



# ORDINARY MEETING

## AGENDA

**10 MAY 2016**

*Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 10 May 2016 commencing at 9.00am for transaction of the enclosed business.*

A handwritten signature in black ink, appearing to be the initials "C R" followed by a long horizontal stroke.

**CHIEF EXECUTIVE OFFICER**  
4 May 2016

Next Meeting Date: 24.05.16

**Please note:**

In accordance with the *Local Government Regulation 2012*, please be advised that all discussion held during the meeting is recorded for the purpose of verifying the minutes. This will include any discussion involving a Councillor, staff member or a member of the public.

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**1 OPENING**

The opening prayer will be presented by Father Bryan Hanifin from the Catholic Parish of Rockhampton South.

**2 PRESENT**

Members Present:

The Mayor, Councillor M F Strelow (Chairperson)  
Councillor R A Swadling  
Councillor N K Fisher  
Councillor A P Williams  
Councillor C E Smith  
Councillor C R Rutherford  
Councillor M D Wickerson  
Councillor S J Schwarten

In Attendance:

Mr E Pardon – Chief Executive Officer

**3 APOLOGIES AND LEAVE OF ABSENCE**

**4 CONFIRMATION OF MINUTES**

Minutes of the Ordinary Meeting held 26 April 2016

**5 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA**

**6 BUSINESS OUTSTANDING**

Nil

**7 PUBLIC FORUMS/DEPUTATIONS**

Nil

**8 PRESENTATION OF PETITIONS**

Nil

## **9 COMMITTEE REPORTS**

### **9.1 PLANNING AND REGULATORY COMMITTEE MEETING - 3 MAY 2016**

#### **RECOMMENDATION**

THAT the Minutes of the Planning and Regulatory Committee meeting, held on 3 May 2016 as circulated, be received and that the recommendations contained within these minutes be adopted.

**(Note:** The complete minutes are contained in the separate Minutes document)

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**Recommendation of the Planning and Regulatory Committee, 3 May 2016**
**9.1.1 D/183-2015 DEVELOPMENT APPLICATION FOR A MATERIAL CHANGE OF USE FOR HEALTH CARE SERVICES**

**File No:** D/183-2015

**Attachments:** 1. Locality Plan  
2. Site Plan

**Authorising Officer:** Tarnya Fitzgibbon - Manager Development and Building  
Robert Holmes - General Manager Regional Services

**Author:** Thomas Gardiner - Planning Officer

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**SUMMARY**

*Development Application Number:* D/183-2015

*Applicant:* Anna and David Houghton

*Real Property Address:* Lot 1 on RP602720, Parish of Rockhampton

*Common Property Address:* 176 Campbell Street, Rockhampton City

*Area of Site:* 341 square metres

*Planning Scheme:* Rockhampton Region Planning Scheme 2015

*Planning Scheme Zone:* Low-medium density residential zone

*Planning Scheme Overlays:* Nil

*Existing Approvals:* Building permits for a Domestic Garage and Enclosed Veranda

*Approval Sought:* Development Permit for a Material Change of Use for Health Care Services

*Level of Assessment:* Impact Assessable

*Submissions:* Nil

*Referral Agency(s):* Not applicable

*Infrastructure Charges Area:* Charge Area 1

*Application Progress:*

<i>Application Lodged:</i>	22 December 2015
<i>Acknowledgment Notice issued:</i>	7 January 2016
<i>Submission period commenced:</i>	27 January 2016
<i>Submission period end:</i>	16 February 2016
<i>Council request for additional time:</i>	17 March 2016
<i>Last receipt of information from applicant:</i>	22 February 2016
<i>Statutory due determination date:</i>	20 May 2016

**COMMITTEE RESOLUTION****RECOMMENDATION A**

THAT in relation to the application for a Development Permit for a Material Change of Use for Health Care Services, made by Anna and David Houghton, on Lot 1 on RP602720, Parish of Rockhampton, located at 176 Campbell Street, Rockhampton City, Council resolves to Approve the application despite its conflict with the planning scheme and provide the following grounds to justify the decision despite the conflict:

- a) The proposed Health Care Services use will not involve the construction of a new facility in a residential area as it is located in an existing building which is small in scale and has previously been used for commercial and retail operations;
- b) Several existing retail and commercial businesses located on Campbell Street are located in proximity to the site and as such, the proposed development is consistent with the surrounding built form and streetscape;
- c) The proposed development will not compromise the primary purpose of the low-medium density residential zone from providing a range and mix of low-medium density dwelling types as the proposal is small-scale and consistent with the surrounding urban form;
- d) The proposed use does not compromise the strategic framework in the *Rockhampton Region Planning Scheme 2015*;
- e) Assessment of the development against the relevant zone purpose, planning scheme codes and planning scheme policies demonstrates that the proposed development will not cause significant adverse impacts on the surrounding natural environment, built environment and infrastructure, community facilities, or local character and amenity; and
- f) The proposed development does not compromise the relevant State Planning Policy.

**RECOMMENDATION B**

That in relation to the application for a Development Permit for a Material Change of Use for Health Care Services, made by Anna and David Houghton, on Lot 1 on RP602720, Parish of Rockhampton, located at 176 Campbell Street, Rockhampton City, Council resolves to Approve the application subject to the following conditions:

**1.0 ADMINISTRATION**

- 1.1 The Developer is responsible for ensuring compliance with this approval and the Conditions of the approval by an employee, agent, contractor or invitee of the Developer.
- 1.2 Where these Conditions refer to "Council" in relation to requiring Council to approve or to be satisfied as to any matter, or conferring on the Council a function, power or discretion, that role of the Council may be fulfilled in whole or in part by a delegate appointed for that purpose by the Council.
- 1.3 All conditions of this approval must be undertaken and completed to the satisfaction of Council, at no cost to Council.
- 1.4 All conditions, works, or requirements of this approval must be undertaken and completed prior to the commencement of the use, unless otherwise stated.
- 1.5 Where applicable, infrastructure requirements of this approval must be contributed to the relevant authorities, at no cost to Council prior to the commencement of the use, unless otherwise stated.
- 1.6 The following further Development Permits must be obtained prior to the commencement of any works associated with their purposes:

- 1.6.1 Plumbing and Drainage Works; and
- 1.6.2 Building Works.
- 1.7 All Development Permits for Operational Works and Plumbing and Drainage Works must be obtained prior to the issue of a Development Permit for Building Works.
- 1.8 Unless otherwise stated, all works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards.
- 1.9 All engineering drawings/specifications, design and construction works must comply with the requirements of the relevant *Australian Standards* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.
- 2.0 APPROVED PLANS AND DOCUMENTS
- 2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by the conditions of this permit:

<u>Plan/Document Name</u>	<u>Plan/Document Number</u>	<u>Dated</u>
Proposed Podiatry Clinic	079-14-15-01, Revision A	9 June 2015

- 2.2 Where there is any conflict between the conditions of this approval and the details shown on the approved plans and documents, the conditions of approval must prevail.
- 3.0 PLUMBING AND DRAINAGE WORKS
- 3.1 Alteration or relocation of internal plumbing and sanitary drainage works associated with the existing building must be in accordance with regulated work under the *Plumbing and Drainage Act*.
- 4.0 ROOF AND ALLOTMENT DRAINAGE WORKS
- 4.1 All roof and allotment drainage must be discharged such that it does not restrict, impair or change the natural flow of runoff water or cause a nuisance to adjoining properties or infrastructure.
- 5.0 ASSET MANAGEMENT
- 5.1 Any alteration necessary to electricity, telephone, water mains, sewerage mains, and/or public utility installations resulting from the development or in connection with the development, must be at full cost to the Developer.
- 5.2 Any damage to existing kerb and channel, pathway or roadway (including removal of concrete slurry from public land, pathway, roads, kerb and channel and stormwater gullies and drainage lines), water and sewerage infrastructure which may occur during any works carried out in association with the approved development must be repaired. This must include the reinstatement of the existing traffic signs and pavement markings which may have been removed.

#### ADVISORY NOTES

##### NOTE 1. Aboriginal Cultural Heritage

It is advised that under section 23 of the *Aboriginal Cultural Heritage Act 2003*, a person who carries out an activity must take all reasonable and practicable measures to ensure the activity does not harm Aboriginal Cultural Heritage (the "cultural heritage duty of care"). Maximum penalties for breaching the duty of care are listed in the Aboriginal Cultural Heritage legislation. The information on Aboriginal Cultural Heritage is available on the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs website [www.datsima.qld.gov.au](http://www.datsima.qld.gov.au)

NOTE 2. Asbestos Removal

Any demolition and/or removal works involving asbestos materials must be undertaken in accordance with the requirements of the *Work Health and Safety* legislation and *Public Health Act 2005*.

NOTE 3. General Environmental Duty

General environmental duty under the *Environmental Protection Act* prohibits unlawful environmental nuisance caused by noise, aerosols, particles, dust, ash, fumes, light, odour or smoke beyond the boundaries of the property during all stages of the development including earthworks, construction and operation.

NOTE 4. General Safety Of Public During Construction

The *Work Health and Safety Act* and *Manual of Uniform Traffic Control Devices* must be complied with in carrying out any construction works, and to ensure safe traffic control and safe public access in respect of works being constructed on a road.

**Recommendation of the Planning and Regulatory Committee, 3 May 2016****9.1.2 MONTHLY OPERATIONS REPORT FROM COMMUNITY STANDARDS AND COMPLIANCE UNIT UP TO MARCH 2016****File No:** 1464**Attachments:**

1. Monthly Operations Report Community Standards and Compliance Section - March 2016
2. Traffic Light Report March 2016
3. Financial Matters Report up to March 2016

**Authorising Officer:** Michael Rowe - General Manager Community Services**Author:** Catherine Hayes - Manager Community Standards and Compliance

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**SUMMARY**

*The monthly Operations Report for Community Standards and Compliance Unit as at 31 March 2016 is presented for Councillor's information.*

**COMMITTEE RESOLUTION**

THAT the Community Standards and Compliance Monthly Operations Report up to March 2016 be 'received'.

**10 COUNCILLOR/DELEGATE REPORTS**

Nil

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## 11 OFFICERS' REPORTS

### 11.1 SMART HUB ANALYSIS AND CONCEPT OF OPERATION

<b>File No:</b>	<b>11744</b>
<b>Attachments:</b>	<b>1. Smart Hub Business Case and Options Analysis</b> <b>2. Smart Hub Business Plan and Concept of Operations</b> <b>3. Proposed Smart Hub Concept Layout</b>
<b>Authorising Officer:</b>	<b>Ross Cheesman - General Manager Corporate Services</b>
<b>Author:</b>	<b>Drew Stevenson - Manager Corporate and Technology Services</b>

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#### SUMMARY

*As an initiative of the Smart Way Forward strategy this report presents the Smart Hub business case, options analysis, business plan and concept of operation for Council's consideration.*

#### OFFICER'S RECOMMENDATION

THAT Council approves the Smart Hub business plan and concept of operation where Council will deliver and operate the Smart Hub for an initial start-up period subject to the consideration of third party partnership opportunities.

#### COMMENTARY

The Smart Way Forward strategy, a key pillar of Council's economic development strategy, was adopted by Council in December 2015. An outcome of the strategy is the development of a smart hub business centre to deliver a one-stop-shop for emerging and established businesses in the region (and attract new businesses to the region). This would provide a venue equipped with leading-edge technologies for businesses to access advice, support and courses on the use of technology to grow their businesses, increase productivity, access new markets, eventually grow employment and stimulate new employment opportunities.

#### BACKGROUND

Immediately following the adoption of the Smart Way Forward strategy, the Manager Corporate & Technology commenced working with Glentworth Consultants to consider the options, business planning and concept of operation for the establishment of a Smart Hub on Quay Street.

#### **Smart Hub Business Case and Options Analysis (Attachment 1)**

The Smart Hub Business Case and Options Analysis paper (refer Attachment 1) presents a case for the benefits of the establishment of a smart working hub and provides an assessment of the delivery and management options.

The National Institute of Economic and Industry Research 2014 has estimated the economic impact of digital technologies in regional Queensland's economy in 2025 to be around \$34B or 25% of gross regional product. The Smart Hub will lead the region's contribution to and capture of this opportunity, enhancing the attractiveness of doing business in the region, increasing the number of businesses based in our region and increase employment.

#### **Smart Hub Delivery Options**

Four smart hub delivery and management options were identified and assessed as detailed in the following table:

Option	Benefits Summary	Risk Summary	Cost Summary
1. Do Nothing.	<b>Low</b> - resources can be deployed elsewhere.	<b>High</b> - reputational risk – Smart Hub initiative officially announced.	<b>Low</b> – excluding the initial purchase of the premises.
2. Outsource delivery and operations	<b>Med</b> - provider brings service delivery expertise.	<b>Med</b> - availability of suitable providers able/willing to operate in the Rockhampton Region.	<b>Low/Med</b> - depending on the level of incentive required to secure a provider.
3. Deliver and operate in-house.	<b>High</b> - Council full strategic and operational control.	<b>High</b> - service delivery risk solely with Council.	<b>High</b> – fully funded by Council.
4. Deliver and operate in partnership with a third party.	<b>High</b> - shared service delivery/funding/risk & access to partner's expertise and resources.	<b>High</b> - availability of suitable partners & legal risks associated with partnerships.	<b>Med</b> – high set up costs with low operational costs.

Based on the assessment detailed in Attachment 1, option 3 was selected as the preferred approach in the short to medium term. Option 3 allows Council to seed the startup ecosystem, creating increased momentum with the region, while minimising the risk to the holistic Smart Way Forward implementation plan and leveraging the significant investment Council has already made.

### **Smart Hub Business Plan and Concept of Operations (Attachment 2)**

The Smart Hub Business Plan and Concept of Operations paper (refer Attachment 2) considers the operating model based on Council delivering and operating the Smart Hub in-house (option 3). The implications are that Council, as the operator of the Smart Hub, will be required to underwrite the initiative quite substantially in the short to medium term. This underwriting is in effect a stimulus investment by Council in supporting economic development and employment growth, leveraging the region's strengths. The plan modelling suggests an initial and ongoing economic impact which is significantly higher; in the range of 174 local jobs, and \$17.55M increase in Gross Regional Product.

It is estimated the cost to deliver and operate the Smart Hub over a 5 year period will be \$2.286M; with the potential to recover \$1.466M over the same period through fees for services. The Smart Hub is not expected to be a profit-making initiative, although if the mid-range utilisation scenario outlined in Attachment 2 holds, the Smart Hub may turn cash flow positive in the fifth year, or earlier if the high-end utilisation scenario applies (years 3 to 4).

	Costs	Revenue	Effective Investment by RRC
Year 1	\$867,740	\$118,500	\$749,240
Year 2	\$345,860	\$223,500	\$122,360
Year 3	\$351,607	\$307,500	\$44,107
Year 4	\$357,497	\$351,000	\$6,497
Year 5	\$363,535	\$465,000	-\$101,465
<b>Total</b>	<b>\$2,286,239</b>	<b>\$1,465,500</b>	<b>\$820,739</b>

The Year 1 costs include \$508K in once off capital setup costs for the hub fit-out and furnishings, ICT equipment and connectivity, and some building remediation. These costs are expected to be made up of a 50/50 co-contribution from the State Government under the Building Our Regions funding program.

It is proposed the Smart Hub will be established as a Council business unit within the Corporate and Technology Services section. A Smart Hub Business Manager (a position that will be recruited specifically for the Smart Hub) and a Smart Hub Support Officer will report directly to the Manager Corporate and Technology.

### **Proposed Smart Hub Concept Layout (Attachment 3)**

The operational model detailed in the business plan and concept of operations paper is based on the establishment of the Smart Hub in a portion of the ground floor of 212 Quay Street. However, the location could be in an otherwise suitable location in the CBD. Attachment 3 is a proposed concept plan for the smart hub as it might fit into 212 Quay Street, the layout provides space for:

- Startup business co-working and collaboration;
- Tele-working;
- Business meetings and tele-conferencing; and
- Minor video productions.

The open plan arrangement will also allow the area to be opened-up for larger forums and meetings.

### **PREVIOUS DECISIONS**

The Smart Way Forward Strategy was adopted at the 8 December 2015 Ordinary Council meeting. The establishment of a Smart Hub is one of the 36 outcomes detailed in the strategy.

### **BUDGET IMPLICATIONS**

The 2016/17 Capital Budget has a proposed allocation of \$250K, forming Council's contribution to the total \$508K Smart Hub project co-funded under the State Government Building Our Regions fund.

### **STAFFING IMPLICATIONS**

Under the Smart Hub operating model it is proposed to create two new positions necessary for the Hub operations:

- Smart Hub Business Manager; and
- Smart Hub Support Officer.

### **CONCLUSION**

Based on market analysis and a range of available data, there is a compelling case for the Smart Hub to service telecommuters, to provide a launch pad for new start-up businesses, and to attract investment to the region. It is therefore recommended that Council approves the business plan and concept of operation to establish a Smart Hub on Quay Street as detailed in this report.

# **SMART HUB ANALYSIS AND CONCEPT OF OPERATION**

## **Smart Hub Business Case and Options Analysis**

**Meeting Date: 10 May 2016**

**Attachment No: 1**



# Smart Hub Business Case and Options Analysis

## Rockhampton Regional Council

31 March 2016

# Document control

Report details:	
Title:	Smart Hub Business Case and Options Analysis
Author(s):	Dan Wood, Michelle Barrow, Baden Hughes
Reviewer:	Michelle Teis
Status:	Final
Release by:	Baden Hughes
Client:	Rockhampton Regional Council
Client contact:	Drew Stevenson, Manager Corporate and Technology Services
Synopsis:	Rockhampton Regional Council (RRC) is assessing delivery and management options for the establishment of a Smart Hub business centre, one of several initiatives planned as part of the Council's Smart Regional Centre Strategy. Four overarching Smart Hub delivery and management options have been identified, and each is evaluated as to the viability and likely success of the approach as to delivering the Smart Hub outcome.

Revision details	Date of issue	Version number
Initial versions	15 Feb 2016 – 29 Feb 2016	0.1-0.3
Updated with desktop review feedback	4 Mar 2016	0.4
Draft client release	09 Mar 2016	0.5
Updated with client and Glentworth feedback	21 Mar 2016	0.6
Final client release	24 Mar 2016	1.0
Updated final client release aligning financials with Business Plan/Concept of Operations	31 March 2016	1.1

## Executive Summary

Rockhampton Regional Council (RRC) is assessing delivery and management options for the establishment of a Smart Hub business centre, one of several initiatives planned as part of the Council’s Smart Regional Centre Strategy. The Strategy focuses on driving economic growth, improving city and regional liveability, and promoting the natural and built environments.

The economic impact of digital technologies in regional Queensland’s economy in 2025 has been estimated at ~\$34B, or approximately 25% of gross regional product. The Smart Hub initiative will lead the Rockhampton region’s contribution to and capture of this opportunity, enhancing the attractiveness of doing business in the region, increasing the number of Rockhampton-based businesses and increasing employment levels.

Four overarching Smart Hub delivery and management options have been identified, these options and a brief overview of the key opportunities and threats identified for each are summarized in the table below.

<i>Option</i>	<i>Benefits Summary</i>	<i>Risk summary</i>	<i>Cost summary</i>
<i>1. Do nothing</i>	<ul style="list-style-type: none"> <li><b>Low</b> - resources can be deployed elsewhere</li> </ul>	<ul style="list-style-type: none"> <li><b>High</b> - reputational risk – Smart Hub initiative officially announced</li> </ul>	<ul style="list-style-type: none"> <li><b>Low</b> – excluding the initial purchase of the premises</li> </ul>
<i>2. Outsource delivery and operations</i>	<ul style="list-style-type: none"> <li><b>Med</b> - provider brings service delivery expertise</li> </ul>	<ul style="list-style-type: none"> <li><b>Med</b> - availability of suitable providers able/willing to operate in the Rockhampton Region</li> </ul>	<ul style="list-style-type: none"> <li><b>Low/Med</b> - depending on the level of incentive required to secure a provider</li> </ul>
<i>3. Deliver and operate in-house</i>	<ul style="list-style-type: none"> <li><b>High</b> - RRC full strategic and operational control</li> </ul>	<ul style="list-style-type: none"> <li><b>High</b> - service delivery risk solely with RRC</li> </ul>	<ul style="list-style-type: none"> <li><b>High</b> – fully funded by RRC</li> </ul>
<i>4. Deliver and operate in partnership with a third party</i>	<ul style="list-style-type: none"> <li><b>High</b> - shared service delivery/funding/risk &amp; access to partner’s expertise and resources</li> </ul>	<ul style="list-style-type: none"> <li><b>High</b> - availability of suitable partners &amp; legal risks associated with partnerships</li> </ul>	<ul style="list-style-type: none"> <li><b>Med</b> – high set up costs with low operational costs</li> </ul>

Based on the initial analysis, option 3 is the preferred approach in the short to medium term. This option allows Rockhampton Regional Council to seed the startup ecosystem, creating increased momentum within the region, while minimising the risk to the holistic Smart Regional Centre Strategy and leveraging the significant investment Rockhampton Regional Council has made already.

For option 3, the Council would need to make a commercial decision to either create the Smart Hub as a separate legal entity, or as an internal business unit within the Council’s existing structure. The Council may also wish to consider a staged approach to the delivery of the Smart Hub to minimise risk and upfront cost and to test the market prior to the delivery of a full-scale Hub with Council’s underwriting.

The Council’s chosen delivery method and approach will have an impact on the design of the Smart Hub operating model, as well as on the required capital and operational budgets.

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# 1 Introduction

The Rockhampton Region is home to over 85,000 people and is the cultural, economic and government heart of Central Queensland.

Characterised by fertile land and rich agricultural resources, pristine national parks, an abundant water supply, and a strategic location situated directly on Queensland's primary transport corridor, the Region offers many prime opportunities for business.

However, despite these opportunities, the Region has experienced slowing economic growth and demographic shift over the past several years. In response to this, Rockhampton Regional Council (RRC) have developed a Smart Regional Centre Strategy<sup>1</sup> that includes a series of planned initiatives that will result in the region being a more prosperous place to work, live and play.

Recognising that the start-up businesses of today will be the employers of tomorrow, one of the key initiatives is the establishment of a Smart Hub business centre on the Fitzroy riverfront in Quay Street. The Hub is designed to provide office space, start-up business advice and resources to encourage and support budding entrepreneurs in the region.

The Council has purchased the building where the Hub will be based and is exploring options as to how it will deliver the services, in particular, whether the Council will deliver and manage the service in-house, or outsource all or part of the delivery and operation.

## 1.1 Purpose and Context

This business case provides an assessment of strategic options for the initial establishment and maintenance of the Smart Hub. Once the Council has decided on a preferred option, a Business Plan and Concept of Operations will be developed which will provide a detailed proposed operating model and financial implications for the Smart Hub.

## 1.2 Background

The Rockhampton Region has been experiencing a period of slowing economic growth (see *Graph 1* below) characterised by higher unemployment, fewer business start-ups, fewer employment opportunities, and the consequent brain-drain resulting from skilled locals seeking opportunities elsewhere.

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<sup>1</sup> Rockhampton Regional Council's Smart Way Forward Plan, <http://www.rockhamptonregion.qld.gov.au/files/assets/public/corporate-services/smart-regional-centre-strategy/rrc-smart-region-final-digital.pdf>

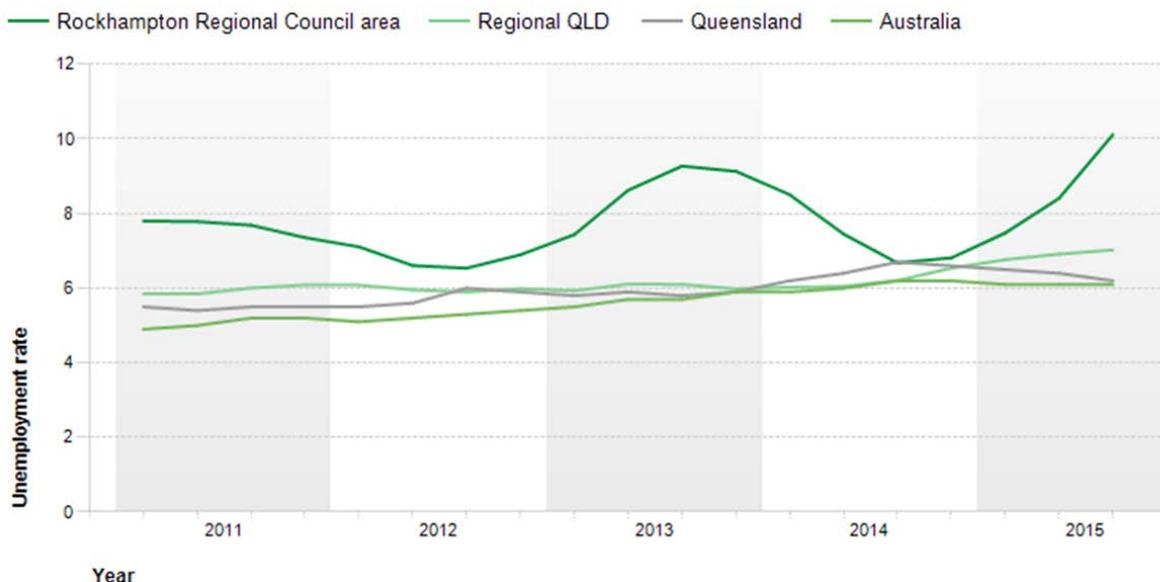
**Graph 1: Rockhampton Region Gross Regional Product 2001 to 2014**



Source: National Institute of Economic and Industry Research (NIEIR) ©2015  
Compiled and presented in economy.id by .id the population experts

The total number of local jobs in the Region grew by an annual average of 2.5% between 2002 and 2009. This average growth rate dropped to 0.87% from 2009 to 2014<sup>2</sup>. Unemployment in the region rose to 10.12% in 2015 (see *Graph 2* below); well above the national average of circa 6%.

**Graph 2: Rockhampton Region Quarterly Unemployment Rate 2011 to 2015**



Source: Australian Bureau of Statistics, Labour force survey, catalogue number 6202.0, and Department of Employment, Small Area Labour Markets, June 2015. Compiled and presented in economy.id by .id The population experts.

<sup>2</sup> National Institute of Economic and Industry Research 2014

To address these trends, RRC has developed a Smart Regional Centre Strategy for stimulating economic growth in the Region. The Strategy has been published in the Council's Smart Way Forward Plan.

A core tenet of the Plan is the establishment of a Smart Hub to provide a public space for aspiring entrepreneurs and start-up businesses. The Smart Hub aims to bring together all of the vital ingredients that business start-ups need to succeed:

- Affordable workspace and access to business infrastructure, including internet access and research and innovation lab facilities
- Exposure to established businesses and other start-ups for collaboration and learning
- Access to relevant courses and reference materials
- Industry networking and mentoring opportunities
- Access to funding opportunities.

Once the Hub is established, the Council will encourage participation by providing a stream of business problems for Hub participants to solve through collaboration with other entrepreneurs, peak industry bodies, major local employers and/or universities in the region. A mechanism for trialling the most innovative solutions will also be established.

The Hub will also provide space for established businesses in the Region to learn about ways in which they can reach new markets, reduce costs and grow their business using technology and innovation.

The Hub's core objective is to contribute to building an environment that allows talented locals, students, and fledgling and established businesses to focus on the Region's key challenges and take advantage of the most promising business opportunities. Other objectives of the Hub include: providing workspace for telecommuters who secure jobs outside the Region and wish to remain based in Rockhampton but still require access to office facilities that they don't have at home; and finding ways to encourage businesses in other regions to relocate operations (partial or full) to Rockhampton.

In the longer term, it is hoped that the Smart Hub will have a positive impact on regional economic development by contributing to one or more interconnected drivers, including:

- Enhanced attractiveness of doing business in the Region
- Increased number of Rockhampton based businesses
- Decreased unemployment.

The economic impact of digital technologies in regional Queensland's economy in 2025 has been estimated at ~\$34B, or approximately 25% of gross regional product. The Smart Hub initiative will lead the Rockhampton region's contribution to and capture of this opportunity, enhancing the attractiveness of doing business in the region, increasing the number of Rockhampton-based businesses and increasing employment levels.

## 2 Strategic Options Evaluation

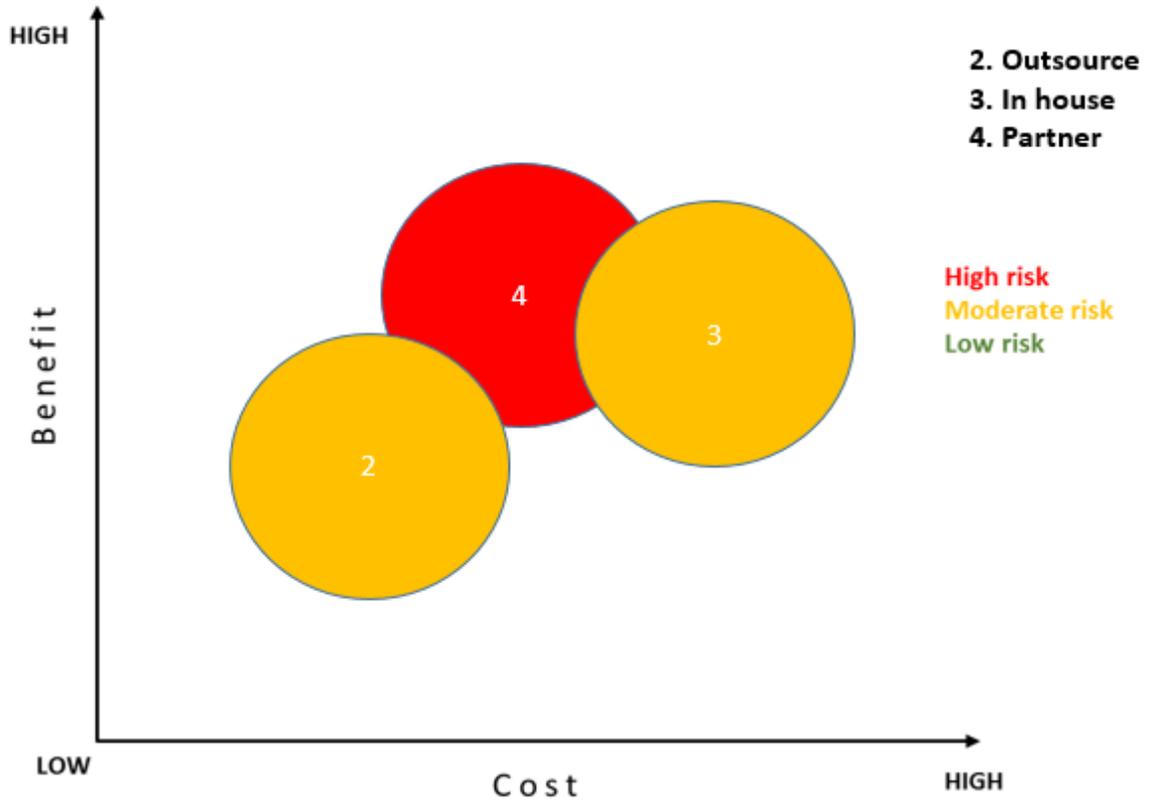
This section provides an evaluation of the four identified options for the delivery and operation of the Smart Hub:

1. Do nothing
2. Outsource
3. Deliver and operate in-house

- Deliver and operate in partnership with a third party.

The graphic below provides a high level snapshot of the evaluation outcomes, which are presented in detail in this section.

Smart Hub Delivery & Operations Evaluation



## 2.1 Option 1: do nothing

Under this option, no action would be taken on progressing the Smart Hub (a choice made to either not proceed or defer).

Key Features	Benefits / Opportunities	Risks / Threats
Council does not deliver on a core and formally announced initiative in the Smart Regional Centre Strategy		<ul style="list-style-type: none"> <li>Reputational risk</li> <li>Political fallout</li> <li>Potential loss of economic development opportunities</li> </ul>
Council no longer required to	<ul style="list-style-type: none"> <li>Resources freed up for other initiatives, e.g. building could be used</li> </ul>	

<i>Key Features</i>	<i>Benefits / Opportunities</i>	<i>Risks / Threats</i>
<i>provide or source funding for the initiative</i>	for another purpose	
<i>Building purchased specifically for Smart Hub</i>	<ul style="list-style-type: none"> <li>• Building could be utilised for the delivery of other Council services</li> <li>• Building could be leased or resold</li> </ul>	<ul style="list-style-type: none"> <li>• Building not suitable or cost effective to utilise in other service areas</li> <li>• Drop in property value – cost unable to be fully recovered</li> </ul>

### 2.1.1 Cost profile

This option has a negligible financial impact on Rockhampton Regional Council, if the initial purchase price for the premises on Quay St is excluded from consideration (ie it is treated as a sunk cost). However, Council will still be liable for the operational management of the premises – rates, building maintenance, insurances, associated legal and accounting costs, and utilities. These costs will be offset by continued income from commercial tenancies, assuming they are maintained.

Indicatively, the initial setup costs of this option are estimated at \$1.873M, including the purchase price of the land and existing premises. The ongoing annual costs associated with this option are in the order of \$118K. For further detail, please see Appendix B.

## 2.2 Option 2: total outsource of delivery and operations

Under this option, Council would retain ownership of the physical facility, the full delivery and operation of the Smart Hub business centre would be outsourced to a third party.

The key challenge of this approach is attracting a provider to accept the commercial risk of operating from a remote regional centre. Based on a recent review of the market<sup>3</sup>, there are currently few smart work hubs operating in remote regional areas of Australia. Hubs in major centres, while not providing the business start-up support proposed for RRC’s Smart Hub, derive significant revenue from flexible repackaging of high demand CBD office space to a large number of members.

In light of the above, and in order to better gauge the feasibility of this option, it may be prudent to issue an informal request to the market for expressions of interest prior to a decision being made. It may be that the Council will need to offer significant incentives to secure a Hub owner/operator, for example, providing funding over the initial first 3–5 years, or subsidising selected local startups for a period with a condition of Hub occupancy or utilisation.

Outsourcing allows for the creation of the Smart Hub as a separate legal entity that would be owned and operated by the chosen third party specialist provider, making it a low cost option. While the Hub would be owned and operated by a third party, the Council could maintain some level of strategic input depending on the outsourcing agreement and levels of funding provided by the Council.

<i>Key Features</i>	<i>Benefits / Opportunities</i>	<i>Risks / Threats</i>
<i>Smart Hub owned and operated by a</i>	<ul style="list-style-type: none"> <li>• A third party provider could bring a level of expertise and capability that</li> </ul>	<ul style="list-style-type: none"> <li>• Attracting a provider to deliver and operate</li> </ul>

<sup>3</sup> For example the DSITI sponsored Regional Queensland Startup Ecosystem review, <https://www.qld.gov.au/dsiti/assets/documents/regional-qlld-startup-ecosystem-report.pdf>

<i>Key Features</i>	<i>Benefits / Opportunities</i>	<i>Risks / Threats</i>
<i>specialist third party</i>	<ul style="list-style-type: none"> <li>does not currently exist within the Council</li> <li>• Delivery of the Smart Hub not delayed by upskilling and training of Council staff</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of essential capabilities required to continue operating the Hub if provider fails</li> </ul>
<i>External provider control of Smart Hub</i>	<ul style="list-style-type: none"> <li>• Outsourcing agreement could be designed to ensure Council retains control over the strategic priorities of the Smart Hub</li> </ul>	<ul style="list-style-type: none"> <li>• Availability and cost of a provider with relevant expertise willing to be based in the region (revenue generating opportunity incentives may be required to secure a private operator)</li> <li>• Loss of direct Council control over the outcomes of the initiative, for instance, the ability for RRC and community partners like CQUniversity to design business problems and implement trials of the solutions</li> </ul>
<i>Access to funding</i>	<ul style="list-style-type: none"> <li>• Third party owner/operator may agree to invest in the Smart Hub initiative in exchange for a future benefit, for example, a fee or equity share</li> </ul>	<ul style="list-style-type: none"> <li>• Potential reliance on provider funding and capability left to Council if third party owner/operator failed.</li> <li>• Identifying incentives for a provider to invest in and fund operations in the Region. If a fee or equity based incentive is not offered, it may result in a much higher engagement fee and/or a requirement for Council to contribute significant funding.</li> </ul>
<i>Reduced cost to deliver</i>	<ul style="list-style-type: none"> <li>• Specialist provider ability to deliver and operate Smart Hub more cost effectively than the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery capabilities not developed in-house</li> </ul>

### 2.2.1 Cost profile

This option would require investment from Rockhampton Regional Council to fit out the facility (ie improving its current base condition) and could require an ongoing injection of funds as part of a negotiated outcome. Subject to contract an external partner may also exit the arrangement, resulting in the need for Rockhampton Regional Council to re-establish the Smart Hub at the same or similar cost to that of Option three.

Regardless of the outsourcing of delivery, however, Council will still be liable for the operational management of the premises – rates, building maintenance, insurances, associated legal and accounting costs, and utilities. These costs will be offset by continued income from commercial tenancies, assuming they are maintained, and potentially offset by returns from the Smart Hub operation, in particular through the provision of fees for service and recovery of a modest portion of these from the outsourced delivery and operations partner.

Indicatively, the initial setup costs of this option are estimated at \$1.850M, including the purchase price of the land and existing premises. The ongoing annual costs associated with this option are in the order of \$95K. For further detail, please see Appendix B.

## 2.3 Option 3: deliver and operate in house

Under this option, Council designs, oversees, manages and delivers the core Smart Hub functions, as well as providing the necessary governance and assurance components. The Smart Hub would effectively be a wholly-owned and operated RRC business unit. This is the highest cost option as the full establishment and operational costs would be incurred by Council.

The Council would need to create a leadership and management team with the capabilities to administer and deliver the full scope of Smart Hub services. This team could be any combination of existing staff with required expertise, existing staff requiring upskilling, or new staff and/or contractors. However, the risk of identifying, attracting, retaining the team lies entirely with Council.

This option allows for the creation of the Smart Hub as either a separate legal entity or as a Council business unit. In the case of a separate entity, the Council would create, own and operate the Smart Hub as a company, including building any missing human resource capabilities in-house through recruitment and/or training and development. As an internal Council business unit, the Smart Hub would deliver services in the same way as any other business unit within Council. It is worth noting that the latter provides the same benefits and funding costs of the former, without the commercial risk and additional legal and accounting costs associated with setting up a company.

<i>Key Features</i>	<i>Benefits / Opportunities</i>	<i>Risks / Threats</i>
<i>Required Smart Hub delivery and management skills would all need to be sourced or developed within the Council</i>	<ul style="list-style-type: none"> <li>• Significant upgrade to RRC's internal capabilities</li> <li>• Potential job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Smart Hub delivery delay due to: time required to upskill internal staff; recruitment process if additional staff required; and time to source and engage contractors (if required)</li> <li>• Costs of providing required additional training and support</li> <li>• Difficulty finding required human resources in the local market</li> </ul>
<i>Council control of Smart Hub</i>	<ul style="list-style-type: none"> <li>• The Council has full control of business strategy and operations</li> <li>• Reduced complexity of managing stakeholders, suppliers and partners by limiting the number involved</li> <li>• Council branded Smart Hub would be a visible demonstration to the community of Council delivering innovative services</li> <li>• Option to create and launch a new, non-RRC brand for the Hub</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has not previously delivered this capability before, (untested capability and associated increase to risk, e.g. poorer quality outcomes)</li> </ul>
<i>Delivery and operation costs sit with the Council</i>	<ul style="list-style-type: none"> <li>• May be an opportunity to source funding or sponsorship from industry or other levels of government</li> </ul>	<ul style="list-style-type: none"> <li>• Increased funding burden on the Council</li> <li>• Higher cost to deliver Smart Hub services due to capability building time and investment required</li> </ul>

### 2.3.1 Cost profile

This option is the highest cost alternative at the outset, it would include substantial capital investment in the facilities, as well as an investment in the skills of the people to run the Smart Hub.

Under this option, Council will still be liable for the operational management of the premises – rates, building maintenance, insurances, associated legal and accounting costs, and utilities. These costs will be offset by continued income from commercial tenancies, assuming they are maintained. There are additional costs to be incurred by Council for the delivery and operation of the Smart Hub, although there is expected to be an offset through premises rental to Smart Hub participants, and recovery of fees for service.

Indicatively, the initial setup costs of this option are estimated at \$2.576M, including the purchase price of the land and existing premises. The ongoing annual costs associated with this option are in the order of \$596K. For further detail, please see Appendix B.

## 2.4 Option 4: Seek a partnership with a third party

Following the initial set up, the delivery and operation of the Smart Hub could be shared between RRC and a third party. For example, the Smart Hub facility may be structured similar to a joint venture with both partners having equity and contributing to the ongoing management and delivery of its services with oversight from a governance board comprising of RRC and other partner organisation members.

In order to better assess the viability of this option, Council could request expressions of interest in the first instance to assess the partnering opportunities that exist in the market. This would allow Council to make a more informed decision around whether to partner, outsource or deliver in house.

A partnership could be set up in a number of ways, and a detailed assessment of potential models should be carefully considered if exploring this option further. Some other considerations when designing a Partnership include:

- The development of a plan to attract, assess and engage with (prospective) partners
- The development of a governance framework, including the Board and delegation of authority
- Key objectives of the partnership, including lines of accountability for the delivery of the Hub functions
- Initial investment and ongoing funding options
- Tenure.

This option only allows for the creation of the Smart Hub as a separate legal entity (likely a JV of some form). The Council would partner with a specialist provider to jointly create, fund and run the Smart Hub. Partnerships can be set up in a variety of ways, including the level and type of investment from each partner, the division of responsibility and control, and tenure.

<i>Key Features</i>	<i>Benefits / Opportunities</i>	<i>Risks / Threats</i>
<i>Joint control of Smart Hub</i>	<ul style="list-style-type: none"> <li>• Shared risk and responsibilities with partner</li> </ul>	<ul style="list-style-type: none"> <li>• Legal costs of setting up a partnership/JV style arrangement</li> <li>• Decreased direct control for RRC – strategically and operationally</li> <li>• Increased complexity of decision making process</li> </ul>
<i>Delivery partner with a vested interest</i>	<ul style="list-style-type: none"> <li>• Partner has a share in the Smart Hub providing a greater incentive to act in the best interests of the Hub</li> </ul>	<ul style="list-style-type: none"> <li>• Council responsibility to consider its partner – potential liability for actions resulting in a loss or failure that adversely impacts that partner</li> </ul>

<i>Key Features</i>	<i>Benefits / Opportunities</i>	<i>Risks / Threats</i>
<i>Access to partner's expertise and resources</i>	<ul style="list-style-type: none"> <li>• Leverage capacity, capability and expertise from partner</li> <li>• Greater potential for economies of scale</li> <li>• Creation of stand-alone capability internally within the Smart Hub, potentially allowing for future departure of partners</li> <li>• Joint funding</li> </ul>	<ul style="list-style-type: none"> <li>• Partner losses in capability or resources are more likely to have a negative material impact on the Smart Hub and RRC</li> </ul>
<i>Ability to create a separate entity</i>	<ul style="list-style-type: none"> <li>• May be more likely to be viewed as a genuinely local solution and not just a local government solution</li> <li>• Demonstrates innovation and collaboration in practice</li> <li>• Opportunity to build a fresh, new innovative brand separate from those of the partners</li> </ul>	<ul style="list-style-type: none"> <li>• Risks involved with the joint ownership of a commercial entity</li> </ul>

### 2.4.1 Cost profile

This option has the highest level of uncertainty surrounding the cost profile as there is a graduated scale of activities and therefore variable contractual arrangements between the parties. Without a detailed market analysis of potential partners, strategic selection and detailed negotiations it is impossible to estimate the cost with any certainty. However it is expected that Rockhampton Regional Council would still be required to make substantial capital investment in the facilities, as well as a potential investment in the skills of the people to run the Smart Hub.

In addition, Council will still be liable for the operational management of the premises – rates, building maintenance, insurances, associated legal and accounting costs, and utilities. These costs will be offset by continued income from commercial tenancies, assuming they are maintained under a partnership arrangement. As noted above, while there are additional costs to be incurred by Council for the delivery and operation of the Smart Hub these may be shared with the partner, and while there is expected to be an offset through premises rental including to Smart Hub participants, and recovery of fees for service, these will also be shared.

Indicatively, the initial setup costs of this option are estimated at \$2.120M, including the purchase price of the land and existing premises. The ongoing annual costs associated with this option are in the order of \$271K. For further detail, please see Appendix B.

## 3 A Staged Approach to Delivery

Council should consider the option to deliver a full scale Hub at once, or pursue a staged approach. For example, Council delivers a scaled back version of the Smart Hub, set up as a business unit within the Council's current structure, with a view to expand the Hub and reassess delivery options at a later date. This is not an uncommon model for the establishment of business incubation services, even in areas where there is much higher demonstrated demand.

A key advantage of this approach is that it will allow Council to test the market and assess the core assumptions of the Smart Hub objectives prior to the full investment. For instance, the core focus of the Hub has been on new business start-ups in Rockhampton, however, a bigger opportunity may be

identified in attracting already established businesses to relocate into the Smart Hub from existing arrangements, or to relocate to Rockhampton (for example, a businesses owned by an ex-Rockhampton resident with continued ties to Rockhampton).

Some other examples of the advantages of a staged approach are outlined below.

- Lessons learnt during the initial stage of the Hub could help inform the focus and design of future expansion, for example: feedback from initial participants used to design expanded workspace and facilities; and level of interest received from different industries and business types used to develop a more focused strategy for the expanded Hub.
- During the operations of an initial scaled down version, the Council would be able to more accurately assess demand from participants, as well as interest from potential sponsors or partners. This could inform future investment decisions in Hub expansion including, internal capability investment, future outsourcing or engaging a strategic partner.
- The commercial risk would be minimised by the smaller initial investment and required funding, as well as the flexibility to alter the Hub's strategic direction or cancel the initiative with minimal financial or legal consequences.

## 4 Option selection rationale and outcome

Further considerations as below suggest that despite the larger cost and risk, there are mitigating circumstances which nominate option 3 (deliver and operate in house) as the most viable in the short to medium term, and as such it offers the most practical way to proceed.

### 4.1.1 Lack of an ecosystem

The creation of a cluster of successful start-ups requires an ecosystem including entrepreneurs, investment, mentoring and a number of exemplar "unicorns," high growth technology companies.

In much the same way a Smart Hub must foster and leverage a similar existing ecosystem to ensure success. To that end many successful incubators have sprung from successful start-up companies, a good example is River City Labs leveraging the ecosystem of PIPE Networks to create more successful start-ups.

The Regional Queensland Startup Ecosystem Report 2015<sup>4</sup>, commissioned by the Queensland Government, identified that this ecosystem was not yet in place in central Queensland; as summarised in the graphic below:

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<sup>4</sup> <http://www.qld.gov.au/dsiti/assets/documents/regional-qld-startup-ecosystem-report.pdf>

## REGIONAL COMPARISON

The table below offers benchmarked summary statistics for each of the seven regions participating in this report.

REGION	NO. STARTUPS	NO. ESTABLISHED TECH	TOTAL FUNDING	COWORKING SPACES	TOTAL EMPLOYED IN STARTUPS	POPULATION	STARTUP DENSITY*
Townsville	12	6	\$20K	1	60+	162K	1/16K
Ipwich	5	6	\$0	1 <sup>b</sup>	20+	190K	1/38K
Dundaberg	4	6	\$0	-	15+	95K	1/24K
Rockhampton	7	2	\$0	-	15+	85K	1/12K
Hackay	8	6	\$1.4M	-	20+	123K	1/15K
Townsville	12	4	\$6.7M	-	80+	190K	1/16K
Caïms	31	6	\$1.4M	1	120+	159K	1/5K
Regional Queensland Summary*	83	36	\$10.4M	3	~450	1.8M	1/20K

This lack of an ecosystem makes option two more difficult as many independent partners may be unwilling to invest in an area without an existing ecosystem and those who are willing to do so may place little emphasis on investing in building the required ecosystem.

### 4.1.2 Consistency of outcome

The Smart Hub will not operate in a vacuum, it is a core part and a central theme of Rockhampton Regional Council's *Smart Regional Centre Strategy*.

Any lack of success in the Smart Hub is therefore likely to affect the implementation of the entire plan.

For that reason an outsource (option 2) or a partnership model (option 4) presents a higher risk to the entire outcome envisaged by Rockhampton Regional Council than option 3.

### 4.1.3 Leveraging existing investment

Rockhampton Regional Council has made a significant investment in skills, capability, technology and processes and would spend significant ratepayer funds duplicating this capability under option 2 and option 4.

**For a combination of these reasons, we recommend option 3 should be selected.** That option allows Rockhampton Regional Council to seed the ecosystem, creating increased momentum within the region, while minimising the risk to the holistic strategy and leveraging the significant investment Rockhampton Regional Council has made.

Indicatively, the initial setup costs of this option are estimated at \$2.576M, including the purchase price of the land and existing premises. The ongoing annual costs associated with this option are in the order of \$596K. Initial estimates suggest that there is potential recovery of \$161K per annum through premises rental and fees for service, reducing the overall operational impact substantially.

While it is expected that this option will be more expensive than option 2 and option 4, both of which may be re-examined when the ecosystem is more mature, it is more likely to ensure the success of the entire *Smart Regional Centre Strategy*.

## 5 Next Steps

The next steps to proceed with the Smart Hub are :

1. Rockhampton Regional Council to approve option 3 as the approach to delivery of the Smart Hub.
2. Development by Glentworth of an associated Business Plan and Concept of Operations for the Smart Hub, based on the selected option.

# Appendix A – Summary of Rockhampton Startup Ecosystem

(from Boundlss/Department of Science, Information Technology and the Arts, 2015, Regional Queensland Startup Ecosystem Report, p.23)

## ROCKHAMPTON

### STARTUPS

7

101 Business group (Software)  
BitPlex (Productivity)  
Carbon Link (AgTech Sensors)  
EnviroSource (Marketplace)

GamePlan (Productivity)  
Swarm Farm Robotics (Robotics)  
Upson Downs (Drones)

### POPULATION

85K

1.8% of Queensland<sup>57</sup>

### GROSS REGIONAL PRODUCT

\$7.1B

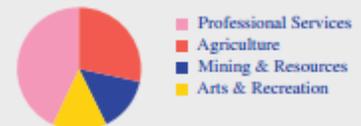
1.7% of Queensland<sup>53</sup>

### TOTAL FUNDING

\$0K

0% of Regional Queensland

### STARTUPS BY MARKET FOCUS: TOP 4 MARKETS



### TECH ECOSYSTEM SUMMARY

Rockhampton hosts a significant number of government, community and major business administrative offices for Central Queensland. Rockhampton is often referred to as the beef capital of Australia. Rockhampton has the added benefit of having the headquarters of the Central Queensland University (CQU), resulting in strong STEM talent flow into the region. The CQU School of Engineering and Technology has over 90 staff and nearly 1,000 students currently enrolled.

The Rockhampton Startup ecosystem is at an embryonic stage. As of July 2015 there are no startup specific meetups. A wider ICT group does have informal meetings, but this lacks a startup specific focus. Rockhampton has a small but dispersed group of tech startups, with little interaction between them. There is no central space available to co-work, network and collaborate however the local council has established an innovative library space that can be further utilised.

There is a small network of angel investors with an interest to invest in local tech talent, but they lack the formal structure to facilitate this. They also raised the issue of not enough dealflow to warrant local investment.

It is estimated that the 7 startups operating out of Rockhampton were employing 15+ people. A selection of notable persons identified in a centrality ranking are as follows; Terry McCosker (Founder), Derel Wurst (Established Founder), Andrew Bate (Founder), Richard Chappell (Founder), Mick Scott (Founder), Chris Harris (angel), Jason Foss (Support) and Christine Bell (Founder).

There is a base of established technology companies operating out of the Rockhampton region. 4Tel founded by Derel Wurst, specialises in the fields of train control systems, large radio and satellite systems, SCADA networks, IP networking, and software for real-time command and control networks. Insyte Solutions develops industry leading software for rail innovation across Australia. Rail Innovation Australia is commercialising new technologies and educational solutions for the railway industry via customer-driven cooperative business ventures. A number of other professional web design and marketing agencies are indirectly contributing to the ecosystem.

With Rockhampton being the beef capital of Australia, it was surprising not to find any software related to the beef industry, however, outside the immediate region, MandraIT in Calliope, Queensland developed iHerd, a livestock management app with over 40,000 global users.

### ISSUES & ACTIONS

Participants identified STEM talent flow leaving the region to seek opportunity in capital cities as a major issue. Participants identified a lack of networking and collaboration as being major hurdles for an ecosystem to take root. The lack of NBN was a large impediment, with some areas lacking basic ADSL2 services. A common theme was a lack of local government support for the sector. It was perceived that the local government needed to do more to facilitate networking events, yet global comparisons point to community driven models as those with the most success.

### ISSUES TOP 5

Talent & Skills	22%
Collaboration & Networking	19%
Funding	15%
Infrastructure	11%
Raise Awareness	11%

### ACTIONS TOP 5

Collaboration & Networking	43%
Skills Directory	24%
Communication Network	14%
Local Angel / VC Group	14%
Govt Incentive - Infrastructure	5%

Participants expressed the most interest in the creation of a local angel group to connect angel investors to entrepreneurs. The generation of a local tech directory to better discover local talent was seen as a vital initiative to boost connectivity, and a quick win that would drive immediate value.

# Appendix B – Outline Costs and Revenues for Each Option

	Option 1		Option 2		Option 3		Option 4	
	<i>Do Nothing</i>		<i>Total Outsource Delivery and Operations</i>		<i>Deliver / Operate In House</i>		<i>Partnership with 3rd Party</i>	
	Startup Costs (Capital Investment)	Ongoing Costs (Operational Funding)	Startup Costs (Capital Investment)	Ongoing Costs (Operational Funding)	Startup Costs (Capital Investment)	Ongoing Costs (Operational Funding)	Startup Costs (Capital Investment)	Ongoing Costs (Operational Funding)
<b>COSTS</b>								
Land (see Note 1)	\$ 850,000.00	\$ 21,250.00	\$ 850,000.00	\$ 21,250.00	\$ 850,000.00	\$ 21,250.00	\$ 850,000.00	\$ 21,250.00
Buildings (see Note 1)	\$ 850,000.00	\$ 42,500.00	\$ 850,000.00	\$ 42,500.00	\$ 850,000.00	\$ 42,500.00	\$ 850,000.00	\$ 42,500.00
Plant/Eqpt	\$ 125,000.00	\$ 6,250.00	\$ 125,000.00	\$ 6,250.00	\$ 125,000.00	\$ 6,250.00	\$ 125,000.00	\$ 6,250.00
Insurances	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 10,000.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00
Premises Base Improvements	\$ -	\$ -	\$ -	\$ -	\$ 150,000.00	\$ 37,500.00	\$ 75,000.00	\$ 18,750.00
Office Fitout	\$ -	\$ -	\$ -	\$ -	\$ 40,000.00	\$ 4,000.00	\$ 75,000.00	\$ 18,750.00
Registrations/Licenses	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 2,500.00	\$ 2,500.00
Legal/Acct Fees	\$ 25,000.00	\$ 25,000.00	\$ 5,000.00	\$ 5,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 12,500.00
Insurances	\$ 12,500.00	\$ 12,500.00	\$ 6,250.00	\$ 6,250.00	\$ 12,500.00	\$ 12,500.00	\$ 6,750.00	\$ 6,750.00
Employee Costs	\$ -	\$ -	\$ -	\$ -	\$ 260,000.00	\$ 260,000.00	\$ 120,000.00	\$ 120,000.00
Employee On Costs and Overheads	\$ -	\$ -	\$ -	\$ -	\$ 127,500.00	\$ 140,903.00	\$ -	\$ -
ICT Equipment	\$ -	\$ -	\$ -	\$ -	\$ 4,800.00	\$ 1,200.00	\$ -	\$ -
Office Equipment and Furniture	\$ -	\$ -	\$ -	\$ -	\$ 26,200.00	\$ 3,275.00	\$ 32,500.00	\$ 3,000.00
Sundry/Administration Expenses	\$ -	\$ -	\$ -	\$ -	\$ 5,200.00	\$ 5,200.00	\$ -	\$ -
Utilities	\$ 5,200.00	\$ 5,200.00	\$ 2,600.00	\$ 2,600.00	\$ 5,200.00	\$ 5,200.00	\$ 2,600.00	\$ 2,600.00
Events	\$ -	\$ -	\$ 2,500.00	\$ 2,500.00	\$ 35,000.00	\$ 10,000.00	\$ 17,500.00	\$ 5,000.00
Marketing and Promotion	\$ -	\$ -	\$ 2,500.00	\$ 2,500.00	\$ 45,000.00	\$ 10,000.00	\$ 22,500.00	\$ 5,000.00
<b>Total</b>	<b>\$ 1,873,950.00</b>	<b>\$ 118,950.00</b>	<b>\$ 1,850,100.00</b>	<b>\$ 95,100.00</b>	<b>\$ 2,576,400.00</b>	<b>\$ 596,028.00</b>	<b>\$ 2,210,600.00</b>	<b>\$ 271,100.00</b>
<b>REVENUES</b>								
Premises Rental (Offset)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tiered Memberships (3 Tiers)	\$ -	\$ -	\$ -	\$ -	\$ 20,250.00	\$ 34,281.00	\$ -	\$ -
Participant Admin Services	\$ -	\$ -	\$ -	\$ 25,000.00	\$ 15,000.00	\$ 56,250.00	\$ 25,000.00	\$ 25,000.00
Participant Specialist Services	\$ -	\$ -	\$ -	\$ 25,000.00	\$ 15,000.00	\$ 56,250.00	\$ 25,000.00	\$ 25,000.00
Events	\$ -	\$ -	\$ 2,500.00	\$ 2,500.00	\$ 7,500.00	\$ 15,000.00	\$ 5,000.00	\$ 10,000.00
Shareholder/Equity Returns	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,500.00</b>	<b>\$ 52,500.00</b>	<b>\$ 57,750.00</b>	<b>\$ 161,781.00</b>	<b>\$ 55,000.00</b>	<b>\$ 60,000.00</b>
	Startup Costs (Capital Investment)	Ongoing Costs (Operational Funding)	Startup Costs (Capital Investment)	Ongoing Costs (Operational Funding)	Startup Costs (Capital Investment)	Ongoing Costs (Operational Funding)	Startup Costs (Capital Investment)	Ongoing Costs (Operational Funding)
	<i>Do Nothing</i>		<i>Total Outsource Delivery and Operations</i>		<i>Deliver / Operate In House</i>		<i>Partnership with 3rd Party</i>	
	<b>Option 1</b>		<b>Option 2</b>		<b>Option 3</b>		<b>Option 4</b>	

Note 1: The combined purchase price of land and buildings at 212 Quay St was \$1.7M. Land and buildings have been split here to allow for different profiles of operational costs.



# **SMART HUB ANALYSIS AND CONCEPT OF OPERATION**

## **Smart Hub Business Plan and Concept of Operations**

**Meeting Date: 10 May 2016**

**Attachment No: 2**



# Rockhampton Regional Council



## Smart Hub Business Plan and Concept of Operations

15 April 2016

## Executive Summary

As one of a portfolio of initiatives in Rockhampton Regional Council's Smart Regional Centre Strategy to stimulate local economic growth, Council is establishing a Smart Hub at 212 Quay St on the Fitzroy riverfront.

Based on market analysis and a range of available data, there is a compelling case for the Smart Hub to service telecommuters, to provide a launch pad for new start-up businesses, and to attract investment to the region.

The RRC Smart Hub is differentiated from other smart working hubs in Australia by its geographical location, unique focus on economic development and low-no cost options for participants. An analysis of the market found that the majority of existing smart working hubs in Australia are large, commercial hubs concentrated in major city centres. Competitors that pose the greatest threat therefore are potential smart hubs established in surrounding council areas in the near future, for instance, Livingstone Shire or Gladstone Regional Councils.

The Smart Hub will provide co-working space and facilities for start-up and established businesses in the Rockhampton Region as well as business incubation support services and networking opportunities for these businesses. Pricing strategies considered were tiered memberships, fee for service, offering services for free or a combination of 2 or more of these options.

The Smart Hub will be established as a Council business unit within the Corporate and Technology Services section within Council's existing governance framework. A Smart Hub Business Manager (a position that will be recruited specifically for the Smart Hub) along with a Smart Hub Support Officer, will report directly to the RRC Manager, Corporate and Technology Services.

This Business Plan and Concept of Operations estimates the cost to deliver and operate the Smart Hub over a 5 year period will be \$2.286M; with the potential to recover \$1.466M over the same period through fees for services. The Smart Hub is not expected to be a profit-making initiative, although if the mid-range utilisation scenario outlined holds, the Smart Hub may turn cash flow positive in the fifth year, or earlier if the high-end utilisation scenario applies (year 3 to 4).

