

**Queensland Disaster
Management Committee**

2014-15 Annual Report

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The Queensland Disaster Management Committee 2014-15 Annual Report is hereby approved and recommended for distribution.



30 MAY 2016

Dave Stewart
Director-General
Department of the Premier and Cabinet

Date

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The Year in Review

Important changes to disaster management governance occurred in 2014-15 along with a number of significant disaster events. In particular, the *Disaster Management Act 2003 (DM Act)* was amended to institute the Queensland Disaster Management Committee (QDMC).

Establishment of QDMC

The *Disaster Management and Another Act Amendment Act 2014* commenced on 27 October 2014, amending the *DM Act* to establish the new QDMC. The QDMC was established as a Cabinet Committee to make strategic decisions across the four phases of disaster management in Queensland - prevention, preparation, response and recovery (PPRR).

The QDMC was formed by merging the Disaster Management Cabinet Committee (DMCC) and State Disaster Management Group (SDMG), to simplify Queensland's disaster management structure by reducing one layer of governance and allowing a direct line of communication between the QDMC, the State Disaster Coordinator (SDC) and State Recovery Coordinator (SRC). The QDMC formally allows direct Ministerial participation in the strategic management of disaster events, resulting in faster and better-informed decision-making during a disaster event.

The QDMC is chaired by the Premier of Queensland, or his/her nominee, and comprises a core group of Ministers supported by their Directors-General and assisted by other Ministers, senior officers, and representatives from other government agencies (from all three levels of government) and non-government organisations (NGOs) as required. The purpose of establishing the QDMC was to ensure clear communication and decision making by the Premier and relevant Ministers and Directors-General, before, during and following disasters.

Communication protocols have been put in place to ensure the Premier, as Chair of QDMC, is adequately supported by the Queensland Police Service (QPS) and the Department of the Premier and Cabinet (DPC) during disaster events. Specifically this involves secretariat functions being provided by QPS with support by DPC (Social Policy and Cabinet Secretariat). The Cabinet Secretary attends meetings of the QDMC to record decisions.

During disaster events, the Commissioner of Police and SDC implement arrangements for direct communication with the Premier and Minister for Police, Fire and Emergency Services, (the Minister) supported by their respective Chiefs of Staff.

Establishment of the QDMC did not impact on the operation of the district and local levels of disaster management. However, advice was provided to all groups regarding the purpose and structure of the new Committee and confirming arrangements for escalating requests for assistance and policy decisions.

As recommended by the Police and Community Safety Review (PACSR), the *DM Act* was amended to make the appointment of an SDC mandatory. The role of the SDC is to ensure accurate, timely and relevant information is given to the QDMC during disaster response periods and to ensure the strategic decisions of the QDMC about disaster response operations are implemented. Supporting the SDC are the State Disaster Coordination Centre (SDCC) and the State Disaster Coordination Group (SDCG).

The SDCG comprises representatives of relevant Queensland Government agencies (including Government-owned corporations) with the authority to commit the resources of their agencies in response to a disaster. Representatives of NGOs and Commonwealth agencies are also invited as appropriate.

The SDCC's role is to provide a single point of truth about the current state of an event, ensuring accurate, timely and relevant information is available to the QDMC (via the SDC) and to District Disaster Management Groups (DDMGs) and Local Disaster Management Groups (LDMGs). The SDCC also ensures appropriate information is disseminated to the public.

Significant Disaster Events

The SDCC was involved in a number of significant operations between 1 July 2014 and 30 June 2015. These operations typically required analysis of the event, maintaining situational awareness, passage of information to affected local governments and other relevant agencies, tasking of State Emergency Service (SES) groups in response to requests for assistance from the general public, briefings to key decision makers and forward planning.

July 2014

- On 19 July, Biosecurity Queensland quarantined a property in Gladstone after it was confirmed that a deceased horse had tested positive for Hendra Virus. The quarantine was lifted on 12 August 2014 after remaining horses returned negative results for the virus. The SDCC monitored and reported on the event.

August 2014

- Severe storms impacted Southeast Queensland during mid-August and the North Coast and Darling Downs later in the month.

September 2014

- At the beginning of September severe fire danger was forecast for the Southeast coast. Multiple vegetation fires burned within the danger areas, two of which posed a threat to properties. They were, however, extinguished without property losses.
- On 5 September, a truck travelling from Gladstone to South Australia transporting 52.8 tonnes of ammonium nitrate rolled off the bridge at Angellala Creek, 30 kilometres south of Charleville. The truck exploded and the force of the blast destroyed the road completely, allowing no access south to Wyandra. The blast severely damaged the rail track and bridge and two fire appliances that were on scene at the time. Four firefighters, a police officer, two truck drivers who had stopped to assist the driver of the rolled truck, and the driver himself were taken to hospital with various injuries. The Mitchell Highway was closed for an extended period as a result of the incident. The SDCC closely monitored the situation and provided critical incident brief updates to key stakeholders.
- Widespread thunderstorms impacted Queensland on 21 September. Storms produced dangerous winds and heavy rainfall with Sandra Alert Rainfall Station recording 74mm of rain and areas around Rockhampton recording around 50mm in short periods of time. More than 2,500 customers throughout Central and Southwestern Regions lost power as a result of storm activity.
- The Group of Twenty (G20) Finance Ministers' meeting was held in Cairns on 20 and 21 September where approximately 800 Queensland police were involved in security arrangements.

- Severe thunderstorms with damaging winds, heavy rain and large hail impacted large areas of Southern Queensland on 25 September. A 105km/h wind gust was recorded at Oakey during the afternoon and wind damage to roofs was reported at Allora (near Warwick). Golf ball sized hail was reported at Coopers Plains and hail with a diameter of up to 3cm at Wishart. Parts of Brisbane were impacted by flash flooding and 13,366 customers, mainly across Brisbane, Moreton Bay and Somerset council areas lost power for a number of hours. Energex recorded more than 2,500 lightning strikes.
- Severe thunderstorms impacted Southeast Queensland on 27 September. Large hailstones and damaging winds were reported throughout the Gold Coast, Redlands and Moreton Bay area. Double Island Point recorded a wind gust of 114km/h.

October 2014

- On 1 October, severe fire danger was forecast due to expected gusty Southeasterly winds across the interior. Multiple Queensland Fire and Emergency Services (QFES) resources responded to around a dozen vegetation fires within Central Region.
- On 7 October, a helicopter carrying six passengers crashed on Mt Cook, Cooktown. Injured passengers included the local Mayor who was walked out and an SES volunteer who was airlifted from the scene. Watch Desk staff maintained close contact with the Regional Director, Far Northern Region, and provided timely reports to key stakeholders on the progress of the rescue operation and the condition of the casualties.
- On 11 October, severe storms produced damaging winds and rainfall in Central and Southwest Queensland
- On 12 and 13 October, fresh and gusty winds associated with an easterly moving interior trough caused severe fire danger in the Maranoa and Warrego District with a number of vegetation fires burning in the Region at the time. Dry, fresh and gusty winds ahead of an inland trough also resulted in severe fire danger in the Central Highlands and Coalfields Districts on 14 October where five vegetation fires were burning.
- On 15 October, Queensland Health activated the State Health Emergency Coordination Centre (SHECC) for an

indefinite period, as a proactive response to implement, plan and prepare for response measures related to Ebola Virus Disease (EVD).

- On 26 October, severe thunderstorm warnings for damaging winds were issued for the Channel Country, Central Highlands and Coalfields, Central West, Maranoa and Warrego, and Darling Downs and Granite Belt Districts. More than 1,500 lightning strikes hit Queensland's Southeast and at the peak of the storm 14,500 customers were without power, with Ipswich the worst affected. Wind speeds of 70km/h were recorded near Amberley.
- Hot, dry and gusty winds associated with an interior trough caused increased fire dangers in the Maranoa and Warrego District on 27 October. Approximately nine vegetation fires were burning in the area during this time. An advice message was issued for a large grass fire burning near Ingoldsby on 28 October. Multiple resources were allocated to containing the blaze and a large smoke haze surrounded the area. A Watch and Act message was issued for a fast moving, out of control bushfire at Ballandean (near Stanthorpe).
- On 28 and 29 October, severe thunderstorms with damaging winds, heavy rain and large hail impacted large areas of Queensland from early afternoon until early morning the next day.

November 2014

- On 15 and 16 November, Brisbane hosted the G20 Leaders' Summit. Event organisers needed to ensure that appropriate security measures were in place to protect visitors, while minimising disruptions to inner-city residents and businesses. Approximately 5000 Queensland police, 1515 interstate and New Zealand police and 600 Australian Federal Police ensured security. More than 600 volunteers provided assistance at the summit. Approximately 150 additional general and specialist QFES personnel and more than 200 SES volunteers supported by Rural Fire Service Queensland volunteers assisted with G20 operations.
- During November, Queensland experienced severe fire conditions which lead to an increased level of risk to communities. Vegetation fires burned at various locations throughout the month. Some required deployment of multiple resources to fight the fires and took several days to extinguish.
- November also brought with it a series of severe storm events. On 6 November, severe thunderstorms impacted parts of Southeast Queensland. More than 6,000 customers lost power as a result of the storm activity and damaging winds and hail were reported in a number of areas in Southeast Queensland.
- Severe thunderstorms forecast for areas of Southeast and Southwest Queensland brought destructive winds, heavy rain and caused flash flooding on 18 November. 67mm of rain was recorded at Mt Goonaneman. Coral Cove (Bundaberg) recorded 40mm of rain in 30 minutes. Over 4,000 Ergon Energy customers in the Childers, Bundaberg and Gin Gin areas lost power supply. A severe thunderstorm impacted areas of the Channel Country early in the afternoon, where wind gusts of up to 91km/h caused power outages and uprooting of trees.
- Severe thunderstorms occurred on 19 and 20 November in Southeast Queensland. The storms brought heavy rain, flash flooding and destructive winds causing traffic and transport issues in Brisbane and surrounding areas. Rainfall of 90mm at Geebung and 100mm at Inala were recorded over a 60 minute period. Significant flooding was reported in places including Kedron, Fortitude Valley, Bowen Hills, Oxley, Inala, Salisbury, Rocklea and Archerfield. A wind gust of 105km/h was recorded at Redcliffe and a house fire at West End resulted from a lightning strike. In Central Queensland, Blackwater recorded a maximum wind gust of 102km/h when a severe storm developed over Capricornia.
- On 21 and 22 November, severe thunderstorms with damaging winds occurred in Central and Northern Queensland. A wind gust of 94km/h was recorded at Richmond and a gust of 87km/h was recorded at Julia Creek. A thunderstorm warning was issued for Southwest and Southeast Queensland for damaging winds and large hail. Two centimetre hail was reported at Allora. 455 Ergon Energy customers in the Millmerran area lost power as a result of the storms. Mid-evening, the Southeast and Southwest area warning was cancelled and a severe thunderstorm warning was issued for the Gulf Country and Northwest Districts.
- Severe thunderstorms caused havoc across Southeast Queensland on 27 November, particularly in the Brisbane Region. Due to the destructive winds and large hail, the

Bureau of Meteorology (BoM) authorised the Standard Emergency Warning Signal (SEWS) to be used by the media when relaying warnings for Brisbane. The storms developed into a supercell thunderstorm, producing wind gusts of up to 141km/h and 6-7cm hail in Brisbane and southern suburbs.

105,000 Energex customers within Southeast Queensland lost power and full restoration of supply was not completed for a number of days. Fallen power lines and trees, flash flooding and strewn debris caused significant traffic disruptions. Train services were suspended for the duration of the storm, with some trains full of passengers halted between stations. Damage to buildings was extensive, with awnings and roofs blown off homes and high rise unit complexes. Many windows were shattered in private and commercial buildings, including the Mater Hospital. A number of schools were significantly damaged and were closed the next day. A number of Emergency Services vehicles and stations were significantly damaged, including Kemp Place, Roma Street and Annerley Fire Stations.

More than 2,400 requests for SES assistance were received, notably for fallen trees and roof damage and broken windows resulting from large hail and flying debris. The Australian Defence Force (ADF), Rural Fire Brigade (RFB) and SES carried out recovery and clean-up operations for a number of days after the initial event.

December 2014

- Severe thunderstorms impacted large areas of Queensland on 5 December. Damaging winds were forecast for the Central and Northwestern areas, while closer to the coast storms brought heavy rain, leading to flash flooding. 58mm of rain was recorded in Goomburra (east of Allora) in one hour and 97mm of rain was recorded at Mt Glorious in one hour. Areas in Southeast, North Coast and Central Regions recorded falls of around 100mm. More than 3,000 Energex customers in the Southeast lost power as a result of storm activity.
- Severe thunderstorms producing heavy rain, damaging winds and large hail occurred on 6 December. Heavy rainfall and some damage from waterspouts was reported in the Hervey Bay area early in the afternoon. Wind gusts of 85km/h were recorded near Innisfail and Myola, and north of Cairns recorded 104mm of rain in one hour. 3,875 customers from Tully through to Innisfail reportedly lost power.
- A severe thunderstorm that brought damaging wind, heavy rainfall and large hail occurred on 8 December. Roof damage was reported in Gayndah and trees were blown over in the Lockyer Valley. Rochedale recorded 80mm of rain and Carbrook 105mm of rain in one hour. Mount Seaview Alert Rainfall Station near Calliope recorded 162mm of rain and Cedar Vale Alert recorded 195mm. Widespread power outages were reported.
- Severe thunderstorms occurred on 10 December with damaging winds, heavy rainfall that led to flash flooding and large hailstones. Tree damage was reported in Tallebudgera and the Currumbin Valley and 44mm of rain was recorded in 30 minutes at Currumbin Creek. 40mm of rain fell in 30 minutes at Miles, 85mm of rain was recorded in one hour at Settlement Alert Rainfall Station near Gin Gin and Carindale residents were hit with 3cm hail. Approximately 5,000 customers lost power as a result of the storms, the majority of outages being within the Southeast.
- Severe thunderstorms also occurred in a number of other areas in Northern, Far Northern, Central and Southwest Queensland on 10 December. A 90km/h wind gust was recorded at Julia Creek during the afternoon and a lightning strike caused the Mount Isa power generation facilities to be blacked out, triggering power losses for more than 10,000 customers in Mount Isa City and areas of the Northwest.
- Severe thunderstorms producing large hail, damaging winds and heavy rainfall occurred on 11 December. Streets in Oakey were impacted by flash flooding and homes and sheds had their roofs lifted and damaged by strong winds. At the height of the storm, approximately 10,000 Energex customers and 400 Ergon Energy customers were without power.
- Early morning storms ramped up on the Central Queensland coast in the early hours of the morning of 12 December with heavy rainfall recorded. Storm warnings for damaging wind, heavy rain and large hail were re-issued at 12:20pm. At 6pm, a particularly dangerous thunderstorm was located northwest of Emerald. Very large hail, destructive winds and heavy rainfall resulted from this thunderstorm. 73mm of rainfall was recorded in 30 minutes at Middlemount, northeast of Emerald and

51mm of rainfall was recorded in 30 minutes at Tieri. Flash flooding occurred at Banana and Biloela.

- On 16 December, severe thunderstorms impacted areas of Southwest Queensland, with a wind gust of 78km/h recorded at St George.
- On 17 December, severe thunderstorms with large hail, heavy rain and destructive winds impacted Central and Southeast Queensland throughout the afternoon and night. Significant wind gusts were recorded, including 115km/h at Kingaroy, 100km/h at Roma and 93km/h at Julia Creek. There were reports of golf ball size hail at Cooroy and 2cm hail at Kenilworth. Over 40mm of rain fell in an hour in areas near Warwick. The small town of Muttaborra was severely affected with trees down and roofs on four homes and the local post office damaged as a result of the strong winds.
- Severe thunderstorms impacted large areas of Queensland on 18 December, with Southeast Queensland bearing the brunt of the damage. At the height of the storm there were more than 22,400 customers without power in the Brisbane area and outages caused delays to train services during peak hour. More than 1,500 lightning strikes were recorded in one hour.
- On 24 December, severe thunderstorms with large hail, heavy rain and damaging winds moved through Southeast and South Queensland during the evening. The storms caused damage at Millmerran, where the roof was blown off a house, trees were downed and power to 104 customers was lost as a result of fallen power lines.
- Severe thunderstorms impacted Southeast Queensland during the afternoon of 27 December. Heavy rainfall was recorded, particularly on the Gold Coast and in the Gold Coast Hinterland where falls of up to 80mm were reported.
- On 29 December, severe thunderstorms resulting in heavy rainfall and damaging winds impacted areas of the Central and North Coast, with Wolca Range, west of Bundaberg, recording rainfall figures of 76mm.

January 2015

- On 1 January, Southeast Queensland was impacted by severe storms producing heavy rain and flash flooding. The worst affected area was the Gold Coast with Carrara recording 101mm of rain in the two hours between midnight and 2am. Approximately

4000 Energex customers lost power for a number of hours as a result of storm activity.

- On 6 January, a severe thunderstorm produced heavy rain in the Mount Isa area, causing localised flash flooding.
- Burketown and Doomadgee became isolated as a result of heavy rainfall in early January that increased water levels at Running Creek and the Gregory Crossing. A request for 4000kg of perishable foods was received from the Mount Isa District Disaster Coordinator (DDC) on 8 January and the items were delivered by air on 9 January.
- Heavy, slow moving showers occurred on the northern stretches of the Gold Coast on 11 January, causing localised flash flooding. Coombabah reported rainfall of 188mm and Pacific Pines 143mm over a three hour period. The heavy rains lead to the suspension of tram services and caused havoc on the roads, with a number of people forced to escape their swamped vehicles.
- Severe thunderstorms producing heavy rainfall and flash flooding occurred on 19 January. Jimboomba recorded 54mm of rain in a half hour period, from 12pm. Storms continued throughout the afternoon, with BoM including damaging winds and large hail in the warnings. A 94km/h wind gust was recorded at Maryborough, and heavy rainfall led to flash flooding in the area. More than 6000 Ergon Energy and Energex customers lost power as a result of fallen power lines caused by the damaging winds.
- Severe thunderstorms, producing damaging winds, heavy rainfall and large hail, impacted parts of Southern and Central Queensland on 20 January. A wind gust of 87km/h was recorded in Mackay and Bengalla recorded 62mm of rain in the two hours to 10pm. Large hail was observed between Dalby and Oakey and strong winds in Dysart resulted in a number of trees being blown over.
- On 21 and 22 January, two slow moving systems; a major upper low and a surface low, resulted in severe weather warnings being issued for parts of the Herbert and Lower Burdekin, Central Coast and Whitsundays, Capricornia, and Wide Bay and Burnett Districts. Severe weather and thunderstorms caused flash flooding. Williamson RAAF Base (near St Lawrence) received 69mm of rain in one hour. QFES Swift Water Rescue crews and SES volunteers conducted rescues at Springsure

and Emerald when drivers were caught in floodwater.

