Southern Downs
REGIONAL COUNCIL

ATTACHMENTS TO REPORTS

ORDINARY COUNCIL MEETING

ITEMS UNDER SEPARATE COVER

16 JULY 2025

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SOUTHERN DOWNS LOCAL DISASTER MANAGEMENT PLAN - ANNUAL REVIEW

Southern Downs Local Disaster Management Plan - Version 6

Meeting Date: 16 July 2025

Attachment No: 1

Southern Downs Local Disaster Management Plan

Version 6
5 June 2025

Southern Downs
REGIONAL COUNCIL

Get Ready Southern Downs

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DOCUMENT CONTROL

Amendment Register

The Southern Downs Local Disaster Management Plan (LDMP) is a controlled document. The controller of the document is the Local Disaster Coordinator (LDC) of the Southern Downs LDMG.

Any proposed amendments to this plan should be forwarded in writing to the LDMG:

Local Disaster Coordinator, Southern Downs Regional Council, PO Box 26, Warwick Qld 4370

This Plan shall be reviewed at least once each year by a committee of appropriately qualified and experienced personnel. The Committee shall, as a minimum, consist of the Disaster Management Coordinator and a representative of the Southern Downs Local Disaster Management Group (LDMG).

The Local Disaster Coordinator (LDC) of the Southern Downs LDMG may approve minor amendments to this plan.

Proposed amendments that affect the intent of this plan, roles and responsibilities or external agencies must be endorsed by the Southern Downs LDMG and approved by the Southern Downs Regional Council. This type of amendment is referred to as a major amendment.

The following amendments table lists approved changes and amendments to this plan.

DATE	VERSION	DESCRIPTION
31.08.09	1.0	Version 1.0 of the Southern Downs LDMP adopted by Southern Downs Regional Council.
26.10.11	2.0	Update of changes in accordance with Queensland Floods Commission of Inquiry recommendations adopted by Southern Downs Regional Council.
07.05.13	3.0	Updates endorsed by Southern Downs Local Disaster Management Group 07/05/13 and adopted by Southern Downs Regional Council 26/06/13
25.06.16	4.0	Updates endorsed by Southern Downs Local Disaster Management Group 12/05/16 and adopted by Southern Downs Regional Council 25/05/16
22.08.19	5.0	Reviewed by LDC – minor amendments only
19.10.22	5.1	Reviewed by LDC – minor amendments only
05.06.25	6.0	Updates endorsed by Southern Downs Local Disaster Management Group 05.06.25 and adopted by Southern Downs Regional Council [date]

Distribution

In accordance with section 60 of the Disaster Management Act 2003, this plan, excluding confidential annexures, is available for public viewing online at the Southern Downs Regional Council website at www.sdrc.qld.gov.au in PDF format.

1 ABOUT THIS PLAN

The Southern Downs Local Disaster Management Plan has been established to provide for a consistent approach to disaster management in the Southern Downs. This Plan sets the foundation for disaster response and mitigation in our community and is our commitment to the safety of the Southern Downs community.

The Plan identifies the potential hazards that may pose a risk to the Southern Downs area, steps to mitigate against these risks and strategies to enact should a hazard impact the community and cause a disaster.

In times of disaster, the Southern Downs Local Disaster Management Group will ensure there is adequate disaster coordination for the region to reduce the adverse impacts of the disaster. The ultimate purpose is to reduce the effects on the community following a disaster and to pave the way to community recovery and increased community resilience.

2 ENDORSEMENT

The preparation of this Plan has been undertaken in accordance with the Disaster Management Act 2003 and the Interim Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline 2024-25, to provide for effective disaster management in the Southern Downs Regional Council local government area.

The Plan is endorsed for distribution by the Southern Downs Regional Council.

3 ADMINISTRATION AND GOVERNANCE

3.1 AUTHORITY TO PLAN

The Southern Downs LDMP is prepared under the provisions of section 30, 57 and 63 of the Disaster Management Act 2003, the Disaster Management Regulation 2014 and the Interim Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines 2024-25.

3.2 PURPOSE

This plan details the arrangements within the Southern Downs Regional Council local government area to plan and coordinate capability in disaster management and disaster operations.

3.3 OBJECTIVES

The objective of the Southern Downs LDMP is to facilitate the implementation of effective and efficient disaster management strategies and arrangements including:

- the development, review and assessment of effective disaster management for the local government area including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster;
- compliance with the Qld Disaster Management 2016 Strategic Policy Statement; the State Disaster Management Plan; the Interim Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline 2024-25; Standard for Disaster Management in Queensland; and any other Guidelines relevant to local level disaster management and disaster operations; and
- the development, implementation and monitoring of priorities for disaster management for the local government area.
- The LDMP must be consistent with the disaster management guidelines

3.4 STRATEGIC POLICY STATEMENT

Disaster management and disaster operations in the Southern Downs Regional Council local government area are consistent with the Qld Disaster Management 2016 Strategic Policy Statement which strives to safeguard people, property and the environment from disaster impacts. And empower and support local communities to manage disaster risks, respond to events and be more resilient This is achieved by:

- Ensure disaster operation capabilities are responsive and effective
- Build capacity, skills and knowledge to enable adaptation to changing environments
- Effectively collaborate and share responsibilities for disaster management across all levels of government, industry and communities
- Effectively communicate to engage all stakeholders in disaster management
- Incorporate risk based planning into disaster management decision making
- Continuously improve disaster management through implementation of innovation, research and lessons learned

State Government strategic documents that relate to this Plan include:

- Queensland Interim State Disaster Management Plan 2024-25
- AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines
- Queensland Disaster Management 2016 Strategic Policy Statement
- Queensland Emergency Risk Management Framework (QERMF)
- Queensland Strategy for Disaster Resilience 2017
- Standard for Disaster Management in Queensland
- Interim Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines 2024-25. Queensland Climate Adaptation Strategy

- Emergency Management Sector Adaptation Plan for Climate Change
- Emergency Management Assurance Framework (EMAF)

Southern Downs Regional Council's strategic documents that relate to this Plan include:

- Southern Downs Community Plan 2030
- Southern Downs Regional Council – Corporate Plan 2019-2024

3.5 SCOPE

This plan details the arrangements necessary to undertake disaster management within the Southern Downs Regional Council local government area, including the areas detailed in the following table.

TOWNSHIP	POPULATION
Warwick	18,942
Stanthorpe	5,694
Allora	2,680
Killarney	977
Applethorpe	573
Glen Aplin	550
Leyburn	603
Wallangarra	521
Ballandean	558
Maryvale	417
Yangan	399
Dalveen	559
Amiens	330
Pozieres	230
Karara	138
Southern Downs Region	36,258

Table 1 Southern Downs Population (Source: Australian Bureau of Statistics, Census, 2021)



Figure 1 Southern Downs Regional Council Locality

3.6 REVIEW AND RENEW PLAN

In accordance with section 59 of the Disaster Management Act 2003, the LDMG will review, or renew, the effectiveness of the LDMP when the LDMG considers it appropriate, however this will be undertaken at least once a year. When a review identifies a need to amend the LDMP such amendments are to be developed by the LDMG and submitted to the Southern Downs Regional Council for adoption as soon as possible after the need for amendment has been identified.

Additional continuous improvement planning activities to be undertaken include:

a. An annual exercise to be conducted with any resultant recommendations to be included in the LDMP.
b. A post activity report is to be prepared after any exercise or activation and provided to the Warwick District Disaster Coordinator (DDC), the Southern Downs Regional Council and the Emergency Management Coordinator, QPS
c. Regular review and assessment by the Warwick District Disaster Management Group (DDMG) in accordance with section 23 (d) of the Disaster Management Act 2003.

3.7 ABBREVIATIONS

The following abbreviations are used throughout this Local Disaster Management Plan:

ACRONYM		ACRONYM	
BOM	Bureau of Meteorology		
DAF	Department of Agriculture and Fisheries	**PPRR**	Prevention, Preparedness, Response and Recovery
DDC	District Disaster Coordinator	**PSPA**	Public Safety Preservation Act 1986
DDCC	District Disaster Coordination Centre	**QAS**	Queensland Ambulance Service
DDMG	District Disaster Management Group	**QDMA**	Queensland Disaster Management Arrangements
DDMP	District Disaster Management Plan	**QFD**	Queensland Fire Department
DMC	Disaster Management Coordinator	**QPS**	Queensland Police Service
DFSDSCS	Department of Families, Seniors, Disability Services and Child Safety	**QPWS**	Queensland Parks and Wildlife Service
DHPW	Department of Housing and Public Works	**QR**	Queensland Rail
DTMR	Department of Transport and Main Roads	**QRA**	Queensland Reconstruction Authority
LDC	Local Disaster Coordinator	**SDCC**	State Disaster Coordination Centre
LDCC	Local Disaster Coordination Centre	**SDMP**	State Disaster Management Plan
LDMG	Local Disaster Management Group	**SDRA**	State Disaster Relief Arrangements
LDMP	Local Disaster Management Plan	**SDRC**	Southern Downs Regional Council
LRC	Local Recovery Coordinator	**SES**	State Emergency Service
DRFA	Disaster Re	**SITREP**	Situation Report

Table 2 Abbreviations

3.8 DEFINITIONS

References for definitions obtained from the *Queensland Disaster Management Act 2003* and the *Queensland*

Interim Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines 2024-25..

DEFINITION	
Activation	The commencement of a process or activity in response to a trigger. An activation is not a declaration, nor is it dependent on the declaration of a disaster situation (see definition of declaration). For example, activation of Queensland Disaster Relief and Recovery Arrangements relief measure.
Activation	Climate adaptation refers to the actions of governments, businesses, communities and individuals to reduce the negative impacts of climate change, or to take advantage of emerging opportunities. Successful adaptation to climate change is a proactive and long-term process.
Adaptation	A level of activation: a heightened level of vigilance due to the possibility of an event in the area of responsibility. Some action may be required. The situation should be monitored by someone capable of assessing the potential threat.
Alert	This approach assumes that the functions and activities applicable to one hazard are most likely applicable to a range of hazards and consequently, a disaster management plan captures the functions and activities applicable to all hazards.
All Hazards Approach	A written report described under s44 of the Disaster Management Act 2003, prepared by the state group about disaster management in Queensland.
Annual Report	A designated location specifically selected as a point which is not anticipated to be adversely affected by a hazard.
Assembly Point	A single approved message sent to telephone numbers through Emergency Alert in response to an event.
Campaign	The geographical area where Campaigns will be sent.
Campaign Area	The ability to achieve a desired effect in a specific environment/context.
Capability	The combination of all the strengths, attributes, and resources available within an organisation, community or society to manage and reduce disaster risks and strengthen resilience. Capacity may include infrastructure, institutions, human knowledge and skills, and collective attributes such as social relationships, leadership, and management.
Capacity	The person appointed under the Disaster Management Act 2003 as the Chairperson of a disaster management group.
Chairperson	The chief executive of the department, as referred to in s16A of the Disaster Management Act 2003, currently the Police Commissioner.
Chief Executive	Queensland Government Departments are led by Directors-General, who are effectively the Chief Executive Officers.
Chief Executive Officer	Relates to the average weather over a period of months, or over thousands or millions of years.
Climate	• The potential for adverse consequences on lives, livelihoods, health, ecosystems and species, economic, social and cultural assets, services (including environmental services) and infrastructure.
Climate risk	Provides a digital message format for all types of alerts and notifications and can be used for Emergency Alert messages.

Common Alerting Protocol	A group with a commonality of association and generally defined by location, shared experience, or function. A social group which has a number of things in common, such as shared experience, locality, culture, heritage, language, ethnicity, pastimes, occupation, workplace, etc.
Community	When Community members provide self-activated, uncoordinated emergent community response and recovery in a disaster event (e.g. friends, families and neighbours volunteering to help themselves and others through their interpersonal relationships and their socioeconomic connections).
Community Mobilisation	The ongoing and developing capacity of the community to account for its vulnerabilities and develop capabilities that aid that community in preventing, withstanding and mitigating the stress of a natural disaster event; recovering in a way that restores the community to a state of self-sufficiency and at least the same level of functioning after a natural disaster event; and using knowledge from a past response to strengthen the community's ability to withstand the next disaster event.
Community Resilience	The development of emergency and disaster arrangements to embrace the aspects of prevention, preparedness, response and recovery (PPRR). PPRR as aspects of emergency management, not sequential phases.
Comprehensive Approach	The outcome or impact of an event and may be expressed qualitatively or quantitatively. There can be more than one consequence from an event. Consequences are generally described as the effects on people, society, the environment and the economy. (Geoscience Australia).
Consequence	A plan developed to assist with managing a gap in capability to ensure services are maintained. This plan describes organised and coordinated courses of action with clearly identified institutional roles and resources, information processes and operational arrangements for specific actions at times of need. Contingency planning can be done as deliberate planning or immediate planning as it seeks to address gaps on an as needs basis.
Contingency Plan	The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc.) in accordance with priorities set by disaster management groups. Coordination operates horizontally across organisations and agencies.
Coordination	A centre established at state, district or local government level as a centre of communication and coordination during times of disaster operations.
Coordination Centre	A streamlined method for providing assistance from one local government group to another within Queensland's disaster management arrangements.
Council to Council	The physical structures, facilities, networks and other assets which provide services that are essential to the social and economic functioning of a community or society.
Critical infrastructure	The process of collecting quantifiable data that enables the assessment of the impact of an event. Data collected could be used to inform Impact Assessments.
Damage Assessment	The analysis of the consequences of an event, including psychosocial (emotional and social), economic, natural and built environment.
Impact Assessment	A meeting at the end of an operation with the purpose of assessing the conduct or results of an operation.

Debrief	The formal procedure to enable declared disaster powers under the Disaster Management Act 2003 (s64-s69) as required. Specific powers may be used to prevent or minimise loss of life, injury or damage.
Declaration of a Disaster Situation	An emergency situation declared under the Public Safety Preservations Act 1986 (s5).
Declaration of an Emergency Situation	For a disaster situation declared under s64(l) of the Disaster Management Act 2003 – the disaster district, or the part of the disaster district, for which the disaster situation is declared; or
Declared area	For a disaster situation declared under s69 of the Disaster Management Act 2003 – the state or, if the disaster situation is declared for a part of the state, the part.
Declared Disaster Officer	For a disaster situation, means:
Declared disaster powers	a police officer; or
Defence Assistance to the Civil Community	a person authorised under s75(l) of the Disaster Management Act 2003 to exercise declared disaster powers for the disaster situation.
Deliberate Planning	Means the powers of a district disaster coordinator or a declared disaster officer under s77 and s78 of the Disaster Management Act 2003.
Deputy Chairperson	Emergency defence assistance provided by the Australian Government where a disaster is actually or potentially of such a magnitude that state or territory resources are inadequate, unavailable or unable to be mobilised quickly.
Diagram	• A process to develop plans prior to events or situations which may require a disaster response and recovery, to enable an organised and coordinated approach to the required response and recovery.
Directed Evacuation	The person appointed under the Disaster Management Act 2003 as the Deputy Chairperson of a disaster management group.
Disaster	Illustrates diagrammatically how a function or operation should occur e.g. process diagram.
Disaster District	Also known as compulsory evacuation is where a relevant government agency has exercised a legislated power that requires people to evacuate. A directed evacuation under the Act requires the declaration of a disaster situation. A DDC may declare a disaster situation which requires the approval of the Minister responsible for the Disaster Management Act 2003 and must be made in accordance with section 65 of the Act. During a disaster situation, the DDC and Declared Disaster Officers are provided with additional powers under sections 77-78 of the Act. These powers may be required to give effect to a directed evacuation. An LDC, as part of the LDMG, may make a recommendation to a DDC that a directed evacuation is required, based on their situational awareness in preparation for an imminent disaster. However, as the LDMG/LDC has no legislative power to affect a directed evacuation, the responsibility for authorising a directed evacuation remains with the DDC. When an evacuation is directed, general advice and direction will be provided in relation to timings, places of shelter, location and preferred evacuation routes.
Disaster Management	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 Group	A defined area referred to as a 'Disaster District', each district comprises one or more local government areas. Each Disaster District is established to provide disaster management and operations support to its associated local government area/s.
Disaster Management Plan	Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.
Disaster Management Stakeholder	Means the state group, a district group or a local group.
Disaster Management Sub-plan	The state group, district groups and local groups must prepare a plan (State Disaster Management Plan, District Disaster Management Plan and Local Disaster Management Plan) for disaster management in the state, disaster district and local government's area respectively.
Disaster Management System	Any individual, group, corporation, business, organisation, agency, who may affect or be affected by a decision, activity or outcome of disasters or hazards and the approach to prevention, preparedness, response or recovery phases.
Disaster Management Website	An appendix to a Disaster Management Plan, Sub-plans provide further detailed arrangements, methods and protocols relating to particular supporting activities undertaken by the disaster management groups and their member agencies.
Disaster operations	The Queensland's disaster management system refers to the legislation, regulations, plans, standards, policies, technology systems, guidelines and associated publications in place to facilitate effective disaster management across the four phases of prevention, preparedness, response and recovery.
Disaster Recovery Operations	A platform for the Queensland Government to make disaster management information publicly available (e.g. DM Guideline, Strategic policy Statement).
Disaster Resilience	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of an event.
Disaster Response Capability	The phase of disaster operations that relates to recovering from a disaster.
Disaster Response Operations	A system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances.
Disaster Risk Reduction	A 'disaster response capability' for local government means the ability to provide equipment and a suitable number of persons, using the resources available, to effectively manage or help another entity to manage an emergency situation or a disaster in the local government area.
Disaster Situation	Disaster response operations means the phase of disaster operations that relates to responding to a disaster.
District Disaster Coordinator	Disaster risk reduction is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development.

District Disaster Management Group	Means a disaster situation declared under s64(1) by the district disaster coordinator with the approval of the Minister or by the Minister or Premier s69 of the Disaster Management Act 2003.
District Disaster Management Plan	The chairperson of a district group is also the district disaster coordinator of the district group. The function of the district disaster coordinator is to coordinate disaster operations in the disaster district for the group.
District Executive Officer	The group established under s22 of the Disaster Management Act 2003. The DDMG Provides whole-of-government planning and coordination capacity to support local governments in disaster management and operations.
District Recovery Group	A plan prepared under s53 of the Disaster Management Act 2003 that documents planning and resource management to counter the effects of a disaster within the disaster district.
Emergency Alert	The Police Commissioner is to appoint a person as the executive officer of the district group. The function of the executive officer of a district group is to support the group in the performance of its function, as directed by the chairperson of the district group.
Emergency Alert Campaign	A district recovery group may be established by the DDMG to identify and prioritise their objectives in rebuilding and reconnecting after disaster across the impacted district.
Emergency Management	A national telephone warning system that provides Australian emergency authorities with an enhanced ability to warn the community in the event of an emergency. The warning system is another tool available for organisations to issue emergency warnings. Emergency Alerts will be issued via landline and mobile telephones.
Emergency Supply	A single approved message sent to telephone numbers in response to an event.
Essential Goods	Emergency management is also used, sometimes interchangeably, with the term disaster management, particularly in the context of biological and technological hazards and for health emergencies. While there is a large degree of overlap, an emergency can also relate to hazardous events that do not result in the serious disruption of the functioning of a community or society.
Evacuation	Emergency supply is the acquisition of items and resources to assist in the protection of the community or its assets in the preparation for a disaster, or during the immediate aftermath of a disaster with the provision of resources that the Local Disaster Management Group is not able to secure through its established logistics sub-plan.
Evacuation Centre	Essential goods' are considered to include:
Evacuation Facilities	Basic foodstuffs – preferably either dried or tinned or otherwise packaged to last 'on the shelf' without special storage requirements by the isolated communities
Evacuation Route	Basic cleaners, disinfectants and the like to enable communities to maintain adequate hygiene practices (subject to clearance by the carrying agency)
Evacuation zone	Baby foods, formula feeds for babies and nappies (the use of cloth nappies instead of 'packaged' nappies should be encouraged wherever possible)
Event	Foodstuffs other than above to meet special dietary requirements (on certification by an appropriate medical authority)
Exercise	Medicines and medical supplies, water purification tablets/treatments (subject to clearance by the carrying agency)

Exposed area	Dried pet foods (tinned pet food should be obtained prior to isolation)
Exposed Population	Fuels (subject to clearance by the carrying agency) for essential motor transport, to keep electrical generators running to provide power for cooking, heating, lighting, refrigeration, water pumps and similar electrically powered appliances used to prepare or preserve food, maintain life, or provide purified water
Exposure	Aviation fuel (subject to it being used for reconnaissance or to resupply local homesteads)
Form	Batteries (subject to clearance by the carrying agency) for powering transistor radios, or hand held/ portable radio transmitters/receivers
Functional Committee	Other goods which, in the opinion of the Deputy Commissioner, Queensland Police Service (on advice from the appropriate authority), are deemed necessary to maintain the physical and/or psychological welfare of the inhabitants of the isolated communities.
Functional Lead Agency	The planned movement of persons from an unsafe or potentially unsafe location to a safer location and their eventual return.
Functional Plan	A building located beyond a hazard to provide temporary accommodation, food and water until it is safe for evacuees to return to their homes or alternative temporary emergency accommodation.
Functional Recovery Group	Describe a variety of sites which may need to be established to accommodate people during an evacuation. Categories of evacuation facilities comprise:
Geospatial	Evacuation centre
Handbook	Public cyclone shelter
Hazard	Place of refuge.
Hazard Specific Plan	A designated road, not anticipated to be adversely affected by the hazard, to be used for travel to a safer location.
Hot debrief	A designated exposed area from which people are evacuated.
Immediate Planning	An event means any of the following:
Lean Forward	a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening
Level of risk (or risk level)	an explosion or fire, a chemical, fuel or oil spill, or a gas leak
Levels of Activation	an infestation, plague or epidemic
Liaison Officer	a failure or, or disruption to, an essential service or infrastructure
Likelihood	an attack against the state
Link	another event similar to an event mentioned above
Local Disaster Coordinator	an event may be natural or caused by human acts or omissions.

Local Disaster Management Group	A controlled, objective-driven activity used for testing, practising or evaluating processes or capabilities.
Local Disaster Management Plan	An area that has been identified as being at threat from the effects of a hazard.
Local Government Area	The population that inhabit a potentially hazardous area (see exposed area).
Local Recovery Coordinator	The elements within a given area that have been, or could be, subject to the impact of a particular hazard. Exposure is also sometimes referred to as the 'elements at risk'.
Local Recovery Group	Operational or legislative forms required to be completed by disaster management stakeholders in order to perform, coordinate or direct a specific operation.
Logistics	Functional committees are established to address specific issues associated with the delivery of disaster management functions within their district, based on requirements of the district and the Functional Lead Agency.
Manual	An agency allocated responsibility to prepare for and provide a disaster management function and lead relevant organisations that provide a supporting role.
Map	A functional plan is developed by lead agencies to address specific planning requirements attached to each function. Although the functional lead agency has primary responsibility, arrangements for the coordination of relevant organisations that play a supporting role are also to be outlined in these plans.
Mitigation	Five functional recovery groups – Human and Social, Economic, Environment, Building and Roads and Transport, are responsible for supporting the delivery of recovery efforts across impacted communities. The functional recovery groups leverage existing strong partnerships between local and state government to ensure close collaboration and coordination during the management of recovery activities. The functional recovery groups provide a platform to coordinate effort by all agencies involved in recovery, this includes a multi-disciplinary approach to needs analysis, consequence management, community engagement, planning and service delivery.
Monitoring	Relating to or denoting data that is associated with a particular location or that has a geographic component to it. These components can be in the form of coordinates, addresses or postcodes. (Australian Geospatial-Intelligence Organisation).
Natural hazard	Specifically developed to describe a method to be undertaken in relation to a certain field (e.g. Disaster Management Training Handbook, QEMRF Risk Assessment Handbook).
Neighbourhood safer places	A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation. (United Nations Office for Disaster Risk Reduction, 2017).
Network	A hazard specific plan is developed by a state agency with assigned lead responsibility to address a particular hazard under the State Disaster Management Plan (SDMP).
Nominated service delivery entity	A hot debrief is conducted immediately after response operations conclude. Participants share learning points while their response experiences are fresh.
Non-Government Organisations	A process to develop plans which is event driven and based upon the development of situation awareness by assessing actual or impending event characteristics and projecting the potential impacts and consequences.

Offers of Assistance	An operational state prior to 'stand up' characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on standby, prepared but not activated.
Operational Plan	Magnitude of a risk, or a combination of risks, expressed in terms of the combination of vulnerability, consequence and their likelihood.
Place of Refuge	The Queensland Disaster Management Arrangements are activated using an escalation model based on the following levels:
Policy	Alert – a heightened level of vigilance due to the possibility of an event in the area of responsibility. Some action may be required and the situation should be monitored by staff capable of assessing and preparing for the potential threat.
Preparedness	Lean Forward – an operational state prior to 'stand up' characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on standby, prepared but not activated.
Prevention	Stand up – the operational state following 'lean forward' whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.
Phases of Disaster Management	Stand down – transition from responding to an event back to normal core business and/or continuance of recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.
Prevention, Preparedness, Response and Recovery Disaster Management Guideline	A person who liaises between a coordination centre and their home entity (e.g. SDCC and Energex) during disaster operations. Liaison officers communicate and coordinate their activities to achieve the best utilization of resources or services provided to the centre (e.g. provide technical or subject matter expertise, as well as, capability and capacity of their home entity).
Public cyclone shelter	The chance of something happening whether defined, measured or determined objectively or subjectively, qualitatively, or quantitatively and described using general terms or mathematically. (Standards Australia/ Standards New Zealand Standard Committee, 2009).
Queensland's Disaster Management Arrangements	Disaster Management publications currently existing in the disaster management sector that are required to be linked with the Guideline.
Queensland Disaster Management Committee	The person appointed as the local disaster coordinator under s35 of the Disaster Management Act 2003. The function of the local disaster coordinator is to coordinate disaster operations in the local government area for the local group.
Queensland Disaster Management Training Framework	The group established under s29 of the Disaster Management Act 2003, in place to support Local Government in the delivery of disaster management services and responsibilities in Preventing, Preparing for, Responding to and Recovering from Disaster events.
Queensland Disaster Recovery Arrangements	A plan prepared under s57 of the Disaster Management Act 2003 that documents arrangements to manage disaster planning and operations within the local government area of responsibility.
Recovery	A part of Queensland that is governed by a local government.

Reference Guide	The Local Disaster Management Group may appoint a Local Recovery Coordinator to coordinate recovery at the local level.
Relief	A local recovery group may be established by the Local Disaster Management Group to provide coordination and oversight of functional recovery sub-groups and to identify and prioritise their objectives in rebuilding and reconnecting after a disaster.
Residual risk	The range of operational activities concerned with supply, handling, transportation and distribution of materials. Also applicable to the transportation of people.
Resilience	Provides additional guidance and describes specific key responsibilities and/or how to manage, coordinate or operate a specific function across PPRR (e.g. Emergency Alert, Resupply, Evacuation etc.).
Response	A diagrammatic representation of an area or location e.g. local or district disaster management group boundary map.
Resupply	Measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and the environment. (Australian Emergency Management Institute, 2015).
Rural Property	Continual checking, supervising, critically observing or determining the status to identify change from the performance level required or expected. Monitoring can be applied to a risk management framework, risk management process, risk or control. (Australian Emergency Management Institute, 2015).
Risk	Those which are predominantly associated with natural processes and phenomena. (United Nations Office for Disaster Risk Reduction, 2017).
Risk assessment	A local open space or building where people may gather, as a last resort, to seek shelter from bushfire.
Risk identification	A group or system of interconnected people or things. (Australian Emergency Management Institute, 2015).
Risk management	Identified and assigned organisation that have established resources, capability and capacity to provide support for delivery of goods and services.
Risk management framework	Non-profit making organisation operating at the local, national, or international levels. Distinct from a governmental organisation, having no statutory ties with a national government.
Safer Location	The offering of financial donations, volunteers, goods and services from individuals, corporations, businesses, or organisations.
Self-initiated evacuation	An operational plan is a response plan which outlines a problem/concern/vulnerability and identifies the appropriate actions (what? who? how? when?) to address the situation. The operation plan sits within the disaster management plan and is developed after conducting a risk assessment.
Shelter in place	An alternative or in addition to evacuation where individuals shelter within their homes, workplace or with family/friends if considered safe to do so.
Situational Awareness	Provides a deliberate system of principles and statement of intent to guide decisions and achieve rational outcomes.

Situation Report	The taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event.
Specific-Purpose Committee	The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event.
Spontaneous Volunteers	Prevention, Preparedness, Response and Recovery.
Stand Down	This DM Guideline serves as the 'Guidelines about Disaster Management Plans' as set out in s 63 of the Disaster Management Act 2003 and informs the state group, district groups and local governments about matters relating to:
Stand Up	the preparation of disaster management plans
Standard Emergency Warning Signal	the matters to be included in a disaster management plan
Standard Operating Procedures	other matters about the operation of a district group or local group the Chief Executive considers appropriate having regard to disaster management for the state.
State Disaster Coordination Group	A building designed, constructed and maintained in accordance with government requirements and provides protection to evacuees during a cyclone.
State Disaster Coordinator	Whole-of-government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management.
State Disaster Management Plan	The group established under s17 of the Disaster Management Act 2003. To make strategic decisions about Prevention, Preparedness, Response and Recovery for disaster events and to build Queensland's resilience to Disasters.
State Recovery Coordinator	Outlines training courses to be undertaken by Queensland disaster management key stakeholder roles to support the effective performance of each identified role, in accordance with s16A(c) of the Disaster Management Act 2003.
State Recovery Policy and Planning Coordinator	Queensland's Disaster Recovery Arrangements comprise a four tiered system: three levels of government – local, state and federal – and an additional state government tier between local and state levels known as disaster districts. These arrangements enable a collaborative approach that brings together all agencies, stakeholders and resources for planning and coordinating the delivery of recovery functions
Stranded Persons	The taking of appropriate measures to recover from an event, including the action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment.
Sub-Groups	Provides additional considerations and information for disaster management stakeholders to achieve disaster management activities across PPRR.
Template	Efforts to meet the needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and basic human needs.
The Queensland Government Disaster Management Website	The risk that remains in unmanaged form, even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained. (United Nations Office for Disaster Risk Reduction, 2017).

Toolkit	A system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances.
Trained Volunteer	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.
Voluntary Evacuation	A response from the Queensland Government to ensure that essential goods remain available through the normal retail arrangements but the high cost of transport is not passed on to the retailer or consumer.
Volunteers	Includes primary producers, outstations and small towns with no retail facilities.
Vulnerability	The concept of risk combines an understanding of the likelihood of a hazardous event occurring with an assessment of its impact represented by interactions between hazards, elements at risk and vulnerability. (Geoscience Australia).

Table 3 Definitions

4 LOCAL DISASTER MANAGEMENT GROUP

4.1 ESTABLISHMENT

The LDMG has been established in accordance with section 29 of the Disaster Management Act 2003.

4.1.1 ROLE

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

4.2 FUNCTIONS OF A LOCAL GOVERNMENT

Section 30 of the Disaster Management Act 2003 prescribes a range of functions to be performed by the local group. These functions are:

a. to ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State;
b. to develop effective disaster management, and regularly review and assess the disaster management;
c. to help the Local Government for its area to prepare a local disaster management plan;
d. to identify, and provide advice to the relevant district group about, support services required by the local group to facilitate disaster management and disaster operations in the area;
e. to ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster;
f. to manage disaster operations in the area under policies and procedures decided by the State group;
g. to provide reports and make recommendations to the relevant district group about matters relating to disaster operations;
h. to identify, and coordinate the use of, resources that may be used for disaster operations in the area;
i. to establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens;
j. to ensure information about a disaster in the area is promptly given to the relevant district group;
k. to perform other functions given to the group under this Act;
l. to perform a function incidental to a function mentioned in paragraphs (a) to (k).

4.3 MEMBERSHIP

Members of the Local Group have been appointed by the Southern Downs Regional Council in accordance with section 33 and section 34 of the Disaster Management Act 2003. All LDMG members should have the necessary expertise and experience to be a member. Other representatives may attend LDMG meetings in an advisory capacity only and do not have voting rights. A representative from the Warwick DDMG attends LDMG meetings as an advisory member.

LDMG Members MUST have the authority to commit the resources of their agencies in support of LDMG priorities.

Template Forms relating to the LDMG can be found in Annexure H.

The full list of persons appointed to the Southern Downs LDMG under section 33 of the Disaster Management Act 2003 can be found at Annexure B – Southern Downs Local Disaster Management Group Contact List.

With the approval of the Chair, members may appoint another person as his or her deputy to attend LDMG meetings in their absence and exercise the member's functions and powers under the Disaster Management Act 2003 at the meeting. Deputy members are to be counted in deciding if there is a quorum for a meeting.

4.4 SUB GROUP

The LDMG is supported by the following sub committee's:

Southern Downs Local Recovery Group (LRG)

The purpose of the LRG is to establish a core group of people within the Southern Downs Region who possess the local knowledge and expertise to ensure that disaster recovery within the area is managed. Information regarding the Recovery Strategy can be found in section 7 of this plan. The Terms of Reference for the LRG is provided in Annexure G.

The Southern Downs LDMG may establish other sub groups and committees to address specific issues and or tasks. The creation of a sub group must be passed as a LDMG Meeting Resolution. Terms of reference should be established to give clear guidance on the establishment, role and function, required outcomes and conduct of business of the sub group. Such sub groups and committees are to submit reports on their progress to the LDC as dictated by the LDMG when the sub groups and committees are established.

Any decisions made or actions taken by or on behalf of the sub groups should be endorsed by the LDMG during normal business, or during disaster operations by the LDMG or LDC, to ensure the validity of decisions under the act.

Southern Downs Higher Risk Sub Group (HRSG)

The Higher Risk Sub-Group is an advisory body established by the Southern Downs Local Disaster Management Group (LDMG) to provide expert advice on disaster management issues affecting community members with long-term physical, mental, intellectual, or sensory impairments. Its purpose is to ensure inclusive disaster planning and operations by identifying higher-risk issues, offering recommendations, and supporting the development of more resilient local strategies.

4.5 ROLES AND RESPONSIBILITIES

Government organisations and non-government organisations have designated responsibilities in disasters which reflect their legislated and/or technical capability and authority with respect to hazards, functions and/or activities of disaster management. The roles and responsibilities listed below have been agreed and accepted by the respective organisations. Acceptance indicates a capacity and ability to commit the resources required to perform the function indicated.

This list is not exhaustive and focuses on the roles and responsibilities of organisations at the local level only. The list aims to ensure that all the accountabilities of the LDMG with respect to disaster management have been addressed.

Agencies are to confirm the appointment of representative members by way of an appointment letter. The appointment can be either by agency position (preferred) or by specific individual. The LDC is to be notified by letter of appointment when any change is made by an agency to the appointed position or individual.

4.6 MEMBER AGENCY ROLES AND RESPONSIBILITIES

ORGAINSATION	RESPONSIBILITIES
Southern Downs Regional Council	• Develop comprehensive local disaster management plan, sub-plans and strategies • Support the coordination of response agencies through LDCC • Conduct reconnaissance and impact assessments • Provide public information prior to, during and following disaster events • Recommend areas/locations to be considered for directed evacuation • Provide public advice regarding voluntary evacuation • Identify, resource, staff, manage and operate evacuation centres • Provide locally based community support services • Design, maintain and operation of Local Disaster Coordination Centre (LDCC), including the training of sufficient personnel to operate the centre • Lead organisation for localised earthquake, flood, and storm disasters • Collection and interpretations of flood and storm data and issuance of local flood and storm information/warnings. • Provide assistance with traffic control. • Provide staff for assessment and safety of damaged buildings. • Provide staff to assist with animal control, vaccination programs, provision of animal records and disinfection for infectious stock disease • Provide staff for assessment and control of chemical pollution of watercourses/water supply • Provide assistance with the supply and transportation of hazardous chemical recovery containers • Provide manpower and equipment including barricades, vehicles, water trucks, earthmoving equipment, sanitary requirements and other equipment as necessary • Clear debris from public property • Maintain environmental health services • Register and coordinate assistance from volunteers, voluntary groups and welfare organisations
Department of Families, Seniors, Disability Services and Child Safety	• • Provide and act as key contact point for non-government organisation contracts and services during and post disaster events • Provide the Personal Hardship and Assistance Scheme (PHAS) and Essential Services Safety and Reconnection Scheme (ESSRS) • Coordinate development of Requests for Assistance submission to National Emergency Management Agency for post disaster recovery social services supports for communities affected by disaster • Coordinate and administer response post disaster to support social services recovery and resilience in affected communities, including activation of DRFA category A, B, C & D measures • Coordinate the deployment of the Community Recovery Ready Reserve workforce to assist with critical incident response and recovery
Queensland Fire Department	• • Hazard lead and primary response agency for structural fire, bushfire, and hazardous materials emergencies • Responsible for relevant components of the Chemical, Biological and Radiological hazard (noting Queensland Health's involvement in the Biological and Radiological component) • Plays an important role in building safety, assessment, and compliance, which contributes to preparedness for disasters, e.g. earthquakes • Fire and hazardous materials suppression and control • Protect persons trapped in a vehicle or building or otherwise endangered

	• Develop and distribute warnings relating to bushfire, structure fires and hazardous materials emergencies • Lead the AUS-1 Disaster Assistance Response Team for responding to disasters internationally and within Australia • Provide specialist rescue capability – including Urban Search and Rescue and Technical Rescue, Swiftwater Rescue • Undertake and coordinate bushfire mitigation activities • Coordination of air operations • Management of permit to light system • Invoking fire bans • Community engagement • Promote fire prevention and fire control and safety and other procedures for fire and hazardous materials emergencies • Coordination of pre-season briefings relating to bushfire • Support the response to severe weather and other disaster events • Undertake initial damage assessments following disaster events • Provide advice in relation to chemical analysis and atmospheric monitoring at relevant incidents • Provide mass and technical decontamination capability • Provide advice and support regarding disaster management and disaster operations as it relates to bushfires, structure fires and hazardous materials emergencies to disaster management groups
Queensland Ambulance Service	• • Provide, operate, and maintain ambulance service delivery during disasters and other related activities • Provide transport for persons requiring attention at medical or health care facilities • Participate with other emergency services in counter disaster planning including collaboration with Hospital and Health Services and active membership of State, District and Local Disaster Groups • Coordinate all volunteer first aid groups during a disaster
Queensland Police Service	• Provision of training under the Qld Disaster Management Training Framework • Provide advice and support to the QDMC, DDMGs and LDMGs in relation to disaster management and disaster operations • Develop, maintain, monitor and continuously improve the State's disaster management arrangements and system • Ensure the availability, maintenance and operation of the SDCC • support the deployment of State Emergency Service resources • • Provide the chair and executive support to district disaster management groups • Provide advice and support regarding disaster management and disaster operations to disaster management groups • Develop the program cycle of disaster management exercises • Support stakeholder application of the Australian Warning System • Issue warnings including Emergency Alert • Operational responsibility for first response to terrorism • Resupply of essential goods to isolated communities, properties and individuals in partnership with Local Disaster Management Groups (LDMGs) • Manage the registration of directed evacuees and work in partnership with LDMGs and Australian Red Cross • Provide aircraft assets to Whole of Government disaster response via the QGAIR including: o supplying coordinators to the State Disaster Coordination Centre aviation cell to support all aircraft deployments o deployment of assets • Preserve peace and good order • Traffic management including assistance with road closures and maintenance of road blocks

	• State Search and Rescue authority and responsible for coordination of search and rescue operations • Disaster Victim Identification • Help injured persons, as well as protect persons, property or the environment from danger or potential danger in emergency situations. This includes operations for road crashes, vertical rescue, or assistance to other entities responding to an emergency • Assist in searches for missing persons or evidence • Provide storm and water damage operations to support residents and critical community services • Conduct operational preparedness and resilience activities with community and agencies such as community engagement, exercises, agency liaison and joint planning • Support multi-agency response and recovery activities within SES capability • Provide operational support in emergencies and public events including, but not limited to, welfare, evacuations and evacuation centres support, cyclone shelter support, public event support, fire ground support, air base operations and management (bushfire), traffic management, communications, resupply, incident management, or lighting
State Emergency Service	• Maintain capacity to respond or to assist other agencies to respond to disaster and emergency situations • Assist with the rescue of persons, including vertical rescue • Conduct flood boat resupply and rescue operations • Assist with evacuation • Assist with crowd and traffic control • Conduct damage assessments for storms

Table 4 Southern Downs LDMG Member Agency Roles and Responsibilities

4.7 ADVISORY AGENCIES

ORGAINSATION	RESPONSIBILITIES
Bureau of Meteorology	• • Collect, coordinate, and distribute environmental observation data in support of advice, warnings, and briefings • Provide seasonal climate outlooks for forward planning
Department of Primary Industries	ARICULTURE • Provide advice on agriculture, fisheries, and forestry disaster impacts (including advice on agriculture supply chains and animal welfare incidents) • Assist the ongoing supply of fresh food as an essential service • Support Disaster Recovery Funding Arrangements (DRFA) relief measures, including agricultural industry recovery and resilience officers as required • Coordinate the Agriculture Disaster Taskforce (ADT) • Engage with industry on preparedness for climate and biosecurity risks and aid with economic recovery • Assist agriculture industries in prevention and preparedness through normal business operations • Report on the disaster impact assessments for the agriculture sector, including economic losses, and expected recovery • Report on the possible impact of seasonal conditions and climate events will have on the agricultural sector • Support agriculture, fisheries, and forestry with workforce disruptions that may occur • Assist supply chains in the event of a cyber incursion that significantly disrupts agricultural meat processing BIOSECURITY

	• Hazard Specific Primary Lead Agency for containment and eradication of emergency animal and plant diseases and pests, invasive plants and animals, residues, and contaminants in agricultural commodities - Australian Veterinary Emergency Plan • Provide advice on animal welfare in emergency incidents including natural disasters - Australian Aquatic Veterinary Emergency Plan • Coordinate efforts to prevent, respond to, and recover from emergency plant and animal pests and diseases and invasive plants and animals - Australian Emergency Plant Pest Response Plan • Collaborate with stakeholders with shared responsibilities and other organisations to facilitate prevention, preparedness, response, and recovery strategies and priorities for animal welfare within a community - Emergency Marine Pests Plan and National Environmental Biosecurity Response Agreement FISHERIES • Provide advice on fisheries disaster impacts (including advice on agriculture supply chains and animal welfare incidents) • Assist fisheries industries in disaster prevention and preparedness through normal business operations • Provide resources to assist in disaster management and recovery, including personnel, vehicles, vessels, and ancillary equipment FORESTRY • Provide advice on disaster impacts to the forestry and timber industries, including advice on supply chains • Assisting State owned and plantation forests in disaster prevention and preparedness through normal business operations • Support fire management activities on the State Forest estate through a contingent of trained firefighters within the Forestry business unit
Department of Transport and Main Roads	• Provide information and advice regarding the impact of the event on road, rail, and maritime infrastructure • Assist with the safe movement of people resulting from mass evacuation • Enable an accessible transport network through reinstating road, rail, and maritime infrastructure. Rail infrastructure reinstatement remains the responsibility of Queensland Rail or private rail infrastructure owners •
Queensland Parks and Wildlife Service	• Control organisation for fire disasters in State Forests and National Parks • Control of fire front response in State Forests and National Parks • Provide equipment and manpower for fires in State Forests and National Parks • Provide local maps and other information and assistance for infectious stock disease and search and rescue in a National Park
Ergon Energy	• Restore interrupted electricity services • Provide electricity supply information and warnings to Southern Downs disaster management agencies and the community • Provide advice in relation to electrical power supply outages to agencies and community • Provide safety advice for consumers during disaster and emergency situations • Cut or isolate electricity supply, if necessary, particularly for flood affected properties • Secure and control damaged power supplies • Provide and maintain field headquarters or Operations Centre electricity when required
Queensland Health	• • Coordinate and manage the health aspects of a disaster or emergency incident across the full spectrum of prevention, preparedness, response, and recovery, including clinical care, public health, mental health, forensic support, and health related messaging to the community

Queensland Rail	• Control, operation, movement and technical advice on railway plant and equipment • Control and provide railway manpower and equipment as required • Clear railway lines. • Assist in tracing stock and animal products transported by rail • Halt, off-load and disinfect rolling stock as required for infectious stock disease
Red Cross	• • Manage the registration of evacuees in partnership with Queensland Police Service • Australian Red Cross provides a people-centered approach to disaster management, delivering PSS and assisting efforts to ensure people's basic needs are met in the immediate aftermath of an emergency • Deliver services as per agreements/specifications/plans • Memorandum of Understanding with certain Local Government Areas to manage/ support evacuation centres on behalf of the local council • Standing Offer Arrangement for Human and Social Recovery Services as part of Disaster Relief and Recovery
SunWater	• • Manage, operate, maintain, and improve referable water assets to: o manage community safety o continuously reduce dam safety risk • Seek to understand, assess and act to address dam safety risks of referable water assets in a timely manner including through regular monitoring of water assets (e.g. physical inspections and instrumentation monitoring) • Ensure referable water assets are managed safely, in accordance with emergency action plans (EAP) and in line with disaster management principles and plans • Ensure each EAP is developed in collaboration with key stakeholders, and meets the criteria set by the chief executive • Communicate effectively with disaster management groups and the community (as outlined in an EAP) about dam outflows/operations when an EAP is activated • Regularly engage with Local Disaster Management Groups, at-risk residents downstream and communities about referable dam operations
Telstra	• Support all disaster management levels before, during and after disaster (e.g. information in relation to communications outages/repairs) •
NBN Co	• Build and operate a wholesale broadband access network and provides services to retail phone and internet providers • Provide a variety of broadband services including: ▪ Fibre to the premises (FTTP) ▪ Fibre to the node (FTTN) ▪ Fibre to the basement (FTTB) ▪ Hybrid fibre co-axial (HFC) ▪ Fixed wireless ▪ Sky Muster Satellite • During emergency events: ▪ Provide a liaison officer function to the State Disaster Coordination Centre to provide information and advice on the impacts of emergency events on telecommunication services ▪ Contribute to the telecommunications situation reports ▪ Facilitate actions within and across the telecommunication sector in response to the emergency event

Table 5 Southern Downs LDMG Advisory Agency Roles and Responsibilities

4.8 MEETINGS

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

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

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

Minutes must be taken of LDMG meetings.

4.9 REPORTING

In accordance with the Disaster Management Act 2003, the LDMG will provide:

- Advice to the Warwick DDMG about support services required by the LDMG to facilitate disaster management and disaster operations in the Southern Downs Regional Council local government area (section 30 (d)).
- Reports and recommendations to the Warwick DDMG about matters relating to disaster operations in the Southern Downs Regional Council local government area (section 30 (g)).
- A status report to the Warwick DDC at the end of each financial year for inclusion in the DDMG Annual Report.

In accordance with the Disaster Management Act 2003, the Southern Downs Regional Council will provide:

- An annual written notice of the LDMG members to: the Warwick DDC and the Commissioner of QPS.

LDMG members will provide a written Member Status Report to the Chair of the LDMG immediately before or at every LDMG meeting.

5 DISASTER RISK ASSESSMENT

5.1 COMMUNITY CONTEXT

5.1.1 GEOGRAPHY

The Southern Downs region encompasses an area of 7,122km^2. The northern part of the region is a renowned primary producing area ranging from fertile black soil plains to fruit growing sandy soils in the south and grazing land to the west. The northeast section of the southern part of the region comprises an elevated granite plateau of gently sloping land suitable for agricultural production. These are fringed by granitic hills with steep slopes, exposed granite domes and tors.

The main watercourses in the region are the Condamine River, Severn River (which flows in a southerly direction and collects from the north and eastern parts of the Stanthorpe district) and Pike's Creek (which runs parallel to but further west of the Severn).

Condamine River

The Condamine River's source is an area known as the Head, east of Killarney, which is part of the Great Dividing Range. Most other watercourses are tributaries of the Condamine and those south of the Condamine flow south to north into the river, while those north of the Condamine generally flow north-east to south-west before emptying into the Condamine.

Severn River and Pike's Creek

The southern part of the region is drained by the Severn River and Pike's Creek streams, which are tributaries of the Macintyre-Barwon-Darling system. Water from the eastern part of the southern part of the region drains south and west into the Severn

River. The southern part of the region is virtually the catchment area of the Severn River, which becomes the Dumaresq beyond the region's boundary.

Water drains from the Great Dividing Range in the eastern boundary, and Robert's Range in the southern boundary through the Severn River system. The general fall is southwest but the rugged southeast initially drains northward through the Quart Pot Creek system until it reaches Stanthorpe where it swings southwest. Herries Range on the northern boundary drains south-southwest through the Pike's Creek system. Pike's Creek also drains the western boundary, which separates the Pike's Creek and Macintyre Brook catchments. Pike's Creek joins the Severn River at Mingoola in the south of the region. Quart Pot and Broadwater Creeks join near Stanthorpe to form the Severn River. Quart Pot Creek flows through the town of Stanthorpe and has caused flooding within the town.

The northern part of the region has rugged ranges as its eastern boundary. These ranges are heavily wooded and contain areas of national park including the Queen Mary Falls National Park near Killarney, and Cunningham's Gap National Park which forms part of the Main Range National Park. In the centre and west of the northern part of the region the land is generally very lightly wooded due to the amount of farming and grazing in these plain areas.

There are two National Parks (Girraween and Sundown National Parks) within the southern part of the region. These cover an area of around 11,400 and 16,000 hectares respectively and offer a wide variety of flora, fauna, landscape features and activities. Southern areas of the region are on the New South Wales border where there's heavy forestry.

The region also shares borders with Goondiwindi Regional Council, Toowoomba Regional Council, Lockyer Valley Regional Council (minor) and Scenic Rim Regional Council. The region shares the NSW/QLD State Border with Tenterfield Shire Council.

5.2 CLIMATE AND WEATHER

The northern part of the region has a mild climate and weather patterns, while the southern part of the region has four distinct seasons.

MEAN ANNUAL RAINFALL 2018	MEAN DAILY MINIMUM TEMPERATURE	MEAN DAILY MAXIMUM TEMPERATURE
Warwick – 396mm	Warwick – 11.5 deg C	Warwick – 25.9 deg C
Stanthorpe – 568mm	Stanthorpe – 8.9 deg C	Stanthorpe – 22.9 deg C

(Source: Bureau of Meteorology 2018).

5.3 POPULATION

As at 10 August 2021, the estimated resident population of the region was 36,656 persons, or 0.7 per cent of the State's population. The two main population centres are Warwick (15,759) and Stanthorpe (5,314). The population of the Southern Downs Region has increased by 3.0% since the 2016 census.

As at 10 August 2021, 16.4 per cent of persons were aged 0 to 14 years, 56.5 per cent were aged 15 to 64 years and 26.3 per cent were aged 65 years and over.

At the time of 2021 Census, there were:

- 855 persons in the region who stated that they spoke a language other than English at home.
- 4,120 persons in need of assistance with disability, health condition or due to old age in the region which represents 13.7% of the total persons in the region.
- 15,706 persons were reported in the labour force. Of these 53.3% were employed full time. The median weekly personal income for people aged 15 years and over $590.
- 14,031 occupied private dwellings counted in the region.

5.4 COMMUNITY CAPACITY

The community capacity in the region is relatively strong. There is a wealth of local knowledge and expertise available in disastrous events. Communities are closely bound through numerous community organisations and are quick to provide help

to one another when there is an obvious need. This includes support from organisations such as the State Emergency Service, Rural Fire Brigades and community welfare groups.

5.5 INDUSTRY

The northern part of the region is primarily a rural regional centre while agricultural and tourism industries form the basis of the southern part of the region's economy. Over 50% of the northern part of the region is associated in primary industries with this possible impacting on the quantity of fuels/chemicals stored near bush fire prone areas. Access to water may be an area of concern in peak bushfire prone times. There is a large concentration of employees located at the Big W Distribution Centre, Wickham's Transport and John Dee Abattoir.

The southern part of the region supplies a substantial proportion of the fresh fruit and vegetables provided to Queensland and interstate markets, and exports fresh produce overseas. More than 40 wineries exist throughout the region and the current growth in wine production in Queensland is reflected in expanding areas of the southern part of the region being planted as vineyards.

5.6 PUBLIC BUILDINGS, SPACES, AND EVENTS

Major public spaces in the region attracting large volumes of people include:

- Rose City Shopping Centre and Warwick CBD
- Warwick IGA Shopping Centre
- Warwick Aldi Shopping Centre
- Morgan Park Recreational Reserve
- Queens Park Recreational Reserve
- Warwick Showgrounds, (particularly during the Warwick Show in March & Rodeo in October)
- Killarney Recreation Centre
- Leyburn, during the Leyburn Sprints event (August)
- Stanthorpe Plaza, IGA Shopping Centre
- Stanthorpe Aldi Shopping Centre
- Stanthorpe Showgrounds (particularly at the time of the Stanthorpe Show)
- Stanthorpe Civic Centre
- Stanthorpe CBD (particularly during the Apple & Grape Festival - every second year)

The housing stock in the region is primarily low-set timber or brick construction and is generally well maintained.

The business centres of Warwick and Stanthorpe comprises an elongated and well-maintained streetscape of single storey masonry/ brick buildings and some double storey buildings of similar construction. Both Warwick and Stanthorpe have an industrial precinct adjacent to the business centre which is comprised mostly of corrugated iron industrial sheds.

There are many historically significant buildings and structures in the region including the Warwick and Stanthorpe Post Office, Warwick Town Hall, Glengallan Homestead, Southern Downs Steam Railway Museum, Warwick Historical Society Museum, Wallangarra Railway Station, Red Bridge, Diamond's Residence, El Arish, various memorials and churches.

5.7 CRITICAL INFRASTRUCTURE

Road System

The Cunningham Highway and New England Highway are well formed, bitumen sealed, all-weather roads that carry interstate transport as well as regional traffic. Other major roads that traverse the region are a mixture of well-formed bitumen sealed and non-sealed gravel roads. There is also a network of mostly formed and a few unformed local roads. Some of these roads have gravel surfaces and are therefore susceptible to damage from water run-off. Local flooding sometimes cuts roads used for movement within the region.

Railway

The southern railway line passes through Warwick, Stanthorpe and Wallangarra as well as the South Western Line which goes to Inglewood, Goondiwindi and out to Thallon. The Southern Line is primarily used for Steam Train Tourist activities with some

occasional freight services. The South Western Line supports a freight service carrying grain, livestock and limited freight. Rail traffic peaks on this line during the grain season (October to January). In order to maintain the viability of the line, promotion of increased tourist passenger traffic is being conducted.

Water Storage

Warwick receives its water supply from Leslie and Connolly Dams.

The southern part of the region has three major water storage facilities: Storm King Dam from which the water supply for Stanthorpe town is drawn; Beehive Dam that provides part of the water required by Wallangarra; and the large Glenlyon Dam in the far south west of the region. The Glenlyon Dam discharges into the New South Wales.

Fuel Storage

There are commercial fuel supply facilities in Warwick and Stanthorpe, the other towns and some villages in the region. Council also has significant fuel holdings at its Stanthorpe Depot.

Hospital

Warwick has a modern 69 bed hospital, which provides inpatient, outpatient, community and outreach services. The hospital has been well sited and threat from both bushfire and flood is non-existent. Warwick also has 2 medical centres/clinics and 6 dental surgeries. Retirement and nursing home facilities include Akooramak Home for the Aged, Oaks Nursing Home, Regency Park and Allora Homestead.

Killarney and Allora both have minor hospitals, retirement and nursing home facilities (Kadimah Nursing Home and Leslie Place Hostel at Killarney, and Homestead Aged Persons Hostel at Allora). Killarney and Allora each have a medical practice.

Stanthorpe has a 20 bed hospital, which provides inpatient, outpatient, community and outreach services. The hospital has been well sited and threat from both bushfire and flood is non-existent. Additionally, Stanthorpe accommodates 3 medical clinics and 8 doctors. Aged care and disability facilities include the Stanthorpe Nursing Home, Carramar facility and the Endeavour Foundation residence.

Airfields

Five airstrips are located in the region as follows:

- Warwick – situated 15km northwest of Warwick adjacent to Southern railway Line at Massie. Facilities include bitumen taxiing and standing area with a 1,588 metres long bitumen surfaced runway suitable for all weather conditions. Night landing facilities are available.
- Stanthorpe - is situated 7.2km NE of Stanthorpe between the Southern Railway Line and New South Wales Border. The runway, taxiing and standing area are all bitumen sealed. Runway length is 1707m x width 30m; Length of Strip 1827m x 90m wide. Latitude 28°37' S, Longitude 151°59'E. It has a pilot activated lighting facility and is capable of landing up to F27 type aircraft.
- Karara – an airstrip is located on "Aubynlea" Property, Karara. It is not possible to land an aircraft during hours of darkness.
- Dalveen – an airstrip is located about 1km east of Dalveen Railway station adjacent to "Nithdale" residence. Suitable only for crop dusting type aircraft.
- Clare Hills – an airstrip is located adjacent to the homestead.

Smaller private airstrips exist on some grazing properties within the region, while helipad facilities are located at the Warwick, Stanthorpe and Killarney Hospital.

Other

Other critical infrastructure in the region includes:

- Water and Sewage Treatment Infrastructure at Warwick, Killarney and Stanthorpe
- Southern Downs Regional Council (Warwick, Stanthorpe and Allora Administration Buildings and Depots)
- Police Headquarters and Police Stations
- Fire Stations
- Ambulance Headquarters and Stations
- State Government buildings

5.8 ESSENTIAL SERVICES

Water Supply and Sewerage

Warwick, Stanthorpe, Killarney, Allora, Pratten, Dalveen, Leyburn, Yangan, Wallangarra and Karara have reticulated water supplies. Hendon has a small private water reticulation system. Residents in the region outside these reticulated schemes are dependent upon private infrastructure for delivery from rain, ground and surface water sources. Reticulated water supplies in all centres could be impacted by major flooding.

Warwick, Killarney and Dalveen are serviced by reticulated sewerage systems driven by electric powered pumps. Stanthorpe Township is serviced by a reticulated sewerage system that is operated primarily by gravity boosted in several areas by pump stations. Wallangarra is serviced by a gravity operated CED scheme including biological treatment lagoons. Sewage systems in all communities could be impacted by major flooding. The Stanthorpe Sewage plant is located in flood impacted areas of Quartpot Creek and has been flooded in past major events.

Stanthorpe has a mobile power generator of suitable size available for use in an emergency.

Gas

No reticulated gas networks exist within the region. An Origin Energy LPG Gas storage facility is located in Warwick and is used for storage and delivery of household gas bottles.

Electricity Supply

No power is generated within the region.

Electricity supply to Wallangarra is controlled by Essential Energy and is supplied from the New South Wales State grid. Electricity supply to the remainder of the region is controlled by Ergon Energy and is supplied from the Queensland State grid. Local distribution infrastructure for both supplies comprises overhead wiring suspended from wooden posts. These wooden posts are vulnerable to bushfire in the heavier vegetated areas.

Communications

One telecommunications carrier operates in the region. Cable is coaxial or optic fibre and there is mobile phone coverage provided by Telstra, Optus and Vodafone. Mobile phone reception is generally adequate in the major towns within the region, however away from these areas, reception is generally poor and pockets of no reception exist in the region.

Organisations equipped with dedicated two-way radio systems include: Ergon Energy; Queensland Police Service; Queensland Fire and Emergency Service; Queensland Ambulance Service; Queensland Parks and Wildlife and the local State Emergency Service. Due to the topography of some parts of the region, difficulties in coverage by two-way radio systems are encountered.

The bulk of properties in the region are able to receive a range of TV programs, AM Radio and FM Radio stations. Local print media services include the Warwick Daily News, Stanthorpe Border Post, Southern Free Times, Allora Advertiser and Toowoomba Chronicle.

Food Supplies

There are large food and grocery shops located in Warwick and Stanthorpe. Shops and supermarkets in the region carry quantities of food and it is estimated that this is sufficient to provide for the population for up to four days with a minimum of inconvenience

Other essential services in the region include:

- Water Treatment Plants and associated reservoirs
- Sewage Treatment Plants
- Leslie Dam
- Connolly Dam
- Storm King Dam
- Beehive Dam
- Glenlyon Dam
- Water Reservoirs

Hazardous sites

- Hazardous sites in the region include:
- Water and Sewage Treatment Plants
- Warwick Indoor Recreation and Aquatic Centre
- YMCA Indoor Sports Facility and Stanthorpe Swimming Pool
- Origin Gas (Warwick)
- Fuel depots and service stations
- Warwick and Stanthorpe Aerodromes (avgas)
- Allora Independent Fuels
- Pursehouse Ammonia Facility (Allora)
- Integria (Warwick)

5.9 HAZARDS

5.9.1 NATURAL HAZARDS – METEOROLOGICAL HAZARDS

Severe Storm

The region is susceptible to severe storms that usually occur between the months of October and February; however, they can and have occurred at other times. The populated areas such as Warwick, Stanthorpe and the townships of Killarney, Yangan, the Allora area, Leyburn and Dalveen are particularly vulnerable.

Typically, these storms occur on a narrow front of high intensity, often with heavy rain or hail and high winds causing severe damage in the path of the front. The risk is considered moderate with the main problems being localised flooding, damage to crops, building damage and disruption to power supplies. Lightning strikes during storms may also cause power outages and start bushfires. Services infrastructure can be damaged by high winds and debris and disruption to these services occurs in areas hit by storms. Injury or fatalities are possible from flying debris, collapsing structures and electrocution from fallen power lines.

Bushfire

The bushfire risk within the northern part of the region is classified predominantly low to medium with very small pockets of heavily wooded, high risk areas in the ranges to the east of the region. The farming and grazing lands in the central low lying areas and flood plains of the major drainage systems are assessed as low risk. These areas are interspersed by wooded areas where the bushfire risk is assessed as medium. The ranges that form the eastern boundary of the region and their immediate foothills form a large area of medium bushfire threat. Other areas of note include the Pilton Valley, the Clare Hills/Pikedale Road area and other rural residential areas around Leyburn.

There are significant areas of high and medium bushfire risk within the southern part of the region including National Parks and State forests. Scattered rural residential properties (often with absentee landowners) in timbered areas and properties bordering national parks are particularly susceptible to bushfires.

The extensive forestry plantation areas in the northwest of the southern part of the region and the National Parks in the east and south of the southern part of the region are susceptible to bushfire and several intense bushfires have occurred. The rugged terrain in these areas makes access for bushfire fighting difficult. Fires that successfully traverse these ranges cross the state border into New South Wales and pose substantial threats to Forests and Parks in that state.

There have been reports of significant bushfire behaviour dating back more than 150 years impacting this region. More recently significant bushfires have occurred within the region in 2002, 2009 and 2014. In the 2002 Ballandean Bushfire there was one fatality and a number of structures destroyed.

Secondary hazards from bushfires include the increased risk of traffic accidents along roads in areas where smoke from bushfires reduces visibility and the risk of electrocution from fallen power lines where supporting poles have been damaged by fire.

The bushfire threat is particularly high after a dry winter that was preceded by good rains. The highest risk period is between September and March. Some towns in the region are generally surrounded by farming land that acts as a buffer isolating them from bush tracts. This separation provides limited protection from bushfires.

Throughout the region, the increase in the number of rural residential properties is exposing a greater number of residents to bushfire risk. Many rural residents do not maintain effective firebreaks around their property. In some instances, this failure places not only them but their neighbours at greater risk from bushfires.

Floods

The Condamine River catchment within the former Warwick Shire covers an area of approximately 1,300 square kilometres and includes the major tributaries of Swan Creek, Emu Creek and Rosenthal Creek, which join the Condamine River just upstream of the city of Warwick. The headwaters of these tributaries rise in the Dividing Ranges. Due to the fan like shape of the catchment, heavy rainfalls over the catchment are capable of causing flooding of agricultural areas adjacent to the waterways, as well as flooding of the residential and commercial areas of Killarney and Warwick.

Flood records for Warwick extend back as far as 1887 and indicate that the city has a long history of flooding from the Condamine River. The highest recorded flood occurred in February 1976 when the river rose to a height of 9.10 metres on the Warwick flood gauge located at McCahon Bridge. Flooding of the Condamine River can divide Warwick and restricts movement between the two sides of the river as well as access to Brisbane and Toowoomba.

The risk of flooding is most likely during the summer months. The areas affected are the flood plains of the Condamine River, Emu Creek and Swan Creek to the east; and Back Creek, Dalrymple Creek and Glengallan Creek to the north between Warwick and Allora.

Flooding at Warwick is categorized as follows:

Minor: below 6.0m. At this height some local street flooding may occur.

Moderate: between 6.0 and 7.0m. Crops and grazing affected over 6.0 m.

Major: above 7.0m. McCahon Bridge level is 7.0m.

Flooding is not widespread throughout the southern part of the region; however, areas that can be affected by flooding are those parts of the town of Stanthorpe adjacent to Quart Pot Creek, the flood plains adjacent to the Dumaresq River in the Mingoola area and properties along the Severn River. Flooding of Quart Pot Creek divides the town and restricts movement between the two sides of the creek. In such instances a bypass route is almost always available and flood levels usually drop quickly due to the rate of flow along the creek.

During the floods of 2010/2011 in the southern part of the region, significant concerns arose about the potential impact of large farm dams and their stability. An appropriately skilled and qualified person within the region who could deal with this issue has yet to be identified. Investigations are continuing into this issue, with a view to drafting a management plan for future events.

Urban Fire

Urban fire is an ever-present risk in developed urbanised areas including Warwick, Stanthorpe, Killarney, Yangan, Allora, Leyburn, Dalveen, Applethorpe, Glen Aplin and Wallangarra.

5.10 NATURAL HAZARDS – GEOLOGICAL HAZARDS

Earthquake

There have been a number of relatively minor tremors experienced in the region and although there are no known fault lines in the region, the likelihood of a significant earthquake occurring cannot be discounted. No known instances of damage as a result of tremor or earthquake have been reported in the region.

Geoscience Australia estimate that on average 200 earthquakes of magnitude 3 or more occur in Australia each year and that earthquakes of a magnitude of 5.5, similar to that in Newcastle, occur on average once every two years. In this region earthquakes are intraplate by category. Intraplate earthquakes, by nature, occur in the relatively stable interior of continents and are less common than those associated with plate boundaries.

Typical damage resulting in country areas from earthquakes include damage to buildings; with those constructed using non-reinforced masonry prone to collapse or cracking often causing structural damage, while those constructed in timber usually

cope better as they are better able to flex and absorb the tensions during the quake. Shop-front awnings common to rural towns are prone to collapse due to their age, limited structural strength and the effects of resonance in their supports.

Road infrastructure is relatively resilient however cracking may occur that renders use unsafe. Underground services, sewerage, water and drainage are particularly susceptible to damage from earthquakes if the magnitude of the quake is sufficient. Above-ground services e.g. electrical infrastructure can be damaged through collapse of supports or posts. Concrete structures built prior to the introduction of building codes designed for cyclonic conditions e.g. water storage towers, may also be susceptible to cracking, structural failure or collapse.

The risk of electrocution by fallen live powerlines is significantly increased – especially immediately after the earthquake. Vehicle accidents may also be more common during this period.

5.11 NATURAL HAZARDS - BIOLOGICAL HAZARDS

Exotic Animal or Plant Disease

Potential exists within Australia for rapid spread of exotic animal diseases with resultant impact on the rural and national economy. Urgent and stringent control measures would be implemented by the responsible Government agencies. Assistance by the Southern Downs Regional Council and other statutory agencies may be required to implement the control plan. As Warwick and Stanthorpe are service centres for surrounding rural industry, an exotic animal disease outbreak would impact heavily.

Epidemic / Pandemics (Human related)

A pandemic is defined as:

> A worldwide outbreak of a disease or illness that spreads quickly and widely among human or animal populations[1]

The outbreak of an infectious disease within the human population could cause the normal response systems within the community to be overwhelmed. It could involve isolation and quarantine of large numbers of people for a protracted period. Queensland Health is the lead agency for the coordination and management of infectious diseases within the state (refer to the SDMP for further information).

Contamination of Water Supply

As part of Council's Total Management Plan for Water Supply and Sewerage Services (Risk Management Plan E1), a risk assessment has been undertaken for the various events which could lead to the contamination of water supply within the region. On average, the likelihood of contamination is unlikely however the consequence of this event could be major. Council's Engineering Services Department has developed and is continuing to develop strategies, action plans, procedures and training for its water supply operations to ensure that Council's exposure to water contamination is minimised.

Dam failures

A dam is considered to have failed when part or all of it physically collapses, or where there is an uncontrolled release of any of the contents from the dam.[2]

Owners of referable dams, which are dams that could put people at risk if they were to fail, must prepare emergency action plans (EAPs). Public versions of these EAPs are available on the Business Queensland website at https://www.business.qld.gov.au/industries/mining-energy-water/water/industry-infrastructure/dams/referable-dam-eaps

Southern Downs Regional Council prepares and maintains EAPs for two managed dams, those being Storm King Dam and Connolly Dam. Sunwater provides Council with copies of its EAPs for dams that impact on the Southern Downs Region, namely Leslie Dam and Glen Lyon Dam. Department of Natural Resources, Mines and Energy provide Council with its EPA for Glen Niven Dam.

5.12 NON-NATURAL HAZARDS – HUMAN-CAUSED HAZARDS

Search/Rescue

[1] Queensland Government, https://www.business.qld.gov.au/running-business/risk/pandemic

[2] Queensland Guidelines for Failure Impact Assessment of Water Dams: https://www.resources.qld.gov.au/__data/assets/pdf_file/0005/78836/guidelines-failure-impact-assessment.pdf

With the ever-increasing number of tourists to the National Parks and recreation areas which in some cases can be extremely rugged terrain, inexperienced persons can become lost or injured in some of those areas.

Road

Heavy volumes of traffic use the Cunningham and New England Highways which include heavy transport vehicles carrying all types of general goods and hazardous chemicals together with the multi-passenger vehicles such as tourist coaches and school buses. There is currently no hazardous materials bypass for Warwick. The potential exists for a multiple casualty accident which may be beyond the resources of the emergency services. The degree of this threat is slight.

Rail

This threat is moderate in degree with essentially no commercial passenger trains and only a tourist funded steam train (2 days a month) being used within the area. Goods and cattle trains are used occasionally on the rail system and some threat is therefore ever present.

Contamination of Water Supply

On average, the likelihood of contamination is unlikely however the consequence of this event could be major. Council's Engineering Department has developed and is continuing to develop strategies, action plans, procedures and training for its water supply operations to ensure that Council's exposure to water contamination is minimised.

For specific information on the threat of water contamination, refer to Council's Total Management Plan (Risk Management Plan E1).

Terrorism

Within the Queensland Government, two special units are responsible for security and counter-terrorism issues: Security Planning and Coordination within the Department of the Premier and Cabinet and the Counter-Terrorism Coordination Unit within the Queensland Police Service. The National body is the National Counter-Terrorism Committee.

The National Counter-Terrorism Alert System is a range of four levels (low, medium, high, extreme) that communicate an assessed risk of terrorism to Australia. Introduced on 1 October 2008, the National Counter-Terrorism Alert System is a flexible, tiered system that may be applied where necessary nationally; across impacted States or Territories; industry/business sectors; or geographic locations (Source: Commonwealth of Australia, 2005).

As the level of terrorism risk can change, refer to the Australian Government's National Security website at www.nationalsecurity.gov.au for the latest levels of alert and associated information.

5.13 NON-NATURAL HAZARDS – TECHNOLOGICAL ORIGIN HAZARDS

Flammable, Combustible Liquid or Dangerous Substance Spill

The threat of such spillage through traffic accidents is ever present with the large number of heavy tanker type transport vehicles using the highways traversing the region. Emergency equipment to cope with major spillage would have to be brought from Toowoomba or Brisbane.

Areas Affected: most possible areas are the Cunningham Highway, New England Highway, fuel storage depots and the Warwick–Wallangarra railway line.

Hazardous Chemicals – Road, Rail and Other

The movement of hazardous chemicals by road transport though the region is continuous and therefore the potential of such an occurrence is prevalent especially in an area such as the main arterial roads through Warwick and Stanthorpe. Any explosion or spillage could place residents at risk. The degree of this threat is moderate.

Large quantities of hazardous chemicals are transported by rail and there is the potential for an accident of this nature to occur at various rail crossings or derailment of rolling stock; however, the risk of this type of threat is low.

The storage of hazardous chemicals in the region would include the storage of bulk fuel and various types of agricultural sprays and fertilisers. The risk of impact or damage to storage containers would be minimal.

Aircraft Crash

Commercial and private aircraft use flight paths over the region and crop dusting is also carried out in grain farming areas. The potential of an aircraft crash in a populated area is quite low.

For further information about hazards within the region, refer to the Warwick Shire Council Natural Disaster Risk Management Report (June 2005) and Stanthorpe Shire Council and Natural Disaster Risk Management Report (September 2004), both prepared by Bridgeman Business Solutions Ltd.

5.14 RISK ASSESSMENT

Refer to Annexure C for the Risk Evaluation for the region conducted as part of the Warwick Shire Council Natural Disaster Risk Management Report (June 2005) and Stanthorpe Shire Council and Natural Disaster Risk Management Report (September 2004), both prepared by Bridgeman Business Solutions Ltd, based on the risk management processes established in AS/NZS ISO 31000-2009 Risk management-principles and guidelines.

5.15 RISK TREATMENT

Refer to Annexure C for the Risk Treatment Plan for the region conducted as part of the Warwick Shire Council Natural Disaster Risk Management Report (June 2005) and Stanthorpe Shire Council and Natural Disaster Risk Management Report (September 2004), both prepared by Bridgeman Business Solutions Ltd.

6 CAPACITY BUILDING

6.1 COMMUNITY AWARENESS

Section 30e of the Disaster Management Act 2003 requires the LDMG 'to ensure the community is aware of ways of mitigating the adverse effects of an event and preparing for, responding to, and recovering from a disaster'.

The members and organisations that make up the Local Group currently provide public information and education programs to improve community awareness. These include:

a. Council and QPS 'Strong Will – Strong Community' Program
b. The Council's website
c. The Council's MySDRC App
d. Preparedness Articles in local papers and council newsletters
e. Qld State Government advertising, presentations and website material
f. QFD advertising, presentations and website material
g. EMA Community Awareness Publications and Emergency Management for Schools Website
h. Presentations at local schools in line with the Grade 5 National Curriculum relating to Natural Disasters.
i. QFD Fire and Bushfire Awareness Program
j. QPS Australian Warning System Awareness program
k. BOM Weather Warnings and website materials.

The Local Group recognises that providing information on how to look after yourself, your family, your home, business and community in the event of a disaster is an effective way to build community resilience and help communities recover in the aftermath of an event. One of the key long-term objectives of the Local Group is to provide this information in a timely, coordinated and accessible fashion.

6.2 TRAINING

The provision of and attendance at education and training for those involved in disaster and emergency management work is a key preparedness and capacity building activity. QPS has a responsibility identified in the Disaster Management Act 2003 and the State Disaster Management Plan to ensure that persons performing functions under the Disaster Management Act 2003 in relation to disaster operations are appropriately trained. QPS maintain the Queensland Disaster Management Training Framework identifying courses undertaken by those persons.

Each member agency of the Local Group is responsible for ensuring that staff undertaking disaster and emergency management work have or plan to have received appropriate training for their roles, in particular those courses identified in the training framework.

The Disaster Management Coordinator is responsible for identifying and supporting attendance at relevant training for LDMG members and the Local Disaster Coordination Centre team. This will be undertaken in consultation with the QPS Emergency Management Coordinator.

6.3 EXERCISES

To ensure an appropriate system of monitoring and review of this Plan in accordance with section 59 of the Disaster Management Act 2003, key strategies relating to the conduct of exercises will include:

- Facilitation and conduct of a training exercise (desktop or practical) annually or as deemed necessary by the Chair, which is relevant to the disaster management priorities and hazards identified within this Plan and involves all members of the LDMG.
- Participation in any training exercise (desktop or practical) undertaken by the Warwick DDMG which includes the Southern Downs Regional Council local government area.
- As part of continuous improvement, a post activity debrief and report is to be prepared for endorsement by the LDMG after any exercise. Each Member Agency is to develop and maintain a program for implementation of exercise report and Inquiry findings/recommendations related to that Agency. Each Agency is to report on their implementation program at each LDMG meeting.
- The exercises may be facilitated, reviewed and evaluated by a representative from QPS Emergency Management Coordination Command.

6.4 POST-DISASTER ASSESSMENT

As part of continuous improvement, a review of operational activities undertaken during a disaster is to be conducted and prepared by the LDMG after any activation and any resultant recommendations are to be included in this Plan. The review of operations is conducted through two forms of debrief:

1. Hot Debrief – debrief undertaken immediately after operations are complete, giving participants the opportunity to share learning points while the experience is still very fresh in their minds. Multiple hot debriefs during protracted operations may be appropriate to identify significant issues and provide prompt solutions for immediate implementation.
2. Post Event Debrief – held days or weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation. A Post Disaster Assessment Report is to be completed in partnership with QPS to provide an overview of the lessons identified following an event and importantly, recommendations for improving local disaster management plans and practices.

Following a Post Disaster Assessment, the Local Group may need to consider issues for resolution or may need to refer an issue to the District Group for advice or resolution.

7 RESPONSE STRATEGY

7.1 WARNING NOTIFICATION AND DISSEMINATION

The DDC will receive notification directly from the State Disaster Coordination Centre (SDCC) and internally through Queensland Police Service Communication Centres and will ensure the dissemination of warnings to vulnerable LDMG's within the Warwick DDMG.

LDMG members will receive warning products either the LDC or Disaster Management Coordinator. The LDMG will be notified by the Chair of the LDMG may also receive notification from internal agency central offices. A number of agencies will also receive warnings directly from the Bureau of Meteorology.

Details regarding responsibility for notification processes within LDMG member agencies are detailed in respective agency plans. Agency plans will include detailed contact registers to achieve dissemination of warnings.

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

7.1.1 ALERT SYSTEM

The Bureau of Meteorology and the Southern Downs Regional Council jointly operate a flood warning system for the Condamine River and Severn River catchments using data from a network of rainfall and river height observation networks located in the catchments. The network consists of automated telemetry stations (ALERT) as well as telephone telemetry and volunteer manual rainfall and river height observers.

The ALERT stations send data directly to base stations located in the Warwick and Stanthorpe Administration Building and to the Bureau of Meteorology's Flood Warning Centre in Brisbane. Data from the system is analysed by computer models to provide early indication of possible river rises throughout the catchment and to enable accurate and timely flood warnings and forecasts.

The Bureau of Meteorology issues Flood Warning and River Height Bulletins for the catchment in the region regularly during floods. They are sent to radio stations for broadcast, and to Council, emergency services and a large number of other agencies involved in managing flood response activities.
These flood warnings may also contain predictions of the expected extent of the flooding, for example, minor, moderate or major flooding for a period in the future.

7.1.2 ACTIVATION

The LDC is responsible for activating the LDMG. This would generally occur following consultation with the Chair of the LDMG and/or the DDC.

The four levels of activation are:

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

The local levels of response activation are outlined at Annexure D.

7.2 LOCAL DISASTER COORDINATION CENTRE

The Local Disaster Coordination Centre (LDCC) is located at:

SOUTHERN DOWNS REGIONAL COUNCIL LDCC	THE ALTERNATE WARWICK LDCC IS LOCATED AT:
Warwick Administration Building 64 Fitzroy Street, Warwick, Qld	**Warwick Depot** Yangan Road, Warwick, Qld.

Refer to the Coordination Sub-Plan for the management of the LDCC and alternate LDCCs.

7.3 CONCEPT OF OPERATIONS FOR RESPONSE

7.3.1 OPERATIONAL REPORTING

For the Queensland Disaster Management system to function effectively, reporting lines must be strictly adhered to.

The demand for information increases substantially during times of activation, and this can be driven by political and media demands. Whilst the LDMG accepts these demands and will facilitate requests for information, it must not allow the reporting system to be circumvented.

All participating organisations involved in activations shall submit information required for Situation Reports (SITREP) to the Chair of the LDMG or his/her delegate as and when requested. Without this information, full situational awareness cannot be achieved. Reporting must be in writing surmising the activities of the agency.

The LDC will provide SITREPs to the DDC and LDMG members as deemed necessary by the LDC or as requested by the DDC during disaster operations. The LDCC has a responsibility to keep all the members of the LDMG informed of the situation. The LDC is responsible for ensuring that all members of the LDMG receive situation reports and up to date information.

All information and tasks are to be recorded throughout disaster operations within the Southern Downs LDMG Incident Management Log, to ensure all incoming and outgoing information is captured and reported on in an efficient and timely fashion.

7.3.2 FINANCIAL MANAGEMENT

All expenses incurred during a disaster should be authorised and recorded to ensure compliance with the State Disaster Relief Arrangements (SDRA), or the Commonwealth/State Disaster Recovery Funding Arrangements (DRFA) and associated Guidelines.

Southern Downs Regional Council must maintain proper financial records during a disaster. In the event of a disaster situation, the Council's normal procedures for expenditure should be followed. All expenses are to be captured within the Counter Disaster Operations cost centre. Expenses should be recorded in three categories:

1. Labour
2. Plant Hire
3. Materials and Services

Authority to Expend Funds

The LDC is able to authorise financial expenditure if required. The LDC will consult with the Council's senior management, the DDC and QPS before any major outlay.

Authorised Expenditure

Individual authorized limits shall be generally as per normal delegation. The determination of the limit of expenditure permitted without further reference to senior management by the LDC shall be decided by the Chief Executive Officer.

Document Management and Recouping of Funds

Refer to DRFA and SDRA guidelines for latest information on recovery of funds.

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

Members are responsible for maintaining their own financial records in accordance with own agencies guidelines.

7.3.3 MEDIA MANAGEMENT

A Southern Downs LDMG Communications Sub Plan has been developed to outline management of the media.

7.3.4 ACCESSING SUPPORT AND ALLOCATION OF RESOURCES

The LDMG shall attempt to respond to a disaster utilising all available local resources. When all local resources have been exhausted or are inadequate, requests for assistance outside the LDMG's area will be directed to the DDC. All such requests will be coordinated by the LDCC and not by individual organisations. The LDMG shall submit all requests for assistance on the prescribed form to the Warwick DDC. Requests that cannot be met at District level shall be submitted to the State Disaster

Coordination Centre for actioning. All assistance obtained will be coordinated by the DDC and allocated to the Chairperson or his delegate of the LDMG for tasking. A "Request for Assistance form" is prepared and forwarded to the DDC.

Local (public owned) resources available to the LDMG can be found in the Coordination Sub-Plan.

7.4 DISASTER DECLARATION

A Declaration of a State of Disaster can only be made by the Warwick DDC, following consultation with the DDMG and the relevant Local Government, with the approval of the Minister (Disaster Management Act 2003, s64 - 68). Any such Declaration made pursuant to the above shall:

- be in the prescribed form;
- starts when it is declared under s64 (1); and
- continues for fourteen (14) days from and including the date the declaration was made or until the Minister is satisfied it is no longer necessary or the declaration is extended, by the Minister beyond the 14 days.

7.4.1 RESUPPLY

The Southern Downs LDMG Resupply Sub Plan was endorsed on the 21 July 2023 to manage resupply operations during a disaster event.

7.4.2 HAZARD SPECIFIC ARRANGEMENT

- The following hazard specific arrangements and responsible agencies are identified for the region:
- Leslie Dam Emergency Action Plan, SunWater – a copy is held by the LDC.
- Glenlyon Dam Emergency Action Plan, SunWater – a copy is held by LDC.
- Storm King Dam Emergency Action Plan, SDRC – a copy is held by the LDC.
- Connolly Dam Emergency Action Plan, SDRC – a copy is held by the LDC.
- Glen Niven Dam Emergency Action Plan, DNRME – a copy is held by the LDC.

8 RECOVERY STRATEGY

Disaster recovery is the coordinated process of supporting affected individuals and communities in the reconstruction of the physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social and physical wellbeing of those affected. Recovering from an event includes:

- providing relief measures to assist persons affected by the event who do not have resources to provide for their own personal wellbeing;
- restoring essential infrastructure in the area or areas affected by the event;
- providing personal support to individuals affected by the event, including temporary hospital accommodation, emergency medical supplies, material assistance and counselling services; and/or
- supporting community development activities to restore capacity and resilience.

A community that is prepared for disasters by having necessary arrangements in place to deal with disasters will be a more resilient community and one that will return to the pre-disaster state more quickly than a community that is not prepared.

