



LOCAL DISASTER MANAGEMENT PLAN

VERSION 2

Mayor's Foreword

The ability of a community to cope with the impact of disasters is largely dependent upon its preparedness.

Hinchinbrook Shire, a coastal community located within a flood plain, is susceptible to major natural disasters primarily associated with monsoonal flooding and cyclones. As a community, it is essential to be aware of the types of hazards and potential disasters that are likely to occur and to understand the risks associated with such hazards and precautions that should be taken to minimise the effects.

Council is primarily responsible for managing natural disaster events on behalf of its community. It is Council's key role to identify and understand the credible hazards and risks that could impact the safety and sustainability of its community and to put in place mitigation, preparation, response and recovery strategies within its capabilities and resources. This is achieved through the development of local management plans.

This Local Disaster Management Plan sets out Council's strategies and practices towards enhancing our community's preparedness for and managing the consequences of a disaster. It also provides information on links to the local disaster management group, individuals, voluntary organisations and community organisations that are integral to the execution of our disaster management strategy.

I encourage the community to be aware of this plan, the process and strategies contained herein, as the more knowledge an individual has, the better equipped that individual is during times of need.



Cr. Ramon Jayo
Mayor, Hinchinbrook Shire
Chairperson, Hinchinbrook Local Disaster Management Group

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Amendment Control

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

Local Disaster Coordinator
Hinchinbrook Local Disaster Management Group
25 Lannercost Street
INGHAM QLD 4850

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

DOCUMENT HISTORY AND STATUS					
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Endorsement

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

This plan is endorsed by the Chairperson of the Local Disaster Management Group with the support of Core members.

This plan was endorsed by the Hinchinbrook Local Disaster Management Group on Monday 1 November 2021.

This plan has been approved by the Hinchinbrook Shire Council through resolution (Item No. 231121-28), for distribution.

Distribution

Distribution of this plan is controlled by maintaining this document and a Local Disaster Management Group List (not available for public release). The Hinchinbrook Local Disaster Management Group ensures compliance to the *Information Privacy Act 2009* by allowing only the version which excludes personal details, to be made available to the public.

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

Abbreviations List

ABBREVIATION	FULL TITLE
Act	<i>Disaster Management Act 2003</i>
AIDR	Australian Institute for Disaster Resilience
ATSB	Australian Transport Safety Bureau
BOM	Bureau of Meteorology
Council	Hinchinbrook Shire Council
CSIRO	Commonwealth Science and Industrial Research Organisation
DAF	Department of Agriculture and Fisheries
DCDS	Director Community and Development Services, Council
DCHDE	Department of Communities, Housing and Digital Economy
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
DEPW	Department of Energy and Public Works
DES	Department of Environment and Science
DFSB	Defence Flight Safety Bureau
DIUS	Director Infrastructure and Utility Services, Council
DRA	Disaster Relief Australia
DRFA	Disaster Recovery Funding Arrangements
DTMR	Department of Transport and Main Roads
EMAF	Emergency Management Assurance Framework
EMC	Emergency Management Coordinator, Queensland Fire and Emergency Services
EM-SAP	Emergency Management Sector Adaptation Plan
EV-CREW	Emergency Volunteering – Community Response to Extreme Weather
EQ	Education Queensland
Guardian	Guardian Incident Management Solution (software)
HRG	Hinchinbrook Recovery Group
IGEM	Office of the Inspector-General Emergency Management
IHS	Ingham Health Service
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LGA	Local Government Area
LMS	Learning Management System
Lower Herbert DMSG	Lower Herbert Disaster Management Sub Group
LRC	Local Recovery Coordinator
NGO	Non-government Organisation
Planning Scheme	Hinchinbrook Shire Planning Scheme 2017
PPRR DM Guideline	Prevention, Preparedness, Response and Recovery Disaster Management Guideline
QAS	Queensland Ambulance Service
Q-CAS	Queensland Climate Adaptation Strategy
QDMA	Queensland Disaster Management Arrangements

ABBREVIATION	FULL TITLE
QDMC	Queensland Disaster Management Committee
QDMTF	Queensland Disaster Management Training Framework
QERMF	Queensland Emergency Risk Management Framework
QFES	Queensland Fire and Emergency Services
QFES FRS	Queensland Fire and Emergency Services Fire and Rescue Service
QFES RFS	Queensland Fire and Emergency Services Rural Fire Service
QH	Queensland Health
QPS	Queensland Police Service
QR	Queensland Rail
QRA	Queensland Reconstruction Authority
Regulation	Disaster Management Regulation 2014
RFA	Request for assistance
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDRA	State Disaster Relief Arrangements
Shire	Hinchinbrook Shire
SES	State Emergency Service
Study	All Natural Hazards Disaster Risk Management Hinchinbrook Shire Report 2008
THHS	Townsville Hospital and Health Service
VQ	Volunteering Queensland

1. Administration and Governance

1.1 Authority to Plan

This plan is prepared for the Hinchinbrook Shire (the Shire) under the provisions of section 57(1) of the *Disaster Management Act 2003*¹ (the Act), which requires comprehensive disaster management plans to be developed.

Under section 57(1) of the Act, a local government must prepare a local disaster management plan for disaster management in the local government's area (LGA).

This plan must include provision for the following²:

- a. the State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management;
- b. the roles and responsibilities of entities involved in disaster operations and disaster management in the area;
- c. the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b);
- d. events that are likely to happen in the area;
- e. strategies and priorities for disaster management for the area;
- f. the matters stated in the disaster management guidelines as matters to be included in the plan; and
- g. other matters about disaster management in the area the local government considers appropriate.

1.2 Purpose

The purpose of the Local Disaster Management Plan (LDMP) is to:

- 1.2.1 detail and support the arrangements for coordination of local capability for disaster operations during a disaster event; and
- 1.2.2 ensure safety and wellbeing of the Hinchinbrook community prior to, during and after a disaster.

Additionally, it will provide guidance on operations for the Local Disaster Management Group (LDMG), lead and support agencies, and the community according to the Prevention, Preparedness, Response and Recovery Disaster Management Guideline (PPRR DM Guideline)³.

This will be achieved by:

- ensuring that community risks related to events are effectively managed;
- ensuring that risks requiring district level support are identified and communicated to district level;
- ensuring that the local government and local groups comply with their disaster management obligations under the Act and other obligations related to disaster management that the local government determines; and
- to operationalise Hinchinbrook Shire Council (Council) policies in relation to disaster management, through the formation and maintenance of the LDMG.

The plan provides a comprehensive, all-hazards, all agencies approach to disaster management. (An 'all-hazards' approach means that the plan addresses all risk in a holistic manner).

¹ www.legislation.qld.gov.au

² *Disaster Management Act 2003* (section 57)

³ www.disaster.qld.gov.au

1.3 Objectives

This plan will strive to safeguard people, property and the environment from disaster impacts through risk reduction measures, response and recovery strategies, and by working towards increased community resilience. To achieve this, the plan follows the four guiding principles outlined in section 4A of the Act⁴, which are:

- a. disaster management should be planned across the following four phases – prevention, preparedness, response and recovery;
- b. all events, whether natural or caused by human acts or omissions, should be managed in accordance with the strategic policy statement, the state disaster management plan and any disaster management guidelines;
- c. local governments should primarily be responsible for managing events in their LGA; and
- d. district groups and the state disaster management group should provide local governments with appropriate resources and support to help the local governments carry out disaster operations.

The strategies for the four phases referred to in 1.3a. above are as follows:

1.3.1 Prevention

Investigate and coordinate risk management strategies to reduce the impact of disaster events on the community.

1.3.2 Preparedness

- Increase community resilience by increasing knowledge and education;
- Encourage shared responsibility and an all-hazards approach to disaster management – including for the resources and arrangements used to support response and recovery; and
- Enhance local capability by encouraging participation in training and exercises, contributing to equipment acquisition programs, and building relationships.

1.3.3 Response

- Provide effective and efficient coordination of disaster response and recovery in order to safeguard people, property and the environment; and
- Provide support to communities outside of the town who may be affected by a disaster.

1.3.4 Recovery

- Ensure that the recovery priorities of the Hinchinbrook community are identified and met across the functional areas; and
- Ensure that recovery operations help to build community resilience.

1.4 Review and Renew Plan

Council is required under section 59 of the Act to review or renew its LDMP when it is considered appropriate, however Council must review the effectiveness of the plan at least once a year.

1.5 Functions of Local Government⁵

The functions of Council under the Act are to ensure it has disaster response capability; to approve its local disaster management plan (prepared under part 3); to promptly provide information about an event or disaster in its area to the Townsville District Disaster Coordinator (DDC); and to perform other functions given to Council under the Act.

⁴ Disaster Management Act 2003 (section 4A)

⁵ Disaster Management Act 2003 (section 80)

1.6 Statement of Compliance

Council is committed to ensuring that the Shire's disaster management arrangements comply with the provisions of the Act and is obliged under section 58 to develop an LDMP which is consistent with the disaster management standards and disaster management guidelines.

Council also acknowledges the legislative role of the Inspector-General Emergency Management (IGEM) in setting and reviewing disaster management standards, including the Emergency Management Assurance Framework (EMAF)⁶.

The following documents were considered in preparation of this plan:

- the Act and associated regulation;
- Emergency Management Assurance Framework (2021);
- Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline (2018)⁷;
- *Local Government Act 2009*;
- Queensland Disaster Management Strategic Policy Statement (2016); and
- Queensland State Disaster Management Plan (2018).

1.7 Strategic Policy Statement

The development of a Strategic Policy Framework (currently a Statement) for Disaster Management is the responsibility of the Queensland Disaster Management Committee (QDMC) under section 18 of the Act.

The objectives of this Statement are to:

- strive to safeguard people, property and the environment from disaster impacts; and
- empower and support local communities to manage disaster risks, respond to events and be more resilient.

1.8 Emergency Management Assurance Framework

The EMAF is developed by IGEM to deliver on its responsibilities and functions set out in the Act. The EMAF applies to Council because of its role and responsibilities within Queensland's disaster management arrangements.

The objectives of the EMAF are to:

- direct, guide and focus the work of IGEM to ensure all entities working in Queensland's disaster management arrangements strive to achieve positive outcomes for the community;
- support continuous improvement in disaster management; and
- provide transparency in relation to how IGEM delivers its functions.

Four principles underpin effective disaster management in Queensland and are fundamental to effective disaster management and continual improvement of the disaster management system. The four principles are: Public Safety, Leadership, Partnership and Performance.

In addition to working within these Principles, Council undertakes to complete Assurance Activities scheduled by IGEM to contribute to the assessment of the overall effectiveness of disaster management arrangements in Queensland.

⁶ www.igem.qld.gov.au

⁷ www.disaster.qld.gov.au

1.9 State Government Policy for Disaster Management

The primary focus of the Queensland Disaster Management Arrangements (QDMA) is to mitigate the effects of disasters, wherever possible or practical, while preparing to respond when disasters occur. The arrangements have been developed with a focus on the local community, which is represented by the local government in the area, and operate on three distinct levels: Local Government, District and State Government, as shown in Figure 1. The QDMA requires a commitment from all levels of government to deliver an all-hazards, comprehensive framework that responds to the needs of the community. They enable a progressive escalation of support and assistance through each tier as required, and they are geared towards providing support and coordination to the local level.

If local governments require additional resources to manage a disaster event in their community, they are able to request support through their District Disaster Management Group (DDMG). This allows for rapid mobilisation of resources at regional or district levels.

If district resources are inadequate or inappropriate, requests for assistance (RFA) can be passed to State Disaster Coordination Group (SDCG) via the State Disaster Coordination Centre (SDCC). The Australian Government is also included in the arrangements as a fourth level, in recognition that the State may seek federal support in times of disaster.

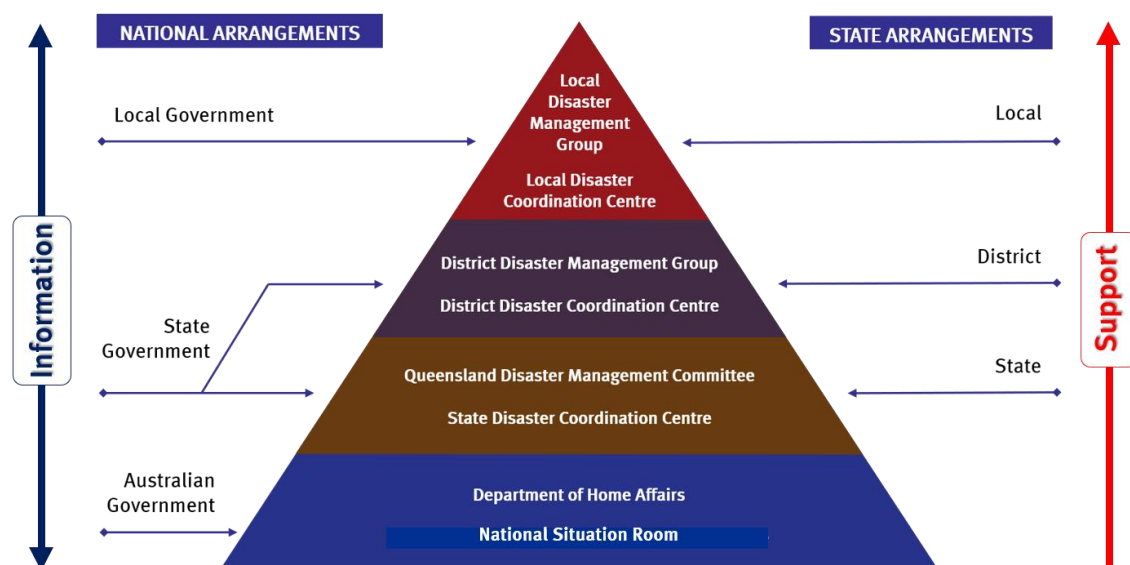


Figure 1 Queensland Disaster Management Structure

1.10 Local Government Policy for Disaster Management

Council will ensure that its responsibilities under the Act are executed in full. This includes establishing a Local Disaster Management Group (LDMG) for its LGA as outlined in section 29 of the Act. The LDMG is to also ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State in accordance with the Act (section 30).

Local government has a key role in identifying and understanding the hazards and risks that could threaten the safety of their communities. This includes the development and implementation of strategies that prevent, prepare, respond to and recover from disasters, within their human, financial and physical resource capabilities according to the PPRR DM Guideline. Figure 1 illustrates the relationship between Local, State and Federal Government Disaster Management Groups and Coordination Centres during a disaster event.

2. Local Disaster Management Group

2.1 Establishment

The establishment of an LDMG by a local government is required under section 29 of the Act⁸.

