2003*
- *Queensland Disaster Management Regulation 2014*
- *Queensland State Disaster Management Plan*
- *ISO 130000 – 2009 Risk management – principles and guidelines*
- *National Emergency Risk Assessment Guidelines (NERAG)*
- *Queensland Disaster Management Strategic Policy Statement*
- *Queensland Disaster Relief and Recovery Arrangements*
- *Queensland District Disaster Management Guidelines*
- *Queensland Emergency Alert Guidelines*
- *Queensland Evacuation Guidelines*
- *Queensland Local Disaster Management Guidelines*
- *Queensland Recovery Guidelines*
- *Queensland Resupply Guidelines*
- *Standard Emergency Warning Signal (SEWS) Guidelines*
- *Queensland Fire and Emergency Services Act 1990*
- *Queensland Strategy for Disaster Resilience*
- *State Planning Policy July 2017*
- *South West Regional Plan August 2009*
- *Water Supply (Safety and Reliability) Act 2008*
- *EJ Beardmore Dam Emergency Action Plan*

Local Disaster Management Plan

Aim

The aim of this plan is to provide effective disaster management planning for the Balonne Shire Council local government area to minimise the effects of, co-ordinate the response to, and the recovery from, a disaster or major emergency affecting the communities of the Balonne Shire Council area.

In accordance with Section 4(a) of the *Disaster Management Act 2003*, emphasis is placed on the four phases of the comprehensive approach to disaster management: Prevention, Preparedness, Response and Recovery.

Purpose

The purpose of the Balonne LDMP is to:

- identify and assess the hazards and risks that may impact the Balonne community;
- reduce or eliminate risk to the Balonne community and infrastructure
- ensure that risks requiring greater support are identified and communicated to the appropriate level;
- promote effective liaison between all agencies through all phases of events within the Balonne Shire Council area
- ensure that the Local Government and LDMGs comply with their disaster management obligations under the *Disaster Management Act 2003*;
- minimise the effects of, and co-ordinate the response to and recovery from, a disaster or major emergency affecting the communities of the Balonne Shire Council area; and
- facilitate all other purposes related to disaster management as determined by the Local Government.

Scope

This plan details the arrangements necessary to undertake disaster management within the Balonne Shire Council local government area, incorporating the towns of St George, Bollon, Thallon, Dirranbandi, Mungindi, Nindigully, and Hebel.

Adjoining Local Governments include:

- Maranoa Regional Council (QLD)
- Paroo Shire Council (QLD)
- Western Downs Regional Council (QLD)
- Goondiwindi Regional Council (QLD)
- Moree Plains Shire (NSW)
- Walgett Shire (NSW)
- Brewarrina Shire (NSW)

Key Objectives

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

- identification and analysis of hazards and sources of risk;
- establishment of the Balonne LDMG;
- identification of key personnel and their relevant roles and responsibilities;
- provision for community and resource needs analysis;
- planning for the prevention, preparedness, response to and recovery from disasters and major emergencies affecting the communities of the Balonne Shire; and
- periodic reporting and review for this plan and any related sub plans.

Balonne Disaster Management Priorities

The priorities for the Balonne Shire Local Disaster Management Group are to:

- Respond efficiently and appropriately to a range of Disasters
- Ensure the Disaster Management process includes community education and engagement on pre-Disaster activities focusing on the Prevention and Preparedness phases
- Develop and maintain a Local Disaster Management Group Membership who are appropriately qualified, and able to contribute to meeting the functions of the Local Disaster Management Group
- Ensure that the LDMG Membership has undertaken the necessary training to effectively perform their role in line with current Disaster Management Training Framework
- Implement Local Sub Committees to address identified hazards as required
- Write, review and exercise Local Plans to ensure effective Disaster Management
- Develop and maintain effective local community communications strategies
- Evaluate the relevance of, and where necessary, implement lessons identified through previous events and exercises
- Review of the level of risk for the given Disaster using the Risk Register
- Identification of response and recovery capacity in the LG area
- Build prevention, preparedness capacity, and awareness year-round, to increase community resilience. Over time this will place less resource strain on the response and recovery phases of Disaster Management
- Reduce or eliminate risk to community and community infrastructure
- Promote effective liaison between LG and other member agencies

Review / Renew / Test of Plan and Sub plans

In accordance with Section 59 of the *Disaster Management Act 2003*, the effectiveness of the LDMP and associated Sub-Plans will be reviewed at least once a year by the LDMG.

The effectiveness of the plan will be reviewed by Council using the Emergency Management Assurance Framework through assurance activities to validate performance and through an annual disaster management exercise.

The plan may also be revised as determined by exercise, operations or procedural changes and requirements. All changes to the plan shall be proposed and recommended by the LDMG and submitted to Council for approval.

Additional continuous improvement planning activities to be undertaken include:

- (a) An annual exercise to be conducted with any resultant recommendations to be included in the LDMG arrangements.
- (b) A post activity report is to be prepared after any exercise or activation and provided to the Roma District Disaster Coordinator (DDC), the Balonne Shire Council and Queensland Fire and Emergency Services (QFES).
- (c) Regular review and assessment by the Roma District Disaster Management Group (DDMG) in accordance with *Section 23 (d)* of the *Disaster Management Act 2003*.

Local focus

In accordance with the *Disaster Management Act 2003* and as stated in the Queensland State Disaster Management Plan local governments are primarily responsible for managing events in their local government area through their Local Disaster Management Group (LDMG).

LDMG's are empowered by legislation to act as the frontline of disaster management in Queensland. This work is undertaken from a perspective of shared responsibility among all stakeholders and is characterised by consultation, collaboration and participation.

LDMG are supported by district and state level groups, as well as relevant state departments, statutory bodies, essential service providers and non-government organisations.

Local Disaster Management Group

Establishment

The Balonne Shire Council has established the LDMG under *Section 29* of the *Disaster Management Act 2003*.

Role – Section 4A

The local government, through the LDMG, retains primary responsibility for managing disaster events contained within the local government area.

Functions of the group

In accordance with *Section 30* of the *Disaster Management Act 2003*, this group has the following functions:

- a) to ensure that disaster management and disaster operations in the Balonne Shire are consistent with the State group's strategic policy framework for disaster management for the State
- b) to develop effective disaster management, and regularly review and assess the disaster management
- c) to help Balonne Shire Council prepare the local disaster management plan
- d) to identify, and provide advice to the relevant district groups about support services required by the local group to facilitate disaster management and disaster operations in the Balonne Shire
- e) to ensure the Balonne Shire community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster
- f) to manage disaster operations in the Balonne Shire under policies and procedures decided by the State group
- g) to provide reports and make recommendations to the Roma District Disaster Management Group about matters relating to disaster operations
- h) to identify, and coordinate the use of, resources that may be used for disaster operations in the Balonne Shire
- i) to establish and review communications systems in the group, and with the Roma District Disaster Management Group for use when a disaster happens
- j) to ensure information about a disaster in the Balonne Shire area is promptly given to the Roma District Disaster Management Group
- k) to perform other functions given to the group under the Act
- l) to perform a function incidental to a function mentioned in items (a) to (k)

Membership – Section 33

The LDMG consists of the following members:

- The persons appointed as members of the group by the relevant local government for the group.
- At least 1 person nominated by the Commissioner, Queensland Fire and Emergency Services (QFES).
- At least 1 person who is a councillor of a local government.

Membership of the LDMG includes:

- Chair
- Deputy Chair
- Local Disaster Coordinator
- Deputy Local Disaster Coordinator
- Local Recovery Coordinator
- Members
- Advisors
- Invitees

Section 34

The LDMG must appoint a member of the group as a Chairperson and a member of the group as a Deputy Chairperson. The member appointed as the Chairperson must be a councillor of a local government.

Section 35

The Chairperson must, after consulting with the Commissioner, QFES, appoint in writing the Chief Executive Officer or an employee of the relevant local government as Local Disaster Coordinator.

Section 37

At least once a year written notice of the members of the group must be given to the Commissioner, QFES and the relevant District Disaster Coordinator (DDC).

Meetings - Section 39

LDMG meetings must be held at least once in every 6 months at the times and places decided by the Chair; or when asked in writing by the relevant DDC or at least one-half of its members.

Section 40

A quorum for a LDMG meeting is the number equal to one-half of the members plus one, or, if one-half of the members is not a whole number, the next highest whole number.

Section 40A

A member of a LDMG may, with the approval of the Chairperson, appoint by signed notice another person as his or her deputy. The deputy may attend a meeting in the member's absence and exercise the member's functions and powers under the Act. Deputy members are to be counted in deciding if there is a quorum for a meeting.

Section 41

The Chairperson is to preside at all LDMG meetings, or in their absence the Deputy Chairperson. If both are absent the meeting must be chaired by a person nominated by the Chairperson, a member nominated by the Deputy Chairperson, or if those offices are vacant, a member of the group chosen by the members present.

Section 42

Meetings may be held using any technology that reasonably allows members to hear and take part in discussions as they happen. Members who participate in meetings using this technology are taken to be present at the meeting.

Section 43

Minutes must be taken of LDMG meetings.

Local Disaster Management Plan (LDMP) - Section 57

A local government must prepare a LDMP which must include provision for:

- The State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management.
- The roles and responsibilities of entities involved in disaster operations and disaster management in the area.
- The coordination of disaster operations and activities relating to disaster management performed by the entities.
- Events that are likely to happen in the area.
- Strategies and priorities for disaster management for the area.
- The matters stated in the disaster management guidelines as matters to be included in the plan.
- Other matters about disaster management in the area the local government considers appropriate.

Section 58

The LDMP must be consistent with the disaster management guidelines

Section 59

The LDMG may review or renew the LDMP when it considers appropriate, however must review the effectiveness of the plan at least once a year.

Section 60

The LDMP must be available for inspection, free of charge, by members of the public.

Frequency of Meetings

The Balonne LDMG meets at a minimum of twice per year in accordance with the *Disaster Management Act 2003*. Traditionally these meetings are held at least once in preparation for the storm, flood and fire seasons and again post season.

The Balonne LDC is responsible for scheduling these meetings and notifying members accordingly. Meeting minutes are recorded during each meeting and communicated with the DDMG upon conclusion.

LDMG Governance Guide

The Balonne Local Disaster Management Group is guided in its activities and functions by its Terms of Reference included in the LDMG Governance Guide attached at Appendix 4.

Contact List / Information Privacy Act 2009

The LDMG Contact List is for the use of Local Disaster Group members and Balonne LDCC members involved in Disaster Management activities only and is not for public viewing as it contains confidential information. Refer to Appendix 5

The information recorded on the Contact list will not be used or disclosed without the consent of the person mentioned unless such use or disclosure is authorised or required by law and will be held in compliance with the *Information Privacy Act 2009 (QLD)*.

Quorum

In accordance with *Section 13* of the *Disaster Management Regulation 2014*, a quorum for a meeting of a disaster management group, is equal to one-half of its members for the time being holding office plus 1 or if one-half of its members for the time being holding office is not a whole number, the next highest whole number.

For the purpose of subcommittee meetings, a quorum will be maintained as above.

DDMG Member appointed

In accordance with *Section 24* of the Act, the Balonne Shire Council appoints a person as a member of the DDMG.

The Balonne Shire Council may appoint persons as a member of the group provided, they have the necessary expertise or experience to assist the group to undertake its functions.

The member and deputy member appointed to the Roma Disaster District Management Group will be identified in the Balonne LDMG Contact list in Appendix 5.

LDMG Executive

The LDMG Executive comprises the Chairperson, Deputy Chairperson, LDC and Deputy LDC, each position having specific legislated functions under the Act.

Chair

The Balonne Shire Council appoints a councillor of Balonne Shire Council as chair of the LDMG as per *section 10* of the *Disaster Management Regulation 2014*.

Deputy Chair

The Balonne Shire Council appoints a councillor of Balonne Shire Council as a deputy chair of the LDMG as per *section 10* of the *Disaster Management Regulation 2014*.

Local Disaster Coordinator

Under *Section 35* of the *Act*, the Chair of the LDMG, in consultation with QFES appoints either the CEO or an employee of the Balonne Shire Council as an LDC for the LDMG. In accordance with *Section 36* of the *Act*, the LDC is responsible for coordinating disaster operations for the Balonne LDMG.

Deputy Local Disaster Coordinator

In addition to the positions required under the *Act*, the Balonne Shire Council appoints persons as Deputy Local Disaster Coordinator for the group to ensure that the group has sufficient capacity to conduct 24-hour operations for extended periods.

Local Recovery Coordinator

The role of a Local Recovery Coordinator is to chair the local recovery group, liaise with recovery functional lead agency representatives and work with identified agencies and the community to assist the LDMG to develop a recovery sub-plan and coordinate the recovery strategy during disaster operations.

Members

Members may be appointed in accordance with *Section 33* of the *Act*, as members of the LDMG.

