

Queensland Disaster Management Committee

2015-16 Annual Report

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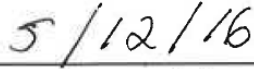
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The Queensland Disaster Management Committee 2015-16 Annual Report is hereby approved and recommended for distribution.



Annastacia Palaszczuk MP
Premier of Queensland
Chair
Queensland Disaster Management Committee



Date

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The Year in Review

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

Communication protocols have been put in place to ensure the Premier, as Chair of QDMC, is adequately supported by the Queensland Police Service (QPS) and the Department of the Premier and Cabinet (DPC). Specifically, this involves secretariat functions being provided by QPS with support by DPC (Social Policy and Cabinet Secretariat). The Commissioner of Police and State Disaster Coordinator (SDC) implement arrangements for direct communication with the Premier and Minister for Police, Fire and Emergency Services, (the Minister) supported by their respective Chiefs of Staff.

The QDMC also provides a direct line of communication with the SDC and State Recovery Coordinator (SRC), enabling direct Ministerial participation in the strategic management of disaster events, resulting in faster and better-informed decision-making during a disaster event.

The role of the SDC is to ensure accurate, timely and relevant information is given to the QDMC during disaster response periods and to ensure the strategic decisions of the QDMC about disaster response operations are implemented. Supporting the SDC are the State Disaster Coordination Group (SDCG) and the State Disaster Coordination Centre (SDCC).

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

The SDCC's role is to provide a single point of truth about the current state of an event, ensuring accurate, timely and relevant information is available to the QDMC (via the

SDC) and to District Disaster Management Groups (DDMGs) and Local Disaster Management Groups (LDMGs). The SDCC also ensures appropriate information is disseminated to the public.

Significant Disaster Events

The SDCC was involved in a number of significant operations between 1 July 2015 and 30 June 2016. These operations typically required analysis of the event, maintaining situational awareness, passage of information to affected local governments and other relevant agencies, tasking of State Emergency Service (SES) groups in response to requests for assistance from the general public, briefings to key decision makers and forward planning.

July 2015

The SDCC Watch Desk maintained situational awareness and reported on a number of bushfires that took hold over the State in the reporting period. On 15 July, a permitted burn jumped containment lines and entered the National Park at Mount Archer, near Rockhampton. Multiple resources, including aerial assets were deployed to bring the fire under control.

On 17 July, Maritime Safety Queensland was alerted to a potential oil spill offshore from Cape Upstart, between Townsville and Abbot Point. A coordinated response involving multiple Commonwealth, State and local agencies managed the event involving aerial observations, clean-up operations and management of affected wildlife.

On 24 July, a property on the Atherton Tablelands was quarantined after a horse on the property died from Hendra virus. The quarantine was lifted on 21 August.

A gas explosion occurred at a private residence in Mount Isa on 28 July, killing three people and impacting access to more than 50 homes in the vicinity. Multiple agencies activated to support the community and a recovery centre was opened to provide accommodation and assistance to residents unable to access their properties.

On 30 July, a magnitude 5.2 earthquake was detected off the Queensland coast, approximately 100 kilometres from Fraser Island. The earthquake was reported to have been felt by people as far south as the north

side of Brisbane although there were no reports of damage or injury. SDCC Watch Desk staff monitored the situation, reported to relevant stakeholders and provided information to the media.

August 2015

A magnitude 5.7 earthquake was detected on 1 August, followed by a magnitude 5.1 aftershock shortly after. A further magnitude 3.1 aftershock was also recorded. The Gympie DDMG and Local Disaster Management Group (LDMG) and the Fraser Coast LDMG all moved to Alert status, however there were no reports of damage or injuries.

Between 2 - 17 August, multiple Queensland Fire and Emergency Service (QFES) resources were utilised to contain a large grass fire at Hervey Range, near Townsville and between 9 - 18 August, crews attended two large grass fires burning near Razorback Road, Moongan and Nine Mile Creek, near Mount Morgan.

