

**State Disaster  
Management Group**

**2013-14 Annual Report**

© The State of Queensland (State Disaster Management Group, Public Safety Business Agency).  
Published by the Queensland Government, April 2015, 100 George Street, Brisbane. Qld 4000.

The Queensland Government supports and encourages the dissemination and exchange of information. However, copyright protects this document. The State of Queensland has no objection to this material being reproduced, made available online or electronically, but only if recognised as the owner of the copyright and this material remains unaltered.

**DISCLAIMER**

Every effort has been made to ensure that the information contained within this Annual Report is accurate and where possible reflects current best practice. However, the State Disaster Management Group and the Public Safety Business Agency does not give any warranty or accept any liability in relation to the content of material contained in this document.

# Letter of Compliance

---

The Hon. Jo-Ann Miller MP  
Minister for Police, Fire and Emergency Services and  
Minister for Corrective Services  
GPO Box 15195  
CITY EAST QLD 4001

Dear Minister

On behalf of the former State Disaster Management Group (SDMG), I am pleased to present the SDMG Annual Report for 2013-14.

The report has been prepared with the support of member agencies of the SDMG and in collaboration with disaster management groups as provided under the *Disaster Management Act 2003*.

The report details the activities undertaken from 1 July 2013 to 30 June 2014 to maintain and enhance disaster management in Queensland, including response and recovery operations. The dedication and efforts of all agencies and each level of the disaster management arrangements is reflected in these achievements.

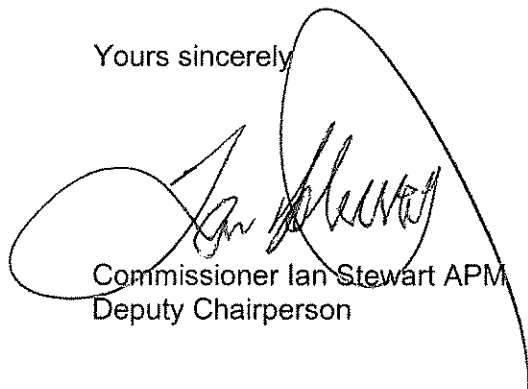
The structure of the report aligns with the disaster management principles of prevention, preparedness, response and recovery as prescribed in legislation. In this way, it provides a holistic overview of the disaster management activities that are undertaken before, during and after an event to build the resilience of Queensland communities to disaster impacts.

This is the final SDMG Annual Report with the Queensland Disaster Management Committee replacing the SDMG from October 2014.

I certify that the SDMG Annual Report 2013-14 complies with section 44 of the *Disaster Management Act 2003*.

The report will be made available online at [www.disaster.qld.gov.au](http://www.disaster.qld.gov.au).

Yours sincerely



Commissioner Ian Stewart APM  
Deputy Chairperson

# Table of Contents

---

	Page No
<b>Letter of Compliance</b> .....	<b>3</b>
<b>Table of Contents</b> .....	<b>4</b>
<b>The Year in Review</b> .....	<b>6</b>
<b>State Disaster Management Group (SDMG)</b> .....	<b>8</b>
<b>Sub Committees to the SDMG</b> .....	<b>9</b>
- State Disaster Coordination Group (SDCG).....	9
- Queensland Tropical Cyclone Consultative Committee (QTCCC).....	10
<b>SDMG Member/Advisor Contributions</b> .....	<b>11</b>
- Department of the Premier and Cabinet (DPC).....	11
- Australian Red Cross (Red Cross).....	13
- Bureau of Meteorology (BoM).....	15
- Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA) .....	17
- Department of Agriculture, Fisheries and Forestry (DAFF) .....	19
- Department of Communities, Child Safety and Disability Services (DCCSDS) .....	20
- Department of Education, Training and Employment (DETE).....	22
- Department of Energy and Water Supply (DEWS).....	24
- Department of Environment and Heritage Protection (EHP) .....	26
- Department of Housing and Public Works (DHPW) .....	27
- Department of Justice and the Attorney-General (DJAG) .....	29
- Department of Local Government, Community Resilience and Recovery (DLGCRR).....	31
- Department of National Parks, Recreation Sport and Racing (NPRSR).....	34
- Department of Natural Resources and Mines (DNRM) .....	36
- Department of Science, Information Technology, Innovation and the Arts (DSITIA) .....	38
- Department of State Development, Infrastructure and Planning (DSDIP) .....	40
- Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTEsb).....	42
- Department of Transport and Main Roads (TMR).....	44
- Local Government Association of Queensland (LGAQ) .....	46
- Office of the Inspector General Emergency Management (IGEM).....	47
- Public Safety Business Agency (PSBA) .....	49
- Queensland Fire and Emergency Services (QFES).....	50
- Queensland Health .....	53
- Queensland Police Service (QPS).....	57
- Queensland Treasury and Trade (QTT).....	59
- Surf Life Saving Queensland (SLSQ) .....	60
<b>Priorities for Disaster Management</b> .....	<b>62</b>
<b>Appendix 1</b> .....	<b>63</b>

- Queensland NDRRA activations for the period December 2013 to April 2014 .....	63
<b>Appendix 2</b> .....	<b>64</b>
- Map of Queensland disaster districts by local government area .....	64
<b>Appendix 3</b> .....	<b>65</b>
- Glossary of terms for disaster management.....	65
<b>Appendix 4</b> .....	<b>67</b>
- Abbreviations .....	67

# The Year in Review

---

## Amendments to the *Disaster Management Act 2003 (DM Act)*

The Public Safety Business Agency Bill 2014 amended the DM Act through the following:

- The establishment of the Office of the Inspector General Emergency Management (IGEM), outlining the appointment and functions of the IGEM and employment conditions for the staff of that office.
- Relocation of provisions relating to the State Emergency Service (SES) from the DM Act to the *Fire and Emergency Services Act 1990*.

## Activations

- The Minister for Police and Community Safety/Minister for Police, Fire and Emergency Services (the Minister) activated Natural Disaster Relief and Recovery Arrangements (NDRRA) in the wake of nine events. Appendix 1 provides a graphical representation of Queensland's NDRRA activations for the reporting period.
- The Minister approved the declaration of a Disaster Situation, during Tropical Cyclone (TC) Ita, under the provisions of the DM Act for the Disaster District of Cairns on 11 April 2014 and remained current for 14 days.
- The State Disaster Coordination Centre (SDCC) fully activated during three events.
- The Emergency Alert (EA) system was used on 16 occasions, to deliver voice and SMS warnings associated with TCs Dylan and Ita. A total of 19 377 landline telephones and 187 337 mobile devices were targeted.

## July 2013

- Department of Agriculture, Fisheries and Forestry (DAFF) advised of two new biosecurity threats. One was related to a parasitic exotic weed, red witchweed, found near Mackay and Hendra virus was confirmed in a horse in the Gold Coast hinterland.

## September 2013

- Severe thunderstorms impacted Peranga near Oakey resulting in extensive roof damage to two properties. Significant damage from wide spread rain, damaging wind gusts and hail also occurred in Keperra, Mitchelton and Southport.

## October 2013

- Severe thunderstorms produced destructive winds, heavy rain and large hail in the Darling Downs area and then Brisbane. Assistance was requested for damage to a number of homes from fallen trees and lightning.

## November 2013

- Severe thunderstorms across South East Queensland, particularly in the Gold Coast area, resulted in destructive winds and large

hail. The media used the Standard Emergency Warning Signal to relay warnings.

- Category 1 TC Alessia formed in the Gulf of Carpentaria briefly threatening Mornington Island before crossing the southern gulf coast and turning into a rain depression.
- Localised flash flooding in Bowen with 220mm rainfall in 70 minutes. This resulted in some road closures and inundation of houses and businesses.

## December 2013

- Dysart Water Crisis – forced shut down of water plant with emergency procedures enacted due to critical failure in water supply.
- Numerous severe thunderstorms across southeast, central, north coast and Sunshine Coast areas. A death occurred near Fraser Island when a fisherman was struck by lightning.

## January 2014

- Bushfires on North Stradbroke Island, started by lightning, resulted in evacuations as strong winds allowed the fire to jump

containment lines. The fire destroyed three camp grounds along Main Beach.

- Severe thunderstorms in the southeast affected the Gold Coast, Logan City and southern areas of Brisbane. Strong winds and fallen trees caused widespread power outages and signal faults along sections of the rail network.
- TC Dylan crossed the coastline east of Bowen as a category 2 and was downgraded to a tropical low as it moved inland. Moderate to heavy rainfall resulted across central, northern and far northern regions. The SDCC issued 15 Emergency Alert messages to warn communities of the risk of inundation from storm tides during the event. Evacuation centres were opened in Townsville and Mackay with very few people attending.
- Flash flooding from severe storms across South East Queensland caused commuter disruptions and traffic chaos. Toowoomba and surrounding areas received over 100 mm in a 24 hour period and strong winds caused power outages to approximately 4000 premises.

### **February 2014**

- TC Edna was located east-northeast of Mackay before weakening into a monsoon low, re-intensifying into a category 1 cyclone and moving east out of Australian waters.
- TC Fletcher formed in the southern Gulf of Carpentaria with no direct impact on the coast however resulted in the closure of Karumba port and flooding rains impacting on several gulf communities. Damage limited to road infrastructure and rural properties.
- A 3.0 magnitude earthquake occurred northeast of Mooraberee (southwest of Longreach). No damage was reported.

- Flash flooding resulted from a thunderstorm in Dajarra on 27 February 2014. Six residential properties were inundated and 18 people evacuated to temporary shelter.

### **March 2014**

- TC Hadi formed off the coast of Townsville but moved southeast away from the coast.
- TC Gillian formed in northern Gulf of Carpentaria. Nil direct impact from cyclone however high winds and heavy rains occurred across the gulf coast. Karumba port closed for three days.
- Heavy rains produced by a low level trough that extended across the central interior of Queensland caused localised flooding in Livingstone Shire Council around Yeppoon, Emu Park and Mount Morgan.

### **April 2014**

- TC Ita developed in early April, northeast of Cairns, intensifying to reach Category 5 on 10 April 2014. Severe TC Ita made landfall near Cape Flattery as a Category 4 on 11 April 2014. Gale force winds, damaging wind gusts, heavy rainfall and flooding were recorded in the north tropical coast, Herbert and Lower Burdekin districts and Bowen. There were 16 buildings that suffered severe damage or were destroyed in Cooktown. Assistance was provided by the Australian Government (satellite imagery) and the Australian Defence Force (transporting fuel and maintaining supplies).

### **June 2014**

- A number of severe thunderstorms across South East Queensland produced heavy rainfalls and damaging wind gusts in the Gold Coast, Logan and southern Brisbane areas.

# State Disaster Management Group (SDMG)

---

## Governance

The SDMG, established under s17 of the DM Act, served as the disaster management policy and decision making committee for Queensland.

The role of the SDMG was to ensure the development and implementation of effective disaster management for the state.

The group also established and maintained effective arrangements between the Queensland Government and the Commonwealth Government on matters relating to disaster management, including the coordination of State and Commonwealth assistance.

## Membership

The membership of the SDMG during the reporting period consisted of the following:

- Department of the Premier and Cabinet, Director-General (Chairperson)
- Australian Defence Force, Commander 7th Brigade
- Australian Red Cross, Executive Director
- Bureau of Meteorology, Regional Director Queensland
- Department of Aboriginal and Torres Strait Islander and Multicultural Affairs, Director-General
- Department of Agriculture, Fisheries and Forestry, Director-General
- Department of Communities, Child Safety and Disability Services, Director-General
- Department of Education, Training and Employment, Director-General
- Department of Energy and Water Supply, Director-General
- Department of Environment and Heritage Protection, Director-General
- Department of Housing and Public Works, Director-General
- Department of Justice and Attorney General, Director-General
- Department of Local Government, Community Recovery and Resilience, Director-General
- Department of National Parks, Recreation, Sport and Racing, Director-General
- Department of Natural Resources and Mines, Director-General

- Department of Science, Information Technology, Innovation and the Arts, Director-General
- Department of State Development, Infrastructure and Planning, Director-General
- Department of Tourism, Major Events, Small Business and the Commonwealth Games, Director-General
- Department of Transport and Main Roads, Director-General
- Local Government Association of Queensland, Chief Executive Officer
- Queensland Fire and Emergency Services, Commissioner
- Queensland Health, Director-General
- Queensland Police Service, Commissioner
- Queensland Treasury and Trade, Under Treasurer
- Surf Life Saving Queensland, Chief Executive Officer

## Permanent Advisors

- Office of the Inspector General Emergency Management, Inspector General
- Public Safety Business Agency, Chief Executive

## Meetings

### Ordinary meetings

- 13 May 2013
- 18 October 2013
- 30 May 2014

### Extraordinary meetings

During the reporting period, ten extraordinary meetings of the SDMG were held:

- One each day from 10 April to 16 April 2014 with additional meetings held on 11 April to 13 April 2014.

These meetings related to response/recovery /debrief matters concerning TC Ita.



# Sub Committees to the SDMG

---

## State Disaster Coordination Group (SDCG)

Established as a sub-committee under s48 of the DM Act, the SDCG, for the reporting period, was the implementation body of the SDMG. It was tasked with carrying out the SDMG's strategic direction and focussing on preparedness and response issues to achieve outcomes for Queensland communities.

The SDCG was comprised of senior representatives from government agencies and non-government organisations (NGOs) who have a significant role in disaster management.

The SDCG was co-chaired by Queensland Fire and Emergency Services (QFES) and the Queensland Police Service (QPS). The arrangements for chairing of the SDCG was reviewed as a result of the recommendations of the Police and Community Safety Review (PACSR) and will now transfer to the QPS full-time.

During the 2013-14 reporting period, three ordinary SDCG meetings were held. Fourteen additional extraordinary meetings took place in response to TC Dylan from 28 to 31 January 2014, TC Gillian and TC Hadi from 7 to 10 March 2014 and TC Ita from 10 to 15 April 2014.

Disaster management achievements during the reporting period included:

- Activation of the SDCG during TC Dylan, TC Gillian, TC Hadi and TC Ita.

- Supporting the whole-of-government response to the disaster activations during the 2014 storm season.
- Supporting the SDCC reserve response model.
- Supporting the review of the operations of the SDCC to develop the SDCC Improvement Strategy.

There were no outstanding activities for the SDCG from the previous year.

Significant initiatives to strengthen and improve the SDCG's disaster management capability include:

- A review of the Terms of Reference for the SDCG will incorporate learnings from the SDCC Improvement Strategy and the SDMG Governance Review.
- The role and membership of the SDCG is also likely to be affected by the establishment of the Queensland Disaster Management Committee.
- Directly linking the future work of the SDCG to the forward agenda of the QDMC in strengthening response activities across the State.

# Queensland Tropical Cyclone Consultative Committee (QTCCC)

The QTCCC was established to:

- provide advice to the SDMG 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 2013-14, the Bureau of Meteorology (BoM) and QFES co-chaired the QTCCC, with QFES providing secretariat support for the membership.

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

The QTCCC has three working groups:

- i. Public Awareness;
- ii. Coastal Inundation; and
- iii. Sheltering in Building.

Disaster management achievements during the reporting period included:

- Coordinated and delivered, in conjunction with the BoM, the 2013 pre-season preparedness seminar series to Local and District Disaster Management Groups (LDMGs and DDMGs).

# SDMG Member/Advisor Contributions

---

## Department of the Premier and Cabinet (DPC)

### Core State Disaster Management Plan (SDMP) responsibilities during 2013-14

(As documented in the 2013-14 Queensland State Disaster Management Plan (SDMP) (published December 2013))

- *Chair of the SDMG through the position of Director-General DPC.*
- *Functional lead agency for public information.*
- *Support and provide advice to the Premier as Chairperson of the Disaster Management Cabinet Committee and as leader of the government.*
- *Coordinate and liaise with the Australian Government's Crisis Coordination Centre in relation to Queensland Government policy positions (when required).*
- *Represent Queensland at meetings of the National Crisis Committee when initiated by the Australian Government.*
- *Coordinate and represent Queensland Government positions on national bodies such as the Australia-New Zealand National Emergency Management Committee and the Australia-New Zealand Counter-Terrorism Committee and the Council of Australian Governments.*
- *Establish a Premier's Disaster Relief Appeal if requested to support community recovery.*

### Preparedness and prevention activities

- Chairing and providing 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.
- A CCN brief was held on 12 December 2013 in preparation for the upcoming storm and summer disaster season.
- DPC continued to maintain a Critical Incident Response Reserve Pool of trained staff able to be deployed to support the operations of the State Disaster Coordination Centre.

### Status of disaster management plans

- DPC has a business continuity plan in place.

### Disaster management achievements

- In March 2014, the CCN was informally activated to support the government's response to TCs Gillian and Hadi.
- DPC Communication Services worked with QFES and the Public Safety Business Agency (PSBA) to support the provision of media information and compilation of whole-of-government speaking points.

- On 10 April 2014, the CCN was formally 'stood up' in response to TC Ita. DPC Communication Services and PSBA held a CCN briefing at Kedron in response to the activation.
- DPC Communication Services worked with the 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 TCs Dylan, Gillian/Hadi and Ita. DPC staff also contributed to recovery efforts through deployment as part of the Community Recovery Ready Reserve Pool.

### Significant initiatives to strengthen/improve disaster management capability

- Development of a Memorandum of Understanding between the Queensland Government and NGOS in relation to Disaster Relief Appeal Management. This provides a framework for collection and distribution of funds for disaster relief to be carried out by non-government charitable organisations, with assistance from the Queensland Government.

- Development of an online community access portal. This will mean that when affected residents apply for disaster relief funding, their information can be automatically verified with government data, giving better decision-making power for fund disbursement.
- During 2013-14, the Government continued implementation of recommendations of the Queensland Floods Commission of Inquiry's Final Report.
- As at 30 June 2014, 98 of 123 Final Report recommendations within State responsibilities were completed. Significant initiatives completed during 2013-14 to implement the Commission's recommendations include:
  - adopting the new single State Planning Policy (SPP) which includes a chapter on natural hazards management. The SPP incorporates mandatory requirements for councils to identify natural hazard areas, undertake fit-for-purpose natural hazards studies and risk assessments, and include planning provisions to achieve the State's interests;
  - participating in the preparation of the new Australian Emergency Management Handbook No. 7 – *Managing the Floodplain: Best Practice in Floodplain Management in Australia* – through representation on the National Flood Risk Advisory Group;
  - reviewing the design and construction elements in the prescribed tidal work code. Amendments were made to the code as part of the *Coastal Protection and Management Regulation 2003*; and
  - developing a single dedicated abandoned mines database, including an online smart form which gives the public the ability to submit information regarding abandoned mines on all tenures including private land. The information provided by members of the public utilising this smart form will be entered into the abandoned mines database.
- Ongoing recommendations relate primarily to long-term, technical work, including the implementation of the Brisbane River Catchment Flood Study.
- Commenced a review of the SDMG and disaster management governance arrangements to improve decision making. This review was led by DPC with support from IGEM.