- On 23 January, falls of up to 80mm in one hour were recorded in the greater Brisbane area between approximately 6am and 8am. Hourly rainfall figures of 60-70mm were also recorded in the Hervey Bay area. Rainfall of up to 280mm was recorded in some areas, leading to significant flash flooding. The heavy rain, combined with high tides, resulted in some inundation in low lying areas and a number of local road closures. QFES crews performed four swift water rescues, and assisted Queensland Ambulance Service (QAS) crews to gain access to an elderly patient. The SDCC Watch Desk received more than 500 requests for SES assistance. Jobs included sandbagging, flood evacuation, resupply of fresh food to the Yeppoon hospital and flood boat response for persons missing in flood waters.
- Severe thunderstorms impacted areas of Southeast Queensland, including the Darling Downs and Granite Belt, Wide Bay and Burnett Districts on 26 January. Heavy rainfall, damaging winds and large hail occurred with 41mm of rain recorded at St Aubyn in 30 minutes and large hail of up to 5cm was observed at Leyburn (between Millmerran and Warwick). Tree damage occurred in Yarraman.
- On 31 January, severe thunderstorms in Southeast Queensland produced golf ball-sized hail at Acacia Ridge, and hail between 2-3cm in diameter at Hawthorne and Harrisville. More than 17,000 Energex customers in the Southeast Coast District lost power as a result of the severe storms.
- Also during January, Maritime Safety Queensland (MSQ) advised the Watch Desk that the vessel Thor Commander, on its way from South America to Townsville had suffered major engine failure around 200 nautical miles east of Mackay and around 17 miles to seaward of the outer edge of the Great Barrier Reef. The vessel was successfully towed to Gladstone without major incident and without damage to the Great Barrier Reef.

February 2015

- Severe thunderstorms bringing heavy rain, damaging winds and flash flooding occurred in Central Region on 2 February. More than 110mm of rain was recorded in some areas, resulting in localised flash flooding and multiple short term road closures.

- On 7 and 8 February, heavy rainfall impacted areas of Northern Queensland and Far North Queensland. The heaviest rainfall was recorded in Malanda and Glen Allyn. Cairns airport recorded rainfall totals of 145mm. QFES resources were required for a number of swift water rescues, and flood related operations, in and around the Malanda area, including a request for the evacuation of children left stranded after a party held in Kuranda.
- On 16 February, BoM started to monitor a weak tropical disturbance in the Coral Sea. This disturbance developed into Severe Tropical Cyclone (STC) Marcia on 18 February. STC Marcia underwent a period of rapid intensification, increasing by three categories to a Category 4 cyclone over a period of approximately 10 hours. STC Marcia turned almost due south intensifying further and reaching Category 5. The destructive core of the cyclone began to impact the Capricorn Coast and crossed the coast at Shoalwater Bay, north of Yeppoon, at 8am on 20 February. Significant damage occurred in Yeppoon and surrounding areas as a result of wind gusts of up to 156km/h.

The weakening cyclone passed over Rockhampton during the early afternoon on 20 February, where wind gusts to 113km/h were recorded and again significant damage occurred. STC Marcia then turned to the South-Southeast and impacted the town of Biloela early in the evening, with wind gusts up to 85km/h recorded. STC Marcia was finally downgraded to a tropical low on 21 February, but impacts were still felt further south with heavy rain and flooding occurring in North Coast Region, particularly around the Sunshine Coast and the Mary and Burnett Rivers. Dangerous surf and abnormally high tides were also experienced around exposed beaches in Southeast Queensland. The Severe Weather Warning relating to ex-STC Marcia was cancelled on 22 February.

- In mid-February a weak low pressure system developed over the Northwestern Coral Sea. The low developed into Tropical Cyclone (TC) Lam, in the Gulf of Carpentaria on 17 February. TC Lam tracked slowly westwards, before crossing the coast near Milingimbi in the Northern Territory on 20 February. The SDCC and QFES staff monitored the progress of the low as it crossed Cape York but there was no significant impact for Queensland.
- At 1.57am on 16 February, Geoscience Australia reported that an earthquake

measuring magnitude 5.1 moment magnitude (Mw) had occurred at the town of Eidsvold. Residents in Rockhampton, Bundaberg, Brisbane and Toowoomba reported feeling the earthquake however, there were no reports of damage.

March 2015

- A Tully banana plantation was placed into quarantine on 3 March, when the destructive Panama Disease Tropical Race 4 was detected on the property. A second plantation near Mareeba tested positive to the disease on 9 April but was subsequently cleared of the disease. As at 30 June 2015, one property remained under quarantine, but was harvesting bananas under strict interim arrangements with Biosecurity Queensland. Operations continue to control the spread of the disease.
- TC Nathan, category 1, formed in the Northwest Coral Sea on 10 March and impacted parts of the Peninsula, Northern Tropical Coast and Tablelands. Damaging winds and heavy rainfall occurred, with flash flooding in low lying areas. TC Nathan shifted away from the Queensland coast and then strengthened again as it moved back towards the coast after several days over the Coral Sea. The system intensified to a category 3 cyclone on 19 March and reached category 4 strength before it made landfall on the East Cape York Peninsula coast between Cape Melville and Cape Flattery.

A Severe Weather Warning was issued for damaging winds and heavy rainfall in the Gulf Country and Peninsula Districts, and for abnormally high tides in the Northern Tropical Coast and Tablelands Districts, although the impact from TC Nathan was low due to the area having a low population density. Cape Flattery automatic weather station recorded wind gusts to approximately 170km/h, and some wind damage was reported in Cooktown. Following landfall TC Nathan tracked westwards across Cape York, maintaining category 1 intensity before it entered the waters of the Gulf of Carpentaria on 21 March.

- On 18 March, a fast moving fire burning in Byfield, north of Yeppoon was identified. Fuelled by increased vegetation loads as a result of debris from STC Marcia, firefighters experienced difficulty controlling the fire due to its speed. More than forty properties north of Yaxley Road were

identified as at risk. The firefighting operation involved multiple resources including aerial attacks and the use of heavy plant and equipment to create fire breaks. The incident was active from 18 to 27 March.

- Severe thunderstorms impacted large areas of Queensland on 21 March. The worst affected area was Chinchilla which experienced a hailstorm that damaged homes and the local hospital. Other thunderstorms also brought heavy rain and hail to parts of the Maranoa and Warrego, Central Highlands and Coalfields, Darling Downs and Granite Belt, Wide Bay and Burnett and Southeast Coast Districts.

April 2015

- Bands of severe thunderstorms bringing heavy rainfall and causing flash flooding impacted the North Coast and Southeast Regions on 1 April. The deluge caught commuters unaware and Swift Water Rescue teams were called to a number of incidents where vehicles had become partially submerged in floodwaters.
- A severe thunderstorm occurred in the Scenic Rim area on 4 April, with heavy rainfall causing flash. The Tarome Alert Rainfall Station recorded 73mm of rain in a 60 minute period, and total rainfall figures of between 100mm and 160mm were recorded in a number of rain gauges in the Boonah area. Fire crews worked with QPS to assist over 50 campers isolated at an equestrian event in Kooralbyn, when water levels in Cannon Creek rose sharply due to the heavy rainfall.
- At the end of April, a surface trough deepened over the interior of Queensland, and an upper level trough intensified over the Southern interior, generating widespread, moderate rainfall along Queensland's Central to Southeastern coast. Areas of North Coast Region recorded rainfall totals close to 100mm, while in Central Region many areas recorded more than 50mm of rain in a 24 hour period.

May 2015

- A strong upper level disturbance tracked across Southeastern Queensland on 1 May, bringing showers, isolated thunderstorms and areas of rain to the Southeastern corner of the State. Severe weather resulted in significant flash flooding about the coast and adjacent inland from Fraser Island to the New South Wales border. Damaging wind

gusts, dangerous surf and elevated tides were also observed about the Southern coast. The heavy rainfall severely impacted road, rail and air services and caused power outages throughout the Southeast.

A total of 761 incidents were reported through to Fire and Rescue Communications Centres. Five people lost their lives in three separate incidents when their vehicles became submerged in floodwater. Caboolture hospital became isolated, but remained self-sufficient, with no major issues encountered. Flood warnings were issued for multiple rivers throughout Southeast Queensland as a result of the excessive rainfall. Major flood warnings were issued for the Upper Brisbane and Stanley Rivers and the Logan and Albert Rivers.

June 2015

- On 9 June a vehicle crashed into the Serves You Right Café in Ravenshoe, Far North Queensland. The vehicle hit a gas cylinder causing an explosion that left 21 people injured, including two firefighters. The event had significant impact on the small community of Ravenshoe and a coordinated multiagency response was initiated to support the Tablelands Regional Council and other government and non-government agencies involved in event operations. As at 30 June, fourteen people remained in hospital and two persons were confirmed deceased as a result of the severe injuries they sustained from the incident.
- The USS George Washington docked at the Brisbane Grain Wharf terminal on 19 June and departed 24 June. QFES hosted meetings for stakeholders in preparation for the visit and Watch Desk staff provided weather updates to the Precautionary Action Zone Duty Officer as well as managed radio and pager communications while the ship was docked.

Activations

The Minister activated the Commonwealth State Natural Disaster Relief and Recovery Arrangements (NDRRA) on five occasions between 1 July 2014 and 30 June 2015. State Disaster Relief Arrangements (SDRA) were activated once as a result of severe weather on 30 April 2015 and 1 May 2015.

Declarations

Pursuant to section 64 of the *DM Act*, Disaster Situations were declared on:

- 19 February 2015 for the area within the Disaster District of Rockhampton bounded by the Livingstone Shire and Rockhampton Regional Council areas;
- 19 February 2015 for the area within the Disaster District of Mackay for the area of the Mackay Regional and Isaac Regional Council areas;
- 20 February 2015 for part of the State of Queensland consisting of the area within the boundaries of the Disaster Districts of Rockhampton, Gladstone, Bundaberg, Maryborough and Gympie; and
- 19 March 2015 for the Disaster District of Cairns for the Local Government Areas of Cook, Hopevale, Cairns, Wujal Wujal, Douglas, Weipa, Kowanyama, Mapoon, Napranum, Aurukun, Pormpuraaw, Yarrabah and Lockhart River.

Queensland Disaster Management Committee (QDMC)

The QDMC serves as the disaster management policy and decision making committee for Queensland. Its role is to ensure the development and implementation of effective disaster management for the State and to provide clear and unambiguous senior strategic leadership in relation to the four phases of disaster management, PPRR.

The Committee also facilitates communication between the Premier and relevant Ministers and Directors-General before, during and following disasters, and establishes and maintains effective arrangements between the Queensland Government and the Commonwealth Government on matters relating to disaster management, including the coordination of State and Commonwealth assistance.

Governance

The QDMC is established under section 17 of the *DM Act* and its functions are prescribed in section 18. These include:

- To develop a strategic policy framework for disaster management for the State;
- To ensure effective disaster management is developed and implemented for the State;
- To identify resources inside and outside the State that may be used for disaster operations;
- To provide reports and make recommendations about matters relating to disaster management and disaster operations; and
- To prepare a State Disaster Management Plan (SDMP).

The QDMC receives disaster management support from the SDCG and the Queensland Tropical Cyclone Consultative Committee (QTCCC).

Membership

In accordance with section 19 of the *DM Act*, membership of the QDMC consists of:

- Persons prescribed by regulation; and
- Other persons invited by the Chair to be members.

Current membership of the QDMC consists of:

Standing Members:

- Premier, (Chair)
- Deputy Premier and Minister for Transport, Minister for Infrastructure, Local Government and Planning and Minister for Trade
- Treasurer and Minister for Employment and Industrial Relations and Minister for Aboriginal and Torres Strait Islander Partnerships
- Minister for Police, Fire and Emergency Services and Minister for Corrective Services
- Minister for Main Roads, Road Safety and Ports and Minister for Energy and Water Supply
- Minister for Housing and Public Works and Minister for Science and Innovation
- Minister for Communities, Women and Youth, Minister for Child Safety and Minister for Multicultural Affairs

Attending Officials (Directors-General/Chief Executive Officers/Commissioners):

- Department of the Premier and Cabinet
- Department of Infrastructure, Local Government and Planning
- Queensland Treasury
- Queensland Police Service
- Queensland Fire and Emergency Services
- Public Safety Business Agency
- Department of Housing and Public Works
- Department of Transport and Main Roads
- Department of Communities, Child Safety and Disability Services

External representatives (co-opted as required):

- Australian Defence Force
- Australian Red Cross
- Bureau of Meteorology
- Local Government Association of Queensland
- Surf Lifesaving Queensland

Observers:

- Inspector General Emergency Management
- State Disaster Coordinator
- State Recovery Coordinator

2014-15 Meetings

Ordinary meetings

- 13 October - exercise meeting

Extraordinary meetings

- STC Marcia
 - 19 February – 2 meetings (0900 hours and 1600 hours)
 - 20 February – 2 meetings (0900 hours and 1600 hours)
 - 21 February
 - 23 February
 - 25 February
- TC Nathan
 - 11 March
 - 19 March
 - 20 March

State Disaster Coordination Group (SDCG) Report

The SDCG ensures any strategic decisions made by the QDMC are implemented. It also supports the SDC in the coordination of disaster response operations.

Governance

The SDCG is a standing working group of senior representatives of government agencies and NGOs who have a significant role in disaster management. It may establish working groups to progress key disaster management priorities if and where necessary.

In fulfilling its primary role, the SDCG:

- Provides advice to the SDC about available resources and options for disaster response operations;
- Ensures the coordinated and efficient deployment of State Government resources in disaster response operations, both proactively and, where relevant, in accordance with SDC's direction; and
- Liaises with invitees and other organisations, including local governments and the Australian Government (where Australian Government assistance has been sought), to ensure to the greatest extent possible the coordinated and efficient deployment of their resources in disaster response operations.

The SDCG is supported by:

- Functional work units within, and information supplied by the SDCC; and
- The ability of its members to commit resources of their own agency or organisation.

The SDCG is chaired by a senior QPS officer, with secretariat support provided by QPS.

Membership

- Queensland Fire and Emergency Services
- Queensland Police Service
- Department of the Premier and Cabinet
- Department of Aboriginal and Torres Strait Islander Partnerships
- Department of Agriculture and Fisheries

- Department of Communities, Child Safety and Disability Services
- Queensland Health
- Department of Justice and the Attorney-General
- Public Safety Business Agency
- Department of Education and Training
- Department of Energy and Water Supply
- Department of Environment and Heritage Protection
- Department of Housing and Public Works
- Department of Infrastructure, Local Government and Planning
- Department of National Parks Sport and Racing
- Department of Natural Resources and Mines
- Department of Science, Information Technology, Innovation
- Department of State Development
- Department of Tourism, Major Events, Small Business and the Commonwealth Games
- Department of Transport and Main Roads
- Queensland Treasury
- Australian Defence Force
- Bureau of Meteorology
- Australian Red Cross
- Energex
- Ergon Energy
- Insurance Council of Australia
- Local Government Association of Queensland
- Powerlink Queensland
- Salvation Army
- Surf Life Saving Queensland
- Royal Society for the Prevention of Cruelty to Animals
- Telstra

2014-15 Meetings

Ordinary meetings are held in the lead up period to events such as the approach of a cyclone or before the storm and cyclone season begins. The purpose is to ensure all members are aware of their roles and to encourage networking.

During the reporting period, three ordinary meetings of the SDCG were held. In February and March 2015, nine extraordinary SDCG meetings took place in response to STC Marcia, TC Nathan and a Panama Disease outbreak in North Queensland. As well as attending ordinary and extraordinary meetings, members of the SDCG spent 20 days at the SDCC during a range of disaster events.

Queensland Tropical Cyclone Consultative Committee (QTCCC) Report

The QTCCC provides specialist advice to the QDMC about managing tropical cyclones in Queensland.

Governance

The QTCCC was established to:

- Provide advice to the QDMC on measures to mitigate the effects of tropical cyclones on Queensland communities;
- Provide a forum for the exchange and analysis of data and information on disaster impacts, mitigation strategy research, policy development, disaster risk assessment (hazards and vulnerabilities of communities), mitigation measures and community preparedness in relation to tropical cyclones; and
- Support the scoping and implementation of State and national disaster risk reduction and community and built environment resilience building strategies.

During 2014-15 BoM and QFES co-chaired the QTCCC, with QFES providing secretariat support for the Committee.

Membership

Membership spans multiple government agencies and includes Emergency Management Australia and James Cook University Cyclone Testing Station (CTS) and Centre for Disaster Studies.

The QTCCC has three working groups:

- Public Awareness;
- Coastal Inundation; and
- Sheltering in Buildings.

2014-15 Meetings

In conjunction with BoM, the QTCCC coordinated and delivered the 2014 pre-season preparedness seminar series to key disaster management stakeholders throughout Queensland.

In May 2015, the QTCCC held a meeting in Cairns which included key local governments. The purpose of the meeting was to work through the membership and terms of reference for the QTCCC to determine a future meeting and engagement strategy and refresh the role and services provided to local governments.

QDMC Member Agencies' Contributions

Department of the Premier and Cabinet (DPC)

2014-15 Activities

Preparedness and prevention

DPC chaired and provided secretariat support for the Crisis Communication Network (CCN), a whole-of-government communication network that is activated in times of crisis to deliver coordinated and consistent messaging and communication activities across government.

DPC continued to maintain a Critical Incident Reserve Pool of trained staff able to be deployed to support the operations of the SDCC.

Disaster management achievements

In February 2015, the CCN was formally activated to support the government's response to STC Marcia. The Department's Communication Services worked with the Public Safety Business Agency (PSBA) to support the provision of media information and compilation of whole-of-government speaking points. Members of the DPC Critical Incident Response Reserve Pool were deployed to support the operations of the SDCC when it was activated in response to STC Marcia. DPC's SDCG representatives attended SDCG meetings to assist with the planning of response operations following STC Marcia and TC Nathan.

The Memorandum of Understanding (MoU) between the Queensland Government and NGOs for disaster appeal management, although not officially activated in response to STC Marcia, was drawn upon to engage four NGOs in response and recovery activities, partnered with the Queensland Government. The MoU will be reviewed in consultation with the NGOs prior to the 2015-16 storm season.

Significant initiatives to strengthen / improve disaster management capability

Planning has commenced for a health check of the CCN to review the terms of reference, membership, and role in whole-of-government coordination.

Queensland Police Service (QPS)

2014-15 Activities

Preparedness and prevention

QPS has continued to operationally implement the use of the WEBEOC software system referred to as Disaster Incident Event Management System (DIEMS). Reviews undertaken post events have identified additional functionalities that have been implemented to assist during future activations. Training has been provided to staff on the use of the system.

All Disaster Management Support Officers (DMSOs) and some Deputy DMSOs have completed an Advanced Diploma in Emergency Management. In addition, a number of staff have been provided with the opportunity to undertake a Graduate Certificate in Emergency Management. This is ongoing.

QPS developed, participated in or assisted with the facilitation of a variety of training exercises to test preparedness at local, district and state level.

QPS has been actively involved in implementing the SDCC Room for Improvement Review recommendations. QPS has also contributed to the ongoing review and improvement of the SDMP and to the development of the Emergency Management Assurance Framework (EMAF).

Business Continuity Plans (BCPs) are reviewed annually for each business unit. BCPs are in place and reflect the learning from the 2014-15 period. QPS provides ongoing input into numerous disaster management arrangements for Queensland or agency specific guidelines and policies.

QPS and QFES regional staff undertook a review and assessment of 78 Local Disaster Management Plans (LDMPs) and 23 District Disaster Management Plans (DDMPs). All were completed successfully.

Disaster management achievements

During the reporting period, QPS undertook response activities to the impacts of events including STC Marcia and TC Nathan. Notable achievements during this response include the deployment of specialist officers to the Rockhampton and Cairns Disaster Districts and their surrounding areas. QPS members were also deployed in support of SDCC activation. Chief Superintendent Brian Codd, Ethical

Standards Command was appointed as the Disaster Recovery Coordinator for STC Marcia affected areas.

Significant initiatives to strengthen / improve disaster management capability

QPS is involved in a range of activities and initiatives, including:

- Advanced training in exercise management, writing and evaluation being provided to enhance existing skills in this area;
- Contributing to the development of proposed amendments to the *DM Act*; and
- Participating in the District Disaster Boundary Review with QFES and the Local Government Association of Queensland (LGAQ).