On 12 August, a broken line of thunderstorms developed over the far eastern Darling Downs and western parts of the Southeast Coast district and moved rapidly eastwards towards the Southeast Queensland coast, bringing damaging wind gusts. A severe thunderstorm was also located by radar near Dayboro. Damaging winds from the storms caused widespread power outages.

On 14 August, Geoscience Australia detected a magnitude 4.0 earthquake, 218 kilometres northeast of Brisbane, and approximately 155km east, southeast of Hervey Bay. The Fraser Coast LDMG moved to Alert status and SDCC Watch Desk staff monitored the situation. There were, however, no reports of damage or injuries.

On 20 August, Panama disease tropic race 4 was detected on a banana farm in Tully with a further detection confirmed in October. The SDCC continuously monitored the situation ensuring updates were disseminated to relevant stakeholders.

Severe thunderstorms produced heavy rainfall and localised flash flooding in Southeast Queensland on 29 August although no significant disruptions were reported.

September 2015

During September, multiple resources including water bombing aircraft, responded to vegetation and grass fires at Bluewater, Townsville, Tolga, The Caves, Torbanlea and Woongoolba.

Severe thunderstorms impacted Southeast Queensland on 29 September and more than 4,000 people from the Sunshine Coast to the

Gold Coast suffered power outages, as a result of storm activity.

October 2015

On 23 October, Geoscience Australia confirmed a magnitude 4.0 earthquake had occurred off the Queensland coast. The situation was monitored by SDCC Watch Desk staff and no further action was required.

On 27 October, severe thunderstorms impacted areas of Southeast Queensland with a line of supercell storms causing significant damage to properties and infrastructure in Fernvale. 150 requests for SES assistance were received with seven Fernvale premises classified as severely damaged and deemed to be structurally unsafe by Rapid Damage Assessment teams. An incident management centre was established and multiple resources deployed to the area to assist in clean up and recovery operations.

Chinchilla bore the brunt of severe thunderstorms on 28 October, where large hail and destructive winds were reported, and the town suffered power and telecommunications disruptions.

On 31 October, severe thunderstorms with damaging winds and heavy rains impacted areas including Mount Isa, Richmond and Longreach with the main impact at Julia Creek. More than 1,600 Ergon customers lost power and fire crews assisted Ergon with downed power lines.

November 2015

Severe thunderstorms impacted Southeast Queensland on 7 November, resulting in approximately 120 requests for SES help. Most requests were for assistance with damage to properties in Logan City and Brisbane City.

Severe thunderstorms impacted large areas of Queensland on 14 November, with more than 40 storm related SES task requests received by the SDCC Watch Desk.

On 16 November, severe thunderstorms developed over Central and South Western Queensland with significant wind gusts and hail up to 4cm in diameter.

On 18 November, Geoscience Australia detected a magnitude 3.6 earthquake 54km northeast of Airlie Beach, 25 km north of Hayman Island. Desk staff notified relevant stakeholders and maintained situational awareness.

Southeast and Southwest Queensland experienced severe thunderstorms on 29 November, where more than 19,000 Energex customers lost power as a result of storm

activity. More than 230 requests were received for SES assistance with most from Ipswich and Warwick.

December 2015

On 3 December, more than 8,000 Ergon Energy customers lost power as a result of storms in the Capricornia district.

A very dangerous storm cell impacted the Gold Coast, Logan and Scenic Rim on 10 December. The Bureau of Meteorology (BoM) advised that Upper Quinzeah in Logan recorded 51mm of rain in 30 minutes. Almost 25,000 Energex customers lost power and more than 50 requests for assistance were received by the SES.

Severe thunderstorms also impacted Southeast and Southwest Queensland on 11 December, with large hail reported at Warwick and over 8,000 Ergon customers losing power on the Sunshine Coast.

On 23 December, severe storms impacted the Southern and Western Downs. The worst affected areas were Stanthorpe and Bowenville where hail, heavy rain and strong winds caused damage to structures and trees and branches to dislodge, resulting in damage and access issues to residences.