The implications are that Council, as the operator of the Smart Hub, will be required to underwrite the initiative quite substantially in the short to medium term. This underwriting is in effect a stimulus investment by Council in supporting economic development and employment growth, leveraging Rockhampton's strengths. Initial modelling suggests an initial and ongoing economic impact which is significantly higher (in the range of 174 local jobs, and \$17.55M increase in Gross Regional Product).

Once the Hub is established and depending on growth and expressions of interest from the market, the operating model will be revisited to assess the potential benefits of moving to a partnership or outsourcing operating model. However, this Business Plan and Concept of Operations is based on a fully Council funded operating model.

Forming productive relationships with local industry, education providers, successful entrepreneurs and peer Smart Hubs in other regional Queensland locations are key elements to the success of the Smart Hub. Smart Hub performance will be measured against a number of key performance indicators, including the number of start-up businesses incubated, the percentage of positive participant feedback received, the number of industry MOUs established.

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# 1 Business Plan and Concept of Operations Summary

This business plan and concept of operations relates to the successful implementation of option 3 in the preceding Smart Hub Business Case and Options Analysis - deliver and operate Smart Hub in house.

This selected option is the preferred approach in the short to medium term. This option allows Rockhampton Regional Council (RRC) to seed the start-up ecosystem, creating increased momentum within the region, while minimising the risk to the holistic Smart Regional Centre Strategy and leveraging the significant investment Rockhampton Regional Council has made already.

This document details the proposed operating model for the Smart Hub, including structure and governance, marketing and promotion, performance measures, set up costs and ongoing funding commitments.

## 2 Future State Vision

The vision for the Rockhampton Smart Hub is to provide world-class, holistic business incubation and acceleration assistance for new, growing and establishing business in the Rockhampton region.

### 2.1 Goals and Objectives

The goals and objectives of the Rockhampton Smart Hub are to establish a one-stop-shop for emerging and established businesses in the Rockhampton region providing them with:

1. Access to resources and assistance to:
  - a. Articulate their business proposition
  - b. Write a solid, evidence-based business case
  - c. Legally structure their business
  - d. Gain access to finance and investors
  - e. Establish operations
  - f. Avoid the common pitfalls of business start-ups
2. Access to shared technology services, facilities and cheap office accommodation to reduce overheads
3. Access to mentoring assistance and experts from relevant industries
4. Access to information and data from RRC, peak bodies, CQUniversity and local businesses to assist them to solve their business problems
5. The creation of a space for existing Rockhampton region business to access advice, support and courses from a number of different entities on how to grow their business, increase productivity, access new markets or use technology in their business.

## 3 Selected Business Case Option 3

Under the preceding business case and options analysis process, option 3 - deliver and operate Smart Hub in house - was selected as the preferred approach. In this option, Council designs, oversees, manages and delivers the core Smart Hub functions, as well as providing the necessary

governance and assurance components. The Smart Hub would effectively be a wholly-owned and operated RRC business unit. This is the highest cost option as the full establishment and operational costs would be incurred by Council, however, it also affords some significant benefits and risk mitigation that the other options did not (for example, commercial risk and additional legal and accounting costs associated with setting up a company).

The Council is creating a team with the capabilities to administer and deliver Smart Hub services, including a Smart Hub Business Manager, a Smart Hub Support Officer and a Senior Digital Officer (shared Smart Hub/Council resource). There may be further recruitment and/or training requirements to fill capability gaps. These will need to be assessed on an ongoing basis as the Smart Hub grows.

As an internal Council business unit, the Smart Hub will deliver services in the same way as any other business unit within Council. An overview of the key features of option 3, as well as the identified benefits and threats, are outlined in the table below.

Key Features of the Option	Benefits / Opportunities of the Option	Risks / Threats for the Option
Required Smart Hub delivery and management skills would all need to be sourced or developed within the Council	<ul style="list-style-type: none"> <li>• Significant upgrade to RRC’s internal capabilities</li> <li>• Potential job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Smart Hub delivery delay due to: time required to upskill internal staff; recruitment process if additional staff required; and time to source and engage contractors (if required)</li> <li>• Costs of providing required additional training and support</li> <li>• Difficulty finding required human resources in the local market</li> </ul>
Council control of Smart Hub	<ul style="list-style-type: none"> <li>• The Council has full control of business strategy and operations</li> <li>• Reduced complexity of managing stakeholders, suppliers and partners by limiting the number involved</li> <li>• Council branded Smart Hub would be a visible demonstration to the community of Council delivering innovative services</li> <li>• Option to create and launch a new, non-RRC brand for the Hub</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has not previously delivered this capability before, (untested capability and associated increase to risk, e.g. poorer quality outcomes)</li> </ul>
Delivery and operation costs sit with the Council	<ul style="list-style-type: none"> <li>• May be an opportunity to source funding or sponsorship from industry or other levels of government</li> </ul>	<ul style="list-style-type: none"> <li>• Increased funding burden on the Council</li> <li>• Higher cost to deliver Smart Hub services due to capability building time and investment required</li> </ul>

### 3.1 Preliminary Cost Profile<sup>1</sup>

The business case selected option has the highest cost alternative at the outset. It includes substantial capital investment in the facilities, as well as an investment in additional and existing human resources to run the Smart Hub.

Under this option, Council will still be liable for the operational management of the premises – rates, building maintenance, insurances, associated legal and accounting costs, and utilities. These costs will be offset by continued income from commercial tenancies (assuming they are maintained) and by any premises rental to Smart Hub participants and/or recovery of fees for service.

## 4 Definitions

A number of terms are used throughout this document, for clarity they mean:

<b>The Council</b> – Rockhampton Regional Council (also RRC)
<b>Smart Hub</b> – The Smart Hub business centre to be set up at 212 Quay Street, Rockhampton, including all associated managers, processes, finances and facilities.
<b>212 Quay</b> – Proposed location of the Smart Hub, and potential branding of the Smart Hub
<b>Operators</b> – organisation or persons responsible for the operation of the Smart Hub, from the establishment date this will be the Council.
<b>Participants</b> – all users of the Smart Hub, including start-up businesses and telecommuters

## 5 Smart Hub Services

The range of services offered by the Smart Hub may evolve over time to meet changes in demand. The services offered by the Smart Hub at the outset can be broadly described as ‘business incubation support’ services. These include:

- Provision of Space and Facilities
  - Contemporary co-working spaces
  - Meeting space and facilities
  - Events space
  - High speed data / high capacity (fibre optic) internet services and WiFi
  - Integrated video conferencing and presentation capabilities
- Provision of Advisory Services / Incubation Assistance
  - Articulation of business propositions and evidence-based business cases

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<sup>1</sup> This document – the Business Plan and Concept of Operations, expands and details the financial implications outlined in the Business Case.

- Development of business plans
- Establishment of business structures
- Access to capital and operational finance, through commercial means, public sector programs, and the venture capital community
- Operational establishment and management
- Ecosystem Development and Support
  - Stimulation and promotion of regional start-up ecosystem through networking, meetups, events etc.
  - Sourcing of and qualification of business needs and opportunities
  - Establishment of joint programs with educational institutions (e.g. schools, TAFE, university).

## 5.1 Pricing Strategy

There are various well-established pricing approaches for business incubation services, and the Smart Hub will deploy all of these to different parts of its operations:

Product/Service Pricing Approach	Examples
Free	<ul style="list-style-type: none"> <li>● Initial advice to prospective entrepreneurs</li> <li>● Selected events</li> </ul>
Tiered Memberships	<ul style="list-style-type: none"> <li>● Casual Access – a per day pass for usage of co-working space (e.g. \$25 per person per day)</li> <li>● Multi-Visit Subscription – a subscription for access to co-working space, internet services, meeting rooms, printing, kitchen (e.g. \$150 for 3 days per week on a month to month basis)</li> <li>● Long Term Contract – a subscription for dedicated office and co-working space, internet services, meeting rooms, printing, kitchen (e.g. \$250 per month for a 6 month minimum term)</li> </ul>
Fee for Service	<ul style="list-style-type: none"> <li>● Administrative services (not included in tiered memberships above)</li> <li>● Specialist services (e.g. grant writing, investment brokering, market analyses)</li> <li>● Selected events</li> </ul>

Unlike some other business incubators, the Smart Hub will **not** consider taking a minor equity position in participant ventures with a view to recovering committed costs through later dividends or divestments.

## 6 The Market

This section provides a detailed review of identified target Smart Hub customers, an analysis of the market and industry, the Smart Hub’s value proposition in the current market, and a competitor analysis.

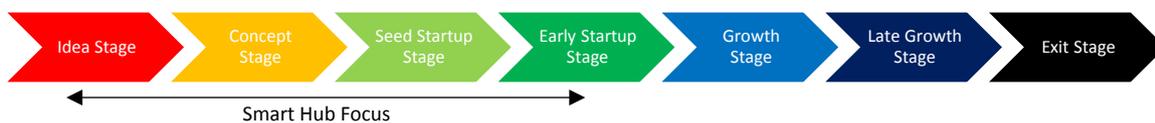
## 6.1 Customer Targets

The Smart Hub will essentially target two types of customers:

1. Local potential entrepreneurs with an idea they would like to advance, with a startup already established and looking for a base for operations, or an early stage company looking for regionally located capacity for growth
2. Entrepreneurs outside the Rockhampton region, who are seeking an alternative location to a capital city, or looking for a testing/proving ground for their solutions.

Importantly, the target customers will not only be technology start-ups, but also other types of businesses as well, particularly in areas where the Rockhampton region represents an attractive base of operations through proximity to skills, unique natural resources or markets.

The lifecycle position of Smart Hub participants is expected to be towards the left hand end of the venture lifecycle, from ideas to concepts to seeding to early stage:



As noted earlier, the particular solution domains that the Smart Hub will seek to enable are:

- Regional city service provision and productivity
- The agricultural sector
- Mining services
- Tourism
- Rural and remote service delivery
- The construction sector
- Manufacturing.

Additional solution domains may emerge over time as the economic and social fabric of the Rockhampton region changes.

In order to promote the opportunities created in the Rockhampton region as a result of the Smart Hub, targeted and nation-wide publicity will be generated to reach target customers, including but not limited to:

- Promotion through online publications with a specific focus on entrepreneurs and start-ups, e.g. Smart Company, StartupSmart, Advance Queensland
- Forming partner relationships with CQUniversity and promotion of the Smart Hub as a potential participant in, or broker for research linkage support programs
- Establishing relationships with smart hubs in metro areas of Queensland (Brisbane, the Gold Coast and Sunshine Coast).
- Establishing relationships with similar businesses in other regional locations with similar solution domains of interests e.g. FireStation 101 (Ipswich), Canvas (Toowoomba), Startups Meet (Townsville), Silicon Lakes (Gold Coast), New England/North-West Business Enterprise Centre (Armidale) – eg for reciprocal access, shared events, mentors etc
- Sponsoring and hosting a series of entrepreneur networking events – one every 2 months in the first year, half of which will showcase local innovation and success and the other half will

invite speakers based outside the region but with connections to it, or similar domains for their activities to those supported by the Smart Hub

- Strategic placement (sponsored or invited) of content in business-centric publications e.g. Advance Queensland newsletter, the AICD Queensland newsletter, the CCIQ newsletter.

## 6.2 Market Analysis

This analysis of the market provides: an overview of the smart working hub industry, including size, trends and key features; a business environment analysis; a summary of barriers to entry; and an analysis of current and potential competitors.

### 6.2.1 Industry Background

Provision of shared CBD office space is a quickly growing industry in highly populated city areas. The Smart Hub proposed by the Council is an industry outlier without many existing hubs to directly compare it to within the Rockhampton region or neighbouring regions in central Queensland. Some comparable examples include:

- A community-based, not-for-profit co-working and start-up business support centre was established in 1993 at 214 Quay Street. The Rockhampton Enterprise Centre Inc. (RECI) provided corporate office space and facilities for lease as well as advice and support for small businesses through a range of services including workshops, seminars and mentoring. Although successful for a significant period of time, the RECI has since closed.
- A Business Enterprise Centre in Bundaberg delivered the *Central Queensland National Interest Initiative* under the Australian Small Business Advisory Services (ASBAS) programme. This included providing advisory services in Bundaberg, Fraser Coast and Gympie.

The key differentiating features of RRC's proposed Smart Hub is its focus on economic growth rather than generating a profit from leased office space, and its location in Central Queensland.

Predicting future growth rates in the specific industry is complicated by the lack of examples similar to the RRC Smart Hub. Based on technology and work life balance trends it seems likely that demand for smart working hub services will increase in regional areas. Factors that will influence future growth include population increases in regional areas, and economic shifts creating additional job opportunities in the Region (e.g. new mining operations).

The smart work hub industry includes several large well-established players all concentrated in dense city centres with a focus on renting co-working space for a fee. Significant and relevant players in the industry are outlined in more detail in the Competitor Analysis in Section 6.4.

Some emerging trends impacting the industry include:

- More fluid workforces, increasing demand for telecommuting and FIFO (fly in fly out) workforces
- The Queensland State Government's ongoing investment in start-up business funding programs, including the Department of State Development administered 'Building Our Regions' program and the Department of Science, Information Technology and Innovation administered 'Advance Queensland', which includes a series of programs and funding grants designed to support the creation of knowledge-based jobs

- Federal Government policy focus shift to better support and encourage entrepreneurs and start-ups, for instance, as part of the federal government’s broader Economic Action Strategy, the National Innovation and Science Agenda has an Entrepreneurs’ Program. A key element of the Program is ‘Accelerating Commercialisation’ support and grant funding for small to medium businesses, entrepreneurs and researchers to commercialise novel products, processes and services.

## 6.2.2 Business Environment Analysis

Although not exclusively targeted at businesses or people living within the Rockhampton Region, the physically closer potential participants are to the Hub location the more viable the Smart Hub is as an option to grow their business idea. The exception to this may be the repatriation of a growing or established business from elsewhere in the state (or interstate) to Rockhampton, where there is a strong personal connection between the business founders/owners/leaders and the Rockhampton region.

The presence of CQUniversity headquarters in Rockhampton has a positive impact on talent flow in the Region however despite this, the start-up ecosystem is still at a rudimentary stage.

The following seven start-ups currently operate in the Region:

- 101 Business Group (software)
- BitPlex (productivity)
- GamePlan (productivity)
- Swarm Farm Robotics (robotics)
- Upson Downs (drones)
- EnviroSource (marketplace)
- CarbonLink Yeppoon (agriculture/environment).

The focus industries in the region are Professional Services (approximately 40% of \$ invested in start-ups) and Agriculture (approximately 30% of \$) Mining and resources (approximately 15% of \$) and Arts & Recreation (approximately 15% of \$).

## 6.2.3 Evidence of Latent Demand

Through the process of developing the Smart Hub proposition – through the Smart Way Forward strategy, the earlier (2015) Building Our Regions funding bid for the Riverfront and CBD Digital Precinct, the Smart Hub Business Case and this Business Plan and Concept of Operations, a number of important pieces of data as evidence of underlying demand for a Smart Hub. This evidence is consolidated here in support of the market analysis – drawing together statistics regarding business registrations, business entry/exit/persistence, catchment worker patterns and individual taxation profiles.

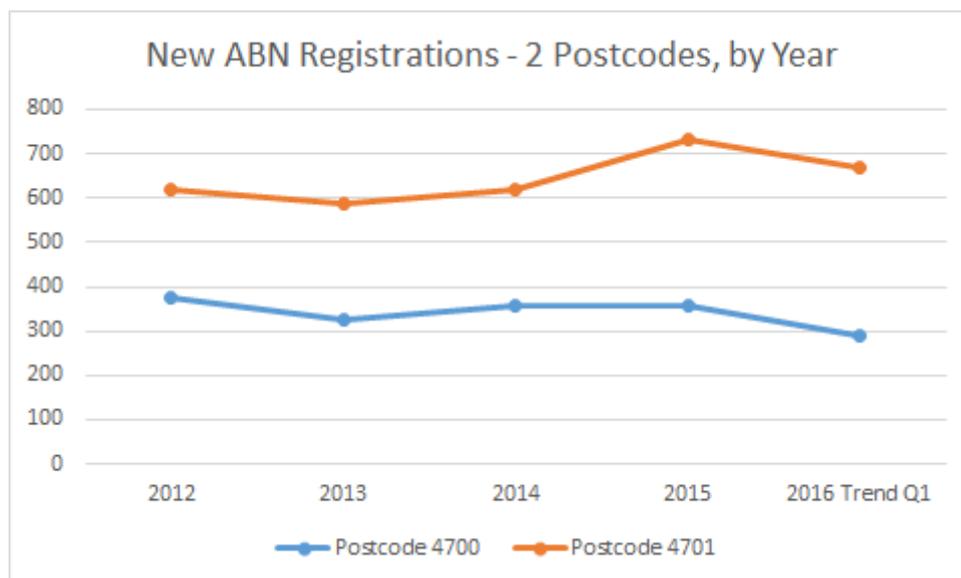
As at April 2016, the Australian Business Register reported there being 5,325 active Australian Business Numbers (ABNs) in postcode 4700 and 7,339 active ABNs in postcode 4701.<sup>2</sup>

Over the last 5 years, the number of new ABNs registered in the same two postcodes has grown substantially<sup>3</sup> as shown in the table and graphic below:

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<sup>2</sup> Australian Business Register ABN Statistical Query; <http://abr.business.gov.au/StatisticalSearch.aspx>

Postcode	2016 (trend projected on Q1)	2015	2014	2013	2012
4700	288	355	356	325	376
4701	668	733	619	587	621



Adopting the economic impact analysis technique used by Regional Development Australia<sup>4</sup> for its Smart Working Hubs initiatives, the market demand for smart working hubs (a subset of the market for the Smart Hub – those who could potentially use the Smart Hub as a base for remote work), we can understand that there are two distinct ‘user’ market segments – (1) certain types of workers who live nearby but work outside the SLA and (2) workers who live nearby and already work from home.

Using data from the Australian Bureau of Statistics regarding regional population growth trends<sup>5</sup>, and economy.id’s Economic Profile of the Rockhampton Regional Council area<sup>6</sup> we can identify the number of local residents in occupations which have a relatively high probability of performing remote work and/or who already work from home.

<sup>3</sup> Australian Business Register ABN Statistical Query; <http://abr.business.gov.au/StatisticalSearch.aspx>

<sup>4</sup> Wilmot, K., Boyle, T., Rickwood, P., and Sharpe, S. 2014, The Potential for Smart Work Centres in Blacktown, Liverpool and Penrith: report prepared by the Institute for Sustainable Futures, University of Technology, Sydney, for Regional Development Australia Sydney, the Western Sydney Regional Organisation of Councils (WSROC) and Penrith Business Alliance.  
<http://cfsites1.uts.edu.au/find/isf/publications/Wilmotetal2014potentialforsmartworkcentres.pdf>

<sup>5</sup> Australian Bureau of Statistics, 3218.0 - Regional Population Growth, Australia, 2014-15;  
<http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/3218.02014-15?OpenDocument>

<sup>6</sup> Catchment Profile - Base 2011 Journey to Work Statistics within Market  
<http://economy.id.com.au/rockhampton/residents-place-of-work-industry?SLACode=330056368>

Based on the evidence, there are 2570 professionals living within Rockhampton Regional Council local government area but who are working outside of it in the target occupations (Managers, Professionals & Clerical and Administration Workers) within the catchment area. Existing smart hubs predominantly attract this type of worker as a key customer segment, and they can readily become start-up leaders. Of residents who work in the catchment area, an estimated 289 work from home (3.09%). These are often already business operators or start-up prospects.

Only 6% (172) of the total target market population (2,859) is likely to be receptive to a hub on any given day so, in essence, the planned Smart Hub capacity of 45 places would cater to 26.23% of the Catchment Market Demand Profile of 172 people per day. This means that, on an average business day, the catchment market demand is estimated at over 3.8 times larger in number than the expected Smart Hub capacity (45 people) which indicates a sound basis for the viability of the initiative in the local market.

Another indicator of the potential size of the entrepreneur pool in the Rockhampton region can be drawn from Australian Taxation Office data regarding income profiles. The table below extracts<sup>7</sup> for postcodes 4700 and 4701 the profiles of individual taxpayers, and their business income portions compared to total taxable income.

Taxable Status	Postcode	Number of individuals	Taxable income or loss <sup>3</sup> no.	Taxable income or loss <sup>3</sup> \$	Total business income <sup>3</sup> no.	Total business income <sup>3</sup> \$
Non Taxable	4700	2,028	1,976	23,534,972	193	19,858,418
Non Taxable	4701	4,782	4,692	58,766,655	331	24,511,821
Taxable	4700	7,251	7,251	518,464,648	443	68,468,562
Taxable	4701	18,638	18,638	1,239,863,641	831	94,958,393

This data shows that there are 193 people with a disproportionately high non-taxable business income per capita, suggesting these are potential angel investors who could back start-up businesses. Similarly there are 443 people with a disproportionately high taxable business income per capita, suggesting these are potential (or existing) entrepreneurs.

## 6.2.4 Barriers to Entry

Barriers to entry for a Smart Hub competitor in the Rockhampton region are currently assessed as low to very low. There are no similar start-up hubs, or shared co-working space hubs in regional Queensland.

While there is start-up activity in Bundaberg, Gladstone and Mackay, there aren't any established co-working spaces in these locations. In Mackay there is the recent emergence of the Mackay Maker Space, a co-working space / hacker space, rather than a business incubator service.

A similar hub being set up nearby (eg. in Livingstone) could act as a significant competitor. While Livingstone Shire Council is providing some support to light industrial start-ups through its Gateway project, this targets a different type of start-up business (more of a 'maker' space) than the Smart Hub is planning on targeting. Even if Livingstone Shire Council established a Yeppoon CBD 'white collar' business incubation service, the prevailing view is that this would primarily serve Yeppoon area residents and businesses, rather than Rockhampton area residents and businesses.

<sup>7</sup> Australian Taxation Office, Taxation statistics 2013–14 Individuals: Selected items by taxable status, state/territory and postcode, 2013–14 income year; <https://www.ato.gov.au/About-ATO/Research-and-statistics/Taxation-statistics/>

More broadly, under the Smart Way Forward strategy, Council has formed a strategic alliance with CQUniversity and is signing MoUs with local industry to retain their interest and to create mutual incentives.

No regulations were identified that would act as a barrier to Council entering the market.<sup>8</sup>

A key barrier to entry for competitors, that does not apply to the Council, is the capital investment or leasing costs required to secure a facility for the Hub to be based. Council has already purchased the building where the Hub will be based (which we treat as a sunk cost).

However, there is plenty of available semi-corporate office space in major regional cities in Central Queensland, partially reflective of the decline of local businesses in response to the downturn in the mining and resources sector. Space in which to house a Smart Hub is easily accessed and commercial premises are discounted for sale, or presented with significant rental incentives for potential tenants.

To successfully enter the market the Council will need to continue to build resources, knowledge and skills to manage the Smart Hub and ongoing customer relationships with participants, start-ups, industry and business. The challenge for Council is developing, obtaining or attracting these skills to Rockhampton – which is a similar challenge for any other potential competitor.

## 6.3 Value Proposition

The Smart Hub's services are differentiated from their competitors on the basis of:

- a) Geography - the Smart Hub will be the only one of its kind in Australia, located in Central Queensland Rockhampton region
- b) Unique focus – region specific economic stimulation, in particular jobs growth
- c) Support focus – concept to early stage ventures, in specific areas such as:
  - Regional city service provision and productivity
  - Agricultural sector
  - Mining services
  - Tourism
  - Rural and remote service delivery
  - Construction sector
  - Manufacturing.
- d) Proactive sourcing of and qualification of business needs and opportunities for consideration by participants
- e) The ability for participants to trial their products or services with the Hub's other and with local businesses
- f) Low cost to participants - Unlike smart work hubs in the major centres, the Smart Hub will initially be heavily subsidised/low cost
- g) A straight fee for service model – unlike some incubators/accelerators, the Smart Hub will not take an equity position in participant ventures in lieu of fees for service with a view to making a return through a later dividend or divestment.

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<sup>8</sup> The deliberate exclusion of the acquisition of minor equity stakes in participants simplifies regulatory considerations for Council acting as an investor.

## 6.4 Competitor Analysis

No regional smart hubs similar to the hub being proposed by the Council is currently in place in Australia, however, a high number of co-working shared office space hubs operate in and around major city centers. These are not direct competitors of the proposed Smart Hub as existing competitors operate under a different model focused on membership and facility booking fees, or on acquisition of minor equity positions in exchange for practical support. Some key examples of existing co-working hubs include:

### Public:

- NSW government smart hubs in Gosford, Wyong, Penrith, Oran Park, Rouse Hill
- Local government smart hubs in Ipswich (Firestation 101) and in Brisbane (The Capital – joint with Little Tokyo and Fishburners)

### Private:

- Space & Co hubs in Melbourne (2 in the CBD), Sydney (CBD and Rouse Hill) and Brisbane (CBD)
- Tank Stream Labs (Sydney)
- Fishburners (co-working space and start-up incubator) – Sydney CBD, Darlinghurst, Melbourne, Adelaide and Brisbane (via The Capital)
- York Butter Factory Melbourne (tech focus)
- Inspire 9 Melbourne (Richmond)
- Hub Australia (Sydney, Melbourne and Adelaide).

Locally, there is the recent emergence of the Mackay Maker Space, a co-working space / hacker space, rather than a business incubator service. While there is other startup activity in Bundaberg and Gladstone, there are no established co-working spaces in those locations.

The largest future competitive threats will come from Townsville (where there is a vibrant start-up ecosystem) and in south-east Queensland where the larger economic and population base supports a number of Smart Hub competitors, including some run by local governments.

Competitor	Strengths	Weaknesses
Other potential regional Qld smart hubs (e.g. in Livingstone, Townsville, Mackay, Gladstone, Bundaberg)	<ul style="list-style-type: none"> <li>• Able to appropriate Smart Hub ideas – observe and exploit the same opportunity – moderate threat (to the Smart Hub venture)</li> <li>• Similar natural market profiles (AgTech, Prof Services, Mining and Energy, Arts and Recreation)</li> </ul>	<ul style="list-style-type: none"> <li>• No co-working space in Mackay, Gladstone, Bundaberg at present</li> <li>• Not local to Rockhampton region</li> <li>• Greater distance from CQU as a STEM skills drawcard</li> </ul>
Co-working hubs providing Managed office environment. Collocation with other (similar) businesses e.g. Gosford Smart Work Hub, Wyong Nexus Smart Hub	<ul style="list-style-type: none"> <li>• Simpler concept</li> <li>• Lower cost</li> <li>• Little human capital required – focus is on facilities and equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Focused on basic, physical assets</li> <li>• Start-ups still have to build the business themselves</li> </ul>
Venture Capitalists / Investors Provision of venture capital, generally in exchange for ownership equity	<ul style="list-style-type: none"> <li>• Injection of investment</li> <li>• VC/Investor may get involved in the business idea, too</li> </ul>	<ul style="list-style-type: none"> <li>• Crowded marketplace makes it challenging to attract the attention of VC/investors. Reputational risk of VC/investor. Variation in quality (cash flow management, networking etc.) of</li> </ul>

Competitor	Strengths	Weaknesses
		VC/investor options
Co-working, start-up incubator and office space lease hubs e.g. Cisco Smart City Studio (Adelaide) Large corporations provide the setup and horsepower to attract and enable start-ups, focused on Internet of Things	<ul style="list-style-type: none"> <li>• Backed by large, international companies</li> <li>• Driven towards market outcomes</li> <li>• brand recognition, profitable</li> <li>• Purchasing power, for example, to engage a company that specializes in the set up and operation of smart work hubs (e.g. Coactive 8)</li> </ul>	<ul style="list-style-type: none"> <li>• Tied to a large corporation</li> <li>• Limited scope i.e. smart cities</li> <li>• Ultimately, the process and outcome is driven by a competitor, rather than enabled by public sector</li> <li>• Model wouldn't work in regional QLD (not enough potential members in Region for hub to be profitable)</li> </ul>
Government grants	<ul style="list-style-type: none"> <li>• Dependability and reliability of government</li> <li>• Provides start-ups with access to capital</li> </ul>	<ul style="list-style-type: none"> <li>• Bureaucratic processes</li> <li>• Generally more strings attached to funding, including sector-specific or maturity of concept</li> <li>• Generally requires matching funding from ventures</li> <li>• Lack of enabling support</li> </ul>
Academic sponsorships / partnerships  E.g. CQU sponsorship	<ul style="list-style-type: none"> <li>• May be reliant on government funding –peaks and troughs of government spending.</li> <li>• Focus on research, innovation and disruption; not as commercially focused</li> </ul>	<ul style="list-style-type: none"> <li>• Bureaucratic processes</li> <li>• Diminished creative and business control</li> <li>• May not be responsive. Response may be more dependent on internal priorities than viability of business idea</li> </ul>
Bank Loans or similar	<ul style="list-style-type: none"> <li>• Dependable, straightforward framework = borrow money, repay debt</li> </ul>	<ul style="list-style-type: none"> <li>• Banks generally have a low appetite for start-up risk and expect a return on their investment, and are indifferent to the business idea beyond</li> <li>• Borrowers eligibility</li> <li>• Financial risk</li> </ul>

## 7 Marketing Plan

The Smart Hub marketing plan for reaching target customers is based on the recognition that the Smart Hub will focus on 3 types of participants:

1. Entrepreneurs looking for somewhere to base their start-ups
2. Telecommuters requiring office facilities and high reliability/performance internet connectivity
3. Existing businesses with ties to the Rockhampton region looking to relocate (potentially further down the track).

The Smart Hub services will be positioned in the market as high tech work space that provides business incubation support services, combined with access to industry contacts and opportunities and education/research providers.

Marketing activities will evolve to continue to promote the Smart Hub throughout its lifecycle. A key component will be building and maintaining relationships with participants as their businesses grow.

## 7.1 Marketing and Promotion Activities

The Rockhampton Smart Hub will seek extensive publicity upon its launch and, through a partnership with CQUniversity and other partners will continually promote and articulate its successes. This section provides a suggested marketing and promotions plan. The plan seeks to ensure the creation and presentation of an overall coherent and professional message.

Advertising and promotion is set out as a three phased process that involves public relations (PR), web and print advertising, partner acquisition, and brand positioning.

### 7.1.1 Phase 1

10 – 12 weeks – print and web advertising directly from Council and via third parties and partners:

- Council direct advertising – feature on Council’s website homepage presenting information about service features, usage and benefits as well as an online enquiry and EOI form
- Submit a request to the Queensland State Government for promotion of the Smart Hub through Advance Queensland
- Approach the Federal government to see whether there is any opportunity to promote the Smart Hub via an Entrepreneur Program website
- Publication of a feature article in start-up/early stage media eg StartUpSmart, SmartCompany
- Approach industries/businesses in the region to ask them whether they would be willing to distribute material to staff
- CQU – posters, email to students and alumni
- Advertising at Council events – e.g. River Festival, sporting events.

### 7.1.2 Phase 2

Phase 2 will commence concurrently with Phase 1, continue for approximately 6 – 12 months and will involve targeting relevant existing businesses with ties to the Rockhampton Region.

The Hub will maintain a website and a presence on Twitter, LinkedIn and other relevant social networks. In addition it will regularly provide media releases on its successes and the successes of the participants.

Periodic (eg 6 monthly) requests for expressions of interest (EOI) will be used to assess opportunities in the market at any time – both sourcing potential participants and service delivery partners.

### 7.1.3 Phase 3

Phase 3 will commence immediately following phases 1 and 2 and focus on generating additional media coverage as the Hub begins to gain some traction (e.g. showcase of participants, what they are working on and what they have achieved). This could be achieved through articles in business publications, opinion pieces, blogs, presentations at events, etc. This phase will also focus on brand positioning and strengthening, including celebrating quality outcomes for participants to further increase the quality of future participants and position the Hub the start-up business incubator of Central Queensland.

Periodic (eg. 6 monthly) requests for expressions of interest (EOI) will be used to assess opportunities in the market at any time – both sourcing potential participants and service delivery partners.

## 8 Operations

The following section focuses specifically on the day to day operations of the Smart Hub, including required registrations, key human resources, business premises, operational constraints (including exclusion of specific activities), conducting research and innovation work, and relationship management with customers and partners.

### 8.1 Statutory Registrations<sup>9</sup>

As an internal Council business unit, the Smart Hub will be established in a similar fashion to other business and service units and therefore will require no statutory registrations.

The selected delivery option does allow future flexibility as to whether or not the Smart Hub continues as a standard business unit or becomes a Council commercial business unit or separate legal entity (wholly owned by Council or jointly owned with a partner).

In the case of a separate entity, the Council (or Council and partner jointly) would create, own and operate the Smart Hub as a company, for instance a public company limited by guarantee.

### 8.2 Key Roles

The Smart Hub will employ a Business Manager to lead and manage the day to day running of the Hub. In addition, a Support Officer will be employed to assist the Business Manager, and to provide limited administrative assistance to Smart Hub participants.

Job Title	Name	Expected Staff Turnover	Skills or Strengths
Smart Hub Business Manager	Vacant	12-18 months	Relevant qualifications in the management of small businesses, managing events and in sales/marketing. At least 5 years experience in early stage businesses and their associated ecosystems.
Smart Hub Support Officer	Vacant	18-24 months	Experience in administration, public relations and the management of events. Experience in small businesses a strong plus.

In addition to these two specific roles, the engagement of a Senior Digital Officer at RRC is anticipated to provide some additional capacity broadly as the execution lead for the Smart Regional Centre Strategy. This role is not co-dependent on the progression of the Smart Hub.

<sup>9</sup> Glentworth is unable to provide legal advice with regard to company structures and registrations. Our analysis here is reflective of experience with various types of company and statutory registration regimes.

## 8.2.1 Recruitment Approach

In keeping with established Council protocols regarding recruitment, advertisements for the Business Manager and Support Officer roles are expected on the Council website, in local press, online through services such as Seek.

There are some critical elements regarding these recruitments which may motivate additional (rather than different) activities. In particular, consideration may be given to 'head hunting' candidates for the Business Manager role, recognising that within the Rockhampton region candidates with the desired experience may be scarce. Networking opportunities with other Smart Hub operators in other locations may also result in the identification of potential candidates who could then be encouraged to apply through normal means.

The Support Officer could be viewed as a development opportunity and hence offered initially to internal Council applicants.

## 8.2.2 Skill Retention Strategies

The Smart Hub will provide for professional development of the above staff in line with Council's Human Resources / Learning and Development policies.

## 8.3 Business Premises

The Smart Hub will operate from the Council owned building at 212 Quay Street, Rockhampton. Initially, a designated portion of the ground floor of the building will be used for the Smart Hub with existing commercial tenancies sharing the premises located on the upper floors.

The opening hours to the public are expected to be 9am until 5pm Monday to Friday, and 9am until 1pm on Saturday, except where specific programmed events are held during other times.

The Smart Hub will be accessible to participants 24 hours a day, 365 days per year, with a security/access control system in place. Participants will be able to access/hire the meeting rooms within the Smart Hub for events to be held on schedules as suit, providing that the Smart Hub is able to provide required supervision and support on a commercial basis.

The Smart Hub will also maintain a telephone enquiries number, a post office box, a shopfront, and a central email address.

## 8.4 Operational Constraints

### 8.4.1 Legal and Regulatory Frameworks<sup>10</sup>

There are no legal and regulatory considerations identified as part of the production of the business case. An exhaustive review has not been conducted, and would be required in the future if Council considers changing the operating model to a commercial entity.

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<sup>10</sup> Glentworth is unable to provide legal advice with regard to regulatory compliance. Our analysis here is reflective of experience with various types of statutory registration and regulatory regimes.

There may be additional constraints on the ability of Rockhampton Regional Council to participate in such an entity as the Smart Hub, under RRC Policy and Procedures. A preliminary review of these reveals no specific constraints, but numerous areas of caution (not readily affecting RRC BAU, but potentially affecting a Smart Hub operation).

#### 8.4.2 Provision of Advice

Notwithstanding these constraints:

- RRC or its agents cannot and will not provide legal advice to Smart Hub participants. This includes provision of legal advice through a potential future wholly-owned subsidiary entity or Council-established business function.
- Rockhampton Regional Council or its agents cannot and will not provide accounting or financial advice to Smart Hub participants. This includes provision of accounting or financial advice through any potential future wholly-owned subsidiary entity or Council-established business function.

#### 8.4.3 Supplier Selection and Management

There are few suppliers, other than retailers, which will provide inputs to the Smart Hub. The Smart Hub will use local suppliers where possible in accordance with RRC's obligations to develop competitive local businesses and industry, as outlined in the Council's Local Preference Policy<sup>11</sup> (whereby a preferential weighting in favour of any business operating within the RRC boundaries will be applied to any approach to market).

#### 8.4.4 Environmental Impacts and Sustainability

The Rockhampton Smart Hub will have a low additional impact on the physical environment, as the facility is an established office building, although the operating parameters (e.g. NABERS rating) are unclear. A building energy performance assessment will be undertaken by RRC to establish baseline energy consumption and identify opportunities for improvement, e.g. through mechanical/HVAC upgrades, or installation of solar panels and inverters.

More generally, the Smart Hub will operate within RRC's policies and procedures with regard to sustainability, specifically the Environmental Policy<sup>12</sup>.

### 8.5 Research and Development (R&D) / Innovation Activities

While the Smart Hub will be intrinsically involved with start-up and early stage innovative / research intensive businesses, this does not automatically qualify the activities undertaken by the Smart Hub itself as being of that nature.

The majority of support offered by State and Commonwealth programs for innovation businesses is targeted at end recipients, not intermediaries like the Smart Hub.

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<sup>11</sup> <http://www.rockhamptonregion.qld.gov.au/files/assets/public/cis/policies-amp-procedures/local-preference-policy-v3.pdf>

<sup>12</sup> <http://www.rockhamptonregion.qld.gov.au/files/assets/public/cis/policies-amp-procedures/environmental-policy-v2.pdf>

As such, it is assumed that the Smart Hub will not qualify for funding support and subsidy programs offered at a Commonwealth level by AusIndustry through the Accelerating Commercialisation program.

Within the State, the Advance Queensland initiative does have some programs for which the Smart Hub may qualify including the Startup Queensland Fund<sup>13</sup>, which is specifically targeted at capability building within the start-up support ecosystem, but is limited to a maximum of \$25,000 as a matched contribution.

Arguably the most likely source of external support for the Smart Hub as an initiative of RRC is through the State government's Building Our Regions program. Council submitted several proposals to the 2015 round of Building Our Regions, and received particularly positive feedback – although no funding – for the Riverbank and CBD Smart Technologies project. The Smart Hub is located in the Riverbank precinct.

If, in the future, the Hub was established as a public company limited by guarantee, it may be possible for the Smart Hub entity to position itself to undertake genuine research and development and hence receive an R&D tax concession from the Australian Taxation Office. However, if the Smart Hub was changed to a commercial business unit of Council, this could not be accessed.

## 8.6 Customer Relationship Management

The nature of the Smart Hub concept is such that forging intimate and longer-term relationships with customers (i.e. participants in the Hub) is critical.

Regardless of any commercial relationship, the Smart Hub has a significant vested interest in how each venture enters and performs in the marketplace.

Good customer relationships will be made and maintained by continuing to offer value and enabling assistance in the journey of each venture e.g. provision of office space, support in tendering and commercial documentation, access to industry experts, networking and collaboration facilitation, business development support, leveraging digital media and internet etc., while recognising that successful businesses are likely to eventually move their operational bases to other locations, e.g. Brisbane.

## 8.7 Partner Relationship Management

As a new entrant into the start-up support ecosystem, it will be critical for the Smart Hub to form effective relationships with other existing incubators and accelerators, particularly where there are opportunities for participants to access adjacent or relevant markets.

In particular, the priority establishment of relationships with:

- iLab (Brisbane) – an incubator/seed accelerator
- Silicon Lakes (Gold Coast) – an incubator/seed accelerator
- River City Labs (Brisbane) – an incubator/seed accelerator and co-working space
- FireStation Digital Incubator 101 (Ipswich) – a co-working space
- Canvas Co-Working (Toowoomba) – a co-working space

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<sup>13</sup> <http://advanceqld.initiatives.qld.gov.au/entrepreneurs-startups/startup-qld.aspx>

- Mackay Maker Space (Mackay) – a co-working space / hacker space

And further afield, with the New England/North-West Business Enterprise Centre (Armidale).

These relationships may be relatively informal (e.g. networking) or formalized (e.g. reciprocal or preferential services arrangements, mentoring support for participants from peer hubs).

## 9 Governance Arrangements

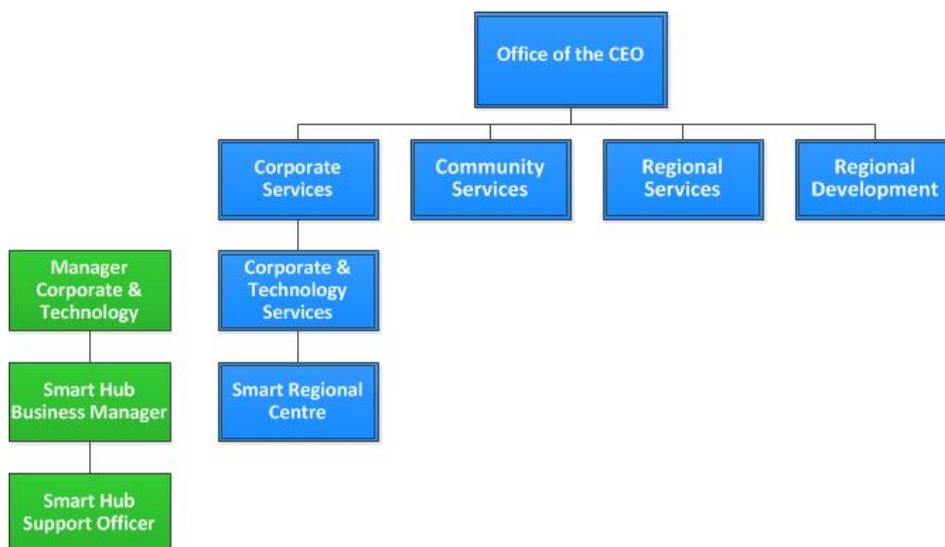
The Smart Hub will be launched as a business unit, ‘Smart Regional Centre’ within Council’s existing organisational structure and governance framework. The Smart Regional Centre business unit will sit under the Corporate and Technology Services section. Note that the Smart Regional Centre operating model will be that of a standard Council business unit, and not a commercial business unit.

Depending on the growth rate of the Smart Hub over the initial years of operations, the Council will reconsider the operating model at circa year 2 – 4. Based on rate and type of growth (i.e. number and type of participants) and any Expressions of Interest from the market, the Council may choose to enter into a partnership, outsource the Hub to a third party, keep in-house as is or create a commercial business unit similar to Fitzroy River Water and Rockhampton Airport. Governance requirements will need to be revised for any changes to the operating model.

This section outlines governance arrangements for the Smart Hub as per its initial operating model as a standard Council business unit.

### 9.1 Structure

The Smart Regional Centre business unit within the Corporate Services Department will be responsible for the management and operation of the Smart Hub.



The Smart Hub Business Manager will report directly to the Manager Corporate and Technology Services. All other reporting lines will remain the same.

The Smart Hub's governance principles will align with the wider Council governance principles based on transparent and effective processes and decision making that are in the public interest, as contained in the *Local Government Act (2009)* and supporting *Local Government Regulation (2012)*.

## 9.2 Policies and Procedures

As noted earlier, the Smart Regional Centre will be bound by the same corporate policies and procedures as the rest of the Council. The Council should consider revising existing policies and procedures and/or developing specific procedures for the Smart Hub that reflect the brand, complement the Hub's business goals and objectives and take into account any risk management requirements.

The development and implementation of formal policies and procedures creates a level of accountability and comfort around decision making, which also provides opportunities for feedback and improved decision making.

Policies and procedures developed for the Smart Hub will need to be revisited as the business environment changes, and will become particularly important should the Smart Hub change to a partnership operating model in the future.

## 9.3 Financial Governance

The Smart Regional Centre's financial governance obligations include:

- Applying principles of sound financial management at all times
- Identifying and managing financial risks prudently
- Preparing plans and budgets that align with Corporate and Technology Services and wider Council plans and budgets
- Maintaining accurate financial records
- Cooperating with Council's audit committee and implementing any recommendations as required.

Formal financial governance arrangements will be in line with the requirements of the *Local Government Act (2009)* and supporting *Local Government Regulation (2012)*.

## 9.4 Reporting

### 9.4.1 Financial Reporting

Annual financial reporting is a key part of the governance process for all business units and departments in Council. The Smart Regional Centre will have an obligation to produce, or contribute to the production of, the following reports as required by Corporate and Technology Services and/or the Council:

- Strategic planning, including corporate plans, financial forecasts and asset management plans linked to financial forecast
- Financial planning, including annual budgets and operational plans

- Financial accountability documents, including end of financial year statements and annual reporting.

Formal financial governance arrangements will be in line with the requirements of the *Local Government Act (2009)* and supporting *Local Government Regulation (2012)*.

It will however be important to maintain a clear line of sight to financial performance of the Smart Hub if ongoing consideration is being given to the engagement of commercial service delivery partners in the 3-4 year timeframe and a move from the 'deliver and operate in house' approach under the business case option 3. Potential partners will expect to be able to conduct financial due diligence on the Smart Hub as a going concern prior to committing contractually.

### 9.4.2 Performance Reporting

The Smart Regional Centre will be required to monitor and report to the Manager of Corporate and Technology Services on performance against agreed performance indicators (see Section 11 Performance Measures).

### 9.4.3 Risk Reporting

The Smart Regional Centre should maintain a risk register and provide reports to the Manager Corporate and Technology disclosing:

- Primary risks identified relating to the operation of the Smart Hub
- Assessment of the likelihood and possible mitigations and/or contingencies of identified risks
- Potential financial impacts of identified risks on the Department's financial forecast/budget.

An initial set of strategic risks, their impacts and potential mitigations is included in Section 12.

## 10 Budget and Financial Model<sup>14</sup>

Understanding the financial implications of the operating model for the Smart Hub are critical to ensuring that RRC can budget appropriately.

### 10.1 Assumptions

The key assumptions underpinning the financial model presented in the following tables are as follows:

#### 10.1.1 Costs

- The cost of acquiring the property and premises at 212 Quay St is a 'sunk cost' to Rockhampton Regional Council, it is not intended to be recovered from the Smart Hub initiative. These figures are not included in Year 1.

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<sup>14</sup> Glentworth is unable to provide accounting or financial advice. Our analysis here is reflective of experience with various types of business budgeting and financial management regimes.

- The premises in which the Smart Hub will operate will be provided rent-free by Rockhampton Regional Council to the Smart Hub operating entity.
- While there are a number of commercial tenancies in 212 Quay St, these will be managed separately and will not be leveraged specifically to subsidise the Smart Hub operations.
- There is a requirement for immediate remediation and improvement of the Smart Hub tenancy within 212 Quay St, and this is an upfront capital investment requirement.
- There is a requirement for fit out of the Smart Hub tenancy at 212 Quay St, reflecting a co-working and shared events space, and a shopfront.
- RRC will employ 2 FTEs for the Smart Hub, a Business Manager and a Support Officer. Both have been costed using salary scales provided by Rockhampton Regional Council, and on-costs budgeted on a similar basis. Basic indexation of salaries and entitlements is included, but excluding any EBA specific increments.
- All figures are indicative and based on the provision of setup and fitout and supply services by local Rockhampton region businesses. The actual figures may vary based on the choice of service provider.
- There have been no significant increases in the costs of suppliers since indicative quotations were sourced in mid-February 2016.
- No modelling assumes either State or Commonwealth grant / funding program success, if these were realised then costs would be reduced overall.

### 10.1.2 Revenues

- It is estimated that the Smart Hub will initially service an average of 15 -20 participants per year, with a gradual ramp up. Revenues from tiered memberships and fees for service (administrative and specialist) will follow a similar growth curve. Details of the utilisation model are in the following section.
- Events will provide a modest income stream over the period.
- No modelling assumes either State or Commonwealth grant / funding program success, if these were realised then funding would be treated as revenue.
- No modelling assumes a return on equity (i.e. from the acquisition of and benefit from a stake in Smart Hub participants).

### 10.1.3 Utilisation Model

The Smart Hub has relatively fixed base costs of operation. However, the revenue derived from the Smart Hub, offsetting costs, and utilisation more broadly contributing to economic impact could vary depending on the level of take-up (i.e. utilisation, seat occupation) of the Smart Hub.

To assist with modelling revenues and returns, we have developed a utilisation model, which combined with the services pricing strategy presented earlier, drives revenues for the purpose of budgeting.

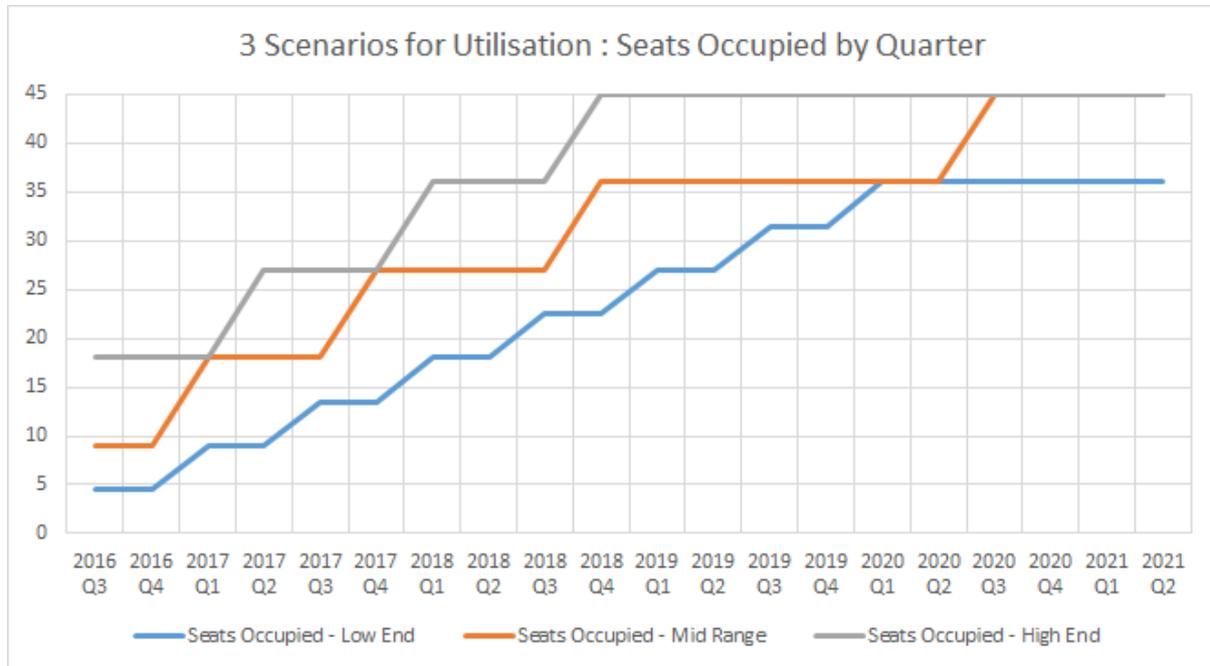
The base data on which the utilisation model is created is included in the table below:

	2016 Q3	2016 Q4	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 Q1	2018 Q2	2018 Q3	2018 Q4	2019 Q1	2019 Q2
Take Up Rate - Low End	10%	10%	20%	20%	30%	30%	40%	40%	50%	50%	60%	60%
Take Up Rate - Mid Range	20%	20%	40%	40%	40%	60%	60%	60%	60%	80%	80%	80%
Take Up Rate - High End	40%	40%	40%	60%	60%	60%	80%	80%	80%	100%	100%	100%
Seats Occupied - Low End	4.5	4.5	9	9	13.5	13.5	18	18	22.5	22.5	27	27
Seats Occupied - Mid Range	9	9	18	18	18	27	27	27	27	36	36	36
Seats Occupied - High End	18	18	18	27	27	27	36	36	36	45	45	45
Revenue - Seat Subscriptions - Low End	\$ 6,750.00	\$ 6,750.00	\$ 13,500.00	\$ 13,500.00	\$ 20,250.00	\$ 20,250.00	\$ 27,000.00	\$ 27,000.00	\$ 33,750.00	\$ 33,750.00	\$ 40,500.00	\$ 40,500.00
Revenue - Seat Subscriptions - Mid Range	\$ 13,500.00	\$ 13,500.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 40,500.00	\$ 40,500.00	\$ 40,500.00	\$ 40,500.00	\$ 54,000.00	\$ 54,000.00	\$ 54,000.00
Revenue - Seat Subscriptions - High End	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 40,500.00	\$ 40,500.00	\$ 40,500.00	\$ 54,000.00	\$ 54,000.00	\$ 54,000.00	\$ 67,500.00	\$ 67,500.00	\$ 67,500.00

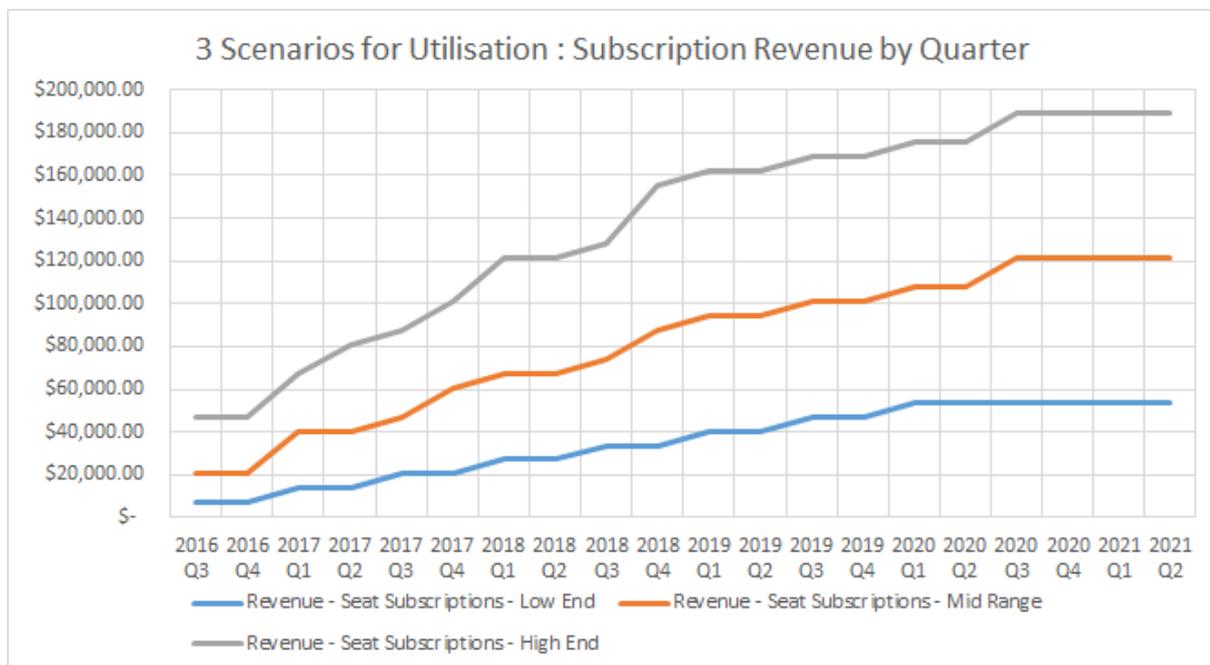
	2019 Q3	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1	2021 Q2
Take Up Rate - Low End	70%	70%	80%	80%	80%	80%	80%	80%
Take Up Rate - Mid Range	80%	80%	80%	80%	100%	100%	100%	100%
Take Up Rate - High End	100%	100%	100%	100%	100%	100%	100%	100%
Seats Occupied - Low End	31.5	31.5	36	36	36	36	36	36
Seats Occupied - Mid Range	36	36	36	36	45	45	45	45
Seats Occupied - High End	45	45	45	45	45	45	45	45
Revenue - Seat Subscriptions - Low End	\$ 47,250.00	\$ 47,250.00	\$ 54,000.00	\$ 54,000.00	\$ 54,000.00	\$ 54,000.00	\$ 54,000.00	\$ 54,000.00
Revenue - Seat Subscriptions - Mid Range	\$ 54,000.00	\$ 54,000.00	\$ 54,000.00	\$ 54,000.00	\$ 67,500.00	\$ 67,500.00	\$ 67,500.00	\$ 67,500.00
Revenue - Seat Subscriptions - High End	\$ 67,500.00	\$ 67,500.00	\$ 67,500.00	\$ 67,500.00	\$ 67,500.00	\$ 67,500.00	\$ 67,500.00	\$ 67,500.00

For all scenarios, we assume that there are 45 available seats in the Smart Hub, and that the average cost per seat day is \$25 (noting the tiered subscription model described in the pricing strategy section).

The utilisation effects can be seen in the graph below:



The corresponding revenue effects can be seen in the graph below:



The summary financial model and associated detailed budget presented below assume the use of the mid-range scenarios.

## 10.2 Summary Financial Model

	Costs	Revenues	Effective Investment by RRC
<b>Year 1</b>	\$867,740	\$118,500	\$749,240
<b>Year 2</b>	\$345,860	\$223,500	\$122,360
<b>Year 3</b>	\$351,607	\$307,500	\$44,107
<b>Year 4</b>	\$357,497	\$351,000	\$6,497
<b>Year 5</b>	\$363,535	\$465,000	-\$101,465
<b>Total</b>	\$2,286,239	\$1,465,500	\$820,739

The Year 1 costs include approximately \$508K in once off setup costs including in building remediation, fit out, ICT setup etc.

The implications are clearly that RRC should not expect the Smart Hub venture to be cash flow positive until possibly Year 5 (assuming that the mid-range utilisation scenario outlined above holds), and that Council, as the operator of the Smart Hub, will be required to underwrite the initiative quite substantially. However if the high-end utilisation scenario applies, then a positive cash flow result could occur in year 3 to 4.

A detailed financial model is included below. This detailed financial model assumes that the operating model under the Business Case option 3 – deliver and operate internally – remains fixed for the period and a substantial change to another operating model (e.g. partnership or outsourcing) is not adopted during the 5 year period.

SMART HUB 5 YEAR BUDGET 2016/17-2020/21		Year 1	Year 2	Year 3	Year 4	Year 5
<b>COSTS</b>						
	Land (assume 16.5% apportionment)	\$ -	\$ 3,506	\$ 3,506	\$ 3,506	\$ 3,506
	Buildings (assume 16.5% apportionment)	\$ -	\$ 7,013	\$ 7,013	\$ 7,013	\$ 7,013
	Plant/Eqpt	\$ 62,500	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250
	Insurances	\$ 10,000	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250
	Premises Base Improvements/Remediations	\$ 176,000	\$ 17,600	\$ 17,600	\$ 17,600	\$ 17,600
	Office Fitout *	\$ 104,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
	Registrations/Licenses	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Legal/Acct Fees	\$ 25,000	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
	Insurances	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
	Employee Costs	\$ 160,000	\$ 164,000	\$ 168,100	\$ 172,303	\$ 176,610
	Employee On Costs	\$ 64,260	\$ 65,867	\$ 67,513	\$ 69,201	\$ 70,931
	Employee Training and Development	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
	ICT Equipment *	\$ 111,630	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
	Office Equipment *	\$ 24,950	\$ 3,275	\$ 3,275	\$ 3,275	\$ 3,275
	Sundry/Administration Expenses	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200
	Utilities	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200
	Events	\$ 35,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Marketing and Promotion	\$ 45,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Project / Contract Management	\$ 15,000	\$ -	\$ -	\$ -	\$ -
	<b>Total Costs</b>	<b>\$ 867,740</b>	<b>\$ 345,860</b>	<b>\$ 351,607</b>	<b>\$ 357,497</b>	<b>\$ 363,535</b>

<b>REVENUES</b>								
Premises Rental			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tiered Membership Subscriptions - Paid Seats			\$ 81,000	\$ 148,500	\$ 202,500	\$ 216,000	\$ 270,000	
Participant Administrative Services (FFS)			\$ 15,000	\$ 30,000	\$ 45,000	\$ 60,000	\$ 90,000	
Participant Specialist Services (FFS)			\$ 15,000	\$ 30,000	\$ 45,000	\$ 60,000	\$ 90,000	
Events			\$ 7,500	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	
<b>Total Revenues</b>			<b>\$ 118,500</b>	<b>\$ 223,500</b>	<b>\$ 307,500</b>	<b>\$ 351,000</b>	<b>\$ 465,000</b>	

### 10.3 Discussion of Once Off Setup Costs

There are a number of once off setup costs (approximately \$261K) which are required to be met in order to establish the Smart Hub. Some of these (marked with an asterisk in the budget table above) are plant and equipment type purchases, which are further explained below:

Category	Equipment	Purchase Price	Running Cost
ICT Equipment	Personal Computer- Business Manager	\$1,750	Nil
	Smart Devices – Business Manager	\$2,000	600/year
	Personal Computer- Support Officer	\$1,230	Nil
	Business Software	\$1,500	\$250/person/year
	Printer incl WLAN Print Interface	\$7,500	\$250/month
	Network Equipment (router, switch, WLAN)	\$1,650	Nil
	Fibre Optic Network Connect to NBN	\$20,000	\$2,000/month
	Telepresence system	\$1,000 (camera, audio), \$850 (television), \$650 (computer)	\$250/month
	Media Room	\$76,000	Nil
Office Fitout	Fitout Partitioning / workspaces x 45	\$45,000	Nil
	Network and Communications / workspaces x45	\$45,000	Nil
	Security / Access Control System	\$8,000	\$400/month
	Media Room	\$6,000	Nil
Office Equipment	Office furniture for Business Manager’s Office	\$7,450	Nil
	Tables and chairs for two “breakout” rooms	\$4,000	Nil
	Table and chairs for Boardroom	\$6,000	Nil
	Office equipment for Seminar room (including tables, 60 chairs and lectern)	\$7,500	Nil
Sundry / Administration Expenses	Misc. Office Equipment and Stationary	\$1,000	Nil
	Kitchen / Catering	\$2,000	Nil
	Project / Contract Management	\$15,000	Nil

## 11 Performance Measures

Performance measures should be meaningful, in that they should seek to drive behaviours that will directly contribute to the achievement of Smart Hub objectives. Other considerations when developing performance measures include ensuring they are:

- Specific and relevant – unambiguous with clear and direct link to desired Smart Hub objectives
- Measureable within a defined timeframe
- Achievable – measures can always be reviewed and adjusted as the Smart Hub’s performance changes over time.