The Balonne Shire Council may appoint persons as members of the group provided, they have the necessary expertise or experience to assist the group to undertake its functions.

With the approval of the Chair (in accordance with *Section 14* of the *Disaster Management Regulations 2014*) membership of the LDMG shall mean and include any person acting in the capacity of any of the appointed members, or the delegate of the member as the case may be. Agency/organisations will provide written advice of their nominated LDMG member and delegates.

The full list of persons appointed to the LDMG under *section 33* of the *Disaster Management Act 2003* can be found at Appendix 5 Balonne LDMG Contact List. This contact list is for internal use only and not publicly released.

Deputy Members

With the approval of the Chair, members may appoint another person as his or her deputy to attend LDMG meetings in their absence and exercise the member's functions and powers under the *Disaster Management Act 2003* at the meeting.

Roles and Responsibilities

The Balonne LDMG consists of the member agencies and positions as appointed by the Balonne Shire Council from those agencies and organisations representing the Balonne Shire who:

- have a key role in responding to disaster or emergency situations;
- manage key assets; or
- provide essential community services.

All LDMG Incumbents are appointed in accordance with *the Disaster Management Act 2003*. The membership of the group is to be reviewed annually.

Pursuant to section 40A of the *Disaster Management Act 2003*, a member of a disaster management group, with the approval of the Chairperson, may appoint by signed notice, another person as their deputy.

All LDMG Members and their Deputies are understood to have the necessary expertise and/or experience to perform the functions associated with membership of the group; and to act on behalf of their respective Agency policy, procedures and financial delegations in performing the functions associated with membership of the group.

Outline of LDMG Roles

LDMG Role	Organisation	LDMG Responsibilities
Executive Members		
LDMG Chairperson Mayor	Balonne Shire Council	Manage and coordinate the business of the Balonne LDMG and ensure that the group performs its functions Chair LDMG meetings and to provide the link between the LDMG, the Council and the DDC
Deputy Chair	Balonne Shire Council	To provide advice and support to the Chair and LDMG. To chair LDMG meetings in the absence of the Chair. To provide a link between the LDMG and Council. To participate in the issuing of public information and warnings. To chair the Recovery Sub-Committee if required.
Local Disaster Coordinator (LDC) and Deputy LDC	Balonne Shire Council	Notify SDMG and DDMG of composition of LDMG annually and any changes to membership. Coordinate disaster operations for the LDMG Provide expert advice and support to the Chair and LDMG Report regularly to the LDMG about disaster operations Ensure that any strategic decisions of the LDMG, about disaster operations, are implemented. To activate the Local Plan and LDCC when required.
Local Recovery Coordinator (LRC) and Deputy LRC	Balonne Shire Council	To coordinate the Local Recovery Group (LRG) To liaise with functional lead agency representatives and work with identified agencies and the community to develop the specific operational recovery strategy. Provide expert advice and support to the Chair and LDMG on recovery matters. Report regularly to the LRG and LDMG about recovery operations. To active the Local Recovery Plan when required.
Core Members		
Ergon Energy	Ergon Energy	Liaison between Ergon Energy and the LDMG
SES Local Controller	State Emergency Service	Liaison between SES and the LDMG
QAS OIC	Queensland Ambulance Service	Liaison between QAS and the LDMG
QFES (Fire) Station Captain	Queensland Fire and Emergency Services	Liaison between QFES (Fire) and the LDMG
QFES Command	Queensland Fire and Emergency Services	Liaison between QFES and the LDMG
Director of Nursing Hospital	Queensland Health	Liaison between the hospital and the LDMG
QPS Senior Sergeant	Queensland Police Service	Liaison between QPS and the LDMG

Members / Advisors of the LDMG

All members will nominate a deputy to ensure continuity and full agency representation.

This list is confidential and therefore not included in publicly released versions of the LDMP.

Advisors

In addition to its executive members, the LDMG may seek the assistance of individuals or organisations as circumstances require. These persons are advisors to the group. They will receive copies of the agendas and minutes and can attend and participate in meetings and discussions as required. They do not have voting rights on decisions.

LDMG Role	Organisation	LDMG Responsibilities
SES Area Controller QFES Roma	QFES	Liaison between QFES and the LDMG.
Emergency Management Coordinator QFES Roma	QFES	Provide advice and assistance to all agencies and committees within the Queensland Disaster Management System
District Disaster Coordinator QPS DDMG	Queensland Police Service	Liaison between QPS and the LDMG.
DDMG Support Officer (XO) QPS DDMG	Queensland Police Service	Liaison between QPS and the LDMG.
SES Local Controller SES Unit	Queensland SES	Liaison between the SES and the LDMG.
Officer in Charge Police Station	Queensland Police Service	Liaison between QPS and the LDMG.
Advisor Queensland Reconstruction Authority	Queensland Reconstruction Authority	Liaison between QRA and the LDMG.
Area Manager Ergon Energy South West Region	Ergon Energy	Liaison between Ergon Energy and the LDMG.
Area General Manager Telstra South West Region	Telstra	Liaison between Telstra and the LDMG.
Emergency Services Regional Coordinator	Australian Red Cross	Liaison between the agency and the LDMG. Responsibilities as identified in the LDMP, particularly operational plans for community support, evacuation centre management and recovery.
Council's Emergency Operations and Recovery Team	Balonne Shire Council	To provide council response and recovery operational functions and support the LDC and LRC. To action council's emergency response.
Senior Community Recovery Officer, SW Qld	Dept. of Communities, Housing & Digital Economy	Liaison between the agency and the LDMG. Community Recovery advice to the LDMG.
	Dept. of Education and Training	Liaison between the agency and LDMG
	Dept. Transport and Main Roads	Liaison between the agency and LDMG
Media Liaison Officer	Lead Response Agency (may vary), in liaison with LDMG	Preparation and dissemination of public information and warnings prior to and during an event.

Other potential Advisors include:

Role	Position
Australian Broadcasting Corporation – ABC Local Radio	Regional Contact Manager, ABC Radio Function: Liaison between the agency and LDMG.
Department of Transport and Main Roads	Principal Project Officer
District Disaster Management Group	Executive Officer to the District Disaster Coordinator
Information Technology Advisor	Council Head of Digital Information Services
Policy Advisor	Coordinator Disaster Management
Queensland Fire and Emergency Services (Disaster Management)	Emergency Management Coordinator
Queensland Parks and Wildlife Service	Senior Ranger Function: Liaison between the agency and LDMG.
Queensland Rail	Manager Emergency Preparedness Function: Liaison between the agency and LDMG
Rural Fire Brigade	Group Officer
Sunwater Representative	Manager Incident and Security Management Function: Liaison between the agency and LDMG
Airport Representative	Airport Operations Manager

Reporting

In accordance with the *Disaster Management Act 2003*, the LDMG will provide:

- Advice to the Roma DDMG about support services required by the LDMG to facilitate disaster management and disaster operations in the Balonne Shire Council local government area (*section 30 (d)*)
- Make reports and recommendations to the Roma DDMG about matters relating to disaster operations in the Balonne Shire Council local government area (*section 30 (g)*)
- Make a status report to the Roma DDC at the end of each financial year for inclusion in the DDMG Annual Report

In accordance with the *Disaster Management Act 2003*, the Balonne Shire Council will provide:

- An annual written notice of the LDMG members to: the Roma DDC and QFES (*section 37*). Although not part of the *Act*, it is recommended that LDMG members provide a written Member Status Report to the Chair of the LDMG immediately before or at every LDMG meeting.

The LDC is responsible for the administrative and reporting obligations of the LDMG. These reporting requirements include:

Report	Submitted to	Frequency	Format
Meeting minutes	DDMG / SDMG	Every meeting	Council minutes
LDMG report	DDMG / SDMG	Yearly	Issued by SDMG
LDMG membership	DDMG / SDMG	Yearly	With the LDMG report
Situation Reports	DDMG	As negotiated	As issued
Activation report	DDMG	As required	Issued by DDMG

Agency roles and responsibilities

Agency	Roles and responsibilities
Balonne Shire Local Disaster Management Group	Functions as allocated to the group under s30 of The Act.
	Development of a comprehensive local disaster management plan and strategies.
	Design and maintenance of a public education/awareness program, which is delivered through member agency resources.
	Support for the coordination of response agencies through the Local Disaster Coordination Centre (LDCC).
	Reconnaissance and impact assessment.
	Provision of public information prior to, during and following disaster events.
	Recommended areas/locations to be considered for directed evacuation.
	Public advice regarding voluntary evacuation.
	Identification, resourcing, staffing, management and operation of evacuation centres.
	Provision of locally based community support services.
	Design, maintenance and operation of a disaster coordination centre, including the training of sufficient personnel to operate the centre.
Australian Red Cross	Provision of community support and disaster relief to disaster affected communities.
	Provision of support with the operation of Evacuation Centres on the Balonne Shire as per the Memorandum of Understanding.
	Assistance with outreach services to disaster affected communities.
	Assisting the community to prepare for, respond to and recover from an event or disaster e.g. Public awareness and education campaigns.
	Provision of advice and communication with the LDC and DDC.
Request and provide assistance through the LDCC as required during disaster operations.	
Bureau of Meteorology	Issue weather forecasts including weather warnings to agencies and the community.
	Provision of specialist advice and communication directly to the State Disaster Coordination Centre (SDCC). Specialist advice was previously available directly from the Bureau to the LDC on request, as and when required. The SDCC has directed that all requests for specialist advice are to be made to the State Disaster Coordination Centre directly.
	Collection and interpretation of information from rainfall and flooding telemetry systems, jointly with council.
	Electricity supply information and warnings to Balonne Shire disaster management agencies and the community.

Ergon Energy	Operation and maintenance of electrical power supply distribution.
	Advice in relation to electrical power supply outages to agencies and community.
	Restoration of power and advice regarding timeframes for power restoration.
	Safety advice for consumers during disaster and emergency situations.
	Assisting the community to prepare for, respond to and recover from an event or disaster e.g. public education and awareness programs.

Agency	Roles and responsibilities
Balonne Shire Council	<p>Perform the following roles and responsibilities in support of the LDMG:</p> <ul style="list-style-type: none"> • Management, support, policy advice and coordination of the business of the LDMG and its sub-groups, including the development and maintenance of disaster management plans and sub plans. • Identification, development, maintenance and operation of a LDCC at a primary location and maintenance of alternative locations. • Identification and delivery of training and staffing required to operate the LDCC. • Coordination of disaster operations by the LDC through the LDCC for the LDMG ensuring that strategic decisions of the LDMG are implemented. • Lead and coordinate recovery operations and provide immediate community support and recovery needs in conjunction with the Department of Communities, Disability Services and Seniors and relevant agencies and stakeholders, including the management and operation of evacuation centres, places of refuge or temporary relocation centres. • Assist the community to prepare for, respond to and recover from an event or disaster. • Issue of public information or warnings about disaster situations in accordance with Local Plan. • Provide advice and support to the DDC. <p>General agency responsibilities:</p> <ul style="list-style-type: none"> • Development and maintenance of prevention and mitigation strategies such as Land Use Planning and Capital Works programs. • Development and maintenance of a coordinated disaster response capability through the establishment of an Emergency Operations and Recovery Team. • Development and maintenance of a response plans where the Council is identified as the Lead Agency e.g. flooding. • Development and maintenance of a Field Coordination Centre (FCC) capability which can be activated for any necessary events • Identification and delivery of training and staffing required to operate the FCC. <p>Maintenance of council essential services to the community including:</p> <ul style="list-style-type: none"> • Animal control • Civic leadership • Community contact and information • Disaster and emergency management • Environmental protection • Public Health • Refuse disposal and waste management. <p>Development and maintenance of communications systems between response and recovery agencies and coordination centres.</p>

	Maintenance (including debris clearance) of local roads and bridges.
	Collection and interpretation of information from rainfall and flooding telemetry systems, conjointly with the Bureau of Meteorology.
	Maintenance of rainfall and flooding telemetry and warning systems.
	Community awareness and education for risks for which Council is lead agency.
	Support QFES / SES.
	Provision of advice and communication about the operations.
	Request and provide assistance through the LDC as required during disaster operations.

