

Croydon Shire Council



Local Disaster Management Plan



FOREWORD

This document, which has been developed by the Croydon Shire Local Disaster Management Group, on behalf of the Croydon Shire Council, describes the arrangements required under the Queensland *Disaster Management Act 2003*, outlining the disaster management system and specifying agreed roles and responsibilities. It also describes how the disaster management system works during an event.

The focus of the document is on using an 'all-hazards' functional approach, minimising impacts on disaster-affected communities, by ensuring a coordinated effort by all levels of government and non-government entities with responsibilities or capabilities in comprehensive disaster management.

This is a dynamic, risk-based document that will be kept up to date to match changes in legislation, or in the Shire's risk profile, and to reflect learnings from disaster events here and elsewhere.

Trevor Pickering
Mayor
Croydon Shire Council

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1 AUTHORITY FOR PLANNING

The Croydon Shire Local Disaster Management Plan has been prepared by the Croydon Shire Local Disaster Management Group in accordance with the *Disaster Management Act 2003* Sections 57 and 58.

2 APPROVAL

The Croydon Shire Local Disaster Management Plan is recommended by the Croydon Shire Local Disaster Management Group for approval.



Cr Trevor Pickering
Chairperson
Croydon Shire Local Disaster Management Group
Dated: 8 December 2022

In accordance with the provisions of the *Disaster Management Act 2003*, s80(1)(b), and by a resolution of Council on 16 December 2022 the Croydon Shire Local Disaster Management Plan is approved by the Croydon Shire Council.



Cr Trevor Pickering
Mayor
Croydon Shire Council
Dated: 16 December 2022

3 AMENDMENT REGISTER

Amendment Number	Date of Amendment	Amendment Detail
2012-1	13/12/12	The November 2012 LDMG meeting carried a motion arising out an audit of the Croydon Local Disaster Management Plan (LDMP) for minor amendment of the LDMP. The proposed amendments address new information which is now required to be included in the LDMP. These relate to the requirement for completion of a post event operational review report and subsequent amendments to the LDMP, and update information on the Natural Disaster Relief and Recovery Arrangements (NDRRA).
2014-2	1/8/2014	Review and update of plan
2015-3	31/8/2015	Review and update of plans
2015-4	17/12/2015	Review and update of plans
2016-5	22/09/2016	Review and update of plans (LDMG meeting) <ul style="list-style-type: none"> - Remove Tagalaka Tribal Aboriginal Corporation as core member as representative no longer attending (following Clara leaving town). Can still attend as Advisory Member. - Update Sections 16 and 17.6.1
2017-6	21/06/2017	Review and update of plan (LDMG meeting) <ul style="list-style-type: none"> - Update Sections 4 and 14
2019-7	10/10/2019	Review and update of plan (LDMG Meeting) <ul style="list-style-type: none"> - Inclusion of the role of IGEM - Update sections 8, 16, 18, 19 and 20
2020-8	4/8/20	Review and update of plan (LDMG meeting) <ul style="list-style-type: none"> - Update sections 16.12.2 - Update section 17.4 to include Croydon Pandemic Plan - Change reference of Natural Disaster Relief and Recovery Arrangements (NDRRA) to Disaster Relief Funding Arrangements (DRFA)
2022-9	8/12/2022	Review and update of plan (LDMG Meeting) <ul style="list-style-type: none"> - Update section 4, 8, 14, 16.2, 17.1 & 17.3

Note: The latest version of this document is available on Croydon Shire Council's website www.croydon.qld.gov.au please check that the version you are using is the current amended version.

DOCUMENT CONTROL

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

Chief Executive Officer
PO Box 17
Croydon QLD 4871
Email: ceo@croydon.qld.gov.au

The LDC may approve inconsequential amendments to this document, including changes to names, positions and items that do not affect the intent of the plan. Any changes to the intent of the document must be approved by the LDMG and endorsed by the local government.

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

4 DISTRIBUTION LIST

Copies of the Local Disaster Management Plan will be electronically distributed to the following:

Organisation
Croydon Shire Council Mayor Councillors CEO (Local Disaster Coordinator - Master Copy) Works Manager Library
District Disaster Coordinator, Disaster District Management Group
Rural Fire Service Inspector (Innisfail), Queensland Fire and Emergency Services
Emergency Management Coordinator, Queensland Fire and Emergency Services
Local Controller, State Emergency Service Croydon
First Officer, Rural Fire Service Croydon
Officer in Charge, Queensland Police Service, Croydon
Director of Nursing, Croydon Hospital
Principal, Croydon State School

5 DEFINITIONS

Community	A group of people with a commonality of association and generally defined by location, shared experience, or function. (<i>Australian Emergency Management Glossary, 1998</i>)
Consequence	The outcome of an event or situation expressed qualitatively or quantitatively, being a loss, injury, disadvantage, or gain. (<i>Australian Emergency Management Glossary, 1998</i>)
Critical Infrastructure	A service, facility or a group of services or facilities, the loss of which will have severe adverse effects on the physical, social, economic or environmental well being or safety of the community. (<i>Handbook, EMA: Critical Infrastructure Emergency Risk Management and Assurance</i>)
Disaster	A serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community recover from the disruption. (<i>Disaster Management Act 2003, S13(1)</i>)
Disaster Coordination Centre	A facility to coordinate the collection, collation and dissemination of information in relation to the response to a disaster event.
Disaster Management	Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster. (<i>Disaster Management Act 2003, S14</i>)
Disaster Operations	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event. (<i>Disaster Management Act 2003, S15</i>)
Disaster Response Capability	The ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity to deal with, an emergency situation or a disaster in the local government's area. (<i>Disaster Management Act 2003, S80(2)</i>)
Event	<p>An event means any of the following:</p> <ul style="list-style-type: none"> ▪ a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening; ▪ bushfire; ▪ an explosion or fire, a chemical, fuel or oil spill, or a gas leak; ▪ an infestation, plague, or epidemic; ▪ a failure of, or disruption to, an essential service or infrastructure; ▪ an attack against the State; or ▪ another event similar to the above events. <p>An event may be natural or caused by human acts or omissions (<i>Disaster Management Act 2003, S16(1)&(2)</i>)</p>
Hazard	A source of potential harm, or a situation with a potential to cause loss (<i>Emergency Management Australia, 2004</i>)
Lifelines	The public facilities and systems that provide basic life support services such as water, energy, sanitation, communications and transportation. (<i>Australian Emergency Management Glossary, 1998</i>)
Mitigation	Measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment. (<i>Australian Emergency Management Glossary, 1998</i>)
Preparedness	Measures to ensure that, should an emergency occur, communities, resources, and services are capable of coping with the effects. (<i>Australian Emergency Management Glossary, 1998</i>)
Prevention	Measures to eliminate or reduce the incidence or severity of emergencies (<i>Australian Emergency Management Glossary, 1998</i>)

Reconstruction	Actions taken to re-establish a community after a period of rehabilitation subsequent to a disaster. Actions would include construction of permanent housing, restoration of all services, and complete resumption of the pre-disaster state. <i>(Australian Emergency Management Glossary, 1998)</i>
Recovery	The coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic, and physical well-being. <i>(Australian Emergency Management Glossary, 1998)</i>
Rehabilitation	The operations and decisions taken after a disaster with a view to restoring a stricken community to its former living conditions, whilst encouraging and facilitating the necessary adjustments to the changes caused by the disaster. <i>(Australian Emergency Management Glossary, 1998)</i>
Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. It includes the establishment, management and provision of services to emergency relief centres. <i>(Australian Emergency Management Glossary, 1998)</i>
Response	Measures taken in anticipation of, during, and immediately after an emergency to ensure its effects are minimised. <i>(Australian Emergency Management Glossary, 1998)</i>
Risk	Effect of uncertainty on objectives. <i>(AS/NZS ISO 31000:2009)</i>
Risk Identification	Process of finding, recognising and describing risks. <i>(AS/NZS ISO 31000:2009)</i>
Risk Management	Coordinated activities to direct and control an organisation with regard to risk. <i>(AS/NZS ISO 31000:2009)</i>
Risk Treatment	Process to modify risk. <i>(AS/NZS ISO 31000:2009)</i>
Serious Disruption	Serious disruption means: (a) loss of human life, or illness or injury to humans; or (b) widespread or severe property loss or damage; or (c) widespread or severe damage to the environment <i>(Disaster Management Act 2003, S13(2))</i>

6 ABBREVIATIONS

BoM	Bureau of Meteorology
DCC	Disaster Coordination Centre
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
EMC	Emergency Management Coordinator
LDC	Local Disaster Coordinator
LDMG	Local Disaster Management Group
DRFA	Disaster Relief Funding Arrangements.
QDMC	Queensland Disaster Management Committee
QFES	Queensland Fire and Emergency Services
QPS	Queensland Police Service
RFS	Rural Fire Service (QFES Rural Division)
SDCC	State Disaster Coordination Centre
SES	State Emergency Service (QFES SES Division)

Inspector General Emergency Management (IGEM)

The role of Inspector-General Emergency Management (IGEM) was first established in 2013 following a review of police and community safety. The IGEM role was formalized as a statutory position in 2014. The functions of the Inspector General Emergency Management and the Office of the Inspector-General Emergency Management are prescribed in Part 1A of the *Disaster Management Act 2003*.

The vision of IGEM is to be a catalyst for excellence in emergency management so as to enable confidence in Queensland's emergency management arrangements. IGEM is responsible for providing the Premier, Government and people of Queensland an assurance of public safety, through the establishment and implementation of an assurance framework to direct, guide and focus work of all agencies, across all tiers of Government to the desired outcomes of the disaster and emergency management arrangements for Queensland.

Key accountabilities for the Office of the Inspector General Emergency Management are:

- Reviewing and assessing the effectiveness of disaster management arrangements within Queensland
- Reviewing and assessing cooperation between entities responsible for disaster management in the State, including whether disaster management systems and procedures employed by those entities are compatible and consistent
- Establishing standards for disaster management, reviewing and assessing performance against these standards and regularly reviewing the standards
- Monitoring compliance by Queensland government departments with their disaster management responsibilities
- Identifying and improving disaster and emergency management capabilities, including volunteer capabilities and opportunities for cooperative partnerships
- Reporting to and advising the Minister of Police, Fire and Emergency Services about issues relating to these functions

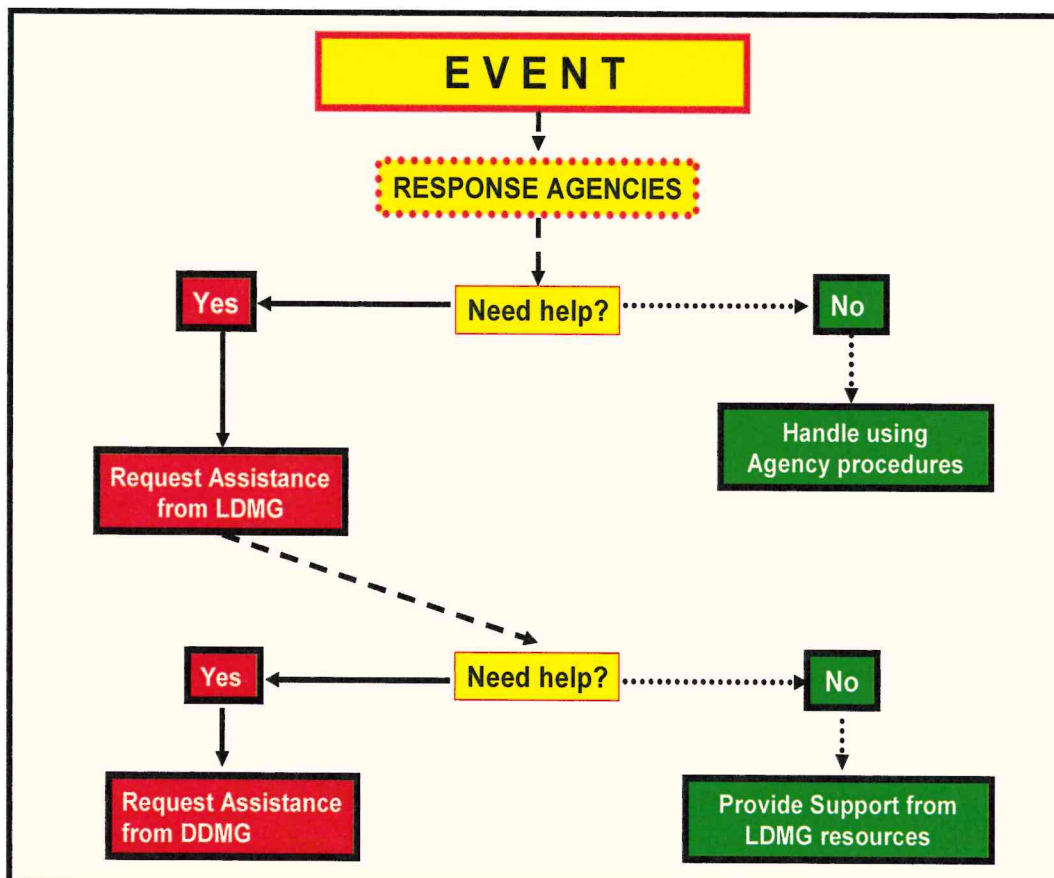
Emergency Management Assurance Framework

The Emergency Management Assurance Framework is a commitment by Queensland's disaster management stakeholders to position Queensland as the most disaster resilient State in Australia.