# Australian Red Cross (Red Cross)

## Core SDMP responsibilities during 2013-14

- *Provide advice and support to the SDMG, DDMGs and LDMGs in relation to disaster management planning and disaster operations.*
- *Provide preparedness activities and resources to assist people to be better prepared for, better connected, and more resilient to emergencies.*
- *Work with partner agencies to ensure basic human needs are met during the response stage of a disaster, with a particular focus on assisting local government authorities in the management of evacuation centres.*
- *Assist QPS to operate the National Registration & Inquiry System (NRIS) – manage the registration of evacuees and associated injuries.*
- *Administer the Premier's Disaster Relief funding when requested.*
- *Provide support to Department of Communities, Child Safety and Disability Services in provision of psychosocial support and community development activities during recovery.*
- *Provide teams of well trained volunteers to assist communities prepare for, respond to and recover from a disaster.*

## Preparedness and prevention activities

- Participated in the 2013 'Get Ready Queensland' campaign supporting 13 councils with preparedness activities and 30,000 Red Cross REdiPlan resources.
- Participated in over 50 local events throughout the year in South East Queensland engaging communities in preparedness information and activities.
- Assisted over 600 families from Afghan, Indian, Iranian and Sri Lankan backgrounds over the last 12 months in building their preparedness and linking to local networks. A two pronged community engagement approach was used:
  - direct engagement with CALD individuals and families in home environment, at events, etc.; and
  - preparedness sessions with cultural leaders to influence support in their communities.
- Over 80% of families have since reported to have built or begun building their household preparedness kit (as funds become available) and also have developed or started to develop an emergency plan.
- Implemented a 12 month pilot Aboriginal and Torres Strait Islander preparedness program in Bundaberg to build local capacity of Indigenous community members to prepare for and respond to disasters through a program of engagement, training and support activities. As a result participants felt better prepared (informed and increased knowledge) and better connected both within community and with emergency service providers. There was also an increase in cultural awareness and practices for non Indigenous community members and workers who participated in the program and an increased and strengthened volunteer indigenous capacity within the disaster management space. Finally, the program created interest from other Indigenous communities around the state wanting support in preparedness planning and training.
- Re-developed the National Registration and Inquiry System, Register.Find.Reunite, which was launched in November 2013. A voluntary registration and enquiry service for people impacted by an emergency, the register, finds and reunites family, friends and loved ones through a computer based filing and retrieval system. It allows for real time matching of registrations and inquiries. People can now register and enquire with the Register.Find.Reunite. service via the Red Cross website from any computer or mobile device with internet access. Presentations have been made to Local and District Disaster Management Groups to inform them of the changes.
- Launched a new e-magazine, 'Resilience' in March 2014 which aims to be an informative publication for the emergency management sector. It aims to educate and inform about the role and activities of Red Cross in the emergency management sector as well as engage with some of the 'big picture' academic questions currently affecting the sector and our role in emergency management.
- Held annual Exercise Jigsaw which tested the operational capability of the Red Cross Incident Management Team.

## Status of disaster management plans

- As a member of IGEM's Emergency Management Assurance Framework Advisory Panel participated in the assessment survey designed to provide a level of assurance of the effectiveness, and the continuous improvement, of the disaster management arrangements in Queensland.
- Contributed to local, district and state disaster management planning.
- Reviewed and updated Red Cross plan.

## Disaster management achievements

- Shared sheltering expertise to support evacuation centre planning with the Northern Territory, South Australia, Tasmania and New Zealand governments and provided evacuation centre training for local government staff and Red Cross personnel.
- Reviewed the Preferred Emergency Sheltering Practices in May 2014 with input from local and state government, LGAQ, and Environmental Health Association Australia (EHAA) Queensland as well as the International Federation of the Red Cross. The preferred practices draw heavily on *The Sphere Standards* -a set of minimum standards which are evidence-based and represent sector-wide consensus on best practice in international humanitarian response. The Preferred Emergency Sheltering Practices applies the sphere minimum standards to the Australian context. They relate to the basic needs of water supply, sanitation, waste management, shelter and space management, and will now include food. The

Preferred Emergency Sheltering Practices are designed to assist Australian emergency management agencies to improve the quality of their actions during, and in planning for, emergency sheltering operations. The revised document is available to the sector and is accompanied by a set of info-graphic posters which can be used in evacuation centres during an emergency.

- Trialled a 3D visualisation evacuation centre set up project with Moreton Bay Council. Red Cross is now ready to provide this service to all other councils in Queensland. This service will convert line drawings of evacuation centres to a 3D model allowing Councils to physically see the layout of each centre and set up evacuation centres according to best practice guidelines. It will facilitate the set-up of evacuation centres during an emergency and will also play an important role in training volunteers in evacuation centre management as they will be able to see and become familiar with centres where they may be working.

## Significant initiatives to strengthen/improve disaster management capability

- Developed three co-branded evacuation centre resources: Queensland Evacuation Centre Field Guide; Queensland Evacuation Centre Handbook; and Queensland Evacuation Centre Planning Toolkit. The resources, launched in November 2013, aim to enhance the capability and capacity of councils and LDMGs to undertake planning and conduct evacuation centre operations before, during and after disaster events.

# Bureau of Meteorology (BoM)

## Core SDMP responsibilities during 2013-14

- *Commonwealth agency responsible for provision of forecasts, warnings and long term outlooks on environmental phenomena that affect the safety, prosperity and resilience of Australians.*

## Preparedness and prevention activities

- Pre and early season Tropical Cyclone and Storm Surge Competency Training for relevant forecasting staff.
- Provided pre-season seasonal outlook presentations including:
  - Premier and Cabinet Briefing;
  - Briefings to the Minister for Energy and Water Supply regarding the rainfall outlook for South East Queensland;
  - Various DDMG/LDMGs;
  - Various media outlets; and
  - Supported EMQ to implement disaster exercises across Queensland, including Exercise "Brolga" in November 2013.
- Provided extensive advice and expertise to local councils when implementing new flood warning equipment.
- Chaired and provided secretariat of the Queensland Flood Warning Consultative Committee.
- Conducted and co-chaired one QTCCC meeting.
- Continued work on the introduction of a Flood Watch service that will assist the general community and emergency management community to better anticipate flooding.

## Status of disaster management plans

- Business continuity plans maintained and used in a number of events.
- The 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

- A new pilot heatwave warning service was developed and used during the summer months.

- A new range of enhanced weather forecast services were delivered including 7 day forecasts increasing from 3 locations to all locations in Queensland. Improvements included new graphical services and improved fire weather data.
- The successful installation of the Cairns Boundary Layer Profiler and automatic weather station took place in August 2013. The profiler provides regular updates of upper level winds and contributes to accurate readings several times per hour throughout the day and night.
- New communications infrastructure was installed across the Coral Sea Automatic Weather Station network and the new robust infrastructure passed its first test and was invaluable during TC Dylan.
- Very significant weather systems where warning services were provided included:
  - **Major Flooding**
    - 30 Jan – 04 February 2014 and 08 – 10 February 2014: Moderate / major flood warnings for Tully and Murray, Herbert, Johnstone, Daintree, Mossman, Connors-Isaac and Gulf rivers. Minor flood warnings for Mulgrave-Russell, Don and Pioneer rivers.
    - 19 -23 February 2014: Moderate/major flood warnings for Haughton, Bohle, Bulloo, Paroo, Thomson-Barcoo-Cooper and Gulf rivers. Minor flood warnings for Diamantina, Georgina, Burdekin, and Nogoa rivers.
    - Late March: Numerous flood warnings for catchments in South East Queensland, including a major flood warning covering the Bremer River and Western, Laidley, Warrill and Lockyer creeks. Flood warnings for several catchments in western Queensland and coastal catchments on the north tropical coast and central coast.
    - 10 – 14 April 2014 (TC Ita): Moderate or major flooding occurred in the majority of catchments between Daintree and Bowen.

- **Severe Thunderstorm**

- 10 – 18 November 2013 saw an almost unbroken run of severe thunderstorms around South East Queensland. The most severe day was 16 November 2013 with giant hail (up to softball size) widespread about the Sunshine Coast.
- On 19 November 2013, a rare hail-producing severe thunderstorm impacted Mount Garnet in north Queensland. Damaging winds caused some structural damage to homes and brought down trees and power lines.
- On 30 March 2014, slow moving thunderstorms across South East Queensland caused flash flooding, mainly around the Darling Downs.

- **Tropical Cyclone**

- TC Alessia formed in the western Gulf of Carpentaria in November 2013 and while it threatened Queensland waters, it remained over the Northern Territory.
- TC Dylan made landfall near Bowen as a category 2 cyclone early on 31 January 2014.
- TC Edna formed in the Coral Sea in February 2014 but did not affect the coast.
- TC Fletcher crossed the Gulf of Carpentaria coast in February 2014 as a category 1 system with minimal damage.
- TC Hadi formed in the Coral Sea in March 2014 and approached the coast near Townsville before moving eastwards with no impact to land.
- TC Gillian formed in the Gulf of Carpentaria in March 2014 and approached the coast south of Weipa but was downgraded to a tropical low before landfall.
- Severe TC Ita made landfall near Cape Flattery as a category 4 cyclone on 11 April 2014 (after reaching category 5 offshore).

- **Bushfire**

- A major fire on North Stradbroke Island burnt for more than two weeks over the New Year period. The fire led to mass evacuations of campers from North Stradbroke Island and resulted in around half of the island being burnt.

- **Storm Surge**

- The highest tides of the year in late January 2014 coincided with TC Dylan. Damage was largely confined to coastal flooding though some structural damage from wave action took place on Great Keppel Island.

**Significant initiatives to strengthen/improve disaster management capability**

- The Bureau commenced work on a new storm tide forecasting system aimed at improving information available during severe weather events.
- Planning work took place to embed a meteorologist at QFES.



# Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA)

## Core SDMP responsibilities during 2013-14

- *Functional lead agency for engagement with Aboriginal and Torres Strait Islander communities.*
- *Share knowledge and information on Indigenous communities.*
- *Provide government coordination function for discrete Indigenous communities.*
- *Engagement with multicultural stakeholders and multicultural communities.*

## Preparedness and prevention activities

Four DATSIMA staff nominated and trained for the SDCC, and another four staff were inducted as SDCC liaison officers for DATSIMA.

Twenty-two DATSIMA staff nominated and trained for the Department of Communities, Child Safety and Disability Services (DCCSDS) Community Recovery Ready Reserve.

In preparation for the 2013-14 wet season, four DATSIMA retail stores in remote Aboriginal communities (Lockhart River, Doomadgee, Kowanyama and Pormpuraaw), bulk ordered and stored food, drinks and variety products to ensure availability to people who live in these remote communities.

## Status of disaster management plans

DATSIMA's departmental BCP (including disaster management) was reviewed and updated.

DATSIMA takes an 'all hazards' approach to business continuity. This approach is based on the impact, or consequence, of an event rather than its cause. By ensuring that contingency arrangements provide alternative access to critical resources such as personnel, facilities and information technology, the department is able to respond to an incident regardless of the cause.

## Disaster management achievements

### Indigenous communities

Through its seven regional offices and retail stores, the department was actively involved in disaster management planning and response, in close cooperation with relevant LDMGs and community stakeholders.

Regional staff provided critical advice and consultation in response to TC Ita, which had impacted the remote Aboriginal and Torres Strait Islander communities of Hope Vale and Wujal Wujal. This included assisting the DDMG and LDMGs 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 and community recovery initiatives.

The department was also heavily involved in the provision of advice and support for the Hope Vale Banana Farm, which was significantly damaged.

### Culturally and Linguistically Diverse Communities

Through the Community Action for a Multicultural Society (CAMS) program, community-based organisations delivered the following disaster management activities:

- Established a Multicultural Disaster Group on the Gold Coast involving leaders of diverse cultural groups in promoting a multilingual Disaster Management At Home Kit, and undertook educational activities on disaster management for grassroots members from diverse cultural backgrounds.
- Facilitation of Disaster Preparedness and Planning workshops for the Iraqi community in Brisbane.
- Provision of advice to the Disaster Mitigation and Severe Weather Services at the BoM with regard to increasing awareness and knowledge for people from culturally diverse backgrounds about disaster management and how to access support services.
- Delivery of information sessions and distribution of multilingual information about disaster management to diverse cultural groups in Logan and Townsville.
- Continued administration of the Logan Disaster Management Reference Group to enhance access to emergency and disaster support services by diverse cultural communities.
- In collaboration with the Toowoomba Regional Council, facilitation of a series of workshops in disaster preparedness for recently arrived migrants and refugees in Toowoomba.

Through the Local Area Multicultural Partnerships (LAMP) program, jointly funded with local councils, the LAMP workers delivered the following disaster management activities:

- Development and promotion of multilingual information about disaster management and support services across Brisbane, Ipswich, Logan, Gold Coast, Gladstone, Mackay and Cairns.
- Facilitation of Disaster Preparedness and Safety information workshops for recently arrived migrants and refugees in Cairns, Goodna, Toowoomba and the Gold Coast.
- The Cairns Regional Council received the National 2014 Resilient Australia Award for local governments, for the disaster management programs that the Council delivered through the LAMP worker.
- Facilitation of meetings among the Gold Coast City's Disaster Management Unit and culturally diverse community leaders to enhance understanding of disaster management, and develop initiatives that support people from diverse cultural communities to be disaster ready.

### **Significant initiatives to strengthen/improve disaster management capability**

Generator backup capability was installed in two of DATSIMA's retail stores in the remote Aboriginal communities of Doomadgee and Pormpuraaw. This allows for uninterrupted power supply when disaster events affect the local electricity grid, ensuring food security and quality at the store. Generators are planned for other remote stores in 2014-15.

# Department of Agriculture, Fisheries and Forestry (DAFF)

## Core SDMP responsibilities during 2013-14

- *Primary agency for the containment and eradication of emergency animal and plant diseases.*
- *Coordinate efforts to prevent, respond to, and recover from, pests and diseases and livestock welfare.*
- *Provide advice relative to stock.*
- *Coordinate destruction of stock or crops in an emergency pest/disease situation.*
- *Administer NDRRA relief measures.*

## Preparedness and prevention activities

DAFF has responsibility for reporting on the impact of seasonal conditions and climatic events on the rural sector and engaging with industry on preparedness for climate risks, and aiding with economic recovery. DAFF aims to ensure producers are aware of climate conditions in their region and are able to access climate forecasts that assist with decision making.

DAFF conducts industry pre-season briefs; regional staff members ensure primary producers are aware of activities that can be undertaken to promote disaster preparedness ahead of the wet season; and preparedness information is highlighted through Ministerial statements and the DAFF website.

DAFF has successfully trained 18 staff members to undertake the logistics officer role in the SDCC.

## Status of disaster management plans

DAFF updates the DAFF Disaster Management Plan and all DAFF Regional Disaster Management Plans prior to each wet season.

## Disaster management achievements

NDRRA assistance for the following disaster events (some outside the reporting period) was provided in 2013-14:

- TC Ita and associated rainfall and flooding (from 11 April 2014);
- Queensland TC Oswald and associated flooding (January 2013); and
- Far Northern Queensland Bushfires, late October to December 2012.

Following TC Ita, Category B concessional loans and freight subsidies for primary producers were made available in 18 local government areas.

DAFF successfully sought an extension to the closing date of NDRRA grants and loans available after ex TC Oswald until 29 November

2013 to claim assistance through QRAA (specialist administrator of government financial assistance programs).

DAFF provided \$93,188 in NDRRA freight subsidies in the twelve months to 30 June 2014.

The following NDRRA funding was delivered by QRAA in the twelve months to 30 June 2014:

- Category B \$5,245,605 for primary producers, \$232,500 for small business;
- Category C \$55,752,800 for primary producers, \$5,276,348 for small business, \$1,515,520 for not-for-profits; and
- Category D \$13,734,636 for primary producers, \$1,720,309 for small business, \$1,310,000 for businesses with 20 or more employees.

## Significant initiatives to strengthen/improve disaster management capability

DAFF undertook a Post Disaster Workshop in Townsville to evaluate the department's response efforts during TC Ita and to improve processes moving forward. A number of recommendations came out of this workshop including:

- Improving aspects of Business Continuity Plans for each DAFF site to make staff management more effective; and
- Testing an Environmental Systems Research Institute based mobile rapid assessment tool to increase speed of damage assessments and for ready integration of primary industries' information within the QFES Total Operational Mapping (TOM) system.

DAFF engaged PricewaterhouseCoopers (PwC) to audit the Department's Disaster Response, including its Disaster Management Plan and its Business Continuity Plans. PwC recommendations are incorporated into the 2014-15 Plan.

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

## Core SDMP responsibilities during 2013-14

- *Functional lead agency for human and social recovery.*
- *Coordinate provision of human and social recovery services during recovery operations in partnership with local, state, federal and non-government agencies.*
- *Work with affected individuals and communities to support their own recovery activities.*
- *Maintain linkages with local, State, federal and non-government agencies and committees.*
- *Maintain a register of State government officers available to assist in human and social recovery when required.*
- *Administer relevant human and social recovery SDRA and NDRRA relief measures.*
- *Manage corporate offers of assistance and direct offers of volunteering through appropriate channels.*

## Preparedness and prevention activities

In preparation for the 2013–14 severe storm season, the Department of Communities, Child Safety and Disability Services (DCCSDS) centrally and regionally undertook a number of preparedness activities, including:

- review and updating of community recovery policies and procedures;
- developing a number of 'communities of practice' to support and enhance the specialised skills to manage a human and social community recovery operation;
- recruiting for members of the whole-of-government Ready Reserve;
- finalising the Disaster District Human and Social Recovery Plans;
- undertaking exercises to test and review operational capability in conjunction with partner agencies;
- reviewing partner agency agreements in support of a human and social community recovery operation;
- developing six online training modules to prepare members of the whole-of-government Ready Reserve for deployment to assist a human and social community recovery operation;
- engaging with and informing Local Government Authorities and other disaster management agencies of the community recovery reforms and practice amendments; and
- implementing a process of change management with departmental regions to embed the understanding of the practice requirements resulting from the community recovery reforms.

