Boulia Shire Local Disaster Management Plan 2024-2025

Version 9

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1.1 Approval of Executive members

This plan is endorsed by the Chair of the Local Disaster Management Group

E.C. Britton

Date: 15th December 2023

Cr Rick Britton,

Chair

Boulia Local Disaster Management Group

This plan was endorsed by the Boulia Shire Council on the 15th December 2023.

1.2 Amendment Register and Version Control

This plan must reflect the changes in the Boulia community; as such it will undergo changes as the community and shire develops over time.

Changes to this plan are to be submitted to the CEO of the Boulia Shire and to the Local Disaster Management Group for inclusion in the plan.

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1.2.1 Version Control

Ver	Date	Date accepted by LDMG
1	1/10/2014	Reviewed by LDMG 1/10/2014, endorsed by Chairperson of LDMG 18/12/2014, accepted by resolution of council 15/1/2015.
2	23/11/2015	Reviewed by LDMG 23/11/2015, endorsed by Chairpersonof LDMG 23/11 /2015, accepted by resolution of Council 17/12/2015.
3	23/5/2016	Reviewed by LDMG 23/05/2016, endorsed by Chairpersonof LDMG 23/05 /2016, accepted by resolution of Council 27/06/2016.
4	14/6/2017	Reviewed by LDMG 14/06/2017, endorsed by Chairperson ofLDMG 1 4 /06 /2017, accepted by resolution of Council 21/06/2017.
5	14/7/18	Review and update
5	22/5/2019	Review – no updates (and 5/4/2020)
6 &7	January /April 21	Review and update by LDC Endorsed by Boulia Shire Council 23rd April 2021
8	6th Dec 2022	Minor formatting amendments, Reviewed and endorsed by LDMG 6th Dec 2022 to be endorsed by Council 20th Jan 2023
9	15th Dec 2023	Endorsed by Council on 15/12/23 (Resolution No.: 2023/12.18) following prior endorsement by LDMG

1.2.2 Amendments

The LDMG authorises the LDC or delegate to make changes to the plan in order to conform with changes in legislation and other administrative changes that may be required

Amendment Number	Date	Section Amended	Amended By

1.2.3 Review of the plan

In accordance with *Disaster Management Act Queensland 2003* (Part 3 - Division 3 - Subdivision 1, Section 59 – Reviewing and renewing the Plan), the Local Disaster Management Plan may be reviewed or renewed at any time but must be reviewed for effectiveness **at least annually**.

1.2.4 Distribution and availability of plan

Copy No. 1 of 3	Boulia Shire Council
Copy No. 2 of 3	District Disaster Management Group
Copy No. 3 of 3	Local Disaster Management Group
Boulia Shire Council Office: 18 Herbert St Boulia Qld 4829	07 4746 3188
Boulia Shire Council website	www.boulia.qld.gov.au

2   Administration and Governance

2.1   Introduction/Purposes and Objectives

The Boulia Shire is not immune to natural disasters, whilst these types of events are not common, we cannot afford to become complacent. The key to effective disaster response and recovery is the resilience of the community and the willingness of people to work together for the benefit of the community.

The Boulia Shire through the work of the Local Disaster Management Group will maintain their commitment to effective disaster management for the shire. To be effective our disaster management planning must be a moving feast, we learn from events in the shire and we examine the actions of other shires to ensure that we improve and adapt to changes such as the expectations of the community and climate change.

This plan is a plan for the community, to be truly effective we must draw on the collective knowledge of the community to develop plans that are suitable and effective.

The purpose of the Boulia Shire Disaster Management Plan is to address the disaster management needs of the Boulia Shire.

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 the District Level;

- Ensuring that Local Government and Local Groups comply with their disaster management obligations under the *Disaster Management Act 2003*; and

- other purposes related to disaster management the Local Government determines.

The plan ensures that community risks relating to disaster events, or events that affect the wellbeing of the community are identified and effectively managed.

The plan is to detail the arrangements and responsibilities between response agencies, supporting government and non-government organisations.

The objective of the plan is to ensure that risks requiring District level support are identified and communicated to District level.

2.2   Statement of establishment/authority to plan

The Local Disaster Management Group (LDMG) is established under s.29 of the *Disaster Management Act* 2003 (the Act).

2.3 LDMG terms of reference

2.3.1 Role

s. 4A

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

2.3.2 Functions

s. 30

The LDMG has the following functions:

- To ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy statement for disaster management for the State;

- To develop effective disaster management and regularly review and assess the disaster management;

- To help the local government for its area to prepare a local disaster management plan;

- To identify and provide advice to the relevant district group about support services required by the local group to facilitate disaster management and disaster operations in the area;

- To ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster;

- To manage disaster operations in the area under policies and procedures decided by the State group;

- To provide reports and make recommendations to the relevant district group about matters relating to disaster operations;

- To identify, and coordinate the use of, resources that may be used for disaster operations in the area;

- To establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens;

- To ensure information about a disaster in the area is promptly given to the relevant district group;

- To perform other functions given to the group under the Act; and

- To perform a function incidental to any of the previous functions mentioned.

2.3.3 Membership

s. 33

The LDMG consists of the following members:

- The persons appointed as members of the group by the relevant local government for the group;

- At least 1 person nominated by the Chief Executive of the Department; and

- At least 1 person who is a Councillor of a local government.

s. 34

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

s. 35

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

s. 37

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

2.3.4 Meetings

s. 38

The LDMG must conduct its business, including its meetings, in the way prescribed by regulation. Subject to these regulations, the LDMG may conduct its business, including its meetings, in the way it considers appropriate.

Disaster Management Regulation 2014, Part 3, s12

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

Disaster Management Regulation 2014, Part 3, s13

A quorum for a LDMG meeting is the number equal to one-half of the members plus 1, or,if one-half of the members is not a whole number, the next highest whole number.

Disaster Management Regulation 2014, Part 3, s14

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

Disaster Management Regulation 2014, Part 3, s16

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

Disaster Management Regulation 2014, Part 3, s17
Meetings may be held using any technology that reasonably allows members to hear and take part in discussions as they happen. Members who participate in meetings using this technology are taken to be present at the meeting.

Disaster Management Regulation 2014, Part 3, s18
Minutes must be taken of LDMG meetings.

2.3.5 Local Disaster Management Plan (LDMP)

s. 57
A local government must prepare a LDMP which must include provision for:

- The State group's strategic policy statement for disaster management for the State, and the local government's policies for disaster management;

- The roles and responsibilities of entities involved in disaster operations and disaster management in the area;

- The coordination of disaster operations and activities relating to disaster management performed by the entities;

- Events that are likely to happen in the area;

- Strategies and priorities for disaster management for the area;

- The matters stated in the disaster management guidelines as matters to be included in the plan; and

- Other matters about disaster management in the area the local government considers appropriate.

s. 58
The LDMP must be consistent with the disaster management guidelines

s. 59
The LDMG may review or renew the LDMP when it considers appropriate, however must review the effectiveness of the plan at least once a year.

S. 60
The LDMP must be available for inspection, free of charge, by members of the public.

2.4 Roles and Responsibilities

The roles and responsibilities of the various agencies in the disaster management system, can be found in the *Queensland State Disaster Management Plan* prepared by the Queensland Disaster Management Committee *(*https://www.disaster.qld.gov.au/__data/assets/pdf_file/0027/339336/Interim-2023-QSDMP-V1.2.pdf).

2.5 Coordination of disaster operations

Coordination underpins the entire disaster management system. It is defined in the State Disaster Management Plan as:

The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment etc) in accordance with priorities set by disaster management groups. Coordination operates horizontally across organisations and agencies.

Coordination in disaster management is about the effective management of different agencies with a diverse range of expertise, resources and skills by ensuring that they work together to a common goal and resources are best used for the benefit of the community.

One of the supplementary principles of disaster management is 'coordination, collaboration and consultation'. Effective management of any disaster relies on strong coordination arrangements, consultative decision making, collaboration and shared responsibility achieved through supporting relationships, trust and teamwork between individuals, agencies and the community.

2.6 Statement of compliance with legislation, guidelines and strategic policy statement

The Boulia Shire and the Local Disaster Management Group will ensure that the Shire's responsibilities in its Terms of Reference as detailed in section 1.3 of this plan are executed within the available resources of both the group and the district. The shire is committed to the values of the disaster management strategic framework:

- Protecting health, safety, quality of life and economic vitality.