7 THE DISASTER MANAGEMENT STRUCTURE IN QUEENSLAND



The following table depicts the disaster management response system in operation at local level:



8 THE LOCAL GOVERNMENT DISASTER MANAGEMENT PLANNING PROCESS

As the legislation requires, this plan addresses the requirements of Council's Corporate Plan 2022-2027:

Theme 1- Economic Development and Infrastructure

A strong and growing shire economy strengthened through building on existing industries while embracing new opportunities. Infrastructure is efficient and cost-effective supporting economic growth and meeting the future needs of the community. Council continues to take a strategic approach to investing in infrastructure and services supporting industries which have the best prospects of competitive advantage strengthening economy and infrastructure builds resilience and reduces community vulnerability.

Theme 2 – Environment Sustainability

The shire's natural environment is sustainably-managed to retain its biodiversity and ecological processes while supporting land and natural resource use for regional prosperity. Strategy 2.4 states that effective disaster management arrangements minimise risk to environment.

Theme 3- Corporate Governance and Leadership

Croydon Shire Council consistently delivers strong inclusive local leadership based on the principles of good governance. Strong leadership, community engagement and long-term planning contributes to the all hazards approach to prevention, preparedness, response and recovery.

Theme 4 – A Healthy Resilient Community

Residents have a strong sense of belonging to a community which values its cultural identity, heritage and lifestyle and is open, inclusive and respectful of individuals. Community clubs and organisations are well managed with strong, active memberships delivering sustainable, 'grass roots' community outcomes. We embrace coming together to celebrate our talents, achievements and shared values. Croydon residents experience rising levels of health and wellbeing through a holistic approach which includes improved access to quality education, health care, housing, employment, recreational and cultural activities. Strategy 4.9 states that effective disaster management arrangements support community safety outcomes.

9 STRATEGIC POLICY STATEMENT FOR DISASTER MANAGEMENT

9.1 Croydon Shire Council Disaster Management Policy

In accordance with the community's expectations of local government in relation to community safety and sustainability, the Croydon Shire Council is committed to:

- Working within the provisions of the State Disaster Management Strategic Policy Statement, which focuses on a comprehensive, all hazards approach with all levels of government working in partnership to reduce the effects of disasters;
- Protecting health, safety and quality of life;
- Protecting our environment;
- Recognising and valuing the benefits of partnership and collaboration across all levels of government, community and industry, in all aspects of disaster management;
- Respecting the diversity of Croydon Shire communities; and
- Ensuring accountability and transparency of disaster management in the Croydon Shire.

10 COUNCIL'S STRATEGIC DIRECTION FOR DISASTER MANAGEMENT

10.1 Croydon Shire Council Disaster Management Priorities

The following disaster management priorities for the Croydon Shire Council will ensure compliance with the disaster management legislation and will provide a sound legal grounding for disaster management in the Croydon Shire:

- Identification, development and fostering of function-specific planning groups to support the Local Disaster Management Group;
- Development of a comprehensive hazard and risk assessment for the Croydon Shire;
- Development of a disaster mitigation strategy for the Croydon Shire;
- Development of a comprehensive disaster management arrangements document for the Croydon Shire;
- Development of appropriate response operational plans for the Croydon Shire;
- Development and resourcing of a disaster coordination centre for the Croydon Shire;
- Development of a holistic disaster recovery strategy for the Croydon Shire;
- Development of a disaster management training and exercise regime for the Croydon Shire;
- Development of an effective disaster preparedness community awareness strategy.

11 PURPOSE OF THE DISASTER MANAGEMENT PLAN

The Croydon Shire Local Disaster Management Plan is designed to enumerate Council's responsibilities and associated programs and processes to mitigate where possible the effects of a disaster within the boundaries of the Croydon Shire.

Council accepts that its responsibilities are to:

Establish a Local Disaster Management Group which will:

- identify hazards;
- assess threats to life and property;
- take measures to reduce or eliminate potential loss to life or property and protect economic development;
- be prepared to take action to minimise loss of life and damage;
- educate and train Council staff;
- put programs in place to consult and engage the community on hazard mitigation;
- establish organisational structures to manage the coordination of response to a disaster;
- prepare disaster mitigation, operational (response) and recovery plans;
- satisfy immediate essential personal and community needs;
- manage the process of restoring services to a normal level;
- participate in long-term comprehensive recovery, involving social, economic, infrastructure and environmental reconstruction and rehabilitation.

NB It is important that all agencies understand that there are major differences between 'Incident Management' and 'Disaster Management'.

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

Disasters require a coordinated multi-agency, multi-jurisdictional response, and usually result in some sort of community dislocation or severe disruption.

Incident Management

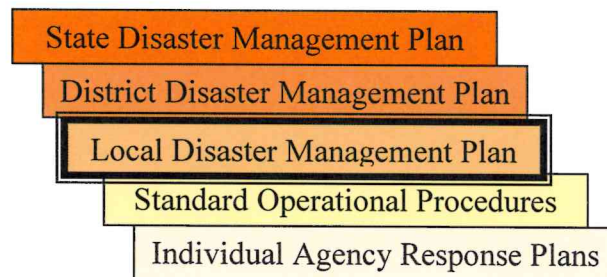
- Single site response
- Minor off-site co-ordination
- Single agency responsibility
- Resources available
- Support available
- Support agencies practiced
- Day to day business
- Core function
- Short term effects

Disaster Management

- Multi-site response
- Major off-site co-ordination
- Multi agency responsibility
- Multi-faceted problems
- External resources required
- External support required
- Government Dept involvement
- Community affected
- Long term effects

This document **does not** address Incident Management.

12 HIERARCHY OF PLANS



13 LOCAL DISASTER MANAGEMENT GROUP FUNCTIONS

The Croydon Shire Local Disaster Management Group has the following functions for its area:

[Disaster Management Act s.30(1)]

- 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 this Act;
- To perform a function incidental to a function mentioned above.

14 LOCAL DISASTER MANAGEMENT GROUP MEMBERSHIP

The Croydon Shire Local Disaster Management Group consists of the following positions and the relevant persons are appointed in accordance with S.33 *Disaster Management Act 2003*.

The membership of the Group is to be reviewed annually. The composition of the Croydon Shire Disaster Management Group is as follows:

Title	Organisation
Mayor	Croydon Shire Council (Chair)
Councillor	Croydon Shire Council (Deputy Chair)
Chief Executive Officer	Croydon Shire Council (Local Disaster Coordinator)
Representative	Croydon Shire Council (Deputy LDC)
Local Controller	State Emergency Service
First Officer	QFES Rural Division - Croydon
Director of Nursing	Croydon Hospital
Officer in Charge	Queensland Police Service
Principal	Croydon State School
Inspector	Rural Fire Services (Innisfail), QFES

Agencies are to nominate their delegated representative/s on the LDMG in writing to the LDMG Chairperson. The representative must have the necessary expertise and / or experience to perform the functions of a LDMG member in accordance with the *Disaster Management Act 2003* and act on behalf of the nominated agency. Membership of the group is to be reviewed annually.

LDMG members may appoint a Deputy Member to attend the meetings on their behalf. Each Deputy should have the authority to make decisions and commit resources affecting the agency they are representing. If both the agency member and deputy attend a LDMG meeting, then the core member in this instance will be the only person with voting rights. If only one agency representative attends the meeting (either the member or the deputy), then that person will have the right to vote at the meeting. Deputy members are to be nominated to the LDMG by completing and submitting Form DM13 to the Chairperson for approval.

Observers, advisors and guests may attend meetings and participate in discussions but do not form part of the LDMG membership or have voting rights.

Contact details including full name, designated position title, department/organisation or agency name, work address, business and after-hours telephone numbers (both landline and mobile), and email address for each member, deputy and advisors attached in Appendix 1 is to be regularly maintained and updated (at least annually). The LDMG Contact List is not for public dissemination.

The Queensland Disaster Management Committee (QDMC) and the District Disaster Management Group (DDMG) are to be advised annually of membership of the Group under the requirements of *Section 37 Disaster Management Act 2003*.

Sub-Groups

The Croydon Shire LDMG may have cause to create sub-groups, whether permanent or temporary, to assist the group with its business to deal with a particular issue. The LDMG can establish a sub-group by passing a meeting resolution. Specific Terms of Reference are to be established for each sub-group established to give clear guidance on the establishment, role and function, required outcomes and conduct of business of the sub-group. The LDMG LDC will be a member on each sub-group. All sub-groups are required to provide the LDMG with regular updates at LDMG meetings.

Contact details including full name, designated position title, department/organisation or agency name, work address, business and after hours telephone numbers (both landline and mobile), and email address for each sub-group member will be provided to the LDMG. This list is not for public dissemination.

Any decisions made or actions taken by or on behalf of the sub-groups must be endorsed by the LDMG during normal business, or during disaster operations by the LDMG or LDC, to ensure the validity of decisions under the *Disaster Management Act 2003*.

Frequency of Meetings

The Croydon Shire LDMG will meet at least twice once every two months. During periods of activation the LDMG meets as and when required to support the LDCC operations.

The venue for the LDMG meetings will be the Croydon Shire Council Chambers, Samwell Street, Croydon unless otherwise advised. Meeting dates and times will be set and distributed at the first LDMG meeting of each year.

Meeting Quorum

The quorum for conducting a meeting is the number equal to one-half of members plus one (1).

Presiding at Meetings

The LDMG Chairperson is to preside at all meetings of the LDMG. In his absence the Deputy Chair or LDC will chair the meeting.

Minutes

The LDC is responsible for Minutes of each LDMG meeting to be recorded, stored and distributed to each member as soon as practical following the meeting (but prior to the next meeting). The Minutes will record attendance, apologies, records of discussions, agency reports, and resolutions passed and details of next meetings.

Croydon Shire LDMG Representative to the Mareeba DDMG

The Local Disaster Management Group Representative on the District Disaster Management Group is the Mayor of the Croydon Shire. The Local Disaster Coordinator is the Deputy Member for the DDMG.

If the DDMG Representative changes, Council will, as soon as practicable, inform the Executive Officer of the State Group, and the District Disaster Coordinator, Mareeba Disaster District, of the new appointment.