## Status of disaster management plans

In preparation for the 2013–14 severe storm season, Disaster District Human and Social Recovery Plans were developed across the 23 disaster districts. These plans were prepared by the respective disaster district human and social recovery committees, which comprise government and non-government partner agencies with responsibility for human and social recovery activities following a disaster event. The committees are chaired by the Regional Executive Director of the respective DCCSDS region in which the disaster district is located.

The plans provide intelligence data and strategies to guide a human and social recovery operation following the impact of a disaster.

Additionally, the department undertook a review of 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

The government's amendments in late 2013 to human and social community recovery enabled the implementation of a range of reforms creating fundamental change in practice following a disaster event as outlined below.

The DCCSDS implemented a human and social recovery operation following TC Ita in Far North and North Queensland in April 2014.

The department's response included providing disaster-impacted individuals and families with financial assistance payments and engaging partner agencies to provide personal support services and referral services.

As a result of TC Ita, the Personal Hardship and Assistance Scheme was activated to assist people in Ayton, Bloomfield, Cooktown, Helenvale, Hope Vale, Laura, Lizard Island.

Rossvale and Wujal Wujal. This scheme was not activated for the impact of TC Ita in the Ingham area, as a community agency provided support to disaster-impacted people.

In respect of this disaster, the non-financial assistance provided to disaster-impacted people as at 30 June 2014 included:

- 912 departmental phone calls to clients;
- 582 clients receiving personal support through departmental outreach visits; and
- an estimated 413 direct departmental client face-to-face service contact hours.

The financial assistance provided to disaster-impacted people as at 30 June 2014 included:

- 72 Immediate Hardship Assistance payments to a value of \$25,200;
- 85 Emergent Household Contents Grants to a value of \$105,460;
- 10 Essential Services Safety Reconnection Scheme Grant applications received with five paid, totalling \$4 232; and
- There were 27 applications for Structural Assistance Grants. Five were completed and totalled \$26,950. A further nine were approved for progression, and another four did not progress as a result of ineligibility against the criteria. Casework will continue to actively pursue the nine remaining applications.

### **Significant initiatives to strengthen/improve disaster management capability**

The government in late 2013 introduced significant reform to community recovery

practice, strengthening disaster management capability, including:

- tightening the eligibility and availability of the Emergent Assistance Grant (to be now known as Immediate Hardship Assistance) including a seven-day time limit on applications (unless extended by the Disaster Management Cabinet Committee) and removing electricity outage as a stand-alone eligibility criterion;
- targeting activation of the Personal Hardship Assistance Scheme and Essential Services Safety and Reconnection Scheme to areas of direct, physical damage such as streets, suburbs or towns rather than whole local government areas by default;
- de-linking the Essential Household Contents Grant and the Structural Assistance Grant so that maximum allowable payments are increased;
- replacing the current income and assets test with a single income test aligned with the National Rental Affordability Scheme;
- referring clients to NGOs for in-kind services or emergency relief if they are still in immediate need after seven days or experience power outage of 72 hours or more; and
- examining options for third-parties to administer the grants.

# Department of Education, Training and Employment (DETE)

## Core SDMP responsibilities during 2013-14

- *Maintain the safety and wellbeing of students, staff and volunteers who work or participate in DETE schools, institutes and workplaces.*
- *Ensure, as far as practicable, that all State instructional institutions and workplaces have a documented emergency management plan.*
- *Minimise interruption to essential services to allow teaching and learning to be maintained or resumed as a priority.*
- *Protect critical resources where possible.*
- *Facilitate the return of state instructional institutions to normal operations as soon as possible.*

## Preparedness and prevention activities

- Training of DETE Emergency Management staff including QFES (QDMA based) training courses and Advanced Diploma in Public Safety (Emergency Management) modules.
- Continue to actively promote awareness of the importance of developing School Emergency Management Plans to school communities.
- The development and facilitation of four disaster management exercises with Far North, North, South East and Central Queensland DETE regions.
- Consolidation and further training of Emergency and Security Management Unit (ESMU) shadow team members to assist in longer term response to disaster incidents.
- Testing of DETE Business Continuity Plans.
- Implementation of ESMU on 24/7 call roster during the official disaster season.
- Implementation of guidelines and procedures for Primary and Secondary Incident Control Centres to allow DETE to manage from a central point any larger scale disaster events affecting DETE facilities.
- Implementation of Regional Incident Control Centre documentation to assist regional staff in preparation for disaster events.

## Status of disaster management plans

- The Emergency Management Plan (EMP) for the DETE was completed in 2011 and is reviewed annually; the DETE EMP outlines the roles and responsibilities of personnel involved in the coordination of the disaster prevention, preparedness, and response and recovery operations.
- Developed EMP templates for state instructional institutes to help prepare for an

emergency that includes guidelines, and planning steps for creating an EMP or upgrading an existing plan, as well as information on various emergency situations. Each state instructional institute is required to complete an EMP and review annually.

- A catalogue of documents, quick reference guides, web links and other useful resources can be accessed by all DETE staff on the Emergency Management One Portal website.

## Disaster management achievements

- The development and promotion of a "Memorandum of Agreement" with the local LDMGs for the provision of temporary access to identified DETE facilities for the purpose of evacuation centres, cyclone shelters and places of refuge.
- The continued development of the DETE Incident Management System to assist DETE plan for, respond to and recover from disaster incidents.

## Significant initiatives to strengthen/improve disaster management capability

- Implementation of a school closure web based system; including regional training and testing to ensure the effective and efficient recording of school closures and subsequent re openings during disaster events to ensure that school communities are reliably informed of any school closures as a result of disaster events.
- Preliminary development of further enhancements and functionality of school closure web based system.
- The publishing of vignettes (short films) on the DETE intranet that provide experiences

and key learnings from past disaster events to the wider School Principal community.

- The collection of data for individual school risk profiles to assist schools in improving their EMPs.

# Department of Energy and Water Supply (DEWS)

## Core SDMP responsibilities during 2013-14

- *Regulate many aspects of the operation of energy and water supply industries.*
- *Responsible for maintaining and developing readiness for energy and water supply emergencies, regardless of the hazard type (all hazards). These emergency supply responsibilities cover the electricity, liquid fuels and natural gas sectors, and involves:*
  - *Develop and implement energy policies and plans to improve the protection and resilience of Queensland's energy systems; and*
  - *Develop the capability to coordinate action to mitigate against energy supply deficiencies during an emergency event (including a terrorist incident).*
- *Facilitate actions within, and across, the energy sectors in response to an emergency event.*
- *DEWS water emergency responsibilities include:*
  - *Ensure emergency action plans are in place for referable dams to ensure appropriate action is taken in the event of incidents or failures of the dams;*
  - *Exercise dam safety emergency powers if needed to minimise the risk of failure of a dam or to minimise the consequences of failure; and*
  - *Oversight of drinking water and recycled water incident management.*

## Preparedness and prevention activities

During the G20 Summit in November 2014 (summer season), DEWS worked with the QPS (G20 Group), other government agencies and energy and water stakeholders to ensure sufficient preparation, capability and capacity to cover the event and any potential disaster response.

DEWS updated energy supply emergency response plans and participated in energy emergency training exercises, to improve preparedness for emergency events.

The electricity distributors Ergon Energy and Energex are responsible for providing Queensland with a reliable network and to minimise interruptions during extreme weather conditions. Under the National Electricity Rules, Energex and Ergon Energy are required to address issues of disaster preparedness in their Distribution Annual Planning Reports. In addition to this, Energex decided to release a specific Summer Preparedness Plan for 2013-14 that provided details of preparations that it carried out in preparation for the storm season.

The Government-owned energy generation corporations (Gencos), Stanwell Corporation Limited and CS Energy Limited, also prepared for the summer wet season by reviewing their coal stock piles and quantities of other consumables (including fuel and chemicals).

The Gencos also assessed their preparedness for emergency staff movements and necessary support services (e.g. helicopters). DEWS also monitored the status of the Gencos' preparedness for the summer period.

DEWS participated in industry groups and engaged stakeholders to ensure best management of risks associated with energy and water supply services and to enable effective planning.

DEWS participated in the strategic reviews of the IGEM, particularly the IGEM's observations and recommendations regarding the operations of the SDCC and SDCG for Ex-TC Dylan in January 2014 (Review Report).

The owners of referable dams in Queensland submitted Emergency Action Plans for approval by DEWS. Emergency Action Plans ensure that there are processes and procedures in place to manage and communicate an emergency at a large water storage dam upstream of population at risk.

DEWS observed and provided input into a Seqwater held exercise to test the Whole-of-Supply Chain Emergency Response Plan.

## Status of disaster management plans

In preparation for the 2013-14 storm season DEWS reviewed its Incident Response and Emergency Arrangements document, Business Continuity Plan and other arrangements. Some examples of measures that were taken regarding hazard specific plans included:

- Reviewing electricity, gas and liquid fuels emergency functions procedures. This included reviewing the instruments used for managing an insufficiency of energy supply event at both state and national levels.
- Training and scenario based exercises were conducted and improvements implemented to better respond and report on incidents.



- Ensuring that emergency action plans were in place for the three referable dams held by DEWS in the non-commercial asset portfolio (Corella Dam, Copperfield Dam and Crooks-Wyndham Dam).
- Ensuring the Bulk Water Authority (Seqwater) Emergency Response Plan (ERP) was revised. The ERP provides a whole-of-system guide to managing emergencies across water supply in South East Queensland. (Note: the ERP is a Seqwater document which Seqwater is responsible for developing and implementing. The ERP is submitted by Seqwater for Ministerial approval as required under Chapter 6 of the Bulk Water Supply Code).
- Conducting a review of the actions and communications of the department in response to the impacts of ex-TCs Dylan, Hadi, Gillian and Ita on energy and water infrastructure. Improvements to the speed, efficiency and effectiveness of those actions and communications were identified and implemented in the relevant emergency management plans.

### **Disaster management achievements**

Extreme weather, particularly in summer, can test energy and water network reliability and emergency response capabilities.

In early January 2014, a major bushfire damaged electrical infrastructure on Stradbroke Island, impacting on electricity and water supplies for the island. The service providers' emergency response was mostly able to maintain supply, although it was at risk from further failures.

DEWS responded to Ex-TC Dylan (south of Bowen) in January 2014 where approximately 49,000 customers were affected at some stage (excluding momentary outages), with a peak total of just under 14,000 customers being off-supply at any one time.

DEWS responded to Ex-TCs Hadi (off the North Queensland Coast, Coral Sea) and Gillian (West of Weipa, Gulf of Carpentaria) in March 2014. Burdekin Falls Dam triggered its Emergency Activation Plan and Weipa's electricity supply was closely monitored during this period.

DEWS responded to Ex-TC Ita (off the North Queensland Coast, Coral Sea) in April 2014. Around 46,000 homes lost power in Far North Queensland. By Thursday 17 April 2014, five days after the event, Ergon Energy had

connected all customers by grid supply or generation. There were flood warnings for Daintree River, Mulgrave River, Barron River, Tully River and Coastal rivers and adjacent inland streams between Cape Tribulation and Bowen. Monitoring of dam levels was required during this event.

DEWS responded to all events with rapid mobilisation of its relevant state disaster functions; early establishment of effective liaison with government owned corporations and entities; timely and accurate reporting; effective implementation of regulatory and non-regulatory responses; and efficient demobilisation of personnel and acquittal of resources.

During these events there were no specific water supply issues requiring DEWS assistance.

DEWS facilitated staff resourcing to the SDCC's whole-of government response teams as required.

DEWS conducted reviews of procedures after each emergency event and all improvement recommendations were implemented.

Stakeholder engagement post TCs provided significant benefits in managing risks and responses associated with energy and water supply services. It provided a shared understanding of expectations, roles and responsibilities in the management of disaster events.

### **Significant initiatives to strengthen/improve disaster management capability**

DEWS underwent renewal activity as part of the broader Queensland Renewal Program. The review included looking at capability, capacity, productivity, relevance of function, risk and compliance, cost and opportunities for improvement of its State disaster management functions.

A number of improvements were implemented from the review, including improved governance arrangements and the efficient use of DEWS resources (sharing of responsibilities across Divisions) to improve capacity and capability. Succession planning in the Divisions was also a priority.

DEWS actively engaged energy and water supply sector stakeholders to share information in order to build resilience and emergency response capability.

# Department of Environment and Heritage Protection (EHP)

## Core SDMP responsibilities during 2013-14

- *Functional lead agency for environmental recovery.*
- *Provide oiled wildlife response, traditional owner liaison, environmental and shoreline assessments and waste management advice and approvals for ship-sourced pollution at sea.*
- *Provide information and expert advice with respect to regulated (tailings, contaminated water) dam locations, safety and integrity.*
- *Provide expert environmental advice in disasters.*

## Preparedness and prevention activities

Training and exercises in Department of Environment and Heritage Protection's (EHP) Disaster Management Plan were held by departmental senior executives in October 2013.

Training in incident responses was provided to regional staff at Rockhampton and Mackay. 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 (AIIMS and 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.

The training used a combination of lectures, case studies and desktop exercises for delivery and included equipment and readiness audits.

High level training was also provided to the department's state incident response network members (the department's specialist response unit) and included Joint Emergency Services Training (JEST), marine emergency response and field exercises.

## Status of disaster management plans

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

EHP reviewed and updated the department's Disaster Management Plan in accordance with learnings following TC Ita.

EHP also reviewed and updated the departmental Business Continuity Plan and completed the annual departmental Business Unit Business Continuity Plan certification process.

As functional lead agency for Environmental Recovery, EHP developed the *State Disaster Recovery Plan: Environmental Recovery* in November 2013. That plan was endorsed by all member agencies of the Environmental Recovery Group.

# Department of Housing and Public Works (DHPW)

## Core SDMP responsibilities during 2013-14

- *Functional lead agency for building and engineering services*
- *Maintain contact registers for:*
  - *Professional service providers e.g. engineers (geotechnical, structural, civil) heritage architects, other professional officers and consultants;*
  - *Specialist building contractors; service providers and suppliers;*
  - *Building services and trade personnel to support regional based disaster response or recovery operations.*
- *Coordinate structural assistance grant assessments (excluding caravans and vessels) on behalf of Department of Communities, Child Safety and Disability Services.*
- *Provide temporary accommodation solutions and services for impacted members of a community – non-social housing clients and/or response/recovery teams.*
- *Coordinate temporary office type accommodation for use by State government agencies and departments as forward command posts, recovery centres, local disease control centres, storage facilities and ablution facilities, including connection of building services.*
- *Coordinate temporary leased accommodation for State government agencies and departments.*
- *Coordinate technical advice on the structural suitability of buildings for use as community evacuation centres, places of refuge or cyclone shelters.*
- *Other building and engineering services tasks requested by a District Disaster Coordinator or the SDCC within the scope of the building and engineering services function.*
- *Coordinate emergency fleet vehicles.*
- *Function lead agency of the Building Recovery Group.*
- *The Building Recovery Group coordinates the efficient and effective information exchange, issues identification and resolution between government agencies, local government, building industry and insurance providers to ensure efficient and prioritised use of available resources in rebuilding dwellings following a disaster.*

## Preparedness and prevention activities

A training program premised on lessons learned from disaster activations during 2012/13 was delivered to key service area personnel who perform a disaster management role on behalf of the Department of Housing and Public Works (DHPW). The training provided was undertaken in accordance with the Queensland Disaster Management Training Framework.

As reported in 2012-13 a major initiative within DHPW has involved establishing a new departmental Disaster Management Planning Group. The primary function of the new group is to ensure the department's level of preparedness, for provision of its Disaster Management Functional Support responsibilities under the State Disaster Management Plan, is effectively managed and implemented.

## Status of disaster management plans

The DHPW Disaster Management Functional Support and Business Continuity Plans were extensively reviewed and amended to reflect improvements identified following a review of responses to the 2012-13 disaster events. The

amended DHPW Plans were reissued prior to the commencement of the 2013-14 summer storm and tropical cyclone season in November 2013.

## Disaster management achievements

In the aftermath of flooding which impacted Bundaberg and its environs during 2012-13, the DHPW was tasked with providing a range of solutions for the temporary accommodation of flood impacted residents. The subsequent arrangements included establishing a range of short to medium term emergency accommodation solutions.

Implementing these temporary accommodation arrangements has formed the basis of significant planning for future events. In preparation for the 2013-14 summer storm and cyclone season the Building and Asset Services division of HPW developed comprehensive data bases of a diverse range of temporary accommodation service providers from across Queensland regional centres. During the initial response phase to TC Ita (April 2014) preparatory arrangements with suppliers were made for deployment of temporary accommodation using the HPW data base. The subsequent lack of

significant damage to residential units as a result of TC Ita eventually resulted in DHPW being able to stand down the deployment of the temporary accommodation solution.

Also during the response phase to TC Ita DHPW Building and Asset Services division deployed a response team into the impacted environs of Cooktown and Hopevale. The task of the response team was to provide advice on the damage sustained and consequential resource needs of each of the impacted communities. The response team was coordinated by a senior Director who worked closely with local elected officials and other community leaders to ensure a managed recovery process.

### **Significant initiatives to strengthen/improve disaster management capability**

During 2013-14 the DHPW commenced delivery of a program for the ongoing maintenance of all State Government owned/operated public cyclone shelters to ensure they are kept fit for the purpose of providing shelter during a severe tropical cyclone. The maintenance program is premised upon the requirements of the Queensland Public Cyclone Shelter Maintenance Guideline.

The detailed design and development of significant new cyclone shelter infrastructure since 2011-12 has identified a need for a revision of the Design Guidelines for Queensland Public Cyclone Shelters (September 2006). The revisions to the design Guidelines are proposed to be completed during 2014-15. It is further proposed to seek support for enshrinement of both the revised Public Cyclone Shelter Design and the current Maintenance Guidelines under a revised Queensland Development Code.

The revised Design Guidelines will also inform the maintenance of two of Queensland's older public cyclone shelters at Redlynch State College (Cairns) and at Innisfail State College which will be upgraded in 2015.

The department provided grant funds to the James Cook University Cyclone Testing Station to undertake research into the effects of high winds on building design and construction materials, in an effort to identify ways to reduce or eliminate building damage and rainwater entry that occurs in storms and cyclones. The Cyclone Testing Station has also been instrumental in allowing the further development of the department's sponsored *Design Guidelines for Public Cyclone Shelters* and undertaking materials tests on behalf of the department to identify building materials for incorporation into public cyclone shelters.