- Building and maintaining partnerships and collaboration across all levels of government, community and industry, in all aspects of disaster management.

- Protecting our natural and built environment.

- Respecting the diversity of Queensland communities.

- Ensuring accountability and transparency of the Queensland disaster management arrangements.

S.57 of *Disaster Management Act 2003* requires that a local government must prepare a Local Disaster Management Plan for disaster management in the local government area.

The *Local Government Act 2009* states that a local government must prepare a corporate plan that identifies the local and regional issues the local government has identified as affecting its area. These issues are to include disaster management (s.104).

2.6.1 Standard for Disaster Management in Queensland
The Standard for Disaster Management in Queensland (the Standard) establishes the performance requirements for all entities involved in disaster management. This Standard is created under section 16N (1) of the *Disaster Management Act 2003* (the Act) and is reviewed periodically to ensure it remains contemporary and meets the needs and expectations of the disaster management sector (the sector). The Standard forms the basis for assurance activities conducted

by the Office of the Inspector-General Emergency Management (IGEM or the Office) or a disaster management entity.

2.6.1.1 Shared Responsibilities
The Shared Responsibilities are the elements of disaster management that all entities should deliver against and that everyone within the sector is responsible for contributing to. Shared Responsibilities should not be considered in isolation – they are the interconnected responsibilities that collectively make up the system of disaster management within Queensland.

2.6.1.2 Outcomes
Outcomes are high-level statements that all entities should strive to achieve. They are the end state that the sector is collectively aiming for. Outcomes are grouped under the correlating Shared Responsibilities.

2.6.1.3 Indicators
Indicators represent the individual items or actions that demonstrate that an entity is working toward or achieving an Outcome. Indicators define the elements that make up each Outcome. They provide guidance as to the evidence that may be provided when determining whether the Outcome is able to be achieved. As such, all Indicators are specific to the related Outcome.

2.6.1.4 Accountabilities
The Accountabilities provide structure for the delivery of Outcomes and Indicators. They consider what an entity is accountable for under legislation and accepted good disaster management practice.

The Accountabilities are also a mechanism to frame what the Inspector-General Emergency Management may consider in evidencing the achievement of the Outcomes.

The five Accountabilities are:
- Governance
- Doctrine
- People
- Enablers
- Continuous Improvement.

Each of these Accountabilities has specific criteria that must be met to ensure a level of rigour around the delivery of Outcomes.

2.7 Definitions, abbreviations, and acronyms

2.7.1 Definitions

Activation of Relief and Recovery Measures	Activated by Minister of Emergency Services for a special geographical area affected by a natural disaster to activate and co-ordinate QRA assistance measures
Chairperson	The Chairperson of the Disaster Management Group, means the person appointed or acting as the chairperson of the group under section 20 of the *Disaster Management Act 2003*.

Command	The direction of members and resources of an agency in the performance of the agency's roles and tasks. Command operates vertically within an agency.
Control	The overall direction of the activities, agencies or individuals concerned. Control operates horizontally across all agencies, functions and individuals. Situations are controlled.
Coordination	The bringing together of agencies and individuals to ensure effective disaster management, but does not include the control of agencies and individuals by direction.
Coordination Centre	A centre established at State, District or Local level as a centre of communications and co-ordination during response and recovery operations eg. • DDCC – District Disaster Co-ordination Centre, • SDCC – State Disaster Co-ordination Centre, • LDCC – Local Government Disaster Co-Ordination Centre.
Declared Disaster Officer	A police officer; or a persons authorised under s75(1) of the DMA to exercise declared disaster powers for the disaster situation.
Disaster	A "disaster" is a serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community recover from the disruption. In this section, 'serious disruption' means – Loss of human life, or illness or injury to humans; or widespread or severe property loss or damage; or widespread or severe damage to the environment.
Disaster District	Means a part of the State prescribed under a regulation as a disaster district.
District Disaster Management Group	Means the functional group as set out in the *Disaster Management Act 2003.*
District Disaster Coordinator	Means a police officer appointed by the commissioner Queensland Police Service as a district disaster coordinator under section 25.
Disaster Management	Arrangements about managing the potential adverse events, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.
Executive Officer – State Disaster Management Committee	Of the State group, means the person who is the executive officer of the group under section 19(3).
Operations Officer – District Disaster Management Group	That person appointed by the District Disaster Coordinator to be the Operations Officer of the District Disaster Management Group for disaster management purposes.
Functional Lead Agency	A Government Department allocated a responsibility by the State Disaster Management Group to coordinate a particular function in respect of disaster management.
Hazard	A potential or existing condition that may cause harm to people or damage to property or the environment.
Incident	Day-to-day occurrences which are responded to by a single response agency by itself or in cooperation with other response agencies.

Local Disaster Coordinator	Chief Executive Officer or other Council officer appointed by the Chair of the LDMG as the Local Disaster Coordinator.
Local Controller	The controller of a Local State Emergency Service Unit appointed under the *Disaster Management Act 2003*. The Local Controller is usually the appointed leader of a volunteer SES unit.
Local Disaster Management Group	The persons responsible for implementing the requirements of Local Government with respect to development and implementation of disaster arrangements for their area
Local Disaster Management Plan	A plan that documents agreed arrangements that are in place to deal with disaster events within its area of responsibilities.
Mitigation	Measures taken in advance of an event aimed at decreasing or eliminating its impact on society and the environment.
DRFA Financial Guidelines QLD	Financial arrangements for the activation and delivery of Natural Disaster Relief and Recovery assistance within Queensland
Non-Government Organisation	A voluntary organisation or any other private individual or body, other than a government agency.
Planning	Process of developing arrangements for coordinating a response and establishing priorities, duties roles and responsibilities of different individuals and organisations, including an actual state of preparedness.
Preparedness	Action designed to minimise loss of life and damage, and to organise and facilitate timely and effective rescue, relief and rehabilitation in case of an event. Preparedness is concerned with understanding the threat; forecasting and warning; educating and training officials and the population; and establishing organisations for the management of disaster situations including preparation of operational plans, training relief groups, stockpiling supplies, and accessing necessary funds.
Prevention	Includes the identification of hazards, the assessment of threats to life and property and the taking of measures to reduce or eliminate potential loss of life or property and protect economic development.
Recovery	Includes the process of returning an affected community to its proper level of functioning after a disaster. This process is divided into short term Recovery and Long Term Recovery/Reconstruction. Initial Recovery – the aim of initial recovery operations is to satisfy personal and community needs, and to restore services to the level where the continuing process can be managed by local government and the normal responsible agencies. Long Term Recovery – long term recovery, reconstruction or rehabilitation measures are the subject of separate arrangements.
Resources	Includes food, manpower, any horse or other animal, vehicle, vessel, aircraft, plant, apparatus, implement, earthmoving equipment, construction equipment or other equipment of any kind or any means of supplying want or need.
Response	Includes the process of combating a disaster and of providing immediate relief for persons affected by a disaster.
Risk	Expected losses (of lives, persons injured, property damaged, and economic activity disrupted) due to a particular hazard for a given area and reference period. Based on mathematical calculations, risk is the product of hazard and vulnerability.
Risk Management	The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, assessing, treating and monitoring risk.

State Disaster Management Committee	Queensland body responsible for the development of Disaster Management policy and coordination of resources necessary to ensure that all steps are taken to plan for and counter the effects of disaster.
Supporting Organisations	Government Departments, statutory authorities, volunteer organisations and other specialist agencies who have indicated a willingness to participate and provide specialist support resources toa functional or threat specific lead agency during disasters.
Warning	Dissemination of message signaling imminent hazard, which may include advice on protective measures.

2.7.2 Acronyms

ADF	Australian Defence Force	NEMA	National Emergency Management Agency
BOM	Bureau of Meteorology	QAS	Queensland Ambulance Service
COAG	Council of Australian Governments	QFES	Queensland Fire and Emergency Service
DACC	Defence Aid to the Civil Community	QH	Queensland Health
DDC	District Disaster Coordinator	QPS	Queensland Police Service
DDCC	District Disaster Coordination Centre	RFDS	Royal Flying Doctor Service
DDMG	District Disaster Management Group	SDCC	State Disaster Coordination Centre
DMA	Disaster Management Act 2003	SDCG	State Disaster Coordination Group
DRFA	Disaster Relief Funding Arrangements	SDMC	State Disaster Management Committee
HAZMAT	Hazardous Material	SDRA	State Disaster Relief Arrangement
LDMG	Local Disaster Management Group	SES	State Emergency Service
LDC	Local Disaster Coordinator	SEWS	Standard Emergency Warning Signal
LDCC	Local Disaster Coordination Centre	SITREP	Situation Report
OIC	Officer in Charge	SOP	Standing Operating Procedures
NCTP	National Counter Terrorism Plan	XO	Executive Officer

2.8 Processes and timeframes – Internal and External Assessment

This Local Disaster Management Plan will be reviewed every 12 months by the members of the LDMG, that plan will also be reviewed under the following circumstances:

- Following activation of the LDMG in response to an event,
- Following significant changes to the planning environment including changes in threats or the community,
- In response to changes in the planning guidelines, or

- In any other circumstance that the Chair believes a review is warranted.