15 ROLES AND RESPONSIBILITIES

Agency	Roles and Responsibilities
Local Government	<ul style="list-style-type: none"> ▪ Maintenance of the Local Government function (via Local Government Business Continuity Contingency Planning) ▪ Maintenance of normal Local Government services to the community: <ul style="list-style-type: none"> ▪ Water ▪ Refuse disposal ▪ Public health ▪ Animal control ▪ Environmental protection ▪ Croydon Aerodrome ▪ Maintenance of a disaster response capability ▪ Development and maintenance of fire breaks as appropriate ▪ Dissemination of disaster-related information to the community
Local Disaster Management Group (LDMG)	<ul style="list-style-type: none"> ▪ Development of the comprehensive Local Disaster Management Planning strategies ▪ Design and maintenance of a public education/awareness program ▪ Design, maintenance and operation of a Local Disaster Coordination Centre, including the training of sufficient personnel to operate the Centre ▪ Coordination of support to response agencies ▪ Reconnaissance and impact assessment ▪ Provision of public information prior to, during and following disaster event impacts ▪ Recommendations re areas to be considered for authorised evacuation ▪ Public advice re voluntary evacuation. ▪ Identification and resourcing of Evacuation Centres ▪ Provision of locally based community support services
Queensland Fire and Emergency Services (QFES)	<ul style="list-style-type: none"> ▪ Functional lead agency for Warnings. ▪ Primary agency to provide control, management and pre-incident planning of fires (structural, landscape and transportation). ▪ Primary agency for chemical / hazmat related incidents. ▪ Primary agency for bushfire response. ▪ Coordinate and advise on Resupply Operations. ▪ Coordinate and advise on Emergency Supply. ▪ Undertake fire control. ▪ Provide rescue capability for persons trapped in any vehicle, vessel, by height or in confined space. ▪ Rescue of persons isolated or entrapped in swift-water / floodwater events. ▪ Provide advice, chemical analysis and atmospheric monitoring at chemical / hazmat incidents. ▪ Provide mass and technical decontamination capabilities under State Biological Disaster and State Radiological Disaster response. ▪ Provide Urban Search and Rescue (USAR) capability. ▪ Advise and educate on events (all hazards approach) ▪ Assist in pumping out of flooded buildings. ▪ Support the Queensland Hazardous Materials Incident Recovery Plan. ▪ Support the Queensland Coastal Contingency Action Plan - Chemical Spill Response Plan.

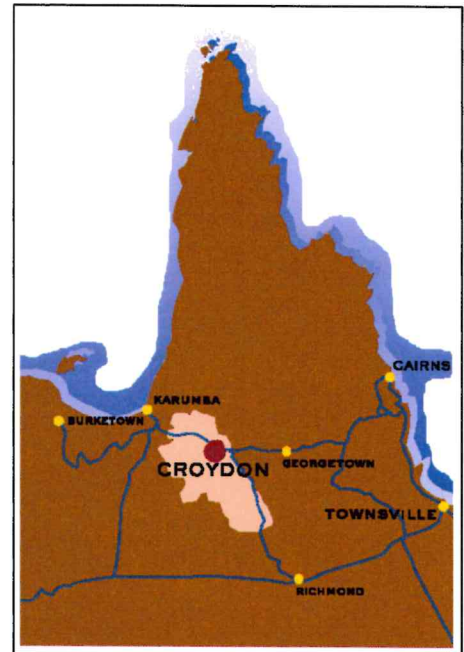
	<ul style="list-style-type: none"> ▪ Arrange and perform the decontamination process of any persons. ▪ Coordinate, support and manage the deployment of SES resources and operations including: <ul style="list-style-type: none"> • Storm damage response. • Road Crash Rescue. • Short term welfare support. • Assistance with communications and lighting. ▪ Provide impact assessment, and intelligence gathering capabilities. ▪ Coordinate and facilitate Rapid Damage Assessments and intelligence gathering capabilities. ▪ Develop, implement and maintain the State's disaster management arrangements and systems. ▪ Deliver Queensland Disaster Management Arrangements (QDMA) training to DDMG and LDMG members in accordance with the Queensland Disaster Management Training Framework (QDMTF). ▪ Provide expert advice on disaster management related matters including Natural Hazard Risk Assessment and Queensland Emergency Risk Management Framework. ▪ Provide facilitation of logistical and communications support to disasters within capabilities ▪ Provide advice and support in relation to disaster management and disaster operations. ▪ Advice on DRFA and SDRA Funding.
Queensland Police Service (QPS)	<ul style="list-style-type: none"> ▪ Preservation of peace and good order ▪ Prevention of crime ▪ Security of any site as a possible crime scene ▪ Investigation of the criminal aspect of any event ▪ Coronial investigation procedures ▪ Traffic control, including assistance with road closures and maintenance of road blocks ▪ Crowd management/public safety ▪ Coordination of search and rescue (See State Rescue Policy) ▪ Security of evacuated areas ▪ Registration of evacuated persons
Queensland Health	<ul style="list-style-type: none"> ▪ Coordination of medical resources ▪ Assessment, treatment and transportation of injured persons ▪ Assistance with evacuation (for medical emergencies) ▪ Public health advice and warnings to participating agencies and the community ▪ Coordination of psychological and counselling services for disaster affected persons ▪ Ongoing medical and health services required during the recovery period to preserve the general health of the community
Department of Education (Croydon State School)	<ul style="list-style-type: none"> ▪ Community awareness via the inclusion of disaster-related information in the school curriculum.

16 DESCRIPTION OF THE ENVIRONMENT

16.1 Geography

Croydon Shire is located just south of the base of the Gulf of Carpentaria in Far North Queensland, encompassing an area of 29,538 square kilometres (approximately half the size of Tasmania). The Croydon Shire is landlocked, surrounded by the Carpentaria, McKinlay, Richmond and Etheridge Shire, and Tablelands Regional Council. Most of the population lives in the township of Croydon, with the remainder on pastoral properties throughout the Shire

The area is predominantly savannah grassland country, with low rolling hills, on a gentle north-westerly downwards slope towards the Gulf of Carpentaria, and lies within the catchment area of the Norman and Gilbert Rivers.



16.2 Climate

The area is typical of tropical climates, in that it has distinct wet and dry seasons, with monsoonal activity in the wet summer season, and little precipitation in the relatively cooler dry season. The region has an average daily temperature range of 19.9 to 33.4 degrees, but temperatures of over 40 degrees are not uncommon. Average annual rainfall is approx. 697 mm.

16.3 Demography

(Adapted from information provided by the Queensland Government Statistician's Office)

As at the 30 June 2021, the estimated resident population of the Croydon Shire was 269 persons, with 76 persons in the Shire who stated they were of Aboriginal or Torres Strait Islander origin, or 28.6 per cent of the total population. The median age for Croydon Shire is 40.5 years.

100 per cent of the 2021 usual resident population were classed as being in the least disadvantaged quintile for Socio-Economic Disadvantage.

67.3 per cent of the 2021 usual resident population were classed as being in the most disadvantaged category of households by income in Queensland.

June 2022 quarter - labour force was 143, with an unemployment rate of 4.9 per cent.

The largest employment categories are Public Administration and Safety (34.9%), Agriculture, Forestry and Fishing (30.2%), accounting for over 60 per cent of the employment in the Shire, with Council as the largest single employer.

16.4 Social support infrastructure

Social support infrastructure in the area is based upon the 'extended family' inherent in the traditions of rural communities. There is a general acceptance that the community will look after itself to a great degree, but processes are in place via the State's disaster management system to enable an assisted community recovery from a disastrous or catastrophic event should the need arise.

There is a significant indigenous population within the Shire, mainly centred on the township of Croydon.

16.5 Community Capacity

Notwithstanding the limitations imposed by the distance to emergency support, the community is essentially regarded as having the capacity to effectively respond to most situations from within its own resources. The community values in the area engender a significant degree of self-reliance, which brings stability, foundation and sustainability.

There is a basic emergency service response capacity, with a permanent full-time Queensland Police Service presence, and local volunteers from the Rural Fire Service and State Emergency Service (QFES). Croydon, Remoakvale and Esmeralda have established Rural Fire Brigades. Rural Fires and SES are actively engaged in recruiting, but the recruiting pool is extremely limited.

A hospital based ambulance vehicle using community volunteers is available.

Croydon Shire Council is one of the major employers in the region and has sufficient resources and competent personnel to contribute considerably to the physical response demands of any disastrous event.

Assistance would be required in the community's recovery from a major event, and it is identified that Community Recovery personnel from the Department of Communities would be required to coordinate psycho-social recovery activities. In this instance a Request for Assistance would be forwarded to the District Disaster Coordinator.

In disastrous or catastrophic circumstances, there is the potential for those members of the community who have a disaster or emergency response role to be themselves impacted by the event, rendering them unable to perform their allocated role. In this instance a Request for Assistance would be forwarded to the District Disaster Coordinator.

16.6 Economic Base - Industry

From the 1880's, Croydon was a hugely successful mining town, with mines yielding in excess of 770,000 ounces of gold. Pugh's Almanac of 1900 listed 3 banks, 6 blacksmiths, 5 bakers, 6 commission agents, 4 newsagents, 6 carriers, 2 chemists, 6 drapers, 11 sharebrokers, 4 newsagents, 18 hotels and 4 watchmakers, among many other assorted businesses. Croydon became a municipality in 1892 under the control of the Croydon Divisional Board, and in 1907 administration passed to the Croydon Shire Council. The town has had a maximum population of 7000, and during its heyday, Croydon was the fourth largest town in the colony of Queensland.

Photo of a group of men gathered around a table stacked with gold ingots from the Content Mine, Croydon, 1912



Croydon has remained as a service centre for the Shire, with the economy of the Shire based around the pastoral and services industries. The crest of the Croydon Shire Council depicts a Brahman bull, gold ingots and mining implements. While cattle grazing is still the predominant industry, and gold mining itself has long gone into decline, the tourism emanating from the mining history and heritage attributes of the area is flourishing.

With successful promotion, the tourism sector continues to grow with increasing numbers travelling the Savannah Way particularly the 'Grey Nomads'.

16.7 Transportation

16.7.1 Road Transport

Croydon is situated on the Gulf Development Road, which forms part of the Savannah Way, from Cairns to Broome, Western Australia. The road is bitumen surfaced for its entire length through the Shire. Some sections of the road east of the shire boundary are single lane, however these are gradually being upgraded.

The wet season flooding sees regular closures of the road to both east and west of the township, primarily in the Etheridge and Carpentaria Shires. This has the potential to affect normal resupply of the community. The construction of a high level bridge over the Einasleigh River crossing in the Etheridge Shire will go a long way to alleviating this problem. The only other major road in the Shire is the Croydon to Richmond Road, which is subject to annual closure as a result of flooding.

16.7.2 Air Transport

Council owns and operates an all weather aerodrome to the south east of the township. Runway dimensions are 1463 x 30 metres. The aerodrome is used by the Royal Flying Doctor Service and light aircraft, but can accommodate heavier military-style aircraft as required. A Pilot Activated Lighting (PAL) system is employed.

16.7.3 Rail Transport

The Gulflander is a tourist rail service which travels from Normanton to Croydon on a weekly basis. The line was originally completed in 1891 to service the Croydon goldfields, and was the primary source of transport for goods from the port at Normanton to the mining community. The track is bolted to steel sleepers, meaning that flood water can flow over the top of the track without causing separation, and thereby saving expense. The last recorded accident of any severity on the railway line was in 1908, when two trains collided, causing one to derail.

Although now purely a tourist facility, the railway could potentially be used in any mass evacuation of the township of Croydon, via Normanton.

16.8 Telecommunications

Telephone communication in the Croydon Shire populated areas is available via both fibre optic land line and mobile systems.

The whole area is covered by broadcast radio, via ABC Local Radio and ABC Radio National on the FM band. The area is reasonably well served by free to air broadcast television and subscription satellite television is becoming more popular in all areas. There is a commercial radio station out of the Tablelands that services the region (Kick FM 88.0), which may include the capacity for a local over-ride facility for the provision of community disaster/emergency community information.

ADSL internet is available in Croydon, with wireless service available in the areas covered by the 3G mobile telephone network. Mobile coverage within the shire region is limited.

The Shire Council has installed and maintains a community UHF radio system, which has broad coverage of the Shire.

16.9 Power Supply

Power is provided from grid power via the Kidston-Karumba line. The hospital has an emergency generator and Council has several small portable generators.

16.10 Water Supply

A reticulated water supply is provided to the town area from the Belmore Dam, to the north of the township. The town supply is chemically treated. Individual pastoral properties access their supplies from bores.

16.11 Sewerage

There is no reticulated sewerage system in the Croydon Shire - septic systems are employed.

16.12 Medical Facilities

16.12.1 Croydon Primary Health Centre

Croydon Hospital is a 24 hours facility providing acute and primary health care services to the community and district of Croydon in conjunction with the Royal Flying Doctor Service (RFDS). The facility has the capacity for limited patient care. Cairns as the main referring hospital is located 525km's away.