# Department of Justice and the Attorney-General (DJAG)

## Core SDMP responsibilities during 2013-14

- *Provide high level legal advice to the government.*
- *Deployment and coordination of low-risk prisoners to assist response and recovery operations.*

## Preparedness and prevention activities

- Workplace Health and Safety and Electrical Safety inspectors provide flood safety advice and training to local government agencies, contractors, other regulatory bodies (such as QFRS and QPS), workplaces and electrical entities.
- The Electrical Safety Office website [www.electricalsafety.qld.gov.au](http://www.electricalsafety.qld.gov.au), Twitter and the ESOoutlook newsletter database provides electrical safety information to promote electrical safety during storms and floods.
- Information is available on the website [www.worksafe.qld.gov.au](http://www.worksafe.qld.gov.au) and on social media platforms about 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.
- The Workplace Health and Safety Queensland eSafe newsletter (circulated to approximately 25,000 subscribers) publishes articles on asbestos and hazardous chemicals.
- In the case of a disaster, DJAG's Office of Fair and Safe Work Queensland (OFSWQ) coordinates workers' compensation coverage for volunteers.
- The Office of Fair Trading website ([www.fairtrading.qld.gov.au](http://www.fairtrading.qld.gov.au)) features disaster assistance information outlining consumer and business rights and responsibilities.
- Every correctional centre has an approved and tested contingency package. DJAG tests and reviews the contingency packages at all correctional centres by conducting exercises both in Queensland Corrective Services and through multi-agency activities

## Status of disaster management plans

DJAG reviewed its disaster management practices and has scenario tested and updated its associated plans. This included incorporating machinery-of-Government changes.

### DJAG Disaster Management Handbook

In January 2014 the Director-General approved a revised version of the DJAG Disaster Management Handbook (a high level Business Continuity Plan). 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 (e.g. community safety, work operations) to DJAG staff and the community;
- a list of DJAG's critical services to ensure their continuation and (if affected) restoration as a priority; and
- a list of DJAG dependencies (e.g. Queensland Shared Services, CITEC and Telstra) to further support the disaster management team in managing a disaster event.

### DJAG local area manager disaster toolkit

The 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. DJAG reviewed the toolkit in December 2013.

### DJAG Business Continuity Plans (BCPs)

DJAG reviewed, scenario tested and updated business area BCPs in November 2013. Business areas in the Cairns and Brisbane G20 declared areas reviewed and updated their BCPs in September 2014.

## Disaster management achievements

In responding to TC Ita, the Office of Fair Trading implemented a framework allowing Queenslanders affected by any natural disaster to reprint damaged or lost licences. This is done at no cost for flood or cyclone affected licensees. In addition, those affected by disaster

now have additional time for payment of fees as well as having late fees waived.

### **Significant initiatives to strengthen/improve disaster management capability**

The State Disaster Management Plan (SDMP) limits DJAG responsibilities to providing high-level legal advice to the Queensland Government and to deploying and coordinating low-risk prisoners to assist with response and recovery operations. However, 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 timely restoration of services.

Capability development is built into routine disaster management practices. For example DJAG:

- 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.

Legal Aid Queensland has prepared a report documenting and consolidating the response efforts provided to Queenslanders affected by the 2010-11 cyclone and floods and the 2013 floods. The report, *Flood and cyclone legal help — A report on Legal Aid Queensland's role 2010–13*, gives valuable insight into the process behind the response efforts and the challenges faced in establishing and coordinating an effective multi-organisational response. It also serves as a blueprint for the organisation in dealing with any future disaster events.

# Department of Local Government, Community Resilience and Recovery (DLGCRR)

## Core SDMP responsibilities during 2013-14

- *Lead agency for recovery coordination and monitoring.*
- *Share knowledge and innovative solutions to build resilience, sustainability and self-reliance across governments, industry and communities.*
- *Drive the enhancement of disaster resilience throughout Queensland, ensuring that the State's resilience goals and objectives are achieved, including the Get Ready Queensland program.*
- *Coordinate and monitor the State's disaster resilience portfolio.*
- *Facilitate flood mitigation for affected communities and to ensure the protection, rebuilding and recovery of affected communities is:*
  - *Effectively and efficiently carried out; and*
  - *Appropriate, having regard to the nature of the disaster event.*
- *Under the same Ministerial portfolio as DLGCRR, the Queensland Reconstruction Authority administers NDRRA relief measures.*

## Preparedness and prevention activities

### Agency activities

A disaster-based scenario exercise was conducted on 17 December 2013 to test the Department's Business Continuity Plan. Refinements were made to the Plan and departmental procedures following this exercise.

Departmental staff participated in disaster management training and exercises including Exercise Brolga and were members of Local Disaster Management Groups, District Disaster Management Groups, the State Disaster Coordination Group, the State Disaster Management Group and the Chief Executive Officers Leadership Team – Community Recovery and Resilience as well as other disaster management bodies and committees.

The Queensland Reconstruction Authority (QRA) established new IT links with the Department of Natural Resources and Mines, the Department of the Premier and Cabinet and a range of NGOs to facilitate the transfer of disaster management and disaster response information during the response and recovery phases of a disaster.

### Community activities

The Department coordinates and manages community recovery initiatives and undertakes activities to enhance and build resilience to future natural disasters by:

- promoting community resilience based on an all hazards approach in collaboration with other state agencies closely involved in natural disaster recovery and resilience initiatives;

- implementing community preparedness and disaster resilience initiatives such as the Get Ready Queensland program, including \$2 million allocated for community-based resilience initiatives;
- continuing to implement the 2013 Queensland Flood Recovery Plan, the Severe Tropical Cyclone Ita Recovery Plan and the Queensland Strategy for Disaster Resilience;
- delivery of flood mitigation projects, examining the feasibility of levees and dams, natural safeguards and community infrastructure for future disaster resilience – \$13.49 million was allocated for 45 flood related projects in 29 councils; additional funding was available through the Royalties for the Regions program administered by the Department of State Development, Infrastructure and Planning;
- ensuring that recovery actions are focussed on community outcomes, and that services are integrated and efficient;
- using a coordinated cross government approach, working in partnership with communities at the grass roots level to identify simple, practical and cost-effective solutions to minimise the impact of future natural disasters; and
- critically evaluating the outcomes of recovery efforts to enhance the delivery and effectiveness of recovery initiatives for future natural disasters.

## Status of disaster management plans

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 to Cabinet details the progress with implementing the goals. The Strategy will be updated as required following this report and significant disaster events.

The 2013 Queensland Flood Recovery Plan provides the framework to lead the recovery from the flood events of January - February 2013. It encourages all levels of government to work with industry and the community to rebuild stronger infrastructure than before and leave a permanent legacy of safety and resilience for the future. In 2013-14 the Department continued to oversee the implementation of the Plan, monitor recovery and prepare reports for government on progress and issues.

The Severe Tropical Cyclone 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 Severe TC Ita in April 2014.

The Department's Business Continuity Plan (BCP) was reviewed and updated in October 2013. 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 2013-14.

### **Disaster management achievements**

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

- led the implementation of key resilience projects including major flood levees in Roma and St George;
- delivered \$1 million to fund the second year of the three year Brisbane River Catchment Flood Study;

- assumed administrative responsibility for the State/Australian Government funded Natural Disaster Resilience Program to fund projects that enhance the resilience of communities against the impact of natural disasters;
- overseen the implementation of the 2013 Queensland Flood Recovery Plan;
- developed and implemented the Severe Tropical Cyclone Ita Recovery Plan;
- developed and implemented the Queensland Strategy for Disaster Resilience to provide strategic direction to achieve the State Government's vision to make Queensland the most disaster resilient State in Australia;
- developed the State Resilience Activities Register to guide and coordinate the building of disaster resilience throughout the State;
- monitored the planning and delivery of disaster mitigation infrastructure projects;
- developed, implemented and managed a service agreement with the not-for-profit organisation GIVIT for a two year trial program to provide a mechanism to register and match donations with community need as a result of disaster events; and
- jointly delivered, with the then Department of Community Safety, the Get Ready Queensland program to build disaster resilience within the community under one brand, with a strong focus on preparing for extreme weather.

In advance of and following TC Ita, the QRA deployed 19 specialist staff across seven local government areas to collect data about damaged infrastructure. They provided more than 200 hours direct liaison with affected councils, helping identify damaged infrastructure and giving advice on eligibility and restoration under the NDRRA. On average, QRA staff attended the affected councils within 43 hours of the cyclone. The QRA also supported approximately 20 other councils with their preparation of disaster relief funding submissions following 2014 weather events.

As part of damage assessment activities, the QRA conducted 3,967 site observations with over 30,000 photographs being taken and logged of flood and cyclone affected assets. This included over 1,277km of roads, 407 culverts, 152 drainage segments and 130 floodways. Reconstruction of these important public assets has been expedited because of these efforts.



## Significant initiatives to strengthen/improve disaster management capability

The Resilience and Recovery team was established in early 2013, with funding to 30 June 2015.

This small team is leading the implementation of projects to minimise the impact of future natural disasters. The Resilience and Recovery team's capabilities include infrastructure portfolio management, project management, policy, communications and information management, events coordination, strategy and governance.

In 2013-14, the State's priorities for flood mitigation funding (\$13.49 million was allocated for 45 flood related projects in 29 councils; additional funding was available through the Royalties for the Regions program administered by the Department of State Development, Infrastructure and Planning) to support:

- projects that are supported and informed by a completed flood management study and, where relevant, consider the potential impact of communities downstream;
- projects that will achieve improved infrastructure and flood resilience outcomes (such as levees and detention basins) that protect people and property and essential services such as water and sewerage treatment plants, hospitals and major transport facilities;
- projects that reflect the needs of the catchment as a whole and provide evidence that they have been developed collaboratively across relevant councils or other organisations;
- flood mitigation projects that address outstanding needs from the events of recent years; and
- projects that are ready to proceed and can be delivered within the timeframe.

In 2013-14, Natural Disaster Resilience Program funding was prioritised for projects which contributed to the action themes of the National Strategy for Disaster Resilience and which supported:

- mitigating against or building resilience to Queensland's highest natural hazard risks (in order of highest risk): flooding, cyclone, storm tide/surge, severe storm and bushfire;
- enhancing community preparedness for natural events through community education and awareness raising; and
- strategic targeting to increase resilience across sectors.

The Queensland Strategy for Disaster Resilience (detailed above) seeks to enhance

resilience of all sectors, including State and local governments, communities, businesses and individuals.

In 2013-14, Get Ready Queensland focussed on community resilience through a call to action in 'Get Ready' Week (held 14–20 October 2013), 'Get Ready' Day (held 20 October 2013) and a media and digital campaign to launch the 'Get Ready' brand. Other activities included:

- Get Ready Preparedness Seminars held across the State;
- Business Resilience Roundtable breakfast;
- co-ordinated advertising campaign across multiple mediums;
- development of a digital interactive preparedness program titled "One Step at a Time"; and
- involvement of the corporate sector in support of Get Ready Queensland messaging.

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

The Department partnered with GIVIT - an online donation matching service - in a trial program to match donations to community needs during the recovery phase of disaster events. This service aims to harness the goodwill and generosity of corporates and other donors wishing to donate goods and services and ensure that these offers are followed up and acted upon in a timely manner.

The QRA played a significant role in developing a new portal to manage the Premier's Disaster Relief Appeal, should one be required in response to a major future disaster. The new system is in 'go live' readiness, in the event of the Premier initiating a disaster relief appeal.

The Queensland Betterment Fund is a Queensland Government initiative supported by the Australian Government under NDRRA. The Fund comprises of \$40 million funded by the Commonwealth Government and \$40 million funded by the Queensland Government. The QRA manages the \$80 million Betterment Fund, which is focused on increasing the resilience of Queensland communities to natural disasters while simultaneously reducing future expenditure on asset restoration, reducing incidents, injuries and fatalities during and after natural disasters, and improving asset utility during and after natural disasters. During 2013-14, the QRA approved funding for 220 betterment projects from 34 LGAs.

# Department of National Parks, Recreation Sport and Racing (NPRSR)

## Core SDMP responsibilities during 2013-14

- *Provide for the safety of national parks users including issuing warnings in extreme conditions, closing areas where necessary and coordinating evacuation with QPS.*
- *Provide advice on the management of national parks and expert knowledge of national parks to responding agencies.*
- *Lead fire fighting on the protected area estate and state forests where there is no threat to life or property.*

## Preparedness and prevention activities

NPRSR maintains pre-season readiness with core competency skill training in disaster management including wildfire response and AIIIMS. This includes refresher training in large fire organisation. Staff are trained in both level one and two incident control and fireground management roles (eg. sector commander, operations). Planned burn controller training also enables better implementation of planned burning to mitigate risks.

NPRSR also maintained its fleet of light and medium attack units for fire management.

During the fire season, normal preparedness arrangements, based on current and forecast conditions and wildfire activity, were in place for all six Regional operational areas.

Regions and Brisbane maintain Regional Coordination Centres and local incident control centres, which are activated when required.

NPRSR maintained senior representation on both SDMG and SDCG and maintains a staff support cell for the SDCC and the ready reserve disaster response and recovery arrangements.

## Status of disaster management plans

NPRSR maintains currency of three levels of disaster management planning (DMP) by: developing and updating the NPRSR Disaster Management Plan; updating the Business Continuity Plan (BCP); and developing six regional operational disaster contingency plans. All regional DMPs inform both District and local disaster management plans in local government areas. In addition NPRSR maintains functional and hazard specific contingency plans, for fire management.

## Disaster management achievements

During the reporting period, NPRSR carried out 340 planned burns covering 545,478 hectares of estate, and responded to 339 wildfires covering 546,208 hectares of estate. Planned burns reduce fuel hazards and the spread and intensity of potentially damaging wildfires.

The department carried out 338 planned burns and responded to 332 wildfires. Queensland Parks and Wildlife Service (QPWS) provided significant assistance in the management of the North Stradbroke fire in 2014.

NPRSR staff responded to TC Ita (category 4) in April 2014 which made landfall near Cape Flattery. The cyclone caused structural damage to homes and business in Cooktown, as well as power outages and flooding along the coast. The severe system triggered the closure of 223 national parks and protected areas.

QPWS staff assisted the community to rebuild and repair following destruction, and ensured that Queensland National Parks were maintained and preserved in the aftermath. Within six days 165 parks and forests were reopened to the public.

## Significant initiatives to strengthen/improve disaster management capability

Fire management strategies for reserves containing high risk urban interface boundaries, were prioritised for review by NPRSR in early 2014/15. Revision of these strategies ensures that fire management responds to current conditions, and prioritise planned burning, fireline development and maintenance to reduce risk.

NPRSR has contributed to developing and refining the State Bushfire Hazard Mapping project. This project enables better identification of potential bushfire hazard and the development of more targeted mitigation measures on NPRSR estate with an urban interface.

NPRSR has formally adopted a dedicated Disaster and Emergency Management Co-

ordination Unit to ensure adequate coverage in the event of disasters and to ensure sound governance and accountabilities are met each disaster season.

NPRSR has executive level representation on the Get Ready Queensland network that contributes to a co-ordinated approach to disaster preparedness activities.

# Department of Natural Resources and Mines (DNRM)

## Core SDMP responsibilities during 2013-14

- *Manage impacts on unallocated State land including leading fire-fighting where there is no threat to life or property.*
- *Provide spatial information for data sets that are owned and managed by DNRM.*
- *Maintain DNRM stream gauges that provide stream height, flow and rainfall utilised by BoM.*
- *Assist in flood planning, management and study.*
- *Provide assistance to QFES and PSBA in the capture of spatial imagery and spatial information analysis and product production as necessary.*

## Preparedness and prevention activities

DNRM assumed responsibility for delivering the Queensland Flood Mapping Program (QFMP) and operation of the FloodCheck web portal in October 2013. These responsibilities were transitioned from the Queensland Reconstruction Authority in November 2013.

The QFMP core team was established in January 2014 and commenced phase 3 of the QFMP, which included enriching the information in Floodcheck.

## Status of disaster management plans

- DNRM Business Continuity Plan (BCP) in place, including register of Critical Business Functions and Information Systems (development of BCPs for critical systems).
- DNRM Disaster Management Plan in place, including risk register.
- Measures undertaken to ensure DNRM meets its responsibilities under the State Disaster Management Plan, as follows:

### Manage impacts on unallocated State Land including leading fire-fighting where there is no threat to life or property

Approximately 4,500 identified high risk parcels of land with fire management plans in place; 21 permanent and 16 auxiliary trained fire fighters available to respond to bushfires supported by 15 fire fighting vehicles; target of 120 planned burns and maintenance of approximately 5,900 kilometres of roads, tracks and firebreaks per year in identified high risk areas to protect neighbouring life, property and infrastructure

### Provide spatial information for data sets that are owned and managed by DNRM, and assist in flood planning, management and study

A draft Rapid Response Flood Mapping Procedure was prepared that outlines the actions DNRMs Land and Spatial Information

(L&SI) Division will take to prepare for and respond to requests for flood mapping resources and information to support state government disaster management operations as per the State Disaster Management Plan. The procedure ensures:

- DNRM operates in compliance with all legal and regulatory requirements, state government policies and plans, DNRM strategy, policies and procedures;
- DNRM has agreed plans in place to support flood mapping requests prior, during and after disaster events; and
- Disaster response agencies have access to accurate, timely, specific, user-friendly flood prediction data.

### Provide stream height, flow and rainfall information to BoM, and ensure that DNRM stream gauges are operational

Water Accounting System BCP ensures the maximum continuity of DNRM stream gauging station data being sent to BoM; network of stream gauges checked and maintained.

## Disaster management achievements

- Implementation of QFMP Phase 3 with a target of 100 flood mapping projects having flood mapping to inform land use planning and disaster management. The work was on track for completion by the end of January 2015.
- During 2013/14 the QFMP team engaged with 23 councils relating to the initial 51 locations to collect data and commission contracts to prepare flood models and related mapping.
- The Natural Resource Management Programs administered the \$15 million "Ex TC Oswald On-farm productivity and riparian recovery program". The role of the program was to:
  - Assess project proposals;
  - Prepare and issue contracts to NRM

- regional bodies;
- Monitor performance; and
- Administer grant payments.