QPS has also been an active participant in the multiagency Data Sharing Initiative involving the Queensland Innovation Hub. The PACSR recommended that "all agencies participating in [disaster management] activities should, as far as legally possible, share data sets whether or not the relevance is immediately obvious". The desired outcome of this program is that all involved in disaster management decisions, State and Local Governments, government-owned corporations, the non-government and commercial sectors can share and see each other's information to inform their decisions, confident that this wide access to their data will not be to the detriment of their stakeholders.

Queensland Fire and Emergency Services (QFES)

2014-15 Activities

Preparedness and prevention

QFES maintains the SDCC in a state of operational readiness in preparation for activation in response to events. Training in the systems and processes used in the SDCC has been conducted for QFES, QPS, PSBA and whole-of-government staff who will work in the SDCC during activation.

The State Operational Coordination Branch continues the roll-out and training for the new Event Management System (EMS) which was provided by Noggin OCA. Phase 1, Stream 1 was implemented in the Watch Desk in August 2014 and Phase 1, Stream 2 is being implemented in the wider SDCC. The system allows improved oversight and management of tasks and information flow during disaster events.

The SDCC Watch Desk has developed a Communication Strategy to increase awareness, interoperability and enhance business practices within QFES and local government. The strategy will involve Watch Desk staff visiting QFES Regions to conduct sessions with QFES staff and Local Government constituents regarding key issues such as Emergency Alert (EA) requests, SES activations, Queensland Disaster Management Arrangements (QDMA) reporting and Commissioner's Notifiable Incident Reports.

QFES partner with local governments across the State to provide guidance and support in the development of LDMPs. QPS is responsible for conducting the evaluation of local plans, and when invited, Regional QFES Emergency Management Coordinators participated in the annual evaluation.

A range of exercises and training occurred during 2014-15 including:

- 'Exercise Headache' series of two major exercises within Brisbane Region and impacting three local government areas;
- 'Exercise Aspirin' series of two major exercises within North Coast Region involving four local government areas;
- 'Exercise IncSnap' series of exercises involving Far Northern Region and Northern Region; and
- 'Exercise Connect' conducted within Brisbane Region involving two local government areas.

Overall, 130 multi-agency exercises were coordinated across the State.

In September 2015, meetings were conducted at local centres for the 12 approved cyclone shelters located across Queensland and the two places of safety at Kowanyama and Cooktown to ensure operational readiness for the severe weather season.

The annual Queensland Tropical Cyclone Shelter Consultative Committee pre-season briefings to regional areas will commence in October 2015 and will be delivered in ten locations across the State.

Disaster management achievements

The SDCC provides an operational venue for the SDCC to provide support to disaster operations. Following a review requested by the Inspector-General Emergency Management into the operations of the SDCC, a report was submitted titled "SDCC: Room for Improvement June 2014" that provided improvement strategies for structure, operations and activities. The improvement strategy consists of the SDCC Strategic Framework including performance indicators and a two-year implementation roadmap/plan. During the 2014-15 season Queensland experienced two severe tropical cyclones that crossed the Eastern coastline triggering the activation of Queensland's Disaster Management Arrangements, including the 'stand up' of the SDCC. At the time of both activations, the SDCC was one year into the two-year improvement plan. This evaluation examines the effectiveness of the SDCC against the performance indicators contained within the SDCC Improvement Plan.

An evaluation strategy was developed whereby the SDCC workforce was surveyed as well as the DDCs and executive officers. Over 230 personnel participated within surveys post-activation to provide representative samples. Capability coordinators also conducted focussed de-brief activities using Program Logic Models. Given the complexity of the socio-technical system that is the SDCC and the immaturity of the newer capability model at the time of the two activations, the SDCC exceeded reasonable expectations.

Nine recommendations to enhance the continued development of the SDCC using a People Capability Maturity Model approach have been made. The SDCC Implementation Plan and Roadmap has been effective and will continue with an informed and deliberate focus toward measurable capability development providing a level of assurance to government and the community.

Significant initiatives to strengthen / improve disaster management capability

A full time meteorologist from BoM was imbedded into the SDCC in September 2014. The meteorologist provides the SDCC and State Operations Centre (SOC) with timely and contextualised products and information, specific weather and climate briefings and coordinates and conducts fire weather training to QFES employees state-wide.

The QDMA Request for Assistance (RFA) component of the EMS was enabled in September 2014 and this functionality enabled the seamless exchange of RFAs between the various event management systems used by Local-District-SDMGs via the IXP core, this functionality was utilised by the LDMG in Central Queensland during the response to STC Marcia. In preparation for the 2014-15 severe weather season an EMS 'lite' system was developed by QFES for use by the SDCC Capabilities, this version of the EMS was utilised by the SDCC during the STC Marcia and TC Nathan response.

Public Safety Business Agency (PSBA)

2014-15 Activities

Preparedness and prevention

A number of PSBA personnel have applied and joined the Community Recovery Ready Reserve and can be deployed by the Department of Communities Child Safety and Disability Services (DCCSDS) as and when required. PSBA staff have been released to attend disaster management training and preparation.

PSBA All Hazards Management Arrangements 2015-16 have been endorsed by the All Hazards Management Steering Committee and the PSBA Senior Executive Group. These arrangements formally detail the operational responsibilities, governance arrangements and the All Hazards Management Operational Response Plan for the PSBA when operating outside what is considered 'business as usual'.

Desktop exercises and scenario planning have been undertaken in preparation for disaster activation.

Divisional BCPs were developed in 2014-15 which details the actions to be taken to ensure that critical business functions remain available after a business continuity incident has occurred. Divisional BCPs are reviewed annually.

The PSBA Pulse, a monthly internal newsletter, incorporated a special edition solely dedicated to disaster management and building resilience to deal with any disaster situation. This special edition informed PSBA staff members on the expected forecast from BoM, how to keep safe at work and at home, what to do when a disaster strikes and how PSBA will communicate with staff. A special edition newsletter will be updated and distributed annually.

Disaster management achievements

Response and recovery efforts during STC Marcia involved the PSBA working with DPC Communications Services and QFES to support the provision of media information and compilation of whole-of-government speaking points. Approximately 50 PSBA personnel were activated in support of the SDCC.

The PSBA Media Branch were responsible for coordinating the whole-of-government messaging during the event, managing staff from numerous government departments to fill a 24/7 roster which collated, distilled and delivered key messages at set intervals and on-demand during the emergency. PSBA Media facilitated public messaging, organising hundreds of media interviews during the event, both at Kedron and on the ground, and delivered regular live and on-demand video coverage including nine live press conferences for the Premier and Commissioners from the SDCC.

The PSBA manages the Regional College of Disaster Management from venues in Cairns, Brisbane and Rockhampton with 165 personnel commencing an Advanced Diploma of Public Safety (Emergency Management) and 101 personnel commencing a Graduate Certificate of Disaster Management since 2014.

PSBA provided urgent support for DCCSDS by providing three deployment teams (approximately 60 staff) to work with the Australian Red Cross (Red Cross) in recovery operations in Rockhampton and Yeppoon.

A large number of PSBA personnel were also activated in support of the SDCC during TC Nathan in March 2015.

Significant initiatives to strengthen / improve disaster management capability

The PSBA Media Branch managed a number of media and social media campaigns on behalf of QPS and QFES including:

- Disaster preparedness campaign: the campaign urged Queenslanders to prepare their homes for Queensland's wild summer weather;
- If It's Flooded, Forget It: the campaign encouraged motorists and other members of the community to heed warnings and avoid flooded roads and other areas; and
- PREPARE.ACT.SURVIVE: the campaign enables residents to prepare for the bushfire season and equips them with the knowledge they need to take appropriate action to survive during a bushfire.

The PSBA has been developing desktop simulated exercises to trial PSBA Divisional responses to all hazard events.

The PSBA has also engaged Professor Gerry Fitzgerald, Queensland University of Technology, to develop an Executive Leadership Program focused around disaster management for PSBA executives. Initial discussions have commenced, however, are on hold pending outcomes from the PSBA review.

Department of Communities, Child Safety and Disability Services (DCCSDS)

2014-15 Activities

Preparedness and prevention

In 2014-15 DCCSDS has undertaken a range of activities to ensure its preparedness to support communities affected by disasters including:

- Recruitment and support of 1760 State Government employees under the community recovery ready reserve workforce strategy;
- Development and implementation of six online training modules for the community recovery ready reserve;
- 1331 of the ready reserves completing the online community recovery training;
- Staff participating in QFES disaster management training;
- Departmental staff participating in tabletop and practical exercises coordinated by Local Government, LDMG and local Incident Management Teams;
- Departmental staff actively contributing to a range of local partnership groups and community education and awareness raising events; and
- Establishment of function-specific Communities of Practice forums to embed standardised operational practices.

In 2014-15, all of Queensland's 23 Disaster District Human and Social Recovery Plans were reviewed and updated. Additionally, the Department undertakes business continuity planning to ensure its capacity to maintain core business requirements during the implementation of a human and social community recovery operation.

Disaster management achievements

DCCSDS has responded quickly to support communities impacted by a range of weather-related disasters and emergencies through SDRA and NDRRA relief measures. A total of \$149,618 has been paid for the remaining 14 Structural Assistance Grants for TC Ita that occurred in 2014. Support for communities affected by TC Oswald in 2013-14 has continued with \$2.5 million allocated in 2014-15 for long-term recovery.

From 1 July 2014 to 30 June 2015, counselling, information, advice and referral assistance were provided and there were numerous community development events.

STC Marcia assistance included:

- 12,568 Immediate Hardship Assistance (IHA) debit cards approved to the value of \$5,066,716;
- 1258 Essential Household Contents Grants (EHCG) paid to the value of \$1,249,400;
- 151 Structural Assistance Grants (SAG) paid to the value of \$591,347;
- \$60,985 paid under the Essential Services Safety Reconnection Scheme (ESSRS);
- A total of \$7.8 million was distributed through 40,390 food vouchers, by Red Cross on behalf of the government, to assist those impacted by power outage for seven days or more;
- UnitingCare Community received funds of \$1,166,811 and provided 22,323 contacts to clients to provide specialist counselling support; and
- The Community Recovery Referral and Information Centres (CRRICs) operating at Rockhampton and Yeppoon met face to face with 1,686 people and called 596 clients to provide assistance. After the Yeppoon CRRIC closed, the Rockhampton office continued to operate until 24 July 2015.

Non-financial assistance for STC Marcia included:

- 33,256 departmental calls to affected people; and
- 4,967 people visited at home by outreach teams.

A total of \$5,086 million has been allocated under NDRRA for a long-term Category C Community Recovery Package for communities impacted most severely by STC Marcia. This funding will address longer term recovery needs for personal support, counselling and community development services to restore social networks and community functioning in communities most severely impacted by the cyclone. A total of 896 Queensland Government employees were deployed to support STC Marcia recovery efforts.

Nine departmental staff and 28 other agency staff provided support to the repatriated Australians and other nationalities evacuated from Vanuatu as a result of TC Pam. A total of \$1,440 in IHA payments was made to eight people affected by the event and a further ten

people required assistance in obtaining connecting flights, accommodation and or emotional support.

The Department allocated \$140,000 to the Tully Support Centre to support families with properties affected by the Panama Disease Tropical Race 4 in April 2015.

East Coast Low (1 May 2015) assistance has included:

- 560 IHA debit cards approved to the value of \$239,633;
- 215 EHCs paid to the value of \$299,410;
- Three SAGs paid to the value of \$9,736 with two still in progress; and
- \$37,590 allocated in the North Coast Region to assist with funeral expenses for three families affected by the East Coast Low.

Non-financial assistance for the East Coast Low:

- 2153 departmental calls to affected people; and
- 865 people visited by outreach team.

The Department participated in the Local Recovery Group and the Appeal Distribution Committee assisting people impacted by the Ravenshoe café explosion in June 2015. The Queensland Government contributed \$20,000 to the appeal.

Significant initiatives to strengthen / improve disaster management capability

A Self Recovery Application (App) was launched on 20 February 2015. The App provides access to information and registration for financial support through Queensland Government disaster and emergencies websites. For the reporting period there were 3031 App downloads.

In 2014-15, the DCSSDS undertook a review to explore opportunities for continual improvement across all operational aspects of Community Recovery.

A range of continual improvement strategies for community recovery operations will be implemented in response to recommendations.

Queensland Treasury (QT)

2014-15 Activities

Preparedness and prevention

QT signed a Minute of Agreement with the PBSA to allow communications staff to assist at the SDCC in the delivery of media and communications services during a disaster event. As part of this agreement, QT communications staff worked in the SDCC's Public Information Cell for the response to TC Nathan in March 2015.

For the 2014-15 disaster season QT's Business Continuity Framework (BCF), critical service delivery area documentation suite and area BCPs were reviewed and updated to achieve the benefits identified in a review of business continuity planning by Internal Audit in January 2014. A full test of the BCF and all divisional BCPs was conducted in September 2014.

A Crisis Communication Plan and Information Technology (IT) Disaster Recovery Plan are maintained separately and also kept up-to-date. The Office of State Revenue maintains a separate BCP and testing schedule.

Disaster management achievements

High level financial and economic management advice has been provided by QT prior to and during disaster events.

Significant initiatives to strengthen / improve disaster management capability

Preparation for the G20 Summit held in November 2014 resulted in further improvements to disaster preparedness and business continuity planning for the Department. A great deal of work was undertaken to identify and mitigate potential security threats and risks. The scenario planning in case of disruption of access to premises or cyber-attacks resulted in practical improvements and also enhanced the quality of the business continuity and disaster recovery documentation suite.

Department of Housing and Public Works (DHPW)

2014-15 Activities

Preparedness and prevention

A training program premised on lessons learned from disaster activations during 2014-15 was delivered to key service area personnel who perform a disaster management role on behalf of DHPW. The training provided was undertaken in accordance with the Queensland Disaster Management Training Framework (DMTF). DHPW has also conducted an additional six QDMA training sessions covering 103 staff.

Debriefing workshops were conducted within the Department following STC Marcia to identify and record lessons learnt from the response and recovery effort.

DHPW is in the early stages of implementing the Noggin OCA Incident Information Management system. This system will provide DHPW with enhanced reporting capabilities, including the ability to rapidly assess and record damage to State Government infrastructure and is expected to be in operation by the 2015-16 Cyclone season.

In preparation for disaster events, DHPW ensures the following is in place:

- Equipment and materials strategically located in its depots across the State for immediate deployment upon notice of an imminent disaster;
- Registers with over 1500 contractors state-wide who have advised they would be ready and willing to provide disaster response services/supplies; and
- Personnel on standby including field staff trained to use chainsaws and handle disturbed asbestos containing materials.

DHPW Disaster Management Functional Support and BCPs (including individual business area BCPs) were extensively reviewed and amended to reflect improvements identified following a review of responses to the 2013-14 disaster events. The amended Housing and Public Works Plans were reissued prior to the commencement of the 2014-15 summer storm season.

The DHPW Disaster Management Plan (DMP) was reviewed in line with the annual review timeline of 1 November each year.

Disaster management achievements

DHPW has supported all activations of the SDCC in 2014-15. Through the provision of agency representatives on a 24/7 roster, the Department was able to provide significant situational awareness of building impacts and other structural information into the centre.

Staff from the Department worked closely with all 23 DDMGs and continued to provide functional leadership in relation to building and engineering services.

The Department activated a hotline for those community members impacted by STC Marcia in the Rockhampton, Yeppoon and surrounding areas, to access information and support to assist them with options if they had a housing need. Our local staff also supported DCCSDS, through the provision of housing support at the local recovery centres.

In 2014-15 DHPW responded to a number of natural disasters, including STC Marcia, severe weather events across Southwest and Southeast Queensland, and TC Nathan, affecting over 2000 customer assets.

The Department continues to maintain a rapid response capacity to support disaster recovery, urgent after-hours repairs and asbestos issues impacting Queensland Government facilities. A register of suppliers of temporary transportable accommodation is maintained and through QContracts, supports the logistics capability within the SDCC.

Significant initiatives to strengthen / improve disaster management capability

DHPW continued to fund and coordinate maintenance programs for the 11 Queensland Government owned public cyclone shelters. The total maintenance costs for the 11 Queensland Government owned shelters for 2014-15 was approximately \$600,000 and included planned, unplanned and service maintenance.

DHPW funded and coordinated audit reports on the Kowanyama Multi-purpose Centre and the Cooktown Events Centre to determine what additional works are required to make them compliant with the standards outlined in the Design Guidelines for Queensland Public Cyclone Shelters.

In 2014-15, DHPW provided \$60,000 in funding to the James Cook University Cyclone Testing Station to support research in the pursuit of improving building performance during severe wind events.

Department of Infrastructure, Local Government and Planning (DILGP)

2014-15 Activities

Preparedness and prevention

Departmental staff participated in disaster management training and exercises and were members of LDMGs, DDMGs, the SDCG, the QDMC and the Chief Executive Officer Leadership Team – Community Recovery and Resilience (Chair), as well as other disaster management bodies and committees.

DILGP provided Queensland Government representation on the Australian and New Zealand Emergency Management Committee, Community Engagement Sub-Committee and Recovery Sub-Committee.

The Department coordinated and managed community recovery initiatives and undertook activities to enhance and build resilience to future natural disasters by:

- Promoting community resilience based on an all hazards approach in collaboration with other agencies closely involved in natural disaster recovery and resilience initiatives;
- Using a coordinated cross government approach, working in partnership with communities to identify solutions to minimise the impact of future natural disasters;
- Critically evaluating the outcomes of recovery efforts to enhance the delivery and effectiveness of recovery initiatives for future natural disasters; and
- Implementing the State Planning Policy Natural Hazards chapter to ensure that local planning schemes respond to the risk of flood, bushfire, landslide and coastal hazards. Councils, when implementing their planning schemes, understand the hazards and risks and can make sound land use planning decisions so as to protect their communities.

Disaster management achievements

The Queensland Strategy for Disaster Resilience (the Strategy) was released on 6 June 2014 and provides strategic direction to achieve the State Government's vision to make Queensland the most disaster resilient State in Australia. It defines disaster resilience at both the state level and within the functional areas of disaster management and aims to build resilience against all hazards such as floods, bushfires, cyclones, severe storms, storm surges, landslips, tsunamis, earthquakes, oil

spills, droughts and extreme heat events. The Department leads the planning, preparation, mitigation and prevention actions being undertaken by agencies to meet the goals of the Strategy. An annual report was prepared for Cabinet in December 2014, showing significant progress with implementing the goals and outcomes of the Strategy.

The STC Ita Recovery Plan was released on 6 June 2014 and provides strategic guidance for the coordination and management of recovery, reconstruction and community resilience activities undertaken by the Queensland Government, local governments, non-government partners, industry and not-for-profit organisations after the flood and damage impacts of STC Ita in April 2014.

The STC Marcia Recovery Plan was released on 23 March 2015 and provides strategic guidance for the coordination and management of recovery, reconstruction and disaster resilience activities and initiatives undertaken by the Queensland Government, local governments, industry and other stakeholders after STC Marcia.

With a focus on improving community recovery and on building greater resilience in the face of natural disasters the Department has:

- Monitored and reported monthly on mitigation and resilience projects delivered under the Local Government Grants and Subsidies Program, Royalties for the Regions, Natural Disaster Resilience Program (NDRP) and the Regional Flood Mitigation Program (RFMP);
- Administered disaster resilience and mitigation funding programs under the NDRP and Local Government Floods Response Subsidy;
- Disseminated and promoted the Strategy to key stakeholders and published it on the Department's website;
- Developed the 2014-15 State Resilience Activities Register to identify Queensland Government resilience activities to support the goals and outcomes of the Strategy;
- Reported to Cabinet on progress with implementation of the goals and outcomes of the Strategy, with the 2014 progress report showing significant advancement in the implementation of the Strategy's goals through increased resilience and preparedness of Queenslanders;

- Entered into a sponsorship agreement with RACQ in August 2014, providing naming rights sponsorship of the Get Ready Queensland program to RACQ;
- Distributed \$1 million in funding to local government to drive resilience messages across the State and support RACQ Get Ready Queensland community-based activities which focus on disaster preparedness; and
- Delivered the RACQ Get Ready Queensland campaign's call to action in 'RACQ Get Ready' Week, 'RACQ Get Ready' Day in October 2014 and a media and digital campaign to support the 'Get Ready' brand.