Hospital Services include:

- Consultation, assessment, treatment, management in accordance with the Queensland Health Primary Clinical Care Manual
- Weekly Medical Clinics, provided by the Royal Flying Doctor Service
- Limited first line drugs
- Limited Pharmacy (no prescriptions), ECG, Ultrasound, Minor Surgical operations
- Telehealth Capabilities
- Assessing and suturing simple wounds
- Collection and dispatching of pathology specimens
- X-ray: Simple diagnostic extremities and chest X-rays
- Hospital based ambulance vehicle (community volunteer drivers)

Visiting specialist services:

- Aged care team 3 monthly
- Chest team 6 monthly
- Child health fortnightly
- Dental clinic monthly
- Mental health counselling fortnightly
- Occupational therapist 3 monthly
- Physiotherapist 3 monthly
- Psychiatrist 3 monthly
- Visiting GP clinic weekly. RFDS alternate with MAMU, each clinic visits fortnightly
- Well women's health check 2 monthly
- Women's health GP 3 monthly

16.12.2 Mortuary Capacity

There is one mortuary in the Croydon Shire, located at the Croydon Hospital, with a maximum capacity of two bodies. A multiple fatality event would require the early evacuation of bodies to an appropriate facility or alternative mobile storage area sourced through the District Disaster Management Group.

17 HAZARD IDENTIFICATION

The main hazards which may impact the Croydon Shire Council area have been identified as:

17.1 Tropical Cyclones

Due to its northerly relatively inland location the Croydon Shire region is less vulnerable to tropical cyclones than areas closer to the coast. There have, however, been a number of significant cyclone events in the area in past times, as recorded by the Bureau of Meteorology, Brisbane:

1906 Unnamed	TC crossed the coast near Cairns and wrecked the town of Croydon. Two churches were wrecked and another was blown off its stumps. The Post Office lost part of its roof and the Court House was damaged. Three hotels were severely damaged and only portions of another two were left standing. Two houses were wrecked and all buildings more or less suffered with scores of people homeless.
1920 Unnamed	TC crossed the coast north of Cairns and moved into the SE Gulf Country. Major flooding with record flood at Normanton (water 20 feet over the railway line). Leichhardt River 16 feet over the rails.
1996 TC Barry	<p>Cyclone <i>Barry</i> made landfall around 1100 UTC 5 January 1996 between the mouths of the Staaten and Gilbert Rivers, a stretch of coastline that is sparsely inhabited. The cyclone was clearly visible on radar by combining data from weather watch radars located on Mornington Island and at Weipa. Radar images were available at 10-minute intervals and an accurate track was able to be plotted from 1800 UTC 4 January 1996 up to the time of landfall. The eye passed directly over a professional fisherman's camp, said to be about 4 metres above high water mark, which was wrecked by wind and storm surge. A field survey by helicopter indicated the occurrence of a storm surge of at least four metres which travelled up to 7 km inland, after topping the frontal dunes, in an area south of the Staaten River mouth.</p> <p><i>(The Croydon Shire Disaster Coordination Centre was able to track Barry across the Shire, via information from property owners.)</i></p> <p>After making landfall, <i>Barry</i> remained a vigorous depression under the influence of the upper trough and moved through Central Queensland.</p>
2006 TC Larry	Crossed the coast at Innisfail as a Category 4/5 system, and was still a Category 2 cyclone as it traversed the Croydon Shire prior to degenerating into a rain depression north of Mt Isa.
2011 TC Yasi	Severe Tropical Cyclone Yasi was a powerful and destructive tropical cyclone that made landfall in northern Queensland, Australia in early 2011, causing major damage to the affected areas. Originating as a tropical low near Fiji on 26 January, the system intensified to tropical cyclone status during the evening of 30 January. Yasi deepened rapidly over the next 24 hours, and was classified as a Category 3 cyclone at about 5 PM AEST on 31 January 2011. Late on 1 February, the cyclone

	<p>strengthened to a Category 4 system; then, early on 2 February, the cyclone intensified into a Category 5 Severe Tropical Cyclone. The system had a well-defined eye and continued to track west-southwestward, maintaining a central pressure of 930 hPa.</p> <p>At about 12:00 AM AEST on 3 February, Yasi crossed the Australian coastline as a Category 5 severe tropical cyclone near Mission Beach, with estimated maximum 3-second gusts of 285 km/h spanning an area from Ingham to Cairns.^[6] A record low pressure of 929 hPa was measured as the eye passed over Tully.^[5] Due to the size of the system and its strong core, Yasi maintained cyclonic intensity farther inland than normal, finally dissipating into a tropical low near Mount Isa, at 10 PM on 3 February 2011, 22 hours after the storm first crossed the coast. The storm caused an estimated AU\$3.5 billion in damage, making it the costliest tropical cyclone to hit Australia on record (not accounting for inflation; otherwise, Cyclone Tracy was costlier).</p> <p>Tropical Cyclone Yasi was the biggest storm in Queensland's history, with more than 10,000 people moved from their homes. The storm passed between the two big cities of Cairns and Townsville which only suffered minor damage. Early estimates of damage put the cost at about AU\$100 million. It did not cause as much damage as government expected, as it missed major cities. It did however destroy 30% of the houses in Tully. At least 75% of the banana crop was destroyed, and damage to the sugar cane farms was expected to cost about AU\$500 million. Damage to power lines left 150,000 homes without electricity.</p>
2013 TC Oswald	<p>A tropical low was first identified in the Gulf of Carpentaria on January 17th. After spending several days over land in the Northern Territory, the low tracked eastward across the Gulf and was named Category 1 Tropical Cyclone Oswald on the afternoon of January 21st, just hours before crossing the western Cape York Peninsula coast near Kowanyama early on January 22nd.</p>
2014 TC Fletcher	<p>Fletcher initially formed as a tropical low in the Hoseph Bonaparte Gulf on 20 January 2014 before adopting a general eastwards track moving across the Top End of the Norther Terrioty and remained as a well organised tropical low as it reached the Gulf of Carpentaria and eventually formed into a tropical cyclone, approximately 45 kilometres north-northwest of Karumba, on the 3rd February. Fletcher only briefly lasted as a tropical cyclone before crossing the southeast Gulf of Carpentaria coast south of Gilbert River Mouth later in the evening on the 3rd February. Fletcher remained slow moving as a tropical low along a very active monsoon trough around the southeast Gulf of Carpentaria before crossing the coast for the final time on the 9th February</p>
2018 TC Nora	<p>Severe tropical cyclone Nora made landfall along the west coast of Cape York, between Cape Keerweer and Pormpuraaw, late on Saturday, 24 March 2018, as a category 3 strength system. The cyclone damaged some houses and brought down numerous power lines and trees in the town of Pormpuraaw. Kowanyama experienced a brief period of category 1 strength winds and a peak wind gust of 100km/h was recorded at the airport at 3:54am AEST on Sunday, 25 March 2018. Following landfall, Nora slowly weakened as it tracked down the west coast of Cape York and on 25 March widespread heavy rainfall occurred across the eastern parts of the Gulf Country district. In the 24 hours to 9:00am AEST on 26 March, the highest rainfall totals recorded in the area included 371mm at</p>

	Miranda Downs (northeast of Normanton), 321mm at Upper Walker Creek (northeast of Normanton) and 233mm at Croydon
2021 TC Imogen	<p>Tropical Cyclone Imogen was a short-lived cyclone in the Gulf of Carpentaria. A low first formed near Groote Eylandt on 1 January. The low was steered to the southeast and developed into a tropical cyclone on 3 January. Imogen reached a peak 10-minute mean wind intensity of 95 km/h at 1200 on 3 January as it crossed the eastern coast of the Gulf of Carpentaria near Karumba. Normanton Airport, which is located about 20 km to the south of the track, recorded a 80 km/h peak 10-minute mean wind speed and a 3-second maximum wind gust 100 km/h late on 3 January. Imogen weakened below tropical cyclone strength by 4 January as it moved inland</p> <p>Daily rainfall total to 9am on 4 January in the Croydon Township was 155.4 mm.</p>

As can be seen from the above, tropical cyclones affecting the Croydon Shire can have their genesis in either the Gulf of Carpentaria or in the Coral Sea, and have been known to approach Croydon Shire from either east or west.

17.2 Storms

The Croydon area has a history of extreme storms, which have in some instances caused significant damage, including the destruction of houses and the railway station building. Lightning strikes also have the potential to take out communications towers, which are of necessity located on the highest possible locations, and have in the past severely affected some critical Council infrastructure.

17.3 Flood

Flooding in the Croydon Shire is a regular and very costly event. Many roads in the shire are rendered impassable for months every wet season, and significant repairs are often required, necessitating the activation of funding under the Disaster Relief Funding Arrangements (DRFA).

Flooding also brings isolation for those members of the Croydon Shire community who live on pastoral properties, which can be cut off for several weeks or even months at a time. It is normal for these residents to have a good stock of supplies on hand prior the onset of the wet season, but even with the best of preparations, there may be occasional times when an aerial resupply or evacuation may be required.

The Gulf Development Road is the only sealed road that links Cairns and the Gulf of Carpentaria. Economic impact studies commissioned by the Etheridge and Croydon Shire Councils shows that about \$147 million worth of agricultural and fisheries' products are transported annually along the road. The road is regularly cut by flooding in the Etheridge, Croydon and Carpentaria Shires. The advent of the new bridge over the Einasleigh River in the Etheridge Shire will alleviate much of the problem, but there are still several other areas where the main trunk road is susceptible to flooding.

In addition to the interruption to the transportation of produce and other goods, the lack of a secure road network has an impact on the potential health and well-being of the community, because of the lack of medical services in the area and the requirement to travel outside the area for anything other than minor ailments or injuries.

Some significant recent flood events

1997	Significant monsoonal flooding
1998	Flooding associated with Tropical Cyclone May
2004	Significant monsoonal flooding
2006	Flooding associated with Tropical Cyclones Larry and Monica
2007	Flooding associated with Tropical Cyclone Nelson
2008	Significant monsoonal flooding
2009	Flooding associated with Tropical Cyclones Charlotte and Ellie
2010	Flooding associated with Tropical Cyclones Neville, Olga and Paul
2011	Flooding associated with Tropical Cyclones Yasi, Tasha and Anthony
2012	Significant monsoonal flooding
2013	Flooding associated with Tropical Cyclone Oswald
2014	Flooding associated with Tropical Cyclone Fletcher
2016	Significant monsoonal flooding
2017	Significant monsoonal flooding
2018	Flooding associated with Tropical Cyclone Nora
2019	Significant monsoonal flooding
2020	Significant monsoonal flooding
2021	Significant monsoonal flooding
2022	Flooding associated with Tropical Cyclone Imogen

17.4 Epidemic / Pandemic

The risk of an outbreak of disease throughout the population of the Croydon Shire could cause the health system to be taxed to its limits and may involve the isolation and quarantine of significant numbers of people for a protracted period.

The prospect of a severe influenza pandemic is real. An influenza pandemic is a disease outbreak that occurs worldwide when:

- a new strain of influenza virus emerges to which no-one is immune;
- the virus causes disease in humans; and
- the virus is easily spread between humans.

In the absence of immunity, a new influenza strain can rapidly spread across the globe, causing epidemics or pandemics, infecting large numbers of people with fatal results.

The Influenza Pandemic 2009 H1N1 provided an example of how quickly a pandemic can travel across the world, and affect millions of people. This particular strain of the disease was not as virulent as feared, resulting in substantially less mortality than expected.

The influenza strain that is still causing some concern is Influenza H5N1 (also known as avian influenza or bird flu). Since avian influenza broke out in late 2003, the World Health Organization (WHO) has warned that should the virus mutate and be easily transferred from human to human, the world could be facing an influenza pandemic with significant consequences.

See Croydon Pandemic Plan 2020.

17.5 Emergency Animal Disease

Animal pests and diseases are a major threat to Australia's livestock industry and an outbreak could impact on our access to export markets and undermine livelihoods.

Australia is currently free of the world's worst animal diseases such as foot-and-mouth disease and avian influenza H5N1, but has recently been impacted by other diseases, such as Equine Influenza and Hendra Virus.

The social, economic and environmental consequences of a Foot and Mouth Disease worst-case scenario outbreak involves key beef and lamb export markets being closed for an extended period. The Productivity Commission estimates that the cost of a Foot and Mouth Disease incursion under this scenario would be between \$8 billion and \$13 billion of gross domestic product and its consequences would be felt nationally for nearly 10 years after the event. Although regarded as a low risk, it is possible that an outbreak of an emergency animal disease could be intentional.