2.8.1 Governance Processes - Members

Organisation	Position
Boulia Shire Council	Chair (Mayor)
Boulia Shire Council	Deputy Chair (Dep M/Councillor)
Boulia Shire Council	LDC (CEO)
Boulia Shire Council	Dep LDC (DWO)
Queensland Police Service	OIC Boulia Police
Boulia Shire Council	Town Supervisor/Airport Manager
Queensland Police Service	Emergency Management
SES	SES Local Controller
QFES, Fire and Rescue	Fire and Rescue Inspector
QFES, Rural Fire Service	Rural Fire Inspector

2.8.2 Advisors

Organisation	Position
Queensland Health	Queensland Health Rep
QFES	RFS 1st Officer
Rural Fire Service	Rural Fire Inspector
Ergon	Ergon
Telstra	Telstra
QCWA	QCWA
BSC	Works Foreman
Education Queensland	Boulia State School

Membership of the Committee shall mean and include the person acting in the capacity of any of the above members or the delegate of the member as the case maybe. The delegate must have the authority to commit resources from parent body

2.8.3 Specialist Advisors
Members, whilst not regarded as members of the LDMG, may be called upon to give specialist advice about the role and capabilities that their organisation may be able to provide to the LDMG.

2.8.4 Appointment of representative to District Group
The Boulia Shire CEO and Mayor are appointed as a member of the District Disaster Management Group.

2.8.5 Notification of membership to State Group

The LDC shall notify the State Disaster Management Group and District Group of the Local groups membership once per annum. Changes to the executive membership will be forwarded to the state and district groups as they occur.

2.8.6 Meeting Schedule

The Boulia LDMG has an obligation under the Disaster Management Act to meet twice per year. Traditionally these meetings have been held prior to the traditional wet season and post season. The LDC of the Boulia group will schedule these meetings and notify the members. All meetings will be minuted and a copy of these minutes will be sent to the district group.

2.8.7 Administrative responsibilities

The LDC of the local group is responsible for the administrative responsibilities of the group. The following administrative tasks are to be undertaken by the group:

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

2.8.8 Authority to activate the Group

The group may be activated by the Chair of the local group should the Chair believe that the activation in response to a threat is significant to warrant activation. The level of activation will be determined by the chair taking into account the likelihood and possible impact of the threat.

The group may be activated by the District Disaster Coordinator (DDC).

Activation of the group will occur independently of activation of DRFA, the decision to activate will be based on threat rather than financial implications.

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

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

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

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

2.8.9 Reporting Requirements

The LDC of the Boulia Group is responsible for the administrative and reporting obligations of the group. The following reporting must be undertaken by the group:

Report	Submitted to	Frequency	Format
Meeting minutes	DDMG/SDMG	Following every meeting	Council minutes
LDMG Status Report	DDMG/SDMG	Yearly	Issued by SDMG
LDMG Annual Status Report	DDMG/SDMG	Yearly	Issued by SDMG
LDMG Membership	DDMG/SDMG	Yearly	With above
Situation reports	DDMG	As negotiated	As issued
Activation report	DDMG	As required	Issued by DDMG

3 Local Disaster Management Group

Under the *Disaster Management Act 2003* (section 29) a local government must establish a Local Disaster Management Group for the local government area.

The roles and responsibilities for the core group are detailed in the Terms of Reference in section 1.3 of this plan.

State government agencies and organisations have designated responsibilities in disasters which reflect their legislated and/or technical capability and authority with respect to hazards, functions and/or activities of disaster management.

3.1 Local disaster management group contact details
** Held separately by Boulia Shire Council

4 Disaster Risk Assessment

4.1 Community Context

4.1.1 Geography
The Boulia Shire is 61,000 Km2 and is bordered by the Northern Territory border to the West, the Diamantina Shire to the South, Winton to the East and Mount Isa and Cloncurry to the North.

The bulk of the Shire consists of flat channel type country. The area forms part of the Lake Eyre catchment area with a number of major waterways such as Georgina and Diamantina River systems flowing through the area regularly subjected to flooding. Rainfall and floodwaters from the North flows down and can cause flooding without any rainfall occurring locally. The generally flat terrain is particularly suited to grazing.

The predominant river systems in the shire are:

RIVER	River Basin
Diamantina	Diamantina
Georgina	Georgina/Eyre Creek
Burke and Wills Rivers	Eyre Creek

4.1.2 Climate and Weather

Very hot, dry temperatures are experienced in the summer months with daily temperatures averaging around 33 degrees but reaching as high as 48   in the summer months. Winter temperatures average around 16 degrees to 5 degrees at night going as low as zero. The area averages 263 mm of rainfall per year but this has been altered in recent years as a result of ongoing drought.

Average rainfall is 200mm but the generally flat terrain, and as the name suggests being in the 'channel country' that forms part of the Lake Eyre basin, results in large volumes of water passing through the community with there being little if any rainfall in the area itself. This results in regular flooding impacting on the area and isolating the community and surrounding areas.

The major waterway as mentioned above is the Burke River which passes the southern end of the township of Boulia. This river often floods during the wet season resulting in the roads to the south of the township being regularly cut. Despite this amount of water during the wet season for the rest of the year there is little rainfall in the area and the volume drops considerably until there is no water and the river dries up. The Georgina River is located to the West of Boulia and also plays a significant role in providing water for livestock and cutting access in times of flood.

4.1.3 Population
The Boulia Shire has a population of 458 people with the following dispersion:

Boulia: 300
Urandangi: 15-20
Other: 138

The Shire covers an area of 61,000 Km2 giving it a population density of .006 persons per square kilometer.

4.1.4 Vulnerable People
Elderly and infirmed individuals in the community are minimal, these individuals are known to the care providers.

4.1.5 Community Preparedness
Residents of the Boulia Shire are resilient and accustomed to the regular isolation that accompanies the wet season in the area.

4.1.6 Industry

Industry in the Boulia Shire is predominately agriculture, some mining and tourism.

4.1.7 Critical Infrastructure

Critical infrastructure includes power, water, sewage, roads and essential services buildings.

Employment by Industry
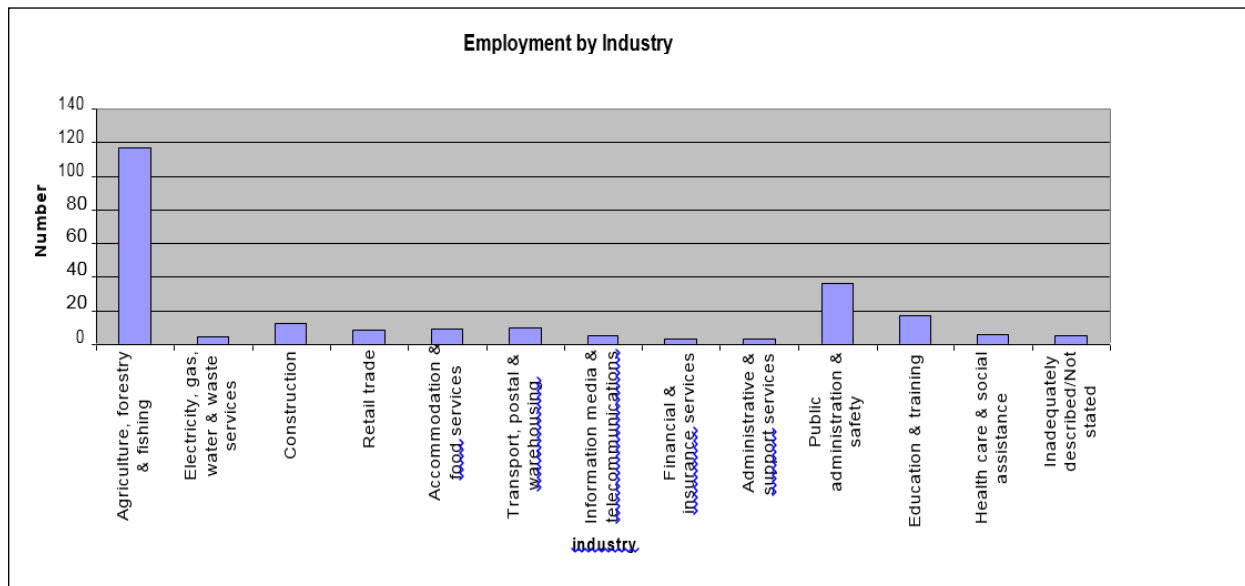
4.1.8 Electricity Supply

Boulia has a standalone power house. Power is reliable but subject to occasional poweroutages which can last for several hours. Urandangi water supply is powered by generators (individual). Critical facilities are able to operate from auxiliary power if required. Residents of Urandangi have no access to an Ergon power supply.