Other activities conducted during 2014-15 included:

- The 2014 Get Ready Queensland – Resilient Australia Awards;
- Participation in Get Ready Queensland Preparedness Seminars across the State;
- Community events across the State promoting the RACQ Get Ready Queensland message;
- A state-wide public awareness and advertising campaign across multiple mediums; and
- Continued execution of the digital interactive preparedness program, "One Step at a Time".

DILGP chaired the steering committee overseeing the trial program with representatives from GIVIT and other relevant government agencies, worked with GIVIT following disaster events to assist affected communities with donated goods and services, and progressed monthly reports monitoring key performance measures on GIVIT's online platform, donor and community engagement, local government engagement, media and communications activities and ongoing sustainability.

DILGP also administered disaster mitigation and resilience funding programs with \$42.63 million allocated for 86 projects in 45 councils and four NGOs; and additional funding available through the Royalties for the Regions program administered by the Department of State Development (DSD).

Significant initiatives to strengthen / improve disaster management capability

The Department's BCP was reviewed and updated in October 2014. It sets out arrangements for managing the Department's response to a business interruption, arising either through an event experienced only by the Department or from broader disaster impacts. The BCP also documents the core community recovery and resilience functions that must be maintained in the event of a major disaster. Contact lists were maintained and updated throughout 2014-15.

Development, implementation and monitoring of the 2013 Queensland Flood Recovery Plan, the STC Ita Recovery Plan and the STC Marcia Recovery Plan ensured recovery and rebuilding of disaster affected areas improved the State's ability to withstand, and bounce back from, future natural disaster events.

The Department, through the State Planning Policy, Natural Hazards chapter, requires local governments to link their land use planning functions to their disaster management information and plans to ensure that a shared approach to understanding and managing hazards and risk can be achieved. This link also ensures that the most appropriate tool, whether it be the land use planning system or the disaster management response is used to ensure the safety of communities.

The Brisbane River Catchment Flood Study recommended by the Queensland Floods Commission of Inquiry has reached a significant milestone with completion of the comprehensive hydraulic assessment for the whole catchment, using cutting edge Monte Carlo Simulation methodology in addition to traditional methods. The results have informed the ongoing comprehensive hydraulic assessment, which will be completed by mid-2016. The study is providing local government with up to date flood data that will be used in a Floodplain Management Study and implemented in Floodplain Management Plans for flood emergency management to enhance community resilience. The interim Disaster Management Tool is also available to the four catchment councils and LDMGs for flood emergency management planning and response activities.

Department of Transport and Main Roads (DTMR)

2014-15 Activities

Preparedness and prevention

MSQ, a branch of DTMR, conducts regular exercises across Queensland ports and coastal waters to test marine emergency response. Exercise Fisherman's Friend was held in Gladstone on 27 August 2014, and Exercise Trinity Smith was held in Cairns on 25 June 2015. Two Incident Control Centre Activation Exercises were held in Brisbane on 31 July 2014 and 24 February 2015.

Oil spill response equipment operator courses were held at Thursday Island, Mackay, Gladstone and Cairns with 72 people attending. An advanced equipment operator course was also held in Brisbane with 11 people attending. A total of 22 people from the Department attended Australian Maritime Safety Authority (AMSA) specialist oil spill response management training in South Australia and Canberra. Five staff from MSQ also participated in Exercise Northerly Part II, a national oil spill response exercise and associated marine emergency management master class, in Exmouth, Western Australia in June 2015.

DTMR's annual series of preparedness sessions were conducted in 12 districts across the State. These sessions were a combination of discussion for information exchange and scenario exercises designed to develop and strengthen relationships and aid awareness and collaboration on issues for resolution prior to the summer season. This year the 12 exercises were provided to a total of 345 participants. Apart from the internal participants, invited participants included representatives from local government, QPS, Queensland Rail (QR) and QFES.

The Department reviewed the development, management and implementation of the Department's Continuity Process and Continuity Network Response Planning (CNRP) arrangements to ensure that an effective and timely response to disruptive events occur. District offices have CNRP arrangements in place as a guideline to enable the district to plan, prepare for, respond to and recover from disruptive events that impact on their area.

The CNRP provides a consistent process for identification of essential infrastructure across the State controlled road network. RoadTek also has a number of arrangements in place to compliment the CNRP. The Department works closely with local governments to ensure the road network can recover from disruptive events in a timely manner.

The Department oversees the management and implementation of the Queensland Coastal Contingency Action Plan (QCCAP), Port Procedure Plans, Extreme Weather Contingency Plans, and BCPs.

Disaster management achievements

DTMR's community recovery contribution to the whole-of-government community recovery effort dedicated community recovery members working alongside a range of government and non-government agencies providing services to communities affected by STC Marcia and the deluge brought by the East Coast Low.

Other disaster management achievements were:

- The development and implementation of a DTMR District Disruptive Event Coordinator role across 12 DTMR district offices, designed to enable improved performance of the comprehensive approach; and
- The annual review and induction of DTMR's disaster management representatives in accordance with the *DM Act 2003*.

DTMR as part of its business continuity management responded with emergent repairs and detours where necessary. This ensured minimal impact on the affected Queensland communities. Collaboration with local government and industry assisted communities to function as soon as possible.

Of the events, STC Marcia had the greatest impact on the road network. Flash flooding caused the eastern abutment of Collard's Creek Bridge No1 on the Dawson Highway to wash away and there was the loss of the Burnett River Bridge on the Monto-Mount Perry Road at Yarrol. Collard's Creek Bridge No1 reopened to traffic within 21 days. The majority of reconstruction works for the Burnett River Bridge are expected to be planned, designed and let to market by late 2015 to ensure delivery within the two year funding timeframe.

The ports which were impacted through closure during STC Marcia included: Mackay, Hay Point, Abbot Point, Gladstone, Port Alma and Bundaberg. The ports which were impacted through closure during TC Nathan included: Cape Flattery, Cooktown and Port Douglas. Cape Flattery sustained some damage, while the other closures were precautionary measures. The Port of Brisbane required suspension of pilotage with no other impact on port operations due to an East Coast Low (1–2 May 2015).

Cape Flattery was closed for operations for two weeks after the port closure was lifted. Repairs to the damaged wharf, approximately \$2.5m, were completed on 28 March 2015 and the first ship used the berth on 31 March 2015. The Department provided substantial support, approximately 300 hours, to the whole-of-government community recovery initiative.

The Department provided officers to district and state level coordination centres when required under the QDMA.

Significant initiatives to strengthen / improve disaster management capability

DTMR initiated an internal audit of its emergency management arrangements. Departmental representatives were actively involved in developing the standards for the EMAF through the Office of the Inspector General Emergency Management (IGEM).

The Department commenced implementation of recommendations arising from an internal audit of its Pollution Response Preparedness report and commenced and completed a number of recommendations arising from the Queensland Audit Office Report and Internal Audit of Business Continuity Management.

The Department supports the QDMA directly or indirectly through a range of 24/7 services such as: Reef VTS (monitoring shipping movements along the Queensland coast), 131940 Traffic and Traveller Information Service (monitoring the status of the road network), TransLink (monitor disruptions to passenger travel) and the 'Watch Officer' (to allow an increased level of situational awareness for events).

The Department's dedicated Transport Security Unit maintains a minimum status of 'Alert'. Its role includes the monitoring, alerting, support and / or coordination of preparedness and response activities.

Queensland Reconstruction Authority (QRA)

2014-15 Activities

Preparedness and prevention

QRA has undertaken rapid damage assessment training and liaison officer training in preparation for staff deployment ahead of the next disaster season. This has included Work Health and Safety training for off-site activities. QRA has also conducted training (in conjunction with QFES) for local councils and state agencies regarding NDRAA and SDRA.

QRA developed a crowd-sourcing App, which uses social media to track and collate images of damage from a natural disaster event in real time as the damage occurs and is posted to social media. The images of damage can then be assessed remotely by a trained damage assessor, and mapped to provide a quick overview of the geographical location of the areas of most severe damage, to help inform resource deployment.

The App locates photos and video relating to a particular disaster event from trending topics on Instagram and Twitter, via a #hashtag. The geo-location data of the images can then be used as an information source to help inform the deployment of field teams into the most severely damaged areas, ensuring urgent assistance to those who require it, and more efficient allocation of government resources.

QRA conducted a review and test of business continuity and deployment plans in August/September 2014, with minor resultant actions implemented by October 2014 in advance of the main natural disaster season.

QRA implemented improved processes for business continuity in the event of staff deployments. This includes an early warning order system to advise staff of the likelihood of deployment, and enable senior management to identify human resourcing issues prior to an event. A register was also developed to prioritise deployment activities.

Disaster management achievements

In the immediate aftermath of STC Marcia, the QRA dedicated almost half its staff to response activities. Twelve officers were deployed to assist QFES with rapid damage assessment of residential, commercial and industrial properties in the worst affected areas of Rockhampton, Livingstone, Fraser Coast, Banana, Gympie and North Burnett.

Liaison officers, technical and engineering specialists were deployed in advance of and following STC Marcia to provide advice and assistance to Rockhampton, Livingstone, Gladstone, Bundaberg, Fraser Coast, Gympie, Banana, North Burnett and South Coast local government areas. They provided direct liaison with affected councils, LDMGs and DDMGs, helping identify damaged infrastructure and giving advice on eligibility and restoration under the NDRAA. Onsite support was provided for two weeks post event, with additional follow-up support provided as needed.

ICT and operational staff were deployed to the SDCC to assist in the response and QRA produced daily situation reports, providing a consolidated dashboard of damage assessments statistics, assistance activations and recovery progress for use by all State agencies.

QRA also deployed data capture teams and liaison officers to seven LGAs affected by TC Nathan in March 2015. Liaison Officers were deployed to support both the initial response to disasters and ongoing restoration activities.

In conjunction with QFES, QRA assisted with the accelerated assessment and mapping of damage following disaster events. As part of damage assessment activities in 2014-15, QRA conducted 2800 site observations across 528 council assets, with 16,749 photographs being taken and logged of flood and cyclone affected assets. This included over 637 km of sealed and unsealed roads, 125 culverts, 185 drainage segments 201 flood-ways and 19 bridges being submitted for restoration. As a result, reconstruction of these important public assets has been expedited.

Significant initiatives to strengthen / improve disaster management capability

A QRA Deployment App has been developed to provide deployed personnel with a handy reference tool on their smartphone to access key information. The App was developed in-house using existing resources and includes:

- Emergency and operations contacts – provides quick-call links to various emergency services and hotlines as well as key personnel either in the field or at the office;
- Administration, logistics and finance information – provides information about meals, fuel, equipment needs, work-wear,

motor vehicles, roadside assistance and account keeping for deployed personnel;

- Workplace health and safety information – provides information about basic life support first-aid including pressure bandaging for venomous bites/stings, safe driving practices, dehydration and heat stress, data collection safety, personal threat, asbestos hazards, contamination control, fatigue management, and risk assessment/hazard controls;
- Communications and reporting information – provides the deployed officer with guidance regarding dealing with media and public engagement, preparing a situation report, preparing a location report, and incident reporting guidelines; and
- Rapid Damage Assessment (RDA) information – provides guidance on how to undertake assessments in the field, including condition rating scales, habitable / living space and non-living space definitions, and other collectable features, for example hazardous materials or infrastructure.

Another important feature built into the QRA Deployment App is a 'Check In' button. This feature is designed to be used by personnel to check in at designated times or after long journeys, allowing office personnel to track their progress and ensure their safety. In future this feature will also be linked to the Authority's internal 'Travel Tracker' system, providing Brisbane office staff via the intranet with real-time information about the location of deployed officers.

During and immediately following STC Marcia, whole-of-government reporting on the impacts and response efforts were coordinated and delivered to the SDCC. However, these reporting functions cease with the stand-down of the SDCC as the efforts move from response to recovery.

QRA implemented a daily dashboard report collating the ongoing impacts and progress of recovery activities to ensure consistent information availability. QRA dashboard reports were disseminated to key stakeholders across all state agencies, and included information such as power outages, school closures, major infrastructure damage and community support services being delivered. The reports were issued daily for three weeks until the initial response/recovery phase transitioned to longer term recovery planning.

Following STC Marcia, issues were identified with the availability and administration of hardship assistance grants. QRA has undertaken a review of the Queensland Disaster Relief and Recovery Guidelines to address these issues, and has also been working with DCCSDS to develop recommendations to streamline grants administration processes.

SDCG Member Agencies' Contributions

Bureau of Meteorology (BoM)

2014-15 Activities

Preparedness and prevention

BoM is the Commonwealth agency responsible for provision of forecasts, warnings and long term outlooks on environmental phenomena that affect safety, prosperity and resilience of Australians. BoM Queensland office is led by the Regional Director Queensland and supported by the Deputy Regional Director, Regional Hydrology Manager and Regional Weather Services Manager.

BoM is a member of the SDCG and upon request provides briefings and advice to the QDMC. Each year BoM and the Queensland State Government cooperatively deliver a pre-season disaster preparedness campaign, with workshops held in many cyclone and flood-prone centres around the State. Last year BoM conducted and co-chaired one QTCCC meeting and chaired and provided secretariat to the Queensland Flood Warning Consultative Committee. It also provided pre-season seasonal outlook presentations including the Premier and Cabinet Briefing, various LDMG/DDMGs and media outlets.

BoM supported QFES to implement disaster exercises across Queensland, including exercise Brolga in November 2014.

BCPs were maintained and used in a number of events. BoM maintained and executed a national contingency plan to allow surge capacity in major weather events. This involved the Queensland office making use of interstate meteorologists and hydrologists and supplying Queensland personnel to other jurisdictions.

Disaster management achievements

An out-posted meteorologist at QFES, SDCC was established. The meteorologist provides additional briefings and support to state and local government groups during severe weather events and was an effective resource during STC Marcia and TC Nathan and severe thunderstorm events.

The 'Flood Watch' service was introduced to Queensland which complements existing forecasts and warnings by providing early advice of the type of weather conditions that could lead to flooding.

There was significant consultation with Queensland State Government stakeholders surrounding the ANZEMC taskforce established to investigate the standardisation of Bureau services.

All of the Bureau's fire weather forecasts and warnings for the 2014 fire season were successfully produced using the new Next Generation Forecast and Warning System. This also included the provision of gridded weather data to fire weather stakeholders.

BoM provided an improved pilot heatwave service during the summer months.

The weather radar at Saddle Mountain, Cairns, was replaced. This infrastructure upgrade enhances severe weather monitoring and prediction capability.

Special briefings were provided to QPS, QFES and Queensland Health for the Brisbane 2014 G20 Leaders' Summit.

BoM supported the Queensland government's IGEM in their review of flooding in the Callide Creek associated with STC Marcia rainfall.

The Bureau has a new Twitter capability that was used successfully in major events to support the warning system and New Automatic Weather Stations (AWS) were installed at Carters Bore and at Bowen Airport.

Significant initiatives to strengthen / improve disaster management capability

BoM implemented the recommendations from the Review of the Effectiveness of Category 1 and 2 Tropical Cyclone Warning Update Arrangements. Another recent improvement in forecasting information available to the public and emergency services is the Next Generation Forecast and Warning System and its new graphical interface, MetEye. Since October 2014 the Next Generation Forecast and Warning System is nationwide. MetEye provides the capability to examine tropical cyclone tracks on a "zoom-able" interface with underlying weather information.

The Bureau attended *Beef Australia 2015* in May at Rockhampton, providing an opportunity to interact with communities affected by STC Marcia and the current severe drought conditions affecting Queensland.

The addition of QFES portable automatic weather stations (QFES PAWS) benefited the situational awareness around fire grounds.

The SDCC meteorologist provided fire weather training to QFES around the State.

The Bureau continued to liaise with stakeholders regarding developments of the new storm tide capability. Interactions with relevant state agencies and broader emergency management stakeholder will strengthen both the interim solution and final deliverables.

A new live broadcast media capability has strengthened the Bureau's capability to communicate threats in disasters.

Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP)

2014-15 Activities

Preparedness and prevention

Three DATSIP staff nominated and trained for the SDCC and another two staff were inducted as SDCC liaison officers for DATSIP. Twenty-seven DATSIP staff are active in the DCCSDS Community Recovery Ready Reserve.

In preparation for the 2014-15 wet season, the six Retail Stores operated by DATSIP in Lockhart River, Doomadgee, Kowanyama, Pormpuraaw, Woorabinda and Palm Island, implemented a wet season preparedness plan in August 2014, that included organising a range of logistical goods transport options for different weather events, servicing equipment, completing required building maintenance, bulk ordering and storing food, drinks and a variety of products to ensure availability to residents of the communities. The wet season preparedness for Retail Stores is undertaken each year in August.

DATSIP's departmental BCP was tested and reviewed in November 2014. DATSIP takes an 'all hazards' approach to business continuity to be able to respond to all incidents regardless of the cause. DATSIP's contingency arrangements ensure alternative access to critical resources such as IT, personnel, and facilities during disasters. The departmental BCP is tested annually in November.

Disaster management achievements

Through its seven Regional Offices, the Department along with the LDMG and community stakeholders, is actively involved in disaster management planning and response.

Regional staff provide critical advice and consultation in response to disasters on issues and needs of Indigenous communities including assisting the DDMG and LDMG of these communities with expert advice on resupply of food and possible infrastructure needs, providing regular updates and information on the state of the Indigenous communities.

Significant initiatives to strengthen / improve disaster management capability

The Kowanyama Retail Store installed a generator in 2014-15 and the Lockhart River Retail Store's generator was installed in October 2015, bringing the total number of retail stores with generators to four (including Pormpuraaw and Doomadgee). An exercise is currently being undertaken for the Palm Island store to match the facility's electrical demand to generator size

and a decision will be made in 2015-16 as to whether the facility requires a generator. The Woorabinda Aboriginal Shire Council have applied for a Resilience grant funding from the State Government to install a generator at the retail complex, where the Woorabinda Retail Store is one of five retail outlets.

Department of Agriculture and Fisheries (DAF)

2014-15 Activities

Preparedness and prevention

DAF reports on the impact of seasonal conditions and climatic events on the agricultural sector, engages with industry on preparedness for climate risks, and aids with economic recovery. DAF conducted a pre-season brief with industry organisations and regional staff members promoted preparedness activities with primary producers prior to the disaster season. Preparedness information was highlighted through Ministerial statements and on the DAF website.

Disaster preparedness workshops were delivered to key regional personnel in Mareeba, Townsville, Brisbane and Emerald in November 2014 and December 2014. Departmental DDMG representatives participated in preparedness activities and exercises provided by DDMGs. Six staff members were trained in supply officer roles for the Logistics cell in the SDCC.

BCPs were reviewed through an internal audit process and external consultants were engaged to provide guidance around the development of a new BCP framework. A new BCP for Brisbane sites and critical business functions was developed prior to G20 in November 2014. Changes to the regional BCP framework are ongoing.

Disaster management achievements

NDRRA assistance for primary producers was activated in 2014-15 for the following disaster events:

- STC Marcia and Southeast Queensland trough, 19 - 22 February 2015; and
- TC Nathan and associated rainfall and flooding, 11 - 21 March 2015.