Agency	Roles and responsibilities
Queensland Ambulance Service	Emergency pre-hospital patient care assessment, treatment and transportation of ill and/or injured persons, selection of triage and treatment areas.
	Coordination of all other Volunteer first aid groups including QAS first responder groups.
	The establishment of an on-site triage/treatment area, casualty clearing and vehicle marshalling areas.
	Assistance with the evacuations of persons with medical conditions (specialised medical transport including aero - medical transport).
	Liaison with all other emergency services, local and state government and nongovernment agencies.
	Advise the LDCC.
	Request and provide assistance through the Coordination Centre as required during disaster operations.
	Provision of advice regarding transportation of medical special needs sectors of the community.
	Activation of Medical Transport Plan.
Queensland Fire and Emergency Services	Review and assess and report on the effectiveness of disaster management by the state at all levels, including Local Plans.
	Provision disaster management officers of coordination, policy and operational advice, at all levels of the state's disaster management system, including at the LDMG.
	Coordination of state and federal assistance for disaster management and operations.
	Facilitation of a comprehensive (prevention/preparedness/response/recovery) - all hazards - all agencies approach to disaster management.
	Assisting the community to prepare for, respond to and recover from an event or disaster e.g. public awareness and education campaigns.
	Management, coordination and support of the SES on the Balonne Shire.
	Perform the following roles and responsibilities in support of disaster operations:
	Operation and maintenance of the State Disaster Coordination Centre (SDCC).
	Manage resupply operations.
	Coordinate and manage the deployment of SES across the State.
	Support the deployment of Qld Corrective Services resources.
	Provision of public information during disaster and emergency situations.
	Primary agency for bushfire, chemical/hazardous materials (HazMat) related incidents.
	Development and maintenance of Incident Coordination Centre plans and capacity which can be activated for events where the QFES (Fire) is the lead agency including training in AIMS and staffing with sufficient trained personnel to operate the Centre.
	Development of fire prevention and mitigation strategies and response plans.
	Provide control, management and pre-incident planning of fires (structural, landscape and transportation).

	Safety of persons in relation to fire prevention, suppression, response and recovery operations.
Agency	Roles and responsibilities
Queensland Fire and Emergency Services (Fire)	Advice and directions on public safety/evacuation from fire danger zones.
	Assisting the community to prepare for, respond to and recover from an event or disaster e.g. public education and awareness programs.
	Provide rescue capability for persons trapped in any vehicle, vessel, by height or in a confined space.
	Provide rescue of person isolated or entrapped in swift water/floodwater events.
	Provide Urban Search and Rescue (USAR) capability for building collapse events.
	Assist in pumping out and clean-up of flooded buildings.
	Primary Agency for chemical/hazardous materials (HazMat) related incidents.
	Provision of expert advisory services on hazardous materials through the QFES Scientific Unit.
	Provide mass and technical decontamination capabilities under State Biological Disaster and State Radiological Disaster Response.
	Support the Queensland Coastal Contingency Action Plan – Chemical Spill Response Plan.
	Provide rapid damage impact assessment and intelligence gathering capabilities.
	Provide logistical and communications support to disasters within capabilities.
	Provision of advice to, and communication with the LDC and DDC about the operations of the QFES (Fire).
Request and provide assistance through the LDCC as required during disaster operations.	
Queensland Government Department of Communities, Housing & Digital Economy	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.
	Establish and manage community recovery outreach programs, centres (one-stop-shops) and coordination centres.
	Distribute financial assistance to eligible individuals and families affected by natural disasters in accordance with SDRA and NDRRA/DRFA.
	Establish outreach service teams to visit households and determine their recovery needs.
Co-ordinate the development of community recovery communication strategy messages (strategic and operational) to support the broader disaster recovery and disaster management public communication strategy.	

	<p>Provision of advice and communication with the LDC and DDC about community recovery requirements and operations.</p> <p>Request and provide assistance through the LDCC as required during disaster response and recovery operations.</p>
Agency	Roles and responsibilities
Queensland Government Queensland Health	Lead agency for health services.
	Primary agency for pandemic influenza, biological and radiological incidents.
	Development and maintenance of health emergency management plans.
	Ensure a whole of health emergency incident management capability to prevent, respond to and recover from any event.
	Public health information and warnings to Balonne Shire disaster management agencies and the community.
	Provide human-social support for response and recovery e.g. psychological and counselling services for disaster affected persons.
	Ongoing medical and health services required during the recovery period to preserve the general health of the community.
	Provision of advice to, and communication with the LDC and DDC about the operations of the District Health Incident Coordination Centre.
	Request and provide assistance through the DDCC as required during disaster operations.
Queensland Police Service	Preservation of peace and good order.
	Assisting the community to prepare for, respond to and recover from an event or disaster.
	Prevention of crime.
	Security of any site as a possible crime scene.
	Investigation of the criminal aspect of any event.
	Coronial investigation procedures.
	Traffic control, including assistance with road closures and maintenance of roadblocks.
	Crowd management/public safety.
	Coordination of search and rescue.
	Control and coordination of evacuation operations.
	Provide security for damaged or evacuated premises.
	Manage the register of evacuated persons in association with the Australian Red Cross.
	Provide a disaster victim identification capability.
	Respond to and investigate traffic, rail and air incidents.
Advise the LDC, and request and provide assistance through the LDCC as required during disaster operations.	

	Provide liaison officers to the LDCC.
	Fulfil the role of Balonne Shire District Disaster Coordinator.
	Undertake the role of Executive Officer District Disaster Management Group.
Agency	Roles and responsibilities
<p>Queensland Government</p> <p>Department of Agriculture, and Fisheries</p>	Lead agency role for any outbreak of emergency animal disease.
	Public information and warnings to Balonne Shire disaster management agencies and the community regarding emergency animal disease matters.
	Public education and awareness programs.
	Development and maintenance of emergency animal disease plans.
	Capacity to operate an FCC.
	Detection and location of animal infection.
	Advice relative to Biosecurity matters e.g. exotic animal disease threats.
	Advice regarding destruction of animals as required.
	Advice about disaster recovery processes for primary producers.
	Provision of advice to, and communication with the LDC and DDC about the status of operations.
	Request and provide assistance through the DDCC or LDCC as required during disaster operations.
	Provide permit advice/ exemptions (if applicable) post event to assist with recovery e.g. relaxation of permits, emergency works
	Native animal advice (rescue, isolation)
<p>Queensland Government</p> <p>Department of Transport and Main Roads</p> <ul style="list-style-type: none"> • Transport • Main Roads • Maritime Safety Qld 	Primary agency for sea pollution where it impacts or is likely to impact on Qld coastal waters.
	Development and maintenance of prevention and mitigation strategies.
	Development and maintenance of operational response plans.
	Participation in evacuation route planning.
	Provide information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure as it affects transport systems.
	Assist with the safe movement of people as a result of mass evacuation of a disaster affected community.
	Provision of advice and communication with the LDC and DDC about the operations of the Department during disaster response and recovery operations.
Request and provide assistance through the DDCC or LDCC as required during disaster operations.	
	Development and maintenance of a capacity to respond or assist other agencies respond to disaster and emergency situations.

State Emergency Service	<p>Assisting the community to prepare for, respond to and recover from an event or disaster.</p> <p>Public education and awareness programs. Land search and Rescue</p> <p>Advise Queensland Fire and Emergency Services (Disaster Management) of operations underway, and request and provide assistance through the ICC to the Lead Agency or the LDCC as required by QFES during disaster operations.</p> <p>Search operations for missing persons.</p> <p>Emergency repair/protection of damaged/vulnerable buildings especially for members of the community.</p> <p>Assistance with debris clearance. Provide emergency lighting.</p> <p>First aid support. Traffic control support. LO at FCC. Other tasks as per QFES direction.</p>
Sunwater	<ul style="list-style-type: none"> • Maintain SunWater essential services to the community including: <ul style="list-style-type: none"> ○ Environmental protection ○ Public health ○ Waste Water Treatment and Disposal (Sewage) ○ Water (via Business Continuity Management Planning) • Provide advice and communication with the LDCC about the operations of SunWater during disaster operations • Provide advice on the operation and status of EJ Beardmore Dam as per the EJ Beardmore Dam Emergency Action Plan
Telstra #	<ul style="list-style-type: none"> • Restore interrupted phone services • Control spread of hazardous chemicals/materials through pits • Provide displan and mobile phones where required • Provide and maintain of field headquarters or Operations Centre communications facilities when required • Provide temporary communication facilities (portable phone towers and exchanges)

Issues relating to the NBN are to be escalated through the DDMG to the SDCC

Agency Hazard Responsibility

All Hazards Responsibilities	Lead Agency/Lead Officer
1 Animal Management	Balonne Shire Council
2 Communication Technology	Balonne Shire Council
3 Community Support	Balonne Shire Council
4 Dam Management	Sunwater
5 Disaster Coordination Centre (LDCC)	Council/Local Disaster Coordinator
6 Electricity Supply	Ergon Energy
7 Emergency Medical Care	Queensland Ambulance Service
8 Evacuation	Queensland Police Service
9 Evacuation Centre Management	Council/ Australian Red Cross
10 Explosions and Chemical Hazards	Queensland Fire and Emergency Services (Fire)
11 Fire Fighting	Queensland Fire and Emergency Services (Fire)
12 Floodwater Rescue	State Emergency Service
13 Hazardous Materials	Queensland Fire and Emergency Services (Fire)
14 Incident Coordination	Lead Agency for Threat
15 Land Search	Queensland Police Service assisted by SES
16 Mapping	Balonne Shire Council * (*Council's GIS mapping capability is limited)
17 Marine Oil Spill (Ship sourced marine pollution)	Department Transport and Main Roads (Maritime Safety Qld)
18 Medical Evacuation and Transport	Queensland Ambulance Service
19 Medical Services	Queensland Health
20 Pollution Control - Environment	Balonne Shire Council & EPA
21 Public Health	Queensland Health
22 Pre- Hospital Care	Queensland Ambulance Service
23 Private Property Assistance	State Emergency Service supported by QFES (DM)
24 Public Health	Council supported by Qld Health
25 Public Information	Media Liaison Officer
26 Public Warnings	Lead Agency will depend upon Situation e.g. BoM for Severe Weather
27 Recovery Coordination	Local Recovery Coordinator
28 Rescue	Queensland Fire and Emergency Services (Fire)
29 Rubbish/Debris Removal	Balonne Shire Council
30 Safety of Damaged Buildings	Queensland Building and Construction Commission (QBCC)
31 Search Coordination	Queensland Police Service
32 Security of Property/Scene	Queensland Police Service
33 Storm and Flood	State Emergency Service
34 Swift Water Rescue	Queensland Fire and Emergency Services (Fire)

35	Telecommunications – Regional	Telstra and other providers in area
36	Terrorism	Queensland Police Service
37	Traffic Control	Queensland Police Service
38	Traffic Planning for Local Roads	Balonne Shire Council

Balonne Profile

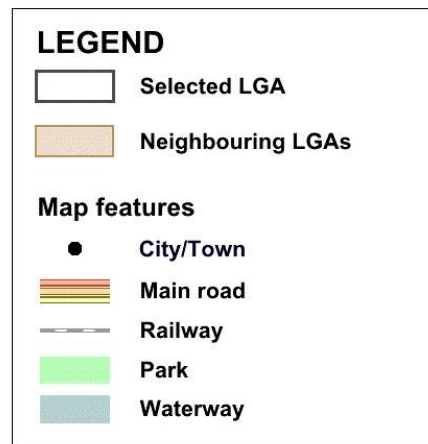
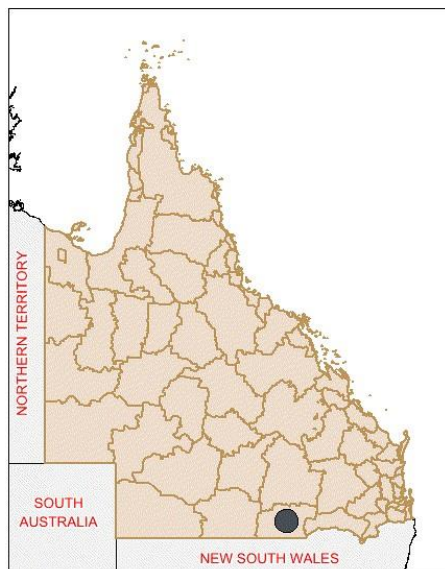
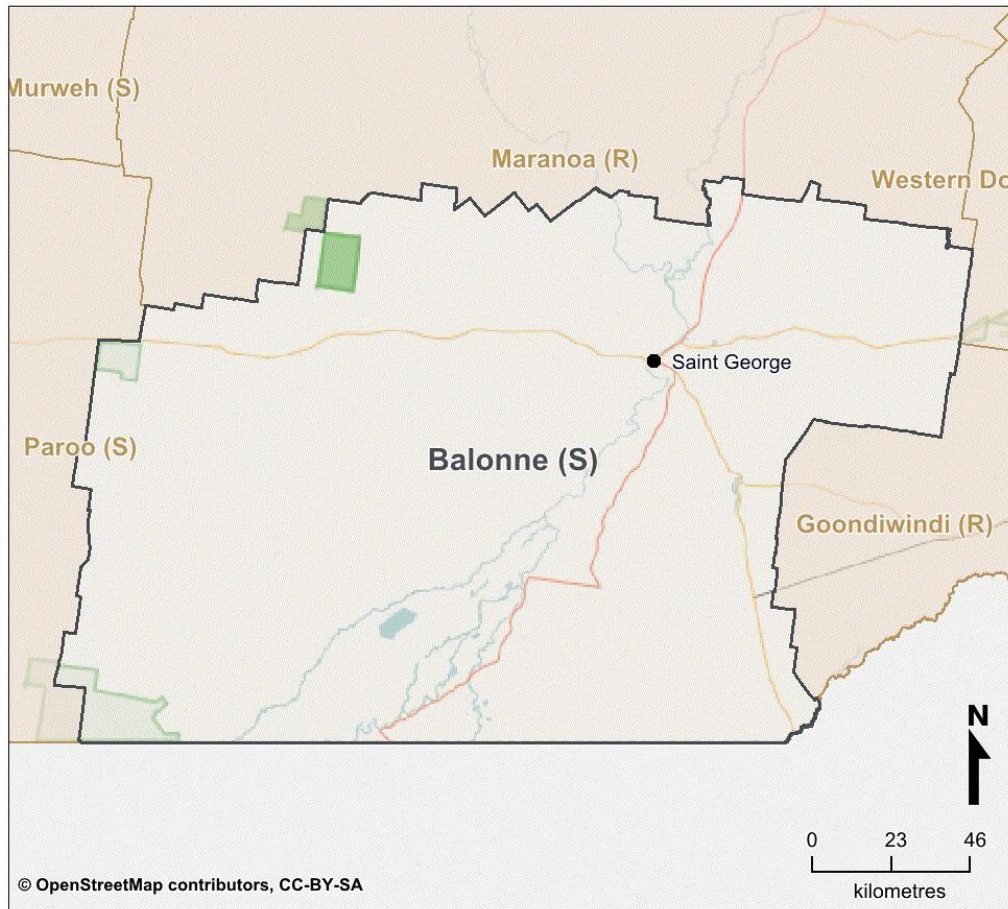