As part of Queensland's disaster management arrangements, disaster management groups are responsible for disaster recovery operations in collaboration with identified functional lead agencies. Recovery arrangements need to be flexible to best suit local needs, and to use resources effectively. Recovery arrangements also need to:

- acknowledge that recovery is a complex social and developmental process rather than just remedial in nature;
- recognise that recovery should be consequence driven and presents an opportunity to support the community to improve beyond what existed pre-disaster; and
- support community self-determination and participation in the recovery process.

8.1 RECOVERY SUB PLAN

The Southern Downs LDMG Recovery Sub Plan provides a framework for the coordination of recovery operations within the Southern Downs Local Government Area and is supported by the procedures outlined in the Queensland Recovery Guidelines. The plan involves the following seven key elements of recovery:

- **Recovery Coordination and Management** – Recovery will need to be properly organised, resourced and funded. Some of the ordinary business of Council will need to be re-prioritised. Life in the community and Council goes on and will need to be resourced. Council has an expectation that the lion's share of resourcing community recovery will come from Federal and State Government resources.
- **Community Recovery** – Includes personal support, psychological services, temporary accommodation (not evacuation centres), financial assistance and repairs to dwellings. The Department of Communities, Child Safety and Disability Services is the functional lead agency for Human and Social Recovery in a disaster event.
- **Roads and Transport Recovery** – Includes, all essential transport infrastructure, DTMR is the functional lead agency for Road and Transport Recovery.
- **Environmental Recovery** - Includes recovery as it relates to parks, waterways and wildlife. DEHP is the functional lead agency for Environmental Recovery.
- **Economic Recovery** – Includes recovery as it relates to business impact, industry impact and worker impact. DSDIP is the functional lead agency for Economic Recovery.
- **Building Recovery** – Includes government structures, housing, essential services, communications and other infrastructure. DHPW is the functional lead agency for Building Recovery

Experience has demonstrated that effective recovery management following a disaster depends on planned procedures, trained staff, identified resources and planned distribution processes.

The Recovery Sub Plan provides the strategic framework for recovery planning, outlining roles and responsibilities of government and non-government partners for the coordinated delivery of recovery services following a disaster.

8.2 SCOPE

The Recovery Sub Plan applies to disaster events occurring within the Southern Downs Regional Council area whereby local resources are sufficient to deal with the process of recovery.

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

In the event that the District Disaster Community Recovery Plan/Committee is activated, the Southern Downs Regional Council Recovery Committee may be required to assist the District Disaster Community Recovery Committee in undertaking recovery operations as determined by the Chair of the District Disaster Community Recovery Committee.

9 SUB-PLANS

Sub Plans have been developed for specific hazards and some or all of the sub plans being implemented depending on the event.

The following sub plans have been developed:

1. Public Information and Warnings
2. Coordination – Standard Operating Procedure for LDCC – Under Review
3. Environmental Health
4. Evacuation
5. Evacuation Centre Management
6. Recovery
7. Resupply

8. Drought Resilience Plan

The following sub plans are in development or to be developed throughout the duration of this LDMP:

1. Natural Disaster Risk Management – under development

10 ANNEXURE LIST

A. Distribution List

B. Executive Members

C. Risk Evaluation and Treatment Plan

D. Level of Response Activation

11 ANNEXURE A - DISTRIBUTION LIST

ORGANISATION	HARD COPY	ELECTRONIC COPY
Local Disaster Management Group – Members & Liaisons		✓
Southern Downs Regional Council	✓	✓
Department of Communities		✓
Queensland Ambulance Service		✓
Queensland Fire Department		✓
Queensland Police Service		✓
Rural Fire Service Queensland		✓
State Emergency Service		✓
Department of Resources		✓
Australian Red Cross		✓
Department of Agriculture & Fisheries		✓
Department of Education & Training		✓
Department of Local Government		✓
Department of Transport & Main Roads		✓
Ergon Energy		✓
Queensland Health		✓
Queensland Parks & Wildlife Service		✓
Queensland Rail		✓
Salvation Army		✓
Sunwater		✓
St Vincent de Paul		✓
OzCare		✓
Telstra		✓
NBNCO – Network Operations Centre		✓
Education Queensland		✓
Queensland Reconstruction Authority		✓
National Recovery & Resilience Agency		✓

Table 6 LDMP Distribution List

12 ANNEXURE B – EXECUTIVE MEMBERS

ORGANISATION/AGENCY	POSITION	CURRENT INCUBBENT
Southern Downs Regional Council	LDMG Chairperson	Primary: Cr Cynthia McDonald Deputy: Mayor Melissa Hamilton Deputy: Cr Joel Richters
Southern Downs Regional Council	Local Disaster Coordinator	Primary: Michael Bell Deputy:
Southern Downs Regional Council	Local Recovery Chair	Primary: Sheryl Windle
Southern Downs Regional Council	Local Recovery Coordinator	Primary: James Wong
Queensland Police Service	Officer in Charge, Warwick Officer in Charge, Stanthorpe	Primary: Jamie Deacon Deputy: Gerard Brady
Queensland Fire Department	A/Inspector, Area Commander	Primary: Gavin Blissner Deputy:
Rural Fire Service Queensland	Group Leader, Rural Brigades (Wck) Groups Leader, Rural Brigades, (Stpe)	Primary: Alan Payne Primary: Peter Curr
Queensland Ambulance Service	Officer in Charge, Warwick Officer in Charge, Stanthorpe	Primary: Wayne Kirk Deputy: Neil MacLachlan Deputy: Chris Fulton
State Emergency Service	Local Controller	Primary: Matthew Sondergeld Deputy: Janie Hegerty
Department of Transport and Main Roads	Senior Designer (Civil)	Primary: Trevor Martin Deputy:
Department of Families, Seniors, Disability Services and Child Safety	Principal Community Recovery Officer	Primary: Annabelle Johnstone Deputy:

Table 7 LDMP Executive Members

13 ANNEXURE C RISK EVALUATION AND TREATMENT PLAN

13.1 LEGENDS

Level	Examples	Frequency	Average Recurrent Interval	Annual Exceedance Probability
Almost certain	The event will occur in most conditions	Once or more per year	< 3 years	< 0.3
Likely	The event will probably occur in most conditions	Once per ten years	3 – 30 years	0.031 – 0.3
Possible	The event should happen at some time	Once per hundred years	31 – 300 years	0.0031 – 0.03
Unlikely	The event could happen at some time	Once per thousand years	301 – 3,000 years	0.00031 – 0.003
Rare	The event may only occur in exceptional circumstance	Once per ten thousand years	3,001 – 30,000 years	0.000031 – 0.0003

Table 8 Measure of Likelihood Table

13.2 RISK ASSESSMENT MATRIX

Likelihood	Consequence				
	Insignificant	**Minor**	**Moderate**	**Major**	**Catastrophic**
Almost certain	Moderate	High	Extreme	Extreme	Extreme
Likely	Moderate	High	High	Extreme	Extreme
Possible	Low	Moderate	High	Extreme	Extreme
Unlikely	Low	Low	Moderate	High	Extreme
Rare	Low	Low	Moderate	High	High

Legend	
Extreme	Extreme risk; immediate action required
High	High risk: senior management attention
Moderate	Moderate risk; management responsibility must be specified
Low	Low risk; manage by routine processes

Table 9 Risk Assessment Matrix

13.3 CONSEQUENCE TABLE

Consequence Level	People	Environment	Economy	Public Administration	Social Setting	Infrastructure
Catastrophic	Widespread multiple loss of life (mortality > 1 in ten thousand), health system u able 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, 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 over-stressed, 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 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 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 inconveniences
Minor	Isolated cases of serious injuries, health system operating within normal parameters	Isolated cases of environmental damage, one-off recovery efforts required	Financial loss 0.1-0.3% of the government sector's revenues 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 QDMA, 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, localized 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 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

Risk Evaluation and Treatment Plan

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
1	Flooding may endanger residents and visitors	Flooding	Almost Certain	Major	Extreme	High	Develop evacuation plans for communities at risk	Urgent - highly effective
							Conduct campaign to educate community on safety during floods; and how best to prepare for and cope with floods	Highly effective - residents at most risk when travelling roads that are inundated
							Introduce land planning controls to prevent further development in areas subject to inundation	Highly effective
							Conduct ongoing project to collect data on flooding within the region - frequency, heights, duration	Highly effective when used in conjunction with GIS
							Develop procedures for the early erection of warning signage	Highly effective
							Educate community on how best to prepare for and cope with floods	Highly effective if targeted at all segments of the community e.g. residents, schoolchildren, businesses and visitors
2	Flooding may damage or destroy personal possessions	Flooding	Unlikely	Minor	Low	Medium	Educate community on how best to prepare for and cope with floods	Highly effective
3	Buildings may be damaged or destroyed	Flooding	Likely	Moderate	High	High	Upgrade old buildings to meet new standards.	Very costly option that will be resisted by residents
							Use land planning controls to stop development in areas subject to inundation	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
							Educate community on how best to prepare for and cope with floods	Highly effective if targeted at all segments of the community e.g. residents, schoolchildren, businesses and visitors
						Medium	Identify and relocate buildings frequently inundated	A costly and difficult to implement strategy that needs strong and broad based community support
4	Environmental damage may occur	Flooding	Possible	Moderate	High	Medium	Upgrade drainage systems where erosion and landslide is a possibility	Costly and unlikely to be effective in all cases
							Implement Best Practice Floodplain Management	Highly Effective
5	Business may be disrupted with infrastructure , stock and/or supplies damaged or destroyed	Flooding	Possible	Moderate	High	Medium	Encourage businesses repeatedly affected to relocate to areas not subject to inundation	Highly effective
							Encourage owners to develop and implement their own contingency plans for flooding	Business (farming) may be affected by localised flooding over farmlands. Retailers may suffer the temporary inconvenience of access for customers being disrupted however detours are almost always available
							Implement Best Practice Floodplain Management	
6	Equipment may be destroyed	Flooding	Likely	Minor	High	Medium	Relocate Council equipment at risk of inundation out of exposed areas	Effective – needs to be implemented by equipment owners
							Encourage businesses and residents to do the same	May be resisted by residents due to costs

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
							Ensure all future infrastructure design includes consideration of its vulnerability to inundation	Highly cost effective - Council currently uses this criteria as part of its town planning processes
7	Water treatment, storage, reticulation and supply infrastructure may be damaged or destroyed and water supply disrupted	Flooding	Unlikely	Moderate	Moderate	Medium	Upgrade existing water supply systems in communities where this is a risk	Very costly. Some communities do not have access to treated water and are therefore more vulnerable
							Educate the community on how to cope when potable water supplies are not available during a flood	Highly effective
							Develop a contingency plan for the provision of potable water to residents should existing systems fail	Highly effective
8	Water supplies may be contaminated	Flooding	Possible	Minor	Moderate	Medium	Develop contingency plans for the provision of safe potable water to communities at risk	Highly effective
							Educate community on how to treat potentially contaminated water in the home to make it potable prior to use	Highly effective
9	Sewerage infrastructure may be damaged or destroyed, and/or contamination may occur	Flooding	Unlikely	Moderate	Moderate	Medium	Develop contingency plan for informing the community when this poses a health risk	Highly effective
							Educate community on emergency arrangements for disposal of sewerage	Highly effective
							Flood-proof sewerage system/s	Costly and will not be successful in all scenarios

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
10	Electrical supply may be disrupted and/or infrastructure may be damaged or destroyed	Flooding	Possible	Minor	Moderate	High	Identify those entities or facilities where loss of power is life threatening and ensure that appropriate measures to guarantee supply are in place	Most such facilities already have mobile generating equipment to meet these critical needs
							Develop contingency plan for the provision of emergency power to essential services	Current emergency power generation capability needs to be reviewed as it may need to be upgraded to adequately cope with outages of longer than 24 hours duration
						Medium	Educate community on how best to cope with loss of this service	Highly effective
							Liaise with service provider to ensure their response plans take into account local priorities needs	Highly effective - ensures that power is restored to most critical facilities first
							Develop contingency plan for the provision of emergency power for critical facilities	Highly effective
						Low	Upgrade facilities or enhance flood-proofing measures	The service provider Ergon Energy has sole responsibility for its infrastructure and has developed contingency Plans for the restoration of its services to customers
11	Telecommunications may be disrupted and/or infrastructure may be damaged or destroyed	Flooding	Possible	Minor	Moderate	High	Ensure emergency response agencies and arrangements can operate without this communications means	Highly effective but can be costly
						Medium	Upgrade facilities	Expensive - service provider responsibility

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
							Ensure service providers service reestablishment plans take into account the communities priority needs	Highly effective
12	Roads and bridges may be temporarily impassable	Flooding	Likely	Insignificant	Moderate	Medium	Develop procedures for early identification and signing of flooded infrastructure	Highly effective
13	Roads and bridges may be damaged or destroyed	Flooding	Unlikely	Moderate	Moderate	High	Conduct a study to identify infrastructure that has repeatedly needed rebuilding in the past and/or any waterway protection works required and group into possible prioritised projects for funding from Commonwealth Mitigation Programs	Costly but effective long- term strategy - funding for such a study itself may be available from Commonwealth and/or State Programs
						Medium	Develop procedures for early identification and signing of flooded infrastructure	Highly effective
							Conduct project to identify important infrastructure improvement within the region that needs upgrading to allow access in all but extreme flooding	Highly effective
							Develop an ongoing programme to address these needs including seeking funding from Commonwealth and State programmes for this purpose	An application should be made for funding of the initial project to identify the infrastructure improvement required. Then subsequent applications for selected infrastructure improvement projects
14			Possible	Minor	Moderate	Low	Upgrade or relocate existing airfields	Highly effective but very costly

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
	Airfields may be inoperable, damaged or destroyed	Flooding					Emergency lighting can be replicated by the SES using hand emplaced lights	Highly effective
							Not further considered	The primary means of emergency air support is rotary winged aircraft that can operate from numerous landing points throughout the town and the region
15	Private airfields may be damaged or destroyed	Flooding	Unlikely	Moderate	Moderate	Low	Upgrade facilities	Given the very limited traffic on those few airfields in the region this is not considered cost-effective. Rotary wing aircraft are the primary means of emergency air support
							Use alternate airfields	Highly effective
16	Medical facilities may be inadequate	Flooding	Rare	Major	Moderate	Low	Upgrade facilities	DOHPW responsibility - highly unlikely
17	Medical facilities may be damaged or destroyed	Flooding	Rare	Major	Moderate	High	Ensure LDMP contains contingencies to cope with this eventuality	Plans need to be coordinated to ensure that special requirements during the evacuation of high care and/or aged patients have been anticipated and are able to be met
						Medium	Ensure regional health plan together with emergency evacuation plan/s provides residents at risk access to appropriate medical treatment and services	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
18	Fuel storage facilities may be damaged	Flooding	Rare	Moderate	Moderate	Low	Ensure Council has adequate supply of fuel for use by emergency services stored above flood height	Highly effective
							Maintain level of stocks sufficient to provide for emergency recovery operations	Council currently sources fuel from geographically separate providers and has its own storage facilities
19	Fuel stocks may be contaminated	Flooding	Unlikely	Minor	Low	Low	Educate community on the implementation of the Emergency Fuel Management System	Effective - best done when required
							Ensure Council has adequate supply of fuel for use by emergency services stored above flood height	Highly effective
20	Fuel resupply may not be available	Flooding	Rare	Minor	Low	Low	Maintain level of stocks sufficient to provide for emergency recovery operations	Council currently maintains its own stocks at designated minimum levels
							Educate community on how to cope with loss of this service	Highly effective
21	Fuel stock levels may be inadequate	Flooding	Rare	Minor	Low	Low	Maintain level of stocks sufficient to provide for emergency recovery operations	Council currently maintains its own stocks at designated minimum levels
							Educate community on how to cope with loss of this service	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
22	Refrigerated storage facilities for foodstuffs may be damaged or destroyed - Population at risk of food spoilage and shortages	Flooding	Unlikely	Minor	Low	Low	Develop contingency plan for the provision of essential refrigeration	Contingency planning should identify entities in the community that can provide access to refrigeration in an emergency especially for perishable critical foodstuffs e.g. baby food, and medical supplies
23	Stored crops may be damaged or destroyed	Flooding	Unlikely	Moderate	Moderate	Low	Relocate storage facilities subject to inundation	Highly effective but very costly
							Develop appropriate contingency plans	Effective - these measures are an individual owners responsibility
24	Refrigerated storage may lose power	Flooding	Unlikely	Minor	Low	Low	Develop contingency plan for the provision of essential refrigeration	Contingency planning should identify entities in the community that can provide access to refrigeration in an emergency especially for perishable foodstuffs and medical supplies
25	Sewerage systems may overflow and sewerage services may be disrupted	Flooding	Unlikely	Minor	Low	Medium	Develop contingency plan for informing the community when this poses a health risk	Highly effective
							Flood-proof sewerage system/s	Costly and will not be successful in all scenarios
26	Storms may endanger residents and visitors	Storms	Likely	Major	Extreme	High	Educate residents and visitors on how best to prepare for and survive severe storms	Highly effective
							Develop contingency evacuation plans for communities most at risk	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
27	Storms may damage or destroy personal possessions	Storms	Likely	Minor	High	High	Educate community on how to best prepare for and cope with storms	Highly effective
28	Buildings may be damaged or destroyed	Storms	Likely	Moderate	High	High	Upgrade old buildings to meet new standards	Very costly option that will be strongly resisted by residents
							Educate community on how best to prepare their home and buildings for and cope with storms	Highly effective
							Sponsor neighbourhood cleanup campaigns prior to storm season	Highly effective
							Use volunteer personnel to conduct free safety/preparation inspections for residents (note: This can be a fundraiser for volunteer organizations)	Highly effective
							Enforce appropriate building codes especially in rural residential areas	Highly effective
29	Medical facilities may be damaged or destroyed	Storms	Unlikely	Major	High	High	Ensure regional health plan together with emergency evacuation plan/s provides residents at risk access to appropriate medical treatment and services	Highly effective
							Ensure LDMP is coordinated with local hospital plans and regional health authorities plans and policies	Highly effective - some coordination is required to ensure the resources required to evacuate elderly and any high care patients are available

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
30	Medical facilities may be inadequate	Storms	Rare	Major	High	High	Ensure LDMP contains contingencies to cope with this eventuality	Plans need to be coordinated to ensure that special requirements during the evacuation of high care and/or aged patients have been anticipated and are able to be met
						Low	Upgrade facilities to enhance flood proofing	DOHPW and owner responsibility - highly unlikely due to cost implications
31	Aged Care facilities may be damaged or destroyed	Storms	Unlikely	Major	High	High	Ensure regional health plan together with emergency evacuation plan/s provides residents at risk access to appropriate medical treatment and services	Highly effective
32	Environmental damage may occur	Storms	Unlikely	Moderate	Moderate	Medium	Upgrade drainage systems where erosion and landslide is a possibility	Costly and unlikely to be effective in all cases
							Implement Best Practice Floodplain Management	Highly Effective
						Low	Conduct erosion control works	Individual owners' responsibility - in State forests this is the responsibility of Qld Parks and Wildlife Service
33	Business may be disrupted with infrastructure , stock and/or supplies damaged or destroyed	Storms	Possible	Minor	Moderate	Medium	Educate business community on how to best prepare for and cope with storms	Highly effective - council participates in public awareness campaigns in conjunction with DCS and other service providers
							Encourage businesses repeatedly affected to relocate to areas not subject to inundation	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
							Encourage owners to develop and implement their own contingency plans for flooding	Business (farming) may be affected by localised flooding over farmlands. Retailers may suffer the temporary inconvenience of access for customers being disrupted however detours are almost always available
34	Equipment may be destroyed	Storms	Possible	Minor	Moderate	Medium	Relocate Council equipment out of areas subject to inundation	Effective
							Encourage businesses and residents to do the same	Will meet some resistance from residents due to costs
35	Water treatment, storage, reticulation and supply infrastructure may be damaged or destroyed and water supplies may be contaminated	Storms	Unlikely	Moderate	Moderate	Medium	Upgrade existing water supply systems in communities where this is a risk	Very costly - vulnerable points can be identified and upgraded selectively, water supply infrastructure is mostly underground and not affected by storms
							Develop processes for the repair of damaged infrastructure and restoration of water services	Processes and procedures need to be documented in Council's water supply plans
							Educate the community on how to cope when potable water supplies are not available and how to treat potentially contaminated water in the home prior to use	Highly effective
							Develop a contingency plan for the provision of potable water to residents should existing systems fail	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
36	Sewerage infrastructure may be damaged or destroyed	Storms	Unlikely	Moderate	Moderate	Medium	Develop contingency plan for informing the community when this poses a health risk	Highly effective
							Flood-proof sewerage system/s	Costly and will not be successful in all scenarios
37	Electrical infrastructure may be damaged or destroyed and electricity supply may be disrupted	Storms	Possible	Minor	Moderate	High	Liaise with Ergon Energy to develop a contingency plan for the provision of an emergency power supply for life support equipment if required	Ergon Energy as the service provider has a responsibility to restore services as quickly as possible and has a response plan covering this requirement
						Medium	Develop contingency plans for emergency power supply to critical facilities	Highly effective
							Educate community on how to prepare for and cope with loss of this service	Highly effective – undertaken in conjunction with EMQ and Ergon Energy sponsored public awareness programs
							Ensure service provider response plans take into account community priorities for restoration of power supply	Highly effective
38	Telecommunications infrastructure may be damaged or destroyed and telecommunications may be disrupted	Storms	Possible	Minor	Moderate	High	Ensure emergency response agencies have an adequate means of communications in the event of telecommunications infrastructure failure	Costly but allows operations to be well coordinated in all situations
						Medium	Upgrade facilities	Not feasible - service provider responsibility

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
							Educate the community on how to cope with loss of telecommunications services	Highly effective
						Low	Ensure service providers service reestablishment plans take into account the communities priority needs	Highly effective
39	Roads and bridges may be temporarily impassable, damaged or destroyed	Storms	Unlikely	Moderate	Moderate	Medium	Develop and implement procedures for early identification of affected infrastructure and signing of damaged infrastructure and detours	Highly effective
40	Airfields may be inoperable	Storms	Rare	Minor	Moderate	Low	Upgrade existing airfields and their facilities	Expensive
						Low	Emergency lighting can be replicated by the SES using hand emplaced lights	Highly effective
41	Private airfields may be unusable or damaged	Storms	Rare	Insignificant	Low	High	Use rotary winged aircraft	This is current practice
						Low	Upgrade existing facilities	Owner responsibility
							Use alternate airfields when required	Highly effective
42	Refrigerated storage facilities for foodstuffs may be damaged or destroyed	Storms	Unlikely	Moderate	Moderate	Medium	Upgrade refrigerated produce storage facilities	Highly effective but costly - owner responsibility
43	Refrigerated storage may lose power	Storms	Possible	Minor	Moderate	Medium	Install automatic emergency power generators	Highly effective - owner responsibility

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
44	Sewerage systems may overflow and sewerage services may be disrupted	Storms	Unlikely	Minor	Low	Low	Educate the community on how to cope with loss of sewerage services	Highly effective
45	Fuel storage facilities may be damaged	Storms	Possible	Minor	Low	Low	Maintain level of stocks sufficient to provide for emergency recovery operations	Council currently sources fuel from geographically separate providers and has its own storage facilities
46	Fuel stocks may be contaminated	Storms	Rare	Minor	Low	High	Store emergency reserve of stocks in several separate locations	Highly effective
						Low	Educate community on how to cope with loss of service	Highly effective
47	Fuel resupply may be disrupted	Storms	Rare	Minor	Low	Low	Educate community on how to cope with loss of service	Highly effective
48	Fuel stock levels may be inadequate	Storms	Unlikely	Minor	Low	Low	Educate community on how to cope with loss of service	Highly effective
49	Crops may be damaged or destroyed	Storms	Almost certain	Moderate	Extreme	High	Provide protection to crops in the field	Cost effective only in certain circumstances - individual producers' responsibility
50	Stored crops may be damaged or destroyed	Storms	Unlikely	Major	High	Low	Encourage owners to develop appropriate contingency plans	Individual owners' responsibility
51	Residents and/or visitors may be endangered by bushfire	Bushfire	Likely	Moderate	High	High	Undertake a detailed bushfire hazard assessment and prepare a Bushfire Management Plan for all communities within the region	Highly effective
							Educate residents on risks associated with bushfires and how best to prepare for and cope with bushfires	Secondary risk is vehicle accidents during movement along roads through affected areas

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
							Develop procedures for emplacement of warning signs when smoke hazard exists	Highly effective
							Conduct annual Council sponsored fire fuel reduction campaigns and coordinate these with National Parks and State Forest authorities similar activities	Highly effective
							Use volunteers to conduct free bushfire safety/preparation inspections foe residents in threatened areas	Highly effective
							Ensure Rural Fire Brigades in the region are adequately equipped and trained	Command and coordination of all brigades during fire-fighting is crucial and reliant on compatible communications
52	Personal possessions may be damaged or destroyed	Bushfire	Likely	Minor	High	High	Educate community on how best to prepare for and cope with bushfire	Highly effective. Can be targeted to that section of the community most at risk
							Relocate personal possessions when they are threatened by bushfire	Highly effective – owner responsibility
53	Electrical infrastructure may be damaged or destroyed and/or supply may be disrupted – ergon infrastructure is at high risk due to timber power poles	Bushfire	Unlikely	Major	High	High	Clear vegetation away from power infrastructure	Service provider responsibility
							Educate community on how to prepare for cope with loss of electricity supply	Highly effective
							Develop contingency plans for emergency power supply to critical facilities	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
							Ensure service provider response plans take into account community priorities for restoration of power supply	Highly effective
							Upgrade facilities – fire-proofing	Can be cost-effective provided critical infrastructure components that are vulnerable to fire are treated
54	Telecommunications infrastructure may be damaged or destroyed and/or services may be disrupted	Bushfire	Rare	Moderate	High	High	Develop a contingency plan for an alternative means of communications should emergency response actions be impacted	Highly effective - should be part of the LDMP
							Clear vegetation away from infrastructure	Service provider responsibility
							Ensure emergency response services are not solely reliant on existing telecommunications services	Highly effective
						Low	Fire proof these facilities	Not feasible - service provider responsibility
55	Roads and bridges may be temporarily impassable and/or damaged or destroyed	Bushfire	Rare	Moderate	High	Medium	Develop procedures for early identification and signing of damaged infrastructure and detours	Highly effective
56	Medical facilities may be inadequate, damaged or destroyed	Bushfire	Rare	Major	High	Low	Ensure regional health plan provides for treatment of personnel unable to be treated at hospitals in the region	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
57	Buildings may be damaged or destroyed	Bushfire	Possible	Minor	Moderate	Medium	Enforce maintenance of minimum standard firebreaks – as specified in Guidelines for new developments	Highly effective
							5Educate community on how to prevent damage by bushfire and how to prepare for and cope with a bushfire	Highly effective
							Arrange free site inspections/fire assessments by volunteer fire-fighters and QFRS personnel as a community service	Highly effective
							Conduct back-burning campaigns where appropriate	Highly effective
58	Medical facilities may be inadequate	Bushfire	Rare	Major	High	Low	Fire proof these facilities	DOHPW responsibility - Regional health plans contain contingency plans for such a situation, casualties caused by bushfire are not likely to be so great that existing medical facilities would be unable to cope
59	Environmental damage may occur	Bushfire	Unlikely	Moderate	Moderate	Low	Conduct back-burning campaigns where appropriate	Highly effective
							Develop and implement bushfire control and fighting plans	Forest management agencies are responsible for developing and implementing appropriate bushfire prevention and mitigation measures, contingency plans exist for this purpose
60	Business may be disrupted with infrastructure , stock	Bushfire	Rare	Moderate	Moderate	Medium	Educate the community on how best to prepare for and cope with bushfire	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
	and/or supplies damaged or destroyed						Implement fire protection measures	Council sponsored annual fuel reduction campaigns have proven highly effective in other areas
							Sponsor a community based program to improve self-protection measures against bushfire	Can be highly effective - will help create an appropriate community attitude to bushfire prevention and management
61	Stock may be injured or killed	Bushfire	Possible	Minor	Moderate	Medium	Implement fire protection measures and move threatened stock	Highly effective - owner responsibilities
62	Refrigerated storage may be damaged, destroyed or may lose power	Bushfire	Possible	Minor	Moderate	Medium	Improve fire protection around refrigerated produce storage facilities	Highly effective but costly. Owners' responsibility
							Install automatic emergency power generators	Highly effective - owner responsibility
63	Equipment may be destroyed	Bushfire	Unlikely	Moderate	Moderate	Medium	Educate the community on how best to prepare for and cope with bushfire	Highly effective
							Relocate equipment when threatened by bushfire	Highly effective - owner responsibility
64	Water supply infrastructure may be damaged or destroyed	Bushfire	Rare	Moderate	Moderate	Medium	Develop and implement bushfire management plan	Highly effective
65	Sewerage infrastructure may be damaged or destroyed	Bushfire	Rare	Moderate	Moderate	Medium	Develop and implement bushfire management plan	Highly effective
66	Fuel storage facilities may be damaged or destroyed	Bushfire	Rare	Moderate	Moderate	Medium	Develop and implement bushfire management plan	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
						Low	Fire proof these facilities	Facilities are usually well fire-proofed as they are required to comply with proscribed safety standards
67	Fuel stocks may be contaminated	Bushfire	Rare	Minor	Low	High	Store emergency reserve of stocks in several separate locations	Stocks to be checked as bushfire threat increases
						Low	Educate community on how to cope with loss of fuel	Highly effective
68	Fuel resupply may be disrupted	Bushfire	Rare	Minor	Low	High	Educate community on how to prepare for and cope with bushfire	Highly effective
69	Fuel stock levels may be inadequate	Bushfire	Rare	Insignificant	Low	High	Identify and maintain a minimum level of fuel stocks for use by emergency response agencies	Highly effective
						Low	Educate community on how to prepare for and cope with lack of supply	Highly effective
70	Existing refrigerated storage may be inadequate	Bushfire	Unlikely	Minor	Low	Low	Arrange emergency supply if required	QFRS is the primary response agency for fire threat in urban areas
71	Refrigerated storage facilities for foodstuffs may be damaged or destroyed	Bushfire	Unlikely	Minor	Low	Low	Arrange emergency supply if required	QFRS is the primary response agency for fire threat in urban areas
72	Water supplies may be contaminated	Bushfire	Rare	Minor	Low	Medium	Educate community on how to treat contaminated water in the home prior to its use	Highly effective
						Medium	Develop a contingency plan for the emergency distribution of potable water	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
73	Water supplies may be disrupted	Bushfire	Rare	Minor	Low	High	Educate community on how best to prepare for and cope with loss of water supply in a bushfire	Highly effective
							Develop contingency plan for the emergency distribution of water	Should be included in Council policies and referred to in the LDMP
74	Airfields may be unusable or damaged	Bushfire	Rare	Insignificant	Low	Low	Not further considered	Emergency air support is via rotary-winged aircraft
75	Private airfields may be unusable or damaged	Bushfire	Unlikely	Insignificant	Low	Low	Not further considered	Emergency air support is via rotary-winged aircraft
76	Crop damage may occur	Bushfire	Possible	Moderate	High	High	Educate community on how to prepare for and cope with bushfire	Highly effective
						Low	Encourage owners to implement fire-proofing measures	Costly but highly effective – individual owner responsibility
77	Stored crops may be damaged or destroyed	Bushfire	Rare	Moderate	Moderate	Low	Encourage owners to implement fire-proofing measures	Highly effective but will require strong and broad community support - most owners have already undertaken risk mitigation action
78	Residents and/or visitors may be endangered, killed or injured by earthquake	Earthquake	Rare	Major	High	Medium	Educate community on characteristics of an earthquake and how to stay safe during and immediately after an earthquake	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
							Conduct training to ensure emergency response personnel are familiar with the probable outcomes of severe earthquake	Although response agency personnel will be performing tasks similar to those required in other types of natural disasters, they will become a prime means of reporting damage. It will be helpful for them to know the type of damage typically caused by earthquake
79	Personal possessions may be damaged or destroyed	Earthquake	Rare	Minor	Low	High	Educate community on characteristics of an earthquake and how to cope immediately after an earthquake	Highly effective
80	Medical facilities may be inadequate	Earthquake	Rare	Major	High	Medium	Develop contingency plan for emergency response to severe earthquake.	Regional Medical Plans include contingency plans for such contingencies
81	Medical facilities may be damaged or destroyed	Earthquake	Rare	Major	High	Medium	Upgrade facilities	Not feasible - DOHPW responsibility
							Develop contingency plan for emergency response to severe earthquake	Regional Medical Plans include contingency plans for such contingencies
82	Buildings may be damaged or destroyed	Earthquake	Rare	Moderate	Moderate	High	Educate community on characteristics of an earthquake and how to stay safe during and immediately after an earthquake	Highly effective
						Medium	Develop contingency plans for the safety inspection of all damaged infrastructure and buildings	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
						Low	Develop a contingency plan for the inspection of critical facilities e.g. hospitals ambulance and fire stations and emergency accommodation to certify them safe for use	Inspection and certification as safe is an important response function in the aftermath of an earthquake - this function is not required on a similar scale in any other natural disaster likely to occur in the region
83	Business may be disrupted and its infrastructure damaged or destroyed	Earthquake	Rare	Moderate	Moderate	Low	Educate the community on the likely effect of earthquake and how best to cope during and immediately after an event.	Highly effective – it is unlikely that any assistance aimed at re-establishing businesses would be available in the short term, businesses should therefore be prepared to be self-reliant
							Develop contingency plans for safety inspections of business infrastructure	Businesses may not be qualified to conduct safety inspections of their own infrastructure
84	Stock may be injured or killed	Earthquake	Rare	Moderate	Moderate			
85	Water supply infrastructure may be damaged or destroyed and services may be disrupted – damage due to an earthquake may be so extensive that repair and re-establishment of the existing infrastructure may be a major project requiring time and outside resources	Earthquake	Rare	Moderate	Moderate	High	Identify and fire-proof those elements of infrastructure vulnerable to fire	Can be cost-effective provided critical infrastructure components that are vulnerable to fire are treated
							Educate community on how best to prepare for and cope with loss of this service	Highly effective
						Medium	Develop a contingency plan for the restoration of the water supply or establishment of an alternate distribution system for potable water	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
						Medium	Develop contingency plans for the provision of emergency supplies of essential services	Highly effective
86	Water supplies may be contaminated	Earthquake	Rare	Moderate	Moderate	High	Educate the community on how to ensure contaminated water is safe for emergency use in an earthquake	Highly effective
87	Sewerage infrastructure may be damaged or destroyed and services may be disrupted	Earthquake	Rare	Moderate	Moderate	Medium	Develop contingency plans for the provision of emergency supplies of essential services	Highly effective
88	Electrical infrastructure may be damaged or destroyed and services may be disrupted	Earthquake	Rare	Moderate	Moderate	Medium	Develop contingency plans for the provision of emergency supplies of essential services	Highly effective
							Upgrade existing communications and mobile telecommunications to provide complete coverage of the region	Service provider responsibility – Continued strong lobbying of the Commonwealth Government may influence the upgrade by Telstra of its mobile services to establish mobile communications coverage throughout the region and across adjacent regions
							Educate the community on how best to cope with the loss of this service	Highly effective
							Educate community on how best to prepare for and cope with loss of this service	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
							Develop contingency plan in conjunction with the service provider and those entities likely to be most affected by loss of power for the establishment of an emergency supply and the restoration of normal supply	Ergon Energy contingency plans included provisions for the restoration of normal supply as soon as possible
89	Telecommunications infrastructure may be damaged or destroyed and services may be disrupted	Earthquake	Rare	Moderate	Moderate	High	Ensure service provider re-action plan priorities for the re-establishment of this service accords with community needs	Liaise with Telstra - outline priorities for reestablishment of services in the LDMP
						Low	Assess means of enhancing the communications between the various emergency response agencies	A formal assessment is required of the ability of the communications equipment used by separate disaster response agencies within the region to provide effective command and control in the event that their efforts against either a widespread event or multiple events need to be centrally coordinated
							Upgrade critical points of existing communications infrastructure	Not cost effective for other than mobile telephone communications infrastructure. In circumstances where widespread damage and injury has been caused by earthquake, the mobile telecommunications system may be the only effective means of coordinating response efforts until other means are re-established

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
90	Roads and bridges may be damaged or destroyed	Earthquake	Rare	Moderate	Moderate	Low	Develop contingency plans for the early identification and closure of damaged infrastructure and signposting of detours where appropriate and possible	Technical assessment of damaged facilities will be required
91	Fuel storage facilities may be damaged or destroyed	Earthquake	Rare	Moderate	Moderate	Low	Ensure facilities have adequate spillage containment and neutralization measures	Highly effective - individual owners responsibility
92	Fuel stocks may be contaminated	Earthquake	Rare	Minor	Low	Low	Arrange an alternate supply for use by emergency response agencies and store emergency reserve of stocks in several separate locations	Highly effective
93	Roads and bridges may be temporarily impassable	Earthquake	Rare	Minor	Low	Medium	Develop and implement procedures for early identification of affected infrastructure and signing of damaged infrastructure and detours	Highly effective
94	Fuel resupply may not be available	Earthquake	Rare	Minor	Low	Low	Maintain level of stocks sufficient to provide for emergency recovery operations	Council currently maintains its own stocks at designated minimum levels
							Educate community on how to cope with loss of this service	Highly effective
95	Fuel stock levels may be inadequate	Earthquake	Rare	Insignificant	Low	Low	Identify and maintain a minimum level of fuel stocks for use by emergency response agencies	Highly effective
96	Existing refrigerated storage may be inadequate	Earthquake	Rare	Minor	Low	Low	Arrange emergency supply if required	Highly effective

No.	Risk Statement	Source	Risk Rating			Risk Treatment Plan		
			Likelihood	Consequence	Risk	Priority	Treatment Options	Treatment Evaluation
97	Refrigerated storage facilities for foodstuffs may be damaged or destroyed	Earthquake	Rare	Minor	Low	Low	Develop contingency plan for the replacement of essential refrigeration	Contingency planning should identify entities in the community that can provide access to refrigeration in an emergency especially for perishable foodstuffs and medical supplies
98	Refrigerated storage may lose power	Earthquake	Rare	Insignificant	Low	Low	Develop contingency plan for the provision of essential refrigeration	Contingency planning should identify entities in the community that can provide access to refrigeration in an emergency especially for perishable foodstuffs and medical supplies
99	Sewerage system may overflow and sewerage services may be disrupted	Earthquake	Rare	Minor	Low	Low	Develop contingency plan for informing the community when this poses a health risk	Highly effective
100	Equipment may be destroyed	Earthquake	Rare	Minor	Low	High	Educate community on characteristics of an earthquake	Highly effective
101	Airfields may be inoperable	Earthquake	Rare	Minor	Low	Low	Upgrade facilities	Not feasible due to expense
							Use alternate means of transport or airfield	Rotary aircraft support rather than fixed wing aircraft will be of most use
102	Private airfields may be unusable or damaged	Earthquake	Rare	Minor	Low	Low	Use alternate means of transport or airfield	Helicopter support rather than fixed wing aircraft will be of most use
103	Stored crops may be damaged or destroyed	Earthquake	Rare	Moderate	Moderate	Low	Encourage owners to develop and implement contingency plans for this eventuality	Highly Effective
104	Stock may be killed or injured	Earthquake	Possible	Minor	Moderate	Low	Dispose of carcasses promptly	Owner responsibility

Table 10 Risk Evaluation and Treatment Plan

14 ANNEXURE D - LEVEL OF RESPONSE ACTIVATION

	Triggers	Actions	Communications
Alert	• Awareness of a hazard that has the potential to affect the local government area	• Hazard and risks identified • Information sharing with warning agency • Chair, LDC, CEO Contacts QPS EMC • Initial advice to all stakeholders	• Mobile Phone and/or remote dial in – Chair, LDC, CEO, QPS EMC
Lean Forward	• There is a likelihood that threat may affect local government area • Threat is quantified but may not yet be imminent • Need for public awareness • LDMG is now to manage the event	• QPS EMC and LDC conduct analysis of predictions • Chair and LDC on watching brief • Confirm level and potential of threat • Check all contact details • Commence cost capturing • Conduct meeting with available LDMG • Council staff prepare for operations • Determine trigger point to stand up • Prepare LDCC for operations • Establish regular communications with warning agency • First briefing core members of LDMG • LDC advises DDC of lean forward and establishes regular contact • Warning orders to response agencies • Public information and warning initiated	• Chair, LDC and LDMG members on mobile and monitoring email • Ad-hoc reporting
Stand Up	• Threat is imminent or has impacted • Community will be or has been impacted • Need for coordination in LDCC • Requests for support received by LDMG agencies or to the LDCC • The response requires coordination	• Meeting of LDMG Executive Group • LDCC activated • Rosters for LDCC planned and implemented • Commence operational plans • Local government shifts to disaster operations • LDMG takes full control • SOPs activated • Commence SITREPs to DDC • Distribute contact details • DDMG advised of potential requests for support	• Dedicated LDMG phone number and email address established • Regular briefing / reporting timelines established - Chair, LDC, LDCC, LDMG, SDRC, DDC
Stand Down	• No requirement for coordinated response • Community has returned to normal function • Recovery taking place	• Final checks for outstanding requests • Implement plan to transition to recovery • Debrief of staff in LDCC • Debrief with LDMG members • Consolidate financial records • Hand over to Recovery Coordinator for reporting • Return to local government business as usual • Final situation report sent to DDC	• LDMG members not involved in recovery operations resume standard business and after hours contact arrangements

Table 11 Level of Response Activation

SOUTHERN DOWNS ART GALLERY - MEMORANDUM OF UNDERSTANDING

Warwick Art Gallery Draft MOU

Meeting Date: 16 July 2025

Attachment No: 1

MEMORANDUM OF UNDERSTANDING – Warwick Art Gallery

Southern Downs
REGIONAL COUNCIL

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MEMORANDUM OF UNDERSTANDING

Warwick Art Gallery Society

This Memorandum of Understanding (herein referred to as an 'MOU') is made on this ___ day of _____ 2025

BETWEEN

Southern Downs Regional Council, 64 Fitzroy Street, Warwick QLD 4370 and 61 Marsh Street, Stanthorpe QLD 4380 (SDRC)

AND

Warwick Art Gallery Inc, 49 Albion Street, Warwick QLD 4370 (WAG)

Both known collectively as 'the Parties'.

RECITALS

The SDRC and WAG have entered this MOU to ensure a cooperative working relationship related to the administration and operation of the Warwick Art Gallery (WAG).

The WAG Art Collection is owned by the SDRC and housed at WAG. For the purpose of this agreement, the Collection is a public art collection. As stewards of the public art collection, the SDRC and WAG recognise their responsibility to store, manage, conserve and protect the collection in accordance with SDRC's Arts and Culture Policy (as amended) and The National Standards for Museums and Galleries Australia conditions.

WAG will provide copies of its current policies and procedures, when reviewed, to SDRC that are related to facility management, workplace health and safety, financial practices, collection management and customer satisfaction. WAG prepared these policies and procedures independently to ensure the efficient administration and financial stability of WAG. It recognises that these are internal WAG documents and have no authority over SDRC and/or its assets. Furthermore, WAG provides quarterly reports as a minimum to the SDRC regarding the gallery's operation.

SDRC also maintains an MOU with Stanthorpe Regional Art Gallery (SRAG). WAG and SRAG actively cooperate with each other, SDRC and other regional arts and culture groups in order to help deliver optimum services to the Southern Downs community.

PURPOSE

The Parties to this MOU seek to work collaboratively to ensure the successful provision of cultural services to the Southern Downs Community and visitors. This is achieved by the implementation of procedures and practices developed by WAG to realise common goals and objectives encompassing the proper care of the Art Collection, and promotion and delivery of arts and cultural activities within the region.

The Parties will realise common goals and objectives to deliver arts and cultural activities within the region that align with the SDRC's Arts and Culture Policy (as amended) WAG's Strategic Plan, and contribute to the growth and enrichment of the arts and culture of the local community and beyond. With regard to the Public Art Collection, the Parties will review, develop, and revise the policies and procedures as needed to align with the SDRC's Arts and Culture Policy (as amended) and National Standards for Australian Museum and Galleries. In consultation with the SDRC, WAG

will incorporate sections that are consistent with SDRC policies and procedures to maintain the efficient acquisition, management, maintenance, and deaccessioning of artworks held in the public art collection.

Any policies or procedures developed as part of this MOU, which impact SDRC responsibilities by the agreement of the Parties, must be approved by Ordinary Council Meetings, prior to those polices or procedures coming into force.

TERM

Three (3) years from date of signing by the parties.

Three (3) months prior to the expiration date of this MOU and by mutual agreement, the parties may wish to extend the agreement in its current form, or review and amend the agreement to incorporate improved policies and practices or new and updated legislation or information.

Should no action be taken to review or extend the agreement prior to the three-month notification date, then the existing MOU will automatically be extended for a further three (3) years.

No later than three (3) months prior to the expiration date of this MOU, one or both parties may seek to extend the Term by a nominated period. By agreement this extension would proceed for a nominated period.

ROLES AND RESPONSBILITIES OF PARTIES

Warwick Art Gallery will:

1. Employ staff, as needed, with relevant skills, experience, and innovative approaches to make decisions regarding administration and operation, and the management and security of the Art Collection, defined in the PL-CS107 Public Art Policy as:
    a. Art works held in the public domain by WAG through acquisition, donation, commission or bequests.
2. Deliver an artistic and cultural experience to residents and visitors to the Southern Downs and Granite Belt commensurate with its positioning as a regional art gallery and contribute to the growth and enrichment of the local community's culture.
3. Develop art loan policies and agreements that enable other bodies and organisations to display artworks usually stored at WAG.
4. Ensure the wellbeing of its workforce, including volunteers, ensuring all activities meet the provisions of the Work Health and Safety Act 2011.
5. Collaborate with SDRC for the planning of capital works to enhance achievement of objectives.
6. **Financial Sustainability**
    a. Consider the following performance measures:
        - The performance indicator to reflect viability and sustainability will be equity and debt, with the strength of the balance sheet as measurement with a cash ratio greater than 1 **(Cash + Cash Equivalents / Current Liabilities)**. WAG should maintain sufficient funds to enable the wind-up of the association, including the fulfillment of financial responsibilities should such an action be required and determined by WAG's Management Committee.
        - To work within an approved budget and incorporate strategic measures for the long-term financial stability of WAG.
        - Annual audits of both physical and financial assets

7. **Invoicing and Instalments**
    a. Within 7 days of the end of each period, the WAG shall submit to Council an invoice:
        i. addressed to Southern Downs Regional Council;
        ii. providing a snapshot of Services provided during the preceding six months; and
        iii. details of the relevant proportion of the annual Fee, if any; and

iv. which is accompanied by information and documentary evidence sufficient to allow SDRC to verify each invoice to its satisfaction e.g. exhibitions, workshops, community consultation and cultural tourism opportunities.

8. Reporting

a. Provide to SDRC, as owner of the collection, an annual review/ audit of the current collections, their storage, conservation issues, and include recommendations regarding conservation and restoration, works locations and make recommendations regarding the deaccessioning of works.

b. WAG will report the following data and statistics to SDRC:

- Audited financial statements (annually);
- Satisfaction data (quarterly);
- Budget performance (quarterly);
- Visitor comments and numbers by area (quarterly);
- Exhibitions including those touring, local, and other exhibitions presented by WAG (quarterly); and
- Public programs and events offered by WAG (quarterly).
- Volunteer participation

KEY PERFORMANCE INDICATOR	TARGET	REQUIREMENT	DATA COLLECTION
Visitors per month	Quarterly	Report number of visitors per month and postcode or country of origin	Manual count and record
Programs and Events – promoting and providing information regarding events,	Quarterly	Report detailing programs/events promoted and methods of promotion	Manual count and report
Class attendees per month	Quarterly	Report number of class attendees per month	Manual count and record

9. Business Management

a. WAG will provide the WAG Strategic and/or Business plan of the organisation to SDRC for the year that SDRC funding has been obtained. The business plan should include:

- Programming of events,
- Exhibitions and marketing,
- Outreach and collaboration.
- Future capital requirements

b. WAG will provide audited financial statements to SDRC within 14 days of the organisation's Annual General Meeting.

c. WAG will report on its budget performance to SDRC on a quarterly basis.

d. Human resource management will conform to the minimum standards of compliance. www.fairwork.gov.au

10. Facility Management

a. Facility management will conform to the minimum standards of compliance www.safeworkaustralia.gov.au

b. WAG will retain all management functions including planning, organising, staffing, and directing for WAG-owned equipment or services, including regular internal cleaning of the art gallery.

c. WAG agree to take all actions necessary to ensure the Workplace Health and Safety requirements of employees, visitors and guests, and contracted service providers.
d. Liaise with SDRC in making public toilet cleaning and maintenance part of SDRC's care of the Warwick council precinct.
e. All externally contracted services and materials or equipment used in the delivery of maintenance services for WAG equipment or for the maintenance cleaning of the art gallery shall be the responsibility of WAG.
f. WAG will provide maintenance updates to SDRC concerning the building structure and facilities when required.
g. All externally contracted services and materials or equipment utilised in the delivery of exhibition installation shall be the responsibility of WAG.

11. Capital Works

a. WAG will liaise with SDRC in the design and delivery of capital works to enhance the achievement of objectives. Within the term of this agreement this includes the upgrade of Gallery facilities including redevelopment of the open space between Warwick Art Gallery and Warwick Library.

12. Financial Performance

a. Excluding SDRC grants, the WAG must seek and provide evidence of additional funding opportunities or external sponsorship as part of its Strategic Plan, as reviewed annually and amended as needed.

13. Customer Satisfaction

a. WAG will maintain a register of comments from members of, and visitors to, the Gallery.
b. The satisfaction statistics would include visitor numbers and sufficient detail to identify the region, area, or locality from which visitors have travelled.

14. Exhibitions

a. WAG will execute a mix of touring, local, and other exhibitions and public programs within its budgetary constraints and commensurate with WAG's strategic plan.

15. Compliance

a. WAG must observe all relevant laws, regulations and professional standards as advised by SDRC and relevant professional bodies.

16. Workplace Health and Safety

a. WAG agrees to take all actions necessary to ensure the workplace health and safety of employees and SDRC inducted and contracted service providers while inside the Gallery.

Southern Downs Regional Council will:

1. **Budget**

a. Invite WAG at the end of the first Quarter (September) to present to Council their budget requirement for Operational and Capital expenditure for the following Financial year.
b. When approved by SDRC through its annual budget, continue to provide WAG with an annual budget to deliver artistic and cultural services for the management, exhibition, conservation, and storage of the collection in accordance with the SDRC's Arts and Culture Policy (as amended), Australian Standards, and Museums and Galleries Australia conditions and to maintain facilities as noted and/or owned by WAG.
c. Budget calculations can include:
    - Prior year budget allocation
    - Consumer Price Index (CPI)
    - Business/ Strategic Plan inclusions.

- Conservation expenses

2. **Asset Renewal Program**
    a. When approved by SDRC, provide an Asset Renewal Program with budget for the conservation and protection of the collection.

3. **Capital Works**
    a. In collaboration with WAG, plan and undertake delivery of capital works to enhance the achievement of objectives. Within the terms of this agreement this includes the upgrade of Gallery facilities including redevelopment of the open space between Warwick Art Gallery and Warwick Library.
    b. Consider requests for future Capital requirements by WAG as part of the Council budget process.
    c.

4. **Facilities Management**
    a. Will retain all facilities management not specifically identified herein with the cooperation of WAG.

5. **Workplace Health and Safety**
    a. Work with WAG to maintain inventories of hazardous materials or substances used or contained in the asset as part of an overall Workplace Health and Safety assessment in conjunction with the SDRC Safety Team.
    b. Work with WAG to ensure WAG takes all actions necessary to ensure the safety of employees and contracted service providers while they attend any facilities managed by WAG. SDRC induction may be required and notice to WAG of external contractor attendance.
    c. Invite WAG's Fire Warden to Fire Warden meetings and provide the necessary training.

6. **SDRC Support**
    a. Review and provide support with security monitoring systems.
    b. Provide assistance with rectification following acts of vandalism or natural disasters.
    c. Procure necessary building and contents insurance to ensure the coverage of the gallery, the Art Collection, and temporary exhibitions.
    d. Work with WAG to optimise the use of relevant Council infrastructure and expertise in order to meet the goals of the gallery and reflect the SDRC Arts and Culture Policy (as amended)
    e. Liaise with WAG to review WAG's existing policies through best practice and as necessary, update existing policies and develop new policies as agreed.
    f. Seek advice from WAG regarding suitable storage facilities for collected works should the current storage space be found to be inadequate.

7. **Funding**
    a. Assist WAG to identify and apply for external funding, provide letters of support and/or approval to make applications consistent with the goals and objectives contained in WAG's Strategic Plan.

8. **Meet with WAG**
    a. Mayor and CEO to meet with WAGS executive six monthly, as a minimum, to discuss the artistic opportunities and cultural experiences offered by the gallery.
    b. Quarterly meeting between Councillor portfolio representatives, Manager and both Gallery Executives, more specifically, the Gallery Chair or President.
    c. Councillor portfolio representatives are invited to attend regular WAG committee meetings each month.
    d. Community Services Coordinator to meet with WAG Gallery Director monthly, as a minimum, to discuss and offer support for WAG.

9. **Promotion**
    a. Co-promote regional cultural art activities.
    b. Assist with the promotion of Warwick Art Gallery activities commensurate with SDRC marketing resources and strategies

COUNCIL CONTACT

At the commencement of this MOU, WAG's contact with Southern Downs Regional Council is the Community Services Coordinator – 1300 697 372 – mail@sdrc.qld.gov.au

AUTHORISATION

The signing of this MOU implies that the signatories will strive to reach the roles and responsibilities as stated in this MOU.

SCHEDULE 1

Particulars

ITEM 1: DETAILS OF THE PARTIES	
Party A	
Council	Southern Downs Regional Council
ABN	59 786 792 651
Address	PO Box 26, Warwick QLD 4370
Telephone	1300 697 372
Email	mail@sdrc.qld.gov.au
Representative	Manager Community Services Community Services Coordinator
Party B	
Provider	Warwick Art Gallery
ABN	82 057 958 107
Address	49 Albion Street, Warwick QLD 4370
Telephone	(07) 4589 5207
Email	executive@warwickartgallery.com.au
Representative	Dr Paul Currie, President Warwick Art Gallery Karina Devine, Warwick Art Gallery Director

ITEM 2: TERM	
Commencement Date	1 _____ 2025
Expiration Date	30 _____ 2028
Further Term	_____ x _____ year terms

ITEM 3: SERVICES
Management and operation of the site and associated services as specified.

ITEM 4: SITE
Warwick Art Gallery – 49 Albion Street, Warwick QLD 4370

ITEM 5: FEES
Means the amount negotiated annually with SDRC.

ITEM 6: AGREED HOURS
Means the Gallery opening hours each week.

EXECUTION

Executed as an agreement

COUNCIL

SIGNED for **SOUTHERN DOWNS REGIONAL COUNCIL**
pursuant to section 236 of the *Local Government Act 2009* (Qld) by its delegate in the presence of:

	Signature of Delegate
Signature of Witness	Name of Delegate (BLOCK LETTERS)
Name of Witness (BLOCK LETTERS)	Office Held (BLOCK LETTERS)
	Date Signed

PROVIDER

SIGNED for **WARWICK ART GALLERY INC**

	Signature of Delegate
Signature of Witness	Name of Delegate (BLOCK LETTERS)
Name of Witness (BLOCK LETTERS)	Office Held (BLOCK LETTERS)
	Date Signed

Addendum to document: Warwick Art Gallery Business and Strategic Plan

WARWICK ART GALLERY

STRATEGIC PLAN

2022-2025

Adopted by the Warwick Art Gallery Inc

Management Committee on 25 August 2022

RWICK ART GALLERY STRATEGIC PLAN 2022 - 2025

Context

This Strategic and Artistic Plan was developed by the Gallery Staff and members of the Management Committee of Warwick Art Gallery Incorporated.

Local, State and Federal Government Policies for art and culture are in continuous review. The Warwick Art Gallery Management Committee recognises our positioning as a vital stakeholder in the delivery of current policy to our region. Our strategic direction will be stimulated by new government policy. Current policies that shape and influence our strategic planning include:

- Southern Downs Regional Council Cultural Policy 27 January 2021
- Southern Downs Regional Council 2021 Public Art Policy and Procedure Policy
- Southern Downs Regional Council Corporate Plan 2021 - 2026
- Queensland Government Creative Together 2020-2030 A 10-year Roadmap for arts, culture and creativity in Queensland



WARWICK ART GALLERY STRATEGIC PLAN 2022 - 2025

Introduction

Warwick Art Gallery is a major service provider in the Directorate of Community and Corporate Services for Southern Downs Regional Council.

The Art Gallery provides a range of services to the community, including:

- A program of temporary exhibitions
- Public programs including visual art workshops, education and outreach projects
- Arts-related advice to the community, including support of local arts groups, by offering assistance with the management of exhibits, professional development advice and assistance for applications for government grants.
- Management of the visual art component of the Jumpers and Jazz in July annual arts festival

Warwick Art Gallery Incorporated employs three staff members who are committed to the Gallery's efficient and effective operation. A dedicated team of volunteers make a significant contribution to the operations of the Gallery.

This plan provides clear direction for the Art Gallery in terms of organizational performance and establishing a framework for the measurement of the Gallery and individual performance against agreed and documented outcomes.



Warwick Art Gallery Inc is an incorporated association with a Management Committee made up of Council representatives and elected representatives from the membership; the Committee having the general control of the management policy of the Gallery through its overseeing of the affairs, property and funds of the association and appointment of the Director. The Director of the Warwick Art Gallery is responsible for the management of the Gallery and staff.

Strategic Planning and significant decision making is presented to this Committee for ratification, and their recommendations reported to the Director of Engineering.

BRIEF HISTORY

The Gallery was officially opened on the 18th of February 1990. In 2012 the Gallery was extended to provide a workshop and storage space. This multi functional space has vastly improved the Gallery's capacity for public programming and receipt of travelling exhibitions.

In 2017 the Gallery expanded again to take over the former Visitor Information Centre. This new space integrates a new exhibition area, Director's office, collection storage and Gallery shop. The new exhibition space has been named the Orange Wall Gallery in memory of team member Catherine Dunn who passed away in 2017.

The Gallery's facilities support an exhibitions program that includes a mix of touring exhibitions and locally generated exhibitions. The Gallery is a Category A facility and a member of Queensland's Public Galleries Association network and Museums Australia.

In 2004 the Gallery initiated a community project to breathe new life into the central business district following a disruptive period of streetscaping. The initiative was named Jumpers and Jazz in July. Now a significant community festival, Warwick Art Gallery continues to facilitate the visual art elements of the festival with the key focus being on the Yarnbombed Tree exhibition.



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WARWICK ART GALLERY STRATEGIC PLAN 2022 - 2025

The purpose of this strategic and artistic planning document is to propose ways in which identified goals of the Warwick Art Gallery can be achieved. To give currency to this Strategic Plan, particular attention has been paid to the practical implementation of three key concepts:

1. Enhancing the exhibition program base
2. Identification of new clients and market opportunities
3. A commitment to providing education and learning opportunities for all ages

This Strategic and Artistic Plan takes account of prior achievements and continues the process of defining Warwick Art Gallery's future through the development of a set of specific programs, management and marketing g

These goals are based on the experiences of the past three years and are influenced by the organisation's perceptions of the opportunities available to it between now and the year 2025.

Through effective strategic planning the Warwick Art Gallery will create an environment in which artistic and cultural development will benefit the community. This will be achieved through:

1. Developing partnerships with stakeholders:
   - Artists
   - Arts and cultural organisations
   - Community organisations
   - Business and industry
   - State and Federal Government agencies
   - Sector service organisations
2. Effective and efficient use of resources
3. Integrated planning with Council
4. Implementation of strategies to achieve artistic excellence
5. Continuous planning for improvement and upgrading of the facility plus fixtures and fittings
6. Commitment to current audience and continual identification of potential new audiences
7. Audiences, clients and customers
8. Management and planning
9. Expansion and improvement of Gallery facilities



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Our Vision

To provide a visual arts environment that inspires, engages, enriches and informs our regional and global communities.

OUR MISSION

1. To improve the quality of life of the community through cultural development that is relevant, vital and inclusive.
2. To encourage freedom of cultural/creative expression, thus providing a sense of belonging and supporting diversity in our community.
3. To deliver our services in the most effective and professional manner.
4. To nurture creative energies and incentives within the community
5. Provide dynamic and varied visual arts experiences for the people of Southern Downs and all visitors.



GLOBAL OBJECTIVES

- To support the development of a strong cultural identity in Warwick and district for the long-term benefit of all residents.
- To be an innovative public art gallery that stimulates awareness and understanding of the Visual Arts through a temporary exhibition program.
- To promote the Warwick area as a cultural destination for the enjoyment of visitors and increase the economic and social benefits for the community.
- To provide quality educational and cultural services for the community of Warwick and outlying regions.
- To strive to deliver our objectives within the Southern Downs Regional Council's existing and developing frameworks.

WARWICK ART GALLERY STRATEGIC PLAN 2022 - 2025

Access and Inclusion

Warwick Art Gallery champions the belief that art is for everyone and is committed to accessibility, diversity and meaningful inclusion for all of its patrons. The Gallery respects, values and celebrates the unique attributes, characteristics and perspectives that make each person who they are. The Gallery is dedicated to reducing barriers to access and providing a safe and welcoming space for learning, expression and inspiration.

OUR VALUES

Integrity
Passion and Commitment
People Focused
Plan - Implement - Evaluate
Professional at all times
Strive to be Innovative and Creative

"Investment in creative industries infrastructure and programs to support an active Southern Downs Arts Collective as a pivotal part of the region's economy and livelihood. Our region's two galleries require significant funding for new infrastructure and facility enhancement, which could enable them to become flagships and state of the art centres for the generation of creative industry programming and community hubs. The SDRC Arts Collective will be preparing a vision and roadmap for arts and culture in the region and will require funding."

Speaking Up For the Southern Downs 2022

Southern Downs Regional Council

Specific Objectives

1. To ensure that the Gallery has the required financial and staffing resources to achieve its mission.

2. To extend the understanding and appreciation of visual arts practice to a wider audience.

3. To provide opportunities and support for emerging, mid career and professional artists within the region.

4. To engage our visitors in the visual arts through exhibitions, education and public programs.

5. To increase the professionalism of the gallery and its profile within the arts industry.

6. To strive to produce quality curatorial and educational programs as initiatives of the Gallery

7. To promote the Gallery's programs and activities

8. To work towards improvement, upgrades and expansion of the facility to reflect sector standards.

9. To recognise and celebrate diversity and strive to be inclusive by providing a safe and welcoming space for learning, expression and inspiration.

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Our Strengths, Weaknesses, Opportunities and Threats

STRENGTHS

- Significant local interest in the arts
- Principle provider of visual arts activities in Warwick
- Enthusiastic and dedicated staff
- Committed and skilled Management Committee
- Dedicated and loyal volunteers
- Respect as a sector leader in Queensland
- Good contacts with other arts institutions and touring bodies nationally
- Recognition by health care organisations as a suitable place to bring clients
- Custodian of artistic excellence
- Inspiring local artists
- Short exhibition turnover

WEAKNESSES

- No formal lease agreement with Council
- Insufficient road signage
- Limited financial resources
- High energy consumption – old air conditioning in the Orange Wall Gallery and use of incandescent lighting
- Under promoted
- Dated external appearance
- Lack of shop front or cabinetry
- Connectivity relying on Council
- Orange Wall Gallery glass – too much light for artworks

OPPORTUNITIES

- The recognised positive contribution that the visual arts makes to health and wellbeing
- Jumpers and Jazz in July potential
- Maintenance of high quality programming
- Public interest in artist talks
- Increasing appreciation and awareness of the importance of culture and lifestyle activities in the community
- Successful operation will increase corporate and Council confidence in our value.
- Develop sustainable sources of revenue – innovative fundraising, sponsorship and donations
- Encourage philanthropy
- Targeting new audiences by matching exhibition themes to local events
- Potential for the outdoor area to become an integrated community space shared with the library
- Gallery shop enhancement
- Increased local audience through Orange Wall Gallery exhibitions
- Increasing engagement with local schools
- Membership Outings to drive numbers and engagement of our membership base

THREATS

- Financial and staffing constraints
- A portion of the community expects the gallery to always display local art and do not support “cutting edge” or contemporary art exhibitions
- Over reliance on Jumpers and Jazz in July
- Retention of volunteers
- Competitiveness of the grant opportunities from State and Federal Government

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WARWICK ART GALLERY STRATEGIC PLAN 2022 - 2025

Programs and Strategies

The purpose of this section is to list the Art Gallery's program of activities to achieve the global objectives for the next 3 years, and to outline how Gallery staff and the Management Committee will achieve those objectives. The programs have been identified as essential to assist the Gallery to achieve its vision and mission, to address the weaknesses and threats, to maximize the strengths and opportunities and to accomplish the global objectives identified above.

Program Categories

	CATEGORY	DEFINITION	SDRC Arts & Culture Policy Alignment
A	ARTS DEVELOPMENT	Providing support for emerging, mid career and established artists. Assisting our local art groups and service providers.	5.1.2
B	ASSET MANAGEMENT	Maintaining and improving the Gallery's physical environment and seek support for improvement, upgrade and expansion of the facility to reflect sector standards and community needs. Develop, manage, research, preserve, display, locate and promote the Southern Downs Regional Council collection.	5.1.1
C	BUSINESS MANAGEMENT	Maintaining efficient administrative systems and effectively managing the Gallery's finances and assets.	5.1.1
D	COMMUNITY ENGAGEMENT	Designing a vibrant program of public events to stimulate enjoyment and understanding of the Gallery's core roles within the wider community of the Southern Downs. Enhancement of the core Gallery programs through integration with the community via schools, groups and organisations as well as individuals.	5.1.2
E	DIVERSITY AND INCLUSIVITY	Striving to reduce barriers to access and providing a safe and welcoming space for learning, expression and inspiration irrespective of social and cultural background.	5.1.2
F	EDUCATION	Developing appreciation and understanding of the arts within the community and as part of a network of public galleries in Queensland and Australia.	5.1.2
G	EXHIBITIONS	Presenting a balance of exhibitions with emphasis on regional artists supported by Gallery-initiated projects, touring exhibitions and invited emerging and professional artists.	5.1.2
H	PEOPLE	Offering an enjoyable, educational and participative program for the Gallery's volunteers. Ensuring that employees have a high level of satisfaction in their jobs. Keeping our members and stakeholders engaged and involved.	5.1.2
I	PROFESSIONALISM	Recognising and promoting the contribution of the arts to the economic development of the Region. Invest in events and tourism in recognition of their significance to the vibrancy of the Region. Active engagement in the broader arts sector.	5.1.3
J	PROMOTION	Developing and enhancing the positive profile of the Gallery and its programs within the Southern Downs and further afield.	5.1.2

A. Arts Development

Providing support for emerging, mid career and established artists. Assisting our local art groups and service providers.

	Action	Timing	Responsibility
A.1	Seek opportunities to connect with emerging artists and encourage them to participate in our public programming activities and competitions	Ongoing	Director
A.2	Actively encourage mid career artists towards professional practice – solo work, competition and education	Ongoing	Director
A.3	Identify new pathways for professional/ established artists to consider Warwick Art Gallery as a viable option to exhibit their work.	Ongoing	Director
A.4	Offer local art groups consistent and regular opportunities to exhibit	Ongoing	Director
A.5	Keep up to date records of local art group executive committees and contact details	Ongoing	Community Engagement Officer
A.6	Assist local groups to access funding through in kind support and auspicing arrangements.	Ongoing	Director Management Committee



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B. Asset Management

Maintaining and improving the Gallery's physical environment and seek support for improvement, upgrade and expansion of the facility to reflect sector standards and community needs. Develop, manage, research, preserve, display, locate and promote the Southern Downs Regional Council collection.

	Action	Timing	Responsibility
B.1	Conduct a regular audit of the Gallery's appearance and presentation and follow up with a biannual request to Council	Ongoing	Director Management Committee
B.2	Develop and present plans for a reconfiguration of the internal spaces – reception, offices, kitchenette, collection storage and Orange Wall Gallery	December 2022	Director Management Committee
B.3	Upgrade the lighting and air conditioning in the Orange Wall Gallery	2025	Director Management Committee
B.4	Replace Studio flooring	2024	Director Management Committee
B.5	Support concept planning and development of the garden area between the Gallery and Library	2022/2023	Director Management Committee
B.6	Improve directional signage from all access points	2023	Director Management Committee
B.7	Investigate digital signage promoting exhibitions	2023	Director Management Committee
B.8	Annual inspection and location update of the previous Warwick Shire Council collection housed in the Southern Downs Regional Council office plus Warwick Art Gallery	Annually in September	Director Exhibitions officer
B.9	Advocate for vital restorative work to be considered in ongoing Council budget.	Annually in February	Director Management Committee
B.10	Investigate the advantages and disadvantages of become a registered deductible gift organization.	January 2023	Director Treasurer
B.11	Discuss our non collecting gallery status and the potential to develop a collection strategy	August 2023	Director Management Committee



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C. Business Management

Maintaining efficient administrative systems and effectively managing the Gallery's finances.

	Action	Timing	Responsibility
C.1	Maintain and strive for best practice proce- dures in the Gallery accounting system	Ongoing	Director Management Committee
C.2	Maintain and strive from best practice in ad- ministrative functions (mail, records manage- ment, document management)	Ongoing	Director Staff
C.3	Conduct an asset audit to establish an up to date register of Warwick Art Gallery Inc. assets	Annually in January	Director Staff Volunteers
C.4	Establish Management Committee sub committees to build membership, maintain financial stability and create partnerships	Ongoing	Management Committee
C.5	Show our support for the establishment of a Cultural Development Officer to be appoint- ed in Council	Ongoing	Director Management Committee Membership
C.6	Work with SDRC Staff to improve the MOU with SDRC	March 2024	Director Management Committee SDRC
C.7	Review Policy Documents	Annually in February	Director
C.8	Develop a plan to improve the fixtures and cabinetry in the Gallery's retail area	March 2023	Director Staff
C.9	Investigate establishment of a lease agree- ment with SDRC	May 2023	Director Management Committee



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D. Community Engagement

Designing a vibrant program of public events to stimulate enjoyment and understanding of the Gallery's core roles within the wider community of the Southern Downs. Enhancement of the core Gallery programs through integration with the community via schools, groups and organisations as well as individuals.

	Action	Timing	Responsibility
D.1	Target different audiences in the community via the exhibition program	Ongoing	Director Management Committee
D.2	Encourage community involvement through the visual arts during Jumpers and Jazz in July	Ongoing	Director Staff
D.3	Expand public programing activities outside of the Gallery to include the community in our activities.	Ongoing	Director Community Engagement Officer
D.4	Develop innovative strategies to increase visitation	Ongoing	Director Community Engagement Officer
D.5	Develop a program of community focused activities to enhance the cultural leisure opportunities for young people in the region	Summer	Director Community Engagement Officer



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E. Diversity and Inclusivity

Striving to reduce barriers to access and providing a safe and welcoming space for learning, expression inspiration irrespective of social and cultural background

	Action	Timing	Responsibility
E.1	Develop ways to support and promote Aboriginal and Torres Strait Islander artists and arts organisations	Ongoing and in conjunction with NAIDOC week annually in July.	Director Staff
E.2	Look into ways the Gallery can introduce art and creative activities for people with mental illness or with disabilities	Ongoing and in conjunction with Disability Action week annually in November/ December and Mental Health Awareness week annually in October	Director Management Committee
E.3	Develop programs for engaging with our community's elders	Ongoing and in conjunction with the International Day of Older persons annually in October	Director Community Engagement Officer
E.4	Develop programs to engage our community's youth	Ongoing and in conjunction with the Queensland Youth Week annually in April	Director Community Engagement Officer
E.5	Build connections and develop ways to include refugees, migrants and new Australian citizens in our programs	Ongoing and in conjunction with world refugee day annually in June	Director Community Engagement Officer



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F. Education

F. Developing appreciation and understanding of the arts within the community and as part of a network of public galleries in Queensland and Australia.

	Action	Timing	Responsibility
F.1	Build a strong creative program specifically for children and youth	Ongoing	Director Community Engagement Officer
F.2	Expand artist talks and lecture program	Ongoing	Director Community Engagement Officer
F.3	Support individual professional development through workshops, collaboration and mentorships	Ongoing	Director
F.4	Provide outreach services and opportunities for schools to participate in creative programs	Ongoing	Director Community Engagement Officer



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F. Education

Presenting a balance of exhibitions with emphasis on regional artists supported by Gallery- initiated projects, touring exhibitions and invited emerging and professional artists.

	Action	Timing	Responsibility
G.1	Curate, present and promote one professionally staged exhibition every 24 months as an initiative of Warwick Art Gallery	Biennially	Director Staff Management Committee
G.2	Target aspects of the Southern Downs Regional Council collection for research towards future thematic exhibitions	Ongoing	Director
G.3	Keep aware of current movements and trends in the textile arts in particular knitting and crochet to keep the Jumpers & Jazz in July festival current and exciting	Ongoing	Director Community Engagement Officer
G.4	Attract quality exhibition applications from within and outside the Region	Ongoing	Director Staff Management Committee
G.5	Strive to align our practice with the recommended NAVA Code of Practice	Ongoing	Director Management Committee
G.6	Plan for the 2024 20th year of Jumpers & Jazz in July	2022 - 2024	Director



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H. People

Offering an enjoyable, educational and participative program for the Gallery's volunteers. Ensuring that employees have a high level of satisfaction in their jobs. Keeping our members and stakeholders engaged and involved.

	Action	Timing	Responsibility
H.1	Establish networks in the community to create a sustainable volunteer workforce	Ongoing	Director
H.2	Monitor staff satisfaction and achievement through regular performance reviews	Biennially on anniversary	Staff Management Committee
H.3	Support staff to attend professional development programs and training where appropriate	Ongoing	Director Management Committee
H.4	Keep the volunteering program fun, engaging, friendly and supportive	Ongoing	Director Community Engagement Officer

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I. Professionalism

Recognising and promoting the contribution of the arts to the economic development of the Region. Invest in events and tourism in recognition of their significance to the vibrancy of the Region. Active engagement in the broader arts sector.

	Action	Timing	Responsibility
I.1	Participate in visual art sector development opportunities – board memberships, judging and grant assessments	Ongoing	Director
I.2	Advocate for and put into action programs that highlight the contribution the arts makes to the Regions tourism product	Ongoing	Director Management Committee
I.3	Commit to shopping locally and supporting employment of Queenslanders.	Ongoing	Staff Management Committee
I.4	Explore opportunities to nominate for local and state awards for business and achievement	Ongoing	Director Management Committee
I.5	Create partnerships and opportunities with other regional galleries in Queensland and further away	Ongoing	Director



J. Promotion

Developing and enhancing the positive profile of the Gallery and its programs within the Southern Downs and further afield.

	Action	Timing	Responsibility
J.1	Encourage business partners to be involved in Gallery events	Ongoing	Director Management Committ
J.2	Actively encourage new and renewed membership of the Gallery	Ongoing and annually in July	All Staff Management Committ
J.3	Update www.warwickartgallery.com.au	2022	Director
J.4	Consistent review of Social Media strategies	Ongoing	Director Staff
J.5	Investigate the impact/interest in newer social media platforms in our sector and develop strategies to use them.	2022	Community Engageme Officer and Exhibitions Officer



Warwick Art Gallery Disaster Preparedness and Action Plan

Introduction

The main aims of this policy document are:

- to know the main areas of risk and to take steps to minimise the risk or detect any problems as early as possible
- to ensure that staff are trained and prepared to play a positive role in preventing disasters
- to know the collections well
- to know the collection storage areas well
- to ensure good lines of communication with staff working in those areas
- to ensure good lines of communication with other key staff and community contacts likely to be involved in disaster prevention, response and recovery

This Policy has been developed by the Director of Warwick Art Gallery with support from the Southern Downs Regional Council Disaster Management Coordinator.

Steps for effective disaster response

1. Follow the **Emergency Response Procedure** for the particular threat or disaster.

2. Evacuate visitors and staff if necessary; retrieve Priority List objects if possible.

3. Call Emergency Services, if relevant, and Disaster Coordinator.

4. Work through **Safety Checklist** to determine site stability.

5. Ensure there is no source of ongoing damage. (turn off water, cover shelves etc.)

6. Stabilise the situation as much as possible (turn off utilities, open windows). Use the **Assess and Stabilise checklist.**

7. Use the contents of the Disaster Bin to deal with any immediate problems.

8. Assess the damage and the situation to determine the extent of the disaster. Use the **Assess and Stabilise checklist**. Document all damage.

9. Contact the rest of the Disaster Team, if required.

10. Go through the **Disaster Response Plan** to check if you have forgotten anything.

11. Sit down, review the situation, use the **Disaster Recovery Plan** to plan your recovery.

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This plan consists of two parts:

Part 1: Disaster Preparedness and Prevention Policy

- Risk Identification table
- Risk Assessment Table

Part 2: Disaster Actions and Sub plans

- ATTACHMENT 1: Work Method and Safety Guidelines for Staff and Volunteers
- ATTACHMENT 2: Building Maintenance Schedule
- ATTACHMENT 3: Response and Recovery Plan
- ATTACHMENT 4: Disaster Response Team
- ATTACHMENT 5: Emergency Contact List
- ATTACHMENT 6: Flood level response activation triggers
- ATTACHMENT 7: Building and Floor Plan
- ATTACHMENT 8: Disaster Response Plan
- ATTACHMENT 9: Disaster Recovery
- ATTACHMENT 10: Disaster Bin Location and Content
- ATTACHMENT 11: Collection Priority List
- ATTACHMENT 12: Collection Management Plan
- ATTACHMENT 13: Disaster Response Information and Strategies – Collection

PART 1

RISK IDENTIFICATION TABLES: Building, Collection and People

1. Building

TYPE OF DISASTER	CAUSE	DAMAGE	DURATION
1.1 Flood	Natural	Wet carpet, wet plaster, high humidity in exhibition spaces, damaged furnishings	2 days to clean up then ongoing repairs
1.2 Storm	Natural	Wet carpet, wet plaster, damaged furnishings	2 days to clean up then ongoing repairs
1.3 Water leak	Poor building practise	Wet carpet	2 days to dry carpet

1.4 Fire	Electrical fault	Building burnt, objects lost due to water or fire damage	1 day of fire then long term clean up and re-fit.
1.5 Fire	Exposure	In neighbouring buildings	Day of fire
1.6 Fire	Arson	Building burnt, objects lost due to water or fire damage	1 day of fire then long term clean up and re-fit.
1.7 Hazardous material spill (Internal)	Human error	Damage to flooring and furniture, impact on staff, volunteers and visitors	1 day to clean up
1.8 Hazardous material spill (External)	Accident	Impact on staff, volunteers and visitors	1 day to clean up
1.9 Blackout	Storm	Loss of air-conditioning	Several hours
1.10 Temporary wall fall	Untrained person moving the wall	Damage to artwork, temporary wall and injury	1 day
1.11 Accident by staff or volunteer	Falling off ladder	Serious injury	Days or weeks
1.12 Vandalism	Broken Window or door	Broken Glass	1 day
1.13 Vandalism	Graffiti	Damage to paint, glass or brick	1 day

2. Collection

TYPE OF DISASTER	CAUSE	DAMAGE	DURATION
2.1 Air pollution	Dust cloud	Damage to artwork,	1 day
2.2 Air-conditioning failure	Equipment	No control of environmentals	Days or Weeks

2.3 Mould outbreak	Poor environment managment or contaminated artwork brought it	Mould damage on artwork	Extended process of repairs
2.4 Pest infestation	No pest management system in place	Art work damaged by pests	Extended process of repairs
2.5 Vandalism to Artwork	Poor supervision	Damage to artwork	1 day to weeks
2.6 Theft	Poor supervision	Financial impact and damage to reputation	Months
2.7 Damage in situe or on relocation	Relocation by unauthorized staff	Environmental damage or breakage	1 week

3. People

TYPE OF DISASTER	CAUSE	DAMAGE	DURATION
3.1 Personal Assault	Undesirable person/s in public spaces outside the building	Injury	Days or weeks
3.2 Drunk or drug effected visitor	Human nature	Bad for staff, volunteers and visitors	1 or 2 hours

RISK ASSESSMENT TABLES: Building, Collection and People

Building

RISK EVENT AND CONSEQUENCE	PROBABILITY HIGH – LOW (5 -1)	IMPACT HIGH – LOW (5 – 1)	TOTAL (NUMBER)	CATEGORY OF RISK (HIGH 10 -8, MEDIUM 7 – 4, LOW 3 -1)	PREVENTATIVE ACTION
1.1 Flood - wet carpet, wet plaster, high humidity in exhibition	1	5	6	MEDIUM	Natural occurrence – no preventative action can be taken. Establish *Response and*

spaces, damaged furnishings					*Recovery Plan* Attachment 3
1.2 Storm water inundation – wet carpet, wet plaster, high humidity in exhibition spaces, damaged furnishings	1	5	6	MEDIUM	Natural occurrence – no preventative action can be taken. Establish *Response and Recovery Plan* Attachment 3
1.3 Water leak – poor building practise - wet carpet, wet plaster, high humidity in exhibition spaces, damaged furnishings	1	5	6	MEDIUM	Adhere to *Building Maintenance Schedule* Attachment 2
1.4 Electrical Fault Fire - building burnt, objects lost due to water or fire damage	1	5	6	MEDIUM	Adhere to *Building Maintenance Schedule* Attachment 2
1.5 Fire in nearby buildings	1	5	6	MEDIUM	*Work Method and Safety Guidelines for Staff and Volunteers* Attachment 1
1.6 Fire deliberately lit	2	5	7	MEDIUM	Unable to prevent but if it happens refer to *Work Method and Safety Guidelines for Staff and Volunteers* Attachment 1
1.7 Hazardous material spill – damage to flooring and furniture, impact on staff, volunteers and visitors	1	5	6	MEDIUM	Regular updates and training of *Work Method and Safety Guidelines for Staff and Volunteers* Attachment 1
1.8 Hazardous material spill - external	1	5	6	MEDIUM	Unexpected accident – no preventative action can be taken. Establish *Response and Recovery Plan* Attachment 3

1.9 Power Blackout – Loss of air conditioning and automatic doors	3	3	6	MEDIUM	Regular updates and training of *Work Method and Safety Guidelines for Staff and Volunteers* Attachment 1
1.10 Temporary Wall Fall due to incorrect handling	3	5	8	HIGH	Regular updates and training of *Work Method and Safety Guidelines for Staff and Volunteers* Attachment 1
1.11 Ladder fall – staff or volunteer	2	5	7	MEDIUM	Regular updates and training of *Work Method and Safety Guidelines for Staff and Volunteers* Attachment 1
1.12 Vandalism – Broken Glass	3	2	5	MEDIUM	City Safe cameras
1.13 Vandalism - Graffiti	3	1	4	MEDIUM	City Safe cameras

Collection

RISK EVENT AND CONSEQUENCE	PROBABILITY HIGH – LOW (5 -1)	IMPACT HIGH – LOW (5 – 1)	TOTAL (NUMBER)	CATEGORY OF RISK (HIGH 10 -8, MEDIUM 7 – 4, LOW 3 -1)	PREVENTATIVE ACTION
2.1 Air pollution due to dust storm – damage to artwork and air conditioning	1	2	3	LOW	Natural occurrence – no preventative action can be taken. Establish *Response and Recovery Plan* Attachment 3
2.2 Air conditioning failure – Impact on collection and long term impact of ability to hold exhibitions	3	5	8	HIGH	Adhere to *Building Maintenance Schedule* Attachment 2

2.3 Mould outbreak – damage to collection, artwork and archived documents	1	3	4	MEDIUM	Adhere to *Building Maintenance Schedule* Attachment 2
2.4 Pest infestation – damage to collection, artwork and archived documents	1	2	3	LOW	Adhere to *Building Maintenance Schedule* Attachment 2
2.5 Vandalism to Artwork	1	2	3	LOW	Internal Security Cameras. Regular updates and training of *Work Method and Safety Guidelines for Staff and Volunteers* Attachment 1
2.6 Theft	2	2	4	MEDIUM	Internal Security Cameras. Regular updates and training of *Work Method and Safety Guidelines for Staff and Volunteers* Attachment 1
2.7 Damage in situe or on relocation	2	2	4	MEDIUM	Regular updates and training of *Work Method and Safety Guidelines for Staff and Volunteers* Attachment 1

People

RISK EVENT AND CONSEQUENCE	PROBABILITY HIGH – LOW (5 -1)	IMPACT HIGH – LOW (5 – 1)	TOTAL (NUMBER)	CATEGORY OF RISK (HIGH 10 -8, MEDIUM 7 – 4, LOW 3 -1)	PREVENTATIVE ACTION
3.1 Assault on staff, volunteer or visitor	1	5	6	MEDIUM	*Work Method and Safety Guidelines for Staff and Volunteers* Attachment 1

3.2 Alcohol or drug affected person	1	2	3	LOW	*Work Method and Safety Guidelines for Staff and Volunteers* Attachment 1

PART 2

- ATTACHMENT 1: Work Method and Safety Guidelines for Staff and Volunteers
- ATTACHMENT 2: Building Maintenance Schedule
- ATTACHMENT 3: Response and Recovery Plan
- ATTACHMENT 4: Disaster Response Team
- ATTACHMENT 5: Emergency Contact List
- ATTACHMENT 6: Flood level response activation triggers
- ATTACHMENT 7: Building and Floor Plan
- ATTACHMENT 8: Disaster Response Plan
- ATTACHMENT 9: Disaster Recovery
- ATTACHMENT 10: Disaster Bin Location and Content
- ATTACHMENT 11: Collection Priority List
- ATTACHMENT 12: Collection Management Plan
- ATTACHMENT 13: Disaster Response Information and Strategies – Collection

ATTACHMENT 1: Work Method and Safety Guidelines

Fire off

The Gallery is fitted with a sensitive smoke detector. If smoke is detected the sirens will go and the Fire Station will be notified. Follow the directions of the Fire Warden to evacuate. The assembly point is located in the Council Car Park.