4.1.9 Water Supply

Water supply is delivered by sub artesian bores pumped into a bottom tank then pumped to a head tank and gravity fed to the town. This water is not processed through a water treatment plant but it manually chlorinated. The Urandangi water supply is currently listed as 'Non Potable".

4.1.10 Sewerage

Across the Shire there is a mixture of sewage and septic systems.

4.1.11 Roads

From	To	Road	Surface	KM
Mount Isa	Boulia	Diamantina Dev Rd	4m Sealed surface	300
Boulia	Bedourie	Diamantina Dev Rd	6m Sealed surface	217
Boulia	Urandangi	Diamantina Dev Rd/ Urandangi Rd	Unsealed 4m Sealed surface	90 210
Boulia	Winton	Kennedy Dev Rd	4m Sealed surface	362
Boulia	NT Border	Donohue Hwy	6m Sealed surface Unsealed	147 76
NT Border	To Alice Springs	Plenty Hwy to Harts Range Harts Range to NT Border	Sealed Unsealed	140 80
Urandangi	Lake Nash	Urandangi/Lake Nash Rd (via Headingly)	Track	90 apprx
Urandangi	Tobermorey	Urandangi Border Rd	Track	100 apprx

4.1.12 Boulia Shire Airports

4.1.12.1 Boulia Airport

Airport codes: BQL YBOU
Type: regional airport
Scheduled airline service: yes
Latitude: -22.913300 | 22 54.797974 S | S22 54 47
Longitude: 139.899994 | 139 53.999634 E | E139 53 59
Field elevation: 542 ft/165 m MSL
Magnetic variation: 6.4°E

4,180 x 98 ft (1,274 x 30 m) — paved — lighted

4.1.12.2 Urandangi Airstrip

Airport codes: YUDG
Type: local airport (light traffic)
Scheduled airline service: no
Latitude: -21.590000 | 21 35.400009 S | S21 35 24
Longitude: 138.358002 | 138 21.480103 E | E138 21 28

3,280 ft (1,000 m) — other (X)- paved

4.1.13 Essential services

4.1.13.1 Boulia:
- Queensland Police
- Queensland Health Clinic
- SES
- Queensland Fire and Emergency Services

4.1.13.2 Urandangi
- SES - not manned
- Rural Fire Service - not manned

4.1.14 Hazardous Sites
There are no hazardous sites in the Boulia Shire.
The town waste facility does have a fenced off identified Asbestos area.

4.1.15 Public Buildings, Spaces and Events
The Boulia Shire has no areas that would be considered high density. Areas where the density of people would be increased on occasion include:
- Boulia Shire Hall
- Boulia Sports and Aquatic Centre
- Australian Hotel
- Boulia Caravan Park
- Boulia Airport
- Boulia Racecourse Reserve

4.1.16 Proposed Future development
Boulia is not expected to undergo significant growth. However, Council has acquired residential land behind the school, industrial land beside the airport, residential/rural land behind the school and residential industrial land on Selwyn road.

4.1.17 Neighboring Shires

The Boulia Shire has good working relationships with all neighboring shires including: Mount Isa, Cloncurry, Diamantina and Winton Shires.

4.1.18 Hazards

The risk management record draws heavily on information in the Boulia Natural Disaster Risk Management Study please refer to this document for detailed information on identified hazards and their treatment.

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4.2 Risk Assessment

4.2.1 Risk analysis and evaluation
Risk assessments were undertaken for all hazards identified to have any relevance to the area covered by the plan. The likelihood of each hazard was considered on a monthly basis as supported by Bureau of Meteorology records.

4.2.2 RISK RATING
The hazard/risk rating can be found by assessing consequence and likelihood using Table 5 below. This table can be used to determine a hazard/risk rating for each of the hazards/risks listed, for both before and after the proposed risk treatment strategies are applied.

Table 5: Risk rating

		Consequence				
		Insignificant	Minor	Moderate	Major	Severe
Likelihood	Almost Certain	Medium	High	High	Extreme	Extreme
	Likely	Medium	Medium	High	High	Extreme
	Possible	Low	Medium	Medium	High	High
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Low	Medium	Medium

Statement of Disaster Risk and Immediate Consequences	Causation/Source of Risk	Existing Risk Treatments	Likeli-hood	Residual Risk Rating	Risk Custodian
Hazardous materials accident, leading to: • Disruption to traffic • Possible injury to people exposed to spill	• Spillage of hazardous materials used in agriculture and mining • Road transport of hazardous materials	• Road closures • Fire brigade availability • Police • SES availability • Council staff availability	Possible	Medium	LDMG/QFRS
Major Road Traffic Accident, resulting in: • Loss of life or serious injuries • Road closures • Tourist bus accident • 2-3 major accidents occur per annum	Accident resulting from: • Adverse weather conditions • Excessive speed above design speed • Alcohol influenced driver behaviour • Adverse road conditions following flood damage • Fatigue • Drivers not knowing local conditions and not adhering to road signs. • Larger vehicles and narrow roads – road trains/caravans etc.	• Ambulance available from 0800 to 1700 • Volunteer ambulance drivers availability after hours • Nurse available in Boulia town • RFDS – helicopter availability	Possible	Medium	LDMG/QPS

Statement of Disaster Risk and Immediate Consequences	Causation/Source of Risk	Existing Risk Treatments	Likeli-hood	Residual Risk Rating	Risk Custodian
Diamantina/Hamilton River flooding (between Boulia and Winton), leading to: • The isolation of towns and properties and the extensive inundation of grazing lands which can last several months in some areas, with road transport disrupted for considerable periods of time.	The river does not have a well-defined main channel but consists generally of a series of wide relatively shallow channels. Floods normally develop in the headwaters of the Diamantina River and its major tributaries, however, flooding may result from heavy rainfall falling in the middle to lower reaches of the catchment around Diamantina Lakes. Local area rainfalls can be a significant factor throughout these areas. • Roads to North of Boulia are sealed • Roads to South (Bedourie) and West of Boulia (Donohue Hwy) are partially sealed.	• North road sealed • Continuing work on south road to Bedourie and west road – Donohue Hwy (over 90klms sealed) • Airport is constructed above the 1974 flood line • Disaster Management Plan (DMP) in place	Likely	Medium	LDMG

Statement of Disaster Risk and Immediate Consequences	Causation/Source of Risk	Existing Risk Treatments	Likeli-hood	Residual Risk Rating	Risk Custodian
Georgina River/Burke River (a tributary of Georgina River) flooding the town of Boulia, leading to: The isolation of towns and properties and the extensive inundation of grazing lands which can last several months in some areas. Road transport is disrupted for long periods	• Following flood rains, the main channel fills rapidly and then disperses out into the neighboring channels and watercourses for kilometers on either side. In the event of severe flooding, the Georgina River can vary in width in the upper reaches from 15 to 20 kilometers, and in the lower reaches it is estimated in some sections to be 25 to 30 kilometers wide. • No levee banks protecting the town of Boulia • Roads to North of Boulia are sealed • Roads to South of Boulia are sealed.	• Flooding would only effect lower end of town & Caravan Park • Boulia airport is on a ridge above the flood plain • Ergon power generation plant on high ground in the town. • Mt Isa Road is not impassable for more than 24hrs at a time during flooding • Fuel depots exist in Boulia	Likely	Medium	LDMG
Flooding west of Boulia (including Urandangi), leading to: The isolation of towns and properties and the extensive inundation of grazing lands which can last several months in some areas. Road transport is disrupted for long periods.	• Flooding due to heavy rainfall – roads not sealed • Tourists ignore road signage (All areas) • Road accidents as a result of driving on flood affected roads	• Stations retain stock of food and water • Radio road reports • Road reports distributed to businesses • Signs on roads showing conditions updated regularly	Likely	Medium	LDMG