The table below provides some sample key performance measures (KPIs) for consideration.

KPI	Measure	Target
<i>Smart Hub participant feedback</i>	Facilitate annual or half yearly survey of Hub participants	Positive response >70% from participants surveyed  Or  Survey average score > 70%
<i>Tiered membership subscriptions</i>	Number of tiered memberships taken up	# for casual  # for monthly subscription bundle  # for longer term
<i>Start-up businesses incubated</i>	Number of start-ups supported by the Hub	2 start-ups supported within first year of operations  5 start-ups supported within second to fifth year of operations
<i>Industry participation</i>	Number of MOUs with major employers and peak bodies in place	5 MOUs in place by end of first 6 months of operations
<i>Hub participation</i>	Number of business problems provided to Hub participants	No less than 10 real-world business problems provided to Hub participants to solve annually
<i>Hub relationships</i>	Number of peer hubs with which the Smart Hub has reciprocal participant services agreements	Number of visits by peer participants under reciprocity agreements  Number of active mentors from peer hubs

The Council may also wish to develop a series of informal performance measures to track performance against non-core objectives, some examples include:

- Average daily or weekly telecommuter occupancy rates with an informal target of >5 people in the first 6 months and >10 people in months 7 to 12 and so on
- Percentage of available co-working spaces occupied during the year (space utilisation) with an informal graduated target of 220 person desk days in year 1 and onwards.

If the Smart Hub operating model is changed to a commercial and/or partnership model in the future, KPIs will become more critical to ensure the Smart Hub achieves its commercial objectives and partners are held to account (in the case of a partnership).

## 12 Risk Management

As with any business, an early appreciation of the risks to its success and identification of potential mitigations to reduce or eliminate the risk is critical. As a Council entity, the Smart Hub will adopt the RRC’s enterprise risk framework and its associated Enterprise Risk Management Policy<sup>15</sup>. An initial analysis of the risks to the Smart Hub has been undertaken and is presented below:

Risk	Likelihood	Impact	Mitigation Strategy	Risk Owner
Rockhampton Smart Hub operating concept and value proposition not clearly understood by the market	<i>Possible</i>	<i>Medium</i>	Messaging focuses on differentiating from telework-centric smart hubs; Rockhampton functions as an Incubator with more than just a workspace with network connectivity (i.e. links with other entrepreneurs, business development support, links with academia etc.)	Manager, Corporate and Technology Services
Rockhampton Smart Hub is only able to attract highly-immature, unviable applicants	<i>Possible</i>	<i>High</i>	Proactively seek out suitable applicants and promote Smart Hub value proposition  Focus on brand development – Rockhampton Smart City and the Smart Hub concept	Smart Hub Business Manager
Successful applicants are highly correlated with a single industry e.g. agribusiness (this is an upside risk, but could impact on the business model)	<i>Possible</i>	<i>Medium</i>	Rockhampton Smart Hub makes a deliberate decision to brand as an incubator for a single industry  Or  Leveraging single-sector success, focus on promoting the Smart Hub to other industries	Manager, Corporate and Technology Services
Other local councils (or private sector) establish competitor hubs that threaten	<i>Likely</i>	<i>High</i>	Elevate the role of the Rockhampton Smart Hub in the digital economy and focus on	Manager, Corporate and

<sup>15</sup> <http://www.rockhamptonregion.qld.gov.au/files/assets/public/cis/policies-amp-procedures/enterprise-risk-management-policy-v6.pdf>

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation Strategy</b>	<b>Risk Owner</b>
Rockhampton Smart Hub market share			cooperation with other hubs. Rockhampton acts an enabler for even deeper/broader collaboration, leveraging successes and learnings  Or Focus on being an incubator for a single industry or location	Technology Services
A lack of local demand	<i>Possible</i>	<i>High</i>	Stimulate demand by offering 'bounties' for validated business problems to be solved  Or Provide subsidised usage of the Smart Hub for existing start-up businesses for a period	Smart Hub Business Manager
Other options with better growth accelerators elsewhere – talent flow leaves Rockhampton region to seek opportunities in capital cities	<i>Possible</i>	<i>Medium</i>	Stimulate demand by offering 'bounties' for validated business problems to be solved  Or Form relationships with incubators/accelerators outside Rockhampton region	Manager, Corporate and Technology Services

## 13 Implementation Action Plan

In order to progress the Smart Hub, a set of key implementation actions have been identified through the Business Case and Options Analysis and in this Business Plan and Concept of Operations.

As the detailed implementation program is not yet confirmed, the schedule is expressed in month offsets from commencement, assuming a 1 July 2016 formal commencement date.

Timing	Milestone	RRC Council	RRC Senior Executive	Mgr Corp/Tech Svc	Sen Dig Off	SH Bus Mgr	SH Sup Off
Month -3 (April 2016)	Confirmation of preferred option and mandate / authority given to RRC senior officer to progress based on business case, business plan and concept of operations	X	X				
	Submission of Building Our Regions revised Riverfront and CBD Digital Precinct funding bid		X				
	Remediation assessment of 212-Quay base building			X			
Month -2 (May 2016)	Initiate recruitment of Smart Hub Business Manager			X			
	Quotation/contracts for remediation of 212-Quay base building						
	Design of 212-Quay fit-out			X			
	Solicitation/Negotiation of Partner Agreements (MOUs)			X	X		
	Solicitation/Negotiation of Initial Participants and Agreements			X	X		
Month -1 (June 2016)	Remediation of 212-Quay base building			X			
	Quotation/contracts for fit-out of 212-Quay base building						
	Execution of Partner Agreements (MOUs)		X	X	X		
	Solicitation/Negotiation of Initial Participants and Agreements		X	X	X		
	Initiate recruitment of Smart Hub Support Officer			X			
Month 1 (July 2016)	Commencement of Smart Hub Business Manager			X		X	
	Commencement of Smart Hub Support Officer					X	X
	Fit-out for 212-Quay			X		X	
	Purchase of all 'Once Off' items and associated installation/commissioning			X		X	X
	Establishment of online presence (web, social media)				X	X	

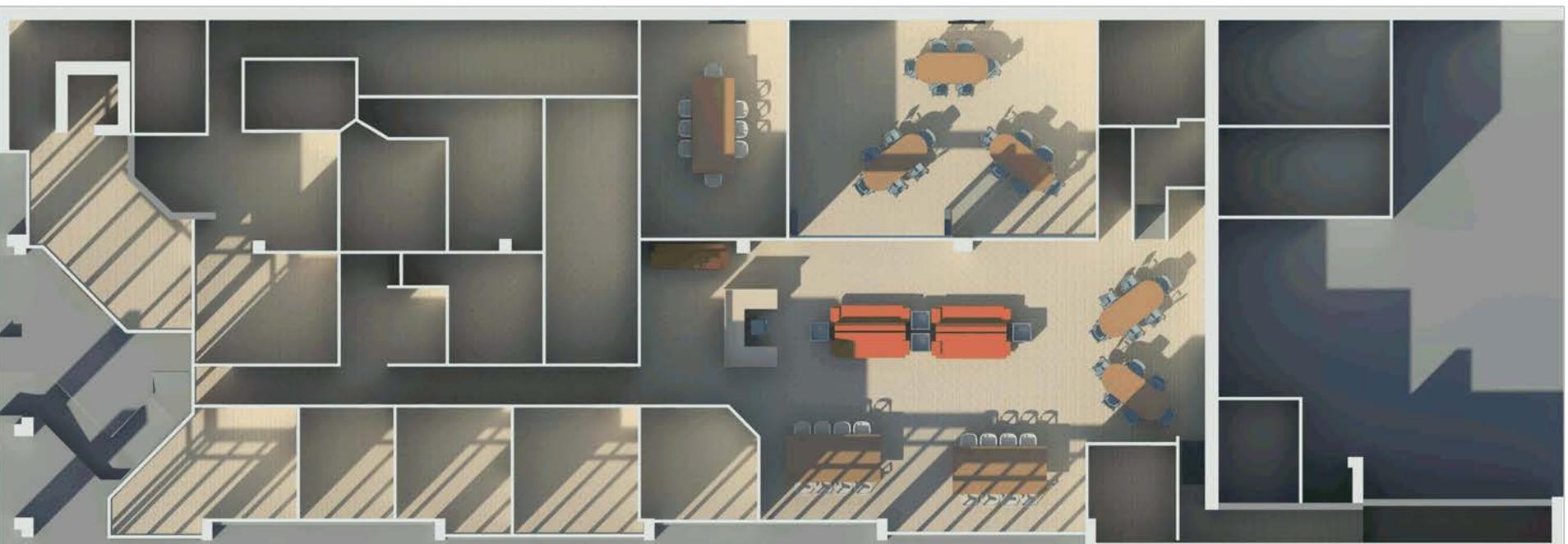
Timing	Milestone	RRC Council	RRC Senior Executive	Mgr Corp/Tech Svc	Sen Dig Off	SH Bus Mgr	SH Sup Off
Month 2 (August 2016)	Formal launch of Smart Hub	X	X		X	X	X
	First tenancies by Initial Participants					X	X
Month 3 (September 2016)	Monthly startup ecosystem event – local focus					X	X
Month 4 (October 2016)	Monthly startup ecosystem event – external focus					X	X
Month 5-6 (November-December 2016)	Monthly startup ecosystem event – local focus, external focus					X	X

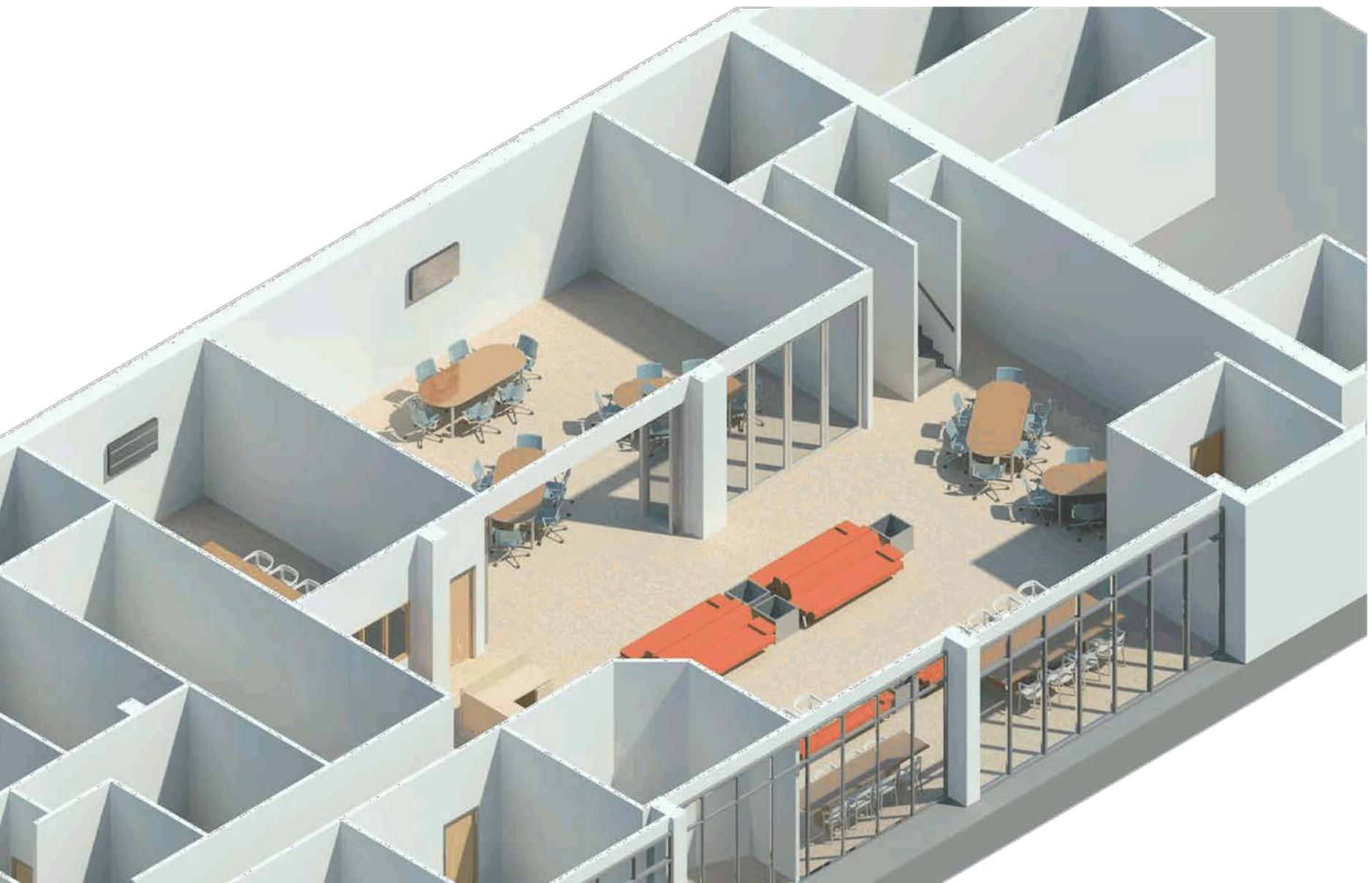
# **SMART HUB ANALYSIS AND CONCEPT OF OPERATION**

## **Proposed Smart Hub Concept Layout**

**Meeting Date: 10 May 2016**

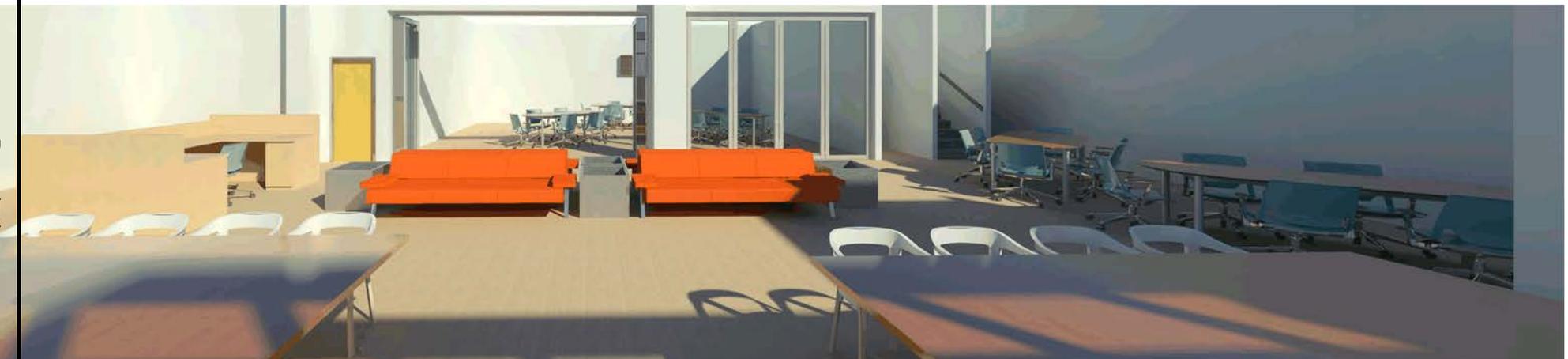
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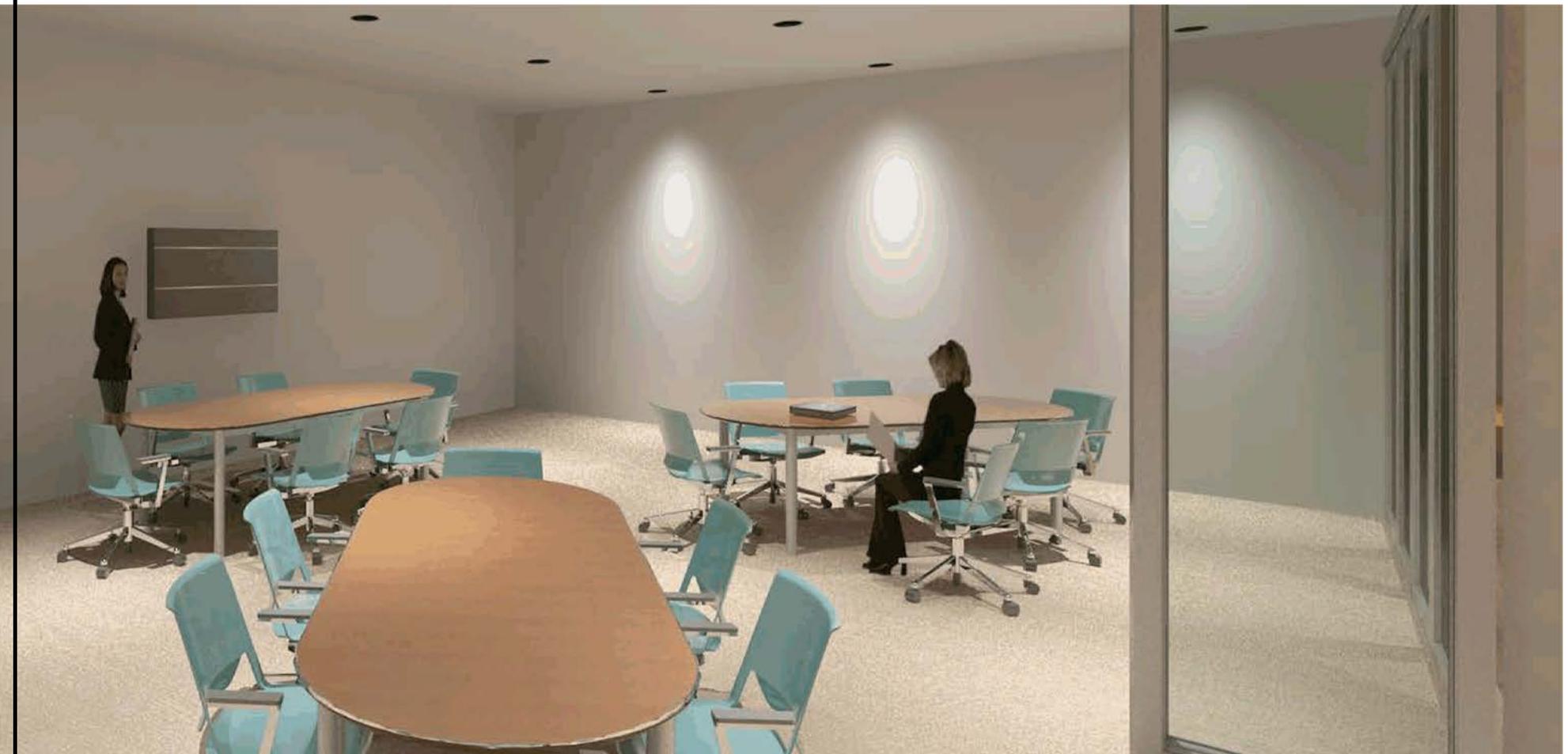














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**11.2 DRAFT DATA PUBLISHING POLICY**

<b>File No:</b>	<b>11744</b>
<b>Attachments:</b>	<b>1. Draft Data Publishing Policy</b>
<b>Authorising Officer:</b>	<b>Ross Cheesman - General Manager Corporate Services</b>
<b>Author:</b>	<b>Drew Stevenson - Manager Corporate and Technology Services</b>

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**SUMMARY**

*The draft Data Publishing Policy, an initiative of the Smart Way Forward Strategy to guide more proactive release of appropriate and high value data to the community, is presented for Council's consideration.*

**OFFICER'S RECOMMENDATION**

THAT Council adopts the Data Publishing Policy as attached to this report.

**COMMENTARY**

Outcome No. 6 of Council's Smart Way Forward Strategy, adopted in December 2015, is the initiative to work with the Open Data Institute of Queensland (ODIQ) to publish Council's data for community and business use.

**BACKGROUND**

Open data is defined as data that anyone can access, use or share. Building on the open data principles, open data should be openly licensed, freely available in non-proprietary formats, downloadable in bulk and machine-readable.

Federal, state and local governments nationally and internationally have adopted open data publishing policies and have been making their unrestricted / non-private data available on open data portals for public consumption for some time now. One of the more widely used portals in Australia is the data.gov.au (<https://www.data.gov.au/>) site. The data.gov site currently has 7,800 datasets, including 198 local government datasets (type 'council' in the search field to view LG datasets).

The draft Data Publishing Policy (Attachment 1) provides the framework for how Council will assess and prioritise its data for uploading to the (to be determined) Rockhampton Regional Council open data portal presence. The proposed data publishing policy is based on the Open Data Principles endorsed in the 2015 International Open Data Charter of:

- Open by default;
- Timely and comprehensive;
- Accessible and usable;
- Comparable and interoperable;
- For improved governance and citizen engagement; and
- For inclusive development and innovation.

The next steps in our data publishing initiative will be:

- Selecting the most appropriate open data portal facility for publishing based on minimising initial technology costs, complexity and risk, and ensuring the sustainability of the system and processes;
- Establishing the criteria for assessing which data sets will be published. The criteria will include the mandatory stipulation to not publish restricted or private data;

- Determining the resourcing overhead necessary to publish the datasets at the appropriate regularity; and
- Establishing a staged plan for uploading the respective datasets.

**CONCLUSION**

Council already reports on and publishes a wide range of information about the Region and Council operations based on the data that is contained within its corporate business systems. This data publishing framework will guide the publishing of a selected range of non-sensitive datasets on a publicly available website for the use and analysis by individuals and businesses as they see fit. This will further promote Council's desire to be open and transparent in its operations and decision making. It is envisaged the open release of data will assist local businesses and start-ups in decision making and be used as the raw material for future innovation by the start-up community.

It is recommended that Council adopts the Data Publishing Policy as the first step in Council's Smart Way Forward open data initiative.

# **DRAFT DATA PUBLISHING POLICY**

## **Draft Data Publishing Policy**

**Meeting Date: 10 May 2016**

**Attachment No: 1**



**DATA PUBLISHING POLICY  
(COMMUNITY POLICY)**

- 1 **Scope:**  
This policy applies to data and information held and stored by Rockhampton Regional Council that can be made accessible to the community.
  
- 2 **Purpose:**  
To improve the management and use of Council's and other agency data assets in order to deliver value and benefits for the community, businesses and Council. This includes a more proactive release of appropriate and high-value data to the public in ways that make the data easily discoverable and useable.
  
- 3 **Related Documents:**
  - Primary**  
Nil
  
  - Secondary**  
*Copyright Act 1968 (Cwth)*  
*Information Privacy Act 2009*  
*Public Records Act 2002*  
 Handling of Confidential Information Policy  
 Information Public Disclosure Procedure  
 Information Security Policy  
 International Open Data Charter (September 2015)  
 Privacy Policy  
 Public Interest Disclosure Policy  
 Recordkeeping Policy  
 Rockhampton Region The Smart Way Forward
  
- 4 **Definitions:**  
To assist in interpretation, the following definitions apply:

Copyright	An exclusive and assignable legal right, given to the creator of a dataset to enjoy the use of the data. It has the meaning given to it in the <i>Copyright Act 1968</i> and broadly refers to the legal rights that automatically apply to the original expression of an idea.
Council	Rockhampton Regional Council
Data	Typically comprises numbers, text, or symbols (sometimes images or sound) that are in a form suitable for storage in, or processing by computer software.

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**Section:**  
 Services  
**Page No.:** Page 1 of 4

Dataset	A collection of data presented in tabular or non-tabular form.
Employee	<i>Local government employee:</i> (a) the chief executive officer; or (b) a person holding an appointment under section 196 of the <i>Local Government Act 2009</i> .
Information	Any collection of data that is processed, analysed, interpreted, classified or communicated in order to serve a useful purpose, present fact or present knowledge in any medium or form.
Private (closed) data	Data that cannot be shared or made open in its current form. It may include data in the categories of personal, confidential, copyright, security, intellectual property or information contrary to the public interest.
Shared data	Private data that can be shared with specific people or organisations, usually for a defined purpose.
Open data	Open data is data that anyone can access, use or share. Building on the Open Data Principles, open data should be openly licensed, freely available in non-proprietary formats, downloadable in bulk and machine-readable.
Metadata	Data about the data being published. It defines and describes the published data making it easier to find, manage, control and understand.
Machine readable data	Machine readable data is data or metadata in a format that can be understood by a computer.
Non-proprietary data formats	Non-proprietary or unrestricted data formats are those that can be processed by widely available software applications. The file format and software specifications must be freely available to anyone so that anyone can use them without any limitations on re-use imposed by intellectual property rights.

## 5 Policy Statement:

Council adopted the Rockhampton Region: The Smart Way Forward strategy, this strategy includes the open data initiative, to make its data and information available to the community and businesses open by default. That is, non-sensitive/unrestricted data and information will be made available to provide greater openness and transparency in Council decision making and to promote innovation and productivity improvements for Council, the community and businesses. The focus is on the free availability of useful machine readable data.

### 5.1 Principles:

Council adopts the Open Data Principles established in the 2015 International Open Data Charter. These are:

- 5.1.1 Open by Default.** This principle recognises that free access to, and subsequent use of, government data is of significant value to society and the economy, and that government data should, therefore, be open by default. This establishes the need for resources, standards, and policies to enable open data to be created, accessed, used and shared. The 'open by default' principle recognises that open data can only be unlocked when citizens are confident that open data will not compromise their right to privacy. To that end, the security of private or closed data, as defined, will be maintained and not released in the context of the open data principles.

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**Section:** Corporate and Technology Services

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- 5.1.2 Timely and Comprehensive.** This principle recognises that for data to be valuable to Council, community members, universities and businesses, it must be comprehensive, accurate, of high quality, up-to-date and available when needed. This principle recognises the importance of consulting with data users to identify which data to prioritise for release and/or improvement. It also recognises that it requires time and resources to identify and prepare data for release.
- 5.1.3 Accessible and Usable.** This principle establishes that when open data is released, it should be easily discoverable and accessible, and made available for download and use without unnecessary administrative barriers that could deter people from accessing the data in the first place. This principle drives the manner, location and format of data publication; and it requires that data is available free of charge under an open license.
- 5.1.4 Comparable and Interoperable.** This principle recognises that in order to be most effective and useful, data should be easy to compare within and between sectors and locations, and over a period of time. Data should be presented in structured and standardised formats to support interoperability, traceability, and effective reuse. This requires the adoption of appropriate and effective open standards for data and metadata.
- 5.1.5 For Improved Governance and Citizen Engagement.** This principle recognises that the release of open data strengthens governance and promotes trust in Council. Open data provides a transparent and accountable foundation to improve decision-making and enhance the provision of services. It encourages better policies and programs to meet the needs of our community, and enables effective community engagement and citizen participation. This will help Council to understand which types of data are in high demand, leading to improved data prioritisation and release.
- 5.1.6 For Inclusive Development and Innovation.** This principle recognises the importance of openness in stimulating creativity and innovation. The more Council, community members, universities and businesses use open data, the greater the social and economic benefits for the Region. Open data is, by its nature, an equitable resource that empowers all people by allowing them to access data regardless of who they are, or where they live. This principle also recognises that Council's role in promoting innovation and sustainable development in the Rockhampton Region does not end with the release of open data. Council will also play an active role in supporting the effective and innovative reuse of open data, and ensuring Council employees, community members, universities and businesses have the data they need and the tools and resources to understand and use that data effectively.

## 6 Review Timelines:

This policy will be reviewed when any of the following occur:

- 6.1 The related information is amended or replaced; or
- 6.2 Other circumstances as determined from time to time by the CEO.

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**7 Responsibilities:**

Sponsor	Chief Executive Officer
Business Owner	General Manager Corporate Services
Policy Owner	Manager Corporate and Technology Services
Policy Quality Control	Corporate Improvement and Strategy

**EVAN PARDON  
CHIEF EXECUTIVE OFFICER**

DRAFT

**Corporate Improvement and Strategy use only**

**Adopted/Approved:** Draft

**Version:** 1

**Reviewed Date:**

**Department:** Corporate Services

**Section:** Corporate and Technology Services

**Page No.:** Page 4 of 4

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**11.3 LOCAL DISASTER MANAGEMENT PLAN**

**File No:** 3086  
**Attachments:** 1. Local Disaster Management Plan  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** Robert Holmes - General Manager Regional Services

---

**SUMMARY**

*A local government may review, or renew, its local disaster management plan when the local government considers it appropriate. The Rockhampton Region Local Disaster Management Plan has recently been reviewed and is submitted for endorsement by the Council.*

**OFFICER'S RECOMMENDATION**

THAT the Rockhampton Region Local Disaster Management Plan as presented be endorsed.

**COMMENTARY**

As part of its disaster management responsibilities, the Council is required to develop a Local Disaster Management Plan (LDMP) and such a plan is to be reviewed when considered appropriate.

**Reviewing and renewing plan**

- (1) A local government may review, or renew, its local disaster management plan when the local government considers it appropriate.
- (2) However, the local government must review the effectiveness of the plan at least once a year.

The Rockhampton Region Disaster Management Plan has recently been reviewed and circulated to LDMG members for comment. The Disaster Management Act (DMA) also states what must be provided in the LDMP and that is as follows:

**Subdivision 1 Disaster management plans****S 57 Plan for disaster management in local government area**

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

## S58 Requirements of plan

A local disaster management plan must be consistent with the disaster management guidelines.

The LDMP was also reviewed having regard for the Inspector General Emergency Management's framework. The Plan has also been reviewed by the District Disaster Management Executive and local QFES representatives.

Any feedback from LDMG members has been incorporated where appropriate so the LDMP is now presented for endorsement by the Council. Only the main body of the LDMP is provided as an attachment to this report and should Councillors require a full copy of the Plan including sub-plans this will be made available electronically.

The DMA also provides for the LDMP to be available for inspection as follows:

S60 Plan to be available for inspection etc.

- (1) A local government must ensure a copy of its local disaster management plan is available for inspection, free of charge, by members of the public—
  - (a) at the local government's head office; and
  - (b) on the local government's website; and
  - (c) at other places the chief executive officer of the local government considers appropriate.
- (2) The local government must, on payment of the appropriate fee, give a person a copy of the plan.
- (3) In this section—

**appropriate fee** means the fee, decided by the chief executive officer of the local government, that is no more than the reasonable cost of providing the copy.

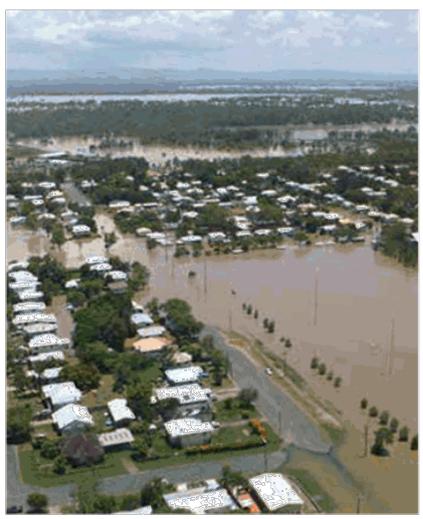
In respect of the foregoing it is advised that the Rockhampton Region LDMP will be made available on the Council's website and copies will be available for perusal at the Council's Libraries and Customer Services offices.

# **LOCAL DISASTER MANAGEMENT PLAN**

## **Local Disaster Management Plan**

**Meeting Date: 10 May 2016**

**Attachment No: 1**



# Local Disaster Management Plan



**Abbreviations and Glossary**

ALO	Agency Liaison Officer
BCA	Building Code of Australia
BoM	Bureau of Meteorology
CASA	Civil Aviation Safety Authority
COAG	Council of Australian Governments
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DMA	Disaster Management Act (2003)
DTMR	Department of Transport and Main Roads
EMQ	Emergency Management Queensland
FRW	Fitzroy River Water
Guardian	Content Management System used by Rockhampton Regional Council
IAP	Incident Accident Plan
IDAS	Integrated Development Assessment System
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Rockhampton Regional Council Local Disaster Management Group
LDMP	Local Disaster Management Plan
QAS	Queensland Ambulance Service
QFES	Queensland Fire & Emergency Service
QPS	Queensland Police Service
Region	the area under the management of Rockhampton Regional Council
RFA	Request for Assistance
RRC	Rockhampton Regional Council
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SDCC	State Disaster Control Centre
SES	State Emergency Service
SEWS	Standard Emergency Warning System
Sitrep	Situation Report
SOP	Standard Operating Procedure
SPA	Sustainable Planning Act (2009)
SPF	Strategic Policy Framework
TTN	Task Tracking Number

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Foreward by the Chair, Local Disaster Management Group

The Rockhampton Region can be subjected to incidents and events that cause damage and disruption to our communities. As such it is prudent that individuals, businesses, organisations, Councils and Government agencies examine these incidents and develop strategies to deal with these events.

Local Governments have a clear role in identifying and understanding the hazards and risks that could impact on the safety of our communities. Our role is to put in place, mitigation, preparation, response and recovery strategies and arrangements within the ambit of our resources and responsibility.

The Rockhampton Regional Council is committed to all aspects of disaster management.

On behalf of the Rockhampton Regional Council Local Disaster Management Group I commend you for taking the time to read this Disaster Management Plan and trust that you will assist us in making our communities safe places to live, work and play.



Cr Tony Williams Deputy Mayor  
Chairperson, Local Disaster Management Group

## DOCUMENT CONTROL

### 1.1 AMENDMENT CONTROL

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

Disaster Management Officer  
Rockhampton Regional Council  
PO Box 1860  
Rockhampton QLD 4700

This document is not to be altered, amended or changed in any way other than those amendments authorised by the Rockhampton Regional Council Local Disaster Management Group (LDMG). However, the LDMP is intended to be a "live" document to be regularly reviewed, assessed and amended where necessary. As such, Rockhampton Regional Council (RRC) welcomes feedback from the region's residents, visitors and others regarding this Disaster Management Plan.

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.

### 1.2 AMENDMENT REGISTER

Amendment		Plan Updated	
No / Ref	Issue Date	Inserted by	Date
LDMP2015.1	16/09/2015	Sam Williams	16/09/15

### 1.3 DISTRIBUTION

This LDMP has been distributed in accordance with the distribution list (*Annexure 1*). A copy with contact details and other sensitive information removed is to be sent to the Rockhampton Regional Council's Marketing and Engagement Unit for inclusion on the public website.

## 2 ADMINISTRATION AND GOVERNANCE

### 2.1 AUTHORITY TO PLAN

The *Disaster Management Act 2003* (DMA) requires that a local government must prepare a plan for disaster management in the local government's area. Sub-section (2) of section 57 of the DMA states:

The plan must include provision for:

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

### 2.2 PURPOSE

The purpose of the Rockhampton Regional Council LDMP is to ensure community safety through the development of effective disaster management strategies in order to ensure effective co-ordination of available resources to assist communities to:

- mitigate wherever possible, the potential adverse effects of an event;
- prepare for managing the effects of an event; and
- effectively respond to, and recover from, a disaster or an emergency situation.

The LDMP has not been developed for the management of:

- commonly occurring incidents which are within the capacity of the individual combat agencies of the Department of Community Safety and Queensland Police Service (QPS); or
- major incidents which are within the capacity of the nominated lead agency with a threat specific role.

However, elements of the LDMP may be activated in support of a lead agency responding to a major incident.

### 2.3 OBJECTIVES

The objective of the LDMP is to facilitate the implementation of effective and efficient disaster management strategies and arrangements. In accordance with section 30(f) of the DMA, the Rockhampton Regional Council Local Disaster Management Group (LDMG) is responsible for managing disaster operations in the area under policies and procedures defined by the State Disaster Management Group.

In the event of a disaster, decision-making authority for disaster management in the local government area rests with the Rockhampton Regional Council Local Disaster Management Group (LDMG). Such authority involves the coordination of disaster operations and activities performed by disaster response and recovery agencies.

Whilst there are no specific powers granted to the Chair of the LDMG or its members, under the DMA, it is the responsibility of this position and Rockhampton Regional Council to prepare for and make available its resources in the event of a disaster. The overall objective of this LDMP is to improve community safety through the identification, evaluation and mitigation of risks that might otherwise be classified as disasters. Where it is not plausible or possible to mitigate the risks, the LDMP offers contingencies for disaster management response and recovery procedures for the Rockhampton Regional Council area.

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

## 2.4 STRATEGIC POLICY FRAMEWORK

The DMA forms the legislative basis for disaster management activities within all levels of government in Queensland and its disaster management arrangements including:

- a) establishing disaster management groups for the State, identified disaster districts and local government areas;
- b) detailing planning requirements at each level; and
- c) providing for the conferring of powers on selected individuals and groups.

Queensland's whole-of-government disaster management arrangements are based upon partnerships between the state and local governments. These partnerships recognise that each level of the disaster management arrangements must work collaboratively to ensure the effective coordination of planning, services, information and resources necessary for comprehensive disaster management.

Queensland's tiered disaster management arrangements — based on local, district and state levels — enable a progressive escalation of support and assistance through each tier as required. The Australian Government is also included in the arrangements as a fourth level, recognising that Queensland may need to seek federal support in times of disaster.

The arrangements comprise several key management and coordination structures through which the functions of disaster management for Queensland are achieved. The principal structures that make up the arrangements are:

- a) Disaster management groups that operate at local, district and state levels and which are responsible for the planning, organisation, coordination and implementation of all measures to mitigate/prevent, prepare for, respond to and recover from disasters;
- b) Coordination centres at local, district and state levels that support disaster management groups in coordinating information, resources and services necessary for disaster operations;
- c) State government functional agencies through which the responsibilities of the State, in relation to disaster management and specific threats are managed and coordinated; and
- d) Australian government committees and agencies that provide support to Queensland on an as required basis.

The arrangements are flexible and scalable, enabling escalation of support and assistance through the local, district, state and federal government arrangements as required. They are premised on an all-hazards approach – using the same arrangements to respond to any event, be it a natural or non-natural disaster. They are also underpinned by the comprehensive approach – prevention, preparedness, response and recovery.

Within the arrangements, it is local governments that are the focus for managing disasters within their respective communities. State and district levels are to provide additional resources, support, assistance and expertise as required. (State Disaster Management Plan 2011 and DMA)

The Rockhampton Regional Council is committed to ensuring that the regions disaster management arrangements comply with the provisions of the DMA. The development of a Disaster Management Strategic Policy Framework (SPF) for the State is a function of the State group under the DMA.

Queensland's SPF was adopted by the State group in February 2006.

The SPF:

- a) articulates the vision for disaster management in Queensland;
- b) outlines the strategic direction to guide policies and programmes;
- c) mainstreams disaster mitigation into relevant areas of activity of government, non-government and relevant industry; and
- d) outlines governance and accountability arrangements to support achievement of disaster management priorities.

In line with the Council of Australian Governments (COAG) report *Natural Disasters in Australia, Reforming Mitigation, Relief and Recovery Arrangements (2002)*, the SPF identifies elements of disaster management as follows;

- a) disaster research;
- b) policy and governance;
- c) disaster risk assessment;
- d) disaster mitigation
- e) disaster preparedness;
- f) disaster response;
- g) disaster relief and recovery; and
- h) post-disaster assessment.

The SPF can be found at [www.disaster.qld.gov.au/publications](http://www.disaster.qld.gov.au/publications).

## 2.5 DISASTER MANAGEMENT PRIORITIES

The priorities of this LDMP are as follows:

- Base the plan and the risk treatments on an all hazards comprehensive risk management approach across the Prevention, Preparation, Response and Recovery stages.
- Use the results from the risk assessment and evaluation to prioritise and implement (where appropriate) measures that:
  - are preventative and preparatory to mitigate the risk where possible, lessen the likelihood of an event occurring or lessen the impact on the community, resources and services of the Rockhampton region
  - ensure response capabilities, to take action in anticipation of, during and immediately after an event, to the full potential of local resources
  - assist the disaster-affected community to recover from an event in the social, emotional and physical wellbeing, economic, environmental and infrastructure areas of the region
- Communicate the risks, recommended PPRR (Prevention, Preparedness, Response & Recovery) actions and local arrangements to the whole of the community to enable the members to improve their capacity to withstand a disastrous event
- Align with the Queensland Disaster Management Arrangements, Local Disaster Management Plan Guidelines and Disaster Management Act 2003, ensuring effective disaster management and operations for the Rockhampton Regional Council's area.

Within these priorities is the accepted responsibility to ensure the risk based approach is updated and continually reviewed to address any changes to the region and/or overriding legislation and principles.

## 2.6 REVIEW AND RENEW LDMP

A local government may review or renew its LDMP when the local government considers it appropriate (s59 DMA). However, the local government must review the effectiveness of the plan at least once every year.

Assessment of the plan and response capability may be achieved through operational activation or by the conduct of exercises.

When reviewing the effectiveness of the LDMP annually, the LDMG should include a minimum of one practical exercise per annum, involving as many relevant organisations, authorities and stakeholders as possible.

Procedures in relation to drafting, reviewing and reporting arrangements as required under the DMA can be found in *Annexure 2* which shows the previous and the planned timelines for reviews to be completed.

### Rockhampton Regional Council Local Disaster Management Plan



### 3 LOCAL DISASTER MANAGEMENT GROUP

#### 3.1 ESTABLISHMENT

The DMA section 29 stipulates that a local government must establish a LDMG for the local government's area.

The functions of a LDMG are specified under section 30 of the DMA.

#### 3.2 MEMBERSHIP

The DMA section 33 provides that:

- a) a local disaster management group consists of the persons appointed as members of the group by the relevant local government for the group;
- b) at least one person appointed to the LDMG must be a person nominated by the chief executive of the department;
- c) at least one person appointed to the group must be a Councillor of a local government; and
- d) the relevant local government for a local group may appoint a person as a member only if satisfied the person has the necessary expertise or experience to be a member.

RRC has nominated and ratified the appointment of members of the LDMG (*Annexure 3*).

##### Notice about Membership of a Local Group

Section 37 of the DMA stipulates that the relevant local government for a local group must, at least once a year, give written notice of the members of the group to the chairperson for the disaster district in which the local group is situated.

Furthermore section 40A of the DMA allows a member of a local disaster management group, with the approval of the chairperson of the group, to appoint by signed notice another person as his or her deputy. Deputies may attend a group meeting in the member's absence and exercise the member's functions and powers under the DMA at the meeting. A deputy attending a group meeting is to be counted in deciding if there is a quorum for the meeting.

##### Advisors and invitees

In addition to its members, the LDMG may co-opt additional members or seek the assistance of individuals or organisations as circumstances may require.

These persons sit as advisors to the group only. Whilst involved with the business of the group, these people will receive copies of the group's agenda and minutes and activation alerts issued during an event.

#### 3.3 SUB COMMITTEES

The Rockhampton Regional Council LDMG may constitute sub committees to address specific issues and/or tasks.

Currently the Rockhampton Regional Council LDMG has formed the following sub committees:

- Cyclone & Storm Sub Committee
- Evacuation Sub Committee
- Communication Sub Committee
- Recovery Sub Committee; and
- Airport Emergency Planning Committee
- Transport Sub Committee

Sub committees are responsible for assisting the LDMG to discharge its responsibilities, especially with regard to the preparation or implementation of specific plans.

A Chairperson for each sub group has been appointed by the LDMG. Sub group Chairperson or nominated committee member are required to submit regular reports of their progress to the Local Disaster Management Group at scheduled LDMG meetings.

### 3.4 ROLES and RESPONSIBILITIES

The control of a disaster response will be the responsibility of the relevant lead agency. Support required by the lead agency, upon implementation of this plan, will be coordinated by the LDMG.

Agency responsibilities are detailed in *Annexure 5*, Table 4. Furthermore *Annexure 5* Table 5 details the disaster management and support functions of the LDMG.

### 3.5 MEETINGS

The DMA section 39 requires a disaster management group to meet at least once in every six (6) months. The LDMG has resolved to meet four (4) times per year. *Annexure 6* details previous and planned meeting dates.

Minutes of such meetings are maintained in accordance with the requirement of the DMA. Copies of the minutes are available on request for members and advisors by contacting the Rockhampton Regional Council Disaster Management Officer.

It is important to ensure that membership of the LDMG is not too large so that there is no difficulty encountered in achieving a quorum at meetings. This is particularly important during times of activation as the quorum requirement is not waived during disaster/emergency situations when the LDMG is activated.

Whilst it is important to maintain a minimum number of appointed members, there is no restriction on the inclusion of supporting advisers to the LDMG on an as needs basis. Therefore, it has been considered appropriate that the core membership of the LDMG is maintained to key Council staff and emergency service providers.

Under section 40 of the DMA, a quorum for the group is set at one half of the number of members for the time being holding office plus 1; or if one half of the number of members for the time being holding office is not a whole number, the next highest whole number.

### 3.6 REPORTING

The DMA stipulates that it is a function of the LDMG to identify and provide advice to the District Disaster Management Group (DDMG) about support services required by the local group to facilitate disaster management and disaster operations in the area. Reports to the DDMG will include:

- A list of Disaster Management priorities for the local government area, as contained within the Risk Management Record (*Annexure 7*);
- A list of disaster management priorities for the local government area requiring District and State Group support; and
- Information about the operational readiness and preparedness of the local government area.

#### Performance Reporting

A comprehensive written report outlining the performance of the local group of its functions is required to be provided to the DDMG. The functions of a LDMG are specified in section 30 of the DMA.

The comprehensive report will be required on an annual basis, shortly prior to the DDMG requirement to report to the State Group

Reporting requirements cover a detailed approach to disaster management issues and the report will therefore include:

- membership;
- operational issues;
- planning arrangements;
- meetings;
- exercises;
- risk management/mitigation;
- training and development;
- community awareness;
- integration with business planning; and
- business continuity strategies.

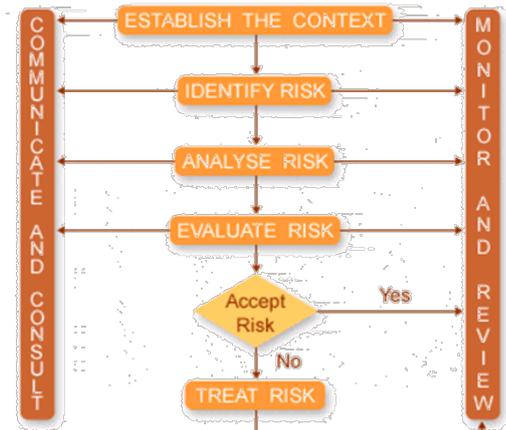


**4 DISASTER RISK MANAGEMENT**

**4.1 DISASTER RISK MANAGEMENT PROCESS**

The Australian/New Zealand Standard on Risk Management (AS/NZS ISO 31000:2009) defines risk management as “the culture, processes, and structures that are directed towards realizing potential opportunities whilst managing adverse effects”. In terms of disaster mitigation and management, risk management is a process of identifying risks and hazards to a community in the event of a disaster.

**Main Elements of the Disaster Risk Management Process**



This process encompasses an understanding of the community (establishing the context), identifying the “what, where, when, how, and why” (identifying the risks), identification of what is likely and probable to occur in that community and the consequences of these outcomes (analysing the risks), setting priorities for dealing with these risks (evaluate risk), and determining options and strategies for dealing with these risks (treat risk).

**4.2 COMMUNITY CONTEXT**

As a result of a State Government review in regards to Queensland local government, the Rockhampton Regional Council was formed in March 2008 incorporating the previous local government areas of Rockhampton City, Livingstone, Fitzroy and Mount Morgan Shires. In 2014 the Rockhampton Region Council de-amalgamated to form Rockhampton Regional Council and the former Livingstone Shire Council was recreated.

The Rockhampton Regional Council area is located in Central Queensland, on the Tropic of Capricorn and has three (3) major localities including Rockhampton, Gracemere and Mount Morgan. The Region lies on the Fitzroy River - one of the largest river systems in Queensland - and is approximately 600 kilometres north of the Queensland capital Brisbane.

The Rockhampton Regional Council area is bounded by the Isaac Regional Council area to the north, Livingstone Shire Council and the South Pacific Ocean to the east, the Gladstone Regional Council and Banana Shire areas to the south and the Central Highlands Regional Council area to the west. Further details on the Rockhampton Regional Council’s area refer to Risk Assessment (Annexure 7).

#### 4.3 RISK ASSESSMENT

A Natural Disaster Risk Assessment Study of the Council area was completed in 2012. It was based on a “whole of area” study, to incorporate the former Mount Morgan Shire area and revisit previous assessments and update the data in light of recent events and, if required, changes in policy. The assessment considered the natural disasters likely to impact on the Rockhampton Regional Council area including flooding, wildfires, cyclones, tornadoes, landslides, dam breaks, earthquakes, tsunamis, heat wave, severe storms and storm surge. This study is the first since the amalgamation of the former Rockhampton City, Fitzroy, Mount Morgan and Livingstone Shires in 2008.

A number of natural disaster related studies had been completed by the former Councils which provided valuable input into the Natural Disaster Risk Assessment. These include:

- Fire Hazard Strategy 2002;
- Capricorn Coast Storm Tide Hazard Investigation 2003;
- A Natural Disaster Risk Management Study for combined former Rockhampton City Council and Fitzroy Shire Council areas 2003;
- A Natural Disaster Risk Management Study for the former Livingstone Shire Council 2005;
- Fitzroy River Flood Study 2011; and
- Gracemere Stormwater Catchments Study 2012.
- North Rockhampton Local Creek Catchment Flood Study 2014

Details on the risk assessment process and the resulting risk registers are in *Annexure 7*.

#### 4.4 HAZARDS IN THE LOCAL DISASTER MANAGEMENT PLAN

The risk management record (*Annexure 7*) is compiled from the recently completed Natural Disaster Risk Assessment Study mitigation action plans and the previous Disaster Risk Management Studies from the former Livingstone Shire and Rockhampton City Councils. The details within the Risk Register need to be reviewed at least annually and updated as a result of the occurrence of natural hazard events or significant changes in land tenure within the Region as directed by LDMG. Future studies will be completed and the results from these will be included in the risk management record as further verification of hazards and the risks are documented.

##### 4.4.1 Disaster Management Policy within Rockhampton Regional Council

RRC recently adopted a Disaster Management Policy which fosters the ownership of disaster management in all departments within the Council. This in turn supports the actions of the LDMG and objectives of this LDMP.

##### 4.4.2 Risk Management and Town Planning Development

In approving development applications, RRC ensures the proposed development is not adversely impacted by natural hazards, such as flooding, bushfire and landslide via planning controls contained in the existing planning schemes and by the application of relevant parts of the building codes, legislation and regulation that ensure buildings and infrastructure are constructed to standards that minimise damage to property and people in a disaster event.

The levels of risk to people, property and critical infrastructure are minimised by a risk based land use planning approach. This is achieved by allocating existing and future land uses and infrastructure in appropriate locations that can function to an acceptable level of risk during a disaster event. This may be through a variety of mechanisms such as:

- Development applications are triggered by an overlay map (showing hazard areas such as flood, bushfire and steep land)
- Setting location, design, construction and operating standards (setting habitable floor levels in buildings and locating essential community infrastructure above a defined flood event)
- Restricting intensification and land uses in mapped hazard areas (zoning land in flood prone areas as open space and parks).

## 5 PREVENTION, PREPAREDNESS, RESPONSE & RECOVERY

### 5.1 PREVENTION

1. Prevention refers to the regulatory and physical measures taken to ensure that emergencies are prevented or their effects mitigated. (Australian Emergency Management Glossary, Manual 3).
2. Prevention measures can be both structural and non-structural and include engineering works, planning controls and land use planning, warning systems and regulations.
3. State Planning Policy 1/03, Mitigating the Adverse Impact of Flood, Bushfire and Landslide, sets out the State's interest in ensuring that the natural hazards of flood, bushfire and landslide are adequately considered when making decisions about development. These interests are also reflected in local government planning schemes.
4. Rockhampton Regional Council has undertaken risk assessment studies as outlined in Section 4.3. The implementation of the mitigation strategies outlined in those studies is considered a preventative measure and will assist in mitigating the impact of the hazard.
5. To ensure the progression of risk treatment options by the responsible agencies are requested to incorporate these strategies into their corporate planning processes for recognition and implementation.

Details of the recommended mitigation strategies are in *Annexure 7*.

#### 5.1.1 Building Codes, Legislation and Regulations

The application of National Construction Codes Series (Building Codes of Australia) and building use regulations aim to ensure that buildings and infrastructure are designed and constructed to standards that minimise damage and injury in an event (up to the design event), and that the building or infrastructure is used for the purpose in which was intended. Standards and codes should be referred to and enforced particularly for the design and construction of major infrastructure and components of essential services.

The application of certain types of legislation, for example the Dangerous Goods Safety Management Act 2001, which outlines the safe storage and transport of hazardous materials particularly in a built up areas, aim to prevent incidents occurring that would endanger the community.

There are various laws and regulations that govern the building process. The following provides an overview of the various pieces of legislation that govern the building industry.

##### 5.1.1.1 Sustainable Planning Act 2009

The Sustainable Planning Act 2009 commonly referred to as SPA, forms the foundation of Queensland's planning and development legislation.

The purpose of SPA is to seek to achieve ecological sustainability by: managing the process by which development takes place, including ensuring the process is accountable, effective and efficient and delivers sustainable outcomes; and managing the effects of development on the environment, including managing the use of premises; and continuing the coordination and integration of planning at the local, regional and state levels.

SPA sets standard planning scheme provisions to be incorporated into local government planning schemes. Planning schemes are utilised by local governments as a mechanism for managing and regulating development. SPA seeks to ensure that planning schemes regulate development in a way that balances impacts on the natural environment, economic benefits and the cultural and physical impacts.

SPA retains the Integrated Development Assessment System (IDAS), which establishes a common assessment system to be followed by all State agencies and local governments involved in assessing development applications. IDAS is the step by step process for lodging, assessing and deciding development applications.

#### 5.1.1.2 Building Act 1975

The Building Act governs all building work in Queensland. The Act empowers the regulation of certain aspects of buildings and structures and includes the administrative terms necessary to give effect to the legislation.

It is a requirement of the Building Act 1975 that buildings in Queensland be constructed in accordance with the Building Code of Australia (BCA).

The Building Code of Australia is a uniform set of technical provisions for the design and construction of buildings and other structures throughout Australia. The BCA is given legal effect through the *Building Act 1975*.

The BCA is supported by a number of "reference documents". These documents provide specific detail on how to comply with the BCA and include a number of Australian Standards.

The BCA, which must be read in conjunction with the Building Act, is published as the National Construction Code Series in two volumes:

- Volume 1 related to Class 2 to 9 buildings
- Volume 2 (also known as the Housing Provisions)

#### 5.1.1.3 Australian Standards

Numerous building and construction standards have been developed that add to the safety, efficiency and cost-effectiveness of building in Australia. A Standard is a document which provides rules, guidelines and often detailed technical specifications for activities undertaken in the industry.

A number of the building and construction standards are referenced in regulations including the Building Code of Australia, which means it is compulsory to undertake work in the way in which it is specified. A few examples include:

- Product standards and test methods related to windows, doors and roofing;
- Internal and external waterproofing of dwellings;
- Installation and product standards for smoke detectors;
- Design standards related to access for the disabled.

Specifically in response to recent disaster events Australian Standards have published standards and developed draft standards for:

- Construction of buildings in bushfire-prone area
- Construction of buildings in flood hazard areas (draft)

These are applicable as they ensure that buildings meet an established standard to minimise damage and injury in an event.

Compliance with building regulations/codes will reduce the effects from; floods, cyclones, severe storms, landslides and earthquakes in particular.

#### 5.1.2 Community Awareness (Public Education)

Community awareness and public education is extremely important to empower the community during times of disaster or emergency.

A fundamental challenge for local government and the emergency management sector in general, when aiming to achieve "safer sustainable communities", is how to effectively engage the community. It is recognised that an "engaged community" involved in the decision making processes associated with emergency management activities is more likely to be responsive and self managing when emergencies do arise.

Public education consists of an ongoing public awareness program conducted by the Rockhampton Regional Council and partner agencies in conjunction with the LDMG.

Council makes available to the public numerous pamphlets produced by the Bureau of Meteorology (BoM), Queensland Fire and Emergency Services (QFES), and Australian Emergency Management. These are available on request to Customer Service or the Disaster Management Officer.

#### 5.1.3 Insurance Incentives

Insurance coverage for properties affected by disaster events is regularly a concern for people affected by such events.

The provision of insurance incentives (such as reduced insurance premiums) for residents who have taken appropriate and relevant action to prepare or enhance their properties structural adequacy or capacity to withstand relevant hazards, has been identified as a method of ensuring a more prepared and resilient community.

Whilst local government has little influence over the processes of insurance companies, natural disaster risk management studies undertaken by Council have included the initiative to investigate a scheme to assist home owners to strengthen vulnerable housing elements.

#### 5.1.4 Risk Based Land use Management Initiatives

State Planning Policy 1/03 – Mitigating the Adverse Impacts of Flood, Bushfire & Landslide

The Queensland Government considers that development should minimise the potential adverse impacts of flood, bushfire and landslide on people, property, economic activity and the environment.

##### Purpose of Policy 1/03

The State Planning Policy sets out the State's interest in ensuring that the natural hazards of flood, bushfire and landslide are adequately considered when making decisions about development.

Under the Sustainable Planning Act 2009 the State Planning Policy has effect when development applications are assessed, when planning schemes are made or amended and when land is designated for community infrastructure.

The application of the Sustainable Planning Act 2009, State Planning Policy 1/03 and Council's planning scheme provisions to development applications will guard against the inappropriate siting of developments in mapped hazardous areas.

##### Planning Scheme Overlays

Planning scheme overlays (maps and codes) identify areas of land with particular characteristics that need to be considered when development is planned in these areas. These characteristics may relate to a natural hazard such as bushfire, flooding or landslide, or a value such as biodiversity or a constraint such as proximity to an airport. The planning scheme contains specific requirements relating to each overlay and these requirements must be addressed when development is planned within the overlay area.

#### 5.1.5 Warning Systems

Effective warning systems are an essential preventative strategy that aims to convey information to the community relating to the approaching disaster event.

Warnings to the community from the BoM, Queensland Fire and Emergency Service (QFES) and Council, are transmitted via the electronic media and radio as required.

Current warning systems in use for disaster management purposes are detailed in the Communication Sub Plan (*Annexure 4*).

## 5.2 PREPAREDNESS

Preparedness is having "arrangements or plans to deal with a threat situation or a disaster, that is, the mobilisation of the disaster response structure and resources" (Emergency Management Australia, 2004).

Preparedness is also about measures that seek to reduce harm caused by a hazard by reducing the community vulnerability and includes measures such as:

- establishing or refining procedures regarding early warning systems, and a public education plan to inform the community of these systems;
- training relevant response personnel on operational implementation;
- considering and planning for the finances and capital required in the event of activating the disaster management plan;
- establishing emergency communication procedures;
- community awareness programs;
- effective information management;
- an up to date local disaster management plan; and
- developing and testing plans.

The LDMG will encourage an all agency, all hazard ethos within the Group, with all members of the LDMG being encouraged to take this approach, by providing advice and guidance to the LDMG on specific hazards.