Extinguishers are located in the KITCHEN, FOYER, STUDIO and the ORANGE WALL GALLERY

Evacuation is the orderly relocation of people from an area of potential harm to an area of safety.

Staff and visitors will move to their designated assembly area or if this is not available, other nominated areas, as quickly and as calmly as possible.

Be aware of vehicular traffic and any other hazards to the group of evacuees.

Do not leave the Assembly Area until advised that it is safe to do so.

Do not re-enter the affected building until after the "All Clear" has been given by the Senior Emergency Services Officer present.

Accident

The FIRST AID station is on the wall next to the kitchen door. It is re stocked regularly.

In the case of an emergency CALL AN AMBULANCE. Gallery staff have First Aid certificates.

Form

If you hurt yourself it is a SDRC requirement that you fill out an Accident and Emergency as this is a SDRC owned facility

Your Safety or

Dealing with difficult people: as a volunteer you are not expected to deal with aggression complaints personally. This is why it is important that you always wear your Volunteer name badge. Give the visitor a Feedback Form – this will go straight to the Management Committee or ask them to make an appointment to speak with the Gallery Director.

If you are ever fearful for your safety – do not hesitate to phone the police. There is duress button located under the reception counter at knee level. Do whatever you need to do to keep yourself safe even if it means leaving the building unattended or locking yourself in.

<u>Please remember that YOU are responsible for your own safety</u>

1. Follow safety instructions given by Staff
2. Follow the relevant safe work procedures (Lifting not over 16kg)
3. Wear appropriate footwear and clothing
4. Take reasonable care to ensure that no-one is put at risk because of your work practices
5. Report all work related accidents to Staff
6. Report any identified Hazards to Staff
7. Keep your immediate workplace clean and tidy

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ATTACHMENT 2: Building Maintenance Schedule

Building Maintenance Check list DATE: COMPLETED BY:

	FREQUENCY	ACTION IF REQUIRED
OUTSIDE		
The Garden		
Check for large branches overhanging the building or walkways	Seasonally	Notify SDRC
Check the water run-off from the garden doesn't pool too long	Annually	Notify SDRC
Note the location of poisonous or hazardous trees and shrubs	Annually	Notify SDRC
Check air conditioning courtyard for hazards	Annually	Notify SDRC
Outside Walls		
Inspect the external walls. Look for minor cracking in brickwork	Annually	Notify SDRC
Look at the eaves for an indication of roof or gutter problems	Annually	Notify SDRC
Check the condition of paint; look for flaking, cracking, chipping or powdering	Annually	Notify SDRC
On the Roof		
Look for signs of water leaks or bird nests	Annually	Notify SDRC
Look for sagging and water damage	Annually	Notify SDRC
Look for vermin damage	Annually	Notify SDRC
External Concrete Floors		
Inspect for cracking, damage and trip hazards	Annually	Notify SDRC
Public spaces		
Check directional signage	Annually	Notify SDRC
Check fixed outdoor seating	Annually	Notify SDRC
Check lights – housings and bulbs	Seasonally	Notify SDRC
Check speakers are working and attached	Annually	Notify SDRC
INSIDE		

Floors		
Look for signs of dampness, such as lifting or buckling floor tiles and rotten carpet	Annually	Notify SDRC
Check the general condition of carpet and/or vinyl floor coverings to ensure they are in good repair and do not present a tripping hazard	Annually	Notify SDRC
Check the condition of studio concrete flooring for chips or cracks	Annually	Notify SDRC
Walls		
Look for cracks and general movement	Annually	Notify SDRC
Inspect brick walls for signs of dampness	Annually	Notify SDRC
Check the condition of paint	Annually	Notify SDRC
Check the hanging tracking is secured and the gliders operational. Check the hangers for defects and wear and tear.	Annually	WAG engage contractor
Ceilings		
Check that ceilings are straight and true, and look for cracks or signs of movement at the cornices.	Annually	Notify SDRC
Look for water stains and mould growth	Annually	Notify SDRC
Check the lighting tracking	Annually	Notify SDRC
Check the speaker mounts	Annually	Notify SDRC
Windows and Doors		
Make sure that the windows can be opened	Annually	Notify SDRC
Check for chips and cracks	Annually	Notify SDRC
Check for excessive condensation and mould	Annually	Notify SDRC
Move doors through their full arch of travel to check	Annually	Notify SDRC
Automatic doors maintenance check	Monthly	Notify SDRC
Electrical Systems		
Safely audit of switches and power board	Annually	Notify SDRC
Check electrical appliances	Annually	Notify SDRC
Test air conditioning units, ducting and filters	Biannually	Notify SDRC

Test internal security cameras and monitor	Annually	WAG engage contractor
Amenities		
Check toilet exhaust fans clean filters	Annually	Notify SDRC
Check fixtures and fittings for safety and cleanliness	Annually	Notify SDRC
Plumbing System		
Check all plumbing fittings for cracks or leaks including taps, sinks, toilets and hot water system	Annually	Notify SDRC
Check the tiles and splashbacks around sinks are water tight and in good condition and free from water damage	Annually	Notify SDRC
GENERAL		
Pest control inspection and application	Annually	Notify SDRC
Check the fire panel and announcement speakers	Monthly	Notify SDRC
Check the first aid kits	Biannually	Notify SDRC
Check the fire hydrants	Biannually	Notify SDRC

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ATTACHMENT 3: Response and Recovery Plan

SAFETY SHOULD BE YOUR PRIMARY FOCUS. FOLLOW STEPS A. B. AND C.

A. SAFETY CHECKLIST

To determine whether there are any risks to your safety run through the following checklist:

If the answer to **ANY** of these questions is **Yes**, the site is unsafe. Leave the area and **DO NOT** re-enter until Emergency Services personnel have deemed it safe.

- Are there **electrical wires or power points** in contact with **water**?
- Does the **water** extend **beyond your view**? Electrical contact may be occurring where you can't see it?
- Is there **more than five centimetres of water** on the floor?
- Are the **passageways blocked or obstructed** in any way?
- Is there danger from **falling** material?
- Do the walls or ceiling appear **unstable**?

Consider structural safety, level of lighting, potential for electrical shock and presence of sewage. If it is not safe to enter make sure that barricades are in place, the hazard is clearly sign-posted and that someone guards the entry. If any of these hazards are present, you'll need to consider hiring portable Lighting/generators and protective clothing (for sewage).

B. ASSESSING AND STABILISING THE SITUATION

Work through the following questions to develop an accurate picture of the situation.

1. Is the cause of the disaster still ongoing? _____ ☐ YES ☐ NO
2. What needs to be done to prevent further damage?_____ ☐ YES ☐ NO
3. Is the site safe?_____ ☐ YES ☐ NO
4. What extent of the collection has been damaged? _____ ☐ YES ☐ NO
5. What is main type of damage? (water, fire, breakage..)_____ ☐ YES ☐ NO
6. Are any other objects or areas of the museum in immediate danger? ___ ☐ YES ☐ NO
7. Does the full Disaster Response Team need to be called? _____ ☐ YES ☐ NO
8. Does the situation need to be documented? _____ ☐ YES ☐ NO

9. Does outside help or expertise need to be called? _____ ☐ YES ☐ NO

10. Does the environment need to be further stabilised? _____ ☐ YES ☐ NO

11. Have any of the priority objects been damaged? _____ ☐ YES ☐ NO

12. Does the Recovery Plan need to be activated? _____ ☐ YES ☐ NO

13. What needs to be done to allow the recovery to begin? _____ ☐ YES ☐ NO

14. Do we need to move to our off-site location? _____ ☐ YES ☐ NO

C. DAMAGE CHECKLIST

(Used with permission from Tamara Lavrencic, Collections Manager, Historic Houses Trust of NSW; and Christine Ianna, Conservation and Outreach Programme, Queensland Museum)

1. Is the damaged area safe to enter?

☐ No - *go to question 2*

☐ Yes – *go to question 3*

2. Who is responsible for assessing whether it is safe to enter?

Name: _____ Phone: _____

3. Cause of damage?

☐ Fire ☐ Water ☐ Structural failure ☐ Building work ☐ Other

_____

4. Type of damage?

Fire ☐ smoke ☐ charring/burnt ☐ soot ☐ dehydration (from heat)

Water ☐ damp ☐ clean water ☐ partially wet ☐ dirty water

☐ very wet/sodden ☐ mud/silt ☐ humidity ☐ swollen materials

☐ mould ☐ materials stuck together

Structural ☐ broken objects ☐ roof ☐ walls ☐ floor

☐ other

_____

Other ☐ chemical spill ☐ sewage ☐ other

_____

5. What is the size of the area that has been affected? (e.g. how many rooms and how big are the rooms?)

_____

___

6. Can people move freely around the room/s?

☐ Yes

☐ No What is impeding access?_____

7. How much of the collection has been affected?

_____

8. What type of materials/objects have been affected?

	BASKETRY		FRAMES		PHOTOGRAPHS (B&W)
	books		fur/feathers		photos(colour)
	carpets/rugs		furniture		plaster
	CDs/LPs		glassware		plastic
	ceramics		leather		stamps (philatelic
	computer records		linoleum		textiles
	documents		Metals - iron		timber/wood
	drawings		Metals - non-ferrous		videos
	electrical equipment		mixed materials		other (please specify)
	ephemera		paintings		
	files/records		paper		

9. Can the damaged objects be protected where they are?

☐ Yes - *go to question 10*

☐ No - *go to question 11*

10. What will you need to either raise objects above floor level or cover them from dripping water?

(For example: Bricks, drop sheets)

_____

11. Can the damaged objects be moved?

☐ Yes

☐No ☐ they are fixed (e.g. building elements)

☐ they are too large (e.g. machinery)

12. What objects are prioritised for salvage? (see the ***Collection Priority List***)

_____

___

_____

___

13. Are the damaged items replaceable?

☐ Yes ☐Yes, but with difficulty ☐No ☐ Some ☐ Unsure

14. Can the objects be salvaged using in-house resources or will outside help be necessary?

_____

___

15. Is there an area for drying the wet material?

☐ On-site ☐Off-site. How close to the disaster site?

How large is the site for drying?

_____

Can it be sealed and secured? ☐ Yes ☐ No

Does the site have power? ☐ Yes ☐ No

Does the site have running water? ☐ Yes ☐ No

16. Has the power been affected?

☐Yes ☐All over the building

☐Part only

☐ No

Is three-phase power available?

☐Yes ☐ No

Is there a functioning generator on-site?

☐Yes ☐ No

17. Are the surrounding roads to the site open?

☐Yes ☐ No

18. What supplies and equipment will be needed for:

- recording? _____
- packing? _____
- transport? _____
- air-drying? _____
- freezing? _____

19. What sort of assistance will be needed?

☐ plumber ☐ disaster consultant

☐ electrician ☐ building dryers

☐ locksmith ☐ insurance broker

☐ cleaner ☐ building engineer

☐ conservator ☐ removalist company

☐ carpenter ☐ glazier

Other _____

20. Notes

Name of person assessing damage:

_____

Contact Numbers:

_____

Date:

_____

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ATTACHMENT 4: Disaster Response Team

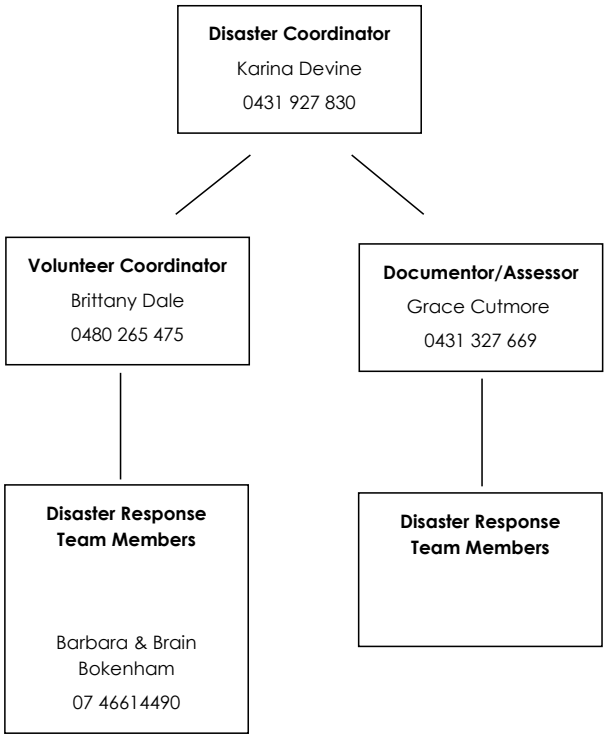
POSITION	NAME	CONTACT NUMBER
Disaster Coordinator	Karina Devine	0431 927 830
Volunteer Coordinator	Brittany Dale	0480 265 475
Documenter	Grace Cutmore	0431 327 669
Finance management	WAG Treasurer	07 4527 4630
Materials/Equipment Coordinator	Grace Cutmore	0431 327 669
Media Liaison	WAG Chairperson	0427 224 280
Social Media	Karina Devine	0431 927 830
Security	Steve Brown SDRC	
OH&S officer	Vance Sinden SDRC	
SDRC Disaster Coordinator		

Emergency Location is Rose City Shoppingworld, 81 Palmerin Street Warwick 07 46670142

ATTACHMENT 5: Emergency Contact List

	CONTACT NAME	CONTACT NUMBER
Emergency Services		000
Ambulance		000
Fire		000
Police		000
Council/Shire Offices		07 4661 0300
Plumber	Darren Condamine Plumbing	0407614332
Electrician	Nick Saturn Electrical	0404 090 968
Security	Ray Rose City Security	07 4661 7971
Pest Control	Amalgamated Pest Control	07 4661 2952
Insurance Company (Policy No AT A175000 PAD)	Jardine Lloyd Thompson Pty Ltd	08 8235 6444
Museums and Galleries QLD	Executive Director Rebekah Butler	1800 866 101
Toowoomba Regional Art Gallery	Director Sue Lostroh	07 46886652
Off-site space for recovery	Rose City Shoppingworld	07 4667 0142
Carpenter	Aaron Butterworth	0412 11 55 95
Emergency Equipment Rental	Hire Solutions	07 46614606

Telephone Tree



ATTACHMENT 6: Flood level response activation triggers

Background

Warwick Art Gallery has had one incident where flood water came within 20m of the Gallery in January 2011. The table below and images act as a guide to measure the potential impact of future floods.

Flood Level Classification Warwick Condamine River

FLOOD LEVEL	MEASURE	HISTORY
Below Minor	0	
Below Minor	1	
Below Minor	2	
Below Minor	3	
Below Minor	4	
Minor	5	5.03m Feb 2001 5.63m Mar 1999
Moderate	6	6.25m May 1983 6.50m May 1996
Major	7	7.00m McCahon Bridge 7.21m Jan 2013 7.90m Dec 2010
	8	8.35m Jan 2011
	9	9.10m Record Flood Feb 1976
	10	

Estimated water level 9.0m Flood



Estimated water level 9.5m Flood



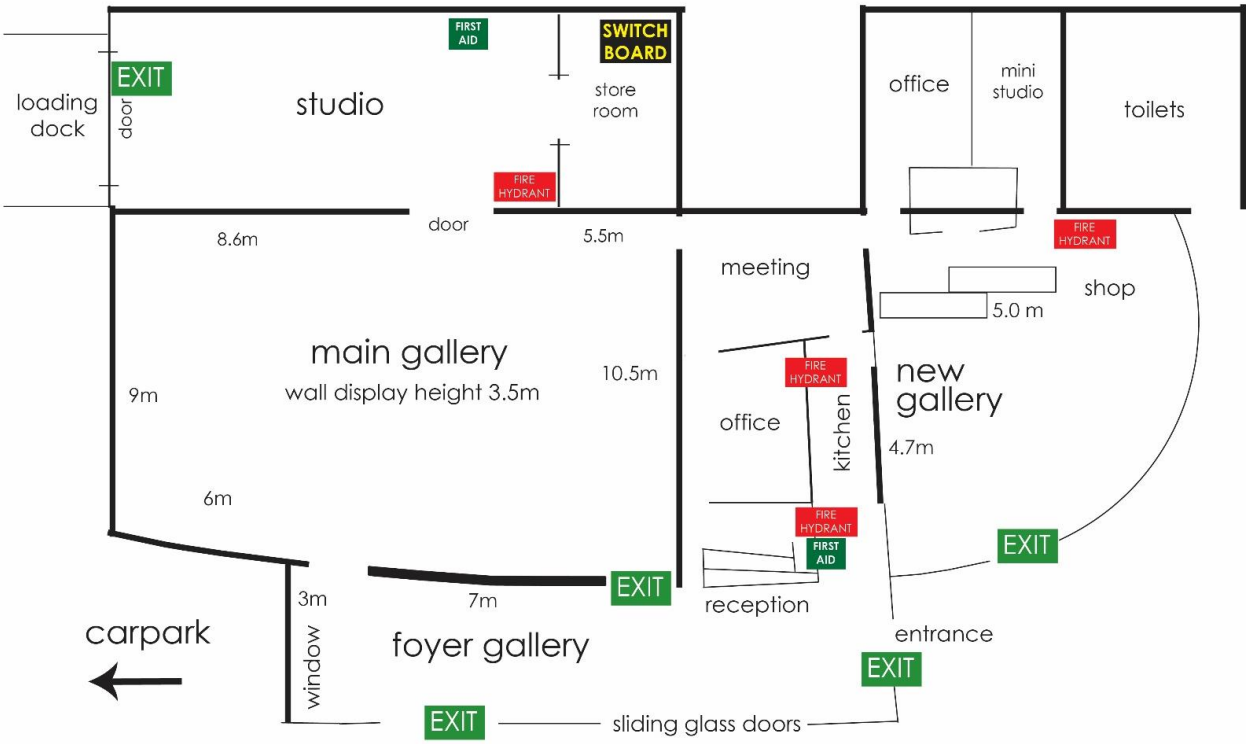
Estimated water level 9.9m Flood



Activation plan for flood

LEVEL	ACTION
Below minor	NIL
Minor	NIL
Moderate	NIL
Major	ATTACHMENT 3: Response and Recovery Plan

ATTACHMENT 7: Building and Floor Pla



ATTACHMENT 8: Disaster Response Plan

GENERAL EVACUATION INSTRUCTIONS

If you are directed to evacuate the building (either by an alarm or by staff or emergency services):

- Remain calm.
- Turn off all hazardous operations.
- Follow instructions.
- Assist disabled people.
- Leave the area in an orderly fashion.
- Follow the established evacuation route.

Move away from the building. Go directly to the assembly area and report to the Evacuation Coordinator for a 'head count'. **Warwick Art Gallery Assembly area location is behind Warwick Town Hall across the car park**

- Do not block the street, driveway or building entrances.
- Stay in the assembly area until instructed otherwise.

FIRE

In case of fire:

- Remain calm.
- Activate the fire alarm if it is not already activated
- Determine location and source, if this can be done quickly and safely
- Contact the Fire Brigade (Phone: 000)
- Give the name and location of the gallery to the Fire Brigade
- Contact the Disaster Response Coordinator (Peter See SDRC 4661 0415)
- Always put the safety of people (including yourself) first.
- If the fire is small, try to extinguish it with the proper type of extinguisher or fire blanket.
- Do not allow the fire to come between you and the exit.
- Turn off electrical equipment which is smoking at the power point, if it is safe to do so.
- Evacuate the building.
- Do not open a hot door (before opening a door, touch it near the top. If it is hot or if smoke is visible, do not open)
- Do not attempt to save possessions.
- Go directly to the assembly area.
- Do not return to the affected area until told to do so by the appropriate authorities.

POWER FAILURE

If there is a power failure either in the building or the local area:

- Remain calm.
- Remain where you are and open all available blinds/shades/curtains to obtain more outside light.
- If you are in an unlit area, carefully proceed to an area with emergency lighting.
- If telephones are working, call SDRC to check the extent of the power outage (Phone: 4661 0300)
- Wait for further instructions from authorities.
- If directed to evacuate, go to the assembly area

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ATTACHMENT 9: Disaster Recovery

STEPS IN EFFECTIVE DISASTER RECOVERY

(Once immediate response is complete and the building is declared safe)

1. Assemble Disaster Response Team and prepare to share the Recovery Plan with the team.
    a. Establish a "command centre"
    b. Organise a schedule including arrival and break times
2. Review the situation and make sure you have all relevant information:
    a. Extent and type of damage
    b. Priority List objects that were damaged
    c. Condition of the environment of the building
    d. General feeling about size of recovery operation (will outside help be required?)
    e. Ensure all damage is documented and photographed.
3. Determine what you need for recovery
    a. Volunteers
    b. Materials and equipment required
    c. Outside expertise and assistance
4. Organise the team — some to focus on environment, others on salvage.
5. Modify (stabilise) the environment (remove wet material, open windows, fans)
    a. Set air-conditioning controls as low as possible
    b. Monitor humidity
    c. Keep the area set at 18 degrees and 35 percent humidity until everything is back to normal.
    d. Assess the security needs of the Gallery during salvage and after hours.
6. Specify which salvage procedures will be used and decide on the Team leaders for each procedure.
7. Use the Action sheets and salvage procedures to set up the areas for salvage.
8. Move into salvage operations making sure all object movement and treatment is documented.
9. Ensure adequate supplies are on hand and that you have all the help you need.
10. Ensure all formal notifications have occurred — council, insurance company etc.
11. Ensure all workers are well looked after. Celebrate milestones and keep everyone informed.

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ATTACHMENT 10 Disaster Bin Location and Contents

Location: Plastic tub in the Gallery Storeroom – access via Main Gallery or Loading Dock door

Contents (checked annually):

Item	Use	Quantity
Bin liners	Containing rubbish	20
Blotting paper	Interleaving, drying fragile items	1 pack
Buckets	For initial clean up	10
Clothes line cord	Hanging items to dry	2
Disaster response and recovery plan		2 laminated
Dust masks	Protection against dust and mould	20
Dust pan and broom	Clean up	1
First aid kit	Personal safety	1
Gloves, box of disposable	Personal safety, protection of objects	1
Gloves, latex	Personal safety	10 pairs
Squeeze mop	Initial clean up	1
Paper, Butchers	Interleaving, table covers	100 sheets
Packing tape	Attaching plastic sheeting, packing	5 rolls
Pencils	Documentation	5
Plastic pegs	Hanging things to dry	1 packet
Pens, waterproof	Writing labels	5
Polyethylene sheeting	Channelling water, covering objects, covering tables	1 length
Protective aprons	Personal protection	2
Rags and towels	Mopping up	10
Salvage Procedures Action Sheets		2 laminated
Scissors	Cutting cord, polyethylene sheeting, paper etc.	2 pairs
Sponges, large	Mopping up spills	3
Stanley knife	Cutting various materials	2

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String		1 roll
Tarps	Cover in wet conditions	2
Torches (Dolphin style with batteries)	In case of diminished light	1
Writing pads	Documentation	5
Zip lock bags	Holding small items or broken pieces	100 in various sizes

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ATTACHMENT 11: Collection priority list

Collection Information and Priority

The Collection is located in the Southern Downs Regional Council Administration building and Warwick Art Gallery.

CODE	ARTIST	TITLE/DATE/DIMENSION	VALUE 2012	LOCATION	PRIORITY HIGH MEDIUM
01AHE	K. Ahearn	[Carved wood panel] 1995 64 x 47	$5,000.00	Executive Office	
02BOG	Stuart Boggs	Its Always about the Light 2008	No valuation	Executive Foyer	
03BRA	Mostyn Bramley-Moore	Landscape 2005 77 x 92 cm	$5,000.00	CEO Office	
04CAR	Herbert Carstens	Wilson's Country - Withcott 1967	$1,700.00	Video Conferencing Room	
05CRO	Ray Crooke	Bush landscape 144 x 60 cm [needs conservation]	$40,000.00	Warwick Art Gallery	
06DEG	Jon de Graaff	Last Light 2003 54 x 40 cm	$2,000.00	PA Planning Manager	
07DES	Frank de Silva	Valley Landscape 1967 37 x 46 cm	$1,500.00	Warwick Art Gallery	
08DUM	Paul Du Moulin	Bee Connected 2009	no valuation	PA to Mayor Office	
09DUR	Jenny Durack	North from Archie's Hill 2003 37 x 98 cm **	$2,000.00	HR Manager's Office	
10GAR	Tom Garrett	Still Life Floral 24 x 34 cm	$8,000.00	Councillor's Suite	
11GUP	James Guppy	Questions for my Analyst 2001 45 x 32 cm	$6,000.00	Warwick Art Gallery	
12HAN	Henry A. Hanke	Valley scene 39.5 x 44 cm	$3,000.00	Works' Manager's Office	

13HAR	Brian Harris	Polperro Harbour	No valuation	Warwick Art Gallery	
14HIL	Jodie Hilton	Multiple Town Hall collage	No valuation	Manager Finance Office	
15HUM	Chris Humphreys	Quart Pot	$2,000.00	Director Planning & Environment Office	
16HUM	Chris Humphreys	Y2K Looming	$10,000.00	Missing	
17INW	Kenneth Inwood	Twins 2007 46 x 51 cm	$2,200.00	Executive Offices Meeting Room	
18JON	Ida Jones	[Landscape] 30 x 49 cm **	$2,000.00	Director Engineering Services Office	
19KEL	Fay Kelly	Afternoon light [Landscape] 1988 52 x 35 cm **	$500.00	Management Account (Helen Gross)	
20KNI	Knights / or Krautz	Warwick Town Hall 1974 91 x 57 cm	$2,000.00	Planning corridor	
21LAM	Trisha Lambi	The Ballet Roche 2009 90 x 100 cm	$4,200.00	Councillor's Suite	
22LOM	Melissa Lomas	Scrub 1976 86.5 x 152 cm	$4,000.00	Manager Economic Development	
23MAC	Kenneth Macqueen	Storm over the Downs 37 x 46 cm **	$9,000.00	Warwick Art Gallery	
24MAR	Claudine Marzik	Crystal Cascade 2002 137 x 105 cm	$3,800.00	Corridor Council Chamber	
25MCB	Donald McBean	Quiet Pasture below the Range 59 x 92 cm	$4,200.00	Planning and Environment Department Corridor	
26MIL	Noel Miller	Outback focus [triptych] 2005 50 x 191 cm	$4,000.00	Engineering Print Zone	
27MIL	Yvonne Mills-Stanley	Following Grasses VII 2004 **	$7,500.00	Director Planning and Environment	

28PET	Patrick Petein	Look—Listen 1996 73 x 109 cm	$4,500.00	Corridor to Engineering Services/Toilet Foyer	
29POS	Michael Pospischil	Three Views of Clintonvale 1999 55 x 75 cm	$2,700.00	Safety Advisor's Office	
30REI	Mischa Reid	Diamantina 2000 90 x 120 cm	$4,000.00	In care of Gallery Director	
31REY	Allyson Reynolds	Flock I 1997 155 x 126 cm	$5,000.00	Warwick Art Gallery	
32RID	Suzanne Ridley	Arafuto [City of Warwick Rose] 2009	$1,500.00	Executive Offices Foyer	
33SAL	Julie Salmon	Golden Pick 1999 60 x 80 cm	$2,500.00	Director of Planning and Environment Office	
34SHE	C.I.N. Sheldrake	Warwick Court House 1985 31 x 43 cm	$2,500.00	Mayor's Office	
44SKI	Philip Skinner	The Herd		Warwick Art Gallery	
45SKI	Philip Skinner	Edge of the Woods		Warwick Art Gallery	
46SKI	Philip Skinner	Flower Study		Warwick Art Gallery	
35SMI	Ian Smith	Orphaned girl dancing near a bus stop 1998 187 x 124	$17,000.00	Outside Manager Community Services Office	
36SPI	William Spiers	A Timeless Land 2 2001 128 x 127.1 cm	$4,000.00	Executive Offices Foyer	
37STE	Linda Stewart	Summer Afternoon 1998 60 x 90 cm	$3,500.00	Manager Corporate Services	
38TOW	G.K. (Geoffrey Keith) Townshend	Coastline—Warriewood NSW 34 x 44 cm	$4,000.00	Customer Service	
39TOW	G.K. Townshend	Landscape 33 x 44 cm	$3,500.00	PA Director Business & Community Services	

40WES	Katherine Westfold	Rubato 1999 96 x 96 cm	$3,500.00	Warwick Art Gallery	
41WIL	Annalisa Wilson	Condamine Song 2002 102 x 100 cm	$4,000.00	Warwick Art Gallery	
42WIL	Annalisa Wilson	Shire of Warwick—Indigenous Depiction 2004 100 x 66	$3,500.00	Corridor outside Council chambers	
43WOO	David Woodford	Town Hall Warwick QLD 30 x 20 cm linocut	$300.00	Executive Meeting Room	
44ZOF	Salvatore Zofrea	Native Hibiscus with Flowering Gums		HR Manager's Office	
45ROG	Christopher Roggenkamp	Roggenkamp Photogrphic Studio ("Victoria Studio") Albion Street Warwick c 1900		Warwick Art Gallery	

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ATTACHMENT 12: Collection Management Plan

High Priority Object Management Table

	OBJECT	LOCATION	SECURITY	DESCRIPTION	ACTION
1	K. Ahearn [Carved wood panel]	Executive Office	Access with permission from PA to the CEO	Carved wood panel – it is heavy	Remove from location, cover and take to emergency location
2	Stuart Boggs *Its Always about the Light*	Executive Foyer	Access with permission from PA to the CEO	Framed artwork on paper	Remove from location, cover and take to emergency location
3	Mostyn Bramley-Moore *Landscape*	HR Officers Office	Access with permission from PA to the CEO	Painting on canvas	Remove from location, cover and take to emergency location
4	Ray Crooke *Bush landscape*	In care of Gallery Director	Access with permission from PA to the CEO	FRAGILE painting on board	Remove from location, cover and take to emergency location
5	Tom Garrett *Still Life Floral*	Councillor's Suite	Access with permission from PA to the CEO	Framed artwork on paper	Remove from location, cover and take to emergency location
6	James Guppy *Questions for my Analyst*	In care of Gallery Director	Access with permission from PA to the CEO	Painting on canvas	Remove from location, cover and take to emergency location
7	Chris Humphreys *Y2K Looming*	Customer Service Area	Access with permission from PA to the CEO	This artwork is missing	Remove from location, cover and take to emergency location
8	Kenneth Macqueen *Storm over the Downs*	In care of Gallery Director	Access with permission from PA to the CEO	Framed artwork on paper	Remove from location, cover and take to

					emergency location
9	Yvonne Mills-Stanley *Following Grasses VII*	CEO Office	Access with permission from PA to the CEO	Painting on canvas	Remove from location, cover and take to emergency location
10	Ian Smith *Orphaned girl dancing near a bus stop*	Outside Manager Community Services Office	Access with permission from PA to the CEO	Painting on canvas	Remove from location, cover and take to emergency location

Medium Priority Objects and Temporary Exhibitions Management

Once the priority objects are relocated, the medium priority artworks and all works on display in the temporary exhibition spaces are to be moved to the emergency location.

Emergency Location is Rose City Shoppingworld, 81 Palmerin Street Warwick 07 46670142

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ATTACHMENT 13: Disaster Response Information and strategies – Collection

SALVAGE PROCEDURES FOR WATER DAMAGED MATERIAL

One of the major problems to contend with when you come across water damaged material is mould. Mould spores are found everywhere and when the relative humidity is raised through water damage, these microscopic spores can rapidly grow into a major mould outbreak. The warmer the temperature and the higher the relative humidity, the faster the mould will grow. On a hot summer's day, the outbreak can commence within hours of the water damage.

Water damage can also lead to changes in the structure and appearance of objects. Glossy papers contain fillers and other material which becomes sticky when wet. This can lead to books with glossy pages permanently 'blocking' (sticking together). Similarly, the emulsion of a photo will become sticky and may become stuck to another item. Furniture with timber veneer can distort with high humidity causing the veneer to warp and in some cases pop off the furniture surface. Iron based material such as pots, saws and clock components will start to corrode in high relative humidity levels. Many of the adhesives used in the original construction of objects or in their repair can be softened by water, leading to a collapse or distortion of the item.

Transporting water-damaged objects is best done in large, flat bread trays, using strong materials as support (such as plastic or polyester).

The following are some procedures used in the salvage of water damaged cultural material:

Air Drying

Used for: For much water damaged material, air drying is the most common method for salvage.

While it is often easier to air dry the material away from the collection storage area, you will probably need to dry some material in the gallery building. There are a few ideas to keep in mind if you need to dry the building before drying the collection. There is little point in trying to dry wet material in a damp building.

- Remove any wet material such as paper towel, stationery, pamphlets, boxes and curtains.
- Open windows and bring in fans. This will help the air to circulate, reducing the risk of a mould outbreak and move drier air into the building.
- Look for hidden areas where water can pool such as behind items on a shelf, at the back of a store room or under furniture.

- Remove wet carpet if necessary. Check the underfelt of the carpet. This often acts as an enormous blotter. It may be more effective to remove and replace the underfelt than to dry it.
- Portable dehumidifiers will greatly assist in dropping the relative humidity. Most have a water collecting chamber which needs to be emptied regularly and you may need several for the building. (This is a need that should be identified before a disaster)

Procedure:

- A general rule of thumb when preparing to salvage water-damaged material is to assess whether you think it will dry in 48 hours. If not, freeze it. Unless it is heavily water-logged, most paper based material will be able to be brought to a safe moisture content level within 48 hours.
- When confronted with a large collection of water-damaged material, assess the books and paper based material first.
- When assessing books, treat them in the following order:
    - books with coated or glossy paper (probably best to freeze, or discard)
    - weak and wet books
    - weak and damp books
    - strong and wet books
    - strong and damp books.
- Paper items need to also have their structure taken into account, along with how wet they are. Are any inks going to run, is the paper fragile and tearing, should it be laid flat and can it be placed in a drying pile?

When air drying the collection, there are a number of simple techniques which will help speed up the process:

- Use fans (cool air) in the drying area, but do not aim them directly at fragile objects.
- Cover all drying surfaces with absorbent paper — change it regularly (otherwise mould will grow).
- Corrugated cardboard (or similar material) can be used to form simple wind tunnels. The fans can be directed into the tunnel (gently) which will direct air flow over objects that are being dried. Place the objects to be dried in the wind tunnel. This procedure is probably best suited to books. Books that are strong enough can be stood on the spines and the pages fanned out. Turn them up the other way after a while. A large tunnel can be formed from the agricultural tunnels used to grow tomatoes etc.

Books

- If pages are stuck together do not attempt to separate them.
- Damp books can have moisture pressed gently out of them with towels first, then interleave the pages (every 15 or so) with blotting paper. Do not put the paper in near the spine as this will swell and distort the book.
- With coated paper (glossy) books, if they are not too wet, interleave with a thin polyester gauze between every page to prevent the pages sticking to one another. Allow to air dry.

- Books that are strong enough can be stood on one end and the pages fanned out to provide air circulation.
- Interleaving books with blotting paper, paper towel or newsprint (butcher's paper) prevents pages from sticking together, draws water out of objects and provides small spaces for air circulation. This interleaving must be changed at regular intervals, not only to effect drying but to prevent mould growth.
- It is important to not interleave between every page as this will swell the spine and create permanent damage. Do not push the interleaving paper right into the spine as this will also create damage.

Fragile objects

- Airing racks, such as those used to dry fruit, provide an ideal support to dry delicate objects. Make sure all areas of the object are supported.

Photographs

- Temporary clothes lines and plastic pegs can be used to air dry photographs. Light weight pamphlets can be hung over the same line.

Flat objects

- Large, flat items such as maps, newspapers, plans and the like can be dried flat between blotting paper-as long as the inks are not running. Light weights (Perspex, plywood) can be placed over the blotting paper to assist the objects in drying flat. Remember to change the blotting paper regularly-if you leave damp paper too long, mould will grow.
- Documents and loose paper can be dried in a similar fashion.

Three dimensional

- Three dimensional objects such as costumes, woven baskets and leather items will need to be padded out to their normal shape before air drying. Nylon netting can be used for this.

General

- Plastic racks with mesh type bottoms such as bread trays are ideal for moving and air drying objects as they are strong and allow air flow.
- Support items which are fragile at all times, either on a board or in a tray.
- Gauze or conforming bandages can be used to hold together loose or fragile components.

Freezing

Freezing is used to minimise damage to vulnerable, water-damaged materials and to buy time when dealing with a large collection. Freezing is necessary to prevent 'blocking' if you have wet glossy papers,

and mould growth on water-damaged books, documents etc. if you have a large collection that you cannot dry in time to prevent mould growth. It is also useful for material with water soluble components such as watercolours, some dyed textiles and documents with water soluble inks. Although freezing will halt further mould growth, the spores are not killed by the process. Similarly, 'blocking' will be halted but glossy papers need to be freeze dried rather than air dried after freezing (see next section), when ready to undertake conservation work.

Remember that this process can take a long time and once frozen, you will not have access to the material until the treatment is completed. It may be difficult to find freeze drying services for those objects that will not be air dried, after the freezing. It should only be used for large amounts of water damaged material that you do not think you have time to air dry before mould growth starts occurring; and for material that will be permanently damaged if it remains wet for any length of time.

Procedure:

- Books can be packed for freezing in plastic containers (milk crates or bread trays) or cardboard boxes. The books should be packed spine down in a single layer. If there is time, wrap every second item in waxed or freezer paper to prevent the covers sticking to each other.
- Textile items can be laid out flat with tissue or freezer paper rolls in the folds. Ensure that freezer paper is used to separate items if you need to have one on top of another. Use long boxes or board to transport items.

A commercial blast freezer is ideal for freezing this material as it drops the temperature quickly and has a large capacity. For a small amount of material a household chest freezer with a temperature of -10 C can be used. After the freezer has been packed, do not open it until you are ready to remove the material as this will begin a freeze/thaw cycle. Do not use a defrost freezer as this will automatically go through freeze/thaw cycles which will be damaging to the material. When transporting material from the freezer to the freeze drier, it must remain frozen. Hence a freezer truck will be needed. If you are unable to accompany the material, the importance of keeping the material frozen must be stressed to the transport company.

DO NOT FREEZE:

- Paintings.
- Items with resinous components.
- Photographs, film, glass plate negatives.
- Items with painted components (e.g. painted wood).
- Items with glass components.
- Electronic Media (eg cassettes, videos, records).

- Furniture.
- Stone, glass, ceramics, metals.
- Musical instruments.
- Veneered wooden objects, or other constrained objects.

Freeze drying

Freeze-drying removes water from an object while it is still frozen. This is possible because the frozen items are placed in a vacuum chamber which allows the water to evaporate out of the object without melting. As the ice does not turn into water, ink running is minimised and glossy papers do not stick together as the water is removed. If, however, this process has already commenced, freeze drying will not reverse it. For this reason, if you intend to freeze items, this needs to be carried out as a high priority within your salvage operations.

Procedure:

Make sure you have an established arrangement with a freeze-drying facility prior to a disaster. Make sure you understand the costs and procedures involved, and what objects would require this approach (such as an irreplaceable book with glossy pages). Ask the facility to provide information with regard to the preparation of the material.

Both freezing and freeze drying should only be used if absolutely necessary.

Rinsing

In some instances, particularly in the case of flood, items will need to be cleaned before they are dried. This should only be carried out if you are certain the item is strong enough and it is already wet.

Procedure:

- Do not rub or scrub the item as you risk driving the dirt and stains further into the object.
- A gentle stream of water can be used if this is available. Use a plastic tub under the item so that it is supported if dropped.
- Plastic tubs with water and a soft sponge or paint brush can also be used.

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SALVAGE PROCEDURES FOR VARIOUS MATERIAL TYPES

Material type Salvage procedures

Textiles (costume, textiles. Tapestry)

- Provide adequate physical support when moving heavy samplers etc.)
- Do not unfold delicate wet fabrics.
- Do not stack wet textiles.
- Rinse, drain and blot items with clean towels/cotton sheets to remove excess water.
- Shape and pad out items to their original form using nylon netting as a padding material.
- Air dry textiles inside using fans/air conditioning.
- If items cannot be dried within 24 hours, separate them with freezer or waxed paper, and freeze (at barest minimum, if you cannot freeze, monitor constantly for mould growth).

Furniture

- Inspect painted surfaces. If paint is blistered or flaking, air dry slowly without removing dirt or moisture.
- If there is no paint or the paint is intact, rinse/sponge surfaces gently to clean. Blot. Air dry very slowly to prevent warping, shrinkage and delamination. Covering the furniture will slow down the drying rate, but be sure to monitor for mould growth.
- Hold veneer in place while drying with weights or clamps, always use protection/padding between the weight/clamp and the veneer.
- Finishes may develop a white haze (bloom). This does not require immediate attention.

Upholstered Furniture

- Rinse off mud, do not rub.
- Remove cushions, lift-out seats, and other separate pieces. Make sure you document which piece they belong to.
- Wrap upholstered materials in cloth (sheet, towels etc.) to air dry and replace cloth when damp.
- Blot wood sections and allow to air dry slowly.

Ceramics

- Look for signs of previous repair before handling as these may become loose.
- Rinse/sponge surfaces gently to clean.
- If the ceramic has broken, wrap pieces in tissue or other soft material and place all pieces in a polyethylene zip lock bag.
- WARNING unfired ceramics are water soluble and may become extremely soft or dissolve if wet.

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Stone

- If the stone object is smooth surfaced, blot gently, air dry.
- If the object is rough-surfaced or has an applied finish, do not blot.
- Air dry on plastic screen or clean towel.

Metal

- Use gloves to handle.
- Rinse/sponge and blot metal object. Air dry.
- If object has applied finish, do not clean. Air dry. Keep flaking surfaces horizontal.

Leather

- Leather can be fragile when wet. Support on a board or in a tray at all times.
- Rinse/sponge with clear water to remove mud.
- Drain and blot to remove excess water.
- Reshape as necessary and pad with toweling or nylon netting to support the form during drying.
- Air dry.

Vellum and parchment

- These items can be extremely fragile when wet, support on a board or in a tray at all times.
- Consult with a conservator before proceeding.
- If nobody can be contacted, interleave items and freeze.

Woven items (baskets, fish traps, hats)

- Rinse/sponge with clear water to remove mud.
- Drain and blot to remove excess water.
- Reshape as necessary and pad with toweling or nylon netting to support the form during drying.
- Air dry.
- Change padding material if it becomes saturated.

Paintings on canvas

- If possible, remove painting from its frame in a safe, dry place.
- DO NOT separate paintings from their stretchers/strainers.
- Keep wet paintings horizontal and paint-side up with nothing touching the surface.
- Check for any surface damage.
- If the surface is damaged — that is if there is any lifting, buckling or blistering of the paint, air dry the artwork face-up and don't place anything on top of it.

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- If the paint looks stable and is not wet, place the work face down on a layer of blotter covered with unwrinkled tissue paper. Unprinted newsprint (butcher's paper) will suffice if you can't find anything better (if this sticks to the face of the work, consult a conservator, do not attempt to remove it)
- Cut a thick piece of blotting paper to fit over the back of the painting inside the stretcher; cover this with a piece of Perspex cut to the same size or something to weight down the blotting paper.
- Put a thick filler material such as 7mm-thick felt or board cut to the same size, on top of the Perspex.
- Place another piece of thick blotting paper over the stretcher so that it extends beyond the edges of the work.
- Place another piece of Perspex, larger than the stretcher on top, then weigh down the stack evenly (do not use too much weight, weights of 500g are enough).

Paintings on masonite or artist board

- Drain of excess water.
- Check for any surface damage.
- If the surface is damaged — that is if there is any lifting, buckling or blistering of the paint, air dry the artwork face-up and don't place anything on top of it.
- If the paint looks stable and is not wet, place the work face up on a layer of blotting paper.
- Lightly smooth a sheet of tissue paper over the surface, using your hands.
- If possible, cover this with thick felt — 7mm — then with a piece of thick blotting paper. If you don't have felt, use additional layers of blotting paper to cushion the peaks of impasto. The higher the impasto, the thicker the padding needs to be.
- Place a sheet of Perspex or Masonite on top. This final layer should be larger than the object underneath.
- Weigh down the stack evenly (do not use too much weight, weights of 500g are enough)

Art on paper or photos with glass fronts

- Remove from frames in a safe dry place unless art is stuck to the glass.
- If image sticks to the glass, leave it in the frame, dry glass side down
- If image can be removed, dry artwork slowly image side up on a sheet of blotting paper
- If the medium appears soluble, support the item between polyester gauze and a board, and freeze.

Photographs

- Remove from plastic/paper enclosures or frames. Save all information about the photos.
- Carefully rinse with clear water.
- Do not touch or blot surfaces.
- Air dry by hanging from a line with plastic pegs or clips.
- Alternatively lay flat, image side up on absorbent paper.

- Keep photographs from contact with adjacent surfaces or each other.
- If there are too many to dry at once keep photographs (except historic ones) in a container of clean water for no more than 48 hours, then air dry.
- Freeze, interleaving with freezer paper if possible.
- DO NOT freeze glass plate negatives.

Books

- If rinsing is necessary do so with clean water, holding book closed.
- Partially wet or damp books can be air dried by standing on the top or bottom edge with the covers opened to 90°.
- Very wet books can be air dried by laying flat on a clean surface. Interleave less than 20% of the book with absorbent material, replace interleaving when damp.
- Books with glossy paper need to be frozen, if possible
- Wrap every second book in freezer or waxed paper
- Place spine down in sturdy containers
- Freeze
- If there are too many books to deal with in 48 hours, further books can be frozen in the manner outlined above

Paper

- Air dry flat as individual sheets or small piles (up to 5mm). Interleave, replace interleaving when damp.
- Do not unfold or separate individual wet sheets.
- If there are too many items for air drying, interleave (by groups or individuals) with freezer or wax paper. Pack papers or files supported and standing up in sturdy containers. Only pack 90% full
- Freeze
- Ensure items on glossy paper are fully separated or freeze them.

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SOUTHERN DOWNS ART GALLERY - MEMORANDUM OF UNDERSTANDING

Stanthorpe Art Gallery Draft MOU

Meeting Date: 16 July 2025

Attachment No: 2

MEMORANDUM OF UNDERSTANDING – STANTHORPE ART GALLERY

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DOCUMENT CONTROL

DATE	VERSION	DESCRIPTION

MEMORANDUM OF UNDERSTANDING

Stanthorpe Art Gallery Society

This Memorandum of Understanding (herein referred to as an 'MOU') is made on this ___ day of _____ 2025

BETWEEN

Southern Downs Regional Council, 64 Fitzroy Street, Warwick QLD 4370 and 61 Marsh Street, Stanthorpe QLD 4380 (SDRC)

AND

The Stanthorpe Art Gallery Society Inc, 46 Lock Street, Stanthorpe QLD 4380 (SAGS)

Both known collectively as 'the Parties'.

RECITALS

The SDRC and SAGS have entered this MOU to ensure a cooperative working relationship related to the administration and operation of the Stanthorpe Regional Art Gallery (SRAG).

The SRAG Art Collection is owned by the SDRC and housed at SRAG. For the purpose of this agreement, the Collection is a Public Art Collection. As stewards of the Public Art Collection, the SDRC and SAGS recognise their responsibility to store, manage, conserve and protect the collection in accordance with SDRC's Arts and Culture Policy (as amended) and The National Standards for Museums and Galleries Australia conditions.

SAGS will provide copies of its current policies and procedures, when reviewed, to SDRC that are related to facility management, workplace health and safety, financial practices, collection management and customer satisfaction. SAGS prepare these policies and procedures independently to ensure the efficient administration and financial stability of SAGS. It recognises that these are internal SAGS documents and have no authority over SDRC and/or its assets. Furthermore, SAGS provide bi-monthly reports as a minimum to the SDRC regarding the gallery's operation.

PURPOSE

The parties to this MOU seek to work collaboratively to ensure the successful provision of cultural services to the Southern Downs community and visitors. This is achieved by the implementation of procedures and practices developed by SAGS to realise common goals and objectives encompassing the proper care of the Art Collection, and promotion and delivery of arts and cultural activities within the region.

The Parties will realise common goals and objectives to deliver arts and cultural activities within the region that align with the SDRC's Arts and Culture Policy (as amended) and the SAGS Strategic Plan, and contribute to the growth and enrichment of the arts and culture of the local community and beyond. With regard to the Public Art Collection, the Parties will review, develop, and revise the policies and procedures as needed to align with the SDRC's Arts and Culture Policy (as amended) and the National Standards for Australian Museum and Galleries. In consultation with SDRC, SAGS will incorporate sections that are consistent with SDRC's policies and procedures, to maintain the efficient acquisition, management, conservation, and deaccessioning of artworks held in the Public Art Collection.

Any policies or procedures developed as part of this MOU, which impact Council responsibilities by the agreement of the parties, must be approved by Ordinary Council Meetings (OCM), prior to those polices or procedures coming into force.

TERM

Three (3) years from date of signing by the parties.

Three (3) months prior to the expiration date of this MOU and by mutual agreement, the parties may wish to extend the agreement in its current form, or review and amend the agreement to incorporate improved policies and practices or new and updated legislation or information.

Should no action be taken to review or extend the agreement prior to the three-month notification date, then the existing MOU will automatically be extended for a further three (3) years.

No later than three (3) months prior to the expiration date of this MOU, one or both parties may seek to extend the Term by a nominated period. By agreement this extension would proceed for a nominated period.

ROLES AND RESPONSBILITIES OF PARTIES

Stanthorpe Art Gallery Society will:

1. Employ staff, as needed, with relevant skills, experience, and innovative approaches to make decisions regarding administration and operation, and the management and security of the Art Collection, defined in the PL-CS107 Public Art Policy November 24 as:
    a. Art works held in the public domain by SAGS through acquisition, donation, commission or bequests.
2. Deliver an artistic and cultural experience to residents and visitors to the Southern Downs and Granite Belt commensurate with its positioning as a regional art gallery and contribute to the growth and enrichment of the local community's culture.
3. Develop art loan policies and agreements that enable other bodies and organisations to display artworks usually stored at SRAG.
4. Ensure the wellbeing of its workforce, including volunteers, ensuring all activities meet the provisions of the Work Health and Safety Act 2011.
5. Collaborate with SDRC for the planning of capital works to enhance achievement of objectives.
6. **Financial Sustainability**
    a. Consider the following performance measures:
        i. The performance indicator to reflect viability and sustainability will be equity and debt, with the strength of the balance sheet as measurement with a cash ratio greater than 1 (Cash + Cash Equivalents / Current Liabilities). SAGS should maintain sufficient funds to enable the wind-up of the association, including the fulfillment of financial responsibilities should such an action be required and determined by SAGS's Management Committee.
        ii. To work within an approved budget and incorporate strategic measures for the long-term financial stability of SAGS and SRAG
        iii. Annual audits of both physical and financial assets

7. Invoicing and Instalments

a. Within 7 days of the end of each period, the SAGS shall submit to Council an invoice:
   i. addressed to Southern Downs Regional Council;
   ii. providing a snapshot of Services provided during the preceding six months; and
   iii. details of the relevant proportion of the annual Fee, if any; and
   iv. which is accompanied by information and documentary evidence sufficient to allow SDRC to verify each invoice to its satisfaction e.g. exhibitions, workshops, community consultation and cultural tourism opportunities.

8. Reporting

a. Provide to SDRC, as owner of the collection, an annual review/ audit of the current collections, their storage, conservation issues, and include recommendations regarding conservation, works locations and make recommendations regarding the deaccessioning of works.
b. SAGS will report the following data and statistics to SDRC:
   - Audited financial statements (annually);
   - Satisfaction data (bi-monthly);
   - Budget performance (bi-monthly);
   - Visitor comments and numbers by area (bi-monthly);
   - Exhibitions including those touring, local, and other exhibitions presented by SAGS (bi-monthly); and
   - Public programs and events offered by SAGS (bi-monthly).
   - Volunteer participation

KEY PERFORMANCE INDICATOR	TARGET	REQUIREMENT	DATA COLLECTION
Visitors per month	Bi-monthly	Report number of visitors per month and postcode or country of origin	Manual count and record
Programs and Events – promoting and providing information regarding events,	Bi-monthly	Report detailing programs/events promoted and methods of promotion	Manual count and report
Class attendees per month	Bi-monthly	Report number of class attendees per month	Manual count and record

9. Business Management

a. SAGS will provide the Society's SRAG Strategic Plan to SDRC for the year that SDRC funding has been obtained. The strategic plan should include future capital requirements
b. SAGS will provide audited financial statements to SDRC within 14 days of the organisation's Annual General Meeting.
c. SAGS will report on its budget performance to SDRC on a bi-monthly basis.
d. Human resource management will conform to the minimum standards of compliance. www.fairwork.gov.au

10. **Facility Management**
    a. Facility management will conform to the minimum standards of compliance. www.safeworkaustralia.gov.au
    b. SAGS will retain all management functions including planning, organising, staffing, and directing for SAGS-owned equipment or services, including regular internal cleaning of the art gallery.
    c. SAGS agree to take all actions necessary to ensure the Workplace Health and Safety requirements of employees, visitors and guests, and contracted service providers.
    d. All externally contracted services and materials or equipment used in the delivery of maintenance services for SAGS equipment or for the maintenance cleaning of the art gallery shall be the responsibility of SAGS.
    e. SAGS will provide maintenance updates to SDRC concerning the building structure and facilities when required.
    f. All externally contracted services and materials or equipment utilised in the delivery of exhibition installation shall be the responsibility of SAGS.

11. **Financial Performance**
    a. Excluding SDRC grants, the SAGS will seek and provide evidence of additional funding opportunities or external sponsorship as part of its Strategic Plan, as reviewed annually and amended as needed.

12. **Customer Satisfaction**
    a. SAGS will maintain a register of comments from members of, and visitors to, the Gallery.
    b. The satisfaction statistics would include visitor numbers and sufficient detail to identify the region, area, or locality from which visitors have travelled.

13. **Exhibitions**
    a. SAGS will execute a mix of touring, local, and other exhibitions and public programs within its budgetary constraints and commensurate with SAGS's strategic plan.

14. **Compliance**
    a. SAGS must observe all relevant laws, regulations and professional standards as advised by SDRC and relevant professional bodies.

15. **Workplace Health and Safety**
    a. SAGS agree to take all actions necessary to ensure the workplace health and safety of employees and SDRC inducted and contracted service providers while inside the Gallery.

Southern Downs Regional Council will:

1. **Budget**
    a. Invite SAGS at the end of the first Quarter (September) to present to Council their budget requirement for Operational and Capital expenditure for the following Financial year.
    b. When approved by SDRC through its annual budget, continue to provide SAGS with an annual budget to deliver artistic and cultural services for the management, exhibition, conservation, and storage of the collection in accordance with the SDRC's Arts and Culture Policy (as amended), Australian

Standards, and Museums and Galleries Australia conditions and to maintain facilities as noted and/or owned by SAGS.

c. Budget calculations can include:
    - Prior year budget allocation
    - Consumer Price Index (CPI)
    - Business/ Strategic Plan inclusions.
    - Conservation expenses

2. **Asset Renewal Program**
    a. When approved by SDRC, provide an Asset Renewal Program with budget for the conservation and protection of the collection.

3. **Capital Works**
    a. In collaboration with SAGS undertake planning of capital works to enhance the achievement of objectives.
    b. Consider requests for future Capital requirements by SAGS as part of the Council budget process.

4. **Facilities Management**
    a. Will retain all facilities management not specifically identified herein with the cooperation of SAGS.

5. **Workplace Health and Safety**
    a. Work with SAGS to maintain inventories of hazardous materials or substances used or contained in the asset as part of an overall Workplace Health and Safety assessment in conjunction with the SDRC Safety Team.
    b. Work with SAGS to ensure SAGS takes all actions necessary to ensure the safety of employees and contracted service providers while they attend any facilities managed by SAGS. SDRC induction may be required and notice to SAGS of external contractor attendance.
    c. Invite SAGS's Fire Warden to Fire Warden meetings and provide the necessary training.

6. **SDRC Support**
    a. Review and provide support with security monitoring systems.
    b. Provide assistance with rectification following acts of vandalism or natural disasters.
    c. Procure necessary building and contents insurance to ensure the coverage of the gallery, the Art Collection, and temporary exhibitions.
    d. Work with SAGS to optimise the use of relevant Council infrastructure and expertise in order to meet the goals of the gallery and reflect the SDRC Arts and Culture Policy (as amended).
    e. Liaise with SAGS to review SAGS's existing policies through best practice, and as necessary, update existing policies and develop new policies as agreed.
    f. Seek advice from SAGS regarding suitable storage facilities for collected works, should the current storage space be found to be inadequate.

7. **Funding**
    a. Assist SAGS through SDRC Community Services and Grants Officer to identify and apply for external funding, provide letters of support and/or approval to make applications consistent with the goals and objectives contained in SAGS's Strategic Plan.

8. **Meet with SAGS**
    a. Mayor and CEO to meet with SAGS executive six monthly, as a minimum, to discuss the artistic opportunities and cultural experiences offered by the gallery.
    b. Quarterly meeting between Councillor portfolio representatives, Manager and both Gallery Executives, more specifically, the Gallery Chair or President.
    c. Councillor portfolio representatives are invited to attend regular SAGS committee meetings bi monthly.
    d. Community Services Coordinator to meet with SRAG Gallery Director bi-monthly, as a minimum, to discuss and offer support for SRAG.

9. **Promotion**
    a. Co-promote regional cultural art activities.

COUNCIL CONTACT

At the commencement of this MOU, SAGS's contacts with Southern Downs Regional Council is the Community Services Coordinator – 1300 697 372 – mail@sdrc.qld.gov.au

AUTHORISATION

The signing of this MOU implies that the signatories will strive to reach the roles and responsibilities as stated in this MOU.

SCHEDULE 1

Particulars

ITEM 1: DETAILS OF THE PARTIES	
Party A	
Council	Southern Downs Regional Council
ABN	59 786 792 651
Address	PO Box 26, Warwick QLD 4370
Telephone	1300 697 372
Email	mail@sdrc.qld.gov.au
Representative	Manager Community Services Community Services Coordinator
Party B	
Provider	The Stanthorpe Art Gallery Society Inc
ABN	78 086 140 446
Address	56 Marsh Street, Stanthorpe QLD 4380
Telephone	(07) 4681 3991
Email	secretary@srag.org.au
Representative	Robyn Coates, President of Stanthorpe Art Gallery Society Mary Findlay, Gallery Director

ITEM 2: TERM	
Commencement Date	1 July 2025
Expiration Date	30 June 2028
Further Term	_____ x _____ year terms

ITEM 3: SERVICES
Management and operation of the site and associated services as specified.

ITEM 4: SITE
Stanthorpe Art Gallery – 56 Marsh Stree, Stanthorpe QLD 4370

ITEM 5: FEES
Means the amount negotiated annually with SDRC.

ITEM 6: AGREED HOURS
Means the Gallery opening hours each week.

EXECUTION

Executed as an agreement

COUNCIL

SIGNED for **SOUTHERN DOWNS REGIONAL COUNCIL**
pursuant to section 236 of the *Local Government Act 2009* (Qld) by its delegate in the presence of:

	Signature of Delegate
Signature of Witness	Name of Delegate (BLOCK LETTERS)
Name of Witness (BLOCK LETTERS)	Office Held (BLOCK LETTERS)
	Date Signed

PROVIDER

SIGNED for **THE STANTHORPE ART GALLERY SOCIETY INC**

	Signature of Delegate
Signature of Witness	Name of Delegate (BLOCK LETTERS)
Name of Witness (BLOCK LETTERS)	Office Held (BLOCK LETTERS)
	Date Signed

STRATEGIC PLAN

1-Page Strategic Plan

Drafted by (in alpha order): Robyn Coates, Tim Coelli, Sue Davidson, Nameer Davis, Jesika Dawnn, Mary Findlay, Dan McArthur, Barbara Penrose, Vanessa

Confidential **Date: 5 December 2024**

S.W.O.T. Analysis

Strengths	Weaknesses	Opportunities to exceed plan	Threats to making plan
• Reputation	• Staffing for organisational growth	Strengthen networks with regional & interstate art institutions (both public &	• Funding limitations
• Committed staff/volunteers	• Aging & loss of volunteer base	Strategic programming of events/exhibitions/collection	• Staffing limitations and changes
• Heritage/Culture/Collection	• Funding	• Expanding digital capabilities	• Alienating community
• Expertise staff/volunteers	• Succession planning	• Improving accessibility	• Impact of changing climate
• Refurbished facility	•	Developing personnel & organisational capacities	• Community penetration
•		Expanding diversity of community	•

Core *Forever*

Inclusivity and respect for others

Acknowledge and value the culture & heritage of our First Nation's people

Collaboration and consultation

Visionary

Integrity / Honesty / Transparency

Adaptability

Responsiveness

Willing to engage with challenging ideas

Support for diversity in creative expression

Kindness and generosity of spirit

Positive culture

Vision *10-30 Years*

To be a vibrant Arts and community hub that supports, promotes and grows diverse creative practices that engage, activate, enrich and educate those who live in and visit our region.

Objectives

☐	Be a recognised, vibrant Arts and community hub
☐	Acknowledge and value the culture and heritage of our First Nations people, support and promote diverse creative practices
☐	Engage and enrich the local and regional communities through the Visual/creative Arts and the collection
☐	Extend the Gallery's involvement in Visual Arts activities within and beyond Queensland
☐	Be economically sustainable & culturally relevant
☐	Increase the Gallery's professional standing with the Queensland Arts and Museum network and beyond

BHAG
Big Hairy Audacious Goal

To be a flagship of Australia's regional gallery network.

Goals *3-5 Years*

	Goal	Measurement
☐	To improve the attractiveness of SRAG as a regional arts space	Visitor numbers, website hits, social media, usage of space
☐	Foster creative, artistic, technical capabilities through the Gallery's educational programs	Delivery and participation in activities and/or programs
☐	Develop reciprocal strategic relationships within the community and regional groups and organisations (e.g., artists, regional	Review and report on productive relationship outcomes
☐	Develop SRAG curated touring exhibitions	Achieve one touring exhibition within 3 years
☐	Build staff and volunteer capacities and resources to support a range of sustainable initiatives and on-going projects	Evaluate and report on implemented projects and programs
☐	Send an expression of interest to host AMAGA-Qld conference in Stanthorpe within the next 3-5yrs	Expression of interest submitted

Key Thrusts/Capabilities
3-5 Year Priorities

☐	Promote and activate the enhanced art facilities & capacities
☐	Focus on developing innovative programs and activities
☐	Establish & strengthen strategic relationships with key stakeholders
☐	Develop a curatorial strategy
☐	Identify & prioritise projects and programs, and their resource requirements
☐	Research and develop the feasibility & viability of an AMAGA-QLD conference

Sales Pitch

SRAG is one of Australia's regional gallery high achievers.
Home to an outstanding Collection, it hosts dynamic and diverse exhibitions and community programs.
It is the hub of a unique creative network. It welcomes all visitors and viewpoints.

Goals *1 Year*

	Year Ending	2025
	Goal	Measurement
☐	Develop a strategic marketing plan to promote SRAG and attract a diverse demographic	Data (demographics)
☐	Promote public programs and develop an artist in residence initiative	Increased attendance at & feedback from public programs, & a developed artist-in-residence program
☐	Work with key stakeholders to identify/generate community and regional Arts initiatives	List of current initiatives
☐	Develop a strategy, including possible venues, funding models, processes and procedures	Strategy developed
☐	Finalise a sponsorship plan & the volunteer's training program	Sponsorship package & volunteer's program
☐	Scope the possibility of an AMAGA-QLD conference in Stanthorpe	Completion of the scope

Key Initiatives & Accountabilities

☐	Create and action a dynamic marketing plan and a visitor survey	Staff/marketing
☐	Establish the working group and the framework for the artist in residence program	Working group
☐	Continue to strengthen working relationships with Warwick Art Gallery, schools, SDRC, QBWT, Stanthorpe Chamber of Commerce and local groups and organisations.	Committee and Gallery Staff
☐	Establish the working group and the strategy	Committee/Gallery Staff Working Group
☐	Reestablish the sponsorship sub-committee and develop the sponsorship package. Review and update volunteer training, including a survey regarding training needs	Patrons, Committee and Gallery Staff
☐	Investigate and research possibilities	Gallery Staff

HEALTH AND SAFETY POLICY

Version 2.1	**OCCUPATIONAL HEALTH AND SAFETY POLICY**	2 November 2024

PRINCIPLE:

Workplace Health and Safety is a major part of all jobs. Its purpose is to keep you and others, safe and well. To have a safe workplace we need all Gallery volunteers and staff members to be aware of basic safety guidelines.

This Policy is designed to provide you with important information about how to care for yourself and your volunteer colleagues. It contains important information about the Workplace Health and Safety Legislation, workers compensation and work methods for specific workplace hazards.

Please read the sections that relate to your volunteer role carefully. If you have any questions, always check with the Gallery Director or Business Manager.

POLICY:

1. INCIDENT REPORTING AND INVESTIGATION

When an incident occurs *(either an accident that results in injury or a significant incident- a 'near miss'- where no actual injury occurred)*, the Gallery Director must be notified by the worker or volunteer concerned as soon as possible. (Under the *Workplace Health and Safety Regulations 1997*, an injury or incident must be recorded in the approved form within 48 hours of the event occurring).

2. HAZARD REPORTING

A **hazard** is something that could cause injury, damage or loss.

As you go about your work, you will identify hazards that could present a safety risk to yourself, other staff or the public. If you cannot immediately rectify these concerns, report to the Gallery Director.

It is everyone's responsibility to report hazards.

INJURIES AND WORKER'S COMPENSATION

If you are injured at work:

- Seek first aid. First Aid Officer is Dan McArthur (Business Manager) or a Librarian in his absence. For minor issues, the FIRST AID KIT is located in the

downstairs kitchen area of the Art Gallery and is clearly visible on the bench top.
- Verbally report the injury to the Gallery Director or Business Manager as soon as possible.
- Obtain and complete an **Accident/Incident Report Form** (available from Gallery Director/Business Manager)

If you need to apply for Worker's Compensation:

- Notify Gallery Director.
- Let your Doctor know that the condition is work related.
- Obtain a **WorkCover Q or Q-Comp medical certificate** from your treating Doctor.

3. ALCOHOL AND DRUGS

The use of alcohol and drugs while volunteering at the Gallery is not tolerated.

Any breach of this or consumption of alcohol at the Gallery in your capacity as an 'on duty' volunteer or being unfit for duty as a result of alcohol will result in disciplinary action.

Any drugs other than those prescribed by a medical practitioner, or which can be purchased legally, will not be tolerated at work.

If you are taking any prescribed medicine that may result in drowsiness or other side effects, inform the Gallery Director or Business Manager as a courtesy.

ISSUE OF SAFETY CLOTHING AND EQUIPMENT

Although the Stanthorpe Regional Art Gallery environment is similar to an office environment, there are some fundamental differences that should be noted in regard to personal safety equipment, depending on the activity taking place.

The gallery maintains a consistent temperature and relative humidity. Wear comfortable clothing and bring something warm.

Please also wear closed toe shoes with a good sole. A leather upper is preferred but not necessary depending on the activity.

Duress Alarm.

For personal safety, a Duress Alarm is provided by the gallery for front desk volunteers when on duty. As a practice, this Duress Alarm should be worn by one of the volunteers each shift. This Duress Alarm can be pressed when a volunteer feels physically threatened by another person in the gallery. It notifies security, police and the Southern Downs Regional Council. An incident report needs to be completed each time the Duress Alarm is activated, and should be

completed whenever a negative interaction with a visitor or someone in the gallery occurs (for example, someone drunk in the gallery refuses to leave, or children misbehaving and damaging property).

PPE – Personal Protective Equipment.

When using power tools or other equipment please ensure that the prescribed safety equipment is worn.

MANUAL HANDLING

Manual handling is 'any activity that requires the use of force exerted by a person to lift, lower, push, pull, carry or otherwise move, hold or restrain any animate or inanimate object.'

Manual handling leads to a large number of accidents including strained backs, damaged spinal discs, strained shoulders, hernias and injured hands and feet. Many manual handling injuries result in permanent disabilities. Rhythmic human movements need to be adopted in manual handling of materials. Avoid sudden or jerky movements. Adapting workplace design and using mechanical lifting aids are the best ways to deal with manual handling problems. When manual lifting is unavoidable, it is essential to follow safe working procedures when lifting low lying objects to reduce the risk of back injury.

Safe Manual Lifting and Carrying

Overview

Steps	Techniques
Planning 	• Size up the load and check overall conditions • Check route for clearances and obstacles • Use a handcart or dolly, etc. when possible • Break down large and heavy loads • Know your limits • Seek help if necessary • Take extra care with awkward tasks
Lifting 	Remember to use the “5” L’s of Back Safety • Load • Lungs • Lever • Legs • Lordosis – keep your back straight
Carrying 	• Hold the load close to your body • Look where you are walking • Take extra care carrying up and down stairs • Don’t twist your body, move your feet to turn
Lowering 	• Bend your knees to lower the load • Don’t trap your fingers and toes • Put it down first, then slide it into place • Don’t over-reach or stretch

WORKPLACE HEALTH AND SAFETY PROCEDURES

If you are unsure how to conduct a particular work task safely, ask.

HAND-TOOLS

Hand tools are used extensively on most jobs and are not regarded as dangerous. However, accidents can occur involving hand tools due to one of the following reasons:

- Use of faulty tools.
- Incorrect use of the wrong or an improvised tool.
- Careless use of tools
- Tools not put away after use.

It is important to inspect and maintain all hand-tools regularly and replace faulty tools. Never use a faulty tool to see the job through.

When using hand tools always:
- Use the right tool for the job.
- Regularly examine the tools for wear.
- Use the tools correctly.
- Store tools properly when not in use.
- Wear the appropriate PPE.

POWER-TOOLS

The same general rules also apply to power-tools:
- Only tools that have been tested and tagged should be used.
- Always use the tool with a portable safety switch (if available).
- Don't operate power tools in wet conditions.
- Regularly examine tools for faults, particularly damaged electrical leads.
- Use the tools the right way.
- Store tools properly when not in use.
- Wear appropriate PPE.

LADDERS must be approved for **Industrial use** and have a **120kg load rating**.
If you use an extension ladder:

- Check all ropes and pulleys.
- Clean and remove mud and grease from the treads.
- Place the ladder at a safe angle, 75º to horizontal (ratio of 1:4).
- Have someone foot the ladder ensure it is on a firm footing.
- Ensure the ladder extends 1 metre above the landing.
- If possible, fix the ladder securely at the top to stop it moving
- Face the ladder when climbing.



If you use a portable step ladder:

- Check the restraints on the ladder.
- Use only in the fully open position.
- Do not stand on the top 2 steps to perform work.
- Never use a ladder that you consider unsafe. Fix a **'Caution, Out of Service'** tag.

General ELECTRICAL SAFETY

Electricity has the potential to kill if used carelessly or if the equipment is defective.

The following requirements are to be adhered to:

- All portable electrical equipment must be inspected, tested and tagged by a competent person.
- If the portable equipment in an office environment is connected to a safety switch it may not have to be tested and tagged.
- Before using power tools and electrical equipment check the leads, plugs, guards, switches and accessories for damage and check the test tag.
- Do not use any portable power tool without connecting to a fixed or portable safety switch or Residual Current Device (RCD).
- Faulty electrical equipment must be tagged with a **'Caution - Out of Service'** tag.
- Electrical incidents **must** be reported.
- Use power boards rather than piggy-back plugs or double adaptors
- Be aware of overhead and underground electrical power lines and cables.



SAFETY IN THE OFFICE

Although the office work environment may appear to have fewer hazards than the outside work environment, it does have its own particular hazards and risks.

Hazards that office workers are exposed to every day include **manual handling**, **posture** (stresses that are placed on the body); **noise** (exposure to distracting noise from various office equipment or passing traffic); **lighting** (all of us at some time are exposed to poorly lit work environments, or annoying glare on computer screens); **air conditioning**; **hazardous substances**; **office layout** (are the items you use regularly placed in convenient locations? is your chair adjusted correctly to your body height and weight?) and **general housekeeping** (is your work area cluttered with unnecessary things?)

Some useful guidelines to minimise these hazards are:

- Keep passageways well-lit and free from obstructions. Avoid using passageways as storage space. Keep doorways clear at all times.
- Use a proper ladder to reach high places. Do not stand on boxes, chairs or desks to reach high objects.
- Shut doors and drawers in desks and filing cabinets when not in use.
- Do not use faulty or damaged equipment. Do the right thing and report the damage or fault.
- Know the location and classes of the fire extinguishers and be familiar with their use. Know where the fire exits are and where to go in an emergency.
- Be aware of sharp objects and store them securely and carefully.
- Keep to the left on stairways and in passageways.
- Avoid carrying loads that obstruct your vision.
- Secure carpets and rugs to minimise trip hazards. Where leads and cables are across walkways cover them with mats, strong durable tape or rubber mouldings.
- Keep long hair, fingers and jewellery away from moving equipment. Keep proper guards in place.
- Observe directions and cautions when adjusting equipment. Call the appropriate professional service personnel for repairs.
- Check user manuals and instructions for safety guidelines.
- Unplug equipment (where practical) when not in use or before making adjustments.
- Do not use double adaptors, use power boards instead.
- Always report any unsafe condition that you cannot remedy.
- Store items out of harm's way.

COMPUTING AND KEYBOARD WORK

Posture
Common problems experienced by keyboard operators include wrist, neck /shoulder and lower back pain as well as general discomfort and fatigue. These symptoms are contributed to by poorly designed workstation setups and badly adjusted furniture.

Prolonged keying should be avoided. Remember, the more varied the tasks the lower the risk of injury.

Eyestrain
Eyestrain is another commonly experienced problem. Reading from a screen is not an eye-damaging activity, however it can cause eye muscle fatigue. Proper adjustment of the screen luminance and position effectively reduces eyestrain. Glare and reflections on the screen also contribute to eyestrain. A simple repositioning of the screen or using a light screen background colour minimises the problem. When using a laptop /notebook computer for any length of time is preferable to plug into a regular screen. The screen is usually too low for comfortable prolonged use.

Radiation
Even though Visual Display Units (VDU's) emit low frequency radiation, it is better to err on the side of safety by following a few basic suggestions.

Position the screen between 50cms and 70cms from your eyes.

Avoid pointing the back of your screen towards other workers. Most of the electromagnetic radiation (EMR) emanates from the rear of the terminal.

REST BREAKS

Where tasks are similar in nature and alternative tasks are not available, it is important to have more set rest breaks. Rest breaks can vary from micropauses such as waiting for a computer screen to come up, through to defined breaks such as morning tea and lunch. A break to answer the phone or to get a glass of water also provides rest and recovery for muscles and body parts that have been active. Rest breaks need not be breaks from productive work. A change of task for a few minutes is very effective.

During the busy times of the working week or month or year, as the working day extends it is even more important to have task variety, rest breaks and postural variation.

Computer work requires intense concentration, so it is not surprising that computer operators need more breaks. Our eyes were not designed to work at a close distance for a long period of time. You need to plan breaks to allow you to do the maximum amount of work and still relax your eyes.

According to the experts, your schedule of breaks should include **micro**, **mini** and **maxi** breaks.

Micro breaks last for about 10 seconds, every 10 minutes. As you look away from the screen continually move your eyes and shift your focus on distant objects.

Hourly **mini breaks** should last about 5 minutes. Simply get up, stretch and move about.

A **maxi break** could be a coffee break or lunch. Get up and move away from the computer.

SHARPS

The term 'Sharps' refers to items such as needles, syringes, knives, broken glass, jagged metal and other items that could potentially puncture the skin. Such things have the potential to cause infection. Infections such as HIV and Hepatitis are serious diseases that can be transmitted through contact with blood or body fluid. The risk of contracting such an infection when a person is injured by contact with a 'Sharps' item is high.

- If you find a 'Sharps' item, take extreme care! Regardless of how small and harmless the sharp may look, it should be regarded as a hazard.
- Immediately inform the Gallery Director or Business Manager.

If assistance takes time and the object in question is in a dangerous location (risk assessment) then with great caution follow these instructions.

- Always use a pair of pliers or tongs to pick up a sharp item. It is strongly recommended that thick leather gloves be worn when handling sharps.
- Always dispose of the item in an appropriate puncture proof container.

WHEN EVACUATING THE GALLERY

Evacuation is the orderly relocation of people from an area of potential harm to an area of safety. Staff, volunteers and visitors will move to their designated assembly area or if this is not available, other nominated areas, as quickly and calmly as possible. Always sign on when you arrive to volunteer at the Gallery.

1. Follow the instructions of Wardens (Gallery staff and/or Library staff are all wardens) and the Emergency Services personnel.

2. Leave the building immediately by the **designated exits** for the Gallery.

Designated Gallery exits are:

i) main south-facing doors to foyer then through front door (front reception area)

ii) downstairs lunch room door facing west at bottom of stairwell

NOTE: The door located next to the stairwells on the **main** level **IS NOT** an emergency exit and should not be considered so in case of a situation.

3. EMERGENCY ASSEMBLY POINT/ EVACUATION MUSTER POINT:

This is **located in Weeroona Park children's play gym area,** to the front left of the Gallery building. Please remain in a group for head-counting. Head-count of volunteers is based on the sign-in book kept at the front desk.

4. Be aware of vehicular traffic and any other hazards to the group of evacuees.

5. Do not leave the assembly area/evacuation muster point until you are advised that it is safe to do so.

6. Do not re-enter the building until after the "all clear' has been given by the Senior Emergency Services Officer present.

WARNING NOTES

- **Do not** run or crowd exits
- **Do not** attempt to return to the Gallery
- **Do not** go to any other work areas
- **Do not** visit the toilets
- **Do not** open windows

7. Ensure that you have read the information provided in the booklet titled 'EMERGENCY RESPONSE PROCEDURES' provided by the Southern Downs Regional Council. There will be a copy of this booklet available at the front desk.

DISPLAY OF EXIT ROUTES AND FIRE EXTINGUISHERS
Diagrams showing exit routes, location of exits, designated assembly areas and fire extinguishers are clearly displayed next to each emergency exit. Please take time to familiarise yourself with these plans. Please also familiarise yourself with the location of the fire extinguishers and fire hose reels.

FIRE EMERGENCY
In the event of a small, localised fire, the **Warden** will coordinate the response to the fire. **At no time is the safety of staff/volunteers in the area to be compromised.**

FIRE EXTINGUISHER IDENTIFICATION

There are two types of extinguisher currently held in the gallery.

1. **Dry Chemical** (red with white stripe). These are located next to the front desk as you walk in the front door and downstairs in the fire hose reel cupboard.
2. **CO2 Carbon Dioxide** (red with black stripe). This is located in the collection storeroom next to the air conditioner unit. This is to be used on ELECTRICAL FIRES ONLY.

TRAINING
Training in evacuation procedures in the form of **fire drills** will be conducted periodically.

FIRST AID
There is a first aid kit in the workshop/ office space. Look for the first aid sign. All first aid kits carry a register and log of use. Please ensure that you remember to log your usage so stocks may be replenished.

COLLECTION MANAGEMENT POLICY

Version 2	**COLLECTION MANAGEMENT POLICY**	2024

Our Mission
To be a vibrant Arts and community hub that supports and promotes diverse creative practices that engage, activate, enrich and educate those who live in and visit our region.

This document reflects our mission statement, the ICOM Code of Ethics and the Australian National Standards for Collection Management.

Preamble

The Stanthorpe Regional Art Gallery (SRAG) has a rich history of collecting Australian art as part of providing the community with access to the arts for lifestyle enrichment and cultural understanding through study, education and enjoyment.

An extensive significance assessment of the collection historically identified strengths and gaps within both the Warwick and Stanthorpe galleries collections and informs this policy (for further information, please refer to the document *History of the Collection and Collection Management)*.

PRINCIPLE:

1. Policy Objective

1.1 To formalise the procedures for the acquisition, management and general uses of the Southern Downs Regional Council Art Collection.

1.2 To ensure the collection develops within policy and procedural guidelines.

1.3 To support the growth of a collection of quality artworks that enriches, educates and inspires the Southern Downs Community and is preserved, through best practice, now and for future generations through development, care and display.

2. Ethics

2.1 The development of the Southern Downs Regional Council Art Collection is guided in accordance with the ICOM Code of Ethics as formally adopted by both Regional Galleries of the Southern Downs in 2009.

2.2 Gallery management staff and volunteers abide by the code of conduct set forth by Museums Australia, The National Association of Visual Arts and the International Council of Museums.

3. Management Structure

3.1 The Southern Downs Regional Council Art Collection is managed and administered by the Stanthorpe Art Gallery Society Incorporated and stored at the Stanthorpe Regional Art Gallery on behalf of the Southern Downs Regional Council.

3.2 The Stanthorpe Art Gallery Society Inc. shall at all times employ an arts sector professional to manage the requirements of the collection according to best preventative conservation practices.

POLICY:

Acquisitions

Based on research into the collection, a prior significance assessment and taking into consideration the operational issues that affect the collection namely, storage, ongoing conservation costs and display, insurance, The Southern Downs Regional Council Art Collection is developed across two broad areas for differentiation in administration and collection management purpose:

1. Southern Downs Contemporary Australian Collection (A)
2. Southern Downs Regional Collection (B)

The inclusive official accreditation shall be:
'The Southern Downs Regional Art Collection'

<u>The Southern Downs Contemporary Australian Collection</u>

The particular focus areas/strengths are:

- Contemporary Australian/ Queensland Art 1970 – 2023
- Ceramics
- Textiles
- Regional/ Historical works
- Australian Printmaking/ Works on paper
- Sculpture

This collection may be developed under the following guidelines:
(1) All artworks should be by professional Australian artists; or

(2) Artworks collected should have regard to building and strengthening the existing collections; or
(3) Be a work believed by the Director in consultation with SAGS Management Committee to be of significance in the history of Australian Art.

(4) All artworks should be by Australian artists; and/ or
(5) Artworks collected should have regard to building and strengthening the existing collections; or
(6) Be a work believed by the Director in consultation with SAGS Management Committee to be of significance to the region in a style that portray some natural, historical, environmental, cultural, social, economic and/or political aspect of the Southern Downs/ Granite Belt.

De- Accessioning

The continual appraisal of the collection should identify artworks whose long-term conservation, storage, display and relevance to the gallery in light of the history of the collection should be considered for de-accessioning. .

De-accessioning should not be undertaken lightly and should follow the guidelines laid out in the collection management policy. A de-accession program is be operated by handling one piece at a time until de-accessioning of that piece is complete to allow ethical issues to be successfully negotiated as this is a sensitive process.

There are approximately 12 identified works that could be de-accessioned in terms of conservation, damage, relevance, and storage.

4. Acquisitions Policy

Acquisitions for the Southern Downs Regional Art Collection are to be regulated by the Acquisitions Criteria laid out in section 5 and in accordance with the policy guidelines laid out in section 6.