Statement of Disaster Risk and Immediate Consequences	Causation/Source of Risk	Existing Risk Treatments	Likeli-hood	Residual Risk Rating	Risk Custodian
Flooding south of Boulia towards Bedourie, leading to: The isolation of towns and properties and the extensive inundation of grazing lands which can last several months in some areas. Road transport is disrupted for long periods.	• Flooding due to heavy rainfall • Tourists ignore road signage (All areas) • Road accidents	• Stations retain food and other essential stocks • Radio road reports • Road reports distributed to businesses • Signs on roads showing conditions updated	Likely	Medium	LDMG
Rural fires (bush and grass), leading to injury or death and damage to State and Council Assets and/or private property.	• Prolonged drought, high temperatures in summer, high winds • Lighting strike • Arson	• 3 x Rural fire brigades (Urandangi, Kallala, Boulia)(Boulia divided into 3 zones) • Bushfire Risk Analysis for Boulia SC indicates limited Medium Risk and no High Risk areas • Fire Wardens – volunteers encapsulated with SES • Fire equipment available at stations and in Boulia	Possible	Medium	LDMG/QFRS
Fire – major residential or commercial (more than one building or involving hazardous materials), leading to property and/or personal damage and injury or death	• Electrical fault • Arson • Lighting strike • Inadequate fire brigade staffing • Susceptibility of caravan parks to fire	• Fire truck available in Boulia, but not Urandangi • Houses are well separated so that fires readily contained • Not much fuel/grass in town • Fire training occurs with volunteer brigade/SES volunteers	Possible	Medium	LDMG/QFRS

Statement of Disaster Risk and Immediate Consequences	Causation/Source of Risk	Existing Risk Treatments	Likeli-hood	Residual Risk Rating	Risk Custodian
Pandemic, resulting in death or disease to large numbers of people (eg Swine Flu)	• Disease transmitted by visitors • Disease transmitted via water supply • Lack of emergency staff to respond (as they will also be impacted) • Reduced access due to quarantine restrictions	• Staffed Clinic/nurse • Access to RFDS	Possible	Medium	Queensland Health
Severe dust storms resulting in: • Loss of life or serious injuries • Extensive damage to property.	• High winds during dry seasons causing damage to property • Loose items/debris lying around driven into buildings and people causing injury and damage.	• Building codes to minimise dust intrusion • Public education	Possible	Medium	LDMG
Aircraft accident causing: • Loss of life or serious injuries • Extensive damage to property	• Repeater aircraft fly in and out of Boulia weekly. • Cattle mustering helicopters fly at low heights.	• Airport emergency exercise are held both table top and field. • Airport manual	Rare	Medium	LDMG
Severe storms, leading to: • Significant disruption to infrastructure and services • Damage to Council Assets and/or private property • Injury resulting from flying debris, falling trees, power lines, etc	Summer thunderstorm activity (wind, hail, heavy rainfall) leading to: • Damage to infrastructure (roads, powerlines, telecommunications) • Damage to public and private buildings, including loss of roofs	• Building codes to minimise the likelihood of storm damage • Availability of emergency power generators in Boulia • Generators are exiting in	Rare	Low	LDMG

Statement of Disaster Risk and Immediate Consequences	Causation/Source of Risk	Existing Risk Treatments	Likeli-hood	Residual Risk Rating	Risk Custodian
Earthquake, leading to: • Building collapse • Death or injury to occupants • Collapse of bridges and other infrastructure, water supply and sewage systems • Roadway deformation, leading to traffic accidents	• Seismic activity that is difficult to predict: Note: AGSO states that highest hazard region is along east coast of Qld. Earthquakes with potential to cause serious damage (ML >5) have occurred on average about every 5 years in last 100 years. • Little or no warning likely.	• Building codes to limit damage • Mainly timber structures • No high rise buildings • Good communication system	Moderate	Low	LDMG
Animal and plant disease (eg Avian Flu), leading to crop and stock losses.	• Importation of infected plants and/or animals • Lack of access due to quarantine restrictions	• Effective quarantine system • Good communication	Rare	Low	LDMG/DPI

4.3 Risk Treatment

The risk assessment identified existing controls for each hazard and possible future treatments to further reduce the identified residual risk. Possible further treatments will only be moved into the existing control category after funding and implementationhas occurred.

5 Capacity building

Capacity is a combination of the capability and the resources available to the LDMG thatcan reduce the level of risk, or the effects of a disaster.   Capacity can be built through a combination of training and exercise programs targeted to specific local requirements.

The practice of continuous improvement involves processes and arrangements being regularly evaluated an improved to ensure they remain relevant, efficient, effective andflexible.
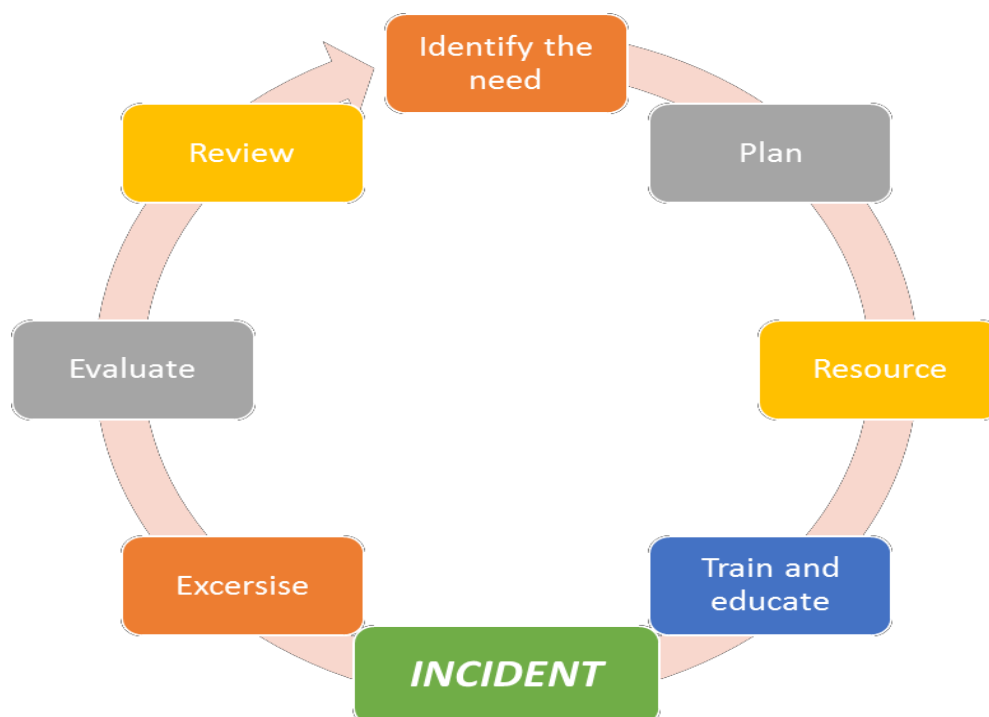
5.1 Community Awareness

There is an ongoing public awareness program conducted through the Mount Isa Area Director, Emergency Management Queensland.

This program comprises the following elements:

- Publications explaining flooding and emergency procedures;
- Preparation of media releases explaining flooding preparedness and emergency procedures;
- Publications prepared by statutory services detailing the measures that should be taken to prevent, minimise and deal with the effects of emergency situations; and
- Ongoing media campaign to encourage the public to "be aware".

Stocks of these publications will be made available to the public by Council. Public information is that information which is passed on to the public prior to, during, and after, a Disaster, such as warnings and directions. Providing such information is not urgent, the Disaster Management information will be passed to radio and television media for dissemination to the public of as directed by the Controlling Authority. However, where there is insufficient time for this means of dissemination, it will be necessary to inform the public directly and this will become a task for the LDMG. All outside media inquiries are to be directed to the Chairperson or their delegate.

LDMG's and DDMG's have a joint responsibility to ensure their community is as prepared and resilient for the potential events as available resources will allow. It is important to acknowledge that hazards and community characteristics may be similar across local government and media broadcast areas will routinely overlay local government boundaries. In recognition of these facts, LDMG's should identify opportunities for consistent messaging, joint programs and commonalities in conjunction with the relevant DDMG.