### **Significant initiatives to strengthen/improve disaster management capability**

Delivery of the QFMP phase 3 and improvements to the FloodCheck web portal will support local councils and Local Disaster Management Groups to improve the understanding of floods and their impacts and will:

- Make Queensland a safer place to live and work;
- Improve transport access, especially for emergency services and supplies during and after flood events, and quicker return to economic activity; and
- Reduce the restoration costs funded by the Commonwealth and State Governments, and direct costs to businesses and Queenslanders.

Other benefits include:

- Residents and businesses will have access to up to date flood hazard information, be better informed and better prepared for flood events;

- Local Government Authorities will have access to up to date flood hazard information, be better informed and able to prepare appropriate planning schemes, land use transition strategies, building and minimum floor level controls and retreat or resumption strategies; and
- Insurance companies will have access to up to date flood hazard information, be better informed and able to offer insurance at a premium appropriate to the exposure of the property or assets to be insured.

DNRM also distributes regular Industry Safety Bulletins relating to mines, gas and explosives to raise awareness amongst industry about effective disaster event preparations and amongst the community in terms of flood impacts on explosives discovery and handling and gas appliance safety post disaster event in particular.

# Department of Science, Information Technology, Innovation and the Arts (DSITIA)

## Core SDMP responsibilities during 2013-14

- *Functional lead agency for telecommunications (liaison with telecommunications service providers or contractors for the provision of priority services as directed by the chair of the relevant disaster management group).*
- *Provide storm tide and wave height information and expertise, including projections through the Coastal Impacts Unit.*
- *Provide SES 132500 and community call centre operations and government websites for the provision of public information about major event and/or disasters through Smart Services Queensland.*
- *Provide whole-of-government and agency-specific services that contribute to the government's front-line service-delivery priorities. Actively manage whole-of-government infrastructure, including data centres and networks, as well as develop and maintain essential ancillary services through CITEC.*

## Preparedness and prevention activities

Key service areas of the Department of Science, Information Technology, Innovation and the Arts (DSITIA) continue to work with lead agencies to enhance the services provided during disaster response. The capability of DSITIA and Queensland Government to respond to natural disasters is enhanced through:

- The ongoing efforts of DSITIA Science Division – Coastal Impacts Unit particularly as a key member of the Queensland Tropical Cyclones Consultative Committee (QTCCC), and as Storm Tide Advisers in accordance with the Tropical Cyclone Storm Tide Warning-Response System handbook (11th ed).
- Participation and presentation from DSITIA Coastal Impacts Unit as part of the pre-season 'Get Ready Queensland' Road show and the QTCCC pre-season (October) and post-season (June) meetings.
- Project contributions by the Queensland Government Chief Information Office and Strategic ICT division in support of the Government Wireless Network that will provide enhanced communications capability across emergency response agencies.
- Smart Service Queensland's continued engagement 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, by telephone or at counters.
- DSITIA conducting comprehensive training and briefings with key stakeholders in the lead up to storm season 2013–14 in relation

to the disaster response obligations of the department and related processes and controls. As a component of this, communication tools and processes were tested and refined to ensure that our agency was able to respond in an agile and responsive manner.

- CITEC actively maintains continuity of whole-of-government and agency-specific ICT infrastructure including data centres and networks. It also develops and maintains essential ancillary services including the whole-of-government internet connectivity from two suppliers. This provides redundant internet connectivity in the event that one is affected by the disaster.
- In conjunction with agencies, CITEC conducts full disaster recovery testing of systems running from the back-up site.
- The establishment of the Cultural Precinct Disaster Management Group (CP DMG): Arts Queensland, working in partnership with stakeholders, ensures ongoing management of precinct-wide disaster management planning, preparedness, response and recovery for the Cultural Precinct on Brisbane's South Bank.
- Arts Queensland undertakes cultural precinct emergency management training program with annual live evacuation drills encompassing all precinct stakeholders i.e. the museum and performing arts centre. Emergency services such as the Queensland Police Service participate in the exercise with industry briefing sessions conducted post exercise to ensure procedures are amended if necessary.
- Arts Queensland undertook a pre-storm season preparedness audit on its building and land assets portfolio (at South Bank's

Cultural Precinct and in Brisbane's Fortitude Valley) to ensure preparedness, response and recovery were in place in the event of a disaster. This included new flood barriers commissioned and river level gauges installed.

- After the Australia Day floods of 2013, DSITIA through Arts Queensland supported the Creative Recovery – Building Resilience Initiative. An investment of \$670,000 supported a range of community arts projects and strategies, which have been delivered in the communities of Bundaberg, Fraser Coast, Gladstone, Rockhampton, North Burnett, Western Downs, Gympie, Lockyer Valley and Logan including circus workshops, film festivals, music concerts, regional performing arts tours and community arts programs. The final elements of the initiative are due to be completed April 2015.

### **Status of disaster management plans**

DSITIA has a number of relevant plans that are in place to guide preparedness response and recovery initiatives. The DSITIA approach is guided through a business continuity and community resilience policy and framework that support an ongoing process of learning and improvement driven through plan review, testing and learnings from real time activation. This has been supported by an audit review of practices across the department that has provided a small number of recommendations. The list of plans include:

- all critical business areas have service delivery specific business continuity plans in place (various review dates across 2014);
- business area plans are supported by the Departmental Administration and Corporate Services business continuity plan. The current review is completed and ongoing improvement initiatives are continuing;
- DSITIA has departmental scenario specific plans covering pandemic and terrorism response (reviewed and released September 2014); and
- obligations detailed in the State Disaster Management Plan and actions to support those outcomes are supported through a government and community resilience plan (review pending in line with changes to disaster governance arrangements).

### **Disaster management achievements**

DSITIA is proud to report the following achievements relevant to the disaster response function and relevant time period:

- DSITIA successfully delivered against all obligations detailed within the State Disaster

Management Plan for all activations during the 2013–14 storm season.

- DSITIA also provided reservists for the SDCC that not only met our own obligations but also provided resources to cover gaps in other rosters.
- The DSITIA Director-General performed the role of chair of the State Disaster Management Group during TC Ita while the established chair was travelling overseas with an official delegation.
- The Coastal Impacts Unit installed a new storm tide gauge at Burketown and four new gauges in the Torres Strait region.
- Coastal Impacts Unit storm tide advisers were activated for TC Dylan and TC Ita. Fact sheets were also produced for both of these events.
- CITEC increased internet capacity for all departments during disasters allowing agencies to respond to the increase in internet traffic.
- Queensland Shared Services provided internal whole-of-government support to essential disaster response and recovery agencies including payroll support, telecommunications and financial services.
- During the last disaster season Queensland Shared Services successfully delivered uninterrupted services to all of its client agencies.

### **Significant initiatives to strengthen/improve disaster management capability**

DSITIA continues to adopt a business improvement approach to our response to disaster events. The following items demonstrate key initiatives that will enhance our capability:

- Following an internal lessons learned process, DSITIA has invested in technology and process improvements to enhance communications during disaster operations. This will streamline information gathering and reporting to support internal decision making in relation to response requirements and also support improved contributions to state-wide situational awareness.
- DSITIA Coastal Impacts Unit commissioned the development of a new probabilistic storm tide forecasting model (SEAtide) for use by the BoM in Queensland.
- CITEC works with agencies to provide fully redundant services (ability to run from two data centres) where required.

# Department of State Development, Infrastructure and Planning (DSDIP)

## Core SDMP responsibilities during 2013-14

- **Functional lead agency for economic recovery.**
- *Assist business and industry in business resilience and recovery strategies (in conjunction with Department of Tourism, Major Events, Small Business and the Commonwealth Games).*
- *Support disaster mitigation considerations in development planning, built environment and infrastructure design.*
- *Support compliance of State Planning Policies for development and community infrastructure.*
- *Provide infrastructure programming expertise to assist delivery agencies to plan, sequence and prioritise work.*

## Preparedness and prevention activities

The Department of State Development, Infrastructure and Planning (DSDIP) continues to liaise with, and support, local government with the implementation of the State Planning Policy (SPP), ensuring its appropriate integration into local planning instruments. The SPP was introduced in December 2013 and provides a clear, consolidated and comprehensive view of the state's interests in land use planning and development. Amendments to the SPP became effective on 1 July 2014. The SPP includes 16 state interests arranged under five broad themes, one of which is safety and resilience to hazards. Prevention and preparedness are emphasised through fit for purpose assessment of risks associated with natural hazards, and avoidance or mitigation strategies to protect people and property and enhance the community's resilience to natural hazards.

During the 2013-14 period significant progress has been made on the Brisbane River Catchment Studies project, including: Technical scoping of the whole project by GHD (a professional services company); the Aurecon data collection project completed; Aurecon Hydrology contract for the flood study let and commenced 26 August 2013; the completion of an interim Disaster Management Tool by Brisbane City Council for the whole catchment and training of council staff; commencement of hydraulics contract by BMT-WBM; pre-feasibility study of potential flood mitigation storage options in the Brisbane River catchment including upgrades to Wivenhoe Dam well underway; and a preparatory bathymetry survey completed.

The Floods Commission of Inquiry recommendation in relation to the regulation of levees was progressed throughout 2013-14. A Consultation Regulatory Impact Statement was released for public comment between 26 July 2013 and 6 September 2013 and the regulatory framework commenced on 16 May 2014. The

framework establishes that local governments are the assessment manager for all levees, with the state a referral agency for category 3 levees which have the highest risk rating. All relevant information including a self-assessable code for the construction or the modification of category 1 levees, guidelines for the construction or modification of levees and the State Development Assessment Provisions for category 3 levees is available on the DNRM website.

Two flood mitigation projects approved under round one of Royalties for the Regions were progressed during the period. The approved projects were:

- \$5 million towards the Nogoa River Rail Bridge Capacity Improvement and Upstream Flood Mitigation Project. Installation of culverts in the Nogoa River Rail Bridge western embankment was completed in January 2014. Extensive geotechnical investigations has been completed by council to determine the most suitable flood mitigation solution. Council are due to advise the Department in February 2015 of their preferred approach for state government consideration.
- \$5 million towards the Roma Flood Mitigation Levee Project. The 4.9 kilometre levee is now complete.

Further, under the Queensland Disaster Mitigation and Resilience funding program (2013-14 and 2014-15), \$12.27 million round two Royalties for the Regions funding was approved in August 2013 and \$10.16 million round three Royalties for the Regions funding was approved in June 2014.

DSDIP staff participated in the Office of IGEM strategic planning workshop in February 2014 to contribute to development of a shared understanding of the emergency management assurance framework and Queensland's Disaster Management Standard. DSDIP also



provided advice in relation to areas for strategic review by IGEM including:

- Surveying of structural impacts of disaster events;
- Surveying of business impacts of disaster events;
- Provision of government services commensurate with need; and
- Information gathering and prioritisation.

DSDIP was involved in the Queensland Tropical Cyclone Consultative Committee in 2013-14, enabling planning and preparedness activities in relation to tropical cyclone events.

### **Status of disaster management plans**

DSDIP maintained currency of a Disaster Management and Business Continuity Plan throughout 2013-14. This plan takes an all hazards approach and provides the framework for the governance and management of incident response activities to be undertaken by the department.

All DSDIP regional offices across the state reviewed their Business Continuity Plans (BCPs) by October 2013 for the 2013-14 season and included improvements to communications, mobile technology solutions and vehicle requirements. The BCPs were updated in June 2014 to accommodate all hazards, in particular with respect to potential hazards identified in planning for Queensland to host the G20. These BCPs address the activities that will need to be undertaken in case of disaster and were tested in exercises in September 2014.

Regional Economic Recovery Plans have regard to preparing for the economic recovery of local business and industry.

### **Disaster management achievements**

As the Government's lead agency for coordinating economic recovery, DSDIP engaged with other agencies to assess the economic impacts of Ex-TC Ita (April 2014). Key activities across government were identified to assist the economic recovery of the affected region, 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 and other government departments to ensure business recovery activities were effective and coordinated. The Far North Queensland DSDIP Regional Office travelled to Cooktown to assess the impacts of Ex-TC Ita and to provide information to local businesses on support available.

The State Planning Policy (SPP) was established in December 2013 to simplify and clarify matters of state interest in land use planning and development. Through the SPP, the state sets out the interests that must be addressed through local government planning schemes, regional plans and when making decisions about the designation of land for community infrastructure. There are 16 state interests under the SPP, including 'natural hazards, risk and resilience'.

### **Significant initiatives to strengthen/improve disaster management capability**

To strengthen the preparedness of business and to assist in developing resilience and plans for disaster management, DSDIP Regional Services provides scheduled seminars directed at a business audience.

The scope of regional office BCPs has been broadened to apply an all hazards approach in order to ensure comprehensive planning and preparedness for any incident. This also assists in planning the implementation of economic recovery activities.

A secured DSDIP extranet disaster management website was launched for use by key staff to enable secure document storage and sharing during an incident, increasing our communication ability and record keeping. This facility also provides a single point of truth for data gathered by departmental regional officers and can capture regional intelligence for daily situational reports.

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

## Core SDMP responsibilities during 2013-14

- *Initial situation reporting of impacts on tourism infrastructure and tourists in affected zones with referral to appropriate agencies for response.*
- *Advocate/point of contact for tourism industry and tourism-related businesses.*
- *Advocate/point of contact for small business community.*
- *Initial situation reporting on impacts on small business and major events (assisted by DSDIP with localised reporting and intelligence through the 'Regional Services Queensland' partnership).*
- *Assist business and industry in building resilience and recovery strategies.*

## Preparedness and prevention activities

- Facilitated two webinars (interactive web-based seminars) as part of the 2013 *Get Ready Queensland* initiative.
  - The 'Business continuity planning' webinar attracted 35 participants and helped them prepare their business for the cyclone, storm and flood season and put together a ready to implement continuity plan.
  - The second webinar – 'Strengthening your business' had 32 participants and allowed them to gain valuable knowledge and skills related to business strengthening and management.
- Posted online in April 2014 a series of seven risk management webisodes (short YouTube videos) to help businesses manage major disruptions to their operation, with a focus on business continuity planning. Topics covered in the series include:
  - Identifying business risk
  - Analysing and evaluating risk
  - Treating risks to your business
  - Conducting a business impact analysis
  - Preparing an incident response plan
  - Developing a recovery plan
  - Business continuity planning.
- Contributed to the *Get Ready Queensland* week Business Resilience Breakfast on 16 October 2013, which involved 200 business leaders across a range of industries in a discussion on the growing importance of resilience in the world of business.
- Led development of a Queensland case study on government encouragement of business continuity planning in small to medium enterprises in collaboration with

DLGCRR and the federal Department of Foreign Affairs and Trade. Developed for the Asia Pacific Economic Cooperation (APEC) Emergency Preparedness Working Group, the case study aimed to assist officials from other APEC national governments. As the impact of natural disasters rises in the APEC region, strengthening business resilience will further enhance the recovery of communities after a natural disaster.

- Hosted a visit from a senior representative of the Asian Disaster Preparedness Centre (ADPC) on a study tour of global best practice for promoting business disaster resilience. ADPC provides resources to government and development agencies on disaster risk reduction in south-east Asia.
- Received over 289,000 page views for online disaster recovery/risk management business and industry information on the Business and Industry Portal ([www.business.qld.gov.au](http://www.business.qld.gov.au)) in 2013-14.

## Status of disaster management plans

- DTESB has a whole-of-department Emergency Management Plan, which encompass 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 the tourism and events sectors. Supporting the Emergency Management Plan are Business Continuity Plans specifically tailored for each business area.
- Tourism and Events Queensland has in place disaster management plans including a Disaster Recovery Plan, Business Continuity Plan and Crisis Communications Plan. Tourism and Events Queensland's Crisis Communications Plan supports tourism businesses and visitors to Queensland being aware and prepared for all encounters.

## **Disaster management achievements**

- Provided emergency response support to the SDMG, SDCG and SDCC.
- Participated in the emergency response for TC Dylan and TC Ita 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 DSDIP, and via Tourism and Events Queensland regional tourism organisations, intelligence on the emergency situation across impacted regions was obtained.
- Revitalised the 'Think Queensland, buy locally' campaign as part of 2014 Queensland Small Business Week. 'Think Queensland, buy locally' is an action within the Queensland Small Business Strategy and Action Plan 2013-2015 which encourages communities to buy from local businesses and thereby supports business recovery.
- Tourism and Events Queensland supported post bushfire recovery on North Stradbroke Island in January 2014 to distribute positive

messages to promote the Island as 'open for business'.

- Following TC Ita in April 2014, Tourism and Events Queensland launched the 'Pack your bags, Queensland's ready to holiday' digital marketing campaign to assist recovery among cyclone affected communities and encourage visitation in the lead-up to the Easter and ANZAC Day long weekends.

## **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 surrounding natural disasters, security threats, etc. Security and disaster planning is being conducted in conjunction with relevant agencies across government and other jurisdictions.

# Department of Transport and Main Roads (TMR)

## Core SDMP responsibilities during 2013-14

- **Functional lead agency for transport systems.**
- **Functional lead agency for infrastructure recovery (transportation).**
- *Primary agency for ship-sourced pollution where it impacts, or is likely to impact, on Queensland coastal waters.*
- *Provide information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure as it affects the transport system.*
- *Enable an accessible transport system through reinstating road, rail and maritime infrastructure.*
- *Assist with the safe movement of people as a result of mass evacuation of a disaster affected community.*
- *Ensure the capability of logistics related industries are appropriately applied to disaster response and recovery activities.*

## Preparedness and prevention activities

### Marine Preparedness

Maritime Safety Queensland (MSQ), a branch of the Department of Transport and Main Roads (TMR), conducts regular exercises across the ports and coastal waters to test marine emergency response capability. Exercise Keppel Passage was held in Rockhampton on 12 November 2013, and Exercise Mermaid was held in Brisbane on 17 December 2013. A State Incident Control Centre Activation Exercise was held in Brisbane on 11 December 2013.

Oil spill response equipment operator courses were held in Brisbane, Gladstone, Mackay, Cairns and Weipa with 79 people attending.

A total of 10 people from the department attended specialist oil spill response management training at the Australian Emergency Management Institute at Mt Macedon, Victoria.

Six staff from MSQ also participated in Exercise Northerly, a national oil spill response exercise and associated marine emergency management master class, in Darwin in June 2014.

### Land Preparedness

The department conducted its annual preparedness program engaging with internal and external stakeholders in the disaster management community, specifically targeting transport systems requirements. The program was conducted across the state in 12 sites with a total of 315 participants. In addition the department participated in and developed exercises and scenarios to enhance emergency management processes and capability.