The LDMG will identify and review resources annually to maximise response capability. Additionally the LDMG may establish and maintain relationships with lead and support agencies, local community groups, local volunteer service groups, the District Disaster Management Group and the State Emergency Service, (Rockhampton Regional Council SES Unit) to build an ethos of ownership and partnership with the members of the Groups to increase its overall disaster management capability.

The LDMG will establish and maintain emergency evacuation centres and community recovery centres and develop operational guidelines for their establishment and operation.

The LDMG will establish an emergency communication capability and document procedures for its use in an operational plan.

A key element of preparedness is the availability of:

- a) members of the LDMG trained in the their role and responsibilities;
- b) trained staff to operate the LDCC; and
- c) appropriate resources.

Rural communities of the region are well known for their resilience and self-sufficiency and are more likely to have in place appropriate strategies to cope with the impact of an event. Urban communities need to be encouraged to be more self-reliant during disaster events and take ownership of the situation, where possible, at least for the first 24 hours. They also need to be encouraged to have a personal disaster plan.

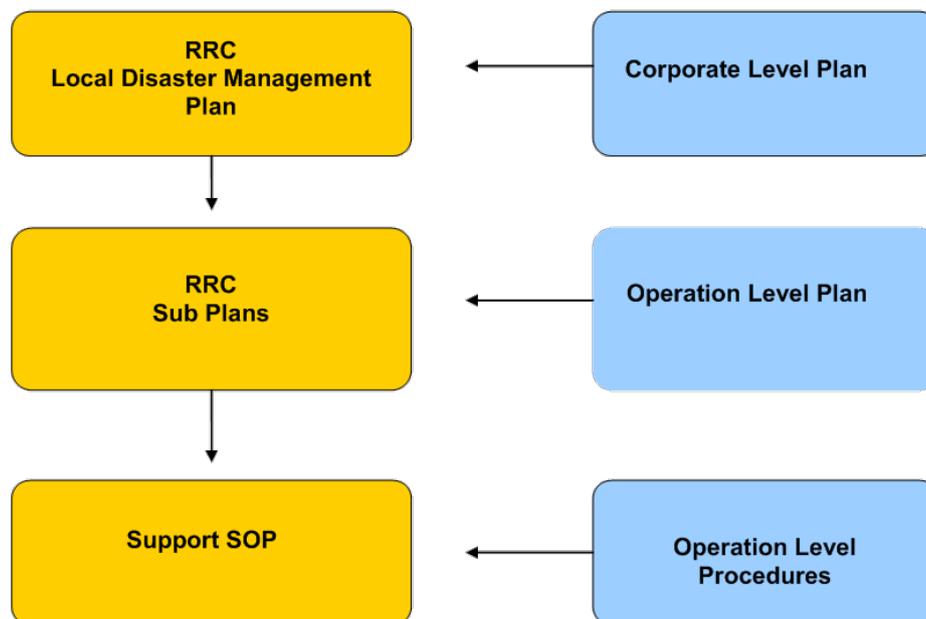
5.2.1 Sub Plan

A sub plan is a document describing roles, responsibilities and arrangements for performance of a key response or recovery function.

Sub Plans are in support of the LDMP, prepared in accordance with the requirements of the *Disaster Management Act 2003*.

They are usually supported by Standard Operating Procedures (SOP) that outline the procedures to be followed when the Sub Plan is activated.

The relationship between these plans and SOP are depicted in the following diagram



The following sub plans have been developed in support of the LDMP (*Annexure 4*):

- Communication Sub Plan
- Evacuation Sub Plan
- Cyclone, East Coast Low and Severe Storm Threat Specific Sub Plan
- Fitzroy River Flood Threat Specific Sub Plan
- Environmental and Public Health Sub Plan
- Local Disaster Coordination Centre Sub Plan
- Recovery Sub Plan
- Activation LDMG Sub Plan
- Dam Failure Sub Plan
- Financial Management Sub Plan
- Impact Assessment Sub Plan
- Public Works and Engineering Sub Plan
- Rescue Sub Plan
- Logistics Sub Plan
- Medical Services Sub Plan
- Evacuation Centre Management Sub Plan
- Tsunami Sub Plan
- Bushfire Sub Plan
- Marine Oil Spill Sub Plan
- Emergency Animal Disease Sub Plan
- Influenza Pandemic Sub Plan
- Transport Sub Plan

The Sub Plans are approved by the LDMG under the provisions of the Disaster Management Act 2003.

The LDMG may constitute sub committees to address specific issues and/or tasks. Currently the LDMG has formed the following sub committees to the LDMG:

- Cyclone & Storm Sub Committee (includes Transport & Tsunami);
- Evacuation Sub Committee;
- Communication Sub Committee;
- Recovery Sub Committee;
- Transport Sub Committee;
- Airport Emergency Planning Committee.

Sub Committees are responsible for assisting the LDMG to discharge its responsibilities, especially with regard to the preparation or implementation of specific plans.

Sub committees are required to submit regular reports of their progress to the LDMG at scheduled LDMG meetings.

#### 5.2.2 Disaster Coordination Centre Arrangements

A basic requirement of disaster management response is a well-equipped coordination centre capable of being made operational at short notice and having the capacity to accommodate all control personnel.

##### *Responsibility*

The LDMG is responsible to the DDMG for the efficiency of local government operational coordination arrangements. As such, the LDMG is responsible for the provision of a Local Disaster Coordination Centre (LDCC). The Rockhampton Regional Council Local Disaster Coordination Centre is located at:

Reception Room (including the IT Training Room)  
Ground Floor City Hall  
Rockhampton Regional Council  
232 Bolsover Street  
Rockhampton

The telephone numbers for public contact with the LDCC will be advertised upon activation of the LDCC.

Sub Plans and Procedures have been developed for the activation and operation of the LDCC (*Annexure 4*).

Should this facility become unusable for any reason, an alternative disaster coordination centre will be established at:

Training Room  
Rockhampton Regional Council  
Dooley Street Depot  
13 Dooley Street  
Park Avenue

or as otherwise determined by the Chairperson of the LDMG.

The facilities selected for the purpose of a disaster coordination centre need to be equipped and resourced to coordinate multiple activities undertaken by the Group when an event occurs.

Designated Council staff will be regularly trained in emergency management procedures, and disaster coordination centre operations.

Members of the LDMG should undertake regular training on disaster management roles and responsibilities such as disaster coordination centre operations, Queensland Disaster Management Arrangements and emergency risk management (as made available by QFES).

The Local Disaster Coordinator (LDC) of the LDMG is responsible for the implementation of such training.

Additionally the Local State Emergency Service (Rockhampton Regional Council Unit) and groups should be involved with training for succession purposes.

#### *Functions*

LDCCs may be permanent or temporary facilities, provided within each local government area to support the LDMG during disasters. Each LDCC is responsible to provide prompt and relevant information to the District Disaster Coordination Centre (DDCC) concerning any disaster event or potential disaster event occurring within their area. These centres are also responsible for the coordination of all local resources as well as those allocated to it for disaster management purposes. In particular a LDCC is responsible for:

- collection, collation and dissemination of information to the DDCC, relevant local agencies and officers, and the public;
- implementation of operational decisions of the LDMG; and
- coordination of Local Government and community resources in support of agencies involved in response and recovery operations including those allocated from the Commonwealth, State and District Disaster Groups, in support of the disaster affecting this community.

Operational staff for the LDCC is to be provided from a list of Council staff and other volunteers.

In emergency/disaster situations, the combating and support organisations will send an Agency Liaison Officer (ALO) to the LDCC. These liaison officers should have the authority to commit their respective resources, if so required. The ALO should of necessity, be of senior rank or delegation and have communication with their own organisation.

Each control authority and support organisation, whose agency is active during a disaster event, will ensure that their agency establishes a capacity to command and coordinate their agency's resources and actions. Each agency is required to provide relevant contact numbers to the LDMG. Each control authority and support organisation will establish its own headquarters to control its own resources. The relevant Control Authority will determine the siting and location of any Forward Command Post.

### 5.2.3 Community Warning and Alert Systems

Warning systems and information require the establishment and refining of procedures regarding their use, and the inclusion of such systems in public education and awareness programs to inform the community of such systems. Typically these include the following:

- Standard Emergency Warning System (SEWS);
- emergency alerts;
- media releases; and
- social media and website updates.

Details of these systems and how they will be utilised when required are in the Communication Sub Plan (*Annexure 4*).

At a local level, the release of information to the community regarding the emergency and associated threats will be the responsibility of the Chairperson of the Local Disaster Management Group or their delegate. This may be done in conjunction with representatives of lead agencies and/or support agencies.

### 5.2.4 Training and Exercises

The Queensland Disaster Management Arrangements bring together a number of agencies to work in a coordinated manner to assist communities prepare for, respond to, and recover from disasters.

Disaster management training is important to ensure that all agencies can seamlessly integrate within the regions disaster management arrangements and contribute to an effective and coordinated response.

In conjunction with QFES, the LDMG encourages and provides appropriate training and exercises (*Annexure 8*) of relevant member agencies such as:

- training the members of the LDMG in relation to the Queensland Disaster Management Arrangements;
- training the Rockhampton Regional Council and nominated agency liaison officers in the operation of the LDCC including the training of Guardian software;
- training the regions disaster management agencies (including Rockhampton Regional Council, emergency services, community agencies and volunteer organisations) in disaster management concepts and operations; and
- exercises to test local disaster management plans and arrangements and develop local capacity to respond to and recover from disaster events

### 5.2.5 Public Education

The DMA section 30(1) (e) identifies one of the functions of a local disaster management group as:

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

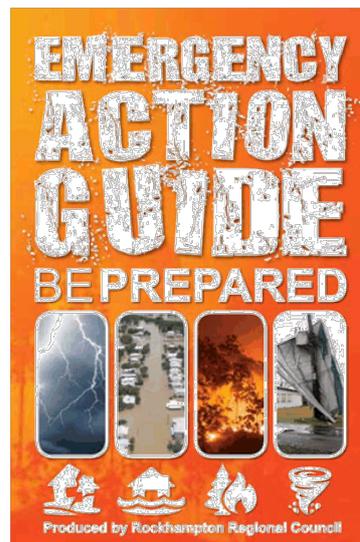
Public education includes programs designed by Council in conjunction with partner agencies and the LDMG, together with material prepared by agencies, that:

- provide a detailed explanation of particular hazards;
- provide details of practical measures residents can take prior to, during and after a disaster event or incident to help them prepare for mitigate and recover from impact of the event or incident.;
- encourage the public to "be aware" through ongoing media campaigns; and
- agencies responsible for the provision of public information are as outlined in *Annexure 5*.

Australian Emergency Management provides a wide range of free community awareness and education publications covering background information as well as advice on preparation for and coping with various events. Rockhampton Regional Council maintains a supply of such documents for distribution to the community via various council outlets such as customer service centres and libraries.

The following initiatives have also been or are to be implemented by Council to assist in creating a more aware and resilient community:

- Linking in with the RRC Community and Cultural Development section's Community Capacity Building Program by providing presentations on various topics for information sessions in relation to a comprehensive all hazards approach to preparation and tailored to the audience. This program has access to many different groups such as multicultural, disabled and youth.
- Availability for schools and community organisations to book presentations on various hazards relevant to the local community and mitigation actions that may be taken.
- Development of a disaster information pack for distribution to new residents to the region.
- Development of an educational DVD "Preparing for Natural Disasters" and an enclosed "Emergency Action Guide for Survival of Natural Disasters" for distribution to the community.
- Annual pre cyclone media campaign to encourage residents to prepare for the upcoming "cyclone season".
- Annual pre bushfire media campaign to encourage residents to prepare for the upcoming bushfire season.
- Commencing an event aimed at carers, support workers and service providers to vulnerable members of the community. 2012's event is "Community Resilience and Recovery: Identify, implement and improve. If successful this will be the beginning of an annual program to hold similar sessions for this group of people.
- Inclusion of local disaster management plans, community awareness and public education publications and "Emergency Action Guide" within Council's website.
- Development of a "fact sheet" in regards to hazardous tree types that run the risk of damaging property during storm events.



#### 5.2.6 Current Capacity/Operational Limitations

The LDMG recognises that response agencies need appropriate levels of equipment to be able to perform their functions effectively and efficiently.

Whilst the group recognises that agencies are responsible for raising and maintaining their own equipment, the group will:

- support applications from the Rockhampton Region's disaster management agencies for funding through grant programs;
- advocate for increases in State and Federal government funding towards local disaster management equipment initiatives;
- encourage agencies to support each other with equipment needs – through strategies such as funding support and memoranda of understanding.

A measurement of the LDMG response capability may be achieved through operational activation of the LDMG or by the conduct of exercises (table top, field etc.) that test all or parts of the LDMP. Exercise findings after action report will be tabled at the next LDMG meeting for treatment options to be considered.

A record of the conduct of such exercises shall be maintained by the Local Disaster Coordinator, (*Annexure 8*).

Additionally, at LDMG meetings agencies are required to provide status reports and pre-season reports. They should advise of pre-season preparations and any needs they have coming into the relevant disaster threat season to maximise their capability to respond to an event.

The LDMG's response capability is achieved through:

- support and resourcing of the Rockhampton Regional Council State Emergency Service Unit;
- Council's workforce; and
- the capabilities of the various lead and support agencies as detailed in the various role, responsibility and capability tables within this Plan.

Council currently supports Rockhampton Regional Council State Emergency Service Unit via:

- employment of a full time paid SES Local Controller;
- funding through its Budget;
- equipment; and
- access to Council assets.

Groups which form the Rockhampton Regional Council State Emergency Service Unit are:

- Rockhampton;
- Mount Morgan; and
- Gracemere.

### 5.2.7 Emergency Planning

#### *Local plans*

The Rockhampton Regional Council LDMG recognises the importance of planning for disaster events, and actively promotes this amongst the regions disaster management agencies.

When preparing emergency plans, the Rockhampton Regional Council LDMG will:

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

The Rockhampton Regional Council LDMG is responsible for maintaining this Local Disaster Management Plan. In maintaining this Plan, the group expects that all member agencies will be actively involved in the review process required under the DMA.

#### *Lead agency sub-plans*

The Rockhampton Regional Council LDMG expects that lead agencies will prepare and maintain written emergency plans that:

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

Lead agencies are responsible for reviewing and updating relevant sub-plans for which they are responsible at least annually, and presenting enhancements to the LDMG for consideration.

#### *Community emergency plans*

The Rockhampton Regional Council LDMG encourages community groups, businesses, developers and others to prepare emergency and business continuity plans.

The group especially encourages organisations that care for vulnerable sectors of the community (e.g., aged care facilities) to prepare emergency plans.

## 5.3 RESPONSE

The principle purpose of emergency response is the preservation of life, property and the environment. Response is defined as the “actions taken in anticipation of, during and immediately after an emergency to ensure its effects are minimised and that people affected are given immediate relief and support” (Australian Emergency Management – National Emergency Risk Assessment Guidelines October 2010).

It includes:

- timely activation of the LDMG & LDCC;
- conducting regular training and exercises for response and recovery teams;
- utilising all available resources to ensure timely and reliable information is provided to the community; and
- coordinating resources to respond to the disaster event.

Section 4A (Guiding Principles) of the DMA stipulates that local government should primarily be responsible for managing events in its local government area. Under section 30 (1) of the DMA, functions of a LDMG include:

- managing disaster operations in the Rockhampton Regional Council area under policies and procedures decided by the State Disaster Management Group; and
- identifying and coordinating the use of resources that may be used for disaster operations in the area.

The DMA section 15 defines disaster operations as activities undertaken before, during or after an event that happen 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.

The LDMG recognises that the response to a disaster event:

- need to incorporate all those actions that help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, to a particular and specific disaster event;
- may commence prior to the impact of an event, if advance warning is given and known; and
- concludes once the risks of loss of human life, illness or injury, property loss or damage, or damage to the environment are reduced to an acceptable level.

#### 5.3.1 Response Capability

The Rockhampton Regional Council LDMG has a strong response capability in that it is well equipped, well-staffed and has a reliable assembly of resources including access to:

- Rockhampton Regional Council response and equipment resources;
- Queensland Ambulance Service response and equipment resources;
- Queensland Fire and Rescue Service response and equipment resources;
- Queensland Police Service response and equipment resources;
- State Emergency Service response and equipment resources;
- access to equipment (including heavy equipment) and plant within Council and through commercial providers, which is accessible through the LDCC;
- Personal Protective Equipment held by lead agencies; and
- volunteers of the many community organisations within the region.

Agencies listed have appropriate resources to deliver their agreed roles and responsibilities.



#### 5.3.2 Organisation for control

The Rockhampton Regional Council LDMG recognises that the control of the disaster response is the responsibility of the relevant lead agency. Support required by the lead agency, upon implementation of this LDMP will be coordinated by the Local Disaster Coordinator (LDC) through the LDCC (*Annexure 5*).

### 5.3.3 Coordination of Disaster Operations

The responsibility of the functional coordination of disaster operation sits with the appointed Local Disaster Coordinator. The LDC has the following functions under s. 36 of the Disaster Management Act 2003:

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

In order to achieve this, the LDCC is prepared pre-season and able to be activated to aid the LDC in the coordination of disaster operations.

### 5.3.4 Declaration of Disaster Situation

The District Disaster Coordinator (DDC) may, with the approval of the Minister, declare a disaster situation for a district or part of it under s. 64 of the Disaster Management Act 2003. There are conditions that must be met first and provides extra powers to particular officers to perform actions, give directions and control movements within the declared area. Under s.75 describes that an ambulance officer, fire officer, health officer and police officer can be authorised to exercise declared disaster powers for the disaster situation as directed by either the chairperson of the State Group or the relevant district disaster coordinator. Additionally s.77 details the General powers that can be exercised by these people. To facilitate the declaration of a disaster the chair of the LDMG will seek to consult with the DDC to provide support and appropriate awareness of the event.

### 5.3.5 Threat Escalation

The LDMG, and ALL lead and support agencies must be aware of the potential for the threat being addressed to escalate to a point where the resources of the lead and/or support agency are insufficient to adequately respond, in which case the lead agency shall advise the LDMG of the situation and of the resources required.

The LDMG may then request additional resources via the DDMG *Annexure 9*).

### 5.3.6 Timely Activation of LDMG and LDCC

The Chairperson of the Rockhampton Regional Council LDMG has responsibility for activating the LDMG and the LDCC and determining the stage of activation required.

Activation will normally occur:

- a) as a response to a worsening situation and is thus responsive to an alert warning system; or
- b) because of other circumstances, where no warning is possible; or
- c) at the request of the responsible lead agency/control authority; or
- d) at the direction or request of the District Disaster Coordinator; or
- e) at the discretion of the LDMG Chairperson upon becoming aware of a threat or potential threat to the communities of the Rockhampton Region; or
- f) during testing of the process (*Annexure 8*).

Activation of the LDCC is to be as per the Local Disaster Coordination Centre Sub Plan (*Annexure 4*) and associated Standard Operating Procedures (SOP's) (*Annexure 10*). This will allow for mobilisation and management of resources through established communication and information networks.

### 5.3.7 Stages of Activation

The following activation stages apply to the activation of the LDMG. Chairpersons of Sub Committees also have the discretion to activate the relevant group as deemed necessary. However, the decision to activate a Sub Committee should be done, where possible, after consultation with the Local Disaster Coordinator and/or Chairperson of the LDMG. Details of actions to be taken and the communication methods are in the Local Disaster Coordination Centre Sub Plan and associated SOP's (*Annexure 10*).

The different stages of activation and their triggers are:

**1. Alert**

The Chair of the LDMG and/or Local Disaster Coordinator has been made aware of a hazard that has the potential to affect the local government area.

Immediately upon becoming aware of a potential threat, the LDMG should be activated to the "Alert Stage" regardless of the event or the identification of a lead agency.

**2. Lean Forward**

The triggers for this stage are:

- There is likelihood that threat may affect local government area.
- Threat is quantified but may not yet be imminent.
- There is a need for public awareness and the LDMG would now be managing the event.

**3. Stand Up**

Escalation to stand up occurs when the threat is imminent and the community will be or has been impacted. There will be a need for the coordination in the LDCC as there will be requests for support being received by the LDMG and/or the LDCC and the response requires coordination.

**4. Stand Down**

The stage where an agencies response is no longer required and services are wound back as the community has returned to normal function and recovery is taking place. This is when debriefs will be occurring with all involved.

**5.3.8 Notification of Agencies**

Should a response be required to an event or pending an event, notification of the relevant response agencies will be as detailed in the Local Disaster Coordination Centre Sub Plan (*Annexure 4*) and associated SOP's (*Annexure 10*).

**5.3.9 Operational Assessment**

Agency Liaison Officers (ALOs) from relevant agencies/organisations may be required to attend the LDCC. These officers are experienced and highly ranked in their field with the authority to commit their organisations resources in support of the LDMG/LDCC operations.

During activation of the LDCC, agency liaison officers will establish communication with their parent agency field personnel via their control centres in order to provide accurate information to the LDCC in regards to their agencies operational needs in the field.

All information, external reports and updates being provided to the LDCC should follow the required message flow as detailed in the Local Disaster Coordination Centre Sub Plan (*Annexure 4*) and associated SOP's (*Annexure 10*), so that information is recorded and logged. This information may in turn be utilised by other decision making bodies within the LDCC (e.g. Planning Officers) to further analyse the impact of the event and determine the appropriate level of response required.

This in turn will also enable accurate information to be included within relevant situation reports (SitRep) and the update of situation mapping and other documentation within the LDCC.

**5.3.10 Mobilisation of Resources**

Upon the decision by the Chair of the LDMG to mount an operation and/or activate the LDCC in response to a disaster or emergency event the Local Disaster Coordinator will advise key personnel of all organisations as per relevant SOP's (*Annexure 10*).

The extent of resources required will depend on the type and size of the event/disaster; therefore, it is not possible to state that the local government has sufficient resources in the event of a disaster.

Should available resources prove to be insufficient the LDMG will request assistance from the District Disaster Coordinator through the submission of "Request For Assistance" form (*Annexure 9*).

Each voluntary group, service agency or organisation is to operate and command its own resources, (material and man power) but will accept tasking of those resources by the LDMG.

#### 5.3.11 Resupply Operations

Within the Rockhampton region, resupply operations will need to be carried out to certain areas in various types of disasters. Community awareness and public education is used to inform residents of the preparations they should be making prior to an event but sometimes the preparations are not completed in time or the event is longer than anticipated and the pre-stored items run out therefore requiring resupply to some residents.

There are three forms of resupply:

- Isolated Community Resupply
- Isolated Rural Property Resupply
- Resupply of Stranded Persons

There are guidelines for resupply operations detailing the conditions such as what is allowed to be supplied and the different criteria for eligibility to receive supplies. These are covered in the *Queensland Government's Resupply Guidelines 2012*. The relevant resupply forms are included in this plan LDMP (*Annexure 13*).

#### 5.3.12 Sub Plans

When responding to an event consideration to the relevant sub plan must be given.

The following sub plans have been developed in support of the LDMP (*Annexure 4*) of this plan:

- Communication Sub Plan
- Evacuation Sub Plan
- Cyclone, East Coast Low and Severe Storm Threat Specific Sub Plan
- Recovery Sub Plan
- Fitzroy River Sub Plan
- Environmental and Public Health Sub Plan
- Local Disaster Coordination Centre Sub Plan
- Recovery Sub Plan
- Activation LDMG Sub Plan
- Dam Failure Sub Plan
- Financial Management Sub Plan
- Logistics Sub Plan
- Evacuation Centre Management Sub Plan
- Tsunami Sub Plan
- Transport Sub Plan
- Bushfire Sub Plan
- Marine Oil Spill Sub Plan

These plans have been prepared in advance and support operations required.

### 5.3.13 Support from External Agencies

In the event of activation of the LDMP and LDCC communication will be established with the District Disaster Management Group via the District Disaster Coordinator or their nominated representative.

Communication will be by telephone, email, face to face and the provision of:

- regular status reports (frequency as determined by DDMG);
- LDMG representation at DDMG meetings as required;
- participation in DDMG telephone conferences as required;
- submission of "requests for assistance" as required/determined by LDMG; and
- establishment of electronic (email) communication where possible between LDMG & DDMG.

The type and level of support to be provided by external agencies would depend on the type of event. However, due to current access problems to Rockhampton and surrounds when flooding occurs it is envisaged that there could be requests for fuel, food, medical supplies and water resupply.

The potential also exists for specialist external assistance to be required for rescue of persons (i.e. isolated due to floodwaters, swift water rescue, urban search and rescue).

Following Queensland Disaster Management Arrangements, once a group's resources are exhausted a request is sent upwards to the next level. Should available resources at the local level prove to be insufficient, the LDMG will request assistance from the District Disaster Coordinator through the submission of "Request For Assistance" (*Annexure 9*). Requests can then be escalated from District to State and finally Commonwealth support can be requested should State resources be exhausted or not available.

### 5.3.14 Functional Arrangements

#### Lead Agency

A functional lead agency is the agency in control of the management of a disaster function when this LDMP is activated. Control relates to managing "what should be done, when and by whom".

Control operates vertically across agencies that are contributing to the management of the particular hazard. For example, during a cyclone event, RRC is the lead agency, and will control all agencies that are contributing to evacuation centre/emergency shelter management. This includes giving directions and tasks to supporting agencies and opening and allowing access to centres.

Being in control does not mean that the lead agency supplies all the resources to deliver a function. A lead agency will be supported by other agencies that have an agreed role to support the delivery of the disaster management function. For example, in the management of evacuation shelters/emergency shelters, RRC is assisted by a number of agencies.

Control does not extend to commanding the resources (personnel and equipment) of other agencies. Each agency is responsible for commanding their own assets.

Lead agency status is usually bestowed by legislation, common law, regulations, or by agreement of the LDMG. A list of the lead agencies can be found at *Annexure 5*.

#### Support Agency

A support agency supports the lead agency in the delivery of a disaster management function through actions or the provision of personnel and equipment.

While under the control of a lead agency, support agencies retain responsibility for commanding their resources and ensuring that their own standard operating procedures are correctly implemented.

#### Coordination

When this LDMP is activated, the LDMG is responsible for the overall coordination of disaster events. The Group is to ensure that information and resources are acquired and distributed where needed and when needed.

During a disaster, a number of lead agencies may be in operation at the same time. For example, a disaster may involve the management of a number of threats, and the delivery of a number of disaster management functions (such as evacuation, shelter management and community support).

Coordination is about ensuring lead and support agencies have the resources and information needed to carry out their agreed roles. Under this plan, the LDMG is responsible for ensuring coordination of the response to an event.

Coordination operates horizontally across agencies, but does not extend to the control of threats or functions or to the command of agency resources.

#### 5.3.15 Threat Specific Arrangements

##### Threat-specific Lead Agencies

A threat-specific lead agency is the agency in control of the management of a specific threat when this LDMP is activated. Control relates to managing "what should be done, when and by whom". Control operates vertically across agencies that are contributing to the management of the particular threat.

For example, during a wildfire threat, the Queensland Fire and Rescue Service is the lead agency and will control all agencies that are contributing to wildfire management. This includes giving directions and tasks to supporting agencies, allowing access into various zones and determining the need for evacuation.

Being in control does not mean that the lead agency supplies all the resources to manage a threat. A lead agency will be supported by other agencies that have an agreed role to support the management of the threat.

Control does not extend to commanding the resources (personnel and equipment) of other agencies. Each agency is responsible for commanding their own assets.

Lead agency status is usually bestowed by legislation, common law, regulations, or by agreement of the LDMG. Details the threat-specific lead agencies for the Region can be found at *Annexure 5*.

Lead agency threat specific plans are normally activated by a threat specific regional representative. The Chief Officer, Queensland Fire and Emergency Services (QFES) and the relevant District Disaster Coordinator (DDC) are advised of the activation as soon as practical.

##### Support agency

A support agency supports the lead agency in the management of a threat through actions or the provision of personnel and equipment.

While under the control of a lead agency, support agencies retain responsibility for commanding their resources and ensuring that their own standard operating procedures are correctly implemented.

#### 5.3.16 Post Impact Assessment

The purpose of post impact assessment is to provide emergency or disaster managers with a source of comprehensive, standardised information on the impact of a hazard. This information can be used to set priorities and make management decisions relating to the response to an emergency or disaster and to the initial steps leading to recovery.

Post disaster assessment is a key process in the response and recovery stages of the disaster management continuum. Immediately after a hazard has affected a community, there is a need to identify what the impact has been and what needs to be done to ensure the safety of life and property and to return the community to normality.

These processes require information. In the early stages of an emergency or disaster, information may be scarce or it may be overwhelming. It will almost certainly be confused, fragmented, conflicting, biased, inappropriate, inaccurate or wrong. The availability of information and its quality will improve with time. Early decisions, made on the basis of limited information, can then be refined or changed, if necessary.

Impact assessments examine the ways in which the hazard has affected the community or communities. Information collected and analysed during the initial assessment becomes baseline data.

The type of information that needs to be processed during impact assessments will vary with the hazard, the severity of the impact, the complexity of the community and the area to be assessed. It will also vary according to the amount and accuracy of baseline data with which it can be compared.

When compiling impact assessment information, the information can include:

- the area affected, by geographical location and size (with breakdowns into areas of severity if appropriate);
- the major causes of casualties and damage;
- human effects and casualties including the number of:
  - people affected
  - deceased (and whether deaths are continuing);
  - injuries and types (major or minor) and illnesses and people missing;
  - people who have had to evacuate or have been displaced and the places to which they have moved; and
  - people homeless or requiring shelter or evacuation;
- damage details, including to:
  - homes destroyed or damaged;
  - key community buildings destroyed or damaged;
  - other buildings destroyed or damaged, including commercial premises and suppliers of basic necessities to the community;
  - lifelines and other key infrastructure;
  - transport systems;
  - agriculture and food supply systems; and
  - key local economic resources such as industrial premises.;
- identification of secondary hazards that may pose a threat in the immediate future;
- sources, availability and purity of water for drinking and other purposes;
- environmental health and sanitation threats;
- availability of food supplies at family and community level;
- available medical staff, facilities and supplies within the affected area and their activities;
- resources that have survived the disaster and might be usable in the response;
- the capacity of local government and emergency management structures to manage the local response and recovery; and
- government, community and other organisations operating in the area and their activities.

#### 5.3.17 Needs Assessment

Needs assessments deal with the type, amount and priorities of assistance needed by an affected community after a disaster or emergency. Their purpose is to identify the:

- needs of the affected community or communities to save and sustain life and reduce the risk of further damage and provide an indication of their urgency;
- needs that can be met from within the affected community and those that can only be met with outside assistance; and
- specialised needs of the affected community for recovery, the resources available to meet those needs from within the community and the external assistance that may be needed.

The information that should be sought during a needs assessment immediately after a disaster may include the personnel, resource and equipment requirements for:

- search and rescue;
- medical evacuation;
- evacuation of survivors;
- medical and health support;
- environmental health;
- water supply and purification;
- sewerage services;
- shelter (including clothing, furniture etc);
- human (and animal) food (including storage, cooking, delivery etc): restoration of lifelines; and
- delivery of assistance.

#### 5.3.18 Operational Reporting

##### Incident Action Plan (IAP)

During the activation of the LDMG and LDCC at the beginning of each shift a brief will be provided by the LDC to all LDMG members and the LDCC staff. The direction of the actions and strategies of that shift will be guided by this LDMP and they will also provide details to the Planning Officer and the LDC for the IAP to be developed for the oncoming shift. This document is kept within the Guardian system and is highlighted for all staff in the LDCC to refer to during their shift. It is then saved for future reference and the Guardian copy is updated.

##### Situation Report (SitRep)

During disaster operations it is important to keep all relevant organisations informed, primarily the District Disaster Management Group. Sitreps are used to ensure the accurate capture of all information from the various areas of the operations to inform decision makers regarding response activities, forward planning and to communicate the current and forecast situation of the event. Within the Guardian system there is a function called Report Builder. This area of the program has a Sitrep section that allows an officer with the correct permissions (LDC and Operations Officer) to select the required areas of information to be included in the report, task this to the appropriate officer within the Guardian system and set a timeline for their reporting to be completed. The different sections are then compiled into a whole report for the LDC to review and forward to the DDC. This allows the new report to be exported and saved initially then once approved by the LDC it can be emailed.

##### Hot Briefs and Post event briefs

A hot brief is held either at the end of operations or intermittently through protracted events. It allows the review of what has happened within disaster operations, sharing lessons learnt, identify issues that have occurred and any solutions that were found. These can be implemented as soon as discussed and the current processes are reviewed. Furthermore a post event brief can be held a few days or up to a week after the completion of the operations. This allows participants to think over their involvement and the effectiveness of the operation.

#### Post Operations Reporting

Incorporating the details provided during the briefs, compiling the SitReps and IAPs and looking at the statistic reports that can exported from Guardian regarding the number of jobs, tasked agencies, etc., provided the information required to complete a Post Disaster Assessment. This is additional to the Impact and Needs assessments and other reports compiled during and after an event.

The Local Disaster Management Interim Guidelines details that this assessment is conducted to:

- Assess disaster operations undertaken for a given disaster including actions, decisions or processes;
- Document those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant doctrine for use in the next operation; and
- Assess capability and consider where additional training and/or exercises may enhance capability.

#### 5.3.19 Providing Support Outside of Rockhampton Region

Upon request by the Rockhampton District Disaster Coordinator, the Chair of the LDMG, or delegate, may activate the LDMG and this plan for the purposes of providing support to disaster-affected communities outside of the Rockhampton Region.

#### 5.3.20 Financial Planning

##### *Context and Assumptions*

The Local Disaster Coordinator is to provide guidance to the Council in relation to planning, operational finances and the capital required to activate the LDMG and LDCC to the appropriate operational level of readiness taking into account the following considerations:

- disaster-related finances are not normally included in the budgetary processes of the Council or other responding agencies;
- disaster events happen; however, and may require the allocation of substantial funds as a consequence; and
- due to the nature of many disaster situations, finance operations will often be carried out within compressed time frames and other pressures, necessitating the use of non-routine procedures; however, this in no way lessens the requirement for sound financial management and accountability.

It is important to remember that a Declaration of a Disaster Situation is not a pre-requisite for the reimbursement of expended funds.

All costs incurred by Council as a result of a disaster event will be coordinated by the Local Disaster Coordinator. Upon activation of the LDMG a disaster cost centre and project/job numbers will be created and activated to capture costs for deployment of resources and response and recovery activities.

Cost centre and project/job numbers will be provided by Council's Finance Section.

Council's financial management policy and procedures will govern all financial delegations and authorisations to expend funds, recording of expenditure etc.

Lead and Support Agencies should also record all costs associated with a disaster response in accordance with their respective organisational financial management policies and procedures.

##### 5.3.20.1 Authorised Expenditure and Delegations

Council's financial policy details authorised expenditure limits and delegation authorities. Lead and support agencies are responsible for their own agency costs unless otherwise approved by Council, and will be governed by their own financial policy.

#### 5.3.20.2 Recording of Expenses

When an incident occurs, each participating department or agency should immediately begin accounting for personnel, equipment and other costs relating to the disaster response by creating an appropriate cost centre and job number within their respective accounting system.

Separate recording of disaster-related expenditure shall be in accordance with the Council's or relevant agency's financial procedures and supported by logs, formal records and file copies of expenditures to provide clear and reasonable accountability; to ensure justification for reimbursement is maintained.

While innovative and expeditious means of procurement are called for during times of disaster events, it is still mandatory that sound accounting principles and practices be employed in order to safeguard the use of public funds from the potential of fraud, waste or abuse. All logistical requirements are to be recorded and maintained within the Guardian System.

#### 5.3.21 Warnings and Public Information

At a local level, the release of information to the community regarding the emergency, and associated threats, will be the responsibility of the Chairperson of the LDMG or his delegate. Distribution of information to the public should occur prior to and during activation of the LDCC.

In accordance with the LDCC Sub Plan and associated SOPs, once the LDCC has been activated, the Local Disaster Coordinator is to appoint a media liaison officer who will be responsible for:

- notifying the media of the public telephone number for seeking assistance;
- Arranging all media briefings; and
- dealing with enquiries from media representatives.
- During operations and in accordance with SOPs, the Media Liaison Officer should arrange a daily (or otherwise as directed by the Chairperson/Deputy Chairperson of the LDMG) media briefing for the Chairperson/Deputy Chairperson and/or LDC to advise the public of the status of operations. The Chairperson and/or Local Disaster Coordinator shall authorise all media releases.

Should evacuation of an 'at risk' area be required the lead agency in conjunction with the Queensland Police Service (and other agencies deemed necessary or appropriate by the lead agency) and where possible in consultation with the Chairperson or Deputy Chairperson of the LDMG, will be responsible for advising the public of the need for evacuation (*Annexure 4*).

In events where local government is the lead agency, the Chairperson/Deputy Chairperson of the LDMG shall be involved in making public announcements and providing press releases.

Consideration must be given to special needs groups such as hearing impaired and people of non-English speaking background when releasing relevant information and warning.

#### 5.3.22 Information Management

All information (incoming and outgoing) in regards to the management and response to an event must be communicated through the LDCC as detailed in the Local Disaster Coordination Centre Sub Plan (*Annexure 4*) and associated SOPs (*Annexure 10*). The use of the Guardian software in the LDCC makes the management of information much more efficient and is invaluable as an operational and tasking log. Recording requirements are set out as tasks and all actions taken within the Centre are captured within the program. Individual running logs are also to be maintained with Guardian.

#### 5.3.23 Document Management

Once a disaster event begins all participating agencies are responsible for the management of all documents such as, but not limited to, records of inspections of preparedness, activities of officers and response records. Council has various retention and disposal timelines for documents. *Annexure 12* is an excerpt from the *Local Government Sector Retention and Disposal Schedule: QDAN 480v.4* regarding emergency and disaster records. These records must be retained for varying timelines such as until they're superseded up to 20 years following last action. For the Rockhampton LDMG, the Guardian Software is the primary record management system.

## 5.4 RECOVERY

The primary aim of recovery is to assist the affected community to regain a proper level of functioning following a disaster both initially and in the long term (Queensland Audit Office 2004).

Recovery is “the coordinated process of supporting emergency affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing” (Australian Emergency Management – National Emergency Risk Assessment Guidelines October 2010).

The four elements of recovery are:

- Community (including psychosocial recovery);
- Infrastructure (services & lifelines);
- Economy (including financial and political considerations and business continuity); and
- Environment.

### 5.4.1 Recovery – Management Structure

**Local Government** recovery services should, to the extent possible, be managed at the local level.

Community recovery commences as soon as possible after the disaster event and includes activities and services needed to restore the emotional, social, economic and physical well-being of an affected community. For this purpose a Recovery Sub Plan outlining more specific recovery arrangements has been developed (*Annexure 4*).

The Recovery Sub Plan identifies relevant members who form the Recovery Sub Committee which is the body responsible for planning and coordinating the recovery process for victims of emergency or disaster events within the Council area.

The Recovery Sub Committee will oversee:

- management of the recovery process at the local level ensuring that local needs are met, either through local resources or by the acquisition of appropriate resources from the district level; and
- provision by member agencies of a range of specific recovery services ranging from reconstruction and physical infrastructure issues to personal support services.

In addition the Recovery Sub Committee reports on the progress and ongoing needs of the community to the DDMG (via the LDMG).

In the event that local resources are insufficient to deal with the recovery process a request may be made to the DDMG (via LDMG) for additional resources, assistance and/or activation of the District Disaster Community Recovery Plan.

It is important that any assistance provided to the community empowers them to recover themselves and does not take away individual autonomy. It should provide them the necessary tools to assist them in their endeavours to return back to normality.

For this reason, as part of the recovery process, a Local Advisory Sub-Group should also be established to enable members of the local community including people affected by the event and representatives from local organizations to meet and provide input and guidance to the Local Advisory Sub-Group on such issues as needs assessment and service delivery.

In short, the recovery aims of the LDMG include:

- ensuring accurate and timely assessments of damage and recovery needs;
- ensuring critical infrastructure and essential services are returned to normal operations as soon as possible;
- facilitating provision of welfare and assistance to residents and visitors in a fair and equitable manner that assists them to assist themselves;
- encouraging the business community to resume trading as soon as possible by developing and implementing their own business continuity plans;
- facilitating the rehabilitation of the environment wherever possible; and
- identifying opportunities during recovery to enhance the sustainability, safety and resilience of the Rockhampton Region community.

**District** Recovery Committees are necessary because many of the services required in recovery management are administered or delivered on a District basis.

As such, a Rockhampton District Community Recovery Plan and Committee have been established and:

- Rockhampton Regional Council LDMG has representation on the District Community Recovery Committee; and
- The Rockhampton District Community Recovery Plan is under the Rockhampton DDMP.

The Rockhampton District Community Recovery Committee oversees:

- management of the recovery process at the district level ensuring that community needs are met, either through district resources or by the acquisition of appropriate resources from the State level;
- provision by member agencies of a range of specific recovery services ranging from reconstruction and physical infrastructure issues to personal support services; and
- the interface with local management as conducted through the local committee.

**State** Committees at a State level comprise representatives from Commonwealth, State and local government agencies and non-government organisations.

The State Committee oversees:

- management of the recovery process at the State level ensuring that community needs are met, either through State resources or by the acquisition of appropriate resources from the Commonwealth; and
- provision by member agencies of a range of specific recovery services ranging from reconstruction and physical infrastructure issues to personal support services.

#### 5.4.2 Community Recovery

Community recovery involves the short-term health and well-being of the community, and the longer term returning of the community to normal functioning.

In terms of short-term recovery, the LDMG will:

- provide coordination assistance and support to community recovery agencies through the LDCC;
- implement Evacuation and Recovery Sub-plans as required;
- provide information to the public through the media to advise of local community support agencies and services, and financial assistance available through the Department of Communities and Rockhampton Regional Council;
- provide for the specific needs of culturally and linguistically diverse groups through existing networks and community groups, where these exist;
- provide for the special needs of elderly, disabled and other groups through existing networks and community groups, where these exist; and
- ensure psychological first aid (trauma counselling) is made available to the community through the resources of Queensland Health, Department of Communities and supporting community organisations;

The LDMG recognises that in terms of long-term recovery, the Department of Communities may take a lead role and the LDMG will support the efforts of this department wherever possible.

#### 5.4.3 Infrastructure Recovery

Infrastructure recovery involves restoring critical infrastructure, non-critical government and community infrastructure and privately owned infrastructure.

##### **Critical and essential infrastructure**

During a disaster event the LDMG will give first priority to reinstating the regions critical and essential infrastructure. Strategies to be implemented will include:

- Water services will be reinstated, where possible, by Fitzroy River Water (FRW). If these services are not operating, public information/warnings will advise of alternative arrangements, which will depend on the condition of facilities and the availability of alternative sources for continuity of supply.
- Sewerage services will be reinstated, where possible, by FRW. If these services are not operating, public information/warnings will acknowledge the failure of the system and advise of alternative arrangements that should be followed to ensure public health and safety.
- Electricity/power is supplied to the Region via overhead transmission lines from the main Rockhampton feeder station to a network of substations. Advice from Ergon Energy is that the substations have been designed with 100 year ARI immunity; however there could be problems in accessing some of these facilities. Ergon Energy has an Emergency Management Plan for responding to widespread loss of power.
- Telecommunications in the region is serviced by modern networks supplied by Telstra, Optus and various other providers. Whilst copper cables still exist in areas of the region, the majority of the trunk main network is fibre optic cable. Two outages were experienced by the region during the Ex Tropical Cyclone Oswald event in January 2013. The providers have restoration responsibility for their telecommunication services and associated infrastructure and have plans in place for facilitating this. The major Telstra exchanges are not vulnerable to flood inundation, however in the event of loss of power most exchanges have a back-up diesel system with fuel storage capacity.
- Radio communications are the contingency for a telecommunications failure and are also utilised by many services in everyday activities. Major radio towers are situated on ranges above Yeppoon, behind the city centre. The Mt Archer tower at Rockhampton provides communications for a majority of the region.
- Roads and Bridges, restoration of local roads and bridges is the responsibility of RRC. Restoration of state and national roads and bridges is the responsibility of the Queensland Department of Transport and Main Roads. These agencies will be responsible for damage assessment of these assets, restoration works, implementing alternative routes and advising the LDMG and the public about conditions and alternate routes.
- Buildings, RRC will be responsible for inspection of and restoration of local government buildings. The Department of Housing and Public Works (QBuild) will be responsible for the inspection and restoration of State buildings. The restoration of privately owned critical infrastructure will be the responsibility of the asset owner, with owners being required to follow all relevant laws and regulations. Owners of privately owned critical and essential infrastructure may request the LDMG to consider providing assistance with restoring the asset to partial or full operations, provided the group considers the asset provides an essential service to the community.

In the event of activation of the Natural Disaster Relief and Recovery Arrangements, funds may be made available to assist the recovery of public infrastructure. Details of this can be found online at: <http://www.em.gov.au>.

##### **Non-critical government and community infrastructure**

Owners of non-critical government and community infrastructure will be responsible for the restoration of their own assets.

In the event of activation of the Natural Disaster Relief and Recovery Arrangements, funds may be made available to assist the recovery of such infrastructure. Details of this can be found online at: <http://www.em.gov.au>.

**Private non-critical infrastructure**

Owners of private assets will be responsible for the restoration of their own assets. The LDMG encourages all owners of assets to ensure that they have appropriate insurance in place.

During an event which includes large numbers of homes and businesses damaged, the LDMG will:

- coordinate the provision of safety inspection services, utilising the services of the Queensland Building Services Authority, Housing Industry Association, Master Builders Association, and private contractors, as appropriate; and
- Work with the Insurance Council of Australia to facilitate access to insurance services.

In the event of activation of the Natural Disaster Relief and Recovery Arrangements, funding assistance (loans) may be available to the owners of business infrastructure and grants and assistance through the Department of Communities may be made to individuals and families to restore essential personal infrastructure. Details of these programs can be found online at <http://www.em.gov.au>.

**5.4.4 Economic Recovery**

Commercial and agricultural sectors of the region may be subject to losses including business disruption. The impact to local economic activity may cause hardship in terms of provision of services, food supply, communication and social dislocation.

The LDMG expects that businesses operating within the region have:

- business continuity plans; and
- appropriate levels of insurance to cover commercial losses.

Economic recovery will depend on the severity of the event. The LDMG may include the following strategies in the recovery process:

- encourage insurance companies to assess and compensate business for losses, including business disruption considerations;
- facilitate and encourage business to re-establish for the benefit of themselves and the Community;
- involve the local business community in re-establishment processes; and
- promote and provide assistance in seeking disaster relief funds that may be available under state or national disaster relief programs to ensure long-term viability of the sector.

The LDMG recognises that the Department of State Development, Infrastructure and Planning is the lead agency for business recovery and the group will support the efforts of this Department through the process.

**5.4.5 Environmental Recovery**

During disaster events there is great potential for environmental damage within the Council area. Both the natural and non-natural environment is vulnerable.

With respect to the natural environment, rivers, creeks, water supplies, conservation areas, and the ecosystem in general may be in need of recovery.

Depending on the nature of the event, assessment of the damage caused to the environment may be difficult to measure. During a disaster event, the LDMG may implement the following short-term environmental recovery strategies:

- Request the assistance of the Department of Environment and Heritage Protection in conducting environmental assessments;
- Carry-out assessment of water quality including ongoing monitoring; and
- Display relevant warning signs.

With respect to recovery of the natural environment, the LDMG recognises that the Department of Environment and Heritage Protection is the lead agency, with support from RRC and other agencies as required.

The LDMG will support the efforts of the Department of Environment and Heritage Protection throughout the recovery process wherever possible.

With respect to the non-natural environment (e.g. parks and the built environment), the LDMG recognises that Council is the lead agency.

## Annexure 1: Local Disaster Management Plan Distribution List

Title/Position/Organisation		Copy
1	Chair Local Disaster Management Group	CD/USB
2	Deputy Chair Local Disaster Management Group	CD/USB
3	Local Disaster Coordinator Local Disaster Management Group	CD/USB
4	Deputy Local Disaster Coordinator Local Disaster Management Group	CD/USB
5	Chief Executive Officer Rockhampton Regional Council	CD/USB
6	General Manager Corporate Services Rockhampton Regional Council	CD/USB
7	General Manager Communities Services Rockhampton Regional Council	CD/USB
8	General Manager Regional Services Rockhampton Regional Council	CD/USB
9	Strategic Manager Community & Cultural Development Rockhampton Regional Council	CD/USB
10	Operations Manager Marketing & Engagement Rockhampton Regional Council	CD/USB
11	Operations Manager Information & Technology Services Rockhampton Regional Council	CD/USB
12	Airport Operations Manager Rockhampton Regional Council	CD/USB
13	Officer in Charge Rockhampton Police	CD/USB
14	Area Director Queensland Fire & Emergency Service - Rural Operations	CD/USB
15	Local Controller State Emergency Service	CD/USB
16	Area Director Queensland Fire & Emergency Services Emergency Management	CD/USB
17	Community Resource Officer Community Recovery Department of Communities	CD/USB
18	Area Operations Manager Central Coast Ergon Energy	CD/USB
19	Regional Manager Australian Red Cross	CD/USB
20	Area Director Capricornia Central Region Queensland Ambulance Service	CD/USB
21	Area Director Queensland Fire & Emergency Service - Urban	CD/USB
22	Stanwell Corporation	CD/USB
23	District Executive Director Medical Services Queensland Health	CD/USB
24	District Disaster Coordinator Rockhampton	CD/USB
25	Disaster Management Officer Rockhampton Regional Council	Original and CD/USB
26	Rockhampton Regional Council Website	Electronic copy

## Annexure 2: Procedures

Table 1: Plan Approval, Review and Reporting Arrangements

Function	Responsible Person/Agency	Contact Details	Key Accountabilities
Plan preparation and drafting	LDMG & Disaster Management Officer	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: <a href="mailto:enquiries@rrc.qld.gov.au">enquiries@rrc.qld.gov.au</a>	Collation of information Consultation with agencies Drafting of LDMP
LDMG to endorse plan	LDC	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: <a href="mailto:enquiries@rrc.qld.gov.au">enquiries@rrc.qld.gov.au</a>	Review by member agencies Endorsement by the LDMG
Recommending LDMP to Council	LDMG	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: <a href="mailto:enquiries@rrc.qld.gov.au">enquiries@rrc.qld.gov.au</a>	Review and recommend the LDMP for adoption by Council as per requirements of DMA
Local government approval of LDMP	LDC & Rockhampton Regional Council	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: <a href="mailto:enquiries@rrc.qld.gov.au">enquiries@rrc.qld.gov.au</a>	Plan endorsed by LDMG and referred to Council for adoption
Updating Amendment of LDMP	LDMG	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: <a href="mailto:enquiries@rrc.qld.gov.au">enquiries@rrc.qld.gov.au</a>	Annual updating of contact details (April and September) Amendment of LDMP as required
Review of LDMP	LDMG	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: <a href="mailto:enquiries@rrc.qld.gov.au">enquiries@rrc.qld.gov.au</a>	Annual review of LDMP (completion by September)
Reports Preparation	Disaster Management Officer	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: <a href="mailto:enquiries@rrc.qld.gov.au">enquiries@rrc.qld.gov.au</a>	Reports include but are not limited to annual status report to District Disaster Management Group
Reports Review and sign off by Chairperson where necessary	LDC Chairperson LDMG	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: <a href="mailto:enquiries@rrc.qld.gov.au">enquiries@rrc.qld.gov.au</a>	Reports presented to LDMG will be reviewed by LDMG and forwarded to Council for endorsement where necessary Reports signed off by Chairperson LDMG where necessary
Reports Approval	LDC	Disaster Management Officer Rockhampton Regional Council Ph: 1300225577 Email: <a href="mailto:enquiries@rrc.qld.gov.au">enquiries@rrc.qld.gov.au</a>	Reports presented to Council for endorsement where required
Exercise LDMP	LDC	Local Disaster Coordinator Rockhampton Regional Council Ph: 1300225577 Email: <a href="mailto:enquiries@rrc.qld.gov.au">enquiries@rrc.qld.gov.au</a>	Undertake appropriate exercise to test LDMP – annually

Table 2: Scheduled Review

Time of Review	Purpose of Review
<b>Post Season By July 1<sup>st</sup></b>	<p><b>Major Review</b> Fully review all aspects of LDMP with focus on disaster management aspects and including the following:</p> <ul style="list-style-type: none"> <li>▪ LDMP reflects and supports the State Group's Strategic Policy, District Disaster Plan and all relevant policies of the local government in relation to disaster management;</li> <li>▪ clearly state the roles and responsibilities of all entities involved in disaster management and operations in the area;</li> <li>▪ coordination of disaster management and operations, specifically including the updating of membership and all contact details;</li> <li>▪ a review of disaster events likely to affect the area;</li> <li>▪ a review of the various parts of the Plan;</li> <li>▪ a review of the expected request for support services that will be required by the LDMG from the District Disaster Management Group;</li> <li>▪ a review of the community education and awareness programmes;</li> <li>▪ provision capabilities of likely resources that will be needed in disaster management and operations likely in the area;</li> <li>▪ a review of the communication link available at the LDMG level to communicate intra-group and to District and State Disaster Management Groups; and</li> <li>▪ a review of disaster management priorities for the area as listed in the risk and mitigation registers.</li> </ul>
<b>Pre Season By November 1<sup>st</sup></b>	<p><b>Minor Review</b> Review aspects of the LDMP to ensure that all disaster operational aspects are ready for the upcoming season and including the following:</p> <ul style="list-style-type: none"> <li>▪ the coordination of disaster management and operations;</li> <li>▪ a review of community education and awareness programmes;</li> <li>▪ provision capabilities of likely resources that will be needed in disaster management and operations likely in the area; and</li> <li>▪ a review of the communication link available at the local group level to communicate intra-group and to District and State Disaster Management Groups.</li> </ul>
<b>Post Exercise</b>	<p><b>Functional Review</b> Review all aspects of the LDMP used in the exercise and to ensure that these parts performed satisfactorily.</p>
<b>As directed by the LDMG</b>	As directed – to review a part or whole of the LDMP as directed by the LDMG.

Table 3: Version Control

Register of LDMP versions is maintained by the Disaster Management Officer of Rockhampton Regional Council.

*Annexure 3: Contact List of LDMG Members*

Confidential list held by Rockhampton Regional Council Disaster Management Officer.