2.2 Functions

The functions of the LDMG according to section 30 of the Act⁹ are summarised as follows:

- a. to ensure that disaster management and operations in the area are consistent with the State group's Strategic Policy Statement;
- b. to develop effective disaster management for the Shire, and regularly review and assess the disaster management;
- c. to assist Council to prepare the Hinchinbrook LDMP;
- d. to identify, and provide advice to Townsville DDMG about support services required by the LDMG to facilitate disaster management and operations in the Shire;
- e. to ensure the Hinchinbrook community is aware of ways to mitigate adverse effects of, prepare for and recover from disaster events;
- f. to manage disaster operations in the shire under policies and procedures decided by the State group;
- g. to provide reports and make recommendations to the Townsville DDMG about matters relating to disaster operations;
- h. to identify, and coordinate use of, resources that may be used for disaster operations in the Shire;
- i. to establish and review communications systems in the LDMG, with Townsville DDMG and other LDMGs for use when a disaster happens;
- j. to ensure information about a disaster in the area is promptly given to the Townsville DDMG;
- k. to perform other functions given to the LDMG under the Act; and
- l. to perform a function incidental to a function mentioned in a. to k. above.

2.3 Disaster Management Priorities

Council and LDMG are committed to ensuring that responsibilities under the Act are executed in full, by:

- 2.3.1 building community resilience;
- 2.3.2 protecting and preserving life;
- 2.3.3 protecting infrastructure;
- 2.3.4 managing information; and
- 2.3.5 coordinating recovery.

2.4 Membership

For section 33(1) of the Act, and in accordance with sections 9 and 10 of the Disaster Management Regulation 2014 (the Regulation)¹⁰, Council appoints the members of the LDMG.

⁸ Disaster Management Act 2003 (section 29)

⁹ Disaster Management Act 2003 (section 30)

¹⁰ Disaster Management Regulation 2014 (sections 9, 10)

2.4.1 Chairperson and Deputy Chairperson

Council is required under section 34(2) of the Act and section 10(2) of the Regulation, to appoint a councillor as LDMG Chairperson and Deputy Chairperson. Council appoints the Mayor as LDMG Chairperson, and Deputy Mayor as Deputy Chairperson of the LDMG.

Functions

The functions of the LDMG Chairperson under section 34A of the Act are:

- to manage and coordinate the business of the group;
- to ensure, as far as practicable, that the group performs its functions; and
- to report regularly to the Townsville DDMG, and the chief executive of the department (QFES Commissioner), about the performance by the LDMG of its functions.

2.4.2 Local Disaster Coordinator

The Chairperson of the LDMG must, after consulting with the chief executive, appoint the Chief Executive Officer (CEO) or an employee of Council as a Local Disaster Coordinator (LDC) of the LDMG (section 35(1) of the Act). The Chairperson of Hinchinbrook LDMG appoints the CEO as LDC, and a Council Director as Deputy LDC.

The appointment must be in writing and can only be revoked in writing (section 35(3)) of the Act.

Functions

The functions of the LDC according to section 36 of the Act are:

- to coordinate disaster operations for the group;
- to report directly to the LDMG about disaster operations; and
- to ensure, as far as practicable, that any strategic decisions of the LDMG about disaster operations are implemented.

2.4.3 LDMG Core Members

Membership of the LDMG shall mean and include the person acting in the capacity of any of the below members, or the delegate of the member (as the case may be). The delegate must have the authority to commit resources from the parent body. Core members receive induction and training under the Queensland Disaster Management Training Framework (QDMTF).

ROLE/AGENCY	CORE MEMBER
Chairperson	Mayor, Hinchinbrook Shire Council (Council)
Deputy Chairperson <i>* assumes the role in the absence of the Mayor</i>	Deputy Mayor, Council
Local Disaster Coordinator (LDC)	CEO, Council
Deputy Local Disaster Coordinator <i>* assumes the role in the absence of the LDC</i>	Director Infrastructure and Utility Services (DIUS), Council
Queensland Fire and Emergency Services (QFES)	Inspector, Fire and Rescue Service; and Emergency Management Coordinator (EMC)
Queensland Police Service (QPS)	Officer-in-Charge, Ingham
State Emergency Service (SES)	Local Controller/s
Queensland Ambulance Service (QAS)	Officer-in-Charge, Ingham
Community and Development Services	Director Community and Development Services (DCDS), Council
Infrastructure and Utility Services	DIUS, Council

2.4.4 LDMG Advisory and Supporting Agencies Members

The following members, whilst not regarded as 'Core' members of the LDMG, may be called upon to give specialist advice, and/or information regarding the role and capabilities their organisation may be able to provide to the LDMG. Advisory and Supporting members do not have voting rights.

AGENCY*	MEMBER
Bluecare	Staff/team member
Bluecare	Facility Manager
Bluecare/Bluehaven Aged Care Facility	Manager/Senior Administration Officer
Department of Agriculture and Fisheries (DAF)	Regional Director
DAF	District Officer
Department of Communities, Housing and Digital Economy (DCHDE)	Senior Community Recovery Officer
Department of Environment and Science (DES)	Executive Director
DES	Principal Ranger
Department of Energy and Public Works (DEPW)	Regional Director
DEPW	Principal Contract Officer
Department of Transport and Main Roads (DTMR)	Principal Engineer
DTMR	Manager (Delivery and Operations)
DTMR	Disaster Management
Education Queensland (EQ)	Principal, Ingham State High School
Ergon Energy	Team Leader
Everglow Community Care Links	Wellness Co-ordinator
Forrest Beach Surf Lifesaving Club	President/Deputy President
Hinchinbrook Community Support Centre (HCSC)	Manager
Council	Infrastructure Operations Manager
Council	Utilities Services Manager
Council	Equipment and Facilities Officer
Council	Airport Reporting Officer
HQ Plantations	District Manager, North Queensland
Ingham Disability Support Services	Manager
Ingham Volunteer Coastguard	Commander
Lucinda Bulk Sugar Terminal – Queensland Sugar Limited	Supervisor
Queensland Sugar Limited	Manager – Townsville
Meals on Wheels	President
NBN Co	Community Engagement Manager
NQ Employment	Manager
Optimise Health and Wellness	Director
Ozcare Magdalene Villa (previously Canossa)	Facility Manager

LDMG Advisory and Supporting Agencies Members (continued)

AGENCY*	MEMBER
Palms Aged Care	Manager
Pulse Rehabilitation	Owner
QFES	Captain, Forrest Beach
QFES	Captain, Halifax
QFES	Station Officer, Ingham
QFES Rural Fire Service (RFS)	Superintendent, Regional Manager
QFES RFS	Area Inspector
QFES RFS	Rural Air Operations
Queensland Ambulance Service (QAS)	Officer-in-Charge, Halifax
Queensland Police Service (QPS)	Officer-in-Charge, Halifax
QPS	Officer-in-Charge, Rollingstone
Queensland Rail (QR)	Supply Chain Interface Manager
QR	A/Technical Maintenance Supervisor
Queensland Reconstruction Authority (QRA)	Regional Liaison Officer
Red Cross	Regional Coordinator
Salvation Army	Ministry Leader
Services Australia – Centrelink	Manager/Supervisor
State Member of Parliament	Member for Hinchinbrook
Telstra	Area General Manager
Telstra	Field Services Manager
Townsville District Disaster Management Group (DDMG)	District Disaster Coordinator (DDC)
Townsville DDMG	Executive Officer
Townsville Hospital and Health Service (THHS) Queensland Health (QH)	Emergency Preparedness and Continuity Management Coordinator
THHS Ingham Health Service (IHS)	Medical Superintendent
IHS	Director of Nursing
Wilmar Herbert River (Wilmar)	Regional Operations Manager
Woolworths	Group Manager

*Or any other agency the Chairperson of the LDMG may invite to the group.

2.4.5 Notice About Membership of LDMG

In accordance with section 37 of the Act, Council must annually give written notice of the members of the LDMG to the QFES Commissioner, and the Chairperson of Townsville DDMG.

2.4.6 LDMG Sub Group

The LDMG passed by resolution the establishment of the Lower Herbert Disaster Management Sub Group (Lower Herbert DMSG) on 13 March 2012. The Lower Herbert DMSG Operational Procedure is a Sub Plan to this LDMP.

The purpose of the Lower Herbert DMSG is to assist the LDMG in preparing for disaster events, reporting information and managing operations and resources specific to Lower Herbert.

2.5 Administration

The LDC is responsible for the administration of the LDMG. The administrative tasks to be undertaken include but are not limited to:

- Coordinating meetings;
- Keeping minutes of meetings;
- Maintaining contact lists;
- Maintaining membership lists;
- Updating local disaster management plans;
- Registering correspondence;
- Financial management; and
- Preparing reports as required.

2.6 Meetings

LDMG meetings are mandated in the Regulation, section 12(1). LDMG meetings must be held at least once in every six months at the times and places decided by the chairperson of the group.

- Under normal circumstances, Hinchinbrook LDMG meets on or around the third Thursday of every month between November and March, and every second month thereafter (being May, July and September); and
- In emergency or disaster situations, the LDMG will meet at the request of the Chairperson or LDC, or their delegate, or at the request of the Townsville DDC.

The quorum for LDMG meetings is equal to one-half of its Core members, plus one (in accordance with section 13 of the Regulation).

2.7 Reporting

The LDC is responsible for the administrative and reporting obligations of the LDMG. The following reporting is undertaken by the group:

Report	Submitted to	Frequency	Format
Meeting Minutes	LDMG members/DDMG	Following meetings	Council Minutes
LDMG Agency Report	DDMG	Prior to meetings	DDMG Agency report template
Situation Reports	DDMG	As negotiated	Template within Guardian IMS
Activation Reports	DDMG	As required	Within Guardian IMS or via LDMG
LDMG Membership	LDMG Core/DDMG/SDCG	Annually or as updated	Table

Reports regarding disaster management training will be provided by QFES EMC at each LDMG meeting to align with the QDMTF and demonstrate the continuous improvement process.

2.8 Appointment of Representative to District Group

Hinchinbrook Shire Council Mayor, in their capacity as Chairperson of the LDMG, is appointed as a member of the Townsville DDMG. The Deputy Chairperson can attend meetings in the absence of the Chairperson.

3. Disaster Risk Assessment

The All Natural Hazards Disaster Risk Management Hinchinbrook Shire Study 2008 (the Study) reported on the assessment of risk through consideration of the likelihood that the event would arise (likelihood) and the level of impact of the risk (consequence). The Study informs this Plan regarding risks and hazards in the Shire.

The primary objectives of the Study as outlined in the associated Report were:

- To identify risks from disasters to life, property, environment and infrastructure, and to analyse, evaluate and recommend treatment options;
- To generate treatment options to protect life and reduce financial burdens to Council caused by the impact of disasters on the community; and
- To develop procedures and plans to mitigate and minimise the effects of disasters on people, property, and the environment of the Shire.

Risks were considered in the context of the effect of economic loss on the community and its ability to respond in the short to medium term. Other considerations include: the likelihood of risk escalation and frequency of events; and the political implications of actions and responses.

Identification, profiling and ranking of risks resulted in the Risk Register prioritising the following major threats:

- A. Cyclonic winds/Severe storm – based on equivalent of category 4 or 5 tropical cyclone;
- B. Storm surge – based on equivalent of category 4 or 5 tropical cyclone;
- C. Cyclonic winds/Severe storm – based on equivalent of category 1, 2 or 3 tropical cyclone;
- D. Storm surge – based on equivalent of category 1, 2 or 3 tropical cyclone;
- E. Flooding (Herbert River); and
- F. Flooding (localised flash flooding).

The region may also face hazards such as bushfire, landslide, earthquake, tsunami, pandemic and hazardous material incidents, as well as indirect impact by threats/hazards occurring in neighbouring LGAs.

Council will continue to undertake best practice risk assessment and management practices in the Shire, and will comply with current risk management standards (ISO 31000:2018).

In terms of disaster management, this will enable Council to:

- support risk assessment and management with scientific and geospatial data, and analysis of historical and/or projected impacts to identify area specific exposures and vulnerabilities;
- identify residual risk (the risk that remains in unmanaged form, even if controls are in place) and reach agreement to either accept, mitigate or transfer that risk;
- clearly document and make publicly available hazard identification and risk assessments to stakeholders and community members; and
- use risk assessments to inform mitigation, preparedness, continuity, response and recovery planning processes and documentation.

Hazard identification, the analysis of exposure and vulnerability and identification of risk through this process forms the basis for effective risk-based planning. Council conducts annual reviews of Business Continuity Plans and Corporate Risk Register to ensure the most current information is used to identify exposures and vulnerabilities, and that the subsequently developed plans directly mitigate the identified risks.¹¹

¹¹ www.disaster.qld.gov.au, Prevention, Preparedness, Response and Recovery Disaster Management Guideline

Risk Register Consequence Categories

The information below is taken from Council's Risk Escalation Plan and outlines the trigger points and likely consequences according to risk categories relevant to disaster management.

		CORPORATE CONSEQUENCES MATRIX				
		Insignificant	Minor	Moderate	Major	Catastrophic
RISK REGISTER	Finance	Financial loss of <5% of operating revenue or budget loss for an Event, Project or Program	Financial loss of 5% to 10% operating revenue or budget loss for an Event, Project or Program	Financial loss of 10% to 15% operating revenue or budget loss for an Event, Project or Program	Financial loss of 15% to 20% of operating revenue or budget loss for an Event, Project or Program	
	Environment & Community	No lasting detrimental effect on the natural environment or community	Short term, local detrimental effect on the natural environment or community.	Serious, local discharge of pollutant or source of community unrest within general neighbourhood requiring remedial action.	Long term detrimental effect on natural environment or community.	Extensive detrimental long term impacts on natural environment or community.
	Public Health	No lasting detrimental or negligible/isolated impact on the health and wellbeing of the physical, psychological, aesthetic, social and cultural environs and the local population.	No effect on ecosystem functions. Minor, short –term isolated impact on the health and wellbeing of the physical, psychological, aesthetic, social and cultural environs and the local population.	Moderate, medium-term, widespread impact on the health and wellbeing of the physical, psychological, aesthetic, social and cultural environs and the local population.	Serious, long-term, widespread impact on the health and wellbeing of the physical, psychological, aesthetic, social and cultural environs and the local population.	Severe/extensive on-going, widespread impact on the health and wellbeing of the physical, psychological, aesthetic, social and cultural environs and the local population.
	Work Health & Safety	Incident or compensable injury with or without time lost < 4 days. No injury 0 – Low \$ loss	Compensable disabling injury requiring medical treatment and time lost > 4 days. First Aid Injury Low – Medium \$ loss	Compensable injury resulting in partial permanent impairment and/or damages claim. Medical Treatment Medium – High \$ loss	Compensable injury resulting in serious permanent = impairment and damages Resulting in a fatality. Serious Injury Major \$ loss	Multiple fatalities Death High \$ loss
	Business Continuity	No or negligible disruption to the ongoing viability of strategically critical and/or essential operations, services, projects or programs, assets/infrastructure, security and workforce with no/negligible impact on the customer.	Minor and temporary disruption to the on-going viability of some localised strategically critical and/or essential operations, services, projects or programs, assets/infrastructure, security and workforce with minimal impact on the customer.	Moderate and medium-term disruption to the on-going viability of strategically critical and/or essential operations, services, projects or programs, assets/infrastructure, security and workforce with some moderate impact on customers.	Major and medium-term disruption to the on-going viability of strategically critical and/or essential operations, services, projects or programs, assets/infrastructure, security and workforce that has a widespread and significant negative impact on customers.	Serious and long-term and/or indefinite disruption to the on-going viability of strategically critical and/or essential operations, services, projects or programs, assets/infrastructure, security and workforce with serious/catastrophic widespread and negative impact on customers.
	Workforce	Can be rectified with existing staff and by review of existing procedures.	Can be rectified in the short term with existing staff.	Requires hiring external or building internal capability.	Difficult to source or build capability to rectify the problem.	Inability to source capability to rectify the problem.