To inform future preparedness programs the department conducted its state wide debrief of the impact and processes related to the tropical cyclones that influenced Queensland weather

during 2014 including Dylan, Ita, Hadi, Edna, Fletcher and Gillian. TMR event debriefs were conducted following the passage of each significant event, to identify themes and learning from the experience for future initiatives.

### Scanning and Alerting

As part of its Watch Officer function, the department prepared and distributed its Daily Watch report via emails to around 1,000 subscribers each week day during the peak season.

The Watch Officer also prepared and distributed targeted Priority Alerts regarding adverse weather threats to several hundred internal and external subscribers in each target area as required.

### Prevention and Preparedness

Activities included:

- Exercised and evaluated the TMR Continuity Process which covers essential services for areas of the department.
- Reviewed and updated the Continuity Network Response Plans to include improvements in geospatial information and digital data feeds to the QFES Total Operating Management (TOM) system.
- Continued collaboration with representatives from the logistics and supply industries for enhanced industry resilience and capability when disruptive events impacted the transport system.
- Identified and trained departmental representatives for the SDCC, SDCC Liaison and Community Recovery Ready Reserves.
- Targeted evaluation of induction processes for departmental disaster representatives on local and district disaster management groups.

- System security improvements were made to 131940, TMR's Traffic and Travel Information Service that provides a single point of truth on road conditions across the state in response to the Queensland Audit Office recommendations. Other enhancements and capability improvements were made to 131940 following TC Dylan.
- Continued review and further development of department geospatial mapping system.

### **Status of disaster management plans**

TMR is responsible for more than 33,000 kilometres of state-controlled-roads across Queensland, which are covered by each district's Continuity Network Response Planning arrangements.

The department through MSQ, oversees the management and implementation of the Queensland Coastal Contingency Action Plan (QCCAP), Port Procedure Plans, Extreme Weather Contingency Plans, and Business Continuity Plans.

The Extreme Weather Contingency Plans were reviewed in November 2013 in readiness for the cyclone season and QCCAP was reviewed in April 2014. The other plans are reviewed on an ongoing basis.

Other activities included:

- Reviewed departmental-wide Continuity Process and district Continuity Network Response Planning arrangements to ensure currency and to identify opportunities for improvements.
- Worked with local governments on their respective disaster management plans, including the Brisbane City Council CBD evacuation and transport sub-plan.
- Liaised with other departments on disaster management legislation, arrangements and plans such as biosecurity and reception plan.
- Reviewed the department's functional plan for disruptive events.

### **Disaster management achievements**

TMR successfully managed the response and recovery of departmental infrastructure, including roads, bridges, culverts, port infrastructure and navigational aids, which were damaged or destroyed in the 2013-14 natural disasters. For example, following TC Ita, less than 30kms of roads were damaged or destroyed, with corresponding limited damage to ports and navigational aids.

MSQ's extreme weather contingency plans were activated for: TC Fletcher, which closed the port of Karumba from 3-5 February 2014; TC Hadi, which approached from the east in March, with operations at the Port of Cairns suspended for 24 hours; TC Gillian, which formed in the Gulf of Carpentaria closing the Port of Weipa for 24 hours and the Port of Karumba for 7 days; and TC Ita, which crossed the coast near Cape Flattery on 12 April 2014 and closed ports from Cape Flattery to Townsville.

Resupply of essentials to Cooktown via barge was conducted following TC Ita.

TMR responded to 72 reported marine pollution incidents including a spill of 14,000 litres of diesel fuel from the super yacht Seafaris which caught fire and sank near Cape Tribulation in Far North Queensland in October 2013.

TMR coordinated the salvage of the 19.5 metre vessel Moray which capsized and sank in the Great Sandy Straits near Tin Can Bay in South East Queensland in November 2013.

TMR provided staffing for the SDCC Blue Team at Kedron, and over 100 volunteers for the whole-of-government Community Recovery Ready Reserve

### **Significant initiatives to strengthen/improve disaster management capability**

The department commenced implementation of recommendations arising from an internal audit of its Pollution Response Preparedness report.

In response to a recommendation arising from the draft North-East Shipping Management Plan, TMR undertook an audit of the Tier 1 response capabilities for ports in Queensland.

The department has initiated an internal audit of its emergency management arrangements.

Departmental representatives are actively involved in the development of standards for the Emergency Management Assurance Framework.

TMR is developing a training framework, to ensure all staff who participate in prevention, preparedness, response and recovery activities, receive appropriate training. The department is supporting staff to undertake higher education activities through the Regional College of Disaster Management, which offers programs such as the Advanced Diploma in Public Safety (Emergency Management).

# Local Government Association of Queensland (LGAQ)

## Core SDMP responsibilities during 2013-14

- *Advocate on behalf of local governments at State level.*
- *Provide representation and facilitate collaboration with (and between) local government.*

## Preparedness and prevention activities

LGAQ continues to provide high level, strategic representation of Queensland councils and has brought forward key local government issues for consideration and resolution during planning and preparedness periods and also during periods of operational activity.

LGAQ has also led the development of a range of specific preparedness and resilience activities to support local councils to better prepare their communities.

Through our subsidiary company Resolute, LGAQ maintains and supports the DisasterHub. This service provides councils with access to a knowledge base on disaster preparedness, processes and procedures. It makes information available to councils on best practice, case studies and training materials to assist with local planning and preparedness activities. DisasterHub importantly provides an interface directly with the local community and offers resources to prepare themselves and tools to help build community resilience.

## Status of disaster management plans

LGAQ has an internal Business Continuity Plan to ensure maintenance of key business activities including supporting operational activities as a stakeholder of the Queensland Disaster Management Arrangements.

LGAQ has developed through our subsidiary Propel Partnerships, a specific 24/7 Disaster Management support service – this service allows councils directly impacted by events to maintain a public facing service even if the functions of council need to be temporarily suspended due to the impact of an event.

Internal planning, training and operational arrangements have been established by LGAQ to ensure a capacity to deliver key disaster management support functions to the QDMA and also to provide support, advice and representation for councils.

## Disaster management achievements

During the last summer, LGAQ deployed staff to support operational activities of councils following: North Stradbroke Island fires (December 2013). TC Dylan (January 2014). TC

Fletcher (February 2014), north east Queensland monsoonal rainfall and flooding (February 2014), central and western Queensland flooding and rainfall (February 2014).

Most significantly, LGAQ officers provided support following TC Ita (April 2014). Several of the councils affected lost communications and LGAQ were able to make first contact with Hopevale and Wujal Wujal Councils to verify losses and support needs.

LGAQ facilitated the provision of monthly information service (DM Update) to ensure councils are informed of developments, issues and a range of solutions to existing disaster management issues.

LGAQ has also maintained and further developed a capacity to directly assist councils during periods of disaster events. This support may be in the form of representation at key State level operational forums, direct service provision, matching of assistance between councils (Council to Council Support – C2C) and the deployment of officers into affected areas to establish and or support local capacity.

## Significant initiatives to strengthen/improve disaster management capability

LGAQ has identified issues and developed options to resolve issues for councils in relation to improved cooperation between councils and mutual support of affected councils.

LGAQ supported the Sustainable Research Centre, University of the Sunshine Coast in a project to better "understand the community resilience socio-technical system". The resultant case study will be further developed into a tool kit to provide councils with a better measure and understanding of community indicators and levels of local resilience.

LGAQ is also undertaking internal reviews of roles, functions, responsibilities and capabilities of LGAQ and our subsidiaries to ensure our capacity to support the disaster management system – especially during operational periods – is appropriate to the identified requirements and is also flexible to meet emerging needs during times of major disasters.

# Office of the Inspector General Emergency Management (IGEM)

## Core SDMP responsibilities during 2013-14

- *Review, assess and report on the effectiveness of disaster management by the State, including the State Disaster Management Plan and its implementation.*
- *Review and assess the effectiveness of disaster management by district and local groups, including district and local disaster management plans.*
- *Provide advice and support to the SDMG, DDMGs and LDMGs in relation to disaster management and disaster operations.*
- *Ensure that disaster management and disaster operations within the state are consistent with the state's Strategic Policy Framework, State Disaster Management Plan and Guidelines.*
- *Provide assurance that persons performing functions under the Act in relation to disaster operations are appropriately trained.*

## Preparedness and prevention activities

The role of the IGEM, established as a result of recommendations from PACSR and under amendments to the *Disaster Management Act 2003*, is to provide assurance and advice that enables confidence in Queensland's emergency management arrangements.

The IGEM researched and developed the Emergency Management Assurance Framework (the framework) to provide a level of assurance that Queensland has the best possible whole-of-government and whole-of-community arrangements to deal with emergencies and disasters. The IGEM engaged broadly with the disaster management sector, including state government agencies, local government, NGOs, volunteers, and counterparts in Victoria's IGEM, to develop the framework.

In December 2013, the IGEM released a summary report on the results of the *Queensland Community Preparedness Survey 2013*. The report highlighted the need to focus future community engagement efforts on households with children, landlords and tenants of rental properties, and households that usually speak languages other than English in the home.

To support district local and disaster management groups the IGEM worked on refining the review and assessment process of disaster management plans for 2014-15, to reduce red tape and reward good practice.

The IGEM facilitated Queensland's involvement in a three jurisdictional review of warnings for Category 1 and 2 Cyclones for the BoM.

The IGEM is also monitoring work across government, led by the DNRM to provide an enhanced standard of flood mapping for Queensland's disaster management sector and

for the community. This work provides assurance that the Queensland Flood Commission of Inquiry recommendations 2.20 - 2.22, that dealt with best practice in flood plain management and flood studies, are implemented as intended.

The IGEM provided advice to the steering committee and working group for the Review of District Disaster Boundaries that aims to address a series of past recommendations for realignment.

In partnership with the Australian Red Cross, the IGEM developed a suite of resources to support local government management of evacuation centres.

## Status of disaster management plans

A business continuity plan was not developed for the IGEM for the reporting period as the office was officially established on 1 July 2014.

## Disaster management achievements

In January 2014, the IGEM evaluated the State's response to TC Dylan resulting in recommendations relating to governance, capability and crisis communications. The TC Dylan evaluation also demonstrated clear enhancements to the State's approach to helicopter tasking that had been the subject of an adverse PACSR finding following Ex-TC Oswald. Work by a number of agencies, facilitated by the IGEM, has so far resulted in enhanced aviation procedures and staffing, providing the basis for improved emergency aviation coordination in future events.

The IGEM reviewed efficacy of the SDCC following the 2013-14 disaster season, making recommendations to improve SDCC processes, structure and staffing.

The IGEM contributed to the review of the governance arrangements for the State Disaster Management Group.

The IGEM conducted a survey of stakeholders to uncover data sets that may be of value to both disaster management agencies and the wider community. The survey revealed information potentially of use during disasters and supports the PACSR recommendation that agencies should, as far as possible, share data sets.

The IGEM actively engaged in industry specific research through the Bushfire and Natural Hazards Cooperative Research Centre that will provide tangible and innovative solutions to enhance community outcomes during disaster events.

The IGEM collaborated with stakeholders and established strategic partnerships across three levels of government and NGOs through a detailed Communication and Engagement Strategy and dedicated Stakeholder Engagement Framework.

### **Significant initiatives to strengthen/ improve disaster management capability**

As outlined under 'Disaster Management Achievements'.



# Public Safety Business Agency (PSBA)

## Core SDMP responsibilities during 2013-14

- Provide the State government owned aircraft assets to the disaster response via the Queensland Government Air Service.
- Provide support to the SDCC for logistics, procurement, finance, information technology and human resource management during disaster operations.

## Preparedness and prevention activities

- As per the recommendations from the PASCAR report, the PSBA provides 50 staff to support the SDCC.
- PSBA are permanent advisors to the State Disaster Management Group.
- Ensure appropriate support is provided to SDCC and partner agencies during a disaster.
- Release PSBA staff to attend disaster management training/preparation.
- Work undertaken to ensure the PSBA is aligned with other government agencies in support of new disaster management arrangements and relationships.
- Consultation with PSBA Senior Executives in regards to the development of PSBA disaster management arrangements.

## Status of disaster management plans

- Development of BCP underway with each Division
- Development of a PSBA Critical Incident Response Framework to provide guidance for the Agency during an event.

## Disaster management achievements

During TC Ita in April 2014:

- PSBA worked with DPC Communications Services and QFES to support the provision of media information and compilation of whole-of-government speaking points.
- Numerous PSBA teams 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.

- QGAir conducted a stocktake of assets and deployed them where appropriate. Ongoing analysis of requirements was undertaken which constantly reviewed the weather situation and allocated assets from across the State. QGAir responded to 12 tasks utilising 34.2 hours of flight time. Post cyclone tasks approved by the SDCC or disaster management groups included medical transfers, search and rescue for missing or trapped persons (including winching) and reconnaissance by emergency personnel to assess the extent of damage and decide what could be done to help local residents including those in remote areas and cut off or threatened by flood waters.

## Significant initiatives to strengthen/improve disaster management capability

- The PSBA implemented recommendations from the PACSR report by committing 70+ personnel to participate in activities for deployment to the SDCC.
- The PSBA Media Branch managed a number of media and social media campaigns on behalf of the 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.
  - PREPARE.ACT.SURVIVE.: the campaign enabled residents to prepare for the bushfire season and equips them with the knowledge they need to take appropriate action to survive during a bushfire.

# Queensland Fire and Emergency Services (QFES)

## Core SDMP responsibilities during 2013-14

- **Functional lead agency for warnings.**
- *Prepare guidelines on behalf of the SDMG per s 49 and s 63 of the DM Act.*
- *Establish and maintain arrangements between the State and Commonwealth on disaster management issues.*
- *Develop, implement and maintain the State's disaster management arrangements and systems.*
- *Coordinate reception operations.*
- *Provide situational monitoring of events and incidents across the State via the SDCC Watchdesk.*
- *Primary agency for bushfire response.*
- *Primary agency for chemical / hazmat related incidents.*
- *Provide control, management and pre-incident planning of fires (structural, landscape and transportation).*
- *Provide rescue capability for persons trapped in any vehicle, vessel, by height or in confined space.*
- *Rescue of persons isolated or entrapped in swift-water / floodwater events.*
- *Provide advice, chemical analysis and atmospheric monitoring at chemical / hazmat incidents.*
- *Provide mass and technical decontamination capabilities under State Biological Disaster and State Radiological Disaster response.*
- *Provide Urban Search and Rescue (USAR) capability for building collapse events.*
- *Support the Queensland Hazardous Materials Incident Recovery Plan.*
- *Support the Queensland Coastal Contingency Action Plan – Chemical Spill Response Plan (a supporting plan of the National Marine Chemical Spill Contingency Plan, and National Marine Oil Spill Contingency Plan).*
- *Provide impact assessment, and intelligence gathering capabilities.*

Perform the following responsibilities in support of disaster operations:

- *Ensure the availability, maintenance and operation of the SDCC which includes the following:*
  - *The operation of the Intelligence, Logistics, Operations, Planning and Aviation cells;*
  - *Coordinate emergency supply;*
  - *Coordinate resupply operations;*
  - *Coordinate and implement the logistics support framework; and*
  - *Coordinate, support and manage the deployment of SES resources (as required, in consultation with local government, appoint a suitably experienced and/or qualified officer as SES Coordinator to support the coordination of SES operations.*

## Preparedness and prevention activities

The SDCC provides whole-of-Government coordination to support disaster management operations within Queensland. In order to support the SDCC during protracted events, staff are brought in from across the Queensland public service to fill key positions within the centre for each shift. Almost 500 staff from across key government departments, including the QPS attended emergency management training.

A total of 36 administrative staff from within QFES were trained for a range of administrative roles within the State Operations Centre (SOC).

The SDCC conducts a visit program to enhance awareness and capability for the community.

Approximately 50 visits were conducted during the year, including international disaster management agencies, local, district and state groups and State Emergency Service (SES) and emergency management teams.

A full deployment exercise was conducted on 12 July 2013 to test emergency response procedures associated with a nuclear powered warship. This involved all emergency services, Queensland Health, Australian Nuclear Science and Technology Organisation, Royal Australian Navy, Bureau of Meteorology and the Port of Brisbane Ltd.

Exercise Guardian Angel was conducted on 14, 15, 21 and 22 October 2013. The aim of the exercise was to consolidate and validate previous training by tasking SDCC whole-of-Government response teams during a simulated

disaster event using relevant SDCC processes and procedures. A total of 224 personnel participated in the four one-day exercises.

On 28 August 2013, the SDCC conducted a one-day exercise with Townsville City Council to practice their Emergency Alert practices and procedures.

A number of cyclone centre workshops and exercises were conducted across the state with all cyclone shelters undertaking a full exercise during the year.

Get Ready Queensland, an updated concept in resilience and preparedness for the communities of Queensland, was introduced in 2013-14. This included a wide ranging series of activities, a new website and a range of community engagement events sponsored by RACQ.

### **Status of disaster management plans**

In 2012-13 a new Business Continuity Plan was introduced for the Watch Desk element of SDCC. During 2013-14 this was widened to include all of the SDCC, including when activated. This is a living document but an alternative site, arrangements and communications are in place and available should they be required.

The QFES SOC conducted 3 326 tests/reviews of Local Action Plans and Business Continuity Plans.

### **Disaster management achievements**

The SDCC was activated on three occasions to support operations associated with TCs Dylan in January 2014, Hadi and Gilian in March 2014 and Ita in April 2014. The SDCC Watch Desk also assisted in numerous minor operations that occurred state-wide but did not warrant formal out of hours activation of the SDCC.

Due to the significant threat to communities along the Far North Queensland coastline posed by Severe TC Ita, which developed into a Category 5 cyclone, the Minister for Police, Fire and Emergency Services approved the declaration of a Disaster Situation under the provisions of the *Disaster Management Act 2003* for the Disaster District of Cairns. The Disaster Situation was approved on 11 April 2014 and remained current for 14 days.

The SOC was activated for 50 days supporting regional requirements for severe weather, urban search and rescue and fire activities. The SOC was also activated for 58 days in support of the Victorian bushfires and Hazelwood Mine fire. This included Fire Behaviour Analysis and Incident Management Teams.

The national Emergency Alert system was used on 16 occasions to deliver voice and SMS warnings associated with TCs Dylan and Ita. A

total of 19,377 landline telephones and 187,337 mobile devices were targeted.

The SDCC coordinated six resupply operations which resulted in almost 17 tonnes of essential supplies being airlifted to isolated communities as a result of flooding.

