LDMP – Part 2 Council Operations Team Sub Plan 2010

Rowland.

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LDMP Part 2 Council Operations Team Sub Plan

Foreword

The Fraser Coast Regional Council incorporates the former Hervey Bay City Council, Maryborough City Council, Woocoo Shire Council and two divisions (of three divisions) of Tiaro Shire Council. Fraser Island and other smaller islands form part of the Council. It is a vibrant and fast growing area that has a wide range of topography and changing demographics. It exhibits an abundance of natural, world heritage, historic, aquatic, flora and fauna attractions.

Despite the Fraser Coast Region's idyllic lifestyle, there will be occasions when the community is affected by a disaster both natural and non-natural, hence the need for a dynamic and robust Local Disaster Management Plan.

The Fraser Coast Council Operations Team Sub Plan addresses the Council's strategies to effectively deliver and coordinate the council's resources both directly and indirectly with an emergency situation or disaster in the Fraser Coast Region. The plan identifies the roles and responsibilities of council staff working in the local Council Operations Team (COT) as well as the structure and relationship with internal and external stakeholders. The council will respond appropriately to an event or disaster that has impacted or has the potential to severely disrupt the Region's communities and its infrastructure.

This document will be reviewed on a regular basis and updated to reflect changes in legislation, the changing needs of the region and lessons learnt from disasters elsewhere.

As a community we are unable to prevent a disaster from happening, however, we are able to minimise the adverse effects a disaster has on a community (both economically and socially) through comprehensive planning and preparation and managing effective response and recovery.

Mayor, Fraser Coast Regional Council
Chairperson
Fraser Coast Local Disaster Management Group.

02 / 02 / 2009

Acrobat Document

Preliminaries

Authority of the Plan

Fraser Coast Regional Council has the authority to write and implement a Local Disaster Management Plan in accordance *with Section 30, 57(1), 63 and 80 of the Disaster Management Act 2003.*

Approval of the Plan

The Fraser Coast Local Disaster Management Group, in accordance *with Section 30, of the Disaster Management Act 2003*, has prepared the Fraser Coast Operations and Support sub plan, version number 2, dated 9th December 2010.

……
Signature

……
Print Name

Chairman
Fraser Coast Local Disaster Management Group

Dated: _ _ /_ _/_ _ _ _

Review of the Plan

The Executive Officer, Maryborough District Disaster Management Group, in accordance with Section 30 (b), of the Disaster Management Act 2003, has reviewed the Fraser Coast Operations and Support sub plan, version number 2, dated 9th December 2010.

……
Signature

……
Print Name

Executive Officer
Maryborough District Disaster Management Group

Dated: _ _/_ _/ _ _ _ _

Endorsement of the Plan

The Fraser Coast Regional Council, in accordance *with Section 80(1) (b)* of the *Disaster Management Act 2003,* endorsed the Fraser Coast Operations and Support sub plan, version number 2, dated 9th December 2010 *o*n __/ __/ 2010, resolution No.

The Fraser Coast Regional Council Local Disaster Management Plan is hereby approved for distribution.

……
Signature

……
Print Name

Chief Executive Officer
Fraser Coast Regional Council

Dated: _ _/_ _/_ _ _ _

Amendment Register and Version Control

1. The Fraser Coast Local Disaster Management Group Executive Officer is responsible for approving the Sub Plan and subsequent amendments before review by the Executive Officer Maryborough District Disaster Management Group, in accordance *with Section 28(I) Disaster Management Act 2003*.

2. Following review by the Executive Officer Maryborough District Disaster Management Group, the Fraser Coast Regional Council must approve and endorse the Sub Plan or proposed amendments, in accordance *with Section 80(1) (b), Disaster Management Act 2003*.
3. The Fraser Coast Local Disaster Management Group Executive Officer may make updates or amendments of a minor nature, such as document references, key appointment names or contact details, which are ratified at the next Fraser Coast Local Disaster Management Group meeting.

Amendment and Version Control Register

Amendment /Version	Date	Prepared by	Comments
Ver.1.00	02/02/2009	Heide Nelson	
Ver.2.00	09/09/2010	Chris Vakas	Various updates

Distribution List

Fraser Coast Regional Council	3 copies (includes public display copy)
Fraser Coast Regional Library	1 copy
Fraser Coast Local Disaster Management Group	1 copy each
Chair Maryborough Disaster District Management Group	1 copy
Area Director Emergency Management Queensland	1 copy
Local Controllers SES	1 copy
SES Group Leaders	1 copy each
Lead Agencies	1 copy each
Bundaberg Regional Council	1 copy
Gympie Regional Council	1 copy
North Burnett Regional Council	1 copy
Wide Bay Water	1 copy

Abbreviations

AEP	Annual Exceedance Probability
AFAC	Australian Fire Authorities Council
AHD	Australia Height Datum (All BRC datum reported in AHD unless otherwise stated)
AIIMS	Australasian Inter-service Incident Management System
ARI	Annual Recurrence Interval
ATWS	Australian Tsunami Warning System
BoM	Bureau of Meteorology
BCA	Building Code of Australia
BMO	Bushfire Management Officer
BSA	Building Services Authority
CAEP	Council Assisted Evacuation Plan
CASA	Civil Aviation Safety Authority
COAG	Council of Australian Governments
COT	Council Operations Team: responsible for managing Council operations in response to a disaster
DART	Deep-ocean Assessment and Reporting of Tsunamis
DCS	Department of Community Safety
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DERM	Department of Environmental Resource Management
DES	Department of Emergency Services
DMA	Disaster Management Act 2003
DMU	Disaster Management Unit
DOC	Department of Communities
EHO	Environmental Health Officer
EMA	Emergency Management Australia
EMQ	Emergency Management Queensland
EPG	Evacuation Planning Group
FCRC	Fraser Coast Regional Council
GA	Geoscience Australia
GH	Gauge Height (All BOM datum reported in GH unless otherwise stated)
GIS	Geographic Information System

HAT	Highest Astronomical Tide
JATWC	Joint Australian Tsunami Warning Centre
LCWC	Local Community Welfare Committee
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
MOU	Memorandum of Understanding
NDM	Natural Disaster Management
NDRRA	Natural Disaster Relief and Recovery Arrangements
NGO	Non Government Organisation
NOAA	National Oceanic and Atmospheric Administration
NRIS	National Registration and Inquiry System
PTWC	Pacific Tsunami Warning Centre
PMF	Probable Maximum Flood
QAS	Queensland Ambulance Service
QFRS	Queensland Fire and Rescue Service
QPS	Queensland Police Service
QR	Queensland Rail
RACE	Response Advice for Chemical Emergencies
SDCC	State Disaster Coordination Centre
SEAFRAME	Sea Level Fine Resolution Acoustic Measuring Equipment
SES	State Emergency Service
SEWS	Standard Emergency Warning System
SIP	Shelter in Place
SITREP	Situation Report
SOP	Standard Operating Procedures
SPP	State Planning Policies
TCP	Traffic Control Point
TCWC	Tropical Cyclone Warning Centre
TMR	Transport and Main Roads
WBB	Wide Bay Burnett
WICEN	Wireless Institute Civil Emergency Network. (A group of Licensed Radio Operators, who have volunteered their services for emergency and backup communications).

Definitions

AS/NZS ISO 31000:2009	International Standard on Risk Management to supersede *AS/NZS 4360:2004, Risk management*.
Assembly Point	A designated location specifically selected as a point which is not anticipated to be adversely affected by the hazard.
Collection Point	A designated location where evacuees are collected and transported
Community Recovery Centre	A centre established by the Qld Department of Communities to facilitate the delivery of disaster recovery services to the disaster-affected community by multiple agencies from a single location.
Consequence	Outcome of an event affecting objectives NOTE 1 an event can lead to a range of consequences. NOTE 2 A consequence can be certain or uncertain and can have positive or negative effects on objectives. NOTE 3 consequences can be expressed qualitatively or quantitatively. NOTE 4 Initial consequences can escalate through knock-on effects. *[AS/NZS ISO 31000:2009]*
Control	Measure that is modifying risk NOTE 1 Controls include any process, policy, device, practice, or other actions which modify risk. NOTE 2 Controls may not always exert the intended or assumed modifying effect. *[AS/NZS ISO 31000:2009]*
Council	Where used means Fraser Coast Regional Council
Critical Infrastructure	Water Supply, Power Supply, Sewage Treatment, Gas Supply, Communications, Waste Service, Drainage, Road, Rail, Air and Sea Ports, Hospitals, Fire, Police, Ambulance and Emergency Services.
Cyclone Information Bulletin	Issued every 6 hours when a cyclone exists in Queensland Waters but a Cyclone Advice/Watch/Warning is not warranted.
Cyclone Shelter	A building, or part of a building, specifically designed and constructed to provide protection from wind and debris during the passage of a severe tropical cyclone. Cyclone shelters are to meet the requirements for a Public Cyclone Shelter as detailed in *Design Guidelines for Queensland Public Cyclone Shelters: September 2006*.