Consequence Ratings

The table from Council's Risk Escalation Plan below outlines the risk levels and priorities according to likelihood.

		CONSEQUENCE RATINGS				
		Insignificant	Minor	Moderate	Major	Catastrophic
LIKELIHOOD	Almost Certain Is expected to occur at most times	Low 7	High 16	High 20	Extreme 23	Extreme 25
	Likely Will probably occur at most times	Low 6	Medium 9	High 17	High 21	Extreme 24
	Possible Distinct possibility of occurrence at some time	Low 4	Medium 8	Medium 13	High 18	Extreme 22
	Unlikely Could occur at some time but considered highly unusual	Low 2	Low 5	Medium 11	High 14	High 19
	Rare May occur in rare circumstances	Low 1	Low 3	Medium 10	Medium 12	High 15

3.1 Risk Treatment

Risk treatment options developed from the Study focused on prevention or mitigation, as they will have the greatest influence in decreasing the impact of the hazard. It is noted that where cost effective mitigation treatments are not feasible, then treatment strategies in the areas of Preparedness, Response and Recovery should be prioritised.

Queensland Emergency Risk Management Framework (QERMF)

The QERMF was endorsed by the QDMC as Queensland's approach to disaster risk management in August 2017 and complements existing and widely recognised risk management standards. Figure 2 presents the four clear steps to ensuring identification, analysis and management of risk. Once strategies have been identified, planned or put into place, it is important then to consider residual risk.¹²

¹² www.disaster.qld.gov.au, Prevention, Preparedness, Response and Recovery Disaster Management Guideline



Figure 2 Queensland Emergency Risk Management Framework

Residual Risk

There will be instances where the LDMG, following risk assessment, identifies that the application of treatment options at the local level will not be adequate and that unacceptable residual risk remains.

One of the key features of the QERMF is the passage of residual risk from local government to disaster districts, to the state.

The application of risk sharing at the local level involves the sharing of risk with neighbouring LDMGs, the Townsville DDMG or other stakeholders.

- 3.1.1 The main residual risk identified for the Hinchinbrook Shire, is maintaining adequate staffing resources while managing issues such as fatigue during prolonged events, and staff isolation during floods. Arrangements have been put in place with organisations such as Red Cross, relevant community organisations and other local authority counterparts to assist with potential staffing shortages; and
- 3.1.2 Clearing of watercourse and drains is unable to be undertaken due to the absence of legislative exemptions to interference with marine plants, similar to interference with native vegetation in disaster prevention situations. Reluctance by departmental staff to acknowledge flood related issues caused by, through and in connection with, lack of drain maintenance in marine/agricultural interface notwithstanding lawful construction of drains for that purpose prior to current legislative provisions.

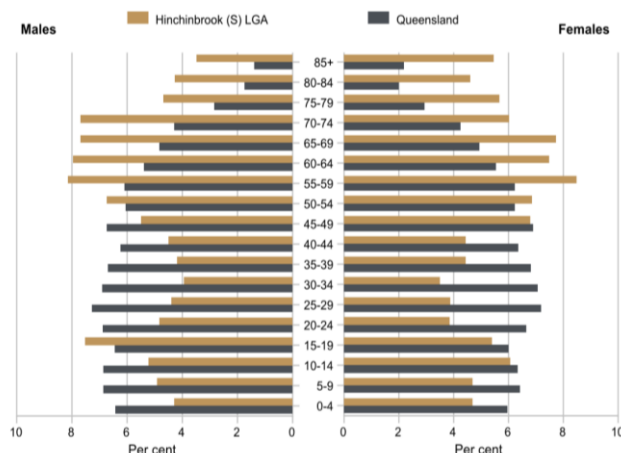
3.2 Community Context

Geography

The Hinchinbrook Shire comprises 2,810km² and is located on a stretch of Queensland coastline approximately one hour north of Townsville and three hours south of Cairns. Shire boundaries exist with Townsville City Council (40km) to the south, Charters Towers Regional Council to the west, Tablelands Regional Council to the north-west, and terminates at the Cardwell Range boundary with Cassowary Coast Regional Council (15km) to the north.

The Shire is encompassed by tropical rainforest, rugged tropical islands, the Great Barrier Reef and includes diverse vegetation and terrain such as savannah grasslands, coastal mangroves, wetlands, woodlands, developed agriculture and grazing lands. Distinctive natural features include: Wallaman Falls, the highest permanent single drop waterfall in the southern hemisphere; Mount Fox, the youngest dormant volcano in Australia; National Parks; and World Heritage areas.

Shire land is used largely for sugar cane farming and cattle grazing, as well as fruit and crop growing.



Source: ABS 3235.0, Population by Age and Sex, Regions of Australia

Population and Demographics

The Shire has an estimated population of approximately 10,645 as at 30 June 2020, with 28.6% of residents aged 65 years or over as at 30 June 2019. This is higher than the state proportion of residents aged 65 years or over, being 15.7%. The median age for Hinchinbrook LGA was 51.4 years, and 14.9% of residents were aged 0-14 years. Approximately 48.4% of 2,959 families were families with children¹³.

English is the predominant language spoken in the Shire, although a significant number of residents are bilingual. In the 2016 Census, 7.4% of residents stated they spoke a language other than English at home. The top five non-English languages spoken at home for the total population of Hinchinbrook LGA were: Italian (4.9%); Australian Indigenous Languages (0.3%); Southeast Asian Austronesian Languages (0.3%); Chinese Languages (0.1%); and German (0.1%)¹⁴. Over 90% of residents were born in Australia or English-speaking countries.

The Estimated Resident Population (ERP) by the Australian Bureau of Statistics (ABS) represents the best possible estimate of the resident population (Figure 3). The following table shows preliminary ERP for the main Urban Centres/Localities within the Hinchinbrook Shire as at 30 June 2020¹⁵.

URBAN CENTRE/LOCALITY	ESTIMATED RESIDENT POPULATION (ERP)
Ingham	4,136
Allingham (Forrest Beach)	1,211
Halifax	429
Lucinda	372
Taylors Beach	314
Trebonne	274
Balance of Hinchinbrook District	3,909
Hinchinbrook Shire	10,645

Figure 3 Estimated Resident Population for Urban Centres/Localities

¹³ Queensland Government Statistician's Office, Regional Profile: Hinchinbrook (S)

¹⁴ ABS, Census of Population and Housing, 2016, General Community Profile – G13

¹⁵ Queensland Government Statistician's Office, Population estimates, ERP

Economics and Industry

Due to the predominance of sugar cane farming, cattle grazing and crop growing in the Shire, the largest industry of employment in the Hinchinbrook LGA in persons aged 15 years and over was Agriculture, Forestry and Fishing, accounting for 16.9% of the region's employed workforce. Other industries with relatively large numbers of employed persons were Manufacturing (12.4%) and Health care and Social Assistance (11.3%). The highest specialisation ratios in the region were in the in the industries of Agriculture, Forestry and Fishing (5.94) and Manufacturing (2.06).

The unemployment rate in Hinchinbrook LGA as at March quarter 2021 was 6.1%, or 296 unemployed persons¹⁶ (Figure 4).

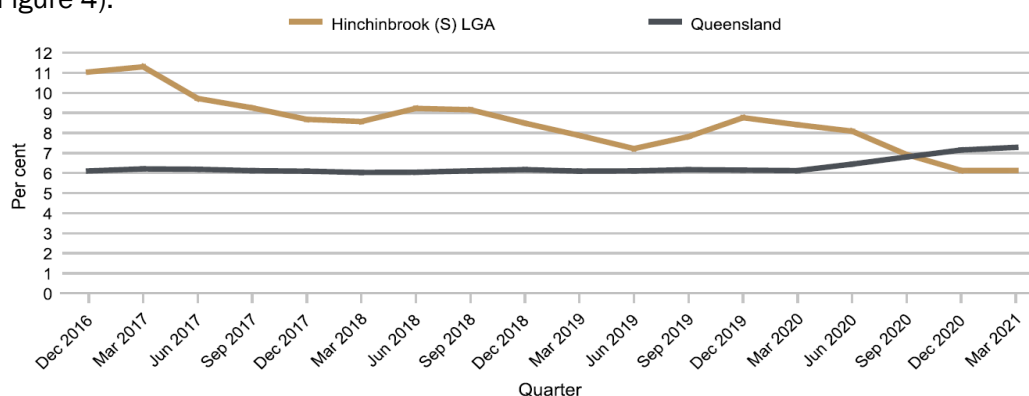


Figure 4 Unemployment rate, Hinchinbrook (S) LGA and Queensland

3.3 Climate and Weather

The Shire experiences a humid, warm climate which generally results in two seasons – a 'wet season' (December-April) with summer monsoons and occasional tropical cyclones, and a 'dry season' (May-November) with occasional showers. Bureau of Meteorology (BOM) Climate Statistics for the period 1991-2020 for Ingham are shown in the table below (Figure 5).

Average annual rainfall is approximately 2,000mm with around 85% of rainfall occurring between November and April. Consequently, flooding of the Herbert River and its tributaries is a more common occurrence during this period. Such intense rainfall and flooding is usually associated with tropical cyclones, or broader monsoonal rain depressions.

Severe storms with wind and rain do occur, including occasional hail storms, particularly between October and March. These storms can affect all parts of the Shire. Due to associated high wind, intense rainfall and lightning, these severe weather events can cause structural damage, flooding and disruption to infrastructure and essential services.

Statistics	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual	Years
Temperature														
Mean maximum temperature (°C)	32.4	32.0	31.0	29.3	27.2	25.4	25.1	26.3	28.7	30.4	31.8	32.8	29.4	30 1991 2020
Mean minimum temperature (°C)	23.2	23.4	22.5	20.5	17.9	15.4	14.1	14.4	16.3	18.6	20.6	22.3	19.1	30 1991 2020
Rainfall														
Mean rainfall (mm)	367.0	526.0	365.0	183.6	96.9	46.6	41.5	33.6	41.1	57.7	114.8	207.1	2084.8	30 1991 2020
Decile 5 (median) rainfall (mm)	335.4	464.0	287.1	137.2	84.0	41.2	33.4	20.2	21.0	40.7	38.0	122.7	2016.8	30 1991 2020
Mean number of days of rain ≥ 1 mm	14.9	16.2	15.1	13.8	10.2	6.8	5.6	4.6	4.6	5.7	7.9	9.9	115.3	30 1991 2020
Other daily elements														
Mean daily sunshine (hours)														
Mean number of clear days	2.1	1.6	4.2	4.0	6.9	8.0	10.2	9.7	10.1	6.3	4.2	2.8	70.1	20 1991 2010
Mean number of cloudy days	16.6	17.0	13.1	12.6	11.5	10.4	9.7	9.1	6.7	8.5	10.6	12.5	138.3	20 1991 2010

Figure 5 Climate Summary Statistics – Ingham Composite (Site Number 032078), Period: 1991-2020

¹⁶ Queensland Government Statistician's Office, Regional Profile: Hinchinbrook (S)

Due to the location of the Shire on the North Queensland coast, tropical cyclones pose a significant risk to the community and have done so since records began in the early 1800's. Tropical cyclones typically occur during the period between December and March and involve serious hazards such as strong to destructive winds, very heavy and intense rainfall and storm surge/tides.

3.4 River Catchment

The Herbert River catchment is located on Queensland's north tropical coast to the north of Ingham and covers almost 10,000km². The Herbert River headwaters are situated in a high rainfall area of the Great Dividing Range near Herberton which flow through a gorge to the coastal plain near Ingham, continuing on to its mouth near Lucinda.

3.5 Critical Infrastructure and Essential Services

3.5.1 Electricity

The area is serviced by reticulated electricity service provided by Ergon Energy with a 132/66/11kV Powerlink/Ergon Energy Bulk Supply Point substation located at Davidson Street in Ingham. 66/11kV Zone substations are located at Victoria Estate, Macknade, Lucinda, Lannercost, Bambaroo, Mutarnee and Mount Fox.

The Shire is supplied from north and south by a 132kV transmission line owned and operated by Powerlink.

3.5.2 Water

All urban communities are serviced by a reticulated water supply. The Ingham supply is interconnected to both the Lower Herbert and Forrest Beach water supply areas to secure and augment the reliance on their underground water sources if necessary.

The Ingham supply is primarily sourced from bores situated in the Como Road area with contingency supply sourced from the Herbert River if turbidity levels are within guideline values. These Como Road underground supplies have been augmented to provide an extra water source if required.

During major cyclonic events, the water reticulation system is turned off to protect against loss of reservoir supply caused by water main breaks associated with tree and other infrastructure (power pole) damage.

3.5.3 Sewerage

Ingham, Trebonne and Blackrock are connected to a reticulated sewerage system, and a small portion of Lucinda is connected to a sewerage treatment package plant. All other urban communities rely on septic waste disposal systems or similar.

3.5.4 Communications

The majority of telecommunications networks in the Hinchinbrook Region are owned and operated by Telstra or NBN Co. The NBN network is underground within the township and is linked to the main network via fibre optic cable and microwave radio towers. There are a number of NBN nodes within flood areas.

Telstra operate and maintain a mobile network and other carriers (including Optus and Vodafone) also provide mobile services within the Shire.

Internet and broadband services are provided via multiple providers.

Broadcast TV and radio services are provided in the Shire from transmitters located in Townsville.

Council provides UHF Radios to Local Area Wardens in relevant areas to provide a reliable back up communication network. Channels 9 (Mt Mercer) and 16 (Wallaman) are allocated to warden radios and are government regulated channels. QFES RFS personnel can utilise warden channels from their RFS vehicles. Halifax operate under a normal CB channel 3.

3.5.5 Transport

Highway One (Bruce Highway) transects the Shire, commencing at Crystal Creek boundary with Townsville City Council, passing through the principal town of Ingham and exiting the Shire at the Cardwell Range boundary with Cassowary Coast Regional Council.

This is a major road transport network from Brisbane to Cairns and beyond. As such, when it is cut due to flooding, there will be some pressure and urgency to reopen the road as soon as practicable to allow the transport of goods to recommence.

Other principal main roads within the Shire include:

- Ingham – Abergowrie Road;
- Ingham – Bemerside – Halifax;
- Stone River Road;
- Ingham – Forrest Beach Road; and
- Halifax – Lucinda Road.

There is also a network of approximately 690km of local roads, sealed and unsealed, servicing smaller urban communities, rural residential and farming properties. These roads are constructed and maintained by Council.

The Shire is crisscrossed by a network of railway tracks operated by Wilmar to service the cane industry and transport cane to their mills at Victoria Estate and Macknade.

The north coast railway traverses the Shire south to north, with one stop at the Ingham Railway Station in Ingham.