The cattle industry is the mainstay of the Croydon Shire, and the loss of the industry through any cause would be devastating for the community.

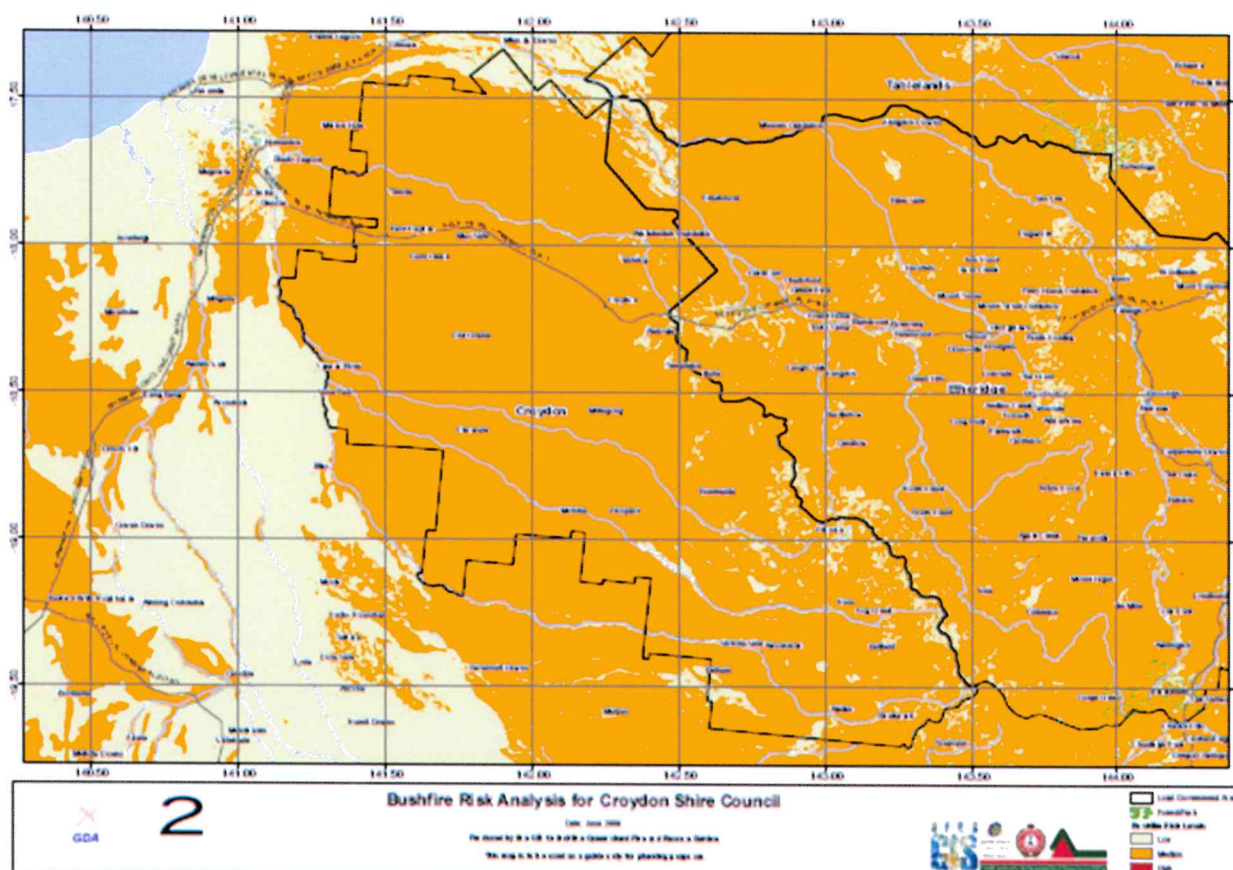
17.6 Fire

17.6.1 Wildfire

There is a risk of wildfire throughout the Croydon Shire, considered to be of a level of severity which would necessitate the activation of the disaster management system to coordinate a response in relation to an outbreak. The majority of the Shire has a medium risk, usually from July to November annually. See Croydon Bushfire Risk Mitigation Plan 2020 Operation Cool Burn.

The current Bushfire Risk Analysis for the Croydon Shire Council area is available at:

www.ruralfire.qld.gov.au



Past fires have involved areas of up to 428,000 hectares, and have severely stretched the fire-fighting capacity of the area.

Queensland Fire and Emergency Services in close consultation with the Fire Management Group plan for and implement risk mitigation strategies to reduce the likelihood and consequence of landscape fires to the Croydon Township. See Croydon Bushfire Risk Mitigation Plan 2020 Operation Cool Burn.

A wildfire in December 2013 engulfed an abandoned structure on Esmeralda Station. This fire originated in Etheridge Shire region and also affected many rural properties within that region.

A fire in November 2009, which was thought to have been started by a lightning strike on Mittagong Station 80 kilometres away, and was driven by strong winds to the very edge of the township, requiring a precautionary evacuation of the Croydon State School. The fire was finally brought under control after four days.

There are unusual hazards to fire-fighting operations within the immediate area surrounding Croydon - open mine-shafts and wells, remnants from Croydon's industrial past.

17.6.2 Structural or Industrial Fire

There may be environmental risks as a result of a fire at any of the following facilities, which store and sell fuel:

- Croydon Centre Supermarket / Cafe
- Gulf Gate Roadhouse
- Airport

17.7 Hazardous Materials Incidents

No large Hazardous Material/Dangerous Goods Storage sites have been identified in the Croydon Shire that fall under the definition as per the Dangerous Goods Safety Management Act 2001.

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

Whilst Queensland Fire and Emergency Services has the lead agency role for hazardous materials incidents generally, the local Rural Fire Service (QFES Rural Division) have neither the expertise nor the resources to manage such an event. Resources from Cairns or the Atherton Tablelands would be required to respond to a hazardous materials incident. In this instance a Request for Assistance would be forwarded to the District Disaster Coordinator.

17.8 Earthquakes

Earthquakes have not in the immediate past been a major threat in the Croydon Shire area. Data available from Geoscience Australia indicates that since recording commenced, there have been no earthquakes within 100 km of Croydon. There have been a number of earthquakes in the range between 2.8-4.9 on the Richter Scale between 100-200 km from Croydon, but none which have caused any major concern. Notwithstanding, the existence of even a slightly volatile seismic environment acts as a prompt for maintaining situational awareness of the threat, and its possible consequences.

It is important to remember the relatively short periods of recorded history when assessing the likelihood of earthquake.

17.9 Major Infrastructure Failure – Power and Communications

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

There is the potential for a "ripple effect", where the failure of one essential service may lead to progressive failures of other essential services – e.g. loss of power would lead to loss of communications, loss of reticulated water supply, loss of domestic sewage treatment capability, etc.

All forms of electronic communication would be affected, affecting such diverse areas as banking and commerce (no ATM or EFTPOS availability), and internet and telephone systems.

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

17.10 Climate Change

While climate change is not in itself a hazard, it has the potential to affect the frequency and intensity of severe weather events.

17.11 Impacts of climate change on the Croydon Shire

(adapted from Climate Change in the Gulf Region - Queensland Office of Climate Change)

Projections for the Gulf region include a slight decline in rainfall with increasing temperature and evaporation, in conjunction with more extreme climate events and sea-level rise. The temperature projections for inaction on climate change suggest a temperature increase well outside the range of temperatures ever experienced over the last 50 years. The projections for temperature and number of hot days are all in the same direction - increasing.

The Gulf region is particularly vulnerable to the impacts of climate change as changes in temperature or rainfall could have significant impacts on the natural resource assets of the region. People will also be affected, as the rate of heat-related health problems increases and increased exposure to catastrophic events, such as cyclones and flooding endanger lives and property.

17.12 Overview of climate projections

2030 - MEDIUM EMISSIONS SCENARIO	2050 - LOW AND HIGH EMISSIONS SCENARIOS	2070 - LOW AND HIGH EMISSIONS SCENARIOS
<p>Annual and seasonal temperature:</p> <p>Annual mean temperature (the average of all daily temperatures within a given year) is projected to increase by 1.0 °C.</p> <p>There is little variation in projections across the seasons.</p>	<p>Annual and seasonal temperature:</p> <p>Annual temperature is projected to increase by 1.2 °C and 2.0 °C under high and low emissions scenarios respectively.</p> <p>There is little variation in projections across the seasons.</p>	<p>Annual and seasonal temperature:</p> <p>Annual temperature is projected to increase by 1.6 °C and 3.2 °C for low and high emissions scenarios respectively.</p> <p>There is little variation in projections across the seasons.</p>
<p>Annual and seasonal rainfall:</p> <p>Annual rainfall (the total rainfall received within a given year) is projected to decrease by one per cent (-9 mm).</p> <p>The largest seasonal decrease of six per cent (-5 mm) is projected for spring.</p>	<p>Annual and seasonal rainfall:</p> <p>Annual rainfall will decrease by one per cent (-9 mm) under both high and low emissions scenarios.</p> <p>The largest seasonal decrease of 12 per cent (-10 mm) under the high emissions scenario is projected for spring.</p>	<p>Annual and seasonal rainfall:</p> <p>Annual rainfall is projected to decrease by one per cent (-9 mm) and two per cent (-17 mm) under the low and high emissions scenarios respectively.</p> <p>The largest seasonal decrease under a high emissions scenario of 18 per cent (-16 mm) is projected for spring.</p>
<p>Annual and seasonal potential evaporation:</p> <p>Across all seasons the annual 'best estimate' increase is projected to be around three per cent (76 mm), with some models projecting up to a six per cent increase in winter (32 mm).</p>	<p>Annual and seasonal potential evaporation:</p> <p>Under a high emissions scenario, annual potential evaporation is projected to increase by as much as nine per cent (229 mm) with the best estimate being six per cent (153 mm).</p>	<p>Annual and seasonal potential evaporation:</p> <p>Under a high emissions scenario, annual potential evaporation is projected to increase by as much as 14 per cent (357 mm).</p> <p>Summer is projected to be the season most impacted with increases up to 15 per cent (98 mm) in some models.</p>

- Average annual temperature in the Gulf region has increased 0.2 °C over the last decade (from 26.6 °C to 26.8 °C).
- By 2070, Burketown may have more than twice the number of days over 35 °C (increasing from an average of 102 per year to an average of 222 per year by 2070 - There is no similar definitive data for Croydon).

17.13 Response to Climate Change in the Croydon Shire

The potential impact of climate change on the frequency and intensity of severe weather events will be factored into the annual reviews of the disaster risk reduction strategies as enumerated in the Croydon Shire Disaster Mitigation Plan.

- The risk of bushfire is predicted to rise as result of the hotter, drier conditions associated with climate change.
- Due to the impact of climate change there will be an increase in the number of high fire danger days.
- An informed public can add significantly to the protection of life and property during bushfire.
- Using the Croydon True Blue Visitor Information Centre and the Croydon Caravan Park as vehicles to promote awareness and preparedness in the tourist population will also assist in this area, as the time when tourists frequent the Shire is also the peak fire season.

The Croydon Shire Council and the Croydon Local Disaster Management Group will support the Bushfire Community Training Package, which will:

- Deliver educational campaigns to rural, remote and indigenous communities about the risk of fire in the home;
- Promote awareness of fire risk and how it is increasing as a result of climate change;
- Promote preparedness and protective measures;
- Provide information to Queensland communities on the Prepare Act Survive in consultation with Queensland Fire and Emergency Services.

The risk of increased frequency and intensity of tropical cyclones, floods or severe storms will be addressed by the Croydon Local Disaster Management Group via community awareness campaigns approaching the storm/cyclone season annually. The community awareness campaigns will operate in concert with the regular information provided at that time by Queensland Fire and Emergency Services.

18 DISASTER RELIEF FUNDING ARRANGEMENTS

Disaster Relief 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.

Eligible disasters under DRFA include: Cyclone, Flood, Landslide, Meteor Strike, Storm, Bushfire, Storm Surge, Terrorist Event, Tsunami, Tornado and Earthquake.

Drought, frost, heatwave, epidemic events relating from poor environmental planning, commercial development or personal intervention are **not** eligible events under DRFA.

To claim for expenditure reimbursement under SDR 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
- documentary support for all eligible expenditure detailed in the claim must be provided by the claimant.