Cyclone Watch	A message released by the Tropical Cyclone Warning Centre (TCWC) when a cyclone or a disturbance with potential to develop into a cyclone exists and is likely to cause coastal gales within 48 hours but not within 24 hours.
Cyclone Warning	A message released by a tropical cyclone warning centre (TCWC) when the existence of a cyclone or a developing disturbance with potential to develop into a cyclone exists and is expected to cause at least gale force winds in coastal areas within 24 hours.
Disaster	A disaster is a serious disruption in a community, caused by the impact of an event that requires a significant coordinated response by the State and other entities to help the community recover from the disruption *(Disaster Management Act 2003).*
Event	Occurrence or change of a particular set of circumstances NOTE 1 an event can be one or more occurrences, and can have several causes. NOTE 2 An event can consist of something not happening. NOTE 3 An event can sometimes be referred to as an “incident” or “accident”. NOTE 4 an event without consequences can also be referred to as a “near miss”, “incident”, “near hit” or “close call”. *[AS/NZS ISO 31000:2009]*
Epidemic	An outbreak of new cases of a certain disease, in a given human population that occur during a given period, substantially exceed what is expected based on recent experience.
Evacuation	The planned movement of persons from an unsafe or potentially unsafe location to a safer location and their eventual return. Evacuations may be: Voluntary- the DDC may advise people in threatened areas to evacuate voluntarily before Managed Evacuation is required. Mandatory (referred to as ‘Managed’) - the DCC issues a Managed Evacuation Order granted by a declaration of a Disaster Situation in accordance with *Section 64 of* the provisions of the Disaster Management Act 2003 by the issue of an Evacuation Advisory Notice for people in designated threatened areas to evacuate.
Evacuation Centre	A building or facility which is located beyond the natural hazard which provides people with basic human needs including temporary accommodation, food and water during the event.
Evacuation Route	The route nominated, along which people may travel from the storm tide evacuation zone to a place or area of safety.
Evacuation Sub Plan	A sub set of the main Disaster Management Plan.
Evacuation Time	Total time taken: to make the decision to evacuate; to advise people to evacuate; for all people to withdraw; for all people to be sheltered.
Flash flood	Flood of short duration with relatively high peak discharge. (BoM)
Flood	A flood occurs when water inundates (covers) land that is normally dry. (BoM)

Hazard	A source of potential harm, or a situation with a potential to cause loss (EMA, 2004).
Highest Astronomical Tide (HAT)	The highest level of water which can be predicted to occur under any combination of astronomical conditions. This level may not be reached every year.
Incident	Can be used interchangeably with event.
Incident Controller	The appointed individual responsible for the management of all incident operations
Infrastructure	schools, government facilities, aged care facilities, sporting facilities, community facilities, and recreational facilities, and structures not defined as Critical Infrastructure.
Leaving Time	Time taken in leaving the home. This includes collecting personal effects, enquiring regarding neighbours and friends and securing the premises.
Level of risk	Magnitude of a risk or combination of risks, expressed in terms of the combination of consequences and their likelihood [AS/NZS ISO 31000:2009].
Likelihood	Chance of something happening NOTE1 In risk management terminology, the word “likelihood” is used to refer to the chance of something happening, whether defined, measured or determined objectively or subjectively, qualitatively or quantitatively, and described using general terms or mathematically (such as a probability or a frequency over a given time period). NOTE 2 The English term “likelihood: does not have a direct equivalent in some languages; instead, the equivalent of the term “probability” is often used. However, in English, “probability” is often narrowly interpreted as a mathematical term. Therefore, in risk management terminology, “likelihood” is used with the intent that it should have the same broad interpretation as the term “probability” has in many languages other than English. [AS/NZS ISO 31000:2009]
Major flooding	In addition to the effects of Minor and Moderate flooding, extensive rural areas and/or urban areas are inundated. Properties and towns are likely to be isolated and major traffic routes likely to be closed. Evacuation of people from flood affected areas may be required. (BoM)
Minor flooding	Causes inconvenience. Low-lying areas next to watercourses are inundated which may require the removal of stock and equipment. Minor roads may be closed and low-level bridges submerged. (BoM)
Mitigation	Measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment (Australian Emergency Management Glossary, 1998).
Moderate flooding	In addition to the effects of minor flooding, the evacuation of some houses may be required. Main traffic routes may be covered. The area of inundation is substantial in rural areas requiring the removal of stock. (BoM)
Pandemic	An outbreak of infectious disease with a high attack rate in people of all age groups that occurs concurrently throughout the world.
Probable Maximum Flood	The most severe flood that is likely to occur at a particular location. Such a flood would result from the most severe combination of critical meteorological and hydrological conditions. (BoM)
Preparedness	Arrangements made to ensure that should an emergency occur, communities, resources and services are capable of coping with the effects (Australian Emergency Management Glossary, 1998).
Prevention	Measures to eliminate or reduce the incidence or severity of emergencies (Australian Emergency Management Glossary, 1998).

Property	All other structures in the built environment not defined as Infrastructure or Critical Infrastructure.
Recovery	The coordinated process of supporting disaster affected communities in reconstruction of physical infrastructure and restoration of emotional, social, economic and physical well-being (Australian Emergency Management Glossary, 1998).
Relief	The provision of immediate shelter, life support and human needs of persons affected by or responding to a disaster. It includes the establishment, management and provision of services to disaster relief centres (Australian Emergency Management Glossary, 1998).
Response	Actions taken in anticipation of, during and immediately after, a disaster to ensure its effects are minimised (Australian Emergency Management Glossary, 1998).
Resilience	The ability of an organisation/community to withstand and recover from Disasters and Emergencies.
Risk	Effect of uncertainty on objectives. NOTE 1 An effect is a deviation from the expected – positive and/or negative. NOTE 2 Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product and process). NOTE 3 Risk is often characterised by reference to potential events and consequences, or a combination of these. NOTE 4 Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence. NOTE 5 Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of an event, its consequence, or likelihood. [AS/NZS ISO 31000:2009]
Risk Management	Coordinated activities to direct and control an organisation with regard to risk. [AS/NZS ISO 31000:2009]
Riverine flooding	Riverine flooding is generally the result of widespread rain causing water over large areas to collect in streams and rivers, which overflow. These floods generally rise at a slower rate and although quite devastating, rise at a rate that usually allows for managed escape. Riverine floods are still dangerous as flowing water can still wash people, cars, etc away. Also, breaches of levees or other barriers may cause localised flash flooding as water flows through the breach into previously dry land. (BoM)
Serious disruption	One or more of the following occurring as a result of and event: • Loss of human life, or widespread illness or injury to humans; • Widespread or severe, critical infrastructure, infrastructure or property loss or damage; • Widespread or severe loss or damage to the economy; and • Widespread or severe loss or damage to the environment.

Severe Storm	A storm which produces: • hail, diameter of 2 cm or more; or • wind gusts of 90 km/h or greater; or • flash floods; or • lightning that causes death, injury or damage; or • tornadoes, or any combination of these. (BoM)
Shelter in Place (SIP)	The process of staying where you are and taking shelter, rather than trying to evacuate. This usually means selecting a small, interior room, with no or few windows, and taking refuge there.
State Instructional Institution	An educational institution established under s.13 or 14 of the Education (General Provisions) Act 2006, namely State primary, secondary or special education schools, environmental education centres or outdoor education centres.
Storm Surge	A storm surge is a rise above the normal water level along a shore resulting from strong onshore winds and / or reduced atmospheric pressure. Storm surges accompany a tropical cyclone as it comes ashore. (BoM)
Stormwater flooding	Inundation caused buy local run-off rather than water rising from a watercourse. It includes run-off exceeding the capacity of the drainage system. (Bureau of Transport and Regional Economics)
Storm Tide	The combination of a **storm surge**, tidal peaks, a shallow coastal gradient, and on-shore winds. A storm tide effect may be increased by funnelling due to coastal terrain.
Storm Tide Information Bulletin	An initial estimate of the possible storm surge associated with a coastal crossing of a severe tropical cyclone at the forecast intensity. (Note: the estimate includes only the storm surge, the actual storm tide would also depend on the wave setup and the normal tide height at the time of crossing).
Storm Tide Warning (Preliminary)	Issued during a Cyclone Warning phase when a storm tide risk is identified and it is expected that wind gusts along the threatened coast could Increase to 100 km/h or more within 24 hours.
Storm Tide Warning	Issued 12 hours before wind gusts of 100 km/h winds are predicted. Storm tide heights in the warnings are referenced to AHD. Warnings will be updated at 3 hourly intervals. A Final Storm Tide Warning will be issued after the cyclone has crossed the coast or ceases to be a threat.
Sustainability	The capacity to endure, the ability of a system to maintain processes, functions, biodiversity and productivity into the future.
Time Past-a-Point	Time taken for all people to pass a point on the evacuation route.
Tornado	These rarest and most violent of thunderstorm phenomena are rapidly rotating columns of air that descend in the well-known funnel shape from the base of a storm cloud. A tornado vortex, which can range in width from a few metres to hundreds of metres, usually whirls clockwise (viewed from above) and contains very damaging winds that may reach more than 450 km/h. (BoM)
Travel Time	Time taken for a person to travel the evacuation route.