3.5.6 Airport

Ingham Aerodrome is the district's airport, located 2km from the Ingham central business district. It consists of 1,526m sealed runway capable of accepting light aircraft up to 5,700kg MTOW with a pavement concession of PCN 9/F/B/580(84psi)/U. The Aerodrome has permanent night lighting installed with PAALC Frequency of 120.050 MHz and is Council owned and operated.

The Aerodrome is subject to minor flood inundation during major flood events and is consequently closed during such periods. It is reopened only when ground conditions permit landing of aircraft without causing damage to the runway surface.

3.5.7 Health

IHS is part of the THHS which, as a Hospital and Health Service, is governed by a Hospital and Health Board. Overall management of the public health system is the responsibility of the Department of Health.¹⁷

It provides inpatient, outpatient, emergency, surgical and maternity service. Community-based staff provide school-based health support, as well as child health, mental health, community antenatal and postnatal midwifery services.

Visiting outreach services include endoscopy, mental health, paediatrics, psychiatry, respiratory medicine and surgery.

Telehealth services are available via videoconference, linking patients with specialist services reducing the need for patient travel.

Ingham Hospital was opened in May 2009. It has 28 inpatient bed capacity, with six single ensuite rooms and two palliative care rooms.¹⁸

The facility also includes a helipad capable of receiving the QGAir helicopters.

¹⁷ www.health.qld.gov.au/system-governance/health-system/managing/org-structure

¹⁸ COVID 19 Hinchinbrook Health and Local Government Integrated Response Plan July 2020

The Shire has two private medical practices staffed by doctors and serviced by allied health practitioners. Forrest Beach and Halifax have part time medical centres operated by one of the local practices.

Medical imaging/radiography services are available from one private practice and through IHS.

The district is also serviced by two private dental practices and five pharmacies.

The **Public Health Sub Plan** details effective processes and procedures to support Council in protecting the health and wellbeing of the public before, during and after a disaster event.

3.5.8 Vulnerable Persons

Community and disability services are included as LDMG supporting agency members. Agencies will be contacted by the LDMG Chairperson or their delegate if and when the need arises. In the event of activation, LDMG will distribute information and may engage with these support services to ensure that the needs of vulnerable community members are being met.

Such vulnerable persons include (but are not limited to) those in aged care facilities, seniors residing in their homes, people with a disability, people with chronic medical conditions and those culturally and linguistically diverse.

QAS is responsible for maintaining a list and supporting medically vulnerable people in the community.

3.5.9 Emergency Services

Ingham and surrounding districts have access to the following emergency services and facilities:

Service	Location	Staffing
QFES FRS	Ingham	Firefighters Auxiliary firefighters
	Halifax	Auxiliary firefighters
	Forrest Beach	Auxiliary firefighters
QFES RFS	Hinchinbrook	Fire Warden areas Fire Wardens and Deputy Fire Wardens Brigades Appliances Slip on units Volunteer members
QAS	Ingham	Paramedics
	Halifax	Paramedics
QPS	Ingham	Officers
	Halifax	Officers
SES	Ingham	Local Controller Volunteer members
	Halifax	Local Controller Volunteer members

A Police-Citizens Youth Club (PCYC) Emergency Services Cadet Unit is based in Halifax. The Unit meets regularly to undertake training and exercises to increase their knowledge and skills in emergency service activities.

3.5.10 Community Support Agencies

Community Support Agencies such as HCSC, aged care and disability services are members of the LDMG in a supporting and/or advisory role. These agencies provide information and support community wellbeing before, during and after the impact of a disaster event. The LDMG will liaise regularly with representatives from these supporting agencies to ensure that identified needs of the community are met.

3.5.11 Government Buildings, Facilities and Spaces

Buildings

Building/Facility	Location	Agency
Council Chambers, Offices	25 Lannercost Street, Ingham	Council
Council Works Depot	Martin Street, Ingham	Council
Court House	35 Palm Terrace, Ingham	State Government
Public Cyclone Shelter	12 Menzies Street, Ingham	State Government
Ingham Hospital	2-16 McIlwraith Street, Ingham	State Government
SES Building	Menzies Street, Ingham	Council

Public Spaces

Facility	Location
Shire Hall	25 Lannercost Street, Ingham
Ingham Showgrounds and Pavilion	Cooper Street, Ingham
Shire Library and TYTO Precinct	73-75 McIlwraith Street, Ingham
Hinchinbrook Visitor Information Lounge	Cooper Street & Bruce Hwy, Ingham
Hinchinbrook Aquatic Centre	31 McIlwraith Street, Ingham
J L Kelly Theatre	76 Townsville Road, Ingham
Hinchinbrook Meeting Place	Ann Street, Ingham
Halifax Library	15 Macrossan Street, Halifax
Halifax Hall	Argaet Street, Halifax

The Hinchinbrook Shire also provides the community with a variety of other public buildings and spaces including:

- Schools;
- Child-care centres;
- Parks;
- Sporting grounds; and
- Marine facilities including jetties and boat ramps.

4. Hazards

4.1 Tropical Cyclones

A tropical cyclone is an intense low-pressure weather system that in the southern hemisphere has winds circulating in a clockwise direction around the central eye. A five-scale system is used by BOM to classify tropical cyclones in Australia (Figure 6).

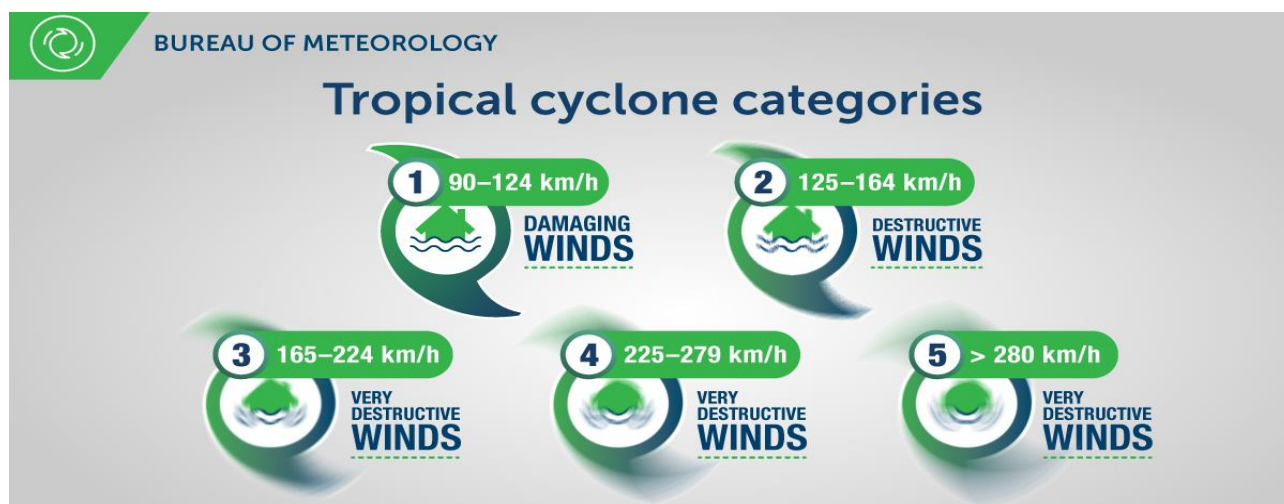


Figure 6 Bureau of Meteorology Tropical Cyclone Category System

The Queensland communities at highest risk of tropical cyclone threat during the typical season between December and March, are areas closest to the coast. Three components make up a tropical cyclone hazard – extreme winds, very heavy and intense rainfall with flooding and damaging storm surge¹⁹.

Cyclonic Winds

Cyclones have gale force winds with wind gusts in excess of 90 km/h around their centre. Once a tropical cyclone system intensifies to category 3 and above, it is upgraded to a 'severe tropical cyclone' and can exhibit average wind speeds in excess of 120km/hr with accompanying gusts up to 50% stronger than average. In the most severe cyclones, gusts can exceed 280 km/h. It is important to remember that when the eye of a cyclone passes over a location, there will be a temporary lull in the wind, but that this will soon be replaced by destructive winds from another direction.

The table below describes the typical effects of tropical cyclones by category.¹⁹

Category	Maximum Average Wind (km/h)	Typical Effects
1	63 – 88	Damaging winds. Negligible house damage. Damage to some crops, trees and caravans. Craft may drag moorings.
2	89 – 117	Destructive winds. Minor house damage. Significant damage to signs, trees and caravans. Heavy damage to some crops. Risk of power failure. Small craft may break moorings.
3	118 – 159	Very destructive winds. Some roof and structural damage. Some caravans destroyed. Power failures likely. (e.g. Clare, Olwyn).
4	160 – 199	Significant roofing loss and structural damage. Many caravans destroyed and blown away. Dangerous airborne debris. Widespread power failures. (e.g. Tracy, Debbie, Lam).
5	> 200	Extremely dangerous with widespread destruction. (e.g. Yasi).

¹⁹ www.bom.gov.au/cyclone

Wind damage will vary because of varying intensity, location and topographical influences such as terrain roughness (open fields, trees, houses), shielding from adjacent structures or objects, and the influence of ground slope.

Heavy Rain

Heavy rainfall associated with a tropical cyclone can produce extensive flooding and generally occurs in bands after the tropical cyclone has made landfall. The heavy rainfall can persist as the cyclone moves inland and weakens into a low pressure system, hence flooding due to an ex-tropical cyclone can occur a long way from where the cyclone made landfall.²⁰

Secondary Hazards

Significant impact to water and electricity supply are often associated with tropical cyclones due to damage from strong winds, debris impact and flooding.

4.2 Storm Surge

Storm surges are powerful ocean movements caused by wind action and low pressure on the ocean's surface – weather systems forcing water onshore over a stretch of coastline. While significant surges usually accompany tropical cyclones, storm surges caused by large low-pressure systems can also bring dangerous storm tides and damage to coastal communities.²⁰

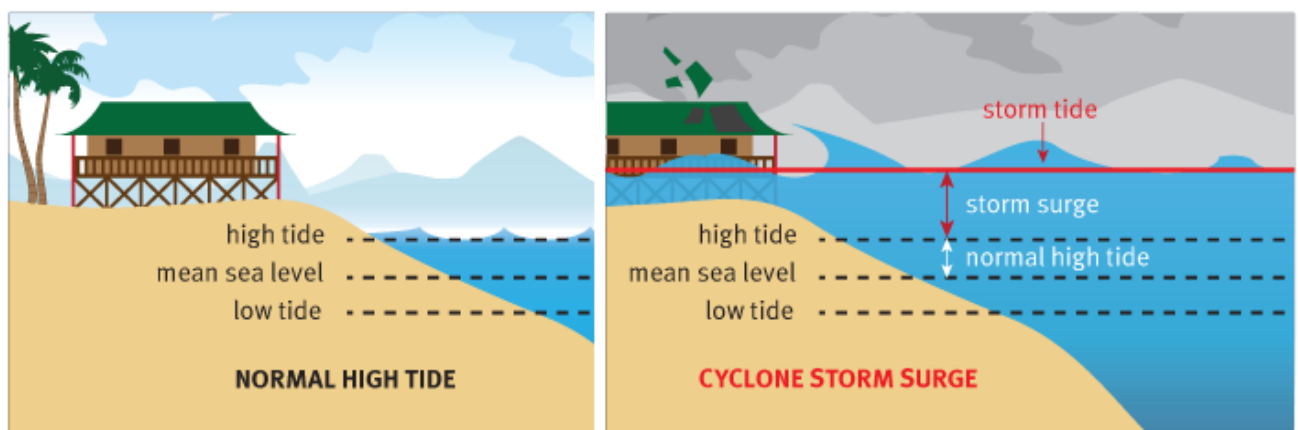


Figure 7 Normal Tide and Storm Tide Components

The water level that results from a storm surge combined with the normal (astronomical) tide, is called a storm tide (Figure 7). Due to its location on the coast, Hinchinbrook Shire, and specifically its beach communities of Lucinda, Taylors Beach and Forrest Beach, are at risk from storm tide inundation.

Storm surges are most dangerous when they arrive at high tide – when the sea is already at its highest point. Storm surges are very sensitive to the characteristics of the cyclone, and with paths often erratic, forecasting can be difficult. Other elements contributing to the risk of storm surge include the cyclone's speed and intensity, the angle at which it crosses the coast, the shape of the sea floor and local topography²⁰.

Secondary Hazards

Storm tides have the capacity to seriously affect services such as electricity due to inundation and debris impact, causing damage to buildings, power lines and substations.

²⁰ www.bom.gov.au/cyclone/tropical-cyclone-knowledge-centre/understanding/storm-surge/

4.3 Severe Storms

The Shire is subject to severe weather other than that associated with tropical cyclones, which can have similar impact due to associated high winds and intense rainfall. Lightning strikes also pose a risk to the community, with impacts such as damage to electricity supply infrastructure.

Buildings and infrastructure are at risk due to destructive winds, along with the risk of localised flooding due to heavy rainfall. Additionally, storms can move through the area relatively short notice, and the impact to those caught in the path can be very serious. Damaging thunderstorms can result in trees falling on structures and/or vehicles, destructive winds destroying buildings, damaging power lines and lives being lost.

Secondary Hazards

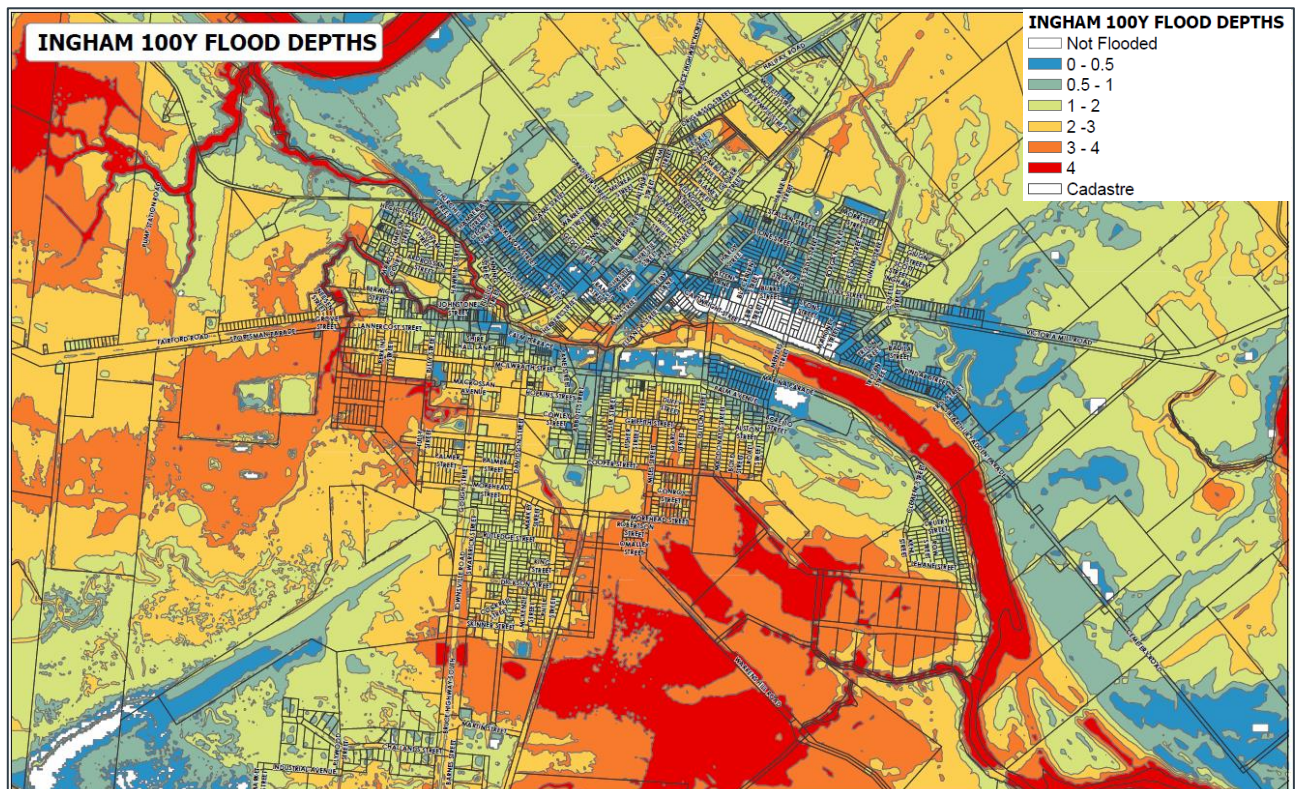
A wide range of secondary hazards can occur as a result of severe storms, including: fire from lightning strike; loss of sewerage and water supply causing health hazards; traffic accidents due to immediate impacts; and inundation of low-level road crossings throughout the Shire causing traffic hazards.