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 anthropogenic). The SDRA is State funded, and therefore not subject to the Australian government-imposed event eligibility provisions or activation threshold. As a consequence, SDRA is able to address a wider range of disaster events and circumstances where personal hardship exists.

Disaster Recovery Allowance (DRA)

The Disaster Recovery Allowance (DRA) is a short-term income support payment to assist individuals who can demonstrate their income has been affected as a direct result of a disaster. When available, DRA assists employees, small business persons and farmers who experience a loss of income as a direct result of a disaster event. It is payable for a maximum of 13 weeks from the date at which a customer has, or will have, a loss of income as a direct result of a disaster.

18.1 Intangible Costs

While extreme events are relatively rare, when they do occur they can have a major impact on the health outcomes of the community. Obviously, such events can claim many lives and disrupt the provision of basic services, but they can also have other more subtle effects on the mental health of the population.

For example, following Cyclone Larry in 2006 residents in the affected region reported experiencing a number of emotional highs and lows. Sleep disturbance, lack of concentration and forgetfulness have also been reported as side effects of the disaster. Some of these symptoms may be associated with post traumatic stress disorder and many residents also reported feeling unusually anxious as the next cyclone season approached.

19 RISK MANAGEMENT

A risk management process is applied to the hazards identified as potentially having an impact on the community, the economy, the infrastructure or the environment of the Croydon Shire. This process identifies the risks to specific sectors emanating from each hazard, and uses the Risk Descriptors and Qualitative Analysis Matrix from the Queensland State Disaster Management Plan.

The level of risk is determined by combining the severity of the consequences of the risk with the likelihood of the event impacting the Croydon Shire.

19.1 Consequence Descriptors

Insignificant

No fatalities. Medical treatment required. Small number displaced for a short period. Some damage. Little disruption to community. Some impact on environment with no lasting effects. Some financial loss.

Minor

Small number of fatalities. Hospitalisation required. Minor temporary displacement. Significant damage. Some community disruption. Serious impact on environment with no long-term effects. Significant financial loss.

Moderate

Multiple fatalities. Numerous injuries requiring hospitalisation. Significant numbers displaced for short periods. Serious damage requiring some external assistance. Community functioning with difficulty. Severe impact on environment with long term effects. Serious financial loss.

Major

Numerous fatalities. Extensive injuries, with significant hospitalisation. Large number displaced for significant duration. Severe damage that requires external resources. Community only partially functioning. Severe permanent damage to the environment. Severe financial loss.

Catastrophic

Mass fatalities. Large numbers requiring extended hospitalisation. General and widespread displacement for extended duration. Widespread extensive damage. Community unable to function. Widespread severe permanent damage to the environment. Widespread severe financial loss.

19.2 Risk Analysis

Qualitative Analysis Matrix – Level of Risk

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

E: extreme risk; immediate action required

H: high risk; senior management attention needed

M: moderate risk; management responsibility must be specified

L: Low risk; manage by routine procedures

The 'likelihood' of the risk is based upon the chances of the event actually happening. This is addressed in the left column of the table. To decide upon the Level of Risk, the level of likelihood and the level of consequence are combined, using the above table.

For example, if a risk is decided to be 'Possible' and the consequences of that risk are "Minor", then use of the table shows that the Level of Risk is "Moderate".

If a risk is decided to be 'Possible' and the consequences of that risk are "Major", then use of the table shows that the Level of Risk is "Extreme"

19.3 Risk Register

This section replaces the Risk Register included in the Croydon Natural Disaster Risk Management Report (Ganza 2002)

Hazard	Vulnerable Sector	Potential Risk	Level of Risk		
			Likelihood	Consequence	Level of Risk
All Hazards	Operational Response	There is a risk that emergency services response to any disaster will be compromised as a result of insufficient communications capacity.	Levels of Risk Not Assessed		
	Operational Response	There is a risk that disaster response operations may be compromised by the lack of adequately trained personnel to operate the coordination centre.			
Fire	People	There is a risk that fire fighters may be injured or killed	C	2	M
	Infrastructure	There is a risk that buildings, facilities and infrastructure will be damaged or destroyed.	C	1	L
	Animals	There is a risk that fires will cause loss of stock.	C	1	L
	Water Supply	There is a risk that water supply infrastructure may be damaged, disrupted or destroyed by fire	B	3	H
	Economy	There is a risk that rural properties will suffer significant loss of fodder due to wildfire	A	2	H
	Sustainability	There is a risk that the Rural Fire Service appliance will be withdrawn	B	4	E
Cyclone/Severe Storm	People	There is a risk that people may be injured or killed.	D	2	L
	Infrastructure	There is risk that buildings, facilities and infrastructure will be damaged or destroyed.	C	2	M
	Water Supply	There is a risk that water supply infrastructure may be damaged, disrupted or destroyed	C	2	M

	Caravans	There is a risk that caravans and temporary structures may be damaged or destroyed.	C	1	L
	Transport	There is a risk that transport infrastructure and services (road, rail and air) may be disrupted.	C	2	M
	Medical Facilities	There is a risk that the Hospital may be damaged or destroyed.	C	3	H
	Medical Services	There is a risk that medical service providers may be unable to access the town to conduct clinics	C	2	M
Flood	People	There is a risk that people may be injured or killed.	E	1	L
	Infrastructure	There is risk that buildings, facilities and infrastructure will be damaged or destroyed.	D	1	L
	Transport	There is a risk that transport infrastructure and services (road and rail) may be disrupted.	C	2	M
	Economy	There is a risk that rural properties will suffer significant loss of fodder.	A	2	H
	Animals	There is a risk that flooding will cause loss of stock.	B	3	H
	Road Infrastructure	There is a risk that road infrastructure will be damaged or destroyed	A	4	E
Animal Disease	Economy	There is a risk that an outbreak of an emergency animal disease will decimate stock numbers.	D	4	H
	People	There is a risk that an outbreak of an emergency animal disease will impact on human health.	D	2	L
Human Epidemic/Pandemic	People	There is a risk that an epidemic/pandemic will impact on human health.	D	2	L
	Medical Services	There is a risk that the local medical services capacity will be overwhelmed.	C	2	M

19.4 Risk Treatment Register

This section replaces the Risk Treatment Register included in the Croydon Natural Disaster Risk Management Report (Ganza 2002)

Event	Risk	Treatment Strategy	Agency Responsible	Timeline
<i>Events that Local Government considers present unacceptable levels of risk</i>	<i>Identify the specific risk to be addressed</i>	<i>List the treatment or range of treatments required to minimise or manage the risk scenario</i>	<i>List the LDMG agency responsible for the action, or the non-LDMG agency which needs to be lobbied to have the treatment actioned</i>	<i>Identify timelines for the actioning of the identified treatments</i>
All Hazards Response	There is a risk that emergency services response to any disaster will be compromised as a result of insufficient communications capacity.	Provision of appropriate communication capacity via mobile telephone, satellite telephone and radio systems.	<ul style="list-style-type: none"> Queensland Health Rural Fire Service Queensland Fire and Emergency Services, Queensland Police Service 	Immediate
All Hazards Response	There is a risk that disaster response operations may be compromised by the lack of adequately trained personnel to operate the coordination centre.	Identify appropriate personnel to receive disaster management training	<ul style="list-style-type: none"> Local Disaster Management Group Queensland Fire and Emergency Services 	Immediate

Event	Risk	Treatment Strategy	Agency Responsible	Timeline
Fire	There is a risk that fire fighters may be injured or killed	Provision of appropriate training	<ul style="list-style-type: none"> Rural Fire Service 	Immediate and ongoing
		Provision of personal protective equipment	<ul style="list-style-type: none"> Rural Fire Service 	
		Provision of appropriate communications	<ul style="list-style-type: none"> Rural Fire Service 	
Fire	There is a risk that buildings, facilities and infrastructure will be damaged or destroyed.	Fuel Load Reduction Burning	<ul style="list-style-type: none"> Rural Fire Service Council Individual landholders 	Annually, prior to Fire Season
		Development and maintenance of Fire Breaks	<ul style="list-style-type: none"> Council Individual landholders 	Ongoing
		Provision of a community awareness and preparedness campaign to highlight the fire risk in the Shire and to encourage individual migratory action.	<ul style="list-style-type: none"> Rural Fire Service Local Disaster Management Group 	Annually, prior to Fire Season
		Fuel Load Reduction Burning	<ul style="list-style-type: none"> Individual landholders 	Annually, prior to Fire Season
Fire	There is a risk that fires will cause loss of stock.	Development and maintenance of Fire Breaks	<ul style="list-style-type: none"> Individual landholders 	Annually, prior to Fire Season
		Moving Stock	<ul style="list-style-type: none"> Individual landholders 	As required
		Provision of a community awareness and preparedness campaign to highlight the fire risk in the Shire and to encourage individual migratory action.	<ul style="list-style-type: none"> Rural Fire Service Local Disaster Management Group 	Annually, prior to Fire Season

Event	Risk	Treatment Strategy	Agency Responsible	Timeline
Fire	There is a risk that water supply infrastructure may be damaged, disrupted or destroyed by fire	Fuel Load Reduction Burning	<ul style="list-style-type: none"> Council 	Ongoing/Dry Season
		Provision of fire breaks around the infrastructure	<ul style="list-style-type: none"> Council 	
		Provision of a protective sprinkler system	<ul style="list-style-type: none"> Council 	
Fire	There is a risk that rural properties will suffer significant loss of fodder due to wildfire	Fuel Load Reduction Burning	<ul style="list-style-type: none"> Individual landholders 	Annually, prior to Fire Season
		Development and maintenance of Fire Breaks	<ul style="list-style-type: none"> Individual landholders 	Annually, prior to Fire Season
		Provision of a community awareness and preparedness campaign to highlight the fire risk in the Shire and to encourage individual migratory action, including encouraging individual landholders to maintain a Rural Fire Service "Rural Property Fire Management Plan"	<ul style="list-style-type: none"> Rural Fire Service Local Disaster Management Group 	Annually, prior to Fire Season
	There is a risk that the Rural Fire Service appliance will be withdrawn	Recruitment and training of sufficient (16) qualified fire fighters	<ul style="list-style-type: none"> Rural Fire Service 	Immediate and Ongoing
		Ensure that a viable management structure is developed and maintained for the Rural Fire Service Unit in Croydon township.	<ul style="list-style-type: none"> Rural Fire Service 	Immediate and Ongoing

Event	Risk	Treatment Strategy	Agency Responsible	Timeline
Cyclone/Severe Storm	There is a risk that people may be injured or killed.	Provision of a community awareness and preparedness campaign to highlight the cyclone and severe storm risk in the Shire and to encourage individual migratory action.	<ul style="list-style-type: none"> Queensland Fire and Emergency Services Local Disaster Management Group 	September to April
		Pre-season clean-up and removal of potential flying debris	<ul style="list-style-type: none"> Council Residents 	September
Cyclone/Severe Storm	There is risk that buildings, facilities and infrastructure will be damaged or destroyed.	Provision of a community awareness and preparedness campaign to highlight the cyclone and severe storm risk in the Shire and to encourage individual migratory action.	<ul style="list-style-type: none"> Queensland Fire and Emergency Services Local Disaster Management Group 	Sept to April
		Building Maintenance	<ul style="list-style-type: none"> Council Residents Businesses Government Agencies 	Ongoing
		Building approval and compliance	<ul style="list-style-type: none"> Council 	Ongoing
		Installation of effective lightning protection	<ul style="list-style-type: none"> Council 	Short term
Cyclone/Severe Storm	There is a risk that water supply infrastructure may be damaged, disrupted or destroyed	Clearing vegetation around facilities	<ul style="list-style-type: none"> Council 	Ongoing
		Use of emergency generators	<ul style="list-style-type: none"> Council 	As required