4.1 Acquisitions need to take into consideration several salient points:

- They should follow the acquisition criteria outlined in this policy
- The care and conservation needs of acquired works
- The gallery should consider insurance and storage of acquired works

Acquisitions shall be made using the following methods:

- Grants from Southern Downs Regional Council, or other funding institutions
- Donations or bequests
- Australian Government Tax Incentives for the Arts, Cultural Gifts Program,
- Utilising SRAG's acquisition fund
- The Biennial Stanthorpe Art Exhibition

The Southern Downs Regional Australian Collection
Consideration towards acquiring artworks will be paid, with particular attention to the following areas;

- By ***focusing*** on current practices in Australian painting, ceramics and textiles/ fibre post 1970 and only prior to 1970 if such works are deemed relevant to contextualise, expand or elaborate strengths in the collection.
- By ***outlining*** indigenous art practices across all mediums, in traditional and contemporary forms with focus on regional/ Queensland activities.

- By ***outlining*** regional artist's work of outstanding quality to contribute to the field of knowledge of Australian art practice originating in the Southern Downs and Granite Belt areas.
- By ***outlining*** current practices in Australian printmaking/ works on paper post 1970 and only prior to 1970 if such works are deemed relevant to contextualise, expand or elaborate the SDRC collection.
- By ***outlining*** current practices in Australian sculpture (size dependant) and new media post 1970 to contextualise, expand or elaborate the SDRC collection.

5. Acquisition Criteria

The proposed acquisition must show evidence of at least two of the following criteria to be considered for accession into the Southern Downs Regional Art Collection.

- ***Historic Significance to the Region***: The artwork must display evidence of having in some easily identifiable manner, significance to the area, either by virtue of its manufacture or by the artist's career.
- ***Aesthetic Significance***: The artwork is an outstanding/ representative example of an artist's work, is of exceptional quality and enhances the collection by virtue of its significance within the artist's oeuvre.
- ***Contemporary Significance***: The artwork demonstrates its relevance to current trends within Australian and an international art practice and enhances such trends within the collection framework ***or*** develops an area of the collection to illustrate such trends if there is no prior sufficient example.
- ***Enhancement of the Existing Collection***: Either the artist is already represented and thus would elaborate said artists work ***or*** the artist is not currently represented and is considered significant in enhancing and contextualising the existing collection.
- ***Social & Spiritual Significance***: The artwork demonstrates its inherent importance to people, place or culture.
- ***Rarity***: The artwork is of unique design and is proven to be rare in its existence.

6. Acquisition policy guidelines

6.1 Artwork proposed for acquisition shall meet the criteria of the acquisitions policy and be of use to the Gallery in the foreseeable future.
6.2 Acquisitions are made by the Director in consultation with the SAGS Management Committee, the SDRC ensuring the acquisition aligns with the guidelines of the acquisition policy, and with such specialist advice as each party deems necessary.
6.3 Every effort to establish provenance and clear title from when the artwork was produced will be made prior to acquisition.

6.4 The work shall be free of any legal restrictions.
6.5 An artwork may be acquired from areas outside of the acquisitions policy only if it is deemed by the Director to have a special relationship to existing holdings, and the acquisition meets with the approval of the SAGS Management Committee and the SDRC. **DISPUTE RESOLUTION IF NO AGREEMENT**
6.6 The Director and SAGS Management Committee shall consider all current and future implications of any display conditions and/or restrictions placed on an acquisition by a seller or donor, before it is acquired.
6.7 It is preferable for the Gallery to acquire artworks that are unencumbered by any such restrictions or conditions.
6.8 The condition of the work shall be reasonable, safe to person and property, and not impose any undue conservation obligations on the Gallery.
6.9 In acquiring a work, the Gallery shall consider the care and conservation of the work in perpetuity.
6.10 If sculpture is to be acquired, the following guidelines should be strictly adhered to:

- A size restriction of approximately 50cm in all directions should be enforced.
- Be of a weight no heavier than 25 - 35 kg.
- The sculpture must be an excellent example by an artist of national significance.
- The artist must provide proper instruction on the care and maintenance of the piece.

6.11 2D Works exceeding 1.9m in any direction should not be acquired except in exceptional circumstances.
6.12 Current storage and display conditions must be suitable to the work.
6.13 Where the method of acquisition is by purchase, the Gallery shall pay no more than fair market value.
6.14 The price paid by the Gallery for acquisitions and the market value of objects in the permanent collection shall not be made public for security reasons.
6.15 The Gallery shall not knowingly acquire Indigenous artworks of a secret/sacred nature.
6.16 All proposed acquisitions shall be presented to the SAGS Management Committee and the SDRC for its approval.

7. Documentation

7.1 Only fully-trained, permanent Gallery staff members and SAGS Management Committee members who are directly involved and properly trained in the management of the collection, shall fully document the process of acquiring and accessioning an item into the permanent collection (or de-accessioning and disposal, as the case may be).
7.2 A Certificate of Donation shall be completed for each object where applicable.
7.3 Each item shall be presented by the Director to the SAGS Management Committee, either at a bi-monthly meeting or by digital communication, for its consideration before being accepted for acquisition. The presentation shall take the form of a written report that documents the object's relevance to the existing collections, addressing such points outlined in the acquisition policy.
7.4 On acceptance of an acquisition, the object will be accessioned into the permanent collection expeditiously.

7.5 Once clear title has been transferred to the Gallery, an entry shall be made in the Collection Management Database and the object given a unique number, a catalogue worksheet completed using terms from the authority list, photographed, and any necessary conservation work performed.
7.6 In the event that the acquisition is refused, the decision and grounds for refusal shall be recorded and filed along with the acquisition report, in a file separate from the Collection Management Database, and the object shall be returned to the owner expeditiously.
7.7 Where possible and applicable, the Gallery shall seek to obtain copyright permission for non-commercial purposes from the copyright holder. The copyright status of each object shall be recorded in its documentation.
7.8 Paper and digital copies of each accessioned object's documentation shall be kept in perpetuity, with a complete digital copy stored off-site or on a cloud-based server.
7.9 The object is then either stored or displayed.
7.9.1 Once the object is accepted, the gallery shall notify in writing the Southern Downs Regional Council of the acquisition to formerly hand ownership to the council as part of the public art collection.

8. Copyright and Photographic Reproductions

8.1 The Gallery and its users are subject to the Copyright Act 1968 and it amendments.
8.2 Photography of any artwork, permanent or temporary, is prohibited, except with the expressed permission of the holder of the copyright, or as otherwise allowed by the Act that meet the conditions of "fair dealing".
8.3 The Copyright Act allows for the photographing of work under certain conditions, e.g. "fair dealing" for purpose of research or study. In such cases, a form must be completed by the requester and signed by the Director prior to the work being photographed.
8.4 The Gallery will photograph artwork for documentation and insurance purposes, and for the promotion of its permanent collections and exhibitions in accordance with Copyright Act.

9. Access

9.1 The Gallery supports and encourages the right of its communities to gain access to the Gallery's collections and temporary exhibitions.
9.2 The Gallery shall make its collections and space accessible by:
9.2.1 Displaying the permanent collection as space allows utilising online (collection available digitally through the gallery's website) and physical spaces.
9.2.2 Developing exhibition programs that are inclusive and representative of as many of the Gallery's communities as possible over time.
9.2.3 Providing public programs and education aimed at expanding knowledge and understanding of the collections, temporary exhibitions, and art in general.
9.2.4 Answering questions about the permanent collection and loan artworks held by the Gallery and providing access to non-confidential documentation relevant to the collections when requested.
9.2.5 Providing bona fide students and artists with appropriate access to material that they require for their research. Such requests should be put in writing to the Director, stating the purpose of research and access required.

Access to certain confidential material may only be granted with the Director's written consent.
9.2.6 Maintaining publicised opening hours.

9.3 Access to the collection shall be granted under the following conditions:
9.3.1 Admission to the Gallery is free of charge, except for the occasional temporary exhibition.
9.3.2 Members of the public may access only non-confidential information and records on the collections.
9.3.3 Members of the public are not permitted to photograph, touch, move, or modify any artwork under any circumstance, unless there are signs stating otherwise.
9.3.4 Access to any confidential or sensitive material is at the discretion of the Director and may require the written consent of the Director. All access is subject to the relevant Federal, State or Local legislation, (e.g. Privacy Act 1988).

10. Loans

10.1 A loan agreement form outlining the conditions of the loan, signed by both lender and borrower, must accompany all loans. A separate Loans Register shall be kept documenting all inward and outward loans.

11. Inward loans

11.1 The Stanthorpe Regional Art Gallery may receive artworks for display or storage at the Director's discretion.
11.2 The Director may accept incoming loans for limited periods. SAGS Management Committee and the Southern Downs Regional Council will be advised of all incoming loans at a regular committee meeting and will have the power of veto if the conditions of loan are not satisfactory to the Gallery.
11.3 An incoming loan agreement must be completed and signed by the Lender and the Director.
11.4 Documents and photographs offered for copying and return, if appropriate, may be accepted.
11.5 All inward loans will be subject to the same care as artworks in the permanent collection.
11.6 Conditions of display, insurance and transport arrangements will be agreed upon by the parties and closely monitored by the Gallery.
11.7 Each inward loan agreement will specify a loan period of not more than three (3) calendar years. After such time the loan agreement will be reviewed, and the loan extended or revoked at the discretion of the Director.
11.8 The Gallery will not accept artworks on perpetual loan.

12. Outward Loans

12.1 The Stanthorpe Regional Art Gallery is committed to making its permanent collections available for loan to other non-for-profit galleries and authorised organisations only, for display and research purposes, providing that the conditions of loan are satisfactory to the Gallery. Loans to individuals are not permitted under any circumstances.

12.2 The borrower and the Director shall agree upon time limits.
12.3 Each outward loan agreement shall specify a period of loan of not more than three (3) calendar years. After such time the loan agreement will be reviewed, and the loan extended or revoked at the discretion of the Gallery Director and Gallery Management Committee.
12.4 Each loan shall be accompanied by an outgoing loan agreement and a condition report.
12.5 A condition report shall also be completed by the borrower on receipt and dispatch of the loan.
12.6 Conditions of display, insurance and transport arrangements shall be agreed upon by the parties and closely monitored by the Gallery and borrower.
12.7 The borrower shall not be permitted to modify, repair or adapt any object loaned by the Gallery without the expressed written consent of the Gallery Director, and only under the terms determined by the Gallery Director.
12.8 Under no circumstances shall the Gallery lend artworks in perpetuity.
12.9 All outward loans will be noted in each object's database file, and the Gallery Director's Committee meeting reports.
12.9.1 The Gallery shall remind the borrower that they will in all media and publicity, always acknowledge the loan using the official accreditation.

13. Storage & Conservation

13.1 The Gallery's storage, conservation and display restrictions must be considered before the acquisition of an object.
13.2 Upgrading and maintaining storage conditions and conservation standards shall be a priority.
13.3 Staff and volunteers shall be trained in the correct handling and storage of objects.
13.4 Housekeeping is to be efficient and regular. This includes checking for pests and atmospheric deterioration. Fumigation will be carried out biannually or as needed.
13.5 Light (lux and UV) and climatic conditions (relative humidity, temperature) will be monitored on a regular basis to ensure a stable, appropriate environment.
13.6 Archival quality materials will be used for conservation, preservation and storage.
13.7 Only authorised staff is permitted access to storage areas. Members of the public are permitted access to storage areas only with the Director's expressed permission under supervision.
13.8 A yearly inventory shall be conducted of the collections and compared against the Accession Register, noting any change in the condition and location of artworks.
13.9 Any conservation work is to be conducted at the earliest possibility according to the conservation priority level, by professionally accredited conservators.

14. De-accession & Disposal

Reference ICOM Code of Ethics

The Stanthorpe Art Gallery Society Inc. holds that there is a strong presumption against de-accessioning objects from its permanent collection. De-accessioning

of any previously accessioned object held by the Gallery may occur only when the object meets one or more of the following criteria:

14.1 De-accessioning criteria

14.1.1 The object is not within the Gallery's collections mandate.
14.1.2 The object cannot be given appropriate care by the Gallery.
14.1.3 The object is damaged beyond repair.
14.1.4 The object is significantly inferior in quality to a similar object within the collection or the object is significantly inferior in quality within the artists' oeuvre.
14.1.5 The object has been stolen with no hope of return.
14.1.6 The object is of no significant historical, artistic or archival value.
14.1.7 The object is deemed by the Director to be not complementary to existing holdings.
14.1.8 The object is subject to restitution claims or was acquired by unethical means.
14.1.9 Notwithstanding the above, the Gallery must have clear title to the object for the object to be de-accessioned.

14.2 Any recommendation for de-accessioning shall:

14.2.1 Be initiated by the Director.
14.2.2 Give due consideration to any legal or ethical restrictions surrounding the de-accessioning of the object.
14.2.3 Take the form of a report to the SAGS Management Committee.
14.2.4 In all cases, the Director and SAGS Management Committee shall give due consideration to the long-term impact of de-accessioning the object on the collection and the communities that the Gallery serves.
14.2.5 If any doubt exists as to the desirability of de-accessioning a particular object, an independent opinion shall be obtained from a suitably qualified independent art historian or other interested art industry professional.
14.2.6 Where an accessioned object was sourced from the artist, donor, bequest or institute, the acquisition source, or their estate, shall be informed in writing of the Gallery's intention to de-accession the artwork.
14.2.7 A de-accession recommendation must be fully endorsed by both the Director and SAGS Management Committee before being submitted to Council in the form of a report. Council must pass the de-accession recommendation for it to become final and for the disposal process to proceed.

14.3 After approval for de-accessioning is granted:

14.3.1 A permanent record of the de-accessioning shall be made against the object in the Gallery's Collection Management Database by a fully trained, permanent Gallery staff member. The object's accession number must never be reused.
14.3.2 All other documents (catalogue worksheet, correspondence, research material, photographic images, etc) shall be compiled and placed in a separate De-accession Records file, including details of the new owner.
14.3.3 Copies of all documents shall be made and shall accompany the object on disposal where appropriate.

14.3.4 The Stanthorpe Regional Art Gallery will retain all proceeds gained from the de-accessioning of an object. Proceeds received shall be held and used by the Gallery solely for the benefit of the collections, with priority given to new acquisitions to that same collection.
14.3.5 The Southern Downs Regional Council will be notified in writing upon the completion of the de-accession of the object(s).

14.4 Disposal

Once de-accession is approved according to the Section 15.2, disposal may be by:
14.4.1 Return to the donor or artist, or their estate.
14.4.2 Exchange, gift or sale to another institution.
14.4.3 Public tender, auction or sale.
14.4.4 Destruction and/or recycling.

15. Conflicts of Interests

15.1 Gifts, loans, favours, or other personal benefits

15.1.1 Gallery staff and SRAGS Management Committee members must not accept gifts, loans, favours, or other personal benefits that may be offered to them by external parties in connection with their work at the Gallery.
15.1.2 Any gift given as a professional courtesy must be received on behalf of the Gallery.

15.2 Personal use of the Collections by staff

15.2.1 Under no circumstances are any Gallery staff, SAGS Management Committee members, Council employees, Elected Members, or their relatives, friends or associates to make use of or borrow the Gallery's collections, permanent or temporary, or any of the material held by the Gallery, for personal advantage (bona fide Gallery-based research use excepted).

15.3 Private collecting

15.3.1 Paid gallery staff and SAGS Management Committee members are strongly dissuaded from competing with the Gallery in the acquisition of objects for their private collections.
15.3.2 Where private collecting conflicts with the Gallery's collections areas, an agreement between the Gallery and the individual should be written and strictly followed as set out in appendix A.

15.4 Other conflicts of interest

15.4.1 Should any other conflicts of interest arise; the interests of the Gallery shall take precedence.

APPENIDX A

Potential conflict of interest agreement for staff/ committee members acquiring artwork from the Warwick and Stanthorpe Regional Art Galleries.

This agreement sets out the guidelines for resolving potential conflicts of interest.

1. The gallery has the right to first view the selection of potential acquisitions from works on exhibition from either regional art gallery in the Southern Downs region.
2. The gallery has the right to place potential acquisitions on reserve until the next general meeting where the issue of acquisition is to be resolved.
3. The gallery must present a potential acquisition according to section 7 and 8 of the collection management policy before resolution.
4. Failing the successful acquisition of the object, the potential acquisition is taken off reserve and is available for general purchase.
5. A staff or management committee member has the right to nominate to purchase at any time, any work held on reserve should the potential acquisition be rejected at a general meeting.
6. This right to nominate to purchase a potential acquisition held on reserve by the gallery by a staff or management committee member is on a 'first come' basis.
7. The staff or management committee member has the right to purchase the work utilising any of the sale procedures acceptable to the gallery.
8. Staff or management committee members who purchase works from either gallery will in good faith consider making available for exhibition any purchased works if requested for future exhibitions.

REFERENCES

ICOM Code of Ethics

National Standards for Museum and Galleries

REVIEW OF POLICIES

PL-060 Anti-Discrimination and Equal Opportunity Policy

Meeting Date: 16 July 2025

Attachment No: 1

ANTI-DISCRIMINATION & EQUAL OPPORTUNITY POLICY

PL-060

Southern Downs REGIONAL COUNCIL

ANTI-DISCRIMINATION & EQUAL OPPORTUNITY POLICY

POLICY NUMBER	PL-060
DIRECTORATE:	Executive Services
SECTION:	People Performance and Safety
RESPONSIBLE MANAGER:	Director People Performance and Safety
DATE ADOPTED:	25 January 2012
DATE TO BE REVIEWED:	16 June 2025
DATE REVIEWED:	16 June 2025
APPROVED BY:	

REVISION RECORD

Date	Version	Revision description
Sep 2012	V1	Annual Review
Oct 2014	V2	Annual Review
Nov 2018	V3	Annual Review
Jan 2020	V4	Annual Review
Dec 2022	V5	Annual Review
Jan 2025	V5	Update of title: Director, People and Safety, Update CEO and Signature
May 2025	V6	Update titles: Directors, General Manager; Update applicable legislation

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1 PURPOSE

The purpose of this policy is to demonstrate Southern Downs Regional Council's (SDRC) commitment to ensuring the absence of discrimination and the promotion of equal employment opportunity (EEO) to all current and potential SDRC workers.

SDRC is committed to providing an environment where everyone is treated fairly, with respect and free from discrimination, harassment, vilification and bullying. SDRC conducts recruitment practices that are based on merit of the individual against the ability to perform the work.

2 SCOPE

This policy is applied to all SDRC employment procedures including:

- Recruitment
- Retention
- Performance management
- Promotion
- Talent identification
- Professional development
- Termination/dismissal

This policy is not limited to the workplace or work hours. It extends to all functions and places that are work related. For example:

- Work lunches
- Conferences
- Training activities
- Christmas parties
- Customer/stakeholder functions

This policy applies to verbal and written commentaries, including commentary made through social media.

3 LEGISLATIVE CONTEXT

- *Public Sector Ethics Act 1994 (PSE Act)*
- *Australian Human Rights Commission Act 1986 (Cwth)*
- *Age Discrimination Act 2004 (Cwth)*
- *Disability Discrimination Act 1992 (Cwth)*
- *Industrial Relations Act 2016 (Qld)*
- *Racial Discrimination Act 1975 (Cwth)*
- *Sex Discrimination Act 1984 (Cwth)*
- *Anti – Discrimination Act 1991 (Qld)*
- *Work Health and Safety Act 2011 (Qld)*
- *Local Government Act 2009 Qld (LG Act)*
- *Local Government Regulations 2012 Qld (LG Regulation)*
- *Sex Discrimination and Human Rights Legislation Amendment (Respect at Work) Bill 2022*
- *Psychosocial Code of Practice*

4 POLICY DETAILS

4.1 INTRODUCTION

All SDRC workers are required to create a workplace that is free from discrimination and inequality.

Discrimination is any practice that makes distinctions between individuals or groups to disadvantage some and advantage others.

Under Queensland's anti-discrimination laws, SDRC must offer Equal Employment Opportunity. This means all SDRC workers and candidates are treated on their merits at every stage of their employment – from recruitment and interview processes through to the end of their SDRC employment.

SDRC has robust systems and procedures that assist in supporting employee retention, productivity and development. Our recruitment policies, work activities and flexible work practices are aimed at attracting workers of diverse backgrounds.

This policy promotes respect with each other that supports an open, transparent culture with an opportunity to encourage inclusion.

IMPORTANT NOTE

- Diversity: What makes us unique and includes our background, personality, life experiences and beliefs
- Inclusion: Occurs when people feel valued and respected regardless of their personal characteristics or circumstances
- EEO: Every person should have equal access to employment opportunities based on merit. This access to equal employment should be without fear, discrimination or harassment playing a role in decision making area of employment
- EEO target groups: Are identified in State and Federal legislation as: First Nation's people, women, people from non-English speaking backgrounds and people with a disability.

4.2 SDRC PRINCIPLES

- All forms of discrimination and unfair treatment relative to EEO are unacceptable and will not be tolerated by SDRC
- All SDRC workers will promote respect, dignity, fair treatment and natural justice
- Use inclusive language and images representing a diversity of cultures, genders and experiences
- All SDRC workers will raise complaints of discrimination and unfair treatment relative to EEO at the earliest opportunity
- Allegations of discrimination and unfair treatment relative to EEO will be treated seriously, fairly, sensitively and without victimisation
- Where possible, issues will be resolved promptly in line with SDRC policy and legislative procedures
- Bystanders who witness discriminatory behaviour or unfair treatment relative to EEO are encouraged to speak up and take appropriate action.

4.3 SDRC REQUIREMENTS

4.3.1 ALL SDRC WORKERS

- Model appropriate behaviour and treat others with dignity, respect and equitable treatment that promotes a positive, inclusive and constructive workplace culture
- Raise complaints and concerns at the earliest opportunity in accordance with the policy and procedure
- Comply and demonstrate the SDRC standards of conduct within the SDRC Code of Conduct and legislation
- Ensure any allegations relating to inappropriate conduct are made in good faith and are not vexatious or malicious or designed to impede legitimate management action
- Cooperate with all management procedures

4.3.2 SDRC CHIEF EXECUTIVE OFFICER, GENERAL MANAGERS, DIRECTORS, MANAGERS AND SUPERVISORS

- Display ethical leadership and high personal standards of behaviour consistent with the SDRC Code of Conduct and legislation
- Promote, educate and ensure workers are aware of the SDRC Code of Conduct and relevant legislation and ensure compliance with legislative obligations in relation to anti-discrimination and EEO
- Provide leadership for the implementation of initiatives and ensure appropriate resources are available to all SDRC workers including attendance at Corporate Induction and completion of mandated training in regards to anti-discrimination and EEO
- Lead and promote a respective and inclusive workplace culture
- Monitor the workplace to ensure SDRC standards of conduct outlined in the Code of Conduct are observed
- Take appropriate and timely action to address allegations of discrimination and unfair treatment relative to EEO. This may include initiating local action to promote informal resolution or referring the complaint to People and Safety Department
- Where issues cannot be resolved formally, ensure complaints are reported for investigation and formal resolution
- Ensure workers are aware of SDRC's confidential Employee Assistance Program (EAP) that is available to all SDRC workers

4.4 SDRC ROLES AND RESPONSIBILITIES

4.4.1 ALL SDRC WORKERS

All SDRC workers are responsible and encouraged to raise complaints, including complaints of discrimination and unfair treatment relative to EEO.

Allegations of discriminatory behaviour and unfair treatment relative to EEO will be treated seriously, sensitively and without victimisation.

4.4.2 SDRC CHIEF EXECUTIVE OFFICER, GENERAL MANAGERS, DIRECTORS, MANAGERS AND SUPERVISORS

- Treat all reports seriously
- Maintain confidentiality

- Allow all parties to explain their version of events
- Remain neutral and impartial towards all parties
- Advise workers of support options available to them
- Keep records

4.4.3 PEOPLE PERFORMANCE AND SAFETY DEPARTMENT

- Applying this policy consistently and fairly across SDRC
- Providing advice and guidance relative to this policy
- Maintaining and reviewing this policy as required
- Providing mandatory training relative to anti-discrimination and EEO
- Ensure all SDRC workers are compliant with their mandatory training requirements

4.5 POLICY BREACHES

Breaches of this policy and complaints can be dealt with informally or formally. With either of these approaches, there will be consultation with the worker to ensure their allegation is dealt with appropriately.

On a case by case basis, a decision will be made with an informal or formal procedure undertaken. This procedure will be in accordance with SDRC Grievance and Dispute Resolution Policy.

5 DEFINITIONS

TERM	MEANING
Diversity	Recognising, respecting and valuing differences based on ethnicity, gender, age, race, religion, disability and sexual orientation. Also includes a range of individual characteristics and experiences such as communication style, career path, life experience, educational background, geographical location, income level, marital status and other factors that influence a personal perspective.
Equal Employment Opportunity	Equal Employment Opportunity (EEO) is a principal that asserts that all people have the right to work and advance on the basis of merit and ability regardless of their race, sex, colour, religion, disability or age
Inclusion	When people feel they are valued and respected. Regardless of their personal characteristics or circumstances and where they have: - The opportunity to fulfil their individual and combined potential - Access to opportunities and resources - The opportunity to contribute their personal best in every encounter - The opportunity to contribute their perspectives and talents to improve the organization - A sense of belonging

TERM	MEANING
Intersectionality	Refers to a way of seeing people's experiences as shaped by their diverse characteristics. This awareness enables us to better acknowledge and appreciate the differences between us.
Merit-based selection	Selection based only on the person's ability to perform the work
Natural justice	The right to be made aware of and respond to information which will be used in the course of a decision that will negatively affect the person: It consists of two (2) parts: - *'No Bias'* rule requests that the Investigator be free of bias or conflict of interest. - *'The Hearing'* rule requires that a person responding to allegations must have a full opportunity to respond to those allegations before findings of fact are made in relation to them, and also, to have their response considered.
Procedural fairness	Often interchanged with 'natural justice and generally means that a worker is given the opportunity to defend themselves and raise any mitigating circumstances before a decision is made
Protected attributes	The *Anti-Discrimination Act 1991* (Qld) prohibits discrimination on the basis of the following attributes: – Sex – Relationship status – Pregnancy – Parental status – Breastfeeding – Age – Race – Impairment – Religious beliefs or religious activity – Political beliefs or political activity – Trade union activity – Gender identity – Sexuality – Family responsibilities
Unlawful discrimination	Occurs when a person is treated less favourably than another person, in the same or not materially different circumstances, on the basis of a protected attribute. EG: Ben refuses to employ Bill (the less favourable treatment) because of Bill's race (the protected attribute). These are two (2) types of discrimination on the basis of a protected attribute: - Direct discrimination - Indirect discrimination
Unreasonable behaviour	Behaviour that a reasonable person, having considered the circumstances, would see as unreasonable, including behaviour that is victimising, humiliating, intimidating or threatening.

TERM	MEANING
Victimisation	Victimisation occurs when a detriment is done (or threatened to be done) to a person, because the person or another person associated with, or related to the first person: - Refused to do something that would contravene the *Anti-Discrimination Act 1991* - Has alleged or intends to make an allegation about a contravention of the *Anti-Discrimination Act 1991* - Has alleged or intends to make an allegation about work-related bullying or - Is, has been, or intended to be involved in a proceeding under the *Anti-Discrimination Act 1991* or - The work-related bullying provisions under the *Industrial Relations Act 2016*
Worker	Section 7 of the *Work Health and Safety Act 2011* describes the meaning of a worker as: (1) A person is a worker if the person carries out work in any capacity for a person conducting a business or undertaking, including work as— a) an employee; or b) a contractor or subcontractor; or c) an employee of a contractor or subcontractor; or d) an employee of a labour hire company who has been assigned to work in the person's business or undertaking; or e) an outworker; or f) an apprentice or trainee; or g) a student gaining work experience; or h) a volunteer; or i) a person of a prescribed class

6 RELATED DOCUMENTS

- Queensland Government, Handling a Public Interest Disclosure (PID) Guide
- Queensland Local Government Industry (Stream A) Award – State 2017
- Queensland Local Government Industry (Stream B) Award – State 2017
- Queensland Local Government Industry (Stream C) Award – State 2017
- SDRC Certified Agreements – Operational Employees/Stream A Employees
- PL-CS052 Employee Charter Policy
- PL-121 Work-Related Bullying Policy
- PL-114 Workplace Anti-Sexual Harassment Policy

REVIEW OF POLICIES

PL-122 Code of Conduct: Interacting with Children and Young Policy

Meeting Date: 16 July 2025

Attachment No: 2

CODE OF CONDUCT FOR INTERACTING WITH CHILDREN AND YOUNG PEOPLE

PL122

Southern Downs
REGIONAL COUNCIL

CODE OF CONDUCT FOR INTERACTING WITH CHILDREN AND YOUNG PEOPLE

POLICY NUMBER	PL122
DIRECTORATE:	Executive Services
SECTION:	People Performance and Safety
RESPONSIBLE MANAGER:	Director People Performance and Safety
DATE ADOPTED:	April 2023
DATE TO BE REVIEWED:	16 June 2026
DATE REVIEWED:	16 June 2025
APPROVED BY:	

REVISION RECORD

Date	Version	Revision description
1 Apr 2023	V1	New Policy
9 Jan 2025	V2	New template, update for CEO and Director People Performance and Safety, re format
16 Jun 2025	V3	Update General Managers and Directors

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1 PURPOSE

This policy functions as a Code of Conduct for all Southern Downs Regional Council (SDRC) workers who interact with children and young people in all work-related areas. SDRC promotes a safe, healthy and protective environment for all children and young people including school-based trainees, apprentices and work experience students and library patrons.

This policy provides the Code of Conduct standards for all SDRC workers when working with children and young people as well as behaviours that will not be tolerated under any circumstances when interacting with children and young people.

This Code of Conduct is a relevant and specific code for all SDRC workers who interact with children and young people. It is a mandatory requirement for organisations to promote a child safe workplace.

2 SCOPE

SDRC will maintain a child safe workplace supporting the rights of our workers, children and young people and will ensure a safe and responsible environment is maintained at all times. SDRC promotes and protects the rights, best interests, safety and wellbeing of children and young people, particularly the most vulnerable.

IMPORTANT NOTE

When is a child at the workplace?

- Participation in work experience programs
- Attending special workplace programs
- Working as a casual after school and during school holidays
- Volunteering to work with SDRC
- Attending the SDRC Fitness Centre, Childcare facility or SDRC's libraries
- Attending a SDRC parent's workplace at any time: eg during school holidays or after school

All SDRC workers who have contact with children and young people must follow SDRC Code of Conduct for Interacting with Children and Young people

3 LEGISLATIVE CONTEXT

- Working with Children/Young People (Risk Management & Screening) Act (2000)
- Working with Children/Young People (Risk Management & Screening) Regulations (2011)
- Child Protection Act (1999)
- Human Rights Act (2019)
- Work Health and Safety Act (2011)
- Information Privacy Act (2022) (Qld)
- Queensland Family and Child Commission Act (2014)

4 POLICY DETAILS

SDRC IS COMMITTED TO:

- Ensuring the safety and well-being of all children and young people
- Providing a safe, caring and supportive workplace environment for children and young people while under our care
- Our SDRC values which reflect our culture
- SDRC workers disclosing any harm or suspicion of harm or incidents involving the safety and care of children and young people
- Educating our SDRC workforce and how to report any breach of this Code of Conduct policy
- Effective child related policies for recruiting, selecting, training and managing our SDRC workers
- Managing breaches of our Working with Children and Young People Code of Conduct

4.1 OUR REQUIREMENTS

4.1.1 ALL SDRC WORKERS WILL:

- Use appropriate language when dealing with children and young people
- Treat all children and young people with respect and in accordance with SDRC values
- Demonstrate appropriate personal and professional relationships with children and young people based on SDRC values and Code of Conduct
- Promote the human rights, safety and wellbeing of all children and young people

4.1.2 ALL SDRC WORKERS WILL NOT:

- Make any physical contact that is not appropriate with children and young people
- Engage in any unlawful activity with or in relation to children and young people
- Engage in any activity that is like to physically, sexual or emotionally harm children and young people
- Be alone with children and young people unnecessarily
- Arrange personal contact, including online contact with children and young people for a purpose unrelated to SDRC's activities
- Disclose personal or sensitive information about children and young people including images of children and young people unless they have obtained their parents' or legal guardian's consent
- Use inappropriate language in the presence of young people or show or provide children and young people with access to inappropriate images or material
- Work with children and young people while under the influence of alcohol or prohibited drugs/prescribed drugs
- Ignore or disregard any suspected or disclosed harm or abuse of children and young people

4.2 PARENTAL OR LEGAL GUARDIAN CONSENT

- Must be obtained for all circumstances where a child or young person is participating in any SDRC activity or work-based program

- Is required for use of a child or young person's photograph for media or marketing purposes
- Is required if a child or young person is required to travel in SDRC vehicles are part of their SDRC activities or work
- Is required for drug and alcohol testing if the child or young person is under eighteen (18) years of age

4.3 STANDARDS OF CONDUCT

4.3.1 COMMUNICATION

All SDRC workers whether working or in the presence of children and young people will use the language that is:

- Positive and appropriate to age level
- Providing clear direction in a pleasant tone of voice
- Boosting confidence
- Provide encouragement and positivity
- Open and honest

4.3.2 SMOKING, ALCOHOL CONSUMPTION AND USE OF MEDICATIONS AND DRUGS

While working with children and young people, SDRC workers must **not:**

- Use, possess or be under the influence of drugs and/or alcohol
- Be affected by any legal drug such as prescription or over-the-counter drugs
- Supply alcohol and/or drugs to children and young people
- Supply cigarettes or any other tobacco related product (Including E-cigarettes [Vapes])

4.3.3 PHYSICAL CONTACT WITH CHILDREN AND YOUNG PEOPLE

All physical contact with children and young people must be appropriate. If physical contact is required, the physical contact should take place in an open space or in clear sight of other adults. For the safety of all SDRC workers, avoid conditions where adults and children and young people are left alone or placed in a 1:1 situation. Allow for personal space and approach children and young people in a non-threating manner.

- Any physical contact with a child or young person should only occur if:
    - Providing first aid to treat an injury
    - Assisting a child or young person with a disability
    - Providing guidance to develop a particular skill
    - Preventing an injury

4.3.4 BEING ALONE WITH A CHILD OR YOUNG PERSON

SDRC workers should not be alone with children or young people and should have at least one other person present (preferably an adult) at all times. If a child or young person approaches a SDRC worker and wishes to talk privately about a matter, the SDRC worker should ensure this occurs in an open area and in sight of other adults.

4.3.5 TAKING PHOTOGRAPHS OF CHILDREN AND YOUNG PEOPLE

A consent form must be signed by the parent/guardian upon commencement of SDRC workplace activity involving taking photos of the child or young person.

4.3.6 USE OF TECHNOLOGY AND SOCIAL MEDIA

It is unacceptable to use a computer, mobile phone, camera or other device in any way that is not aligned with the SDRC Code of Conduct Policy. This also applies to working with children and young people. If an SDRC worker is required to communicate with a child or young person, it should be limited to conveying a work-related context in a polite and friendly manner.

SDRC workers must not use social media to engage in any contact with a child or young person for the purposes of developing a friendship or sexual relationship. This includes using private text messages with a child or young person that is not of a workplace nature.

It is highly recommended that most communication with children or young people should occur in an open way that includes conversation that provides directions, guidance and support.

IMPORTANT NOTE

- Ensure children and young people are monitored when using SDRC electronic communication equipment to ensure they do not place themselves at risk

4.3.7 TRANSPORTATION OF CHILDREN AND YOUNG PEOPLE

A consent form must be signed by the parent or legal guardian upon commencement of SDRC workplace activity. SDRC workers should not be alone with children or young people and should have at least one other person present if transportation of a child or young person is required. This should only occur if aligned to any SDRC workplace activity or work. Children or young people should not drive any SDRC vehicle under any circumstances while performing any SDRC work-related activity.

IMPORTANT NOTE

Any form of transport proposed must be approved and should include the below details:

- The type of transport: SDRC vehicle, taxi, bus, train or boat
- The reason for the journey
- Details of anyone who will be present during the journey

UNDER NO CIRCUMSTANCES IS A CHILD OR YOUNG PERSON TO BE TRANSPORTED IN A PRIVATE VEHICLE

4.3.8 HANDLING INCIDENTS, DISCLOSURES AND SUSPICIONS OF HARM

Children and young people can only be protected from harm if it is reported and dealt with quickly and effectively. SDRC workers must report any:

- Incident
- Disclosure
- Suspicion of harm

This must occur as soon as possible by reporting to: People and Safety Department

4.3.9 WHAT TO DO DURING A DISCLOSURE

- Give the child or young person your full attention
- Maintain a calm appearance
- Listen to and support the child or young person
- Reassure the child or young person it is right to tell
- Let the child or young person take their time
- Let the child or young person use their own words
- Don't make promises that cannot be kept
- Tell the child or young person what is planned to happen next
- Do not confront the identified person

4.4 BREACH OF THIS CODE

If any SDRC worker thinks this Code of Conduct has been breached by another SDRC worker, they will:

- Act in the best interests of the child or young person
- Act quickly to ensure the child or young person is safe
- Report an incident or reasonable belief that an incidence has occurred

5 DEFINITIONS

TERM	MEANING
Blue Card System	Is the prevention and monitoring system of those working with children and young people. It aims to promote safe and supportive environments for children and young people by minimising the risk of harm to children and young people and is founded on the principle that all children have a fundamental right to be protected from harm. *This is in accordance with: Working with Children (Risk Management and Screening) Act 2000.*
Children and Young People	All individuals under the age of eighteen (18)

TERM	MEANING
Contact Officer	A person nominated under this policy as a central point of escalation for incidents, disclosures, suspicions and policy breaches relating to the safety and well-being of children and young people.
Duty of Care	Is a common law concept that refers to the responsibility of an organisation to provide children with an adequate level of protection against harm. It is the duty of SDRC to protect children and young people from all reasonably foreseeable risk of injury.
Disclosure of Harm	A statement, complaint or information shared by a child or young person, a parent, a third party or a SDRC worker relating to the harm or potential harm of a child or young worker. It is important to act quickly and in the best interests of the child or young person after a disclosure of harm is received, irrespective of the alleged source of harm.
Harm	Any detrimental effect of a significant nature on the child or young person's physical, psychological or emotional well-being. Harm can be caused by physical, psychological or emotional abuse or neglect or exploitation (*section 9 of the Child Protection Act 1999*)
Incident	An event or instance resulting in the harm or near-harm of a child or young person
Legal Guardian	Have custody of the children and the authority to make decisions concerning the child(ren's) protection, education, care and discipline. Legal guardianship is assigned by a court, such a family court, according to state laws.
Position of trust – working with children	A position in SDRC identified as having regular contact with children and young people. Positions identified as Positions of Trust are maintained on People and Safety/Governance register/system. SDRC worker/s who are placed in a position of trust will require a positive Blue Card check

TERM	MEANING
Requirements for child safe workplaces	To comply with the legislative framework, a child and youth risk management strategy must include eight (8) mandatory requirements. These requirements are: **SDRC's commitment:** • As demonstrated through their visible statement of commitment to the safety and wellbeing of children and the protection of children from harm and • Relevant and specific codes of conduct for stakeholders who interact with children **SDRC's capability:** • As demonstrated through their written procedures for recruiting, selecting, training and managing staff and volunteers **How SDRC manages concerns:** • As shown in their policies and procedures for handling disclosures or suspicions of harm, including reporting guidelines • As evidenced in response plans for managing breaches of risk management strategies, and • The transparent risk management plans for high risk activities and special events **How SDRC can maintain consistency:** • Throughout all policies and procedures for managing compliance with the blue card system The implemented and modelled strategies for communication and support
Suspicion of harm	A suspicion of harm is when someone has a reasonable suspicion that a child has suffered, is suffering or is at an unacceptable risk of suffering, significate harm
Statement of Commitment	This is a promise or commitment to the safety of children and young people who will be in the care of SDRC. It is aligned to our values and sets the standard of child safety and well- being that is the responsibility of children and young people in the SDRC workplace

6 RELATED DOCUMENTS

- SDRC: Statement of Commitment to the Safety of Children and Young People
- SDRC: Consent form for all children and young people
- SDRC: Blue Card register
- SDRC: Position of Trust
- SDRC: Risk Management Plan
- SDRC: Child Safe Incident

7 APPENDIX

- Australian Human Rights Commission (2018) National principals for Child Safe Organisations
- Office of Industrial Relations: Workplace Health and Safety Queensland Children and Young Workers (Code of Practice 2006)

REVIEW OF POLICIES

PL-IS003 Work Health and Safety Policy

Meeting Date: 16 July 2025

Attachment No: 3

WORK HEALTH AND SAFETY POLICY

PL-IS003

Southern Downs REGIONAL COUNCIL

WORK HEALTH AND SAFETY POLICY

POLICY NUMBER	PL-IS003
DIRECTORATE:	Executive Services
SECTION:	People and Safety
RESPONSIBLE MANAGER:	Director People and Safety
DATE ADOPTED:	30 January 2024
DATE TO BE REVIEWED:	16 June 2027
DATE REVIEWED:	16 June 2025
APPROVED BY:	

REVISION RECORD

Date	Version	Revision description
Nov 2011	1	Annual Review
Oct 2012	2	Annual Review
Jul 2017	3	Annual Review
Nov 2018	4	Annual Review
Sep 2019	5	Annual Review
Sep 2020	6	Annual Review – Minor Amendments
Jan 2022	7	Annual Review – Minor Amendments
Jan 2023	8	Annual Review – Minor Amendments
Jan 2024	9	Annual Review – Minor Amendments
Mar 2025	10	Annual Review – Minor Amendments
June 2025	11	Minor amendments

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1 PURPOSE

The purpose of this policy is to outline Southern Downs Regional Council's commitment to providing and maintaining a safe and healthy work environment and culture.

2 SCOPE

This policy applies to all workers, contractors, volunteers and visitors while they are within Southern Downs Regional Council workplaces.

3 LEGISLATIVE CONTEXT

- *Work Health and Safety Act (Qld) 2011*
- *Work Health and Safety Regulation (Qld) 2011*

4 POLICY DETAILS

Southern Downs Regional Council (SDRC) is committed to ensuring and improving the safety and wellbeing of its workers. To achieve a safe and healthy work environment and culture, commitment and co-operation from all SDRC stakeholders is essential.

SDRC's health and safety obligations are achieved by adopting and promoting the provisions of the *Work Health and Safety Act 2011*, associated regulations, codes, standards and all relevant legal and other requirements. Significant importance is placed in the identification and elimination of hazards (physical and psychosocial), whilst referencing the hierarchy of controls. SDRC will assess risks and opportunities and implement effective risk controls.

SDRC understands that creating and maintaining a safe and healthy working environment and culture is a major part of its overall responsibilities, and that all workers must take responsibility for the health and safety of themselves, their fellow workers and visitors in their respective work areas. In support of this Policy, SDRC is committed to the provision of safety and wellbeing information to workers, contractors, labour hire employees and visitors to its workplaces.

To ensure continuous improvement, SDRC has established a framework of measurable objectives and targets, and will continually monitor safety and wellbeing performance. SDRC is also committed to consultation and collaboration with workers at all levels of the organisation and worker representatives, in decision making related to health and safety and has established a Work Health and Safety Committee to assist in this.

SDRC expects all workers, contractors, volunteers and visitors to its workplaces to follow safe work, and wellbeing practices as prescribed by WHS legislation, which are also included in SDRC's safety management system.

SDRC regards its safety and wellbeing responsibilities with the utmost importance and as such, stakeholders receive appropriate training resources made available to enable SDRC to comply with relevant legislation and for the implementation of its safety management system.

SDRC is dedicated to the prevention of injuries, illness and incidents through an effective safety management system and a proactive health and safety culture; inclusive of incident investigation, root cause analysis and the review of risk controls. Where injuries do occur, SDRC will facilitate an early return to work program in the understanding that this promotes faster recovery and reduces the financial burden on our workers.

Our overall objective is to ensure the health, safety and wellbeing of our people, while facilitating the achievement of SDRC's strategic and operational objectives. SDRC are committed to the effective implementation of this policy.

REVIEW OF POLICIES

PL-145 Responsible Use of AI Tools Policy

Meeting Date: 16 July 2025

Attachment No: 4

RESPONSIBLE USE OF ARTIFICIAL INTELLIGENCE (AI) TOOLS POLICY

PL-145

Southern Downs REGIONAL COUNCIL

RESPONSIBLE USE OF ARTIFICIAL INTELLIGENCE (AI) TOOLS POLICY

POLICY NUMBER	PL-145
DIRECTORATE:	Customer & Organisational Services
SECTION:	Information, Communications & Technology
RESPONSIBLE MANAGER:	Chief Financial Officer
DATE ADOPTED:	Click or tap here to enter text.
DATE TO BE REVIEWED:	Click or tap here to enter text.
DATE REVIEWED:	[Date Reviewed]
APPROVED BY:	

REVISION RECORD

Date	Version	Revision description
28 Jan 25	1	Created

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1 PURPOSE

To ensure the ethical and responsible use of AI technologies by providing a position and guidance in the use of Artificial Intelligence (AI)-generated content and Large Language Models (LLM), emphasising the need for proofing, editing, fact-checking, and using AI-generated content as a starting point, not the finished product.

2 SCOPE

This procedure applies to all Councillors, employees and contractors who has access to, or use Council authorised AI tools.

3 LEGISLATIVE CONTEXT

Chapter 1 Section 4 (2) of the Local Government Act 2009 – Local Government Principles:

a) transparent and effective processes, and decision-making in the public interest; and
b) sustainable development and management of assets and infrastructure, and delivery of effective services; and
c) democratic representation, social inclusion and meaningful community engagement; and
d) good governance of, and by, local government; and
e) ethical and legal behaviour of councillors, local government employees and councillor advisors.

4 POLICY DETAILS

Council is aware that as an emerging technology, AI can assist with delivery of efficient and better services to the community, so long as it is designed and used in an open, transparent, ethical and accountable way which aligns with community values and expectations.

Council is committed to collaboration with the ICT Steering Committee to implement and maintain authorised AI tools for the organisation by:

- Assessing AI and LLM cyber security risks and mitigations
    - Ensuring the application of controls to protect confidentiality, availability and integrity of Council systems, information, and assets.
    - Ensuring the AI tool is transparent, explainable and auditable.
- Monitoring and evaluating the performance of the AI tool, and continuously refining and improving the AI tools to ensure they align with the Council's mission and values.
- Managing and reporting any suspected security breaches or unauthorised access of AI tools.
- Providing adequate training and support to ensure that employees understand the limitations and potential impacts of AI.
- Ensure 'Acceptable Usage' of AI tools by developing systems and process that will:
    - Ensure only those AI tools that are authorised and implemented by the ICT Steering Committee are used for Council business purposes.
    - Prohibit access to AI tools that are not authorised by Council's ICT Steering Committee.
    - Ensure AI tools are only used for authorised Council business purposes and in accordance with applicable laws, Employee and Councillor Codes of Conduct, policies, guidelines and procedures.
- Ensure AI tools are not used to:
    - Make strategic, technical, or administrative decisions.

  - Draft media releases, social media posts or communications regarding matters where a Council resolution is pending, or where the public disclosure of the information requires management approval.
  - Undertake any activity that could cause harm to another person
- Ensure that, before and while using an authorised AI Tool, users must:
  - Conduct a risk assessment to evaluate its accuracy, reliability, and potential biases by determining the expected benefits and potential risks of using AI tools.
  - Ensure the AI tools are used with integrity, honesty, and in a manner that respects the human rights, privacy, and dignity of individuals.
  - Ensure any data or information used as input by the AI tool is appropriately sourced, accurate, and managed appropriately. Manual checks are required to validate accuracy of generated information. The user is accountable for any data or information used for Council purposes.
  - Comply with the Information Privacy Principles, by ensuring that no personal information or employee information is used to input data for the AI tool.
  - Not use internal documents, draft documents, system credentials or confidential information as input for the AI tool.
  - Only use publicly available information as input for public AI tools.
  - Adhere to licensing agreements, copyright laws, and terms of service for third-party AI tools.
  - Maintain appropriate documentation and record the use of the AI tool.
  - Be transparent about the use of AI tools with stakeholders and the public.
- Maintaining Ethical Standards by:
  - Using AI tools in a manner that aligns with ethical standards, fairness, and avoids biases or discrimination.
  - Regularly reviewing and assessing the impact of AI tools on individuals, the community, and the environment.
  - Avoiding the use of AI tools to engage in illegal activities, harass individuals, or infringe upon others' rights.
  - Ensuring transparency and accountability in the use of AI tools, including clearly explaining to users the extent and limitations of AI-generated outputs.
  - Reporting any suspected confidentiality breaches, privacy breaches, misuse, or unauthorised access of AI tools to Council's Information Technology section.

5 DEFINITIONS

TERM	MEANING
Artificial Intelligence (AI) Tool	A software application that uses artificial intelligence algorithms to perform specific tasks and solve problems
Compliance	Employees must comply with all applicable organisational policy documents, laws and regulations
Large Language Model (LLM)	A large Language model is a type of artificial intelligence algorithm that uses deep learning techniques and large data sets to understand, summarize, generate and predict new content.

TERM	MEANING
Authorised AI Tools	AI Tools that have been authorised by Council's Information Technology Steering Committee
Acceptable Usage	Usage deemed to be acceptable by Council in the use of AI tools
Ethical Standards	Standards relating to rights, including but not limited to those set our in Council's Employee Code of Conduct

6 RELATED DOCUMENTS

- SDRC Corporate Plan 2021-2026
- SDRC ICT Strategy 2023-2026
- PL-IS044 Information Technology Hardware and Systems Security Policy
- PL-CS052 SDRC Code of Conduct Policy

7 APPENDIX

Use of Generative AI for Government – Information Sheet

Use of generative AI for government

Generative AI covers a range of technologies which create new content, including text, images, code and even music using algorithms and machine learning techniques. AI-generated content has the potential to streamline and assist both everyday life and work activities.

As a Queensland Government employee, you may already be using generative AI tools to assist in basic tasks such as writing emails or summarising reports. This information sheet outlines some key considerations around the use of generative AI in the workplace.

This advice applies to the use of commercial generative AI tools such as ChatGPT. The Queensland Government will provide internal generative AI capabilities for employees to use in a safe, secure, and managed environment. For more information, see Use of generative AI in Queensland Government guideline.

PRIVACY AND SECURITY

Commercial generative AI tools' privacy, data protection and retention policies may not align with those of the Queensland Government

CONSIDERATIONS

- Does your query contain confidential government details, personal information or other sensitive or protected material that needs to remain within your jurisdiction?
- Would a data leak have the potential to cause harm (i.e., financial, reputational, personal)?

RECOMMENDATIONS

- Ensure you have appropriate permissions to use data as input for queries to generative AI tools. Refer to existing information security policies and procedures on how to appropriately manage sensitive and personal information.
- Commercial generative AI products and services should only be used with publicly available content. Personal and sensitive information as well as internal or draft documents should not be used as input for commercial tools.

ACCURACY

While generative AI tools can produce responses indistinguishable from human-generated content, there is a risk of it producing inaccurate or false statements.

CONSIDERATIONS

- Do you possess enough subject matter knowledge to accurately evaluate the outputs of generative AI tools for accuracy, currency, completeness, and relevance?
- Generative AI can produce plausible but biased content that can mislead.

RECOMMENDATIONS

- Account for any inherent bias AI-generated content may have.
- Familiarise yourself with the data used to train the AI model. Generative AI tools may have been trained on out-of-date, inaccurate, or US-centric information.

1

Queensland Government

Use of generative AI for government

LEGISLATION

Legal precedents around ownership and use of AI generated content and its relationship with copyright law remains unclear.

CONSIDERATIONS

- All output from generative AI is subject to existing policies and regulations for the use of IT and electronic materials.
- The use of copyright or culturally sensitive materials as input to generative AI tools is subject to existing policies and regulations.

RECOMMENDATIONS

- Review all AI-generated content to ensure it aligns with existing legislation.
- When in doubt, seek advice from your legal team before using generative AI.

ETHICS AND TRANSPARENCY

Exercising due diligence, care and attention when using generative AI tools and outputs, including managing information as openly as practicable within the legal framework.

CONSIDERATIONS

- Be aware of your obligations under existing legislation, policies, the Public Sector Act (2023) and the Public Service Code of Conduct

RECOMMENDATIONS

- The use of generative AI output should be done with care to ensure compliance with Queensland Government expectations for the ethical use of data.
- Ensure you clearly identify where content has been produced using generative AI tools.

ACCOUNTABILITY AND SAFETY

Generative AI tools can assist in many tasks and work activities when used accordance with existing policies and regulations.

CONSIDERATIONS

- You are responsible for any generative AI content you create, share or in use while performing your duties.

RECOMMENDATIONS

- It is good practice to maintain a record of what information was used to generate and apply the output of generative AI tools.
- Perform a risk assessment when using commercial generative AI tools.

For more information, contact dai@chde.qld.gov.au

2

Use of generative AI for government

Information sheet

Examples of AI use

Generative AI can be used in a range of activities as part of your role working for Queensland Government. Below are some examples of appropriate generative AI use.

Summarising research

You have a task which involves reading and summarising several publicly available detailed reports on a topic related to your area of expertise. You decide to use a commercial generative AI tool to summarise the reports into a list of key items.

Is this an appropriate use of Generative AI?

Yes. As the reports are directly related to your area of expertise, you are able to review the output for accuracy and its applicability to the task. The reports are also publicly available and appropriately licenced for use.

Document drafting

You have been tasked with developing a Risk and Compliance report. You decide to use a commercial generative AI tool to help draft the report and prompt it with specific details about the project including financial information.

Is this an appropriate use of Generative AI?

No. Using commercial generative AI tools for this purpose may produce a report structure that is inconsistent with your agency's project management methodology. Providing official information such as financial and risk information may also violate information security and use policies.

Policy analysis

You have been tasked with reviewing publicly available policy positions from other jurisdictions to inform the development of a similar policy for Queensland. You ask a commercial generative AI tool to provide summaries of these policies and list the strengths and weaknesses of each.

Is this an appropriate use of Generative AI?

Yes, with some important caveats. Some versions of generative AI tools may not be trained on the most up to date data. As such some of content might contain inaccuracies. You should be able to explain the reasoning for advice you provide based on AI-generated content.

Decision-making assistance

You receive a complex customer enquiry that requires significant analysis and reasoning to achieve a successful outcome. You decide to use a commercial generative AI tool to research and understand which decision you should make. You use details of the customer and the issue, including personal information, to generate answers from the tool.

Is this an appropriate use of Generative AI?

No. Sharing personal or sensitive information with commercial generative AI tools may breach privacy law. Generative AI tools are also at risk of generating content that contains bias and inaccuracies. Failing to consider these issues when making decisions may put you in breach of the Code of Conduct.

Using generated images

You decide to use generative AI to produce infographics that will assist in communicating a new policy for government.

Is this an appropriate use of Generative AI?

Yes. However, you are responsible for ensuring AI- generated content is accurate and contextually appropriate for your work. You should also ensure the content produced has appropriate licencing for this purpose.

REVIEW OF POLICIES

PL-116 Gifts and Benefits Policy

Meeting Date: 16 July 2025

Attachment No: 5

GIFTS AND BENEFITS POLICY

PL-116

Southern Downs
REGIONAL COUNCIL

GIFTS AND BENEFITS POLICY

POLICY NUMBER	PL-116
DIRECTORATE:	Customer and Organisational Services
SECTION:	Governance
RESPONSIBLE MANAGER:	Manager Corporate Services
DATE ADOPTED:	
DATE TO BE REVIEWED:	
DATE REVIEWED:	[Date Reviewed]
APPROVED BY:	

REVISION RECORD

Date	Version	Revision description
March 2025	1	Policy created

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1 PURPOSE

Councillors and staff hold positions of public trust and must carry out their duties impartially and with integrity. The provision of gifts and benefits to Councillors and staff can create perceptions of a conflict of interest and it is appropriate to question why they are offered and whether they should be accepted.

This policy aims to minimise the risk of Councillors and staff being exposed to an actual or perceived conflict of interest associated with gifts or benefits offered in the course of their official duties.

The requirements of this policy are in addition to the legislative obligations of Councillors and Senior Executives with respect to individual register of interests as prescribed in the *Local Government Regulation 2012* and the legislative obligations of Councillors prescribed by the *Local Government Electoral Act 2011*.

This Policy applies to all Councillors and staff.

2 LEGISLATIVE CONTEXT

- *Public Sector Ethics Act 1994*
- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Local Government Electoral Act 2011*
- *Crime and Corruption Act 2001*

3 POLICY DETAILS

3.1 OBJECTIVE

The objective of this policy is to provide guidance to Councillors and staff who are offered gifts or benefits in connection with their duties whilst representing Council or as a result of a Council activity

3.2 PRINCIPLES

It is not appropriate for Councillors or staff to be offered or to accept gift or benefits that affect, may be likely to affect or could reasonably be perceived to affect, the independent and impartial performance of their official duties.

Councillors and staff must not ask for or encourage the giving of any form of gift or benefit in connection with the performance of their official duties.

The collection of private loyalty program/frequent flyer or any rewards or benefits from a Council related transaction is strictly prohibited.

Any gifts of cultural or historical significance must remain the property of Council, regardless of their value.

Any gifts of any alcoholic type (wine, beers spirits etc), are not to be accepted.

The *Public Sector Ethics Act 1994*, identifies the following four ethics principles as fundamental to good public administration:

- Integrity and impartiality;
- Promoting the public good;
- Commitment to the system of government; and
- Accountability and transparency.

In addition to the above principles, this policy supports Council's commitment to the local government principles of:

- Transparent and effective processes, and decision-making in the public interest;
- Good governance of, and by, local government; and
- Ethical and legal behaviour of Councillors and local government employees.

3.3 POLICY STATEMENT

Workplace participants must be mindful at all times of their obligation to maintain public confidence in Council administration and must be aware that acceptance of any gift or benefit from an external party may, or may be seen to, affect the performance of official duties, or influence, or be seen to influence, their decision-making or behaviour.

3.4 ROLES AND RESPONSIBILITIES

The Chief Executive Officer is responsible for ensuring compliance with this Policy and Procedure.

The Governance team is responsible for monitoring compliance with this Policy and Procedure and maintaining the Gifts and Benefits Register.

Councillors and staff are responsible for reporting Gifts or Benefits received in accordance with this Policy and Procedure.

4 DEFINITIONS

TERM	MEANING
Conflict of Interest	Involves a conflict between a public official's duties and responsibilities in serving the public interest, and the public official's private interests. A conflict of interest can arise from avoiding personal losses as well as gaining personal advantage – whether financial or otherwise.
Cultural significance	includes a gift received from significant people or organisations such as a souvenir from a Sister City or international delegation; or a gift received from a distinctive cultural group.
Donor	Refers to the person or organisation making the offer of a gift/benefit to Council, a Councillor or staff
Employee	means a local government employee as defined pursuant to the *Local Government Act 2009.*
Gifts and benefits	includes gifts of goods, services, money or entitlements; supply of goods or services at concessional prices; provisions of meals or entertainment; prizes won at seminars, conferences etc. when the officer is attending in an official capacity; free or reduced price travel and/or accommodation; provision of services (free or reduced cost); any other form of direct or indirect benefit which is not available to the general public; and benefits provided to family members of the officer.
Historical significance	includes a gift received that has historical significance such as a historical event, people or persons and or developments from the past.
Nominal Value	For the purpose of this policy – is considered to be anything up to $20 including GST
Perceived (or apparent) Conflict of Interest	Occurs where it could be perceived by others that a public official's private interests could improperly influence the performance of their public duties – whether or not this is in fact the case

TERM	MEANING
Public Perception	Means the perception of a fair-minded person in possession of the relevant facts.
Recipient	Means a Councillor or staff who have been offered a gift or benefit
Value	Refers to the estimated reasonable value of a gift or benefit.

5 RELATED DOCUMENTS

- PL-CS052 - Employee Code of Conduct
- PL-GV011 - Entertainment and Hospitality Expenditure Policy
- PL-FS015 - Non-current Asset Accounting Policy
- PL-FS052 - Related Party Disclosure Policy
- Gifts and Benefits Form Declaration Form – Councillors
- Gifts and Benefits Form - Staff
- Register of Interests

6 GIFTS & BENEFITS DECLARATION FORM – EMPLOYEES



CORPORATE SERVICES	**Gifts & Benefits Declaration Form**	
	Please complete this application in BLOCK LETTERS and tick boxes where applicable. Enter "N/A" if the question does not apply. Complete all sections unless otherwise stated.	
HEAD OF POWER:	Public Sector Ethics Act 1994, Section 4; PL-116 Gifts & Benefits Policy	
DETAILS:	Name:	Position:
	Department:	Directorate:

GIFT/BENEFIT DETAILS:	I am declaring a: Gift to be given / Benefit to be given / Gift to be received / Benefit to be received	The approximate value of the gift/benefit is: Less than $20 / More than $20
	Date the gift/benefit was received and/or be given:	
	NOTE: Pursuant to PL-116 Gifts & Benefits Policy alcohol is not permitted to be accepted or gifted	
	Description of gift/benefit:	
	Name of Donor:	
A donor is the organisation or person offering gift or benefit	Donor association to Council:	Donor association to employee:
	Reason for accepting gift or benefit; OR if giving a gift or benefit please identify the benefit to Council and/or the public generally:	

EMPLOYEE DECLARATION:	Please select all that applies: I wish to retain the gift or benefit / I wish to give a gift or benefit / The gift is to be retained by Council
	I have read and understood the Gifts and Benefits Policy PL-116 and I certify that the information submitted by me is true and correct.
	Name: Signature: Date:

DECISION FOR GIFTS/BENEFITS:	Manager/General Manager/CEO decision for gifts or benefits: • Value of giver/benefit **is less than** $20 – Manager approval is required • Value of gift/benefit **is more than** $20 – General Manager or CEO approval is required
	I certify that the receipt of the gift or benefit is in accordance with the Gifts & Benefits Policy PL-116, and: ☐ I approve the retention of the gift or benefit by the recipient; or ☐ The gift is to be retained by Council. ☐ I approve of the giving of the gift or benefit. ☐ There is no basis for any actual or perceived conflict of interest.
	Name: Signature: Date:

NOTE: Chief Executive Officer, Senior Executive employees and related persons must also submit a Register of Interests Form in accordance with Schedule 5 of the *Local Government Regulation 2012*.

Once completed please submit this form to **Governance** for inclusion in the Gifts and Benefits Register.

OFFICE USE ONLY:	DATE ADDED TO REGISTER:	ECM:

Version 1 Page 1 of 1 09 DEC 2024

7 GIFTS & BENEFITS DECLARATION FORM – COUNCILLORS

Southern Downs REGIONAL COUNCIL

Southern Downs *A great place to live, work, play and stay.*
PO Box 26 Warwick QLD 4370
64 Fitzroy Street Warwick QLD 4370
61 Marsh Street Stanthorpe QLD 4380

sdrc.qld.gov.au
mail@sdrc.qld.gov.au
1300 MY SDRC (1300 697 372)

CORPORATE SERVICES	**Gifts & Benefits Declaration Form**
	Please complete this application in BLOCK LETTERS and tick boxes where applicable. Enter "N/A" if the question does not apply. Complete all sections unless otherwise stated.
HEAD OF POWER:	Public Sector Ethics Act 1994, Section 4; PL-116 Gifts & Benefits Policy
DETAILS:	Name: / Title: Please select

GIFT/BENEFIT DETAILS:	I am declaring a: ☐ Gift to be given ☐ Benefit to be given ☐ Gift to be received ☐ Benefit to be received	The approximate value of the gift/benefit is: ☐ Less than $20 ☐ More than $20
	Date the gift/benefit was received and/or be given:	
	Description of gift/benefit:	
	Name of Donor:	
	Donor association to Council:	Donor association to Councillor:
A donor is the organisation or person offering gift or benefit	Reason for accepting gift or benefit; OR if giving a gift or benefit please identify the benefit to Council and/or the public generally:	

COUNCILLOR DECLARATION:	Please select all that applies: ☐ I wish to retain the gift or benefit ☐ I wish to give a gift or benefit ☐ The gift is to be retained by Council
	I have read and understood the Gifts and Benefits Policy PL-116 and I certify that the information submitted by me is true and correct. Name: Signature: Date:

DECISION FOR GIFTS/BENEFITS:	CEO decision for gifts or benefits:
	I certify that the receipt of the gift or benefit is in accordance with the Gifts & Benefits Policy PL-116, and: ☐ I approve the retention of the gift or benefit by the recipient; or ☐ The gift is to be retained by Council. ☐ I approve of the giving of the gift or benefit. ☐ There is no basis for any actual or perceived conflict of interest. Name: CEO, Rachel Brophy Signature: Date:

NOTE: Councillors and related persons are required to update their Register of Interests in accordance with Schedule 5 of the *Local Government Regulation 2012*

Once completed please submit this form to **Governance** for inclusion in the Gifts and Benefits Register.

OFFICE USE ONLY:	DATE ADDED TO REGISTER:	ECM:

Version 1 RESET FORM Page 1 of 1 SUBMIT FORM 09 DEC 2024

REVIEW OF POLICIES

PL-CS062 Rates by Exemption Policy

Meeting Date: 16 July 2025

Attachment No: 6

RATE EXEMPTION BY RESOLUTION POLICY

PL-CS062

Southern Downs
REGIONAL COUNCIL

RATE EXEMPTION BY RESOLUTION POLICY

POLICY NUMBER	PL-CS062
DIRECTORATE:	Customer and Organisational Services
SECTION:	Financial Services
RESPONSIBLE MANAGER:	Chief Financial Officer
DATE ADOPTED:	5 March 2012
DATE TO BE REVIEWED:	30 June 2025
DATE REVIEWED:	30 June 2024
APPROVED BY:	

TO RESCIND

REVISION RECORD

Date	Version	Revision description
03/06/2016	1	Change to new Policy format and update Regulation references
09/06/2017	2	Update for changes due to new concessions policy
19/09/2019	3	Reviewed
22/07/2020	4	Reviewed
27/06/2022	5	Reviewed
12/07/2023	6	Reviewed
30/06/2024	7	Reviewed
31/10/2024	7	Eligibility criteria updated

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TO RESCIND

1 POLICY BACKGROUND

A policy is required with respect to land that is exempted from rating by resolution of a local government. Section 93 (3) of the *Local Government Act 2009* provides that certain land is exempted from rates, with subsections (3) (h) and (3) (i) requiring a resolution by a local government to exempt land from rating.

Section 93 (3) (h) refers to: Land that is:

(i) primarily used for show grounds or horse racing; and

(ii) exempted from rating by resolution of a local government.

Section 93(3) (i) refers to:

Land that is exempted from rating, by resolution of a local government, for charitable purposes.

The Act and Regulations also provide for rate exemptions that do not require a resolution. These rate exemptions are not subject to this policy although the definitions provided in this policy will be used in determining eligibility. Determining the eligibility of properties for rate exemption will be the responsibility of a rate categorisation officer appointed under the Regulations.

2 PURPOSE

This policy has been developed to ensure consistency in the determination of resolutions for rate exemptions with respect to Sections 93(3) (h) and 93(3) (i) of the *Local Government Act* 2009.

3 SCOPE

The scope of this policy is limited to rate exemption under Section 93(3) (h) and 93(3) (i) of the *Local Government Act 2009* being land that is exempted from rating, by resolution of a local government, for:

- Showgrounds
- Horse racing
- Charitable purposes.

This policy also provides guidance in determining eligibility for exemption under the Act or regulations.

The rate exemption granted by this policy apply to all rates other than utility charges and will take effect from the beginning of the rating period in which the ratepayer applied for rate exemption under this policy.

Applications will only be accepted on submission of the appropriate form. The form must be completed by the applicant and must be supported by any information required to assist in the decision-making process. Such information includes documents relating to an organisation's constitution, tax status and activities carried on by the organisation.

4 LEGISLATIVE CONTEXT

– Local Government Act 2009 - Section 93(3)

5 POLICY DETAILS

For community organisations as defined in this Policy, the rate exemption granted under this Policy will be limited to:

- All rates other than utility charges; and

TO RESCIND

- The rate exemption will take effect from the beginning of the rating period in which the ratepayer applied for rate exemption under this policy.

Applications will only be accepted on the form 'Rate Exemption/Concession Application Form'. The form must be completed by the applicant in its entirety and must be supported by information sufficient to allow the application to be fully assessed (including a copy of the community organisation's constitution).

Council or its delegate will have regard to the following elements when considering applications for rate exemption:

- The extent of financial activity and position evidenced by audited (or similar) financial statements as required at the discretion of the authorised Council Officer;
- Any other relevant material which will assist in the application/assessment process as required by the authorised Council Officer.

5.1 SUBJECT LAND

For land to be subject to this policy, the land must be primarily used for:

- Showgrounds;
- Horse racing; or
- Charitable purposes

To help in the deliberation and determination of the above land uses, the terms as described in the Policy definitions may be considered.

Properties that satisfy these definitions will be rate exempt for the purposes of a local government resolution.

The granting of rate exemption under this section ends upon change of ownership or the change of the purpose for which the property is used (as determined by an authorised Council Categorisation Officer) and subsequently a new application for rate exemption is required to be submitted.

5.2 DURATION

The granting of rate exemption under this section ends three years after the current application is approved; upon change of ownership; or upon the change of the purpose for which the property is used (as determined by an authorised Council Categorisation Officer) whichever is the sooner. Subsequently a new application for rate exemption is required to be submitted.

5.3 ELIGIBILITY

Council will not allow a rate exemption where:

- There is either an actual or perceived competitive advantage obtained by the 3rd party through Council allowing such an exemption;
- The organisation receives income from gaming machines, gambling activities and/or holds a commercial liquor license for the property (community license/permits allowed).

TO RESCIND

6 EXEMPTIONS BY ACT AND REGULATIONS

Definitions included in this policy should also be used for determining if land attracts a rate exemption for other reasons provided by the Act and the Regulations and is therefore not entitled to consideration under this policy. Refer to the policy definitions in section **Error! Reference source not found.** of this policy and the Rate Exemption Chart in Appendix 1 to determine if land is entitled to a rate exemption under the Act or under the Regulations. These properties are not covered by this policy.

7 DEFINITIONS

For the purpose of this Policy and interpreting relevant legislation refer to:

- Schedule 4 Dictionary of the *Local Government Act 2009*;
- Schedule 8 Dictionary of the *Local Government Regulation 2012*;
- Schedule 6 Dictionary of the *Land Act 1994.*

TERM	MEANING
Showground	An open-air setting for agricultural displays, competitions, etc.
Horse racing	The sport in which horses and their riders take part in races, typically with substantial betting on the outcome
Charitable purpose	Land that is used by a community organisation on a non-profit basis for purposes relating to: a. Education; or b. Assistance to the ill, infirmed or disabled; or c. Assistance to the poor; or d. Other purposes of benefit to the community generally but excludes any land used for subsidised housing that is not provided in connection with item b. above.
Community organisation	A non-profit organisation excluding any organisation that has gaming machines, gambling revenue and/or a commercial liquor license.
Non-profit	An organisation if it is not carried on for the profit or gain of its members. This applies for direct and indirect gains and both while the organisation is being carried on and on its winding up (i.e. its constitution or governing documents prohibit distribution of profits or gains to individual members and its actions are consistent with the prohibition). This definition is consistent with the definition used by the Australian Taxation Office.
Public Purpose	The object or purpose of the organisation's activities is something which is beneficial to a section of the public rather than to private individuals as such – the section of the public may be relatively small, but it must not be so small or specialised that the group is on any common sense view no more than a "private club".
Religious entity	A recognised religious organisation is an organisation that– a. Is affiliated with a recognised denomination declared under the *Marriage (Recognised Denominations) Proclamation 2018*, and

TO RESCIND

	b. Fulfils the requirement of a charity under section 5 of the *Collections Act 1966*.

TERM	MEANING
Used for/primarily used for	The primary purpose for which land legally able to be used and how regularly the land is used for that purpose. Land may be used for a particular purpose even if it has not been developed and no specific activities take place on the land.

8 RELATED DOCUMENTS

– Grants to Community Organisations

TO RESCIND

9 APPENDIX – RATE EXEMPTION CHART

What is the property used for or how is it owned? Check along each of the lines for a match.

	Unallocated State land	occupied by Gov't State	State Forest or Timber reserve	Aboriginal/Torres Strait	Strategic Port land	Strategic Port land	Rail Corridor	Commercial Corridor	Airport Land	Local Gov't (not leased)	Exempt under another Act
Exempted by Act	93(3)(a)	93(3)(b)	93(3)(c)	93(3)(d)	93(3)(e)(i)	93(3)(e)(ii)	93(3)(e)(iii)	93(3)(e)(iv)	93(3)(f)	93(3)(g)	93(3)(j)(i)
		Not a GOC not exempted from paying rates	Not occupied under an occupation permit or stock grazing permit	Not part of land used for commercial or residential purposes	under transport Infrastructure Act	under transport Infrastructure Act	under transport Infrastructure Act	under transport Infrastructure Act	within the meaning of the Airport Assets (restructuring & disposal) Act 2008	**owned or held** by local gov't	
		Not leased to State or Gov't entity by other than a state or	Not occupied under the Land Act		occupied by Port Authority, the State or a	occupied by wholly owned subsidiary of Port Authority, and is used in connection	exisiting or new rail corridor	commercial corridor not subject to a lease	used for a runway, taxiway apron, road, vacant land, buffer zone or grass verge	not leased to someone other than another local governemnt	
	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
	By Act	By Act	By Act	By Act	By Act	By Act	By Act	By Act	By Act	By Act	By Act
Exempted by Regulation	**owned** by religious entity	**owned** by religious entity	**owned** by religious entity	**owned** by religious entity	vested in person under an Act	vested in person under an Act	land **used** for purposes of public hospital	Land **owned** by a community organisation	Land **owned** by a community organisation	Land **owned** by a community organisation	land **used** for a cemetery
	93(3)(j)(i)	93(3)(j)(i)	93(3)(j)(i)	93(3)(j)(i)	93(3)(j)(i)	93(3)(j)(i)	93(3)(j)(i)	93(3)(j)(i)	93(3)(j)(i)	93(3)(j)(i)	93(3)(j)(i)
	Reg 73(a)(i)	Reg 73(a)(ii)	Reg 73(a)(iii)	Reg 73(a)(iv)	Reg 73(b)(i)	Reg 73(b)(ii)	Reg 73(c)	Reg 73(d)(i)	Reg 73(d)(ii)	Reg 73(d)(iii)	Reg 73(e)
	used for religious purposes	used for education, health, or community services (includes facilities for aged and disabled	used for administration of the religious entity	used for housing incidental to previous	for a public purpose that is recreational or sporting	for a charitable purpose	is part of a private hospital complex	less than 20 ha	less than 20 ha	less than 20 ha	
							or a private and public hospital complex	used for providing accommodation	used for providing accommodation	used for providing educational, training or information services	
							and land is more than 2 ha and separate from rest of complex	associated with the protection of children	for students	aimed at improving labour market participation or leisure opportunities	
	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
	By regulation	By regulation	By regulation	By regulation	By regulation	By regulation	By regulation	By regulation	By regulation	By regulation	By regulation
Exempted by Resolution	Show Grounds	Horse racing	Charitable purposes	Charitable purposes	Charitable purposes	Charitable purposes					
	93(3)(h)	93(3)(h)	93(3)(i)	93(3)(i)	93(3)(i)	93(3)(i)					
	primarily used for show grounds	**primarily used** for horse racing	Not for Profit	Not for Profit	Not for Profit	Not for Profit					
			does it relate to the advancement of education	does it relate to the giving of assistance to the poor	Does it relate to the giving of assistance to the sick (ill & infirm)	Does it relate to some other purpose of benefit to the community generally					
	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt					
	Resolution	Resolution	Resolution	Resolution	Resolution	Resolution					

TO PRESIDING

APPROVAL OF DROUGHT MANAGEMENT PLAN JUNE 2025

SDRC Drought Management Plan - Updated

Meeting Date: 16 July 2025

Attachment No: 1

EXECUTIVE SUMMARY

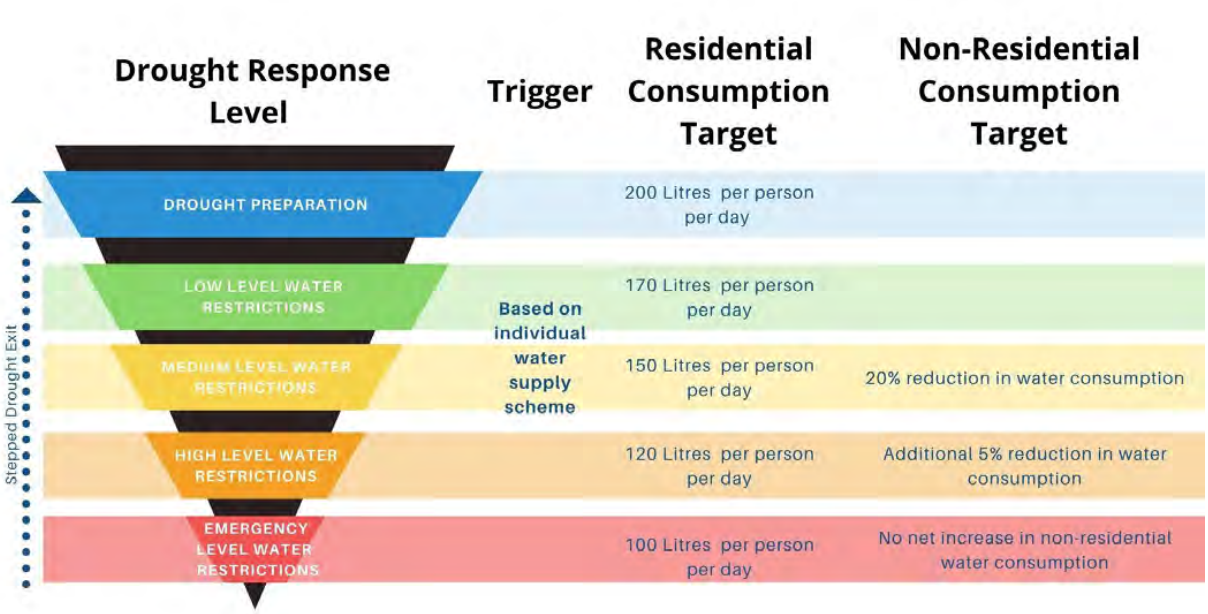
This Drought Management Plan demonstrates Southern Down Regional Council's commitment to proactively identify and mitigate the drought related risks, particularly the likelihood and consequence of loss of water supply to the communities within the Council's water supply areas. The Drought Management Plan is applicable to customers connected to all the reticulated water supply schemes, as well as those who purchase bulk water supply from Southern Downs Regional Council.

The Drought Management Plan provides a roadmap of planned, pre-agreed and stepped actions at clear trigger points to respond to water security risks. The Plan is established based on an adaptive decision-making framework to allow a range of actual factors including climate outlook at the time to be considered before drought response actions are implementation.

All seven Water Supply Schemes, Warwick/Allora/Yangan, Stanthorpe, Killarney, Wallangarra, Dalveen, Leyburn and Pratten were considered individually and individual triggers and actions have been identified. Specific drought response actions have been prepared for each individual water supply scheme, outlining actions related to the investigation and implementation of contingency and emergency water supplies; noting that SDRC have elected to adopt a scheme specific approach to the implementation of water restrictions (i.e., each scheme to enter water restrictions as required).

Each scheme has a tailored plan as represented in Figure 1. The drought response actions considered in this Plan includes demand management actions as well as actions required to mobilise contingency and emergency supply options. The actions are developed given consideration to two separate rounds of community engagement, regional factors, drought history, growth projections, climate variability and the current science of climate change. Importantly, community preferences, socioeconomic and equity considerations were included however most were of a qualitative or semi quantitative nature at this stage of the plan maturity.

Figure 1: Drought Response Plan



This representation also outlines the five stages of activities which include four restriction levels of increasing severity. Each scheme has individual triggers and residential and non- residential consumption targets. This Drought Management Plan also outlines the planning, monitoring, operational and engagement activities required for each of the four levels of Restrictions outlined to ensure they have the desired effect when introduced.

Finally, this Plan outlines the required and recommended updates and post drought review process to capture the knowledge which is often lost in the aftermath of droughts.

It is recommended that this Plan is updated at least every 5 years to reflect current trends in water use across the SDRC and/or if there are significant changes to the water security position of the region, such post-construction of the proposed Toowoomba to Warwick (T2W) pipeline scheme.

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1 INTRODUCTION

Safe, reliable and cost-effective water supply underpins the livelihood and lifestyle of the Southern Downs Regional Council's (SDRC's) population and supports a prosperous region. As the region experiences frequent and sometimes severe droughts, occasional water supply reductions measures need to be introduced. While necessary, restrictions can increase public health risks, create economic stress, lower the amenity of common infrastructure and produce social hardship. One of the best ways to manage these water supply security risks is through proactive and well-considered planning that allows effective and adaptive decision making.

While water supply risks can be mitigated with strict and enforceable restrictions regimes, experience has shown there are other factors to consider when applying risk reduction measures. As such, an ability to adapt to the situation, based on the actual factors present at the time is essential. Therefore, an adaptive methodology has been incorporated into this version of the Drought Management Plan noting the process is designed to aid decision making as opposed to delaying necessary actions.

This Drought Management Plan demonstrates SDRC's commitment to proactively identify and mitigate the drought related risks, particularly the likelihood and consequence of loss of water supply to the communities within the Council's water supply areas. The Drought Management Plan is applicable to customers connected to all the reticulated water supply schemes, as well as those who purchase bulk water supply from SDRC.

1.1 OBJECTIVES

The objectives of this Drought Management Plan, while not in any particular order of priority, are to:

- Provide a roadmap of planned, pre-agreed and stepped actions at clear trigger points to respond to water security risks.
- Develop a plan that is adaptive and allows consideration of the climate outlook, and other factors that Council may face, as part of the drought response.
- Support communication with SDRC water customers and the wider community.
- Support transparent and consistent decision making.
- Enable timely implementation of actions.
- Reduce the risk and therefore likelihood of more extreme drought response measures being required.

1.2 PLAN OVERVIEW

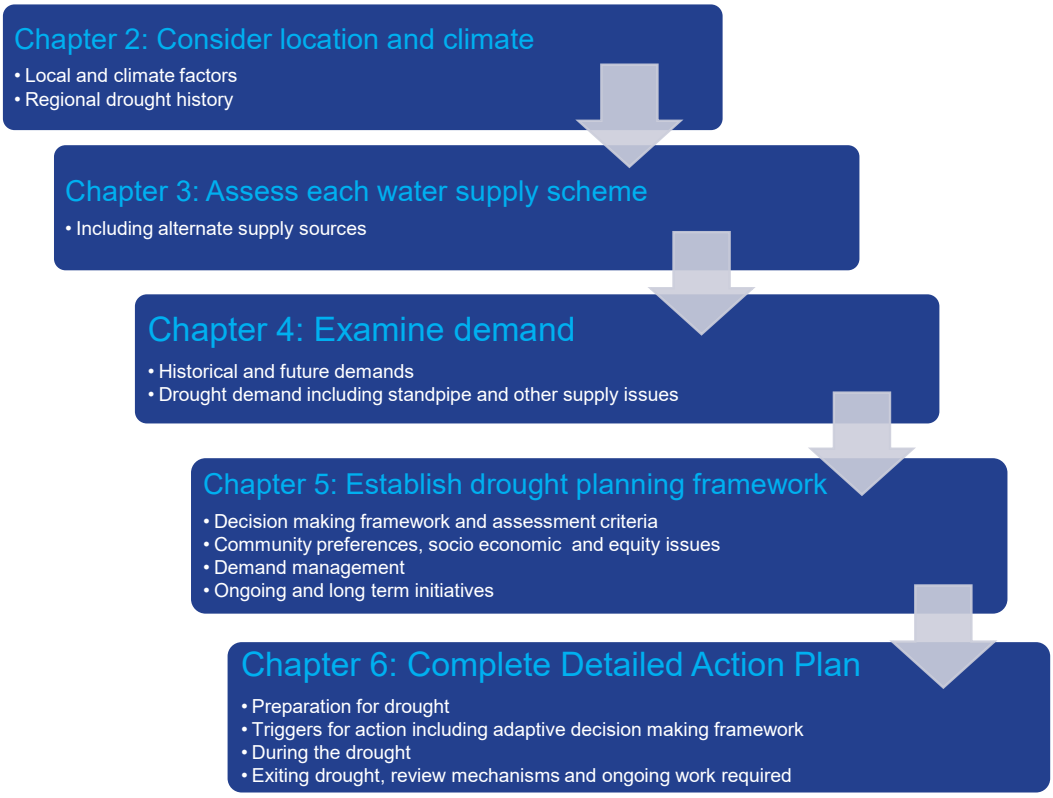
The drought planning process involves two fundamentally different steps that complement each other; a long-term Water Supply Security Plan (WSSP) and a Drought Management Plan. Planning for a drought takes its starting point from planning outside of drought, during 'normal' or usual times from the long-term WSSP. The WSSP defines the water security level of service objectives, including the desired water use during normal/usual times, and the acceptable maximum frequency and duration of water restrictions. Drought planning then transposes this baseline to the drought conditions and a Drought Management Plan is produced.