## Annexure 4: Sub Plans

Sub Plan		Status	Responsibility
1	Evacuation	Reviewed 09/15	Evacuation Sub Committee
2	Communication	Reviewed 09/15	Communication Sub Committee
3	Cyclone, East Coast Low and Severe Storm Threat Specific	Reviewed 09/15	Cyclone and Storm Sub Committee
4	Fitzroy River Flood	Reviewed 09/15	Cyclone and Storm Sub Committee
5	Environmental and Public Health	Reviewed 09/15	RRC Environment and Public Health
6	Local Disaster Coordination Centre	Reviewed 09/15	RRC
7	Recovery	Reviewed 09/15	Recovery Sub Committee
8	Activation LDMG	Reviewed 09/15	RRC
9	Dam Failure	Reviewed 09/15	RRC
10	Financial Management	Reviewed 09/15	RRC - Finance
11	Impact Assessment	Reviewed 09/15	QFES & RRC
12	Public Works and Engineering	Reviewed 09/15	Department of Housing and Public Works
13	Rescue	Reviewed 09/15	QFES
14	Logistics	Reviewed 09/15	RRC – Logistics
15	Medical Services	Reviewed 09/15	Queensland Health
16	Evacuation Centre Management	Reviewed 09/15	Red Cross/RRC
17	Tsunami	Reviewed 09/15	Cyclone and Storm Sub Committee
18	Bushfire	Reviewed 09/15	QFES
19	Marine Oil Spill	Reviewed 09/15	Maritime Safety Queensland
20	Emergency Animal Disease	Reviewed 09/15	Department of Agriculture, Fisheries and Forestry
21	Influenza Pandemic	Reviewed 09/15	Queensland Health
22	Transport	Reviewed 09/15	Transport Sub Committee

## Annexure 5: Roles and Responsibilities

Table 4: Agencies

Roles and Responsibilities are to be regarded as indicative only

Agency	Roles & Responsibilities
Rockhampton Regional Council Local Disaster Management Group	<ul style="list-style-type: none"> <li>▪ Functions as allocated to the group under section 30 of the DMA;</li> <li>▪ Development of comprehensive local disaster management planning strategies;</li> <li>▪ Design and maintenance of a public education/awareness program, which is delivered through member agency resources;</li> <li>▪ Coordination of support to response agencies;</li> <li>▪ Reconnaissance and impact assessment;</li> <li>▪ Provision of public information prior to, during and following disaster events;</li> <li>▪ Recommended areas/locations to be considered for authorised evacuation;</li> <li>▪ Public advice re voluntary evacuation;</li> <li>▪ Identification, resourcing, staffing, management and operation of evacuation centres;</li> <li>▪ Provision of locally based community support services;</li> <li>▪ Design, maintenance and operation of a local disaster coordination centre, including the training of sufficient personnel to operate the centre.</li> </ul>
Rockhampton Regional Council	<ul style="list-style-type: none"> <li>▪ Maintenance of normal local government services to the community: <ul style="list-style-type: none"> <li>○ water;</li> <li>○ sewerage;</li> <li>○ refuse collection/disposal;</li> <li>○ debris removal from roadways;</li> <li>○ public health;</li> <li>○ animal control;</li> <li>○ environmental protection;</li> <li>○ roads and road signage;</li> <li>○ drainage;</li> <li>○ road closures;</li> <li>○ public health threats;</li> <li>○ food;</li> <li>○ water;</li> <li>○ infectious disease;</li> <li>○ sanitation;</li> <li>○ vermin and vector control;</li> <li>○ personal hygiene;</li> <li>○ disposal of animal carcasses;</li> <li>○ transport assistance for evacuation(via Chair Cyclone and Storm Sub Committee &amp; Transport Sub Committee);</li> <li>○ advice as to status of access/egress routes &amp; extent of any flooding to same; and</li> <li>○ provision of GIS data/intelligence.</li> </ul> </li> <li>▪ Establishment of Local Disaster Co-ordination Centre</li> <li>▪ Local public warning and advice.</li> <li>▪ Assistance in vaccination programmes.</li> <li>▪ Assessment and safety of damage buildings.</li> <li>▪ Co-ordination of volunteers to assist owners in clean-up of private dwellings.</li> <li>▪ Provision of animal records.</li> <li>▪ Provision of other man-power and equipment as necessary.</li> <li>▪ Supply of water tenders.</li> <li>▪ Closure of roads as required.</li> <li>▪ Maintain an SES unit in accordance with the DMA.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required</li> </ul>

Agency	Roles & Responsibilities
Queensland Police Service	<ul style="list-style-type: none"> <li>▪ Evacuation coordination (including off shore islands).</li> <li>▪ Preservation of peace and good order.</li> <li>▪ Investigation of criminal activities.</li> <li>▪ Prevention of crime.</li> <li>▪ Crowd control/public safety.</li> <li>▪ Traffic control.</li> <li>▪ Maintenance of road blocks.</li> <li>▪ Coordination of search and rescue.</li> <li>▪ Security of evacuated areas/premises.</li> <li>▪ Registration of evacuated persons.</li> <li>▪ Issue of "Mandatory" Evacuation Orders.</li> <li>▪ Traffic accidents.</li> <li>▪ Marine search &amp; rescue.</li> <li>▪ Control of incident/impact site/s.</li> <li>▪ Control of essential traffic routes.</li> <li>▪ Assist QFES to co-ordinate rescue of trapped/stranded persons.</li> <li>▪ Security of specific areas.</li> <li>▪ Road-blocks and diversions.</li> <li>▪ Control of disaster victim identification and emergency mortuary facilities where required.</li> <li>▪ Tracing of persons.</li> <li>▪ Augmenting emergency communication.</li> <li>▪ Investigations of offences.</li> <li>▪ Assistance with stock destruction.</li> <li>▪ Control of crime threatened site.</li> <li>▪ Criminal investigations.</li> <li>▪ Mass Incident Response Unit.</li> <li>▪ Special Emergency Response Team;</li> <li>▪ Negotiators;</li> <li>▪ Public safety Response Team;</li> <li>▪ Explosive ordnance Response Team.</li> <li>▪ Dog Squad.</li> <li>▪ State Crime Operations Command.</li> <li>▪ Security Intelligence Branch.</li> <li>▪ Coordinate &amp; control search operations.</li> <li>▪ Stock control movement.</li> <li>▪ Assistance, on request, with stock and infected material tracing.</li> <li>▪ Provide information, advice &amp; updates to RRC LDMG as required.</li> </ul>
Queensland Fire & Emergency Service (Rural Operations)	<ul style="list-style-type: none"> <li>▪ Administration &amp; direction of public safety and wildfire related events.</li> <li>▪ Control of fire in designated fire zone.</li> <li>▪ Safety of persons in relation to fire prevention, fighting and recovery.</li> <li>▪ Provision of specialist manpower and equipment.</li> <li>▪ Any other situation where QFES requires assistance.</li> <li>▪ Lead fire mitigation strategies and activities.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Queensland Fire & Emergency Service (Urban)	<ul style="list-style-type: none"> <li>▪ Fire control and prevention.</li> <li>▪ Road Accident – Rescue of trapped persons.</li> <li>▪ Assist in pumping out of flooded buildings.</li> <li>▪ Assist in clean-up of flood affected buildings.</li> <li>▪ Management of hazardous material incidents (i.e. chemical spills).</li> <li>▪ Provision of Hazardous Material Incident Management Information.</li> <li>▪ Urban Search and Rescue (i.e. collapsed buildings).</li> <li>▪ Swift water rescue.</li> <li>▪ Safety of persons in relation to fire prevention, fighting and recovery.</li> <li>▪ Advice and directions on public safety/evacuation from fire/hazardous materials danger zone.</li> <li>▪ Advice on carcass burning conditions.</li> <li>▪ Provision of spraying and protective equipment (decontamination).</li> <li>▪ Provision of specialist manpower and equipment.</li> <li>▪ Lead fire mitigation strategies and activities.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>

Agency	Roles & Responsibilities
Department of State Development, Infrastructure and Planning (formerly Department Employment, Economic Development & Innovation)	<ul style="list-style-type: none"> <li>▪ Co-ordination of resources in exotic animal disease outbreaks.</li> <li>▪ Detection of source of infection.</li> <li>▪ Slaughter and disposal of animals and infective agents.</li> <li>▪ Evaluation and compensation.</li> <li>▪ Control of movement of animals, animal products, vehicles.</li> <li>▪ Disinfection/disinfestation.</li> <li>▪ Public advice and information.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required</li> </ul>
Rockhampton Regional Council State Emergency Service Unit	<ul style="list-style-type: none"> <li>▪ Search operations for missing persons (police to coordinate).</li> <li>▪ Provision of emergency lighting.</li> <li>▪ Flood boat operations – search &amp; rescue (police to coordinate).</li> <li>▪ Tarping damaged roofs.</li> <li>▪ Sandbagging.</li> <li>▪ Chainsaw operations (cutting &amp; removing fallen trees or trees at risk of falling).</li> <li>▪ Provide management system for SES volunteers.</li> <li>▪ Support to agencies/services as required.</li> <li>▪ Assistance in community information services.</li> <li>▪ Augment emergency communication.</li> <li>▪ Assistance in traffic control.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Queensland Ambulance Service	<ul style="list-style-type: none"> <li>▪ Pre hospital assessment, treatment and transportation of injured persons.</li> <li>▪ Assistance with evacuation (medical).</li> <li>▪ Provision of advice regarding medical special needs sectors of the community.</li> <li>▪ Initial treatment and transport of casualties.</li> <li>▪ Initial triage of casualties.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Ergon Energy	<ul style="list-style-type: none"> <li>▪ Maintenance of electrical power supply.</li> <li>▪ Advice in relation to electrical power.</li> <li>▪ Restoration of power supply.</li> <li>▪ Safety advice for consumers.</li> <li>▪ Clearance of debris from power lines.</li> <li>▪ Power isolation where necessary</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Telstra	<ul style="list-style-type: none"> <li>▪ Restoration of Telstra services.</li> <li>▪ Advice re Telstra infrastructure damage.</li> <li>▪ Provision of emergency telecommunication equipment.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Queensland Department Transport and Main Roads	<ul style="list-style-type: none"> <li>▪ All issues relating to State Controlled Road network.</li> <li>▪ Assistance in tracing of animal and livestock products being transported.</li> <li>▪ Halting, off-loading and disinfecting of transportation vehicles as required.</li> <li>▪ Advice on vehicle detour routes.</li> <li>▪ Provision of heavy earthmoving equipment and manpower.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required</li> </ul>
St John Ambulance	<ul style="list-style-type: none"> <li>▪ First Aid.</li> <li>▪ Assist QAS as required with treatment &amp; transport of injured persons.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Queensland Health	<ul style="list-style-type: none"> <li>▪ Public health advice and warnings.</li> <li>▪ Psychological and counselling services.</li> <li>▪ Coordination of medical resources.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Red Cross	<ul style="list-style-type: none"> <li>▪ Management of Evacuation Centres.</li> <li>▪ Registration of evacuees and displaced persons.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Department of Communities, Child Safety and Disability Services	<ul style="list-style-type: none"> <li>▪ Disaster relief assistance funding.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Department of National Parks, Recreation, Sport and Racing	<ul style="list-style-type: none"> <li>▪ All issues within Parks camping grounds/facilities.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>

Table 5: Functions

Disaster Management Function	Responsible Persons/Agency	Key Accountabilities
Plan Management	Local Disaster Management Group	<ul style="list-style-type: none"> <li>▪ Ensure that disaster management and disaster operations in the area are consistent with the State Groups Strategic Policy Framework for disaster management for the State and disaster operations in the area.</li> <li>▪ Develop effective disaster management and regularly review and assess the LDMP.</li> <li>▪ Assist RRC to prepare Local Disaster Management Plan.</li> <li>▪ Identify, and provide advice to the DDMG about support services required to facilitate disaster management and disaster operations in the area.</li> <li>▪ Ensure the community is aware of ways of mitigating the adverse effects of an event and preparing for, responding to and recovering from the disaster.</li> <li>▪ Manage disaster operations in the area under policies and procedures decided by the State Group.</li> <li>▪ Provide reports and make recommendations to the DDMG about matters relating to disaster operations.</li> <li>▪ Identify, and coordinate the use of resources that may be used for disaster operations in the area.</li> <li>▪ Establish and review communication systems in the group and with the DDDMG in an event of a disaster.</li> <li>▪ Ensure information about a disaster in the area is promptly given to the DDMG.</li> <li>▪ Conduct annual exercises to test/review Local Disaster Management Plan.</li> <li>▪ Coordination of activities of member organisations in times of emergency.</li> </ul>
Liaison with District Group	Chairperson – Local Disaster Management Group	<ul style="list-style-type: none"> <li>▪ Attend meetings of DDMG.</li> </ul>
	Local Disaster Coordinator	<ul style="list-style-type: none"> <li>▪ Liaise with the Executive Officer District Disaster Management Group in relation to advice and support services available to the local group.</li> </ul>
<b>Support Functions</b>		
Risk Assessment	Local Disaster Management Group	<ul style="list-style-type: none"> <li>▪ Identify, analyse and evaluate relevant risks of disasters/events to the community with a view to implementing mitigation measures aimed at decreasing or eliminating the impact of such events on society and the environment.</li> <li>▪ Implement risk management programs where appropriate.</li> <li>▪ Source funding/assistance.</li> </ul>
Community Awareness	Local Disaster Management Group	<ul style="list-style-type: none"> <li>▪ Develop community awareness and education programs on an annual basis.</li> <li>▪ Conduct community awareness/education programs.</li> <li>▪ Provide and distribute information brochures to members of public.</li> <li>▪ Publish and distribute Action Guide re natural disasters.</li> <li>▪ Provide regular reports regarding community awareness and education program activities to the Executive Officer, DDMG.</li> </ul>
Operational Planning	Local Disaster Management Group Members Local Disaster Management – Support Groups	<ul style="list-style-type: none"> <li>▪ Regularly review and revise LDMP and Sub Plans to ensure operational readiness.</li> <li>▪ Prepare SOP's relevant to all areas of operations.</li> </ul>

Disaster Management Function	Responsible Persons/Agency	Key Accountabilities
Coordination of Disaster Management Training	Local Disaster Coordinator/Disaster Management Officer	<ul style="list-style-type: none"> <li>▪ Conduct annual exercise to test/review LDMP and ensure staff is trained in disaster management.</li> <li>▪ Conduct skill audit of disaster coordination centre volunteers.</li> <li>▪ Identify training requirements of disaster coordination centre volunteers.</li> <li>▪ Implement/resource training courses for disaster coordination centre volunteers.</li> <li>▪ Identify training requirements of other disaster management staff.</li> <li>▪ Implement/resource training courses for disaster management staff.</li> </ul>

Table 6: Lead and Support Agencies Disaster Functions

Function	Lead Agency	Support Agency
<b>ANIMAL RESCUE</b> The provision of rescue services to injured or abandoned animals due to the effects of a disaster.	RSPCA	Rockhampton Regional Council. Department of National Parks, Recreation, Sport and Racing.
<b>COMMUNITY SUPPORT</b> The provision of immediate and continuing care of disaster affected persons who may be threatened, distressed, disadvantaged, homeless or evacuated and the maintenance of health, well-being and prosperity of such persons with all available community resources until their rehabilitation is achieved.	LDMG (Evacuation Sub Committee & Recovery Sub Committee)	District Community Recovery Committee Australian Red Cross St John Ambulance Salvation Army St Vincent de Paul Service Clubs Queensland Health (Social Workers) Culturally and Linguistically Diverse Community Organisations
<b>DISASTER COORDINATION</b> To assist the LDMG to coordinate the actions, information and resources required to effectively respond to a disaster and to assist the group communicate with DDMG	LDMG	DDMG
<b>EVACUATION</b> To provide for the planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.	Queensland Police Service	Rockhampton Regional Council State Emergency Service Queensland Ambulance Service Department of Transport and Main Roads Q Rail Other private transportation providers
<b>EVACUATION CENTRE /EMERGENCY SHELTER MANAGEMENT</b> To manage facilities (evacuation centres / emergency shelters) that provide disaster affected people with their basic human needs. These include accommodation, food / water, community information, and personal support as the starting point to assisting people recovering from an event.	LDMG (Evacuation Sub Committee)	Australian Red Cross Salvation Army Lifeline St Vincent de Paul RSPCA St John Ambulance
<b>IMPACT ASSESSMENT</b> To assist the LDMG 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.	Rockhampton Regional Council	All member organisations of the LDMG

Function	Lead Agency	Support Agency
<b>MEDICAL SERVICES</b> To provide coordination of the health and medical resources needed in responding to medical care needs following a disaster event.	Queensland Health	Private Medical Practitioners Day surgery facilities Private In-Patient Care Providers (Hospitals, Hospices, Nursing Homes) Private Domiciliary Care Providers Queensland Ambulance Service St John Ambulance Service
<b>PUBLIC HEALTH</b> To assist in the protection of the community, via temporary or preventative health measures to minimise the threats to public health.	Queensland Health (Population Health Unit)	Rockhampton Regional Council
<b>PUBLIC INFORMATION &amp; WARNINGS</b> To provide for the effective collection, monitoring, management and dissemination of accurate, useful and timely information and warnings to the public during disaster events.	LDMG (Communication Sub Committee)	DDMG Electronic Media Print media Bureau of Meteorology Emergency Services Community Organisations
<b>PUBLIC WORKS AND ENGINEERING</b> To provide for the continuity of service of essential water, power, communication and sewerage services, building inspections, road, rail, bridge and marine facility damage assessment, maintenance or repair, and demolitions and debris clearing as required.	Asset Owners: Rockhampton Regional Council DTMR (Road and Marine) Queensland Rail QBuild. Ergon Telstra	Powerlink NBN
<b>RESCUE</b> Provide support to communities after a disaster event and to coordinate the use of resources in search and rescue in response to an actual or potential disaster condition.	Queensland Police Service	Queensland Fire & Emergency Service State Emergency Service Queensland Ambulance Service Australian Volunteer Coast Guard
<b>RESUPPLY OPERATIONS</b> To ensure that communities are re-supplied with food and other essentials during times of isolation.	LDMG	Retailers Suppliers District Disaster Management Group QBuild

Function	Lead Agency	Support Agency
<p><b>TRANSPORT</b>                      To coordinate the use of transportation resources to support the needs of local government, voluntary organisations and other disaster support groups requiring transportation capacity to perform their emergency response, recovery and assistance missions.</p>	<p>LDMG (relevant Sub Committee)                      Transport Sub Committee</p>	<p>RRC                      Air Carriers                      Marine carriers                      Private transport contractors                      Private companies with suitable heavy vehicles                      Voluntary agencies with transportation available                      Queensland Rail                      Queensland Transport.</p>

Table 7: Threat Specific Lead and Support

Threat	Lead Agency	Support Agency
Boating Accident	Queensland Police Service	Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service Dept of Transport & Main Roads Rockhampton Regional Council Qld Health Australian Volunteer Coast Guard
Blue Green Algae Bloom	Rockhampton Regional Council	Qld Health
Contaminated Water Supply	Rockhampton Regional Council (Fitzroy River Water)	Qld Health Queensland Ambulance Service General Medical Practitioners Queensland Police Service State Emergency Service
Cyclone & Storm	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Dept of Transport & Main Roads Qld Health Australian Volunteer Coast Guard Department of National Parks, Recreation, Sport and Racing
Dam Failure	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health Department of Energy & Water Supply
Earthquake	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads QBuild Qld Health
Exotic Animal/Plant Disease (including aquatic)	Department of Agriculture, Fisheries and Forestry (Biosecurity Queensland)	Queensland Police Service Rockhampton Regional Council State Emergency Service Queensland Fire & Emergency Service Department of Transport & Main Roads Ergon Energy Queensland Fire & Rescue Service Qld Health
Explosion	Queensland Police Service	Rockhampton Regional Council, Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service
Fire ▪ Wildfire/Bushfire ▪ Urban Fire	- Queensland Fire & Emergency Service (Rural Operations) - Queensland Fire & Rescue Service (Urban Operations)	Queensland Police Service Queensland Ambulance Service State Emergency Service Ergon Energy Rockhampton Regional Council Qld Health

Threat	Lead Agency	Support Agency
Flood	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health
Hazardous Material Incident	Queensland Fire & Emergency Service	Queensland Police Service Rockhampton Regional Council State Emergency Service Queensland Ambulance Service Ergon Energy CHEM Unit RACE(Response Advice for Chemical Emergency) Qld Health Industry concerned
Heatwave	Qld Health	Rockhampton Regional Council Qld Ambulance Service
Influenza Pandemic	Queensland Health	Queensland Police Service Queensland Ambulance Service State Emergency Service Rockhampton Regional Council Qld Health Medical agencies
Landslip	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health
Loss Power	Ergon Energy	State Emergency Service Rockhampton Regional Council
Major Transport Accident (Road/Air/Rail)	Queensland Police Service	Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service Ergon Energy Department of Transport & Main Roads Queensland Rail Rockhampton Regional Council Qld Health Civil Aviation Safety Authority (CASA) Department of Defence
Medical Epidemic	Queensland Health	Queensland Police Service Queensland Ambulance Service State Emergency Service Rockhampton Regional Council Qld Health Medical agencies
Military Training Incident	Department of Defence	Queensland Police Service Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service Department of Transport & Main Roads Rockhampton Regional Council Qld Health

Threat	Lead Agency	Support Agency
Oil Spill from Ships	Department of Transport – Maritime Safety Qld	Gladstone Ports Corporation State Emergency Service Queensland Fire & Emergency Service Department of Transport & Main Roads Rockhampton Regional Council Qld Health Coast Guard Environmental Protection Agency
Port & Shipping Accident (Shore Side)	Central Queensland Ports Corporation (Port Alma only/other areas Maritime Safety Qld)	Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service Department of Transport & Roads Rockhampton Regional Council Qld Health Coast Guard
Terrorism	Queensland Police Service	Rockhampton Regional Council. Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Ergon Energy Telstra
Tsunami	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Qld Health Australian Volunteer Coast Guard Department of National Parks, Recreation, Sport and Racing Surf Lifesaving
Urban Search & Rescue (including swift water rescue)	Queensland Fire & Emergency Service	Queensland Police Service Queensland Ambulance Service State Emergency Service Rockhampton Regional Council Qld Health
Infrastructure Failure/Loss of Utilities  Water & Sewerage	Rockhampton Regional Council (Fitzroy River Water)	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health Australian Volunteer Coast Guard Department of National Parks, Recreation, Sport and Racing Department of Natural Resources and Mines (Water storage specific)
Aviation Disaster	Queensland Police Services	State Emergency Service Queensland Police Service QANTAS Virgin Australia Aviation Fire Services Queensland Ambulance Service Queensland Fire & Emergency Service Rockhampton Regional Council Aviation Rescue & Fire Qld Health

*Annexure 6: Meeting Schedule*

As outlined within the LDMP and associated sub plans the LDMG hold meetings at a minimum quarterly and Sub Committees half yearly. For a detailed register of the meeting schedule refer to the Disaster Management Officer of Rockhampton Regional Council.

*Annexure 7: Risk Assessment*

## COMMUNITY CONTEXT

As a result of a State Government review in regards to Queensland local government, the Rockhampton Regional Council was formed in March 2008 incorporating the previous local government areas of Rockhampton City, Livingstone, Fitzroy and Mount Morgan Shires. In 2014 the Rockhampton Region Council de-amalgamated to form Rockhampton Regional Council and the former Livingstone Shire Council was recreated.

The Rockhampton Regional Council area is located in Central Queensland, on the Tropic of Capricorn and has three (3) major localities including Rockhampton, Gracemere and Mount Morgan. The Region lies on the Fitzroy River - one of the largest river systems in Queensland - and is approximately 600 kilometres north of the Queensland capital Brisbane.

The Rockhampton Regional Council area is bounded by the Isaac Regional Council area to the north, Livingstone Shire Council and the South Pacific Ocean to the east, the Gladstone Regional Council and Banana Shire areas to the south and the Central Highlands Regional Council area to the west.

The Rockhampton Regional Council area includes the townships, suburbs and localities of Allenstown, Alton Downs, Bajool, Baree, Berserker, Boulder Creek, Bushley, Dalma, Depot Hill, Fairy Bower, Fletcher Creek, Frenchville, Garnant, Glenroy, Gogango, Gracemere, Hamilton Creek, Horse Creek, Kabra, Kalapa, Kawana, Koongal, Lakes Creek, Leydens Hill, Limestone, Limestone Creek, Marmor, Midgee, Moongan, Morinish, Morinish South, Mount Archer, Mount Morgan, Nine Mile, Nine Mile Creek, Norman Gardens, Oakey Creek, Park Avenue, Parkhurst, Pink Lily, Port Alma, Port Curtis, Ridgeland, Rockhampton City, South Yaamba, Stanwell, Struck Oil, The Common, The Mine, The Range, Trotter Creek, Walmul, Walterhall, Wandal, West Rockhampton, Westwood, Wura, Wycarbah.

Rockhampton was named to describe the original settlement in the 1850s, where a series of rocks marked the furthest point upstream where ships could navigate the Fitzroy River, with "Hampton" being an English suffix, meaning "a place near water".

The Rockhampton Regional Council area is a growing residential area, with significant rural and rural residential areas, and some commercial and industrial land uses. The Council area encompasses a total land area of over 6,500 square kilometers, including national parks and state forests. The main urban centre is Rockhampton. There are numerous small towns and villages, both along the coast and in the rural hinterland. Rural land is used mainly for raising cattle, pineapple growing, fruit growing, forestry, and mining. Power generation and tourism are also important industries.

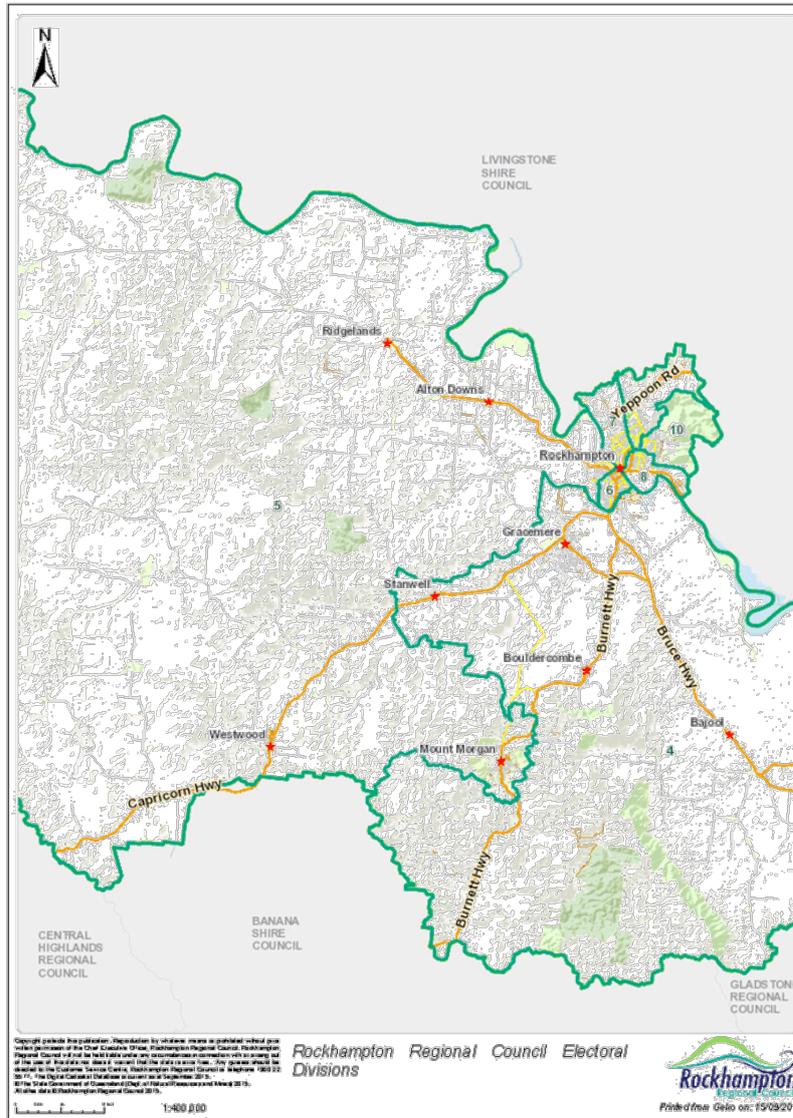
The original inhabitants of the Rockhampton area were the Darumbal Aboriginal people. European settlement dates from 1855, with land used mainly for sheep grazing. The township of Rockhampton was laid out in 1858, with growth spurred by gold mining and raising cattle.

Rockhampton developed as a service center to the surrounding grazing, mining and farming industries. Growth took place from the 1880s into the early 1900s, aided by improved access, port activities, and the mining of gold, silver and copper at Mount Morgan. Until the 1920s settlement within Rockhampton was mainly south of the Fitzroy River, then growth moved northwards. Significant development occurred from the 1960s. The population of the Council area increased from nearly 90,000 in 1991 to 102,000 in 2006.

Major features of the area include numerous National Parks (Goodedulla, Mount Archer), the Fitzroy River, Rockhampton Central Business District, Gracemere Saleyards, Stanwell Power Station, Rockhampton Airport, Dreamtime Cultural Centre, Rockhampton Heritage Village, Rockhampton Botanic Gardens, Central Queensland Institute of TAFE (Rockhampton Campuses), Central Queensland University (Rockhampton Campus) and several state forests.

The Council area is served by the Bruce Highway, the Burnett Highway, the Capricorn Highway, Kunwarara Road, Yaamba Road and the North Coast (Brisbane-Cairns) railway line.

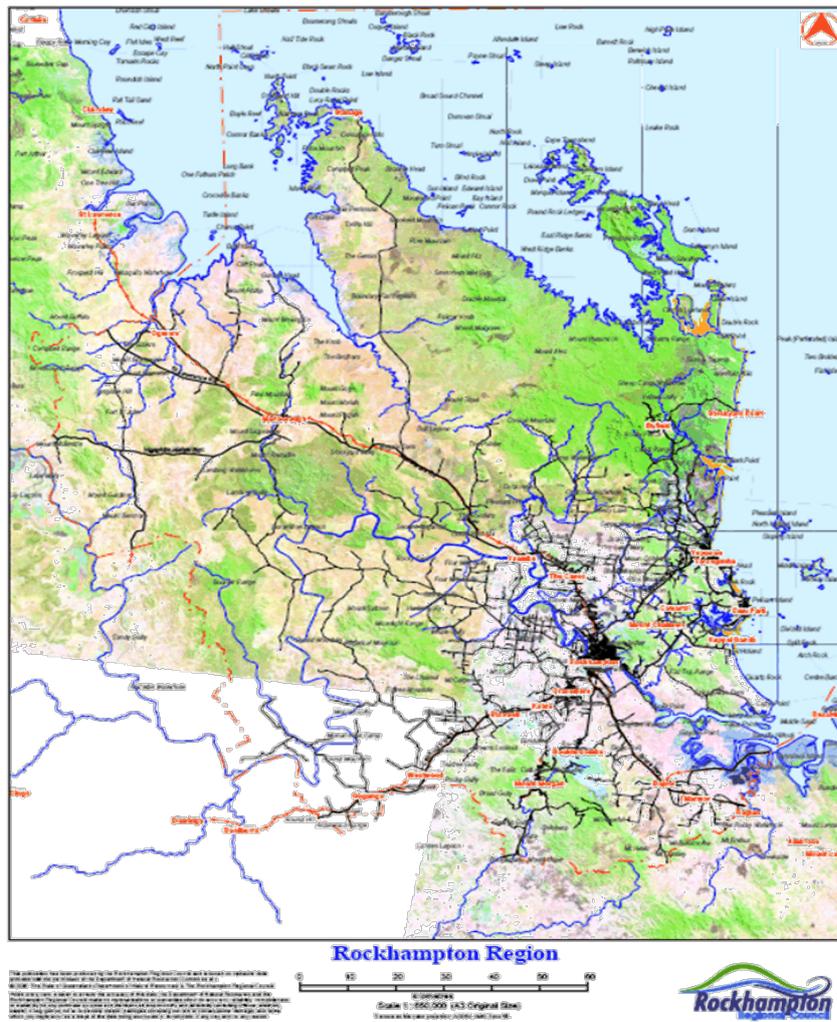
For local government electoral purposes the Regions is divided into ten electoral divisions. The following map depicts the relevant electoral divisions of Rockhampton Regional Council.



GEOGRAPHY

Situated in Central Queensland near the Tropic of Capricorn the Rockhampton Regional Council covers a total area of 6,582 km<sup>2</sup> (which represents 0.9 per cent of the State) ranging from Parkhurst to the North to Port Alma and Marmor to the South and from Port Alma to the East to Westwood and Gogango to the West. The region consists of varied topographical areas including significant rural, inland plains to natural and cultivated forests with the main urban centres being Rockhampton, Gracemere and Mount Morgan.

Topographical Map of Rockhampton Region



*The City of Rockhampton* (23.22S 150.32E) – is the largest urban centre in the region and is approximately 40 km inland from the Pacific Ocean and approximately 630km north of Brisbane. The city is bounded by the Berserker Ranges and Mount Archer and is located adjacent to the Fitzroy River approximately forty (40) kilometres from its mouth. The city is a major service centre providing commercial, administrative, and cultural and community services to the Capricorn Region. The Bruce Highway traverses the city north to South as does the railway with the Capricorn Highway traversing west.

*Gracemere* (23.15S – 150.27E) Located just seven kilometres from Rockhampton City and 45 minutes travel to the beautiful Capricorn Coast, the township of Gracemere was named by the Archer Family, the Region's first settlers.

The community is proud to have the Gracemere Saleyards, the most modern Livestock Selling Complex in the country, on the edge of town. The area also boasts Stanwell Power Station, the country's most environmentally friendly Power Station, located at Stanwell Energy Park near the Fitzroy Industrial Corridor.

It is accessible via the Bruce Highway which extends to the north and south and the Capricorn Highway to the West.

*Mt Morgan* (23.39S – 150.23E) – is located approximately 38km South West of Rockhampton. It is a popular tourist destination as a small historic town with a history of gold and copper mining dating back over a century. A critical link in the transportation network is the Burnett Highway, as it provides access to Biola to the south and Gracemere and Bouldercombe to the north and other major dormitory townships of the region. Nestled in the heart of the Dee Valley it is characterised by scenic mountain ranges and rolling valleys.

Mount Morgan's biggest claim to fame is the Mount Morgan Mine. Mined for 99 years, Mount Morgan yielded a total of 225,000 kg of gold, 50,000 kg of silver and 360,000 tonnes of copper. Early wealth from Mount Morgan established the formation of British Petroleum (BP). A large part of the Mount Morgan mine site is listed in the State Heritage Register and in the Register of the National Trust. The Mount Morgan mine site is adjacent to the Dee River, which flows between the mine and the town into the Don and Dawson Rivers and then into the Fitzroy River.

#### CLIMATE & WEATHER

As the Rockhampton Regional Council is situated in close proximity to the Tropic of Capricorn, it experiences two seasons – wet and dry with the wet season spanning from December to February. The Region's climate may be classified as subtropical.

Average annual rainfall is approximately:

Rockhampton – 800mm

Gracemere – 857mm

Mt Morgan – 600mm

Typical daytime temperature ranges are:

Rockhampton:

Winter/dry season – max 23° C min 9° C

Summer/wet season – max 32° C min 22° C

Australia and the globe are experiencing rapid climate change. Since the middle of the 20<sup>th</sup> century, Australian temperatures have, on average, risen by about 1°C with an increase in the frequency of heat-waves and a decrease in the numbers of frosts and cold days. Rainfall patterns have also changed - the northwest has seen an increase in rainfall over the last 50 years while much of eastern Australia and the far southwest have experienced a decline.

Further information in regards to climate change is available from the Bureau of Meteorology <http://www.bom.gov.au/climate/change/>

## POPULATION / DEMOGRAPHICS

The following statistics are based on the Community Profile developed for the Rockhampton Regional Council, which in turn is based on the 2011 Census of Population & Housing published by the Australian Bureau of Statistics.

Census data is available at a variety of different geographic levels, for Example State, Local, Government; and Census Collector District (a unit of around 200 households). Rarely do boundaries match actual "communities", "suburbs" or "service catchments" needed for effective decision making.

This community profile combines data for the Rockhampton Regional Council along with customised suburbs/localities, aggregated from Census Collector Districts for the Census year 2011 and 2006.

(Note: The estimated resident population of Rockhampton Regional Council as at 30 June 2011 was 109336).

Area	2011	2006	Change
Rockhampton Regional Council	109336	101173	8163
Males	54750	50635	4115
Females	54586	50538	4048
Indigenous	5995	5282	713
Australian born	91185	89857	1328
Overseas born	12153	11316	837

**Country of Birth**

Country of birth data identifies where people were born and is indicative of the level of cultural diversity in an area:

Top 10 Overseas Country of Birth	Males	Females	Persons	% of Pop.
United Kingdom, Channel Islands and Isle of Man(d)	1,293	1,240	2,533	2.32
New Zealand	1,022	964	1,986	1.82
Philippines	176	396	572	0.52
South Africa	251	275	526	0.48
India	190	181	371	0.34
Vietnam	169	165	334	0.31
Germany	140	131	271	0.25
United States of America	111	113	224	0.20
Netherlands	112	88	200	0.18
China (excl. SARs and Taiwan)(b)	68	91	159	0.15
Born overseas but country not identified	939	805	1,744	1.60
Totals	4,471	4,449	8,920	8.16

**Religion**

Religion is an indicator of cultural identity and ethnicity:

Top 10 Religions	Number	% of Pop.
Catholic	28,021	25.6
Anglican	21,725	19.9
Uniting Church	8,675	7.9
Presbyterian and Reformed	4,899	4.5
Christian, nfd(a)	2,894	2.6
Baptist	2,508	2.3
Lutheran	1,166	1.1
Pentecostal	1,024	0.9
Buddhism	823	0.8
Salvation Army	753	0.7
No religion(b)	20,957	19.2
Religious affiliation not stated	11,888	10.9

**Need for Assistance**

This population is defined as people who need assistance in their day to day lives with any or one of the following activities – self-care, body movements or communication – because of a disability or long-term health condition, or old age. Persons under the age of 40 (including infants) are only included if their stated reason for need for assistance was something other than old or young age.

(Note: a person's reported need for assistance is based on a subjective assessment and should therefore be treated with caution).

Need for Assistance (persons by age)					
Males		Females		Total	% of Pop
0-4 years	45	0-4 years	28	73	0.07
5-14 years	331	5-14 years	184	515	0.47
15-19 years	112	15-19 years	77	189	0.17
20-24 years	79	20-24 years	43	122	0.11
25-34 years	137	25-34 years	116	253	0.23
35-44 years	165	35-44 years	184	349	0.32
45-54 years	255	45-54 years	260	515	0.47
55-64 years	408	55-64 years	342	750	0.69
65-74 years	403	65-74 years	353	756	0.69
75-84 years	353	75-84 years	567	920	0.84
85 years and over	211	85 years and over	475	686	0.63
Total	2,499	Total	2,629	5,128	4.69

### Employment Status

The employment status of the population is an important indicator of the socio-economic status of an area. It represents the share of the population that is employed full-time, part time or unemployed, as well as changes over time in the labour force. Employment status is linked to a number of factors:

- The age structure of the population, which for example influences the number of persons in the workforce (i.e. population 15 yrs or more) or retired (i.e. population over 60yrs);
- The economic base and employment opportunities available in the area; and
- The education and skill base of the population.

Employment status (persons aged 15yrs and over)	2011	Percent (%)	2006	Change
Employed full time (works 35 hours or more)	32,674	62.2	28075	3454
Employed part time	13,778	26.2	14320	1061
Employed not stated	3,386	6.4	1156	-119
Total employed	49,838	94.9	43551	4396
Total unemployed	2,677	5.1	2473	-1445

### Occupation

The occupation data identifies the occupations in which the residents of an area work (this may be within the residing area or elsewhere). The occupational structure of the workforce is an important indicator of the characteristics of the labour force. With other indicators, such as educational qualifications and income, occupation is a key component of evaluating the socio-economic and skill base of an area. The occupations held by a workforce are linked to a range of factors including:

- The economic base and employment opportunities available in the area;
- The educational qualification levels of the population; and
- The working and social aspirations of the population.

Occupation (employed persons)	Number	Percent (%)
Managers	4,859	9.7
Professionals	7,766	15.6
Technicians & Trades Workers	8,656	17.4
Community and Personal Service Workers	5,107	10.2
Clerical and Administrative Workers	6,908	13.9
Sales Workers	4,673	9.4
Machinery Operators and Drivers	4,924	9.9
Labourers	5,975	12.0
Not Stated	974	2.0

### Types of Dwellings

The types of dwellings that are common to areas are important determinants in the role and function that the area plays in the housing market. A greater concentration of higher density dwellings is likely to attract more young adults and smaller households; while larger, detached or separate dwellings are more likely to have families and prospective families living in them, although this is not a mutually exclusive pattern.

Dwelling structure (private dwellings)	Number	Percent (%)
Separate house	33,824	77.2
Medium density	4,045	9.2
Caravans, cabin, houseboat	506	1.2
Other	138	0.3
Not stated	25	0.1

### Number of Persons per Household

The size of households in general follows the life-cycle of families. Households are usually small at the stage of relationship formation (early marriage), and then increase in size with the advent of children. They later reduce in size again as these children reach adulthood and leave home. However, household size can also be influenced by a lack, (or abundance) of affordable housing. Further, overseas migrants and indigenous persons often have a tradition of living with extended family members and/or other families.

Household Size (number of persons usually resident)	Number	Percent (%)
1 person	9,371	24.3
2 persons	13,846	35.9
3 persons	5,929	15.4
4 persons	5,478	14.2
5 persons	2,522	6.5
6 or more persons	1,391	3.6

### Internet

It is widely accepted that broadband internet access is an essential requirement to participate in the so-called "new economy" and households with only dial-up or no internet service are increasingly being left behind in the information age. Increasingly fast internet access is required for accessing essential information and undertaking domestic and non-domestic business as both government and the private sector are increasingly conducting their business, or aspects of it, on line.

Type of Internet Access (household connection)	Number	Percent (%)
Broadband connection	25,039	65.0
Dial up connection	1,282	3.3
Other connection	1,465	3.8
No internet connection	9,199	23.9
Internet connection not stated	1,552	4.0
Total Households	38,537	100.00

**Vehicle Ownership**

The ability of the population to source services and employment is strongly influenced by transport. The number of motor vehicles per household quantifies access to private transport. There are three major reasons for a different share of motor vehicles per household;

- The age structure of the population and household type, which influences the household and the number of adults present;
- Access to public transport, and
- Household income, which can influence the amount of money available to purchase motor vehicles.

Car ownership (vehicles per household)	Number	Percent (%)
No motor vehicles	2,854	7.4
One motor vehicle	13,307	34.5
Two motor vehicles	13,916	36.1
Three motor vehicles	4,766	12.4
Four or more motor vehicles	2,318	6.0
Number of motor vehicles not stated	1,375	3.6
Total	38,536	100.0

**Volunteering**

When analysed in conjunction with the communities' age structure, family/household structure and socio economic status measures of an area, the importance of voluntary work to the community and economy of that area can be better understood.

Volunteering (volunteering for an organisation or group)	Number	Percent (%)
Volunteer	15,645	18.1
Not a volunteer	61,505	71.1
Volunteer work not stated	9,344	10.8
Total	86,494	100.00

### Industry

The industry data identifies the industries in which the residents of an area work (this may be within the residing area or elsewhere). The industry structure of the work force is indicative of the skill base and (to some extent) the socio-economic status and industry structure of an area.

The industries that are prominent in an area are strongly related to a range of factors including;

- The economic base and employment opportunities available in the general region
- The educational levels of the local population; and
- The working and social aspirations of the population.

Industry (employed persons)	Number	Percent (%)
Health care and social assistance	6,369	12.8
Retail trade	5,425	10.9
Education and training	4,464	9.0
Construction	4,370	8.8
Manufacturing	3,780	7.6
Accommodation and food services	3,596	7.2
Public administration and safety	3,292	6.6
Transport, postal and warehousing	3,077	6.2
Mining	2,658	5.3
Other services	2,099	4.2
Professional, scientific and technical services	1,868	3.7
Wholesale trade	1,728	3.5
Electricity, gas, water and waste services	1,296	2.6
Administrative and support services	1,183	2.4
Agriculture, forestry and fishing	1,137	2.3
Financial and insurance services	847	1.7
Rental, hiring and real estate services	735	1.5
Arts and recreation services	403	0.8
Information media and telecommunications	377	0.8
Inadequately described/Not stated	1,135	2.3
<b>Total</b>	<b>49,839</b>	<b>100.0</b>

**COMMUNITY EVENTS**

The following table identifies regular community events that occur within the Rockhampton Regional Council, where large crowds may gather:

Date	Event	Location
26 January	Australia Day	Heritage Village
May tri yearly	Beef Week	Rockhampton Showgrounds
June	Agricultural Show	Rockhampton Showgrounds
July	Emergency Services Day	Rockhampton Heritage Village
	River Festival	Riverside Park
August	Rockhampton Cultural Festival	Rockhampton Heritage Village
	Motormania CQ	Rockhampton
	Mount Morgan Show	Mount Morgan Showgrounds
	Rocky Swap	Rockhampton Showgrounds
September	Jazz on the Quay	Rockhampton
October	Rocky Barra Bounty	Fitzroy River
	Caulfield Cup	Callaghan Park
Every second month (Feb, April etc)	Rockhampton Twilight Markets and outdoor movie	Riverside Park
Sunday of every second month	Rockhampton Heritage Village Markets	Rockhampton Heritage Village
Every Sunday	Arcade Markets	Arcade carpark, Rockhampton

Rockhampton Venues and Events is a commercial unit of Rockhampton Regional Council which coordinates the entertainment program at the Pilbeam Theatre in addition to other community events such as Rockfest, Twilight Movies, Twilight Markets and Australia Day celebrations. The Community events calendar can be viewed at Council's website; [http://www.rrc.qld.gov.au/common/Pages/Display/article\\_all\\_view\\_calendar.aspx?id=113](http://www.rrc.qld.gov.au/common/Pages/Display/article_all_view_calendar.aspx?id=113) or visit [www.pilbeamtheatre.com.au](http://www.pilbeamtheatre.com.au)



ITEM	OWNER	COMMENT
<p><b>GOVERNMENT AGENCIES BUILDINGS/FACILITIES</b></p> <p><i>Centrelink</i> 190-194 Musgrave Street Rockhampton</p> <p><i>Australian Broadcasting Corporation</i> ABC Capricornia 236 Quay St Rockhampton Ph: 4924 5111</p> <p><i>Bureau of Meteorology</i> Regional Office Rockhampton Airport – Ph: 4922 3597</p> <p><i>Family Court of Australia</i> 16 East Street Rockhampton – Ph 1300 352 000</p> <p><i>Medicare Australia</i> Shop 20A City Centre Plaza Bolsover Street – Ph: 132011</p> <p><i>Emergency Services Dept</i> Level 3 Suncorp Metway Building 34 East St Rockhampton – 4938</p> <p>Justice &amp; Attorney General Dept <i>Magistrates Court</i> East Street Rockhampton Ph: 4938 4558</p> <p>TAFE Qld Canning St Rockhampton Bolsover St Rockhampton</p> <p>Local Government Rockhampton City Hall Bolsover Street</p> <p>Works Services Depot Rockhampton Dooley St Rockhampton Administration/ Customer Service Buildings: 232 Bolsover St, Rockhampton 32 Hall Street, Mt Morgan 1 Ranger Sreet, Gracemere Gracemere Community Centre Barry St Gracemere</p>	<p>Australian Govt</p> <p>Australian Govt</p> <p>Australian Govt</p> <p>Australian Govt</p> <p>Australian Govt</p> <p>Australian Govt</p> <p>Qld Govt</p> <p>Australian Govt</p> <p>Local Government</p>	



ITEM	OWNER	COMMENT
Yeppoon Road	Queensland Department Main Roads	mining town of Mount Morgan. The highway then drops down the escarpment where it joins the Bruce Hwy and finally into Rockhampton.  Main arterial road from Rockhampton to the Coastal town of Yeppoon. Important transport corridor for the coastal communities of the region.
Rockhampton Emu Park Road	Queensland Department Main Roads	Main arterial road from Rockhampton to the Coastal town of Emu Park. Important transport corridor for the coastal communities of the region.
Fitzroy River Bridge	Queensland Department Main Roads	Main arterial road from Rockhampton to the Coastal town of Emu Park. Important transport corridor for the coastal communities of the region  The Fitzroy River presented problems, with transport from the north to the south side of the City being via ferries and small punts until a bridge across the river was opened in 1881. The new Fitzroy River Bridge was opened in September 1952, when the original bridge was closed to traffic and finally demolished in 1956.
Neville Hewitt Bridge	Queensland Department Main Roads	Opened in 1980. Second of the two road bridges linking the North & South communities of the city of Rockhampton.

ITEM	OWNER	COMMENT
<p><b>RAIL INFRASTRUCTURE</b> Western Rail Corridor</p> <p>Southern Rail Corridor</p> <p>Alexandra Rail Bridge</p> <p>Northern Access (Townsville, Cairns)</p> <p>Regional Offices &amp; Stations Rockhampton 320 Murray St –general enquiries 131617 (CEO's representative - Ph 4932 0412) Gracemere Pierce St – Supervisor Track Operations – Ph: 4932 2828</p>	<p>State Government Queensland Rail</p>	<p>Economically important electrified train line for the transportation of coal to Gladstone. Transports freight &amp; livestock The Westlander also operates on this line.</p> <p>Economically important for the transportation of coal to Gladstone. Transports freight &amp; livestock. Line is electrified from Rockhampton South Passenger trains also operate on this line</p> <p>Rail bridge over Fitzroy River on the north/south line.</p> <p>Sunlander - Freight including livestock Conduit for transportation of produce from Capricorn Coast.</p>
<p><b>AIRPORTS</b> Rockhampton Airport</p>	<p>Rockhampton Regional Council</p>	<p>The Rockhampton Airport is owned and operated by the Rockhampton Regional Council. Early in 2000 the Airport runway was extended and associated pavements upgraded, resulting in the ability to accommodate unrestricted wide-bodied operations. The Airport is now used by both domestic and international airlines using a mix of wide-bodied aircraft including the B747 to B777 and A340 types. It is expected that facilities will be expanded to accommodate a new customs quarantine section for future international flights. With this comes the opportunity of increased tourism.</p>

ITEM	OWNER	COMMENT
<b>PORTS/HARBOURS</b> Port Alma	Central Queensland Ports Authority	Port Alma is the Deep Sea Port of Rockhampton and is located at 23° 35'S latitude and 150° 52'E longitude on the Southern tip of the Fitzroy River Delta, close to the mouth of Raglan Creek. It is the ocean Port for the City of Rockhampton (approx 62km by road) and provides import and export facilities. Port Alma is a natural deep water harbour offering security and shelter. It can accommodate vessels of up to 180 metres in length. The port is served by road access via a main road which meets the Bruce Highway at Bajool approximately 26 km from Port Alma.

## Essential Services

ITEM	AUTHORITY	COMMENT
<b>POWER</b> Electricity	Ergon Energy	<p>Power is supplied to the Region via overhead transmission lines from the main Rockhampton feeder station, which is approximately 10km south of Rockhampton. 132kV feeder from this sub-station provides power to a network of substations in Rockhampton and the region.</p> <p>These substations then reticulate 11,000 and 66,000V around the Region, predominantly using overhead power lines and pole mounted transformers.</p> <p>Advice from Ergon Energy is that the substations have been designed for 100-year ARI immunity; however, there could be problems in accessing some of these facilities in the event of flood. Boat access would be used in this scenario if necessary and the substations are remotely controlled.</p> <p>The power supply within the Region has been extremely reliable over the years with only very short-term nuisance blackouts occurring. This does not discount the possibility of an extended blackout occurring, which would have some dire consequences for the population and industries within the Region.</p> <p>Ergon Energy has an Emergency Management Plan for responding to widespread loss of power.</p>
	Stanwell Corporation	<p>Coal fired electricity generator in CQ &amp; Qld grid. Stanwell Power Station, is a fully automated 1400 megawatt (MW) coal-fired power station, Stanwell Power Station was progressively commissioned between 1992 and 1996 and is one of Australia's largest and most modern power producers. It's also one of the nation's most technologically advanced power producers with a life expectancy well into the 21<sup>st</sup> century.</p>
<b>WATER</b> Rockhampton Water Supply	Rockhampton Regional Council	<p>Water for Rockhampton City and areas immediately to the north and west of Rockhampton is sourced from the Fitzroy River Barrage, with the intake structure being some four kilometres upstream from the barrage.</p> <p>This water is then treated at the Glenmore Water Treatment Plant (GWTP) and treated water is supplied to approximately 75,000 residents in Rockhampton as well as a supplementary supply to the Capricorn Coast area. The GWTP currently has the capacity to treat 140ML/d and the current maximum demand on the system is 110 ML/d. The GWTP's capacity is not expected to be exceeded until after 2050.</p> <p>Treated water is fed into the town water reticulation network via a system incorporating 11 reservoirs. All reservoirs are sealed to prevent any contamination thus ensuring that the water quality is maintained. Re-chlorination at all reservoir sites is also performed to ensure that the residual chlorine levels in the reticulation system are maintained.</p>

ITEM	AUTHORITY	COMMENT
		<p>Water reticulation in the Gracemere area is via three reservoirs using water pumped from the GWTP.</p> <p>There are 22 pump stations within the water supply system. Two stations are used to transfer bulk water to various areas of the city and the remaining stations boost water pressure in specific reticulation areas. The operation and performance of these stations is monitored via the telemetry and SCADA systems.</p>
Mount Morgan Water Treatment Plant	Rockhampton Regional Council	<p>Mount Morgan</p> <p>Water supply for Mount Morgan is sourced from No. 7 Dam, Fletchers Creek and the Mandalay. This water is then treated at the Mount Morgan Water Treatment Plant (MMTP) and pumped via a reticulation system to approximately 1400 residences in Mount Morgan Shire. The WTP has been in operation for approximately fifteen (15) years and currently has the capacity to treat 2.59 ML/d with the current maximum demand on the system, approximately 2.04 ML/d.</p> <p>Treated water is fed into the town water reticulation network via a system incorporating 2 (two) concrete reservoirs. All reservoirs are sealed to prevent any external contamination thus ensuring that the water quality is maintained. Re-chlorination is also performed to ensure that disinfection levels in the reticulation system are maintained.</p> <p>There are numerous pump stations within the water supply system. One station is used to transfer bulk water to various areas of the Mount Morgan Shire and the remaining stations boost water pressure in specific reticulation areas. The operation and performance of these stations is monitored via the telemetry system.</p>
<b>SEWERAGE</b> Nth Rockhampton Sewerage Treatment Plant & associated pump stations Goodsell Street	Rockhampton Regional Council	<p>Rockhampton City Area</p> <p>Rockhampton is serviced by three Waste Water Treatment Plants as follows;</p> <p>North Rockhampton Waste Water Treatment Plan – This plant serves a population of 37300 persons plus a commercial and industrial component. The effluent is disinfected with Chlorine and discharged via gravity to the Fitzroy River downstream of the Barrage.</p>
South Rockhampton Sewerage Treatment Plant & associated pump stations Gavial Ck (Quay St)		<p>South Rockhampton Waste Water Treatment Plant – This plant serves a population of 12,000 plus a commercial and industrial component. The effluent from the plant is discharged to the Fitzroy River below the Barrage near the entrance of Gavial Creek.</p>
West Rockhampton Sewerage Treatment Plant & associated pump stations Harman Street		<p>West Rockhampton Waste Water Treatment Plant – This plant serves a population of 6,200 with a further small component attributable to industry and commerce in this catchment. The plant is designed for 11,000 equivalent persons. The effluent is passed through a chlorine contact tank and then flows via gravity to the Fitzroy River.</p> <p>There are 29 active sewage pump stations within the sewerage system that assist in the transport of sewage along the distribution system to the treatment plants. All stations have at least two pumps to ensure that there is sufficient redundancy available in the event of an increase in flow (i.e. during a storm event) or a mechanical breakdown.</p> <p>All sewage pump stations are monitored via telemetry to ensure early notification of imminent surcharges.</p>

ITEM	AUTHORITY	COMMENT
Gracemere Sewerage Treatment Plant Armstrong Street		The Gracemere area is serviced by one plant. The effluent from this plant discharges to Scrubby Creek.
Mount Morgan Waste Water Treatment Plant		<p>This plant serves a population of 389 properties including commercial and light industrial component.</p> <p>The raw sewage is transferred via a system of sewers, pumping stations and pressure rising mains. The Mount Morgan sewerage treatment plant is located behind the Newman Oval in Thompson Street Mount Morgan. The sewage is treated to A Class effluent standard and the effluent discharged is currently pumped to the adjacent Newman oval and high school and irrigated on both sports fields. All rural and non-reticulated facilities are serviced by onsite treatment and disposal system.</p> <p>The station has at least two pumps to ensure that there is sufficient redundancy available in the event of an increase in flow (i.e. during a storm event) or a mechanical breakdown.</p> <p>All sewage pump stations are monitored via telemetry to ensure early notification of breakdowns or imminent surcharges.</p>
<b>TELECOMMUNICATIONS</b> Frenchville Telephone Exchange  Rockhampton Telephone Exchange  Gracemere Telephone Exchange	Transfield Telstra Alliance  Transfield Telstra Alliance	<p>The Rockhampton area is serviced by a modern telecommunications network with services supplied by Telstra, Optus and other providers. Whilst copper cables still exist in areas of the region, the majority of the trunk main network is fibre optic cable.</p> <p>Telstra recently completed a network modernisation program in Rockhampton that will provide a fully digitized network. Benefits include better restoration of service in the event of any equipment failure or cable cuts, more efficient network management and lower operating costs.</p> <p>There are also dedicated telecommunications networks in the area for police, emergency services, Council and private users.</p> <p>The Mt Archer tower at Rockhampton provides communications for Rockhampton, Yeppoon and surrounding areas with radio being predominantly used by single users as communities are now serviced by fibre optic cable.</p> <p>The major Telstra exchanges are not vulnerable to flood inundation, however in the event of power loss most exchanges have a back-up diesel system with fuel storage capacity ranging from two days to one week.</p> <p>Major telephone exchange supporting North Rockhampton &amp; surrounds</p> <p>Major telephone exchange supporting Rockhampton &amp; Surrounds</p>

## HAZARDOUS SITES

Major Hazard Facilities (MHF) are defined under the Dangerous Goods Safety Management Act 2001 Section 31 as;

1. A major hazard facility is a facility that is classified by the chief executive officer under Part 4 Division 1 of the Act as a major hazard facility
2. A possible major hazard facility means either of the following facilities, other than a facility under a declaration under section 32(5) of the Act (declaration that a facility is not a MHF) –
  - a. A facility where a hazardous material is stored or handled if the quantity of the material is more than the quantity prescribed under a regulation;
  - b. A facility that the occupier of the facility intends to use for the storage or handling of a hazardous material if the quantity of the material that is likely to be stored or handled is more than the quantity prescribed under a regulation

The following are Major Hazard Facilities within the Rockhampton Regional Council area:

Name	Location	Main Materials causing classification	Date Classified
Bajool Government Explosives Reserve	Bruce Highway Bajool 4699	Ammonium Nitrate, Explosive Materials	2 May 2003
Australian Mining Explosives Pty Ltd	Located within Bajool Govt Explosives Reserve	Ammonium Nitrate	13 Jan 2006
Dyno Nobel Explosives Plant	Located within Bajool Govt Explosives Reserve	Ammonium Nitrate	2 May 2003
Sasol Roche Ammonium Nitrate Facility	Located within Bajool Govt Explosives Reserve	Ammonium Nitrate	2 May 2003
UEE Explosives Australia Pty Ltd	Located within Bajool Govt Explosives Reserve	Ammonium Nitrate	13 Jan 2006

A database of Large Dangerous Goods Locations is maintained by Workplace health and Safety Queensland in accordance with Work Health and Safety Regulation 2011.

The following tables detail the hazards, consequences and likelihoods for the Rockhampton Regional Council area. Further information can be found in the studies listed in Section 4.3.

Table 8: Natural Hazards

Hazard	Area/Location	Explanation of Risk
Wildfires and urban fires	Both urban and rural areas (Mt Archer, Frenchville, Parkhurst, Koongal Lakes and rural areas traversed by Rockhampton-Yeppoon Road)	Urban centres are susceptible to fires at any time Risk of wildfires across rural areas mainly between September and start of wet season. Presents risk to lives, homes, pastures and livestock, as well as the environment.
Cyclone	Whole of the Region.	Cyclones are an almost annual occurrence in the Region; however, they are usually of a low category. There is normally several day's notice in which to prepare for an event.
Earthquakes	The area has experience a number of seismic events.	Most events experienced have been relatively low in magnitude; however, a severe event is possible.
Landslip	Localised areas	Movement of hillside material usually associated with wet weather, localised impacts in known areas.
Flood	Flood inundation of low lying areas, cutting roads, and inundation of homes and business.	The Fitzroy River has a history of flooding with major events occurring in 1918, 1954, 1991 and 2011. The Fitzroy has a large catchment (approx. 143,000 km <sup>2</sup> ) and for floods originating in the hinterland there is up to 60 hours warning from the Bureau of Meteorology. There are also a number of small local creeks that can lead to short duration flooding or flash flooding.
Storm Surge	Coastal areas.	Port Alma area are susceptible to storm surge impacts.
Storm (Wind, Rain and Hail)	Whole of the Region.	Severe wind/rain/hail storm can affect the whole region and is usually confined to the summer and autumn months. Warning times are usually too short for significant precautionary action; however the impacts are usually localised.
Tsunami	Coastal and Riverine communities.	Risk along coastline from impact of tsunami.

Table 9: Non Natural Hazards

Hazard	Area/Location	Explanation of Risk
Major Road/Rail Accidents	Whole of the Region.	The region's traffic includes "heavy" vehicles with many tourist coaches travelling between Rockhampton and the coast as well as along the Bruce Highway. In addition many semi-trailers, cattle floats and timber jinkers use the highway. The North Coast rail line runs through the region with a potential risk of accident.
Hazardous Material Accident	Bruce Highway and main northern railway.	Many hazardous materials are transported via road and rail posing a possible incident threat.
Terrorism	Mass gatherings, hazardous storage sites, transport hubs and corridors, critical infrastructure.	Range of possible events that may lead to casualties.
Aircraft Accident	Rockhampton Airport, Emu Park airfield, Great Keppel Island airstrip, Shoalwater Bay airstrips and small private airstrips.	Possibility of a mishap is always present. Defence force exercises involving military fixed wing and rotary aircraft may increase risk.
Exotic Animal Disease	As cattle are the most common animals in the region they are the most susceptible to an outbreak of disease. Significant horse racing industry.	Exotic animal disease may result due to a breakdown of health and sanitation services in a major natural event such as a cyclone or earthquake or may result from a breakdown in the quarantine system. Birds and pests introduced from the north could also pose a threat.
Medical Epidemics and Infectious Diseases	Areas visited by overseas tourists and troops attending Shoalwater Bay Army Training Area: Whole of the Region.	There is a possibility that overseas tourists or troops could introduce an infectious disease. Increased southward range of vectors such as mosquitos, ticks and sand flies due to climate change may increase risk of outbreaks (eg dengue fever, malaria).
Influenza Pandemic	Whole of the Region.	Risk posed by mutation of virus (avian flu).
Military Training Activities	Rockhampton Airport and Travel Routes to Training Area.	Regular use of area for training exercises by Australian Defence Force and defence forces.
Boating Accidents	Boats on fishing trips and other recreational activities as well as large bulk carriers, Port Alma.	Poor weather conditions or inexperience of operators could contribute to an incident.
Blue Green Algae Bloom	Barrage.	Risk relating to climatic conditions.
Extended Power Blackout (>3 days)	All areas service by power supply.	Provision of food, water and sewerage services could be greatly impacted.
Explosion	Industrial locations or depots, major transport routes. Bajool	Possibility of casualties and/or damage to infrastructure.

Table 10: Risk Evaluation Criteria – consequence levels

Consequence Level	People	Environment	Economy	Public Administration	Social Setting	Infrastructure
Catastrophic	Widespread multiple loss of life (mortality >1 in ten thousand), health system unable to cope, displacement of people beyond ability to cope.	Widespread severe impairment or loss of ecosystem functions across species and landscapes, irrecoverable environmental damage.	Unrecoverable financial loss >3% of the government sector's revenues <sup>1</sup> , asset destruction across industry sectors leading to widespread business failures and loss of employment.	Governing body unable to manage the event, disordered public administration without effective functioning, public unrest, media coverage beyond region or jurisdiction.	Community unable to support itself, widespread loss of objects of cultural significance, impacts beyond emotional and psychological capacity in all parts of the community.	Long term failure of significant infrastructure and service delivery affecting all parts of the community, ongoing external support at large scale required.
Major	Multiple loss of life (mortality >1 in one hundred thousand), health system overstressed, large numbers of displaced people (more than 24 hours).	Severe impairment or loss of ecosystem functions affecting many species or landscapes, progressive environmental damage.	Financial loss 1-3% of the government sector's revenues <sup>1</sup> requiring major changes in business strategy to (partly) cover loss, significant disruptions across industry sectors leading to multiple business failures and loss of employment.	Governing body absorbed with managing the event, public administration struggles to provide merely critical services, loss of public confidence in governance, media coverage beyond region or jurisdiction.	Reduced quality of life within community, significant loss or damage to objects of cultural significance, impacts beyond emotional and psychological capacity in large parts of the community.	Mid-to long-term failure of significant infrastructure and service delivery affecting large parts of the community, initial external support required.
Moderate	Isolated cases of loss of life (mortality >than one in one million), health system operating at maximum capacity, isolated cases of displacement of people (less than 24 hours).	Isolated but significant cases of impairment or loss of ecosystem functions, intensive efforts for recovery required.	Financial loss 0.3-1% of the government sector's revenues <sup>1</sup> requiring adjustments to business strategy to cover loss, disruptions to selected industry sectors leading to isolated cases of business failure and multiple loss of employment.	Governing body manages the event with considerable diversion from policy, public administration functions limited by focus on critical services, widespread public protests, media coverage within region or jurisdiction.	Ongoing reduced services within community permanent damage to objects of cultural significance, impacts beyond emotional and psychological capacity in some parts of the community.	Mid-term failure of (significant) infrastructure and service delivery affecting some parts of the community, widespread inconvenience.