Event	Risk	Treatment Strategy	Agency Responsible	Timeline
Cyclone/Severe Storm	There is a risk that caravans and temporary structures may be damaged or destroyed.	Provision of a community awareness and preparedness campaign to highlight the cyclone and severe storm risk in the Shire and to encourage individual migratory action in relation to caravans or temporary structures.	<ul style="list-style-type: none"> Local Disaster Management Group Queensland Fire and Emergency Services 	Ongoing
		Local law compliance	<ul style="list-style-type: none"> Council 	Ongoing
Cyclone/Severe Storm	There is a risk that transport infrastructure and services (road, rail and air) may be disrupted.	Maintenance of road verges	<ul style="list-style-type: none"> Council 	Ongoing
Cyclone/Severe Storm	There is a risk that the Hospital may be damaged or destroyed.	Building Maintenance	<ul style="list-style-type: none"> Queensland Health 	Ongoing
		Identify alternative treatment areas	<ul style="list-style-type: none"> Queensland Health 	Ongoing
		Ensure that the facility has a functional and current emergency plan	<ul style="list-style-type: none"> Queensland Health 	Ongoing
		Contingency plan for continuation of service	<ul style="list-style-type: none"> Queensland Health 	Ongoing
Cyclone/Severe Storm	There is a risk that medical service providers may be unable to access the town to conduct clinics	Develop Video Conferencing Capability	<ul style="list-style-type: none"> Queensland Health 	Short Term

Event	Risk	Treatment Strategy	Agency Responsible	Timeline
Flood	There is a risk that people may be injured or killed.	Provision of a community awareness and preparedness campaign to highlight the flood risk in the Shire and to encourage individual migratory action.	<ul style="list-style-type: none"> Queensland Fire and Emergency Services Local Disaster Management Group 	Ongoing
Flood	There is risk that buildings, facilities and infrastructure will be damaged or destroyed.	Building approval and compliance	<ul style="list-style-type: none"> Council 	Ongoing
		Provision of a community awareness and preparedness campaign to highlight the flood risk in the Shire and to encourage individual migratory action.	<ul style="list-style-type: none"> Queensland Fire and Emergency Services Local Disaster Management Group 	Ongoing
Flood	There is a risk that transport infrastructure and services (road and rail) may be disrupted.	Identification of specific problem areas for of significant flooding of the state owned highway for inclusion in the Road Maintenance and Improvement Program	<ul style="list-style-type: none"> Department of Transport and Main Roads Council 	Ongoing
		Liaise with transport services for continuity of service	<ul style="list-style-type: none"> LDMG 	As required
Flood	There is a risk that rural properties will suffer significant loss of fodder.	Provision of a community awareness and preparedness campaign to highlight the flood risk in the Shire and to encourage individual migratory action.	<ul style="list-style-type: none"> Primary Industries and Fisheries (Department of Employment, Economic Development and Innovation) Local Disaster Management Group 	Ongoing
Flood	There is a risk that flooding will cause loss of stock.	Provision of a community awareness and preparedness campaign to highlight the flood risk in the Shire and to encourage individual migratory action.		

Event	Risk	Treatment Strategy	Agency Responsible	Timeline
Flood	There is a risk that road infrastructure will be damaged or destroyed	Road Maintenance and Improvement Program	<ul style="list-style-type: none"> Department of Transport and Main Roads Council 	Ongoing
		Road closure and load limits applied	<ul style="list-style-type: none"> Department of Transport and Main Roads Council Queensland Police Service 	As required
		Increase Council's technical capability	<ul style="list-style-type: none"> Council 	Short term
Emergency Animal Disease	There is a risk that an outbreak of an emergency animal disease will decimate stock numbers.	Provision of a community awareness and preparedness campaign to highlight the emergency animal disease risk in the Shire and to encourage individual migratory action.	<ul style="list-style-type: none"> Bio-Security Queensland Local Disaster Management Group 	Ongoing
		Development and maintenance of a Pest Management Plan	<ul style="list-style-type: none"> Council Individual landholders 	Ongoing
Emergency Animal Disease	There is a risk that an outbreak of an emergency animal disease will impact on human health.	Provision of a community awareness and preparedness campaign to highlight the public health risk from emergency animal disease in the Shire and to encourage individual migratory action.	<ul style="list-style-type: none"> Queensland Health Bio-Security Queensland 	Ongoing

Event	Risk	Treatment Strategy	Agency Responsible	Timeline
Human Epidemic/Pandemic	There is a risk that a human epidemic/pandemic will impact on human health.	Provision of a community awareness and preparedness campaign to highlight the public health risk from a human epidemic/pandemic in the Shire and to encourage individual migratory action.	<ul style="list-style-type: none"> Queensland Health 	Ongoing
Human Epidemic/Pandemic	There is a risk that medical services capability will be overwhelmed.	Development and maintenance of a contingency plan for continuation of service	<ul style="list-style-type: none"> Queensland Health 	Ongoing
		Develop and maintenance of a video conferencing capability	<ul style="list-style-type: none"> Queensland Health 	Short term

20 REVIEW AND ASSESSMENT OF PLAN

20.1 Review of Main Plan

The Local Disaster Management Plan should be reviewed in accordance with section 59 of the *Disaster Management Act 2003* by a working group from the Local Disaster Management Group as follows:

August	Working group reviews and amends (as required) the main plan
September	Draft plan submitted to full Local Disaster Management Group for acceptance or amendment
October	Reviewed plan submitted to Council for approval
November	Update plan submitted to District Disaster Management Group for endorsement

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

20.2 Review of Response Plans and Recovery Strategy

The Disaster Management Operational Plans and the Disaster Recovery Strategy should be reviewed by an LDMG working group as follows:

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

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

External Review

An external review of the Local Disaster Management Plan and all associated Sub Plans will be conducted annually in accordance with the External Assessment of Local Disaster Management Plans and District Disaster Management Plans Standard released by Queensland Fire and Emergency Services (QFES) and performed by a QFES representative and a representative of the DDMG.

20.3 Review of Risk Treatment Strategies

The risk treatment strategies should be reviewed on a regular basis, preferably prior to the annual budgetary determinations by Council in relation to its annual Operation Plan.

The Plan should also be reviewed as a result of any changes in legislation, guidelines or policy.

21 TRAINING PROGRAM

The Local Disaster Coordinator will ensure that a suitable disaster management training program is designed and implemented, in collaboration with any training provided by / through Queensland Fire and Emergency Services. The training program will include specific training, through workshops, discussion forums and formal instruction, to maintain the disaster management knowledge and understanding levels of all participants at the highest possible level.

The Local Disaster Coordinator will liaise with Queensland Fire and Emergency Services in relation to accessing State/Commonwealth provided training programs and will arrange for members of the Local Disaster Management Group to be made aware of training courses or other appropriate activities being offered by the Department of Community Safety or any other agency.

The Queensland Disaster Management Training Framework (QDMTF) is available on the DM Portal. Further information on the QDMTF and disaster management training can be obtained through the QFES member on the Croydon LDMG.

The Local Disaster Coordinator is responsible for the management of training for the LDMG, and will ensure that a training register is maintained.

Training

In accordance with the provisions outlined in the Queensland Disaster Management Training Framework (QDMTF) all members of the LDMG are required to undertake disaster management training conducted by Queensland Fire and Emergency Services.

22 EXERCISES

Exercises are a key component of disaster management strategies:

- to practice coordination and liaison procedures between participating organisations in responding to a disaster event, and
- to identify and take steps to eradicate any serious procedural and functional weaknesses.

Disaster management exercises should be conducted as follows:

Disaster Coordination Centre Exercises

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

Conduct exercise to practise the use of the Information Management System with all Council and other personnel who will work in the DCC when it is operational – at least annually.

If the Disaster Coordination Centre is activated for an event the annual exercise for that year is not necessary.

Operational Plans Exercise

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

Agencies with specific functional responsibility for the development of operational plans should prepare and conduct discussion exercises with members of the working groups to assist in the development of the operational planning process.

Full Local Disaster Management Group Exercises

Discussion exercises for the Local Disaster Management Group, facilitated by a representative of QFES, to test the disaster management planning arrangements to be held annually.

If possible participate in exercises being conducted by other relevant emergency services that may require the involvement of the Local Disaster Management Group.

Evaluating Exercises

An Exercise Evaluator will be appointed to conduct an evaluation of each Exercise to determine whether the original aim and objectives were achieved, identify any issues, report findings and provide feedback/suggestions where requested.

At the conclusion of each exercise a debrief will be conducted to capture issues and areas for improvement. The LDMG will consider the implementation of both hot debriefs, conducted immediately following participants' involvement in the exercise, and a more detailed After Action Review, conducted within a few days of the exercise, allowing participants time to provide a more considered view of the exercise.

23 REPORTING ARRANGEMENTS

The Croydon Shire LDMG shall report its activities to:

Local Disaster Management Group Annual Report - The Croydon LDMG is required to complete an Annual Report at the end of each financial year and provide the completed report to both the District Disaster Management Group and the Croydon Shire Council. The LDMG should contact the QFES member on the group for advice and assistance in the completion of the status report. The Annual Report shall be in accordance with the requirements of the *Disaster Management Act 2003* and is to be developed as per the Local Disaster Management Group Guidelines.

Disaster Management Status Report - Prior to each meeting of the Mareeba DDMG, a Disaster Management Status Report, as set out in Local Disaster Management Group Guidelines, shall be submitted to the Executive Officer of the District Disaster Management Group and the Area Coordinator QFES. The Council representative to the DDMG shall complete and present a Disaster Management Status Report at each meeting of the DDMG or as requested by the District Disaster Coordinator (DDC) and Executive Officer (XO) of the District Group.

Operational Reporting

Situation Report (SITREPS) - During operational activity the Croydon LDMG, through the operation of the Local Disaster Coordination Centre, will be responsible for the preparation and distribution of SITREPs. Situation reports are utilised to capture accurate information from the day's operations through communicating a current and forecast situation during a disaster event.

The Croydon LDMG will ensure regular and accurate information is received from operational areas to inform operational response, forward planning and the contents of the LDMG SITREP. The LDC will ensure that appropriate staff in the LDCC to compile the SITREP.

If a disaster event requires the activation of the Croydon LDCC, the LDC will ensure that a SITREP is developed and is 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.

A template for a LDMG to produce a SITREP to a DDMG during disaster operations is available on the Disaster Management Portal. The SITREPS will be forwarded to the Executive Officer of the Mareeba DDMG as well as all members of the Croydon LDMG.

Membership Reporting - The Local Disaster Management Group will, following the annual review of the Disaster Management Plan, forward a list of the current Members of the Local Group to the Executive Officer of the State Group and the District Disaster Coordinator.

24 POST DISASTER OPERATIONAL REVIEW

Hot Debrief

This debrief is undertaken immediately after operations are complete, giving participants the opportunity to share learning points while the experience is still very fresh in their minds.

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

Post Operational Event Debrief

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

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

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

The debrief process will:

- seek constructive information from those being debriefed
- analyse the operation to determine what went right, what went wrong and why without trying to apportion blame
- acknowledge good performance
- focus on improving planning and procedures
- record relevant information to enable reports to be compiled;

The debrief will address:

- What happened during the event
- Areas which were handled well
- Areas where the coordination or the response could be improved
- Identified areas for amendment of plans, procedures, or training programs

The Local Disaster Coordinator will make any amendments to documentation which will be included in the regularly programmed review of the Local Disaster Management Plan.

A Post Event Operational Review Report will be completed in association with QFES.

25 PUBLIC AWARENESS

The community should be informed of the disaster management arrangements the Local Disaster Management Group has in place by information distribution, newspaper articles, advertisements and brochures as follows.

25.1 Council Web Site

The Local Disaster Coordinator is to ensure the maintenance of disaster-related public awareness material on Council's web site.

The current copy of the Croydon Shire Local Disaster Management Plan is to be available for public viewing on Council's web site www.croydon.qld.gov.au.

25.2 Council Office

The current copy of the Local Disaster Management Plan is to be available for public viewing at Council Chambers, 63 Samwell Street, Croydon. Council may, at its discretion, charge a photocopy fee (as determined by Council's *Schedule of Fees and Charges*) for copies of the plan.

25.3 Media

The Council should provide a media release on the adoption of the new Local Disaster Management Plan, and following any subsequent annual updates of the Plan.

Council should arrange for a disaster preparedness information page for inclusion in the Croydon Bush Telegraph.

26 COMMUNITY WARNING AND ALERTING SYSTEMS

Public information and warnings will be provided in relation to a current event and should include information about the event and any actions recommended.

Broadcast radio should be the primary vehicle for public information in most events.

Warnings may emanate from different sources, depending on the event.

There is the ability for a public warning to be issued to the community via the broadcast radio/TV system, and in particular ABC Far North Radio.