Tropical Cyclones	Tropical cyclones are intense low pressure systems which form over warm ocean waters at low latitudes. Atmospheric circulations rotate clockwise in the southern hemisphere, and anti-clockwise in the northern hemisphere. Tropical cyclones are associated with strong winds, torrential rain and storm surges (in coastal areas). Tropical Cyclone Category System **Category 1** *(tropical cyclone)* Strongest winds are GALES with typical gusts over open flat land of 90 - 125 km/h. **Category 2** *(tropical cyclone)* Strongest winds are DESTRUCTIVE winds with typical gusts over open flat land of 125 - 164 km/h. **Category 3** *(severe tropical cyclone)* Strongest winds are VERY DESTRUCTIVE winds with typical gusts over open flat land of 165 - 224 km/h. **Category 4** *(severe tropical cyclone)* Strongest winds are VERY DESTRUCTIVE winds with typical gusts over open flat land of 225 - 279 km/h. **Category 5** *(severe tropical cyclone)* Strongest winds are VERY DESTRUCTIVE winds with typical gusts over open flat land of more than 280 km/h. (BoM)
Tsunami	A tsunami is a series of ocean waves with very long wavelengths (typically hundreds of kilometres) caused by large-scale disturbances of the ocean, such as: • earthquakes • landslide • volcanic eruptions • explosions • meteorites These disturbances can either be from below (e.g. underwater earthquakes with large vertical displacements, submarine landslides) or from above (e.g. meteorite impacts). (BoM)
Warning Time	Time taken to advise people in the evacuation zone to evacuate.
Withdrawal Time	Time taken to withdraw people from the evacuation zone. The withdrawal time is the sum of the time taken preparing to leave, the travel time and the time past-a-point.
Wave Setup	An increase in the mean water level towards the shoreline caused by wave action. It can be very important during storm events as it results in a further increase in water level above the tide and surge levels
Wave Run up	The rush of water up a beach after a wave reaches the shoreline. The amount of wave run up is the vertical distance between the maximum height on the beach the rush of water reaches and the still water level. Wave run up is dependent on a number of factors including wave height and period, and the slope and composition of the beach.
Welfare	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.

References

- Australian Emergency Management Glossary 1998
- AS/NZS ISO 31000:2009 Risk Management - Principles and Guidelines
- Bureau of Transport and Regional Economics, Department of Transport and Regional Services, Commonwealth of Australia 2002, "*Benefits of Flood Mitigation in Australia*", *Report 106, Glossary*, p 155)
- Bureau of Meteorology, 4th March 2010, http://www.bom.gov.au)
- Disaster Management Act 2003
- Disaster Management Strategic Policy Framework 2005
- Emergency Management Australia Manual Series - Manual 10 Recovery, 2004
- Emergency Management Australia Manual Series - Manual 18 Community and Personal Support Services
- Emergency Management Australia Manual Series - Manual 38 Communications, 1998
- Emergency Management Australia Critical Infrastructure Emergency Risk Management and Assurance, January 2006
- Emergency Management Australia Emergency Risk Management Process Emergency Management Queensland Operational Guidelines 2004
- Emergency Management Queensland Major Disaster Evacuation Plan
- Department of Transport and Regional Services, Natural Disaster Relief & Recovery Arrangements
- Fraser Coast Regional Council Risk Management Policy
- FCRC Media Policy Docs # 806324
- Hervey Bay Building Management Plan 1999
- Hervey Bay City Council, DMP, Welfare sub-plan section 4
- LTC Strategic Risk Management Review
- Maryborough Building Management Plan 2004.
- Queensland Management Planning Guidelines 2005
- Safe Plan 2
- Wide Bay Water Corporation, Corporate Risk Management Plan

Section 1 – Introduction

1.1 Purpose of the sub plan

The purpose of the Fraser Coast Regional Council, Council Operations Team Sub Plan is to:

- Identify and coordinate the daily council activities during a disaster event
- Ensure the safety and sustainability of the local community
- Minimise the effects of a disaster on the local community
- Offer council support to sections of the community that are not affected by a disaster
- Outline the process and procedures to be performed when coordinating the council's response directly and indirectly during an emergency event
- Promote effective liaison between the Council and LDMG in disaster management
- Ensure compliance with the *Disaster Management Act 2003.*

1.2 Key objectives

The key objectives of the Fraser Coast Regional Council, Council Operations Team Sub Plan are to:

- Ensure council resources are utilised and coordinated efficiently and effectively to meet the needs of the community prior to, during and after an emergency event
- Ensure Council works collaboratively and cohesively with other emergency agencies prior to, during and after an emergency event
- Ensure communication of information is distributed to the LDMG in an effective and timely manner
- Provide a call centre to act as a communication interface between the council, the community, visitors and the LDCC.

1.3 Testing and review

This sub plan is reviewed in accordance with the review policy outlined in the Fraser Coast Regional Council Local Disaster Management Plan, Part 1 Main Plan.

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Section 2 – Council Operations Team

2.1 Purpose of the Council Operations Team

The Council Operations Team (COT) is a separate group to the LDMG and enables the continued coordination and control of the Council's resources during a disaster without placing additional management demands on the LDMG.

The team may also be activated to manage council resources and liaise with other agencies where no formal disaster declaration has been made.

2.2 Role of the COT

The role of the COT, which is established by the Fraser Coast Regional Council, is to plan and implement council operations and support in response to a disaster or other emergency event. The COT also provides ongoing support to those members of the community and other stakeholders that are not affected by the disaster.

Through the activation of Interactive Voice Messaging (IVR) at call centres the community will have a central point of contact for requesting council assistance or information. During a disaster the LDCC is likely to collect a large volume of information from the community which will be of value to the COT, LDMG and other responding agencies.

Finally the COT should be located in close proximity of the Local Disaster Coordination Centre (LDCC) to allow sharing and utilisation of common information, staff and resources.