4.4 Flooding

Flooding of the Herbert River and its tributaries is a common occurrence due to the high incidence of heavy rainfall during the wet season (November to April). Flood-producing rainfalls are often associated with low pressure rain depression systems and usually occur in the lower part of the catchment. In less frequent events, the highest rainfall occurs in the upper catchment above Gleneagle.

The Herbert River responds quickly to heavy rainfall and river rises can be rapid with high velocities. The area around Ingham is very flat, and the town itself is located on the floodplain of the river. Several natural watercourses distribute floodwaters through the town during major flooding with virtually the whole town being at risk from flooding.

Major flooding in the Lower Herbert is relatively common, impacting the townships of Halifax, Macknade, Cordelia and Bemerside, as well as access to Lucinda and Taylors Beach (Figure 8).



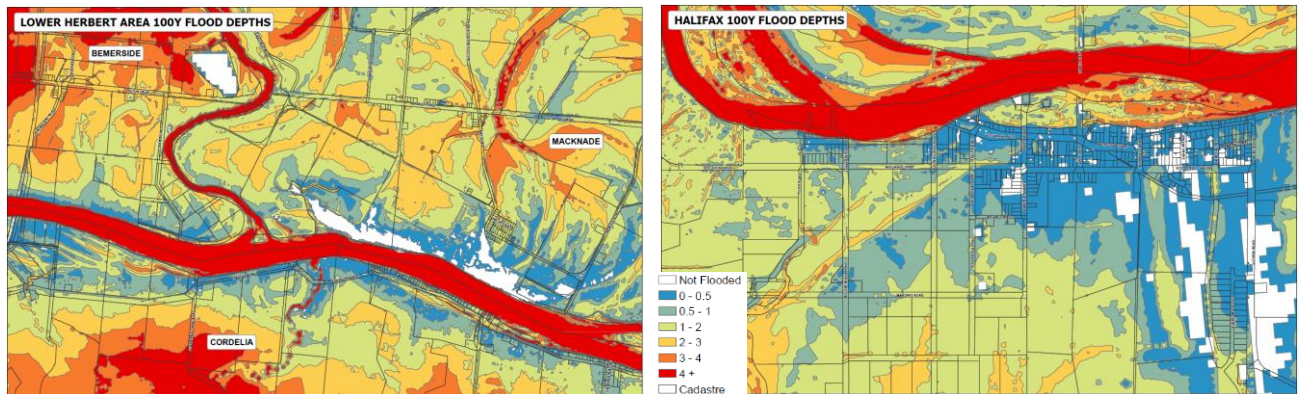


Figure 8 Hinchinbrook Shire Council's mapping data supplied by consultants BMT WBM for the Herbert River Flood Study (2015)

4.5 Earthquakes

The Australian continent is distant from the boundary between the Australian and Pacific plates. The boundary between these plates contains a narrow band of earthquake activity that passes through Papua New Guinea, the South West Pacific countries and New Zealand.

Although damaging earthquakes are relatively rare in Australia, the high impact of individual events on the community ranks them as a costly natural hazard. With increasing urbanisation and reliance on power, water and telecommunications lifelines, communities are becoming increasingly vulnerable to the impact of earthquakes.

According to the Study²¹, Geoscience Australia maps indicate that no significant earthquakes have been recorded within the vicinity of Ingham.

Secondary Hazards

In the event of a significant earthquake in the vicinity of the Shire, all lifelines will be affected to varying degrees. Tsunamis and landslides are other potential secondary hazards associated with earthquakes.

4.6 Landslides

A landslide is the movement of a mass of rock, debris or earth down a slope. All landslides have two things in common – they are the result of a failure of part of the soil and rock materials that make up the hill slope, and they are driven by gravity.

Landslides can be caused in a number of ways, including saturation of slope material from rainfall or seepage; vibrations caused by earthquakes; undercutting of cliffs by waves; or by human activity. Certainly, the most common trigger for landslide is an episode of intense rainfall coupled with human activity.

Given that the topography of the Shire is relatively low lying, the probability of landslide occurring is considered to be low. The most likely impacts of any landslide event in the district are temporary road closures caused by localised embankment failures or debris sliding down steep slopes.

Secondary Hazards

Power, water and communication lines generally follow access roads and are therefore liable to damage if a landslide occurs.

²¹ All Natural Hazards Disaster Risk Management Hinchinbrook Shire Study (2018)

4.7 Bushfires

Bush and grass fires are uncontrolled fires burning in forest, scrub or grassland vegetation that occur where there is a fuel path of sufficient dryness to be flammable. Landscape features such as aspect, slope, vegetation type and concentration can contribute to the severity of the hazards, as can influences such as wind speed, rainfall, relative humidity and air temperature.

Given that the Shire typically experiences distinct wet and dry seasons, the most vulnerable time of the year for bushfire is during the dry months – June through to October.

Hinchinbrook Shire is at risk from bushfire due to its rural nature with the surrounds of the town being predominantly scrub and bushland. The Hinchinbrook Area Fire Management Group, comprising of key fire management partners, meets annually to identify local areas of concern and propose various mitigation activities. This meeting results in the development of the 'Bushfire Risk Mitigation Plan' and is used to inform the LDMP in relation to bushfire mitigation.

There is a clear philosophy of responsibility for bushfires in Queensland that says if you own the fuel then you own the fire.

Secondary Hazards

A secondary hazard is the effect that smoke from these fires has on wildlife, chronic sufferers of respiratory or allergic ailments, road visibility and the loss of public utility services such as electricity.

4.8 Tsunamis

A tsunami is a series of ocean waves with very long wavelengths (typically hundreds of kilometres) caused by large-scale disturbances of the ocean, such as:

- Earthquakes;
- Landslide;
- Volcanic eruptions;
- Explosions; and
- Meteorites.

These disturbances can either be from below (e.g. underwater earthquakes with large vertical displacements or submarine landslides) or from above (e.g. meteorite impacts).

Due to the distance from trenches, troughs and plate boundaries which have potential to generate earthquakes capable of producing significant tsunamis, Hinchinbrook Shire is relatively sheltered.

The **Tsunami Response Sub Plan** has been developed to articulate tsunami specific preparedness and response arrangements for a tsunami threat to the Shire.

4.9 Climate Change

Queensland's climate is changing. A global economic transition is underway, driven by the Paris Agreement which aims to reduce worldwide global warming²². The Queensland Climate Adaptation Strategy 2017-2030 (Q-CAS) will guide Queensland's transition towards a zero net emissions economy.

The Queensland Government will continue to work with local governments to strengthen resilience and support decision making and adaptation actions²³. The Emergency Management Sector Adaptation Plan (EM-SAP) provides a vision for the sector and a series of principles and priorities in order to achieve it, relying on all stakeholders engaged in Queensland's Disaster Management Arrangements to actively contribute.²⁴

Data from the Commonwealth Science and Industrial Research Organisation (CSIRO) and BOM indicates that more frequent and intense natural disasters will occur, therefore increasing the threat to Hinchinbrook Shire from natural hazards.

4.10 Hazardous Material Incidents

With a large part of the Shire being used for sugar cane farming, quantities of hazardous materials are stored on farms and at agencies supplying these substances. These include fertilisers, herbicides and pesticides.

The sugar mills also have hazardous materials stored on mill property.

Road and rail transport through the Shire carrying dangerous chemicals and corrosive substances also pose a threat in the event of a significantly dangerous accident.

The evacuation of nearby populations may be necessary if an incident poses a threat to life.

4.11 Pandemics and Epidemics

An epidemic is a widespread occurrence of an infectious disease in a community at a particular time. A pandemic is an epidemic occurring worldwide, or over a very wide area, crossing international boundaries and usually affecting a large number of people. A severe pandemic can disrupt a society and its economy. This can overwhelm a local, district, state or national health system and harm business continuity on a large scale.

As a new virus or disease develops, it can spread rapidly with limited immunity from vaccinations, which may not yet be developed.

Depending on the severity and the characteristics of the infectious disease, impacts to the individual and community may range from increased hygiene practices and social distancing to closure of schools, facilities, activities, businesses and total community lockdowns.

Response and recovery must be flexible due to the rapidly changing nature of pandemics/epidemics, and the LDMG's role in supporting QH as lead agency requires plans and procedures to be in place and equally flexible. Council has business continuity plans in place to ensure essential services are maintained.

The **Pandemic Sub Plan** of the LDMP addresses Pandemic response in more detail.

4.12 Other Hazards

Other hazards that pose a risk and may result in disruption to the community include: water supply contamination; oil/chemical spill (marine environment); and exotic animal and plant diseases.

²² www.qld.gov.au/environment/climate/climate-change

²³ Queensland Climate Adaptation Strategy – Pathways to a climate resilient Queensland

²⁴ www.disaster.qld.gov.au/cdmp

5. Primary (hazard-specific) Agencies, Roles and Responsibilities

5.1 Primary (hazard-specific) Agencies

The following organisations have accepted responsibility as lead agencies for operations associated with each hazard (Figure 9). Whilst primary agencies take the lead in delivery of their objectives, functional lead agencies retain responsibility for commanding their resources and ensuring their own standard operating procedures are correctly implemented for specific disaster management functions.

The LDMG's role in coordination is to ensure primary, functional lead and supporting agencies have the resources and information needed to carry out their agreed roles.

Hazard	Primary Agency
Tropical Cyclone	Council
Storm Surge	Council
Flood	Council
Earthquake	Council
Fires – Urban	QFES FRS
Fires – Rural	QFES RFS
Tsunami	Australian Tsunami Advisory Group
Hazardous Material Incidents	QPS, QFES FRS
Pandemics and Epidemics	QH
Oil/Chemical Spill (Marine Environment)	Maritime Safety Queensland
Water Supply Contamination	Council
Exotic Animal and Plant Disease	Biosecurity Queensland

Figure 9 Summary of identified hazards and primary agencies responsible

5.2 Operational Register

The LDMG recognises that the listed agencies have disaster management responsibilities. Roles and responsibilities of the involved organisations for each event are listed in the operational register below.

TROPICAL CYCLONE/STORM SURGE/SEVERE STORM/FLOODING/EARTHQUAKE	
Primary Agency	Roles and Responsibilities
Council <u>Contacts:</u> Mayor/Deputy Mayor CEO/LDC DIUS DCDS	<ul style="list-style-type: none"> • Collection of local flood warnings and information; • Protection and maintenance of water and sewerage services; • Provision of information, advice and warnings to the community; • Production and distribution of media releases; • Provision of sandbag fill for flood protection; • Setting up of barricades, detours, signage for road closures; • Provision of labour and equipment; • Clearing of debris; • Preservation of public health including disposal of refuse and waste; • Provision and/or distribution of disinfectant for flood clean up; • Assessment and safety of damaged buildings; • Advise on local effects of storm tide and run-off flooding; • Aerodrome clearance and control; • Cyclone Shelter preparations including activation process; • Evacuation Centre preparations and set up; • Activation and set up of LDCC including Disaster Call Centre; and • Contact QFES EMC and DDMG Executive Officer with situation reports.

TROPICAL CYCLONE/STORM SURGE/SEVERE STORM/FLOODING/EARTHQUAKE cont..	
Functional/Supporting Organisations	Roles and Responsibilities
SES <u>Contact:</u> Local Controllers/Group Leaders	<ul style="list-style-type: none"> • Assist in conduct of evacuation; • Rescue of trapped or stranded persons; • Flood boat operations; • Provision of emergency communications; • Temporary repairs to damaged buildings; • Provision of labour and equipment; • Provision of short term welfare arrangements; • Provision of emergency lighting; • Provision of Liaison Officers for LDCC; and • Assist community to protect household assets pre-flood.
QPS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> • Control and conduct of evacuation; • Control of essential traffic routes; • Security of damaged or evacuated premises; • Security at Evacuation Centre; and • Coordinate road closures.
QFES FRS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> • Provision of labour and equipment; • Assist in conduct of evacuation; • Provision of Swift Water Rescue personnel; and • Rapid Damage Assessment Teams.
QAS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> • Treatment and transport of casualties; • Medical treatment; • Assist with evacuation of special needs medical cases; and • Medical assistance at Cyclone Shelter and/or Evacuation Centre.
IHS <u>Contact:</u> Director of Nursing	<ul style="list-style-type: none"> • Treatment of casualties; and • Provide accommodation for special needs medical cases.
Ergon <u>Contacts:</u> Area Operations Manager - Hinchinbrook	<ul style="list-style-type: none"> • Coordinate priority list with LDMG for electricity restoration; • Restoration of electricity supplies to essential services; • Restoration of supply to residential areas; and • Provide alternative power generation to essential customers.
Telstra <u>Contact:</u> Local Representative	<ul style="list-style-type: none"> • Coordinate priority list with LDMG for restoration of telecommunications; • Restoration of Telstra facilities and services; and • Provide temporary emergency mobile network (Sat COW).
BOM <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> • Issue of warnings; and • Technical advice and projected flood heights and/or tide levels (evacuation orders are based on these projections).
Ingham Coastguard <u>Contact:</u> Commander	<ul style="list-style-type: none"> • Conduct sea search and rescue.

FIRES – URBAN/RURAL	
Primary Agency	Roles and Responsibilities
QFES <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Control urban and rural fires.
Functional/Supporting Organisations	Roles and Responsibilities
QFES FRS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Control urban and rural fires; Provision of labour and equipment; and Assist in conduct of evacuation.
QFES RFS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Control rural fires; and Provision of labour and equipment.
QPS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Control and conduct of evacuation; Traffic and crowd control; and Security.
SES <u>Contacts:</u> Local Controllers/Group Leaders	<ul style="list-style-type: none"> Provision of labour; Supply lighting and communications; and Provision of welfare support and evacuation assistance as required.
Council <u>Contact:</u> LDC	<ul style="list-style-type: none"> Supply of barricades; Maintenance of water supplies; and Supply of equipment.
QAS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Treatment and transport of casualties as required.
Ergon <u>Contact:</u> Area Operations Manager - Hinchinbrook	<ul style="list-style-type: none"> Control of power supply as required.
BOM <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Technical advice and projected impact of conditions on bushfires (evacuation orders are based on these projections); and Issue of warnings.