Significant rainfall over areas of the Top End between 24 and 27 December was associated with a tropical low embedded in an active monsoon trough extending into the Gulf of Carpentaria, and across into the Coral Sea. Significant rainfall over parts of the Gulf resulted in flooding, damage to the Mornington Island airstrip, road closures and isolation of towns.

On 27 December, a train carrying sulfuric acid derailed along a stretch of the Mt Isa rail line, 20km east of Julia Creek. The diesel locomotive heading the train became partially submerged in flood waters derailing the train's 26 wagons, causing spillage of chemicals. Access to the site was inhibited because the Flinders Highway was affected by flooding, at the time.

January 2016

The Finders Fiver, Paroo River, Bulloo River and Cooper Creek experienced moderate to major flooding due to heavy rain between 1 – 3 January. Transport infrastructure was impacted however, no major issues were identified.

On 4 January, the Capricornia, Wide Bay and Burnett districts experienced significant rainfalls in a 24 hour period. More than 40 requests for SES assistance were received.

Severe thunderstorms with high winds were experienced in Central, Southeast and

Southwest Queensland on 29 January. Fallen power lines and damage to power lines resulted in widespread power outages and over 150 requests for SES assistance were received. Severe thunderstorms impacted large areas of Queensland again on 30 and 31 January. Heavy rainfall caused flash flooding and one person was located deceased, in their vehicle after it was washed off a flooded road.

February 2016

A series of troughs and a warm, moist, unstable tropical air mass contributed to a weather pattern that produced widespread thunderstorms and heavy rainfall across much of the State between 1 – 9 February. A number of District and Local Disaster Management Groups moved to various levels of activation to support local communities during this time.

The Standard Emergency Warning Signal (SEWS) was issued for dangerous, slow moving thunderstorms that impacted southeast and southwest Queensland on 19 February.

March 2016

The remnants of Tropical Cyclone (TC) Winston brought consistent heavy rainfall along the coast between Gladstone and Many on 5 and 6 March, resulting in flash flooding and numerous road closures. SES volunteers rescued 33 people stranded in bushland at Byfield, after Waterpark Creek rose more than a metre above the causeway entry.

On 16 – 17 March, heavy rainfall associated with a tropical low resulted in a number of communities in the far northwest of the State, including Burketown, Doomadgee and Lawn Hill becoming isolated.

April 2016

On 21 April, Queensland Nickel, Nickel and Cobalt refinery at Yabulu went into liquidation and ceased operations. Specialists from key government agencies inspected the refinery, conducting operations including atmospheric testing, structural and chemical storage inspections and the monitoring of the dangerous, large tailing ponds containing ammonia. Watch Desk staff played a key role receiving and disseminating information to stakeholders.

June 2016

Widespread heavy rainfall caused flash flooding through Southeast Queensland on 3 and 4 June. Abnormally high tides and dangerous surf conditions caused substantial erosion and damage to Gold Coast beaches and waterfront businesses. A number of roads were closed

because of flash flooding and many vehicles became submerged in streets and carparks. More than 1,000 requests for SES assistance were received as a result of the severe weather, mostly for leaking roofs, water inundation and fallen trees.

A trough system and severe thunderstorms impacted central, southern and coastal Queensland across the weekend of 18 and 19 June. The resulting heavy rainfall and strong winds caused road closures, power outages, damage to property and widespread flash flooding.

Activations

There were eight activations of the Commonwealth State Natural Disaster Relief and Recovery Arrangements (NDRAA) and one activation of the State Disaster Recovery Arrangements (SDRA) between 1 July 2015 and 30 June 2016.

Declarations

There were no Disaster Situations declared during the reporting period, pursuant to section 64 of the *Disaster Management Act 2003 (DM Act)*.

Queensland Disaster Management Committee (QDMC)

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

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

Governance

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

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

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

The Chair of the QDMC is supported by an executive officer, who is a senior QPS officer. The secretariat is staffed by the QPS.