Consequence Level	People	Environment	Economy	Public Administration	Social Setting	Infrastructure
Minor	Isolated cases of serious injuries, health system operating within normal parameters.	Isolated cases of environmental damage, one-off recovery effects required.	Financial loss 0.1-0.3% of the government sector's revenues <sup>1</sup> , requiring activation of reserves to cover loss, disruptions at business level leading to isolated cases of loss of employment.	Governing body manages the event under emergency regime, public administration functions with some disturbances, isolated expressions of public concern, media coverage within region or jurisdiction.	Isolated and temporary cases of reduced services within community, repairable damage to objects of cultural significance, impacts within emotional and psychological capacity of the community.	Isolated cases of short-to mid-term failure of infrastructure and service delivery, localised inconveniences.
Insignificant	Near misses or minor injuries, no reliance on health system.	Near misses or incidents without environmental damage, no recovery efforts required.	Financial loss <0.1% of the government sector's revenues <sup>1</sup> to be managed within standard financial provisions, inconsequential disruptions at business level.	Governing body manages the event within normal parameters, public administration functions without disturbances, public confidence in governance, no media attention.	Inconsequential short-term reduction of services, no damages to objects of cultural significance, no adverse emotional and psychological impacts.	Inconsequential short-term failure of infrastructure and service delivery, no disruption to the public services.

Table 11: Risk Rating Matrix

Likelihood Level	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium	Medium	High	Extreme	Extreme
Likely	Low	Medium	High	High	Extreme
Possible	Low	Low	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	Medium
Very Rare	Low	Low	Low	Low	Medium
Almost Incredible	Low	Low	Low	Low	Low

## RISK TABLE

- E = Extreme risk; immediate action required  
H = High risk; senior management attention required  
M = Medium risk; management responsibility must be specified  
L = Low risk; manage by routine procedures

The following information has been separated into two groups, the hazards with the most current analysis and the remaining hazards from previous studies. These two groups have been labelled as "Natural Disasters" and "Non-natural Disasters".

Table 12: Natural Hazards Risk Register

Hazard	Category	Likelihood	Consequence	Level of Risk
<b>Bushfire- major event in urban fringe or rural areas</b>	People	Likely	Moderate	High
	Buildings	Likely	Moderate	High
	Environment	Likely	Minor	Medium
	Business	Likely	Minor	Medium
	Lifelines	Likely	Minor	Medium
	Critical Facilities	Likely	Minor	Medium
<b>Cyclone</b>	People	Likely	Moderate	High
	Buildings	Likely	Moderate	High
	Environment	Likely	Moderate	High
	Business	Likely	Moderate	High
	Lifelines	Likely	Major	High
	Critical Facilities	Likely	Minor	Medium
<b>Storm Surge</b>	People	Possible	Minor	Low
	Buildings	Possible	Moderate	Medium
	Environment	Possible	Moderate	Medium
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
<b>Flooding-Local</b>	People	Likely	Moderate	High
	Buildings	Likely	Moderate	High
	Environment	Likely	Minor	Medium
	Business	Possible	Minor	Low
	Lifelines	Likely	Moderate	High
	Critical Facilities	Likely	Moderate	High

Hazard	Category	Likelihood	Consequence	Level of Risk
Flooding-Fitzroy River	People	Likely	Moderate	High
	Buildings	Likely	Moderate	High
	Environment	Likely	Moderate	High
	Business	Likely	Moderate	High
	Lifelines	Likely	Moderate	High
	Critical Facilities	Likely	Moderate	High
Severe Storm	People	Possible	Minor	Low
	Buildings	Possible	Minor	Low
	Environment	Possible	Minor	Low
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
Tornado	People	Possible	Minor	Low
	Buildings	Possible	Minor	Low
	Environment	Possible	Minor	Low
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
Tsunami	People	Possible	Catastrophic	High
	Buildings	Possible	Catastrophic	High
	Environment	Possible	Major	High
	Business	Possible	Major	High
	Lifelines	Possible	Major	High
	Critical Facilities	Possible	Major	High
Earthquake	People	Possible	Moderate	Medium
	Buildings	Possible	Moderate	Medium
	Environment	Possible	Moderate	Medium
	Business	Possible	Moderate	Medium
	Lifelines	Possible	Moderate	Medium
	Critical Facilities	Possible	Moderate	Medium
Landslip	People	Likely	Minor	Medium
	Buildings	Likely	Minor	Medium
	Environment	Likely	Minor	Medium
	Business	Likely	Minor	Medium
	Lifelines	Likely	Minor	Medium
	Critical Facilities	Likely	Minor	Medium
Heatwave	People	Likely	Minor	Medium
	Buildings	Likely	Minor	Medium
	Environment	Likely	Minor	Medium
	Business	Likely	Minor	Medium
	Lifelines	Likely	Minor	Medium
	Critical Facilities	Likely	Minor	Medium
Climate Change	People	Possible	Moderate	Medium
	Buildings	Likely	Moderate	High
	Environment	Possible	Moderate	Medium
	Business	Possible	Moderate	Medium
	Lifelines	Possible	Moderate	Medium
	Critical Facilities	Possible	Minor	Low

Table 13: Non Natural Risk Register

Hazard	Category	Likelihood	Consequence	Level of Risk
Civil Riot / Disturbance	People	Unlikely	Moderate	Medium
	Buildings	Unlikely	Moderate	Medium
	Environment	Unlikely	Minor	Low
	Business	Unlikely	Minor	Low
	Lifelines	Unlikely	Minor	Low
Terrorist Attack	Critical Facilities	Unlikely	Minor	Low
	People	Unlikely	Major	Medium
	Buildings	Unlikely	Moderate	Medium
	Environment	Unlikely	Moderate	Medium
	Business	Unlikely	Moderate	Medium
Arson	Lifelines	Unlikely	Major	Medium
	Critical Facilities	Unlikely	Major	Medium
	People	Almost Certain	Moderate	High
	Buildings	Almost Certain	Moderate	High
	Environment	Almost Certain	Moderate	High
	Business	Possible	Minor	Low
Information Technology Failure	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
	People	Almost Certain	Insignificant	Medium
	Buildings	Unlikely	Insignificant	Low
	Environment	Unlikely	Insignificant	Low
	Business	Almost Certain	Moderate	High
Critical Infrastructure Failure	Lifelines	Unlikely	Insignificant	Low
	Critical Facilities	Almost Certain	Moderate	High
	People	Unlikely	Moderate	Medium
	Buildings	Unlikely	Moderate	Medium
	Environment	Unlikely	Minor	Low
	Business	Unlikely	Minor	Low
Hazardous Material Incident	Lifelines	Unlikely	Moderate	Medium
	Critical Facilities	Unlikely	Major	Medium
	People	Likely	Moderate	High
	Buildings	Likely	Minor	Medium
	Environment	Likely	Moderate	High
	Business	Likely	Minor	Medium
Industrial Accident	Lifelines	Likely	Minor	Medium
	Critical Facilities	Likely	Minor	Medium
	People	Possible	Minor	Low
	Buildings	Possible	Minor	Low
	Environment	Possible	Minor	Low
	Business	Possible	Minor	Low
Aircraft Accident	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
	People	Possible	Major	High
	Buildings	Possible	Moderate	Medium
	Environment	Possible	Moderate	Medium
	Business	Possible	Minor	Low

Hazard	Category	Likelihood	Consequence	Level of Risk
<b>Critical Infrastructure Failure</b>	People	Unlikely	Moderate	Medium
	Buildings	Unlikely	Moderate	Medium
	Environment	Unlikely	Minor	Low
	Business	Unlikely	Minor	Low
	Lifelines	Unlikely	Moderate	Medium
	Critical Facilities	Unlikely	Major	Medium
<b>Hazardous Material Incident</b>	People	Likely	Moderate	High
	Buildings	Likely	Minor	Medium
	Environment	Likely	Moderate	High
	Business	Likely	Minor	Medium
	Lifelines	Likely	Minor	Medium
	Critical Facilities	Likely	Minor	Medium
<b>Industrial Accident</b>	People	Possible	Minor	Low
	Buildings	Possible	Minor	Low
	Environment	Possible	Minor	Low
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
<b>Aircraft Accident</b>	People	Possible	Major	High
	Buildings	Possible	Moderate	Medium
	Environment	Possible	Moderate	Medium
	Business	Possible	Minor	Low
	Lifelines	Possible	Minor	Low
	Critical Facilities	Possible	Minor	Low
<b>Major Road / Rail / Bridge Accident</b>	People	Possible	Moderate	Medium
	Buildings	Possible	Minor	Low
	Environment	Possible	Minor	Low
	Business	Possible	Moderate	Medium
	Lifelines	Possible	Major	High
	Critical Facilities	Possible	Minor	Low
<b>Dam Failure</b>	People	Unlikely	Moderate	Medium
	Buildings	Unlikely	Moderate	Medium
	Environment	Unlikely	Minor	Low
	Business	Unlikely	Minor	Low
	Lifelines	Unlikely	Minor	Low
	Critical Facilities	Unlikely	Minor	Low
<b>Boating / Shipping Accident</b>	People	Possible	Minor	Low
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Major	High
	Business	Possible	Minor	Low
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Insignificant	Low
<b>Military Training Accident</b>	People	Possible	Moderate	Medium
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Moderate	Medium
	Business	Possible	Minor	Low
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Insignificant	Low

Hazard	Category	Likelihood	Consequence	Level of Risk
<b>Military Training Accident</b>	People	Possible	Moderate	Medium
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Moderate	Medium
	Business	Possible	Minor	Low
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Insignificant	Low
<b>Marine Oil Spill</b>	People	Possible	Insignificant	Low
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Major	High
	Business	Possible	Minor	Low
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Insignificant	Low
<b>Medical Epidemic / Infectious Disease</b>	People	Possible	Moderate	Medium
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Insignificant	Low
	Business	Possible	Moderate	Medium
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Moderate	Medium
<b>Exotic Animal / Plant Disease</b>	People	Likely	Moderate	High
	Buildings	Likely	Insignificant	Low
	Environment	Likely	Minor	Medium
	Business	Likely	Minor	Medium
	Lifelines	Likely	Insignificant	Low
	Critical Facilities	Likely	Insignificant	Low
<b>Blue Green Algae Bloom</b>	People	Likely	Moderate	High
	Buildings	Likely	Insignificant	Low
	Environment	Likely	Minor	Medium
	Business	Likely	Minor	Medium
	Lifelines	Likely	Insignificant	Low
	Critical Facilities	Likely	Insignificant	Low
<b>Influenza Pandemic</b>	People	Possible	Moderate	Medium
	Buildings	Possible	Insignificant	Low
	Environment	Possible	Insignificant	Low
	Business	Possible	Moderate	Medium
	Lifelines	Possible	Insignificant	Low
	Critical Facilities	Possible	Insignificant	Low

HAZARD	RISK NO.	RISK	PREVENTION / PREPAREDNESS CONTROLS	RECOVERY / RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK	CONFIDENCE LEVEL	TOLERABILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	FURTHER ACTION	FURTHER ACTION RESPONSIBLE AGENCY
	RISK IDENTIFICATION				RISK ANALYSIS					RISK EVALUATION						
1. CYCLONE	1.1	Tropical cyclones are rare regionally occurring severe weather formations and can cause widespread damage. Cyclones will tend to impact on the coastal strip of Rockhampton Regional Council, and weaken towards the inland areas. High winds associated with tornados pose a risk of collapsing buildings, flying debris and projectiles - risk or injury or loss of life. The elderly, young children, campers and non-English speakers are at most risk to severe weather in all forms.	Development control (new development only) Local Disaster Management Plans including Operational sub Plans Exercises Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff	Local Disaster Management Plans including Operational sub Plans Exercises Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff	People	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	1. Plan to address dissemination of information to non-english speakers - identify leaders of cultural communities and engage their support (need to distinguish between prior to and during the event)  2. Prepare information pack for new arrivals to the area and distribute by Council  3. Media campaign before the cyclone season to "prepare" the community as it has been some time since Rockhampton Regional has experienced a severe cyclone – authorities to work together on this.  4. Funding application for generator at Evacuation Centre  5.Public Education Business Continuity Plans Property Insurance  6. Encourage people to be aware of actions required before, during and after the event. 7. Provide information on what people can do to mitigate their risk exposure, eg rubbish removal, tree topping etc. 8. Funding application for generator at primary Evacuation Centre	Minor	Likely	Medium	1. Maintain register of CALD community key contacts. 2. Funding application has been submitted under Rd 3 NDRP to develop info pack for new arrivals. 3. Include media campaign strategies within Communications Sub-plan. 4. Funding application has been submitted under Rd 3 NDRP 5. Evacuation - Include evacuation strategies within Evacuation Plan. LDMG to assess and determine as part of response. 6 & 7. Include within ongoing Community Education/awareness programmes 8. Funding has been submitted under Rd 3 NDRP for generator	RRC
	1.2	Due to the age of the building stock in pockets of Rockhampton Regional Council a number of homes and flats are at risk of damage. The commercial, industrial and post 1980 homes will be less vulnerable due to design requirements of Australian Standards.	Public Education Business Continuity Plans Property Insurance	Local Disaster Management Plans including Recovery, Evacuation, & Impact Assessment sub plans	Buildings	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	9. Encourage residents in older buildings to assess the structural adequacy of their dwelling in accordance with the latest codes. Evacuation of at risk areas as required  10. Encourage people to maintain their houses, especially roofs.  11. Consider encouraging property owners to strengthen vulnerable housing elements eg: • Recladding of asbestos roofs and walls with modern materials. • Tie downs for cyclonic winds. • Providing engineering and building advice on alternative materials and methods of replacement. 12. Encourage regular property clean-up 13. Identify safer locations in accordance with Qld Evacuation Guidelines 14. Review Evacuation facilities/options as required and take into account new guidelines  15. Caravans and cabins to be self-assessed for anchor points – encourage park owners to action this & carry out regular audits through the public information process	Moderate	Likely	High	9. 10 11 and 12. Include within ongoing community education/awareness campaigns 13. Carry out identification of safer places and include within Evacuation Plan/strategies 14. Review Evacuation Sub Plan as per Qld guidelines 15. Include within ongoing community education/awareness programme	RRC
	1.3	Fallen trees and damaged foliage will require extensive waste collection. Natural habitat may be temporarily / permanently damaged by severe weather.	Public education	Local Disaster Management Plans including Recovery, Evacuation, & Impact Assessment sub plans	Environment	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	16. Encourage people to maintain their property in relation to vegetation management to reduce demand for waste collection.	Moderate	Likely	High	16. Include within ongoing community awareness programmes	RRC
	1.4	Business may suffer a prolonged disruption in a severe cyclonic event. Agricultural industry may lose entire harvest, and be unable to prepare for the next season due to damage to lands. Ecotourism industry may suffer a temporary or prolonged disruption in productivity. Secondary damage, theft safety risks due to looting.	Public Education Business Continuity Plans	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LDCC Trained LDMG members Trained LDCC Staff	Business	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	17. Encourage Business owners to assess the structural adequacy of their buildings in accordance with the latest codes - include in public information campaign  18. Encourage businesses to have contingency plans to mitigate the impact of these events.	Moderate	Likely	High	17, 18 & 19. Include within ongoing community education/awareness program	RRC
	1.5	Overhead power lines will be damaged and associated flow on affects to other lifelines. Risk of fuel supply from Gladstone and other areas being cut off. Telstra exchanges isolated or inundated. Roads will be cut off due to flooding and fallen trees. Under the Probable Maximum Surge event, low lying properties will in inundated in Yeppoon, Emu Park, Keppel Sands, Kinka Beach, Causeway Lake Area and access roads will be cut. Water supply	Agency/organisation emergency action/response plans	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LDCC Trained LDMG members Trained LDCC Staff	Lifelines	Major	Likely	High	High Confidence	Tolerable subject to ALARP	19. Include in general information that property owners are responsible for assessing the need for tree clearing/lopping near power lines and communication lines  20. Confirm whether other lifelines assess the impact of power loss on their operation and develop mitigation plans if they don't already exist.	Minor	Likely	Medium	20. Refer to LDMG for advice from relevant lifeline agencies	RRC
	1.6	Critical facilities may be disrupted by the loss of lifelines. Water Treatment Works inoperable due to loss of power or structural damage. Emergency services and shelters may be overburdened in the event of widespread or prolonged severe weather Number of facilities possibly inundated or isolated Fuel and food supply from outside eg, Rockhampton, if event includes adjacent areas such as Gladstone. Police and security services may be overburdened.	Facility operators emergency plans and business continuity plans	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LDCC Trained LDMG members Trained LDCC Staff	Critical Facilities	Minor	Likely	Medium	High Confidence	Tolerable subject to ALARP	21. Facility owners business continuity plans. Seek DDMG assistance where necessary as per Qld DM Arrangements.	Minor	Likely	Medium	21. Request info from Ergon & Telstra to assist in mapping of their infrastructure within Council GIS	RRC

HAZARD	RISK NO.	RISK	PREVENTION / PREPAREDNESS CONTROLS	RECOVERY / RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK	CONFIDENCE LEVEL	TOLERABILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	FURTHER ACTION	FURTHER ACTION RESPONSIBLE AGENCY
2. STORM SURGE	2.1	Storm Surge impacts will be experienced along the lower lying coastal areas of the RRC from Port Alma to Stanage and all the offshore islands - no data for Stanage Loss of life/injuries.	Natural Hazards DVD & website information	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LDCC Trained LDMG members Trained LDCC Staff	People	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable	22. Storm tide maps developed Bangalee to Keppel Sands. 23. Evacuate at risk areas as required. 24. Public education/awareness	Moderate	Possible	Medium	22. Place Storm tide maps on Council website 23. 24. Include within community awareness programmes	RRC
	2.2	Buildings along coastal frontages specifically at risk of damage.	National Storm Tide Mapping - between Bangalee and Keppel Sands	Local Disaster Management Plans including Evacuation sub plan	Buildings	Moderate	Possible	Medium	Moderate Confidence	Tolerable subject to ALARP	25. Update mapping to cover entire coastline - including Stanage. 26. Evacuate at risk areas as required. 27. Public awareness/education.	Moderate	Possible	Medium	25. Update Storm Tide mapping 26. 27. Include within community awareness programmes	RRC
	2.3	Damage to foreshore/coastal vegetation. Possible contamination if damage to sewerage system/s.	Old Coastal Plan (DERM)	DERM Coastal Management Plans Local Disaster Management Plans including Recovery & Public Health sub plan	Environment	Moderate	Possible	Medium	Moderate Confidence	Tolerable subject to ALARP	28. Existing foreshore protection measures to be maintained/reviewed.	Moderate	Possible	Medium	28. Refer to coastal management plans within LDMP	RRC
	2.4	Business may suffer a prolonged disruption	Business Continuity Plans Public awareness/education	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Trained LDMG members	Business	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable	29. Business owners develop Business Continuity Plans. Public awareness and education.	Minor	Possible	Low	29. Inclusion in ongoing public awareness campaigns	RRC
	2.5	Damage to coastal roads and infrastructure	Post Impact Assessment Plan & Public Works & Engineering Plan	Local Disaster Management Sub Plan NDRRA	Lifelines	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable	30. GIS based assessment of infrastructure at risk.	Minor	Possible	Low	30. Use Council GIS to carry out assessment	RRC
	2.6	Damage or disruption to coastal facilities - Rosslyn Bay Harbour Pump stations and electrical substations	Public education Post Impact Assessment Plan Pump Stations included within Council GIS	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA	Critical Facilities	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable	31. Harbour operators develop emergency action plans and business continuity plans. 32. Ergon to provide infrastructure data for inclusion within Council GIS.	Minor	Possible	Low	31. Encourage harbour operator to develop plans 32. Seek Ergon cooperation through provision of relevant information	RRC
3. FLOODING - LOCAL Local flooding of creeks and waterways - including flash flooding.	3.1	Flash flooding may occur without warning - people may be trapped in rapidly rising water and potentially fast moving - possible fatalities (eg Bouldercombe incident 2008). Other areas include: - Stony Creek/Byfield - lives have been lost before - Bajool, Nine Mile - Stanage Bay Road is regularly cut - Areas around Mt Morgan (Dee River) People affected may include tourists visiting for local events - lack of knowledge of local waterways and flooding Potential isolation of people due to rapidly rising waters	A number of flood studies already completed for Yeppoon area. Two completed in Rockhampton. Public education Qld Govt Resupply Policy Public Education/awareness Resourced & Trained SES	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Resupply Established LDCC Trained LDMG members Trained LDCC Staff	People	Moderate	Likely	High	Moderate Confidence	Tolerable subject to ALARP	33. Flood studies of local creeks and flash flood prone areas 34. Evacuation of at risk areas where possible/required 35. Public Education  36. Investigate flash flood warning systems 37. GIS Mapping of properties, businesses and infrastructure at risk 38. Consideration of plans to Mitigate impacts of flooding 39. Develop a register of people who can provide assistance to businesses before, during and after the event as part of LDMG Disaster Plan	Moderate	Possible	Medium	33. Application submitted Rd 3 NDRP for local catchment creek flood study. 34. 35. Include in ongoing public education 36. Investigate emergency warden system 37. Use Council GIS to carry out mapping based on results of flood investigations 38. Consider as part of flood studies 39. Ensure LDMG and relevant Council staff are aware of resupply policy	RRC
3.2	Damage to properties from rapidly rising water in local creeks - Structural and internal damage to dwellings (eg, shifting and undermining of foundations, silt and water damage to internal fittings, carpets and walls)	Public education/awareness	Local Disaster Management Plan including evacuation, communication, rescue and recovery sub plans.	Buildings	Moderate	Likely	High	Low Confidence	Tolerable subject to ALARP	40. Consider localised public awareness campaign  41. Prepare list of properties at risk available using Council's GIS	Moderate	Likely	High	40. Include in public awareness campaigns 41. Use Council GIS to carry out mapping based on results of flood investigations	RRC	
3.3	Damage to vegetation along waterway corridors, potential scour and erosion of banks. Potential contamination from sewage overflows	State Government responsibility	Local Disaster Management Plans including Recovery & Public Health sub plan	Environment	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP	42. Confirm if any state government plans exist.	Minor	Likely	Medium	42. Review situation	RRC	
3.4	Potential damage to businesses due to rapidly rising water with limited or no warning time.	Public Education Business continuity plans	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA	Business	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable	43. Encourage businesses to have contingency plans to mitigate the impact of these events.	Minor	Possible	Low	43. Inclusion in public education campaign	RRC	
3.5	Damage to roadways and closure of roadways preventing access by emergency services, local causeways inundated (eg Racecourse Road, Mt Morgan) Damage to sewerage systems	Post Impact Assessment Plan & Public Works & Engineering Plan	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA	Lifelines	Moderate	Likely	High	Moderate Confidence	Tolerable subject to ALARP	44. GIS based assessment of infrastructure at risk 45. Evacuation at risk areas where possible	Moderate	Possible	Medium	44. Carry out GIS based assessment. 45. Include in public education campaign	RRC	
3.6	Ambulance Station in Rockhampton (Fitzroy St) affected by flash flooding in 2008.			Critical Facilities	Moderate	Likely	High	Moderate Confidence	Tolerable subject to ALARP	46. Queensland Ambulance Service business continuity planning	Moderate	Likely	High	46. QAS to ensure business continuity plans in place	RRC	

HAZARD	RISK NO.	RISK	PREVENTION / PREPAREDNESS CONTROLS	RECOVERY / RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK	CONFIDENCE LEVEL	TOLERABILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	FURTHER ACTION	FURTHER ACTION RESPONSIBLE AGENCY
3. FLOODING - FITZROY RIVER	3.7	Inundation of homes and buildings, possible loss of life from drowning. People unable to evacuate themselves to safe areas and high ground, cut off by rise of water and inaction by residents At particular risk are: the elderly, people with limited mobility, the very young, mentally disabled people, people who do not speak English and cannot understand warnings.	Mapping of flood affected areas - depth, hazard and inundation extents. - displayed for the public  Marking of power poles prior to an event  Plug sewer lines List of critical infrastructure and level at which it is inundated  Sand bags issued to the public	Evacuation sub-plan Local Disaster Management Plans including Operational sub Plans Exercises Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff  Communication sub-plan  NDRRA	People	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	47. Public awareness campaign – new information to be disseminated (eg flood zones)  48. Dissemination of information needs to be event specific - further planning needs to be done to determine the best way to disseminate this information  49. Develop GIS of floor levels of all buildings in flood prone areas to ensure the community understands their risk exposure.	Minor	Likely	Medium	47. Develop public awareness initiatives/strategies 48. Develop communication strategies for inclusion within Communication sub plan 49. Funding application submitted Rd 3 NDRP for GIS building and attribute capture	RRC
	3.8	Water may enter some buildings and dwellings above floor level or lower car park/basement areas. Force of floodwater may scour foundations of buildings, bridges and roads within flood zone. Areas particularly at risk - Depot Hill, Port Curtis, Alton Downs, South Yaamba, Riverslea, Berserker, Lakes Creek, Park Avenue, Parkhurst, Edna Creek, Yaamba, Gracemere, Fairy Bower, Nine Mile, Midgee, Ridgeland, Nerimbera	Public education Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff	Local Disaster Management Plans including Operational sub Plans Exercises Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff	Buildings	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	50. Encourage residents in flood prone areas to relocate hot water systems and electrical boards and gas bottles above flood levels – already covered in the code - needs education  51. Consider imposing restrictions on re-development in flood prone areas - existing	Minor	Likely	Medium	50. Application submitted under NDRP to undertake consultation with residents to determine appropriate strategies i.e. flood stickers in electricity boxes 51. Investigate options	RRC
	3.9	Some environmental damage may be experienced. Potential damage to infrastructure - Council riverside car parks, BBQ/recreational facilities, gardens, & community facilities i.e. sports grounds, racecourse etc Sewage pollution due to flooding of Sewage Treatment Works, pump station failure, flooding of sewer lines. Contamination from flooded manufacturing or industrial premises. Deposition of contaminated silt and mud. Wildlife Severe riverbank erosion	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans Established LDCC Trained LDMG members Trained LDCC Staff	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LDCC Trained LDMG members Trained LDCC Staff	Environment	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	52. Conditional development of industries with chemical hazards in flood prone areas already in place  53. Land fill areas adjacent to flood prone areas to be monitored for leachate - in place 54. River bank erosion issues – long term plan to be addressed  55. In a prolonged flood – plan to deal with mosquito, Sandfly and Black Fly health issue – include Health Sub-Plan as part of the Disaster Plan - in place	Moderate	Possible	Medium	52. No action required 53. No action required 54. Ascertain if state government plans exist 55. No action required	RRC
	3.10	There is a risk of water damage to business operations in low lying areas of Rockhampton Regional Council. The agricultural industry may be significantly impacted by flooding. Significant risk of damage to ecotourism due to flooding.	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans Established LDCC Trained LDMG members Trained LDCC Staff	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LDCC Trained LDMG members Trained LDCC Staff	Business	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	56. Develop a register of people who can provide assistance to businesses before, during and after the event as part of LDMG Disaster Plan - in place through disaster management system	Moderate	Possible	Medium	56. Develop Register	RRC
	3.11	Roads will be cut especially the Bruce and Capricorn Highways to the north, south and west of Rockhampton Rail will be cut south of Rockhampton at Yeppen. Rockhampton Airport maybe closed due to inundation of runway. Sewerage Treatment Works may be inundated. Loss of some Telstra exchanges. Electrical sub-stations in low lying areas flooded.	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans Established LDCC Trained LDMG members Trained LDCC Staff Ergon & Telstra Emergency Plans	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans Established LDCC Trained LDMG members Trained LDCC Staff Ergon & Telstra Emergency Plans	Lifelines	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	57. Investigate with Queensland Transport a proposal to increase the flood immunity of road and rail infrastructure leading to Rockhampton - being done  58. Investigate options to improve flood immunity of the runway and access to the airport.	Moderate	Possible	Medium	57. No action required 58. Examine airport/runway flood mitigation options.	RRC
	3.12	Critical facilities are at risk due to their location in flood prone areas. Isolation of communities due to flooded roads may lead to opportunistic crime and looting. Shelters may be overcrowded and unable to deal with the numbers of affected people. Requirement for hospital to get medical supplies via alternate methods Stanwell Power Station - loss of coal supply Food shortages	Identification/mapping of critical facilities LDMG including evacuation sub plan Identification of safer places as per evacuation guidelines Resupply guidelines	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans Established LDCC Trained LDMG members Trained LDCC Staff	Critical Facilities	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	59. Public administration - Review linkages/protocols for communications through State Disaster Management Act	Moderate	Possible	Medium	59. Undertake review	RRC

HAZARD	RISK NO.	RISK	PREVENTION / PREPAREDNESS CONTROLS	RECOVERY / RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK	CONFIDENCE LEVEL	TOLERABILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	FURTHER ACTION	FURTHER ACTION RESPONSIBLE AGENCY
4. SEVERE STORM	4.1	People anywhere in the Council area are exposed to the risk of a severe storm which on average will occur up to 2 times each year. Lightning strikes and hail associated with severe thunderstorms pose a risk to anyone who is out of doors (including farm workers and construction workers). People within inadequate shelters (cabin, tent, mobile home, boat) are at risk to all forms of severe weather due to potential collapse of the shelter. Potential risk of electrocution from downed power lines.	Development control (new development only) Local SES Groups  Building codes Public Awareness	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LDCC Trained LDMG members Trained LDCC Staff	People	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable	60. Public awareness campaign – produce Natural Hazards Guide – Preparing for Natural Disasters – note there is usually adequate warning of the storm event.  61. Encourage people to be aware of actions required before, during and after the event. 62. Provide information on what people to do to mitigate their risk exposure eg rubbish removal, tree lopping etc.  63. In public awareness campaign include details of tree types (ie identify hazardous tree types) and the risk of damage due to them being in close proximity to houses and caravan parks. Suggest a fee for service basis to have an assessment carried out by a suitably qualified person.	Minor	Possible	Low	60, 61, 62 and 63. Include in community awareness programs	RRC
	4.2	Due to the age of the building stock in pockets of Rockhampton Regional Council a number of homes and flats are at risk, particularly from wind damage. The commercial, industrial and post 1980 homes will be less vulnerable due to design requirements of Australian Standards.	Public Education Business Continuity Plans Property Insurance	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LDCC Trained LDMG members Trained LDCC Staff	Buildings	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable	Essentially the same treatments as identified for cyclones.	Minor	Possible	Low		
	4.3	Localised damage to vegetation expected			Environment	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable		Minor	Possible	Low		
	4.4	Potential damage to business properties			Business	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable	Same treatment as for cyclones.	Minor	Possible	Low		
	4.5	Damage to power lines very likely			Lifelines	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable	Same treatment as for cyclones.	Minor	Possible	Low		
	4.6	Loss of power to critical facilities			Critical Facilities	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable	Same treatment as for cyclones.	Minor	Possible	Low		
5. TORNADO	5.0	<i>Tornado occurring anywhere within the Council area (eg mini Tornado in Rockhampton in 1994)</i>	Development control (new development only) Insurance	Local Disaster Management Plans including Recovery & Impact Assessment Sub Plans NDRRA Established LDCC Trained LDMG members Trained LDCC Staff		Minor	Possible	Low	Moderate Confidence	Broadly Acceptable	64. Public Education 65. Evacuation of at risk areas	Minor	Possible	Low	64 and 65. Include in community awareness programs	RRC
	5.1	Localised impact on affected residents, potential injuries from airborne material	Building codes		People	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable		Minor	Possible	Low		
	5.2	Due to the age of the building stock in pockets of Rockhampton Regional Council a number of homes and flats are at risk. The commercial, industrial and post 1980 homes will be less vulnerable due to design requirements of Australian Standards.	Public Education Business Continuity Plans Property Insurance		Buildings	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable		Minor	Possible	Low		
	5.3	Localised damage to vegetation expected			Environment	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable		Minor	Possible	Low		
	5.4	Potential damage to business properties			Business	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable		Minor	Possible	Low		
	5.5	Damage to power lines very likely	Ergon Emergency Action plans		Lifelines	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable		Minor	Possible	Low		
5.6				Critical Facilities	Minor	Possible	Low	Moderate Confidence	Broadly Acceptable		Minor	Possible	Low			
6. TSUNAMI	6.1	<i>Tsunami affecting coastal areas.</i> Multiple loss of life. Anyone within the coastal communities and on nearby islands including Great Keppel, North Keppel and Pumpkin Islands as well as smaller islands is at risk in the event of a tsunami. People at most risk: the elderly, the very young, people with limited mobility, the mentally disabled, non-English speakers.	Local Disaster Management Plans including Operational sub Plans (Tsunami) Exercises Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Public education Tsunami Maps	Local Disaster Management Plans including Operational sub Plans Exercises Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff	People	Catastrophic	Possible	High	Moderate Confidence	Tolerable subject to ALARP	66. Public Education 67. Evacuation of at risk areas	Catastrophic	Possible	High	66 and 67. Include in community awareness programs	RRC
	6.2	Vulnerable buildings from Port Alma to Stanage will sustain damage from tsunami impact. Damage to infrastructure is likely within the coastal zone.	Mapping of Evacuation areas	A/A	Buildings	Catastrophic	Possible	High	Moderate Confidence	Tolerable subject to ALARP		Catastrophic	Possible	High		
	6.3	Environmental damage will be caused by a tsunami.	Old Coastal Plan (DERM)	A/A	Environment	Major	Possible	High	Moderate Confidence	Tolerable subject to ALARP		Major	Possible	High		
	6.4	Impact on agricultural industry within tsunami inundation area would be significant. Impact on processing, manufacturing and retailing industry for premises located in path of tsunami. Impact on ecotourism.		As per Cyclone	Business	Major	Possible	High	Moderate Confidence	Tolerable subject to ALARP		Major	Possible	High		
	6.5	Loss of electrical power due to inadequate overhead infrastructure (electricity poles) and ground mounted installations. Damage to Telstra installations. Damage to and inundation of water supply infrastructure. Damage to and inundation of sewage systems. Damage to roads, rail and access routes (bridges, walkways etc.)	Same as Cyclone	As per Cyclone	Lifelines	Major	Possible	High	Moderate Confidence	Tolerable subject to ALARP		Major	Possible	High		
	6.6	Safe water supply compromised due to loss in power. Medical services compromised due to loss in power.			Critical Facilities	Major	Possible	High	Moderate Confidence	Tolerable subject to ALARP		Major	Possible	High		

HAZARD	RISK NO.	RISK	PREVENTION / PREPAREDNESS CONTROLS	RECOVERY / RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK	CONFIDENCE LEVEL	TOLERABILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	FURTHER ACTION	FURTHER ACTION RESPONSIBLE AGENCY	
<b>7. EARTHQUAKE</b> <i>Based on the scenario of the Bajool event being magnitude 6.0 instead of 2.9. This event has a theoretical return period of 85 years and is based on Turnbull's paper</i>	7.1	All people in Rockhampton Regional Council area are at risk in an earthquake which would be a very rare occurrence. People at particular risk are: elderly, the very young, people with limited mobility, mentally disabled people, non-English speakers Non-English speakers may be unable to respond to warnings and evacuation instructions Lack of awareness and preparedness by people may lead to panic and irrational behaviour. Health effects of failure in water supply services and environmental contamination.	Local Disaster Management Plans including Operational sub Plans Exercises Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff Property Insurance  CALD leaders	Local Disaster Management Plans including Operational sub Plans Exercises Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff Emergency Response Plan, Rescue Sub-Plan SES HF program for communications	People	Moderate	Possible	Medium			68. Public Education 69. Evacuation of at risk areas as required 70. Promote awareness in the community through Natural Hazards Guide – Preparing for Natural Disasters – use for new arrivals as well.  71. Provide information to the community on the varying levels of risk exposure due to building construction form.	Moderate	Possible	Medium	68 , 69 and 70. Include in Public awareness campaigns	QFES	
	7.2	All buildings in the area are at risk in an earthquake, as they have not been constructed to withstand an earthquake.	Building codes		Buildings	Moderate	Possible	Medium			72. Promote awareness of this risk amongst designers.  73. As part of building regulations ensure that the earthquake loading provisions provided by the relevant Australian & NZ Standards are enforced in new buildings.	Moderate	Possible	Medium	72. & 73. <i>Ongoing building compliance activities</i>	QFES	
	7.3	Damage to the environment may occur due to sewage loss from broken sewage pipes, damaged Sewage Treatment Plants, damaged septic tanks etc. Damage to industrial plants and manufacturing facilities may lead to spills of a variety of chemicals and pollutants. Landslips may be triggered. Secondary earthquakes and aftershocks may occur.		Communication, Recovery plans, impact assessment plans	Environment	Moderate	Possible	Medium				Moderate	Possible	Medium		QFES	
	7.4	All businesses are at risk of being affected by an earthquake either directly or indirectly. The agricultural industry will sustain short and long term damage. The ecotourism industry will sustain short and long term damage.		Communication, Recovery plans, impact assessment plans	Business	Moderate	Possible	Medium			74. Promote awareness of possible risks within Business Community.	Moderate	Possible	Medium	74. <i>Community awareness &amp; education</i>	QFES	
	7.5	Loss of any or all lifelines could be anticipated in an earthquake - this includes reservoirs. The loss of service may be short or long term.	Emergency Action Plans for Dams - No. 7, Kelly's, Mundie Gully, Stanwell - note some under state govt control	LDMP including sub plans	Lifelines	Moderate	Possible	Medium	Moderate Confidence	Tolerable subject to ALARP	75. Status check of dams/reservoirs - starting with Barrage. Check whether earthquake code taken into account with newer reservoirs	Moderate	Possible	Medium	75. Review EAPs for Dams	QFES	
	7.6	Any or all critical facilities could be seriously affected: Hospitals and clinics Fuel and food stores Aged and nursing homes Shelters Police and fire fighting		Evacuation Plans, Resupply Guidelines, Identification of safer places	Critical Facilities	Moderate	Possible	Medium	Moderate Confidence	Tolerable subject to ALARP	76. Review the vulnerability of essential services under the control of RRC to assess the risk exposure (ie need to collect geological data). Services would include water service pipes supplying the Shire from Rockhampton.  77. Work with Telstra to encourage assessment of the risk exposure of the communication system and related infrastructure.	Moderate	Possible	Medium	76. <i>Undertake risk assessment of RRC services</i>  77. Seek Telstra cooperation through assessment of relevant information	QFES QFES	
<b>8. LANDSLIP</b>  <i>The scenario is based around landslides occurring during a long duration and heavy rainfall event or a severe earthquake (ie 100 yr to 500 yr ARI event). Landslides are very localised and generally where the population density is low.</i>				Local Disaster Management Plans including Operational sub Plans Exercises Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff													
	8.1	People who find themselves at the base of a slope of land of 15% or greater, usually within buildings constructed on cut and fill sites People who are out of doors are at risk of being buried under moving soil, mud or debris. People living on the Bluff in Yeppoon, Mt Archer, (potential isolation from slips on Mt Archer Road), Rosslyn Bay, Mt Morgan - Burnett Highway, Old Highway - Marlborough, Statue Bay Scenic Highway and in the hilltop residences.	State Planning Policy  Planning studies	Traffic management  Road stabilisation works	People	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP	78. Adoption of performance criteria as detailed in the State Planning Policy. (revised since) 79. Bank reinforcement (in problem areas)  80. Site specific geotechnical investigation of proposed developments that are within the hazard area.				78. <i>Compliance with SPP requirements</i> 79. <i>Investigate options</i> 80. Included as part of DA process - no action required.	QFES	
	8.2	Buildings on cut and fill building pads are at risk from landslide. Small landslides may occur in road and rail batters and in cuts and fills around buildings.				Buildings	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
	8.3	Localised environmental effects of land slips.				Environment	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
	8.4	All business premises which are located on or down gradient of a slope of land of 15% or greater are at risk of damage from a landslide or debris flow under extreme rainfall events. Businesses with access or site roads may experience land slumps. Businesses with located on land which has been over steepened with batters, weakened with fill, and/or support removed from the base of the slope are at risk of a landslide. <i>Tourism impacts due to landslide damage.</i>				Business	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
	8.5	Landslides may damage roads, infrastructure, power lines, reservoirs and water supply infrastructure. Yeppoon-Byfield Road and its associated services, would be vulnerable should a landslide occur on the Bluff - alternate access exists Isolation potential issue if road access cut (eg Mt Archer) Burnett Highway and local roads near ranges at risk of landslip				Lifelines	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP	81. Monitor slope stability in prone areas – Need a system of monitoring, inspection of slip potential in the Bluff area plus ongoing maintenance.				81. <i>Investigate options</i>	QFES
	8.6	All critical facilities which are located on or down gradient of a slope of land of 15% or greater are at risk of damage from a landslide or debris flow under extreme rainfall events.				Critical Facilities	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						

HAZARD	RISK NO.	RISK	PREVENTION / PREPAREDNESS CONTROLS	RECOVERY / RESPONSE CONTROLS	IMPACT CATEGORY	CONSEQUENCE	LIKELIHOOD	RISK	CONFIDENCE LEVEL	TOLERABILITY	TREATMENT STRATEGIES	RESIDUAL CONSEQUENCE	RESIDUAL LIKELIHOOD	RESIDUAL RISK	FURTHER ACTION	FURTHER ACTION RESPONSIBLE AGENCY
9. HEATWAVE		<i>Prolonged period of excessive heat which remains within or above upper temperature values for a prolonged period of time (eg 2001 event in Mt Morgan that lasted 5 to 7 days)</i>	Public Education	Local Disaster Management Plans including Operational sub Plans Exercises Established LDCC Trained LDMG members Trained LDCC Staff												
	9.1	People affected by heat stress - most at risk are the elderly, the sick and infants living in low socio-economic urban areas			People	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
	9.2	Buildings not adequately cooled. Over-heating of mechanical and electrical equipment. Over-use of air conditioners and fans may lead to power failure.			Buildings	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
	9.3	Environmental damage may be experienced with prolonged heatwave, or frequently recurring heatwaves without sufficient time for ecosystem recovery.			Environment	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
	9.4	Limitations on working environment and hence disruption to businesses such as agricultural, processing, manufacturing and retailing and ecotourism.			Business	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
	9.5	Loss of electrical power from overloading of electrical systems by air conditioners and cooling systems.			Lifelines	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
	9.6	Safe water supply compromised due to loss in power. Medical services compromised due to loss in power.			Critical Facilities	Minor	Likely	Medium	Moderate Confidence	Tolerable subject to ALARP						
10. WILDFIRE Based on a scenario of a major fire in urban fringe or rural areas.	10.1	Loss of life. People living on the fringe of urban development areas are at risk from wildfires. The elderly, people with mental disabilities, people with limited mobility and the very young are at most risk. People who cannot speak English may be at risk due to their inability to understand warnings. A large event may result in evacuation - lack of coordination in terms of where residents are to evacuate to and when. Complacency of residents leading to lack of awareness/planning for wildfire events - transient population also increases lack of awareness.	Development control (new development only) Fire Trails            Public Education Fire Mitigation Plan Parks & Reserves	Local Disaster Management Plans including Operational sub Plans Exercises Emergency Warning Systems (SEWS and EAS) Established LDCC Trained LDMG members Trained LDCC Staff	People	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	82. Public Awareness Campaign	Moderate	Likely	High	82, 83. Develop bushfire management strategy for region in consultation with relevant stakeholders 84. Ascertain QFES hazard reduction practices/plans and reference in relevant sub plan	QFES
	10.2	Some buildings in areas adjacent to fringing bushland maybe at risk if the separation zone is not adequately maintained. Buildings constructed with wooden frames eg. traditional 'Queenslander' are at risk of ember attack due to the exposed subfloor. Older buildings constructed of more flammable materials. 'Bush block' suburbs constructed within natural bushland and maintaining a high fuel load. Specific areas at risk include Mt Morgan, Mt Archer (Bouldercombe, Glenlee), Livingstone coastline, Bajool, Cawarral Firebreaks not maintained or recorded to assist with fire fighting. Controlled burn-offs not undertaken - increasing fuel load and severity of fire.	Natural Hazards DVD  Fire Strategy Committees		Buildings	Moderate	Likely	High	High Confidence	Tolerable subject to ALARP	83. Education process through children. 84. Planned/ Regular hazard reduction QFES.  85. Encourage site specific bushfire hazard assessments as part of the development approval process. Adoption of performance criteria as detailed in the State Planning Policy. Needs to be consolidation of approaches across the region - being addressed as part of new planning scheme  86. Ensure buildings are constructed in accordance with the relevant Australian Standard and Building Code of Australia, eg Use of fire retardant building materials. Ensure Council Policy addresses these standards - part of the approvals process  87. Property inspections by Rural Fire Service before fire season to ensure hazard level is minimised - Council to encourage this to occur - local action plan?  88. Reference to Rural Fire Service and guidelines in development/building approval process eg "Protecting Your Home Against Bushfire Attack" and make this available to residents.	Minor	Likely	Medium	85. Consider inclusion within DA process 86. In Development Approval process - no action required 87. Ascertain QFES practices. Reference in relevant sub plan if applicable 88. Include in Public Awareness campaign	QFES
	10.3	Fires will destroy flora and fauna in the short term and their habitat. Smoke will pollute the air. Impact on water quality			Environment	Minor	Likely	Medium	High Confidence	Tolerable subject to ALARP	89. Seek confirmation from QFRS that hazard reduction strategies are in place	Minor	Likely	Medium	89. Confirm QFES strategies/plans	QFES
	10.4	Business and industrial areas are not located on urban fringe in Rockhampton Regional Council - except Parkhurst industrial estate, Emu Park and fringes of Yeppoon, Byfield, The Caves, Agricultural industry at risk to loss of crops, pasture and fences Ecotourism industry at risk to loss of wildness and nature areas and facilities.			Business	Minor	Likely	Medium	High Confidence	Tolerable subject to ALARP	90. Encourage new business operators to assess their exposure and develop action/contingency plans - through general public information New business planning approval process consolidation for addressing wildfire?	Minor	Likely	Medium	90. Community/business awareness/education	QFES
	10.5	Power lines, substations, telecommunication lines, pump stations (water and sewerage), and reservoirs at minor risk if separation from adjacent bush areas are not adequately maintained. Road closures may occur during major event. Damage to stock fences in rural areas can be a major issue/outcome Mt Archer pump stations, Lakes Creek Road pump stations			Lifelines	Minor	Likely	Medium	High Confidence	Tolerable subject to ALARP	91. Council has developed Fire Management Plans for Council Parks/Recreation areas	Minor	Likely	Medium	91. No Action required	QFES
	10.6	Stanwell Power Station - adequate fire break maintained			Critical Facilities	Minor	Likely	Medium	High Confidence	Tolerable subject to ALARP	92. GIS mapping of fire breaks, access roads and potential water supply (hydrants) - land ownership issues/maintenance requirements	Minor	Likely	Medium	92. Undertake mapping	QFES
	11. CLIMATE CHANGE	11.1	<i>These risks are longer term items that should be considered</i> Increased Public health problems: vector (mosquito, rodents), waterborne and infectious diseases due to increased temperatures Food and drinking water safety compromised due to increased temperatures Damage to skin and eyes through exposure to rising radiation levels Aero-allergens due to increased air pollution, CO2 levels Heat stress due to higher temperatures			People	Moderate	Possible	Medium	Moderate Confidence	Tolerable subject to ALARP				Medium	93, 94. Regular review of potential climate change impacts and amendment of plans and public awareness campaigns as required
11.2		Mosquito and rodent breeding in poorly maintained household or public water tanks/storages Reduction in flood immunity due to greenhouse related climate change impacts on tidal levels and/or potential impacts on frequency/intensity of storms, east coast lows and/or cyclones			Buildings	Moderate	Likely	High	Moderate Confidence	Tolerable subject to ALARP	93. Public awareness campaign	Moderate	Possible	High		
11.3		Toxic algal blooms due to increased temperature, reduced surface runoff, extended periods of low- or no-flow Systematic environmental damage with advancing effects of climate change Crops types no longer suitable			Environment	Moderate	Possible	Medium	Low Confidence	Tolerable subject to ALARP	94. Review recommendations from appropriate authorities and adjust development control guidelines accordingly.	Moderate	Likely	Medium		
11.4		Impact on agriculture primary industry Impact on ecotourism industry Impact on manufacturing, processing and retailing industry			Business	Moderate	Possible	Medium	Low Confidence	Tolerable subject to ALARP					Medium	
11.5		Health and disease outbreak may limit manpower available to operate and maintain lifelines Heat may constrain speed/ability to repair damage			Lifelines	Moderate	Possible	Medium	Low Confidence	Tolerable subject to ALARP					Medium	
11.6		All facilities will be affected by the range of climate change impacts Pressure on health care facilities to treat climate change related illnesses			Critical Facilities	Minor	Possible	Low	Low Confidence	Broadly Acceptable					Low	

Table 15: Risk Treatment Plan

This LDMP is a dynamic document that is continually being updated and refined as highest priority risks are dealt with and objectives are achieved. It is predominantly made up from the Form A13 Detailed Risk Action Plans recommended in the "Natural Hazards Risk Assessment" report (kept by Council) and integrating the Local Disaster Management Group's priorities in disaster risk mitigation. A copy of the current LDMP can be obtained by authorised person/s by request to the Local Disaster Coordinator and the Disaster Management Officer.

**NOTE: This Risk Treatment Plan has been included in this document for feedback purposes only.**

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
1. Lack of public awareness concerning natural hazards and mitigation actions, particularly preparation before the event.	Prepare contact registers to assist with emergency management planning and response.	Maintain register of culturally and linguistically diverse (CALD) community key contacts (High).	<ul style="list-style-type: none"> <li>Register included in LDMP but not maintained. Requires further investigating</li> </ul>	<ul style="list-style-type: none"> <li>RRC Community Services</li> </ul>
		Develop a register of people who can provide assistance to businesses before, during and after the event as part of LDMP (High).	<ul style="list-style-type: none"> <li>Offers of assistance from events before, during and after.</li> <li>Further investigation required</li> </ul>	<ul style="list-style-type: none"> <li>Department of State Development, Infrastructure and Planning</li> </ul>
	Enhancement of existing community awareness program and information.	Information pack for new residents (High).	Underway with NDRP funding as part of the Community Awareness and Education project	<ul style="list-style-type: none"> <li>RRC Marketing and Engagement</li> </ul>
		Encourage people to be aware of actions required before, during and after the event (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> <li>RRC DMO</li> <li>RRC Marketing and Engagement</li> </ul>
		Provide information on what people can do to mitigate their risk exposure, eg rubbish removal, tree lopping etc (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> <li>RRC DMO</li> <li>RRC Marketing and Engagement</li> </ul>
		Encourage residents in older buildings to assess the structural adequacy of their dwelling in accordance with the latest codes (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> <li>RRC DMO</li> <li>RRC Marketing and Engagement</li> </ul>
		Encourage people to maintain their houses, especially roofs (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> <li>RRC DMO</li> <li>RRC Marketing and Engagement</li> </ul>

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		Consider encouraging property owners to strengthen vulnerable housing elements (High) eg: i. Recladding of asbestos roofs and walls with modern materials. ii. Tie downs for cyclonic winds. iii. Providing engineering and building advice on alternative materials and methods of replacement	<ul style="list-style-type: none"> <li>○ Ongoing- refer to Community Awareness and Education project</li> <li>○ Engineering and building advice to be investigated</li> </ul>	<ul style="list-style-type: none"> <li>○ RRC DMO</li> <li>○ RRC Marketing and Engagement</li> <li>○ Engineering services/ QBuild/DPH</li> </ul>
		Encourage regular property clean-up (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> <li>○ RRC DMO</li> <li>○ RRC Marketing and Engagement</li> </ul>
		Caravans and cabins to be self-assessed for anchor points – encourage park owners to action this and carry out regular audits through the public information (High).	<ul style="list-style-type: none"> <li>○ Letter to be sent to caravan park operators</li> <li>○ Information to be provided to caravan parks for distribution to clients</li> </ul>	<ul style="list-style-type: none"> <li>○ RRC DMO</li> <li>○ LDMG</li> </ul>
		Encourage people to maintain their property in relation to vegetation management to reduce demand for waste collection (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> <li>○ RRC M&amp;E</li> </ul>
		Encourage Business owners to assess the structural adequacy of their buildings in accordance with the latest codes (High).	Letter to be sent to peak body requesting businesses carry out necessary checks.	<ul style="list-style-type: none"> <li>○ LDMG</li> </ul>
		Encourage businesses to have contingency plans to mitigate the impact of events (High).	Letter to be sent to peak body requesting businesses develop and maintain their contingency plans	<ul style="list-style-type: none"> <li>○ LDMG</li> </ul>
		Include in general information that property owners are responsible for assessing the need for tree clearing/lopping near power lines and communication lines (High).	<ul style="list-style-type: none"> <li>○ Ongoing- refer to Community Awareness and Education project</li> <li>○ Also include in Ergon and Telstra public information</li> </ul>	<ul style="list-style-type: none"> <li>○ RRC</li> <li>○ Ergon</li> <li>○ Telstra</li> </ul>
		Evaluate and communicate areas at risk from storm surge inundation (Medium).	○ Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> <li>○ Engineering Services</li> <li>○ RRC DMO</li> </ul>

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
			<ul style="list-style-type: none"> <li>Storm surge inundation maps on council website</li> </ul>	<ul style="list-style-type: none"> <li>RRC Marketing and Engagement</li> </ul>
		Encourage residents in flood prone areas to relocate hot water systems and electrical boards and gas bottles above flood levels (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> <li>RRC DMO</li> <li>RRC Marketing and Engagement</li> </ul>
		Consider localised information plans where impact is contained to small area (eg along a creek corridor) (High).	Further investigation required	<ul style="list-style-type: none"> <li>RRC DMO</li> <li>RRC Marketing and Engagement</li> </ul>
		Update existing public awareness campaigns with new and/or more detailed information (eg new mapping) (High).	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> <li>RRC DMO</li> <li>RRC Marketing and Engagement</li> </ul>
		Reference to Rural Fire Service and guidelines in development/building approval process eg "Protecting Your Home Against Bushfire Attack" and make this available to residents (High)	<ul style="list-style-type: none"> <li>Extension material provided by QFRS to be included in Council's Customer Service Centres</li> <li>Bushfire information sessions have been held</li> <li>Public information from QFRS/RFS</li> </ul>	<ul style="list-style-type: none"> <li>QFRS/RFS</li> </ul>
2. Reviewing currency of existing sub-plans associated with Council's Local Disaster Management Plan	Improvements to Local Disaster Management Plan Sub-Plans to improve or enhance current procedures	Media Campaign before cyclone season – include media campaign strategies within Communications Sub-plan (High)	Ongoing- refer to Community Awareness and Education project	<ul style="list-style-type: none"> <li>RRC DMO</li> <li>RRC Marketing and Engagement</li> </ul>
		Carry out identification of safer places and include within Evacuation Plan/strategies (High)	Ongoing- refer to Community Awareness and Education project	LDMG
		Review evacuation facilities/options as required and take into account new guidelines, review Evacuation Sub Plan with respect to the Queensland guidelines (High)		<ul style="list-style-type: none"> <li>Evacuation Sub-Group</li> </ul>
		<ul style="list-style-type: none"> <li>Dissemination of Fitzroy River flooding information needs to be event specific – develop communication strategies for inclusion within Communication Sub-plan (High)</li> </ul>		<ul style="list-style-type: none"> <li>Engineering Services</li> <li>RRC DMO</li> <li>LDC</li> </ul>

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		<ul style="list-style-type: none"> <li>Ascertaining QFRS hazard reduction practices/plans and reference in relevant Sub-plan (High)</li> </ul>		
		Ascertaining QFRS practices with regard to property inspections by Rural Fire Service before fire season to ensure hazard level is minimised – Reference in relevant Sub-plan if applicable (High)	<ul style="list-style-type: none"> <li>Request to QFRS</li> <li>Develop a Bushfire Sub Plan</li> </ul>	<ul style="list-style-type: none"> <li>RRC Community Services</li> <li>LDC</li> </ul>
3. Provision of adequate facilities at primary evacuation centre for use during events	Procurement, installation and maintenance of generator at primary evacuation centre	Prepare funding application (High)	NDRP funding application denied	LDMG Evacuation Sub-group
4. Provision of safe evacuation centre/s for use during events	Identify safer locations in accordance with Qld Evacuation Guidelines	Carry out identification and assessment of safer places and include within Evacuation Plan/strategies (High)	Completed previously-included in LDMP- difficulties with Cyclone centres	Evacuation Sub-group
		Consider Flood Commission of Inquiry 2011 recommendations (High)	Report to be completed	DMO LDMG
5. Impacts on critical services before, during and after major events	Assessment of impacts on lifelines and determination of existing contingency plans	Confirm whether lifelines assess the impact of power loss on their operations and support/seek development of mitigation or Business continuity plans if they do not already exist (High)	Request reports on the risk and any Business Continuity Plans and promote developing and implementing them.	RRC Telstra/Optus Ergon Stanwell
		Request information from Ergon and Telstra to assist in mapping of their infrastructure within Council GIS (Medium)	Request to be sent for data agreement and exchange of information	RRC- GIS Telstra Ergon
		Encourage harbour operator to develop emergency action plans and business continuity plans (Low)	Letter requesting the development and implementation of emergency action plans and business continuity plans.	MSQ Coast Guard
		Liaise with QAS to ensure business continuity plans in place (High)	QAS to provide report on plans in place.	QAS

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
6. Impacts on RRC infrastructure before, during and after major events	Assessment of impacts on RRC infrastructure and review of existing contingency plans	Review the vulnerability of essential services under the control of RRC to assess the risk exposure (Medium)	<ul style="list-style-type: none"> <li>o Further investigation</li> <li>o Business continuity plans to be developed and implemented</li> </ul>	Engineering Services
		Status check of dams/reservoirs (starting with Barrage). Check whether earthquake code taken into account with newer reservoirs (Medium)	<ul style="list-style-type: none"> <li>o Emergency Action Plans in place for Kelly's Off stream Storage and No. 7 dam.</li> <li>o Request to be sent to ensure earthquake code is taken into account for recent and future reservoirs</li> </ul>	FRW DNRM Stanwell
		Review EAPs for Dams under RRC control and understand risk posed by other dams through review of their EAPs (Medium)	Stanwell Water Supply Dam EAP held by RRC DMO. Waiting for Mt Morgan Mine's final report	FRW DNR Stanwell
7. Impact of local flash flooding upon residents, property, business and critical infrastructure	Undertake flood studies of nominated local waterways to supplement existing Fitzroy River flooding information	Identify local waterways/areas at risk of flash flooding or flood inundation risk (High)	NDRP funding application successful, project is progressing.	RRC
		Undertake flood assessments of prioritised list of waterways to review risk to community and infrastructure (High)	NDRP funding application successful, project is progressing.	RRC
		Prepare flood inundation and hazard mapping for a range of events up to and including the PMF event (High)	Further investigation- some already done	RRC
		Map properties, businesses and infrastructure at risk. Prepare a list of properties at risk using Council's GIS system (High)	To be developed	RCC-GIS
		Review mitigation options including flood warning systems (High)	Further investigation	FRW DMO
		Use outcomes and mapping to assist with emergency management planning (High)	Further investigation	DMP

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		Consider imposing restrictions on re-development in flood prone areas (High)	Occurring- new plan	RRC- Planning
		Consider flood commission of inquiry 2011 recommendations (High)	Report to be completed	LDMG DMO
8. Impact of Fitzroy flooding upon residents, property, business and critical infrastructure	Use existing Fitzroy River flood study/modelling to enhance emergency management plans, development planning and to consider mitigation measures	Review mitigation options (High)	Further investigation	LDMG DMO
		Consider flood commission of inquiry 2011 recommendations (High)	Report to be completed	LDMG DMO
		Consider imposing restrictions on re-development in flood prone areas (High)	Occurring- new plan	RRC- Planning
		Consider introducing property notes regarding flooding (High)	Flood markers- consultation with agencies to be done.	DMO- further funding to be sourced
		Investigate options to improve flood immunity of the runway and access to the airport (High)	Flood study	RRC
9. Impact of local and regional flooding, cyclones, severe storms etc upon vegetation along coastline and waterways	Confirm existence of Environmental Management Plans (if any) and responsibility for coastal and local waterways	Existing foreshore protection measures to be maintained/reviewed. Refer to coastal management plans within LDMP (Medium)	Request to know details of this being completed.	RRC-Planning/ Land Use DMO
		Creek/River bank erosion issues – long term plan to be addressed. Confirm if any state government plans exist for waterways (Medium)		RRC-Planning/ Land Use
		Include environmental recovery within LDMP (High)	To be developed further	Recovery Sub-group
10. Improved risk mapping using Council's GIS system and dissemination of information for use in emergency management planning	Undertake new and updated mapping	Update storm surge mapping to cover entire coastline – including Stanage (Medium)	Liaise with GIS	RRC-GIS
		Update and review existing tsunami mapping – review egress routes and include 30m ground level contours (High)	Liaise with GIS	RRC-GIS
		Place storm surge and tsunami maps on Council website (High)	Storm surge maps already online. Consider adding tsunami maps	RRC-GIS

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		Develop GIS mapping of floor levels of all buildings in flood prone areas to ensure the community understands their risk exposure(High)	<ul style="list-style-type: none"> <li>o NDRP funding application denied</li> <li>o Liaise with GIS for other option</li> </ul>	RRC-GIS LDMG
		Undertake GIS based assessment of infrastructure at risk (High)		RRC-GIS
		GIS mapping of fire breaks, access roads and potential water supply (hydrants) – land ownership issues/maintenance requirements (Medium)	Under discussion	RRC-GIS QFRS RFS DNRM QPWS
11. Review of communication protocols before, during and after events	Undertake a review of required procedures	Review linkages/protocols for communications through State Disaster Management Act (High)	Further investigation	Communication Sub-group
		Consider Flood Commission of Inquiry 2011 recommendations (High)	Report to be completed	LDMG DMO
		Include within Communications Plans as required (High)	Further investigation	Communication Sub-group
12. Consideration of techniques to reduce Landslip risk in known risk areas	Undertake tasks aimed at minimising risk associated with landslip	Investigate options for bank reinforcement (in problem areas) (Medium)	Further investigation	Engineering Services
		Investigate options to monitor slope stability in landslip prone areas – eg need a system of monitoring, inspection of slip potential in the Bluff area plus ongoing maintenance (Medium)	Further investigation	Engineering Services
13. Consideration of techniques to reduce wildfire risk in known risk areas	Undertake a tasks aimed at minimising risk associated with wildfire	Develop wildfire management strategy for region in consultation with relevant stakeholders (High)	Under discussion	RRC- Parks and Gardens QFRS
		Encourage site specific wildfire hazard assessments as part of the development approval process. Adoption of performance criteria as detailed in the State Planning Policy. Needs to be consolidation of	To be included in new plan	RRC- Planning

Risk Statement	Recommended response and expected outcomes	Action Plan and Risk Rating	Progress	Responsibility
		approaches across the region – being addressed as part of new planning scheme (High)		
		Seek confirmation from QFRS that hazard reduction strategies are in place (Medium)	Request to be sent to QFRS	LDMG QFRS
14. Intermediate and long term impacts of climate change pose a risk to the Rockhampton area	Review recommendations from appropriate authorities and adjust emergency management and development control guidelines accordingly	Regular review of potential climate change impacts and amendment of procedures, plans and public awareness campaigns as required (Medium)	National Climate Change Adaptation Research Facility (NCCARF) workshop occurring-request for further information.	LDMG

## Annexure 8: Training Register

Course/Exercise/Simulation Details	Date
Queensland Disaster Management Arrangements	09/08/11, 10/08/11, 11/08/11
Local Disaster Coordinator Induction	24/10/11, 27/10/11
Warnings and Alert Systems	11/11/11
Local Disaster Management Group Member induction	28/11/11
LDCC activation	28/11/11
Evacuation – Module 1 introduction to Evacuation	27/02/12
Evacuation – Module 2 Evacuation Planning	27/02/12
Resupply	22/04/12
Disaster Management Planning	23/08/12
Disaster Relief and Recovery Funding Arrangements	24/08/12
Queensland Disaster Management Arrangements	06/09/12
Evacuation – Module 1 introduction to Evacuation	07/09/12
Evacuation – Module 2 Evacuation Planning	07/09/12
Tabletop Cyclone Shelter Discussion	30/10/12
Warnings and Alert Systems	01/11/12
Resupply	01/11/12
Queensland Disaster Management Arrangements	06/11/12
Evacuation Centre Management	22/11/12
October 2014 Simulated Event	Oct 2014
Guardian & Mapping Training	Oct 2014
LDCC Online Update Training	Feb 2015

*Annexure 9: Request for Assistance to DDMG*

## Purpose

A request for assistance (RFA) is intended to clearly describe a desired outcome or provide specific details on the resources required to support disaster operations.