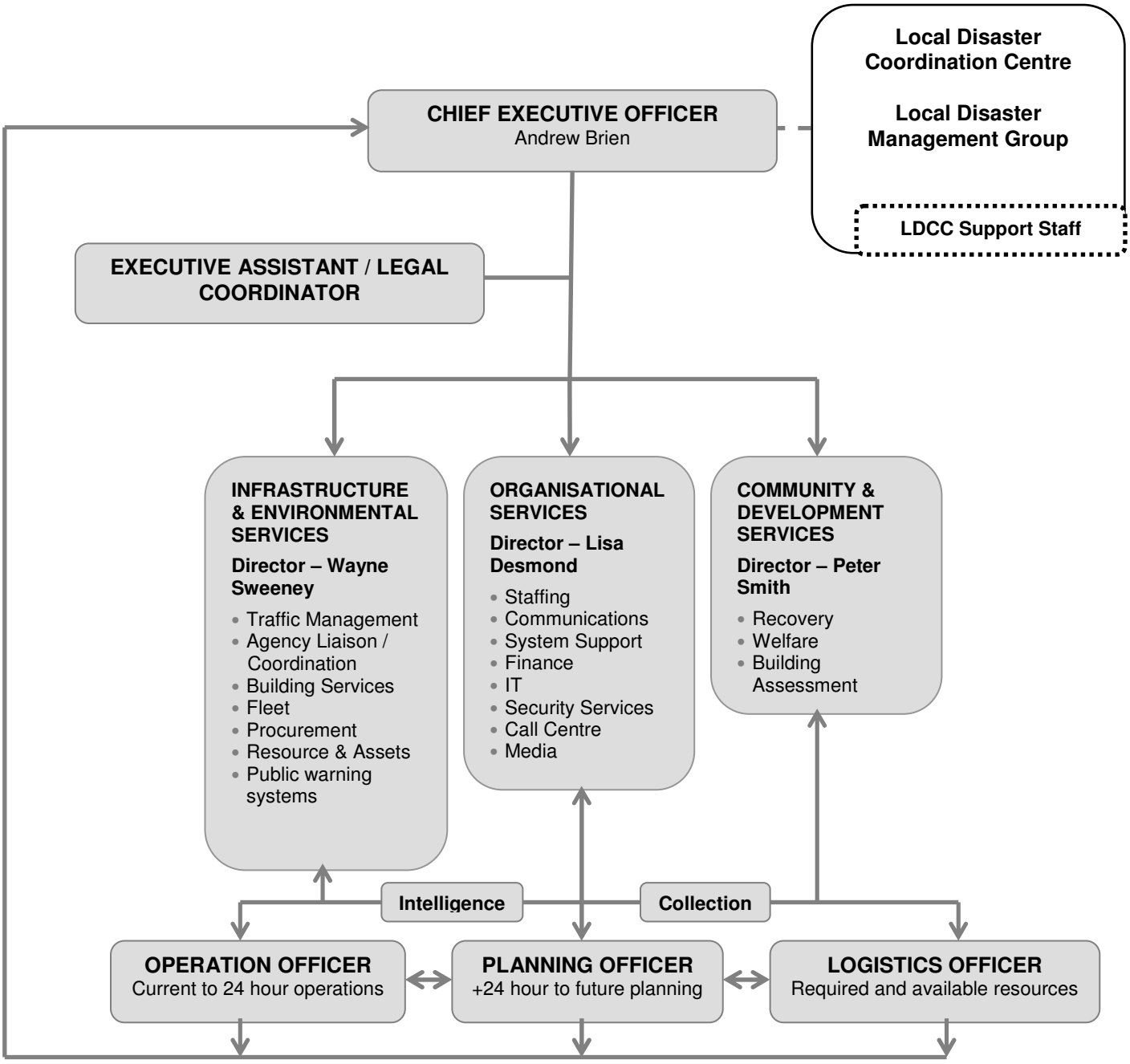
2.3 COT organisational structure

The COT operates using the current Council structure and is broken into three functional groups:

- Community & Development Services
- Infrastructure & Environmental Services
- Organisational Services

Each Functional Group has a Director who is responsible for coordinating the activities in their group to maximise efficiency and effectiveness. They are also responsible for facilitating the smooth and efficient flow of information in and out of their group.

The diagram below outlines the basic organisational structure and the likely activities conducted by each functional group. The diagram also shows the relationship between the COT and the LDMG.



If the LDMG has been established, communication to the COT from the LDMG is the responsibility of the CEO through each of the three Directorates. Intelligence collection from each directorate is the responsibility of three Intelligence Officers.

The Operations Officer is responsible for gathering details of current operations that are being carried out by each department within each directorate. The Operations Officer also gathers information about operations that are expected to occur within the next 24 hours so that accurate reporting can be provided to the CEO prior to being given to the LDCC Coordinator for inclusion into the next SITREP.

The Planning Officer is responsible for gathering details of future planning decisions made within each department, 24 hours and onwards. This information is provided to the CEO then to the LDCC.

The Logistics Officer identifies COT resources and resource needs and conveys this information through the CEO to the LDCC.

If the COT is activated independently, the LDMG Executive Officer will be regularly updated on COT operations by the COT Operations Officer.

It is important to note that the structure of the COT is only a guide to the functions that may be required for an effective response. Additionally the number of staff allocated to each group may fluctuate during a disaster as it intensifies or abates. The composition of the COT will be determined by the CEO and Directors.

2.4 Key appointments

It is essential that personnel filling key roles in the COT are familiar with their responsibilities before a disaster arises. It is also important that an alternate person is identified for each position and that they are aware of their duties.

2.5 COT Leadership

The CEO is responsible for managing and coordinating the activities of the COT and to act as the interface between the COT and the LDMG. Each functional group has a Director that leads the group. During 24 hour operations the CEO and Directors are required to nominate their alternate that will maintain operations while they rest.

CEO

The CEO is responsible for overall control of the COT, including the allocation of objectives and tasks and the development of plans and activities in response to a disaster. The CEO also provides a link between the COT and the LDMG through reports and updates passed on by the LDCC Coordinator and by attending LDMG briefings.

The CEO is responsible for ensuring all incoming and out-going information is collected and recorded by the Logger within the LDCC.

Refer to Appendix 2I for the CEO duty card.

Directors

Directors are responsible for leading and managing their respective group. The Directors support the CEO in the management of the COT.

Directors ensure SOP are in place for all functional groups within their directorate, to ensure business continuity during the range of disaster events.

Refer to Appendix 2J for the Director Duty Card.

COT Intelligence Collection Officers.
Operations, Planning and Logistics Officers are responsible for providing detailed updates to the CEO for the respective areas within each directorate they are responsible for.

Refer to Appendix 2K, 2L, and 2M for the Intelligence Officers Duty Cards.

Section 3 – COT Locations & Set Up

3.1 COT Room

The COT Room becomes the command centre for the Council disaster response. Staff will likely operate from their normal office space if it is available, the COT Room is where COT briefings and meetings are conducted, and some critical information from the LDCC is displayed with information about current COT activities.

It is essential that this room is equipped and organised so the COT can focus on effective decision-making and management of the situation. Where possible, the COT Room should be located near the Local Disaster Coordination Centre (LDCC) to ensure continuous power in the event of power failure

Primary Location

Fraser Coast Regional Council Hervey Bay City Office
77 Tavistock St Torquay, QLD 4655

Alternate Location

Fraser Coast Regional Council Maryborough Depot
Morton Street Maryborough, QLD 4650

3.2 Resources and equipment

The COT room will be equipped with essential information technology and communication equipment; however will predominantly rely on the office and information facilities provided within the LDCC. See the equipment list contained in Appendix 2B.

3.3 Room management

Management of the room, equipment and the maintenance of status boards will be the responsibility of Council Administration staff. The scope of these management duties may include:

- Preparation and coordination of briefings and meetings
- Maintenance of an effective working environment
- Ensuring only necessary personnel are in the COT room
- Security (of information, access and equipment)
- Provision of food and drinks.

Finally, on standing down the COT, the Directors are responsible for ensuring the refurbishment of all locations and equipment to their normal states. Additionally they are to ensure materials and products used throughout the disaster are replaced and restocked for use in a future event.

Section 4 – Initial Actions

The early stages of a disaster are critical. Activities and decisions undertaken in the first hour will affect how the remainder of operations are managed. The primary objectives in the first hour are to safeguard human life and the community, limit damage to infrastructure and protect the environment.

4.1 Activation

The level of activation will depend entirely upon the complexity, nature and extent of the event. In the initial stages of an event, the FCRC CEO will assess the situation and determine the scale of the event. If they determine the Council and responding agencies can deal with the event under normal operations, neither the COT nor LDMG will be activated.

As the effects of an event escalate, the COT will be activated at the discretion of the CEO to deal with the situation. If the situation escalates further, the LDMG will be activated to provide enhanced command, control and coordination to ensure the effective utilisation of the Fraser Coast Region's resources. In the event of a disaster requiring LDMG activation, the COT will always be activated.

There are five levels of activation, escalation and reduction for the COT and the LDMG:

- Alert
- Stand-by
- Activation
- Stand-down
- Debriefing.

Alert

When a threat has been identified the LDMG Executive Officer will maintain a watching brief and monitor the situation on behalf of the LDMG and the COT.

Stand-by

The LDMG Chair or Executive Officer may initiate the Standby activation for the LDMG. The CEO or delegate is responsible for initiating standby for the COT.

At this stage the main focus is monitoring and tracking the potential event. Members of the COT and LDMG may be notified and the LDCC prepared for operations.

COT to notify respective sections within Council of the event and arrange for staff to be available should the event escalate. Sections of Council that are to be brought to a state of readiness are defined in the organizational structure on page 15 of this sub plan.

Activation

The Mayor will activate the LDMG on advice from the Executive Officer and District Disaster Coordinator. The LDMG meets as required and receives situation reports and advice from Council staff, District Disaster Management Group (DDMG) and Emergency Management Queensland (EMQ).

The CEO or delegate will activate the COT on advice from the LDMG Executive Officer. When the COT is activated, the CEO and Directors will conduct an initial brief and commence operations with Council assets. The CEO or nominated delegate will represent the COT at LDMG meetings and briefings if they are activated simultaneously.

See Standard Operating Procedures (SOP) for COT in Appendix A Supporting information.

Stand-down

The LDMG Chair will decide when to stand down the LDMG on advice from the LDMG Executive Officer, Incident Controller or by the DDMG.

The CEO or delegate will stand down the COT on advice from the LDMG Executive Officer or Incident Controller.