Following STC Marcia, DAF successfully sought activation of NDRRA Category B assistance for primary producers, NDRRA Category C Special Disaster Assistance for primary producers and NDRRA Category D Exceptional Circumstances providing for Industry Recovery Officers to support primary producers' disaster resilience and preparedness.

As at 26 November 2015, DAF provided \$2860.20 in NDRRA freight subsidies for primary producers following STC Marcia and QRAA¹ approved \$523,000 in NDRRA Standard Natural Disaster Loans and \$9,813,000 in

NDRRA Category C Special Disaster Assistance Clean-up and Recovery Grants.

NDRRA Category B assistance for primary producers was activated following TC Nathan. However, as of 26 November 2015 there was no uptake of NDRRA assistance by primary producers following TC Nathan, with no freight subsidies claimed through DAF and QRAA¹ receiving no applications for concessional loans.

DAF also provided Queensland Government-funded assistance to primary producers in the Tablelands area following the North Queensland Severe Weather and Flooding, 8-15 February 2015.

DAF approved seven applications for Individual Disaster Stricken Property (IDSP) declaration and provided \$4195.63 in freight subsidies to affected primary producers. QRAA¹ provided \$71,000 in Natural Disaster Loans for this event.

Significant initiatives to strengthen / improve disaster management capability

DMPs were extensively reviewed through an internal audit process in 2014-15.

Recommendations were:

- Implement periodic mock disaster scenarios to test BCPs;
- Clarify communication structures and relevant roles and responsibilities between Brisbane and regions during an event;
- Clarify the process for allocating roles and responsibilities in the event of a disaster; and
- Formalise the post-incident review process to capture lessons learned and implement actions in a timelier manner.

DMPs were extensively reviewed through an internal audit process as well as normal post-incident review processes. DMPs were amended to reflect recommendations of the internal audit review and improvements identified following review of responses to the 2014-15 disaster events. The recommendation to implement periodic mock disaster scenarios to test BCPs is to be implemented by end of 2015.

¹ QRAA is not an abbreviation, it is the name of a statutory authority whose primary function is to put approved assistance schemes into effect. See the *Rural and Regional Adjustment Act 1994*.

Department of Education and Training (DET)

2014-15 Activities

Preparedness and prevention

A full review of the Department's disaster and emergency processes, policy and procedures was undertaken by DET following STC Marcia. Opportunities were sought for business improvement and ways to improve effective coordination and decision making during disaster or emergency situations.

The key areas of focus were:

- Governance, roles and responsibilities;
- Communication;
- Infrastructure – buildings and ICT;
- Student and staff wellbeing; and
- Stakeholder relations.

Disaster management achievements

Recommendations from the review were implemented including:

- The development of a new external disaster and emergency management website content area to improve principals and staff access to resources in the event of an emergency;
- Staff retraining and inductions including Response Teams (RT) and Control Centres at the Regional and Executive levels;
- The development of a comprehensive communication strategy for schools, regions and central office including consultation with key stakeholders, to cover the planning, response and recovery phases of a disaster;
- Consultation with Building and Asset Services (BAS) to ensure clarity of roles and responsibilities during disaster response and recovery phases;
- Improvements in DET capabilities for forward deployment of DET Infrastructure Services Branch (ISB) staff to assist the regional staff with capacity and fatigue relief;
- Improvements in DET capabilities for Executive co-ordination and regional and school support including additional trained support staff and refurbished control centre;
- The review of BCPs; and
- The further development of the Department's "School Closures" website which allows regions to quickly and efficiently report school closures during

disaster events and provide accurate and timely information to the public.

Significant initiatives to strengthen / improve disaster management capability

DET conducted a thorough review and redesign of emergency management documentation to ensure alignment with a new DET Disaster and emergency operating model including:

- Revised DET Disaster and Emergency Management Arrangements;
- A new Disaster and Emergency Management Policy and Procedure; and
- Revised Emergency Response Plan templates for schools and regions.

Department of Energy and Water Supply (DEWS)

2014-15 Activities

Preparedness and prevention

Emergency response kits are provided to the Minister, Director-General, Deputy Director-General (Water Supply), Deputy Director-General (Energy) and all General Managers within the Department. The kits include an up to date contact list and procedures for a disaster event, energy emergency or water emergency event.

Seqwater and Sunwater submitted an annual summer preparedness report for the 2014-15 wet season to the Department. The owners of nearly all referable dams (i.e. those whose failure may endanger people's lives), including Sunwater/Seqwater, have emergency action plans (EAPs) in place.

In preparation for the 2014-15 wet season DEWS reviewed its incident response and emergency arrangements. In addition DEWS own a number of water supply assets, including 3 referable dams. DEWS reviewed the EAPs for these dams prior to the 2014-15 summer storm season. The three referable dams are Corella Dam, Copperfield Dam (Kidston Dam) and Crooks Dam.

Disaster management achievements

A total of 73,500 Ergon Energy customers were affected as a result of STC Marcia which impacted Ergon Energy's electricity network at Yeppoon, Rockhampton and in the greater Curtis/Callide and Wide Bay areas. Within seven days of the event Ergon Energy had restored 80% of customers impacted by the cyclone.

Throughout this period DEWS responded by providing an overarching view of the water supply and energy functions, and by liaising with the GOCs and entities to provide timely and accurate information.

Before every summer wet season both Energex and Ergon Energy review their disaster preparedness. Energex and Ergon Energy submitted their annual summer preparedness report for the 2014-15 wet season to the Department.

Significant initiatives to strengthen / improve disaster management capability

During the 2014-15 wet season there were a number of emergency events, such as STC Marcia and TC Nathan that required a response from the Department's State Disaster Liaison Officers. As a result it was deemed these real life events were sufficient to ensure the Liaison Officers skills and response mechanisms were kept up to date.

The Department is in the process of training a number of new State Disaster Liaison Officers to ensure it can adequately respond to any incident or event that may arise.

Department of Environment and Heritage Protection (DEHP)

2014-15 Activities

Preparedness and prevention

Training and exercises in DEHP's DMP were held with departmental senior executives in October 2014.

Training in core skills and incident response was provided to regional staff at Cairns and Townsville (May 2015). The incident response training program has been developed with the specific objective of developing and improving staff skills in:

- Recognising threats to environmental values;
- Assessing environmental risks and setting risk-based priorities;
- Understanding incident control systems Australasian Inter-Service Incident Management System (AIIMS) and Oil Spill Response Incident Control System (OSRICS);
- Understanding the agency's role at incidents and relationship with other agencies;
- Understanding technical aspects of common incident scenarios;
- Effective use of available systems and resources; and
- Confidence in working with other agencies and representing our agency's interests.

High level training was provided to the Department's State Incident Response Network members (the Department's specialist response unit) through its annual workshop (January 2015) where an international expert was engaged to deliver shoreline assessment training. The training opportunity also included staff from Queensland Parks and Wildlife Service (QPWS) that support DEHP for operational activities during maritime environmental emergencies.

DEHP staff attended training provided through the National Plan (maritime environmental emergencies) for oil spill response generally (Mackay, October 2014) and shoreline response Sunshine Coast (March 2015).

A cyclone disaster exercise was held in Rockhampton (May 2015). This tested regional DEHP response arrangements.

DEHP reviewed the procedural guides supporting incident response actions and processes and, where appropriate, updated those documents.

DEHP also reviewed and updated the departmental BCP and completed the annual departmental Business Unit BCP certification process.

Disaster management achievements

DEHP attended and supported the National Oiled Wildlife Working Group at its Melbourne Workshop (June 2015). The workshop looked at response issues nationally as well as means to progress or resolve capacity issues.

DEHP attended and supported the National Plan Technical Working Group meeting in Sydney (September 2014) and Melbourne (March 2015). This group looks at operational processes and support mechanisms for maritime environmental emergencies.

As functional lead agency for environmental recovery under the disaster management arrangements, DEHP coordinated input from across eleven agencies for the environmental components of the STC Marcia State Recovery Plan.

The Department conducted 179 inspections across the STC Marcia cyclone area to gather information to assist local councils in their recovery efforts, mainly in the areas of waste, sewage treatment plants, and coastal erosion (particularly in Livingstone Shire).

The Department also assisted local councils and other relevant authorities to help coordinate transport and disposal of asbestos and other regulated wastes. It helped customers including Teys and Swift Meatworks by providing advice on disposal options and odour management for a large amount of product damaged due to power outage, and transport and disposal of asbestos from damaged buildings on these sites.

DEHP worked with Rockhampton Regional Council on a green waste strategy that led to the immediate approval of a number of stockpiling and disposal sites across Rockhampton without need for application.

At the Mount Chalmers and Mount Morgan mine sites, DEHP managed the impacts of excess water on site and seepage.

Significant initiatives to strengthen / improve disaster management capability

DEHP worked in establishing and supporting the new AELERT Operations Cluster AEON (Australasian Emergency Operations Network). The first meeting was held in Perth (February 2015) and a teleconference was held in May 2015. This group is looking at standardising response activities and resource sharing during environmental emergencies.

Department of Justice and the Attorney-General (DJAG)

2014-15 Activities

Preparedness and prevention

Activities undertaken by DJAG in preparation and prevention include:

- Desktop contingency exercises on a regular basis;
- Disaster response and recovery plans reviewed regularly;
- Active participants in Queensland Government's 'Disaster Preparedness Network';
- Regular review of BCP's;
- Regular review of staff capability to form a response team; and
- Development of an ICT Disaster Recovery Plan.

Queensland Corrective Services (QCS) considers community service is an excellent opportunity for prisoners to make unpaid reparation to the community and to develop employment skills. All prisoners engaged in low security work orders are carefully assessed and supervised by QCS, with low security centres on standby to provide disaster response from May to February.

QCS Work Camp sites at 13 sites are active and are participating members of the respective regional LDMG.

Workplace Health and Safety (WHS) and Electrical Safety Inspectors provide flood safety advice and training to local government agencies, contractors, other regulatory bodies (such as QFES, QPS), workplaces and electrical entities.

Information in relation to electrical safety through the Electrical Safety Office website www.electricalsafety.qld.gov.au, Twitter and the ESO outlook newsletter database to promote electrical safety during storms and floods. Information is available on the website www.worksafe.qld.gov.au and on social media platforms on workplace health and safety obligations and minimising the risk of hazards while cleaning up after floods and storms. Topics include asbestos, hazardous chemicals, managing volunteers, managing fatigue during recovery operations and awareness about typical hazards.

WHS articles on asbestos and hazardous chemicals are also published in the Workplace Health and Safety Queensland eSafe newsletter, which is circulated to approximately 25,000 subscribers.

The Department has a Disaster Management Handbook (a high level BCP). This handbook includes:

- Important information and direction to help the disaster management team make decisions;
- A comprehensive communication plan to ensure timely communication of key pre-approved messages (for example community safety, work operations) to department staff and the community;
- A list of the Department's critical services to ensure their continuation and (if affected) restoration as a priority; and
- A list of the Department's dependencies (for example Queensland Shared Services, CITEC and Telstra) to further support the disaster management team in managing a disaster event.

The DJAG local area manager disaster toolkit provides local area managers with a framework to guide decisions and protect the safety of staff, clients and government assets in the event of a disaster. The Department regularly reviews this toolkit, and reviews, scenario tests and updates departmental and business area BCPs regularly.

Disaster management achievements

STC Marcia struck Yeppoon and Rockhampton on the morning of Friday 20 February 2015. QCS's recovery assistance commenced on 25 February 2015 and was stood down on 17 July 2015. Over this period there has been a succession of ten supervising staff oversighting the work of 38 prisoners.

In response to the damage caused by STC Marcia in 2015, low security prisoners provided assistance to the Capricorn Region by stacking and removing debris, removing damaged barrier fencing and building new barrier fencing, and also re-establishing beach access and log bollards around recreational areas.

As at 30 June 2015, QCS has provided over 7,150 hours of recovery assistance to the Rockhampton and Livingstone communities at a value of approximately \$162,900. The QCS Work

Program approved offenders from the Capricornia Correctional Centre in Rockhampton were involved in the clean-up of nominated public roads and footpaths, parks and gardens and recreational areas. This work primarily involved the stacking and removal of cyclone debris, trees and branches.

The foreshore project in the Capricorn Coast Region involved the repair and regeneration of approximately 16 kilometres of foreshore safety barrier fencing, which required the removal of debris and trees as well as the removal of damaged barrier fencing. In addition, 5 kilometres of new barrier fencing was erected. An additional 2.2 kilometres of copper log bollards was installed around recreational areas and foreshore parking areas (this equated to 1,693 bollards in total).

The Office of the Commissioner for Body Corporate and Community Management (OBCCM) updated its online information with a specific article about natural disaster issues of interest to bodies corporate, with references to information bodies corporate and individual owners would likely find of use.

Following an event, the OFSWQ positioned on site as soon as possible. OFSWQ establish contact with relevant authorities, for example LDMGs through the DDMG, Council Response Group, Public Health and Queensland Fire and Rescue in order to provide assistance and guidance, and to distribute relevant information to the community through personal contact in the affected areas and at disaster centres.

OFSWQ also have WHSQ inspectors on site monitoring the progress of reconstruction to ensure compliance with regulations on preventing worker and community exposure to asbestos and associated hazards. They maintain contact with the DDMG to provide and receive information on recovery progress. They also work with building regulators such as Master Builders, Queensland Building Construction Commission and insurance assessors, sharing information to ensure a coordinated approach to providing safe and speedy recovery.

Significant initiatives to strengthen / improve disaster management capability

Following STC Marcia, QCS has established additional community service projects on the Capricorn Coast to provide continuance of assistance to the local community.

Further, QCS is now able to provide emergency services vehicles with access to fuel on a 24 hour basis during times of disaster from

correctional centres in Maryborough, Rockhampton, Townsville and Mareeba.

DJAG has developed an *Information and Communication Technology Disaster Recovery Plan* (ICTDRP) to provide the Department with a process which can be used in the event of a disaster to restore the ICT systems that underpin any impacted business critical services. The plan identifies:

- ICT systems required to deliver the Critical Services of the Department as defined in the DJAG Disaster Management Handbook (DMH);
- Procedures to be followed for the restoration of ICT systems required to deliver the Department's critical services; and
- Responsibilities of teams and senior staff enacting this plan.

The ICTDRP is a living document and will be routinely updated based on feedback generated through a number of triggers including the above mentioned initiative, lessons learnt in using the plan, feedback from stakeholders and annual reviews.

With more than 200 locations around Queensland (many within flood, fire or cyclone prone areas) DJAG continues to evaluate its internal disaster management practices and capability to ensure staff remain safe and to achieve timely restoration of services.

Capability development is built into routine disaster management practices. For example the Department includes risk assessments in the BCP process annually assesses current disaster management practices against 'best practice' and reviews and updates its intranet and internet content as required.

Department of National Parks Sport and Racing (DNPSR)

2014-15 Activities

Preparedness and prevention

DNPSR undertook its annual review of all hazards DMP and six regional DMPs including maintaining an updated emergency contact list. In addition, the currency of the BCP, Fire Management Plans and Visitor Risks Register was maintained.

There were formalised governance arrangements around a whole of agency Disaster and Emergency Coordination Unit, with representation from QPWS, Office of the Director-General, Sport and Racing Portfolios.

The senior executive were represented on key counter-terrorism and security committees, including the Protective Security Framework and Disaster Preparedness Network. Additionally, QPWS staff contributed to LDMGs and DDMGs across Queensland.

Current activities include a pre-season briefing provided to the Department's Disaster and Emergency Coordination Unit and briefing the Executive Management Team. Hazard specific plans have been maintained for fire and oil spills/ship sourced pollution for response and recovery.

Disaster management achievements

A significant achievement was the formation of the Agency Coordination Unit and governance structure and arrangements, and establishing an annual reporting cycle.

Recovery and response to STC Marcia and TC Nathan included achieving 100% of protected areas being reopened within six months of both disaster events.

Significant initiatives to strengthen / improve disaster management capability

The Department reviewed, updated and evaluated its DMP, RDMPs and BCP, instituted an audit of the DMP and RDMPs to ensure alignment to a state-wide all-hazards approach and created a Disaster Coordination Unit.

Department of Natural Resources and Mines (DNRM)

2014-15 Activities

Preparedness and prevention

DNRM has worked with QFES to build SDCC capacity in understanding water catchment operations and data sources when responding to flood events. The Department's network of stream gauges across Queensland used by BoM also continues to be regularly checked and maintained.

Currently, there are fire management plans in place for approximately 4500 identified high risk parcels of unallocated state land and 23 permanent and nine auxiliary trained fire fighters available for DNRM to respond to bushfires. In addition, 135 planned burns have been undertaken and approximately 5900 km of roads, track and firebreaks have been completed prior to the 2015 fire season in identified high risk areas.

The Department's BCP is in place including the register of critical business functions and information systems. This includes the water accounting system BCP which ensures the maximum continuity of DNRM stream gauging station data being sent to BoM.

The Department's DMP was reviewed during the year, and amendments to improve clarity and usability implemented as well as making sure all contacts and their details were up-to-date.

Disaster management achievements

DNRM completed the final stage of the Queensland Flood Mapping Program (QFMP) funded under the NDRP.

The complete program, from 2011 to 2014, delivered more than 12,000 flood mapping products for 172 communities in 53 Local Government areas and for 35 sub-basins.

The success of the QFMP was recognised externally by the following awards:

- National Winner State Government Category 2014 Resilient Australia Awards;
- Queensland Winner State Government Category 2014 Resilient Australia Awards; and
- Commendation Best Planning Ideas - Large Project Planning Institute of Australia (Qld).

Significant initiatives to strengthen / improve disaster management capability

The Flood Mapping Implementation Kit was developed by DNRM to assist a broad range of stakeholders more effectively implement the outcomes of flood studies. In particular, it aims to increase the use of flood mapping outputs, improving the community's understanding of their exposure to flood risk and therefore strengthening economic and community resilience. The FloodCheck website (a repository of flood studies and related information) continues to be maintained by DNRM.

DNRM has commissioned an engineering contractor, KBR to evaluate the adequacy of the rainfall and stream flow gauge networks used by BoM for riverine flood warnings and forecasts and by Local Government Authorities in Queensland for responding to flash flooding. The review is to include spatial configuration, standard of equipment and operational arrangements in order to identify and prioritise potential areas of improvement to the gauge networks that together comprise the flood warning gauge network. KBR's final report was completed in November 2015 and its findings are now being considered.

Department of Science, Information Technology and Innovation (DSITI)

2014-15 Activities

Preparedness and prevention

DSITI continues to collaborate with lead agencies to enhance service provision during disaster response and recovery. Extensive preparations were undertaken in the lead-up to the G20 summit and 2014-15 storm season. This included Board of Management preparedness sessions, development of a department-wide business impact assessment and enhancements to internal processes and communications protocol which incorporated last season's lessons learned. The Department also nominated additional staff to attend disaster management training to help align with the revised QDMA.

The capability of the Department to respond to disasters is enhanced through CITEC's active maintenance of continuity arrangements for whole-of-government and agency-specific ICT infrastructure and includes data centres and networks. In conjunction with client agencies, CITEC conducts full disaster recovery testing that operates from its back-up site. It also develops and maintains essential ancillary services including the whole-of-government internet connectivity using two network suppliers, which provides greater resilience if one is affected by a significant disruptive event.

The Department has a business continuity and community resilience policy and framework complemented by a number of supporting plans that guide preparedness response and recovery situations. Each of DSITI's business areas also have current business continuity arrangements in place. An overarching departmental BCP is current and was exercised in November 2014. A business impact assessment was finalised in November 2014 and is used to further improve business continuity management capability. DSITI's Chief Information Office is also developing an overarching ICT disaster recovery strategy, including recovery testing, disaster recovery training and service level reviews with third party ICT service providers.