Figure 1 Map of Balonne (S) Local Government Area (LGA)
 Source – Queensland Regional Profiles – Balonne LGA – November 2019

Feature	Relevant information and considerations								
Geography	<p>The Shire of Balonne is located in Queensland on the New South Wales border about 500km from the east coast of Australia and has an area of 31,151.8km². A region of surprising diversity and unique attractions, the Balonne Shire is rich in native bird and animal life, wide open spaces, beautiful waterways, and many historic buildings. It is at the junction of two major waterways, the Maranoa River from the northwest and the Balonne River, part of the Condamine/Murray Darling basin system from the north east.</p> <p>Rural industry has created and is supported by the towns of St George, Dirranbandi, Bollon, Thallon, Mungindi and Hebel. Small localities such as Nindigully, Boolba and Alton are places of historic significance and important meeting places for the rural communities and travelling public they serve.</p> <p>Maps are available from Council's GIS System.</p>								
Climate and Weather	<p>The region has a temperate climate between mean minimum of 13.6° Celsius and mean maximum of 27.8° Celsius and an average annual rainfall of 516.2mm.</p> <p>For a detailed historical summary go to http://www.bom.gov.au/climate/averages/tables/cw_043034_All.shtml</p> <p>Climate and Weather</p> <table border="0"> <tr> <td>Climate:</td> <td>Sub-tropical</td> </tr> <tr> <td>Mean summer temperature range:</td> <td>21.5 to 34.5 degrees Celsius</td> </tr> <tr> <td>Mean winter temperature range:</td> <td>5.4 to 24.2 degrees C</td> </tr> <tr> <td>Average Yearly Rainfall:</td> <td>516.2mm</td> </tr> </table> <p>Storm season occurs during the late spring and summer months of September to February.</p> <p>Wildfire threats occur during late winter and early spring months of August to September.</p>	Climate:	Sub-tropical	Mean summer temperature range:	21.5 to 34.5 degrees Celsius	Mean winter temperature range:	5.4 to 24.2 degrees C	Average Yearly Rainfall:	516.2mm
Climate:	Sub-tropical								
Mean summer temperature range:	21.5 to 34.5 degrees Celsius								
Mean winter temperature range:	5.4 to 24.2 degrees C								
Average Yearly Rainfall:	516.2mm								
Population	<p>Details of population identified in this section are obtained from Queensland Regional Profiles, Office of Economic and Statistical Research, Queensland Treasury. www.oesr.qld.gov.au to support key Disaster Management strategies i.e. Emergency Alert messages, media release to the affected community.</p> <p>As at 30 June 2018, the estimated resident population of Balonne Shire was 4334 people. Balonne Shire's population in 2036 is projected to be 3928 people.</p> <p>At the time of the 2018 Census, there were 697 people in Balonne Shire who stated they were of Aboriginal or Torres Strait Islander origin.</p> <p>At the time of the 2018 Census, in Balonne Shire, 34.1 per cent of people were residing at a different address five years earlier.</p> <p>At the time of the 2018 Census, 6 per cent of people in Balonne Shire stated they were born overseas.</p> <p>In 2018, 69.7 per cent of people had access to the internet in their home.</p> <p>In the Balonne Shire Local Government Area (LGA) as at 30 June 2018, 22.4 per cent of people were aged 0 to 14 years, 61.5 per cent were aged 15 to 64 years and 16.2 per cent were aged 65 years and over.</p>								

Special Needs	<p>The following facilities located within the Balonne Shire have been identified as containing residents with special needs and are responsible for their own emergency management plan:</p> <ul style="list-style-type: none"> • Independent Living Facility – Dirranbandi • Warrawee Aged Care Facility – St George. <p>At the time of the 2016 Census, there were 4.4 per cent of persons in need of assistance with a profound or severe disability in Balonne Shire. As at 30 June 2016 in Balonne Shire, there were four (4) aged-care service providers, with a total of 64 aged care service operational places.</p>
Community Capacity	<p>The economic position of many people in the Balonne Shire is such that the resilience of the community is limited. There is also limited capacity for many people to improve the resistance of their houses to disaster events such as flooding and severe storm.</p> <p>The majority of the region’s residents are either town or village dwellers with the remainder living in rural residential areas or on farms. The Council is not unduly concerned with the level of risk associated with those natural disasters occurring within the region and is used to coping with those that befall them. Communities are closely bound through numerous community organisations and are quick to provide help to one another when there is an obvious need.</p>
Industry	<p>The Shire is predominantly an agriculture region, based on grazing cattle and sheep, with some dryland cropping and a robust irrigated crop sector.</p> <p>At the time of the 2018 Census, Agriculture, Forestry and Fishing industry was the largest source of employment for Balonne Shire Local Government Area (LGA) usual residents, with 756 people or 35.2 per cent of the region's employed labour force. Other industries with relatively large numbers of employed persons included Retail Trade (188 people or 8.7 per cent) and Health Care and Social Assistance (237 people or 11 per cent).</p>
Public buildings, spaces, and events	<p>Throughout the shire there are several public and other major buildings, open spaces, major events.</p> <p>Refer Appendix 10 on Critical Infrastructure locations.</p> <p>Major Public Buildings</p> <p>Bollon</p> <ul style="list-style-type: none"> • Bollon Hall <p>Dirranbandi</p> <ul style="list-style-type: none"> • Dirranbandi Civic Centre <p>Hebel</p> <ul style="list-style-type: none"> • Hebel Hall <p>St George</p> <ul style="list-style-type: none"> • Balonne Shire Cultural Centre (Hall) • Balonne Shire Council Chambers (Admin) • St Patricks Primary School Hall • Balonne Skill Centre <p>Thallon</p> <ul style="list-style-type: none"> • Thallon Hall <p>Shire School Buildings</p> <p>State School buildings throughout the Shire may be accessed under a Memorandum of Understanding with Education Queensland.</p>

	<p>Schools 7 Schools as at June 2018</p> <p>Major Public Spaces Bollon</p> <ul style="list-style-type: none"> • Bollon Showgrounds <p>Dirranbandi</p> <ul style="list-style-type: none"> • Dirranbandi Golf Course • Dirranbandi Showground <p>St George</p> <ul style="list-style-type: none"> • Rowden Park Sports Ground • St George Golf Course • St George Racecourse • St George Showground <p>Thallon</p> <ul style="list-style-type: none"> • Thallon Recreation Facility (Showgrounds) <p>Other key infrastructure – June 2018 Census 5 Police Stations 3 Ambulance Stations 3 Fire Stations 4 Hospitals</p> <p>Major Annual Events Refer to Appendix 7 for a listing of major annual events in the shire.</p>
Critical infrastructure	See Appendix 10 – Critical Infrastructure
Essential services	See Appendix 10 – Critical Infrastructure Electricity Supply
Hazardous sites	There are no major hazard facilities or large dangerous goods facilities located within the shire. Fuel depots and chemical suppliers carry stocks at various locations throughout the shire, but none of these are classified as MHF.

Tourism

Tourism is a growing industry across the Shire, with the area being rich in history, pride, flora, and fauna. The Shire hosts several events and festivals throughout the year.

Prevention

Prevention refers to the regulatory and physical measures taken to reduce the likelihood of a disaster event occurring, or its effects mitigated should it eventuate. Mitigation refers to measures taken in advance of a disaster aimed at decreasing or eliminating altogether its impact on society and environment.

The Balonne Shire Council conducts disaster prevention and mitigation activities to reduce disaster risk and vulnerability across the Balonne Shire.

Identified strategies that help to reduce or eliminate specific hazards across the Balonne Shire will be identified and discussed as part of the Queensland Emergency Risk Management Framework – *Local Risk Assessment Table and Risk Register (due in 2022/2023)*.

Building Codes, Regulations and Standards

Balonne Shire Council regulates all building activity which occurs within the Shire to ensure structures are compliant with building codes and relevant regulations. This is accomplished by Council approving building applications following processes which refer to and implement obligations under the relevant legislation and regulations.

In the Balonne Shire, the following codes and regulations apply:

- Body Corporate and Community Management Act 1997
- Building Act 1975
- Building and Other Legislation Amendment Act 2009
- Building Code Australia
- Building Fire Safety Regulation
- Building Regulations 2006
- Building Standards Regulation 1993
- Building Units and Group Titles Act 1980
- Building Services Authority Act 1991
- Planning Act 2016 & supporting Planning Regulation 2017
- Balonne Shire Planning Scheme 2019
- Health Act 1937
- Queensland Development Code
- State Planning Policy 1/03 Guideline: mitigating the adverse impacts of flood, bushfire and landslide

Legislation

In addition to the *Disaster Management Act 2003*, other legislation, Acts, Regulations and Bills are relevant to disaster management in the Balonne Shire. The latest legislation can be found at www.legislation.qld.gov.au

Hazard Reduction Programs

Within the LDMG, agencies are responsible for implementing and maintaining hazard reduction programs according to the specific threat for which they are the lead agency.

Hazard reduction programs within the Shire include:

- bushfire reduction programs (refer Operation Sesbania information);
- strategic hazard mitigation programs,
- regular inspections and maintenance; and
- flood and catchment management programs.

Lead Agencies are required to report to the LDMG on the progress and outcomes of hazard reduction programs (eg. Operation Sesbania by QFES Rural Fire Service).

Insurance

In a disaster there is significant impact on the whole community caused by under-insured and non-insured properties. This is an issue for the insurance industry and the State Government. However, through community Insurance education and awareness programs, the LDMG and the Balonne Shire Council encourage all property owners to purchase appropriate insurances as a risk reduction strategy.

Land – Use Management Initiatives

Managing land use is a key strategy to reducing disaster risks within the Balonne Shire. Through land-use planning, the potential for displacement, damage and disruption to communities can be reduced.

Council has prepared and maintains the *Balonne Shire Planning Scheme (2019)*, including flood hazard mapping, in compliance with the *Planning Act 2016*, and the *State Planning Policy 2017*.

The scheme, which is a living document, includes plans, reference for land use management, codes for development and requirements pertaining to the assessment of proposed developments.

Levee Banks

Areas of Balonne Shire are protected by levee banks that protect local communities from major flooding occurring in the Balonne River (eg. St George), and other regional river and creek systems (eg Bollon & Dirranbandi).

While the residents and properties are afforded protection by these levee banks, it is important to note that any breach or failure of the levee banks may result in potential impacts for residents and landowners.

Preparedness

Preparedness is defined as the measures to ensure that, should an emergency occur, communities and all those resources and services which are needed to cope with the effects can be efficiently mobilized and deployed.

Preparedness is also about measures that seek to reduce harm caused by a hazard and plays a key role in the ability of the community to respond to and recover from a disaster. It includes measures such as:

- community awareness programs;
- public information and warnings;
- disaster plans and procedures; and
- regular maintenance programs.

The Balonne LDMG takes an all hazards, comprehensive and collaborative approach to disaster preparedness. This approach enables all agencies to consolidate their capability to prepare for disasters.

Community Awareness

Besides prescribing roles and responsibilities for disaster management, the *Disaster Management Act 2003 section 30* requires that Local Disaster Management Group (Local Group) be involved in a public education program. In a preventative sense, the Local Group is required to ensure the community is aware of ways of dealing with possible disasters.

Council is committed to an ongoing public awareness routine which satisfies the requirements of the Act.