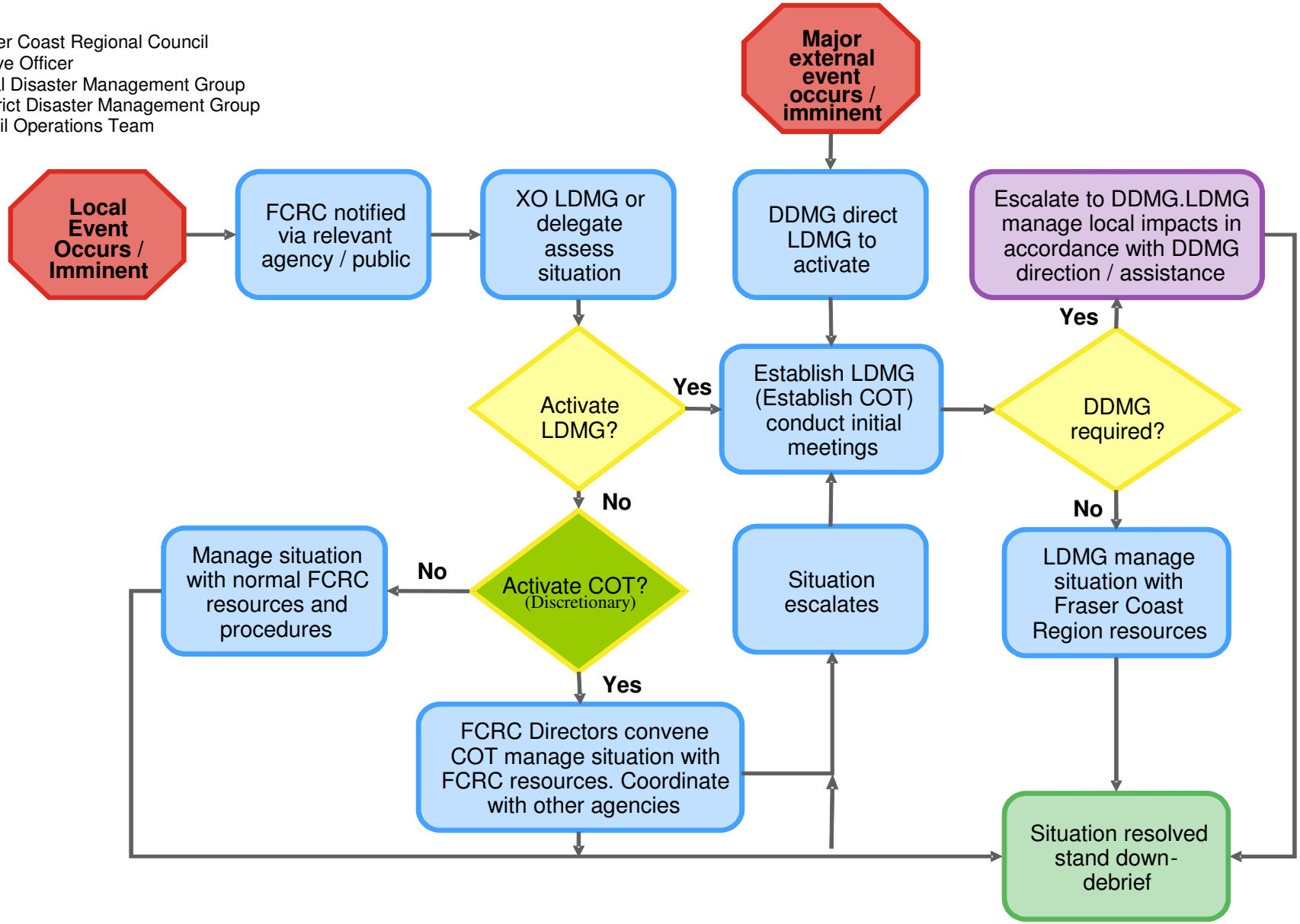
Debriefing

The LDMG Executive Officer is responsible for arranging and chairing debrief of the LDMG as soon as practical following the event. The CEO or delegate is responsible for coordinating the COT debrief as soon as practical following the event. The intent of the debrief session is to review resources (including allocation), processes, operational procedures and other issues post-event with a view to improving operational effectiveness. A report including recommendations will be produced following the debriefing process.

The Activation Flowchart overleaf provides an overview of the activation process for the LDMG and COT through to stand-down and debrief.

Activation Flowchart – Fraser Coast Regional Council Local Disaster Management Group

KEY
FCRC – Fraser Coast Regional Council
XO – Executive Officer
LDMG – Local Disaster Management Group
DDMG – District Disaster Management Group
COT – Council Operations Team



4.2 Initial COT Actions

On activation of the COT, the CEO will brief team members on the situation, including the areas affected, the expected duration of the response and the resources expected to be used. This information is then transcribed onto status boards and briefing sheets within the COT Room by the Executive Assistant.

During this initial briefing the structure and size of the COT will be determined depending upon the nature and size of the disaster and the availability of members.

During activation, members of the COT should be informed of:

- The nature of the incident/disaster
- The current situation
- The identify of key COT position holders
- The time and place where the COT is to convene.

The alternate members of the COT should be notified immediately if any primary member is not available or not contactable. The alternate will assume the role and responsibilities for that position within the COT until other arrangements are made.

The COT Room is to be established with a white board and will use the status boards within the LDCC to stay abreast of the latest information.

As soon as the COT convenes the CEO will deliver the Initial Brief based on the initial brief delivered to the LDCC. Additional information specific to Council operations may be included in this brief.

The objectives of the brief are to:

- Introduce COT members and ensure understanding of their respective roles and responsibilities.
- Brief the COT on the disaster
- Identify the major issues resulting from the disaster
- Provide objectives and establish priorities for the COT
- Assign tasks to the COT groups
- Identify stakeholders and their issues
- Identify current or future Council works and determine how they should be managed for the duration of the disaster, for example will they be totally suspended or completed as soon as possible.

4.3 Call Centre

The composition of the Call Centre will be determined by the scale and nature of the disaster. Staffing of the Call Centre should be from existing trained operators as much as possible. The number of staff will be activated as required and determined by the CEO in consultation with the Director Organisational Services.

This is a diagrammatic representation of information flow through the Call Centre, Council and LDCC.

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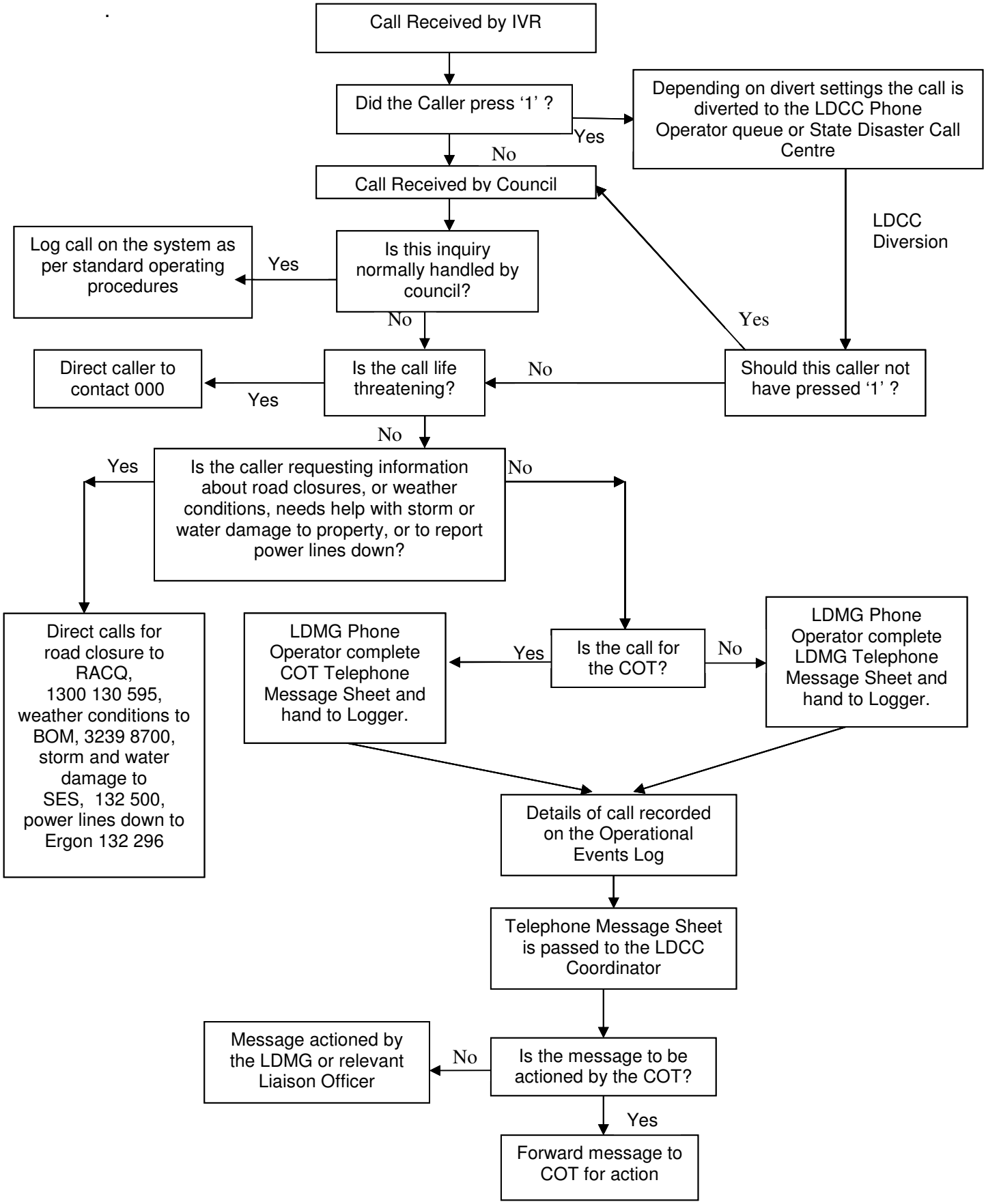