Membership

In accordance with section 19 of the *DM Act*, membership of the QDMC consists of persons prescribed by regulation and other persons invited by the Chair to be members.

Current membership of the QDMC consists of:

Standing Members:

- Premier, (Chair)
- Deputy Premier and Minister for Infrastructure, Local Government and Planning and Minister for Trade and Investment
- Treasurer and Minister for Aboriginal and Torres Strait Islander Partnerships and Minister for Sport
- Minister for Police, Fire and Emergency Services and Minister for Corrective Services
- Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply
- Minister for Housing and Public Works
- Minister for Communities, Women and Youth, Minister for Child Safety and Minister for the Prevention of Domestic and Family Violence
- Minister for Transport and the Commonwealth Games
- Minister for Health and Minister for Ambulance Services

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

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

External representatives (co-opted as required):

- Australian Defence Force
- Australian Red Cross

- Bureau of Meteorology
- Local Government Association of Queensland
- Surf Lifesaving Queensland

Observers:

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

2015-16 Meetings

Ordinary meetings

- 29 November 2015

Extraordinary meetings

- Nil

Disaster Management Activities and Achievements

Detailed information of the Queensland Government's progress in meeting the 2015-16 disaster management priorities is included within each agencies information. A summary of the Government's progress in achieving 2015-16 disaster management priorities is below:

- Progressed the development of a renewed Strategic Policy Framework with implementation into a recrafted State Disaster Management Plan expected in late 2017;
- The Disaster Management Readiness Cabinet Submission for the 2015-16 year was presented to Cabinet;
- Key disaster management documents such as the Emergency Management Assurance Framework, State Disaster Management Plan and Queensland Strategy for Disaster Resilience were maintained;
- The project plan for the Natural Hazard Risk Assessment was developed and implemented. It is expected Risk Register will be completed by July 2017;
- As at the end of June 2016, 11 reviews were completed concerning disaster management which produced 160 Recommendations; progress against which is monitored monthly. Of these 89 had been implemented and it is anticipated that a further 56 will be delivered by June 2017;
- In November 2015, the QDMC exercised to explore issues and response strategies in relation to an outbreak of foot and mouth disease.

- The disaster management portal was launched in June 2016. The portal is an online hub for guidelines, policies, doctrine and tools for disaster management stakeholders across Queensland. It provides new functionality to connect and communicate innovative ideas, key information and promote disaster management calendar events for local areas.
- Based on priority, work continues in relation to reviewing guidelines and handbooks to support local and district disaster management groups.

State Disaster Coordination Group (SDCG)

The SDCG supports the State Disaster Coordinator (SDC), in the SDC's statutory role including coordinating disaster response operations for the QDMC ensuring, as far as reasonably practicable, that any strategic decisions of the QDMC about disaster response operations are implemented.

Governance

The SDCG is a standing working group of senior representatives of government agencies and NGOs who have a significant role in disaster response.

In fulfilling its primary role, the SDCG:

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

The SDCG is supported by the ability of its members to commit resources of their own agency or organisation and information supplied by the SDCC.

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

Membership

- Queensland Fire and Emergency Services
- Queensland Police Service
- Department of the Premier and Cabinet
- Department of Aboriginal and Torres Strait Islander Partnerships
- Department of Agriculture and Fisheries
- Department of Communities, Child Safety and Disability Services
- Queensland Health

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

2015-16 Meetings

Ordinary Meetings:

- 21 September 2015- Nil actionable items
- 24 March 2016- Nil actionable items

Extraordinary Meetings:

- No extraordinary meeting were held in the reporting period.

Disaster management activities and achievements

No activations during the reporting period.

The Chair of the SDCG transitioned from Assistant Commissioner Alistair Dawson to Assistant Commissioner Michael Condon.

QDMC Member Contributions

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

2015-16 Activities

Preparedness and prevention

In consultation with DDMGs and District Human and Social Recovery Committees, DCCSDS reviewed all District Human and Social Recovery Sub Plans which are attached to DDMPs.