WATER SUPPLY CONTAMINATION	
Primary Agency	Roles and Responsibilities
Council <u>Contact:</u> LDC	<ul style="list-style-type: none"> Source alternative supply; Remediate contaminated supply; and Issue media releases.
QFES <u>Contact:</u> EMC	<ul style="list-style-type: none"> Public Health Emergency Alert.
Functional/Supporting Organisations	Roles and Responsibilities
IHS <u>Contact:</u> Director of Nursing	<ul style="list-style-type: none"> Advice and assistance as necessary.
QPS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Assistance as required.
QAS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Assistance as required.
SES <u>Contacts:</u> Local Controllers/Group Leaders	<ul style="list-style-type: none"> Assistance as required.

OIL/CHEMICAL SPILL (MARINE ENVIRONMENT)	
Primary Agency	Roles and Responsibilities
Maritime Safety Queensland <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Onsite control; Evacuation of persons if required; and Security of specific areas for the protection of the public.
Functional/Supporting Organisations	Roles and Responsibilities
QPS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Assist Maritime Safety Queensland as required.
Council <u>Contact:</u> LDC	<ul style="list-style-type: none"> Provision of equipment and labour for containment and clean-up operations.
SES <u>Contacts:</u> Local Controllers/Group Leaders	<ul style="list-style-type: none"> Supply of emergency communications, labour and equipment; and Provision of welfare support as required.
QAS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Initial treatment of casualties; and Transport and evacuation of casualties.
Ingham Coastguard <u>Contact:</u> Commander	<ul style="list-style-type: none"> Provision of labour and vessel.
IHS <u>Contact:</u> Director of Nursing	<ul style="list-style-type: none"> Treatment of casualties.
BOM <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Weather, wind and tidal information.

HAZARDOUS MATERIAL INCIDENT	
Primary Agency	Roles and Responsibilities
QPS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Onsite control; Evacuation of persons if required; Control of essential traffic routes; Security of specific areas for the protection of the public; and Crowd control.
Functional/Supporting Organisations	Roles and Responsibilities
QFES FRS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Initial identification, control/containment of released product; Establishment of exclusion zones; Control of ignition source/fire suppression as required; and Notification and liaison with appropriate emergency response agencies (Chem Unit).
Council <u>Contact:</u> LDC	<ul style="list-style-type: none"> Provision of equipment and labour for containment and clean-up operations.
QAS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Treatment and transport of casualties.
IHS <u>Contact:</u> Director of Nursing	<ul style="list-style-type: none"> Treatment of casualties.
SES <u>Contacts:</u> Local Controllers/Group Leaders	<ul style="list-style-type: none"> Supply of emergency communications, labour and equipment; and Provision of welfare support as required.
BOM <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> Weather and wind information.

PANDEMICS AND EPIDEMICS	
Primary Agency	Roles and Responsibilities
QH <u>Contact:</u> Public Health Officer (local) or Chief Health Officer (Qld)	<ul style="list-style-type: none"> • Manage response functions as defined in QSDMP and in accordance with QDMA; • Issue relevant Public Health Directions; and • Issue media releases.
IHS <u>Contact:</u> Director of Nursing	<ul style="list-style-type: none"> • Support Queensland Public Health Directions; • Request logistics support and/or facilities as necessary; • Provide local context advice and information to LDMG; • Establish testing and vaccination sites as necessary; and • Provide additional advice, support and PPE to LDMG in the event of concurrent disaster events.
Functional/Supporting Organisations	Roles and Responsibilities
QPS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> • Support with enforcing Public Health Directions; and • Control of essential traffic routes subject to travel restrictions as required.
QAS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> • Initial treatment and transport of patients as required; and • Assistance as required.
Council <u>Contact:</u> LDC	<ul style="list-style-type: none"> • Support and adhere to Public Health Directions; • Share QH media releases and advice; • Secure and storing additional PPE in the event of concurrent disaster events; and • Ensure maintenance of essential services.
SES <u>Contacts:</u> Local Controllers/Group Leaders	<ul style="list-style-type: none"> • Assistance as required.

EXOTIC ANIMAL AND PLANT DISEASE	
Primary Agency	Roles and Responsibilities
DAF, Biosecurity Queensland <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> • Stock/plant movement control; and • Quarantine measures.
Functional/Supporting Organisations	Roles and Responsibilities
QPS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> • Traffic control, roadblocks and diversions; and • Other assistance as required.
SES <u>Contacts:</u> Local Controllers/Group Leaders	<ul style="list-style-type: none"> • Provision of field HQ facilities; • Provision of emergency communications, labour and equipment; and • Provision of welfare support as required.
Council <u>Contact:</u> LDC	<ul style="list-style-type: none"> • Labour and equipment as required.
QFES FRS <u>Contact:</u> Officer in Charge	<ul style="list-style-type: none"> • Fire safety on carcass burning; and • Other assistance as required.

6. Prevention

Prevention refers to measures, regulatory and physical, to ensure that emergencies are prevented, or their effects mitigated. According to the Australian Institute for Disaster Resilience (AIDR) Glossary, mitigation is defined as *measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment*.

Proactive, targeted prevention and mitigation strategies designed to address likely risk factors, the vulnerability of the population and reduce or eliminate the possible impact of disasters ultimately ensures safer, more resilient and sustainable communities²⁵.

Due to the regular impact of natural disasters on the Shire, the community continues to develop resilience and an ability to adapt to the effects of disaster events. This is increasingly important as the frequency and intensity of natural disasters is predicted to rise.

Disaster resilience is a shared responsibility of all sectors, including all levels of government, business, Non-government Organisations (NGO's) and individuals. A detailed disaster mitigation plan was developed as part of the Study conducted by Connell Wagner in 2008, as described in part 3 'Disaster Risk Assessment' of this plan.

Examples of mitigation strategies include:

- Undertaking town planning design improvements to reduce the risk of disaster, to provide more resilient future infrastructure and updating or hardening existing infrastructure or services;
- Encouraging land-use planning that recognises the sources of risk;
- Undertaking resilience activities, including establishing partnerships between sectors and the community;
- Preparing communities and response agencies; and
- Having a clear understanding of hazards, their behaviour, associated risks and interaction with vulnerable elements, and communicating this understanding.

Community Education

The organisations and agencies that make up the LDMG are responsible for ensuring the community is aware of the relevant hazards and risks, how to prepare for, respond to and recover from them.

LDMG agree to utilise the statewide *Get Ready Queensland* campaign for disaster awareness messaging within Hinchinbrook.

Each LDMG member organisation is responsible for implementing targeted community campaigns relative to its expertise and primary (hazard) and lead (function) agency status.

Hazard Reduction Programs

Agencies that make up the LDMG are responsible for ensuring risk sources are kept to a minimum and/or reduced wherever possible. Actions in this regard include:

- Bushfire fuel load reduction through contemporary land management practices – including prescribed burning, maintenance of existing fire breaks and identification of additional fire breaks;
- Inspection and maintenance and/or upgrade of high risk hazards and structures;
- Public education to reduce disaster risks around the home;
- Catchment management programs (for example, waterway/natural drainage maintenance); and
- Development, construction or installation of new infrastructure to reduce disaster impacts and expedite community recovery.

Each organisation undertaking these measures is responsible for implementing and maintaining an appropriate hazard reduction program and reporting progress and outcomes to the LDMG.

²⁵ www.disaster.qld.gov.au, Prevention, Preparedness, Response and Recovery Disaster Management Guideline

Building Codes, Regulations and Standards

Building codes, regulations and standards are designed to ensure consistent, safe and sustainable development of buildings and infrastructure. Building is regulated by Council under the *Building Act 1975* and the Building Regulation 2006. The codes, regulations and standards cover areas including drainage, fire separation and construction in flood hazard areas.

The Hinchinbrook Shire Planning Scheme 2017 (Planning Scheme) includes all premises, roads, internal waterways, local government tidal areas, and interrelates with surrounding LGAs. Overlays are a component of the Planning Scheme identifying areas with unique characteristics that may relate to natural hazards such as bushfire, flooding or landslides. These areas require further planning considerations when a development is proposed.

Insurance

Residents, businesses and other organisations are encouraged to evaluate their risks and consider appropriate levels of insurance, making sure that they understand what coverage they have in relation to natural disasters.

Get Ready Queensland provides information and tips on 'Step 3 to Get Ready: Make sure you're covered.'²⁶

The 'Understand Insurance' website²⁷ (developed by the Insurance Council of Australia) provides practical information to help residents, businesses and organisations find out more about insurance and make decisions to meet their needs.

7. Preparedness

7.1 Response Capability

Council has access to personnel and equipment to deal with the majority of disaster events that threaten the Shire. The Hinchinbrook community, Council and emergency services are particularly experienced in coping with flooding events, which can and do occur at frequent intervals during the wet season.

Each organisation is responsible for ensuring that it has appropriate resources to deliver its agreed roles and responsibilities. Where an organisation's local capacity is exceeded, it can request support through the LDMG.

In a multi-agency response, the LDMG coordinates and supports the response capability of individual organisations. Where the LDMG is unable to provide the requested support for the organisation, it will follow established processes to seek assistance from the Townsville DDMG.

Additionally, Council is party to a Memorandum of Understanding (MOU) that sets out a framework for cooperation in disaster events between the following named Councils:

- Cassowary Coast Regional;
- Tablelands Regional;
- Townsville City;
- Mareeba Shire;
- Cairns Regional;
- Burdekin Shire;
- Douglas Shire;
- Charters Towers Regional; and
- Whitsunday Regional.

The aim of the MOU is to promote cooperation between the councils in disaster events affecting one or more of the council areas, and to promote collaboration between councils on disaster response, recovery, mitigation, and planning arrangements.

²⁶ www.getready.qld.gov.au/get-prepared/3-steps-get-ready

²⁷ www.understandinsurance.com.au

7.2 Community Awareness and Education

There is an onus on LDMG member agencies to ensure the community is aware of relevant hazards and risks, and knows how to prepare for, respond to and recover from disaster events. Primary agencies (see Operational Register at 5.2) are responsible for community education related to their specific hazard. Upon request, the LDMG may support dissemination of primary agency's public information and warnings.

Examples of this operating locally with the Shire include:

- Council's website and social media pages;
- Emergency management brochures and materials;
- Community education newsletters, articles and presentations;
- Community education activities and presentations by Council and SES;
- Get Ready Queensland program initiatives;
- QFES' *Prepare, Act, Survive* campaign;
- Red Cross 'Register. Find. Reunite' service; and
- BOM's website, weather outlooks and warnings.

Hazards and community characteristics may be similar across LGAs, and media broadcast areas will often overlap LGA boundaries. LDMG looks for opportunities to promote and undertake shared messaging and joint programs with relevant organisations, including neighbouring LDMGs.

The LDMG encourages community groups, businesses and organisations to prepare emergency and business continuity plans, especially those that care for vulnerable sectors of the community (for example, aged care facilities).

Community awareness and education activities conducted in the Shire include topics such as:

- Local disaster risks;
- What is likely to happen during a disaster (e.g. water service interruptions and road closures);
- Appropriate actions to take in preparing for disaster events;
- Details of who to contact if assistance is needed during a disaster;
- Local evacuation arrangements (when to evacuate and where);
- Types of warnings that are used in the area, what they mean and what to do when issued; and
- Where and how to obtain information before, during and after a disaster event.

7.3 Training and Exercises

Training is important in ensuring that all agencies can seamlessly integrate within the disaster planning arrangements and contribute to an effective and coordinated response.

The QDMTF developed by QFES outlines training required according to different roles and functions in disaster management. QFES deliver and maintain training records using the Disaster Management Learning Management System (LMS).

An exercise is a controlled activity used to train or assess personnel, evaluate procedures and test the availability and suitability of resources. It usually uses scenarios and focuses on specific objectives. Exercises are an essential component of disaster preparedness and can be used by the LDMG and member organisations to enhance capacity and contribute to continuous improvement.

Section 59(2) of the Act requires the effectiveness of the LDMP to be reviewed at least one a year. Conducting an exercise is one way the LDMG can meet this requirement. Should the LDMG have been active during the period (for example, managing a disaster event), this would also satisfy the review requirement.

7.4 Planning

The development of an LDMP and supporting sub plans improves community preparedness and capacity to respond to and recover after experiencing a disaster.

The LDMG expects that primary (hazard specific) and functional (lead) agencies will prepare and maintain written emergency plans to control hazards and manage the delivery of disaster management functions for which they are responsible.

7.5 Planning Considerations

Along with the state and disaster districts, Council prepares for disasters through a continuous cycle of risk management, planning, coordinating, training, equipping, exercising, collaborating, evaluating and continuous improvement actions to ensure effective response during disasters.

Effective disaster management planning for all-hazards is a key element of being prepared²⁸. Planning considerations that ensure the Shire's preparedness for disaster events include:

- Activation and triggers;
- Local Disaster Coordination Centre (LDCC);
- Communications and systems for public information and warnings;
- Evacuation and sheltering arrangements;
- Logistics (including resupply);
- Financial arrangements;
- Offers of assistance; and
- Recovery.

The LDMG establishes and maintains relationships with lead and support agencies, local community groups and local volunteer service groups. This builds a culture of ownership and partnership with group members to increase the LDMG's overall disaster management capability.

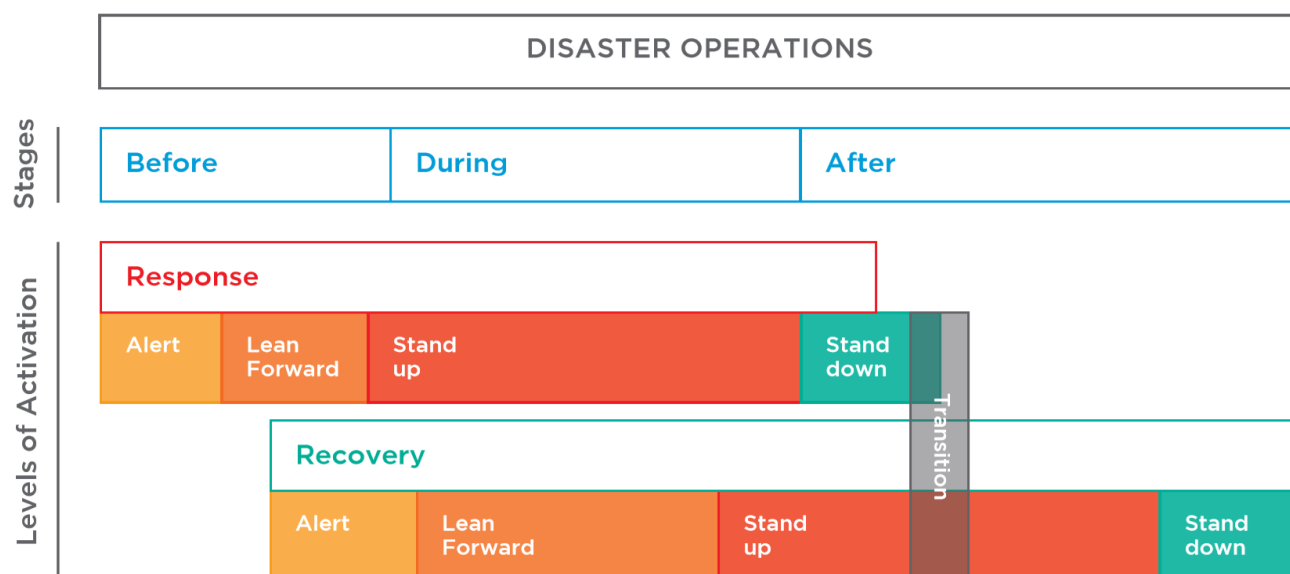


Figure 9 Phases, Levels and Stages of Disaster Operations

²⁸ www.disaster.qld.gov.au, Prevention, Preparedness, Response and Recovery Disaster Management Guideline

8. Response

The principal purpose of emergency response is the preservation of life, protection of property and making an affected area safe. Accordingly, it is the operationalization and implementation of plans and processes, and the organisation or activities to respond to an event and its aftermath.