The LDMG can also add to community awareness by identifying and consulting on consistencies and inconsistencies across local, District and State boundaries. Local government areas that border on State boundaries could coordinate consistent community awareness programs with their jurisdictional neighbours.

LDMG's should develop a community awareness program targeted at addressing the specific needs of local communities through:

- Community awareness events;
- Joint projects and opportunities for community engagement; and
- Social marketing projects.

The Boulia Shire will ensure that public education material in relation to natural hazard events is available on the Council website on a page specifically dedicated to Local Disaster Management.

Prior to the onset of the traditional wet season additional public education will be undertaken by the State Emergency Service and Queensland Fire and Rescue. The focus of this education will be school aged children.

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

5.2   Training

Disaster management training has been identified nationally as an essential means through which agencies can develop and maintain their disaster management capabilities and capacity. Training and education can provide the knowledge, skills and attitudes required to address the issues of disaster management through prevention, preparedness, response and recovery.

Furthermore, training is important in ensuring that all agencies can seamlessly integrate their arrangements and contribute to effective and coordinated disaster operations.

Training for disaster management stakeholders is undertaken in accordance with the Queensland Disaster Management Training Framework which outlines available training courses and the intended stakeholders. The Framework encompasses the arrangements themselves, the processes, functions and activities that underpin disaster management and disaster operation.

As one of the activities undertaken to maintain or enhance capability under the QDMA, the Act provides a legislative requirement for QPS to ensure that persons involved in disaster operations are appropriately trained. It is also the responsibility of all stakeholders with disaster management and disaster operations roles to undertake the training relevant to their roles as outlined in the Queensland Disaster Management Training Framework.

Each LDMG should regularly assess training needed and develop a LDMG Training Program in consultation with the QPS member on the LDMG. Where possible, this training program should maximise opportunities for joint training between LDMG's and other groups involved in the QDMA.

The Queensland Disaster Management Training Framework is available on the DM Portal and further information on the framework and disaster management training can be obtained through the QPS member on the LDMG.

The Boulia Local Disaster Management Group will undertake disaster management training in line with the Queensland Disaster Management Training Framework (available from QPS).

5.3   Exercises

The LDMG has the responsibility to conduct disaster management exercises with each individual agency to ensure they have exercised and practiced procedures. QPS will be utilised to facilitate exercises conducted for groups in the disaster management arrangements.

A hot debrief will be conducted immediately following the exercise, the debrief will be conducted in the format of SWOT:

- **S**trengths: characteristics of the team that give it an advantage over others
- **W**eaknesses: are characteristics that place the team at a disadvantage relative to others
- **O**pportunities: external chances to improve performance in the environment
- **T**hreats: external elements in the environment that could cause trouble for the team.

Any issues identified should be noted and recorded against one or more of the **P O S T E** categories, depending on your perception of the reason behind the issue identified.

5.4 Post Disaster Assessment

Following any operational activity the LDMG will meet to identify and adopt any lessons that can be learnt from the actions taken during the response to continuously improve the LDMG.

The LDMG has been delegated the role of continually reviewing and assessing the effectiveness of disaster management. Immediately following an event a HOT debrief will be conducted as detailed in the Exercises heading.

A post event review will be conducted with the results including any corrective actions to be disseminated to the LDMG members and the XO of the District Group.

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

6 Response Strategy

The Boulia Shire has access to the staff and equipment to deal with the majority of events that threaten the shire. Widespread damage or multiple events would require the resources of the shire to be supplemented by the district group.

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

During major or prolonged flooding the LDMG may need to request a resupply of essential goods for the Boulia township or for other townships within the shires area of responsibility.

The Boulia Shire has the capability to manage events that occur in the shire on a regular basis, these include minor to moderate flooding, fires with minimal structural damage and short duration storms.

Larger scale events in the shire or multiple events would require the support of outside agencies. The shire has the capacity to effect small scale evacuations however larger scale evacuation with prolonged shelter phases would require assistance from outside of the shire. Whilst the shire has access to a range of services it recognises the limitations within these services. An example of this is the lack of a surgical facility in the shire.

Events that would be beyond the capacity of the shire would include, but not be limited to:

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

6.1   Operational Planning

The Concept of Operations (COO) document is known as the working papers and is a summary of this document design to assist LDMG in times of disaster by providing quick access to important information contained in this plan.

The COO details the stages of activations of the group and the roles of the staff in the coordination centre. Within the COO document there is a large portion of operational plans, these plans detail items that should be covered during different phases or actions of the response.

6.2   Management of Residual Risks

Throughout the risk management process there will be residual risks. These are the risks to the shire that cannot be reduced within the capacity of the shire.

For the Boulia shire there will be two main residual risks:

Staffing: It is recognised that the shire will lack the staff or specialised skill sets that may be required during an event. These identified residual risks will be referred to the DDMG for inclusion in the district disaster management plan.

Engineering: In order to remove or significantly reduce certain risks modification assets through engineering will be required.

As an example, in order to flood proof the highway to Mt Isa all bridges and roads must be constructed above Q100. Residual risk will remain where these engineering modifications are not cost effective for the risk posed, this residual risk will be accepted by the shire.

6.3   Warning notification and dissemination

Warning products issued by the Bureau of Meteorology include, but are not limited to, severe weather warning, tropical cyclone advice and tsunami warning. The LDC can also request, through the QFES on the LDMG, an emergency alert campaign to be delivered via landline and text messages to potentially affected constituents.

The LDMG has an important role in ensuring the notification and dissemination of warnings to

members for the LDMG and elements of the community that may fall under the responsibility of LDMG member agencies.

It is important that the LDMG has an established notification and dissemination process prepared, documented within the LDMP, and is able to be implemented. It is essential that this notification and dissemination process takes into account the time restrictions of rapid onset events.

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

The Boulia LDMG will utilise the AWS to disseminate warnings in relation to flooding, it is acknowledged that the LDMG is highly unlikely to issue warnings for storms due to the lack of warning received from the BoM. AWS warnings for flooding in the rural areas of the shire will be limited to advice only as the LDMG has limited visibility of flood levels in rural areas, escalation from the advice level will be limited to the Boulia township. The LDMG has a detailed AWS document including templates and social media templates.

For further information on warnings see the section on Public Information and Warnings sub-plan, section 9 and also refer to the *Prevention preparedness response and recovery disaster management guideline* available at (https://www.disaster.qld.gov.au/disaster-management-guideline)

6.4   Activation of response arrangements

Timely activation of the LDMG is critical for an effective response to an event. The decision to activate is dependent upon a number of factors including the perceived level of threat. The activation of the QDMA may either be bottom up or top down.

Bottom up activations escalate up through the disaster management arrangements where the LDMG requires support and top down activations involve escalation down through the arrangements from the SDCC where the imminent threat has a broader implication across the State.

The QDMA are activated using an escalation model based on the following levels:

- **Alert** – A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation should be monitored by someone capable of assessing the potential of the threat.

- **Lean forward** – An operational state characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centers are on stand by and prepared but not activated.

- **Stand up** – An operational state where resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.

- **Stand down** – Transition from responding to an event back to normal core business and/or continuance of recovery operations. There is no longer a requirement to

respond to the event and the threat is no longer present.

The movement of disaster management groups through this escalation phase is not necessarily sequential, rather is based on flexibility and adaptability to the location and event. Activation does not necessarily mean the convening of the LDMG, rather the provision of information to group members regarding the risks associated with a pending hazard impact.

Alert	Lean forward	Stand up	Stand down

6.5 The four levels of activation

	Triggers	Actions	Communications
Alert	Awareness of a hazard that has the potential to affect the local government area.	• Hazard & risks identified • Information sharing with warning agency • LDC contacts QFES • Initial advice to all stakeholders	Chair and LDC on mobile remotely.

	Triggers	Actions	Communications
Lean Forward	There is a likelihood that threat may affect local government area. Threat is quantified but may not yet be imminent. Need for public awareness. LDMG is now to manage the event.	• QFES and LDC conduct analysis of predictions • Chair and LDC on watching brief • Confirm level & potential of threat • Check all contact details • Commence cost capturing • Conduct meeting with available LDMG • Council staff prepare for operations • Determine trigger point to stand up • Prepare LDCC for operations • Establish regular communications with warning agency • First briefing core members of the LDMG • LDC advises DDC of lean forward & establishes regular contact • Warning orders to response agencies • Public information & warning initiated	Chair, LDC and LDMG members on mobile and monitoring email remotely. Ad-hoc reporting.