Section 5 – Managing Information

5.1 Situational understanding

Situational understanding is described as the degree of accuracy with which an organisation's understanding of its current environment reflects reality. Information that is known to the COT must recorded accurately and communicated within the COT to set the foundation for effective planning.

As well as capturing and communicating known information, it is equally important to start compiling a list of priority information requirements. These information requirements can be sought from the LDMG, other responding agencies or Council staff in the field.

5.2 Information management tools

Information may be received from a number of sources so it is important to have a number of methods of capturing and displaying information within the COT.

A number of tools have been developed to assist with information collection and sharing, including:

- Situation reports (SITREP)
- Telephone Message Sheets
- Status boards
- Field reports
- Logs.

Situation reports (SITREP)

The situation report (SITREP) is used by the members of the COT to keep the members of the LDMG up to date with their activities. The report should also include any other information that may assist the LDMG or other responding agencies.

The COT SITREP should be a summarised version of activities over a given period, which is to include resources deployed, activities for the period covered (both past, present and future intentions), damage assessments and any other relevant information. SITREPs are developed by the CEO in consultation with Directors. The report should be provided in electronic format and hard copy to the LDMG. A copy of the SITREP format is supplied in Appendix 2D.

Telephone message sheet

This document is used to record the details of phone messages delivered to the COT by Phone Operator staff. It is designed to ensure sufficient detail is taken in the first call to allow follow-up action by a relevant person. Refer to Appendix 2G for a copy of the Telephone Message Sheet.

Status Boards

During the disaster a great deal of information will be passed through the COT. An effective method for accurately capturing and sharing important elements of this information is to maintain up to date information or 'status' boards around the COT room for easy reference. The key to successful application of status boards is to ensure they are regularly updated with accurate and important information. Additionally, the status boards should be reviewed as part of regular update briefings.

Asset Tracking Board

This document is used to record the location and contact details of council staff deployed to the field during the disaster. Refer to the status boards in Appendix 2F for the Asset Tracking Board.

COT Log

The COT Log is used to record major developments and important decisions that are reached within the COT and is retained for future reference as a comprehensive and accurate record. The Executive Assistant or delegate is responsible for maintaining the COT Log, with direction and assistance from the CEO.

The format for the COT Log is at the discretion of the CEO, however, it is recommended that this log is maintained electronically for ease of updating.

Field Reports

Consideration needs to be given to the fact that information received from field staff will more than likely be via phone or radio and the information needs to be recorded. It is the responsibility of Directors to ensure information from their assets deployed to the field is recorded accurately. It is recommended that field reports are recorded on a SITREP or Telephone Message Sheet and a note made in the COT Log referring to the report, when it was made and who made it.

Shift Handover brief

This document is used as an aid to assist the changeover from one COT shift to another. The information contained on this document should be a brief indication of major events during the shift and any information that will be required by the next shift for continued coordination of council activities. This should include an update on the location of any council staff deployed to the field. A copy of the Shift Handover brief is contained in Appendix 2H.

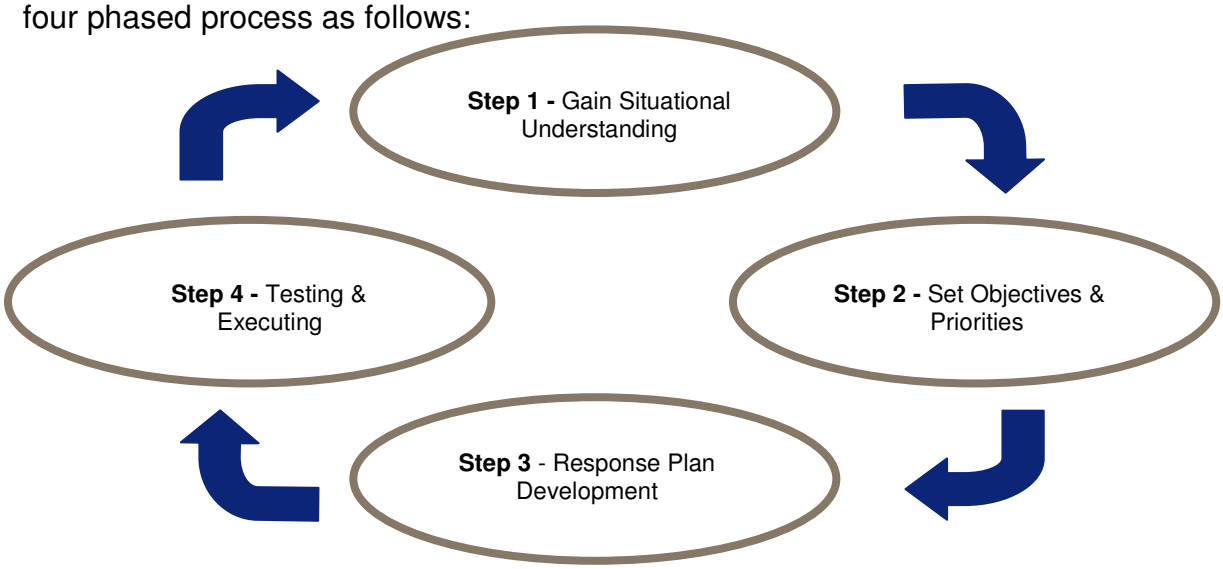
Personal Log

This document is maintained by the CEO and all Directors to record the details of their activities throughout the disaster. It is handed over during shift handover to assist the alternate shift staff and it also provides an independent record that will assist with the post disaster review. Refer to Appendix 2E for the Personal Log.

Section 6 – Planning and Making Decisions

The CEO must ensure that Directors are given clear and unambiguous directions resulting from decisions that are made systematically, supported by all available information at the time. By doing this, the CEO will ensure that effective council operations are implemented as quickly as possible, and that decision makers will be able to account for their decisions during subsequent investigations.

It is essential that the COT utilise a single planning process that allows a set of circumstances to be examined and a logical decision made. Planning is a continuous cycle that involves managing the current situation and concurrent pre-emptive planning for recovery operations. It can be described as a continuous four phased process as follows:



Step 1 – Gain situational understanding

- What do we know? ('five W's - who, what, where, when and why)
- When do we need to act? What must we do? (COT key tasks)
- What do we need to know? What do we think we know? (Identify information gaps)
- Who can affect us? (priority stakeholders) How can they hurt/help?
- What can't we release? (Consider ramifications of releasing information to the public)
- What are the risks to our activities? What are the risks to the community?

Step 2 – Set objectives and priorities

- What is the COT objective?
- What is the outcome the CEO wants to achieve? Is it aligned to LDMG objectives?
- What is the priority of action? Where should effort be directed? (Establish priorities)

Step 3 – Response plan development

- What are our options? What is most likely to achieve the objective?
- How can we achieve efficiency by collaborating with responding agencies?
- Develop the plan in detail.

Step 4 – Testing and executing

- Does the plan achieve the correct sequencing? Is it synchronised with other agencies?
- Is it logical? Will all identified key tasks be achieved?
- Has the plan undergone risk management? Does it meet the CEO's risk threshold?
- Do we have the resources to implement the plan?
- Refine the plan
- Execute the plan.