In this instance the Drought Management Plan has been developed as a standalone document without the guidance of a long-term WSSP. This essentially means that the water restriction triggers cannot be defined based on the level of service objectives and are instead developed based on historical drought and past experiences. Nonetheless, this Drought Management Plan clearly defines a list of actions to be implemented once each water restriction trigger is reached, as well as considerations to enter and exit drought triggers. The associated monitoring, communication and resourcing requirements represents an important, and stepped, improvement in drought response management for SDRC.

To provide a sense of flow and readability, Figure 1.1 shows the process undertaken, commencing with an initial assessment of regional factors through to finalising the actions plans. The overall philosophy for the Plan, apart from meeting the objectives was to:

- Take a structured yet adaptable approach taking community preferences into account early.
- Learn from past episodes and the successful strategies of other regions.
- Look to the future including climate change outcomes as well as normal climate variability and population changes.
- Examine each supply scheme not just the main reticulated supply.
- Provide transparency and clarity to customers and consumers.
- Establish a framework that will not have to be reinvented just updated and added to as the future experiences of the Region unfold.
- Make recommendations for improvements to make the regional more resilient to future droughts.

Figure 1.1: Report Overview



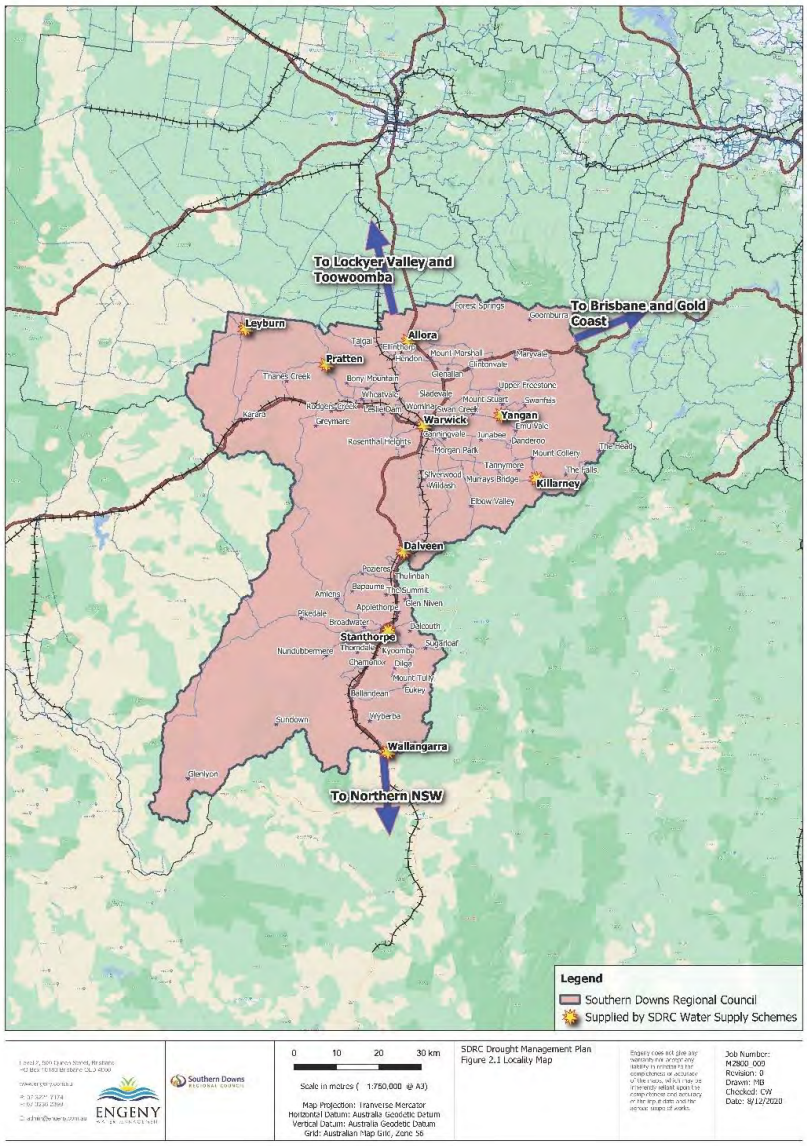
2 LOCATION AND CLIMATE

2.1 LOCALITY

Southern Downs Regional Council serves a population of approximately 35,000 and covers an area of 7,500 km^2, adjoining South East Queensland to the east, Toowoomba to the north and the state's border with New South Wales to the south. The Council operates a number of water supply schemes servicing the towns and villages of Warwick, Stanthorpe, Killarney, Yangan, Allora, Dalveen, Leyburn, Pratten and Wallangarra (including part of Jennings in New South Wales).

Figure 2.1 provides a locality map of the SDRC area and the towns and villages currently serviced by the Council's water supply schemes.

Figure 2.1: SDRC Locality

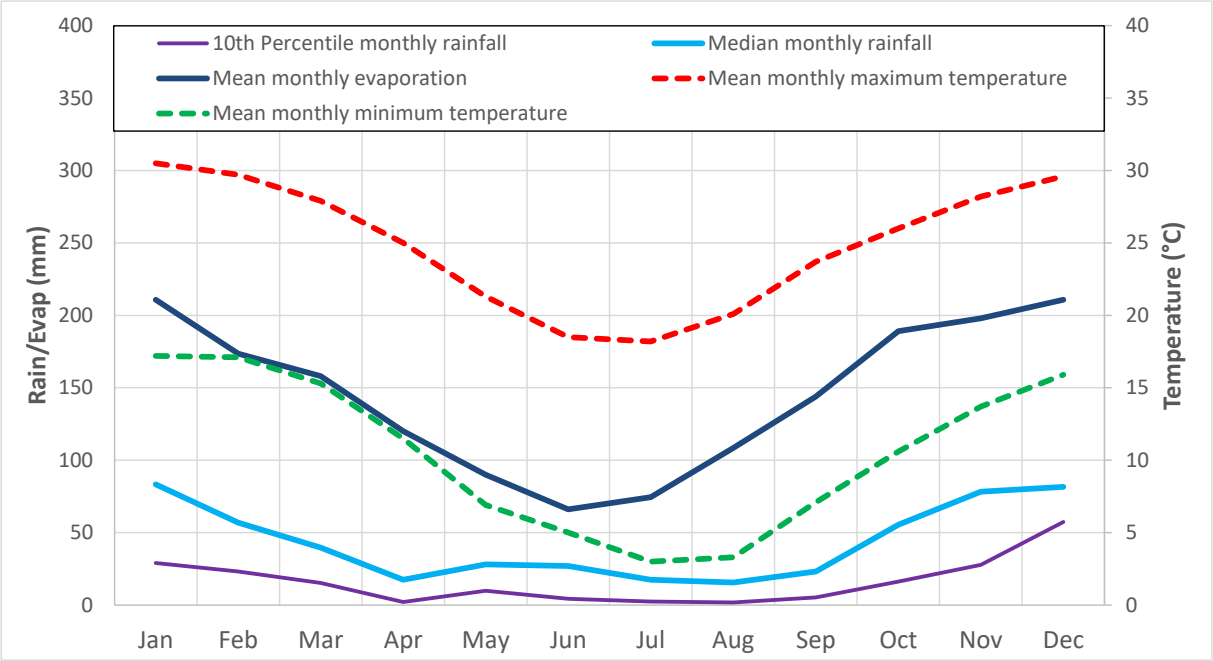


2.2 CLIMATE

The Southern Downs region experiences a “warm temperate” climate range, which can be broadly characterised as having a high diurnal temperature range, four distinct seasons, and summer and winter temperatures that can exceed human comfort levels.

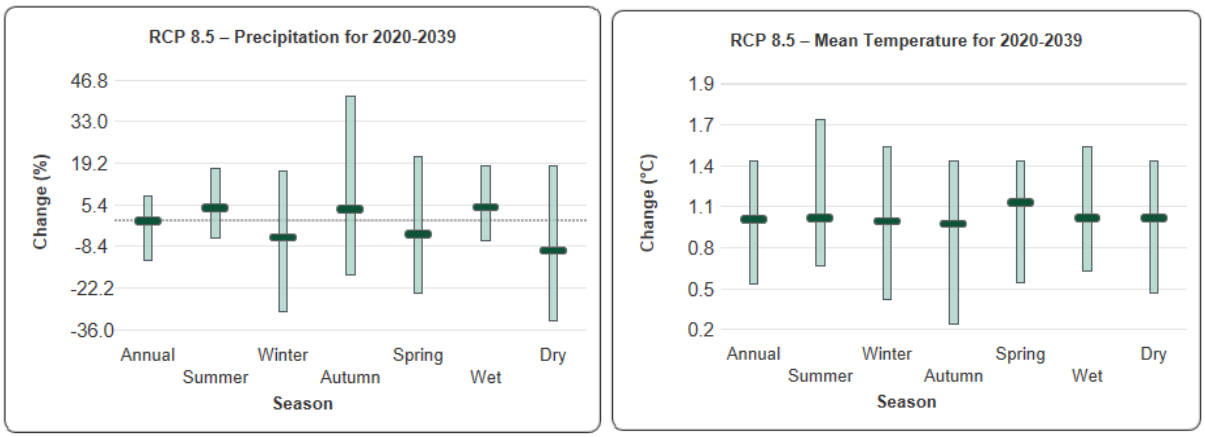
The historical monthly climate for the region is provided on Figure 2.2. The mean maximum temperature ranges from around 18 °C in the winter months, to 30 °C in the summer months, noting that these are average figures and not actual maximums and minimums. Rainfall is generally low over the winter months (30 mm on average) and highest in summer months (80 mm on average). Median rainfall is 688 mm/year, with a relatively high evaporation rate of 1,752 mm/year. Approximately two-thirds of the annual precipitation occurs between the warmer months of October to March.

Figure 2.2: Historical Monthly Climate (1994 – 2020)



The planning horizon of this Drought Management Plan is focussed on the next 5 years with drought response actions specifically tailored for the current demand and population characteristics of the SDRC water supply areas. However, longer term climate change pressures have been widely recognised as a significant risk factor in maintaining water supply continuity to the Southern Downs communities through changing frequency and duration of rainfall and increased evaporation rates. It is noted that the Queensland Government Climate Dashboard predicts that the mean temperature will increase by approximately 1 °C on average, and rainfall totals for the region could be reduced by as high as 14% by 2030 (refer Figure 2.3). These factors should be taken into consideration when determining triggers for entering or exiting water restriction triggers (refer Section 6.3).

Figure 2.3: Climate Change Impact (Extracted from Queensland Government Climate Dashboard in October 2020)



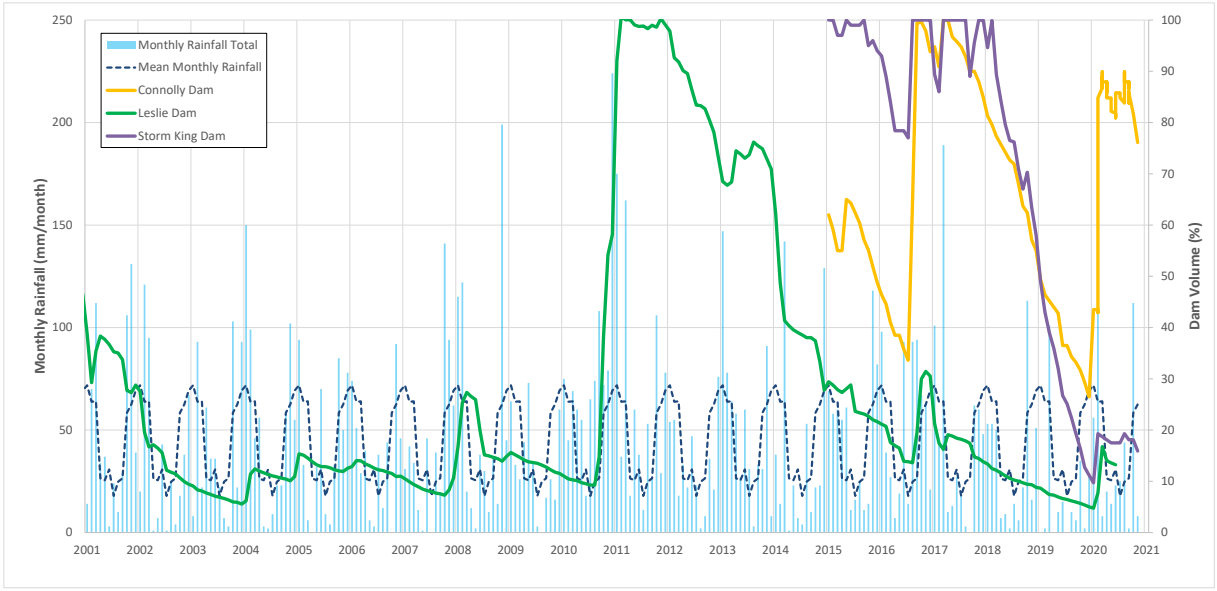
2.3 HISTORICAL DROUGHT EVENTS

There are three surface water dams within the SDRC water supply schemes, with Leslie Dam and Connolly Dam supplying the townships of Warwick, Yangan and Allora, and Storm King Dam supplying the township of Stanthorpe.

Figure 2.4 shows a comparison of the recorded dam levels and monthly rainfall since 2001, noting that dam level information for Connolly Dam and Storm King Dam is only available from 2015. Of note, is that the gauging station used to collect the rainfall data displayed on Figure 2.4 is located in Warwick (Warwick Alert Station, ID 41534) and is not a direct reflection of the rainfall volumes onto the dams or their supply catchments. Therefore, the records can only be used as a surrogate for rainfall.

As shown on Figure 2.4, the dams are relatively sensitive to the summer rainfall totals, and the dam volumes are prone to falling rapidly even with just one year of below average summer rainfall. Dam level declines are a function of catchment size and inflows, dam size, rainfall frequency and intensity, evaporation and extraction rates.

Figure 2.4: Recorded Dam Levels and Rainfall



3 WATER SUPPLY SCHEMES

3.1 EXISTING SUPPLY SCHEMES

SDRC owns and operates seven reticulated water supply schemes, servicing the townships of Warwick/Allora/Yangan, Stanthorpe, Wallangarra, Killarney and the villages of Dalveen, Pratten and Leyburn. The Council also provides bulk water to part of Jennings within the Tenterfield Shire Council area in New South Wales (NSW), as well as raw water and recycled water to a small number of customers.

3.1.1 Warwick Water Supply Scheme

The Warwick Water Supply Scheme supplies the townships of Warwick, Allora and Yangan. The scheme is predominately supplied from Leslie Dam with supplementary supply from Connolly Dam. Both water sources are treated at the Warwick Water Treatment Plant (WTP) before being distributed to the reticulated network in Warwick, Allora and Yangan.

During high water security, Leslie Dam provides approximately 80% - 85% of the raw water supply to the Warwick WTP due to its more desirable raw water quality than Connolly Dam. However, during the recent drought that commenced in 2017, the Warwick Water Supply Scheme is supplied from the Leslie Dam only, and Connolly Dam is reserved to supply the Stanthorpe Water Supply Scheme.

The characteristics of the raw water supply sources are summarised in Table 3.1.

Table 3.1: Overview of Warwick Water Supply Scheme

	Warwick Water Supply Scheme	
Population based on 2016 Census	15,500	
Connections based on September 2020 billing	8,140, including a number of commercial users relying on potable water supply for their core business operation.	
	Leslie Dam	**Connolly Dam**
Owner operator	Sunwater. SDRC holds a high priority water allocation from Leslie Dam to supply the scheme, and there is an agreement to reserve supply for town water use only when dam storage level is below 460.35 mAHD.	SDRC
Catchment	Condamine	Condamine
Licence entitlement	2,707 ML/year for urban use only (Water Licence 1142AP7585) Additional 500 ML/year for any use (Water Licence 5001AP7585)	2,727 ML/year for urban use only (Condamine and Balonne ROP Water Allocation No 1621)
Raw water transfer capacity	18 ML/day (based on 20-hour pumped operation)	3.5 ML/day (based on 24-hour gravity operation)
Water treatment location and capacity	Warwick WTP (18 ML/day)	Warwick WTP (18 ML/day)
Full supply volume (FSV)	105,895 ML	2,157 ML
Minimum Operating Volume	As part of a drought response the storage may be drawn down to 220 ML (0.2% of FSV) based on the minimum operating level for town water supply	200 ML (9.3% of FSV) for emergency supply and aquatic ecosystem preservation
Dead storage volume	2,130 ML (2% of FSV) based on volume below the level of the river outlet works	50 ML (2.3% FSV)

3.1.2 Stanthorpe Water Supply Scheme

The Stanthorpe Water Supply Scheme supplies the townships of Stanthorpe with raw water sourced from Storm King Dam and treated at the Stanthorpe WTP. Storm King Dam is owned and operated by SDRC with a relatively small storage capacity of 2,065 ML.

Due to the recent drought conditions that commenced in 2017, storage within Storm King Dam has depleted and water carting commenced in January 2020 to maintain emergency water supply. Raw water is being carted from Connolly Dam and stored in two 1 ML tanks which are connected to the Stanthorpe WTP raw water intake pipeline. The Stanthorpe WTP has also been upgraded to treat raw water sourced from the Connolly Dam.

The characteristics of the raw water supply source are summarised in Table 3.2.

Table 3.2: Overview of Stanthorpe Water Supply Scheme

	Stanthorpe Water Supply Scheme
Population based on 2016 Census	5,900
Connections based on September 2020 billing	2,760
	Storm King Dam
Owner operator	SDRC
Catchment	Border Rivers (91 km^2)
Licence entitlement	1,150 ML/year for urban use only (Water Licence 406703)
Raw water transfer capacity	3 ML/day via gravity, 5ML/day pumped
Water treatment location and capacity	Stanthorpe WTP (3 ML/day)
Full supply volume (FSV)	2,180 ML
Minimum Operating Volume	200 ML (9.2% of FSV) for aquatic ecosystem and fire-fighting purposes
Dead storage volume	119 ML (5.5% of FSV)

3.1.3 Killarney Water Supply Scheme

The Killarney Water Supply Scheme supplies the village of Killarney with raw water sourced from Spring Creek Weir and treated at the Killarney WTP. There is an off-stream storage (OSS) with 80 ML storage capacity at the Spring Creek Weir; however, the OSS is typically not in service due to the relatively poorer water quality in the OSS resulting in higher and more costly treatment requirement at the Killarney WTP.

The characteristics of the raw water supply sources are summarised in Table 3.3.

Table 3.3: Overview of Killarney Water Supply Scheme

	Killarney Water Supply Scheme
Population based on 2016 Census	720
Connections based on September 2020 billing	500
	Spring Creek Weir
Owner operator	SDRC
Catchment	Condamine
Licence entitlement	160 ML/year at an allowable rate of 3 ML/day from weir to OSS (Water Licence 902AP7585) Direct weir storage of maximum 1 ML with maximum height of impounded water at full supply level not exceeding 2 m above bed level can be utilised directly from Spring Creek (Water Licence 100077)
Raw water transfer capacity	10 – 18 L/s based on direct weir storage level
Water treatment location and capacity	Killarney WTP (0.8 ML/day)

3.1.4 Wallangarra Water Supply Scheme

The Wallangarra Water Supply Scheme supplies Wallangarra as well as providing bulk water supply to part of Jennings within the Tenterfield Shire Council area in New South Wales (NSW). Raw water is sourced from The Soak and Beehive Dam. While Beehive Dam is the primary water supply source due to its higher storage volume, The Soak is the preferred water supply source due to its relatively better raw water quality and therefore lower and less costly treatment requirement. Both raw water sources are treated at the Wallangarra WTP.

The Soak is a spring fed dam however, drought conditions since 2017 have led to a decline in water storages in both The Soak and Beehive Dam. The Department of Natural Resources, Mines and Energy (DNRME) owned a production bore at Paling Yard Road and SDRC was granted a temporary emergency water permit to extract water from the production bore to fill The Soak. The bore has a capacity of 0.2 ML/day, and DNRME has recently (in late 2020) transferred the bore assets to be owned and operated by SDRC.

The characteristics of the raw water supply sources are summarised in Table 3.4.

Table 3.4: Overview of Wallangarra Water Supply Scheme

	Wallangarra Water Supply Scheme	
Population based on 2016 Census	470	
Connections based on September 2020 billing	280 The scheme also supplies approximately 18 kL/day – 39 kL/day bulk water to part of Jennings based on 2015 – 2020 billing information.	
	The Soak	**Beehive Dam**
Owner operator	SDRC	SDRC
Catchment	Border Rivers	Border Rivers
Licence entitlement	Not included in ROP	140 ML/year for urban use only (Water Licence 40670)

	The Soak	Beehive Dam
Raw water transfer capacity	2.2 ML/day	2.9 ML/day (based on 20-hour operation)
Water treatment location and capacity	Wallangarra WTP (2.2 ML/day)	Wallangarra WTP (2.2 ML/day)
Full supply volume (FSV)	22 ML	97 ML
Minimum Operating Volume	1 ML	1 ML

3.1.5 Bore Supply Schemes

In addition to the above water supply schemes, SDRC also operates three water supply schemes supplying the villages of Dalveen, Leyburn and Pratten. These water supply schemes utilise local groundwater supplies with water treatment occurring within their respective storage reservoirs before being distributed to the reticulated network.

The characteristics of bore water supply schemes are summarised in Table 3.5.

Table 3.5: Overview of Bore Supply Schemes

	Dalveen Water Supply Scheme	Leyburn Water Supply Scheme	Pratten Water Supply Scheme
Owner operator	SDRC	SDRC	SDRC
Servicing Location	Dalveen	Leyburn	Pratten
Population based on 2016 Census	335	476	205
Connections based on September 2020 billing	72	122	79
Number of bores	3 (Only 2 bores are typically in operation due to difficulty in accessing the third bore)	3 (Only 1 bore in operation since 2019 due to high turbidity in other bores)	2
Catchment	Condamine	Canal Creek Alluvium	Condamine River Alluvium
Licence entitlement	30 ML/year for urban use only (Water Licence 71921T)	30 ML/year for urban use only (Water Licence 64521T)	30 ML/year for urban use only (Water Licence 86280T)
Raw water transfer capacity	Bore 1: 1.5 L/s Bore 2: Not in operation Bore 3: 1.5 L/s	Bore 1: 165 L/min (in operation) Bore 2: 18 L/min (not in operation) Bore 3: 33 L/min (not in operation)	Combined flow 120 L/min
Water treatment location and capacity	In line chorine disinfection (0.3 ML/day)	In line chlorine and UV disinfection (0.8 ML/day)	In line chlorine disinfection (0.5 ML/day)

3.2 ALTERNATIVE WATER SUPPLIES

SDRC also operates the Warwick and Stanthorpe Sewage Treatment Plants (STP) which are capable of treating effluent to the Class A recycled water standard.

Class A effluent from the Warwick STP is used for irrigation of public access areas, including local sports and recreation clubs, school sports fields, and Council parks, gardens and cemeteries. It is also used for dust suppression and for road construction where appropriate. The Warwick STP typically produces 0.5 – 1.2 ML/day of Class A recycled water for the above recycled water uses, however, it has the ability to produce up to approximately 1.75 ML/day should there be an increase in recycled water demand.

The Stanthorpe STP has a Class A treated water capacity of 1 ML/day and is currently fully allocated for irrigation to local horticultural growers, local sports and recreation fields, the golf course, the public high school and the cemetery. Almost 100% of the Class A effluent produced from the Stanthorpe STP is reused for the above purposes.

SDRC has an objective to increase the capability, production and use of Class A recycled water to substitute for potable water use, both during and outside of drought events, to reduce potable water consumption where possible. Currently, the uptake of recycled water use is limited by the end use type, typically for outdoor irrigation and construction works, and cannot be relied upon as a contingent water supply source at this stage. SDRC is also investigating the feasibility and market need of further improving the quality of recycled water to beyond Class A to further broaden the end use type and increase the uptake of recycled water.

4 DEMAND FOR WATER

A critical element of this Drought Management Plan is an understanding of the historical, current and projected water demand patterns for each water supply scheme. This understanding enables identification of options to manage and restrict demands during drought periods and understanding of the implications of water restrictions for different water users.

4.1 HISTORICAL DEMAND

4.1.1 Reticulation Network Potable Water Demands

The historical potable water consumption patterns within SDRC based on the 2015 - 2020 billing information for each of the water supply scheme are provided in Table 4.1. The information provided in Table 4.1 are related to historical potable water consumption by residential and non-residential connections within SDRC only, and do not include bulk water consumptions from standpipes and bulk water supply to Tenterfield Shire Council. The gradual reduction in average daily consumption since 2018 can be attributed to the recent drought event which triggered a series of water restriction levels and associated demand management measures.

Figure 4.1 to Figure 4.7 demonstrate the historical potable supply trends for the SDRC water supply schemes. Of note is that the daily recorded flows depicted on these figures are recorded by the SDRC operating meters and include supply for both the downstream network demands as well as filling the network storages. On a daily basis these flows may not truly reflect actual network water demands (e.g. on one day the recorded “demand” might be higher due to filling of downstream storages, on the next day the recorded “demand” might be significantly lower as the network storages draw down to meet demands). However, the recorded flows should be a good representation of network demands on rolling 7-day and 28-day averages.

In addition to potable water supply, SDRC also provides raw water to a small number of customers connected to the Leslie Dam, Connolly Dam and Storm King Dam raw water pipelines. The raw water use is significantly lower than potable water use for the corresponding schemes (less than 25 kL/day). It is not expected that the raw water demand will further increase in the future as this is not the preferred practice of SDRC and new raw water connections are no longer available.

An analysis of the historical high-water consumers for each water supply scheme is provided in Appendix B.

Table 4.1: Historical Demands

Water Supply Scheme	Average Daily Demand 2015 (ML/day)	Average Daily Demand 2016 (ML/day)	Average Daily Demand 2017 (ML/day)	Average Daily Demand 2018 (ML/day)	Average Daily Demand 2019 (ML/day)	Average Daily Demand 2020 (ML/day)	Average Percentage Residential Demand by Volume[1]	Average Percentage Non-Residential Demand by Volume[1]
Warwick[2,3]	5.1	5.0	5.1	5.9	4.7	3.3	54%	46%
Allora[2]	0.19	0.16	0.18	0.18	0.14	0.12	74%	26%
Yangan[2]	0.09	0.09	0.08	0.09	0.08	0.06	31%	69%
Stanthorpe[4]	1.29	1.31	1.34	1.4	1.2	0.7	73%	27%
Killarney	0.22	0.21	0.23	0.21	0.21	0.18	79%	21%
Wallangarra[5,6]	0.53	0.43	0.12	0.11	0.1	0.06	69%	31%
Dalveen	0.02	0.02	0.02	0.02	0.02	0.01	88%	12%
Leyburn	0.04	0.04	0.05	0.06	0.04	0.02	80%	20%
Pratten	0.02	0.02	0.03	0.03	0.03	0.02	88%	12%

Notes:

1. *Average of recorded residential and non-residential demand proportions based on 2015 – 2020 billing information.*
2. *Supplied by the Warwick Water Supply Scheme.*
3. *Excluding Yangan, Allora, standpipe and truckwash demands.*
4. *Excluding standpipe demands.*
5. *Excluding bulk water supply to Tenterfield Shire Council.*
6. *Residential and non-residential demand proportions determined based on 2017 – 2020 average due to the closure of a high water-use commercial business.*

Figure 4.1: Historical Demand Trend – Warwick Water Supply Scheme

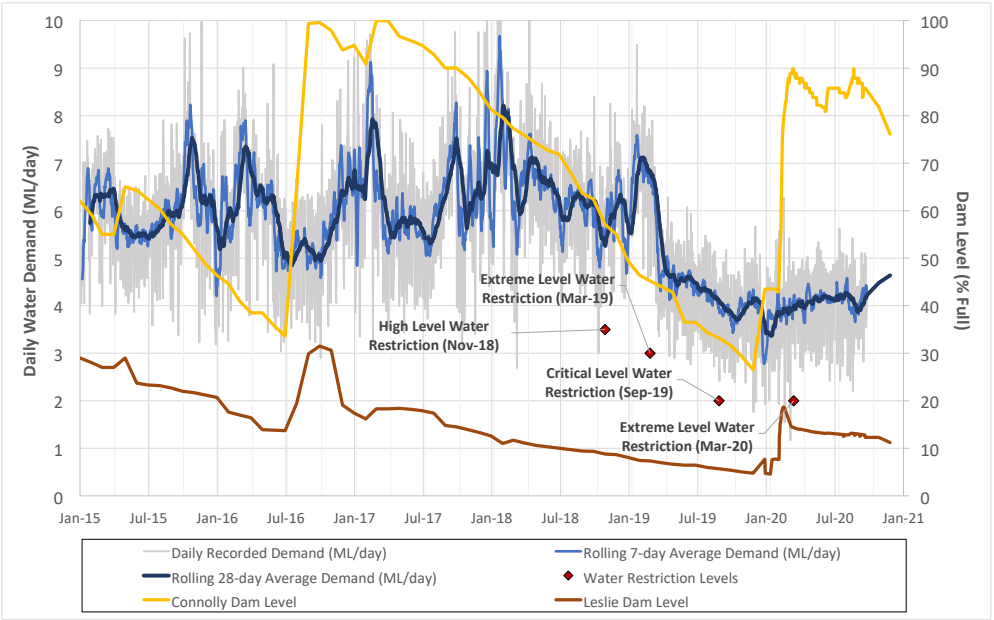


Figure 4.2: Historical Demand Trend – Stanthorpe Water Supply Scheme

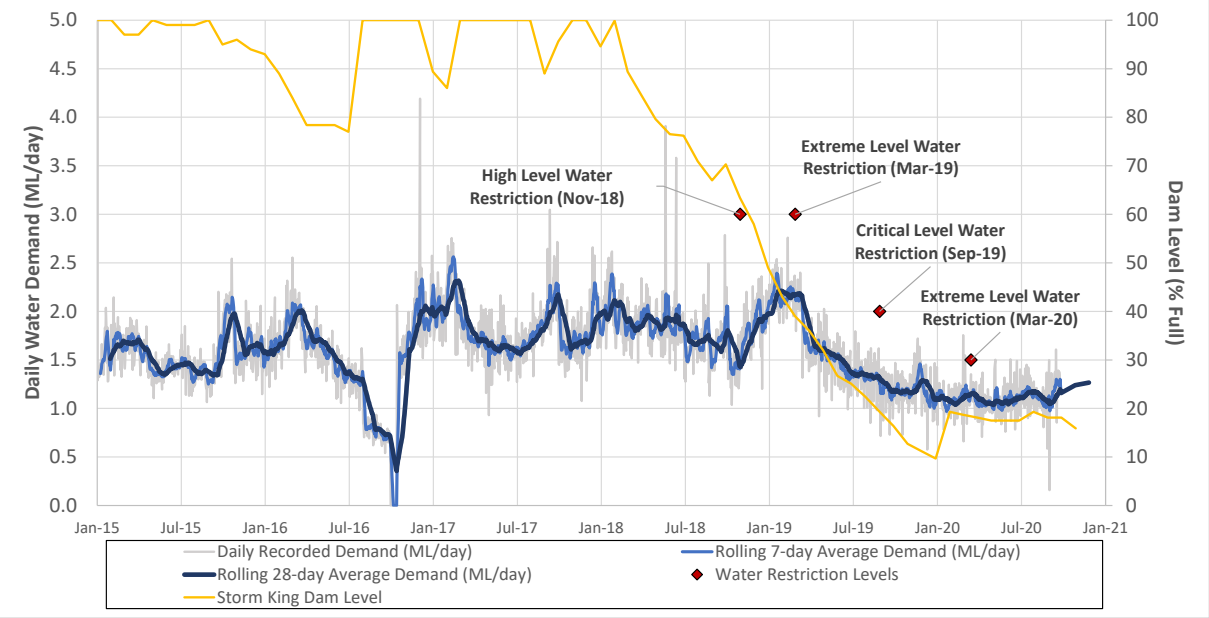


Figure 4.3: Historical Demand Trend – Killarney Water Supply Scheme

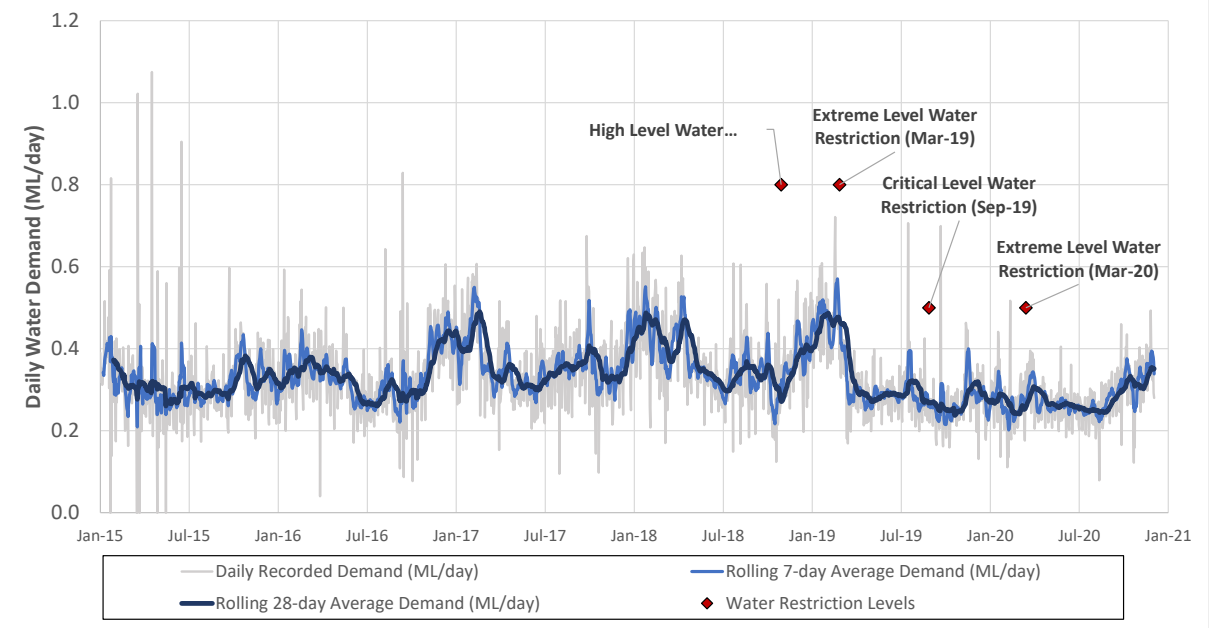


Figure 4.4: Historical Demand Trend – Wallangarra Water Supply Scheme

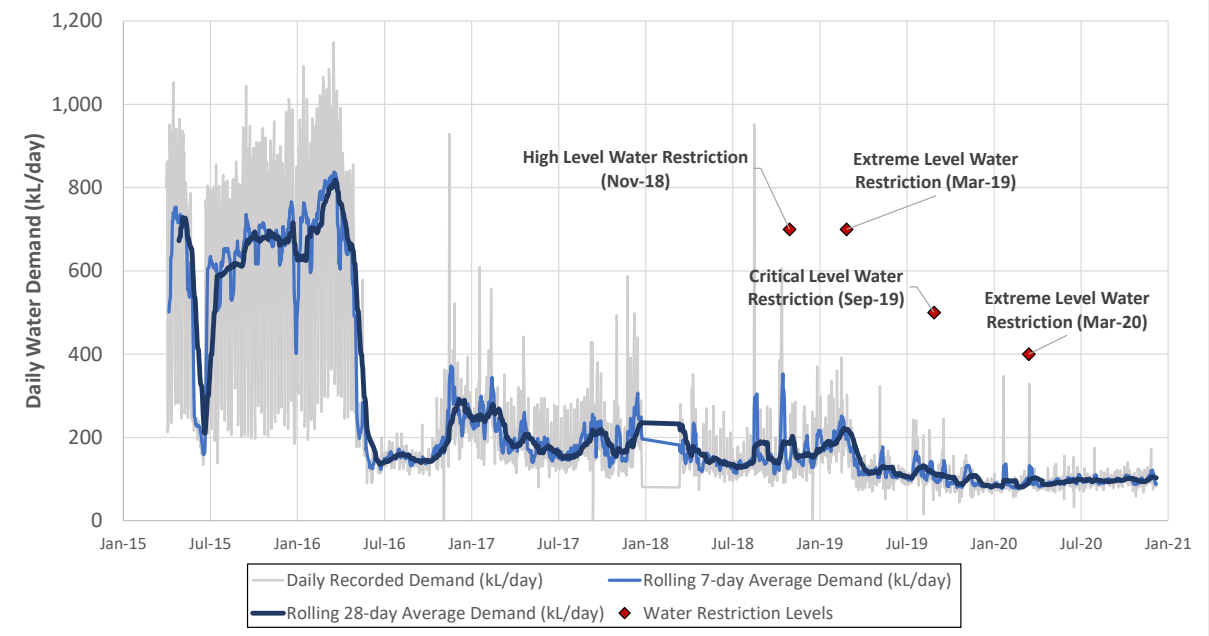


Figure 4.5: Historical Demand Trend – Dalveen Water Supply Scheme

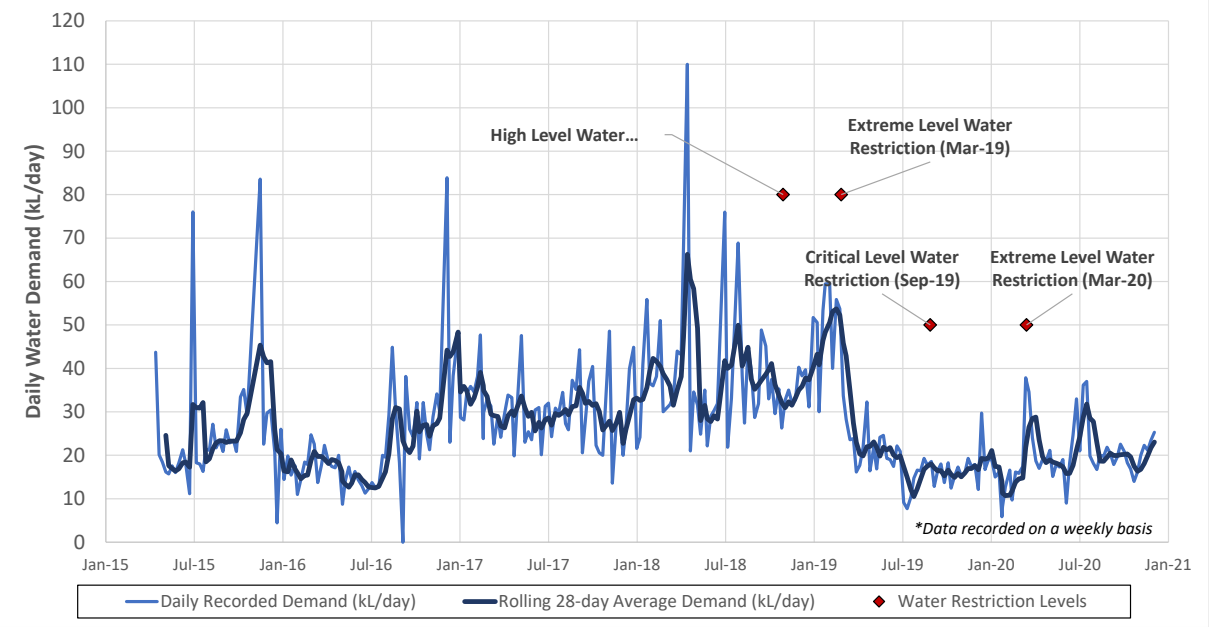


Figure 4.6: Historical Demand Trend – Leyburn Water Supply Scheme

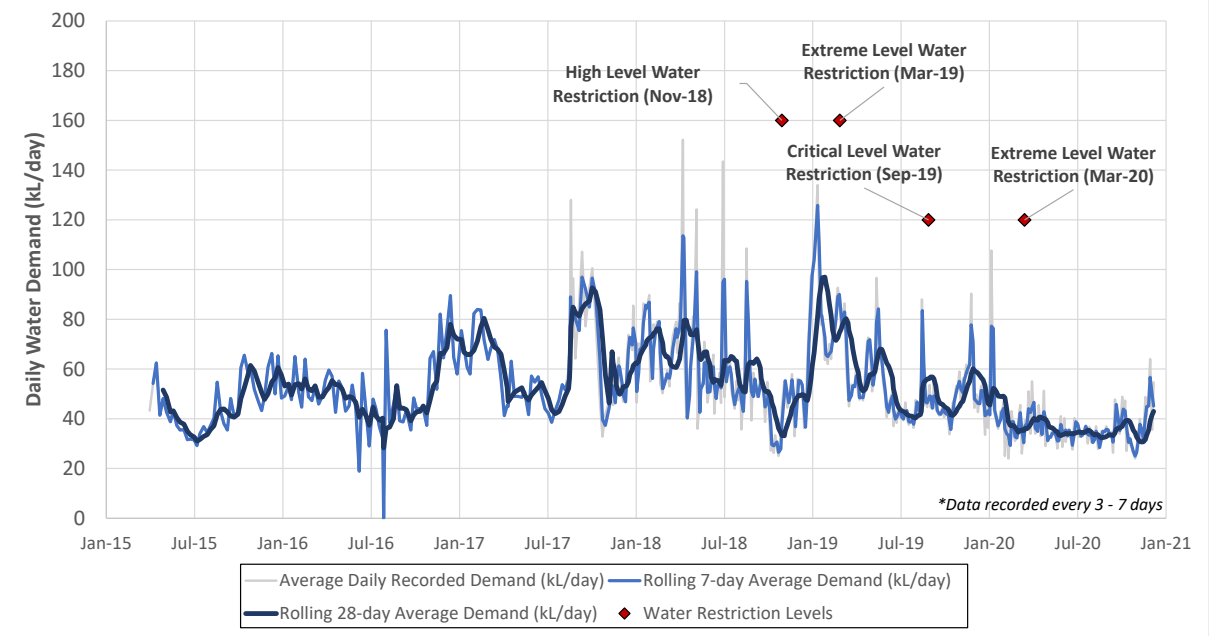
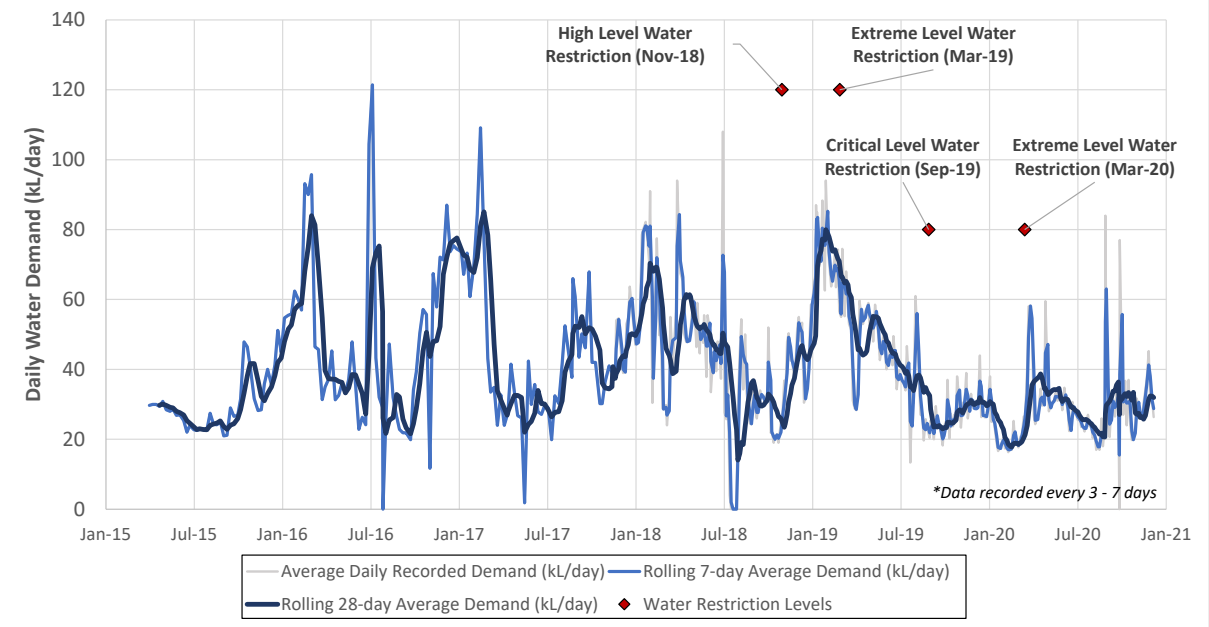


Figure 4.7: Historical Demand Trend – Pratten Water Supply Scheme

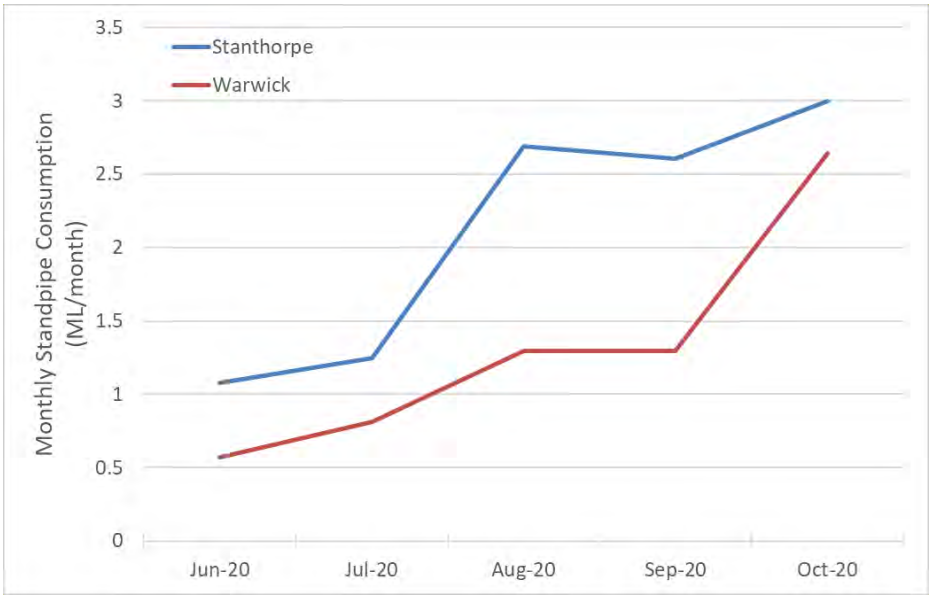


4.1.2 Standpipe Demands

In addition to the reticulation network potable water demand, increased reliance on potable water supply via standpipes has been observed as the drought progressed from 2017. This is largely related to rural residential and commercial properties that typically rely on rainwater tanks but require supplementation from the potable water service during drought. In order to monitor and manage standpipe consumptions during a drought event, SDRC has limited standpipe access to two locations only (Lofaro and Blue Topaz), as well as registering and monitoring standpipe consumption monthly on individual residential property commercial property and carting service basis.

The standpipe consumption data is relatively limited; however, as shown on Figure 4.8, the monthly standpipe consumption, in both Stanthorpe and Warwick, have increased by a factor of 3 to 5 between June 2020 and Oct 2020. The standpipe consumption in Stanthorpe equates to approximately 15% of the reticulated water supply from the Stanthorpe Water Supply Scheme, and the standpipe consumption in Warwick equates to approximately 2% of the reticulated water supply from the Warwick Water Supply Scheme in 2020. These volumes can make material differences to the scheme capacity thus highlighting the importance of considering additional potable water demand from these properties during drought periods.

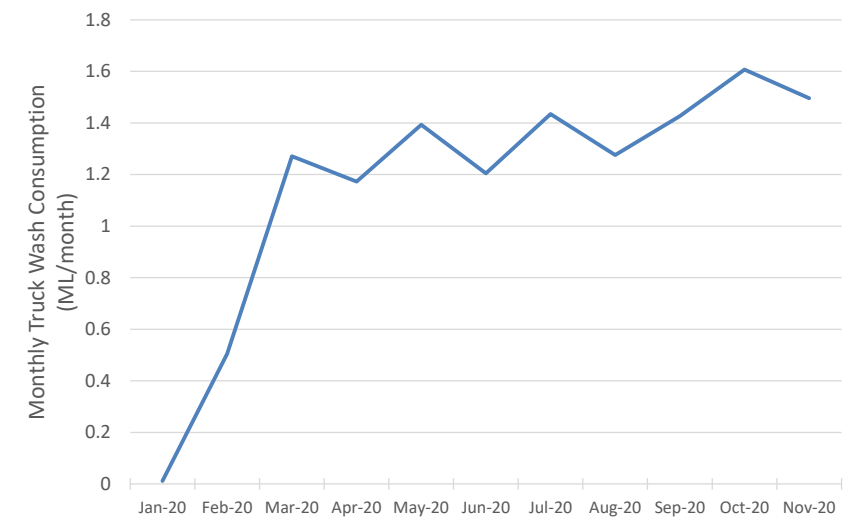
Figure 4.8: Monthly Standpipe Consumptions



4.1.3 Truck Wash Demands

In addition to supplying the reticulated customer connections in Warwick, Yangan and Allora, the Warwick Water Supply Scheme also provides potable water for truck washing. The use of potable water for truck washing was prohibited during extreme level water restrictions. As shown on Figure 4.9, an average truck wash demand of 1.4 ML/month has been recorded since March 2020 once truck washing activities were permitted. This equates to approximately 1% of the reticulated water supply from the Warwick Water Supply Scheme in 2020 and therefore represent a significant volume to be managed.

Figure 4.9: Monthly Truckwash Consumptions

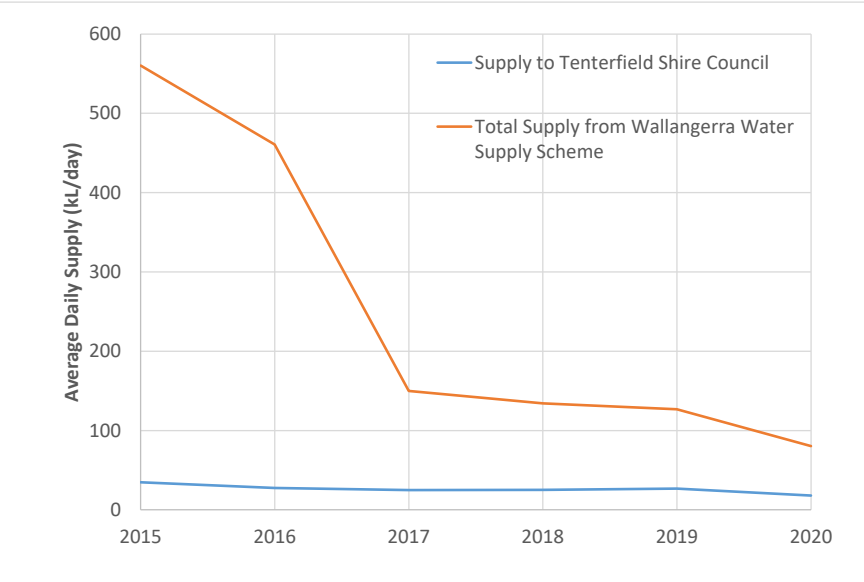


4.1.4 Bulk Water Supply to Tenterfield Shire Council

In addition to supplying the reticulated customer connections in Wallangarra, the Wallangarra Water Supply Scheme also provides bulk water supply to Tenterfield Shire Council when there is a high level of water security. Figure 4.10 compares the recorded supply to Tenterfield Shire Council and total supply from the Wallangarra Water Supply Scheme based on the 2015 – 2020 billing information.

As the current drought event progressed since 2018, SDRC has gradually reduced the bulk water supply to Tenterfield Shire Council along with implementing higher levels of water restrictions to the reticulated customer connections in Wallangarra. Bulk water supply to Tenterfield Shire Council currently equates to approximately 20% of the total supply from the Wallangarra Water Supply Scheme in 2020, noting the significant reduction in water consumption prior to 2017 is due to the closure of a high-water use business within the area.

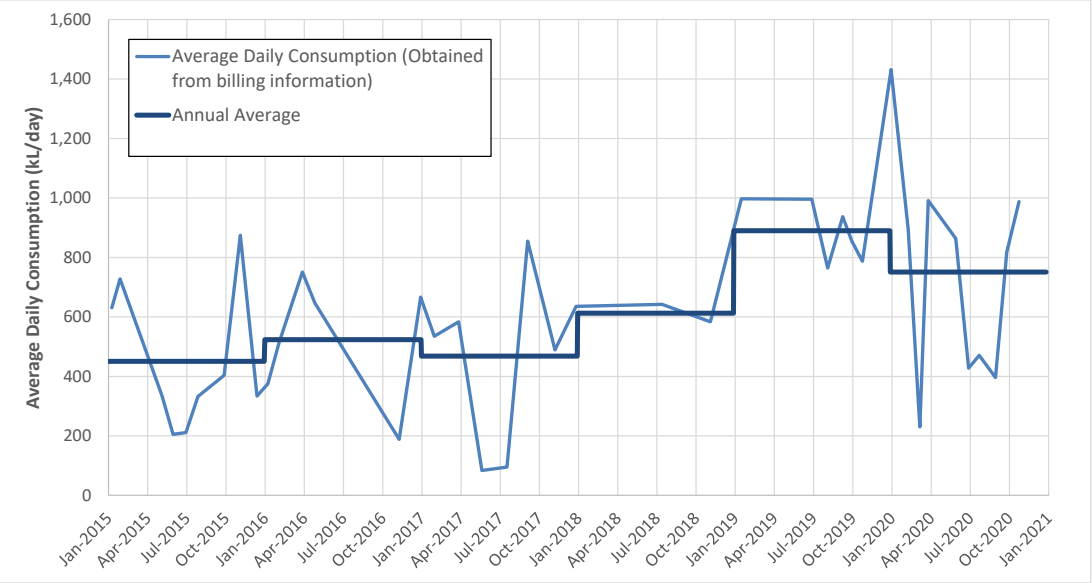
Figure 4.10: Recorded Supply to Tenterfield Shire Council



4.1.5 Recycled Water Demands

As demonstrated on Figure 4.11, the demand for recycled water within Warwick continues to increase over the years, especially since the commencement of the current drought in 2017. The reduction in average daily consumption of recycled water in 2020 could be attributed to more efficient water use practices being taken up by Council and business as the drought progresses.

Figure 4.11: Historical Recycled Water Demand in Warwick



4.2 FUTURE WATER DEMAND

The current and projected water demands for each water supply scheme are presented in Table 4.2. The existing water demands and customer connections are based on the information recorded in 2018, which represents the highest recorded annual demand prior to the implementation of water restrictions since 2018. Population growth and associated connections and water demand growth is based on an assumed growth of 0.5% per annum according to the Queensland Government Statistician's Office medium projection and similar demographic and water consumption characteristics.

Table 4.2: Historical and Projected Reticulated Network Water Demands

Water Supply Scheme	Current (2020)			Future (2025)		
	Approx. population served	Connections	Demand (ML/day)[1]	Approx. population served	Connections	Demand (ML/day)
Warwick[2]	17,080	8,140	6.4	17,511	8,346	6.5
Stanthorpe[3]	5,240	2,762	1.8	5,373	2,832	1.9
Killarney	913	498	0.37	936	511	0.38
Wallangarra	496	277	0.15[4]	509	284	0.16
Dalveen	136	72	0.04	140	74	0.04
Leyburn	225	122	0.06	231	125	0.06
Pratten	148	79	0.04	152	81	0.04

Notes:

1. *Based on 2018 average supply (highest recent consumption prior to the implementation of water restrictions).*
2. *Including supply to Warwick, Yangan, Allora and truckwash but excluding standpipe demands.*
3. *Excluding standpipe demands.*
4. *Including supply to Tenterfield Shire Council.*

4.3 ADDITIONAL DEMANDS DURING DROUGHT PERIODS

As demonstrated on Figure 4.8, bulk water consumption through standpipes could increase significantly as a drought event worsens. Rural properties may seek water from the water supply schemes during drought periods when the local rainwater tanks are not able to be refilled by rainwater. For this Drought Management Plan, it is conservatively estimated that one-third of the properties within each water supply scheme area are currently supplied by on-site rainwater tanks only and are not connected to the reticulated network. Table 4.3 provides an estimation of the additional water demands that may be experienced by each of the SDRC's water supply scheme during a drought.

Table 4.3: Estimation of Additional Demands During Drought Periods

Water Supply Scheme	Approximate Additional Residential Connections[1]	Potential additional demand during drought (kL/day)[2]
Warwick	2,713	647
Stanthorpe	920	203
Killarney	166	37
Wallangarra	92	18
Dalveen	24	5
Leyburn	41	9
Pratten	26	5

Notes:

1. *Based on September 2020 billing information.*
2. *Based on 100 Litres/person/day.*

5 DROUGHT RESPONSE PLANNING

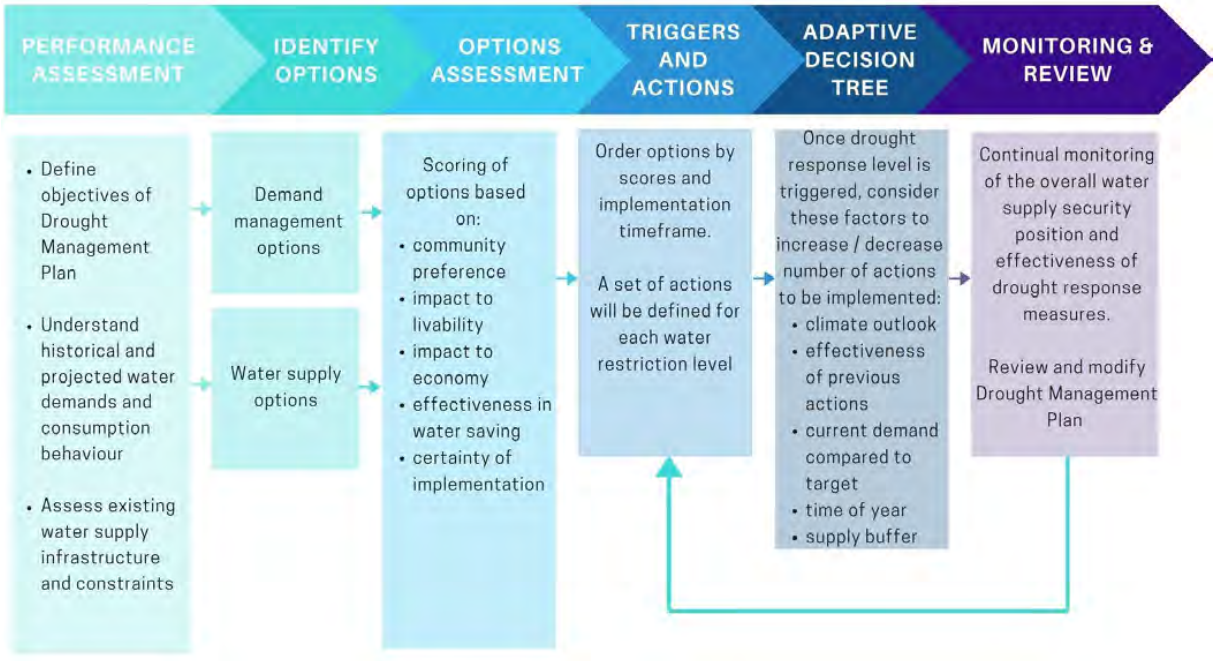
5.1 PLANNING FRAMEWORK

A drought planning process involves two fundamentally different steps that complement each other; a long-term Water Supply Security Plan (WSSP) and a Drought Management Plan. Planning for a drought takes its starting point from planning outside of drought, during 'normal' or usual times from the long-term WSSP. The WSSP defines the water security level of service objectives, including the desired water use during normal/usual times, and the acceptable maximum frequency and duration of water restrictions. Drought planning then transposes this baseline to the drought conditions and a Drought Management Plan is produced.

In this instance the Drought Management Plan has been developed as a standalone document without the guidance of a long-term WSSP. This essentially means that the water restriction triggers cannot be defined based on the level of service objectives and are instead developed based on historical drought and past experiences. Nonetheless, this Drought Management Plan clearly defines a list of actions to be implemented once each water restriction trigger is reached. The associated monitoring, communication and resourcing requirements represents an important, and stepped, improvement in drought response management for SDRC.

The drought response planning framework adopted to develop this Drought Management Plan is illustrated on Figure 5.1.

Figure 5.1: Drought Response Planning Framework



5.2 COMMUNITY CONSULTATION

5.2.1 Previous Community Engagement

A drought response action is considered preferable if it reflects the community preference current at the time. SDRC has previously completed a community consultation in October 2020 to seek feedback from the community on how water restrictions influence water use, liveability and business operations during times of drought. The community consultation involved a number of engagement mechanisms such as online survey and phone calls, and has received the following responses:

- Online survey: 342
- Phone chats: 5
- Written responses: 8
- Business responses: 5
- Community groups: 1

The key community preferences captured in the previous community consultation include:

- General preference:
  - The community prefers SDRC to apply all levels of water restrictions. There is the opportunity to ramp up water restriction activities as the level increases in severity, starting with awareness and education ultimately transitioning to enforcement, including fines.
  - There is a desire for water restrictions to be applied to individual water supply schemes. Triggers for each scheme will be identified so residents are clear on when water restrictions will apply to their area.
  - There is a desire for water restrictions to be applied to all people within the region, be they residents or visitors.
- Business preference:
  - Business should demonstrate water saving initiatives and action plans.
  - High water-use businesses should be regularly monitored.
  - Business should aim for a percentage reduction in water use where possible.
  - Business should use alternative water sources where possible (e.g., rainwater tank, recycled water).
- Residential preference:
  - Preference for Council to provide guidance on how water can be used at each restriction level.
  - Priority for residential indoor water use: indoor cleaning (toilet flushing after each use, cleaning inside the house, doing laundry as required, using the dish washer), pet and plant health, longer showers, washing external living areas attached to the house.
  - Priority for residential outdoor water use: watering garden, car washing, watering lawn, washing windows, water for large pets (e.g pony, pet sheep), washing outdoor living area not attached to the house, water play for children, hosing pathways and driveways, topping up swimming pools.
  - Strong preference to keep some parts of garden green and alive during extended periods of low rainfall (> 3 months) for mental health benefits and as exercise; however, residents are willing to use alternative (non-drinking) water sources.
  - Participants have identified top 3 impacts of water restrictions being: personal hygiene, ability to do laundry, access to drinking water.

5.2.2 Updated Community Engagement

Seasonal conditions and heavy rainfall in early 2022 filled surface water storages and alleviated the region's immediate water security risks. This resulted in SDRC having a different water supply security risk position since the previous round of community engagement. An additional round of consultation was undertaken to provide an understanding on community preferences post-drought, with questions aligning with the previous DMP to ensure data consistency for interpretation.

The updated consultation was completed in July 2022, with in-person engagement to encourage informed input and extension to online survey responses. Timing of the consultation allowed the community to reflect on their experience and appreciate the significance of drought response planning.

Key findings from the updated community consultation round are summarised below.

- A 20% conversion rate from community engagement to survey responses is observed in this consultation round. A total of 115 online survey responses were received, with the majority of respondents being from Warwick and Stanthorpe. Around 60% of respondents rely primarily on town water supply for household use.
- Awareness of household water usage is primarily motivated by social, environmental and financial factors. The community has shown ambitions to enhance water efficiency and reduce water consumption per capita within the region. There exist opportunities for council to develop water efficiency plans.
- There is general alignment in community preferences on water restriction implementation between the updated and the previous round of consultation. The general community consensus is that all levels of water restrictions should be enforced and implemented on an individual water supply scheme basis.
- The water restriction targets at all levels are generally agreed and endorsed by the majority of respondents.
- Residential and business preferences have remained the same as the previous round of consultation. In addition, community priority for water use is comparable during drought event and post-drought. Household indoor and outdoor water use priorities have remained unchanged in this consultation.
- The community requests 1 - 2 weeks notice when moving between water restriction levels.
- There are suggestions for Council to explore new water supply sources, including surface water dams and purified recycled water, to improve the region's water security. The community has shown willingness to utilise alternative water sources for business and residential outdoor use, where possible.
- Council is encouraged to engage community and share water restriction information and water saving opportunities through various media to reach out to different audience groups (social media, websites, radio and flyers).

Feedback from the recent round of community consultation has been considered to update and inform endorsement of the DMP and the implementation pathway.

5.3 OPTIONS ASSESSMENT CRITERIA

The drought response actions detailed in this Drought Management Plan aim to balance cost, water security and community outcomes, and recognises the lessons learnt from the recent drought event, including:

- The need to have a detailed action plan in place.
- The importance of acting quickly in accordance with the plan.
- The importance of monitoring and communicating water security positions frequently.
- The importance of being adaptable as the drought progresses and engaging with communities and businesses.

To support transparent and consistent decision making, an options assessment framework has been adopted to assess and prioritise a set of response actions that can be readily implemented once each water restriction level is triggered. The options assessment framework follows the following process.

1. Identify all drought response options.
2. Define options attributes, including:
    a) Water user: residential, non-residential or SDRC.
    b) Option type: Supply, demand or operational improvement.
    c) Time to implement option.
3. Score each option based on each assessment criterion and sum the total score.
4. Order options by score (the higher the total score, the more advantageous the option), considering deliverability (e.g. an option may need to be shifted to an earlier trigger due to time to implement).
5. Prioritise and group actions to be implemented once each water restriction trigger is reached.

A description of each assessment criterion is provided below, with the score sheet illustrated on Figure 5.3.

5.3.1 Liveability

Each drought response action is assessed against its impact to liveability in terms of:

- Impact to community access to lakes and waterways.
- Impact to community access to green space, including streetscape and sportsgrounds.
- Number of residents affected.
  Frequency that the action will affect residents.

5.3.2 Economy

Each drought response action is assessed against its impact to the economy in terms of:

- Impact to the operational activities and business functions of existing businesses and industries.
- Impact to tourism attraction.
- Impact to the growth opportunity of business and tourism.

5.3.3 Effectiveness

The effectiveness score is used as an indication of the value versus implementation costs of the drought response action in either achieving water saving (for demand management actions) or supply yield additions (for contingency or emergency water supply actions). The impact to Council revenue should also be considered as part of the cost of the drought response action.

Figure 5.2 illustrates the adopted effectiveness scoring matrix. The higher score, the more advantageous the action.

Figure 5.2: Effectiveness Scoring

Cost				
	H	1	2	3
	M	2	3	4
	L	3	4	5
		L	M	H
		Volume Saved/Added		

5.3.4 Certainty of Implementation

Each drought response action is assessed against its certainty of implementation in terms of:

- The availability of data, anecdotal evidence, experience and industry knowledge in implementing the drought response action.
- The certainty and accuracy of the cost, delivery timeframe and effectiveness of the drought response action.

Figure 5.3: Options Assessment Score Sheet

Criteria	Score				
	1	2	3	4	5
Community preference	Action does not align with community preference.	Action somewhat aligns with community preference.	Community is indifferent to the drought response action.	Action largely aligns with community preference.	Action strongly aligns with community preference.
Liveability	• Severe / Total restriction on access to lakes and waterways. • Severe / Total restrictions on community access to green space. • Affects >75% of residents. • Action affects residents daily.	• Significant restriction on access to lakes and waterways. • Significant restrictions on community access to green space. • Affects 50-75% of residents. • Action affects residents more than once a week.	• Moderate restriction on access to lakes and waterways. • Moderate restrictions on community access to green space. • Affects 30-50% of residents. • Action affects residents weekly.	• Minor restriction on access to lakes and waterways. • Minor restrictions on community access to green space. • Affects 15-30% of residents. • Action affects residents 2 - 3 times a month.	• Minimal restrictions on access to lakes and waterways. • Minimal restrictions of community access to green space. • Affects <15% residents. • Action irregularly affects lives of residents.
Economy	• Severe impact on business, industrial, commercial ability to operate or opportunity for growth. • Severe reduction in tourism and tourist events.	• Significant impact on business, industrial, commercial ability to operate or opportunity for growth. • Significant reduction in tourism and tourist events.	• Moderate impact on business, industrial, commercial ability to operate or opportunity for growth. • Moderate reduction in tourism and tourist events.	• Minor impact on business, industrial, commercial ability to operate or opportunity for growth. • Minor reduction in tourism and tourist events.	• Minimal impact on business, industrial, commercial ability to operate or opportunity for growth. • Minimal reduction in tourism and tourist events.
Effectiveness	• High cost, low demand reduced / supply added.	• High cost, medium demand reduced / supply added. • Medium cost, low demand reduced / supply added.	• High cost, high demand reduced / supply added. • Medium cost, medium demand reduced / supply added. • Low cost, low demand reduced / supply added.	• Medium cost, high demand reduced / supply added. • Low cost, medium demand reduced / supply added.	• Low cost, high demand reduced / supply added.
Certainty of Implementation	• No data available. • No anecdotal evidence. • No previous examples of implementation within industry.	• Minimal data available. • Some anecdotal evidence available, inconclusive implementation in industry. • No implementation history within SDRC.	• Some data available within industry. • No examples of implementation within SDRC, but small scale of implementation in industry.	• Some data available within SDRC. • Small scale implementation at SDRC. • Track record of implementation in industry.	• Extensive data available. • Track record of implementation at SDRC.

5.4 DEMAND MANAGEMENT OPTIONS

An effective Drought Management Plan relies heavily on community participation and collaboration with other government bodies and industries. The demand management options considered in this Drought Management Plan span from non-structural options such as leakage management and outdoor water use restrictions, to small-scale infrastructure options such as the use of water efficient devices. This includes the implementation of a number of water efficiency measures as outlined in the Southern Downs Environmental Sustainability Strategy (refer Appendix C).

Demand management is the proactive and adaptable management of end-use water consumption. With the support of the community, demand management can provide customers with a greater understanding of their water use and the ability to make informed choices about how they use water.

The drought management options considered in this Drought Management Plan include:

- A Water Restrictions Schedule detailing an array of water restrictions for residential, non-residential and Council water use that are set in stages that become more severe as a drought event progresses. A stepped approach has been developed for the management of demand in response to drought. It was developed by analysing the comparative economic impact of drought management options (i.e. costs and benefits to the community). This approach allows the community to participate in the drought response journey. An understanding of the changes in drought severity at each step, and the actions required, will allow the community to be integral to the success of the measures and lessen the long-term impact of drought.
- A pressure and leakage management program including leak detection, proactive maintenance, improved water metering, and targeted pressure management.
- Modifying Council water use practices that require substantial water use, including sourcing alternative water supply and identifying water efficiency practices for public parks and garden irrigation, public swimming pool top up and cleaning, and other construction and maintenance activities.
- Modifying water supply scheme maintenance activities that require water use, while maintaining public health and safety, including reduced frequency of reservoir cleaning, mains flushing, and pressure and flow testing of hydrants.
- Having systems in place to detect, monitor and minimise water theft, such as improved metering and pressure testing.
- Exploring the opportunity for rebate programs, or ‘device swapping’ initiatives, to assist and support the uptake of water efficient devices giving due consideration to the impact on Council’s budget. Schemes such as rainwater tank rebates, efficient sprinklers and water-saving showerheads are some common examples.
- Providing waterwise information, including initiating partnerships with schools and community organisations to generate awareness and promote waterwise behaviours.

5.5 PRE-DROUGHT PLANNING

As mentioned in the planning framework, this Drought Management Plan focuses on the response actions to be undertaken during a drought. However, planning for a drought takes its starting point from planning outside of drought, during normal or usual times. This section provides some recommendations of the key initiatives and strategies that should be undertaken prior to any drought period, including:

- Implementation of waterwise measures and programs to encourage long-term efficient use of water, both in and outside of drought (refer Section 5.5.1).
- Investigation of long-term supply strategies, including the determination of the water security level of service objectives and the adoption of appropriate system operating rules to ensure the water supply schemes can supply future demands (refer Section 5.5.2).
- Regular monitoring of water security positions, consumption volumes and patterns and climate data for early identification of emerging water supply risks and comparison of data during drought periods (refer Section 5.5.3).
- Implementation of water leakage and pressure management program to better manage and monitor water consumption and to optimise the operation of the reticulation network.
- A funding strategy to assist in management of the costs associated with drought periods.

5.5.1 Permanent Waterwise Initiatives

As part of the recent drought event SDRC has develop a Waterwise program to provide guidance for residents and businesses on day-to-day water savings practices. This includes the implementation of a number of water efficiency measures as outlined in the Southern Downs Environmental Sustainability Strategy (refer Appendix C).

Building on the community awareness and waterwise practices that residents and businesses within SDRC have already adopted during the recent drought event, the following waterwise initiatives are recommended to be adopted permanently to develop a culture of water efficiency:

- Undertake Community awareness and education campaign to promote permanent waterwise measures (refer Efficient irrigation for water conservation: guideline for water efficient urban gardens and landscapes produced by the *Department of Natural Resources, Mines and Energy*).
- Review Council's budget annually to implement rebate programs (or 'device swap' initiatives) to support the uptake of water efficient devices (e.g. rainwater tanks, efficient sprinklers and water-saving showerheads).
- Ensure business users using more than 10 ML/year are operating in accordance with their approved Water Efficiency Management Plan (WEMP).
- Encourage every business, big or small to complete and implement a Water Saving Action Plan to review their water use and identify water saving opportunities.
- Assist businesses in completing water audits as part of their Water Efficiency Management Plan (WEMP) submissions.
- Prepare water efficiency guidelines for specific industries within SDRC that operate using potable water supply (e.g. car wash centres).
- Review Council's operational and maintenance practices annually for park irrigation, public pools, constructions and any other activities that requires the use of potable water to identify alternative water supply sources and to further improve its water use practices.
- Inspect and fix visible leaks on a regular basis (suggested bi-annually).

5.5.2 Long-term Supply Strategies

As mentioned in the planning framework (Section 5.1), this Drought Management Plan has been developed as a standalone document without the guidance of a long-term Water Supply Security Plan. This essentially means that the water restriction triggers cannot be defined based on the level of service objectives and are instead developed based on historical drought and past experiences. It is recommended that a long-term water security strategy is developed to:

- Determine the long-term water supply strategy of the SDRC water supply schemes, including the potential to integrate these schemes to a grid system to increase water supply reliability.

- Determine the water security level of service objectives, including the customer service standard in relation to the desired water use during normal / usual times, maximum frequency, severity and duration of restrictions, and minimum essential supply volumes.
- Optimise the operating rules such that system storages are not drawn down excessively during non-drought periods as a result of inefficient operation of the water supply scheme. As an example, there is an opportunity to optimise the operating rules between Leslie Dam and Connolly Dam during normal, non-drought period to ensure there is sufficient storage within Connolly Dam to act as emergency water supply for other supply schemes, whilst not compromising the water supply continuity for the Warwick Water Supply Scheme.
- Assess the effectiveness of contingency supplies and future augmentation options in an integrated modelling environment that includes probability outcomes and cost assessments.

5.5.3 Ongoing System Monitoring

Regular monitoring of water supply sources, extractions, production, consumption and climate is critical to understanding how well a water supply scheme is operating and identifying emerging and future water supply challenges. Regular data collection becomes even more critical during drought periods as supply sources are stressed and the water supply situation can deteriorate quickly due to the drought condition.

The recommended minimum data collection requirements at the key monitoring sites during normal, non-drought operation are tabulated in Table 5.1.

Table 5.1: Recommended Ongoing System Monitoring

Parameter	Data Type	Frequency of Monitoring
Surface water dams	Water levels Spills and releases	Continuous
The Soak	Spring flow	Daily
Spring Creek Weir	Streamflows	Daily (via Queensland Government Water Monitoring Information Portal Station 422341A)
Groundwater bores	Groundwater levels	Fortnightly
Raw water intakes	Extraction rates	Daily
WTPs	Production rates	Daily
Consumption	Metered consumption (raw, bulk and reticulated)	6-monthly based on current billing cycle. It is recommended that SDRC considers increasing frequency to 3-monthly readings to improve understanding of seasonal consumption behaviour.
Climate	Rainfall Evaporation Temperature	Daily (via the Bureau of Meteorology; BOM)

6 DROUGHT RESPONSE ACTION PLAN

6.1 OVERVIEW

This section details the water restriction triggers and drought response actions developed for each SDRC water supply scheme. Each water supply scheme has a set of water restriction triggers developed based on the scheme's individual water security position. As such, different schemes may be at different water security position at any given time and may therefore be at a different level of water restrictions.

All water supply schemes share the same demand management actions, including:

- The application of water restrictions schedule and associated investigation, enforcement and issuing of fines.
- Implementing communications plan, including community awareness and education campaign and liaison with non-residential water users.
- Monitoring of water security position and potable water demands.
- Implementing systems improvement programs, including leak detection and repair.

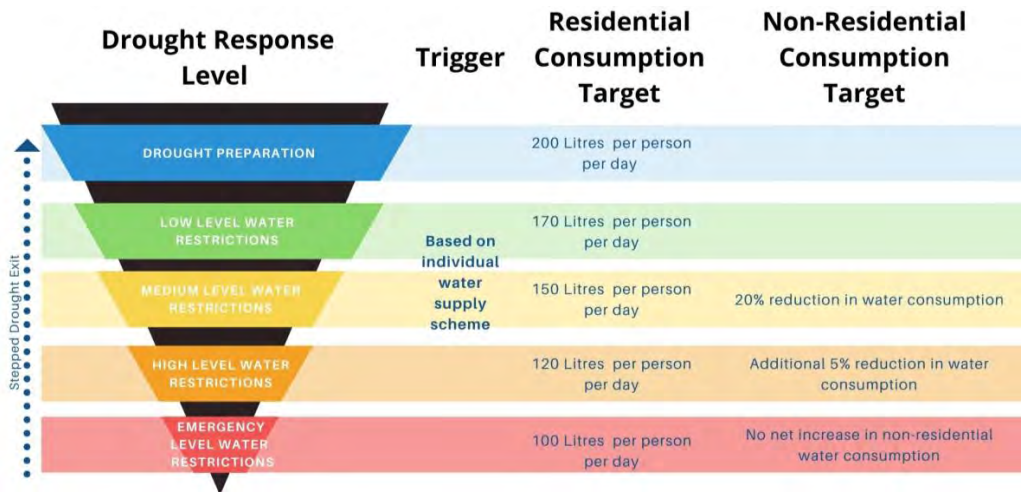
Specific drought response actions have also been prepared for each individual water supply scheme, outlining actions related to the investigation and implementation of contingency and emergency water supplies; noting that SDRC have elected to adopt a scheme specific approach to the implementation of water restrictions (i.e., each scheme to enter water restrictions as required).

6.2 DROUGHT RESPONSE TRIGGERS

Three categories of drought response triggers have been developed, including drought preparation, during the drought and drought exit. A visual representation of the drought response triggers considered in this Demand Management Plan is shown on Figure 6.1.

As noted in 5.1, the adopted drought response approach is adaptive to allow actions and triggers to adjust to demand, climate, severity of drought and other external factors such as a pandemic requiring additional water use for sanitation and hygiene. This flexibility is critical to a resilient region. However, triggers should not be significantly delayed, or the benefit of the drought response actions will be diminished. In a severe drought, delays could result in a serious risk to water security. In fact, some actions may be brought forward if the drought is more severe than anticipated, or the current set of drought response actions are not able to achieve the targeted water reduction.

Figure 6.1: Drought Response Triggers



6.2.1 Drought Preparation

The drought preparation trigger has been defined such that early interventions could be implemented in preparation of a potential drought event. The actions recommended to be undertaken during this period is more focussed on general awareness rather than trying to achieve significant reduction in water usage. The general actions to be undertaken once the drought preparation level is triggered include:

- Community awareness campaign and drought messaging.
- Introducing value-for-money demand management strategies.
- Identifying and mobilising resources to respond to a drought event.
- Confirming currency of the Drought Management Plan (this Plan).
- Confirming preferred contingency and emergency supplies.

6.2.2 During the Drought

Four levels of water restriction have been developed to respond to a drought event as water security continues to decrease. Each water restriction level represents a targeted level of water usage reduction and actions associated with each level become more severe as water security continues to decrease. The general actions to be undertaken during the drought include:

- Implementing the different levels of water restrictions for residential, commercial, industrial use and Council activities.
- Introducing other demand management strategies.
- Preparing for and gaining access to contingency and emergency water supplies.
- Extending communications and community engagement.

A general description of the water restriction levels is provided below.

Low Level Water Restriction

This level targets a residential demand reduction to 170 Litres/person/day (from a historical average of 200 Litres/person/day) through limiting hours that outdoor water use activities can occur. It is expected that the water conservation measures imposed for this level of water restriction will have relatively minor impact to the liveability of the SDRC residents and businesses.

Community groups that operate an active playing surface (e.g. a sports-ground for a sport game) will be required to register their activities and operate in accordance to the Active Playing Surface Guidelines. The guidelines aim to assist community groups in determining their water needs and provide guidance on town water use.

Council will also be operating and maintaining public pars and gardens, public pools and other construction activities in accordance with the water saving practices and prioritise the use of alternative water supply sources where practicable. This includes the implementation of a number of water efficiency measures as outlined in the Southern Downs Environmental Sustainability Strategy (refer Appendix C).

Medium Level Water Restriction

This level targets a residential demand reduction to 150 Litres/person/day and for businesses to achieve 20% reduction in water consumption. The actions generally involve more restriction outdoor potable water use and for businesses to implement water efficiency practices and source alternative water supplies. The aim is to reduce water usage to well below typical levels while still allowing some outdoor water use to maintain the liveability, well-being and economic prosperity of the SDRC residences and businesses.

Large, one-off events (e.g. Rodeo) that are expected to result in more than 10% increase in water consumption to the water supply scheme are required to submit a Water Conservation Plan to SDRC outlining their potable water consumption needs as well as demonstrating efforts in reducing potable water consumption.

Similar to low level water restriction, Council will also be operating and maintaining public pars and gardens, public pools and other construction activities in accordance with the water saving practices and prioritise the use of alternative water supply sources where practicable.

High Level Water Restriction

This level targets a residential demand reduction to 120 Litres/person/day and for businesses to achieve an additional 5% reduction in water consumption. The actions generally involve significant restriction of outdoor potable water use and for businesses to source alternative water supplies for non-essential services. Other key actions including activating contingency water supply options and the investigation, design and construction of emergency supply options.

Community groups are required to source alternative water supplies in order to continue to operate an active playing surface.

All Council operational and maintenance activities will only occur as required by health and safety regulations and all park irrigation and construction activities could only occur if alternative water supply sources are used.

Emergency Level Water Restriction

This level of restriction involves significant drought response actions to achieve a residential water use target of 100 Litres/person/day. 100 Litres/person/day represents the essential minimum supply volume (EMSV) which is defined as the minimum volume essential for drinking and basic hygiene. An all-out campaign to reduce usage to absolute minimum levels by eliminating all non-essential usage would be in place, and it is expected that these actions would have a major impact on nearly all residences and businesses.

6.2.3 Drought Exit

Triggers for drought exit are considered for relaxation of demand management measures and for returning to usual water supplies. A trigger to initiate consideration of drought exit is suggested for each water supply scheme; however, SDRC will exit drought adaptively based on the drought situation at the time. Drought exit will be a stepped approach with easing of a limited number of demand management measures at a time to avoid rapid increase in water use and therefore the potential of re-entering water restrictions.

The following guiding principles should be applied when determining drought exit triggers and easing of restrictions:

- The drought exit trigger should be at least 10% higher than the preceding drought response level, and the easing of restrictions should not be implemented if they will likely result in re-imposing tighter restrictions in less than 4 weeks.
- First trigger to ease restrictions should generally be set at a higher water security level, after which the easing of restrictions could occur more regularly to allow review of changes to water consumption.
- At the time of each potential stepped drought exit, consideration needs to be given to the climatic conditions, demands, supply buffer, probability of again reaching the drought response entry trigger and drought response action lead times (reverse of the Adaptive Decision Tree; refer Section 6.3).
- Easing of demand management actions should be targeted and should generally reflect an inverse of the priority of actions.
- The decision to cease using contingency and emergency supplies will need to consider contractual impact.
- Easing of demand management actions should be clearly communicated to the SDRC communities at each stepped drought exit event.