The Department also developed a *Foot and Mouth Disease Human Services Guide* which provides a broad outline of human and social service delivery and coordination arrangements that will operate during and after a foot and mouth disease incident. The arrangements seek to maintain social cohesion and individual health and wellbeing.

During the reporting period, all operational policies and procedures were refreshed.

The Department undertook operational exercising in its seven regions to ensure the capability of each Regional Incident Management Team. Exercises were also conducted with the Department's Executive Recovery Group and operational recovery partners.

The Department continued to recruit and support state department employees to the Community Recovery Ready Reserve. As at 28 June 2016 there were 1941 approved reservists, of whom 1464 had undertaken mandatory training.

During the year, DCCSDS continued to meet with its human and social recovery partners on a number of different levels (strategic, operational and regional) to ensure strong collaboration, partnerships and capability should recovery services be required.

Response and recovery

Although the season did not require significant activation of human and social resources during 2015–16, the Department provided support and assistance to communities impacted by eight events: the Cape Cleveland Bushfire, Fernvale Supercell and Chinchilla Hailstorm, Gulf of Carpentaria Monsoon Trough, Mooloolaba Storm and severe localised flooding, the Ravenshoe Café Explosion, Mount Isa Caravan Explosion and Panama Disease.

The coordination and facilitation of human and social recovery support services by a range of

government and non-government recovery partners was vital to supporting these communities in their recovery. Due to the size, scale and impact of the events, the financial, material and psycho-social needs of affected people were met within local communities. It was only necessary to activate the SDRA for one event – the Cape Cleveland Bushfire.

Significant initiatives to strengthen / improve disaster management capability

During 2015–16, DCCSDS implemented more than half of the recommendations of the Community Recovery Review 2015, with the remaining recommendations to be implemented during 2016–17. Some highlights of achievements that will be operationalised, where appropriate, commencing from the 2016–17 disaster season include:

- an online grants portal which allows people to apply online for Community Recovery grants which will only be visible to the public, when grants are activated following a disaster;
- a new model for the Community Recovery Hotline delivered by Smart Service Queensland which will offer to complete grant applications over the phone;
- a new member of parliament (MP) briefing program which includes a pre-season communications pack provided to all MPs, event-specific communications pack and daily emails provided to MPs in disaster locations containing key messages and service statistics;
- new communications strategies, including social media capabilities to ensure members of the public receive up-to-date information on how to access support;
- more than double the number of information and communications technology devices for use in the field, including tablets, laptops, mobile phones and Wi-Fi equipment;
- a smartphone application – DeployMe – for the Queensland Government Ready Reserve to ensure they are supported in the field with access to resources and information; and

- a new overarching model for human and social recovery in Queensland that was developed with stakeholders to clarify roles and responsibilities in supporting and delivering community recovery services.

In response to Recommendation 3 of the IGEM Review concerning cyclone and storm tide sheltering arrangements, the Department developed the Vulnerability Framework: People with vulnerabilities in disaster – A Framework for an effective local response. It provides a framework for local government and communities and also promotes the concept of working collaboratively to reduce vulnerability and improve resilience during and whilst recovering from disasters. The framework will be implemented during 2017–18.

Department of Housing and Public Works (DHPW)

2015-16 Activities

Preparedness and prevention

DHPW continued to provide internal disaster management and business continuity training to regionally based staff in both Building and Asset Services (BAS) and Housing and Homelessness Services (HHSs). DHPW staff from BAS attended and participated in DDMG meetings and exercises across the State and DHPW staff from HHSs attended and participated in District Human and Social Recovery Groups. Agency representatives participated in training and exercises at the SDCC to ensure preparedness for any activation.

All staff who undertake a role in disaster management were offered the opportunity to update their QDMA currency with over 400 using the online training option provided by QFES. Liaison Officers to District Human and Social Recovery Groups and DDMGs were also provided with role specific training to support the 22 Disaster Districts. The Department's Business Continuity Coordinator network was progressed with training and information sessions provided to all members.