This routine includes engagement with other key agencies, such as QFES, SES, Lifeline, Q Health, to deliver a variety of education programs.

Public Education and Information is the process by which the community is made aware of identified threats and the means by which they, at an individual or household level, can mitigate the possible effects. This may be in the form of seminars, brochures, website updates and or media releases.

This is an ongoing public awareness program conducted in conjunction with the media and, Balonne Shire Council and agencies as required.

Included in this program are the following:

- a) Balonne Shire Council Disaster and Emergencies section through the website - <https://www.balonne.qld.gov.au/community/disaster-and-emergencies>
- b) Publications explaining flooding and emergency procedures
- c) Preparations of media releases explaining flooding preparedness and emergency procedures.
- d) Publications prepared by statutory services detailing the measures that should be taken to prevent, minimise and deal with the effects of emergency situations
- e) Ongoing media campaign to raise public awareness and to encourage public to implement preventative measures
- f) Australian Red Cross disaster preparedness materials;

- g) Disaster and emergency community awareness brochures displayed and available in council offices and libraries.
- h) Preparedness articles in local papers and council newsletters.
- i) Queensland State Government advertising, presentations, and website material.
- j) QFES advertising, presentations and website material including the “Get Ready” program;
- k) QFES flooding and emergency procedures information packs;
- l) Community awareness publications and emergency management for school websites.
- m) QFES (FIRE) fire and bushfire awareness program.
- n) BOM weather warnings and website material.

As part of this ongoing public education, projects will be undertaken in collaboration at community events e.g. SES week, annual agricultural shows.

Following are communication tools used to assist with promoting community awareness:

- BoM Weather Warnings
- Brochures displayed and available in Council Customer Service Centres and Libraries
- Articles in local newspapers and Council Newsletters
- Balonne Shire Council web site and media releases
- Social media sites
- Members of the LDMG are encouraged to provide public education programs in their area of responsibility

The LDMG recognises that providing information on how to “look after yourself, your family, your home, business and community” in the event of a natural or a man-made disaster is an effective way to build community resilience and help communities recover in the aftermath of an event. One of the key long-term objectives of the LDMG is to provide this information in a timely, coordinated and accessible fashion.



The Balonne Shire as part of the State Government's Get Ready campaign promotes:

- Household Emergency Plans
- Household Emergency Checklists
- Business Emergency Plans
- Business Emergency Checklists.

The aim of these plans will be to encourage people and businesses to prepare themselves, their properties and their clients for

- a disasters such as flooding, severe storm and high wind events.
- b Improve target audiences' safety awareness levels and safety behaviours during a disaster or emergency.
- c Encourage people to be aware of, and assist their neighbours before, during and in the aftermath of a disaster.
- d

Refer also to Sub Plan 4 Public Information, Communications and Warnings.

Education and Training

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

Queensland Fire and Emergency Services has a responsibility identified in The Act and State Plan to ensure that persons performing functions under The Act in relation to all phases of disaster operations are appropriately trained. QFES have developed the Queensland Disaster Management Training Framework (QDMTF) that identifies the relevant courses that are to be undertaken by those persons, depending on their role.

Each member agency is responsible for ensuring that staff undertaking disaster and emergency management work have, or plan to have received the appropriate training for their roles, in particular those courses identified in the QDMTF.

The LDMG Executive will assist with identifying, supporting and reporting on attendance at relevant training for LDMG, and sub-group members and the Local Disaster Coordination Centre team. This will be undertaken in consultation with the QFES Emergency Management Coordinator.

Those working closely in the Disaster and Emergency Management area should have an appropriate level of competency as required in the QDMTF and can also consider training that will provide a level of expertise and knowledge for their role, to better assist and support disaster operations. Queensland Fire and Emergency Services and the Balonne Shire Council can provide advice on appropriate courses and training available.

Queensland Fire and Emergency Services on behalf of the LDMG will maintain a record of all training undertaken by relevant staff & agencies in accordance with the Disaster Management Training Framework. Training for Agencies or members will be offered through the QFES RTO. For further details, the Disaster Management Portal www.disaster.qld.gov.au/dmportal.

QFES will provide the BSC LDMG a spreadsheet of the current training held by BSC LDMG members at least twice per year or as requested by the BSC LDMG.

Exercises

An exercise is a controlled objective-based activity used to practice, evaluate or test plans or procedures and resources. The purpose of an exercise is to practice/ test the knowledge and ability of the agencies of the disaster management 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 LDMG can undertake a review of the local plan.

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.

As per *section 59* of the Act, the effectiveness of the Local Disaster Management Plan must be reviewed and tested at least once per year.

It is recommended that following any major disaster events and operations undertaken by the Local Disaster Management Group that a review of these events and operations be held.

In the event that an operational activation does not occur, one or more of the following exercises could be held annually:

- a table-top exercise
- a Balonne Shire Local Disaster Coordination Centre exercise
- a small-scale exercise involving other emergency response agencies and the BSC LDCC

The BSC LDMG will also undertake where possible to participate in any Roma DDMG exercises as requested by the Roma DDMG.

To ensure timely and effective incident responses, emergency response agencies should also undergo joint realistic training, exercises and competitions to improve teamwork and operational efficiency, build mutual understanding, streamline decision making and prove command, control, coordination and communications processes.

Following all activities (operations/exercise) debriefs (hot/operational review) will be undertaken to ensure that lessons learnt and amendments to arrangements are captured.

Exercise program and type

Each year the LDMG will conduct a range of exercises in accordance with the Exercise Schedule. Exercises include:

- a. A functional exercise determined by the lead agency designed to test the lead agency's response coordination capability.
- b. A tabletop discussion exercise, with the focus of the exercise to be determined by the District or LDMG.
- c. An LDCC exercise with the focus of the exercise to be determined by the LDC or LDMG.
- d. A small-scale exercise involving the testing of a single element of the capacity of the LDCC.
- e. A small-scale exercise involving the testing of the Evacuation Centre Management Sub-Plan.
- f. Joint LDCC/DDCC Balonne Shire disaster management system exercise with the focus of the exercise to be determined by the LDMG and DDMG.

Exercise evaluation

An exercise is to be followed by a debrief process. A 'hot debrief' is to be conducted immediately following the conclusion of the exercise and a 'cold debrief' conducted not longer than a month following the exercise. The cold debrief allows participants time to provide a more considered view of the exercise outcomes. The learnings from the exercise are to be consolidated into a plan for action.

Any issues identified during the debrief process should be evaluated using the P2OST2E framework:

People	Roles, responsibilities and accountabilities, skills
Process	includes plans, policies, procedure, processes
Organisation	structure and jurisdiction
Support	infrastructure, facilities, maintenance
Technology	equipment, systems, standards, interoperability, security
Training	capability qualifications/skill levels, identify courses required
Exercise Management	exercise development, structure, management, conduct

Post-Disaster Assessment

As part of continuous improvement, a review of operational activities undertaken during a disaster is to be conducted and prepared by the LDMG after any activation and any resultant recommendations are to be included in this Plan. The review of operations is conducted through two forms of debrief:

1. Hot Debrief – debrief undertaken immediately after operations are complete, giving participants the opportunity to share learning points while the experience is still very fresh in their minds. Multiple hot debriefs during protracted operations may be appropriate to identify significant issues and provide prompt solutions for immediate implementation.
2. Post Event Debrief – held days or weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation. A Post Disaster Assessment Report is to be completed in partnership with QFES to provide an overview of the lessons identified following an event and importantly, recommendations for improving local disaster management plans and practices. A copy of this Assessment Report is to be provided to the Roma DDMG.

Following a Post Disaster Assessment, the Local Group may need to consider issues for resolution or may need to refer an issue to the District Group for advice or resolution.

Disaster Plans

Local Disaster Management Plan

The LDMG recognise the importance of planning for disaster situations, and actively promotes the Local Disaster Management Plan (LDMP) amongst the disaster and emergency management agencies in the region.

In preparing disaster or emergency plans, the LDMG encourages all organisations to:

- utilise emergency risk management principles
- adopt a comprehensive, all-agencies approach to disaster management
- consider community preparedness and awareness
- develop business continuity plans
- consult extensively with lead and supporting agencies, and community stakeholders as appropriate.

The LDMG is responsible for maintaining this local disaster management plan. In maintaining this plan, the group expects that all member agencies will be actively involved in and contribute to the review process.

Lead agency sub-plans

The LDMG expects that lead agencies will prepare and maintain written emergency management plans to:

- control hazards for which they are responsible.
- manage the delivery of disaster management functions for which they are responsible.

By agreement lead agencies will make these emergency plans available to the LDMG to be recognised as sub plans relevant to the local district disaster management plan.

Council operational sub plans

Council as an organisation plays a pivotal role for the Balonne Shire community in disaster prevention, preparedness, response and recovery functions. The LDMG expects that Balonne Shire Council divisions and teams will prepare and maintain written operational sub plans that support this plan, and support disaster coordination efforts in the 'before, during and after' stages of a disaster event.

The key functional areas are:

- Economic and Community Development (coordination of overall disaster recovery effort, human/social impact assessment, human social issues, economic impact assessment and recovery).
- Built Infrastructure (impact assessment, restoration of essential services, infrastructure recovery, betterment).
- Liveability and Natural Assets, Environmental Operations (impact assessment, environmental protection and recovery).

These operational sub plans are to be made available to the LDMG to be recognised as sub plans relevant to the local district disaster management plan.

Local community disaster plans

In recognition of the size and diversity of the Balonne Shire region, the LDMG intends to, over the life of this plan, work with community organisations, local business groups, and others, to prepare disaster/ emergency and business continuity plans for sub regional areas of the Balonne Shire area, as needed.

The LDMGs' focus will be to work with local communities that may become isolated during events, organisations that care for vulnerable sectors of the community (e.g. aged care facilities) and tourism organisations to prepare emergency plans.

Disaster Risk Assessment

Disaster risk assessments are undertaken to determine risk management priorities and community vulnerability. The process involves the identification of disaster hazards, analysis of the risks, and then forming an assessment of each risk in terms of likelihood and consequence.

The risk assessments form the basis for mitigation strategies, community resilience building, preparedness, response and recovery actions, and provide guidance for the building of more sustainable and safer communities.

Hazards – Natural Disasters

Important Note – In 2020 the Balonne Shire Council and Balonne LDMG have committed to the Queensland Emergency Risk Management Framework which will update and inform these key documents. This will result in a Risk Management Sub-Plan.

Therefore, the Risk section of this document will be updated in 2022/2023 to incorporate the QERMF methodology once completed by QFES, and update Balonne's risk assessments.

The *Balonne Shire Natural Disaster Risk Management Study 2012* was adopted by the Balonne Shire Council in 2013. The study followed the methods for disaster risk assessment contained in the *Australian & New Zealand Risk Management Standard (AS/NZS ISO 31000 standard 2009 Risk Management – Principles and Guidelines)* and various other guiding principles as outlined in 2.2.3 of the *Balonne Shire Natural Disaster Risk Management Study 2012*.

The following natural disasters have been identified with the potential of affecting this area:

- River and creek flooding
- Dam failure flooding (where this results from flood or earthquake)
- Severe storms (cyclonic and non-cyclonic)
- Bushfires
- Earthquakes

River and creek flooding were identified as the primary natural hazard in the Shire.

The *Balonne Shire Natural Disaster Risk Management Study 2012* considers these identified Natural Disasters and includes the risk elements, a risk analysis and risk treatment for each identified hazard.

The findings have not been duplicated here with a copy of the report including a Risk Register available on Balonne Shire Council's website. Refer Appendix 8.

Since this study was completed, several flood mitigation projects were undertaken. Details of the new infrastructure are in the Critical Infrastructure Appendix.

A review of the residual risk following these works is currently being undertaken.

There is one Referrable Dam:

- EJ Beardmore Dam, north of St George.

Excerpts as follows:

Section 341 (Water Supply (Safety and Reliability) Act 2008 defines –

- (1) A dam is, or a proposed dam after its construction will be, a referable dam if
 - (a) A failure impact assessment of the dam/proposed dam is required to be carried out under this part; and
 - (b) The assessment states the dam has, or the proposed dam after its construction will have, category 1 or category 2 failure impact rating; and
 - (c) The Chief Executive has, under *section 349*, accepted the assessment.

Section 343 – Dam Criteria –

- (a) More than 10m in height and have a storage capacity of more than 1500ml: or
- (b) More than 10m in height... have a storage capacity of more than 750ml and a catchment area that is more than 3 times its maximum surface area at full supply level.

Section 346 – (1) Failure impact rating – (population at risk)

- (a) For a category 1 failure impact rating – 2 or more persons and not more than 100 persons;
- (b) For a category 2 failure impact rating – more than 100 persons

In this section, 'population at risk' means the number of persons, calculated under the failure impact assessment guidelines, whose safety will be at risk if the dam, or the proposed dam... fails.