6.3 ADAPTIVE DECISION TREE

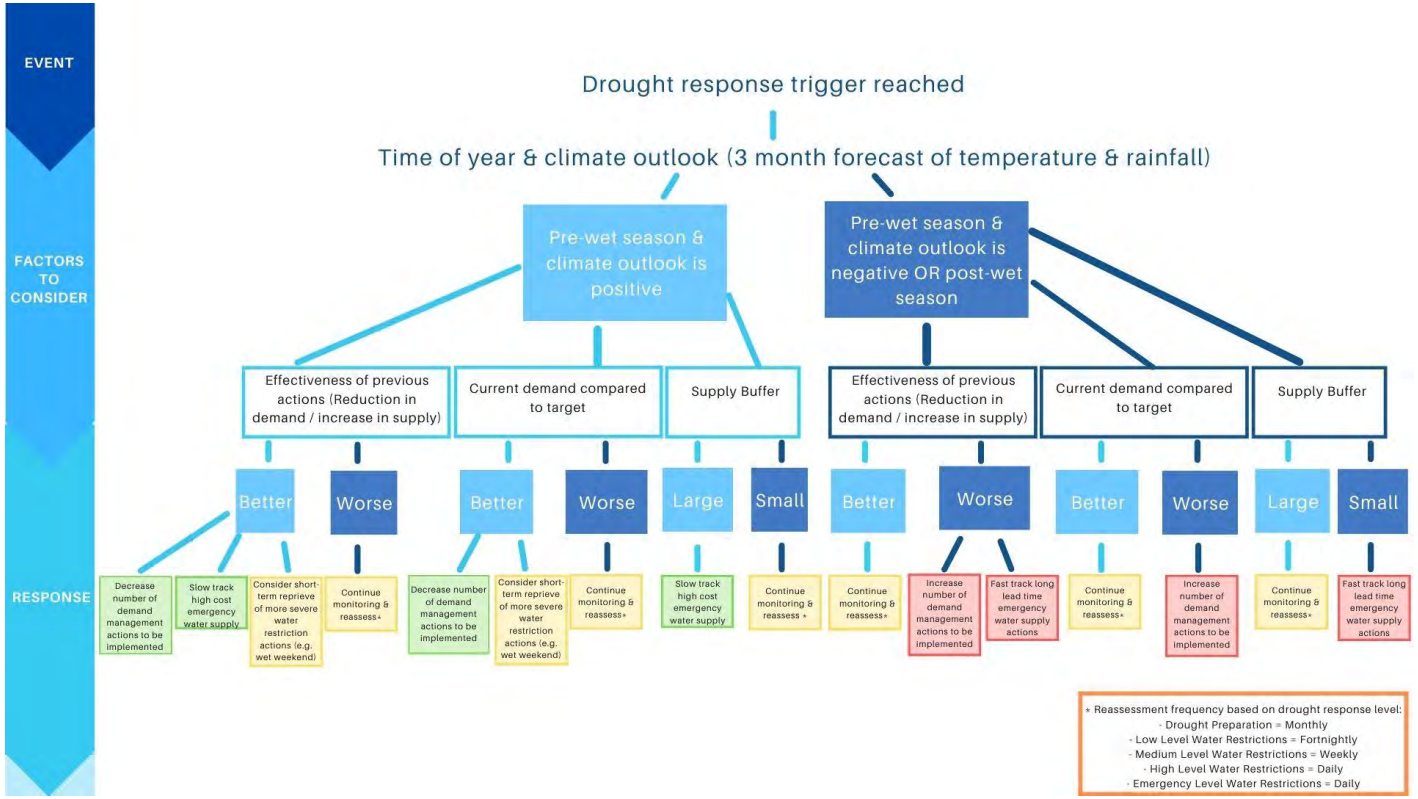
While water supply risks can be mitigated with strict and enforceable restrictions regimes, experience has shown that there are always other factors to consider when applying these risk reduction measures. As such, an ability to adapt to the situation, based on the actual factors present at the time is essential.

Figure 6.2 shows the Adaptive Decision Tree to be considered once a drought response level is triggered. The Adaptive Decision Tree should be used to determine the number and timing of the drought response actions to be implemented once the drought response level is triggered. The guiding principles when using this Adaptive Decision Tree to aid decision making include:

- This Adaptive Decision Tree is designed to aid decision making as opposed to delaying necessary actions. Experience has shown that the benefit of the drought response actions will be diminished if they are significantly delayed. There are demonstrable benefits in reducing the need for more costly and severe water restrictions actions by following the “go hard go early” principle.

- Frequent monitoring of the effectiveness of the implemented drought response actions is fundamental in the usability of the Adaptive Decision Tree. For example, some actions may be brought forward if the drought is more severe than anticipated, or the current set of drought response actions are not able to achieve the targeted water reduction.
- Prioritise low-cost actions and actions that require long lead time to implement.

Figure 6.2: Adaptive Decision Tree



6.4 DROUGHT RESPONSE PLANS

6.4.1 All Water Supply Schemes

The Drought Response Plan illustrated in Table 6.1 is applicable to all SDRC water supply schemes.

Table 6.1: Drought Response Plan – All Water Supply Schemes

Drought Response Level	Pool of Actions for Consideration (Based on Adaptive Decision Tree outcome)
Drought preparation (Target 200 litres per person per day residential demand)	**Planning** • Activate and review Drought Management Plan (this Plan) to ensure all triggers and drought response actions are up-to-date and are actionable. • Identify representatives from relevant Council department to initially improve inter-department communications and to develop a resourcing plan. • Implementation of a number of water efficiency measures as outlined in the Southern Downs Environmental Sustainability Strategy (refer Appendix C). • Review Council budget in relation to potential reduced revenue due to water consumption reductions and increased capital and operating expenditure associated with drought messaging activities, increased monitoring, and implementation of contingency and emergency water supplies. • Review Council budget to implement rebate programs (or 'device swap' initiatives) to support the uptake of water efficient devices (e.g. rainwater tanks, efficient sprinklers and water-saving showerheads). • Investigate availability and condition of existing recycled water facilities to identify further opportunity for potable water substitution. • Develop the Active Playing Surface Guidelines for community groups operating activities on any active playing surface (e.g. community sports) to detail their water consumption needs and to operate the active playing surfaces based on the Active Playing Surface Guidelines once the low level water restrictions is triggered. **Monitoring** • Assign Council resource to be responsible of monitoring of water security status on a monthly basis. • Monitoring of water security status includes dam levels, weir levels, streamflows, groundwater bore levels, water extractions, water treatment plant productions and actual water consumption. **Operational** • Recalibrate raw and bulk meters to improve data accuracy. • Detect and repair visible leaks on a monthly basis. • Review raw, bulk and billing meters to understand data accuracy and asset condition. **Engagement** • Prepare communications plan for each level of water restrictions, including drafting and updating water saving tips (e.g. factsheets and waterwheels) on Council website, email subscription and social media, and budgeting for other community awareness communication campaigns including roadside signage, and inclusion of flyer in residents' utility notice. • Confirm a list of key stakeholders to be engaged throughout the drought management process, including state government, major water users, Sunwater etc. • Notify relevant state department (DNRME) of current water security position and emerging water supply continuity risks. • Communicate with the Queensland Fire and Emergency Services (QFES) to understand and align with their latest fire-fighting plan for the region.
Low level water restrictions (Target 170 litres per person per day residential demand)	**Planning** • Formalise a drought response group within Council, comprising representatives from different Council departments, and assign a dedicated drought program manager. This could involve the re-instigation of the Council Water Advisory Committee, involving a Councillor as the chair person, the Chief Executive Officer, the Director Infrastructure Services, the Drought Program Manager and potential an external / independent industry expert to assist in timely decision-making. • Investigate emergency supply options including maximising treated effluent for non-drinking water use, groundwater bores, pipelines or carting. Seek endorsement for preferred emergency supply option. • Identify potential procurement needs and develop priority procurement process (e.g. to fast track the implementation of emergency water supplies). • Plan for and engage additional resources to enable 3-monthly billing meter reading from medium level water restrictions. • Develop a Water Conservation Plan template for large event organisers to submit to Council once the medium level water restriction is triggered. The plan should allow large event organisers (events resulting in 10% increase in water consumption to the water supply scheme) to detail their water consumption needs as well as to demonstrate efforts in reducing potable water consumption. **Monitoring**

Drought Response Level	Pool of Actions for Consideration (Based on Adaptive Decision Tree outcome)
	• Fortnightly monitoring of water security status and tracking of actual water consumption compared to target. **Operational** • Implement low level water restrictions schedule (Refer Appendix A). • Undertake a bespoke leakage detection survey across the network to identify water losses and unmetered water use. • Repair leaks based on leakage detection outcomes. • Investigate and cease illegal connections. • Investigate unmetered water use and determine options to reduced unmetered water use (e.g. swipe access to standpipes, locks on hydrants). • Engage additional resources to assist community groups in submitting and operating their active playing surfaces in accordance with the Active Playing Surface Guidelines. **Engagement** • Engage relevant Council departments to develop water efficiency action plans (e.g. construction, maintenance, wash downs, parks and pools). • Fortnightly update of current levels of water supply security on Council website, email subscription and social media. • Update roadside signage informing current water restrictions level. • Develop and issue fact sheets and waterwheel informing residents of water saving tips and how water can be used at this water restrictions level. • Identify and issue a letter of advice to residential premises using more than 1,000 litres per premise per day to encourage waterwise practices. • Early engagement with industry groups (especially businesses with heavy reliance on town water) to encourage investigation of water consumption behaviour and identify water efficiency improvement opportunities. This includes notifying business users using more than 5 ML/year of potable water that they will be required to submit and implement a Water Saving Action Plan once the medium level water restrictions is triggered. • Early engagement with accommodation providers to communicate that water restrictions are to apply to all residents and visitors. • Communicate and promote the uptake of rebate programs based on outcomes of Council budget review.
Medium level water restrictions (Target 150 litres per person per day residential demand)	**Planning** • Undertake design and seek approval and funding to implement the preferred emergency supply option. • Implement early works of the preferred emergency water supply option (e.g. easement / land purchase, approvals). **Monitoring** • Weekly monitoring of water security status and tracking of actual water consumption compared to target. • Increase frequency of billing meter reading to 3-monthly. **Operational** • Implement medium level water restrictions schedule (Refer Appendix A). • Engage additional resources to ensure all businesses users using more than 5 ML/year of potable water have submitted and implemented a Water Saving Action Plan. • Investigate and implement a targeted network metering program to identify and repair system leakage and unmetered offtakes. • Engage additional resources to assist large event organisers in submitting and implementing a Water Conservation Plan. **Engagement** • Update roadside signage informing current water restrictions level. • Develop and issue fact sheets and waterwheel informing residents of water saving tips and how water can be used at this water restrictions level. • Regular communication and liaison with relevant state government departments, including notification of the intention of emergency water supply and seek drought assistance.
High level water restrictions (Target 120 litres per person per day residential demand)	**Planning** • Consider temporary closure of non-essential, high water dependent services once emergency level water restrictions is triggered. **Monitoring** • Daily monitoring of water security status and tracking of actual water consumption compared to target. **Operational** • Implement high level water restrictions schedule (Refer Appendix A). • Monthly billing meter reading of high residential and non-residential water users and undertake compliance investigation. • Construction of emergency water supply, including ancillary infrastructure (e.g. tanker accessibility).

Drought Response Level	Pool of Actions for Consideration (Based on Adaptive Decision Tree outcome)
	• Access to bulk water supply for domestic use is limited to SDRC residents and businesses. **Engagement** • Update roadside signage informing current water restrictions level. • Develop and issue fact sheets and waterwheel informing residents of water saving tips and how water can be used at this water restrictions level.
Emergency level water restrictions (Target 100 litres per person per day residential demand)	**Monitoring** • Daily monitoring of water security status and tracking of actual water consumption compared to target. • Daily monitoring of take from emergency water supply. **Operational** • Implement emergency level water restrictions schedule (Refer Appendix A). • Monthly billing meter reading of high residential and non-residential water users and undertake compliance investigation. • Strict enforcement of water restriction schedule. • Temporary closure of non-essential, high water dependent services • Implement emergency water supply. • Access to bulk water supply for domestic use is limited to SDRC residents and businesses. **Engagement** • Update roadside signage informing current water restrictions level. • Develop and issue fact sheets and waterwheel informing residents of water saving tips and how water can be used at this water restrictions level.

6.4.2 Scheme Specific Actions

In addition to the drought response actions listed on Table 6.1 that are applicable to all water supply schemes, Figure 6.3 to Figure 6.9 also outline the actions in relation to contingency and emergency water supplies that are specific to the individual water supply schemes. Preliminary contingency and emergency water supply options are listed in order of preference for each water supply scheme at the bottom of the figures. These options focused on short-term and temporary supply options that could be implemented in a relatively short timeframe (6 months).

As part of the recent drought event, DNRME has developed a number of simplified depletion models for SDRC to estimate the minimum time to depletion of the surface water dams. These models have been used to provide guidance of the minimum time to depletion against each drought response trigger, where applicable. However, the probabilities of loss of supply and the impact of time to depletion with the adopted drought response triggers cannot be confidently determined at this stage due to the lack of other modelling tools at this point. It is crucial that frequent monitoring of the water security positions of each of the water supply schemes is undertaken throughout the drought event to adjust the drought response triggers and actions, if necessary.

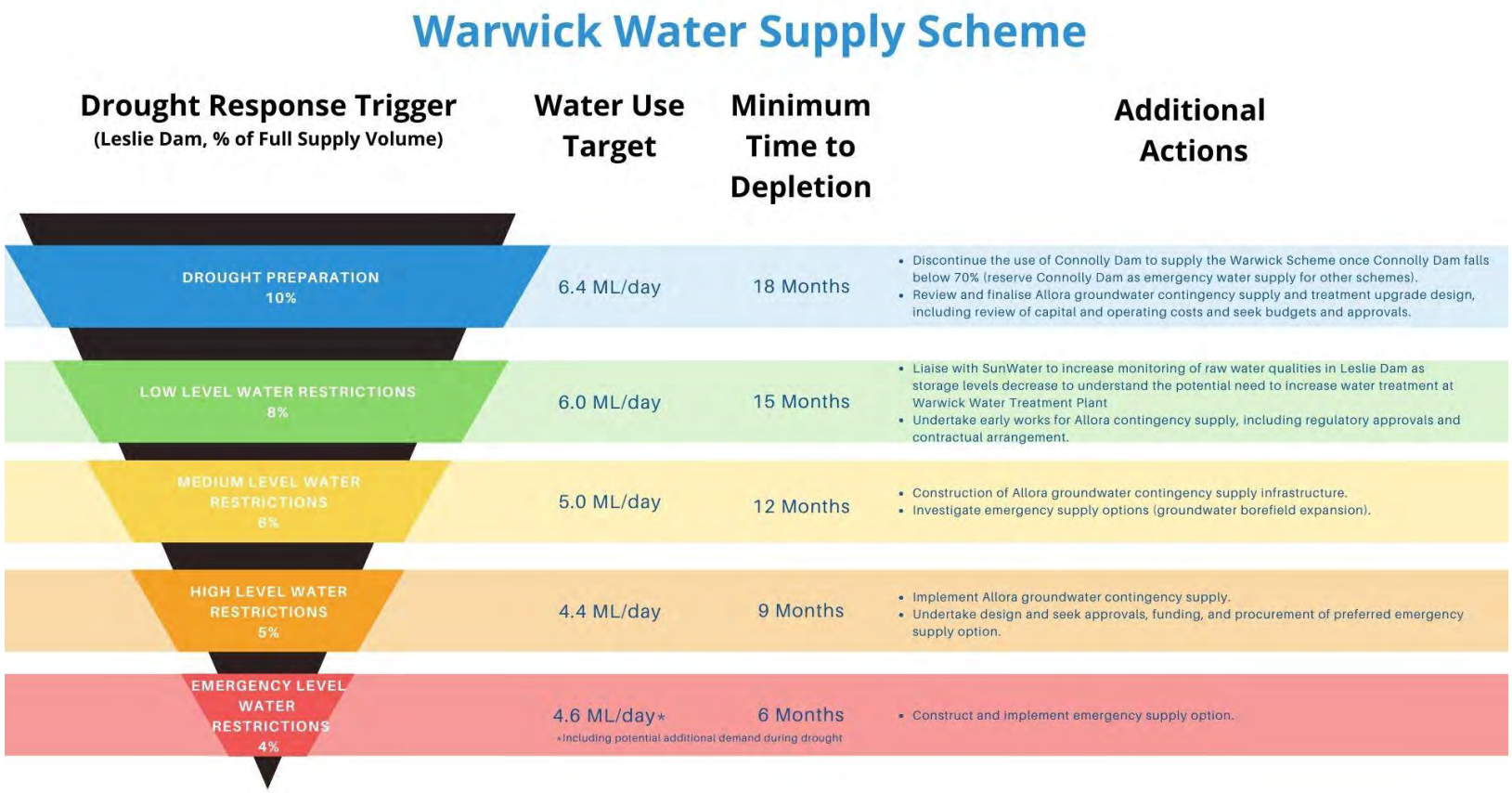
As noted in Figure 6.3 to Figure 6.9, the currently preferred emergency water supply option for Stanthorpe, Killarney, Dalveen, Leyburn and Pratten water supply schemes rely on carting from Connolly Dam, which is typically a water supply dam for the Warwick Water Supply Scheme. Given their reliance to Warwick, these water supply schemes will be subject to the same drought response levels as Warwick in the event of failure of their own water supplies.

The contingency and emergency water supply options considered in this Drought Management Plan focused on short-term and temporary supply options that could be implemented in a relatively short timeframe (6 months). Longer-term potential supply options that would require long lead time and high capital investment have not been considered at this stage however these would include:

- The construction of a pipeline connection from Connolly Dam to Storm King Dam.
- Increasing the capacity of Storm King Dam.
- Pipeline from Toowoomba to Warwick.
- Creating a grid system to integrate water supply schemes.
- Significant upgrade of Warwick and Stanthorpe STPs to increase quantity and quality of recycled water.

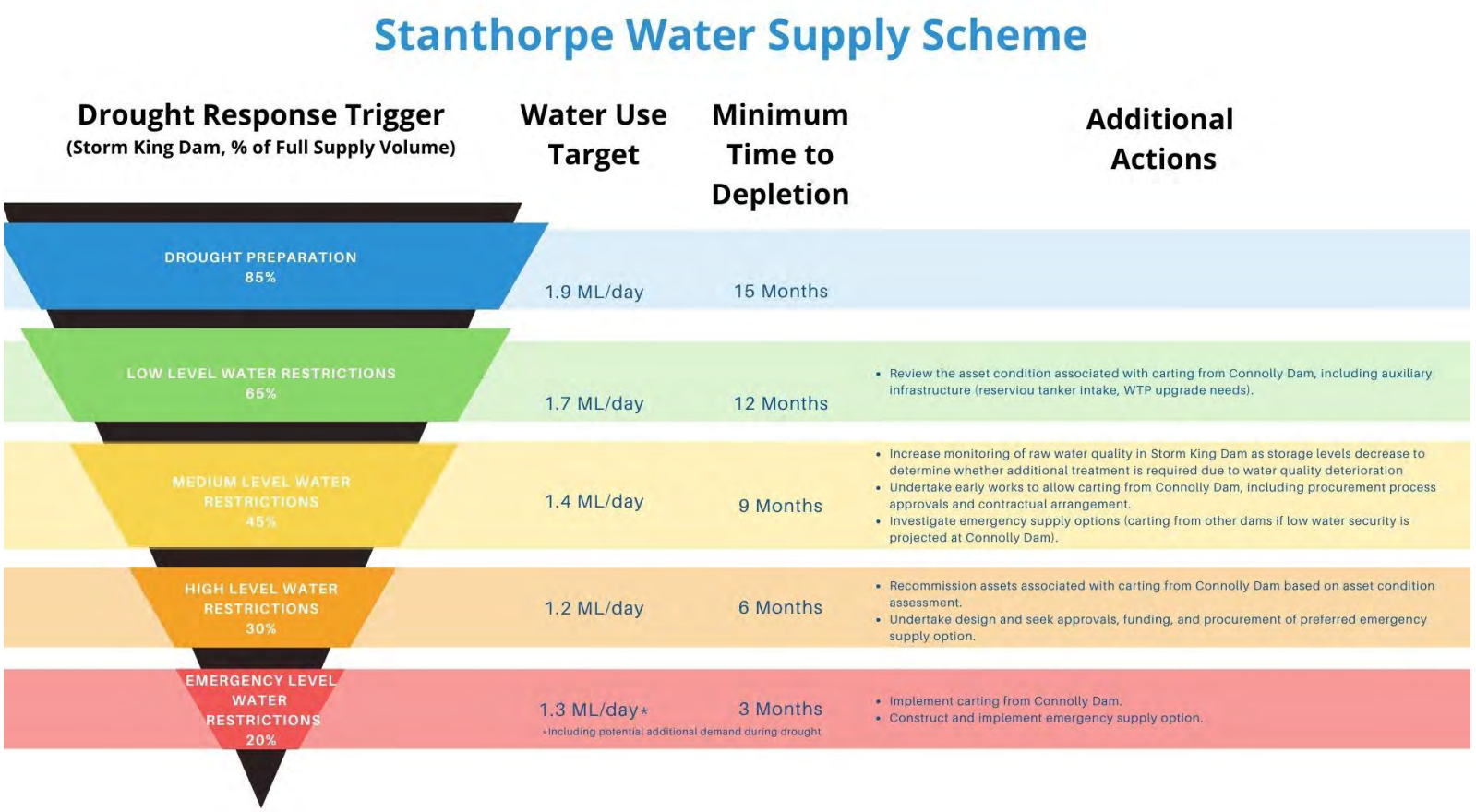
These options can be considered either individually or ideally as part of the long-term water supply security planning.

Figure 6.3: Drought Response Plan – Warwick Water Supply Scheme



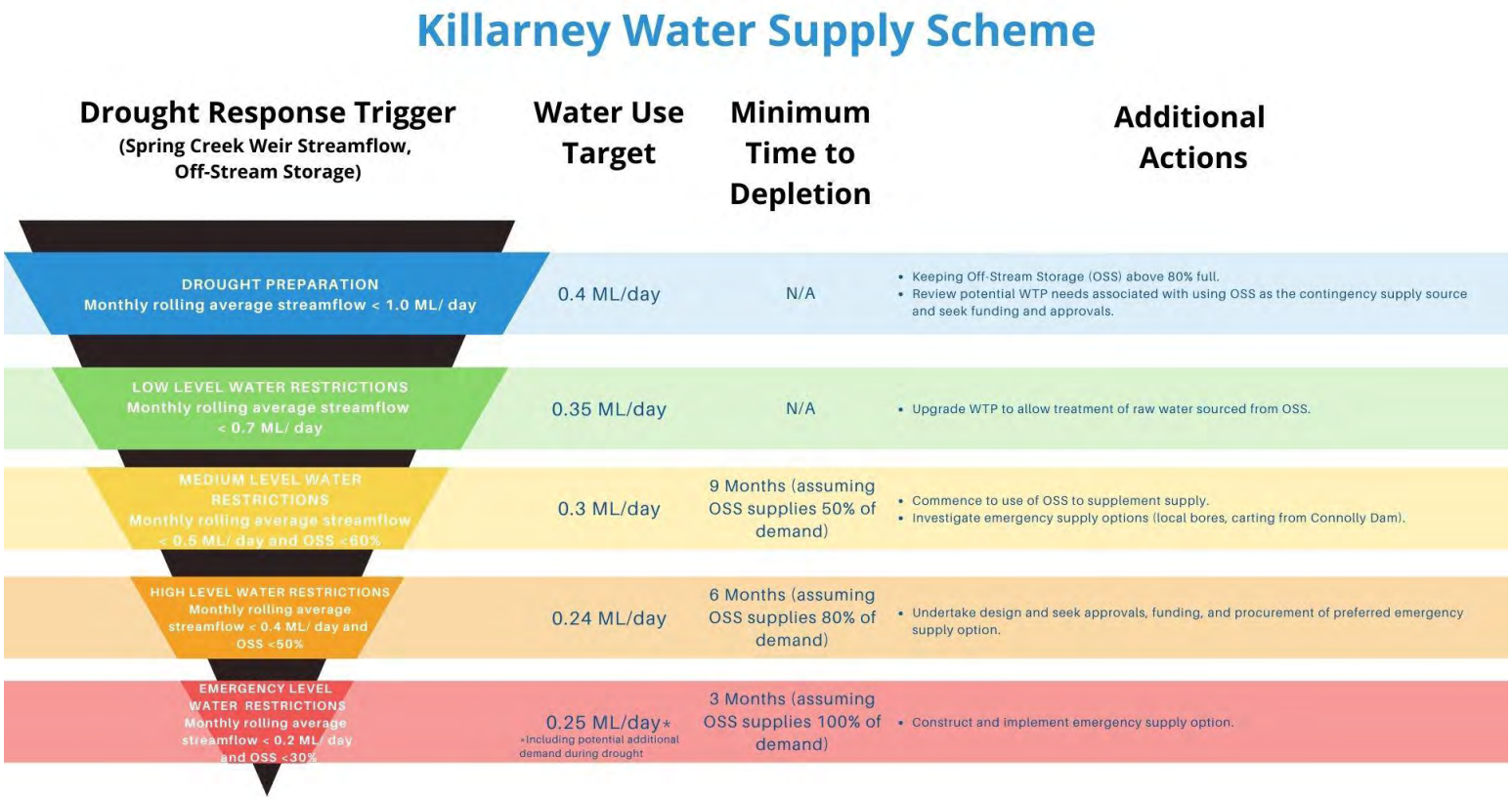
Contingency Supply Options	**Emergency Supply Options**
1. Allora bore supply (~1ML/day)	1. Expand groundwater borefield

Figure 6.4: Drought Response Plan – Stanthorpe Water Supply Scheme



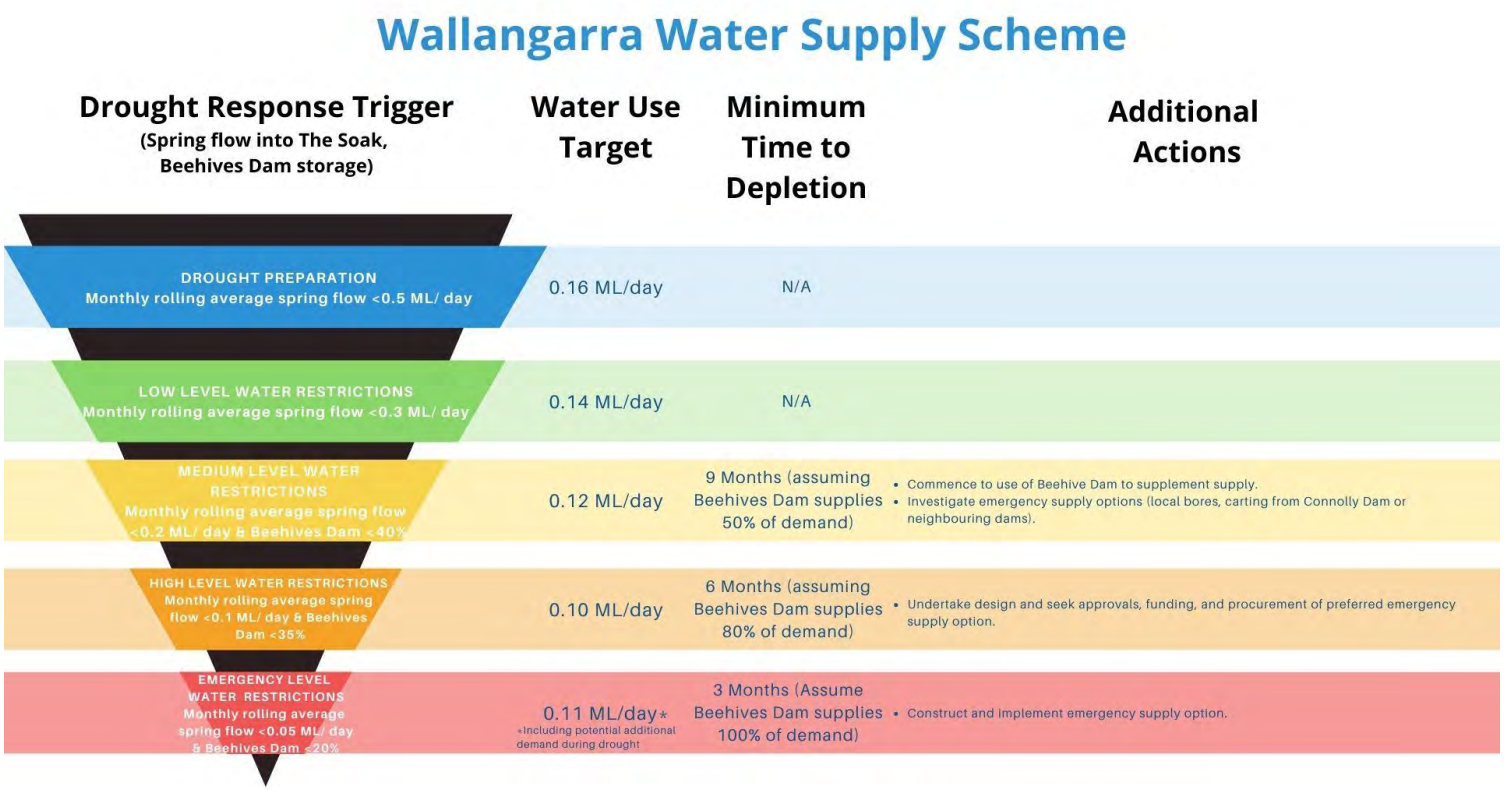
Contingency Supply Options	**Emergency Supply Options**
1. None	1. Carting from Connolly Dam 2. Carting from neighboring dams

Figure 6.5: Drought Response Plan – Killarney Water Supply Scheme



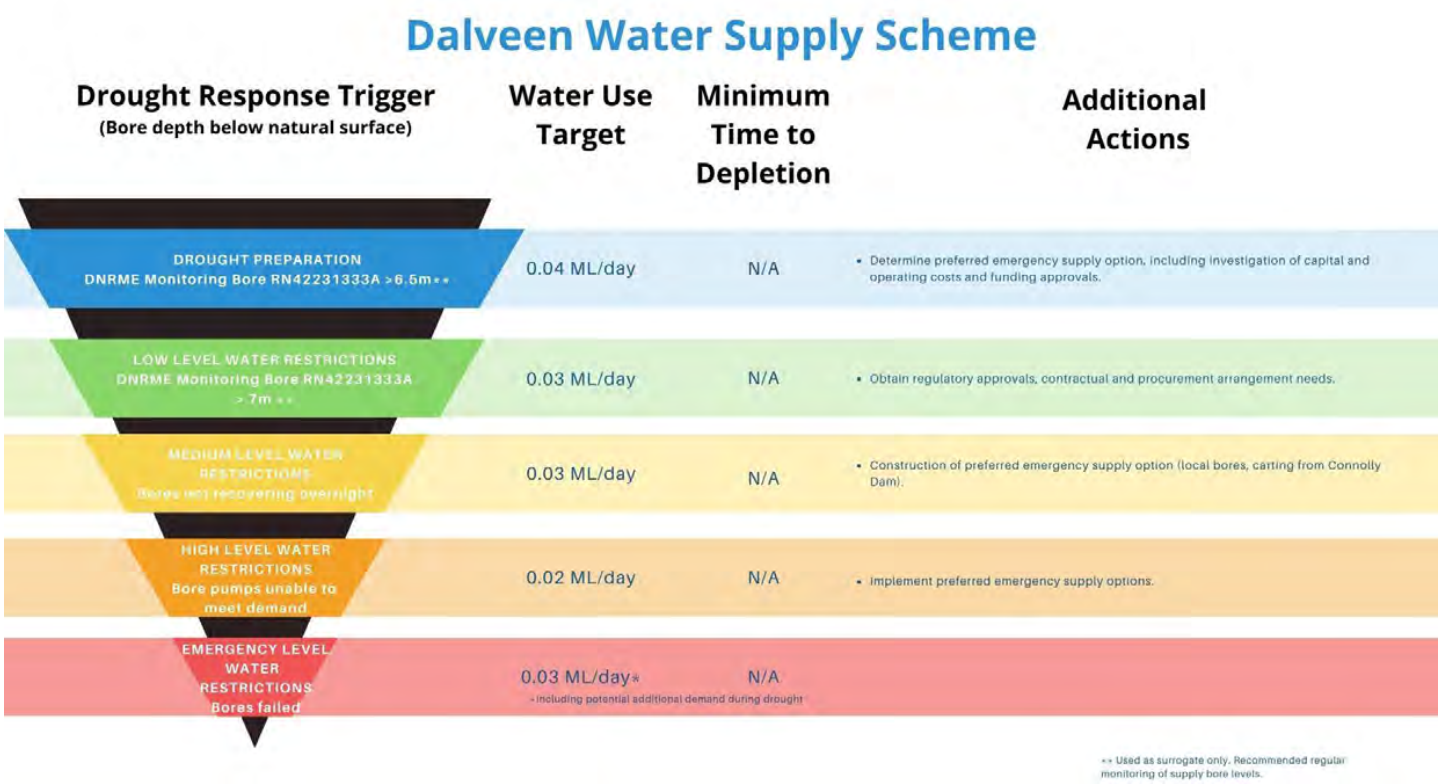
Contingency Supply Options	**Emergency Supply Options**
1. Off-stream storage	1. Expand groundwater borefield 2. Carting from Connolly Dam 3. Carting from Leslie Dam

Figure 6.6: Drought Response Plan – Wallangarra Water Supply Scheme



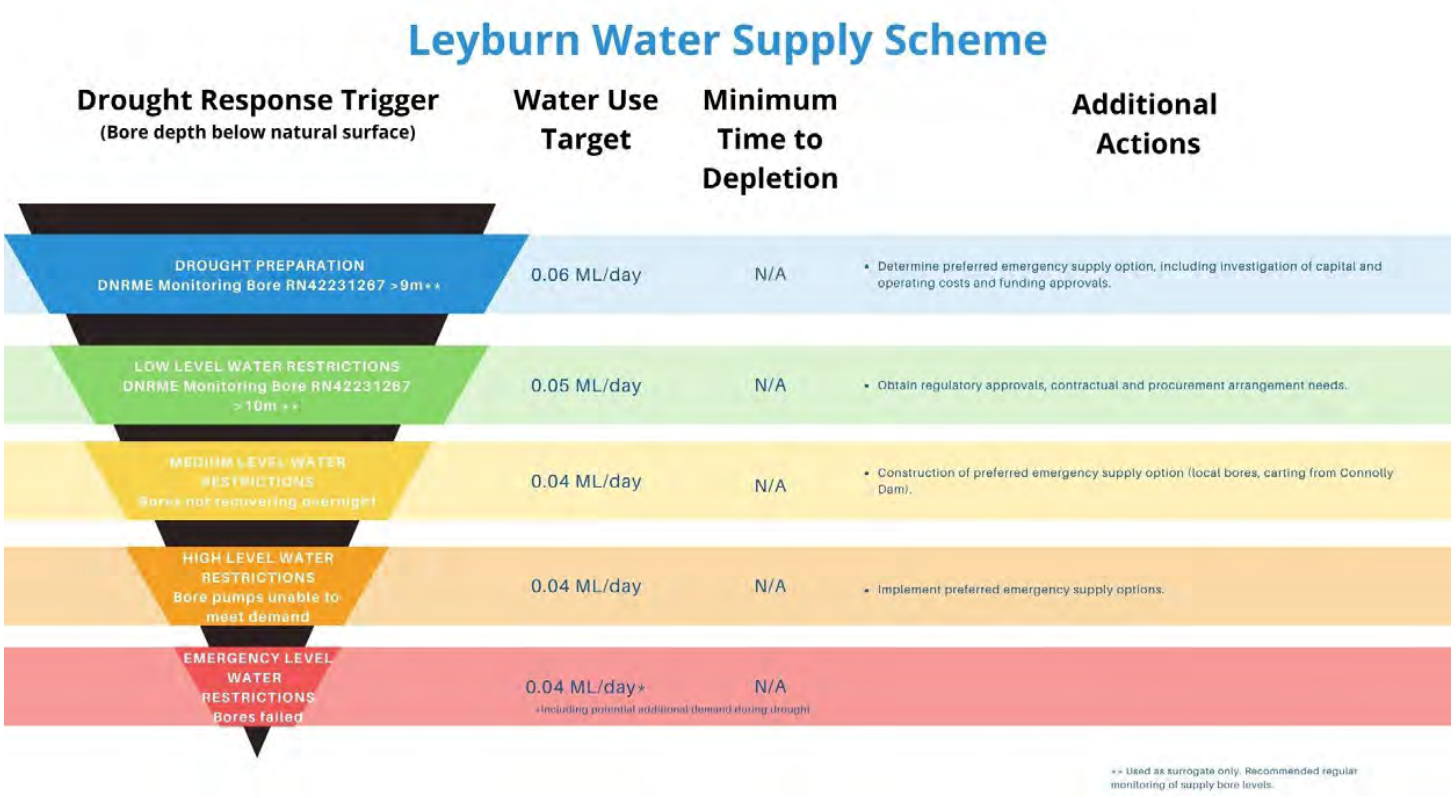
Contingency Supply Options 1. Beehive Dam 2. Bore supply to filll The Soak	**Emergency Supply Options** 1. Expand groundwater borefield 2. Carting from Connolly Dam 3, Carting from neighboring council areas 4. Carting from Leslie Dam

Figure 6.7: Drought Response Plan – Dalveen Water Supply Scheme



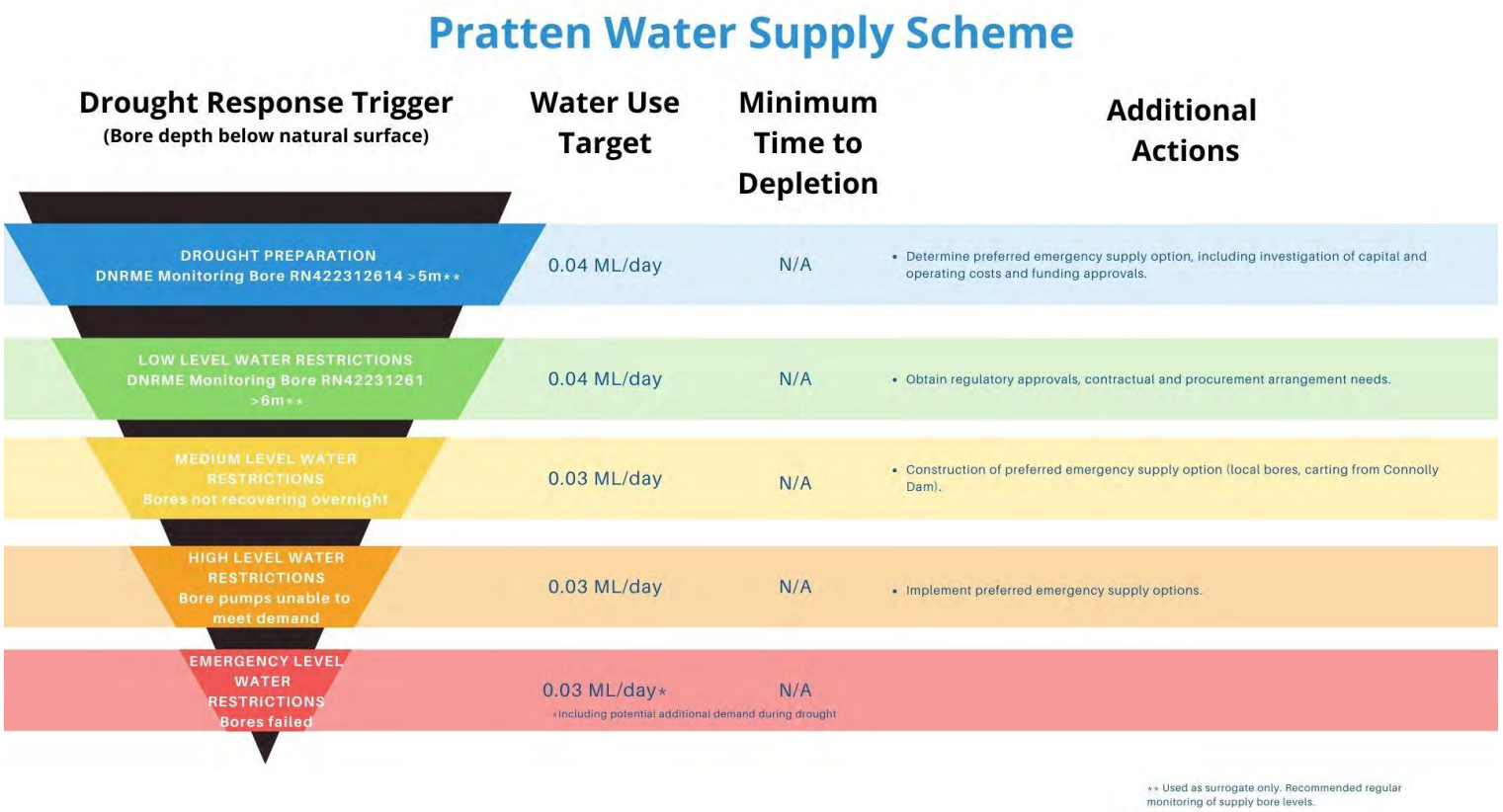
Contingency Supply Options 1. None	**Emergency Supply Options** 1. Expand groundwater borefield 2. Carting from Connolly Dam 3, Carting from Leslie Dam

Figure 6.8: Drought Response Plan – Leyburn Water Supply Scheme



Contingency Supply Options 1. None	**Emergency Supply Options** 1. Expand groundwater borefield 2. Carting from Connolly Dam 3, Carting from Leslie Dam

Figure 6.9: Drought Response Plan – Pratten Water Supply Scheme



Contingency Supply Options	Emergency Supply Options
1. None	1. Expand groundwater borefield 2. Carting from Connolly Dam 3, Carting from Leslie Dam

7 ONGOING REVIEW

7.1 REGULAR REVIEW AND UPDATE

Regular reviews of the Drought Management Plan should be undertaken at least every 5 years to ensure the assumptions remain valid and the proposed drought response actions remain implementable. SDRC should also consider reviewing and updating this Drought Management Plan if any of the following has occurred:

- Significant changes to the water security position of the region, such post-construction of the proposed Toowoomba to Warwick (T2W) pipeline scheme.
- Population and/or demographic changes resulting in significant difference in projected demands, water consumption behaviour and community preference on water restriction actions.
- Changes to water supply schemes and servicing areas, including any infrastructure augmentations and changes to operating rules and asset conditions.
- Improved understanding of existing water supply sources through improved data monitoring and modelling capability resulting in changes to drought response triggers.
- Development of long-term supply strategy and water security level of service objectives through modelling and community consultation.
- Engagement and consultation with neighbouring water providers to determine if consistency is appropriate between the Drought Management Plans.

7.2 POST DROUGHT EVALUATION AND REVISION

This entire Drought Management Plan should be reviewed for its effectiveness following any drought event, starting within three months of the last drought exit trigger. The review should include:

- Effectiveness and timing of demand management measures and contingency and emergency supplies.
- Impact assessment of the Drought Management Plan on various stakeholders, including Council's operational sustainability, liveability of community, and economic and growth impact to businesses and tourism.
- Implementation of a number of water efficiency measures as outlined in the Southern Downs Environmental Sustainability Strategy (refer Appendix C).
- Feedback from key stakeholders (community, business and industry groups) on the effectiveness of communication plan and response to the imposition of the water restrictions schedule.
- Feedback from other relevant government bodies, water suppliers and contractors (e.g., DNRME, Sunwater) on the coordination of responses.

8 QUALIFICATIONS

a) In preparing this document, including all relevant calculation and modelling, Engeny Water Management (Engeny) has exercised the degree of skill, care and diligence normally exercised by members of the engineering profession and has acted in accordance with accepted practices of engineering principles.

b) Engeny has used reasonable endeavours to inform itself of the parameters and requirements of the project and has taken reasonable steps to ensure that the works and document is as accurate and comprehensive as possible given the information upon which it has been based including information that may have been provided or obtained by any third party or external sources which has not been independently verified.

c) Engeny reserves the right to review and amend any aspect of the works performed including any opinions and recommendations from the works included or referred to in the works if:

   i) Additional sources of information not presently available (for whatever reason) are provided or become known to Engeny; or

   ii) Engeny considers it prudent to revise any aspect of the works in light of any information which becomes known to it after the date of submission.

d) Engeny does not give any warranty nor accept any liability in relation to the completeness or accuracy of the works, which may be inherently reliant upon the completeness and accuracy of the input data and the agreed scope of works. All limitations of liability shall apply for the benefit of the employees, agents and representatives of Engeny to the same extent that they apply for the benefit of Engeny.

e) This document is for the use of the party to whom it is addressed and for no other persons. No responsibility is accepted to any third party for the whole or part of the contents of this Report.

f) If any claim or demand is made by any person against Engeny on the basis of detriment sustained or alleged to have been sustained as a result of reliance upon the Report or information therein, Engeny will rely upon this provision as a defence to any such claim or demand.

g) This Report does not provide legal advice.

Appendix A:
Water Restriction Schedule

Southern Downs Water Restrictions

Restrictions apply to the use of treated water only including the bulk water supplied through the standpipes in Warwick and Stanthorpe. Restrictions do not apply to the use of private bore water, rainwater and bucketed greywater.

Permanent Water Saving Rules (applicable at all times)

Hand Held Hose: Water from a hand-held hose can only be used if it is fitted with a trigger nozzle and is leak free.

Garden Sprinklers: Garden sprinklers must be a minimum 3 star rating and used in conjunction with a timer (maximum use on any day is 20 minutes). Sprinklers can only be used in accordance with scheduled outdoor watering times. Use of efficient sprinklers must comply with Efficient Irrigation for Water Conservation Guidelines.

Fixed irrigation systems: An efficient watering system may only be used with a timer and in accordance with outdoor watering times for commercial or residential premises. Maximum use on any day is 30 minutes. Use of efficient fixed irrigation systems must comply with Efficient Irrigation for Water Conservation Guidelines.

Public Gardens, Lawns and playing surfaces: A public garden, lawn area or playing surface can only be watered if:

- The watering system is fitted with a rain or soil moisture sensor
- In accordance with an approved water use plan

Fountains and water features: potable water can be used in fountains or water features if the water is recirculated.

Cleaning of hard surfaces: water can be used to clean driveways, paths, concrete, tiles, timber decking and solar panels where:

- Cleaning is required as a result of an accident, fire, health hazard, safety hazard or other emergency (can occur any time of day)
- If surface staining has occurred (can occur once per season)
- In the course of construction or renovation (using waterwise practices)

Cleaning of hard surfaces must be by way of:

- A high pressure water cleaning device; or
- If such a device is not available, a hand held hose or a bucket and broom

Outdoor watering and cleaning times: Use of water for outdoor watering and cleaning of hard surfaces can only occur:

- 7am – 9am and 4pm – 6pm May –September
- 6am – 8am and 5pm – 7pm October – April

Greywater: Greywater may be used providing outlets are not tapped to or cross-connected to the treated water supply. Certain health regulations apply to the use of grey water - please see Council website for details.

Restriction Level	Outdoor watering times	Properties	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Low	May –September: 7am – 9am and 4pm – 6pm October – April: 6am – 8am and 5pm – 7pm	Odd numbered							
Target 170		Even or unnumbered							
Medium		Odd numbered							
Target 150		Even or unnumbered							
High		Odd numbered							
Target 120		Even or unnumbered							
Critical		Odd numbered							
Target 100		Even or unnumbered							

Residential	Notes	Permanent	Low	Medium	High	Critical
Residential Target	*(litres per person per day)*	200 (100%)	170 (85%)	150 (75%)	120 (60%)	100 (50%)
Gardens & Lawns	*Established residential lawns and gardens*	PERMITTED on allocated days within allocated times: - Water efficient sprinklers and fixed irrigation systems - Hand held hoses - Buckets & watering cans	PERMITTED on allocated days within allocated times: - Water efficient sprinklers and fixed irrigation systems - Hand held hoses - Buckets & watering cans	PERMITTED on allocated days within allocated times: - Fixed irrigation systems - Buckets & watering cans EXEMPTIONS will be required for watering of new turf.	PERMITTED on allocated days within allocated times: - Buckets and watering cans EXEMPTIONS will not be approved for the watering of gardens and lawns (includes new turf).	PERMITTED on allocated days within allocated times: - Buckets and watering cans EXEMPTIONS will not be approved for the watering of gardens and lawns (includes new turf).
Residential Vehicle Washing (includes cars, boats, caravans, trailers and bikes)	*Cleaning windows, mirrors and lights for safety can be done at any time of day using a bucket.* *Flushing of boat motors or vehicle brakes to maintain safe operation can be done on grassed areas.*	PERMITTED on allocated days within allocated times: - Use of a hand-held hose, bucket, or high pressure water cleaning unit	PERMITTED on allocated days within allocated times: - Use of a hand-held hose, bucket, or high pressure water cleaning unit	PERMITTED on allocated days within allocated times: - spot cleaning on a grassed area using water from a bucket	PERMITTED on allocated days within allocated times: - spot cleaning on a grassed area using water from a bucket.	PERMITTED on allocated days within allocated times: - spot cleaning on a grassed area using water from a bucket
Animal husbandry & Pet care (includes the provision of drinking water, washing of animals, cleaning of animal pens/enclosures)	*Ornamental fish ponds, frog ponds and outdoor aquariums must be able to demonstrate efforts to reduce evaporation.*	PERMITTED - Use of a hand-held hose, bucket, or high pressure water cleaning unit - Filling new ponds and outdoor aquariums and topping up existing ones	PERMITTED - Use of a hand-held hose, bucket, or high pressure water cleaning unit - Filling new ponds and outdoor aquariums and topping up existing ones	PERMITTED - Use of a hand-held hose, bucket, or high pressure water cleaning unit - Topping up existing ponds and outdoor aquariums PROHIBITED - Filling of new ponds or outdoor aquariums	PERMITTED - Use of a hand-held hose, bucket, or high pressure water cleaning unit - Topping up existing ponds and outdoor aquariums PROHIBITED Filling of new ponds or outdoor aquariums	PERMITTED - Use of a hand-held hose, bucket, or high pressure water cleaning unit - Topping up existing ponds and outdoor aquariums PROHIBITED Filling of new ponds or outdoor aquariums
Residential swimming pools, spas, water features and water play	*Pool covers must be used to comply.* *Water features must reticulate water to comply.*	PERMITTED	PERMITTED: - Topping up existing pools, and spas - Filling of new and renovated swimming pools and spas. - Use of water play pools and toys	PERMITTED Times limited to outdoor watering schedule. - Topping up existing pools and spas. - Use of water play pools and toys EXEMPTIONS will be required for filling of new and renovated swimming pools and spas.	PERMITTED Times limited to outdoor watering schedule. - Topping up existing pools and spas. - Use of water play pools and toys EXEMPTIONS will be required for filling of new and renovated swimming pools and spas.	PROHIBITED Alternative water must be sourced.
General cleaning, renovations & property management	*Includes: timber decks, windows driveways, pathways, house and roof painting preparation, solar panels, entertainment areas, outdoor furniture and paved surfaces.*	PERMITTED on allocated dates within allocated times: - Use of a bucket, hand-held hose with trigger nozzle, or high pressure low volume water cleaning unit	PERMITTED on allocated dates within allocated times: - Use of a bucket, hand-held hose with trigger nozzle, or high pressure low volume water cleaning unit	PERMITTED on allocated dates within allocated times: - Spot cleaning of outdoor space and windows using a bucket filled from a tap Loose items should be be removed by a broom, blower or similar device.	PROHIBITED Alternative water must be sourced. Loose items should be be removed by a broom, blower or similar device.	PROHIBITED Alternative water must be sourced. Loose items should be be removed by a broom, blower or similar device.
	When vacating a rental property.	PERMITTED on allocated dates within allocated times: - Cleaning outdoor space and windows using a bucket filled from a tap, hand-held hose with trigger nozzle or high pressure low volume water unit	PERMITTED on allocated dates within allocated times: - Cleaning outdoor space and windows using a bucket filled from a tap, hand-held hose with trigger nozzle or high pressure low volume water unit	PERMITTED on allocated dates within allocated times: - Cleaning outdoor space and windows using a bucket filled from a tap, hand-held hose with trigger nozzle or high pressure low volume water unit	PERMITTED: on allocated dates within allocated times: - Cleaning outdoor space and windows using a bucket filled from a tap or high pressure low volume water unit	PERMITTED: Windows and outdoor areas can be cleaned using a bucket filled from a tap.
Bulk Water	*Domestic use only* *Access to bulk water via standpipe or carting for properties not connected to reticulated potable water supply/*	PERMITTED	PERMITTED up to 5,000 litres per week per property. EXEMPTIONS may be applied.	PERMITTED up to 4,000 litres per week per property. EXEMPTIONS may be applied.	PERMITTED - Access times and limits (3,000 litres per week per property) apply. - Limited to SDRC residents and businesses	PERMITTED - Access times and limits (2,000 litres per week per property) apply. - Limited to SDRC residents and businesses

General comments on water restrictions for non-residential entities:

Users >10ML/year: are required to prepare a Water Efficiency Management Plan which is approved by Council.

Users >5ML per year: are required to prepare a Water Saving Action Plan which is approved by Council.

Active Playing Surfaces (local turfed and non-turfed, clubs and schools): must be operated in accordance with Councils active playing surface guidelines.

Nurseries, businesses with cooling towers and irrigation areas: must operate in accordance with a Council approved Water Conservation Plan as per the water restriction schedule.

Cleaning windows, mirrors and lights for safety can be done at any time of day using a bucket.

Non-Residential	Notes	Permanent	Low	Medium	High	Critical
Business Target *If target cannot be attained, Water Saving Action Plans can be submitted for approval.*	*Based on daily average use prior to restrictions being applied.*			Non-residential entities to aim for a 20% reduction.	Non-residential entities to aim for an additional 5% reduction	Zero increase in water consumption
Land development and building construction	*Includes: exposed aggregate driveways, laying of turf*	PERMITTED with conditions - All fixtures and fittings must not leak - Water must not run to waste - Water use must not be left unattended.	PERMITTED with conditions - All fixtures and fittings must not leak - Water must not run to waste - Water use must not be left unattended.	PERMITTED with conditions - All fixtures and fittings must not leak - Water must not run to waste - Water use must not be left unattended.	PROHIBITED Alternative water must be sourced.	PROHIBITED Alternative water must be sourced.
	Includes: building construction; brick laying, tile cutting etc	PERMITTED with conditions - All fixtures and fittings must not leak - Water must not run to waste - Water use must not be left unattended.	PERMITTED with conditions - All fixtures and fittings must not leak - Water must not run to waste - Water use must not be left unattended.	PERMITTED with conditions - All fixtures and fittings must not leak - Water must not run to waste - Water use must not be left unattended.	PERMITTED with conditions - All fixtures and fittings must not leak - Water must not run to waste - Water use must not be left unattended.	PERMITTED with conditions - All fixtures and fittings must not leak - Water must not run to waste - Water use must not be left unattended.
	Dust suppression	PERMITTED	PERMITTED	PROHIBITED Alternative water must be sourced.	PROHIBITED Alternative water must be sourced.	PROHIBITED Alternative water must be sourced.
Commercial vehicle washing (includes cars, boats, caravans, trailers and bikes)	Cleaning windows, *mirrors and lights for safety can be done at any time of day using a bucket. Flushing of boat motors or vehicle brakes to maintain safe operation can be done on grassed areas.*	PERMITTED - Use of a hand-held hose with trigger nozzle, bucket, or high pressure low volume water cleaning unit	PERMITTED - Use of a hand-held hose with trigger nozzle, bucket, or high pressure low volume water cleaning unit	PERMITTED - Use of a hand-held hose with trigger nozzle, bucket, or high pressure low volume water cleaning unit	PERMITTED - cleaning of vehicles to comply with statutory or regulatory obligations - Car dealerships may wash brand new vehicles upon receipt.	PERMITTED - cleaning of vehicles to comply with statutory or regulatory obligations
Non-residential swimming pools, spas and water features	*Pool covers must be used to comply.* *Water features must reticulate water to comply.*	PERMITTED	PERMITTED: - Topping up existing pools, and spas - Filling of new and renovated swimming pools and spas.	PROHIBITED Alternative water must be sourced. EXEMPTIONS will be required for filling of new and renovated swimming pools and spas.	PROHIBITED Alternative water must be sourced. EXEMPTIONS will be required for filling of new and renovated swimming pools and spas.	PROHIBITED Alternative water must be sourced. EXEMPTIONS will be required for filling of new and renovated swimming pools and spas.
Active playing surface irrigation	*Includes: watering and testing of irrigation systems*	PERMITTED	PERMITTED in accordance with the active surface playing fields guidelines.	PERMITTED in accordance with the active surface playing fields guidelines.	PERMITTED in accordance with the active surface playing fields guidelines. Use of potable water is prohibited. Alternative water must be sourced.	PERMITTED in accordance with the active surface playing fields guidelines. Use of potable water is prohibited. Alternative water must be sourced.
Access to bulk water		PERMITTED - Commercial - Businesses visiting the region	PERMITTED - Commercial - Businesses visiting the region	PERMITTED - SDRC commercial operators EXEMPTIONS required for businesses visiting the region.	PERMITTED - Access times and limits apply. EXEMPTIONS required for SDRC based businesses.	PERMITTED - Access times and limits apply EXEMPTIONS required for SDRC based businesses.

General cleaning & property management	*Includes:* - *outdoor areas* - *Community group clubhouses and facilities*	PERMITTED on allocated dates within allocated times: - Use of a bucket, hand-held hose with trigger nozzle, or high pressure low volume water cleaning unit	PERMITTED on allocated dates within allocated times: - Use of a bucket, hand-held hose with trigger nozzle, or high pressure low volume water cleaning unit	PERMITTED on allocated dates within allocated times: - Spot cleaning of outdoor space and windows using a bucket filled from a tap Loose items should be removed by a broom, blower or similar device.	PROHIBITED Alternative water must be sourced. Loose items should be removed by a broom, blower or similar device.	PROHIBITED Alternative water must be sourced. Loose items should be be removed by a broom, blower or similar device.
	- *rubbish bins, tools and related equipment*	PERMITTED - Use of a bucket, hand-held hose with trigger nozzle, or high pressure low volume water cleaning unit	PERMITTED: - Use of a bucket, hand-held hose with trigger nozzle, or high pressure low volume water cleaning unit	PERMITTED - Use of a bucket, hand-held hose with trigger nozzle, or high pressure low volume water cleaning unit	PERMITTED - Use of a bucket, hand-held hose with trigger nozzle, or high pressure low volume water cleaning unit	PERMITTED - Use of a bucket, hand-held hose with trigger nozzle, or high pressure low volume water cleaning unit
Animal husbandry & Pet care (includes the provision of drinking water, washing of animals, cleaning of animal pens/enclosures)	*Ornamental fish ponds, frog ponds and outdoor aquariums must be able to demonstrate efforts to reduce evaporation.*	PERMITTED - Use of a hand-held hose, bucket, or high pressure water cleaning unit - Filling new ponds and outdoor aquariums and topping up existing ones	PERMITTED - Use of a hand-held hose, bucket, or high pressure water cleaning unit - Filling new ponds and outdoor aquariums and topping up existing ones	PERMITTED - Use of a hand-held hose, bucket, or high pressure water cleaning unit - Topping up existing ponds and outdoor aquariums PROHIBITED - Filling of new ponds or outdoor aquariums	PERMITTED - Use of a hand-held hose, bucket, or high pressure water cleaning unit - Topping up existing ponds and outdoor aquariums PROHIBITED Filling of new ponds or outdoor aquariums	PERMITTED - Use of a hand-held hose, bucket, or high pressure water cleaning unit - Topping up existing ponds and outdoor aquariums PROHIBITED Filling of new ponds or outdoor aquariums
Watering gardens and lawns on commercial premises and schools	*Nurseries & gardens must operate in accordance with their approved Water Conservation Plan*	PERMITTED - Water efficient sprinklers and fixed irrigation systems used with a timer - Hand held hoses with trigger nozzles - Buckets & watering cans	PERMITTED on allocated days within allocated times: - Water efficient sprinklers and fixed irrigation systems used with a timer - Hand held hoses with trigger nozzles - Buckets & watering cans	PERMITTED on allocated days within allocated times: - Fixed irrigation systems used with a timer - Buckets & watering cans	PERMITTED on allocated days within allocated times: - Buckets & watering cans	PERMITTED on allocated days within allocated times: - Buckets & watering cans
Flushing of fire hydrants		PERMITTED	PERMITTED	PERMITTED when required by regulation	PERMITTED when required by regulation	PERMITTED when required by regulation
Mobile commercial operators (Includes: Dog washing, car detailing, carpet cleaning, building cleaning)	*Cleaning for health and safety is permitted at any time using the most effective water efficient practice.*	PERMITTED - Use of a high pressure, low volume water cleaning unit - Buckets can be filled from a tap - Use of a hand-held hose with trigger nozzle. - All fixtures and fittings have a water efficient rating of 3 stars or more	PERMITTED - Use of a high pressure, low volume water cleaning unit - Buckets can be filled from a tap - Use of a hand-held hose with trigger nozzle - All fixtures and fittings have a water efficient rating of 3 stars or more	PERMITTED - Use of a high pressure, low volume water cleaning unit - Buckets can be filled from a tap - Use of a hand-held hose with trigger nozzle - All fixtures and fittings have a water efficient rating of 3 stars or more	PERMITTED - Use of a high pressure, low volume water cleaning unit - Buckets can be filled from a tap - All fixtures and fittings have a water efficient rating of 3 stars or more	PERMITTED - Use of a high pressure, low volume water cleaning unit - Buckets can be filled from a tap - All fixtures and fittings have a water efficient rating of 3 stars or more
Events	*Event organisers are encouraged to demonstrate efforts in reducing potable water consumption.* *Events which may result in a consumption increase of 10% or greater will be required to submit a Water Conservation Plan to Council for approval*	PERMITTED - Domestic consumption - Drinking water for animals - Cleaning of buildings for health and safety purposes only using water efficient measures	PERMITTED - Domestic consumption - Drinking water for animals - Cleaning of buildings for health and safety purposes only using water efficient measures	PERMITTED - Domestic consumption - Drinking water for animals - Cleaning of buildings for health and safety purposes only using water efficient measures PROHIBITED Washing of livestock, building exteriors, animal pens/ enclosures or vehicles	PERMITTED - Domestic consumption - Drinking water for animals - Cleaning of buildings for health and safety purposes only using water efficient measures PROHIBITED Washing of livestock, building exteriors, animal pens/ enclosures or vehicles	PERMITTED - Domestic consumption - Drinking water for animals - Cleaning of buildings for health and safety purposes only using water efficient measures PROHIBITED - Washing of livestock, building exteriors, animal pens/ enclosures or vehicles

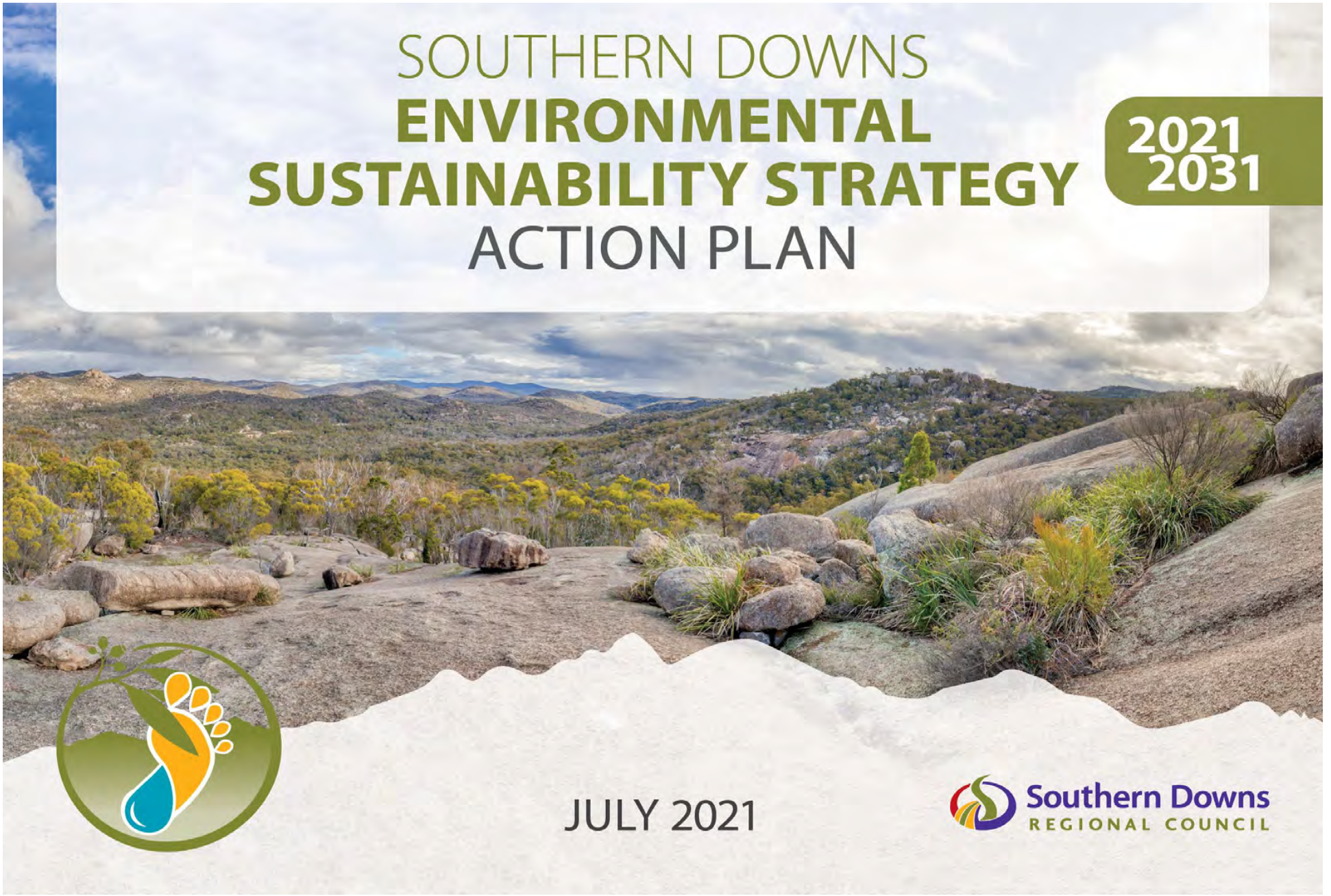
Council	Notes	Permanent	Medium	High	Critical	Emergency
Watering of public parks, gardens, cemeteries and facilities	*Owned by Council or State Government*	PERMITTED - Water use efficiency irrigation practices applied	PERMITTED - Water use efficiency irrigation practices applied	PERMITTED - Water use efficiency irrigation practices applied	Alternative water must be sourced.	Alternative water must be sourced.
Council Construction	*Where possible, alternative water sources will be used such as recycled water, backwash water etc.*	PERMITTED	PERMITTED	PROHIBITED Alternative water must be sourced	PROHIBITED Alternative water must be sourced.	PROHIBITED Alternative water must be sourced.
Council Swimming Pools	*As per council pool and water play facilities top up strategy*	PERMITTED	PERMITTED	PERMITTED	PERMITTED	PERMITTED – raw water used to top up before re-opening
Ornamental fountains	*Ornamental fountains must reticulate water*	PERMITTED	PERMITTED	PROHIBITED Alternative water must be sourced.	PROHIBITED Alternative water must be sourced.	PROHIBITED Alternative water must be sourced.
Council reticulation network operational activities Includes flushing of lines and fire hydrants	*Water saving operational practices are regularly reviewed and implemented.*	PERMITTED	PERMITTED	PERMITTED when required by regulation	PERMITTED when required by regulation	PERMITTED when required by regulation
Park taps		PERMITTED	PERMITTED	PERMITTED	PROHIBITED Park taps to be removed or turned off	PROHIBITED Park taps to be removed or turned off

Appendix B:
High-Water Users

Water Supply Scheme	Name of Business/Organisation	2020 Average Consumption (kL/day)	2019 Average Consumption (kL/day)	2018 Average Consumption (kL/day)	2017 Average Consumption (kL/day)	2016 Average Consumption (kL/day)	2015 Average Consumption (kL/day)
Warwick	**John Dee** Contact: Dawn Hockings Property address: 97-129 Rosehill Road WARWICK QLD 4370	794	870	910	928	984	1047
Warwick	**Grove Juice** Contact: George Wilson (georgew@grovejuice.com.au) Property address: Kenilworth Street MORGAN PARK QLD 4370	135	109	126	117	66	55
Warwick	**Riverina Stockfeeds** Contact: Chris Edwards Property address: 132-138 Mcevoy Street WARWICK QLD 4370	46	50	44	35	30	23
Warwick	**Carey Bros - Yangan Processing Plant** Contact: Greg Carey (4664 8307; processing@careybros.com.au) Property address: 14 Swanfels Road YANGAN QLD 4371	43	47	57	57	59	60
Warwick	**Saleyards** Contact: Bernie Brosnan (0407 584 491; Bernie.Brosnan@sdrc.qld.gov.au) Property address: 191 Mcevoy Street WARWICK QLD 4370	28	50	65	47	56	59
Warwick	**Frasers Livestock Transport** Contact: Helen Anchen (helenanchen@fraserstransport.com.au) Property address: 332 Warwick - Killarney Road MORGAN PARK QLD 4370	37	46	51	48	49	51
Warwick	**Warwick Hospital** Contact: Scott Carlsson (4699 8828) Property address: 56 Locke Street WARWICK QLD 4370	25	35	49	51	41	43
Warwick	**Akooramak** Contact: Darryl Chapman (46614100; admin@akooramak.org.au) Property address: 263-275 Wood Street WARWICK QLD 4370	22	35	33	36	6	28

Water Supply Scheme	Name of Business/Organisation	2020 Average Consumption (kL/day)	2019 Average Consumption (kL/day)	2018 Average Consumption (kL/day)	2017 Average Consumption (kL/day)	2016 Average Consumption (kL/day)	2015 Average Consumption (kL/day)
Warwick	**Scots PGC College** Property address: Oxenham Street WARWICK QLD 4370 *Note: Predominantly using recycled water* in 2020	71	41	46	41	51	54
Warwick	**Wickham freight** Contact: Darren Ether (07 4661 8760; wickhamfarm@bigpond.com) Property address: 480-496 East Street WARWICK QLD 437	19	45	60	52	40	42
Warwick	**Regency Park Village** Contact: Ian Hay (3327 1600; apinvoices@cofcqld.com.au) Property address: 5 Regency Drive WARWICK QLD 4370	11	20	37	30	27	17

Appendix C:
Southern Downs Environmental Sustainability Strategy


SOUTHERN DOWNS
ENVIRONMENTAL
SUSTAINABILITY STRATEGY
2021
2031
ACTION PLAN
JULY 2021
Southern Downs
REGIONAL COUNCIL

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How to read this action plan

Our action plan clarifies the strategic directions and activities that Council, the community and project partners will aspire to implement over the next 10 years to improve the environmental sustainability of the Southern Downs region.

A key aspect of implementation is building on the networks and relationships we have with our community, the wider region and the State and Federal Government. In addition, as a Council, we continue to develop our internal capacity and skills to innovate and identify practical solutions to address our local environmental challenges.

The following table describes the headings for the action plan to address our focus area and strategic directions.

Actions	Timing	Role	Council Lead	Partners
Specific actions to be undertaken by Council and stakeholders. Actions and potential funding sources will be reviewed annually and will be subject to Council budgets and external funding opportunities.	Timeline for implementation **On-going**: Extension of current program **Short**: (1-3 years) **Medium**: (4- 7yrs) **Long**: (7+years)	Council's role in implementing the action: **Lead** – core business responsibility **Educate** – increase knowledge, skills and capacity to encourage behaviour change **Promote** – raise awareness of initiatives, programs and policies to increase local participation **Partner** – work with external government and non-government organisations to secure funding and/or deliver activities. **Advocate** – seek to influence and facilitate activities by external bodies	Council Department(s) that will lead action delivery. Most actions will require cross-program input and support.	Who we will directly work with to deliver actions, including potential project partners.

Actions to value water

#	Action	Timing	Role	Council Lead	Partners
Strategy 1: Reduce Council's building assets and infrastructure potable water use					
1.1	Install water efficient fixtures and appliances throughout Council's assets as part of future upgrades. This includes community housing units and fitness and aquatic centres.	Ongoing	Lead	Corporate & Commercial Services Parks & Operations	Tenants and building managers
1.2	Audit and encourage installation of water efficient fixtures to organisations that lease Council facilities.	Ongoing	Lead & Promote	Corporate & Commercial Services	Local community and sporting groups
1.3	Develop, resource and implement a comprehensive Water Efficiency Plan for current major facilities and infrastructure based on auditing of Council's assets for water leak detection, water consumption and water pressure. Incorporate actions as feasible into the annual operational and capital works plans.	Short	Lead & Partner	Water Services	State Government
1.4	Undertake smart metering of council assets.	Ongoing	Lead & Partner	Water Services	Federal Government – Smart Cities and Suburbs
Strategy 2: Manage Councils' parks and gardens to be water efficient					
2.1	Update Council's primary parks and gardens to incorporate smart watering technology.	Short	Lead	Parks & Operations	
2.2	Revise landscape guidelines for Council's parks and gardens to support water efficient and drought tolerant plantings.	Short	Lead	Parks & Operations	Community environmental organisations

#	Action	Timing	Role	Council Lead	Partners
Strategy 3: Acknowledge and encourage homes and businesses to be more efficient with town water use					
3.1	Continue to implement a water efficiency education and environmental awareness program targeted to industry and residents.	On-going	Educate & Promote	Water Services	Neighbouring Councils, State Government
3.2	Encourage local businesses who are high water users to improve on-site water efficiency and wastewater recycling.	On-going	Educate & Promote	Water Services	Chambers of Commerce/ local industry organisations
3.3	Create water efficient garden demonstration sites to help raise awareness of local native plants and waterwise gardening practices.	Short	Lead, Partner & Promote	Parks & Operations	Community groups
3.4	Prepare design guidelines to support reduced use of town water as part of the Planning Scheme review process. This includes requirement for water efficient fixtures and fittings and landscape guidelines including promotion of low water use/ drought tolerant plants.	Short	Lead	Planning & Development Services	State Government
3.5	Opt into the Queensland Water Efficiency Development Code. This will require rainwater tanks for all new builds and major renovations to be plumbed into toilets and washing machines.	Short	Lead	Planning & Development Services	State Government
3.6	Seek funding to progress the installation of smart metering to remaining residences in the LGA (households and businesses).	Medium	Partner	Water Services	Federal Government – Smart Cities and Suburbs
3.7	Assess the feasibility of implementing an excess water usage charge for industry.	Medium	Lead	Financial Services	Local industry organisations

#	Action	Timing	Role	Council Lead	Partners
Strategy 4: Facilitate the provision of stormwater, recycled water and grey water infrastructure for homes and businesses					
4.1	Extend the use of recycled water from Council's wastewater facilities to other major public and private facilities.	On-going	Lead and Partner	Water Services	Major local businesses
4.2	Seek funding to support a residential rainwater tank rebate scheme to urban and rural residences.	Short	Partner	Environmental Services	State & Federal Government
4.3	Advocate for a significant increase in indirect potable reuse infrastructure such as third pipe infrastructure for high water user industries; new developments & existing residential areas and/or incorporation of grey water tanks in all new industry and major residential developments.	Medium	Advocate	Water Services	State Government, Seqwater
Strategy 5: Promote local successes and experience in water use efficiencies in agriculture					
5.1	Promote proactive approaches and initiatives to manage the impact of water scarcity on the agricultural and horticultural industry.	On-going	Advocate & Promote	Community & Cultural Services	State and Federal Government
5.2	Promote water efficiency services and systems for local growers.	On-going	Promote	Community & Cultural Services	State and Federal Government
5.3	Prepare case studies to showcase local agricultural leaders for their water use efficiency practices.	Short	Lead, Educate & Promote	Community & Cultural Services	Growcom, University of Southern Qld, Southern Qld Landscapes, Granite Belt Growers Association
5.4	Facilitate access to agricultural emergency drought relief and resilience assistance.	Short	Advocate, Partner & Promote	Community & Cultural Services Environmental Services	State and Federal Governments, Drought Interagency Group

#	Action	Timing	Role	Council Lead	Partners
Strategy 6: Increase regional water security					
6.1	Support an education and promotion campaign regarding indirect potable reuse.	Short	Educate, Promote and Partner	Water Services	Seqwater
6.2	Develop and implement a Water Security Strategy for the region to guide decision making for future drought and extreme events The Strategy will consider: » Maintenance of environmental flows. » Housing and population growth projections. » Holistic water strategy incorporating town water, groundwater and recycled water. » Demand management and supply considerations including connections across the LGA and with the SEQ grid. » Opportunities for increasing water supplies and securing contingency sources.	Medium	Advocate and Partner	Water	Seqwater Southern Qld Landscapes Northern Basin Aboriginal Nations State Government Regional local governments

Actions to reduce our environmental footprint

#	Action	Timing	Role	Responsibility	Partners
Strategy 7: Look for opportunities to participate in appropriate local government activities that reduce Council's footprint					
7.1	Review all major plans, programs and works to reduce Councils environmental footprint.	On-going	Lead	Environmental Services	
7.2	Include sustainability considerations into the staff induction process.	Short	Lead	Human Resources	
7.3	Facilitate learning opportunities that will support staff to reduce SDRCs footprint.	Short	Lead & Educate	Environmental Services Human Resources	
7.4	Prepare an energy efficiency plan for Council's current assets based on an audit of energy consumption and thermal performance and incorporate recommendations into the annual operational and capital works plans.	Short	Lead & Partner	Corporate & Commercial Services Environmental Services	Tenants and building managers
7.5	Review and implement appropriate recommendations identified in the SDRC Climate Change Adaptation Governance Assessment (2018) report.	Short	Lead	Environmental Services	State Government - Queensland Climate Resilient Councils
7.6	Implement a Street Light LED Replacement Program for Council assets.	Short	Lead & Partner	Environmental Services Parks and Operations Assets	Ergon, Origin
7.7	Investigate the establishment of an energy savings rollover fund to provide on-going capital for continued improvements of assets and infrastructure that will reduce the SDRC footprint.	Medium	Lead	Financial Services	

#	Action	Timing	Role	Responsibility	Partners
7.8	Develop a Green Building Policy to ensure new Council assets are designed and built to maximise energy efficiency, increase renewable energy and reduce urban heat impacts.	Medium	Lead	Parks & Operations Corporate and Commercial Services	Green Building Council of Australia
7.9	Explore the feasibility of allocating land for carbon offsets.	Medium	Lead	Environmental Services	
7.10	Assess feasibility of installing battery technology, co and tri-generation systems or back-to-grid functions for installed renewable energy systems.	Long	Lead & Partner	Corporate & Commercial Services	
Strategy 8: Reduce greenhouse emissions from council vehicles					
8.1	Develop a Council strategy to reduce vehicle movements and efficiencies in fleet management.	Short	Lead	Parks & Operations	
8.2	Where appropriate, incorporate requirements for use of low emission vehicles in Councils major contracts.	Short	Lead	Finance, Assets and Special Projects	
8.3	Undertake a review of Councils fleet and vehicles to identify the feasibility of transferring to electric vehicles. Incorporate regular 4 year review process to take advantage of rapidly shifting technology and other disruptors.	Short	Lead	Parks & Operations	
Strategy 9: Create cooler streets and neighbourhoods					
9.1	Undertake an urban planting program to increase tree canopy within major township centres and neighbourhoods.	Ongoing	Lead & Partner	Environmental Services Parks & Operations	Community organisations
9.2	Prepare a low carbon planning strategy for Southern Downs including the incorporation of low heat absorption materials and finishes into building controls and revised landscape technical guidelines for new developments.	Medium	Lead	Planning & Development Services Parks & Operations	

#	Action	Timing	Role	Responsibility	Partners
Strategy 10: Encourage our homes and businesses to be energy efficient					
10.1	Disseminate information and advice on sustainable building design to ensure that new homes and major renovations are energy efficient, minimise bushfire risk and have less impact on the environment.	Short	Educate & Partner	Environmental Services	Federal and State Government
10.2	Promote and facilitate access to energy efficiency grants and programs.	Short	Promote	Environmental Services	Federal and State Government
10.3	Encourage major developments to deliver above compliance energy performance and incorporation of renewable infrastructure e.g. solar car parks/ electric charging stations.	Medium	Partner and Promote	Planning & Development Services Environmental Services	Local industry
Strategy 11: Increase provision of renewable energy for the region and community					
11.1	Work with all levels of government and private industry to identify opportunities for renewable infrastructure in the Southern Downs.	On-going	Advocate & Partner	Planning & Development Services Economic Development	State and federal government, private industry
11.2	Disseminate information and advice on the use of renewable energy sources, such as wind and solar power.	Short	Partner and Educate	Environmental Services	State Government
11.3	Identify opportunities for community solar initiatives in the region.	Short	Partner and Promote	Planning & Development Services Environmental Services	Ergon Not-for profits e.g. Renew
11.4	Advocate for and promote renewable and low carbon energy options for residents and industry including support for micro-grid and back-to-grid energy sharing options.	Medium	Advocate & Promote	Planning & Development Services Environmental Services	Ergon

#	Action	Timing	Role	Responsibility	Partners
Strategy 12: Increase availability and usability of active transport (walking and cycling)					
12.1	Audit existing footpaths and cycle ways to assess condition, shading and levels of use.	On-going	Lead and Partner	Works	Community resident and sporting organisations
12.2	Update planning scheme to consider active transport infrastructure such as: » inclusion of walking and cycling infrastructure in neighbourhoods including appropriate signage » determining key education and promotion needs » guidelines for the use of electric scooters and bikes » provision of bike storage and security fittings.	Short	Lead & Partner	Planning & Development Services	Department of Transport & Main Roads (DTMR) Community resident and sporting organisations
Strategy 13: Reduce reliance on and emissions from private vehicles					
13.1	Work with all levels of government and private industry to determine feasibility and potential sites for electric charging stations.	On-going	Advocate & Partner	Environmental Services Planning & Development Services	State and federal government, private industry
Strategy 14: Promote initiatives that encourage lower carbon agricultural practices					
14.1	Promote practices which increase the amount of carbon stored in soil and vegetation and reduces the environmental footprint of farming systems.	Short	Promote	Environmental Services	Federal and State Government; University of Southern Queensland; Southern Qld Landscapes
14.2	Promote opportunities and funding available for carbon farming.	Medium	Partner and Promote	Environmental Services Planning & Development Services	State and federal government; University of Southern Queensland

Actions to value nature

#	Action	Timing	Role	Council Lead	Partners
Strategy 15: Assist in identifying and protecting priority species, communities and habitat					
15.1	Review management and landscape guidelines for Councils parks and reserves including road reserves to protect threatened species, communities and significant habitat.	On-going	Lead & Partner	Parks & Operations Environmental Services Works	Local environmental organisations
15.2	Promote the development of a biodiversity assets and corridors strategy to identify and map threatened species, vegetation communities, high value conservation areas and habitat on public and private lands.	Short	Partner	Environmental Services	State & Federal Government, academic institutions, Southern Qld Landscapes
15.3	Work with partners to progress priority threatened species conservation and threat abatement management plans to address critical impacts.	Short	Advocate & Partner	Environmental Services	Local environmental organisations, State Government, academic institutions, Southern Qld Landscapes
15.4	Develop Council's Open Space Strategy and prepare management plans for Reserves and other Council lands.	Short	Lead & Partner	Parks & Operations Environmental Services	Local environmental organisations
Strategy 16: Encourage conservation protection and enhancement on private lands					
16.1	Encourage active community participation in citizen science programs and projects to improve local knowledge of species location and habitat.	On-going	Partner, Promote & Educate	Environmental Services	Local environmental organisations, State and Federal Government and academic institutions, Southern Qld Landscapes

#	Action	Timing	Role	Council Lead	Partners
16.2	Disseminate material to assist residents and landholders to protect wildlife and enhance habitat on private lands and to assist in biodiversity planning and management – e.g. working with the Regional Land Partnerships project.	On-going	Educate & Partner	Environmental Services	Local environmental organisations, State Government and academic institutions, Southern Qld Landscapes
16.3	Assist local landholders and businesses to mitigate the impacts of flying-fox roosts and to co-exist	On-going	Educate & Partner	Environmental Services	State Government Flying-Fox Roost Management – Local Government Grants Program
16.4	Promote voluntary conservation programs and initiatives that incentivise landholders to invest in sustainable land practices such as improving the landscape for biodiversity.	On-going	Promote	Environmental Services	Local rural organisations, Southern Qld Landscapes; State & Federal Government
16.5	Develop and implement an engagement plan to motivate and educate visitors and residents to value, protect and enhance our backyards and bushland.	Short	Educate & Promote	Environmental Services	Local environmental organisations, State Government, Southern Qld Landscapes
Strategy 17: Advocate for the protection of the ecological and cultural values of local landscapes and waterways					
17.1	Seek funding for a Water Sensitive Southern Downs Strategy which includes: » mapping major waterways, wetlands and refugia (chains of waterholes) and riparian vegetation » mapping of cultural waterway assessments » identifying major point and diffuse pollution sources » providing green infrastructure for stormwater control and treatment including bioswales, detention basins, stormwater flow diffusers and roadside plantings » identifying stormwater planning scheme controls and design guidelines for new builds, sediment controls and buffers around wetlands and waterways.	On-going	Lead & Partner	Environmental Services	Northern Basin Aboriginal Nations Local environmental organisations State and Federal Government and academic institutions SQL

#	Action	Timing	Role	Council Lead	Partners
17.2	Work with local indigenous groups to capture and incorporate traditional and cultural knowledge history.	On-going	Partner	Environmental Services	First Nation organisations
17.3	Promote agricultural practices that reduce impacts on local waterways	On-going	Promote & Partner	Environmental Services	Southern Qld Landscapes, Local primary producers, State government, Landcare
17.4	Promote sustainable recreation and eco-tourism activities	On-going	Partner, Educate & Promote	Environmental Services Economic Development	Local organisations
17.5	Develop and implement an integrated water monitoring network at key recreational and environmental sites and develop a report card for sub-catchment areas.	Medium	Lead & Partner	Environmental Services	Local community groups, schools, State Government; Southern Queensland Landscapes
17.6	Review Council's stormwater quality improvement initiatives.	Medium	Lead	Water Services	
Strategy 18: Manage invasive species and other threats to biodiversity as legislated					
18.1	Promote invasive animal and pest plant control and management opportunities.	On-going	Promote & Partner	Environmental Services	Southern Qld Landscapes, Landcare, local primary producers, Federal and State government
18.2	Review and revise the Invasive Pest Management Plan.	On-going	Lead	Environmental Services	Pest Management Advisory Committee
18.3	Work with partners to evaluate and manage the impact of long-term drought on ecological communities and significant trees.	On-going	Advocate & Partner	Environmental Services	Local environmental organisations, Southern Qld Landscapes; University of Southern Qld.