	Triggers	Actions	Communications
Stand Up	• Threat is imminent • Community will be or has been impacted • Need for coordination in LDCC • Requests for support received by LDMG agencies or to the LDCC • The response requires coordination	• Meeting of LDMG Core Group • LDCC activated • Rosters for LDCC planned, implemented • Commence operational plans • Local Government shifts to disaster operations • LDMG takes full control • SOPs activated • Core group of LDMG located in LDCC • Commence SITREPs to DDMG • Distribute contact details • DDMG advised of potential requests for support	• LDCC contact through established land lines and generic email addresses • Chair, LDC and LDMG members present at LDCC, on established land lines and/or mobiles, monitoring emails

	Triggers	Actions	Communications
Stand Down	• No requirement for coordinated response • Community has returned to normal function • Recovery taking place	• Final checks for outstanding requests • Implement plan to transition to recovery • Debrief of staff in LDCC • Debrief with LDMG members • Consolidate financial records • Hand over to Recovery Coordinator for reporting • Return to local government core business • Final situation report sent to DDMG	• LDMG members involved in recovery operations resume standard business and after hours contact arrangements

6.6 Role of the Local Disaster Coordination Centre operation and management

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

The primary functions of a LDCC revolve around three key activities:

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

In particular, the LDCC is responsible for the:

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

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

6.7 SES – partnerships

The SES is a vital part of the QDMA, providing a response capability on behalf of the LDMG to assist communities in times of disaster or emergency situations. State and Local Governments maintain an important partnership in assisting SES volunteers to provide a valuable volunteer emergency service to their local communities.

The functions of the SES are to:

- Perform search and rescue or similar operations;
- Help injured persons or protect persons or property from danger or potential danger; and
- Conduct other activities to help communities prepare for, respond to and recover from an event or disaster.

The SES also provides valuable assistance to other emergency service agencies in disaster or emergency situations.

The SES Local Controller should ideally be a member of the LDMG and will be able to assist with planning and procedures surrounding activation and operations of SES groups in local government areas.

6.8   Declaration of a disaster situation

In accordance with s. 64 of the Act, a DDC may, with the approval of the Minister, declare a disaster situation for the district or one or more local government areas within the district in whole or in part. As outlined in s. 75 and s. 77 of the Act, the declaration confers extra powers on particular groups to perform actions, give directions and control movements within the declared area.

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

It is important to note that the declaration of a disaster situation relates to the situational requirement for additional powers and is not linked to the activation of particular disaster management groups under the QDMA or the activation of disaster financial assistance arrangements. All three actions are independent processes and are not interlinked or conditional. The declaration of a disaster situation does not impact the requirements of a local government under the Act to manage disaster operations in their area.

6.9   Operational reporting

6.9.1   Situation Report (SITREP)

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

The LDMG will need to ensure regular and accurate information is received from operational areas to inform operational response, forward planning and the contents of the LDMG SITREP.

The production of SITREPs takes time and effort and LDMGs will need to consider the allocation of appropriate staff in the LDCC to compile the SITREP.

If a disaster event requires the activation of a DDCC, the LDMG will be required to develop a SITREP to be forwarded regularly from the LDCC to the DDCC. If an event is contained within a local government area and has not progressed to DDCC activation, the DDMG will still have activated to 'lean forward' level and the DDC may still request LDMG SITREPS to monitor and assess the situation. The nature of the disaster and the involvement of the DDMG will determine the timings, complexity and format of the SITREP for a given event.

6.9.2   Tasking Log

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

A tasking log may contain details of:

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

The use of a tasking log will ensure that planned operational contingencies have been executed. Tasking logs should be treated as official records and should be stored and archived appropriately to provide information to any post-event review.

6.10 Financial Management

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

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

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

6.10.1 Authority to expend funds

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

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

6.10.2 Document management

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

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

The LDMG will ensure that expenditure is in line with LG procurement processes.

6.11 Disaster financial assistance arrangements

There are two sets of financial arrangements which, if activated by the Minister, provide financial support to Queensland communities impacted by a disaster event through the reimbursement of eligible expenditure.

6.11.1 State Disaster Relief Arrangements (SDRA)

The intent of the SDRA is to assist in the relief of communities whose social wellbeing has been severely affected by a disaster event (natural or non- natural). The SDRA is State funded, and therefore not subject to the Australian government imposed event eligibility provisions or the activation threshold that exists under the NDRRA. As a consequence, SDRA is able to address a wider range of disaster events and circumstances where personal hardship exists.

6.11.2 Disaster Recovery Funding Arrangements (DRFA)

The intent of the DRFA is to assist the relief and recovery of communities whose social, financial and economic wellbeing has been severely affected by a disaster event.

The arrangements provide a cost sharing formula between the State and Australian Government and include a range of pre-agreed relief measures.

To claim for expenditure reimbursement under SDRA and 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
- Documentary support for all eligible expenditure detailed in the claim must be provided by the claimant.

7 Recovery Strategy

For the purpose of effective coordination aspects of recovery are conceptually grouped into four functions. It is important to acknowledge that the four functions of recovery overlap and recovery arrangements must reflect the inter- relationship between each of these functions.

7.1 Economic

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

7.2 Environment

Environment, or natural environment, recovery includes restoration and regeneration of biodiversity (species and plants) and ecosystems, natural resources, environmental infrastructure, amenity/aesthetics (e.g. scenic lookouts), culturally significant sites and

heritage structures. It includes management of environmental health, waste, contamination and pollution and hazardous materials.

The Functional Recovery Group for Environment is the Environment Functional Recovery Group.

7.3   Human-social

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

7.4   Infrastructure

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

The Functional Recovery Group for Building is the Building Functional Recovery Group.

The LDMG has adopted the nationally established principles for recovery which recognise that successful recovery relies on:

- Understanding the context;
- Recognising complexity;
- Using community-led approaches;
- Ensuring coordination of all activities;
- Employing effective communication; and
- Acknowledging and building capacity.

8   Public Health

Maintenance of sewage, water and domestic refuse services are the responsibility of the Boulia Shire.

Vector control is undertaken by the Boulia Shire, these services are increased during flood events due to the increase in insect activity.

Specialist public health advice is available through Queensland Health Public and Environmental health services.

9   Evacuation and evacuation centre management

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

9.1 Evacuation Centers

The table on the following page lists the buildings which have been identified as potential evacuation centers subject to their adequate provision.

Boulia Shire will request bedding and other materials required from District and make them available to the shelters on their activation.

9.1.1 Evacuation Centre Managers

Boulia Shire will appoint welfare centre managers for each centre in consultation with the owners of each centre. Local welfare is usually coordinated under the auspices of the SES, through a Welfare Officer. The managers will be responsible for welfare arrangements on a daily basis.

9.1.2 Duties of Evacuation Centre Managers

Evacuation Centre Managers will be responsible for the day to day operation of the Evacuation Centre. This will include:

- Organise physical set up and adequate provision of the Evacuation Centre.
- Be responsible for the overall co-ordination of the centre.
- Liaise with LDCC to ensure the adequate provision of food, bedding, volunteers, access to medical treatment and any other needs of evacuees.
- Registration of evacuees (names/address, telephone, next of kin).
- Ensure persons with special needs are given appropriate assistance.
- Ensure adequate feedback to LDCC regarding problems, either in respect of management of the Welfare Centre or special needs of clients.
- Ensure information, i.e. medical, insurance, financial assistance (GovtDept) etc is available to all people.
- Ensure adequate records of activities and expenses are maintained.

Boulia Aquatic Centre - Evacuation Centre

Building	Owner	Contact	Number of Toilets	No. of Showers	Cooking Facilities	Shortcomings	Additional Facilities Required	Comments	Estimated Shelter Capacity
Shire Hall	BSC	CEO	3 female 3 male	0	2 ovens, 1 hooded BBQ	No cooking utilities – pots pans knives, forks, plates, bowls etc	Cooking equipment	Small hall suitable for minimal assistance	30-50
Boulia State School	Dept of Education	Principal	3 female 3 male 1 staff	0	2 electric standard ovens	Limited utilities - pots, pans, knives, etc	Cooking equipment	Small hall suitable for minimal assistance	20-40
Church's	Catholic and Church of England		0	0	0	Limited utilities - pots, pans, knives,etc	Cooking equipment	Small hall suitable for minimal assistance	40-50
Council Administration Building	BSC	CEO	1 female 1 male	0	Nil	Office space only	Nil	Suitable location for registration point	Nil
Aquatic Centre	BSC	CEO	6 female 6 male	6 female 6 male	Full commercial kitchen, outdoor BBQ	Limited utilities - pots, pans, knives, etc	Cooking equip	Large hall with mezzanine floor	100+

10 Impact Assessment

Following an event the Local Disaster Management Group will coordinate the assessment of damage to the community and infrastructure. If specialised skills are required (Building inspections) the LDMG will request support from the District Group.