8.1 Activation and Triggers

Disaster management arrangements in Queensland are activated using an escalation model based on four levels – Alert, Lean Forward, Stand Up and Stand Down. Movement through these phases is not necessarily sequential, rather responding to the changing characteristics of the event and circumstances.

The decision to activate depends on several factors including the perceived level of impact to the community. Activation of the LDMG can be authorised by the Chairperson or Deputy Chairperson on receipt of any of the following:

8.1.1 Warning of an impending threat that would require a coordinated multi-agency response;

8.1.2 Request from:

- A lead or primary agency for assistance under this plan;
- A support agency for assistance under this plan;
- Townsville District Disaster Coordinator (DDC);
- An affected neighbouring LGA to provide assistance under MOU; or

8.1.3 State advice of an impending disaster.

Figure 9 shows the correlation between disaster response and recovery phases, levels of activation and stages during a disaster operation²⁹.

The level of activation (status of LDMG) will be determined by quorum of Core members after consideration of the likelihood and possible impact of the threat. In the case of a rapid-onset event or potential event with significant community consequences for the Shire, the LDC may activate the LDCC to respond without activating the LDMG.

Activation of the LDMG will occur independently of activation of Disaster Recovery Funding Arrangements (DRFA) by the QRA. The decision to activate the LDMG will always be based on threat to the community rather than financial implications.

The LDMG will stand down only after the decision to cease activity has been made by the Chairperson following consultation with LDMG Core members and the Townsville DDC.

LDMG local levels of activation for response arrangements are detailed in Annexure B attached.

8.2 Local Disaster Coordination Centre (LDCC)

The Hinchinbrook LDCC is a temporary facility established to support the LDMG during disasters. The LDCC operationalises LDMG decisions, plans and implements strategies and activities on behalf of the LDMG during disaster operations. LDCC activation may not be necessary with every LDMG Stand Up.

Its main function is to coordinate resources and assistance in support of local agencies and stakeholders engaged in disaster operations²⁹. This includes (but is not limited to) the:

- Coordination and planning of disaster operations;
- Dissemination of public information and warnings; and
- Coordination of reporting to the relevant stakeholders.

²⁹ www.disaster.qld.gov.au, Prevention, Preparedness, Response and Recovery Disaster Management Guideline

Council operates and resources the LDCC, which is typically located at Council Chambers, 25 Lannercost Street, Ingham. Liaison Officers from relevant organisations also operate from within the LDCC. Council's Local Disaster Coordination Centre Standard Operating Procedure is an associated document to the LDMP and contains further details on LDCC operations.

8.3 Declaration of a Disaster Situation

In accordance with the Act and subject to several factors, a DDC for a disaster district may, with approval of the Minister, declare a disaster situation for the district, or a part of it³⁰.

A disaster situation will normally only be declared when it is necessary for nominated officers to exercise additional powers provided to them as per sections 75-79 of the Act, to prevent or minimise:

- Loss of human life;
- Illness or injury to humans;
- Property loss or damage; or
- Damage to the environment.

It is not necessary to declare a disaster situation to activate the disaster management arrangements or to obtain financial assistance through established disaster relief schemes³¹.

8.4 Communications and Systems for Public Information and Warnings

Official warnings are issued by the responsible agency depending on the hazard. These agencies are also responsible for ensuring the warnings are provided to other relevant response agencies, and that the community is aware of the meaning of the warnings and their accompanying safety messages³¹. For example, BOM is responsible for issuing cyclone, storm and flood warnings, QFES is responsible for issuing bushfire warnings, and QH is responsible for issuing warnings about public health (such as pandemics) and heatwave health.

Notification and dissemination of information and warnings does not rely on the activation of a disaster management group. Rather, they should be the automatic responsibility of disaster management agencies, regardless of the status of activation of the disaster management group.

Traditional media including radio, television (including Electronic Community Noticeboards) and print are used for public information in most events. However, Council's website, Disaster Dashboard, local warning systems (such as opt-in notifications for Disaster Dashboard) and social media are now utilised.

The SDCC is key in disseminating warnings to agencies across all levels of Queensland's disaster management arrangements via The Watch Desk – a 24/7 disaster monitoring unit. The Watch Desk is also the primary authority for disseminating non-opt-in warnings via the Emergency Alert system.

Information regarding disaster communications is detailed in the following LDMP Sub Plans:

- **Communications;** and
- **Community Information and Warnings.**

Media Management

The Chairperson of the LDMG (or their delegate) is the official source of public and media information for the group's coordination and support activities.

³⁰ Disaster Management Act 2003, (section 64)

³¹ www.disaster.qld.gov.au, Prevention, Preparedness, Response and Recovery Disaster Management Guideline

During a disaster event, it is critical that public information provided to the media is consistent across all agencies. To ensure the release of appropriate, reliable and consistent information it is recommended that:

- Joint media conferences be held at designated times involving key stakeholders, including LDMG Chairperson where feasible; and
- Key spokespeople should be senior representatives of the LDMG agencies involved in the event.

Members of the community may receive warnings and information from numerous different sources – some official and some not. They may include:

Family	Friends	Neighbours	Disaster Dashboard
ABC Radio	Media releases	Facebook	Websites
TV broadcast	Emergency Alert	Doorknocking	Email notifications

8.5 Evacuation and Sheltering Arrangements

Evacuation involves the movement of people to a safer location prior to a disaster event, provision of safe shelter during the event and their subsequent safe return. This risk reduction activity lessens the effects of a disaster on the community.

There are different ways evacuation may be undertaken:

- Self-evacuation – self-initiated evacuation prior to or in the absence of evacuation warnings;
- Voluntary evacuation – recommended evacuation where evacuation advice is issued; and
- Directed evacuation – compulsory evacuation where a relevant government agency has exercised a legislated power that requires people to evacuate. Directed evacuation under the Act requires the declaration of a disaster situation.

Consistent evacuation processes and messages need to be communicated to all residents as well as tourists and other transient populations to minimise confusion and maximise cooperation³².

Local capability for staffing the cyclone shelter and/or evacuation centre may be limited in an event which may also involve simultaneous impact of, for example, flooding. A Memorandum of Understanding (MOU) with Red Cross supports Council's capacity to undertake shelter management responsibilities. Council is responsible for provision of staff to operate Evacuation Centres until such time as Red Cross are on site.

Further details are included in the **Evacuation and Evacuation Centre Sub Plans**.

8.6 Logistics

The function of logistics during a disaster event is the detailed organisation, provision, movement and management of resources required in disaster operations – having the right thing at the right place, at the right time.

When logistics support and/or resource requirements exceed local capacity and capability, the LDMG submits a request for assistance to the Townsville DDMG.

At times, administrative boundaries may separate resources from affected communities. In planning, the LDMG considers resources in neighbouring LGAs in addition to those locally situated.

³² www.disaster.qld.gov.au, Prevention, Preparedness, Response and Recovery Disaster Management Guideline

8.7 Emergency Supply

Emergency supply is the acquisition and management of emergency supplies and services in support of disaster operations. When local and district operations require additional resources during a disaster, QFES as the functional lead agency for emergency supply, coordinates the acquisition and management of supplies and services.

Emergency supply is generally conducted as a Request for Assistance (RFA), which is managed through the Guardian IMS (Guardian) platform.

Emergency supply can include:

- Resource support in the establishment of forward command posts, community recovery centres and/or disease control centres. This may include furniture, equipment and materials;
- Resource support for community evacuation centres. This may include furniture, bedding material and health/hygiene products;
- Bottled water and bulk water supplies;
- Temporary structures such as marquees and portable ablution facilities; and
- Small plant equipment hire services (such as chainsaws and pressure cleaners).

Prior to requesting emergency supply, every effort will be made to exhaust local supplies, attempts will be made to support local economies and organisations will use their own internal acquisition processes.

Resupply Operations

Local residents, communities and properties can become isolated, especially during flooding events. It is expected that preparations are made well in advance of the disaster season for such events, and the expected period/s of associated isolation. There may, however, be times when resupply to isolated communities and properties is necessary. Communities that regularly become isolated in the Hinchinbrook district include: Abergowrie, Upper Stone, Macknade, Cordelia, Halifax, Lucinda, Taylors Beach (and associated areas).

The LDMG is responsible for resupply operations in its LGA in the first instance. Detailed information regarding the resupply process is included in the **Resupply Operations Sub Plan**.

Resupply or evacuation of stranded persons is coordinated by the QPS. Stranded persons are individuals such as travellers and campers who are not at their usual place of residence and are isolated from retail facilities due to normal transport routes being inoperable as a result of a natural disaster event.

QPS determines the appropriate course of action: whether to resupply stranded individuals or to evacuate them to a safer environment. In response, QPS may use the resources of the LDCC (if activated), or through the normal police reporting system (if LDCC not activated).

Local Area Wardens

Local Area Wardens in 20 areas within the Shire assist Council and LDMG by acting as liaison for their local communities, and providing information to enable effective decisions to be made. These volunteers have an important role in ensuring the needs and safety of the community are met, including assisting with resupply operations as required. Communication with Wardens is supported by use of UHF radios.

Local Area Warden Information Booklets are provided to each Warden detailing contacts, processes and helicopter landing points for areas of the district that are prone to isolation: Abergowrie; Arnot Creek (Seymour); Long Pocket; Bambaroo; Bemerside; Blackrock; Braemeadows; Cordelia; Crystal Creek; Forrest Beach; Halifax; Lucinda; Macknade; Mount Fox; Stone River; Taylors Beach; Toobanna; Trebonne; and Victoria Estate.

8.8 Financial Arrangements

LDMG member organisations will be responsible for their financial management and procurement matters. Council will assume responsibility for financial management of the LDCC during an event, following its Financial Delegations Register and Procurement Policy.

With an impending event, each organisation should immediately begin accounting for personnel and equipment costs relating to disaster operations (in accordance with its own policies and procedures) to provide evidence for reimbursement from assistance arrangements, should they be made available.

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). This will provide clear and reasonable accountability and justification for future audit and potential reimbursement purposes.

8.8.1 Disaster Recovery Funding Arrangements (DRFA)

The DRFA is a joint funding initiative of the Australian and State governments to provide disaster relief and recovery payments and infrastructure restoration to help communities recover from the effects of natural disasters and terrorist acts. In Queensland, this program is managed on a whole of government basis by the QRA.

Eligible natural disasters under DRFA are identified as cyclone, flood, landslide, meteorite strike, storm, bushfire, storm surge, tsunami, tornado and earthquake. A terrorist act is also considered an eligible disaster if a coordinated multi-agency response was required, and expenditure exceeds the Small Disaster Criterion.

The Minister for Fire and Emergency Services is responsible for activating the DRFA, which relies on the damage, loss and personal hardship information provided by state and local governments.

8.8.2 State Disaster Relief Arrangements (SDRA)

The purpose of the SDRA is to address personal hardship and community response needs for disaster events where the DRFA is unable to be activated. The SDRA is an all-hazards relief program that is 100% State funded and covers natural and non-natural disasters.

The SDRA can be activated when the DCHDE identifies that local service providers have reached their capacity to provide a service to people identified as experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a disaster.

The Director-General of the Department of the Premier and Cabinet is responsible for activating the SDRA, supported by the QRA who coordinate the delivery of SDRA assistance measures.

To claim for expenditure reimbursement under SDRA or DRFA arrangements:

- The relevant arrangements must be activated;
- The relevant relief measures must be activated, and the expenditure must meet the eligibility requirements of that measure; and
- The claimant must provide documentary support for all eligible expenditure detailed in the claim.

8.9 Disaster Management System

Council uses various systems to manage information during disaster operations, from paper-based reference material to a customised information management system.

Guardian is used by Council to facilitate the management of multi-agency response to disasters of any scale. It has the capability to enable LDCC staff to receive information and RFA's related to a disaster event, record enquiries and incidents, as well as allocate tasks to various agencies based on the LDMP.

Guardian also connects LDCC to district and state coordination centres, allows distribution and publishing of bulletins to internal staff, agencies and/or the public via the Disaster Dashboard.

8.10 Debrief

A debrief is required at the conclusion of response operations to review the operational activities undertaken. This is a key component in ensuring capability development and the continuous improvement of disaster management arrangements.

Debriefs, or post-event reviews, are conducted to:

- Assess disaster operations undertaken, including actions, decisions or processes;
- Document those processes that worked well and identify a course of action to ensure they are recorded and updated for use in future operations/events; and
- Assess capability and consider where additional training, community education and/or exercises may be needed.

Reports from post-event analyses may make recommendations regarding how disaster management is delivered within the QDMA. These recommendations can be made to or about any of the three disaster management levels (local, district and state) and/or organisations involved.

Hot Debrief

Conducted immediately after response operations conclude to share learning points while experiences are fresh.

Post Event Debrief

Conducted days or weeks after a response operation concludes, when participants have had time to reflect on and consider the effectiveness of the operation.

9. Recovery

Community recovery from disasters can be a complex and often lengthy process, with different communities recovering at different rates. The best outcomes are achieved by ensuring recovery strategies align with community need and are led by the affected community.

The Act states that “recovering from a disaster includes, for example, the following–

- (a) providing relief measures to assist persons affected by the disaster who do not have the resources to provide for their own financial and economic wellbeing;
- (b) restoring essential infrastructure in the area or areas affected by the disaster;
- (c) restoring the environment in areas affected by the disaster; and
- (d) providing health care to persons affected by the disaster, including temporary hospital accommodation, emergency medical supplies and counselling services.”³³

9.1 Recovery Functions

Queensland takes an all-hazards approach to recovery. Aspects of recovery are grouped into the following five interrelated functions, with the functional lead agencies noted for each:

- Human and social (DCHDE);
- Economic (Department of State Development, Infrastructure, Local Government and Planning);
- Environment (DES);
- Building (DEPW); and
- Roads and transport (DTMR)³⁴.