#	Action	Timing	Role	Council Lead	Partners
Strategy 19: Lobby for sustainable fire management that protects lives, property and biodiversity					
19.1	Liaise with emergency management regarding controlled burns to support improved biodiversity outcomes on public and private lands.	On-going	Partner	Environmental Services Corporate and Commercial Services	Qld Fire & Emergency Services, Southern Qld Landscapes, First Nation organisations
19.2	Incorporate fire management consideration into management plans for Council owned land and reserves.	On-going	Lead & Partner	Environmental Services	Qld Fire & Emergency Services
19.3	Advocate for a regional fire plan that looks at fire management practices for different landscapes, vegetation types, ecological values, cultural burns etc.	On-going	Advocate	Environmental Services	Regional and state organisations, Southern Qld Landscapes, First Nation organisations
19.4	Support initiatives that improve understanding of the role and value of burning for biodiversity on private landholdings including the value of traditional fire management.	Short	Promote & Educate	Environmental Services	Local environmental and First Nation organisations, State and Federal Government and academic institutions, Southern Queensland Landscapes; Landcare

Actions to build economic resilience

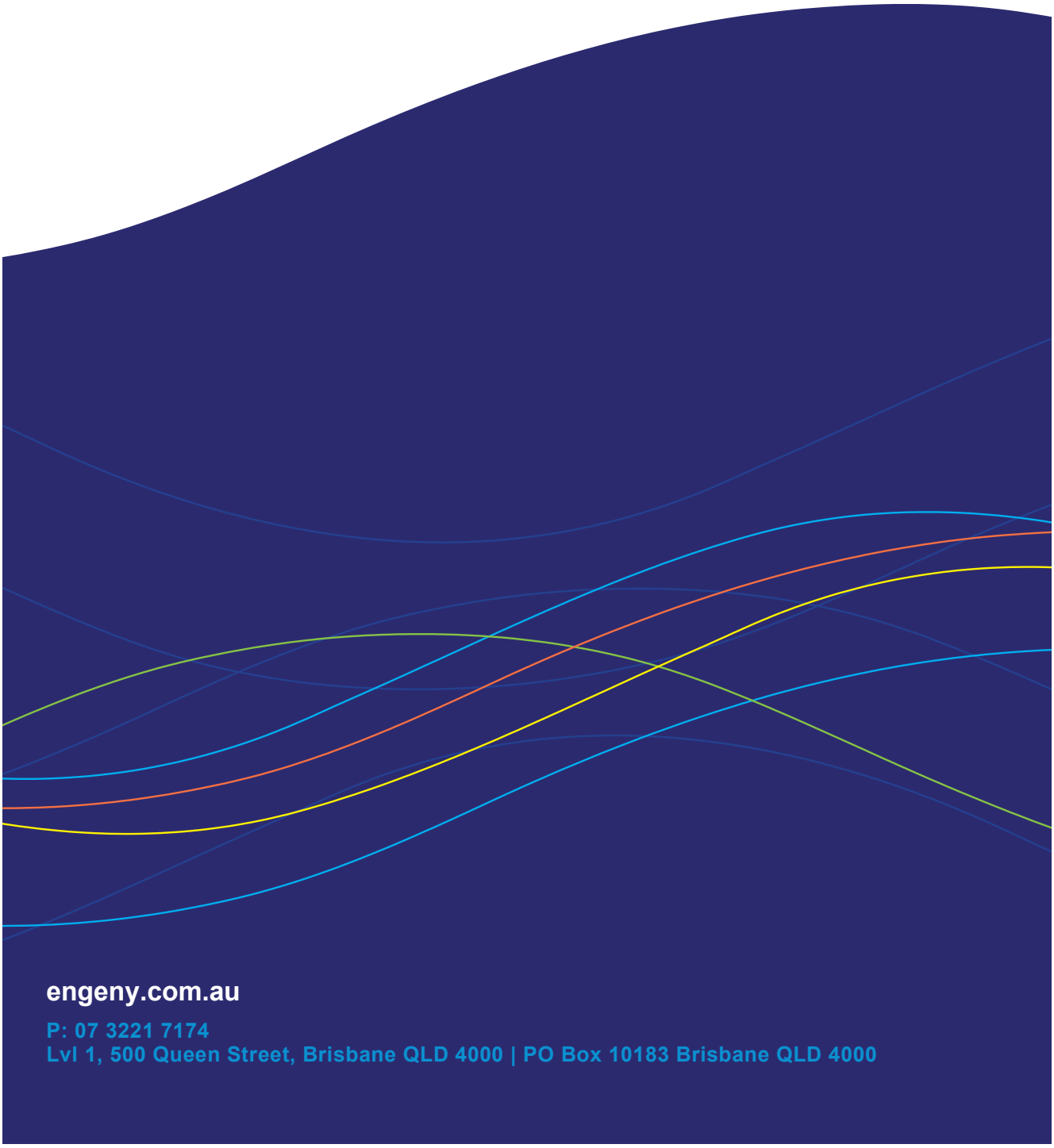
#	Action	Timing	Role	Council Lead	Partners
Strategy 20: Increase local and regional connectivity					
20.1	Investigate Smart City initiatives focused on improving data collation, management and utilisation for community sustainability priorities.	On-going	Lead & Partner	Corporate and Commercial Services	Federal Government – Smart Cities and Suburbs
20.2	Identify future transit corridors and potential heavy industry hubs (for example: storage and transit centres) as part of land use planning.	Short	Lead	Planning & Development Services	Department of Transport and Main Roads
20.3	Work with partners to develop a Regional Transport Strategy encompassing Road, Air and Rail.	Long	Advocate & Partner	Engineering Services	Regional local government, Federal and State Government
Strategy 21: Encourage sustainable development and tourism					
21.1	Support local Aboriginal employment and tourism opportunities	On-going	Partner & Promote	Economic Development	Local land councils and other traditional owners, Southern Qld Landscapes
21.2	Encourage nature based and eco-tourism.	On-going	Advocate, Partner & Promote	Economic Development Environmental Services	Local tourism, recreation and environment orgs, Tourism QLD, Southern Qld Landscapes
21.3	Promote initiatives and identify funding to assist small businesses to incorporate environmentally sound processes and deliver on sustainability outcomes.	On-going	Advocate & Promote	Economic Development	Local business organisations, State & Federal Government

#	Action	Timing	Role	Council Lead	Partners
Strategy 22: Encourage sustainable development of townships					
22.1	Support, encourage and facilitate green infrastructure development.	On-going	Lead & Promote	Planning & Development Services	Local township partners
22.2	Work with rural communities on township based Urban Design Frameworks that adapt and build on their strategic advantages and encourage sustainable rural businesses.	On-going	Lead & Partner	Planning & Development Services	Local township and business organisations
22.3	Develop and implement an engagement plan to inform community, business and industry about the benefits of building sustainably; waste management and sustainable purchasing opportunities.	Short	Lead & Educate	Environmental Services	Local township partners
Strategy 23: Encourage sustainable agriculture and food security					
23.1	Advocate for a rural land use review to be undertaken by relevant authorities that identifies and protects prime agricultural lands and update local mapping as required.	Short	Advocate	Planning & Development Services	Local rural organisations
23.2	Consider the promotion of a 'green' farm gate trail. This could be linked to other tourism ventures (cycle ways).	Medium	Partner & Promote	Economic Development	Local tourism, recreation and agricultural orgs, Tourism QLD
Strategy 24: Reduce waste and encourage resource recovery					
24.1	Promote programs to avoid and reduce waste with local businesses.	On-going	Promote	Environmental Services	State Government Local business groups
24.2	Update Council's Waste Reduction and Recycling Plan 2021-2024 to incorporate circular economy principles, and any updates to the Queensland Waste Management & Resource Recovery Strategy.	Short	Lead	Environmental Services	State Government

#	Action	Timing	Role	Council Lead	Partners
24.3	Incorporate circular economy principles in Council's procurement and internal waste management/ resource recovery	Short	Lead	Environmental Services	
24.4	Identify opportunities to support on-farm sustainable waste and recycling, particularly management of plastic materials.	Short	Advocate & Partner	Environmental Services	Local rural organisations
24.5	Investigate the viability of collecting food and garden organics from Council facilities, parks and gardens for treatment and reuse.	Medium	Lead	Environmental Services	
Strategy 25: Encourage circular economy infrastructure and services					
25.1	Encourage reuse and restoration social venture organisations in the region, including provision of space at Council facilities.	On-going	Partner	Environmental Services	Not-for-profit organisations
25.2	Review and revise strategic and statutory planning controls to facilitate delivery of innovative circular economy infrastructure	On-going	Lead	Planning & Development Services	State Government
25.3	Identify and publicise circular economy champions in the community business awards.	Short	Promote	Economic Development	Chambers of Commerce
25.4	Investigate viability of an Anaerobic Biodigester to recycle organic waste in the region.	Short	Lead & Partner	Environmental Services	State Government, University of Southern Queensland, local environmental groups, local businesses.
25.5	Work with regional partners to create a regional circular economy infrastructure hub.	Long	Advocate & Partner	Environmental Services Planning & Development Services	Regional local government partners, State government, Tertiary Institutions


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APPROVAL OF DROUGHT MANAGEMENT PLAN JUNE 2025

Drought Management Plan DRAFT 30.6.2025

Meeting Date: 16 July 2025

Attachment No: 2

Southern Downs Regional Council

Drought Management Plan- DRAFT

30th June 2025

Southern Downs REGIONAL COUNCIL

DOCUMENT CONTROL

REV	DATE	DESCRIPTION	AUTHOR	REVIEWER	PROJECT MGR	APPROVER
0	13/11/2020	Client Issue	Charlene Wong	Jim Pruss	Charlene Wong	Jim Pruss
1	21/12/2020	Client Issue	Charlene Wong	Jim Pruss	Charlene Wong	Jim Pruss
2	5/3/2021	SDRC Revision				
3	30/06/2025	SDRC revision 2	Jill Yeaman	Graham Sweetlove/ Miriam Gabon	Miriam Gabon	Graham Sweetlove
Signatures						

EXECUTIVE SUMMARY

This Drought Management Plan demonstrates Southern Downs Regional Council's commitment to proactively identify and mitigate the drought related risks, particularly the likelihood and consequence of loss of water supply to the communities within the Council's water supply areas. The Drought Management Plan is applicable to customers connected to all the reticulated water supply schemes, as well as those who purchase bulk water supply from Southern Downs Regional Council.

The Drought Management Plan provides a roadmap of planned, pre-agreed and stepped actions at clear trigger points to respond to water security risks. The Plan is based on an adaptive decision-making framework to allow a range of actual factors including climate outlook to be considered before drought response actions are implemented.

All seven Water Supply Schemes, Warwick (including Allora and Yangan), Stanthorpe, Killarney, Wallangarra, Dalveen, Leyburn and Pratten, are considered individually. Each scheme has a plan as represented in Figure 1 which identifies triggers and actions. The drought response actions considered include demand management actions as well as actions required to mobilise contingency and emergency supply options. The actions consider regional factors, drought history, growth projections, climate variability and the current science of climate change. Importantly, community preferences, socioeconomic and equity considerations are included however most are of a qualitative or semi quantitative nature at this stage of the plan maturity.

Figure 1: Drought Response Plan

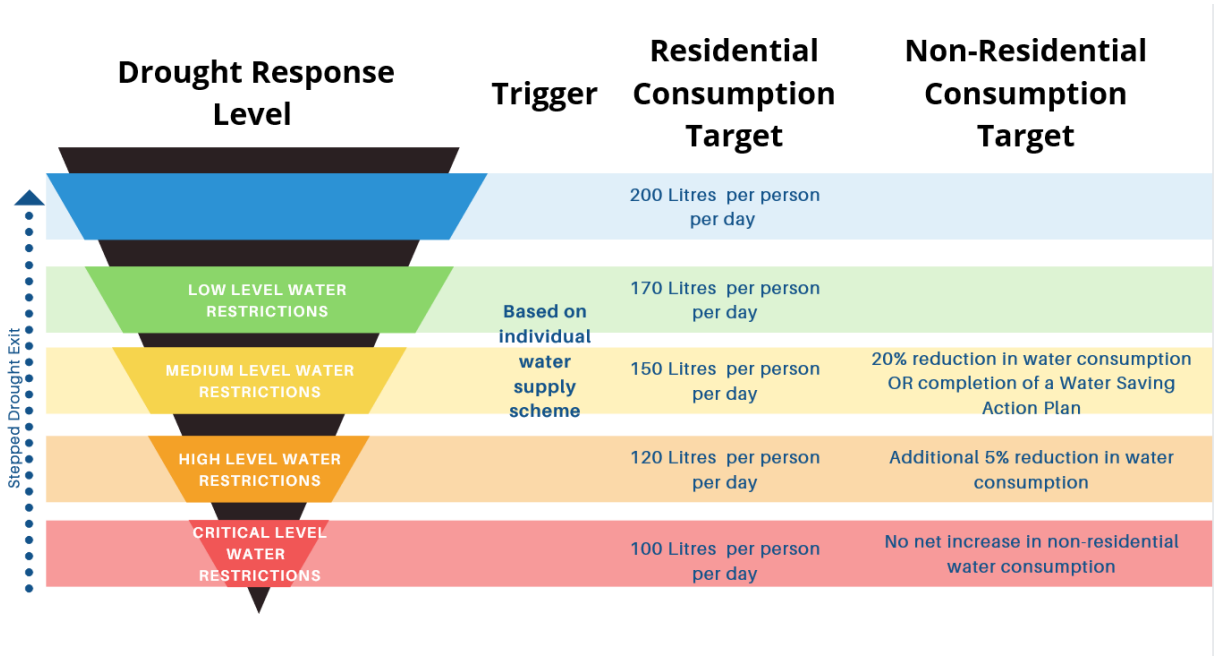


Figure 1 outlines the five stages of activity which include four water restriction levels of increasing severity. Each scheme has individual triggers as well as residential and non- residential consumption targets. This Drought Management Plan outlines when it is time to start preparing for drought conditions as well as the planning, monitoring, operational and engagement activities required for each of the four levels of water restrictions to ensure they have the desired effect when introduced.

Finally, the Drought Management Plan outlines the required and recommended updates and post drought review process to capture the knowledge which is often lost in the aftermath of droughts.

It is recommended that this Plan is updated at least every 5 years to reflect current trends in water use across the SDRC and/or if there are significant changes to the water security position of the region, such post-construction of the proposed Toowoomba to Warwick (T2W) pipeline scheme.

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1 INTRODUCTION

Safe, reliable and cost-effective water supply underpins the livelihood and lifestyle of the Southern Downs Regional Council's (SDRC's) population and supports a prosperous region. As the region experiences frequent and sometimes severe droughts, occasional water supply reduction measures need to be introduced. While necessary, severe restrictions over a prolonged period of time can increase public health risks, create economic stress, lower the amenity of common infrastructure and produce social hardship. One of the best ways to manage these water supply security risks is through proactive and well-considered planning that allows effective and adaptive decision making.

While water supply risks can be mitigated with strict and enforceable restrictions regimes, experience has shown there are other factors to consider when applying risk reduction measures. An ability to adapt to the situation, based on the actual factors present at the time is essential. Therefore, an adaptive methodology has been incorporated into the Drought Management Plan, noting the process is designed to aid decision making as opposed to delaying necessary actions in the absence of information.

This Drought Management Plan demonstrates SDRC's commitment to proactively identify and mitigate drought related risks, particularly the likelihood and consequence of loss of water supply to the communities within the SDRC's water supply areas. The Drought Management Plan is applicable to customers connected to all the reticulated water supply schemes, as well as those who purchase bulk water supply from SDRC.

1.1 OBJECTIVES

The objectives of this Drought Management Plan, not in any particular order of priority, are to:

- Provide a roadmap of planned, pre-agreed and stepped actions at clear trigger points to respond to water security risks.
- Develop a plan that is adaptive and allows consideration of the climate outlook, and other factors that Council may face, as part of the drought response.
- Support communication with SDRC water customers and the wider community.
- Support transparent and consistent decision making.
- Enable timely implementation of actions.
- Reduce the risk and therefore likelihood of more extreme drought response measures being required.

1.2 PLAN OVERVIEW

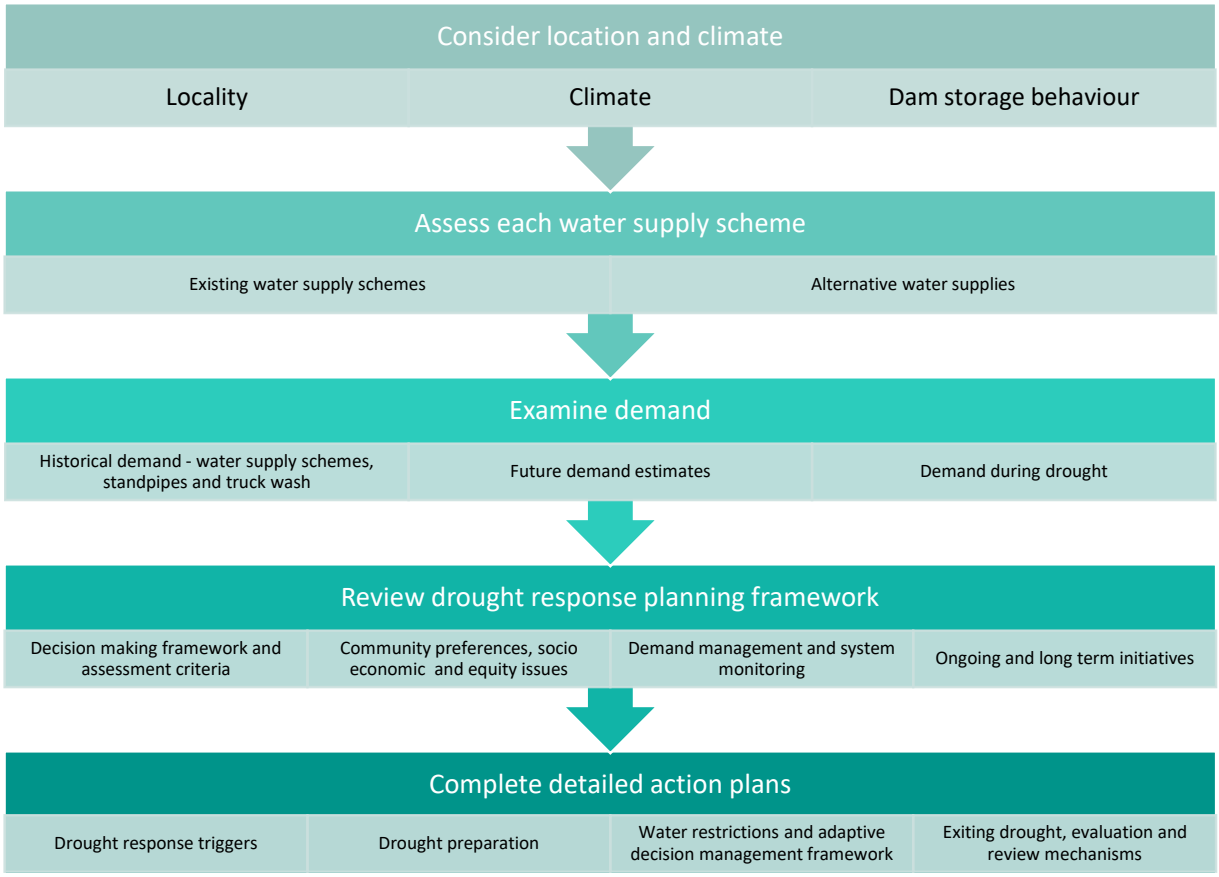
The Drought Management Plan has been developed as a standalone document. The water restriction triggers have been developed based on historical drought and past experiences. The Plan defines a list of actions to be implemented once each water restriction trigger is reached, as well as detailing key considerations when entering and exiting drought. The associated monitoring, communication and resourcing requirements represent an important, and stepped, improvement in drought response management for SDRC.

Any drought planning process involves two fundamentally different steps that complement each other; a long-term water supply security plan and a drought management plan. Planning for a drought takes its starting point from planning outside of drought, during 'normal' or 'usual times' from the long-term Water Supply Security Plan (WSSP). The WSSP defines the water security level of service objectives, including the desired water use during normal/usual times, and the acceptable maximum frequency and duration of water restrictions. Drought planning then transposes this baseline to the drought conditions and a Drought Management Plan is produced. A WSSP has been produced for Warwick and for Stanthorpe and over time, a WSSP will be developed for the other larger supplies of Killarney and Wallangarra.

To provide a sense of flow and readability, Figure 1.1 shows the process undertaken, commencing with an initial assessment of regional factors through to finalising the action plans. The overall philosophy for the Plan, apart from meeting the objectives was to:

- Take a structured yet adaptable approach considering community preferences.
- Learn from past drought experiences and the successful strategies of other regions.
- Look to the future including climate change outcomes as well as normal climate variability and population changes.
- Examine each supply scheme not just the main reticulated supply.
- Provide transparency and clarity to customers and consumers.
- Establish a framework that will not have to be reinvented just updated and added to as the future drought experiences of the Region unfold.
- Make recommendations for improvements to operational processes and procedures to make the regional more resilient to future droughts.

Figure 1.1: Report Overview



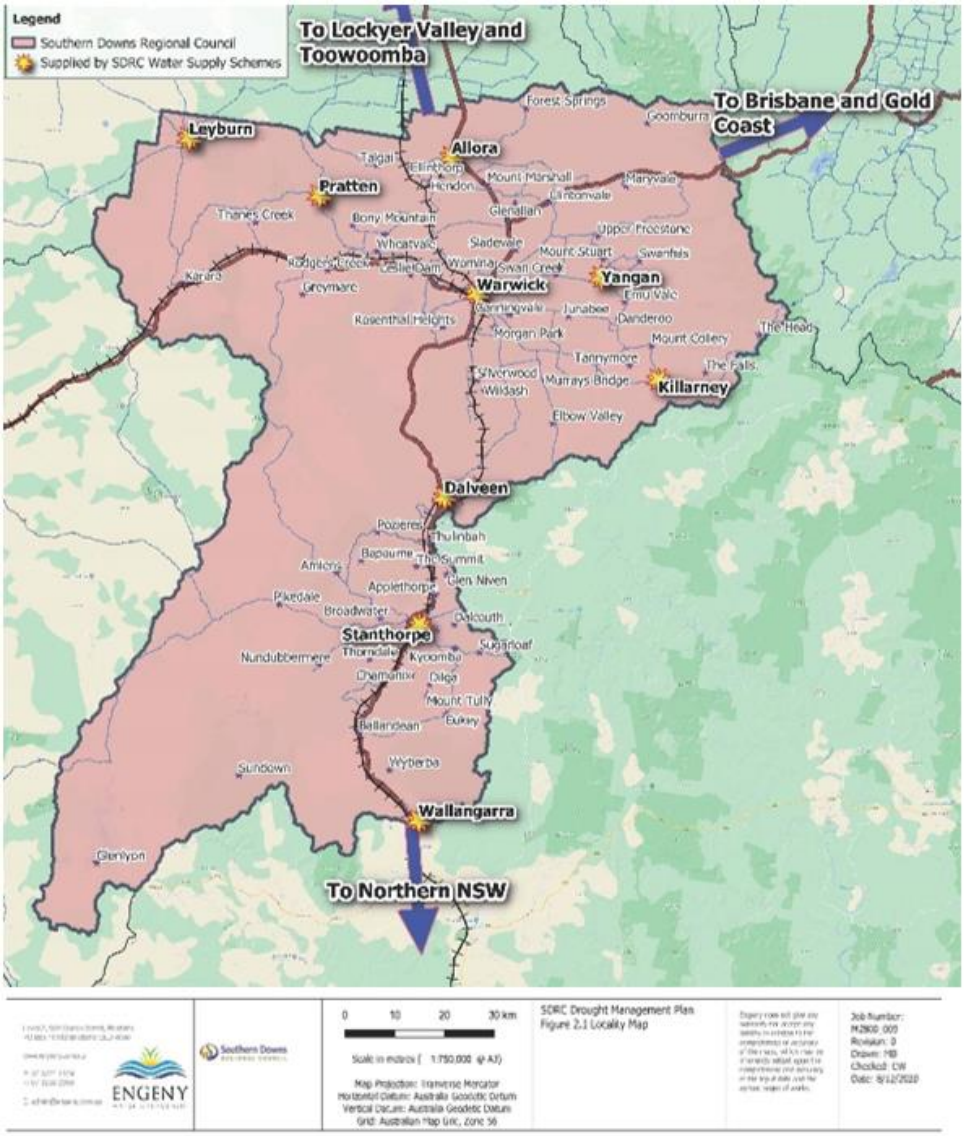
2 LOCATION AND CLIMATE

2.1 LOCALITY

Southern Downs Regional Council serves a population of approximately 35,000 people and covers an area of 7,500 km^2. The region adjoins South East Queensland to the east, Toowoomba to the north, Goondiwindi to the west and extends to the state's border with New South Wales to the south. The Council operates a number of water supply schemes servicing the towns and villages of Warwick, Stanthorpe, Killarney, Yangan, Allora, Dalveen, Leyburn, Pratten and Wallangarra (including part of Jennings in New South Wales).

Figure 2.1 provides a locality map of the SDRC area and the towns and villages currently serviced by the Council's water supply schemes.

Figure 2.1: SDRC Locality

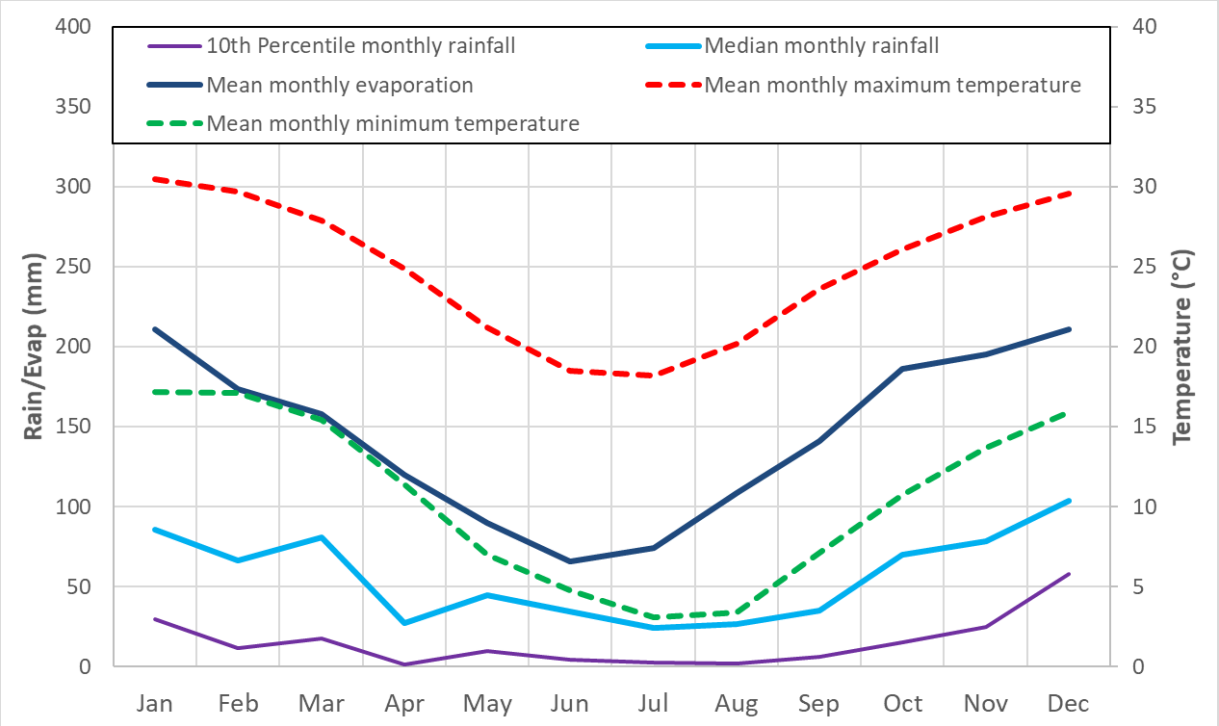


2.2 CLIMATE

The Southern Downs region experiences a "warm temperate" climate range, which can be broadly characterised as having a high diurnal temperature range, four distinct seasons, and summer and winter temperatures that can exceed human comfort levels.

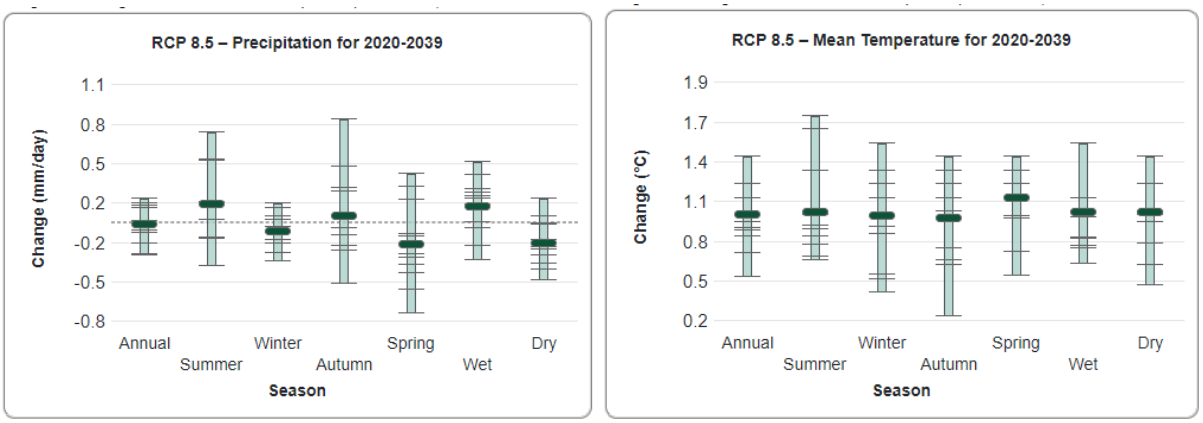
The historical monthly climate for the region is provided on Figure 2.2. The mean (average) maximum temperature ranges from around 18° C in the winter months, to 30° C in the summer months. Rainfall is generally low over the winter months (30 mm per month on average) and highest in summer months (80 mm per month on average). Median rainfall is 688 mm/year, with a relatively high evaporation rate of 1,752 mm/year. Approximately two-thirds of the annual precipitation occurs between the warmer months of October to March.

Figure 2.2: Historical Monthly Climate (1994 – 2023)



The planning horizon of this Drought Management Plan is focussed on the next 5 years with drought response actions specifically tailored for the current demand and population characteristics of the SDRC water supply areas. However, longer term climate change pressures have been widely recognised as a significant risk factor in maintaining water supply continuity to the Southern Downs communities through changing frequency and duration of rainfall and increased evaporation rates. It is noted that the Queensland Government Climate Dashboard predicts that the mean temperature will increase by approximately 1 °C on average, and rainfall totals for the region could be reduced by as high as 14% by 2030 (refer Figure 2.3 below). It is important that these factors are taken into consideration when determining triggers for entering or exiting water restriction levels (refer Section 6.3).

Figure 2.3: Climate Change Impact (Extracted from the Queensland Government Climate Dashboard in June 2024)



2.3 DAM STORAGE BEHAVIOUR

There are five surface water dams within the SDRC water supply schemes, with Leslie Dam supplying the townships of Warwick, Yangan and Allora, Storm King Dam supplying the township of Stanthorpe and Beehive Dam and The Soak supply the township of Wallangarra and Jennings (located in Tenterfield Shire Council, NSW). Connolly Dam serves as a backup supply for Warwick and Stanthorpe, with Warwick only able to access the top 30% when available.

Only Leslie, Connolly and Storm King Dams have instrumentation which provides accurate data on the water level within the dam storage. The following graphs detail these dam storages over time in comparison to rainfall received in the relevant area.

Figure 2.4 and 2.5 show comparisons of the recorded dam levels (where dam level data is available) and monthly rainfall since 2001 for the northern region dams and 2000 for the Stanthorpe region. Note that the gauging station used to collect the rainfall data displayed on Figure 2.4 is located in Warwick (Warwick Alert Station, ID 41534) and Fig 2.5 is located in Stanthorpe (Stanthorpe Leslie Parade 41095) and is not a direct reflection of the rainfall volumes onto the dams or their supply catchments. Therefore, the records can only be used as a surrogate for rainfall. There are some gaps in data for Connolly Dam for a number of years and for a number of months for Storm King Dam.

As shown in Figure 2.4 and 2.5, the dams are relatively sensitive to the summer rainfall totals, and the dam volumes are prone to falling rapidly even with just one year of below average summer rainfall. Dam level declines are a function of catchment size and inflows, dam size, rainfall frequency and intensity, evaporation and extraction rates.

Figure 2.4: Recorded Dam Levels and Rainfall – Northern Region

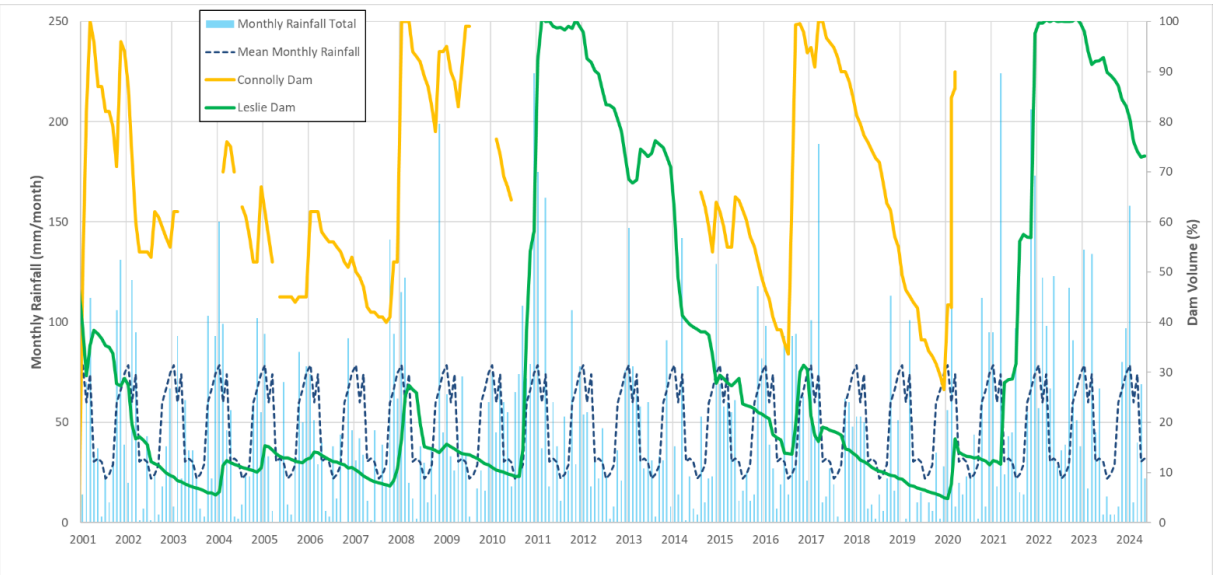
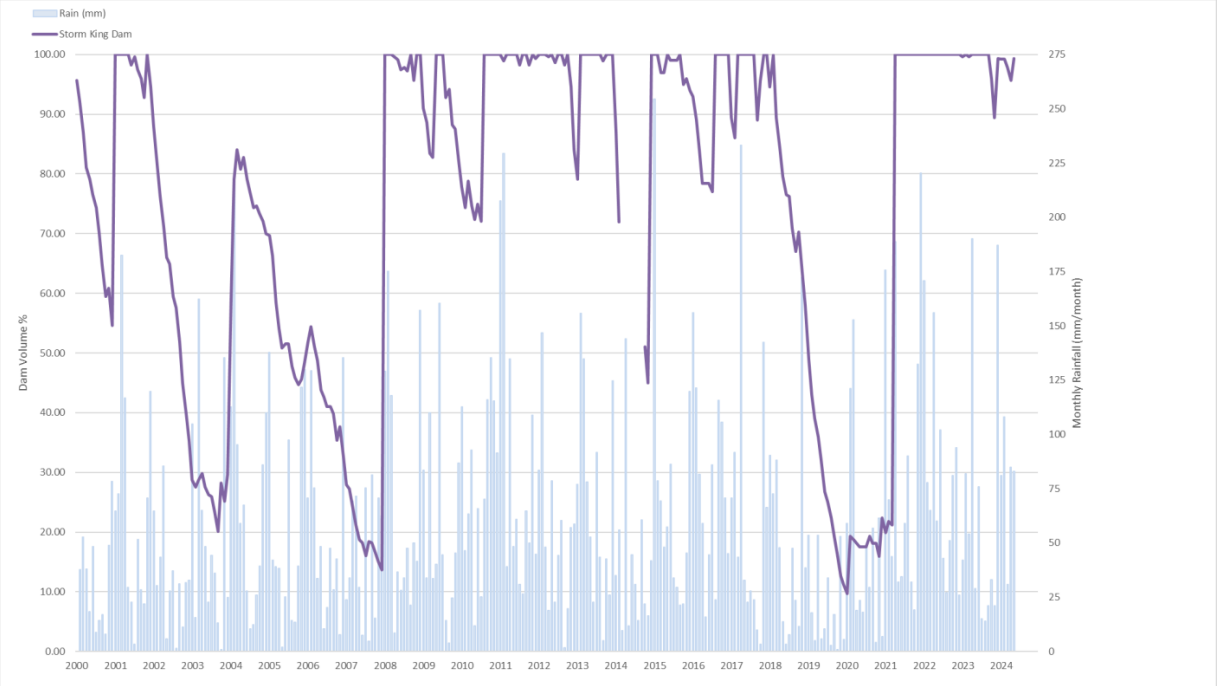


Figure 2.5: Recorded Dam Levels and Rainfall – Stanthorpe Region



3 WATER SUPPLY SCHEMES

3.1 EXISTING SUPPLY SCHEMES

SDRC owns and operates seven reticulated water supply schemes, servicing the townships of Warwick (including Allora and Yangan), Stanthorpe, Wallangarra, Killarney and the villages of Dalveen, Pratten and Leyburn. The Council also provides bulk water to a part of Jennings which is located within the Tenterfield Shire Council area in New South Wales (NSW), as well as raw water and recycled water to a small number of customers.

3.1.1 WARWICK WATER SUPPLY SCHEME

The Warwick Water Supply Scheme supplies the townships of Warwick, Allora and Yangan. The scheme is predominately supplied from Leslie Dam with backup supply from Connolly Dam. Both water sources are treated at the Warwick Water Treatment Plant (WTP) before being distributed to the reticulated networks in Warwick, Allora and Yangan.

During normal operation, Leslie Dam provides approximately 100% of the raw water supply to the Warwick WTP as it offers better quality water, with Connolly dam as a backup if required. Connolly Dam is reservice to supply the Stanthorpe Water Supply Scheme. The status of the raw water supply sources is summarised in Table 3.1.

Table 3.1: Overview of Warwick Water Supply Scheme

WARWICK WATER SUPPLY SCHEME (INCLUDES ALLORA AND YANGAN)		
Population based on 2021 Census	18,534	
Connections based on March 2024 billing	Total: 8,429. This includes 7,290 residential connections that use 57% of total water produced.	
	Leslie Dam	**Connolly Dam**
Owner operator	Sunwater. SDRC holds a high priority water allocation from Leslie Dam to supply the scheme, and there is an agreement to reserve supply for town water use only when dam storage level is below 460.35 m AHD.	SDRC
Catchment	Condamine	Condamine
Licence entitlement	2,707 ML/year for urban use only (Water Licence 1142AP7585) Additional 500 ML/year for any use (Water Licence 5001AP7585)	2,323 ML/year for urban use only (Water Licence 1621AP7585)
Raw water transfer capacity	18 ML/day (based on 20-hour pumped operation)	3.5 ML/day (based on 24-hour gravity operation)

		There is a pump to pump the water to Warwick but this is currently not in use due to the condition of the delivery pipeline
	Leslie Dam	**Connolly Dam**
Water treatment location and capacity	Warwick WTP (18 ML/day)	Warwick WTP (18 ML/day)
Full supply volume (FSV)	105,895 ML	2,590 ML
Minimum Operating Volume	As part of a drought response the storage may be drawn down to 220 ML (0.2% of FSV) based on the minimum operating level for town water supply	200 ML (9.3% of FSV) for emergency supply and aquatic ecosystem preservation
Dead storage volume	2,130 ML (2% of FSV) based on volume below the level of the river outlet works	50 ML (2.3% FSV)
Contingency supply	The top 30% of storage in Connolly dam is a contingency supply for Warwick. The new Lyndhurst Lane bore with an allocation of 100ML/year is an additional contingency supply.	
Emergency Supply	The proposed Toowoomba to Warwick pipeline will be the emergency supply when it is constructed. The Allora bore supply (≈ 1ML/day) will be able to feed into this pipeline when it is constructed.	

3.1.2 STANTHORPE WATER SUPPLY SCHEME

The Stanthorpe Water Supply Scheme supplies the township of Stanthorpe with raw water sourced from Storm King Dam and treated at the Stanthorpe WTP. Storm King Dam is owned and operated by SDRC with a relatively small storage capacity of 2,065 ML.

Due to the recent drought conditions that commenced in 2017, storage within Storm King Dam was depleted and water carting commenced in January 2020 to maintain emergency water supply. Raw water was carted from Connolly Dam and stored in two 1 ML tanks which are connected to the Stanthorpe WTP raw water intake pipeline. The Stanthorpe WTP has therefore been optimised to treat raw water sourced from Connolly Dam, which has different characteristics to the raw water sourced from Storm King Dam.

The status of the raw water supply source is summarised in Table 3.2.

Table 3.2: Overview of Stanthorpe Water Supply Scheme

STANTHORPE WATER SUPPLY SCHEME	
Population based on 2021 Census	6,260
Connections based on March 2024 billing	Total: 2,750. This includes 2344 residential connections that use 64% of total water produced
	Storm King Dam
Owner operator	SDRC
Catchment	Border Rivers (91 km^2)
Licence entitlement	1,150 ML/year for urban use only (Water Licence 406703)
Raw water transfer capacity	3 ML/day via gravity, 5ML/day pumped
Water treatment location and capacity	Stanthorpe WTP (3 ML/day)
Full supply volume (FSV)	2,180 ML
Minimum Operating Volume	200 ML (9.2% of FSV) for aquatic ecosystem and fire-fighting purposes
Dead storage volume	119 ML (5.5% of FSV)
Contingency supply	Nil
Emergency supply	Carting from Connolly Dam and from neighbouring dams

3.1.3 KILLARNEY WATER SUPPLY SCHEME

The Killarney Water Supply Scheme supplies the village of Killarney with raw water sourced from Spring Creek Weir and treated at the Killarney WTP. There is an off-stream storage (OSS) with 70 ML storage capacity downstream of the Spring Creek Weir; however, the OSS is typically not in service due to the relatively poorer water quality in the OSS resulting in higher and more costly treatment requirement at the Killarney WTP.

The status of the raw water supply sources is summarised in Table 3.3.

Table 3.3: Overview of Killarney Water Supply Scheme

KILLARNEY WATER SUPPLY SCHEME	
Population based on 2021 Census	960
Connections based on March 2024 billing	Total: 507. This includes 400 residential connections that use 55% of total water produced.
	Spring Creek Weir
Owner operator	SDRC
Catchment	Condamine
Licence entitlement	160 ML/year at an allowable rate of 3 ML/day from weir to OSS (Water Licence 902AP7585) Direct weir storage of maximum 1 ML with maximum height of impounded water at full supply level not exceeding 2 m above bed level can be utilised directly from Spring Creek (Water Licence 100077)
Raw water transfer capacity	10 – 18 L/s based on direct weir storage level
Water treatment location and capacity	Killarney WTP (0.8 ML/day)
Contingency supply	Off-stream Storage
Emergency Supply	Access existing groundwater supply; Carting from Leslie Dam, or Connolly Dam if Warwick does not require it

3.1.4 WALLANGARRA WATER SUPPLY SCHEME

The Wallangarra Water Supply Scheme supplies Wallangarra as well as providing bulk water supply to a part of Jennings which is located within the Tenterfield Shire Council area in New South Wales (NSW). Raw water is sourced from The Soak and Beehive Dam. While Beehive Dam is the primary water supply source due to its higher storage volume, The Soak is the preferred water supply source due to its relatively better raw water quality and therefore lower and less costly treatment requirement. Both raw water sources are treated at the Wallangarra WTP.

The Soak is a spring fed dam and the recent drought conditions led to a decline in water storages in both The Soak and Beehive Dam. Both dams recover well following rainfall but an alternative emergency groundwater supply can be accessed from a bore at Paling Yard Road, Wallangarra, should the need arise. An emergency water permit to extract water from the bore is required prior to accessing this emergency water option. The bore has a capacity of 0.2 ML/day, and DNRME has (in late 2020) transferred the bore asset to be owned and operated by SDRC.

The status of the raw water supply sources is summarised in Table 3.4.

Table 3.4: Overview of Wallangarra Water Supply Scheme

WALLANGARRA WATER SUPPLY SCHEME		
Population based on 2021 Census	703	
Connections based on March 2024 billing	Total: 297. This includes 249 residential connections that use 63% of total water produced. The scheme also supplies approximately 9 kL/day – 27 kL/day bulk water to part of Jennings based on 2016 – 2024 billing information.	
	The Soak	**Beehive Dam**
Owner operator	SDRC	SDRC
Catchment	Border Rivers	Border Rivers
Licence entitlement	140 ML/year for urban use only (Water Licence 46019571) – can be taken from either point of take	
Raw water transfer capacity	2.2 ML/day	2.9 ML/day (based on 20-hour operation)
Water treatment location and capacity	Wallangarra WTP (2.2 ML/day)	Wallangarra WTP (2.2 ML/day)
Full supply volume (FSV)	22 ML	97 ML
Contingency supply	Beehive Dam; Wallangarra Bore to supply the Soak	
Emergency supply	Carting from Storm King Dam, or Leslie/Connolly Dams if insufficient supply in Storm King Dam Carting from neighbouring Council area (Tenterfield Shire Council)	

3.1.5 BORE SUPPLY SCHEMES

In addition to the above water supply schemes, SDRC operates three bore schemes supplying the villages of Dalveen, Leyburn and Pratten. These water supply schemes utilise local groundwater supplies with water treatment occurring locally on site before being distributed to the reticulated network.

The status of bore water supply schemes is summarised in Table 3.5.

Table 3.5: Overview of Bore Supply Schemes

	DALVEEN WATER SUPPLY SCHEME	LEYBURN WATER SUPPLY SCHEME	PRATTEN WATER SUPPLY SCHEME
Owner operator	SDRC	SDRC	SDRC
Servicing Location	Dalveen	Leyburn	Pratten
Population based on 2021 Census	105	214	139
Connections based on March 2024 billing	Total: 74. This includes 60 residential connections that use 92% of total water produced.	Total: 129. This includes 102 residential connections that use 73% of total water produced.	Total: 85. This includes 76 residential connections that use 93% of total water produced.
Number of bores	3 (Only 2 bores are typically in operation due to difficulty in accessing the third bore) Bore 1 – RN71921 Bore 2 – RN71945 (unused) Bore 3 – RN80502	3 (Only 1 bore - RN64551 in operation since 2019 due to high turbidity in other bores) Bore 1 – RN64551 (Donald Street) Bore 2 – RN64521 (Warwick Street) Bore 3 – RN108394 (Macintyre Street)	2 Bore 1 (RN86280 Bore 2 (RN108283)
Catchment	Condamine	Canal Creek Alluvium	Condamine River Alluvium
Licence entitlement	30 ML/year for urban use only (Water Licence 71921T)	30 ML/year for urban use only (Water Licence 64521T)	30 ML/year for urban use only (Water Licence 86280T)
Raw water transfer capacity	Bore 1: 90 L/min Bore 2: Not in operation Bore 3: 90 L/min	Bore 1 (RN 64551): 165 L/min (in operation) Bore 2: 18 L/min (not in operation) Bore 3: 33 L/min (not in operation)	Combined flow 120 L/min
Water treatment location and capacity	In line chorine disinfection (0.3 ML/day)	In line chlorine and UV disinfection (0.8 ML/day)	In line chlorine disinfection and pressure filter (0.5 ML/day)
Contingency Supply	Potential supplementary supply accessible from developing new bores into existing allocation in Cunningham Alluvium		
Emergency Supply	Carting from Storm King Dam, Leslie Dam or Connolly Dam	Carting from Leslie Dam or Connolly Dam	Carting from Leslie Dam or Connolly Dam. Connect third bore on Condamine River Road

3.2 ALTERNATIVE WATER SUPPLIES

3.2.1 RECYCLED WATER

SDRC also operates the Warwick and Stanthorpe Sewage Treatment Plants (STP) which are capable of treating effluent to the Class A recycled water standard.

Class A effluent from the Warwick STP is used for irrigation of public access areas, including local sports and recreation clubs, school sports fields, and Council parks, gardens and cemeteries. It is also used for dust suppression and for road construction where appropriate. The Warwick STP typically produces 0.5 – 1.2 ML/day of Class A recycled water for the above recycled water uses, however, it has the ability to produce up to approximately 1.75 ML/day should there be an increase in recycled water demand. Production is directly associated with inflow into the treatment plant; inflow is reduced when water restrictions are in place.

The Stanthorpe STP has a Class A treated water capacity of 1 ML/day and is currently fully allocated for irrigation to local horticultural growers, local sports and recreation fields, the golf course, the public high school and the cemetery. Almost 100% of the Class A effluent produced from the Stanthorpe STP is reused for the above purposes.

SDRC has an objective to increase the capability, production and use of Class A recycled water to substitute for potable water use, both during and outside of drought events, to reduce potable water consumption where possible. There has been a significant upgrade to the treatment plant to facilitate this and the reticulation has been extended to Morgan Park to allow more users to connect. Currently, the uptake of recycled water use is limited by the end use type, typically for outdoor irrigation and construction works, and cannot be relied upon as a contingent water supply source at this stage.

SDRC is also investigating the feasibility and market need of further improving the quality of recycled water to beyond Class A to further broaden the end use type and increase the uptake of recycled water.

3.2.2 ADDITIONAL GROUNDWATER ALLOCATIONS

Southern Downs Regional Council has a number of additional groundwater allocations which were used for town water supply in Yangan, Allora and Rosehill, prior to the extension of the reticulation network to supply these towns with treated water from the Warwick Water Treatment Plant. Some of these are now being utilised and others are potentially available as emergency supplies.

The details of these allocations are set out in Table 3.6 below.

Table 3.6: Additional groundwater allocations

NOMINAL ENTITLEMENT	ACTIVITY LAND	TOWN	SOURCE	REGISTERED BORE NUMBER
10 ML	Lot 213 on M34689	Allora	Walloon Coal Measures	RN-80001
60 ML	Lot 2 on RP30686	Yangan	Marburg Sandstone	RN-80781
350 ML	Road Reserve adjacent to Lots 63/A22, 131/M34690 and 1/SP196281	Allora	Dalrymple Creek Alluvium	RN-52470 RN-61892 RN-80308 RN-80309 3 of the bores have been refurbished for connection to the Toowoomba to Warwick pipeline
60 ML	Lot 1 on PER5682, Lot 1 on PER5684, Lot 1 on PER5683 & Lot 155 on M341391	Warwick	Condamine River Alluvium (Cunningham Alluvium)	Now allocated to the new Lyndhurst Lane bore
40 ML	Lot 489 on D345 and others	Sandy Creek	Condamine River Alluvium	
40 ML	Lot 4 on RP218122, Lot 1 on RP169533	Yangan	Swan Creek Alluvium	No longer a bore available but council does have the allocation
29 ML*	Lot 11 SP106334	Killarney	Condamine River Alluvium	RN-61895

* Included in lease to the Killarney Recreation Club Inc. Prior notice required should the allocation be needed for emergency supply.

4 DEMAND FOR WATER

A critical element of this Drought Management Plan is an understanding of the historical, current and projected water demand patterns for each water supply scheme. This enables the identification of options to manage and restrict demands during drought periods and improves understanding of the implications of water restrictions for different water users.

4.1 HISTORICAL DEMAND

4.1.1 RETICULATION NETWORK POTABLE WATER DEMANDS

The historical potable water consumption patterns within SDRC based on the 2015 - 2023 billing information for each of the water supply scheme are provided in Table 4.1. The information provided in Table 4.1 is related to historical potable water consumption by residential and non-residential connections within SDRC only, and do not include bulk water consumptions from standpipes and bulk water supply to Tenterfield Shire Council. The gradual reduction in average daily consumption from 2019 to 2021 can be attributed to the recent drought event which triggered a series of water restriction levels and associated demand management measures. Although the average demand has crept up again they are mostly well below the pre-drought levels.

Table 4.1: Historical Demands

Water Supply Scheme	Average Daily Demand 2015 (ML/day)	Average Daily Demand 2016 (ML/day)	Average Daily Demand 2017 (ML/day)	Average Daily Demand 2018 (ML/day)	Average Daily Demand 2019 (ML/day) [3]	Average Daily Demand 2020 (ML/day) [3]	Average Daily Demand 2021 (ML/day)[3]	Average Daily Demand 2022 (ML/day)	Average Daily Demand 2023 (ML/day)
Warwick[2,4]	5.1	5.0	5.1	5.9	4.7	3.3	2.9	3.7	4.0
Allora[1]	0.19	0.16	0.18	0.18	0.14	0.12	0.14	0.15	0.19
Yangan[1]	0.09	0.09	0.08	0.09	0.08	0.06	0.06	0.07	0.08
Stanthorpe[4]	1.29	1.31	1.34	1.4	1.2	0.7	0.9	0.9	0.9
Killarney	0.22	0.21	0.23	0.21	0.21	0.18	0.18	0.2	0.2
Wallangarra	0.53	0.43	0.12	0.11	0.10	0.06	0.08	0.09	0.15
Dalveen	0.02	0.02	0.02	0.02	0.02	0.01	0.01	0.02	0.02
Leyburn	0.04	0.04	0.05	0.06	0.04	0.02	0.03	0.03	0.03
Pratten	0.02	0.02	0.03	0.03	0.03	0.02	0.01	0.01	0.02

Notes:

1. *Supplied by the Warwick Water Supply Scheme.*
2. *Excluding Yangan, Allora demands.*
3. *Drought years – water restrictions applied*
4. *Excludes demand from standpipes*

This table is extremely useful as it straddles a drought period so that we can clearly see the demand during a drought event compared to normal demand. The drought was from late 2019 – 2022. This drought although of short duration was very severe with Stanthorpe running out of water from Storm King Dam.

Figures 4.1 to 4.7 demonstrate the historical potable supply trends for the SDRC water supply schemes. Of note is that the daily recorded flows depicted in these figures are recorded by the SDRC operating meters and include supply for both the downstream network demands as well as filling the network storages. On a daily basis these flows may not truly reflect actual network water demands (e.g. on one day the recorded "demand" might be higher due to filling of downstream storages, on the next day the recorded "demand" might be significantly lower as the network storages draw down to meet demands). However, the recorded flows should be a good representation of network demands on rolling 7-day and 28-day averages.

In addition to potable water supply, SDRC also provides raw water to a small number of customers connected to the Leslie Dam, Connolly Dam and Storm King Dam raw water pipelines. The raw water use is significantly lower than potable water use for the corresponding schemes (less than 25 kL/day). New connections are not permitted on the raw water mains.

Figure 4.1: Historical Demand Trend – Warwick Water Supply Scheme

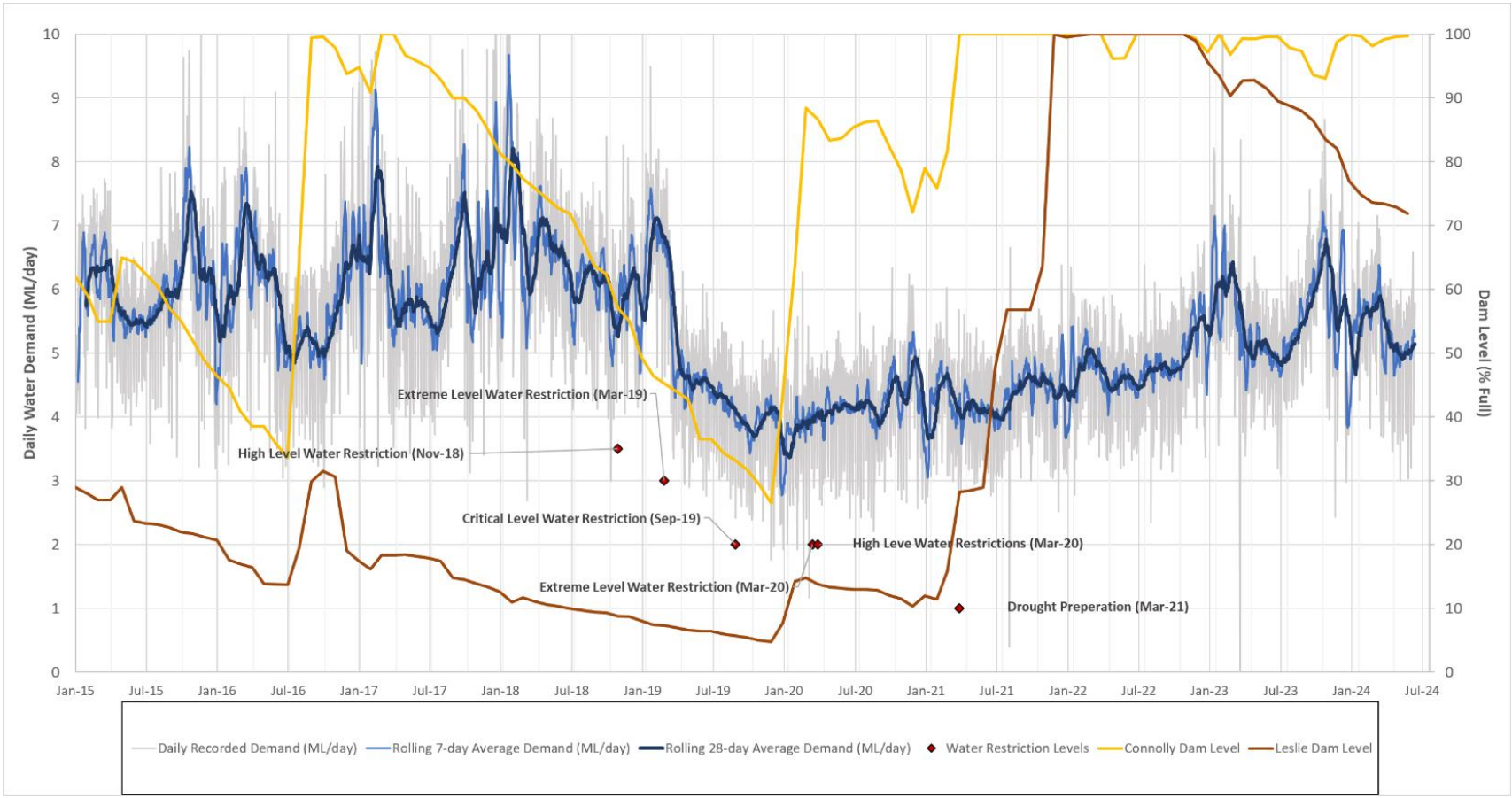


Figure 4.2: Historical Demand Trend – Stanthorpe Water Supply Scheme

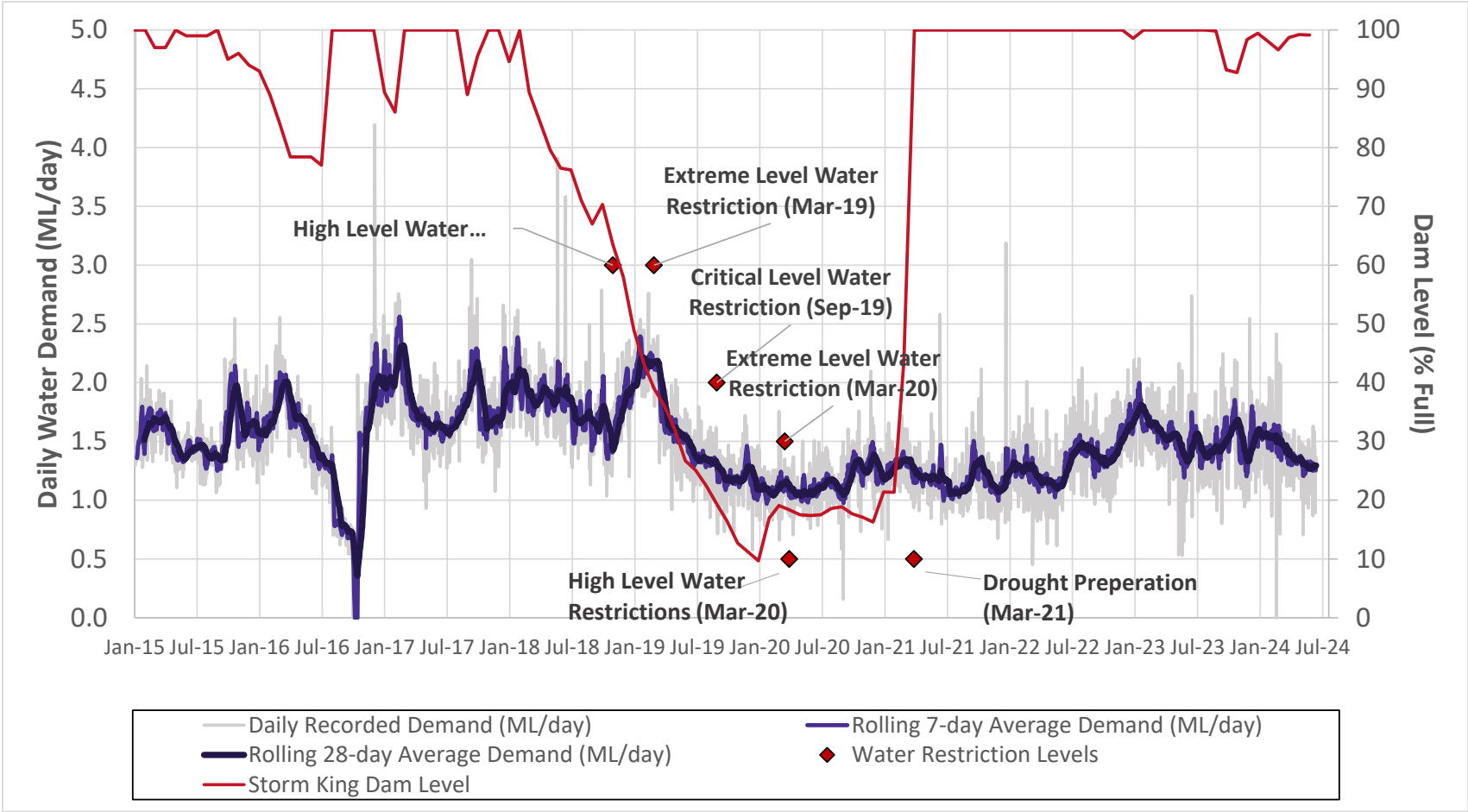


Figure 4.3: Historical Demand Trend – Killarney Water Supply Scheme

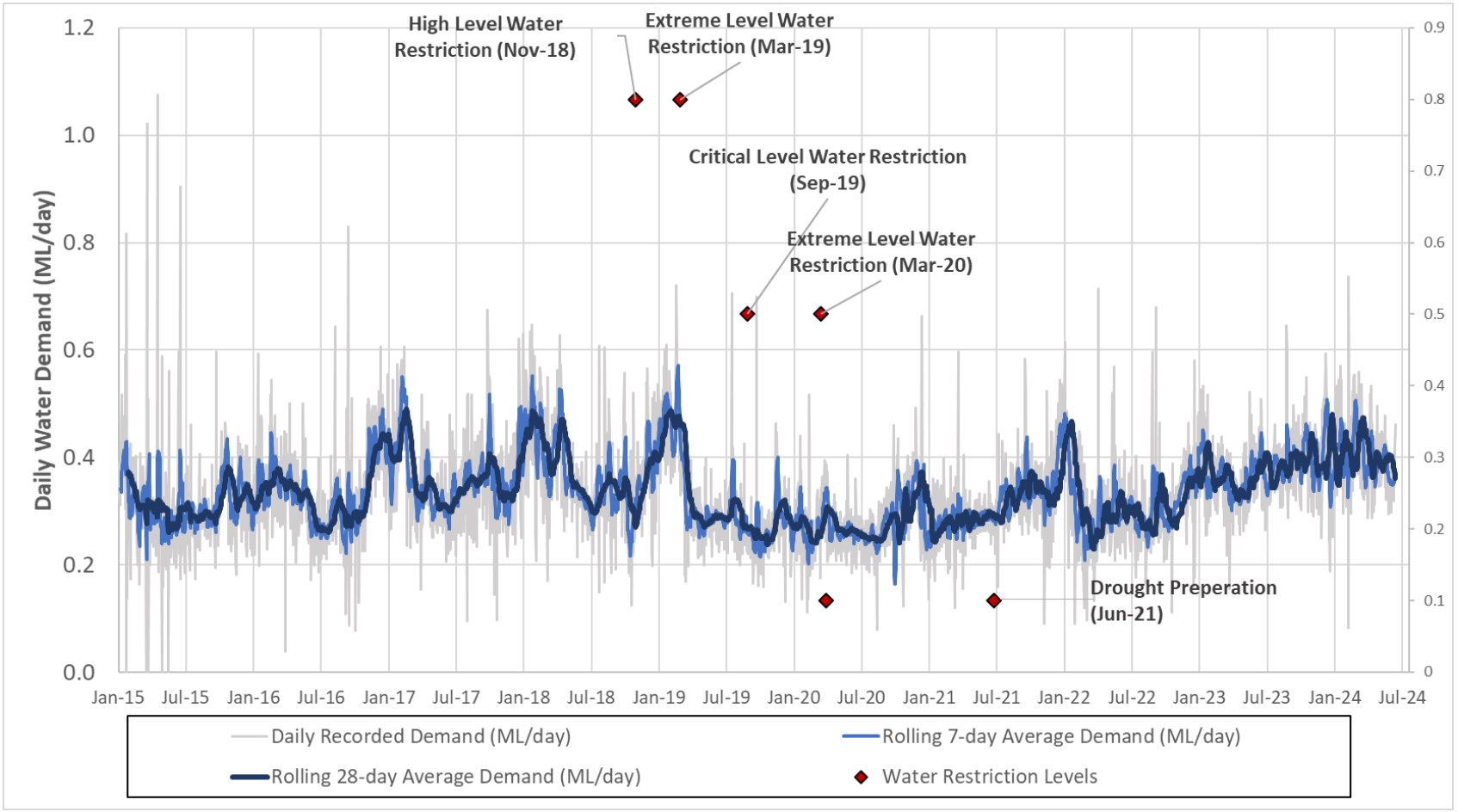


Figure 4.4: Historical Demand Trend – Wallangarra Water Supply Scheme

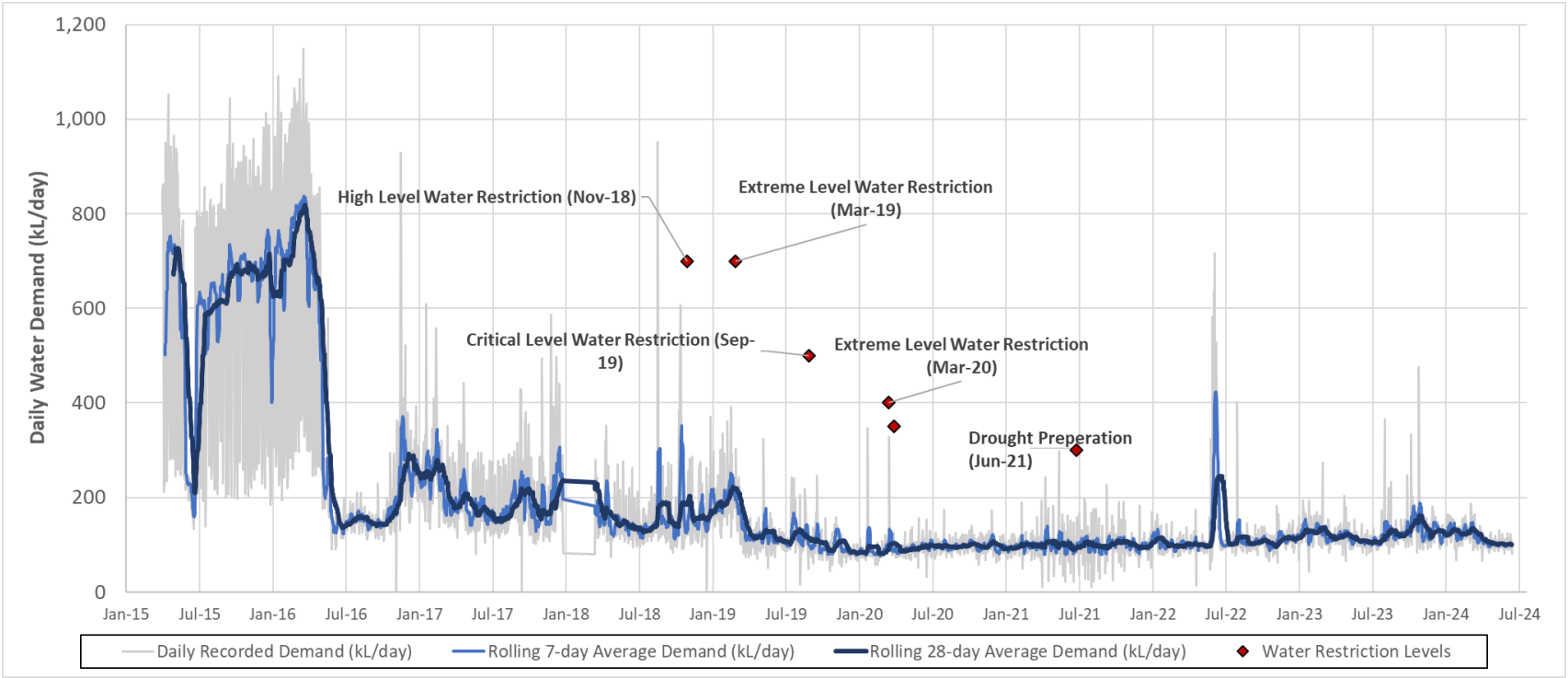


Figure 4.5: Historical Demand Trend – Dalveen Water Supply Scheme

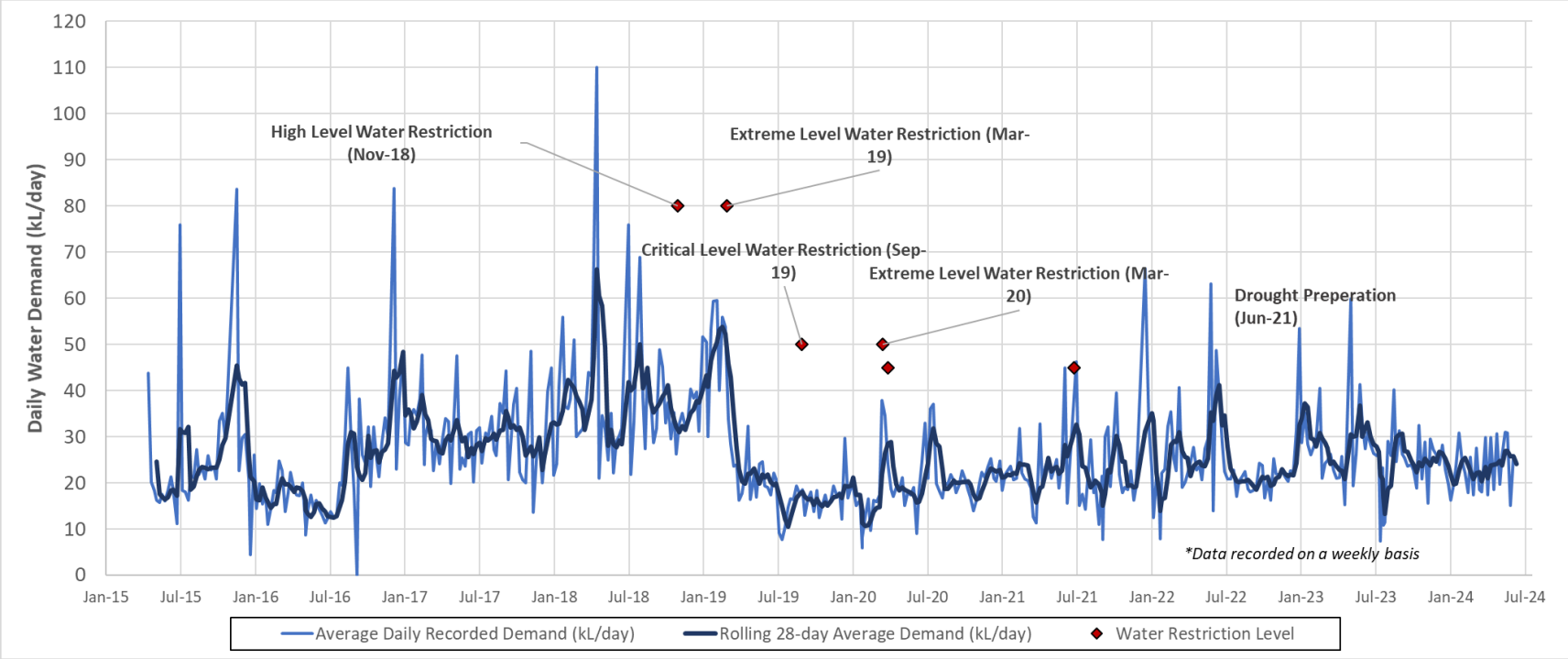


Figure 4.6: Historical Demand Trend – Leyburn Water Supply Scheme

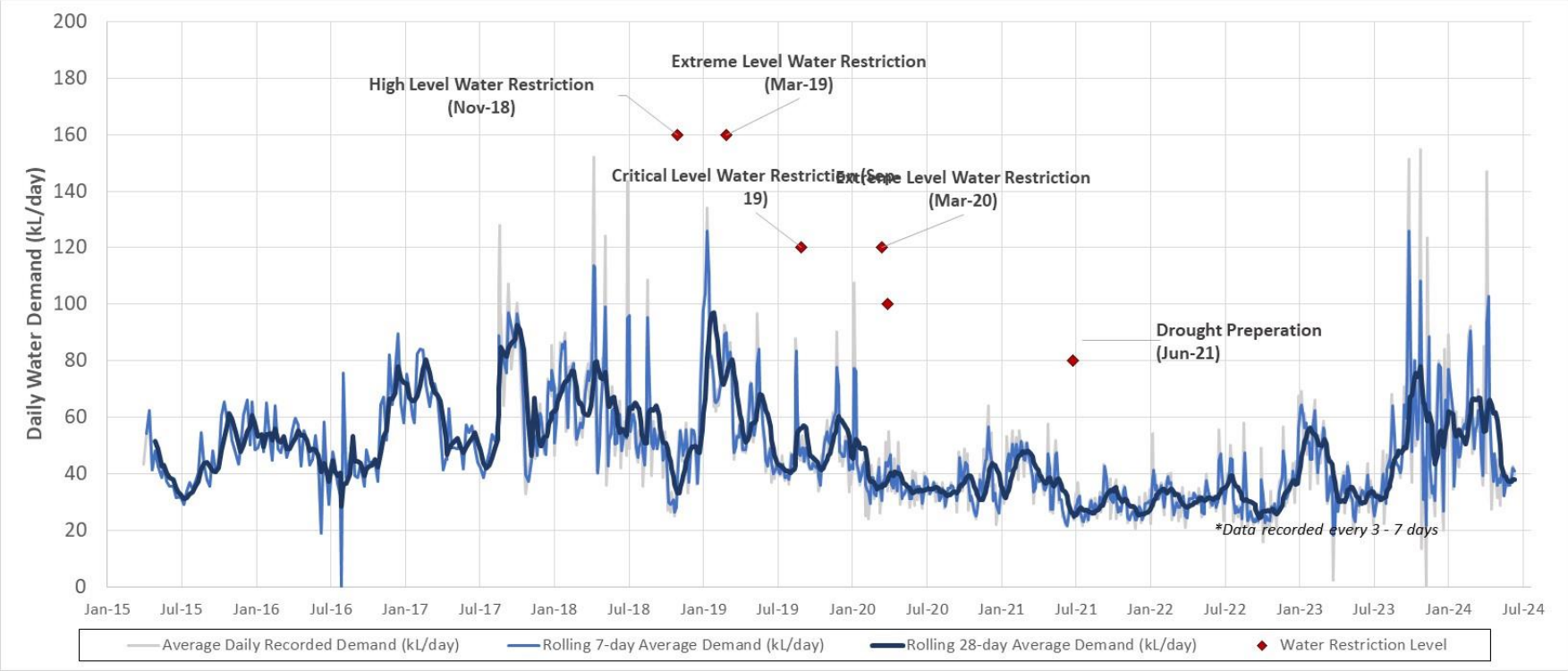
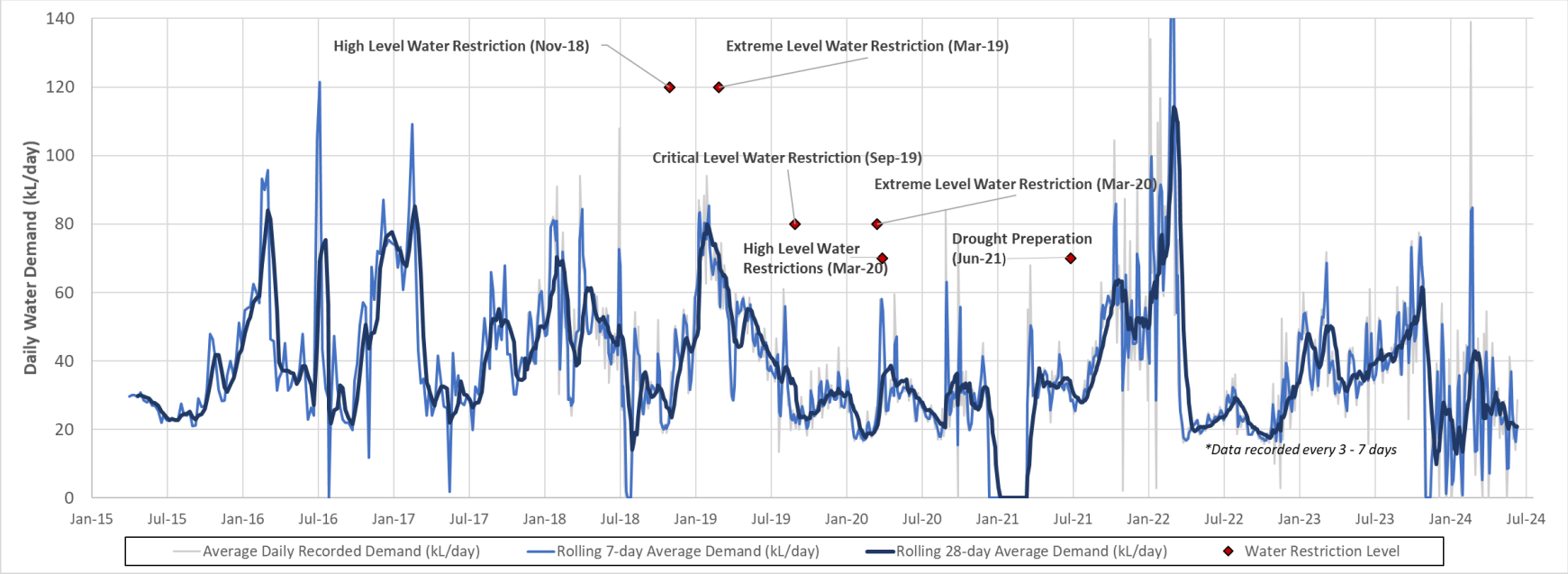


Figure 4.7: Historical Demand Trend – Pratten Water Supply Scheme

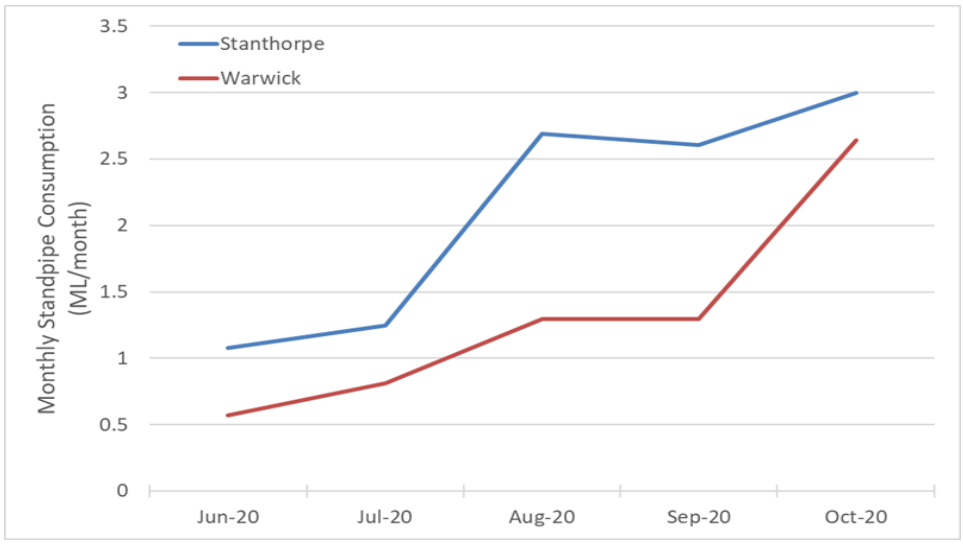


4.1.2 STANDPIPE DEMANDS

In addition to the reticulated network potable water demand, increased reliance on potable water supply via standpipes has been observed as the drought progressed from 2017. This is largely related to rural residential and commercial properties not connected to reticulation, that typically rely on rainwater tanks but require supplementing from the potable water service during extended drought conditions. In order to monitor and manage standpipe consumption during a drought event, SDRC restricted public standpipe access to the standpipes at Wallace Street, Warwick and Mackenzie Street, Stanthorpe, as well as registering and monitoring standpipe consumption to individual residential and commercial properties on a monthly basis.

A sample of the standpipe consumption data during the drought is as shown in Figure 4.8. The monthly standpipe consumption, in both Stanthorpe and Warwick, increased by a factor of 3 to 5 between June 2020 and Oct 2020. The standpipe consumption in Stanthorpe equates to approximately 15% of the reticulated water supply from the Stanthorpe Water Supply Scheme, and the standpipe consumption in Warwick equates to approximately 2% of the reticulated water supply from the Warwick Water Supply Scheme in 2020. These volumes can make material differences to the scheme capacity thus highlighting the importance of considering additional potable water demand from these properties during drought periods.