Action plans for each of the dams are located with DEWS. Council also hold a hard copy in the CEO's office.

Hazards – Other

An assessment of other hazards that may impact upon the Shire has been completed identifying potential risks to the Shire.

Major Transport Accidents (Road/Air/Rail)

(Road) Passenger bus road accidents could occur on any major road and school bus routes.

Heavy volumes of traffic use the Highways and secondary roads throughout the shire which include heavy transport vehicles carrying all types of general goods and hazardous chemicals together with the multi-passenger vehicles such as tourist coaches/school buses. The potential exists for a multiple casualty accident which could in the short term overwhelm local resources.

(Aircraft) Balonne Shire Council owns and operates a number of Aerodromes which are used by a large number of private and commercial aircraft. With the increase of commercial passenger flights into St George the possibility of an aircraft accident is moderately high.

Aerodrome	Details	Contact Council Phone No.
St George	Bitumen sealed runway, taxiways, and aprons 1520m long runway NDB Aid Night lighting facilities	(07) 4620 8888
Dirranbandi	Bitumen sealed runway, taxiway and apron. 1217m long runway Night lighting facilities Inside Dirranbandi Levee Bank	(07) 4620 8888
Bollon	Gravel runway: Touchdowns, taxiway and apron sealed 1000m long runway Solar LED lighting (runway, taxiway & apron) Outside Bollon Levee	(07) 4620 8888

(Rail) There is a risk at the only location where the rail line crosses the Carnarvon Highway (Thallon).

Hazardous Materials Accidents (Transport/Storage)

(Transport) The movement of hazardous chemicals by road transport through the Balonne Shire is continuous and therefore the potential of such an occurrence is prevalent especially as the Shire is traversed by four major highways (Carnarvon, Moonie, Castlereagh, and Balonne). Any explosion or spillage could place in the more populated urban areas could place residents at risk.

(Storage) The storage of hazardous chemicals in the Balonne Shire area would include the storage of bulk fuel, various types of agricultural sprays/fertilisers and gas industry facilities/pipelines. The risk of impact or damage to these facilities is minimal and the majority of these sites/facilities have adequate inbuilt safety measures and have strict emergency procedures should an incident occur.

Exotic Diseases (Flora/Fauna)

There are many cattle and sheep properties and also at times a problem with feral pig populations within the Shire. Coupled with the number of road transports carrying livestock and plant products throughout the Shire, the potential exists for the rapid spread of exotic animal/plant diseases.

Urgent and stringent control measures would be implemented by the responsible government agencies (such as DAFF/BSQ).

Pandemics

The threat of a pandemic is real and current at the time of this plan's adoption. The impacts could be disastrous to the region and the nation. The likelihood may increase if a highly infectious virus (e.g. Pandemic Influenza or COVID 19 strain) was experienced and then transmitted through the population. Coordination of response to an event of this nature would be managed through QLD Health disaster management and medical emergency arrangements (e.g. *Qld Health Pandemic Influenza Plan 2014*).

Failure of Essential Infrastructure (Power/Water/Sewerage/Communications)

This particular hazard can occur at any time, however, is mainly restricted to the townships of St. George, Bollon, Dirranbandi, Thallon, Hebel and Mungindi. It refers to the possible loss of critical services such as Water, Sewerage, Electricity and Communications which could have a detrimental effect on communities or vulnerable individuals (e.g. Firefighting capability, medical emergencies, etc.).

Terrorism

The threat of a terrorist attack is low however the impacts could be disastrous to the region. The likelihood may increase in the event of major events and ongoing industry development in the Shire, particularly if there is a political and/or international element. To date there have been no incidents reported.

Rapid Impact, Damage and Risk Assessment

Disaster risk assessment is the process used to determine risk management priorities by identifying the risk, evaluating the risk and determining risk priorities through communication, consultation, monitoring and review.

The Rapid Impact Assessment helps to identify which critical infrastructure needs priority restoration. It also documents the range of damage incurred against criteria such as the built and natural environment, and support agencies.

Balonne Shire LDMG has determined its community vulnerability through the identification and examination of known hazards.

The LDMG has considered the following when undertaking risk identification evaluation and prioritisation:

- Characteristics of the region's environment
- Hazards and associated risks that have the potential to impact this region and neighbouring local government areas
- Probable consequences of the risk and likelihood of its impact
- Each identified hazard contains components of Residual Risk that have been accepted by the Balonne Shire LDMG which are managed through existing controls and as per the LDMG planning and operational arrangements
- Any identified possible future risk will be assessed, evaluated and mitigated within the capability and capacity of the LDMG and its resources

This Disaster Management Plan is based on the all-hazards approach, as such there are no threat specific plans, each threat is responded to in a similar manner and the key to a successful operation is to manage the consequences of the event to produce the best outcome for the community.

The types of threat or disaster vary significantly and could be any of the following, severe storm, terrorism, exotic animal disease, bushfire, flood, oil spill, pollution, contamination of community

water supply, major road/rail incident, etc. Each type of event will have its own special requirements however the response will be in accordance with the LDM Plan and supporting Sub plans.

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

The 2012 *Balonne Shire Natural Disaster Risk Management Study* (Appendix 8) includes a Risk Management Record including summary of the specific risks posed by each of the hazards and identified risk treatments.

Attachment 1 to Appendix 8 provides guidelines on conducting damage assessments, and what the assessment should include.

Risk Treatment

Risk treatment strategies for Natural Disasters have been outlined in the *Balonne Shire Natural Disaster Risk Management Study 2012* (Appendix 8).

Risk Treatment for Other Hazards has been assessed as within the capabilities of the Emergency response agencies.

The following guide is provided for identified Risk Treatment

E = Extreme Risk

Specific risk treatment / action required

H = High Risk

Management by local response agencies operational protocols with support from District and State resources

M = Moderate Risk

Management by local response agencies operational protocols

L = Low Risk

Management by routine procedures

Risk Management Record

Natural Disaster Risks – Refer to *Balonne Shire Natural Disaster Risk Management Study 2012 (Appendix 8)*

Other Hazards Important Note: This segment will be further updated using the QERMF process.

Hazard	Vulnerable sector	Potential risk	Likelihood	Consequence	Level of risk
Major Transport Accident (ARI ~2-5 years)	People, infrastructure, environment	Multiple casualty accident which could in the short term overwhelm local resources - up to 10 casualties. Prolonged closure of transport route - up to 12 hours	Almost certain	Moderate	High
Major Transport Accident (ARI ~10 years)	People, infrastructure, environment	Multiple casualty accident which could in the short term overwhelm local resources - up to 50 casualties - up to 24 hours	Likely	Moderate	High
Major Transport Accident (ARI~50-100 years)	People, infrastructure, environment	Multiple casualty accident which could in the short term overwhelm local resources - up to 100 casualties - over 24 hours	Possible	Moderate	Medium
Major Haz-Mat Accident (ARI ~2-5 years)	People, infrastructure, environment	Multiple casualty accident which could in the short term overwhelm local resources - up to 10 casualties. Prolonged closure of transport route - up to 12 hours / Evacuations of local residents expected.	Almost certain	Moderate	High
Major Haz-Mat Accident (ARI ~10 years)	People, infrastructure, environment	Multiple casualty accident which could in the short term overwhelm local resources - up to 50 casualties. Prolonged closure of transport route - up to 24 hours / Evacuations of local residents expected.	Likely	Moderate	High
Major Haz-Mat Accident (ARI~50-100 years)	People, infrastructure, environment	Multiple casualty accident which could in the short term overwhelm local resources - up to 100 casualties. Prolonged closure of transport route - over 24 hours / Evacuations of local residents expected.	Possible	Moderate	Medium

Hazard	Vulnerable sector	Potential risk	Likelihood	Consequence	Level of risk
Exotic Diseases (ARI ~2-5 years)	People, infrastructure, environment, animals	Outbreak of infection which could in the short term overwhelm local resources.	Possible	Moderate	Medium

Exotic Diseases (ARI ~10 years)	People, infrastructure, environment, animals	Outbreak of infection which could in the short term overwhelm local resources. Short-term impact on the local economy	Possible	Moderate	Medium
Exotic Diseases (ARI~50-100 years)	People, infrastructure, environment, animals	Outbreak of infection which could in the short term overwhelm local resources. Long-term impact on the local economy	Likely	Moderate	High

Hazard	Vulnerable sector	Potential risk	Likelihood	Consequence	Level of risk
Pandemics (ARI ~2-5 years)	People, infrastructure, environment	Outbreak of infection which could in the short term overwhelm local resources - up to 10 individuals infected.	Possible	Moderate	Medium
Pandemics (ARI ~10 years)	People, infrastructure, environment	Outbreak of infection which could in the short term overwhelm local resources - up to 50 individuals infected.	Possible	Moderate	Medium
Pandemics (ARI~50-100 years)	People, infrastructure, environment	Outbreak of infection which could in the short term overwhelm local resources - over 50 individuals infected.	Possible	Moderate	Medium

Hazard	Vulnerable sector	Potential risk	Likelihood	Consequence	Level of risk
Failure Essential Infrastructure (ARI ~2-5 years)	People, infrastructure, environment	Possible loss of critical services such as Water, Sewerage, Electricity and Communications which could have a detrimental effect on communities or vulnerable individuals - up 12 hours	Likely	Minor	Medium
Failure Essential Infrastructure (ARI ~10 years)	People, infrastructure, environment	Possible loss of critical services such as Water, Sewerage, Electricity and Communications which could have a detrimental effect on communities or vulnerable individuals - up 24 hours	Likely	Minor	Medium
Failure Essential Infrastructure (ARI~50-100 years)	People, infrastructure, environment	Possible loss of critical services such as Water, Sewerage, Electricity and Communications which could have an extended detrimental effect on communities or vulnerable individuals - over 24 hours	Likely	Moderate	High

Hazard	Vulnerable sector	Potential risk	Likelihood	Consequence	Level of risk
Terrorism (ARI ~2-5 years)	People, infrastructure, environment	Multiple casualty incident which could in the short term overwhelm local resources. Prolonged impact on infrastructure and/or closure of transport routes	Unlikely	Moderate	Medium
Terrorism (ARI ~10 years)	People, infrastructure, environment	Multiple casualty incident which could in the short term overwhelm local resources. Prolonged impact on infrastructure and/or closure of transport routes	Unlikely	Moderate	Medium
Terrorism (ARI~50-100 years)	People, infrastructure, environment	Multiple casualty incident which could in the short term overwhelm local resources. Prolonged impact on infrastructure and/or closure of transport routes	Possible	Moderate	Medium

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Response

This plan provides the basis for the LDMG to coordinate disaster operations and response through various response agencies. The Local Plan identifies that the lead (response) agency is responsible for providing an immediate ongoing response and control for specific disaster or emergency threats. The LDMG will work closely with the District Group to manage and coordinate disaster operations.

The Local Plan recognises that a response to a disaster/ emergency event:

- a Incorporates all those actions that help or reduce loss of human life, illness or injury to humans, property loss or damage, to the environment, to a particular and specific event.
- b May commence prior to the impact of an event if advance warning is given and known.
- c Concludes when:
 - i the risks of loss of human life, illness or injury, property loss or damage, or damage to the environment are reduced to an acceptable level, or
 - ii a formalised recovery phase of coordination is required.

Response Capability

Balonne Shire Council has personnel, equipment and plant available to respond to an event. This includes:

- Human resources - personnel trained in various disciplines located in the communities of Bollon, Dirranbandi, St George and Thallon. In addition, Council is committed to ensuring all appropriate personnel are trained in disaster management related activities
- Equipment – includes chainsaws, concrete cutting saws, pumps, pneumatic hammers and a variety of hand operated tools usually associated with road construction or maintenance work
- Plant - ranges from small passenger vehicles to large trucks and trailers, low loaders and includes four-wheel drive and two-wheel drive utilities and small trucks. Other plant includes graders, backhoes and front-end-loaders

If additional resources are required, they can initially be sourced through local suppliers that are:

- registered with Council to provide a service or resource
- are capable of providing the resources
- can support Council in responding to a disaster through the provision of resources

Also, as the State Emergency Service forms a part of disaster management response arrangements, support is provided by Council to this organisation (in partnership with the State Government through Queensland Fire and Emergency Services) in terms of management, administration, funding and resourcing. This includes the development and implementation of acquisition, replacement and maintenance programs for vehicles and equipment.

A list of resources in the shire may be accessed via Council's Infrastructure Services Department. *Also see Appendix 9 – Local Knowledge Hub – for a list of machinery types and their owners in the Shire.*

Warning Notification

In the event of a potential emergency situation all warning/advice would be issued by either the Bureau of Meteorology or the relevant emergency services organisation to the Police Service and local government.

In the event of a disaster for which a warning would not be issued by the Bureau of Meteorology, the designated Lead Agency is to advise the Local Government.

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

The process for the notification and dissemination of warning products is not a function dependant 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.