QFES is the lead agency for coordinating visits by nuclear powered warship visits to Queensland ports. During this period, the USS George Washington, a Nimitz class aircraft carrier visited Brisbane from 29 July 2013 to 3 August 2013 for crew rest and recreation purposes. The USS Ohio, a Los Angeles class submarine surfaced off Gladstone for a short time on 30 July 2013 to rendezvous with another vessel to transfer some personnel.

### **Significant initiatives to strengthen/improve disaster management capability**

QFES completed the acquisition of the SDCC Event Management System and a small team of project staff has been working to complete the introduction of Phase 1 of the project which will include the SDCC Watch Desk and the Aviation Capability. Phase 1 will be rolled out in August 2014 while Phase 2, which will include the wider SDCC, will be introduced in 2014-15.

Following TC Ita a review of the SDCC was conducted by QPS and QFES under the auspices of IGEM. The report was completed in June 2014 and made a number of significant recommendations. These included the introduction of 'capability areas' into the SDCC, greater integration of QPS and QFES response arrangements with a more clearly defined role for QPS, a greater emphasis on intelligence and planning and a wider public information platform in the centre. The whole of government staffing model has been reduced with more operational staff from QPS and QFES being drawn into the centre when activated.

The SOC also reviewed its structure, roles and responsibilities in order to improve effectiveness and efficiency. A number of improvements in the communications and data technologies within the deployable incident management component were introduced and improvements to data capture for rapid damage assessment were developed to include Hazardous material reporting and the recording of premises that had been washed out during flood recovery operations.

Version 4 of the national telephone warning system Emergency Alert was launched by Telstra on 15 October 2013. The key change was that Optus and Vodafone have joined Telstra in having a Location Based Solution. This allows text messages to be delivered to mobile phones based on their last known

position within a specified geographical area. Previously, texts were sent to mobiles based on their billing address. International tourists will also receive a SMS if they have enabled international roaming and are in the defined warning area.

Following advice from Telstra, QFES is seeking to establish a Memorandum of Understanding

between QFES and New South Wales. This would formalise cooperative arrangements for mutual assistance by providing a further redundancy measure for issuing Emergency Alert messages within Queensland.

# Queensland Health

## Core SDMP responsibilities during 2013-14

- **Functional lead agency for health response**
- *Primary agency for pandemic influenza, biological and radiological incidents.*
- *Protect and promote health in accordance with Hospital and Health Boards Act 2011, Hospital and Health Boards Regulation 2012, Health and Public Health Act 2005, other relevant legislation and regulations.*
- *Queensland Health provides a whole-of-health emergency incident management and counter disaster response capability to prevent, respond to, and recover from a State declared emergency or disaster event.*
- *Hospital and health services provide coordinated multidisciplinary support for disaster response and recovery including specialist health services and specialist health knowledge representation.*
- *Provide State representation at the Australian Health Protection Principal Committee.*
- *Provide clinical and State wide and forensic services support for disaster and response recovery.*
- *Promote optimal patient outcomes.*
- *Provide appropriate on-site medical and health support.*
- *Clinically coordinate aeromedical transport throughout the State. In a disaster situation provide staff to the Emergency Helicopter Tasking Cell.*
- *Provide health emergency incident information for media communications.*

## Queensland Ambulance Service

- *Provide, operate and maintain ambulance services.*
- *Access, assess, treat and transport sick and/or injured persons.*
- *Protect persons from injury or death, during rescue and other related activities.*
- *Coordinate all volunteer first aid groups during for major emergencies and disasters.*
- *Provide and support temporary health infrastructure where required.*
- *Collaborate with Retrieval Services Queensland in the provision of paramedics for rotary wing operations.*
- *Participate in search and rescue, evacuation and victim reception operations.*
- *Participate in health facility evacuations.*
- *Collaborate with Queensland Health in mass casualty management systems.*
- *Provide disaster, urban search and rescue (USAR), chemical hazard (Hazmat), biological and radiological operations support with specialist logistics and specialist paramedics.*

The Queensland Health portfolio consists of Department of Health (DoH); Hospital and Health Services (HHSs); and Queensland Ambulance Service (QAS).

Queensland Health as a collective entity represented by HHSs, QAS and DoH undertakes a full suite of health services. These enable the scalable and responsive courses of actions Queensland Health routinely undertakes. The span of our activities represents an integrated approach for health services that aligns with our disaster partners across Government. The scope for local, state and national responses, and as required international responses, is within our existing capability and exposure.

The diversity and focus of our services varies extensively from acute care to public and mental health, emergency transport, laboratory services, to name but a few. However across this diversity there is a core consistency in our comprehensive approach to our disaster management planning capabilities. Many of our activities have similarities in our preparedness, prevention, response and recovery phases. The point of difference is each is tailored to suit local through to state services and the diversity of surroundings; the following represents the key activities during this period, many of which occur at varying degrees across all levels of Queensland Health services.

## Preparedness and prevention activities

### National Arrangements

Queensland Health has ensured disaster management arrangements are aligned with national plans and arrangements through participation in the Australian Health Protection Principal Committee (AHPPC). This is the peak health disaster management body in Australia and includes representation by all Chief Health Officers. Queensland Health has also participated in the various standing committees of 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).

### Exercises

Queensland Health has presented and participated in mass casualty, hazardous materials, pandemic, chemical biological and radiological and counter-terrorism exercises in collaboration with the QPS, QFES, industry representatives and multi intra/inter agencies. HHS participate in emergency scenario based exercises based on Australian emergency standards using Health Facility Emergency Codes. These particular exercises reinforce ties with emergency service agencies across the state and enhance communications between intra and inter agencies.

### Major Incident Medical Management and Support (MIMMS) Course

This internationally recognised course is designed to teach health care professionals how the health service response integrates into the emergency services response during a mass casualty incident. This is coordinated through the Department and undertaken primarily by DoH and HHS staff. Participants from other agencies are also involved in course intakes.

It educates health personnel in their role within the emergency services structure at the scene of any incident emphasising a collaborative and highly integrated approach in order to facilitate seamless, appropriate and timely care for the transportation of the patient from the scene to definitive care in hospital. A new initiative commenced this year has been to facilitate collaboration across other agencies including Australian Defence Force (ADF), QPS, QFES and QAS.

During the period 13 August 2013 – 30 May 2014, a total of 168 staff undertook the MIMMS Advanced and Team Member courses conducted by the DoH. 105 participants undertook the 5 MIMMS Team Member Courses (1 day) in Brisbane North, Bundaberg, Gold

Coast, Sunshine Coast and Cairns. Geographical location of the MIMMS training correlates to upcoming major events and is the foundation for mass casualty preparation and preparedness. Training location is determined by training offered in previous years building on local capacity and enhancing the State capabilities in disaster response.

The designations are as follows:

Nurses	72
Doctors	13
Environmental Health Officers	5
Managers (involved with Disaster)	5
Admin Officers (Disaster Management Group)	2
Radiologists (ADF)	2
SES	1
Queensland Ambulance Service (QAS)	2
QFES	1
Pharmacist	1
Protective Services	1

63 participants undertook the 3 MIMMS Advanced Courses (3 day), in Brisbane North, Sunshine Coast and Cairns.

The designations are as follows:

Nurses	29 (3 ADF)
Doctors	25 (2 ADF)
Environmental Health Officer	1 (ADF)
Snr NCO – Combat medics	3 (ADF)
QAS	4
Admin Officer (Disaster Management Coordinator)	1

Queensland Health staff are also represented on the National MIMMS Working Group and have been involved in the delivery of a National Generic Instructor Course for MIMMS. This was run 20-22 November 2013 in the Northern Territory with 7 participants from QLD (3 ADF and 4 civilians, 1 doctor and 3 nurses) bringing the Queensland instructor pool to 23.

### Australian Inter-Service Incident Management System (AIIMS)

QAS undertakes AIIMS training and has provided training to 189 officers in emergency management. There has been a total of 194 QAS staff who have undertaken training at the introductory level of Australian Inter-Service Incident Management System (AIIMS) during the reporting period.

### Emergo Training

This system is an educational tool that allows for real time testing of emergency response plans. It can be used in pre-hospital scenarios to test

multi-agency coordination and in hospital scenarios to test decision-making, prioritisation and the effectiveness of hospital disaster plans. Multiple exercises have been conducted by HHSs.

#### **Joint Emergency Services Training (JEST)**

Queensland Health as collective HHSs, QAS and the DoH is involved in JEST from instructors to participants. This course is based on Chemical, Biological and Radiological (CBR) response with a focus on the triggers and mechanisms relevant for first responders. This educational program incorporates a multi-agency approach, jointly facilitated by QPS, QFES and Queensland Health to comprehensively manage the event.

Three JEST courses were run throughout Queensland during the 2013-14 reporting period.

#### **Australian Medical Assistance Team (AUSMAT) Team Member Training**

This three-day course is designed as the first module of preparation for deployment as an Australian Medical assistance team member. Developed to provide participants with exposure to a range of essential techniques and survival skills to manage successfully when deployed into the field after a disaster.

Two Queensland Health staff participated as Queensland representatives on a Western Australian AUSMAT team member course in March 2014.

Two Queensland Health staff also participated in AUSMAT Advanced Team Leader Courses in Darwin in September 2013 and Canberra in May 2014.

Queensland Health staff are also represented on the National AUSMAT faculty and AUSMAT Working Group.

Queensland is on the national AUSMAT roster for national and international deployment of medical teams as a national capability to respond to major disasters through forward needs, rapid response and enhanced response teams, subject to the clinical and logistical requirements of the deployment and endorsed by Australian Health Protection Principal Committee (AHPPC).

#### **Urban Search and Rescue (USAR)**

24 QAS officers successfully completed state USAR recertification.

A further 213 QAS staff have been provided with SDCC orientation during this reporting period.

#### **Community Education/Engagement**

Queensland Health actively engages as a member of the State committees to enhance

and develop reviewed and tested response capability in response to natural disasters, counter terrorism and health planning for major events of state and national significance.

Continued membership on key state and national government disaster and counter terrorism committees contributes to and addresses health specific services and context.

HHSs actively participate on local and district disaster committees.

The establishment of communication materials flexible enough to suit a variety of mediums (radio/television/print/social media) for easy access and timely response is available. This messaging provides information regarding accessing services, public health considerations, mental health and community health and wellbeing.

These materials have been distributed by the DoH, to key government departments, Crisis Communications Network, Smart Services Queensland and HHSs for engagement with their local communities.

Queensland Health promotes initiatives to better assist communities in the preparedness, response and recovery phases of disaster management including the 'Get Ready Queensland' launch, Community Emergency Service days and various static displays at regional cities across Queensland.

#### **Status of disaster management plans**

The current plan in effect is the Queensland Health Disaster Plan 2014. The renewed document reflects the most recent changes across Health, within Local and District groups and State arrangements. Annexures of the Queensland Health Disaster Plan includes: Mass Casualty; Pandemic Influenza; Blood Supply Emergency and Contingency arrangements and Heatwave Response.

Existing sub-plans for Human Social, Public Health, and the Tsunami Protocol are currently under review and be included as further annexures to the current Queensland Health Disaster Plan 2014.

The Queensland Health Chemical, Biological and Radiological Plan (CBR) is presently being reviewed in consultation with QFES to amalgamate the individual functional plans further to the State CBR plan.

The QAS State Major Incident and Disaster (SMID) Plan and the QAS Incident Management System (IMS) Doctrine have been reviewed and updated.

## **Disaster management achievements**

### **Activations**

The State Health Emergency Coordination Centre (SHECC) provides a facility to operate a centralised coordination centre for Queensland Health in response to an incident in addition to State wide support to the HHSs when formally activated by the State Health Coordinator (SHC).

The State Ambulance Coordination Centre (SACC) provides a strategic centralised coordination centre for QAS in response to an incident.

Health Emergency Operations Centres (HEOC) are activated throughout Queensland HHSs as required. These are scalable to reflect the incident and may include multiple HHSs and satellite centres.

Each summer season it is anticipated that there may be impacts to infrastructure and service delivery from natural weather events. SHECC and SACC were activated for Tropical Cyclones on two separate occasions this summer season in response to ex TC Dylan, and TC Ita. With a further 5 HEOCs operational for TC Ita QAS also had several of their Local Ambulance Coordination Centres (LACC) at 'Stand Up' during TC Dylan and TC Ita.

Extensive preparedness measures are undertaken by all HHSs with a focus on hospital preparations, emergency arrangements and contingencies, clinical supplies, resupply arrangements, strategies to assist the more vulnerable members of the community, strengthening infrastructure, maintaining access to health services and telecommunications to decrease the local vulnerability.

To protect the ongoing provision of health services for Queenslanders SHECC was activated in March 2014 for contingency planning for potential implications from the medical contracts discussion.

### **Deployments**

Queensland Health deployed a medical officer to the Solomon Islands from 21 to 25 October 2013 at the request of Department of Foreign Affairs and Trade. The purpose of this deployment was to provide specialist assessment of the Solomon's Islands current disaster management strategies and to provide constructive and culturally appropriate feedback for improvement. During this time the concept of MIMMS and Emergo training was delivered to the local Ministry of Health to strengthen local capability.

In November 2013 Australia provided a medical response to the surge in casualties arising from

the devastating effects of Typhoon Haiyan. Team Alpha deployed on 11 November 2013 including three Queensland Health staff. Team Bravo deployed on 25 November 2013 with a staggered return date between 10 and 13 December 2013. Team Bravo included three Queensland Health staff and two QFES personnel.

Personnel coming together to formulate a National AUSMAT team and cross training of civilian and military personnel is an achievement in disaster response, national collaboration and improved health service outcomes to areas in critical need.

## **Significant initiatives to strengthen/improve disaster management capability**

### **Hospital Training**

Having trained a significant proportion of relevant personnel in pre-hospital casualty management using the MIMMS training framework to reduce capability gaps significant work has been undergoing to expand this education program to include hospital specific training. Queensland Health in conjunction with NSW Health and the National Critical Care and Trauma Response Centre (NCCTRC) in the Northern Territory are in the advanced stages of facilitating national roll out of Hospital MIMMS (HMIMMS). This will enable seamless transition from the pre-hospital phase right through to the hospital setting.

### **Heatwave**

The DoH has engaged in a series of consultative discussions and meetings with the BoM around rollout of a national heatwave forecast, which is now in a pilot phase. The State representative of the newly established BoM and the National Heat Reference Group are active participants on the Australasian College of Emergency Medicine Disaster Subcommittee, with one joining a joint Public Health-Disaster working group on Heat Health, with the aim of considering advocacy opportunities and evidence based policy development regarding heat health in Australia.

### **AUSMAT Training**

Planning is well underway to deliver the inaugural AUSMAT Team Member Course for Queensland in July 2014. This will see clinical staff trained and prepared to deploy as part of a disaster response team within Queensland, nationally or internationally (AUSMAT).



# Queensland Police Service (QPS)

## Core SDMP responsibilities during 2013-14

- **Primary agency responsible for terrorism response.**
- *Provide executive support to the State Disaster Management Group.*
- *Preserve peace and good order.*
- *Prevent crime.*
- *Management of crime scenes and potential crime scenes.*
- *Conduct investigations pursuant to the Coroners Act.*
- *Provide a disaster victim identification capability.*
- *Provide for the effective regulation of traffic.*
- *Coordinate evacuation operations.*
- *Control and coordinate search and rescue operations.*
- *Manage the registration of evacuees and associated inquiries in conjunction with the Australian Red Cross.*
- *Provide security for damaged or evacuated premises.*
- *Respond to and investigate traffic, rail and air incidents.*
- *Coordinate the review and renewal of the SDMP.*

## Preparedness and prevention activities

- The QPS has operationally implemented the use of the WEBEOC software system referred to as Disaster and Major Incident Event Management System (DIEMS). Advanced training has been provided to all Disaster Management Support Officers (DMSO) in the use of this system.
- QPS have provided all DMSOs and some Deputy DMSOs with advanced level training in the form of an Advanced Diploma in Emergency Management. This will ensure a higher level of knowledge across emergency management planning, risk assessment, exercising and other DMSO responsibilities.
- The QPS developed, participated in or assisted with the facilitation of a variety of training exercises to test preparedness at local, district and state level.
- The QPS, in conjunction with QFES regional staff undertook review and assessment of 74 Local Disaster Management Plans (LDMPs).
- The DMSOs assessed and reviewed all District Disaster Management Plans (DDMPs).
- QPS led the SDCC Room for Improvement Review post TC Ita and have been actively involved in implementation of the review recommendations.

## Status of disaster management plans

- QPS has contributed to the ongoing review and improvement of the SDMP and to the development of the Emergency Management Assurance Framework (EMAF).
- QPS annually reviews the BCPs for each business unit. BCPs are in place and reflect the learning from the 2013-14 period.
- QPS provides ongoing input into numerous disaster management arrangements for Queensland or agency specific guidelines and policies.
- QPS were involved in the review and assessment of DDMPs.

## Disaster management achievements

- During the reporting period, the QPS undertook response activities to the impacts of events including TC Ita. Notable achievements during this response includes the deployment of specialist officers to the Cairns and Townsville Disaster Districts and their surrounding areas.
- QPS members were also deployed in support of SDCC periods of activation.
- Inspector Kevin Guteridge, Bundaberg Patrol Group was appointed as the Disaster Recovery Coordinator for TC Ita affected areas.

**Significant initiatives to strengthen/  
improve disaster management  
capability**

- QPS engaged an external training provider to deliver an Advanced Diploma in Emergency Management.
- Advanced training in exercise management, writing and evaluation was provided to enhance existing skills in this area.
- QPS contributed to the review of the *Disaster Management Act 2003*.
- The QPS commenced implementing the recommendations from the SDCC Room for Improvement Review. This is an ongoing process.
- QPS along with QFES and the LGAQ participated in the District Disaster Boundary Review.

# Queensland Treasury and Trade (QTT)

## Core SDMP responsibilities during 2013-14

- *Provide high level financial and economic management advice.*

### **Preparedness and prevention activities**

Following an expression of interest process conducted within QTT, a number of employees nominated and were selected for various roles and attended training which was conducted through the SDCC.

These employees were deployed to the SDCC as requested during March and April 2014 and undertook disaster related activities during TCs Hadi, Gillian and Ita.

### **Status of disaster management plans**

For the 2013-14 disaster season, Treasury's Business Continuity Framework and area Business Continuity Plans were significantly reviewed and updated, as part of the continual improvement process. This review allowed the streamlining of the business continuity update process, the reduction in duplication of information between documents, and better tools for the dissemination of information to staff.