Figure 4.8: Monthly Standpipe Consumptions



As demonstrated in Figures 4.9 and 4.10, bulk water consumption through standpipes increases significantly as a drought event worsens. Rural properties may seek water from the water supply schemes during drought periods if insufficient rainfall is received to refill rainwater tanks. For this Drought Management Plan, it is conservatively estimated that one-third of the properties within each water supply scheme area are currently supplied by on-site rainwater tanks only and are not connected to the reticulated network.

The standpipe consumption data for Stanthorpe and Warwick is shown in Figures 4.10 and 4.11 respectively and has been plotted against rainfall to highlight the relationship between standpipe demand and rainfall received. The standpipe consumption in Stanthorpe equates to approximately 5% (compared to 15% during the drought) of the reticulated water supply from the Stanthorpe Water Supply Scheme, and the standpipe consumption in Warwick equates to approximately 2.8% of the reticulated water supply from the Warwick Water Supply Scheme in 2023. These volumes can make material differences to the scheme capacity thus highlighting the importance of considering additional potable water demand from these properties during drought periods.

Figure 4.9: Monthly Rainfall and Standpipe Consumption Stanthorpe

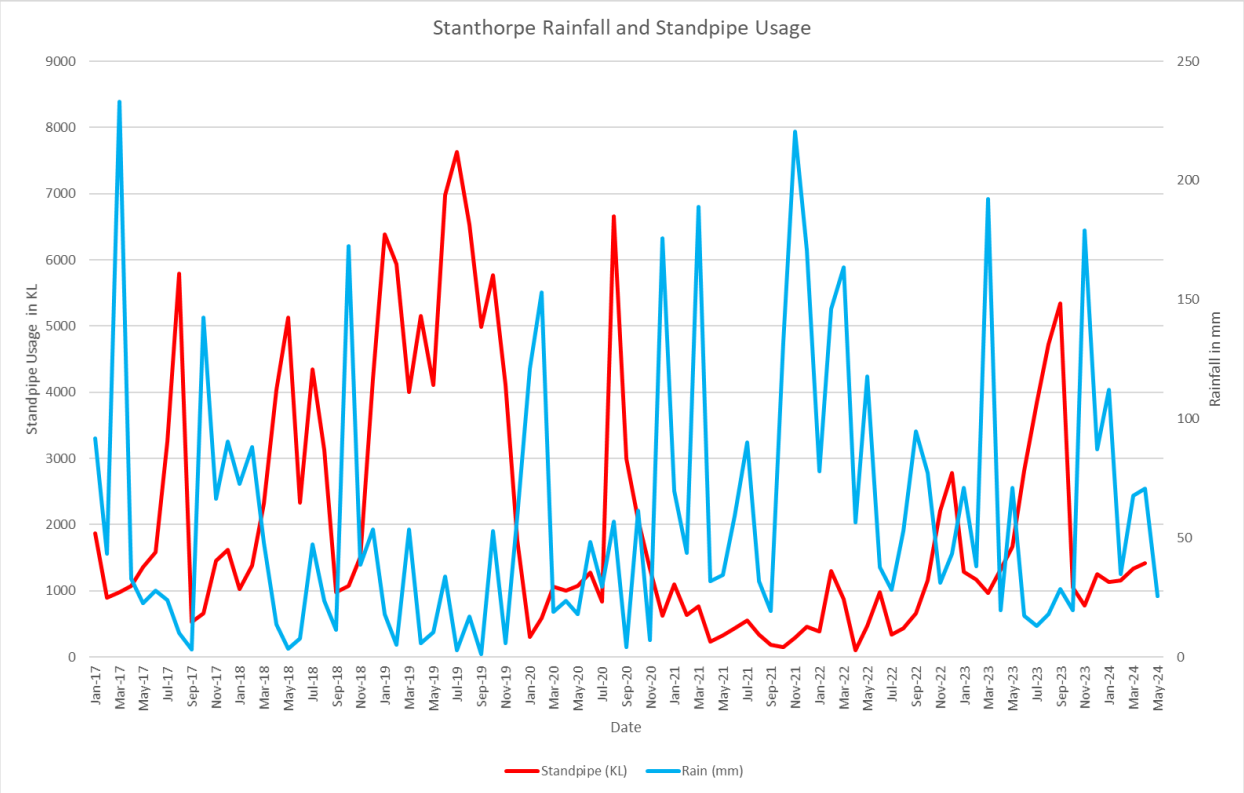
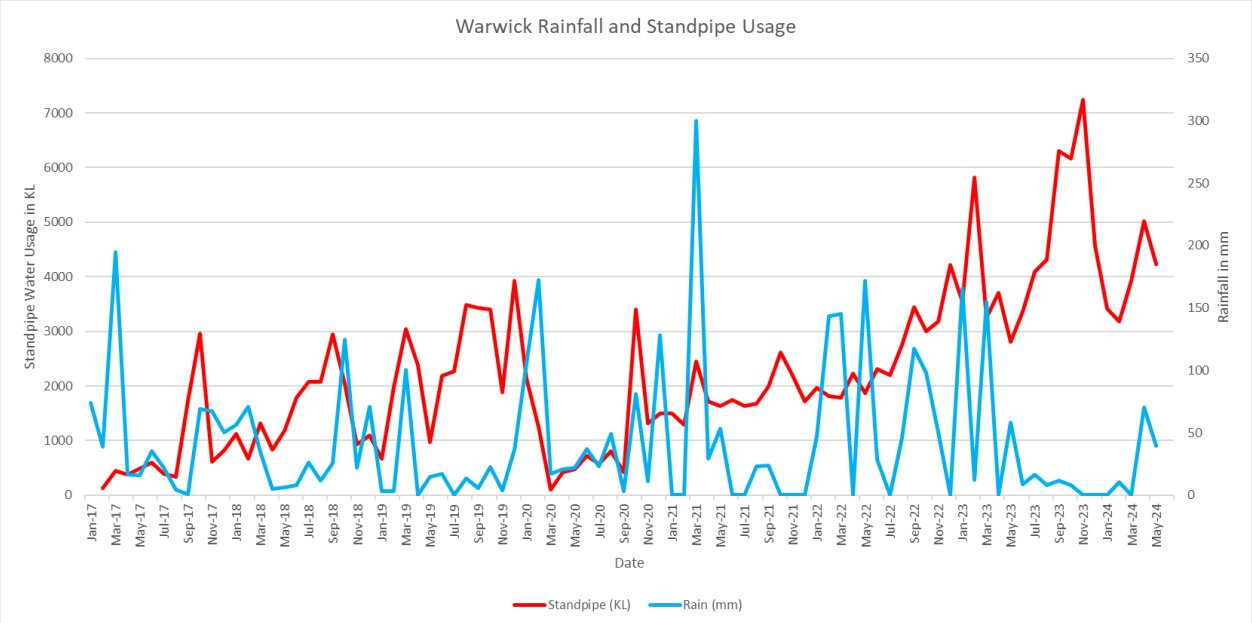


Figure 4.10: Monthly Rainfall and Standpipe Consumption Warwick



For this Drought Management Plan, it is conservatively estimated that one-third of the properties within each water supply scheme area are currently supplied by on-site rainwater tanks only and are not connected to the reticulated network. Table 4.2 provides an estimation of the additional water demands that may be experienced by each of the SDRC's water supply scheme during a drought.

Table 4.2: Estimation of Additional Demands During Drought Periods

WATER SUPPLY SCHEME	APPROXIMATE ADDITIONAL RESIDENTIAL CONNECTIONS[1]	POTENTIAL ADDITIONAL DEMAND DURING DROUGHT (KL/DAY)[2]
Warwick	2,713	647
Stanthorpe	920	203
Killarney	166	37
Wallangarra	92	18
Dalveen	24	5
Leyburn	41	9
Pratten	26	5

Notes:

1. *Based on March 2024 billing information.*
2. *Based on 100 Litres/person/day.*

4.1.3 TRUCK WASH DEMANDS

In addition to supplying the reticulated customer connections in Warwick, Yangan and Allora, the Warwick Water Supply Scheme also provides potable water for truck washing. The use of potable water for truck washing was prohibited from March 2019 until February 2020. An average truck wash demand of 1.66 ML/month has been recorded since March 2020, once truck washing activities were reinstated. This volume equates to approximately 0.17% of the reticulated water supply from the Warwick Water Supply Scheme in 2024 and therefore represent a significant volume to be managed.

Future planned works include the provision of an improved class of recycled water to the Warwick truck wash which will significantly reduce the demand for potable water at this facility. The recycled water supply is now available and just requires the upgrade at the truck wash to be fully commissioned to allow it to use this water.

4.1.4 BULK WATER SUPPLY TO TENTERFIELD SHIRE COUNCIL

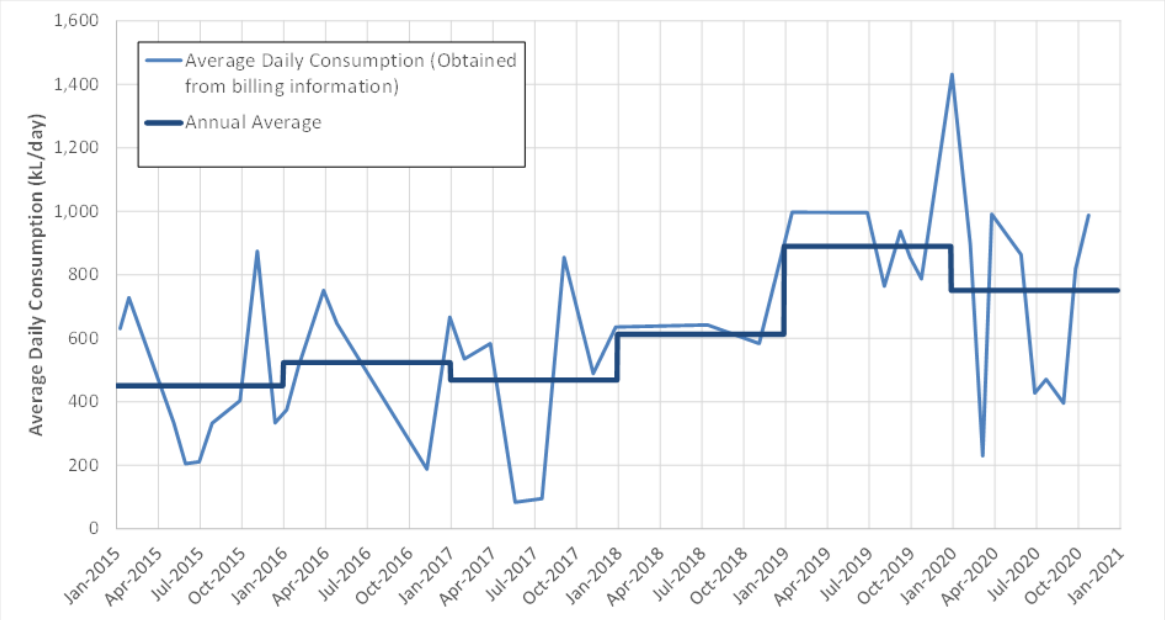
In addition to supplying the reticulated customer connections in Wallangarra, the Wallangarra Water Supply Scheme also provides bulk water supply to the adjacent township of Jennings in NSW. The water is supplied under the terms of a water supply agreement between SDRC and Tenterfield Shire Council (TSC). The terms of agreement permit SDRC to require TSC to apply the same level of water restrictions to Jennings residents as are applied to SDRC residents receiving water from the same storage. Currently, a notice period of one month is to be provided to TSC prior to restrictions being imposed.

Bulk water supply to Tenterfield Shire Council currently equates to approximately 17% of the total supply from the Wallangarra Water Supply Scheme in 2024. The significant reduction in water consumption prior to mid-2016 (shown in Figure 4.4) is due to the closure of a high-water use business within the area.

4.1.5 RECYCLED WATER DEMANDS

As demonstrated in Figure 4.11, the demand for recycled water within Warwick continues to increase over the years, especially since the commencement of the current drought in 2017. The reduction in average daily consumption of recycled water in 2020 could be attributed to more efficient water use practices being taken up by Council and business as the drought progressed.

Figure 4.11: Historical Recycled Water Demand in Warwick



4.2 FUTURE WATER DEMAND

The current and projected water demands for each water supply scheme are presented in Table 4.3. The existing water demands and customer connections are based on the information recorded in July 22 to June 23.

Table 4.3: Historical and Projected Reticulated Network Water Demands

WATER SUPPLY SCHEME	CURRENT (2023)			FUTURE (2041)		
	APPROX. POPULATION SERVED	CONNECTIONS	DEMAND (ML/DAY)1	APPROX. POPULATION SERVED	CONNECTIONS	DEMAND (ML/DAY)
Warwick[2,3]	18,816	7,972	5.16	24,006	10,171	6.47
Stanthorpe[3]	6,356	2673	1.55	6,788	2,855	1.59
Killarney	960	479	0.37	1,069	533	0.36
Wallangarra	707	276	0.14[4]	752	294	0.15
Dalveen	105	67	0.02	108	69	0.03
Leyburn	223	135	0.04	371	225	0.08
Pratten	142	83	0.03	195	114	0.07

Notes:

1. *Based on 2022/23 average supply.*
2. *Including supply to Warwick, Yangan, Allora and truck wash but excluding standpipe demands.*
3. *Excluding standpipe demands.*
4. *Including supply to Tenterfield Shire Council.*

5 DROUGHT RESPONSE PLANNING

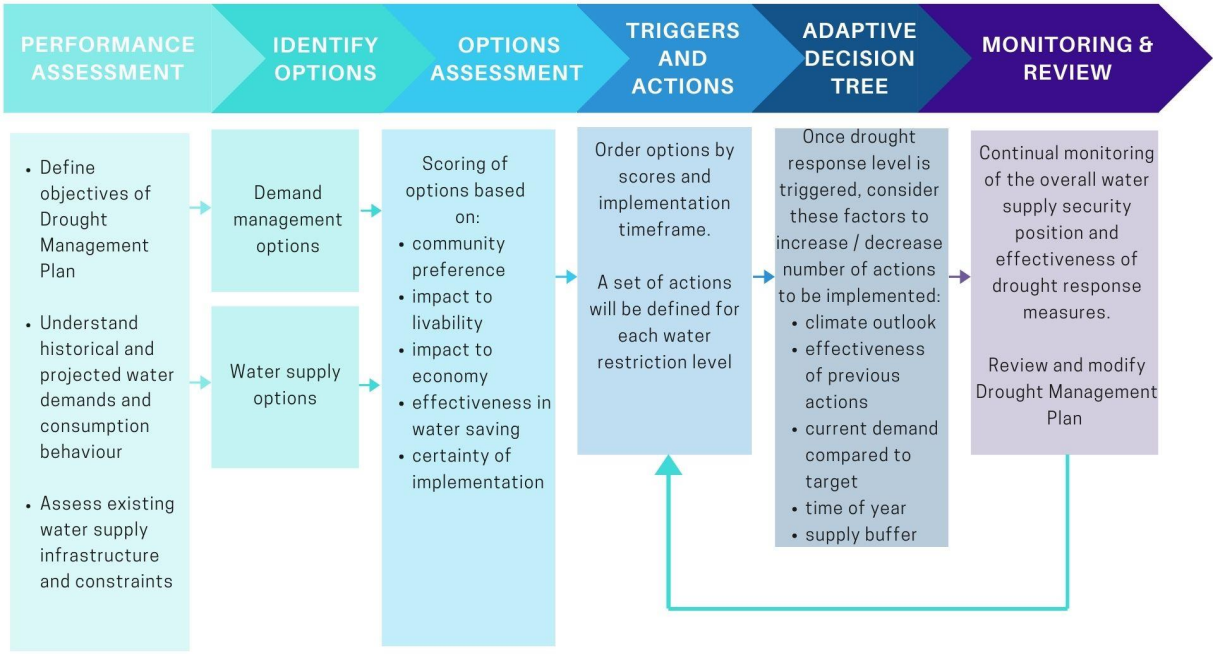
5.1 PLANNING FRAMEWORK

A drought planning process involves two fundamentally different steps that complement each other; a long-term water supply security plan and a drought management plan.

In this instance the Drought Management Plan has been developed as a standalone document. Water restriction triggers are based on historical drought and past experiences. This Drought Management Plan clearly defines a list of actions to be implemented once each water restriction trigger is reached. The associated monitoring, communication and resourcing requirements represents an important, and stepped, improvement in drought response management for SDRC.

The drought response planning framework adopted to develop this Drought Management Plan is illustrated on Figure 5.1.

Figure 5.1: Drought Response Planning Framework



5.2 OPTIONS ASSESSMENT CRITERIA

The drought response actions detailed in this Drought Management Plan aim to balance cost, water security and community outcomes, and recognises the lessons learnt from the recent drought event, including:

- The need to have a detailed action plan in place.
- The importance of acting quickly in accordance with the plan.
- The importance of monitoring and communicating water security positions frequently.
- The importance of being adaptable as the drought progresses and engaging with staff and stakeholders such as government, businesses and the community.

To support transparent and consistent decision making, an options assessment framework has been adopted to assess and prioritise a set of response actions that can be readily implemented once each water restriction level is triggered. The options assessment framework follows the process detailed below.

1. Identify all drought response options.
2. Define options attributes, including:
    a) Water user: residential, non-residential or SDRC.
    b) Option type: Supply, demand or operational improvement.
    c) Time to implement option.
3. Score each option based on each assessment criterion and sum the total score.
4. Order options by score (the higher the total score, the more advantageous the option), considering deliverability (e.g. an option may need to be shifted to an earlier trigger due to time to implement).
5. Prioritise and group actions to be implemented once each water restriction trigger is reached.

A description of each assessment criterion is provided below, with the score sheet illustrated in Figure 5.3.

5.2.1 COMMUNITY PREFERENCE

A drought response action is considered preferable if it reflects the community preference current at the time. SDRC completed a community consultation process in October 2020 to seek feedback from the community on how water restrictions influence water use, liveability and business operations during times of drought. The community consultation involved a number of engagement mechanisms such as online survey, direct emails and phone discussions, and has received the following responses:

- Online survey: 342
- Phone chats: 5
- Written responses: 8
- Business responses: 5
- Community groups: 1

The community preferences captured in this community consultation include:

- General preference:
    - The community prefers SDRC to apply all levels of water restrictions. There was support for Council to ramp up water restriction activities as the level increases in severity, starting with awareness and education, and increasing to monetary fines.
    - There is a desire for water restrictions to be applied per water supply scheme. Triggers for each scheme will be identified so residents are clear on when water restrictions will apply to their area.
    - There is a desire for water restrictions to be applied to both residents and visitors.
- Business preference:
    - Business should demonstrate water saving initiatives and action plans.
    - High water-use businesses should be regularly monitored.
    - Business should aim for a percentage reduction in water use where possible.
    - Business should use alternative water sources where possible (e.g. rainwater tank, recycled water).
- Residential preference:
    - Preference for Council to provide guidance on how water can be used at each restriction level.
    - Priority for residential indoor water use: indoor cleaning (toilet flushing after each use, cleaning inside the house, doing laundry as required, using the dish washer), house pet health & hygiene, watering pot plants, longer showers (over 4 minutes), washing external living areas attached to the house and having a deep bath.
    - Priority for residential outdoor water use: watering garden, washing the car, watering lawn, washing windows, water for large pets (e.g. pony, pet sheep), washing outdoor living area not attached to the house, water play for children, hosing pathways and driveways, topping up swimming pool/spas.
    - Strong preference to keep some parts of garden green and alive during extended periods of low rainfall (> 3 months) for mental health benefits and as exercise; however, residents are willing to use alternative (non-drinking) water sources where possible.

– Participants have identified top 3 impacts of water restrictions being: personal hygiene, ability to do laundry, access to drinking water.

5.2.2 LIVEABILITY

Each drought response action is assessed against its impact to liveability in terms of:

- Impact to community access to dams and waterways.
- Impact to community access to green space, including streetscape and sports grounds.
- Number of residents affected.
- Frequency that the action will affect residents.

5.2.3 ECONOMY

Each drought response action is assessed against its impact to the economy in terms of:

- Impact to the operational activities and business functions of existing businesses and industries.
- Impact to tourism attraction.
- Impact to the growth opportunity of business and tourism.
- The impact to Council revenue should also be considered as part of the cost of the drought response action.

5.2.4 EFFECTIVENESS

The effectiveness score is used as an indication of the value versus implementation costs of the drought response action in either achieving water saving (for demand management actions) or supply yield additions (for contingency or emergency water supply actions).

Figure 5.2 illustrates the adopted effectiveness scoring matrix. The higher score, the more advantageous the action.

Figure 5.2: Effectiveness Scoring

Cost				
	H	1	2	3
	M	2	3	4
	L	3	4	5
		L	**M**	**H**
		Volume Saved/Added		

5.2.5 CERTAINTY OF IMPLEMENTATION

Each drought response action is assessed against its certainty of implementation in terms of:

- The availability of data, anecdotal evidence, experience and industry knowledge in implementing the drought response action.
- The certainty and accuracy of the cost, delivery timeframe and effectiveness of the drought response action.

Figure 5.3: Options Assessment Score Sheet

CRITERIA	SCORE				
	1	2	3	4	5
Community preference	Action does not align with community preference.	Community is indifferent to the drought response action.	Action somewhat aligns with community preference.	Action largely aligns with community preference.	Action strongly aligns with community preference.
Liveability	Severe restriction on access to lakes and waterways.	Significant restriction on access to lakes and waterways.	Moderate restriction on access to lakes and waterways.	Minor restriction on access to lakes and waterways.	Minimal restrictions on access to lakes and waterways.
	Severe restrictions on community access to green space.	Significant restrictions on community access to green space.	Moderate restrictions on community access to green space.	Minor restrictions on community access to green space.	Minimal restrictions of community access to green space.
	Affects >75% of residents	Affects 50-75% of residents	Affects 30-50% of residents	Affects 15-30% of residents.	Affects <15% residents.
	Action affects residents daily.	Action affects residents more than once a week	Action affects residents weekly	Action affects residents 2 - 3 times a month	Action irregularly affects lives of residents.
Economy	Severe impact on business, industrial, or commercial ability to operate or opportunity for growth.	Significant impact on business, industrial, or commercial ability to operate or opportunity for growth.	Moderate impact on business, industrial, or commercial ability to operate or opportunity for growth.	Minor impact on business, industrial, or commercial ability to operate or opportunity for growth.	Minimal impact on business, industrial, or commercial ability to operate or opportunity for growth.
	Severe reduction in tourism and tourist events.	Significant reduction in tourism and tourist events.	Moderate reduction in tourism and tourist events.	Minor reduction in tourism and tourist events.	Minimal reduction in tourism and tourist events.
Effectiveness	High cost measure resulting in little reduction in demand or low additional supply.	High cost measure resulting in a medium reduction in demand or medium additional supply.	High cost measure resulting in a significant reduction in demand or significant additional supply.	Medium cost measure resulting in significant reduction in demand or significant additional supply.	Low cost measure resulting in significant reduction in demand or significant additional supply.
	High cost measure resulting in little reduction in demand or low additional supply.	Medium cost measure resulting in little reduction in demand or low additional supply.	Medium cost measure resulting in a medium reduction in demand or medium additional supply.	Low cost measure resulting in a medium reduction in demand or medium additional supply.	Low cost measure resulting in significant reduction in demand or significant additional supply.
	High cost measure resulting in little reduction in demand or low additional supply.	Medium cost measure resulting in little reduction in demand or low additional supply.	Low cost measure resulting in little reduction in demand or low additional supply.	Low cost measure resulting in a medium reduction in demand or medium additional supply.	Low cost measure resulting in significant reduction in demand or significant additional supply.
Certainty of Implementation	No data available.	Minimal data available.	Some data available within industry.	Some data available within SDRC.	Extensive data available.
	No anecdotal evidence.	Some anecdotal evidence available, inconclusive implementation in industry.	Small scale of implementation in industry.	Medium scale implementation in industry.	Track record of implementation in industry
	No previous examples of implementation within industry.	No implementation history within SDRC.	Small scale implementation within SDRC,	Medium scale implementation at SDRC.	Track record of implementation at SDRC.

5.3 DEMAND MANAGEMENT OPTIONS

An effective Drought Management Plan relies heavily on community participation and collaboration with other government bodies and industries. The demand management options considered in this Drought Management Plan span from non-structural options such as leakage management and outdoor water use restrictions, to small-scale infrastructure options such as the use of water efficient devices. This includes the implementation of a number of water efficiency measures as outlined in the Southern Downs Environmental Sustainability Strategy (refer Appendix C).

Demand management is the proactive and adaptable management of end-use water consumption. With the support of the community, demand management can provide customers with a greater understanding of their water use and the ability to make informed choices about how they use water.

The drought management options considered in this Drought Management Plan include:

- A Water Restrictions Schedule detailing an array of water restrictions for residential, non-residential and Council water use that are set in stages that become more severe as a drought event progresses. A stepped approach has been developed for the management of demand in response to drought. It was developed by analysing the comparative economic impact of drought management options (i.e. costs and benefits to the community). This approach allows the community to participate in the drought response journey. An understanding of the changes in drought severity at each step, and the actions required, will allow the community to be integral to the success of the measures and lessen the long-term impact of drought.
- A pressure and leakage management program including leak detection, proactive maintenance, improved water metering, and targeted pressure management.
- Modifying Council water use practices that require substantial water use, including sourcing alternative water supply and identifying water efficiency practices for public parks and garden irrigation, public swimming pool top up and cleaning, and other construction and maintenance activities.
- Modifying water supply scheme maintenance activities that require water use, while maintaining public health and safety, including reduced frequency of reservoir cleaning, mains flushing, and pressure and flow testing of hydrants.
- Having systems in place to detect, monitor and minimise water theft, such as improved metering and pressure testing.
- Exploring the opportunity for rebate programs, or ‘device swapping’ initiatives, to assist and support the uptake of water efficient devices giving due consideration to the impact on Council’s budget. Schemes such as rainwater tank rebates, efficient sprinklers and water-saving showerheads are some common examples.
- Ongoing provision of waterwise information, including initiating partnerships with schools and community organisations to generate awareness and promote waterwise behaviours.

5.4 PRE-DROUGHT PLANNING

As mentioned in the planning framework, this Drought Management Plan focuses on the response actions to be undertaken during a drought. However, planning for a drought takes its starting point from planning outside of drought, during normal or usual times. This section provides some recommendations of the key initiatives and strategies that should be undertaken prior to any drought period, including:

- Implementation of permanent waterwise conservation measures and programs to encourage long-term efficient use of water, both in and outside of drought (refer Section 5.4.1).
- Investigation of long-term supply strategies, including the determination of the water security level of service objectives and the adoption of appropriate system operating rules to ensure the water supply schemes can supply future demands (refer Section 5.4.2).
- Regular monitoring of water security positions, consumption volumes and patterns and climate data for early identification of emerging water supply risks and comparison of data during drought periods (refer Section 5.4.3).
- Implementation of water leakage and pressure management program to better manage and monitor water consumption and to optimise the operation of the reticulation network.
- A funding strategy to assist in management of the costs associated with drought periods.

5.4.1 PERMANENT WATERWISE INITIATIVES

As part of the recent drought event, SDRC has developed a Be Waterwise program to provide guidance for residents and businesses on day-to-day water savings practices. This includes the implementation of a number of water efficiency measures as outlined in the Southern Downs Environmental Sustainability Strategy (refer Appendix C).

Building on the community awareness and waterwise practices that residents and businesses within SDRC have already adopted during the recent drought event, the following waterwise initiatives are recommended to be adopted permanently to develop a culture of water efficiency:

- Undertake Community awareness and education campaign to promote permanent waterwise measures.
- Review Council's budget annually to implement rebate programs (or 'device swap' initiatives) to support the uptake of water efficient devices (e.g. rainwater tanks, efficient sprinklers and water-saving showerheads).
- Ensure business users using more than 10 ML/year are operating in accordance with their approved Water Efficiency Management Plan (WEMP).
- Encourage every business, big or small to complete and implement a Water Saving Action Plan to review their water use and identify water saving opportunities.
- Assist businesses in completing water audits as part of their Water Efficiency management Plan (WEMP) submissions.
- Prepare water efficiency guidelines for specific industries within SDRC that operate using potable water supply (e.g. car wash centres).
- Review Council's operational and maintenance practices annually for park irrigation, public pools, construction and any other activities that requires the use of potable water to identify alternative water supply sources and to further improve its water use practices.
- Inspect and fix visible leaks on a regular basis.

5.4.2 LONG-TERM SUPPLY STRATEGIES

This Drought Management Plan has been developed as a standalone document without the guidance of a long-term water supply security plan. These are only available for Stanthorpe and Warwick. This essentially means that the water restriction triggers cannot be defined based on the level of service objectives and are instead developed based on historical drought and past experiences. It is recommended that long-term water security strategies be developed for the other towns to:

- Determine the long-term water supply strategy of the SDRC water supply schemes, including the potential to integrate these schemes to a grid system to increase water supply reliability.
- Determine the water security level of service objectives, including the customer service standard in relation to the desired water use during normal / usual times, maximum frequency, severity and duration of restrictions, and minimum essential supply volumes.

- Optimise the operating rules such that system storages are not drawn down excessively during non-drought periods as a result of inefficient operation of the water supply scheme. As an example, the operating rules between Leslie Dam and Connolly Dam during normal, non-drought period to ensure there is sufficient storage within Connolly Dam to act as emergency water supply for other supply schemes, whilst not compromising the water supply continuity for the Warwick Water Supply Scheme. The decision has been made that Warwick can only take the top 30% of Connolly Dam storage and the remaining 70% must be kept for use for Stanthorpe.
- Assess the effectiveness of contingency supplies and future augmentation options in an integrated modelling environment that includes probability outcomes and cost assessments.

5.4.3 ONGOING SYSTEM MONITORING

Regular monitoring of water supply sources, extractions, production, consumption and climate is critical to understanding how well a water supply scheme is operating and helps identify emerging and future water supply challenges. Regular data collection becomes even more critical during drought periods as supply sources are stressed and the water supply situation can deteriorate quickly due to the drought condition.

The recommended minimum data collection requirements at the key monitoring sites during normal, non-drought operation are tabulated in Table 5.1.

Table 5.1: Recommended Ongoing System Monitoring

PARAMETER	DATA TYPE	FREQUENCY OF MONITORING
Surface water dams	Water levels	Weekly
Spring Creek Weir	Stream flows	Daily (via BoM River Height Station No 541138 Spring Ck u/s Killarney)
Groundwater bores • Pratten • Leyburn • Dalveen	Groundwater levels	Quarterly via Queensland Globe DRDMW Monitoring Bore RN42231423 DRDMW Monitoring Bore RN42231267 DRDMW Monitoring Bore RN42231566
Raw water intakes	Extraction rates	Daily
WTPs	Production rates	Daily
Consumption	Metered consumption (raw, bulk and reticulated)	6-monthly based on current billing cycle. The installation of Smart Water Meters for residential, commercial and industrial users allows usage to be monitored daily if required and leakages are identified daily.
Climate	Rainfall Temperature	Monthly (via the Bureau of Meteorology; BOM)

6 DROUGHT RESPONSE ACTION PLAN

6.1 OVERVIEW

This section details the water restriction triggers and drought response actions developed for each SDRC water supply scheme. Each water supply scheme has a set of water restriction triggers developed based on the scheme's individual water security position. As such, different schemes may be at different water security position at any given time and may therefore be at a different level of water restrictions.

All water supply schemes share the following demand management actions:

- The application of water restrictions schedule and associated investigation, enforcement and issuing of fines.
- Implementing communications plan, including community awareness and education campaign and liaison with non-residential water users.
- Monitoring of water security position and potable water demands.
- Implementing systems improvement programs, including leak detection and repair.

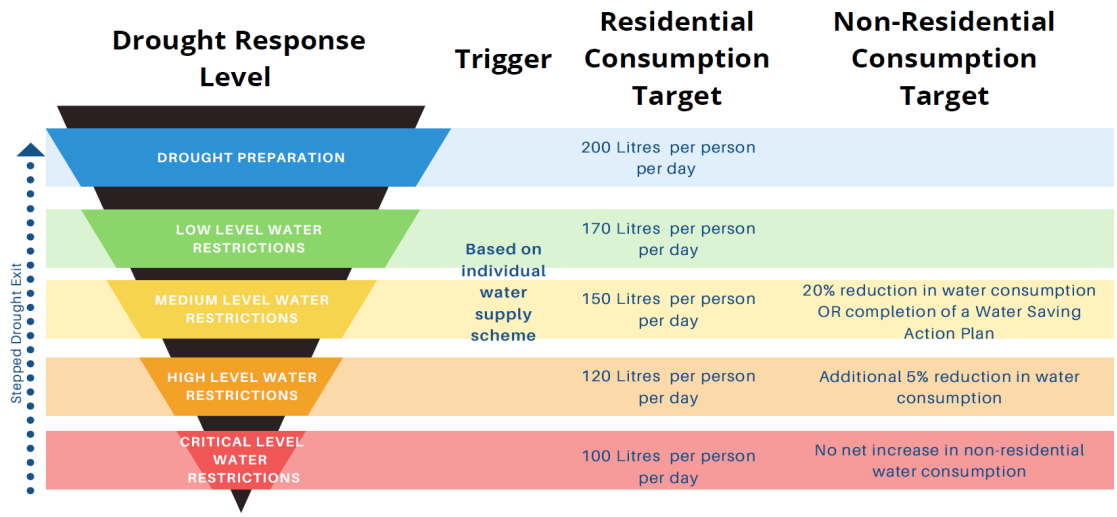
Additional drought response actions have also been prepared for each individual water supply scheme, outlining specific actions related to the investigation and implementation of contingency and emergency water supplies.

6.2 DROUGHT RESPONSE TRIGGERS

Three categories of drought response triggers have been developed, including drought preparation, during the drought and drought exit. A visual representation of the drought response triggers considered in this Drought Management Plan is shown in **Figure 6.1.**

As noted in 5.1, the adopted drought response approach is adaptive to allow actions and triggers to adjust to demand, climate, severity of drought and other external factors such as a pandemic requiring additional water use for sanitation and hygiene. This flexibility is critical to a resilient region. However, triggers should not be significantly delayed, or the benefit of the drought response actions will be diminished. In a severe drought, delays could result in a serious risk to water security. In fact, some actions may be brought forward if the current set of drought response actions are not able to achieve the targeted water reduction.

Figure 6.1: Drought Response Triggers



6.2.1 DROUGHT PREPARATION

The drought preparation trigger has been defined such that early interventions could be implemented in preparation of a potential drought event. The actions recommended to be undertaken during this period is more focused on general awareness rather than trying to achieve significant reduction in water usage. This general awareness extends to incorporate any drought declarations issued by State Government into the drought response.

The general actions to be undertaken once the drought preparation level is triggered include:

- Community awareness campaign and drought preparation messaging to encourage residents and businesses to think about their water use. A residential water consumption target is identified to help with monitoring and engagement activities.
- Preparation to introduce value-for-money demand management strategies.
- Identifying and mobilising resources to respond to a drought event.
- Confirming currency of the Drought Management Plan (this plan).
- Confirming preferred contingency and emergency supplies.

This includes the implementation of a number of water efficiency measures as outlined in the Southern Downs Environmental Sustainability Strategy (refer Appendix B).

6.2.2 DURING THE DROUGHT

Four levels of water restriction have been developed to respond to a drought event as water security continues to decrease. Each water restriction level represents a targeted level of water usage reduction and actions associated with each level become more severe as water security continues to decrease. The general actions to be undertaken during the drought include:

- Implementing the different levels of water restrictions for residential, commercial, industrial use and Council activities.
- Introducing other demand management strategies.
- Preparing for and gaining access to contingency and emergency water supplies.
- Extending communications and community engagement.

A general description of the water restriction levels is provided below.

Low Level Water Restriction

This level targets a residential demand reduction to 170 Litres/person/day (from 200 Litres/person/day which is the target during drought preparation) through limiting hours that outdoor water use activities can occur. It is expected that the water conservation measures imposed for this level of water restriction will have relatively minor impact to the liveability of the SDRC residents and businesses.

Council will also be operating and maintaining public parks and gardens, public pools and other construction activities in accordance with the water saving practices and prioritise the use of alternative water supply sources where practicable. This includes the implementation of a number of water efficiency measures as outlined in the Southern Downs Environmental Sustainability Strategy (refer Appendix C).

Medium Level Water Restriction

This level targets a residential demand reduction to 150 Litres/person/day and for businesses to achieve 20% reduction in water consumption. The actions generally involve more restriction on outdoor potable water use and for businesses to implement water efficiency practices and source alternative water supplies. The aim is to reduce water usage to well below typical levels while still allowing some outdoor water use to maintain the liveability, well-being and economic prosperity of the SDRC residences and businesses.

Large, one-off events (e.g. Rodeo) that are expected to result in more than 10% increase in water consumption to the water supply scheme are required to submit a Water Conservation Plan to SDRC outlining their potable water consumption needs as well as demonstrating efforts in reducing potable water consumption.

Similar to low level water restrictions, Council will also be operating and maintaining public parks and gardens, public pools and other construction activities in accordance with the water saving practices and prioritise the use of alternative water supply sources where practicable.

High Level Water Restriction

This level targets a residential demand reduction to 120 Litres/person/day and for businesses to achieve an additional 5% reduction in water consumption. The actions involve significant restriction of outdoor potable water use and for businesses to source alternative water supplies for non-essential services. Other key actions include activating contingency water supply options and the investigation, design and construction of emergency supply options.

Community groups are required to source alternative water supplies in order to continue to operate an active playing surface.

All Council operational and maintenance activities will only occur as required by health and safety regulations and all park irrigation and construction activities can only occur if alternative water supply sources are used.

Critical Level Water Restriction

This level of restriction involves significant drought response actions to achieve a residential water use target of 100 Litres/person/day. 100 Litres/person/day represents the essential minimum supply volume (EMSV) which is defined as the minimum volume essential for drinking and basic hygiene. An all-out campaign to reduce usage to absolute minimum levels by eliminating all non-essential usage would be in place, and it is expected that these actions would have a major impact on nearly all residences and businesses.

6.2.3 DROUGHT EXIT

Triggers for drought exit are considered for relaxation of demand management measures and for returning to typical water usage. A trigger to initiate consideration of drought exit is suggested for each water supply scheme; however, SDRC will exit drought adaptively based on the drought situation at the time. Drought exit will be a stepped approach with the easing of a limited number of demand management measures at a time to avoid rapid increase in water use and therefore the potential of re-entering water restrictions.

The following guiding principles should be applied when determining drought exit triggers and easing of restrictions:

- The drought exit trigger should be at least 10% higher than the preceding drought response level, and the easing of restrictions should not be implemented if they will likely result in re-imposing tighter restrictions in less than 4 weeks.
- First trigger to ease restrictions should generally be set at a higher water security level, after which the easing of restrictions could occur more regularly to allow review of changes to water consumption.
- At the time of each potential stepped drought exit, consideration needs to be given to the climatic conditions, demands, supply buffer, probability of again reaching the drought response entry trigger and drought response action lead times (reverse of the Adaptive Decision Tree; refer Section 6.3).
- Easing of demand management actions should be targeted and should generally reflect an inverse of the priority of actions.
- The decision to cease using contingency and emergency supplies will need to consider contractual impact.
- Easing of demand management actions should be clearly communicated to the SDRC community at each stepped drought exit event.

6.3 ADAPTIVE DECISION TREE

While water supply risks can be mitigated with strict and enforceable restrictions regimes, experience has shown that there are always other factors to consider when applying these risk reduction measures. As such, an ability to adapt to the situation, based on the actual factors present at the time is essential.

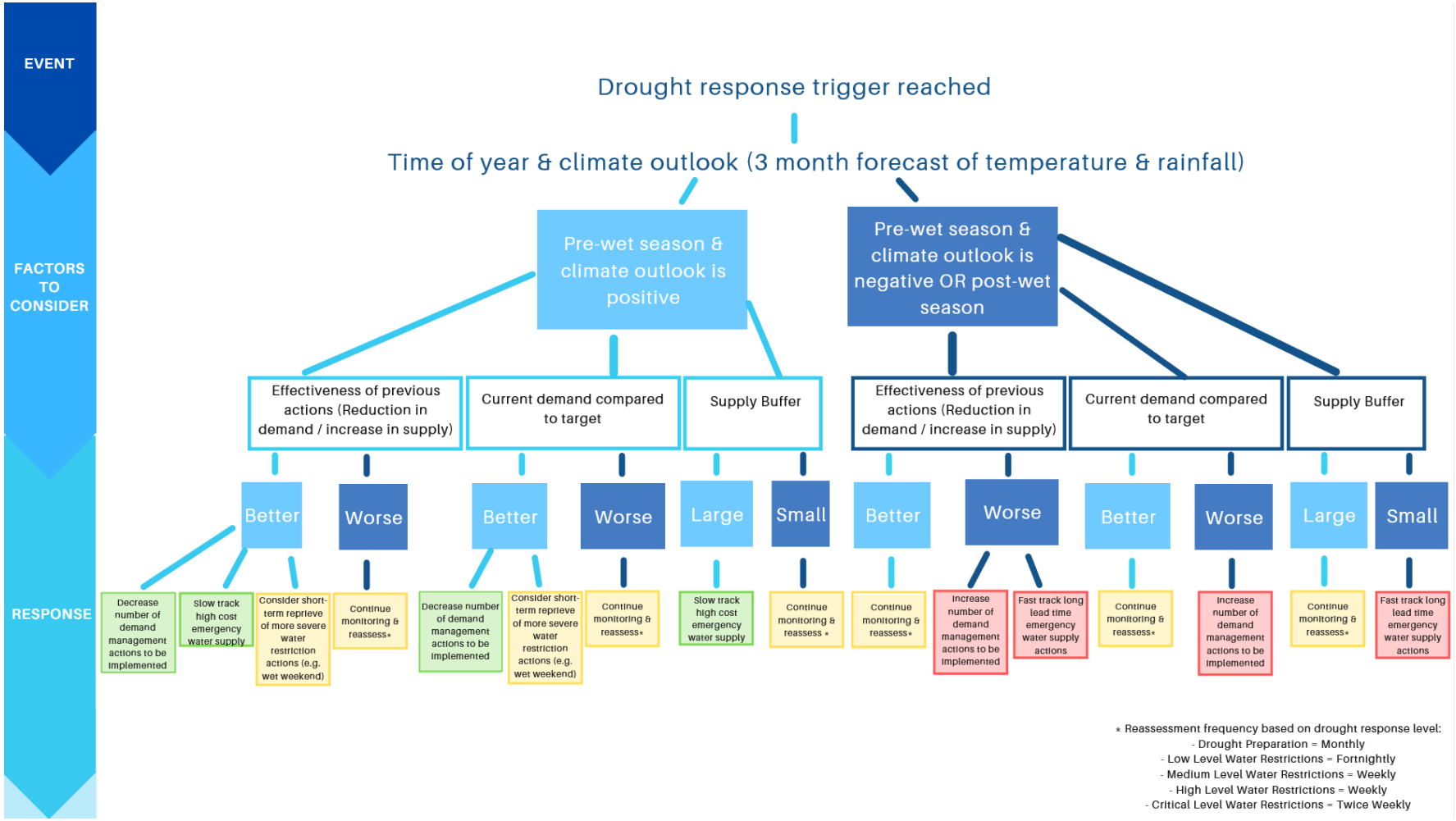
Figure 6.2 shows the Adaptive Decision Tree to be considered once a drought response level is triggered. The Adaptive Decision Tree should be used to determine the number and timing of the drought response actions to be implemented once the drought response level is triggered. The guiding principles when using this Adaptive Decision Tree to aid decision making include:

This Adaptive Decision Tree is designed to aid decision making as opposed to delaying necessary actions. Experience has shown that the benefit of the drought response actions will be diminished if they are significantly delayed. There are

demonstrable benefits in reducing the need for more costly and severe water restrictions actions by following the "go hard go early" principle.

- Frequent monitoring of the effectiveness of the implemented drought response actions is fundamental in the usability of the Adaptive Decision Tree. For example, some actions may be brought forward if the drought is more severe than anticipated, or the current set of drought response actions are not able to achieve the targeted water reduction.
- Prioritise low-cost actions and actions that require long lead time to implement

Figure 6.2: Adaptive Decision Tree



6.4 DROUGHT RESPONSE PLANS

6.4.1 ALL WATER SUPPLY SCHEMES

The Drought Response Plan illustrated in Table 6.1 is applicable to all SDRC water supply schemes.

Table 6.1: Drought Response Plan – All Water Supply Schemes

DROUGHT RESPONSE LEVEL	POOL OF ACTIONS FOR CONSIDERATION (BASED ON ADAPTIVE DECISION TREE OUTCOME)					
Level	**Key Actions**	**Monitor, manage and report**	**Communications**	**Restrictions (Standpipes and community)**	**Operational**	**Preparation for future levels**
Drought Preparation Target: 200 litre per person per day residential demand	1. Activate and review Drought Management Plan (this plan) to ensure all triggers and drought response actions are up-to-date and are actionable 2. Identify representatives from relevant Council departments to initially improve inter-department communications and to develop a resourcing plan. 3. Review Council budget in relation to potential reduced revenue due to water consumption reductions and increased capital and operating expenditure associated with drought messaging activities, increased monitoring, and implementation of contingency and emergency water supplies. 4. Review Council budget to implement rebate programs (or 'device swap' initiatives) to support the uptake of water efficient devices (e.g. rainwater tanks, efficient sprinklers and water-saving showerheads). 5. Investigate availability and condition of existing recycled water facilities to identify further opportunity for potable water substitution.	1. Assigned Council resource monitoring of water security status on a monthly basis 2. Monitor levels in bores and all storages 3. Monitoring of water security status includes dam levels, water extractions, standpipe usage, water treatment plant productions and actual water consumption	1. Prepare communications plan for each level of water restrictions, including drafting and updating water saving tips (e.g. factsheets and waterwheels) on Council website, email subscription and social media, and budgeting for other community awareness communication campaigns including roadside signage, and inclusion of flyer in residents' water notice. 2. Confirm a list of key stakeholders to be engaged throughout the drought management process, including state government, major water users, Sunwater, Tenterfield Shire Council etc. 3. Notify relevant state department (DRDMW) of current water security position and emerging water supply continuity risks. 4. Communicate with the Queensland Fire and Emergency Services (QFES) to understand and align with their latest fire-fighting plan for the region. 5. Prepare signage for informing each town of their level of water restriction	1. Develop the Active Playing Surface Guidelines for community groups operating activities on any active playing surface (e.g. community sports) to detail their water consumption needs and to operate the active playing surfaces based on the Active Playing Surface Guidelines once the low level water restrictions is triggered. 2. Monitor standpipe use 3. Communicate with raw water minor users regarding compliance with water restrictions 4. Communicate with raw water major users regarding potential restrictions to supply	1. Verify raw and bulk meters accuracy annually to improve data accuracy. 2. Detect and repair minor visible leaks on a monthly basis and larger leaks as soon as possible. 3. Review raw, bulk and billing meters to understand data accuracy and asset condition 4. Discontinue the use of Connolly Dam to supply Warwick scheme when level fails to below 70% (reserve Connolly for emergency supply for Stanthorpe)	

LEVEL	KEY ACTIONS	MONITOR, MANAGE AND REPORT	COMMUNICATIONS	RESTRICTIONS (STANDPIPES AND COMMUNITY)	OPERATIONAL	PREPARATION FOR FUTURE LEVELS
Low level water restrictions (Target 170 litres per person per day residential demand)	1. Formalise a drought response group within Council, comprising representatives from different Council departments, and assign a dedicated drought program manager. This could involve the re-instigation of the Council Water Advisory Committee, involving a Councillor as the chair person, the Chief Executive Officer, the Director Infrastructure Services, the Drought Program Manager and potentially an external / independent industry expert to assist in timely decision-making. 2. Investigate emergency supply options including maximising treated effluent for non-drinking water use, groundwater bores, pipelines or carting. Seek endorsement for preferred emergency supply option. 3. Identify potential procurement needs and develop priority procurement process (e.g. to fast track the implementation of emergency water supplies). 4. Plan for and engage an additional resource to monitor smart meter usage from medium level water restrictions. 5. Develop a Water Conservation Plan template for large event organisers to submit to Council once the medium level water restriction is triggered. The plan should allow large event organisers (events resulting in 10% increase in water consumption to the water supply scheme) to detail their water consumption needs as well as to demonstrate efforts in reducing potable water consumption.	1. Fortnightly monitoring of water security status and tracking of actual water consumption compared to target 2. Continue to monitor water levels in bores and all storages as well as water security status.	1. Engage relevant Council departments to develop water conservation action plans (e.g. construction, maintenance, wash downs, parks and pools). 2. Fortnightly update of current levels of water supply security on Council website, email subscription and social media. 3. Update and install new roadside signage informing current water restrictions level. 4. Develop and issue fact sheets and waterwheel informing residents of water saving tips and how water can be used at this water restrictions level. 5. Identify and issue advice to residential premises using more than 1,000 litres per premise per day to encourage waterwise practices. 6. Early engagement with industry groups (especially businesses with heavy reliance on town water) to encourage investigation of water consumption behaviour and identify water efficiency improvement opportunities. This includes notifying business users using more than 10 ML/Year that they are required to adhere to their approved Water Efficiency Management Plan, and business users using more than 5 ML/year of potable water that they will be required to submit and implement a Water Saving Action Plan once the medium level water restrictions is triggered. 7. Early engagement with accommodation providers to communicate that water restrictions are to apply to all residents and visitors. 8. Communicate and promote the uptake of rebate programs based on outcomes of Council budget review.	1. Continue to monitor standpipe use, looking for trends of increased usage	1. Implement low level water restrictions schedule (Refer Appendix A). 2. Detect and repair all visible leaks as soon as possible. 3. Monitor DMA data to try and determine if there are leaks that are not visible and follow up any potential leaks with leak detection equipment 4. Monitor the level in Connolly dam to determine if it can still be used for Warwick backup. 5. Ensure that Lyndhurst Lane bore is able to be operated at short notice.	

LEVEL	KEY ACTIONS	MONITOR, MANAGE AND REPORT	COMMUNICATIONS	RESTRICTIONS (STANDPIPES AND COMMUNITY)	OPERATIONAL	PREPARATION FOR FUTURE LEVELS
Medium level water restrictions (Target 150 litres per person per day residential demand)	1. Undertake design and seek approval and funding to implement the preferred emergency supply option. 2. Implement early works of the preferred emergency water supply option (e.g. easement / land purchase, approvals).		1. Weekly monitoring of water security status and tracking of actual water consumption compared to target. 2. Actively monitor meter usage and identify high users to be approached. 3. Update roadside signage informing current water restrictions level.	1. Update roadside signage informing current water restrictions level. 2. Develop and issue fact sheets and waterwheel informing residents of water saving tips and how water can be used at this water restrictions level. 3. Regular communication and liaison with relevant state government departments, including notification of the intention of emergency water supply and seek drought assistance.	1. Implement medium level water restrictions schedule (Refer Appendix A). 2. Engage additional resources if required to ensure all businesses users using more than 5 ML/year of potable water have submitted and implemented a Water Saving Action Plan. . 3. Engage additional resources if required to assist large event organisers in submitting and implementing a Water Conservation Plan.	

LEVEL	KEY ACTIONS	MONITOR, MANAGE AND REPORT	COMMUNICATIONS	RESTRICTIONS (STANDPIPES AND COMMUNITY)	OPERATIONAL	PREPARATION FOR FUTURE LEVELS
High level water restrictions (Target 120 litres per person per day residential demand)	1. Review water quality monitoring frequency for THMs in areas of low turnover	1. Daily monitoring of water security status and tracking of actual water consumption compared to target.	1. Update roadside signage informing current water restrictions level. 2. Target high water users from meter readings and enforce compliance as required		1. Implement high level water restrictions schedule (Refer Appendix A). 2. Continuous checking of meter reading of high residential and non-residential water users and undertake compliance investigation. 3. Construction of emergency water supply, including ancillary infrastructure (e.g. tanker accessibility). 4. Access to bulk water supply for domestic use is limited to SDRC residents and businesses.	1. Consider temporary closure of non-essential, high water dependent services once critical level water restrictions is triggered. 2. Consider provision of free showers for SDRC residents at aquatic centres in Stanthorpe and Warwick

LEVEL	KEY ACTIONS	MONITOR, MANAGE AND REPORT	COMMUNICATIONS	RESTRICTIONS (STANDPIPES AND COMMUNITY)	OPERATIONAL	PREPARATION FOR FUTURE LEVELS
Critical level water restrictions (Target 100 litres per person per day residential demand		1. Daily monitoring of water security status and tracking of actual water consumption compared to target. 2. Daily monitoring of take from emergency water supply.	1. Update roadside signage informing current water restrictions level. 2. Develop and issue fact sheets and waterwheel informing residents of water saving tips and how water can be used at this water restrictions level.		1. Implement emergency level water restrictions schedule (Refer Appendix A). 2. Continuous meter reading of high residential and non-residential water users and undertake compliance investigation. 3. Strict enforcement of water restriction schedule. 4. Temporary closure of non-essential, high water dependent services 5. Implement emergency water supply. 6. Access to bulk water supply for domestic use is limited to SDRC residents and businesses. 7. Commence provision of free showers for SDRC residents at aquatic centres in Stanthorpe and Warwick	

6.4.2 SCHEME SPECIFIC ACTIONS

In addition to the drought response actions listed in Table 6.1 that are applicable to all water supply schemes, Figure 6.3 to Figure 6.10 also outline the actions in relation to contingency and emergency water supplies that are specific to the individual water supply schemes. Preliminary contingency and emergency water supply options are listed in order of preference for each water supply scheme at the bottom of the figures. These options focused on short-term and temporary supply options that could be implemented in a relatively short timeframe (6 months).

As part of the recent drought event, DRDMW has developed a number of simplified depletion models for SDRC to estimate the minimum time to depletion of the surface water dams. These models have been used to provide guidance of the minimum time to depletion against each drought response trigger, where applicable. However, the probabilities of loss of supply and the impact of time to depletion with the adopted drought response triggers cannot be confidently determined at this stage due to the lack of other modelling tools at this point. It is crucial that frequent monitoring of the water security positions of each of the water supply schemes is undertaken throughout the drought event to adjust the drought response triggers and actions, if necessary.

As noted in Figure 6.3 to Figure 6.10, the currently preferred emergency water supply option for Stanthorpe, Killarney, Dalveen, Leyburn and Pratten water supply schemes rely on carting from Connolly or Leslie Dams, which are typically a water supply dam for the Warwick Water Supply Scheme, until 70% capacity is reached and then it is to be solely used for Stanthorpe. Given their reliance to Warwick, these water supply schemes will be subject to, as a minimum, the same drought response levels as Warwick in the event of failure of their own water supplies.

The contingency and emergency water supply options considered in this Drought Management Plan focused on short-term and temporary supply options that could be implemented in a relatively short timeframe (6 months). Longer-term potential supply options that would require long lead time and high capital investment have not been considered at this stage however these would include:

- The construction of a pipeline connection from Warwick or Connolly Dam to Storm King Dam.
- Increasing the capacity of Storm King Dam.
- Participation as a customer in Emu Swamp Dam
- New borefield and associated infrastructure outside Warwick to supplement supply
- Feasibility of a new dam, e.g. Elbow Valley
- Purchase of medium priority water to convert to high priority water in Leslie Dam
- Creating a grid system to integrate water supply schemes.
- Significant upgrade of Warwick and Stanthorpe STPs to increase quantity and quality of recycled water.

Large projects that are currently underway are:

- Use of Allora bore water in to supplement Warwick
- Use of water below Minimum Operating Level of Leslie Dam
- Pipeline from Toowoomba to Warwick.

These options can be considered either individually or ideally as part of the long-term water supply security planning.

Note for the **Warwick water supply** we have a number of potential and actual contingency and emergency supplies available. These include Connolly Dam, Lyndhurst Lane bore, Allora bores, Toowoomba to Warwick (T2W) pipeline and the Leslie Dam dead storage. These supplies have very different water quality to the current Leslie Dam supply and therefore to some extent blending with the Leslie Dam supply is preferred to reduce the adverse effect on the treatment plant. At the time of this review, only Connolly Dam and Lyndhurst Lane bore are available for use. The Leslie Dam dead storage is expected to be available in 2025 and the Allora bores and T2W pipeline in 2027.

Due to the complexity of so many and such varied supplies with different cost structures, a Trigger Report for Warwick water supply has been produced to indicate the point at which each additional supply would be used and the volume from each. A

copy of this report has been included in Appendix C. The drought response triggers for Warwick below have been derived from the Trigger Report.

When the T2W pipeline is operational there will be some lead time required for SDRC to notify TRC that they require water to be supplied from Wivenhoe. There are potential restrictions within the TRC network, which means that there are times, particularly in the peak demand period in summer, where they might not be able to supply water to Warwick. There is a requirement from TRC that SDRC will not be in a lower level of water restrictions than TRC when requesting water through the pipeline. There will be an agreement in place with TRC prior to needing this water and a link to that document should be included here in the DMP once approved and this agreement will need to be referred to. TRC will also require a certain timeframe for the notification. They will try to order water from Wivenhoe for SDRC to coincide with when they pump water for their use, to reduce costs to SDRC.

Currently the mode of operation for the T2W pipeline during non-drought periods has not been finalised. There is a possibility that the pipeline will be "mothballed" when not in use. There may be a lead time to recommission this pipeline. There will be a bulk water and transportation agreement between SDRC and SEQ Water, which will define these matters and the required lead times. A link to these agreements should be included here in the DMP once they are approved and these agreements must be referred to.

When the Toowoomba to Warwick pipeline is constructed, the Allora bores cannot be used in isolation without the T2W pipeline being available for use. Due to the high level of chemical elements in the Allora bore water, there is a potential for this to be deposited in the pipelines. The T2W pipeline has a far greater diameter than the Allora link and the water velocity will drop significantly when entering this pipeline. This will enable more of these elements to be deposited. SEQ Water have therefore identified that the T2W pipeline would need to be flushed every 3-4 days when the Allora supply is used on its own.

Note there is also a requirement to let SEQ Water know when the pipeline can be mothballed after use. As it is a very long and costly process to recommission the pipeline, this should not be mothballed unless there is high certainty that it will not be required for some time.

As there are two scenarios with and without the T2W pipeline (to be available in 2027) a separate trigger diagram has been produced for each scenario below. This is because the same levels of demand will be triggered at the respective dam levels but the timing will change significantly when the T2W pipeline is activated.

In addition, a drought mode scenario document will be produced, setting out the triggers and control points. A link to this document should be included here in the DMP once this is finalised and this must be referred to when planning starts for use of the T2W pipeline.

For the **Stanthorpe Water Supply**, currently we only have carting water from Connolly Dam as an emergency supply. This is the only "affordable" option available. This water supply is receiving Council's highest attention due to the vulnerability of this supply, servicing a large population.

Council is working closely with the QLD State Government, considering a permanent solution for Stanthorpe. This is through the Southern and Darling Downs Regional Water Assessment Working Group. Some options have been identified and more detailed business cases are being prepared. SDRC would be reliant on the State to fund the successful project as they do not have the revenue for such a large project.

Figure 6.3: Drought Response Plan – Warwick Water Supply Scheme without T2W

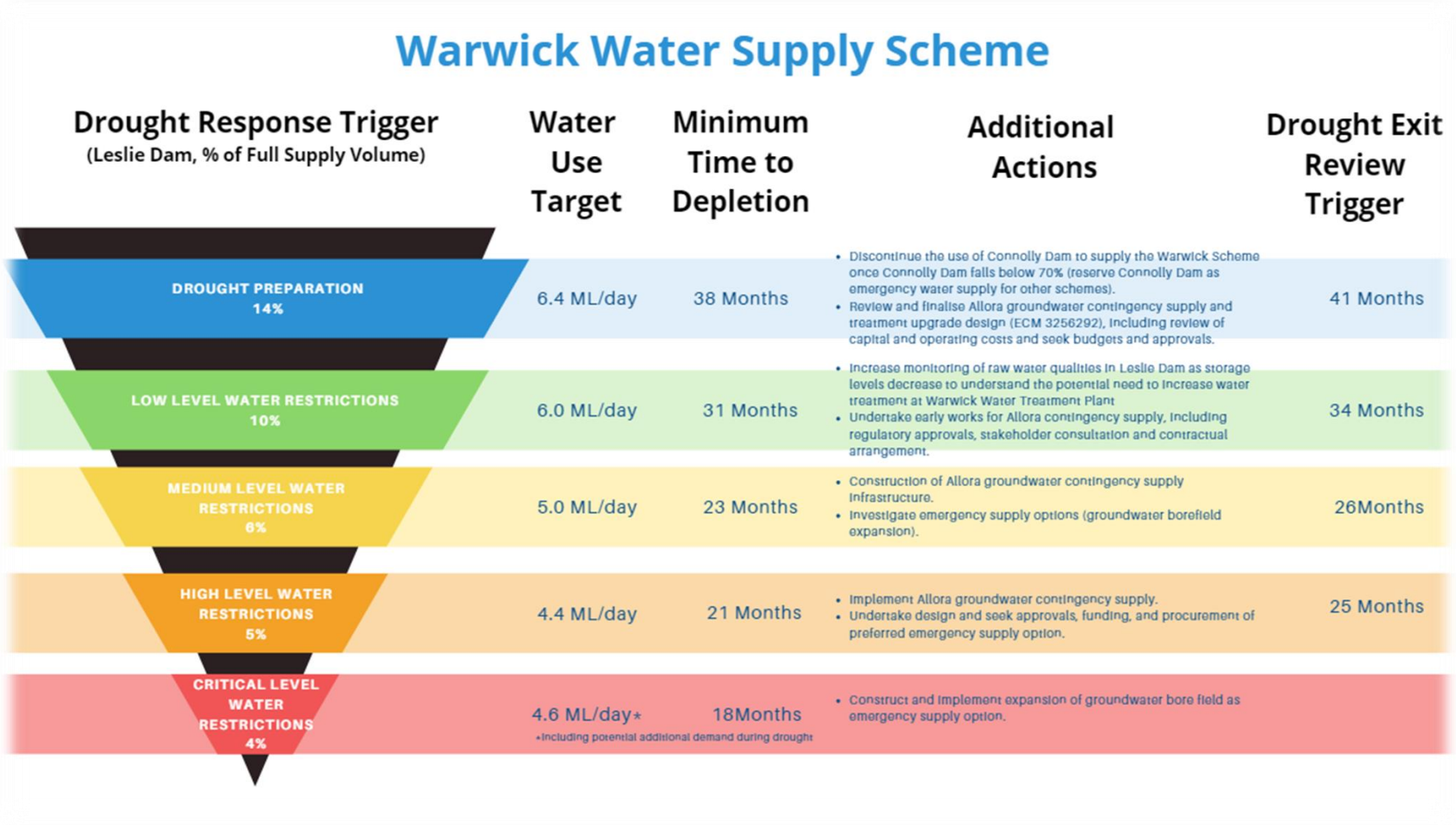


Figure 6.4: Drought Response Plan – Stanthorpe Water Supply Scheme

Stanthorpe Water Supply Scheme

Drought Response Trigger (Storm King Dam, % of Full Supply Volume)	Water Use Target	Minimum Time to Depletion	Additional Actions	Drought Exit Review Trigger
DROUGHT PREPARATION 85%	1.9 ML/day	15 Months	• Notify Stanthorpe residents • Check the level of Connolly dam	18 Months
LOW LEVEL WATER RESTRICTIONS 65%	1.7 ML/day	12 Months	• Review the asset condition associated with carting from Connolly Dam, including auxiliary infrastructure (reservoir tanker intake, WTP upgrade needs).	15 Months
MEDIUM LEVEL WATER RESTRICTIONS 45%	1.4 ML/day	9 Months	• Increase monitoring of raw water quality in Storm King Dam as storage levels decrease to determine whether additional treatment is required due to water quality deterioration • Undertake early works to allow carting from Connolly Dam, including procurement process approvals and contractual arrangement. • Investigate emergency supply options (carting from other dams if low water security is projected at Connolly Dam).	12 Months
HIGH LEVEL WATER RESTRICTIONS 30%	1.2 ML/day	6 Months	• Recommission assets associated with carting from Connolly Dam based on asset condition assessment. • Undertake design and seek approvals, funding, and procurement of preferred emergency supply option.	9 Months
CRITICAL LEVEL WATER RESTRICTIONS 20%	1.3 ML/day* *Including potential additional demand during drought	3 Months	• Implement carting from Connolly Dam. • Identify additional water source supplies e.g. from neighbouring dams • Construct and implement emergency supply option.	

Figure 6.5: Drought Response Plan – Killarney Water Supply Scheme

Killarney Water Supply Scheme

Drought Response Trigger (Spring Creek Weir Streamflow, Off-Stream Storage)	Water Use Target	Minimum Time to Depletion	Additional Actions	Drought Exit Review Trigger
DROUGHT PREPARATION Monthly rolling average streamflow < 1.0 ML/ day	0.4 ML/day	N/A	• Keeping Off-Stream Storage (OSS) above 80% full. • Review potential WTP needs associated with using OSS as the contingency supply source and seek funding and approvals.	N/A
LOW LEVEL WATER RESTRICTIONS Monthly rolling average streamflow < 0.7 ML/ day	0.35 ML/day	N/A	• Upgrade WTP to allow treatment of raw water sourced from OSS.	N/A
MEDIUM LEVEL WATER RESTRICTIONS Monthly rolling average streamflow < 0.5 ML/ day and OSS <60%	0.3 ML/day	9 Months (assuming OSS supplies 50% of demand)	• Commence to use of OSS to supplement supply. • Investigate emergency supply options (local bores, carting from Connolly Dam, carting from Leslie Dam).	12 months
HIGH LEVEL WATER RESTRICTIONS Monthly rolling average streamflow < 0.4 ML/ day and OSS <50%	0.24 ML/day	6 Months (assuming OSS supplies 80% of demand)	• Undertake design and seek approvals, funding, and procurement of preferred emergency supply option.	9 Months
CRITICAL LEVEL WATER RESTRICTIONS Monthly rolling average streamflow < 0.2 ML/ day and OSS <30%	0.25 ML/day* *Including potential additional demand during drought	3 Months (assuming OSS supplies 100% of demand)	• Construct and implement emergency supply option.	6 Months

Figure 6.6: Drought Response Plan – Wallangarra Water Supply Scheme

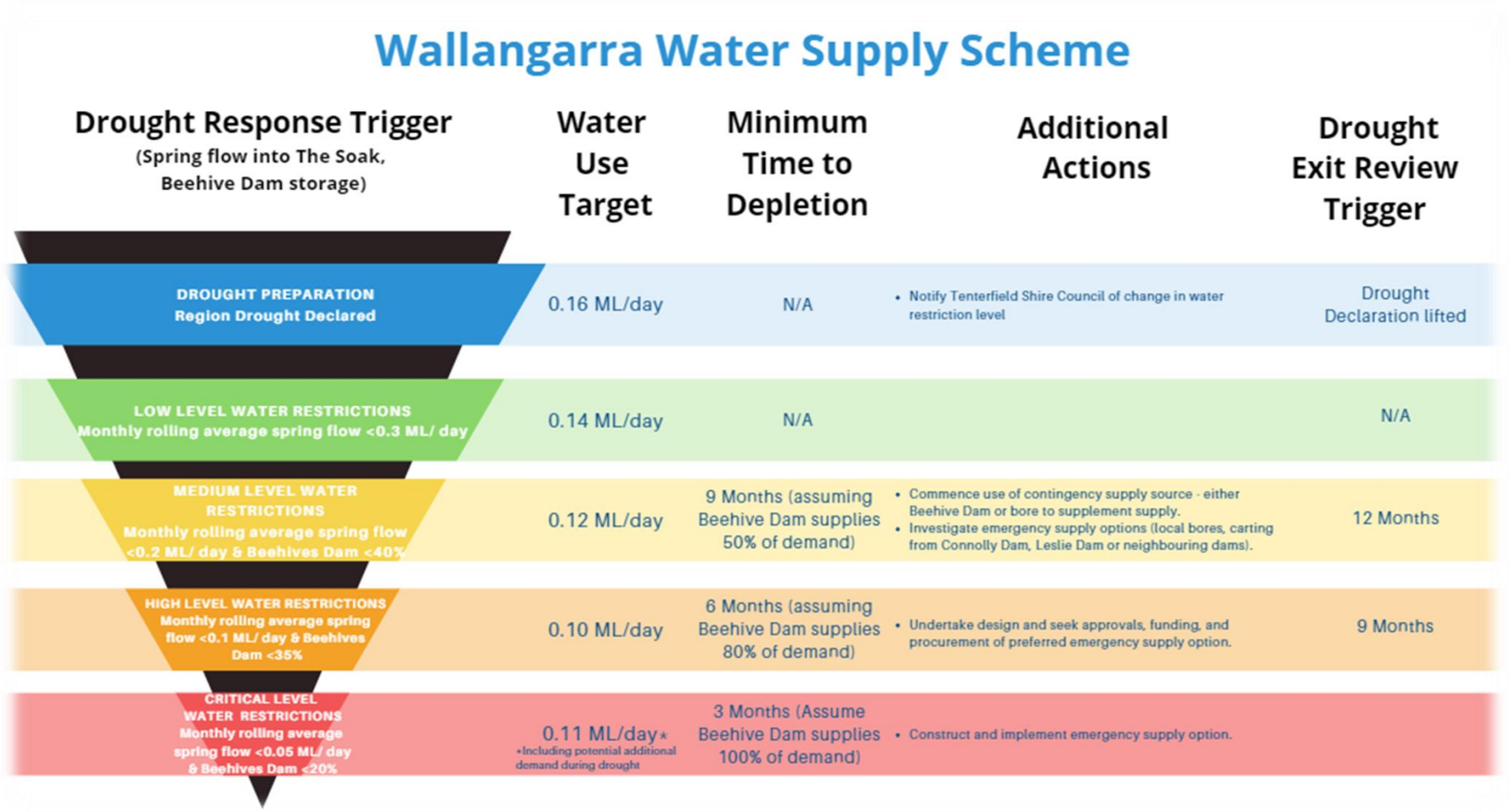


Figure 6.7: Drought Response Plan – Dalveen Water Supply Scheme

Dalveen Water Supply Scheme

Drought Response Trigger (Bore depth below natural surface)	Water Use Target	Minimum Time to Depletion	Additional Actions	Drought Exit Review Trigger
DROUGHT PREPARATION Region drought declared	0.04 ML/day	N/A	• Determine preferred emergency supply option, including investigation of capital and operating costs and funding approvals.	Drought declaration lifted
LOW LEVEL WATER RESTRICTIONS DNRME Monitoring Bore RN42231333A > 7m **	0.03 ML/day	N/A	• Obtain regulatory approvals, contractual and procurement arrangement needs.	DNRME Monitoring Bore RN42231333A > 6.5m
MEDIUM LEVEL WATER RESTRICTIONS Bores not recovering overnight	0.03 ML/day	N/A	• Construction of preferred emergency supply option (local bores, carting from Connolly Dam, carting from Leslie Dam).	Monitor water level in TWS bore for recovery
HIGH LEVEL WATER RESTRICTIONS Bore pumps unable to meet demand	0.02 ML/day	N/A	• Implement preferred emergency supply options.	Monitor water level in TWS bore for recovery
CRITICAL LEVEL WATER RESTRICTIONS Bores failed	0.03 ML/day* *Including potential additional demand during drought	N/A		Monitor water level in TWS bore for recovery

** Used as surrogate only. Recommended regular monitoring of supply bore levels.

Figure 6.8: Drought Response Plan – Leyburn Water Supply Scheme

Leyburn Water Supply Scheme

Drought Response Trigger (Bore depth below natural surface)	Water Use Target	Minimum Time to Depletion	Additional Actions	Drought Exit Review Trigger
DROUGHT PREPARATION Region Drought Declared	0.06 ML/day	N/A	• Determine preferred emergency supply option, including investigation of capital and operating costs and funding approvals.	Drought Declaration lifted
LOW LEVEL WATER RESTRICTIONS DNRME Monitoring Bore RN42231267 >10m **	0.05 ML/day	N/A	• Obtain regulatory approvals, contractual and procurement arrangement needs.	Review DNRME Monitoring Bore RN42231267 level and announced allocation entitlement
MEDIUM LEVEL WATER RESTRICTIONS Bores not recovering overnight	0.04 ML/day	N/A	• Construction of preferred emergency supply option (local bores, carting from Connolly Dam, carting from Leslie Dam).	Review DNRME Monitoring Bore RN42231267 level and announced allocation entitlement
HIGH LEVEL WATER RESTRICTIONS Bore pumps unable to meet demand	0.04 ML/day	N/A	• Implement preferred emergency supply options.	Review DNRME Monitoring Bore RN42231267 level and announced allocation entitlement
CRITICAL LEVEL WATER RESTRICTIONS Bores failed	0.04 ML/day*	N/A		Recharge rainfall received. Recovery of TWS bore

*Including potential additional demand during drought

** Used as surrogate only. Recommended regular monitoring of supply bore levels.

Figure 6.9: Drought Response Plan – Pratten Water Supply Scheme

Pratten Water Supply Scheme

Drought Response Trigger (Bore depth below natural surface)	Water Use Target	Minimum Time to Depletion	Additional Actions	Drought Exit Review Triggers
DROUGHT PREPARATION Region is drought declared	0.04 ML/day	N/A	• Determine preferred emergency supply option, including investigation of capital and operating costs and funding approvals.	Drought Declaration lifted
LOW LEVEL WATER RESTRICTIONS DNRME Monitoring Bore RN42231261 >6m**	0.04 ML/day	N/A	• Obtain regulatory approvals, contractual and procurement arrangement needs.	Review DNRME Monitoring Bore RN42231261 level and announced allocation entitlement
MEDIUM LEVEL WATER RESTRICTIONS Bores not recovering overnight	0.03 ML/day	N/A	• Construction of preferred emergency supply option (local bores, carting from Connolly Dam, carting from Connolly Dam).	Review DNRME Monitoring Bore RN42231261 level and announced allocation entitlement
HIGH LEVEL WATER RESTRICTIONS Bore pumps unable to meet demand	0.03 ML/day	N/A	• Implement preferred emergency supply options.	Review DNRME Monitoring Bore RN42231261 level and announced allocation entitlement
CRITICAL LEVEL WATER RESTRICTIONS Bores failed	0.03 ML/day* *Including potential additional demand during drought	N/A		Recharge rainfall received. Recovery of TWS bore

** Used as surrogate only. Recommended regular monitoring of supply bore levels.

7 ONGOING REVIEW

7.1 REGULAR REVIEW AND UPDATE

Regular reviews of the Drought Management Plan should be undertaken at least every 5 years to ensure the assumptions remain valid and the proposed drought response actions remain implementable. SDRC should also consider reviewing and updating this Drought Management Plan if any of the following has occurred:

- Significant changes to the water security position of the region, such as post-construction of the Toowoomba to Warwick (T2W) pipeline scheme.
- Population and/or demographic changes resulting in significant difference in projected demands, water consumption behaviour and community preference on water restriction actions.
- Changes to water supply schemes and servicing areas, including any infrastructure augmentations and changes to operating rules and asset conditions.
- Improved understanding of existing water supply sources through improved data monitoring and modelling capability resulting in changes to drought response triggers.
- Development of long-term supply strategy and water security level of service objectives through modelling and community consultation.
- Engagement and consultation with neighbouring water providers to determine if consistency is appropriate between the drought management plans.

7.2 POST DROUGHT EVALUATION AND REVISION

This entire Drought Management Plan should be reviewed for its effectiveness following any drought event, starting within three months of the last drought exit trigger. The review should include:

- Effectiveness and timing of demand management measures and contingency and emergency supplies.
- Impact assessment of the drought management plan on various stakeholders, including Council's operational sustainability, liveability of community, and economic and growth impact to businesses and tourism.
- Implementation of a number of water efficiency measures as outlined in the Southern Downs Environmental Sustainability Strategy (refer Appendix C).
- Feedback from key stakeholders (community, business and industry groups) on the effectiveness of communication plan and response to the imposition of the water restrictions schedule.
- Feedback from other relevant government bodies, water suppliers and contractors (e.g. DRDMW, Sunwater) on the coordination of responses.

Appendix A

Water Restriction Schedule

Southern Downs Water Restrictions

Restrictions apply to the use of treated water only including the bulk water supplied through the standpipes in Warwick and Stanthorpe. Restrictions do not apply to the use of private bore water, rainwater and bucketed greywater.

Permanent Water Saving Rules (applicable at all times)

Hand Held Hose: Water from a hand-held hose can only be used if it is fitted with a trigger nozzle and is leak free.

Garden Sprinklers: Garden sprinklers must be a minimum 3 star rating and used in conjunction with a timer (maximum use on any day is 20 minutes). Sprinklers can only be used in accordance with scheduled outdoor watering times. Use of efficient sprinklers must comply with Efficient Irrigation for Water Conservation Guidelines.

Fixed irrigation systems: An efficient watering system may only be used with a timer and in accordance with outdoor watering times for commercial or residential premises. Maximum use on any day is 30 minutes. Use of efficient fixed irrigation systems must comply with Efficient Irrigation for Water Conservation Guidelines.

Public Gardens, Lawns and playing surfaces: A public garden, lawn area or playing surface can only be watered if:

- The watering system is fitted with a rain or soil moisture sensor
- In accordance with an approved water use plan

Fountains and water features: potable water can be used in fountains or water features if the water is recirculated.

Cleaning of hard surfaces: water can be used to clean driveways, paths, concrete, tiles, timber decking and solar panels where:

- Cleaning is required as a result of an accident, fire, health hazard, safety hazard or other emergency (can occur any time of day)
- .If surface staining has occurred (can occur once per season)
- In the course of construction or renovation (using waterwise practices)

Cleaning of hard surfaces must be by way of:

- A high pressure water cleaning device; or
- If such a device is not available, a hand held hose or a bucket and broom

Outdoor watering and cleaning times: Use of water for outdoor watering and cleaning of hard surfaces can only occur:

- 7am – 9am and 4pm – 6pm May – September
- 6am – 8am and 5pm – 7pm October - April

Greywater: Greywater may be used provided outlets are not tapped to or cross-connected to the treated water supply. Certain health regulations apply to the use of greywater – please see Council website for details.

Restriction Level	Outdoor watering times using potable water	Properties	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Periods where no water restrictions apply	Permanent Water Saving Rules apply at all times May –September: 7am – 9am and 4pm – 6pm October – April: 6am – 8am and 5pm – 7pm	Any property can water on any day							
Low		Odd numbered							
Target 170		Even or unnumbered							
Medium		Odd numbered							
Target 150		Even or unnumbered							
High		Odd numbered							
Target 120		Even or unnumbered							
Critical		Odd numbered							
Target 100		Even or unnumbered							

Residential	**Notes**	**When no water restrictions apply**	**Low**	**Medium**	**High**	**Critical**
Residential Target	*(litres per person per day)*	200	170	150	120	100
Gardens & Lawns	*Established residential lawns and gardens*	PERMITTED within allocated times using: - Water efficient sprinklers - Fixed irrigation systems - Hand held hoses - Buckets & watering cans	PERMITTED on allocated days within allocated times using: - Water efficient sprinklers - Fixed irrigation systems	PERMITTED on allocated days within allocated times using: - Fixed irrigation systems - Buckets & watering cans EXEMPTIONS will be required for watering of new turf.	PERMITTED on allocated days within allocated times using: - Buckets and watering cans EXEMPTIONS will not be approved for the watering of gardens and lawns (includes new turf).	PERMITTED on allocated days within allocated times using: - Buckets and watering cans EXEMPTIONS will not be approved for the watering of gardens and lawns

			- Hand held hoses - Buckets & watering cans			(includes new turf).
Residential Vehicle Washing (includes cars, boats, caravans, trailers and bikes)	*Cleaning windows, mirrors and lights for safety can be done at any time of day using a bucket. Flushing of boat motors or vehicle brakes to maintain safe operation must be done on grassed areas where practicable.*	PERMITTED within allocated times using: - Hand-held hoses - Buckets - High pressure, low volume water cleaning units	PERMITTED on allocated days within allocated times using: - Hand-held hoses - Buckets - High pressure, low volume water cleaning units	PERMITTED on allocated days using: - Spot cleaning on a grassed area using water from a bucket	PERMITTED on allocated days using: - Spot cleaning on a grassed area using water from a bucket.	PERMITTED on allocated days using: - spot cleaning on a grassed area using water from a bucket
Animal husbandry & Pet care (includes the provision of drinking water, washing of animals, cleaning of animal pens/enclosures)	*Ornamental fish ponds, frog ponds and outdoor aquariums must be able to demonstrate efforts to reduce evaporation.*	PERMITTED - Hand-held hoses - Buckets - High pressure, low volume water cleaning units - Filling new ponds and outdoor aquariums and topping up existing ones	PERMITTED - Hand-held hoses - Buckets - High pressure, low volume water cleaning units - Filling new ponds and outdoor aquariums and topping up existing ones	PERMITTED - Hand-held hoses - Buckets - High pressure, low volume water cleaning units - Topping up existing ponds and outdoor aquariums PROHIBITED - Filling of new ponds or outdoor aquariums	PERMITTED - Hand-held hoses - Buckets - High pressure, low volume water cleaning units - Topping up existing ponds and outdoor aquariums PROHIBITED - Filling of new ponds or outdoor aquariums	PERMITTED - Hand-held hoses - Buckets - High pressure, low volume water cleaning units - Topping up existing ponds and outdoor aquariums PROHIBITED - Filling of new ponds or outdoor aquariums
Residential swimming pools, spas, water	*Pool covers must be used to comply.*	PERMITTED: - Topping up existing pools, and spas	PERMITTED: - Topping up existing pools, and spas	PERMITTED Times limited to outdoor watering schedule.	PERMITTED Times limited to outdoor watering schedule.	PROHIBITED Alternative water must be sourced.

features and water play	*Water features must reticulate water to comply.*	- Filling of new and renovated swimming pools and spas. - Use of water play pools and toys	- Filling of new and renovated swimming pools and spas. - Use of water play pools and toys	- Topping up existing pools and spas - Use of water play pools and toys EXEMPTIONS will be required for filling of new and renovated swimming pools and spas	- Topping up existing pools EXEMPTIONS will be required for filling of new and renovated swimming pools and spas.	
General cleaning, renovations & property management	*Includes: timber decks, windows driveways, pathways, house and roof painting preparation, solar panels, entertainment areas, outdoor furniture and paved surfaces.*	PERMITTED on allocated days within allocated times using: - Hand-held hoses - Buckets - High pressure, low volume water cleaning units	PERMITTED on allocated days within allocated times using: - Hand-held hoses - Buckets - High pressure, low volume water cleaning units	PERMITTED on allocated dates within allocated times using: - Spot cleaning of outdoor space and windows using a bucket filled from a tap - Loose items should be removed by a broom, blower or similar device.	PROHIBITED Alternative water must be sourced. Loose items should be removed by a broom, blower or similar device.	PROHIBITED Alternative water must be sourced. Loose items should be removed by a broom, blower or similar device.
	Cleaning of outdoor spaces & windows when vacating a rental property.	PERMITTED on allocated dates within allocated times using: - Hand-held hoses - Buckets - High pressure, low volume water units	PERMITTED on allocated dates within allocated times using: - Hand-held hoses - Buckets - High pressure, low volume water units	PERMITTED on allocated dates within allocated times using: - Buckets - High pressure, low volume water units	PERMITTED on allocated dates within allocated times using: - Buckets - High pressure, low volume water units	PERMITTED: Windows and outdoor areas can be cleaned using a bucket filled from a tap.
Bulk Water	*Domestic use only* *Access to bulk water via standpipe or carting for properties not connected to*	PERMITTED	PERMITTED up to 5,000 litres per week per property.	PERMITTED up to 4,000 litres per week per property. EXEMPTIONS may be requested.	PERMITTED up to 3,000 litres per week per property. - Limited to SDRC residents and businesses	PERMITTED up to 2,000 litres per week per property. - Limited to SDRC residents and businesses

	reticulated potable water supply/		EXEMPTIONS may be requested.		EXEMPTIONS may be requested.	EXEMPTIONS may be requested

Appendix B

SDRC Environmental Strategy

Appendix C

SDRC Water Supply Operational Triggers Report

Southern Downs
REGIONAL COUNCIL

Southern Downs

A great place to live, work, play and stay.