## Request for assistance form

The fields contained in the RFA all provide vital information for those actioning the request and therefore it is most important that each field be correctly completed.

1. Event description, Date and Time (24hrs)
  - Official name of the event. Date and time the RFA was prepared.
2. Request forwarded to and Task tracking no.:
  - Details, where the request was forwarded to for actioning. This can also be used to track the path through the disaster management system if support is required from another level.
  - Task tracking no (TTN) allows each level within the disaster system to track the request in the event TTN's are different between levels. It also provides a unique reference for each request.
3. To, From, Ph no., Mob and E-mail
  - Denotes the intended recipient and who forwarded the RFA and their contact details. It is important to note that the forwarding officer may not be the requesting officer.
4. Requesting officer's name, organisation & 24hr contact details
  - The requesting officer is the person who has first hand knowledge of the request requirements and is therefore best placed to provide additional information.
  - It is vital this officer remain readily contactable especially if the request is time critical.
5. Delivery address
  - Detail the delivery address in such a way that it assumes the delivery operator has never been to that location before. This includes providing additional information that will assist in locating the delivery point e.g. landmarks, GPS coordinates.
6. On-site contact person and phone no.:
  - Required to identify or confirm particular issues that may not be noted on the RFA such as a requirement for a forklift to unload the resources. It also enables the final leg of the delivery to be coordinated locally between the transport provider and the on-site officer.
7. Priority
  - Terms such as "urgent" or "as soon as possible" have little meaning in the provision of resources. A specific time and date provides all parties with a definitive target to work towards. It also enables the identification of issues that will affect the timeframe.
  - Issues impacting on the ability to meet a timeframe include whether inside or outside of normal business hours, quantities required, acquisition, loading, transport including access issues and unloading.
8. Details of request:
  - The information provided needs to be as detailed as possible. If an outcome is required be specific about what is to be achieved. If resources are required, ensure unit quantities and any specifications that will assist in acquiring the resources are provided.
  - Do not use acronyms or jargon, write clearly and be specific. Information considered irrelevant to the requesting officer may be important to those who action the request.
9. RFA Checklist
  - This provides prompts for specific areas to be considered prior to submitting the request.
10. Authorising officer
  - Authorisation indicates the request is legitimate; the information is accurate and the RFA has been completed correctly. Ensure the name is clearly written and signed.

Request for Assistance

<b>Event:</b>	<b>Date:</b>	<b>Time (24hr):</b>
---------------	--------------	---------------------

<b>Request forwarded to:</b>	LDMG <input type="checkbox"/>	DDMG <input type="checkbox"/>	SDCC <input type="checkbox"/>	Council to Council <input type="checkbox"/>
<b>Task tracking no.:</b>				

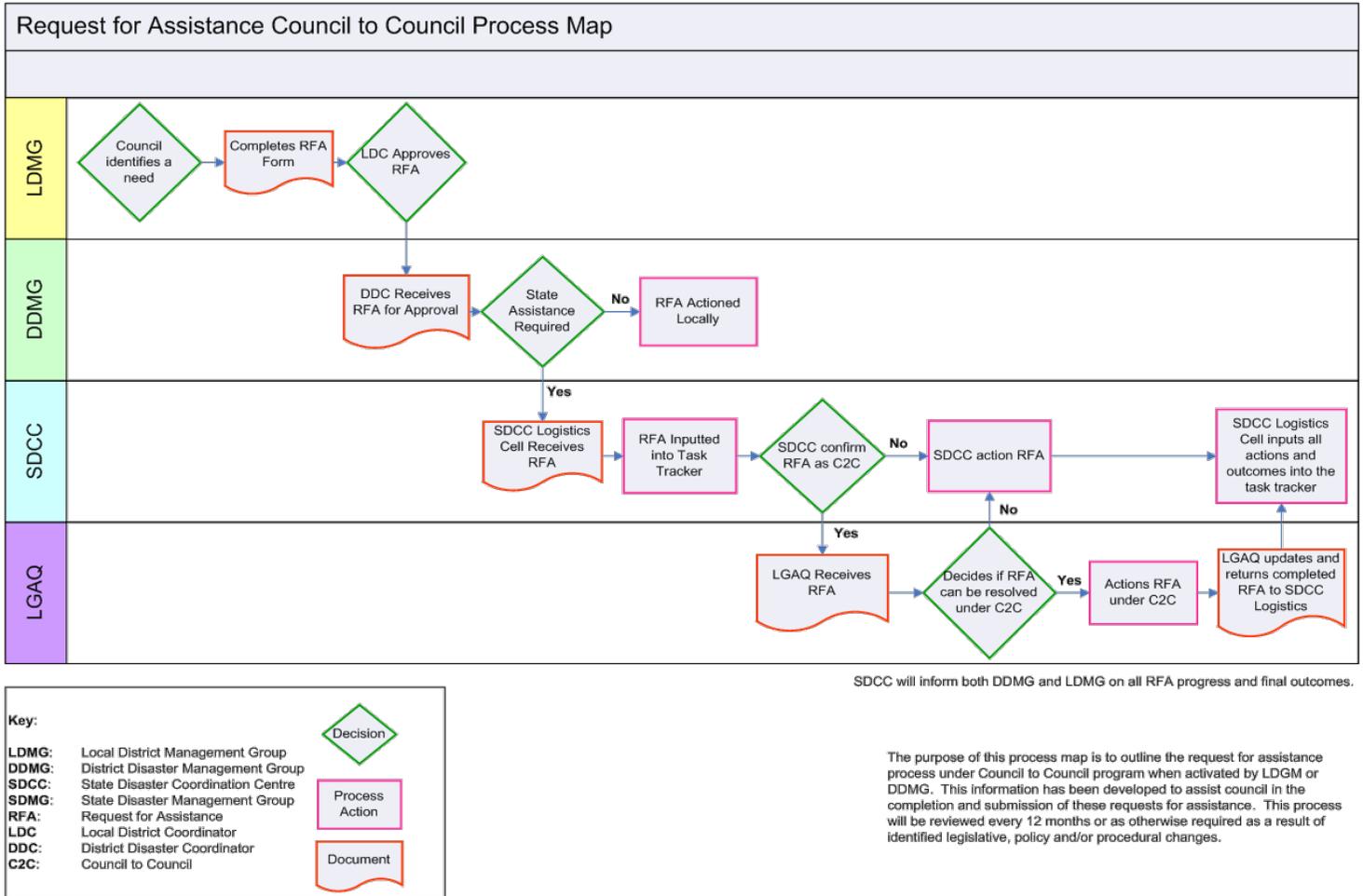
<b>To:</b>	
<b>From:</b>	<b>Ph no.:</b> <b>Mob:</b>

<b>Requesting officer's name, organisation &amp; 24hr contact details:</b> (must be the person who has <u>detailed knowledge</u> of the request & is able to answer <u>any</u> questions)		
<i>Name:</i>	<i>Ph no.:</i>	<i>Mob:</i>
<i>Org:</i>	<i>E-mail:</i>	
<b>Delivery address:</b> physical street address (include landmarks, GPS coordinates as required)		
<b>On-site contact person &amp; phone no.:</b> (must be available to accept delivery)		
<i>Name:</i>	<i>Ph no.:</i>	<i>Mob:</i>
<b>Priority:</b> to be delivered on-site by <b><i>"detail time &amp; date"</i></b> (Urgent or ASAP is not acceptable)		
<i>Time:</i>	<i>Date:</i>	
<b>Details of request:</b> be specific about the required outcome <b>OR</b> clearly detail the resources required. Do not use acronyms, state unit quantities only and list skills sets for human resources. Refer to RFA checklist below.		

**RFA Checklist:** ensure the following information is included in the request if applicable:

- Is transport needed
- Any hazardous situations
- Special handling requirements (forklift)
- Any access issues
- Requesting officer noted
- Priority noted
- Are skill sets clearly stated

Authorising Officer		
<b>Name:</b>	<b>Position:</b>	
<b>Signature:</b>	<b>Date:</b>	<b>Time:</b>
DDC Authorisation: (Name)		
<b>Signature:</b>	<b>Date:</b>	<b>Time:</b>



*Annexure 10: Standard Operating Procedures (SOP)*

1. Evacuation
2. Communication
3. Transport
4. LDCC - hard copy message system

*Annexure 11: Check Lists*

1. Evacuation
2. Communication (Public Information & Warnings)
3. Cyclone & Storm
4. Tsunami
5. Public Health
6. Transport
7. Recovery
8. Activation of Local Disaster Management Group
9. Local Disaster Coordination Centre
10. Financial Management
11. Evacuation Centre Management
12. Impact Assessment
13. Public Works and Engineering
14. Logistics

*Annexure 12: Document Retention*

Document Retention- excerpt from the *Local Government Sector Retention and Disposal Schedule: QDAN 480v.4* regarding emergency and disaster records.



Reference	Description of records	Status	Disposal Action
9.1	<b>Appointments</b> <i>The activity of managing appointments of personnel.</i>		
9.1.1	<b>Fire control officers</b> Records of appointments of local fire control officers. <i>See General Retention and Disposal Schedule for Administrative Records for other personnel records.</i>	Temporary	Retain for 10 years after last action.
9.2	<b>Audit</b> <i>The activity of officially checking financial, quality assurance and operational records to ensure that they have been kept and maintained in accordance with standards.</i>		
9.2.1	<b>Disaster preparedness</b> Records of inspections and audits of local government disaster preparedness.	Temporary	Retain for 10 years after last action.
9.3	<b>Authorisations</b> <i>The activity of local government seeking permission to undertake an action.</i>		
9.3.1	<b>Emergency response officers</b> Authorisations for local government officers to act as emergency response officers.	Temporary	Retain for 3 years after last action.
9.4	<b>Communications</b> <i>The activity of operating emergency communication equipment.</i>		



Queensland State Archives

Queensland Government

Local Government Sector Retention and Disposal Schedule : QDAN 480v.4

Reference	Description of records	Status	Disposal Action
9.4.1	<b>Emergency communication equipment</b> Records relating to the operation of emergency communication equipment, including schedules and radio logs.	Temporary	Retain for 10 years after last action.
9.5	<b>Emergency Response</b> <i>The activity of responding to a disaster or emergency.</i>		
9.5.1	<b>Disasters/emergencies</b> Records relating to the local government's response to a disaster or emergency. Records may include, but are not limited to, incident files, State Emergency Service (SES) response records and other material relating to the implementation of the Local Disaster Preparedness Plan.	Temporary	Retain for 20 years after last action.
9.6	<b>Notifications</b> <i>The activity of notifying businesses, ratepayers and residents of a failure to comply with local government standards, regulations and local laws; inappropriate practices or an intention to take action. Also includes statutory notifications and the management of notices.</i>		
9.6.1	<b>Fire warnings</b> Records of notices regarding danger periods, fire hazards and fire bans.	Temporary	Retain for 5 years after last action.
9.7	<b>Planning</b> <i>The activity of formulating strategies to achieve an objective or outcome.</i>		

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Reference	Description of records	Status	Disposal Action
9.7.1	<b>Disaster planning</b> Records relating to plans for measures to be taken to recover from the effects of disasters such as fire, flood, earthquake, etc., and to save or secure assets. Includes State Emergency Service (SES) Local Disaster Preparedness Plan, counter disaster and recovery planning, and emergency procedures.	Temporary	Retain until superseded.
9.8	<b>Programs</b> <i>The activity of managing a group of related projects under a common business strategy to achieve a desired outcome.</i>		
9.8.1	<b>Bush fires</b> Records of local government activities to reduce bush fire fuel, fire breaks, etc.	Temporary	Retain for 10 years after last action.
9.9	<b>Registration</b> <i>The activity of recording, cataloguing or listing for control or legislative purposes and the management of registers.</i>		
9.9.1	<b>Fire zones</b> Fire zone registers.	Temporary	Retain until superseded.
9.10	<b>Reporting</b> <i>The activity of providing a formal response to a situation, request or legislative requirement.</i>		
9.10.1	<b>Funding assistance – major incidents</b> Reports regarding major incidents and emergencies, such as floods and bushfires, prepared by local government or delegated authorities to apply for special assistance from the state government.	Temporary	Retain for 20 years after last action.

*Annexure 13: Resupply Forms*

Forms are available from the Disaster Management Officer and held in the LDCC, include:

- Isolated Community Resupply Operational ips
- Essential Goods Guidance
- Operational Checklist for Resupply to Isolated Communities
- Isolated Community Resupply – Initial communication with retailers
- Isolated Community Resupply – Second communication with retailers
- Isolated Community Resupply Form
- Operational Checklist for Resupply to Isolated Rural Properties
- Isolated property Resupply Information
- Property Contact Details
- Property Resupply Details Sheet
- Flight Manifest

*Annexure 14: Potential Evacuation Centres*

Whilst the LDMG has identified a number of facilities throughout the region, that may be utilised as evacuation centres these facilities should be utilised for accommodation purposes only as a **last resort**.

Preferred options for persons requiring accommodation are, in priority order:

1. a destination of the person's choosing (i.e. relatives, friends etc.);
2. an established accommodation venue away from the "at risk" area (i.e. hotel, motel, caravan park etc.);
3. a nominated and established evacuation centre.

The information briefs for each of these buildings are held by the Disaster Management Officer and are available for Local Disaster Management Group members upon request.

Note: Within the information briefs, some diagrams are not to scale and are estimate of area only.

## Potential Evacuation Centres

Listed Facilities are categorized as follows based on their maximum estimated capacity;

- Large – can accommodate > 100
- Medium – can accommodate 50 -100
- Small – can accommodate <50

The estimated capacity is calculated using the Utilisation of space recommended formula;

- Comfortable Utilisation = 3.3 m<sup>2</sup> per person
- Maximum Utilisation = 1.655m<sup>2</sup> per person

## Alton Downs

- Alton Downs Hall (Small)

## Bajool

- Bajool School of Arts Building (Medium)

## Bouldercombe

- Bouldercombe Recreational Facility (Medium)

## Gracemere

- Gracemere Hall (Large)

## Marmor

- CWA Hall (Medium)

## Mount Morgan

- Mount Morgan Community Services Hall (Large)

## Ridgeland

- Ridgeland Hall (Medium)
- Ridgeland State School (Medium)

## Rockhampton North

- Berserker Street State School Activity Centre (Large)
- CQU Sport Centre (Large)
- DPI Conference Centre (Large)
- St Marys Community Hall (Large)
- Durumbal Convention Centre (Large)
- Baptist Tabernacle (Large)
- Frenchville State School Activities Centre (Large)
- Cathedral of Praise (Large)
- North Rockhampton High School (Large)

## Rockhampton South

- Indoor Bowls Club (Large)
- James Lawrence Pavilion – Showgrounds (Large)
- Schwarten Pavilion – Showgrounds (Large)
- Walter Pearce Pavilion – Showgrounds (Large)
- TAFE Hall (Large)
- Blue Care Respite Centre (Medium)
- PCYC (Large)
- Rockhampton High School (Large)
- Rockhampton High School Performing Arts (Medium)

## Stanwell

- Progress Association Hall (Medium)

## Westwood

- Westwood Hall

## Ozanam House Rockhampton

- Ozanam House mens hostel

### Shelters/Evacuation Centres

Shelter is the fourth stage of the evacuation process and involves the provision of the basic needs for affected people away from the immediate or potential effects of the hazard.

Shelter provides for the temporary respite of evacuees. It may be limited in facilities but must provide protection from the elements as well as accommodate the basic personal needs which arise at an individual level in an emergency.

Shelter in the context of evacuation, may include:

- Assembly areas which cater for peoples basic needs;
- Evacuation centres;
- One stop shops; and
- Temporary accommodation.

### Shelter types

*Assembly areas* – are usually a temporary stopping point prior to moving evacuees to evacuation centres or temporary accommodation. They may provide minimal service (registration, light refreshment, personal support and destination check) but the facilities available would depend upon the nature of the hazard.

*Evacuation Centres* – as well as providing basic human needs including accommodation, food and water, these facilities should also provide a greater range of welfare and support services. This will help facilitate the recovery process.

Services may include:

- Registration;
- Financial and immediate assistance;
- Counselling;
- Temporary accommodation;
- First aid;
- Food;
- Clothing, blankets, linen and bedding;
- Information and referral services;
- Assistance in completing applications for:
  - Commonwealth pensions and benefit;
  - Disaster relief;
  - Other related schemes;
- Point of application for insurance and advice;
- Employment advice and referral interpreter services;
- Transport;
- Legal services;
- Arrangements for rubbish removal from the shelter; and
- Arrangements for pets.

These additional services may be provided at the evacuation centre, or alternatively at a suitable venue nearby, easily accessible to both people staying at the evacuation centre and others affected by the hazard.

*One Stop Shops* – Evacuation centres provide a solution to short term accommodation problems while longer term alternatives are determined. However, following the closure of evacuation centres there will still be a need for the continuation of many of the support services provided. "One stop shops" are therefore established to provide a range of short and intermediate-term services.

When establishing these facilities the preferred option where possible, is to collocate services within the one location. If this is not possible a single centre should provide a referral point for all services thus enabling people to access a multiplicity of services with a minimum of inconvenience.

*Temporary Accommodation* – When evacuation of an area is to be for a protracted period there will be a need to provide temporary accommodation of a more substantial nature. This may involve the following:

- Liaison and negotiate with a wide range of government and non-government agencies for the provision of accommodation such as:
  - Hotel or motel accommodation;
  - Caravans, mobile homes;
  - Hostels; and
  - Specially constructed temporary accommodation;
- Provision of financial assistance measures;
- Establishment of an information service;
- Making personalised accommodation arrangements, where appropriate, taking into considerations such as:
  - Many displaced persons prefer to remain as close to their vacated home site as possible;
  - Disruption to individuals and families work, school, social and domestic arrangements should be minimized;
  - Temporary accommodation arrangements should be of a suitable standard to cope with conditions anticipated to apply before re-establishment (e.g. some types of accommodation may not be suitable during winter);
  - The length of time people may be required to live in temporary accommodation
  - Temporary accommodation arrangements should allow for a smooth transition to permanent accommodation at the earliest possible time; and
  - Local businesses should be used whenever possible to provide temporary accommodation and associated services as this will assist in the overall recovery of the community.

(Australian Emergency Management Manual – Evacuation Planning)

*Annexure 15: Potential Recovery Centres*

The following facilities have been identified by Rockhampton Regional Council LDMG as potential recovery centres. Details of these facilities have been provided to the District Community Recovery Committee for further assessment and endorsement.

The information briefs for each of these buildings are held by the Disaster Management Officer and are available for Local Disaster Management Group members upon request.

## Potential Recovery Centres

## Gracemere

- Community Hall

## Mount Morgan

- to be determined

## Rockhampton North

- Bauhinia House
- Heritage Village
- Salvation Army Building- details to be obtained from District Recovery Group

## Rockhampton South

- James Lawrence Pavilion – Rockhampton Showgrounds
- TAFE Auditorium Canning Street
- Walter Reid Cultural Centre
- Schotia Place



**No. 7 Dam – Mount Morgan  
Emergency Action Plan (EAP)**



**Document No. FRW-07-10-P01  
Revision No. 6  
Date: 1 September 2015  
Certified Copy No. ....**

Fitzroy River Water

No 7 Dam Mt Morgan, Emergency Action Plan

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## Approval and Revision Control

<b>Document Owner</b>	Coordinator Treatment and Supply	Jason Plumb
<b>Document Sponsor</b>	Manager Fitzroy River Water	Jason Plumb (Acting)

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1	Manager Fitzroy River Water	Jason Plumb (Acting)
2	Coordinator Treatment & Supply	Jason Plumb
3	Operations Engineer	Troy Leyden
4	Maintenance Planner	Fredrich Ramirez
5	Treatment and Supply Officer (Mount Morgan)	Keith Nunn
6	Duty Officer (Glenmore Water Treatment Plant)	Shared Role (1 of 6 staff)
7	Incident Manager (Glenmore Water Treatment Plant)	(1 of 3 Senior Managers.)
<b>Rockhampton Regional Council Local Disaster Management Group</b>		
8	Local Disaster Coordinator	Bob Holmes
9	Deputy Local Disaster Coordinator	Martin Crow
10	Chair Local Disaster Management Group	Councillor Tony Williams
<b>Department Of Energy and Water Supply (DEWS)</b>		
11	Director of Dam Safety (Brisbane)	Peter Allen

### Revision

Revision No.	Revision Description	Revision Date	Authorisation	Date
0	Original Version	September 1999	R Saunders	22/09/99
1	Updated Version	September 2009		
2	EAP Review	November 2011		
3	EAP Rewrite	September 2012	J Cook	27/11/12
4	Review to include new Legislation	September 2013	N Chand	
5	Update following minor changes to staffing	September 2014	N Chand	30/09/14
6	EAP Review and rewrite	September 2015	J Plumb	18/09/15

Approved by	Title	Signature	Date
Jason Plumb (Acting)	Manager Fitzroy River Water		

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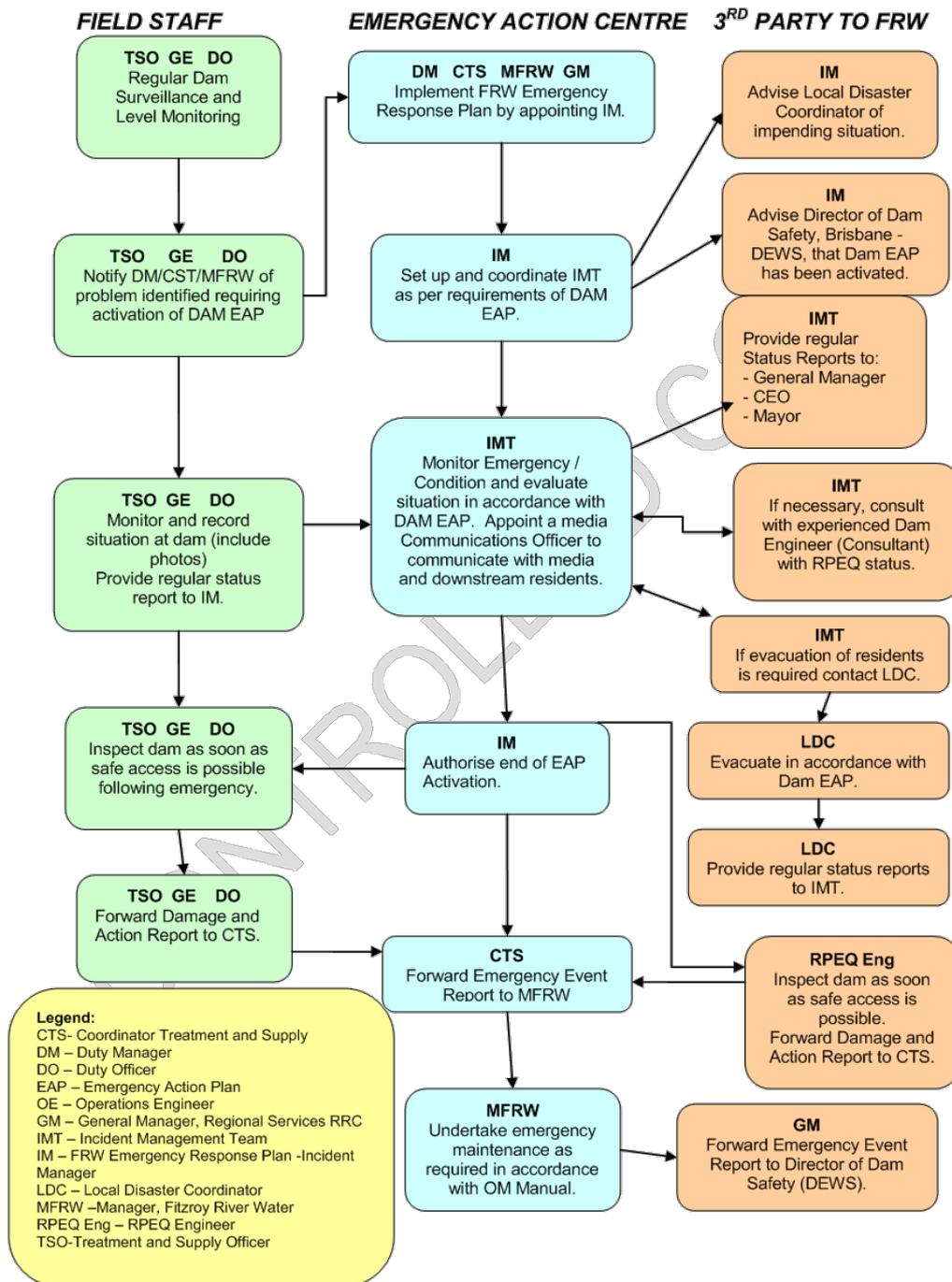
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## 1 Procedural Flow Chart and Notification List

The purpose of the procedural flow chart is to clearly summarise the responsibilities of all relevant parties, the prioritised order in which individuals are to be notified and the individuals that are to be notified. The contact details for all parties outlined in the procedural flow chart have been summarised in the notification list for quick reference and to facilitate efficient communications.

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1.1 Procedural Flow Chart



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## 1.2 Notification List

The following list outlines the order of notifications as well as the names and contact details for each of the relevant parties. It is noted that each person should be contacted via mobile phone initially, then via work phone numbers (during office hours) or else the after hours numbers, where provided.

Order of Contact	Position Title / Name	Organisation	Mobile	Phone (work)	Facsimile	Email
1	Duty Manager (DM) (1of 3 Senior Officers)	Fitzroy River Water	0407 357 794			
	Manager – Fitzroy River Water (MFRW) ( )	Fitzroy River Water	0419 765 046	074936 8750	07 4936 4997	<a href="mailto:Jason.Plumb@rrc.qld.gov.au">Jason.Plumb@rrc.qld.gov.au</a>
	Coordinator Treatment & Supply (CTS) (Jason Plumb)	Fitzroy River Water	0419 765 046	074936 8750	07 4936 4997	<a href="mailto:Jason.Plumb@rrc.qld.gov.au">Jason.Plumb@rrc.qld.gov.au</a>
	Coordinator Network Services (CNSE) ( Bill Ricks)	Fitzroy River Water	0400 312 290	07 4936 8708	07 4936 4997	<a href="mailto:Bill.Ricks@rrc.qld.gov.au">Bill.Ricks@rrc.qld.gov.au</a>
	Coordinator Operations and Planning (COP) (Evan Davison)	Fitzroy River Water	0438 368 231	07 4936 8722	07 4936 4997	<a href="mailto:Evan.Davison@rrc.qld.gov.au">Evan.Davison@rrc.qld.gov.au</a>
1	Duty Officer (DO)	Fitzroy River Water		07 4936 8724	07 4936 4997	
2	Operations Engineer (OE) (Troy Leyden)	Fitzroy River Water	0407 053 188	07 4936 8729		<a href="mailto:Troy.Leyden@rrc.qld.gov.au">Troy.Leyden@rrc.qld.gov.au</a>
2	Treatment & Supply Officer (TSO) (Keith Nunn)	Fitzroy River Water	0427 140 524	07 4938 1980		<a href="mailto:Keith.Nunn@rrc.qld.gov.au">Keith.Nunn@rrc.qld.gov.au</a>
2	Manager – Fitzroy River Water (MFRW) ( )	Fitzroy River Water	0419 765 046	074936 8750	07 4936 4997	<a href="mailto:Jason.Plumb@rrc.qld.gov.au">Jason.Plumb@rrc.qld.gov.au</a>
2	Coordinator Treatment & Supply (CTS) (Jason Plumb)	Fitzroy River Water	0419 765 046	074936 8750	07 4936 4997	<a href="mailto:Jason.Plumb@rrc.qld.gov.au">Jason.Plumb@rrc.qld.gov.au</a>
2	General Mgr–Regional Services - (GM) AND Local Disaster Coordinator (LDC) (Bob Holmes)	Rockhampton Regional Council Local Disaster Management Group	0419 781 362	07 4936 8458		<a href="mailto:Robert.Holmes@rrc.qld.gov.au">Robert.Holmes@rrc.qld.gov.au</a>

Order of Contact	Position Title / Name	Organisation	Mobile	Phone (work)	Facsimile	Email
3	Incident Manager (IM) (1of 3 Senior Officers)	Fitzroy River Water		07 4936 8787	07 4936 4997	
	Coordinator Treatment & Supply (CTS) (Jason Plumb)	Fitzroy River Water	0419 765 046	074936 8750	07 4936 4997	<a href="mailto:Jason.Plumb@rrc.qld.gov.au">Jason.Plumb@rrc.qld.gov.au</a>
	Coordinator Network Services (CNSE) ( Bill Ricks)	Fitzroy River Water	0400 312 290	07 4936 8708	07 4936 4997	<a href="mailto:Bill.Ricks@rrc.qld.gov.au">Bill.Ricks@rrc.qld.gov.au</a>
	Coordinator Operations and Planning (COP) (Evan Davison)	Fitzroy River Water	0438 368 231	07 4936 8722	07 4936 4997	<a href="mailto:Evan.Davison@rrc.qld.gov.au">Evan.Davison@rrc.qld.gov.au</a>
4	Deputy Local Disaster Coordinator (Martin Crow)	Rockhampton Regional Council Local Disaster Management Group	0408 368 642	07 4936 8602	1300 225 579	<a href="mailto:martin.crow@rrc.qld.gov.au">martin.crow@rrc.qld.gov.au</a>
5	Department of Energy and Water Supply (DEWS) <b>Initial Point of Contact for Dam Emergency Events</b>	External organisation		<b>1300 596 709</b>		
5	Department of Energy and Water Supply (DEWS), Director of Dam Safety, Brisbane. (Peter Allen)	External organisation	0418 728 755	07 3224 7636		<a href="mailto:peter.allen@dews.qld.gov.au">peter.allen@dews.qld.gov.au</a>
5	Engineer with a proficient and experienced Dam Engineer who is a Registered Professional Engineer Queensland ( RPEQ)	External organisation	<b>See recommendations in Section 2.4.11</b>			
As Necessary	<b>Parties Affected by Dam Failure</b> (Downstream Residents)	Community	<b>Refer to Appendix D</b>			

Order of Contact	Position Title / Name	Organisation	Mobile	Phone (work)	Facsimile	Email
	Police	Local Counter Disaster Groups, Mount Morgan		<b>Emergency No.</b> 000  <b>General No.</b> 07 4938 1222	07 4938 1785	
	State Emergency Service	Local Counter Disaster Groups, Mount Morgan	0429 381 625	<b>Emergency No.</b> 000  <b>General No.</b> 07 4938 1625	07 4938 1726	
	Qld Fire Service – Urban Division	Local Counter Disaster Groups, Mount Morgan		<b>Emergency No.</b> 000  <b>General No.</b> 07 4938 1005	07 4938 1511	
	Ambulance	Local Counter Disaster Groups, Mount Morgan		<b>Emergency No.</b> 000  <b>General No.</b> 07 4931 7111	07 4922 7343	
	<b>Cr Margaret Strelow</b>	Mayor Rockhampton Regional Council (RRC)	0438 272 488	074936 8275	1300 22 55 79	Margaret.Strelow@rrc.qld.gov.au
	<b>Evan Pardon</b>	Chief Executive Officer (RRC) (CEO)	0417 718 349	074936 8278		Evan.Pardon@rrc.qld.gov.au
	<b>Margaret Barrett</b>	Manager Parks (RRC)	0418 897 238	074936 8075		margaret.barrett@rrc.qld.gov.au
	<b>Megan Hendry Jacquie Mackay</b>	Radio ABC Capricornia (837 Hz AM)	0411 564 906 (AH)	07 4924 5111 (Bus Hrs)		<a href="mailto:Hendry.megan@abc.net.au">Hendry.megan@abc.net.au</a> <a href="mailto:Mackay.jacquie@abc.net.au">Mackay.jacquie@abc.net.au</a>

Order of Contact	Position Title / Name	Organisation	Mobile	Phone (work)	Facsimile	Email
	<b>Mariel Forrester - Senior Scientist</b>	Queensland Water Supply Regulator (DEWS)		07 3199 4871  Hotline: 1300 596 709		<a href="mailto:Mariel.Forrester@dews.qld.gov.au">Mariel.Forrester@dews.qld.gov.au</a>
	<b>Pollution Hotline</b> Leonie Crane, Local EHP contact	Dept. Environment and Heritage Protection		<b>1300 130 372</b>  07 4837 3490		<a href="mailto:PollutionHotline@ehp.qld.gov.au">PollutionHotline@ehp.qld.gov.au</a>

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## 2 Purpose, Scope and Responsibilities

### 2.1 Purpose

The purpose of this Emergency Action Plan is to pre-plan the coordination of necessary actions by Rockhampton Regional Council (RRC) and its business unit Fitzroy River Water (FRW) and to provide timely notification to the Department of Energy and Water Supply (DEWS), police and other local counter disaster groups as well as affected persons in the event that a condition at No.7 Dam could develop into an emergency.

### 2.2 Scope

This document applies to No.7 Dam, Mount Morgan, and:

- identifies emergency conditions which could endanger the integrity of the dam and the safety of people downstream, and which require immediate action,
- prescribes procedures which are to be followed in the event of an emergency condition developing.

### 2.3 Reference to the Fitzroy River Water Emergency Response Plan

Fitzroy River Water manages their emergencies through their Emergency Response Plan (FRWERP) and all emergency responses to this Dam Emergency Action Plan will be actioned through the FRWERP.

### 2.4 Responsibilities

#### 2.4.1 General

The Dam is owned by Rockhampton Regional Council (RRC) and operated and maintained by its business unit, Fitzroy River Water (FRW).

The General Manager – Regional Services of RRC is ultimately responsible for the revision and distribution of this EAP.

Roles and responsibilities for particular parties are as follows:

#### 2.4.2 Treatment & Supply Officer

- Be thoroughly aware and capable of implementing the requirements of this document.

- Advise Coordinator Treatment & Supply (CTS) before periods of absence from the dam to ensure regular dam monitoring duties are delegated to others.
  - Advise the Coordinator Treatment and Supply (CTS) / Duty Manager (DM) / Manager Fitzroy River Water (MFRW) or General Manager Regional Services (GM) if a problem has been identified requiring the Emergency Action Plan to be activated.
  - Follow the EAP and ensure the actions outlined in Section 6.0 be immediately implemented in the event of an emergency,
  - Monitor and record emergency situation (including photos) in an Incident Log,
- An Incident Log shall be maintained on site by the Treatment & Supply Officer. Activities and decisions undertaken during any incident shall be recorded in chronological order in the Incident Log.

The Incident Log shall contain the following information as a minimum:

- A description of the incident / event.
- Time and date of the incident / event.
- Time and date of all actions.
- Regular recordings of water level.
- Regular recordings of rainfall.
- Instrumentation recordings.
- Description of observed damage.
- Photographs and / or sketches of observed damage.
- Details of communication which took place during the emergency.
- Any further comments considered necessary.

Incident Logs (refer Appendix I) shall be supported by other relevant documentation and photographs.

Comments regarding the adequacy of the EAP and any recommended changes to the EAP should be included.

- Provide regular status reports to Incident Manager (IM) coordinating the FRW Emergency Response Plan.
- Inspect the dam as soon as safe access is possible following an emergency.
- Forward a Damage and Action Report to Coordinator Treatment and Supply (CTS).

#### **2.4.3 Operations Engineer (OE)**

- Be thoroughly aware and capable of implementing the requirements of this document.
- Advise Coordinator Treatment & Supply (CTS) before periods of absence from the dam to ensure regular dam monitoring duties are delegated to others.
- Support and back up Treatment & Supply Officer (TSO) to implement the requirements of this document.
- Advise the Coordinator Treatment and Supply / Duty Manager (DM) / Manager (MFRW) or General Manager (GM) if a problem has been identified requiring the Emergency Action Plan to be activated.

- Follow the EAP and ensure the actions outlined in Section 6.0 be immediately implemented in the event of an emergency,
  - Monitor and record emergency situation (including photos) in an Incident Log,
- An Incident Log shall be maintained on site by the Treatment and Supply Officer. Activities and decisions undertaken during any incident shall be recorded in chronological order in the Incident Log.

The Incident Log shall contain the following information as a minimum:

- A description of the incident / event.
- Time and date of the incident / event.
- Time and date of all actions.
- Regular recordings of water level.
- Regular recordings of rainfall.
- Instrumentation recordings.
- Description of observed damage.
- Photographs and / or sketches of observed damage.
- Details of communication which took place during the emergency.
- Any further comments considered necessary.

Incident Logs (refer Appendix I) shall be supported by other relevant documentation and photographs.

Comments regarding the adequacy of the EAP and any recommended changes to the EAP should be included.

- Provide regular status reports to Incident Manager (IM) coordinating the FRW Emergency Response Plan.
- Inspect the dam as soon as safe access is possible following an emergency.
- Forward a Damage and Action Report to Coordinator Treatment and Supply (CTS).

#### **2.4.4 Coordinator Treatment and Supply (CTS)**

- Be thoroughly aware and capable of implementing the requirements of this document.
- Monitor situation when a potential emergency event could occur.
- Activate the EAP in the case of a potential emergency condition.
- Advise the Duty Manager (DM) / Manager (MFRW) / General Manager (GM) if a problem has been identified requiring the Emergency Action Plan to be activated.
- Forward a Damage and Action Report to Manager (MFRW) upon completion of emergency.
- Prepare and forward Emergency Event Report to Manager (MFRW).
- The downstream residents are to be provided with the communication arrangements by the Coordinator Treatment and Supply annually prior to the wet season.

#### 2.4.5 Duty Officer (DO)

- The Duty Officer is the regular 24 hour operator located at Glenmore Water Treatment Plant and has continuous access to online storage level data.
- Be thoroughly aware and capable of implementing the requirements of this document.
- Monitor situation when a potential emergency event could occur.
- Advise the Coordinator Treatment and Supply (CTS) / Duty Manager (DM) / Manager (MFRW) / General Manager (GM) if a problem has been identified requiring the Emergency Action Plan to be activated.

#### 2.4.6 Duty Manager (DM)

- The Duty Manager is one of three senior FRW Officers rostered on as the out of hours Manager – On Call, should the FRW Emergency Response Plan (ERP) need to be implemented. [Contact details are updated and posted on a weekly basis].
- Be thoroughly aware and capable of implementing the requirements of this document.
- Activate the FRW Emergency Response Plan and appoint an FRWERP Incident Manager (IM).
- Notify the Manager that the Dam Emergency Action Plan has been activated and that the FRW Emergency Response Plan (ERP) has been implemented and an FRW Emergency Response Team has been created.

#### 2.4.7 Incident manager (IM)

- The Incident Manager (IM) is one of four senior FRW Managers selected should the FRW Emergency Response Plan (ERP) need to be implemented and an FRW Emergency Response Team need to be created.
- Manager and coordinator of the FRW Emergency Response Plan.
- Be thoroughly aware and capable of implementing the requirements of this document.
- Advise the Local Disaster Coordinator of impending situation.
- Ensure that the downstream residents have been advised of the dam situation and the activation of the Emergency Action Plan in accordance with the Communications Plan.
- Advise the Director of Dam Safety, Brisbane, of the Department of Energy and Water Supply that the Dam Emergency Action Plan has been activated.
- Undertake actions as set out in this Emergency Action Plan.
- Seek advice from an Experienced RPEQ Dam Engineer on structural issues of concern or other issues that may require engineering advice.
- Direct action of FRW and RRC personnel during an emergency event to protect property and life to the maximum extent considered possible under the prevailing conditions and with the resources available.
- Provide regular status reports to;

- Manager FRW
  - Local Disaster Coordinator(LDC)
  - General Manager (GM)
  - RRC Mayor
  - RRC Chief Executive Officer
  -
- Appoint a Media Communications Officer to be responsible for notifying the media of the current and changing situation/emergency conditions. Regular updates to the downstream residents are to be in accordance with the Communications Plan. (In the situation of rising water levels in the storage, the downstream residents should be advised by commercial radio at least every 30 min.
  - If evacuation of residence is required, communicate by commercial radio and contact Local Disaster Coordinator (LDC) and Police.
  - Authorise the end of the Emergency Action Plan activation.

#### **2.4.8 Manager Fitzroy River Water (MFRW)**

- Be thoroughly aware and capable of implementing the requirements of this document.
- As Document Sponsor, approve this document.
- Activate the FRW Emergency Response Plan and appoint an FRWERP Incident Manager (IM) if not previously done by Duty Manager.
- Monitor actions of the FRW Emergency Response Team.
- Review and forward Emergency Event Report to General Manager – Regional Services, RRC (GM)
- Undertake post emergency maintenance where required in accordance with the Operation and Maintenance Manual.

#### **2.4.9 General Manager Regional Services, RRC (GM)**

- Maintain and operate this Emergency Action Plan,
- Represent the dam operator by attending the Local Disaster Management Group meetings.
- Ensure EAP Manual is reviewed annually or when contact details for any parties have changed and it is compliant with the Dam Safety Regulators requirements,
- Advise the Coordinator Treatment and Supply if a problem has been identified and needs to be drafted into an amended Emergency Action Plan.
- Forward Emergency Event Report within 30 days of the event to the Director of Dam Safety, Dept. Energy and Water Supply (DEWS), PO BOX 2454, BRISBANE Q 4001 and Chief Executive Officer, RRC.

**2.4.10 Local Disaster Coordinator, RRC (LDC)**

- Be thoroughly aware and capable of implementing the requirements of this document.
- Brief the Rockhampton Regional Council Local Disaster Management Group of impending situation.
- Assist in Initiation of the Local Counter Disaster Management Plan if required.
- Execute evacuation of residences in accordance with this Emergency Action Plan upon the direction of the Incident Manager.
- Provide Regular feedback to the Incident Management Team.

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**2.4.11 RPEQ Engineer – Consultant – Experienced in dam design and operation (Dam Engineer – RPEQ)**

- Provide technical advice and assistance to RRC and FRW personnel, when requested,
- Detail the requirements of post emergency maintenance, where requested.

Note: The local consultants who would be recommended are:

**Cardno**

Chris Hegarty

Senior Civil Engineer

Phone: 07 4924 7500      Mobile: 0428 104 030

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### 3 Communication Plan

#### 3.1 Internal Communications

Listed below is the preferred method of communication between FRW staff at Mt Morgan and FRW staff at Rockhampton should the normal lines of communication fail and be unavailable.

Mt Morgan ←-----→ Rockhampton

1. Landline Phones / Internet\* (\* if available)
2. Mobile Phones / Internet\*
3. Satellite Phones / Internet\*
4. Drive to top of range and use Mobile Phone **and/or** drive to Mt Morgan

Mt Morgan ←-----→ Mt Morgan

1. Landline Phones / Internet\*
2. Mobile Phones / Internet\*
3. 2 Way UHF radios (Channels **20 &/or 21**) / Internet\*
4. Satellite Phones / Internet\*

#### 3.2 External Communications

Initially letters will be sent to all residents identified as being in the maximum flood zone downstream of the dam explaining the procedures undertaken in the case of an emergency, the communication methods, and maps of the design flood levels. Further meetings or discussion will be held if required with these residents and any other interested persons to explain and discuss these procedures and what can be expected. These letters and meetings will be held annually prior to the wet season.

Each year in advance of the approaching wet season FRW will review the list of current contact phone numbers of downstream residents to make sure this contact list is as accurate as possible in the event that it is required for notification purposes.

Because of the speed that a potential emergency could occur and the number to people to be contacted it is impractical to rely solely upon contact by telephone, even if it is still operational. For these reasons the primary contact with the downstream residents will be via radio or other public media.

Upon the implementation of this plan, all public warnings will be distributed through the LDC upon the recommendation of the Incident Manager and on the authorisation of the Chairperson LDMG.

Warnings are to be issued by the most effective means as determined by the LDMG and may include phone (to effected properties), radio warnings and local electronic and print media outlets.

The issue of local warnings must take into account community warning principles.

The following strategies will be used for the distribution of local warnings and/or information:

- If power is available;
  - Broadcast warnings, alerts and information will be issued by radio (ABC Radio), TV and internet;
  - Attempts will be made to utilise other radio stations and TV channels both local and Brisbane based wherever possible;
  - Requests to DCS for implementation of the Emergency Alert System
- If local power and/or telecommunications are lost;
  - Maintain communications through operations within LDCC;
  - Manually distribute information brochures and handouts, which if required, will be made available in languages other than English where possible;
  - Broadcast warnings and alerts by radio, TV and internet (where auxiliary power is available)
- If general power is lost along with telecommunications;
  - Maintain communications through operations within the LDCC;
  - Manually distribute information brochures and handouts, which if required, will be made available in languages other than English where possible;
  - Establish radio communications within the LDCC and with the DDCC;
  - Broadcast warnings and alerts by radio, TV and internet (where auxiliary power is available).

The Morning Bulletin will also be used to provide information wherever possible.

Partner agencies that also provide public information and warnings in the event of an emergency or disaster include:

- Queensland Fire and Rescue Service (QFRS) – coordinates media and public information regarding fire, chemical or gas emergency situations.;
- BoM - provides cyclone, flood (flood alert, flood watch and flood advice), severe storm (including thunderstorm), tsunamis, land gales and severe bushfire weather advices;
- State Disaster Coordination Centre - where the State-wide management of a terrorist or other emergency incident is required;
- Queensland Police Service (QPS) - has responsibility for providing information about a locally managed terrorist incident;
- DDC – advises detail of mandatory evacuations and declarations under the *Disaster Management Act 2003 (DMA)*, relating to any disaster event;
- Queensland Health - for information regarding a public health epidemic or heat wave;
- RRC – for local information on road closures, traffic routes, evacuations, evacuation centres, welfare centres, debris clean-up and all matters relating to the activation of the LDMG and LDMP.

#### COMMUNITY WARNING PRINCIPLES

The following is a list of 12 recognised principles that should be followed in providing warnings to the community. Warnings and warning systems should be:

- Coordinated: A warning system should avoid duplication of effort where possible and support a shared understanding of the situation among all agencies involved in managing the incident;
- Authoritative and accountable: Warnings should be disseminated on the decision of an authorised person, unless of course imminent and extreme danger exists;
- Consistent/Standards based: Information content should be consistent across all sources to ensure credibility;
- Complete: The message should include relevant details, may include a direction on the need to consult other sources, and be presented in an easily understood way.

Messages should target the entire community, including culturally and linguistically diverse communities and those who are vision or hearing impaired;

- Multi-modal: The use of a variety of delivery mechanisms and multiple formats will complement each other and reach the most people;
- All hazards-based: Any emergency warning system should be capable of providing warnings, where practicable, for any type of emergency;
- Targeted: Messages should be targeted to those at risk in order to reduce complacency from 'over warning';
- Interoperable: Coordinated delivery methods should be capable of operation across jurisdictional borders;
- Accessible and responsive: Systems should be able to respond and deliver warnings during demographic, social and technological change;
- Verifiable: The warning is able to be verified by the community, to reduce accidental activations;
- Underpinned by education and awareness raising activities: Agencies should be active in the community to raise awareness and educate people in regards to particular emergencies;
- Compatible: The warning system should avoid adverse impacts upon other communication networks.

The Incident Manager in conjunction with the chair of the LDMG will make regular media releases in accordance with the above information and the following procedure listed in this EAP.

Should an evacuation order be broadcast, the Disaster Coordinator will follow up the order with on site ground visits (subject to maintaining the safety of the officers) to ensure the message has been received and the residents have evacuated.

## **4 Area Map and Storage Catchment Area Plan**

### **4.1 Area Map**

An Area Map showing travel times and distances for various routes of travel from Rockhampton to the Mount Morgan No 7 Dam has been produced.  
See Appendix A.

### **4.2 Storage Catchment Area Plan**

A Storage Catchment Area Plan has been provided.  
See Appendix B.

## 5 Emergency Events

### 5.1 General

Any of the above officers set out in Section 2.4 can activate this Emergency Action Plan by contacting the Duty Manager. (Generally the EAP will be activated by the Duty Officer (DO) who has constant online communications to monitor conditions OR the Treatment & Supply Officer (TSO) who will be monitoring the conditions on site).

### 5.2 Flood Related Events

As flow over the dam increases with rising flood levels the effect of downstream flooding in the Dee River will increase. Areas along Byrnes Parade, River Street, Bridge Street, Sheil Crescent, Thompson Avenue, Tipperary Flats and parts of Red Hill are likely to be worst affected.

Access to the dam by road is via Byrnes Parade. As downstream flood levels increase this access may be restricted. Access may have to be gained by travelling overland to the dam from William Street. (4WD Access only).

The calculated maximum water level for the level of the probable maximum precipitation (PMP) event is RL 251.43 for an unblocked spillway crest which is also the Non Overflow Abutment Crest level.

### 5.3 Photographic record of flood related events downstream

Photographic records of river heights throughout the town and downstream of the dam will be required for the different flood capacities relevant to dam storage heights. For consistency, the recommended locations to photograph flood heights **both sides** of the Dee River are as set out below.

**It is important that the time and location of photographs are recorded in the incident log.**

- Site 1: Immediately downstream of the dam at the eastern end of Perlick St.
- Site 2: Between the western end of Perlick St. and River St.
- Site 3: Between Pugh St. and Edward St.
- Site 4: Upstream of the suspension bridge at Dee Esplanade.
- Site 5: Both sides of river at James St traffic Bridge.
- Site 6: Western end of Nicholson St.
- Site 7: Western end of Dee St.
- Site 8: New Gauge board installed in the No. 7 Dam at the William St site

Downstream photographs are not necessarily restricted to these locations and additional photographs at different points of interest locations should be taken by any officers that are available at the time.

## 5.4 Flood Trigger Levels

The following flood trigger events have been identified from flood routing analysis and from review of the on-site situation.

**Table 1 Flood Trigger Events**

Trigger Description	EAP Number	Escalation Level
Storage level at less than AHD 248.6 or the dam is not spilling	Not Applicable	NOT APPLICABLE
Storage level at AHD 248.6 and rising (0.3m above Spillway Crest)	6.1	ALERT
Storage level at AHD 248.8 and rising (0.5m above Spillway Crest)	6.2	LEAN FORWARD
Storage level at AHD 249.8 and rising (1.5m above Spillway Crest)	6.3	STAND UP
Storage level at AHD 250.5 and rising (2.2m above Spillway Crest)	6.4	STAND UP
Storage level at AHD 251.0 and rising (2.7m above Spillway Crest)	6.5	STAND UP
Storage level at AHD 251.43 (3.13m above Spillway Crest and overtopping of Non Overflow Abutment & Levee)	6.6	STAND UP
Storage level at less than AHD 248.8m (less than 0.5m above Spillway Crest) and falling	Not Applicable	STAND DOWN

## 5.5 Non Flood related events

The following non-flood related emergency events have been identified as events that would activate this Emergency Action Plan.

**Table 2 Non-Flood Related Trigger Events**

Trigger Description	EAP Number	Escalation Level
Significant Increase in Seepage or New Area of Seepage is Observed giving rise to Piping Failure of Levee	6.7	ALERT
Earthquake / Tremor felt in the area OR Landslide	6.8	ALERT
Movement of Dam Embankment	6.9	LEAN FORWARD
Slope failure of Levee	6.10	LEAN FORWARD
Cracking in structural concrete	6.11	LEAN FORWARD

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The following events will require immediate action to be taken but will **not necessarily** trigger the Emergency Action Plan:

**Table 3 Non-Flood Related Events requiring Immediate Action**

Description of Event	EAP Number	Escalation Level
Wave Erosion	6.12	ALERT
Toxic Spill in Storage/Catchment	6.13	ALERT
Algae Bloom in Storage/Catchment	6.14	ALERT

## 6 Emergency Actions

### 6.1 Storage Level is at AHD 248.6 (0.3m above Spillway Crest) and rising, or further rain is forecast.

Although this is not an emergency event, it is included in the EAP to provide advance warning of a possible event. **THIS IS AN ALERT LEVEL CONDITION.**

The Treatment & Supply Officer should observe the dam from an appropriate vantage point on the right abutment.

The following actions should be undertaken by the nominated officers:

TREATMENT & SUPPLY OFFICER	COORDINATOR TREATMENT AND SUPPLY
<ul style="list-style-type: none"> <li>▪ Monitor rainfall and storage levels hourly.</li> <li>▪ Check rainfall predictions with Bureau of Meteorology (BOM)</li> <li>▪ Notify the Coordinator Treatment and Supply of storage water level and rainfall forecast.</li> </ul>	Notify the Manager of FRW of storage water level and rainfall forecast.
<ul style="list-style-type: none"> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log. Advise Coordinator Treatment and Supply.</li> <li>▪ Monitor downstream flooding with photographs and relate to dam gauge height. Record times of photographs and observations. (See EAP 5.3).</li> </ul>	Inform the Manager FRW and General Manager Regional Services of the situation.
<p><b>IF ANY DAMAGE IS OBSERVED</b></p> <p>Advise the Coordinator Treatment and Supply and proceed with EAP 6.7 – EAP 6.12 as appropriate.</p>	On receipt of damage report, proceed with EAP 6.7 – EAP 6.12.
<p><b>IF WATER LEVEL RISES ABOVE AHD 248.8m (0.5 m OVER SPILLWAY CREST LEVEL)</b></p> <p>Advise Coordinator Treatment and Supply and proceed with EAP 6.2.</p>	Advise Manager FRW and General Manager Regional Services and proceed with EAP 6.2.
<p><b>IF WATER LEVEL DROPS TO AHD 248.4 (0.1M above SPILLWAY) AND NO MORE RAIN IS FORECAST</b></p> <p>Advise Coordinator Treatment and Supply.</p>	Advise the Manager FRW and General Manager Regional Services and close the Incident.
Complete an Event Report and submit to Coordinator Treatment and Supply.	Review and complete and file the Event Report.

**6.2 Storage Level is at AHD 248.8 (0.5m above Spillway Crest) and rising and major rainfall is forecast by BOM.**

**ACTIVATE THIS EMERGENCY ACTION PLAN.**

- {by whoever first becomes aware of the situation ie. Treatment and Supply Officer; Coordinator Treatment and Supply; Duty Officer or Duty Manager}

**THIS IS A LEAN FORWARD LEVEL CONDITION.**

The Treatment & Supply Officer / Operations Engineer should observe the dam from an appropriate vantage point on the right abutment.

(The right abutment cannot be accessed via Byrnes Parade with storage level above AHD 249.1. Access may have to be gained by travelling overland to the dam via William Street (4WD Access Only) and checking the gauge board level reading at this location. There is no access to the left abutment with a flow over the spillway.)

The following actions should be undertaken by the nominated officers:

TREATMENT & SUPPLY OFFICER	COORDINATOR TREATMENT AND SUPPLY
<ul style="list-style-type: none"> <li>▪ Continue to monitor water level and rate of change in level on an hourly basis.</li> <li>▪ Check rainfall predictions with Bureau of Meteorology (BOM).</li> <li>▪ Notify the Coordinator Treatment and Supply of storage water level and rainfall forecast and that Emergency Action Plan is to be Activated.</li> </ul>	<p>Activate Emergency Action Plan by having Duty Manager / Manager FRW appoint an Incident Manager (IM) to administer the FRW Emergency Response Plan (ERP).</p>

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TREATMENT & SUPPLY OFFICER / OPERATIONS ENGINEER / COORDINATOR TREATMENT AND SUPPLY	INCIDENT MANAGER
<ul style="list-style-type: none"> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log. Advise Incident Manager regularly of developing situation.</li> <li>▪ Monitor downstream flooding with photographs and relate to dam gauge height. Record times of photographs and observations. (See EAP 5.3).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Notify General Manager and the Local Disaster Coordinator that the Emergency Acton Plan has been activated.</li> <li>▪ Advise downstream residents of the situation and regularly update information at least in 30m intervals by radio and television broadcasts in accordance with the communication procedures.</li> <li>▪ Using the latest rates of rise, calculate the time the water level will reach AHD 249.1m (Estimated flood level for access via Byrnes Pd to be cut) and advise Queensland Police Service (QPS) and make a radio / television release.</li> <li>▪ Keep General Manager Regional Services updated on situation.</li> <li>▪ Have Media Communications Officer keep the media informed of developing situations.</li> <li>▪ Advise the Dam Safety Regulator (within 48hrs) that the EAP has been activated and of the general situation.</li> </ul>

TREATMENT & SUPPLY OFFICER / OPERATIONS ENGINEER / COORDINATOR TREATMENT AND SUPPLY	INCIDENT MANAGER
<p><b>IF ANY DAMAGE IS OBSERVED</b> Advise the Manager Treatment and Supply and proceed with EAP 6.7 – EAP 6.12 as appropriate.</p>	<p>On receipt of damage report, proceed with EAP 6.7 – EAP 6.12 as appropriate.</p>
<p><b>IF WATER LEVEL RISES ABOVE AHD 249.8 m (1.5 m above Spillway Crest)</b> Advise Manager Treatment and Supply and proceed with EAP 6.3.</p>	<p>Advise Manager FRW and General Manager Regional Services and proceed with EAP 6.3.</p>
<p><b>WHEN WATER LEVEL DROPS BELOW RL 248.8m (0.5 above Spillway Level) AND NO MORE RAIN IS FORECAST</b> Advise Incident Manager and proceed with EAP 6.1.</p>	<ul style="list-style-type: none"> <li>▪ Proceed with EAP 6.1.</li> <li>▪ End of the Emergency Action Plan activation.</li> <li>▪ Review and complete the Incident Log.</li> <li>▪ Stand down the Incident Management Team, review and complete Emergency Event Report and submit to Manager FRW for submission to General Manager Regional Services.</li> </ul>
	<p><b>GENERAL MANAGER – REGIONAL SERVICES</b></p> <p>Forward Emergency Event Report within 30 days of the event to the Director of Dam Safety, Dept. Energy and Water Supply (DEWS), PO BOX 2454, BRISBANE Q 4001 and Chief Executive Officer, RRC.</p>

### 6.3 Storage Level is at AHD 249.8 (1.5m above Spillway Crest) and rising, or further heavy rain is forecast by BOM.

#### **EMERGENCY ACTION PLAN STILL ACTIVATED. THIS IS A STAND UP LEVEL CONDITION.**

The Treatment & Supply Officer /Operations Engineer should observe the dam from an appropriate vantage point on the right abutment.