Disaster management achievements

DSITI has successfully delivered against its disaster management obligations by supporting the QDMA and client agencies through the 2014-15 storm season, including the November 2014 storm cell, STC Marcia, TC Nathan and the East Coast Low.

At the frontline, Smart Service Queensland handled in excess of 25,000 SES and 38,000 community recovery related calls. In order to respond to this increased community demand, the number of rostered call centre consultants available to receive calls was enhanced through the mobilisation of 34 work-from-anywhere agents and the use of an additional 276 trained temporary staff during the season.

The online public information homepage, www.qld.gov.au/alerts, managed through the One-Stop Shop Strategy Implementation Office, recorded over 130,000 hits during the 2014-15 year with clear increases in site traffic during response and recovery phases for severe weather events.

Science Division provides valuable data and technical support to the State's counter-disaster response. Storm Tide Advisers were activated for Tropical Cyclones Marcia and Nathan. The Coastal Impact Unit deployed a baby ocean buoy into the path of TC Nathan to collect data about local extreme wave conditions to assist emergency management, and to improve forecasting and modelling of future events. In relation to STC Marcia, the Coastal Impacts Unit undertook post cyclone field investigations to assess the damage from waves and storm surge where the cyclone crossed the coast.

The DSITI Science Division Coastal Impacts Unit is a key member of the QTCCC and has made a strong contribution to the management of this committee as the chair of the QTCCC Coastal Inundation working group.

This contribution has supported an improved understanding of the risks associated with storm surge and tidal impacts and enhanced planning activity related to these risks.

The DSITI Coastal Impacts Unit also fulfilled a Storm Tide Adviser role in accordance with the Tropical Cyclone Storm Tide Warning - Response System Handbook (11th edition).

Departmental scientists provide water quality services to help understand the environmental impact of severe weather events. In particular, water quality issues identified in the aftermath of STC Marcia have been the subject of an ongoing monitoring and reporting regime.

On the technology front, the Strategic ICT Division engaged with telecommunications providers to monitor network availability and service restoration. Additionally, CITEC increased internet capacity for all departments during disasters allowing agencies to respond to the increase in internet traffic.

The Shared Corporate Services Division managed significantly increased volumes of financial and payroll transactions to help facilitate the recovery effort. This division also facilitated the emergent deployment of additional mobile phones to frontline response agencies during the response to severe weather events.

Thirty Community Recovery Ready Reservists from across the Department were actively deployed to help the community respond to and recover from these overwhelming events, while the DSITI leadership team, supported by the Risk and Resilience team, orchestrated the Department's preparation, response and recovery capabilities.

DSITI provided 24/7 support to the SDCC (Intelligence Capability) and also provided reservists to the Public Information, Logistics and Planning Command Capability functions within the SDCC. The Department has contributed and supported the Environmental and Economic Recovery Groups following STC Marcia.

The Queensland Government Chief Information Office and Strategic ICT division supported the development of the Government Wireless Network that has improved communications, safety and security for Queensland's public safety agencies and emergency workers.

Significant initiatives to strengthen / improve disaster management capability

DSITI continues to adopt a continuous improvement approach in its response to disaster events. After each event the Risk and Resilience Team facilitates a lessons learned workshop, which contributes to the continual improvement program.

In 2014-15 they included investing in technology to streamline information gathering and reporting for example, 'ServiceNow', trialling Microsoft Office 365 technology and collaboration tools (such as Yammer and SharePoint) to enhance communication processes and information sharing. Reporting processes are being streamlined to adopt a philosophy of capture once, use many times. There has also been further development of business continuity exercises and ICT disaster recovery testing strategies and exercises.

There was a review of the internal financial recovery and claims process and collaborative relations between the DSITI and DHPW disaster resilience functions were strengthened.

Smart Service Queensland and the One-Stop Shop Strategy and Implementation Office engages with lead agencies before, during and after an event to ensure the quality and timeliness of information provided to customers through multiple channels such as online, telephone and service counters.

Department of State Development (DSD)

2014-15 Activities

Preparedness and prevention

The former Department of State Development, Infrastructure and Planning, now DSD, in conjunction with the Department of Tourism, Environment and Small Business (DTEBSB), is developing targeted content for the Business and Industry portal on the Queensland Government website www.qld.gov.au that will help businesses understand about preparing for natural disasters, immediate and longer term actions after a natural disaster, rural disaster recovery, and how Queensland's natural disaster assistance packages may help.

The Business and Industry portal now includes summary and explanatory information about the PPRR risk management model. This includes preparing a risk management plan, conducting a business impact analysis, preparing an incident response plan and developing a recovery plan.

The Department maintained currency of a BCP throughout 2014-15. This plan takes an all hazards approach and provides the framework for the governance and management of incident response activities to be undertaken by DSD.

All DSD regional offices across the State also reviewed and tested their BCPs in October 2014 in time for the 2014-15 disaster season and identified and implemented improvements, including upgraded SMS text message notifications and identification of alternative sites of work if a regional office is closed.

Disaster management achievements

As the government's lead agency for coordinating economic recovery, DSD engaged with other agencies to assess the economic impacts of STC Marcia. Key activities across government were identified to assist the economic recovery of the affected regions, which included providing information and assistance to businesses and industries affected by this event, supporting local government in the economic recovery of their region and liaison with stakeholders including councils, chambers of commerce, peak bodies and other government departments to ensure business recovery activities were effective and coordinated.

The Economic Recovery Group convened on 25 February 2015 to advise the Queensland Government on the economic impacts following STC Marcia and to provide information on the needs of local government and industry in responding to the events and getting the region and economy back to full production. The majority of key tasks and activities to advance economic recovery are now complete, including:

- Deployment of Rapid Response Economic Recovery Teams to assist businesses with advice on financial assistance available and strategies for recovery;
- Deployment of DAF mobile offices and Farm Financial Counsellors to provide information on assistance available to primary producers;
- Southern Great Barrier Reef – 'Where Great Begins' tourism campaign (March 2015);
- Re-introduction of Skilling Queenslanders for Work in 2015-2016 with the first round prioritising disaster recovery;
- Acquire imagery across 15 priority sites identified in the STC Marcia impact zone;
- Assess and, where necessary, utilise planning instruments and powers for project, land and infrastructure development activities to support economic reconstruction priorities;
- Provide information via the Business Portal to assist businesses with preparing for natural disasters, immediate and longer term actions after a natural disaster, rural disaster recovery, and how Queensland's natural disaster assistance packages may help
- Consult with relevant government departments and industry to investigate ways to improve resilience in power and telecommunications infrastructure to minimise economic impacts; and
- Use online social networking tools to share information with business.

The following flood mitigation infrastructure projects completed in 2014-15 have received Queensland Government funding:

- Balonne Shire Council's St George Flood Mitigation Levee Stage 2 (\$900 000);
- Bundaberg Regional Council's Burnett River Bank Stabilisation (\$1 500 982);
- Bundaberg Regional Council's Bartholdt Drive Evacuation Route (\$1 050 000);
- Bundaberg Regional Council's Technology Park Flood Protection Levees (\$800 000);
- Diamantina Shire Council's Cacoory –Stony Crossing Road (\$411 454);
- Gympie Regional Council's Monkland Glanmire Access Improvement (\$2 214 160);
- Isaac Regional Council's Douglas Creek Floodway upgrade Project (\$262 598);
- Mackay Regional Council's North Mackay Levee System – Immunity Upgrades (\$342 125);
- Maranoa Regional Council's Roma Flood Mitigation – Levee Construction (\$5 000 000)
- Toowoomba Regional Council's Goggs Street Flood Mitigation (\$1 836 000);
- Townsville City Council's Blakey Crossing (\$24 000 000); and
- Whitsunday Regional Council's – Brisbane Street Drainage Outlet (\$120 000).

Significant initiatives to strengthen / improve disaster management capability

The Department conducts an annual review of disaster management and its BCP, and in 2014-15, significantly simplified and targeted the plan to ensure clarity of internal roles and responsibilities. All staff with significant business continuity roles were also provided with a tailored information pack to assist during activation and recovery phases.

Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB)

2014-15 Activities

Preparedness and prevention

DTESB delivered three webinars for *Get Ready Week*, to assist businesses with disaster preparedness and response:

- Strengthening your business today webinar - assisted participants in developing strategies that will help facilitate growth and profitability as well as implement risk management and forecasting activities;
- Managing cash during difficult times webinar – showed participants the importance of effectively managing their finances and explored what processes they can put in place to ensure that the business not only survives through difficult times but thrives; and
- Business continuity planning webinar - helped participants understand the comprehensive approach to business continuity, assess and evaluate the impact of disaster events and develop a continuity plan for their business.

DTESB received over 540,000 page views from online disaster recovery / risk management / business and industry information on the Business and Industry Portal (www.business.qld.gov.au) in 2014-15.

Staff within the Office of Commonwealth Games Delivery participated in training in the areas of community recovery and public information capability.

DTESB has a whole-of-department Emergency Management Plan (EMP) which encompasses activities by the agency's key staff during an emergency situation to enable business continuity and to support actions with industry for small business and tourism and events sectors. Supporting the EMP are BCPs specifically tailored for each business area.

Tourism and Events Queensland (TEQ) has in place DMPs including a Disaster Response Plan, BCP and Crisis Communication Plan. The Crisis Communications Plan supports tourism, businesses and visitors to Queensland to be aware and prepared for disaster situations.

Disaster management achievements

DTESB participated in the emergency response for STC Marcia and TC Nathan by coordinating provision of information from a range of agencies and regions to deliver up-to-date situation analyses on small business and tourism operators. Through a service level agreement with DSD and via TEQ and regional tourism organisations, intelligence on the emergency situation across impacted regions was obtained. Three staff members were provided to volunteer in community recovery activities in Rockhampton post STC Marcia.

DTESB coordinated and funded collection of information about the impacts on small business through a survey conducted in conjunction with Central Queensland University, which resulted in the activation of NDRAA Category B loans and Category C grants in affected areas. A working group was established including the DSD regional network and other relevant organisations to assess the most effective way to gather intelligence on the impact on small business for future disasters. A standard survey, based on work by CQU, is being refined to assist future collection of information required for NDRAA activations within optimal timeframes.

Following the impact of STC Marcia on the region, TEQ provided additional support for the Southern Great Barrier Reef 'Where Great Begins' campaign – the campaign was extended in reach across key target markets to showcase that the region was open for business and ready to welcome visitors.

As part of the Destination Leaders Program, TEQ supported a workshop that was free to all Southern Great Barrier Reef operators, focusing on resilience post-crisis.

Significant initiatives to strengthen / improve disaster management capability

Risk management strategies are in place for the Gold Coast 2018 Commonwealth Games. Risk management is occurring at the operational and strategic level and is regularly reviewed at multiple levels in the governance structure. Planning is underway to mitigate risks including natural disasters as well as security threats. Security and disaster planning is being conducted in conjunction with relevant agencies across government and other jurisdictions.

Local Government Association of Queensland (LGAQ)

2014-15 Activities

Preparedness and prevention

LGAQ continues to lead the development of a range of targeted preparedness strategies and is also developing strategies to support councils in the development of local community resilience and preparedness strategies and activities.

LGAQ maintains and supports through its subsidiary company, Resolute:

- Disaster Hub – which provides a direct interface with the public to provide essential local information, advice and resources to enable the community to prepare; and
- COMREF (Community Request Enhancement Framework) – which enables LDMGs to better link existing local disaster management operating systems (usually QIT+ Guardian Control) and ensure the LDMG and the community can better communicate during events and identify emergent needs.

LGAQ's internal BCP and associated arrangements ensure a capacity to maintain key business activity including the support of the QDMA.

LGAQ through its subsidiary, Propel Partnerships offers a dedicated 24/7 disaster management support service to councils directly impacted by disaster events. This service has been engaged by several councils as a standard service to ensure the *public facing service* of council is a continuing service. This 24/7 service can be activated by any Queensland councils to maintain this important capacity to support the local community regardless of the local impacts of an event.

LGAQ has developed internal plans, training, management and operational arrangements to ensure our capacity to deliver key disaster management support functions to the QDMA and maintain our commitment to support, advice and represent councils – before, during and after events.

Disaster management achievements

The Association maintains a broad based commitment to representation as well as a capacity to deploy support to affected areas. In the past 12 months, LGAQ has deployed to support 24/7 operational activities in the SDCC and maintain its commitment to councils to be “amongst the first in-last out” of State operations.

This included TC Nathan (March 2015), STC Marcia (February 2015), SEQ Low (February 2015) and the Brisbane Area Thunderstorm (November 2014).

LGAQ officers also deployed to provide direct support to the areas impacted by TC Nathan and STC Marcia. Several councils suffered considerable impacts on their local infrastructure with potential to impact significantly on local service provision to the community. LGAQ and subsidiary companies were able to directly support these councils and develop alternative arrangements to minimise impacts of these disruption on the community.

The provision of a monthly information service about developments in disaster management arrangements has ensured Queensland councils and their LDMGs have timely access to system development and emerging issues as well as a range of potential solutions to the local disaster management issues.

Significant initiatives to strengthen / improve disaster management capability

LGAQ undertook an internal review of its disaster management activities of the last three years. This review resulted in internal restructure of arrangements to substantially increase the LGAQ capacity and capability to support the QDMA and the operational support of councils during events.

The new COMREF capability has been developed within the local disaster management structure and seamlessly blends the public facing component with the LDCC operational system. This enables members of the community to more easily identify their own needs and allows local disaster management systems to better understand these needs.

LGAQ has provided support to the Sustainable Research Centre, University of the Sunshine Coast and Gympie Regional Council in the development of a toolkit that enables councils to better measure, track over time, and understand the community indicators of local resilience.

Office of the Inspector General Emergency Management (IGEM)

2014-15 Activities

Preparedness and prevention

In 2014-15, IGEM developed and implemented the Queensland EMAF. The EMAF, launched on 30 September 2014, supports all levels of the QDMA to continually improve disaster management performance.

The EMAF includes the Standard for Disaster Management in Queensland (the Standard). The Standard is founded on shared responsibilities, good practice guidance and clear accountabilities. It describes the attributes of effective disaster management, outlines to stakeholders the required outcomes against the Standard and provides indicators that will contribute to the likelihood of disaster management entities achieving these outcomes. The EMAF also provides for a range of Assurance Activities to be undertaken by IGEM. These include health checks that can be undertaken by all stakeholders to assess their alignment against the Standard, through to independent reviews conducted by IGEM.

During 2014-15, IGEM in collaboration with stakeholders from QFES, QPS, DILGP, LGAQ and local government, proposed and guided a self-assessment trial. Its focus was to move from the previous, compliance-based approach to DMP assessments and to reduce work for local government and DDMGs. The introduction of a single assessor, 'review by exception' approach in 2014, resulted in a decrease of approximately 52% of the people involved, and of about 65% in person-hours taken to complete the process, compared to estimates for the 2013 assessment process.

IGEM has been actively engaged monitoring and supporting work to implement a number of recommendations from the Queensland Floods Commission of Inquiry. During the reporting period the Office has:

- Monitored and supported the work of the QFMP, which provides flood mapping information to local governments and the community to assist in mitigating, preparing, responding and recovering from flood disasters across the State;
- Monitored work of the Wivenhoe and Somerset Dam Optimisation Study and work to identify options for upgrades to the Wivenhoe dam and for alternative dam sites; and

- Continued to contribute to the Performance Review of Flood Warning Gauge Network in Queensland, in order to encourage best practice flood plain standards and management in Queensland.

A BCP was developed for 2014-15 to support the operation of IGEM. The BCP is reviewed on an annual basis or after a significant incident has occurred.

Disaster management achievements

During 2014-15, IGEM conducted three planned reviews. The topics chosen were based on feedback from local government and state government agencies. One was a review of state agency integration at a local and district level with the purpose of understanding the drivers for, and barriers to, integration of Queensland State Government agencies in Queensland's disaster management arrangements, focusing on participation of agencies in local and DDMGs.

Another was a review of cyclone sheltering arrangements for storm surge and cyclones focusing on identifying good practice risk reduction, planning and public engagement activities, in particular to the vulnerable, to provide an assurance of community safety.

The third was a review of Local Governments' capability to issue contextualised, fit-for-purpose, consistent and accurate warnings through all phases of events.

IGEM was tasked to review the Callide Creek flooding event following STC Marcia in February 2015, which was tabled in Parliament on 4 June 2015. In reviewing the impact on the community of the Callide Valley, IGEM looked at the operation of the Callide Dam in the lead-up to and during the event, the disaster management arrangements, and performance of critical telecommunications infrastructure in the event.

Part of IGEM's ongoing work is to pursue opportunities for greater interoperability across the disaster management sector. In 2014-15 the Office leveraged the partnership between the Department of Science, Information Technology and Innovation and PricewaterhouseCoopers to foster innovation. Through the Innovation Hub Pilot Project, IGEM has worked across government and with local government to improve the ability of disaster managers to share a common perspective, to access and share information, and collaboratively prepare and respond quickly and effectively to disaster

events. The pilot project resulted in a concept demonstrator mapping system, a catalyst for sharing data that has received wide support and interest within the sector.

In May 2015, the Inspector-General Emergency Management was commissioned to undertake an independent review into the warning systems provided by SEQWater and SunWater to communities downstream of their dams. Once the review is finalised, the review report will be presented to the Minister.

Significant initiatives to strengthen / improve disaster management capability

Other initiatives for IGEM during 2014-15 are that it:

- Commenced development of a sector-wide lexicon in collaboration with key stakeholders to ensure consistency of language and terminology across the emergency management sector;
- Commenced development of a state-wide network for disaster management officers and local disaster coordinators to create a vehicle for positive sector change and continuous improvement;
- Developed and commenced implementation of a customer relationship management system to facilitate ease of access to IGEM for stakeholders;
- Participated in national forums for the Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC) and contributing as an end-user to projects led by Queensland University of Technology (QUT):
 - capability needs for emergency and disaster management organisations; and
 - building resilient communities: effective multi-channel communications in disasters.
- Established an MoU with QUT involving a range of initiatives including a student intern placement with IGEM, to develop tertiary disaster management excellence; and
- Facilitated the Queensland consultation component of BoM's review of Category 1 and 2 Tropical Cyclone warning arrangements in three jurisdictions.

Queensland Health

2014-15 Activities

Preparedness and prevention

The Queensland Health portfolio consists of the Department of Health (DoH), Hospital and Health Services (HHSs) and QAS.

Queensland Health has aligned its disaster management arrangements with national plans and arrangements through participation in the Australian Health Protection Principal Committee (AHPPC). Queensland Health also participated in various standing committees of the AHPPC which include the National Health Emergency Management Standing Committee (NHEMS), the Public Health Laboratory Network (PHLN), Communicable Diseases Network of Australia (CDNA) and the Environmental Health Standing Committee (EnHealth).

Queensland Health has continued to present and participate in mass casualty, hazardous materials, pandemic, chemical biological and radiological and counter-terrorism exercises in collaboration with QPS, QFES, industry representatives and multi intra/inter agencies. Hospital and Health Services continue to participate in emergency colour code scenario based exercises. These particular exercises reinforce ties with emergency service agencies across the State and enhance communications between intra and inter agencies.

On the national Australian Medical Assistance Team (AUSMAT) roster for national and international deployment of medical teams as a national capability to respond to major disasters through forward needs, Queensland was the first jurisdiction on call for rapid response and enhanced response teams, subject to the clinical and logistical requirements of the deployment and endorsed by AHPPC.

Queensland Health continues to actively engage as a member of committees to enhance and develop capability in response to natural disasters, counter terrorism and health planning for major events of state and national significance. HHS also continue to actively participate on local and district disaster committees.