Warning Dissemination

Under implementation of this plan all public warnings (including the use of Emergency Alert & SEWS) will be developed and distributed through the LDMG Coordination Centre upon recommendation of the Lead Agency and on the authorisation of the Local Disaster Coordinator.

Each hazard and its associated risk will be assessed on an individual event by the Local Disaster Coordinator and members of the LDMG to determine the distribution of warnings relevant to the current event status.

This will determine the appropriate warning method, content of the message, frequency, and timelines.

Public Information & Media

Public information is information which is passed on to the public prior to, during, and after a disaster, such as warnings and directions. The Chairperson or nominated representative has the responsibility for the dissemination to the public, disaster information.

When this plan is activated the Chairperson or nominated representative is the official source of public and media information. All outside media inquiries are to be directed to the Chairperson or delegated media person of the Balonne LDMG. This process will ensure that timely and credible information is disseminated to the community and reduce the impact of incorrect information/rumours.

Every effort will be made to identify and provide timely warnings and advice to vulnerable sectors (multi-cultural groups and vulnerable persons) of the Balonne Shire Council communities utilising local organisations and agencies, service clubs, non-Government

organisations and other service providers (e.g. Care Balonne, Churches of Christ, Anglicare, Blue Care,) and their networks.

A register of all public information must be maintained and kept at the Local Disaster Coordination Centre during an event and or within Balonne Shire Council’s record data system.

Refer also to Sub Plan 4 Public Information, Communications and Warnings.

Pre-Determined Means of Communicating Disaster Related Information to Residents

With Local Power Loss Only	With Local Power Loss and Telecommunications Loss	With General Power Loss and Telecommunications Loss
Communities		
<ul style="list-style-type: none"> • Maintain communications at Disaster Co-Ordination Centre • Manually distribute brochure handouts to each residence to keep community informed • Use ABC and commercial TV & radio services • Information Boards located within local communities • Emergency Alert Warning – SMS/Voice • Use of local information centres 	<ul style="list-style-type: none"> • Maintain communications at Disaster Co-Ordination Centre • Manually/electronically distribute brochure handouts to each residence to keep community informed • Information Boards located within local communities 	<ul style="list-style-type: none"> • Maintain communications at Disaster Co-Ordination Centre • Manually distribute brochure handouts to each residence to keep community informed • Information Boards located within local communities
Rural Properties		
<ul style="list-style-type: none"> • Maintain communications at Disaster Co-Ordination Centre • which is supported through QFES rural fire wardens’ group • Utilise ABC and commercial TV & radio services • Relay to properties utilising Fire/Flood Warden network • St George Irrigation Area email network 	<ul style="list-style-type: none"> • Maintain communications at Disaster Co-Ordination Centre which is supported through QFES rural fire wardens’ group • Use ABC and commercial TV & radio services • Relay to properties using Fire/Flood Warden network • St George Irrigation Area email network 	<ul style="list-style-type: none"> • Maintain communications at Disaster Co-Ordination Centre which is supported through QFES rural fire wardens’ group • Relay to properties using Fire/Flood Warden network

LDMG Activation

Activation levels incorporate actions taken in anticipation of, during and immediately after an emergency to ensure that its effects are minimised, and that people affected are given immediate relief and support.

The authority to activate the LDMG is vested in the Chairperson of the LDMG or their delegate. This would generally occur following consultation with the DDC. The Chairperson,

or their delegate, can implement the plan with the assistance of the Local Disaster Coordinator on receipt of:

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

Activation Procedure flowchart

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

Event Coordination

Overall management of the coordinated response is the responsibility of the Local Disaster Coordinator of the LDMG. Coordination of the Balonne Shire Local Disaster Coordination Centre is the responsibility of the Local Disaster Coordinator.

Activation at the LDMG shall be in response to a local event that demands a coordinated community response. The authority to activate the Balonne Shire Local Disaster Management Plan is vested in the Chair (or delegate) of the LDMG in consultation with the Local Disaster Coordinator. It is the duty of the Chair or LDC to inform the DDC and Area Coordinator, QFES regarding the Plans activation. The plan may also be activated at the request of the DDC.

The functions of the LDMG are:

- To coordinate Balonne Shire Council and community resources in support of agencies involved in response and recovery operations;
- To coordinate additional resources allocated to Balonne Shire Council area through the District Disaster Coordination Centre; and
- To coordinate the collection, collation and dissemination of information to the DDCC and the community.

Local Disaster Coordination Centre (LDCC)

The primary Balonne Shire Local Disaster Coordination Centre is located in the:

Newly established Country University Campus (CUC) premises (old health building) next to the main Administration building (off Grey Street).

Should this Centre be inoperable an alternate LDCC shall operate from the:

Balonne Shire Council Administration Centre
118 Victoria Street, St George

or as designated by the Chair or LDC LDMG.

Each member of the LDMG, whose agency is active during a disaster event, will ensure that their agency establishes a capacity to command and coordinate their agency's resources and actions. Each agency is required to provide relevant contact numbers to the group.

In the event of extended operations that are likely to continue over a number of days, the LDMG will implement a policy of daily meetings with group members for the purpose of overall coordination and to establish disaster response and recovery priorities for the shire.

Details regarding the establishment and operation of the Balonne Local Disaster Coordination Centre (LDCC) can be found in *Sub plan 2 Activation of Balonne Local Disaster Coordination Centre*. Also refer to the *LDCC Standard Operating Procedures*.

Concept of Operations for Response

Operational Reporting

The LDMG will supply reports to the DDMG and the DDC these being:

- Annual LDMG Report (refer to template document). The Balonne LDMG must provide an annual written report to the Roma District Disaster Coordinator by the end of July each annum about disaster management within the local area. A form can be found on the DM Portal.

This report must include the following:

- a) Information about activities undertaken during the financial year to maintain or enhance the local disaster management
- b) Details of disaster operations performed during the financial year
- c) Information about priorities for disaster management
- d) Other matters about disaster management the DDC considers appropriate.

- Post Operational Report

Following any major operations undertaken by the LDMG a post operational report must be prepared and submitted to the Roma DDC. (Refer to template document)

- Situation Reports (SITREP)

During operational activity the LDMG, through the operation of the LDCC, will be responsible for the preparation and distribution of SITREPs. Situation reports are aimed to capture accurate information from the day's operations through communicating a current and forecast situation during a disaster event.

Authority/Delegation to Expend Funds

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

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

Records Management

When an event occurs, each participating agency should immediately begin accounting for personnel and equipment costs relating to disaster operations. Reimbursement is not an automatic process and requires solid evidence of disaster-related expenditure. Care and attention to detail must be taken throughout the disaster operations period to maintain logs, formal records and file copies of all expenditure (including personnel timesheets), in order to provide clear and reasonable accountability and justifications for future audit and potential reimbursement purposes.

Financial Management

Due to the nature of many disaster situations, finance operations will often be conducted with compressed time constraints and other pressures, necessitating the use of non-routine procedures. This in no way lessens the requirement for sound financial management and accountability.

The LDMG should predetermine event-related financial management arrangements to ensure costs are appropriately endorsed and captured from the onset of operations.

The LDC, in consultation with the LDMG Executive Team, is responsible for establishing and maintaining financial management procedures for the LDCC, through the Balonne Shire Council's normal financial management practices and policies.

Financial Management is outlined in Sub Plan 3 Financial Management.

Disaster financial assistance arrangements

The Australian Government [Disaster Recovery Funding Arrangements \(DRFA\)](#) came into place on 1 November 2018.

The DRFA continues joint Commonwealth and State government funding, providing financial assistance to help communities recover from eligible disasters. State funding for non-DRFA eligible disasters will continue to be administered under the State Disaster Relief Arrangements (SDRA):

- **Disaster Recovery Funding Arrangements (DRFA)** - joint Commonwealth and State Government arrangements that provide a diverse range of funding relief measures following an eligible disaster
- **State Disaster Relief Arrangements (SDRA)** - a wholly State funded program that may be activated for all hazards to provide assistance to alleviate personal hardship and distress.

The [Queensland Disaster Relief and Recovery Guidelines \(QDRR\)](#) detail the activation, eligibility and other requirements for both the DRFA and SDRA within Queensland.

The Australian Government's overarching DRFA 2018 publication and associated guidelines are available at the Disaster Assist.

https://www.gra.qld.gov.au/sites/default/files/2020-02/0417%20DFRA%20%26%20SDRA_FEB_20.pdf

For more information refer to the *Queensland Disaster Relief and Recovery Guidelines 2018*.

Below is a guide to the DRFA and SDRA relief measures available under these guidelines.

Assistance to	Relief measures	DRFA	SDRA	Contact
Individuals	Personal Hardship Assistance Scheme	✓	✓	Department of Communities, Disability Services and Seniors (DCDSS) Hotline: 1800 173 349 Website: www.communities.qld.gov.au
	Essential Services Safety and Reconnection Scheme	✓		
small Businesses	Disaster Assistance (Small Business) Loans	✓		Queensland Rural and Industry Development Authority (QRIDA) Telephone: 1800 623 946 Website: www.qrida.qld.gov.au
	Disaster Assistance (Essential Working Capital) Loans Scheme	✓		
	Special Disaster Assistance Recovery Grants	✓		
primary producers	Disaster Assistance (Primary Producers) Loans	✓		Queensland Rural and Industry Development Authority (QRIDA) Telephone: 1800 623 946 Website: www.qrida.qld.gov.au
	Disaster Assistance (Essential Working Capital) Loans Scheme	✓		
	Special Disaster Assistance Recovery Grants	✓		
	Freight Subsidies	✓		Department of Agriculture and Fisheries (DAF) Telephone: 13 25 23 Website: www.daf.qld.gov.au
not for profit organisations	Disaster Assistance (Not-for-profit Organisations) Loans	✓		Queensland Rural and Industry Development Authority (QRIDA) Telephone: 1800 623 946 Website: www.qrida.qld.gov.au
	Disaster Assistance (Essential Working Capital) Loans Scheme	✓		
	Special Disaster Assistance Recovery Grants	✓		
local governments	Counter Disaster Operations	✓	✓	Queensland Reconstruction Authority (QRA) Telephone: 1800 110 841 Website: www.qra.qld.gov.au
	Emergency Works for essential public assets	✓		
	Immediate Reconstruction Works for essential public assets	✓		
	Reconstruction of Essential Public Assets	✓		
state government agencies	Counter Disaster Operations	✓	✓	Queensland Reconstruction Authority (QRA) Telephone: 1800 110 841 Website: www.qra.qld.gov.au
	Emergency Works for essential public assets	✓		
	Immediate Reconstruction Works for essential public assets	✓		
	Reconstruction of Essential Public Assets	✓		

Media Management

Refer also to Sub Plan 4 Public Information, Communications and Warnings.

Logistics Support

Requests for support may come from lead agencies, supporting agencies or community members. Registration and actioning of supporting requests is to be in accordance with LDCC Standard Operating Procedures. All resources and logistics will be coordinated and managed by the LDC and the local disaster coordination centre and appropriate staff.

The Local Disaster Coordinator or delegate is responsible for prioritising the allocation of resources. The Local Disaster Coordinator or delegate may request assistance from local agencies, businesses and community teams. Any request for assistance will be commensurate to the role and/or responsibilities of the agency, business or community team being contacted for assistance

The LDCC will maintain regular communications with the Roma DDMG and other neighbouring LDMG's to coordinate the actions and resources required to respond and recover from the impact of the disaster event.

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

Each agency is responsible for any costs incurred relating to their respective areas of operation including costs incurred for operations or requests for assistance requested via the LDCC to Roma DDC by individual agencies.

In the event that a request for assistance is beyond local capacity, the request for assistance should be passed to Roma DDC for action. The Disaster District Co-ordinator requests such assistance through the Executive Officer, of the State Disaster Management Group. Requests passed to DDC are to be registered and monitored in accordance with the LDCC Standard Operating Procedures.

Declaration of a disaster situation

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

In declaring a disaster situation, the DDC is to be satisfied that a disaster has happened, is happening or is likely to happen and it will be necessary, or reasonably likely to be necessary, to exercise declared disaster powers, to prevent or minimise the loss of human life, illness or injury to humans, property loss or damage, or damage to the environment. Before declaring a disaster situation, the DDC is to take reasonable steps to consult with local government in the proposed declared area.

The declaration of a disaster situation does not impact the requirements of a local government under the Act to manage disaster operations in their area.

Relationship between activation, declarations and financial assistance

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

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

The activation of either NDRRA or SDRA provides for financial support to the community, funding for disaster operations of state government departments and local governments and restoration of essential public assets. The activation of NDRRA or SDRA is an activation of financial arrangements. It is not an activation to obtain additional disaster management powers.

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

Initial Impact Assessment

Initial impact assessment of an event will be the responsibility of the Local Disaster Coordinator. This will be done through the analysis of information provided by but not limited to:

- Lead Agency responding to requests from community members
- Specific inspections performed by appropriate Agency personnel
- Information provided by the community
- Information provided by other response agencies e.g. QPS, SES and QFES

The analysis of the above information will be used to assess the scale of response required i.e. resources; level of coordination required etc.