(The left abutment cannot be accessed via Byrnes Parade with storage level above AHD 249.8. Access may have to be gained by travelling overland to the dam via William St and checking the gauge board level reading at this location. (4WD Access Only).)

The following actions should be undertaken by the nominated officers:

TREATMENT & SUPPLY OFFICER / OPERATIONS ENGINEER / COORDINATOR TREATMENT AND SUPPLY	INCIDENT MANAGER
<ul style="list-style-type: none"> <li>▪ Continue to monitor water level and rate of change in level on an hourly basis.</li> <li>▪ Check rainfall predictions with Bureau of Meteorology (BOM).</li> <li>▪ Notify the Incident Manager of storage water level and rainfall forecast.</li> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log. Advise Incident Manager.</li> <li>▪ Monitor downstream flooding with photographs and relate to dam gauge height. Record times of photographs and observations. (See EAP 5.3).</li> <li>▪ <b>Undertake a Visual Check of the dam if safe to do so and check Dam Storage Level at the William St Gauge Board</b></li> <li>▪ <b>If Dam Storage Level Monitoring is no longer possible remotely or at site proceed to EAP 6.5.</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Advise downstream residents by radio / television that the dam water level is still rising and <b>they should be prepared to move to higher ground.</b> Regularly advise downstream residents of the situation in accordance with the communication procedures.</li> <li>▪ Using the latest rates of rise, calculate the time the water level will reach RL 250.5m (Water level is 0.1m above overflow Abutment Level) and advise Rockhampton Regional Council Local Disaster Management Group and Queensland Police Service (QPS).</li> <li>▪ Keep General Manager Regional Services updated on situation.</li> <li>▪ Have Media Communications Officer keep the media informed of developing situations.</li> <li>▪ If communication with the downstream residents fails, advise Disaster Management Group to contact all residents located within the inundation zone and warn them that evacuation is possible.</li> </ul>
<p><b>IF ANY DAMAGE IS OBSERVED</b> Advise the Incident Manager and proceed with EAP 6.7 – EAP 6.12 as appropriate.</p>	<p>On receipt of damage report, proceed with EAP 6.7 – EAP 6.12 as appropriate.</p>
<p><b>IF WATER LEVEL RISES ABOVE AHD 250.5 m (2.2 m above Spillway Crest)</b> Advise Manager Treatment and Supply and proceed with EAP 6.5.</p>	<p>Advise Manager FRW and General Manager Regional Services and proceed with EAP 6.5.</p>
<p><b>WHEN WATER LEVEL DROPS BELOW AHD 249.8 m (1.5m above Spillway Crest) AND NO MORE RAIN IS FORECAST</b> Proceed with EAP 6.2.</p>	<p>Proceed with EAP 6.2.</p>

**6.4 Storage Level is at AHD 250.5 (2.2m above Spillway Crest) and rising, or further heavy rain is forecast by BOM. Discharge is 0.1m over the overflow abutments.**

**EMERGENCY ACTION PLAN STILL ACTIVATED. THIS IS A STAND UP LEVEL CONDITION.**

The Treatment & Supply Officer /Operations Engineer /Coordinator Treatment and Supply should observe the dam from the William St site or higher ground only.

The following actions should be undertaken by the nominated officers:

TREATMENT & SUPPLY OFFICER / OPERATIONS ENGINEER / COORDINATOR TREATMENT AND SUPPLY	INCIDENT MANAGER
<ul style="list-style-type: none"> <li>▪ Continue to monitor water level and rate of change in level on an hourly basis.</li> <li>▪ Check rainfall predictions with Bureau of Meteorology (BOM).</li> <li>▪ Notify the Incident Manager of storage water level and rainfall forecast.</li> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log. Advise Incident Manager.</li> <li>▪ Monitor downstream flooding with photographs and relate to dam gauge height. Record times of photographs and observations.(See EAP 5.3)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advise downstream residents by radio / television that the dam water level is still rising and <b>they are to evacuate from within the inundation zone to higher ground.</b> Maintain regular advise of the situations to downstream residents in accordance with the communication procedures.</li> <li>▪ Advise Local Disaster Coordinator and Queensland Police Service that residents are to be evacuated and seek their assistance.</li> <li>▪ Using the latest rates of rise, calculate the time the water level will reach RL 251.0m and advise Rockhampton Regional Council Local Disaster Management Group and Queensland Police Service (QPS).</li> <li>▪ Keep General Manager Regional Services updated on situation.</li> <li>▪ Have Media Communications Officer keep the media informed of developing situations.</li> <li>▪ As water level rises above AHD 250.5, all downstream residents are to be evacuate from within the inundation zone.</li> </ul>
<p><b>IF ANY DAMAGE IS OBSERVED</b> Advise the Coordinator Treatment and Supply and proceed with EAP 6.7 – EAP 6.12 as appropriate.</p>	<p>On receipt of damage report, proceed with EAP 6.7 – EAP 6.12 as appropriate.</p>
<p><b>IF WATER LEVEL RISES ABOVE AHD 251.0 m (2.7 m above Spillway Crest)</b> Advise Manager Treatment and Supply and proceed with EAP 6.6.</p>	<p>Advise Manager FRW and General Manager Regional Services and proceed with EAP 6.6.</p>
<p><b>WHEN WATER LEVEL DROPS BELOW AHD 250.5 m (2.2 m above Spillway Crest) AND NO MORE RAIN IS FORECAST</b> Proceed with EAP 6.3.</p>	<p>Proceed with EAP 6.3.</p>

**6.5 Storage Level is at AHD 251.0 (2.7m above Spillway Crest) and rising, or further heavy rain is forecast by BOM. Discharge over the non-overflow abutments is a possibility.**

**EMERGENCY ACTION PLAN STILL ACTIVATED. THIS IS A STAND UP LEVEL CONDITION.**

The Treatment & Supply Officer /Operations Engineer /Coordinator Treatment and Supply should observe the dam from an appropriate vantage point on the right abutment.

The following actions should be undertaken by the nominated officers:

TREATMENT & SUPPLY OFFICER / OPERATIONS ENGINEER / COORDINATOR TREATMENT AND SUPPLY	INCIDENT MANAGER
<ul style="list-style-type: none"> <li>▪ Continue to monitor water level and rate of change in level on an hourly basis.</li> <li>▪ Check rainfall predictions with Bureau of Meteorology (BOM).</li> <li>▪ Notify the Incident Manager of storage water level and rainfall forecast.</li> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log. Advise Incident Manager.</li> <li>▪ Monitor downstream flooding with photographs and relate to dam gauge height. Record times of photographs and observations. (See EAP 5.3).</li> <li>▪ <b>Undertake a Routine Dam Safety Inspection.</b> During the inspection, note rainfall, water level, signs of slumps, erosion, springs. Cracks or any deformation, which could be classified as damage to the dam and relay details back to the Incident Manager.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to advise downstream residents by radio / television that the dam water level is still rising and <b>they are to evacuate from within the inundation zone to higher ground.</b> Maintain regular advise of the situations to downstream residents in accordance with the communication procedures.</li> <li>▪ Continue to advise Local Disaster Coordinator and Queensland Police Service that residents are to be evacuated and seek their assistance.</li> <li>▪ Using the latest rates of rise, calculate the time the water level will reach RL 251.43 m and advise Rockhampton Regional Council Local Disaster Management Group and Queensland Police Service (QPS).</li> <li>▪ Keep General Manager Regional Services updated on situation.</li> <li>▪ Have Media Communications Officer keep the media informed of developing situations.</li> </ul>
<p><b>IF ANY DAMAGE IS OBSERVED</b> Advise the Coordinator Treatment and Supply and proceed with EAP 6.7 – EAP 6.12 as appropriate.</p>	<p>On receipt of damage report, proceed with EAP 6.7 – EAP 6.12 as appropriate.</p>
<p><b>IF WATER LEVEL APPROACHES AHD 251.43 m (3.13 m above Spillway Crest)</b> Advise Incident Manager and proceed with EAP 6.6.</p>	<p>Advise Manager FRW and General Manager Regional Services and proceed with EAP 6.6.</p>
<p><b>WHEN WATER LEVEL DROPS BELOW AHD 251.0 m (2.7 m above Spillway Crest) AND NO MORE RAIN IS FORECAST</b> Proceed with EAP 6.4.</p>	<p>Proceed with EAP 6.4.</p>

**6.6 Storage Level at AHD 251.43 (3.13m above Spillway Crest) and rising, or further heavy rain is forecast by BOM. Overtopping of the levee is imminent.**

**EMERGENCY ACTION PLAN STILL ACTIVATED. THIS IS A **STAND UP** LEVEL CONDITION.**

The Treatment & Supply Officer/Operations Engineer/Coordinator Treatment and Supply should observe the dam from an appropriate vantage point on the right abutment.

The following actions should be undertaken by the nominated officers:

TREATMENT & SUPPLY OFFICER / OPERATIONS ENGINEER / COORDINATOR TREATMENT AND SUPPLY	INCIDENT MANAGER
<ul style="list-style-type: none"> <li>▪ Continue to monitor water level and rate of change in level on an hourly basis.</li> <li>▪ Check rainfall predictions with Bureau of Meteorology (BOM).</li> <li>▪ Notify the Incident Manager of storage water level and rainfall forecast.</li> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log. Advise Incident Manager.</li> <li>▪ Monitor downstream flooding with photographs and relate to dam gauge height. Record times of photographs and observations. (See EAP 5.3).</li> <li>▪ <b>Undertake a Routine Dam Safety Inspection.</b> During the inspection, note rainfall, water level, signs of slumps, wash outs, erosion, springs, Cracks or any deformation, which could be classified as damage to the dam and relay details back to the Incident Manager.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to advise downstream residents by radio / television that the dam water level is still rising and <b>they are to evacuate from within the inundation zone to higher ground.</b> Maintain regular advise of the situations to downstream residents in accordance with the communication procedures.</li> <li>▪ Advise Rockhampton Regional Council Local Disaster Management Group and Queensland Police Service (QPS) that the water level has reached RL 251.43 m and <b>overtopping of the complete structure is imminent.</b></li> <li>▪ Keep General Manager Regional Services updated on situation.</li> <li>▪ Have Media Communications Officer keep the media informed of developing situations.</li> <li>▪ Advise downstream residents of the situation and regularly advise situation at 3hr intervals or every 0.5m rise of water in the storage.</li> <li>▪ <b>As water level rises above AHD 250.9, all downstream residents should have been evacuated from within the inundation zone.</b></li> </ul>
<p><b>IF ANY DAMAGE IS OBSERVED</b> Advise the Coordinator Treatment and Supply and proceed with EAP 6.7 – EAP 6.12 as appropriate.</p>	<p>On receipt of damage report, proceed with EAP 6.7 – EAP 6.12 as appropriate.</p>
<p><b>IF WATER LEVEL EXCEEDS AHD 251.43 m (3.13 m above Spillway Crest)</b> Advise Incident Manager and maintain observations at the dam.</p>	<p>Advise Manager FRW and General Manager Regional Services and maintain a vigilant watch on the dam structure and downstream infrastructure.</p>
<p><b>WHEN WATER LEVEL DROPS BELOW AHD 251.4 m (3.1m above Spillway Crest) AND NO MORE RAIN IS FORECAST</b> Proceed with EAP 6.5.</p>	<p>Proceed with EAP 6.5.</p>

### 6.7 Significant Increase in Seepage or New Area of Seepage is Observed.

(This could give rise to Piping Failure of Levee.)

#### **ACTIVATE EMERGENCY ACTION PLAN. THIS IS AN ALERT LEVEL CONDITION.**

Seepage is the loss of storage contents by movement of water through the dam, levee or foundation. Seepage may be observed at joints in concrete structures, at the downstream toe of the spillway, abutments or levee, and in downstream areas generally. Seepage may be evidenced by the presence of boggy ground, pools of water or flowing water, and by environmental changes such as evergreen areas or areas of reed growth. Seepage in the levee may lead to piping failure.

In the event of any significant increase in seepage (>20%) which is not attributable to rainfall the following actions are required.

TREATMENT & SUPPLY OFFICER / OPERATIONS ENGINEER	COORDINATOR TREATMENT AND SUPPLY
Notify the Coordinator Treatment and Supply of any noticeable increase or changes in seepage (seepage rate or colour) or surface slumping on any dam embankment.	<ul style="list-style-type: none"> <li>▪ Inform the Manager FRW and General Manager Regional Services of the situation.</li> <li>▪ Activate Emergency Action Plan and/or have Duty Officer appoint an Incident Manager (IM) to activate the FRW Emergency Response Plan (ERP).</li> </ul>

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TREATMENT & SUPPLY OFFICER / OPERATIONS ENGINEER	INCIDENT MANAGER
<ul style="list-style-type: none"> <li>▪ Monitor the situation by measuring the rate of seepage flow and observe the clarity, especially cloudy appearance of the seepage flow. Keep notes and photographs for the Incident Log.</li> <li>▪ Inspect dam for damage so long as safe access is possible.</li> <li>▪ Report situation regularly to the Incident Manager.</li> <li>▪ Maintain an Incident Log</li> </ul>	<ul style="list-style-type: none"> <li>▪ Arrange for the Dam Safety Consultant (RPEQ) to inspect the dam immediately in accordance with Special Dam Safety Inspection.</li> <li>▪ Direct action of FRW and RRC personnel during an emergency event to protect property and life to the maximum extent considered possible under the prevailing conditions and with the resources available.</li> <li>▪ Arrange for immediate action to be undertaken as prescribed by Dam Safety Consultant. (RPEQ).</li> <li>▪ Decide whether or not to instigate immediate repairs.</li> <li>▪ If repairs are not undertaken, the damage is to remain monitored.</li> <li>▪ If repairs are to be undertaken, the Dam Safety Consultant is to be consulted over the specification of the repairs. Materials and/or services may be obtained through existing FRW suppliers or as decided otherwise by the Manager.</li> <li>▪ Advise the Manager FRW and General Manager Regional Services of situation.</li> <li>▪ Have Media Communications Officer keep the media and downstream residents informed in accordance with the Communication Plan.</li> <li>▪ Should situation be considered critical by the Dam Safety Consultant, consider evacuation of downstream residents.</li> <li>▪ Advise the Manager FRW and General Manager Regional Services of situation.</li> <li>▪ Advise the Dam Safety Regulator (within 48hrs) that the EAP has been activated and of the general situation.</li> </ul>
<p><b>ON COMPLETION OF REPAIRS</b></p> <ul style="list-style-type: none"> <li>▪ Monitor situation and report to the Incident Manager.</li> </ul>	<ul style="list-style-type: none"> <li>▪ If repairs appear to have stabilised the damage, confirm with the Dam Safety Consultant and close the Incident.</li> <li>▪ The Dam Safety Consultant is to confirm the closure of any Incident associated with damage to the dam.</li> <li>▪ <b>End of the Emergency Action Plan activation.</b></li> <li>▪ The Dam Safety Consultant is to identify any required follow up repairs or works. Document these required works in the Incident Log and in the Dam Data Book.</li> </ul>

Fitzroy River Water

No 7 Dam Mt Morgan, Emergency Action Plan

TREATMENT & SUPPLY OFFICER / OPERATIONS ENGINEER	INCIDENT MANAGER
<p><b>AFTER THE EVENT</b></p> <p>Prepare an Emergency Event Report and submit, along with the Incident Log, to Incident Manager.</p>	<ul style="list-style-type: none"> <li>▪ Review and complete the Incident Log.</li> <li>▪ Stand down the Incident Management Team, review and complete Emergency Event Report and submit to Manager FRW for submission to General Manager Regional Services.</li> </ul>
	<p><b>GENERAL MANAGER – REGIONAL SERVICES</b></p> <p>Forward Emergency Event Report within 30 days of the event to the Director of Dam Safety, Dept. Energy and Water Supply (DEWS), PO BOX 2454, BRISBANE Q 4001 and Chief Executive Officer, RRC.</p>

## 6.8 Earthquake is Reported in the Vicinity of the Dam

### **ACTIVATE EMERGENCY ACTION PLAN. THIS IS AN **ALERT** LEVEL CONDITION.**

TREATMENT AND SUPPLY OFFICER	COORDINATOR TREATMENT AND SUPPLY
Inform the Manager Treatment and Supply that an earthquake has been felt in the area.	<ul style="list-style-type: none"> <li>▪ If possible, contact Geoscience Australia to ascertain epicentre and magnitude of earthquake (contact details below).</li> <li>▪ Inform the Manager FRW and General Manager Regional Services of the situation.</li> <li>▪ Activate Emergency Action Plan and appoint an Incident Manager (IM) to activate the FRW Emergency Response Plan (ERP).</li> </ul>
TREATMENT AND SUPPLY OFFICER	INCIDENT MANAGER
<ul style="list-style-type: none"> <li>▪ Immediately perform a Routine Dam Safety Inspection. During the inspection, note signs of slumps, erosion, springs/seepage, cracks, or deformation, this could be classified as damage to the dam.</li> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log and the Routine Dam Safety Inspection and report to the Incident Manager.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Arrange for the Dam Safety Consultant (RPEQ) to inspect the dam immediately in accordance with Special Dam Safety Inspection.</li> <li>▪ Direct action of FRW and RRC personnel during an emergency event to protect property and life to the maximum extent considered possible under the prevailing conditions and the resources available.</li> <li>▪ Arrange for action to be undertaken as prescribed by Dam Safety Consultant. (RPEQ)</li> <li>▪ Have Media Communications Officer keep the media and downstream residents informed in accordance with the Communication Plan.</li> <li>▪ Should situation be considered critical by the Dam Safety Consultant, consider evacuation of downstream residents.</li> <li>▪ Advise the Manager FRW and General Manager Regional Services of the situation.</li> <li>▪ Advise the Dam Safety Regulator (within 48hrs) that the EAP has been activated and of the general situation.</li> </ul>
<p><b>AFTER THE EVENT</b> Prepare an Emergency Event Report and submit, along with the Incident Log, to Incident Manager.</p>	<p><b>End of the Emergency Action Plan activation.</b></p> <ul style="list-style-type: none"> <li>▪ Review and complete the Incident Log.</li> <li>▪ Stand down the Incident Management Team, review and complete Emergency Event Report and submit to Manager FRW for submission to General Manager Regional Services.</li> </ul>
	GENERAL MANAGER – REGIONAL SERVICES
	Forward Emergency Event Report within 30 days of the event to the Director of Dam Safety, Dept. Energy and Water Supply (DEWS), PO BOX 2454, BRISBANE Q 4001 and Chief Executive Officer, RRC.

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No 7 Dam Mt Morgan, Emergency Action Plan

Contact Information for Geoscience Australia

**Phone:** Switchboard: +61 2 6249 9111

Sales Centre/product information: 1800 800 173

Earthquake information: 1800 655 739

Media Hotline: 1800 882 035

**Fax:** +61 2 6249 9999

**Email:** General enquiries: [clientservices@ga.gov.au](mailto:clientservices@ga.gov.au)

To email staff, use the following template: [firstname.lastname@ga.gov.au](mailto:firstname.lastname@ga.gov.au)

**Website:** [www.ga.gov.au](http://www.ga.gov.au)

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## 6.9 Excessive Movement of Dam Embankment

**ACTIVATE EMERGENCY ACTION PLAN. THIS IS A **LEAN FORWARD** LEVEL CONDITION.**

TREATMENT AND SUPPLY OFFICER	COORDINATOR TREATMENT AND SUPPLY
Inform the Coordinator Treatment and Supply that movement has been noticed.	<ul style="list-style-type: none"> <li>▪ Inform the Manager FRW and General Manager Regional Services of the situation.</li> <li>▪ Activate Emergency Action Plan and appoint an Incident Manager (IM) to activate the FRW Emergency Response Plan (ERP).</li> </ul>
TREATMENT AND SUPPLY OFFICER	INCIDENT MANAGER
<ul style="list-style-type: none"> <li>▪ Immediately perform a Routine Dam Safety Inspection. During the inspection, note any signs of slumps, erosion, springs, cracks or any deformation, which could be classified as damage to the dam.</li> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log and the Routine Dam Safety Inspection and report to the Incident Manager.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Arrange for the Dam Safety Consultant (RPEQ) to inspect the dam immediately in accordance with Special Dam Safety.</li> <li>▪ Direct action of FRW and RRC personnel during an emergency event to protect property and life to the maximum extent considered possible under the prevailing conditions and the resources available.</li> <li>▪ Arrange for action to be undertaken as prescribed by Dam Safety Consultant.</li> <li>▪ Should situation be considered critical by the Dam Safety Consultant, consider evacuation of downstream residents.</li> <li>▪ Advise the Manager FRW and General Manager Regional Services of situation.</li> <li>▪ Advise the Dam Safety Regulator (within 48hrs) that the EAP has been activated and of the general situation.</li> </ul>
AFTER THE EVENT	End of the Emergency Action Plan activation.
Prepare an Emergency Event Report and submit, along with the Incident Log, to the Incident Manager.	<ul style="list-style-type: none"> <li>▪ Review and complete the Incident Log.</li> <li>▪ Stand down the Incident Management Team, review and complete Emergency Event Report and submit to Manager FRW for submission to General Manager Regional Services.</li> </ul>
	GENERAL MANAGER – REGIONAL SERVICES
	Forward Emergency Event Report within 30 days of the event to the Director of Dam Safety, Dept. Energy and Water Supply (DEWS), PO BOX 2454, BRISBANE Q 4001 and Chief Executive Officer, RRC.

### 6.10 Slope Failure of Levee

Slope failure is the movement (sliding or rotation) of material down the face of the levee embankment. Slope failure may be evidenced by cracks or scarps near the crest of the levee or a bulge at the embankment toe.

**ACTIVATE EMERGENCY ACTION PLAN. THIS IS A **LEAN FORWARD** LEVEL CONDITION.**

TREATMENT AND SUPPLY OFFICER	COORDINATOR TREATMENT AND SUPPLY
<ul style="list-style-type: none"> <li>▪ Inform the Coordinator Treatment and Supply that a slope failure of the embankment has been identified.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inform the Manager FRW and General Manager Regional Services of the situation.</li> <li>▪ Activate Emergency Action Plan and appoint an Incident Manager (IM) to activate the FRW Emergency Response Plan (ERP).</li> </ul>
TREATMENT AND SUPPLY OFFICER	INCIDENT MANAGER
<ul style="list-style-type: none"> <li>▪ Immediately perform a Routine Dam Safety Inspection. During the inspection, note signs of slumps, erosion, springs/seepage, cracks, or deformation, this could be classified as damage to the dam.</li> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log and the Routine Dam Safety Inspection and report to the Incident Manager.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Arrange for the Dam Safety Consultant (RPEQ) to inspect the dam immediately in accordance with Special Dam Safety.</li> <li>▪ Direct action of FRW and RRC personnel during an emergency event to protect property and life to the maximum extent considered possible under the prevailing conditions and the resources available.</li> <li>▪ Arrange for action to be undertaken as prescribed by Dam Safety Consultant. (RPEQ)</li> <li>▪ Have Media Communications Officer keep the media and downstream residents informed in accordance with the Communication Plan.</li> <li>▪ Should situation be considered critical by the Dam Safety Consultant, consider evacuation of downstream residents.</li> <li>▪ Advise the Manager FRW and General Manager Regional Services of situation.</li> <li>▪ Advise the Dam Safety Regulator (within 48hrs) that the EAP has been activated and of the general situation.</li> </ul>
AFTER THE EVENT	<p><b>End of the Emergency Action Plan activation.</b></p> <ul style="list-style-type: none"> <li>▪ Review and complete the Incident Log.</li> <li>▪ Stand down the Incident Management Team, review and complete Emergency Event Report and submit to Manager FRW for submission to General Manager Regional Services.</li> </ul>
	<p><b>General Manager – Regional Services</b></p> <p>Forward Emergency Event Report within 30 days of the event to the Director of Dam Safety, Dept. Energy and Water Supply (DEWS), PO BOX 2454, BRISBANE Q 4001 and Chief Executive Officer, RRC.</p>

**6.11 Cracking in Structural Concrete**

As well as visual signs, cracking may be evidenced by mechanical problems such as a burst outlet pipe. On detection or notification of cracking in the structural concrete the following actions should be undertaken by the nominated officers:

**ACTIVATE EMERGENCY ACTION PLAN. THIS IS A LEAN FORWARD LEVEL CONDITION.**

<b>TREATMENT AND SUPPLY OFFICER</b>	<b>COORDINATOR TREATMENT AND SUPPLY</b>
<ul style="list-style-type: none"> <li>▪ Inform the Coordinator Treatment and Supply that cracking in the structural concrete has been identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Inform the Manager FRW and General Manager Regional Services of the situation.</li> <li>• Activate Emergency Action Plan and appoint an Incident Manager (IM) to activate the FRW Emergency Response Plan (ERP).</li> </ul>
<b>TREATMENT AND SUPPLY OFFICER</b>	<b>INCIDENT MANAGER</b>
<ul style="list-style-type: none"> <li>▪ Immediately perform a Routine Dam Safety Inspection. During the inspection, note signs of slumps, erosion, springs/seepage, cracks, or deformation, this could be classified as damage to the dam.</li> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log and the Routine Dam Safety Inspection and report to the Incident Manager.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Arrange for the Dam Safety Consultant (RPEQ) to inspect the dam immediately in accordance with Special Dam Safety Inspection).</li> <li>▪ Direct action of FRW and RRC personnel during an emergency event to protect property and life to the maximum extend considered possible under the prevailing conditions and the resources available.</li> <li>▪ Arrange for action to be undertaken as prescribed by Dam Safety Consultant. (RPEQ)</li> <li>▪ Have Media Communications Officer keep the media and downstream residents informed.</li> <li>▪ Should situation be considered critical by the Dam Safety Consultant, consider evacuation of downstream residents.</li> <li>▪ Advise the Manager FRW and General Manager Regional Services of situation.</li> <li>▪ Advise the Dam Safety Regulator (within 48hrs) that the EAP has been activated and of the general situation.</li> </ul>
<b>AFTER THE EVENT</b>	<b>End of the Emergency Action Plan activation.</b>
<ul style="list-style-type: none"> <li>▪ Complete the Emergency Event Report and submit, along with the Incident Log, to the Incident Manager.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review and complete the Incident Log.</li> <li>▪ Stand down the Incident Management Team, review and complete Emergency Event Report and submit to Manager FRW for submission to General Manager Regional Services.</li> </ul>
	<b>GENERAL MANAGER – REGIONAL SERVICES</b>
	<p>Forward Emergency Event Report within 30 days of the event to the Director of Dam Safety, Dept. Energy and Water Supply (DEWS), PO BOX 2454, BRISBANE Q 4001 and Chief Executive Officer, RRC.</p>

## 6.12 Wave Erosion

### **THIS IS AN ALERT LEVEL CONDITION.**

Wave erosion is the beaching or notching of the upstream face of embankments by waves generated over long periods of strong winds. Undertake inspections of upstream face of embankment during, or after, periods of strong winds.

TREATMENT & SUPPLY OFFICER	COORDINATOR TREATMENT AND SUPPLY
<ul style="list-style-type: none"> <li>▪ Notify the Coordinator Treatment and Supply that wave erosion has been identified on the embankment.</li> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log. Advise Manager Treatment and Supply of change.</li> </ul>	<p><b>Minor Erosion</b></p> <ul style="list-style-type: none"> <li>▪ Arrange for the Dam Safety Consultant (RPEQ) to inspect the dam immediately in accordance with Special Dam Safety Inspection) and submit a report containing a plan of restoration.</li> <li>▪ Arrange for action to be undertaken as prescribed by Dam Safety Consultant. (RPEQ)</li> <li>▪ When the issue has been resolved, close the Incident.</li> </ul> <p><b>Major Erosion</b></p> <ul style="list-style-type: none"> <li>▪ Should situation be considered critical by the Dam Safety Consultant, consider Activation of the Emergency Action Plan.</li> <li>▪ Advise the Manager FRW and General Manager Regional Services of situation.</li> <li>▪ Arrange for action to be undertaken as prescribed by Dam Safety Consultant. (RPEQ)</li> <li>▪ Consider evacuation of downstream residents.</li> <li>▪ Advise the Dam Safety Regulator (within 48hrs) if the EAP has been activated and of the general situation.</li> </ul>
<p><b>AFTER THE EVENT</b> When the issue has been resolved, prepare an Emergency Event Report and submit to Coordinator Treatment and Supply.</p>	<p><b>End of the Emergency Action Plan activation.</b></p> <ul style="list-style-type: none"> <li>▪ Review and complete the Incident Log.</li> <li>▪ Stand down the Incident Management Team, review and complete Emergency Event Report and submit to Manager FRW for submission to General Manager Regional Services.</li> </ul> <p><b>GENERAL MANAGER – REGIONAL SERVICES</b> Forward Emergency Event Report within 30 days of the event to the Director of Dam Safety, Dept. Energy and Water Supply (DEWS), PO BOX 2454, BRISBANE Q 4001 and Chief Executive Officer, RRC.</p>

### 6.13 Toxic Spill in Catchment / Storage

#### **THIS IS AN ALERT LEVEL CONDITION.**

On detection or notification of a toxic or hazardous substance contaminating the catchment or storage the following actions should be undertaken by the nominated officers:

TREATMENT & SUPPLY OFFICER	COORDINATOR TREATMENT AND SUPPLY
<ul style="list-style-type: none"> <li>▪ Notify the Coordinator Treatment and Supply of the Toxic spill in the dam storage or catchment of the dam.</li> <li>▪ Seek advice so as to determine what the toxin consists of and the source of the toxin and advise Coordinator Treatment and Supply.</li> <li>▪ Undertaken water sampling and testing immediately and over time take regular water samples for testing, especially near the town water supply pump.</li> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log. Advise Coordinator Treatment and Supply.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Notify details of the Toxic Spill, along with storage water level and rainfall forecast to:               <ul style="list-style-type: none"> <li>○ the Manager FRW</li> <li>○ General Manager Regional Services</li> <li>○ Office of the Water Supply Regulator (DEWS)</li> <li>○ Dept. Environment and Heritage Protection.</li> <li>○ Local Disaster Coordinator.</li> </ul> </li> <li>▪ Cease pumping to Town Water Supply and test town water supply for contaminants.</li> <li>▪ Impose immediate water restrictions within town area. (Check potential to pump water from Fletcher Creek Weir).</li> <li>▪ Determine a clean up procedure or isolation technique so as to contain the toxin.</li> <li>▪ Have Manager FRW exercise his right to close access to recreational activities on the lake in accordance with the Waterways Management Plan.</li> <li>▪ Notify affected people (RRC Manager Parks and Open Spaces, nearby residents, recreation users, tourists, campers) if Police/Qld Fire Service have not already done so.</li> <li>▪ Prepare press release and/or consider detailing facts on RRC website.</li> <li>▪ Monitor results of water sample tests.</li> <li>▪ When the issue has been resolved, advise the Manager FRW and General Manager Regional Services and close the Incident.</li> </ul>
<p>When the issue has been resolved, prepare an event report and submit to Coordinator Treatment and Supply.</p>	<p>Review and file the event report.</p>

**6.14 Algae Bloom in Storage / Catchment**

**THIS IS AN ALERT LEVEL CONDITION.**

On detection or notification of any form of algal bloom within or upstream of the storage the following actions should be undertaken by the nominated officers:

TREATMENT & SUPPLY OFFICER	COORDINATOR TREATMENT AND SUPPLY
<ul style="list-style-type: none"> <li>▪ Notify the Coordinator Treatment and Supply of the Algae Bloom outbreak in the dam storage or catchment of the dam.</li> <li>▪ Determine the severity of the Algae Bloom and advise Manager Treatment and Supply.</li> <li>▪ Undertake Algae Bloom counts regularly and undertake testing, especially near the town water supply pump.</li> <li>▪ Monitor the situation, keeping notes and photographs for the Incident Log. Advise Manager Treatment and Supply.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Notify details of the Algae Bloom to:                             <ul style="list-style-type: none"> <li>○ Manager FRW, along with storage water level and rainfall forecast.</li> <li>○ General Manager Regional Services</li> <li>○ Office of Water Supply Regulator (DEWS) (Contact details below)</li> <li>○ Local Disaster Coordinator</li> </ul> </li> <li>▪ Request raw water toxin analyses or bioassay if cell count / ml of                             <ul style="list-style-type: none"> <li>○ <i>Microcystis aeruginosa</i> is greater than 2,000, or if</li> <li>○ Total cell count / ml of BGA known to produce toxins is greater than 15,000.</li> </ul>                             Toxin producers include the following species...  <i>Anabaena circinalis</i>  <i>Anabaena spirroides</i>  <i>Aphanizomenon ovalisporum</i>  <i>Cylindrospermopsis raciborskii</i>  <i>Nodularia spumigena</i>  <i>Nostoc linkea</i>  <i>Microcystis aeruginosa</i> </li> <li>or if                             <ul style="list-style-type: none"> <li>○ Total cell count / ml of all BGA exceed 100,000.</li> </ul>                             If raw water toxin level greater than 1 µg /L or bioassay shows toxicity, implement BGA toxin treatment steps and request analysis of treated water for toxins. BGA toxin treatment steps are outlined in FRW Procedure "Glenmore BGA Toxin Treatment Procedure" (draft).                               If treated water toxin level greater than 1 µg /L or bioassay shows toxicity, implement use of alternative water supplies, consult health department, and issue media alerts to provide advisory notices to the public regarding the situation. Procedures to implement alternative water supplies and advisory notices are documented in FRW Procedure "Glenmore Potable Water BGA Toxin Contamination" (draft).   <u>Sample frequency:</u>                              Weekly sample of Drinking Water sampling site                         </li> </ul>

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TREATMENT & SUPPLY OFFICER	COORDINATOR TREATMENT AND SUPPLY
	<ul style="list-style-type: none"> <li>▪ Cease pumping to Town Water Supply unless the Algae bloom treatment facilities are in place.</li> <li>▪ Impose immediate water restrictions within town area. (Check potential to pump water from Fletcher Ck Weir). If treatment facilities are not available.</li> <li>▪ Have Manager FRW exercise his right to close access to recreational activities on the lake in accordance with the Waterways Management Plan.</li> <li>▪ Notify affected people (RRC Manager Parks and Open Spaces, nearby residents, recreation users, tourists, campers).</li> <li>▪ Prepare press release and/or consider detailing facts on RRC website.</li> <li>▪ Monitor results of water sample tests.</li> <li>▪ When the issue has been resolved, advise the Manager FRW and General Manager Regional Services, Office of Water Supply Regulator (DEWS) and close the Incident.</li> </ul>
<p>When the issue has been resolved, complete an Event Report and submit to Manager Treatment and Supply.</p>	<p>Review and file the Event Report.</p>

### 6.15 Post Emergency Maintenance

Maintenance may be required under post emergency conditions and should be undertaken immediately after an emergency event.

The relevant post emergency maintenance activities are outlined in the accompanying Operation and Maintenance Manual (O&M Manual).

## 7 Dam Failure Inundation Map

SunWater undertook a Failure Impact Assessment for the Mt Morgan No 7 dam in August 2009, which was subsequently approved by the Regulator.

The Failure Impact Assessment data has been applied to the latest contour and aerial photography data in the Mt Morgan area to produce maps identifying the various calculated flood inundation areas in relation to dwellings and other relevant infrastructure.

Maps have been produced showing:  
Maximum Probable Flood –Dam Failure - downstream inundation area.  
Maximum Probable Flood –No Failure - downstream inundation area.  
Sunny Day Failure - downstream inundation area.

(See Appendix C)

## 8 Emergency Event Reporting

Following an emergency, an Emergency Event Report should be completed in accordance with the Queensland Dam Safety Management Guidelines. Generally an Emergency Event Report should contain:

- A description of the event,
- Instrumentation readings (where appropriate),
- Description of any observed damage,
- Photographs,
- The EAP,
- Details of communication which took place during the emergency,
- Comment on the adequacy of the EAP,
- Any recommendations or suggested changes to the EAP.

Dam owners have the responsibility for implementing the recommendations contained in the Emergency Event Report. Comprehensive inspections and ultimately audits undertaken by the Regulator, will evaluate the dam owners response to Emergency Event Reports.

It is recommended that the Emergency Event report be prepared in liaison with all parties that were involved in the emergency to ensure all issues and/or successes from the event are captured in the report.

## 9 Testing and Reviewing the EAP

To ensure the EAP is kept up to date and effective, it must be maintained by undertaking testing and reviewing procedures.

### 9.1 Testing

The EAP should be tested by periodically conducting a drill simulating emergency conditions. Such tests can be either field or desk top exercises and are used to refresh and train those likely to be involved if an event occurs.

Operational staff at the dam should participate in exercises annually. Larger scale exercises involving co-ordination between the Counter Disaster Groups, External Organisations and other authorities should be conducted every five years.

### 9.2 Reviewing

A periodic review of the overall plan should be conducted to assess its workability and efficiency, and to plan for the improvement of weak areas.

Annual reviews should be conducted to ensure contact details, personnel and appendices are up to date and current.

A detailed review of the EAP for adequacy should be undertaken at least every five years as part of the comprehensive five yearly inspections.

Once the EAP has been revised, the updated version (or the affected pages) should be distributed to all involved parties, as per the control list on the front page of this document. The distribution of copies of the EAP and the notification flowchart (if issued separately) must be controlled and documented to ensure simultaneous updating of all copies.

Updates should be made promptly. In addition, it is recommended that the entire EAP is reprinted and distributed to all parties at least every 5 years.

### **9.3 Reference to Operation and Maintenance Manual**

The O&M Manual should be cross-referenced when any updates are made to the EAP.

Updates made to the EAP that also apply to the O&M Manual are to be noted and applied to ensure consistency.

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**Appendix A      Area Map**

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## **Appendix B      Storage Catchment Area Plan**

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## Appendix C Dam Failure and Flood Inundation Maps

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## Appendix D List of Parties Affected by Dam Failure

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## Appendix E      Water Level Monitoring Sheet

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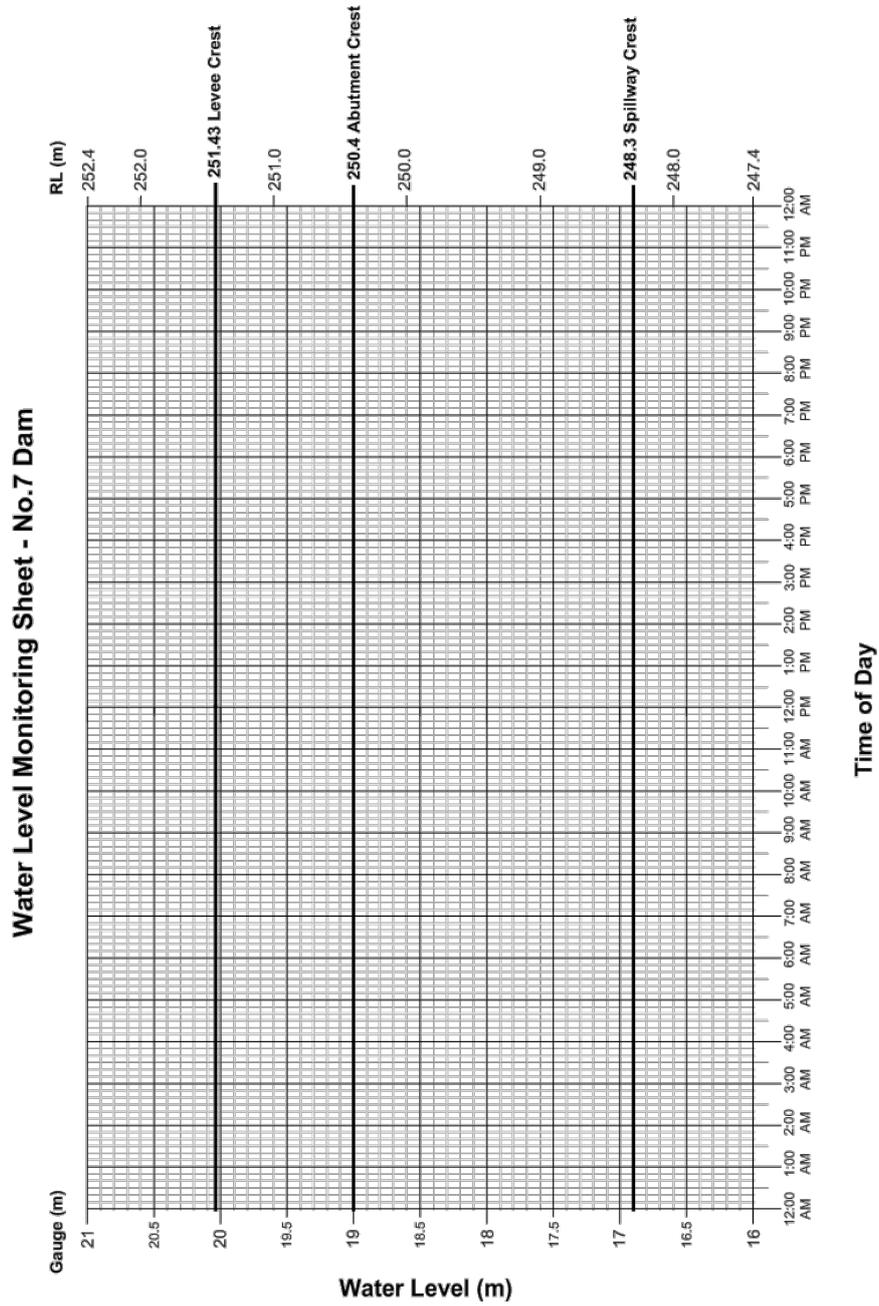
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Figure E.1 – Water Level Monitoring



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## Appendix F, Storage Capacity Curve

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**Appendix G      Dam Technical Details**

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## **Appendix H      Dam Plans**

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## Appendix I Incident Log Forms

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**Appendix J Discharge Rating Table**

<b>No 7 DAM LEVEL</b>	<b>Discharge Capacity m3/s</b>	<b>Discharge Capacity ML/d</b>
248.30	0	0
249.00	114	9,850
250.00	432	37,325
250.40	593	51,235
251.00	989	85,450
251.40	1360	117,504
252.40	2814	243,130

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**Appendix K**

**Dam Safety Conditions**

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**11.4 CONSTITUTION OF COMMITTEES**

<b>File No:</b>	<b>10072</b>
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. <b>Draft Projects Development Committee Terms of Reference 10 May 2016</b></li> <li>2. <b>Schedule of Meetings - Amended May to December 2016</b></li> </ol>
<b>Authorising Officer:</b>	<b>Evan Pardon - Chief Executive Officer</b>
<b>Author:</b>	<b>Shane Turner - Manager Governance Support</b>

**SUMMARY**

*The Local Government Act 2009 allows Council to appoint Standing Committees and Council has requested that a new Standing Committee, Projects Development Committee, be created.*

**OFFICER'S RECOMMENDATION**

THAT:

1. Council adopt the following Standing Committee structure and the Terms of References as attached to the report pursuant to s264 of the *Local Government Regulation 2012*:

Committee	Members	Chairperson
Projects Development Committee	Committee of the Whole	Mayor

2. Council amend the Schedule of Meetings by replacing the Planning and Regulatory Committee currently scheduled on the first Tuesday of the month with the Projects Development Committee, with the first meeting of the Projects Development Committee therefore being held on Tuesday 7 June.

**BACKGROUND**

Council has indicated that it wishes to have a number of Committees to deal with certain matters.

The Chief Executive Officer is seeking direction from Council on the following:

1. Appointment of new Standing Committee "Projects Development Committee" into the Council's committee structure;
2. Appointment of members to the Committee;
3. Determination of the Committee Chairperson;

It is proposed that the following Committee be constituted and the Terms of Reference for the Committee as shown in Attachment 1 be adopted.

Committee	No of Members	Recommending or Delegated
Projects Development Committee	Committee of the whole	Delegated

# **CONSTITUTION OF COMMITTEES**

## **Draft Projects Development Committee Terms of Reference 10 May 2016**

**Meeting Date: 10 May 2016**

**Attachment No: 1**



**Date:** 10 May 2016  
**Subject:** Terms of Reference – Projects Development Committee  
**File Ref:** 8237

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## 1. PURPOSE

The Projects Development Committee is a formal standing committee of Rockhampton Regional Council and provides direction and leadership on the functional responsibilities detailed in section 3 "Responsibilities".

## 2. SCOPE AND LIMITATIONS

This Committee comprises all Councillors of Rockhampton Regional Council.

This Standing Committee is authorised to deal with Significant Projects identified by Council, identify potential Significant Projects put forward for external funding support. Approve funding submissions as required. For clarity a Significant Project will have a highly public deliverable as the outcome, would be expected to generation a high level of community interest and will have a minimum cost of \$1,000,000 as a default value but can also be any other project identified by Council or CEO as a Significant Project.

The Projects Development Committee has delegated authority of Council limited to those matters in section 3 "Responsibilities".

The main functions of the Committee are to:

1. Receive reports from the Chief Executive Officer, General Managers and appropriately delegated officers.
2. Consider the material in the reports from officers and seek further information from relevant officers, if necessary.
3. Formally resolve Council's position on matters brought before the Committee.

## 3. RESPONSIBILITIES

The following is a list of functions that can be considered by the Projects Development Committee:

- Provide Council's Significant Project governance oversight;
- Ensure Significant Projects align with Council's strategic plan and corporate direction;
- Optimise the return on investment for Council and ensure value for money outcomes for the community
- Provide a consistent and sequential methodology in progressing Significant Projects through their various stages, whilst confirming Council approval to advance;
- Monitor and act where necessary, existing Significant Project outcome decisions ;
- Development of a Significant Projects list for potential funding opportunities;
- Identify potential budget availability with the exception of altering the current financial year's capital works projects program. Changes to the existing capital works project program are required to go to the Ordinary Council meeting if a listed capital works program project is to be deferred, removed or significantly altered;

- Monitoring of Significant Project costs;
- Adopt funding submissions for Significant Projects;

#### **4. MEMBERSHIP**

The membership of the Projects Development Committee shall be all Councillors with the Mayor being the Chairperson.

#### **5. ROLE OF THE CHAIR**

The Mayor shall be the Chair and shall assume overall responsibility for the good governance and order of the Projects Development Committee meeting.

#### **6. QUORUM**

A quorum of the committee is a majority of its member Councillors. However, if the number of Councillors is an even number, one half of the number is the quorum.

#### **7. FREQUENCY**

The Projects Development Committee will meet at least on a monthly basis.

A 'Schedule of Meetings' is to be forwarded to Council at least twice per annum, for adoption detailing dates and times for these meetings.

#### **8. AGENDA DISTRIBUTION TIME**

The agenda for this committee will be distributed in accordance with s258 (Notice of meetings) of the *Local Government Regulation 2012*.

**Evan Pardon**  
**Chief Executive Officer**

# **CONSTITUTION OF COMMITTEES**

## **Schedule of Meetings - Amended May to December 2016**

**Meeting Date: 10 May 2016**

**Attachment No: 2**

**SCHEDULE OF COUNCIL AND COMMITTEE MEETINGS  
MAY TO DECEMBER 2016**

**MAY 2016**

MONDAY		TUESDAY				WEDNESDAY				THURSDAY		FRIDAY	
2 MAY	<b>LABOUR DAY</b>	3 MAY	Planning & Regulatory (9am)	Councillor Forum		4 MAY				5 MAY		6 MAY	
9 MAY		10 MAY	Council (9am)			11 MAY				12 MAY		13 MAY	
16 MAY		17 MAY	Planning & Regulatory (9am)	Infrastructure (12.30pm)	Airport, Water & Waste (3pm)	18 MAY	Community Services (9am)	Parks, Recreation & Sport (12.30pm)		19 MAY		20 MAY	
23 MAY		24 MAY	Council (9am)			25 MAY				26 MAY		27 MAY	

**JUNE 2016**

MONDAY		TUESDAY				WEDNESDAY				THURSDAY		FRIDAY	
6 JUNE		7 JUNE	Projects Development (9am)	Councillor Forum		8 JUNE				9 JUNE		10 JUNE	
13 JUNE		14 JUNE	Council (9am)			15 JUNE				16 JUNE	<b>SHOW HOLIDAY</b>	17 JUNE	
20 JUNE		21 JUNE	Planning & Regulatory (9am)	Infrastructure (12.30pm)	Airport, Water & Waste (3pm)	22 JUNE	Community Services (9am)	Parks, Recreation & Sport (12.30pm)		23 JUNE		24 JUNE	
27 JUNE		28 JUNE	Council (9am)			29 JUNE				30 JUNE		1 JULY	

**JULY 2016**

MONDAY		TUESDAY				WEDNESDAY				THURSDAY		FRIDAY	
4 JULY		5 JULY	Projects Development (9am)	Councillor Forum		6 JULY				7 JULY		8 JULY	
11 JULY		12 JULY	Council (9am)			13 JULY				14 JULY		15 JULY	
18 JULY		19 JULY	Planning & Regulatory (9am)	Infrastructure (12.30pm)	Airport, Water & Waste (3pm)	20 JULY	Community Services (9am)	Parks, Recreation & Sport (12.30pm)		21 JULY		22 JULY	
25 JULY		26 JULY	Council (9am)			27 JULY				28 JULY		29 JULY	

**AUGUST 2016**

MONDAY		TUESDAY				WEDNESDAY				THURSDAY		FRIDAY	
1 AUG		2 AUG	Projects Development (9am)	Councillor Forum		3 AUG				4 AUG		5 AUG	
8 AUG		9 AUG	Council (9am)			10 AUG				11 AUG		12 AUG	
15 AUG		16 AUG	Planning & Regulatory (9am)	Infrastructure (12.30pm)	Airport, Water & Waste (3pm)	17 AUG	Community Services (9am)	Parks, Recreation & Sport (12.30pm)		18 AUG		19 AUG	
22 AUG		23 AUG	Council (9am)			24 AUG				25 AUG		26 AUG	

**SEPTEMBER 2016**

MONDAY		TUESDAY				WEDNESDAY				THURSDAY		FRIDAY	
5 SEPT		6 SEPT	Projects Development (9am)	Councillor Forum		7 SEPT				8 SEPT		9 SEPT	
12 SEPT		13 SEPT	Council (9am)			14 SEPT				15 SEPT		16 SEPT	
19 SEPT		20 SEPT	Planning & Regulatory (9am)	Infrastructure (12.30pm)	Airport, Water & Waste (3pm)	21 SEPT	Community Services (9am)	Parks, Recreation & Sport (12.30pm)		22 SEPT		23 SEPT	
26 SEPT		27 SEPT	Council (9am)			28 SEPT				29 SEPT		30 SEPT	

**OCTOBER 2016**

MONDAY		TUESDAY				WEDNESDAY				THURSDAY		FRIDAY	
3 OCT	QUEEN'S BIRTHDAY	4 OCT	Projects Development (9am)	Councillor Forum		5 OCT				6 OCT		7 OCT	
10 OCT		11 OCT	Council (9am)			12 OCT				13 OCT		14 OCT	
17 OCT		18 OCT	Planning & Regulatory (9am)	Infrastructure (12.30pm)	Airport, Water & Waste (3pm)	19 OCT	Community Services (9am)	Parks, Recreation & Sport (12.30pm)		20 OCT		21 OCT	
24 OCT		25 OCT	Council (9am)			26 OCT				27 OCT		28 OCT	

**NOVEMBER 2016**

MONDAY		TUESDAY				WEDNESDAY				THURSDAY		FRIDAY	
31 OCT		1 NOV	Projects Development (9am)	Councillor Forum		2 NOV				3 NOV		4 NOV	
7 NOV		8 NOV	Council (9am)			9 NOV				10 NOV		11 NOV	
14 NOV		15 NOV	Planning & Regulatory (9am)	Infrastructure (12.30pm)	Airport, Water & Waste (3pm)	16 NOV	Community Services (9am)	Parks, Recreation & Sport (12.30pm)		17 NOV		18 NOV	
21 NOV		22 NOV	Council (9am)			23 NOV				24 NOV		25 NOV	

**DECEMBER 2016**

MONDAY		TUESDAY				WEDNESDAY				THURSDAY		FRIDAY	
5 DEC		6 DEC	Projects Development (9am)	Infrastructure (12.30pm)	Airport, Water & Waste (3pm)	7 DEC	Community Services (9am)	Parks, Recreation & Sport (12.30pm)		8 DEC		9 DEC	
12 DEC		13 DEC	Council (9am)			14 DEC				15 DEC		16 DEC	
19 DEC		20 DEC				21 DEC				22 DEC		23 DEC	
26 DEC	BOXING DAY	27 DEC				28 DEC				29 DEC		30 DEC	

## 12 NOTICES OF MOTION

### 12.1 NOTICE OF MOTION - COUNCILLOR STEPHEN SCHWARTEN - EXECUTIVE SUPPORT

<b>File No:</b>	<b>289</b>
<b>Attachments:</b>	<b>1. Notice of Motion Letter - Councillor Schwarten</b>
<b>Responsible Officer:</b>	<b>Evan Pardon - Chief Executive Officer</b>

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#### SUMMARY

*Councillor Schwarten, at the last Ordinary Council meeting, indicated his intention to move a Notice of Motion regarding his executive support at the next Ordinary Council Meeting.*

#### COUNCILLOR'S RECOMMENDATION

1. THAT the Chief Executive Officer shall provide additional administration support staff in order to temporarily buttress democratic representation, social inclusion and meaningful community engagement for the residents of Division 7 while the council representative for the Division, Councillor Stephen Schwarten, has a number of recently arising personal medical issues investigated;
2. THAT the pre-existing administrative support arrangements for Councillor Schwarten in the School of Arts Building be extended, temporarily, subject to him providing council members and the Chief Executive Officer with monthly updates on progress; and
3. THAT in keeping with the Local Government principle, "transparency", Councillor Schwarten of his own volition will endeavour to satisfy on an ongoing basis any and all questions council members and or the Chief Executive Officer may have regarding these personal and private medical matters.

#### BACKGROUND

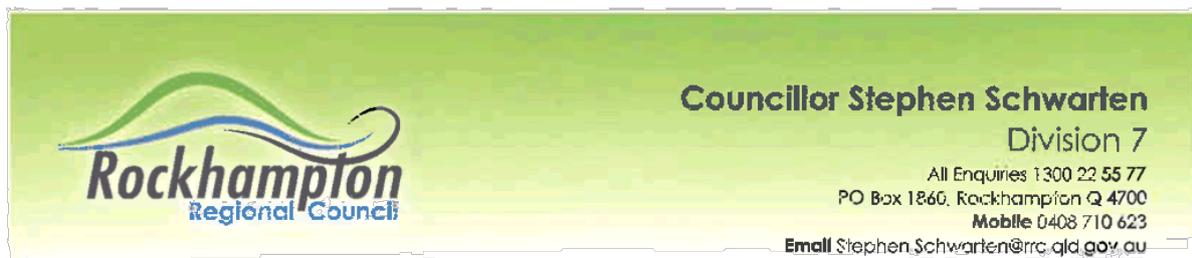
Councillor Stephen Schwarten has presented the Chief Executive Officer with a Notice of Motion as attached to this report.

**NOTICE OF MOTION –  
COUNCILLOR STEPHEN SCHWARTEN  
- EXECUTIVE SUPPORT**

**Notice of Motion Letter –  
Councillor Schwarten**

**Meeting Date: 10 May 2016**

**Attachment No: 1**



26 April 2016

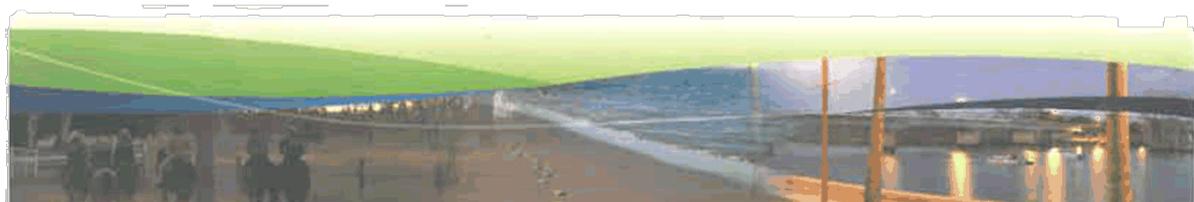
**Mr Evan Pardon**  
**Chief Executive Officer**  
**Rockhampton Regional Council**  
PO Box 1860  
ROCKHAMPTON QLD 4700

Dear Evan

#### NOTICE OF MOTION

I, Councillor Stephen John Schwarten, Councillor for Division 7, Rockhampton Regional Council do hereby give notice to council of my intention to move the following motion at the next Ordinary Meeting:

1. In accordance with the Local Government Principles as laid down in LGA 2009, and in keeping with s 10.1 of the recently adopted Rockhampton Regional Council Statutory Policy "Administrative Tools and Officer Amenities, Facilities for Mayor and Councillors", at Paragraph Six, the Chief Executive shall provide additional administration support staff in order to temporarily buttress democratic representation, social inclusion and meaningful community engagement for the residents of Division 7 while the council representative for the Division, Councillor Stephen Schwarten, has a number of recently arisen personal medical issues investigated.
2. So as to avoid disadvantaging the residents of Division 7 during this time, pre-existing administration support arrangements for Councillor Schwarten in the School of Arts Building shall be extended, temporarily, subject to him providing council members and the Chief Executive Officer with monthly updates on progress.



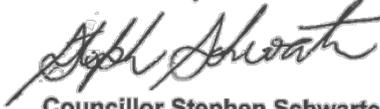
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3. In keeping with the Local Government principle, "transparency", Councillor Schwarten of his own volition will endeavour to satisfy on an ongoing basis any and all questions council members and or the Chief Executive Officer may have regarding these personal and private medical matters.

**Commentary**

Prior to the next Ordinary Meeting Councillor Schwarten will provide council members and the Chief Executive Officer, at their convenience, with a full background to this Notice of Motion and make available for their perusal and subsequent consideration all relevant patient – provider privileged details. In conclusion, the compassion and support of all concerned will be greatly appreciated by Councillor Schwarten at this troubling time.

Yours faithfully



**Councillor Stephen Schwarten**  
Councillor, Division 7

**13 QUESTIONS ON NOTICE**

Nil

## 14 URGENT BUSINESS/QUESTIONS

*Urgent Business is a provision in the Agenda for members to raise questions or matters of a genuinely urgent or emergent nature, that are not a change to Council Policy and can not be delayed until the next scheduled Council or Committee Meeting.*

## 15 CLOSED SESSION

In accordance with the provisions of section 275 of the *Local Government Regulation 2012*, a local government may resolve to close a meeting to the public to discuss confidential items, such that its Councillors or members consider it necessary to close the meeting.

### RECOMMENDATION

THAT the meeting be closed to the public to discuss the following items, which are considered confidential in accordance with section 275 of the *Local Government Regulation 2012*, for the reasons indicated.

#### 16.1 Rockhampton River Festival - Update and Tender/Quote Consideration Plan

This report is considered confidential in accordance with section 275(1)(e), of the *Local Government Regulation 2012*, as it contains information relating to contracts proposed to be made by it.

## 16 CONFIDENTIAL REPORTS

### 16.1 ROCKHAMPTON RIVER FESTIVAL - UPDATE AND TENDER/QUOTE CONSIDERATION PLAN

**File No:** 6097

**Attachments:**

1. River Festival Budget
2. Marketing Plan
3. Marketing Timetable

**Authorising Officer:** Russell Claus - Executive Manager Regional Development  
Evan Pardon - Chief Executive Officer

**Author:** Sarah Reeves - Manager Regional Promotions

This report is considered confidential in accordance with section 275(1)(e), of the *Local Government Regulation 2012*, as it contains information relating to contracts proposed to be made by it.

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#### SUMMARY

*This report provides an update on the Rockhampton River Festival including the tender/quote consideration plan.*

**17 CLOSURE OF MEETING**