Queensland Health continues to develop; prepare and update, flexible, critical, clinical, messaging regarding accessing services, public health considerations, mental health and community health and wellbeing through establishment of communication materials flexible enough to suit a variety of mediums (radio/television/print/social media) for easy access and timely response. These materials continue to be distributed by the DoH to key government departments, Crisis Communications Network, Smart Services Queensland and HHS for engagement with their local communities.

The Queensland Health Disaster Plan 2014 has been updated to include a number of annexures being the Mass Casualty, Pandemic Influenza, Blood Supply Emergency and Contingency arrangements, Heatwave Response, Queensland Health Chemical, Biological, Radiological plan and Health Support Queensland EMP. The Queensland Health Chemical, Biological and Radiological Plan (CBR) has been finalised in consultation with QFES. The Health Support Queensland EMP was reviewed and updated. The Queensland Health Disaster Plan 2015-16 is in the final stages of being reviewed and updated. The existing sub-plan for Human Social and Public Health and the new Tsunami Notification Arrangements Annex are in their final stages of review. The QAS State Major Incident Disaster (SMID) Plan and QAS IMS Doctrine have been reviewed and updated.

Payroll Portfolio Crisis Management Plans have been developed and tested in response to an event that has, or is likely to significantly impact on service delivery. Business resilience resources have been developed in consultation with staff including Crisis Management Kits, Site Contingency Kits and Severe Weather Business Continuity Checklists.

Disaster management achievements

The SHECC provides a facility to operate a centralised coordination centre for Queensland Health in response to an emergency, incident, or disaster event including state-wide support to the HHS when formally activated by the State Health Coordinator (SHC).

State Ambulance Coordination Centre (SACC) provides a strategic centralised coordination centre for QAS in response to an emergency, incident, or disaster event.

A Health Emergency Operation Centre (HEOC) is activated throughout Queensland Hospital and Health Services as required. These are scalable to reflect the incident and may include multiple hospital and health services and satellite centres. Extensive preparedness measures are undertaken by all hospital and health services across clinical supplies, vulnerable members of the community, infrastructure, access and telecommunications to decrease the local vulnerability.

Activations were made in relation to EVD, G20 Leaders' Summit, STC Marcia, TC Pam and the Ravenshoe incident. Responses were also made following the 27 November 2014 Brisbane storms and the 1 May 2015 Caboolture storm.

The Payroll Portfolio Business Resilience Working Group was formed to provide governance and embed a culture of continuous improvement for continuity planning and business resilience.

Significant initiatives to strengthen / improve disaster management capability

During the period 1 July 2014 to 30 June 2015, a number of staff from a diverse range of areas completed the following courses:

- Major Incident Medical Management and Support (MIMMS);
- Hospital Major Incident Medical Management and Support (HMIMMS);
- Emergo Training;
- AUSMAT team member training; and
- AUSMAT surgical team member training.

A number of operational QAS officers completed the following programs:

- QAS EVD Education Program;
- QAS SMIDP;
- QDMA;
- Queensland Disaster Management Program (QDMP); and
- International Search and Rescue Advisory Group (INSARAG).

During 2014, the Health Contact Centre developed contact tracing capability. It is an IT solution which Tracks and Records Contacts for Incidents and Events (TRACIE). The system allows voice recording of client calls which ensures a comprehensive record of interactions.

Surf Life Saving Queensland (SLSQ)

2014-15 Activities

Preparedness and prevention

SLSQ has ten 24-hour Emergency Response Groups operating across the State. The Emergency Response Groups are designed to be an after-hours callout service to complement and support emergency services through SLSQ's skills and equipment during times of need.

SLSQ can source key personnel with emergency care skills from over 8,500 proficient volunteer surf lifesavers and lifeguards supported with SLSQ assets including two Westpac Life Saver Helicopter Rescue Service helicopters and 40 full time staff who can provide support from administrative functions through to coordination capabilities.

SLSQ has continued to develop the skills of the Brisbane Lifesaving Service with 140 members to be activated in an emergency or assist the SES at any time. This number continues to grow as each new group completes their training. In the future, it is envisaged that Brisbane Lifesaving Service members with further appropriate training will carry a number of skills to assist with emergency callouts in Brisbane and across Southeast Queensland.

There are 59 surf life saving clubs in Queensland. During the season, SLSQ worked closely with coastal LDMGs to develop relationships and understanding of SLSQ capabilities.

SLSQ's internal disaster management procedures were reviewed in line with current standards and were put to the test and reviewed during STC Marcia.

Disaster management achievements

SLSQ attended a number of severe weather events including STC Marcia and TC Nathan and attended numerous LDMG meetings as well as SDCG meetings.

Significant initiatives to strengthen / improve disaster management capability

A number of new training and certification initiatives were rolled out during the 2014-15 patrol season to further advance the expertise and training of members.

The Westpac Life Saver Helicopter Rescue Service search and rescue crew members are continually maintaining and increasing their skills and training to enable further support to Queensland disaster response capabilities.

A total of 150 SLSQ members and staff have been trained in the QDMA. SLSQ also conducted training for staff in the new QDMA award and LDCC induction on the Gold Coast, which consisted of 15 staff from Southeast Queensland. SLSQ is working with QFES to assist with cross-agency skills training.

Optus

2014-15 Activities

Preparedness and prevention

A number of activities were carried out in preparation for the 2014-15 disaster season including:

- Attendance at pre-season disaster season preparation meetings with SDCG as agency representative;
- Weather notification emails sent to the organisation;
- Contingency plans put in place for critical sites in high risk areas;
- Review of potential flood events by reviewing flood maps to identify low lying high risk areas;
- All disaster equipment audited and tested;
- Sufficient resources confirmed to be available to be deployed for a disaster event;
- Emergency response fleet staged in key locations;
- Disaster Recovery Operations Manual reviewed and updated;
- BCP reviewed;
- BCP test date booked; and
- Business Continuity training rolled out.

Disaster management achievements

Optus responded to numerous disruptions to its service during STC Marcia and other severe weather events during the season.

Significant initiatives to strengthen / improve disaster management capability

Business Continuity ISO accreditation was attained and training was rolled out.

Australian Red Cross (Red Cross)

2014-15 Activities

Preparedness and prevention

Red Cross participated in the 2014 'Get Ready Queensland' campaign by supporting multiple local government authorities with preparedness activities, through volunteer engagement with communities and the provision of Red Cross Emergency Services resources, including RediPlan and Household Emergency Kits.

Funding through the NDRP enabled Red Cross to train 47 culturally and linguistically diverse emergency services volunteers from 16 different ethnic groups to deliver preparedness messages to over 4,000 community members. The CALD Preparedness Project partnered with Brisbane City Council, TAFE Queensland and MultiLink to deliver meaningful community engagement preparedness activities. In the project evaluation, students and community members reported observing positive changes in behaviour regarding preparedness.

RediPlan Preparedness training was provided to participants studying for the Advanced Diploma in Public Safety (Emergency Management) at the Australian Institute of Emergency Management in Mt Macedon.

Red Cross ran multiple preparedness sessions in schools as part of a 'Pillow Case' project initiative preparing young people for disasters. This was aligned with an international campaign initiated by American Red Cross in partnership with Disney. It also reviewed and updated the Red Cross plan and implemented operational recommendations from an evaluation of the Red Cross response activities after STC Marcia.

Local governments were encouraged to include Register.Find.Reunite for the registration of displaced people during an emergency, into DMPs.

Fraser Coast Council and Red Cross partnered with local community groups and service clubs to develop local capacity in evacuation centre operations.

Disaster management achievements

Red Cross was activated to provide support across multiple local government areas in response to STC Marcia in February 2015. This support included providing psychological first aid to impacted community members in the impacted cyclone shelter in Yeppoon, multiple evacuation and recovery centres, mobile community recovery information centres as well as during numerous outreach visits.

In addition to this response, Red Cross was activated by DCCSDS to procure food vouchers and distribute them to eligible community members in the Central Queensland Region. By the end of May 2015, Red Cross had distributed over 40,000 vouchers to eligible community members.

Red Cross was activated in May 2015 to support Moreton Bay Regional Council and multiple DCCSDS regions in their response to the SEQ Severe Low weather event.

Significant initiatives to strengthen / improve disaster management capability

The Preferred Emergency Sheltering Practices (revised and updated version) was formally launched by the Mayor of Bundaberg in the week of the second anniversary of the 2013 Bundaberg Floods. Representatives from Bundaberg, North Burnett, Fraser Coast and Livingstone Shire Councils were in attendance. Prior to the launch, a workshop for Disaster Officers, Environmental Health Officers and Councillors provided an overview of the changes and offered an opportunity to discuss the potential impact the revised practices would have made to the 2013 event.

Staff presented the Preferred Emergency Sheltering Practice guidelines to both local and DDMGs as well as multiple district human social committees.

Red Cross participated in the review of the Queensland DMTF.

Red Cross staff participated in the Regional College of Disaster Management Advanced Diploma and Graduate Certificate programs. As a response to an identified need by Central Queensland schools, Red Cross conducted "Recovery in Schools" in two schools to help children, parents and teachers recover from the impact of STC Marcia.

Salvation Army

2014-15 Activities

Preparedness and prevention

Activities undertaken by the Salvation Army during the 2014-15 disaster season included:

- Internal Salvation Army emergency catering training;
- Liaising with local governments in various areas about catering in evacuation centres;
- Continual dialogue with district and state groups regarding the ways the Salvation Army may be able to assist the community during and after disaster events;
- Participation in exercises to test the agency's preparedness; and
- General strengthening of relationships within communities to have a clearer understanding of community needs in a business as usual environment.

Disaster management achievements

The Salvation Army's disaster management achievements during the year were focussed on its role in supporting other agencies. Salvation Army emergency services teams were placed on standby several times between November 2014 and May 2015 mainly due to weather related events. Most did not require an activation, but in all cases teams reported they were ready to support communities as required.

Key events that the Salvation Army responded to were:

- QPS and SES Search, Rockhampton (October 2014). Local emergency catering was provided to responders in the field during October 2014. Activities like this were also undertaken in February 2015 and May 2015.
- Murray Street incident, Cairns (December 2014). The Salvation Army was actively involved in support of the local community after this event during December 2014. Support included catering, providing food, accommodation and personal support for an extended period. Other local initiatives were identified in consultation with the local community.
- STC Marcia, Central Queensland (February 2015). For 16 days the Salvation Army emergency services team provided catering to people who had been impacted by STC Marcia in Gladstone, Rockhampton and Yeppoon.

- Severe Weather Event, Southeast Queensland (May 2015). The Salvation Army assisted communities helping them recover from this severe weather event. A range of local support activities were initiated ranging from providing community BBQ breakfasts for those without power to giving practical assistance to those impacted by the storm. The Salvation Army also responded to requests for assistance from other agencies in identified cases.
- With support from Rockhampton Regional Council and aided by generous donations, the Salvation Army launched the "Fill a Fridge" initiative after the disaster. Well over \$300,000 of food vouchers was distributed to over 2,000 families that lost the contents of their fridge or freezer and did not qualify for other assistance.

Significant initiatives to strengthen / improve disaster management capability

The Salvation Army has entered into and implemented MoUs with a number of local governments for the provision of emergency catering in evacuation centres. Options are also being explored amongst other agencies about potential support that can be provided. The Salvation Army has strategically expanded its service offerings to include human social recovery activities to better reflect communities' needs.

Energex

2014-15 Activities

Preparedness and prevention

Energex has a well-structured Corporate Emergency Management Team, with a well-developed Corporate EMP. Energex conducts annual simulated exercises in preparation for the summer season.

Energex has membership at all relevant SDCG, DDMG, LDMGs and QFES Inter-Departmental Committees (IDC) within its area of jurisdiction.

Energex maintains a Corporate Emergency Management Handbook / Plan and BCPs that are reviewed and tested annually.

Disaster management achievements

Energex personnel assisted in the Ergon Energy response to STC Marcia, and assisted New South Wales in the East Coast Low/Flood Response in Newcastle.

Locally, Energex personnel responded to nine severe weather events, including the Brisbane hail storm on 27 November 2014 that impacted on more than 114,500 customers.

Significant initiatives to strengthen / improve disaster management capability

Energex seeks to keep abreast of research in the disaster management field through attendance at the Australian and New Zealand Disaster and Emergency Management Conference, international forums and perusing published journals pertaining to disaster management matters.

Energex has made incremental improvements consequential to event debriefs and simulated exercises.

Telstra

2014-15 Activities

Preparedness and prevention

Telstra has representation at all levels of the emergency management framework across the nation. Internal training/exercises are conducted as needed, reviews are carried out and direction is set following these exercise and reviews. Staff regularly participate in a variety of external exercises and actively provide assistance in planning and coordination.

Telstra strategically monitors and amends plans to fit changing situations and requirements of emergency management equipment. Pre-season meetings, plans and reviews are held and representatives from Telstra attend numerous external stakeholders planning and reviews regarding preparedness. Reports arising from reviews are provided as required.

Telstra internal plans have been updated and conform to internal requirements, audits and preseason plans. Telstra's cyclone, fire season and associated EMPs have been approved by senior management.

Telstra conducts a national Emergency Services Liaison Officer (ESLO) conference where training is provided by the Commonwealth Attorney General's Department. In August 2014 ESLOs travelled to Brisbane to participate in disaster preparedness and prevention activities, including GIS mapping, internal and external presentations, and to increase stakeholder relations. The Queensland ESLO also attended the 2015 Australian and New Zealand Disaster and Emergency Management Conference (ANZDMC) where Telstra's national ESLO gave a presentation.

Disaster management achievements

Telstra attended to disruptions to its services during STC Marcia and TC Nathan. In addition, comprehensive information was provided to the Callide Creek flood review conducted by IGEM and enhanced capability for WI FI at the SDCC was provided.

During the recovery phase of TC Nathan, community recovery units and Stores on Wheels (SOWs) were deployed at Rockhampton and Yeppoon assisting recovery agencies and the wider community. This support included "free call" phones, WI FI and phone charging areas for all impacted persons, and distribution of mobile handsets to Telstra customers whose homes were uninhabitable because of severe weather conditions.

Significant initiatives to strengthen / improve disaster management capability

A Satellite (Sat) Carrier Mobile Exchange on Wheels (MEOW) and a Sat COW are now permanently located in Cairns.

Arrangements with partners and vendors have been reviewed and align with internal business practices and certified quality management frameworks and systems

Negotiations are currently underway for the continuation of Disaster Plan Lines, Landlines (DISPLAN) lines in the National Broadband Network (NBN).

Ergon Energy

2014-15 Activities

Preparedness and prevention

In preparation for the 2014-15 storm season Ergon Energy implemented a new operational response plan to increase the efficiency, effectiveness and safety of our response to emergency and disaster events. The plan was refined to improve the consistency of our response across the State and included improved practices identified from previous events.

The revised plan was subject to a series of four exercises during October 2014 at which all stakeholders and key response personnel were provided with disaster event scenarios. The content of the revised plan was tested for appropriateness and effectiveness and response personnel given an opportunity to rehearse their response ahead of the 2014-15 storm season.

Ergon Energy's DMP sets out the approach to PRR from disruption events and is consistent with the Queensland State DMP. The DMP sets out the responsibilities and processes of Ergon Energy's Executive Disaster Management Committee (EDMC) and those who support it. Supply restoration priorities, as detailed in the DMP, have been determined in consultation with the QDMC and other relevant state and local government agencies and draw on broad experience in minimising the impact of disruption events on the community.

To support and deliver an effective response to disaster events Ergon Energy has developed, and maintains, a detailed Operational Response Plan (ORP) that provides direction for all employees engaged in a response. The ORP provides guidance on the size, structure and membership of the response organisation and allocates specific roles and responsibilities to ensure effective management of a response through the four stages of alert, lean forward, stand-up and stand-down.

The ORP is further supported by Business Unit Operational Response Support Plans (ORSPs) that detail the actions, roles and responsibilities that each business unit undertakes to support the response organisation through the four response phases. The ORSPs detail how the Business Units, and specific work groups within those Business Units, will provide support in the restoration of supply to customers under the DMP. They also identify how resources will be sourced and coordinated to support staff affected by the event.

To maintain Ergon Energy's internal operating capability each Business Unit has a BCP to identify the recovery actions necessary to recover and maintain time critical functions.

All plans are reviewed and updated on an annual basis prior to the onset of storm season. Reviews of the DMP and ORP are also conducted following activation for a disruption event (for example following a tropical cyclone). Reviews assess the effectiveness of the organisation's response and the appropriateness of plan content. Following completion of reviews, disaster training exercises are conducted to validate the processes and information contained in plans, test plans for weaknesses or shortcomings and to provide key response members with an opportunity to familiarise themselves with plan activation and associated processes.

Disaster management achievements

In February 2015, STC Marcia resulted in 73,500 customers losing power in Central Queensland. The system destroyed over 35 kilometres of powerlines as it crossed the coast and moved inland. The heavily populated centres of Rockhampton and the Capricorn Coast were the worst affected areas with 100% of the 13,500 customers in Yeppoon and 90% of the 40,200 customers in Rockhampton losing power.

Throughout the response more than 1,000 Ergon Energy, Energex and third-party contractor personnel worked tirelessly in difficult conditions to restore supply to impacted communities. Within ten days all customers who were ready to be reconnected were.

During the restoration effort, Ergon Energy managed an influx of more than 55,000 outage-related customer calls. We also kept our customers up-to-date online with more than 740,000 individual page views, 10,000 Facebook page 'likes' and comment posts and 550 Twitter interactions relating to Marcia. Our online Outage Finder also proved to be invaluable with more than 263,000 views during the restoration effort – an average of 24,000 a day.

One month later TC Nathan crossed the coast between Cape Melville and Cape Flattery in Far North Queensland. Preparations were made early with up to 400 crew on stand-by and mobile generation pre-positioned for quick deployment in Cooktown, Lakeland, Hopevale and Wujal Wujal. Fortunately – being a less populated area of our network – there was

limited damage and all of the 480 customers who were without supply due to the cyclone were restored the same day through repairs or generation.

During the storm season, Ergon Energy also sent crews from Toowoomba to support Energex after a severe hail storm hit Brisbane in November 2014.

Significant initiatives to strengthen / improve disaster management capability

In preparation for the 2015-16 storm season the ORP was further refined. This refinement was based on the organisations review into its STC Marcia response earlier in 2015. The review identified a number of recommendations including reviewing the engagement strategy for Roames (following a cyclone an aircraft is deployed to perform rapid damage assessment with the information gathered used to develop the restoration strategy), the need for local stakeholder managers to engage businesses about continuity plans and undertaking a review of potential staging sites with local councils.

An MoU between Ergon Energy and Energex has been developed and provides for the sharing of resources, primarily in relation to severe weather events and is reviewed annually. Ergon Energy and Powerlink have developed protocols for the joint response to disasters or significant incidents where the assets of both organisations are impacted.

Powerlink Queensland (Powerlink)

2014-15 Activities

Preparedness and prevention

Powerlink has an annual program of preparedness activities. As well as conducting regular training, exercises and drills to test the activation and operation of emergency management teams, Powerlink conducts a seasonal readiness program that assesses asset condition, vegetation near assets and review of emergency response equipment.

Powerlink updated its emergency management procedures in 2014 as part of a strategic review of business continuity arrangements. Powerlink is presently updating a range of EMPs for various hazards and scenarios, based on learnings from previous exercises and events. In late 2014 Powerlink also commenced a comprehensive review of its internal BCPs. These reviews are expected to be completed prior to the 2015-16 summer.

Disaster management achievements

Powerlink activated its emergency management team in preparation for the G20 held in Brisbane and for each of the tropical cyclones in 2014-15 that threatened the Queensland coast, as part of its normal emergency management procedures.