During an event, the Balonne Shire Council will compile information provided in the Initial Impact Assessments, summarise and forward to the LDMG for inclusion in the daily Situational Report (SITREP) to Roma DDC. The Balonne Shire LDMG will consider the information provided in the Initial Impact Assessment during decision making and will respond to requests accordingly.

Accessing support

Requests for support may come from lead agencies, supporting agencies or the community. If additional resources are required during the response to a specific event, then the lead agency will call upon appropriate other agencies or QFES for assistance. Private or volunteer organisations (such as the SES) will frequently be called upon, but the assistance of private companies and individuals may also be accessed.

The LDMG will maintain regular communications with the Roma DDMG, to coordinate the actions and resources required to respond and recover from the impact of disaster events.

Any requests for external assistance that cannot be resourced locally will be submitted to the DDC for action and a copy of the RFA will be provided to the QFES Emergency Management Coordinator, Roma for information. The LDMG Chairperson or the LDC must endorse these requests. If the request for assistance cannot be actioned by the DDC, then he or she will request assistance through the Chairperson of the SDCC.

Requests for assistance from DDC / DDMG(RFA)

When resources under the management or availability of the LDMG member agencies are exhausted or overwhelmed or a specific technical resource or capability is not able to be located or available, the LDC is to contact the DDC so that resources can be accessed or made available. All requests for assistance to the DDC shall go through the LDC or LDMG Chairperson, or nominated delegate.

The LDC will be proactive in informing the DDC if it is likely that requests for additional resources are to be made so that in turn the DDC can also be proactive in its planning for requests for additional resources from within the region, or if these are not available, from the State Government.

Requests to the State Disaster Coordination Centre for assistance

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

Support from external agencies (public and private)

Support may be sourced from the following entities:

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

Resupply

Resupply arrangements are as per Resupply Sub plan.

Evacuation and Evacuation Centre Management

Balonne Shire LDMG has the capacity and capability to conduct and support the evacuation of small numbers of persons from affected areas of the community to non-affected areas. It is acknowledged by the LDMG and the DDMG that larger scale evacuations would require significant coordination and assistance from both District and State levels of the Disaster Management system.

Refer to Balonne Shire LDMG Sub Plan 5 Evacuation & Sub Plan 6 Evacuation Centre Management for further detail.

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Disaster Resilience

Context

Australia has experienced several large scale and devastating natural disasters, including catastrophic bushfires, far reaching floods, cyclones, and damaging storms. Natural disasters are a feature of the Australian climate and landscape, and this threat will continue, with weather patterns likely to be less predictable and more extreme over coming years.

The community is exposed to a range of other potential disasters, including urban and industrial fires, pandemics, aircraft crashes, major road accidents, marine oil spills, security incidents, and exotic animal and plant diseases. Such events may have personal, social, economic, and environmental impacts that take many years to dissipate.

Our unique climate, environment and demography means that we need to shape our resilience activities to suit our circumstances but within the context of being a part of the Southeast Queensland setting.

Australians are renowned for their resilience to hardship. Complementing our ability to innovate and adapt, are a strong community spirit that supports those in need, and a general self-reliance to withstand and recover from disasters.

In Queensland, we have well established and cooperative emergency and disaster management arrangements at the state, district and local levels delivering a coordinated approach and effective capabilities.

A disaster resilient community is one that collaborates and works together to understand the risks and manage those risks together. Ensuring a disaster resilient region is the shared and collaborative responsibility of all levels of government, non-government sector, business, community, and the individual.

The fundamental building blocks of disaster resilience for the Balonne Shire are individuals and households. If at this level, people are aware of the risks and are prepared to respond and are connected to support networks, there is far greater resilience at the neighbourhood, community, and regional levels. This results in a reduced reliance on emergency services and external resources in a disaster which in turn generates flexibility in formal response and recovery activities.

Definition of disaster resilience

Disaster resilience is the capacity to change, grow and flourish following disruptions. A disaster resilient region means our businesses, community services sector, government agencies, communities and the individual know the risks and hazards we individually and as a region face, how we should respond, and can return to 'normal' life or business as quickly as possible in the aftermath of such events.

Disaster resilience is not simply about our region going back to what it was like before, but rather learning from a disaster and adjusting to be more resilient should a similar event occur again.

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

Dependencies

A resilient Balonne Shire depends upon:

- a **Individual and collective experience and responsibility:** The ability of people and groups to live through and recover from disasters, identify strengths and weaknesses in how they responded and apply their experiences, observations and learnings to future events.
- b **Personal health and wellbeing:** A community that has a high level of overall fitness and mental wellbeing and a low dependency on healthcare services is better able to manage the physical and emotional demands of a disaster event.
- c **Awareness of risks:** The community has access to current, relevant, and localised information on what the risks are in their area. A well-informed community is a risk aware community.
- d **Access to social networks:** A high degree of accessibility to and membership of informal and formal local and social networks allows for greater mutual support and assistance being provided at the lowest level. Networks may include family, friends and social networks, school or church-based groups, local formal clubs (such as RSL, Lions and Apex) or sporting clubs.
- e **Access to infrastructure:** A high degree of surety in supply of essential services through maintaining robust infrastructure is a measure of a community's resilience. Access to clean drinking water, health services, power, food and security are important considerations in disaster management planning and response.
- f **Access to communication networks:** Community members have access to reliable means of communication. This allows for the effective passage of information to community members (such as alerts, warnings, and advice from authorities) and information from community members (such as requests for assistance or advising status to family and friends). Communication networks may include face to face contact, telephone services (voice and text), email, social network sites and radio and television networks.
- g **Good Governance:** Community members have confidence in the leadership, authority, structures, and capabilities that contribute to minimising the impact on the community during all phases of a disaster. This includes federal, state and local government agencies, emergency services and local leaders (including school and church group leaders).

Our approach

The Balonne Shire approach to resilience is based on the four core functions of Recovery:

- 1 Human and Social
- 2 Built Environment (including Infrastructure)
- 3 Environment
- 4 Economic.

Each core function encapsulates a range of systems, processes and resources that may contribute to resilience to any given scenario or event. Where the four functions integrate effectively, resilience is at its strongest.

The guiding principles for any preparedness or resilience work across the region are:

- **Working Together:** Becoming a well-adapted and resilient community is a long-term strategy which requires shared responsibility by community, business, non-government sector, government and the individual
- **Evidence-based decision making:** Disaster resilience initiatives are supported by evidence to ensure that the strategies and actions adopted make the best use of available resources and are appropriate to the region's needs and priorities
- **Compliance with relevant legislation:** To actively comply with relevant legislation and to promote a reputation where council has strong and accountable leadership.
- **Continual learning:** The ongoing review, monitoring and evaluation of operational and preparedness to ensure desired outcomes are achieved.
- **Knowledge and Information Sharing:** Understanding our local risks, knowing how to prepare and how to access and share current information. Information must be easily accessible by all stakeholders and members of our community.
- **Managing Reducing Risk:** The Balonne Shire LDMG will regularly undertake a hazard risk assessment and maintain a local risk register incorporating risk identification, risk analysis and risk evaluation. This assessment is used to identify possible hazards and target risk reduction measures.

Enhance knowledge and empower local communities: Residents and visitors to the Balonne Shire will develop the knowledge to make informed decisions and are empowered to act for the immediate safety of themselves, those around them and the vulnerable segments of the population.

Change attitudes: The population accepts that greater preparation, self-sufficiency and interdependence at the individual, family, street and neighbourhood level increases the ability of authorities to effectively direct scarce emergency resources.

Modify behaviour: Proactive planning, sound preparation and contributing to a coordinated response to disaster events become normal activities within the community.

Improve skills: Community members and organisations develop the appropriate skills to provide an effective response to, and recovery from, disaster events that may affect their environs.

Key to the successful delivery of these actions will be the coordinated involvement of key representatives of emergency services agencies on the Balonne Shire through the LDMG.

In addition, wherever possible the community will be invited to contribute by providing relevant and practical ideas, observations and requests that will contribute to the regional ability to adapt and respond to future disasters.

Recovery

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

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

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

Local Recovery Group

Depending on the nature and extent of the disaster situation, a Local Recovery Group (LRG) may be established to coordinate the recovery from the event.

The LRG is coordinated by the Local Recovery Coordinator (LRC) and will work closely with functional lead agencies to plan and coordinate the local recovery operations. The LRG reports to the LDMG and/or DDMG and its member composition will depend on the type of hazard and disaster event.

Functions of Recovery

There are four functions of recovery – economic, environment, human-social and infrastructure, each of which are interdependent on one another.

Economic Recovery

Economic recovery involves renewal and growth of the micro economy (within the affected area) and the macro economy (overall economic activity of the state). It includes individual and household entities (e.g. employment, income, insurance claims), private and government business enterprises and industry, assets, production and flow of goods and services, as well as the capacity for the export of goods and services from the affected region, and securing confidence of overseas markets.

Environment Recovery

The recovery of the environment, or natural environment includes restoration and regeneration of biodiversity (species and plants) and ecosystems, natural resources, environmental infrastructure, amenity/aesthetics (e.g. scenic lookouts), culturally significant sites and heritage structures. It includes management of environmental health, waste, contamination and pollution and hazardous materials. The functional lead agency for environmental recovery is the Department of Environment and Resource Management.

Human Social Recovery

Human-social recovery includes personal support and information, physical health and emotional, psychological, spiritual, cultural and social well-being, public safety and education, temporary accommodation, financial assistance to meet immediate individual needs and uninsured household loss and damage.

Built Environment (Infrastructure) Recovery

Infrastructure, or built environment recovery includes repair and reconstruction of residential and public buildings, commercial, industrial and rural buildings and structures, government structures, utility structures, systems and services (transport, water, sewerage, energy, and communications), other essential services and dam safety.

Recovery Process

Recovering from an event can be a simple progression to a long and protracted process depending on the extent and the nature of the disaster event.

In accordance with the national principles for disaster recovery, successful recovery relies on understanding the context, recognizing the complexity, using community-led approaches, ensuring coordination of all activities, employing effective communication and acknowledging and building capacity. The process typically involves:

Recovery Activation

As soon as the response phase reaches the 'lean forward' level of activation, local recovery arrangements should be placed on alert and should follow the response phase through the levels of activation accordingly.

Depending on the nature, location and size of the disaster event, recovery operations may be managed at either the local level or a combination of both the local and district levels of disaster management.

Together with the LDMG and LDC, the LRG is responsible for determining the immediate and short-term recovery activities required to return the impacted areas to their pre-disaster state.

The LDMG and LRG will collaborate with the DDMG and functional lead agencies to accomplish longer term recovery operations within the affected areas.

Planning for recovery must commence as early as possible during the response phase of the event and continue after the response phase has concluded.

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

- Alert
- Lean forward
- Stand up
- Stand down

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

Local Levels of Activation for Recovery Arrangements

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

Recovery Sub Plan

The Balonne Local Disaster Management Group has committed to undertaking a full review of its Recovery process and operations in conjunction with the Queensland Reconstruction Authority to develop a new Balonne Recovery Sub plan during the 2022/23 operational year.

Note: This review process commenced in September 2021 and is due for completion in 2022.

Local Disaster Management Sub Plans

Various Sub plans have been prepared as part of this Local Disaster Management Plan.

The following index lists those plans that have been identified and developed as part of disaster management arrangements.

The following sub plans form part of this Plan document and should be read in conjunction with the Plan, as identified throughout the document:

1. Activation of the Local Disaster Management Group
2. Activation of the Local Disaster Coordination Centre
3. Financial Management
4. Public Information, Communications and Warnings
5. Evacuation
6. Evacuation Centre Management
7. Community Recovery
8. Resupply

The current versions of the Sub Plans may be found on Council's website under Local Disaster Management Plan. Plans are reviewed regularly and will be posted on Council's website when reviewed and endorsed by the Balonne LDMG.

Annexure Index

Appendix 1 - Distribution List

Appendix 2 - Definitions

Appendix 3 - Abbreviations

Appendix 4 - LDMG Governance Guide

Appendix 5 - LDMG Contact/Membership List **(Not for Public Distribution)**

Appendix 6 - LDMG Member Roles and Responsibilities

Appendix 7 - Major Annual Events

Appendix 8 - *Balonne Shire Natural Disaster Risk Management Study 2012*

Appendix 9 - Local Knowledge Hub and Resources

Appendix 10 - Critical Infrastructure

These Appendices may be found on Council's website under its Disaster Dashboard where they are listed separately.

Notation: 15 October 2021.

Appendices 1-7 have been updated.

Appendix 8 remains current until an updated risk assessment and management study has been undertaken

Appendix 9 remains current but subject to review in 2021/22.

Appendix 10 is currently under internal review by Balonne SC personnel.