Section 7 – Administration

7.1 Security processes and resources

The Director Organisation Services or delegated staff member is responsible for implementing appropriate security measures on behalf of the COT and LDCC support staff. Access to Council buildings and depots, during and after business hours will be controlled by a suitable security contractor. The security contractor will need to ensure COT staff, LDCC support staff and LDMG members have appropriate ID cards or provide them with visitor cards.

7.2 Staff

Depending on the severity of the incident, staff within the COT may be required to work extended hours and as such special consideration needs to be given for rostering, breaks and staff welfare.

Rosters

The Director Organisation Services or delegated staff member is to keep a record of all COT staff on duty. Rostering requirements will be determined, and then staff for the next shift will be notified of details of the shift handover.

Each Director or delegated staff member will coordinate the shift hand-over for their group and brief the on-coming shift.

Staff welfare

The Directors are responsible for the welfare of all members of their group on shift in the COT.

Confidentiality

COT staff are not to discuss matters pertaining to Council activities outside the COT. Further, staff are not to discuss operational matters with media representatives or members of the public. Care should be exercised in discussing sensitive matters over the telephone and radio networks.

All requests for information from the media or public should be referred to the Communication Officer.

Staff Breaks

It is the responsibility of each Director to ensure staff are given time for meal breaks during their shift. Timing for breaks will depend on the work load and staffing. Director Organisational Services is responsible for providing food and drinks to the COT.

Foods and drink should not be consumed in the COT. Local staff lunch rooms should be used as a 'break out' room for meal breaks.

7.3 Emergency Power

As a minimum requirement, all lighting and communications will be sustained by emergency power. Safeguards such as backup power are in place to protect against equipment damage.

The practicality and efficiency of these safeguards are the responsibility of the Disaster Planning Coordinator and a regular testing/review programme has been implemented.

7.4 Debriefing

Following the disaster, all staff will be debriefed by their Director. If any staff feels the need for further debriefing, support is available through the Employee Assistance Program.

7.5 Supply arrangements

A list of suppliers of goods and services for use during emergency events including contact details for both business and after hours is in Appendix 2A.

7.6 Workplace Health and Safety

Council's existing Workplace Health & Safety and Risk Management policies and procedures are to be complied with during a disaster.

Appendix 2A – Supporting Information

The contacts register for the Local Disaster management Plan is maintained electronically. Follow this file path for the latest version of the supporting information file:Docs# 857228

Standard Operating Procedures (SOP) for each directorate are maintained within each directorate.

Appendix 2B – Suggested COT equipment checklist

QUANTITY	EQUIPMENT	CHECKED
2 - 4	Ports for internet/LAN and general computer access/or wireless router (access to user passwords if security is enabled)	☐
	Satellite phones	☐
2 - 4	Telephones with external dial-out 1 x telephone line	☐
1	Conference phone	☐
1	Current version of the FCRC LDMP– hard copies and e-copy	☐
1	Employee recall register	☐
Qnty	Masking tape, blu-tack	☐
Qnty	Sufficient desks/seating for all team members	☐
1	Roll butchers paper	☐
1	Mobile whiteboard and pens and eraser	☐
Qnty	Writing pads, pens/pencils, rubbers, photocopy paper, staplers, data sticks etc.	☐
1	First aid kit	☐
Qnty	Telephone directories (Council, LDMG, White/Yellow Pages)	☐

Appendix 2C – COT Initial Brief Guide

STEP	ELEMENTS	WHO	OUTPUT
SITUATION OUTLINE	Who, What, Where, When and Why	CEO	Common understanding across LDMG
LDMG AIM (if activated)	What is the focus of the LDMG actions?	CEO	All responding organisations aligned
COT PRIORITIES	COT Objective Priority actions Priority stakeholders Information Requirements	CEO	Initial response plan scoped and planning focus confirmed
TASKS	Confirm tasks allocated to COT so far Assign tasks to each group manager	CEO	Organisational needs identified (personnel, etc)
RESOURCES	Currently committed to the incident Additional resources required	All	Confirm current resource status
QUESTIONS	Questions Confirmatory questions for the meeting	All	Clarification
TIMINGS	Critical known timings Initial response timeline Next meeting	CEO	LDMG and COT coordination

Appendix 2D – Situation Report (SITREP)

Council Operations Team

Operation Name:

FROM:	TO:
Council Operations Team **Telephone:** **Facsimile:** **Email:**	**I. Local Disaster Coordinator** **II.** **III.**

Date	Time	Sitrep No.

1. Services

Communications *(If communications out, include estimated time of reconnection)*	
Telephone Network:	
Mobile Phone Network:	
Internet:	
Radio (2-way):	
Council Systems:	
Power *(If power out, include estimated time of reconnection)*	
Mains: Auxiliary arrangements:	
Water	
Mains: Auxiliary arrangements:	
Sewerage	
Mains: Auxiliary arrangements:	
Waste Service	
Tip / Transfer Stations: Collections:	

2. Fuel & Transport

Fuel Available:	
Transport Available:	

3. Damage Reports

Structures *(If structures are damaged or destroyed, include likely cause, flooding, collapse, etc)*
Flood impact definitions:

External flooding – floodwaters have entered the external areas of the property/dwelling e.g. yard, field
Internal flooding – floodwaters have entered the internal areas of the property/dwelling e.g. habitable areas, commercial floor space

High set dwelling (e.g. Queenslander)
Low set dwelling (e.g. concrete slab)
Rural Property (e.g. farm)
Commercial Property (e.g. business)

Flood Impact - Suburb / Location (complete the following table by providing numbers against each property type and type of flooding). Provide a separate table for each discrete locality:

Property Type	***Location:***		***Location:***	
	External Flooding	***Internal Flooding***	***External Flooding***	***Internal Flooding***
High set dwelling				
Low set dwelling				
Rural property				
Commercial property				
Property Type	***Location:***		***Location:***	
	External Flooding	***Internal Flooding***	***External Flooding***	***Internal Flooding***
High set dwelling				
Low set dwelling				
Rural property				
Commercial property				

Roads:	
Council Infrastructure:	
Council Services:	
Council Buildings:	
Environment:	
Businesses:	
Dams:	

4. Evacuations

Numbers:	
Origin:	
Destinations:	
Evacuation Centres Activated:	
Transport Logistics:	

5. Local Arrangements

Changes In Contacts:	
Problems Encountered:	
Staff / Resources Deployment:	

6. Ongoing Activities *(Include brief details of current operations; politician visits, etc)*

7. Projected Operations *(Major problems next 24/48 hours. Anticipated resource requirements, including food re-supply)*

8. General Overview Of The Situation

Prepared by

Name:	*(Please print)*
Position:	
Signature:	
Date:	

Appendix 2E – Personal Log

Name: Role: Date:

TIME	ACTIVITY/EVENT	COMPLETED
		☐
		☐
		☐
		☐
		☐
		☐
		☐
		☐

Appendix 2F – Status Boards

Council Assets Tracking Board

AREA: **LAST UPDATED:**

NUMBER	UNIT	CONTACT	VHF CHANNEL / MOBILE	CURRENT TASK (location/duration)

Contacts

LAST UPDATED:

LDCC		
ROLE	NAME	CONTACT DETAILS

LDMG		
ROLE	NAME	CONTACT DETAILS

COUNCIL STAFF		
ROLE	NAME	CONTRACT DETAILS

EXTERNAL PARTIES		
ROLE	NAME	CONTACT DETAILS

COT Information Board

LAST UPDATED:

KEY SITES	
Site:	
Location:	
Contact:	
Site:	
Location:	
Contact:	
Site:	
Location:	
Contact:	
Site:	
Location:	
Contact:	

MEETINGS	
Meeting Type:	
Time:	
Location:	
Attendees required:	
Meeting Type:	
Time:	
Location:	
Attendees required:	

STAFF ON SHIFT	SHIFT TMES
Executive Assistant	
Support Staff:	
Community Services:	
External Services	
:	
Organisational Services	
Planning and Development:	
Wide Bay Water:	
Call Centre Team Leader:	

DRAFT

Community Information

LAST UPDATED:

	REMARKS
Current Community Messages	
Communication methods/frequency	
Transport Information	
Method of information distribution e.g. radio, TV, newspapers	
Next media conference and location	

GENERAL COMMUNITY INFORMATION

Current Works

AREA: **LAST UPDATED:**

Job Number	Location of site/Description	Resources on site	Risks to site / equipment	Actions

DRAFT

The 'current works' status board outlines the council works underway by the FCRC when the disaster occurs. An initial assessment needs to be conducted by the COT Leader and LDMG Chair to determine if any resources utilised within the works project can be recalled and utilised during the disaster response. A risk assessment will identify if the site or resources are going to be affected by the disaster and plans can be made immediately to evacuate the resources from those areas or take measures to protect unfinished works.