³³ Disaster Management Act 2003 (Schedule)

³⁴ www.disaster.qld.gov.au, Prevention, Preparedness, Response and Recovery Disaster Management Guideline

The **Community Recovery Sub Plan** provides the framework for provision of recovery assistance to affected members of the community and is supported by the PPRR DM Guideline. The strategies outlined are flexible in design to cater for different types and scales of disaster events, as required.

9.2 Phases of Recovery

Recovery operations are undertaken across three phases (as shown in Figure 10):

- 9.2.1 **Post-impact relief and early recovery**
Immediate and short-term relief;
- 9.2.2 **Recovery and reconstruction**
Medium to long term recovery and progress; and
- 9.2.3 **Transition**
Return to business as usual, 'new normal'.

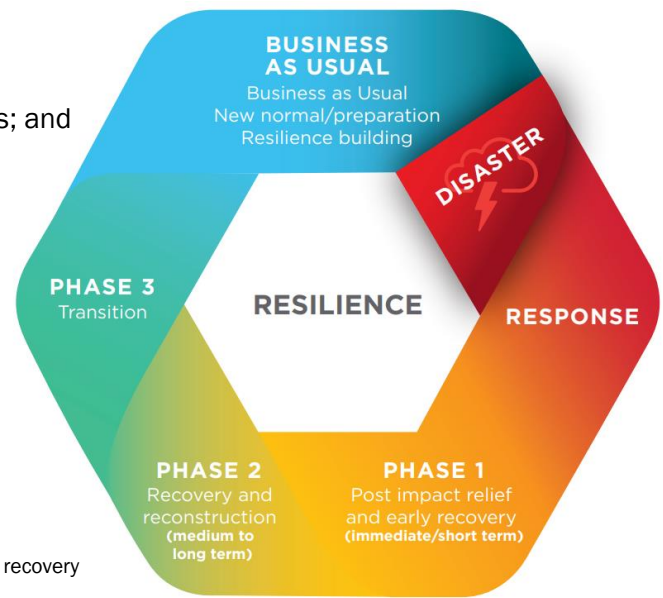


Figure 10 Three phases of recovery

9.3 Establishment of Local Recovery Group (LRG)

The Hinchinbrook Recovery Group (HRG) has been established as a Sub Group to the LDMG. Activation of the HRG is at the discretion of the Chairperson of the LDMG and is based on a range of factors including:

- The scale of the disaster impact;
- Needs assessments;
- Level of disruption to the community's connectedness;
- Community capability for recovery; and
- Reconstruction or contamination impacts.

Council appoints the Deputy Mayor as the Local Recovery Coordinator (LRC) of the LRG, and Councillor as Deputy LRC.

Local levels of activation for recovery arrangements are included in Annexure D.

9.4 Recovery Sub Groups

Functional Recovery Sub Groups with specialist and supporting agency memberships have been established in the following areas:

- Human Social;
- Economic;
- Infrastructure; and
- Environment.

The Hinchinbrook Recovery Group Structure including Chairperson and Coordinator for each Sub Group is attached as Annexure C.

9.5 Volunteering

The desire to volunteer is an indication of the health and resilience of the community. The best way a person can start volunteering is to find out if family, friends and neighbours need assistance. This should always be done under their direction and with their consent.

Another option is to offer assistance directly to local volunteer groups or local disaster response services such as SES, service clubs, community support centres, Australian Red Cross or the Salvation Army.

It is imperative that volunteers act safely; WorkCover Queensland provides guidance on how to be safe. For more information, visit the WorkSafe Queensland website³⁵.

After assisting family, friends and neighbours, all volunteers should register with Volunteering Queensland (VQ) Emergency Volunteering – Community Response to Extreme Weather (EV CREW) by phoning 1800 994 100 or visiting Volunteering Queensland's website³⁶.

Volunteers can offer to help by pre-registering with Emergency Volunteering CREW at any time, but in times of crisis and disaster, it is important to follow these three steps:

- Stop and Listen – trusted sources will let you know the best course of action and how to stay safe;
- Check with family, friends and neighbours first; and
- Wait for the Call – when you are needed, VQ will let you know.

VQ are able to match these 'standby' volunteers with organisations needing additional support.

9.5.1 Spontaneous Volunteers

Council can accept and manage up to 15 local spontaneous volunteers. Further details regarding the management of such volunteers is included in the Local Disaster Coordination Centre Standard Operating Procedure.

Should spontaneous volunteer numbers exceed Council management capacity, assistance will be sought from Disaster Relief Australia (DRA) under their existing MOU with Council.

9.6 Donations

Council has a Memorandum of Understanding with GIVIT for the management of all offers of donated goods and services in times of disaster.

The goals of the partnership are to reduce the amount of unsolicited donations received by Hinchinbrook Shire Council in times of disaster, and to meet the immediate material needs of the local community in times of disaster.

GIVIT may also be activated to manage an appeal (cash only or combined cash and goods appeal) after a localised emergency event.

³⁵ www.worksafe.qld.gov.au/safety-and-prevention/hazards/workplace-hazards/dangers-in-your-workplace/storms-and-floods

³⁶ www.emergencyvolunteering.com.au/qld

10. LDMP Sub Plans

Sub Plan	Responsibility
Communications	Local Disaster Coordinator
Community Information and Warnings	Local Disaster Coordinator
Community Recovery	Local Disaster Coordinator
Cyclone Shelter Management	Local Disaster Coordinator
Evacuation	Local Disaster Coordinator
Evacuation Centre	Local Disaster Coordinator
Ingham Aerodrome Emergency Procedures	Local Disaster Coordinator
Local Disaster Coordination Centre Standard Operating Procedure	Local Disaster Coordinator
Lower Herbert DMSG Operational Procedure	Local Disaster Coordinator
Pandemic	Local Disaster Coordinator
Public Health	Local Disaster Coordinator
Resupply Operations	Local Disaster Coordinator
Tsunami Response	Local Disaster Coordinator

11. Associated Documents

- 11.1 Hinchinbrook Shire Bushfire Risk Mitigation Plan;
- 11.2 All Natural Hazards Disaster Risk Management Hinchinbrook Shire Council Report 2008;
- 11.3 Joint Councils Memorandum of Understanding (MOU);
- 11.4 Disaster Relief Australia Memorandum of Understanding (MOU);
- 11.5 Local Disaster Coordination Centre Standard Operating Procedure;
- 11.6 Red Cross Memorandum of Understanding (MOU);
- 11.7 Resupply Operations Procedure; and
- 11.8 Essential Supplies List and Order Form.

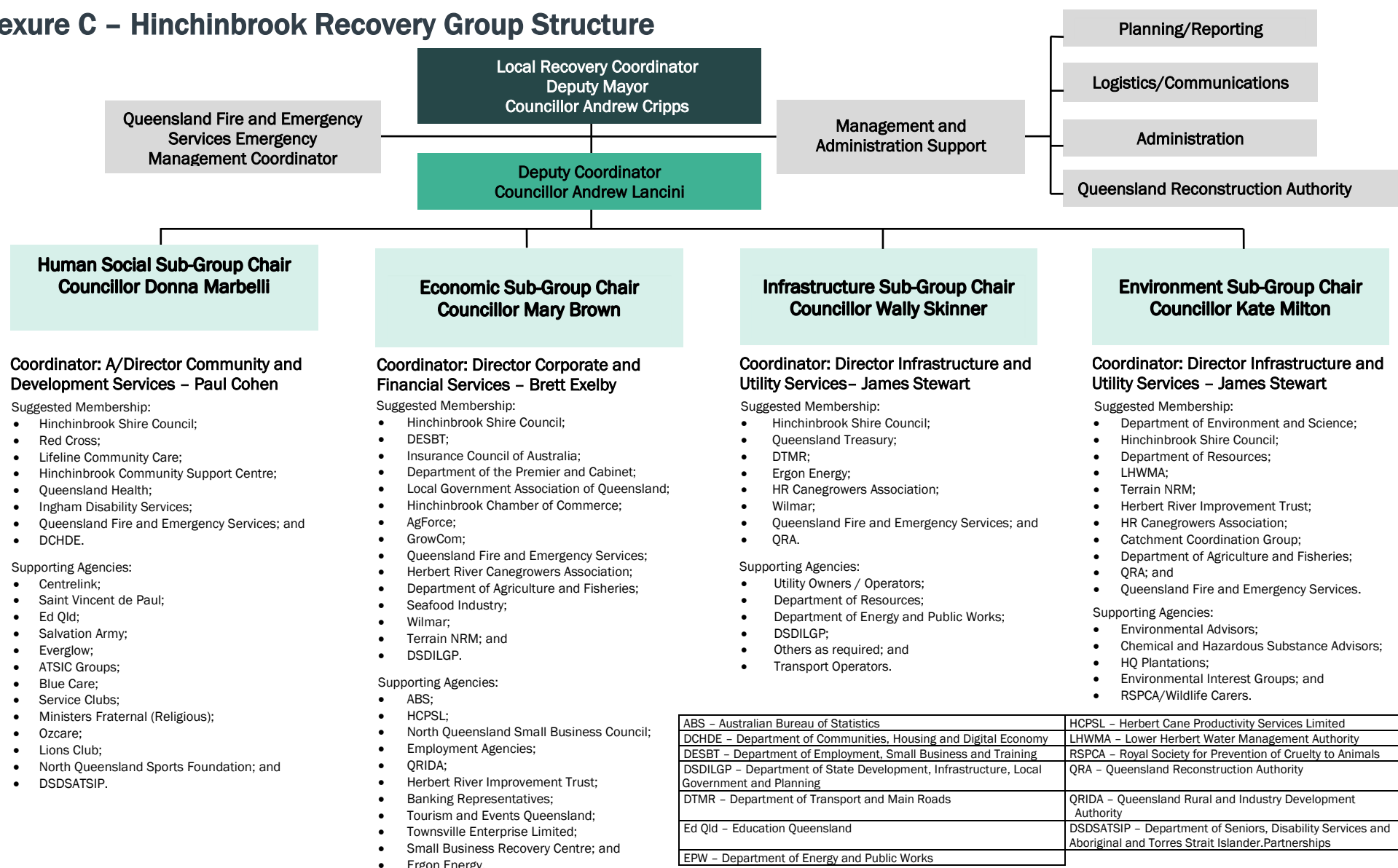
Annexure A – Distribution List

Position	Agency/Organisation	Hard Copy	Electronic Copy
Chairperson	Hinchinbrook Local Disaster Management Group	✓	✓
Local Disaster Coordinator	Hinchinbrook Shire Council	✓	✓
Executive Officer	Townsville District Disaster Management Group		✓
Emergency Management Coordinator	Queensland Fire and Emergency Services		✓
Chairperson	Lower Herbert Disaster Management Sub Group	✓	✓
LDMG Core	Various organisations		✓
LDMG Advisory and Supporting	Various organisations		✓

Annexure B – LDMG Local Levels of Activation for Response Arrangements

	TRIGGERS	ACTIONS	COMMUNICATIONS
ALERT	Awareness of a hazard that has the potential to affect the Hinchinbrook LGA to an extent that a coordinated multi-agency response would be required or requested.	<ul style="list-style-type: none"> Monitor the risk source through communication with the primary agency; Maintain situational awareness; Brief the LDC and key Council staff; Provide advice of the LDMG response/activation level to the Townsville DDC; Report, by exception only, to the DDC and/or LDMG; and Undertake emergency response activities through LDMG members' core business arrangements. 	<ul style="list-style-type: none"> Chair and LDC by email and via mobile phone remotely (as necessary).
LEAN FORWARD	There is a likelihood that a threat may affect the Hinchinbrook LGA to an extent that a coordinated multi-agency response would be required or requested; The threat is quantified but may not yet be imminent; and There is a need for public awareness.	<ul style="list-style-type: none"> LDC places Chairperson and Deputy Chairperson on watching brief; Establish communication protocols with primary and warning agencies; Maintain situational awareness and confirm level and potential of threat; Provide advice of LDMG response/activation level to DDC; Issue warning orders to key Council staff and agencies (including pre-deployment of staff or resources as required); Prepare LDCC, not yet activated; Determine trigger point for move to stand up; Conduct initial briefing of LDMG; Provide ad-hoc and reporting by exception only to DDC and/or LDMG; and Initiate public information and warnings. 	<ul style="list-style-type: none"> Chairperson, LDC and LDMG members via mobile and monitoring email remotely; and Ad-hoc reporting.
STAND UP	The threat is imminent; The community will be or has been impacted; Requests for support received by LDMG or agencies; and The response requires coordination.	<ul style="list-style-type: none"> LDMG meet and assume control of disaster operations in LGA as required; LDCC is activated and operational as required; Implement standard operating procedures; Provide regular reporting to DDC and/or LDMG. 	<ul style="list-style-type: none"> Chairperson, LDC and LDMG members present at LDCC as required, via mobile and monitoring emails; LDCC contact through established landlines or generic Council email address; and LDCC contact with Local Area Wardens and agencies via UHF radio and/or satellite phones if required.
STAND DOWN	There is no requirement for coordinated response; Community has returned to normal function; and Recovery operations taking place.	<ul style="list-style-type: none"> LDMG approves stand down; Conduct final checks of outstanding tasks; Make transition to business as usual and/or recovery; Debrief staff of the LDCC and LDMG; and Submit final situation report to DDC and/or LDMG. 	<ul style="list-style-type: none"> LDMG members not involved in recovery operations resume standard business and after hours contact arrangements.

Annexure C – Hinchinbrook Recovery Group Structure



Annexure D – LDMG Local Levels of Activation for Recovery Arrangements

Response Alert		TRIGGERS	ACTIONS	COMMUNICATIONS
Response Lean Forward	ALERT	Response phase at 'Lean Forward' level of activation.	<ul style="list-style-type: none"> • Appointment of Local Recovery Coordinator (LRC) as appropriate; • Potential actions and risks identified; • Information sharing commences; • LRC in contact with LDCC/LDC; and • Initial advice to all recovery stakeholders. 	<ul style="list-style-type: none"> • LRC and LRG members on mobile remotely.
Response Stand Up	LEAN FORWARD	<p>Response phase at 'Stand Up' level of activation.</p> <p>Anticipation of immediate relief arrangements required during response phase.</p>	<ul style="list-style-type: none"> • Monitoring of response arrangements; • Analysis of hazard impact or potential impact; • Relief and recovery planning commences; and • Deployments for immediate relief commenced by recovery functional agencies. 	<ul style="list-style-type: none"> • LRC and LRG members on mobiles and monitoring emails remotely; and • Ad hoc reporting.
Response Stand Down	STAND UP	<p>Immediate relief arrangements implemented.</p> <p>Response phase moves to 'Stand Down' level of activation.</p> <p>Medium term recovery commences.</p>	<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 to recovery' activated including handover from LDC to LRC; • Action plans for four functions of recovery continue; and • 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; and • Regular reporting to LDMG/LDC.
	STAND DOWN	<p>LRG arrangements are finalised.</p> <p>Community returns to normal activities with ongoing support as required.</p>	<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; and • Return to core business. 	<ul style="list-style-type: none"> • LRC and LRG members resume standard business and after hours contact arrangements; and • Functional lead agencies report to LRC/LRG as required.