Where practicable, copies of public information bulletins issued by the Local Disaster Management Group etc. will be placed on notice boards at the following locations:

- Croydon Shire Council Office
- Croydon Centre Supermarket
- Gulf Gate BP Roadhouse
- Croydon Store
- Croydon Caravan Park
- Croydon Hospital
- Public notice boards
- School notice boards
- Croydon True Blue Visitor Information Centre

Information will be transmitted to pastoral stations via email and fax message as appropriate.

The community UHF radio network may also be utilised to broadcast disaster information.

27 DISASTER COORDINATION CENTRES

The primary disaster coordination centre for the Croydon Shire Council is situated in the boardroom of the Council building located at 63 Samwell Street, Croydon.

Further details concerning the resourcing and operation of the disaster coordination centre are addressed in the Operational Plan: *Disaster Coordination Centre*.

28 RESPONSE

The Croydon Shire Council has personnel trained in various disciplines as well as vehicles, plant and equipment that can be applied to disaster response activities.

Depending on the severity of the event the Croydon LDMG may request additional response support through the DDCC. This will be in the form of a formal Request for Assistance

The Croydon Shire Council have identified Community Halls and other buildings within the Local Government area as first line evacuation centres (Please note: Evacuation Centres are **NOT** Cyclone Shelters).

State Emergency Service

The Croydon Shire Council supports the State Emergency Service unit within its region. The SES currently has a headquarters in Croydon.

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.

The SES Local Controller is a member of the Croydon LDMG and is able to assist with planning and procedures surrounding activation and operations of SES groups in the Croydon local government area.

ACTIVATION PROCEDURE

Disaster Management Executive

The Chairperson or Deputy Chairperson of the Local Disaster Management Group and the LDC represents the Local Disaster Management Group during the pre-impact stage of an event. Initial activation of the disaster management system within the Croydon Shire Council area is at the discretion of the Chairperson of the LDMG or their delegate.

Alternatively, the activation of the disaster management system within the Croydon Shire Council area may also be activated upon request of the Executive Officer of the District Disaster Management Group or by the District Disaster Coordinator (DDC).

ACCESSING SUPPORT

Due to the limited resources and shire population, early identification of potential requirements for support will be made and submitted to the DDCC so that assistance is available in the timeliest manner possible utilising the standard Request for Assistance forms to District.

The Local Disaster Management Group may request assistance from the District Disaster Management Group in the event that the resources available to them are either insufficient or inappropriate or fully utilised.

ACTIVATION STAGES

Activation stages are outlined below:

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

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

ACTIVATION PROCEDURE

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

The authority to activate the Disaster Plan is vested in the Chairperson of the Croydon Shire Local Disaster Management Group or his delegate.

It is the duty of the Chairperson or his delegate to inform Queensland Fire and Emergency Services and the District Disaster Coordinator regarding the Plan's activation.

The plan may also be activated at the request of Queensland Fire and Emergency Services or the District Disaster Coordinator.

Event	Source Information of	Initial Contact	Persons to be Notified	Contact details
Cyclone / Severe Storm	BoM / QFES	LDC / Chairperson	Disaster Management Group Representatives	Refer Appendix
Rural Fire	QFES / Public	LDC / Chairperson	Disaster Management Group Representatives	
Flooding	BoM / Residents / QFES / Council Staff	LDC / Chairperson	Disaster Management Group Representatives	

OPERATIONAL SITUATION MANAGEMENT

Operations Functional Register			
Operations Function	Responsible Person/Agency	Contact Details	Key Accountabilities
Management Functions			
Operations Management	LDMG / LDC / LDCC	Refer Appendix	Ensure that Sub Plans are current and relevant.
Local Disaster Coordination Centre	LDMG / LDC / LDCC		Ensure that LDCC is appropriately staffed and resourced to deal with any event which may affect the Shire.
Resupply Operations	LDMG / LDC / LDCC		Ensure isolated parts of the community have knowledge of the resupply process. LDMG follows the resupply guidelines.
Communication / Media Management	LDMG / LDC / LDCC		Liaise with the media to ensure that the reporting is factual and timely.
Situational reporting and liaison with DDMG	LDMG / LDC / LDCC		Ensure that the DDMG is kept informed of the situation and any changing circumstances that may require their input or resources.
Community Mobilisation	LDMG / LDC / LDCC		Mobilise those members of the community required to either respond to the disaster or assist in the staffing of the LDCC.

THREAT SPECIFIC ARRANGEMENTS

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

Threat	Co-ordinating Agency
Exotic Animal Disease	Department of Agriculture, Fisheries and Forestry
Fire	Queensland Fire and Emergency Services
Cyclone / Storm / Flood / Landslip / Earthquake	Local Government
Hazardous Material Event	Queensland Fire and Emergency Services
Human Epidemic	Queensland Health
Major Industrial Accident	Queensland Fire and Emergency Services
Major Infrastructure Failure	Local Government
Major Transportation Event	Queensland Police Service
Terrorist Activity	Queensland Police Service
Water Contamination	Local Government

INITIAL IMPACT ASSESSMENT

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

Assessment of Impact

Impact assessment considers the five elements of recovery: Human and social, Economic, Environmental, Building, Roads and Transport which are covered below.

The purpose of this Impact Assessment statement is to assist the Local Disaster Management Group in planning, formatting, and conducting a complete initial impact assessment. This assessment gathers information on the magnitude of the event, and the extent of its impact on both the population and the community infrastructure.

The impact assessment will define the following:

- Extent of affected area
- Affected population including characteristics and condition
 - Resilience of the population
 - Vulnerable populations
 - Number of houses and commercial buildings impacted and to what level
- Emergency medical, health, nutritional, water and sanitation
 - Level of services available:
 - Determine the number of medical facilities that are still functioning and their capacity
 - Determine the number of food outlets still able to function
 - Identify any public health issues, such as asbestos, vermin etc.
 - Identify the capacity of the water treatment plants, bores and water supplies
 - What power is available
 - Level of assistance required to maintain sustainability
 - Any injuries or fatalities to the public

Additional Damage Assessments

Additional assessments that may require to be undertaken may include the following:

- damage to agriculture and food supply
- damage to economic resources and social organisation
- continuing or emerging threats
- levels of response and capacity

This can be carried out by Council staff in most communities and via radio networks, telephone or email to the stations and/or remote communities. A rapid damage assessment form is available to use.

Post Disaster Assessment

Post-disaster assessment evaluates the disaster management system (process) as it applies during the event. The reviews and assessments required for reporting to the DDCC after an event form the basis of this requirement.

If after the event the community and resources/infrastructure are different to that pre-event a complete review will be undertaken and any modifications to the plans will be made.

FINANCIAL MANAGEMENT PROCESS

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

Council has a pre-determined financial management process for expeditious financial authorisation during disaster related activation. These financial procedures will be utilised to manage any financial issues which are a result of an event impacting the Local Government area.

Croydon Shire Council's Financial Management process outlines the Local Governments internal financial arrangements in support of a disaster event, and the eventual financial claiming process to recoup funds.

Contents of Council's Financial Management process includes:

- consideration of eligibility for DRFA or SDRA funding (see below);
- authority/delegation to relevant persons within the LDCC to expend funds;
- authorised expenditures;
- the establishment of a single cost centre for capturing all costs associated with response and recovery;
- recording of expenses; and
- recouping of funds.

Either of the two arrangements available in Disaster Relief Funding Arrangements (DRFA) and Queensland State Disaster Relief Arrangements (SDRA) can be activated depending upon the type and scale of the disaster.

SDRA is a wholly *State* funded, **all hazards**, personal hardship financial assistance package. The relief measures available include Disaster Relief Assistance Scheme and Counter Disaster Operations. The restoration of state or local government assets required the activation of DRFA.

DRFA relates to eligible **natural** disasters, such as bushfire, cyclone, earthquake, meteor strike, flood, landslide, tornado and storm. DRFA are provided through a cost sharing formula (between Queensland and Australian Governments) on a range of pre-agreed relief measures. The application of these relief measures is based on Queensland's interpretation, alignment and acceptance of the relief assistance measures outlines in the Australian Government DRFA Determination 2007.

DECLARATION OF A DISASTER SITUATION

If the LDC or the LDMG believe that they will require a Declaration of a Disaster Situation for a particular event than they must place a request to the DDC via phone if possible and explain their need.

Then, in accordance with s. 64 of the *Disaster Management Act 2003*, the DDC may, with the approval of the Minister, declare a disaster situation for the district or one or more local government areas within the district in whole or in part. As outlined in s. 75 and s. 77 of the *Disaster Management Act 2003*, 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 in, or partly in, the proposed declared 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 the Croydon Shire Council under the *Disaster Management Act 2003* to manage disaster operations in their area.

PUBLIC HEALTH / MEDICAL SERVICES

The Croydon Shire Council does not have an Environmental Health Officer (EHO) as part of its workforce. The Croydon Shire Council will not have the capacity to address any Environmental Health issue which may be a consequence of a disaster event.

Depending on the severity of the event or the need for EHO's, the Croydon LDMG will most likely request additional response support through the DDCC. This will be in the form of a formal Request for Assistance.

Medical services response will be coordinated by Queensland Health and Frontier Services. If they require additional assistance they will attempt to acquire this through their normal channels, and if unable to acquire the assistance needed will promote the issue through the LDCC for assistance from the DDCC. This will be in the form of a formal Request for Assistance.

PUBLIC WORKS AND ENGINEERING

The Croydon Shire Council has limited personnel trained in selected disciplines as well as a number of vehicles, plant and equipment that can be applied to Public Works activities. Depending on the severity of the event the Croydon LDMG may request additional response support through the DDCC. This will be in the form of a formal Request for Assistance.

If the Croydon Shire Council require expertise in relation to Engineering services as a result of a disaster event, the Croydon LDMG will request this support through the DDCC. This will be in the form of a formal Request for Assistance.

EVACUATION

The Croydon LDMG have identified no obvious reason that would require the population of Croydon to be evacuated from the community. If there was a requirement to evacuate the residents of Croydon out of the community for any reason associated with a disaster event the LDMG will request support for transport and possibly somewhere to relocate to, through the DDCC. This will be in the form of a formal Request for Assistance.

Any evacuation from the community would also result in a Request for Assistance with evacuation centre staffing, resources, food and return logistics.

RESUPPLY

The LDMG is responsible for the management of and community education and awareness in relation to the resupply of isolated communities and isolated rural properties. This is carried out prior to the start of every wet season with information supplied to stores and rural properties through normal Council communication channels.

Resupply will be dealt with according to the Resupply Guidelines, and Queensland Fire and Emergency Services will assist with advice and governance issues.

LOGISTICS

Resource management, particularly of material resources, is an area which can cause extreme problems in the response to a disaster event. During the response to a small scale event with limited community consequences the Croydon LDMG will be able to manage the following functions to a small degree:

- Resource management, through Council stores processes and procedures;
- Warehousing, in a limited manner utilising existing Council buildings;
- Asset recording and tracking; and
- Transportation resource management to move, load and unload material resources.

The Croydon LDMG has limited capacity to manage Logistics in response to a large scale event and will request assistance from the DCC to assist with this capacity. This will be in the form of a formal Request for Assistance.

It is assumed that convergence could be an issue, whereby resources, both requested and otherwise, may start to arrive en-masse in the Shire. Croydon LDCC will ask for assistance from the DDCC by limiting travel into the Croydon Shire and establishing a staging point at a location outside the Shire so that only needed and requested goods are sent into the Shire in a staged process. Any goods not needed within the Shire will then become the responsibility of the DDCC to manage, transport, store, record and return.

If the logistics process is becoming overwhelming in the Croydon Shire than a request to the DDCC will be sent asking for specific logistics assistance in the form of human resources to manage the process. This will be in the form of a formal Request for Assistance.

29 RECOVERY

Recovery activation stages are outlined below:

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

The Local Disaster Management Group and the Disaster Coordination Centre plays a key role in the immediate response period, particularly in the establishment and operation of evacuation centres. The coordinating responsibility for the provision of long-term recovery rests with the Local Government utilising appropriate State and Federal Government Agencies.

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

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

The five elements of recovery are:

1. Human and Social
2. Economic
3. Environmental
4. Building
5. Roads and Transport

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

When considering recovery needs, the LDMG should have:

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

The Croydon Shire has limited capacity to recover from even a minor disaster due to the lack of State and community welfare agencies in the area. Virtually all recovery functions will need to be imported and coordinated by the Local Government.