Appendix 2G – Telephone Message Form

Disaster Council Operations Team (COT)

Date: ___/___/___ Time: _____hrs **URGENT / ROUTINE**

FROM: Name: _____

Address: _____

_____

Phone / Fax / Email : _____

MESSAGE / REQUEST: (If fax or email message, attach copy to rear of this form)

_____

_____

_____

_____

_____

_____

_____

_____ **Log Number:** _____ _____

Name of Message Recipient Signature of Logging Officer

Action:

URGENT / ROUTINE

COT WBW OTHER AGENCY (Specify) _____

Include in SITREP YES / NO _____

Signature of Tasking Officer

Action Taken

_____

_____

_____

_____

_____

_____

_____

_____

_____

Date & Time Completed: ___/___/___ _____hrs _____

Signature of Liaison Officer

Appendix 2H – Shift hand-over brief

Actions	Action Completed
CEO or delegated Director	
Determine, in consultation with Directors, whether the change-over is to be simultaneous for all members or staggered	☐
Arrange transport, if necessary	☐
Directors	
Coordinate the call-out of alternates, stating the time and location at which they will be required	☐
Consider calling in off-shift to relieve group	☐
Ensure a thorough hand-over of tasks and responsibilities is conducted between the departing and in-coming group members	☐
Provide a situation update to in-coming group members, including the current situation and a broad overview of actions to date	☐
Individuals	
Ensure their relief understands the situation and their duties	☐
Advise the Scribe and Leaders once the hand-over is complete	☐
Confirm when their next shift will commence	☐
Understand they are to rest, recover and remain available in preparation for further COT shifts	☐

Handover completed

Signed:	Signed:
Name:	Name:
Position held:	Position held:
Handed over to:	Handed over to:
Time completed:	Time completed:

Appendix 2l – CEO Duty Card

DUTY CARD 1	CEO
Reports to:	**LDMG Chair**
RESPONSIBILITIES	
PRE-DISASTER	
Conduct regular audits of the COT equipment	
Regularly check the currency of contact directories/lists	
Attend all training activities organised for the COT	
Remain familiar with your responsibilities within the COT	
IMMEDIATE ACTIONS	
Start personal log	
Attend a briefing at the LDCC	
Oversee the COT set up	
Coordinate the initial team brief	
THROUGHOUT THE DISASTER	
Oversee the operation of the COT	
Ensure the Directors are briefed and understand their responsibilities	
Appoint Planning and Logistics Intelligence Officers as required	
Supervise the recording of all actions, decisions and events into appropriate operational logs	
Organise for status boards and information logs to be update on a regular basis	
Communicate regularly with the LDCC to assist in the facilitation of resource support at a local level	
Collect information from COT Intelligence Officers (Operations, Planning, Logistics) to prepare update briefing and correspondence to the LDCC	
Coordinate regular COT update briefings	
Complete correspondence for the LDMG, including SITREPs	
Contribute to the community communication strategy	
Ensure team rotations occur and back-ups are arranged and enforced for the COT and other support	
Document all personal actions and decisions on a personal log sheet	
POST-DISASTER	
Oversee post- disaster actions on behalf of the FCRC when required	
Coordinate the post-disaster review with the COT staff	
Debrief the Directors and provide feedback	
Coordinate the development of the post-disaster report	
Provide information to the LDMG for the Recovery phase	
Ensure the COT room is correctly refurbished	

Appendix 2J – Director Duty Card

DUTY CARD 2	Director
Reports to:	**CEO**
RESPONSIBILITIES	
PRE-DISASTER	
Attend all training activities organised for the COT	
Remain familiar with your responsibilities within the COT	
IMMEDIATE ACTIONS	
Start personal log	
Proceed to the COT	
Ensure the COT is set up as required	
Obtain a brief from the CEO	
Develop and coordinate a proposed roster for support staff	
Activate communication links with field operations staff	
Conduct briefing with relevant group and determine composition of the group and set objectives	
Obtain a list of current council works projects to ascertain resources utilised and reallocate their use	
Organise call centre set up and operations (Director Organisational Services)	
Contribute to the COT initial briefing.	
THROUGHOUT THE DISASTER	
Manage the resources required for council operations	
Ensure tasks and objectives set by the CEO are completed.	
Appoint a member to maintain chronological logs and relevant status boards	
Manage the flow of hard copy communication and ensure copies are retained for the permanent log	
Arrange administrative support as required	
Coordinate and source additional assets as required	
Provide updated information to COT Intelligence Officers (Operations, Planning, Logistics)	
Ensure the notes (logs) from your group are regularly collated	
Provide administrative, IT, HR, Finance and catering support to the COT and LDMG	
Monitor health, fatigue, morale and stress levels of the group	
Document all personal actions and decisions on a personal log sheet.	
POST-DISASTER	
Collect and file documentation from all groups	
Ensure allocated post-disaster follow-up actions are completed	
Participate in post- disaster review	
Debrief staff from your group	
Contribute to the development of the post- disaster report	
Refurbish the COT back to a ‘ready’ state.	

Appendix 2K – Operations Officer

DUTY CARD 2	Operations Intelligence Officer
Reports to:	**CEO**
RESPONSIBILITIES	
PRE-DISASTER	
Attend all training activities organised for the COT	
Remain familiar with your responsibilities within the COT	
IMMEDIATE ACTIONS	
Start personal log	
Proceed to the COT	
Ensure the COT is set up as required	
Obtain a brief from the CEO	
Activate communication links with field operations staff	
Obtain a list of current Council works projects to ascertain resources utilised and reallocate their use	
Obtain a list of current Council activities from each Directorate to ascertain resources utilised and required	
Determine if Planning and Logistics Intelligence Officers are warranted based on the size of the situation	
THROUGHOUT THE DISASTER	
Report the current operations being carried out by each Directorate within Council to the CEO	
Report future operations planned by each Directorate within Council to the CEO	
Report the resources required and being used by each Directorate within Council for council operations to the CEO	
Request the CEO to appoint a Planning Intelligence Officer as event requires additional resources and inform the Directors when the person commences work	
Request the CEO to appoint a Logistics Intelligence Officer as event requires additional resources and inform the Directors when the person commences work	
Manage the flow of all information from the Intelligence Officers that is reported to the CEO and ensure hard copy of communication are retained for the permanent log	
Document all personal actions and decisions on a personal log sheet.	
POST-DISASTER	
Collect and file documentation from all Intelligence Officers	
Ensure allocated post-disaster follow-up actions are completed	
Participate in post- disaster review	
Contribute to the development of the post- disaster report	
Refurbish the COT back to a ‘ready’ state.	

Appendix 2L – Planning Officer

DUTY CARD 2	Planning Intelligence Officer
Reports to:	**Operations Intelligence Officer**
RESPONSIBILITIES	
PRE-DISASTER	
Attend all training activities organised for the COT	
Remain familiar with your responsibilities within the COT	
IMMEDIATE ACTIONS	
Start personal log	
Proceed to the COT	
Obtain a brief from the CEO or Operations Intelligence Officer	
Activate communication links with field operations staff	
Obtain a list of planned Council activities for each Directorate	
THROUGHOUT THE DISASTER	
Report future planned activities for each Directorate within Council to the Operations Intelligence Officer	
Assist Operations Intelligence Officer gather information from each Directorate	
Document all personal actions and decisions on a personal log sheet.	
POST-DISASTER	
Provide all documentation to Operations Intelligence Officer and assist with filing documentation	
Ensure allocated post-disaster follow-up actions are completed	
Participate in post- disaster review	
Contribute to the development of the post- disaster report	
Refurbish the COT back to a ‘ready’ state.	

Appendix 2M – Logistics Officer

DUTY CARD 2	Logistics Intelligence Officer
Reports to:	**Operations Intelligence Officer**
RESPONSIBILITIES	
PRE-DISASTER	
Attend all training activities organised for the COT	
Remain familiar with your responsibilities within the COT	
IMMEDIATE ACTIONS	
Start personal log	
Proceed to the COT	
Obtain a brief from the CEO or Operations Intelligence Officer	
Activate communication links with field operations staff	
Obtain a list of current Council activities from each Directorate to ascertain resources utilised and required	
THROUGHOUT THE DISASTER	
Report resources being used and required, include locations and timeframes for each Directorate within Council to the Operations Intelligence Officer	
Assist Operations Intelligence Officer gather information from each Directorate	
Document all personal actions and decisions on a personal log sheet.	
POST-DISASTER	
Provide all documentation to Operations Intelligence Officer and assist with filing documentation	
Ensure allocated post-disaster follow-up actions are completed	
Participate in post- disaster review	
Contribute to the development of the post- disaster report	
Refurbish the COT back to a ‘ready’ state.	