Annual testing of the Business Continuity Plans are conducted and the findings used to update and improve the process.

A Crisis Communication Plan and IT Disaster Recovery Plan are maintained separately and also kept up-to-date. The Office of State Revenue maintains a separate business continuity plan and testing schedule.

### **Disaster management achievements**

Treasury's primary role in a disaster management context is ensuring the Government has sufficient liquidity and agencies have sufficient funding to facilitate the response and recovery. Treasury liaises closely with the Queensland Reconstruction Authority and the Commonwealth Government on matters relating to Natural Disaster Relief and Recovery Arrangements. There remains a considerable body of ongoing work relating to the major disaster events affecting Queensland between 2010 and 2013.

### **Significant initiatives to strengthen/improve disaster management capability**

In January 2014, Internal Audit (PwC) reviewed all documentation, and approved the material with only minor suggestions for improvements.

# Surf Life Saving Queensland (SLSQ)

## Core SDMP responsibilities during 2013-14

- *Queensland's peak beach safety and rescue authority and one of the largest volunteer based community service organisations in Australia.*
- *Provides advice on coastal and aquatic rescue management to government (State and local) agencies across the State.*
- *Provides support and advice to the SDMG, DDMGs and LDMGs in relation to disaster management and emergency management.*

## Preparedness and prevention activities

Surf Life Saving Queensland (SLSQ) has 24-hour Emergency Response Groups operating in all its regions 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. Existing groups as follows:

Cairns: 1; Townsville: 1; Mackay – 1;  
Rockhampton to Hervey Bay: 5; Sunshine Coast: 5; Brisbane: 1; Gold Coast: 5.

SLSQ can source key personnel from over 8,000 proficient volunteer surf lifesavers supported with the following SLSQ state assets:

2 x Westpac Lifesaver Helicopter Rescue Service helicopters

26 x Coastalwatch Cameras

4 x Emergency Radio Beacons that can alert rescuers of potentially hazardous situations

2 x 6m rigid inflatable boats based in Cairns and Brisbane

2 x inflatable rescue boats

25 rescue water craft (jet ski), not including those on-hand for SLSQ's Australian Lifeguard Service

2 x jet rescue boats based on the Sunshine and Gold Coasts

2 x communication centres (Surfcom) Sunshine Coast and Gold Coast

15 x 4WDs with first aid kits and resuscitation equipment

40 full time staff who can provide support from administrative functions through to coordination capabilities and

Brisbane Lifesaving Service.

Brisbane Lifesaving Service has on hand 140 members to help patrol Queensland's coastlines and be activated in an emergency. This number continues to grow as each new group complete their training. In the future, it is also envisaged that Brisbane Lifesaving Service members with

appropriate training will be called on to assist with emergency callouts in Brisbane and across South East Queensland.

There are 59 Surf Life Saving Clubs in Queensland all of which would have the following assets on- hand, as a minimum, to assist when needed.

2 x defibrillators in each club (approximately 118 state-wide)

2 x oxygen resuscitators (approximately 118 state-wide)

2 x first aid kits (approximately 118 state-wide)

3 x inflatable rescue boats with full kits (approximately 177 state-wide)

A variety of new initiatives were rolled out during the 2013-14 patrol season to further advance the expertise and training of members and new initiatives were identified to roll out for the 2013-14 patrol season. These included:

Cert II in Public Safety;

Advanced Resuscitation Techniques Award;

Provision of online learning and assessment;

Silver Medallion – Inflatable Rescue Boat Driver;

Upskilling more than 4,000 members to new resuscitation guidelines;

Silver Medallion – Advanced First Aid course;

Silver Medallion – Advanced Aquatic Rescue Skills;

Upskilling Volunteer Trainers and Assessors; and

New online resources.

Westpac Lifesaver Helicopter Rescue Service search and rescue crew members are continually increasing their skills and maintaining currency in night operations, night vision goggles and night sun.

Specific activities/exercises attended by SLSQ representatives during 2013-14:

Attended International Search and Rescue Advisory Group Re-classification Exercise of the Queensland USAR Taskforce on 22 August 2013;

Attended Emergency Management Queensland's 'Get Ready' event on Thursday 17 October 2013;

Attended 'Exercise Brolga' on 6 November 2013, hosted by Emergency Management Queensland and the QPS;

Attended Queensland State Search and Rescue Committee meeting 4 December 2013;

SLSQ stood up at SDCG in preparation to TC Dylan. Attended relevant briefings with state government;

SLSQ Disaster Response Services stood up for TC Dylan in Townsville (15 personnel) and Mackay (20 personnel);

Participated in Bundaberg DDMG Workshop – Air Services Coordination;

Attended Australian Maritime Safety Authority in Canberra 11 February 2014;

Attended miscellaneous SDCG meetings regarding TCs Gillian and Hadi 6-7 March 2014;

Attended 10 SDMG meetings 9-15 April 2014; and attended SDCG meetings 8-11 April 2014 regarding TC Ita;

Attended Emergency Management Assurance Framework workshop on 13 – 15 May 2014;

Presented to North Coast Region, QFES on Friday 9 May 2014 regarding SLSQs emergency operations and helicopter service;

Coastal risk audit submitted to Cairns Regional Council and meeting held with key staff to discuss findings;

Meeting held with QFES Sunshine Coast regarding emergency response exercise; and

Attended various coastal LDMG meetings throughout the state.

## **Status of disaster management plans**

During the season, SLSQ has worked closely with local coastal LDMGs to develop relationships and understanding of SLSQ capabilities.

Internal disaster management plans review on hold pending outcomes of QFES and PSBA structural review.

## **Disaster management achievements**

Disaster response groups stood up during TC Ita but were not activated.

## **Significant initiatives to strengthen/improve disaster management capability**

SLSQ members and staff trained in Queensland Disaster Management Arrangements:

Lifeguards = 8

North Queensland = 3

North Barrier = 11

Wide Bay Capricorn = 13

Sunshine Coast = 50

South Coast = 51

Point Danger = 18

SLSQ have also worked with QFES to assist with cross-agency skills training/sharing.

# Priorities for Disaster Management

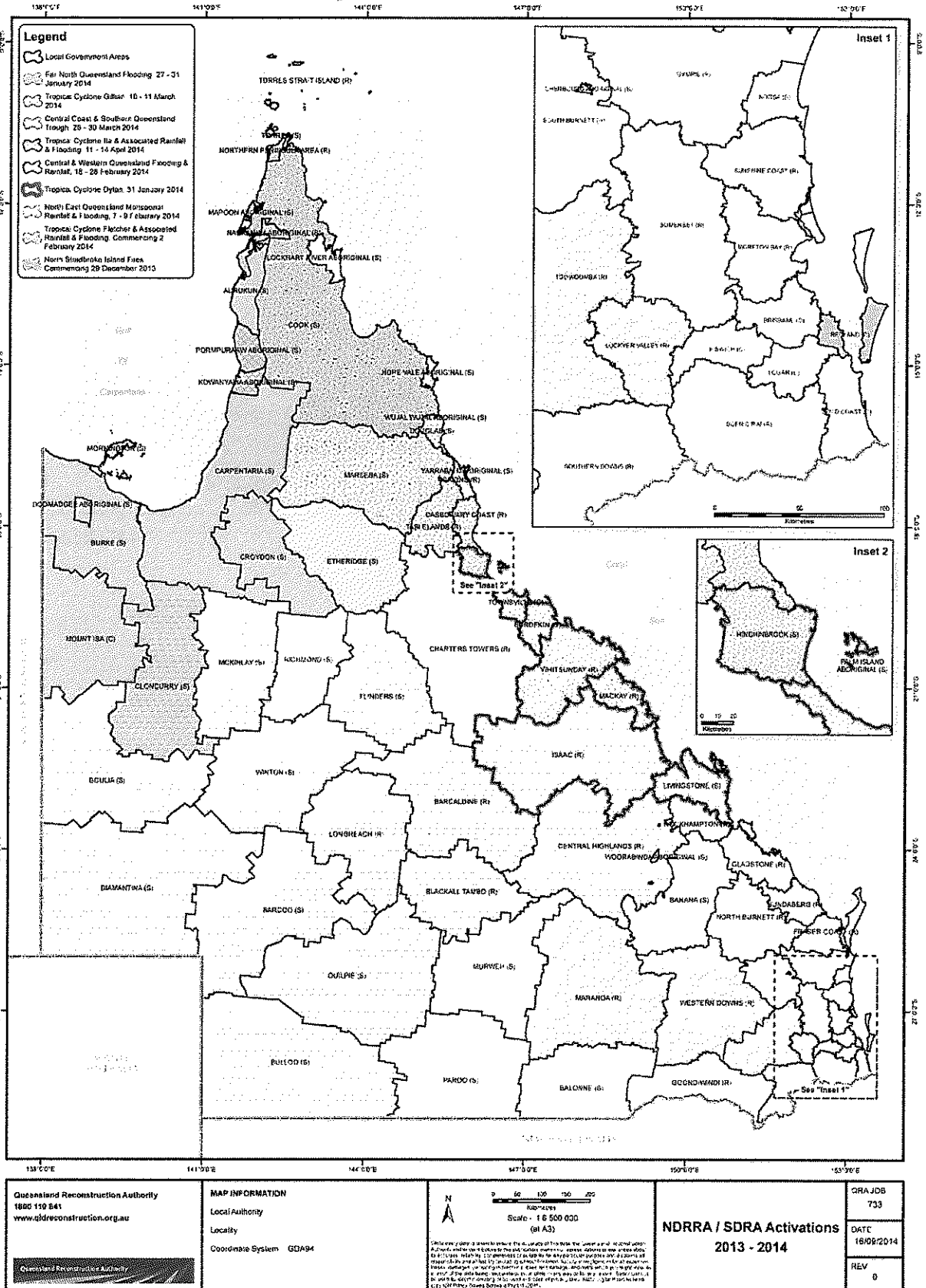
---

The priorities for disaster management during 2014-15 will focus on:

- Embedding the new Queensland Disaster Management Committee (QDMC) which commenced in October 2014 and associated arrangements;
- Implementing enhancements to the SDCC as recommended in the Room for Improvement Review; and
- Ensuring effective government responses to disaster events through the IGEM Emergency Management Assurance Framework.

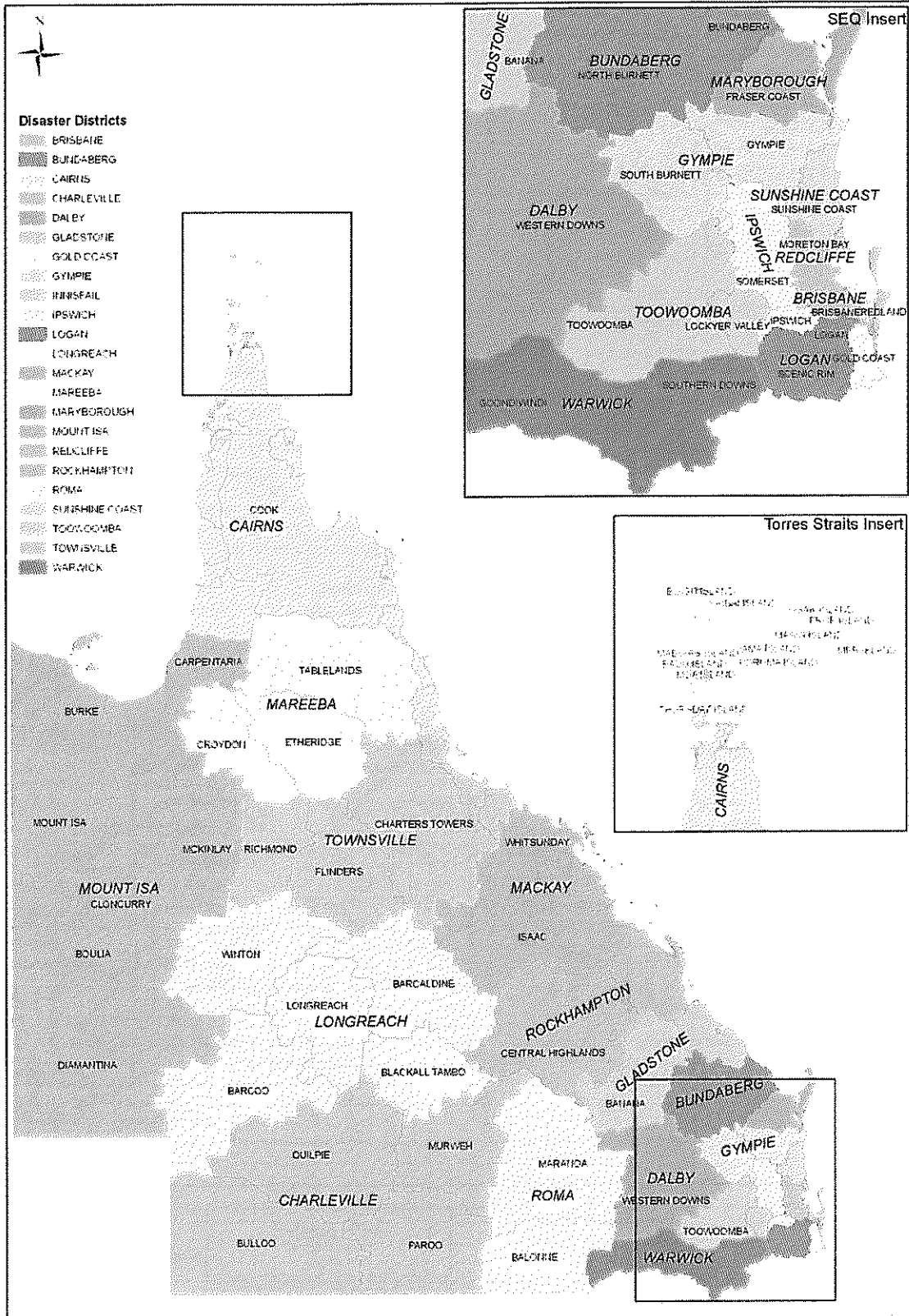
# Appendix 1

## Queensland NDRRA activations for the period December 2013 to April 2014



# Appendix 2

## Map of Queensland disaster districts by local government area





# Appendix 3

## Glossary of terms for disaster management

<b>Disaster</b>	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>
<b>Disaster management</b>	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>
<b>Disaster mitigation</b>	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>
<b>Disaster operations</b>	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>
<b>Disaster preparedness</b>	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>
<b>Disaster research</b>	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>
<b>Disaster response capability</b>	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>
<b>Disaster response</b>	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>
<b>Disaster relief</b>	Disaster relief is the provision of immediate shelter, life support and human needs to persons affected by, or responding to, a disaster. Emergency Management Queensland, <i>Disaster Management Strategic Policy Framework, 2010</i>
<b>Disaster recovery</b>	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>

<b>Disaster risk assessment</b>	<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>
<b>Event</b>	<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"> <li>• a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening;</li> <li>• an explosion or fire, a chemical, fuel or oil spill, or a gas leak;</li> <li>• an infestation, plague or epidemic; <i>Example of an epidemic— a prevalence of foot-and-mouth disease</i></li> <li>• a failure of, or disruption to, an essential service or infrastructure;</li> <li>• an attack against the State; or</li> <li>• any other event similar to those above.</li> </ul> <p><i>Disaster Management Act 2003, s16(1)</i></p>

# Appendix 4

## Abbreviations

AHPPC	Australian Health Protection Principal Committee
AIIMS	Australasian Interagency Incident Management System
AUSMAT	Australian Medical Assistance Team
BCP	business continuity plan
BoM	Bureau of Meteorology
CALD	culturally and linguistically diverse
CAMS	Community Action for a Multicultural Society
CCN	Crisis Communication Network
COAG	Council of Australian Governments
DAFF	Department of Agriculture, Fisheries and Forestry
DATSIMA	Department of Aboriginal and Torres Strait Islander and Multicultural Affairs
DCCSDS	Department of Communities, Child Safety and Disability Services
DCS	Department of Community Safety
DDMG	District Disaster Management Group
DETE	Department of Education, Training and Employment
DEWS	Department of Energy and Water Supply
DJAG	Department of Justice and Attorney-General
DLGCRR	Department of Local Government, Community Recovery and Resilience
DM Act	<i>Disaster Management Act 2003</i>
DMCC	Disaster Management Cabinet Committee
DMSO	Disaster Management Support Officer
DNRM	Department of Natural Resources and Mines
DPC	Department of the Premier and Cabinet
DSDIP	Department of State Development, Infrastructure and Planning
DSITIA	Department of Science, Information Technology, Innovation and the Arts
DTESB	Department of Tourism, Major Events, Small Business and the Commonwealth Games
EA	Emergency Alert
EHP	Department of Environment and Heritage Protection
EMAT	Emergency Management Assistance Team
EMP	Emergency Management Plan
EMQ	Emergency Management Queensland
ERP	Emergency Response Plan
ESMU	Emergency and Security Management Unit
gencos	Government owned energy generation corporations
hazmat	hazardous materials
HPW	Department of Housing and Public Works
ICT	Information and Communication Technology
JEST	Joint Emergency Services Training
LAMP	Local Area Multicultural Partnerships
LASN	Local Ambulance Service Network
LDMG	Local Disaster Management Group
LGAQ	Local Government Association of Queensland
MACC	Media and Corporate Communications Branch
MIMMS	Major Incident Medical Management and Support
MSQ	Maritime Safety Queensland

NDRP	Natural Disaster Resilience Program
NDRRA	Natural Disaster Relief and Recovery Arrangements
NECCSC	National Emergency Call Centre Surge
NHEMS	National Health Emergency Management Sub Committee
NPRSR	Department of National Parks, Recreation, Sport and Racing
OSRICS	Oil Spill Response Incident Control System
PSBA	Public Safety Business Agency
QAS	Queensland Ambulance Service
QDMA	Queensland Disaster Management Arrangements
QFES	Queensland Fire and Emergency Services
QldRA	Queensland Reconstruction Authority
QPS	Queensland Police Service
QPWS	Queensland Parks and Wildlife Service
QTCCC	Queensland Tropical Cyclone Consultative Committee
QTT	Department of Treasury and Trade
Red Cross	Australian Red Cross
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
SEW	Standard Emergency Warning Signal
SLSQ	Surf Life Saving Queensland
SOC	State Operation Centre
TC	Tropical Cyclone
the government	the Queensland Government
the Minister	the Minister for Police, Fire and Emergency Services
TMR	Department of Transport and Main Roads
USAR	urban search and rescue