Significant initiatives to strengthen / improve disaster management capability

In 2014 Powerlink commenced a significant review and overhaul of its business continuity and emergency management framework, resulting in an updated emergency management structure and supporting procedures (completed in the third quarter 2014) and a focus on updating all EMPs and BCPs (expected to be completed in early 2016).

Royal Society for the Prevention of Cruelty to Animals (RSPCA)

2014-15 Activities

Preparedness and prevention

Seasonal preparedness information has been disseminated to all staff employed in animal care and retail facilities. Annual pre-seasonal briefing and discussion exercises were held for senior staff. Role and responsibilities training has been undertaken by RSPCA Inspectors that is consistent with the SDMP 2014-15.

The RSPCA funded and facilitated *Managing Pets in Disasters Workshops for Local Government*, which assists Councils planning regarding animals consistent with the Queensland Flood Commission of Inquiry Interim Report recommendations. It also promoted the issue of animals in disasters and emergencies by securing an *Animals in Disasters* stream at the Australian and New Zealand Disaster Management Conference highlighting the need for the integration of domestic pets, livestock and wildlife into emergency management planning.

Presentations on *People and Animals* at various forums were provided to promote behavioural and social change regarding animal welfare emergency management.

The RSPCA Queensland Emergency Management Framework (*Continuity During Crisis*) 2012- 2016 was reviewed. This Framework provides the principles, standards and structures which govern and optimise RSPCA Queensland's PPRR activities to major incidents and disasters. The RSPCA Queensland DMP 2015 was also revised to maintain consistency with the SDMP 2015.

BCPs were audited, reviewed and updated. They provide information about managing disruption related risk at animal care centres and retail facilities operated by RSPCA Queensland resulting in effective evacuation and relocation plans for all animal care centres.

Disaster management achievements

The RSPCA Queensland DMP was activated at 25 facilities for STC Marcia, TC Nathan, East Coast Low and other events for effective response and recovery operations.

The RSPCA Queensland Call Centre operated 24/7, managing calls regarding animal emergencies including, complacency, abandonment and lost and found companion animals, wildlife and stranded livestock.

RSPCA Queensland Inspectorate monitored the responsible care of animals by animal owners and assisted with the relocation of livestock and investigated the abandonment of animals as a result of cruelty complaints.

Extensive proactive social media engagement by RSPCA Queensland Facebook "Cyclone Ready" companion animal information reached over 500,000 users during STC Marcia. RSPCA Dakabin Animal Care Centre with 347 animals on-site, implemented a range of strategies including evacuation, relocation, shelter in place and foster care due to flash flooding of the facility during STC Marcia and the East Coast Low.

RSPCA Gympie Animal Care Centre housing 98 animals enacted a shelter in place strategy for staff and animals due to the Mary River which cuts access to the Centre. A further 25 animals were placed into foster care prior to STC Marcia. RSPCA Gympie retail facility was evacuated and RSPCA Queensland Adoption Centre at Gladstone placed animals in foster care and closed the facility during STC Marcia. RSPCA Cairns Animal Care Centre with 104 animals on-site commenced cyclone and storm tide preparedness prior to TC Nathan.

Significant initiatives to strengthen / improve disaster management capability

A post-disaster assessment was conducted following RSPCA plan activations to review the effectiveness of disaster management.

Ongoing advice has been given to Queensland Councils consistent with Queensland Flood Commission of Inquiry Interim Report animal welfare recommendations.

RSPCA Queensland maintains a collaborative partnership between the Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC), Macquarie University, University of Western Sydney and Central Queensland University for the *Managing Animals in Disasters: Improving Preparedness, Response, and Resilience through Individual and Organisational Collaboration* (MAiD) project. RSPCA Queensland participated in a MAiD national knowledge exchange workshop which brought together stakeholder organisations from around Australia to discuss the challenges and needs of stakeholders tasked with managing animals and their owners in disasters.

The RSPCA Queensland contributed to a number of research publications for the

Australian Journal of Emergency Management, highlighting the challenges of managing animals and their owners, stakeholder perspectives, preparedness, evacuation behaviour of pet owners and animal attachment in vulnerable communities. The organisation also contributed to a number of BNHCRC publications identifying best practice approaches to the management of animals in disasters that results in improved outcomes for public safety, longer term mental and physical health of responders, those with animal-related businesses, community members and their communities.

Priorities for Disaster Management

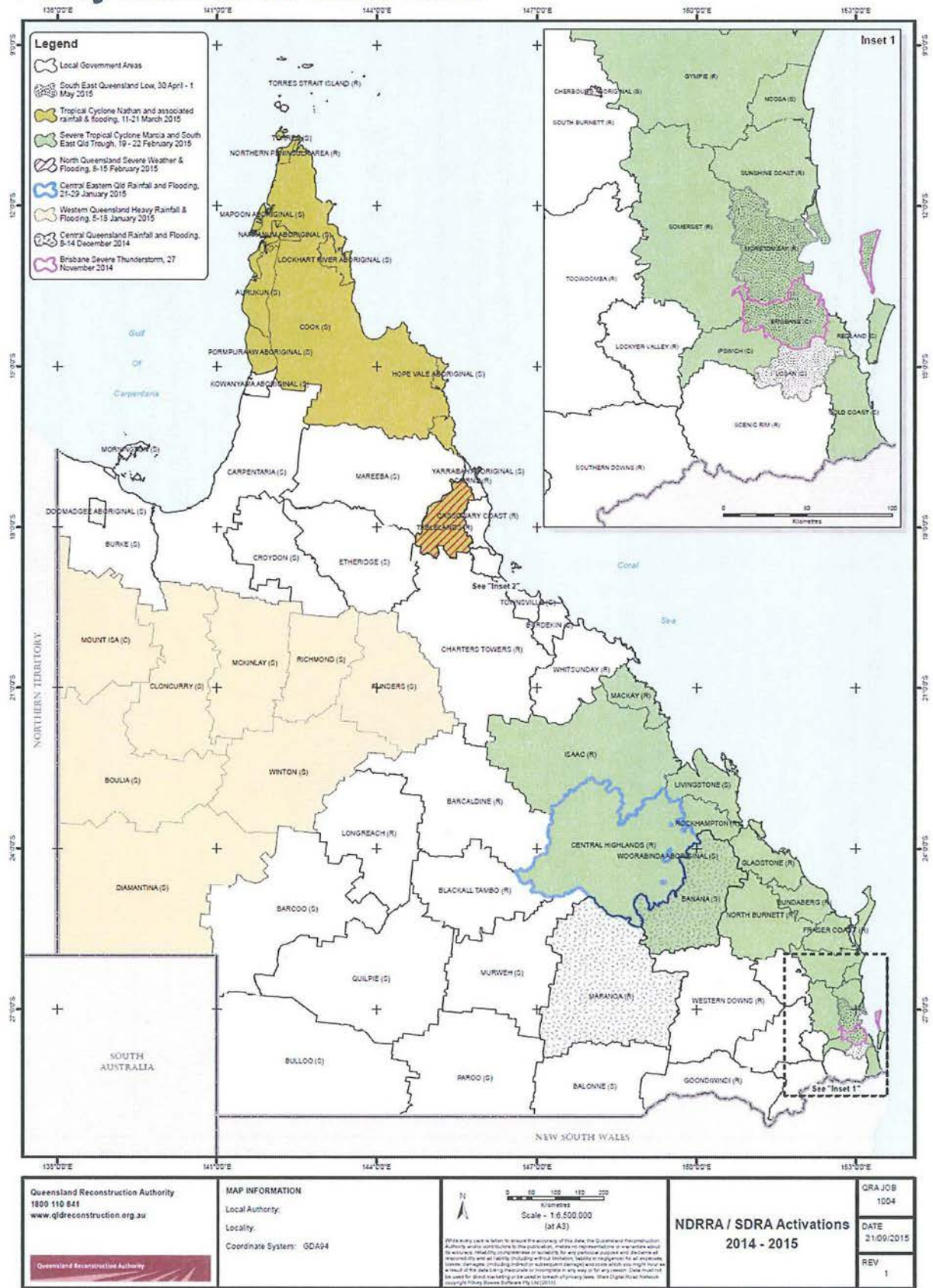
The QDMC is the peak disaster management group for Queensland and is responsible for ensuring effective disaster management arrangements are developed and implemented.

The priorities for the QDMC in 2015-16 include the following:

- Develop and implement a renewed Strategic Policy Framework to guide and focus disaster related policy instruments, and set key priorities for disaster management, that align with Queensland government Priorities;
- Prepare the annual Disaster Management Readiness Cabinet Submission;
- Maintain the EMAF to support continual improvement across the disaster management environment;
- Maintain the SDMP;
- Maintain the Queensland Strategy for Disaster Resilience;
- Develop and maintain the Queensland State Disaster Risk Register;
- Monitor the responses to whole-of-government and Inspector-General of Emergency Management recommendations;
- Develop and conduct an exercise to test the functions of QDMC;
- In cooperation with key agencies, review and consolidation of QDMA documentation to improve efficiency, usability and accessibility including a single point of truth for agencies; and
- Monitor and review of research agenda for disaster management.

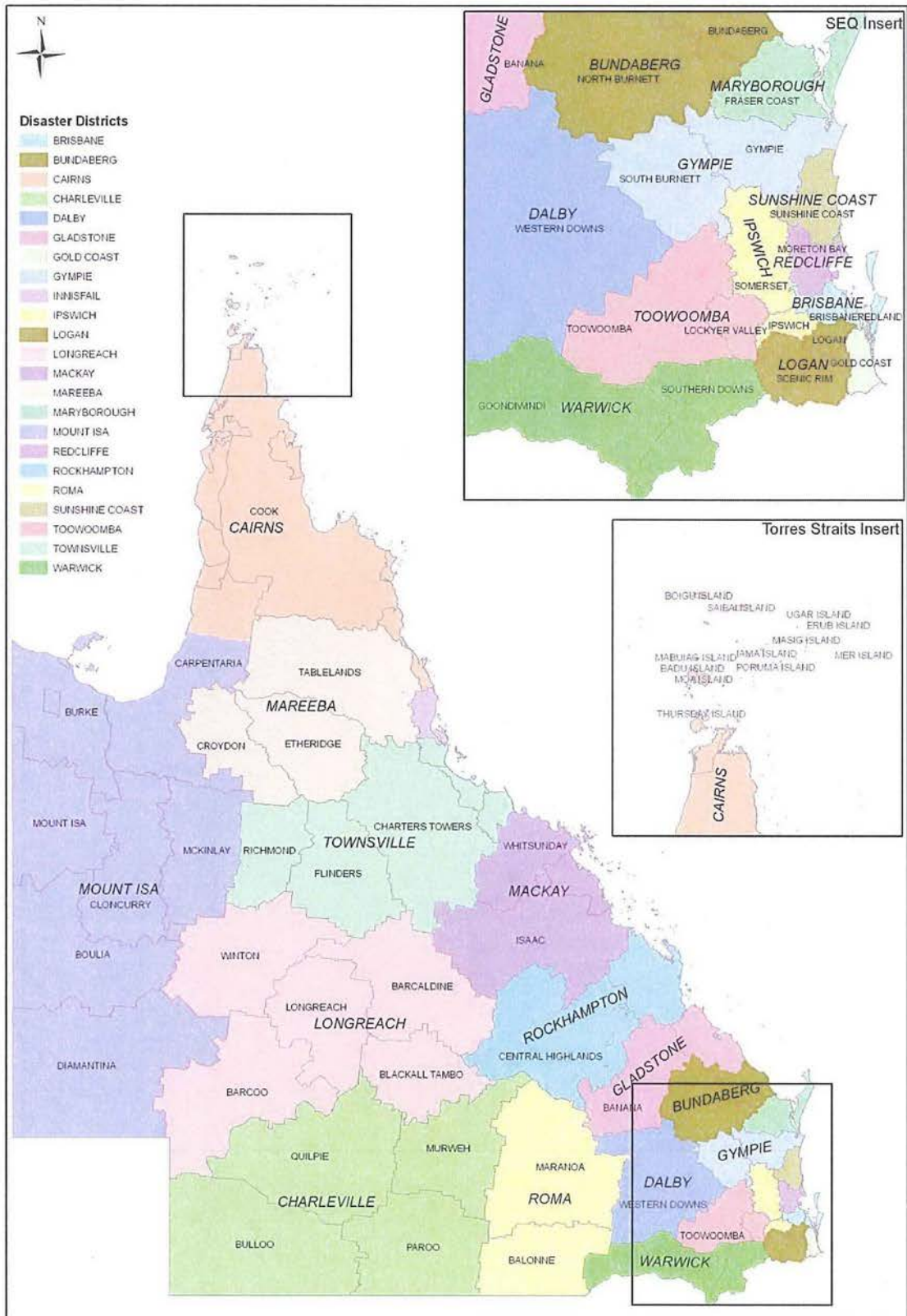
Appendix 1

Queensland NDRRA activations for the period 1 July 2014 to 30 June 2015



Appendix 2

Map of Queensland disaster districts by local government area



Appendix 3

Glossary of terms for disaster management

Disaster	A serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community recover from the disruption. <i>Disaster Management Act 2003, s13(1)</i>
Disaster management	Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster. <i>Disaster Management Act 2003, s14</i>
Disaster mitigation	The means taken in advance of, or after, a disaster aimed at decreasing or eliminating its impact on communities, the economy, infrastructure and the environment. Emergency Management Queensland, <i>Disaster Management Strategic Policy Framework, 2010</i>
Disaster operations	Activities undertaken before, during or after an event happens to help reduce the loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event. <i>Disaster Management Act 2003, s15</i>
Disaster preparedness	Arrangements that ensure that a community is aware of and prepared for any disaster and, that should a disaster occur, all those resources and services which are needed to cope with the effects can be efficiently mobilised and deployed. Emergency Management Queensland, <i>Disaster Management Strategic Policy Framework, 2010</i>
Disaster research	May be broadly understood as a systematic inquiry, before and after a disaster, into a relevant disaster management problem. Emergency Management Queensland, <i>Disaster Management Strategic Policy Framework, 2010</i>
Disaster response capability	The ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity to deal with, an emergency situation or a disaster in the local government's area. <i>Disaster Management Act 2003, s80(2)</i>
Disaster response	Activities taken in anticipation of, during and immediately after an event to ensure that its effects are minimised. Emergency Management Queensland, <i>Disaster Management Strategic Policy Framework, 2010</i>
Disaster relief	Disaster relief is the provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. Emergency Management Queensland, <i>Disaster Management Strategic Policy Framework, 2010</i>
Disaster recovery	Disaster recovery is the coordinated process of supporting affected 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. Emergency Management Queensland, <i>Disaster Management Strategic Policy Framework, 2010</i>

Disaster risk assessment	<p>The process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria.</p> <p>Emergency Management Queensland, <i>Disaster Management Strategic Policy Framework</i>, 2010</p>
Event	<p>An event may be natural or caused by human acts or omissions and means any of the following -</p> <ul style="list-style-type: none"> • a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening; • an explosion or fire, a chemical, fuel or oil spill, or a gas leak; • an infestation, plague or epidemic; <i>Example of an epidemic—</i> a prevalence of foot-and-mouth disease • a failure of, or disruption to, an essential service or infrastructure; • an attack against the State; • another event similar to an event mentioned above. <p><i>Disaster Management Act 2003, s16(1) and s16(2)</i></p>

Appendix 4

Abbreviations

ADF	Australian Defence Force
AHPPC	Australian Health Protection Principal Committee
AIIMS	Australasian Inter-Service Incident Management System
AMSA	Australian Maritime Safety Authority
App	Application
AUSMAT	Australian Medical Assistance Team
BAS	Building and Asset Services
BCF	Business Continuity Framework
BCP	Business Continuity Plan
BoM	Bureau of Meteorology
CCN	Crisis Communication Network
CDNA	Communicable Diseases Network of Australia
CNRP	Continuity Network Response Planning
CRRIC	Community Recovery Referral and Information Centre
CTS	Cyclone Testing Station
DAF	Department of Agriculture and Fisheries
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships
DCCSDS	Department of Communities, Child Safety and Disability Services
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DET	Department of Education and Training
DEWS	Department of Energy and Water Supply
DHPW	Department of Housing and Public Works
DIEMS	Disaster Incident Event Management System
DILGP	Department of Infrastructure, Local Government and Planning
DJAG	Department of Justice and the Attorney-General
<i>DM Act</i>	<i>Disaster Management Act 2003</i>
DMCC	Disaster Management Cabinet Committee
DMP	Disaster Management Plan
DMSO	Disaster Management Support Officer
DMTF	Disaster Management Training Framework
DNRM	Department of Natural Resources and Mines
DPC	Department of the Premier and Cabinet
DSD	Department of State Development
DSITI	Department of Science, Information Technology and Innovation
DTESB	Department of Tourism, Major Events, Small Business and the Commonwealth Games
EA	Emergency Alert
DEHP	Department of Environment and Heritage Protection
EHCG	Essential Household Contents Grants
EAP	emergency action plan
EMAF	Emergency Management Assurance Framework
EMP	Emergency Management Plan
EnHealth	Environmental Health Standing Committee
ESMU	Emergency and Security Management Unit

ESSRS	Essential Services Safety Reconnection Scheme
EVD	Ebola Virus Disease
G20	Group of Twenty
HEOC	Health Emergency Operation Centre
HMIMMS	Hospital Major Incident Medical Management and Support
IGEM	Office of the Inspector General Emergency Management
IHA	Immediate Hardship Assistance
IMS	Incident Management System
INSARAG	International Search and Rescue Advisory Group
IT	information technology
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LGAQ	Local Government Association of Queensland
MIMMS	Major Incident Medical Management and Support
MoU	Memorandum of Understanding
MSQ	Maritime Safety Queensland
NDRP	Natural Disaster Resilience Program
NDRRA	Natural Disaster Relief and Recovery Arrangements
NGO	Non-Government Organisation
NHEMS	National Health Emergency Management Standing Committee
DNPSR	Department of National Parks Sport and Racing
OSRICS	Oil Spill Response Incident Control System
PACSR	Police and Community Safety Review
PHLN	Public Health Laboratory Network
PPRR	prevention, preparation, response and recovery
PSBA	Public Safety Business Agency
QAS	Queensland Ambulance Service
QCS	Queensland Corrective Services
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QDMP	Queensland Disaster Management Program
QFES	Queensland Fire and Emergency Services
QFMP	Queensland Flood Mapping Program
QR	Queensland Rail
QRA	Queensland Reconstruction Authority
QPS	Queensland Police Service
QPWS	Queensland Parks and Wildlife Service
the Strategy	Queensland Strategy for Disaster Resilience
QT	Queensland Treasury
QTCCC	Queensland Tropical Cyclone Consultative Committee
Red Cross	Australian Red Cross
RFA	Request for Assistance
RFB	Rural Fire Brigade
RFMP	Regional Flood Mitigation Program
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SAG	Structural Assistance Grant
SDC	State Disaster Coordinator
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMG	State Disaster Management Group

SDMP	State Disaster Management Plan
SDRA	State Disaster Relief Arrangements
SES	State Emergency Service
SEWS	Standard Emergency Warning Signal
SACC	State Ambulance Coordination Centre
SHC	State Health Coordinator
SLSQ	Surf Life Saving Queensland
SMIDP	State Major Incident Disaster Plan
SHECC	State Health Emergency Coordination Centre
SRC	State Recovery Coordinator
STC	Severe Tropical Cyclone
TC	Tropical Cyclone
TEQ	Tourism and Events Queensland
the Minister	the Minister for Police, Fire and Emergency Services
DTMR	Department of Transport and Main Roads
TRACIE	Tracks and Records Contacts for Incidents and Events