Following evacuation the LDMG will coordinate damage assessment of critical infrastructure, essential services and dwellings prior to the return phase of the evacuation operation.

11 LDMG Sub-Plans and other reference documents

Sub Plans developed are to be updated and reviewed by the LDMG and form a basis for necessary actions and records. These plans will be reviewed and amended as needed before the annual review of the LDMG each year.

Several documents also support this document in the delivery of Disaster Management for Boulia Shire Council:

- Boulia Natural Disaster Risk Management Strategy
- LDMG Risk Register
- Evacuation Management Guide
- Boulia Evacuation Sub-plan
- Remote Communities Epidemic/Pandemic Sub-plan (not released)
- Boulia Aerodrome Emergency Plan (extracted)

12 Privacy and disaster management - *Information Privacy Act 2009*

Queensland may at times be affected by natural disasters such as cyclones, floods, bushfires, and storms. Boulia Shire Council may play a role in mitigating and managing the potential adverse effects of these events and managing an effective response.

These events are notoriously volatile and changeable. The response often requires decisions to be made and implemented quickly. The provision and coordination of accurate timely information, often sourced from third party entities, is critical at these times. In the midst of a disaster event, Boulia Shire Council would not wish for necessary information flows to be unreasonably restricted by perceived governance restrictions such as concerns for the privacy of the information of individuals caught up in the event.

The *Information Privacy Act 2009* (IP Act) has in-built flexibilities that alleviate these concerns. The IP Act recognises that the privacy principles may not apply in emergency events and/or where the health and safety of individuals may be at risk.

The Office of the Information Commissioner has just published a guideline titled 'Privacy and managing disaster events' which sets out the various mechanisms under the IP Act that individuals' personal information can be shared between relevant entities in a disaster and an emergency situation. The resource details the special permissions available for the collection, alternative or secondary use and disclosure of personal information to third parties. The resource has been written to provide relevant entities with the confidence to share necessary information amongst themselves while maintaining individuals' privacy.

12.1 Applying the legislation

12.1.1 Guideline *Information Privacy Act 2009* - Privacy and managing disaster events

In common with the rest of Australia, natural disaster events such as tropical cyclones, floods, bushfires and storms can occur in Queensland at any time. Natural disaster events exact a corresponding cost on individuals, communities and businesses, and also affect government functions and services. This is particularly likely during Queensland's storm season: between November and April.

This guideline will help public service officers who need to use, disclose, or access personal information in a disaster or emergency event. It includes practical tips and examples to increase understanding and help simplify compliance with the *Information Privacy Act 2009* (IP Act).

12.1.2 What is a disaster?

A disaster is defined as:

- a serious disruption in a community, caused by the impact of an event, that requires a ·significant coordinated response by the State and other entities to help the community recover from the disruption.

A critical component of this coordinated response is the timely exchange of accurate, complete, and up to date information, including the personal information of all individuals affected by a disaster event and those involved in its management.

12.1.3 Can agencies share personal information in a disaster or emergency situation?

There are privacy considerations whenever a Queensland government agency deals with personal information. While it is a common misconception that the privacy principles in the IP Act work against the sharing of personal information between agencies, the reality is that they not only provide generous flexibility for information exchange in disaster event circumstances, they do so without compromising the privacy of that information once the disaster event has been dealt with.

12.1.4 Personal information

The privacy obligations in the IP Act apply only to personal information, which is:

- any information about an individual whose identity is apparent, or can reasonably be ascertained from that information.

Information about an individual is distinct from information about things associated with an individual or even information of great interest to individuals. For example, a land map showing the extent of flooding in a particular area would generally not be personal information, even though there would be individuals whose properties fall within the area shown on the map.

Additionally, private sector businesses and community sector organisations do not of themselves have personal information, however the individuals working for these entities do.

12.1.5 What flexibilities does the IP Act provide?

Collection: When an agency collects personal information from the individual themselves, all reasonable steps must be taken to make the individual generally aware of why their information is being collected, any legislative authority for the collection, and the identity of third parties to which their personal information would usually be provided. This 'collection notice' is not required in the context of the delivery of an emergency service where the agency reasonably believes there is no practical benefit in giving it and the individual would not reasonably expect this to occur.

While the extent to which personal information is collected from an individual and the way it is collected should not intrude into an individual's domestic life, there is a reasonableness component to this obligation which can be applied to disaster events.

Reasonably necessary for health, safety or welfare reasons Information Privacy Principle (IPP) 10, Information Privacy Principle 11 and section 33 all allow dealings with personal information where:

- the agency is satisfied on reasonable grounds that the dealing is necessary to lessen or prevent a serious threat to the life, health, safety or welfare of an individual, or to public health, safety or welfare.

This is the single most relevant privacy exemption in disaster events. While it could appear limiting that the threat must be serious, Queensland's experience has shown that disaster events often have tragic consequences, meaning they will generally represent a serious threat. It is not necessary for the threat to be immediate or imminent, which allows this exemption to cover prevention; it can encompass steps taken to ensure that the threat does not eventuate.

The 'reasonable necessity' test for the secondary use or disclosure requires a judgement about whether the threat to life or safety can be avoided or lessened without using or disclosing the personal information. Again, given the seriousness of the circumstances underwhich this exemption would be invoked, it would not be difficult for an agency to justify why the secondary use or disclosure would be necessary.

12.1.6 Required or authorised under a law

The privacy obligations are subject to all other Acts dealing with the collection, storage, handling, accessing, amendment, management, transfer, use and disclosure of personal information. This means that if another law requires that personal information be dealt with in a certain way, the other law must be applied first. Some examples include agency authority to compel the provision of personal information and authorising provisions in emergency management laws. When a disclosure of personal information is made in accordance with another law, there can be no privacy breach.

The reverse is not the case. It is a common misconception that the privacy obligations are an authorising provision to disclose personal information, particularly when it comes to satisfying legislative confidentiality obligations. This is not correct. The IP Act does not override other legislation. Compliance with the privacy obligations applies to the IP Act only; it does not override confidentiality obligations in other Acts and cannot be used as a defence for being non-compliant with other legislation.

12.1.7 Consent

Consent is a strong permission. An individual can expressly or agree to a secondary use or disclosure of their personal information by an agency, or to the sharing of their personal information between agencies. An individual can also give express agreement to their personal information being transferred overseas, such as where it will be posted on a website or social media site.

While it may commonly occur to an agency to ask for consent at the time of the secondary use or disclosure, there is nothing in the privacy principles that would prevent consent being obtained in advance of a disaster event, with the agreement then being relied upon should a disaster occur.

12.1.8 What protections are offered by the IP Act in the event of a disaster?

While there are generous flexibilities available to an agency in the secondary use and disclosure obligations in the event of a disaster, there are also provisions that ensure that the agency's dealings with personal information remain fair, particularly after the disaster event. The following protections remain, regardless of the fact that the initial information sharing occurred in the context of managing a disaster event.

12.1.9 Collection of information

Regardless of whether an agency sources the personal information from the individual themselves, another government agency or a third party, the agency must only collect/obtain information that is necessary for a purpose directly related to one or more of the agency's functions or activities. The collected information must also be relevant to that purpose, and complete and up-to-date.

12.1.10 Storage and security of information

Once an agency receives personal information from another source, it becomes responsible for protecting that information from loss, unauthorised dealings and any other misuse. Individuals also have a right to seek access to and, as necessary, amendment of, this information from the agency that holds the information.

12.1.11 Secondary use and disclosure.

An agency that has obtained personal information for the specific purpose of managing a disaster event is limited to other uses to which it could put the information. The agency is similarly limited in being able to itself provide personal information it has sourced from one agency to someone else.

For additional information and assistance please refer to the OIC's guidelines, or contact the Enquiries Service on telephone number 07 3234 7373 or 1800 642 753 or email enquiries@oic.gld.gov.au.

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Burke River Flood – April 2022