Regional offices increased their operational response capability through the acquisition of mobile phone satellite sleeves to increase connectivity and communication capability during response. The Department invested in ICT deployment kits which offer the capability of an office in a box which have been strategically deployed to North Queensland to assist in the surge capacity required during response.

The membership of the Building Recovery Group, chaired by the Director-General, DHPW, was endorsed and a preseason preparedness meeting held to confirm terms of reference and reporting requirements.

DHPW supported DCCSDS in their role as lead agency for human social recovery through participation in state level Human and Social Recovery Groups. DHPW also continues to support the Cyclone Testing Station at James Cook University through financial support to continue its technical role in conducting damage investigations of significant wind events, providing technical input to Australian Standards and the National Construction Code, and research into the effects of high winds and wind-driven rain on building design and construction materials.

DHPW reviewed and updated its Disaster Management Plan incorporating lessons learnt

in the response and recovery to Tropical Cyclone (TC) Marcia. Department and individual business areas updated their respective business continuity plans ensuring currency and appropriateness to deal with all disruptions, including a disaster event. Contact registers and leave arrangements were updated to ensure the Department is always best placed to respond with trained, knowledgeable and experienced staff.

Response and recovery

During 2015-16, DHPW provided functional support for the community in response to the Mt Isa Explosion and severe storms in South East Queensland. Although not the large, significant events typical of a disaster, the support provided assistance in rehousing displaced tenants, providing alternation accommodation options, cleaning up asbestos and other waste from the event.

DHPW provided liaison officers to District Disaster Coordination Centres and provided advice to local councils to ensure the recovery was coordinated in line with community expectations. To support the state level response and recovery, the Department allocated staff to attend teleconferences and briefings as tropical lows circled the Gulf area over Christmas and during May severe weather events in South East Queensland.

Significant initiatives to strengthen / improve disaster management capability

In 2015-16, the Department developed and socialised the Temporary Emergency Accommodation Sub-Plan (TEA Plan) to confirm the process for the provision of accommodation options for displaced people after the closure of evacuation centres.

The Department continued to support James Cook University Cyclone Testing Station projects, including the development of a national education program for builders and homeowners and the deployment of SWIRLnet – a network of portable wind measuring systems.

The Department has worked with DCCSDS in response to a recommendation to streamline the Structural Assistance Grants program and is developing a digital solution to decrease the time taken for reporting.

The Department has engaged Noggin to provide an incident information management system (OCA) which will enable more efficient data capture and intelligence generation to support the SDCC and QDMC decision makers.

Department of Infrastructure, Local Government and Planning (DILGP)

2015-16 Activities

Preparedness and prevention

The Department maintained portfolio responsibility for disaster recovery and resilience until 26 April 2016, when the Queensland Reconstruction Authority (QRA) was appointed lead agency for disaster recovery, resilience and mitigation policy in Queensland and lead agency for flood risk management and resilience.

Departmental staff participated in disaster management training and were either members of, or contributed to, LDMGs, DDMGs, the SDCG, the QDMC, the Leadership Board and the Crisis Communication Network. The Department provided representation on the Australian and New Zealand Emergency Management Committee – Community Engagement Sub Committee and Recovery Sub Committee until 26 April 2016, when this responsibility was transitioned to the QRA.

The Department also provided representation and input to various State Government disaster management working groups and committees, such as the Inspector-General Emergency Management Advisory Panel, the Disaster Management Interdepartmental Committee, the Regional College for Disaster Management Sponsoring Group and the Vulnerability Framework Working Group.

The Department contributed to the Queensland Audit Office *Performance Report: Flood resilience of river catchments* and is working collaboratively with all relevant agencies to address the recommendations assigned to the Department.

In 2015, eleven reviews into disaster management and operations were undertaken, resulting in 160 recommendations, of which 23 recommendations were assigned to the Department as lead agency. The Department worked collaboratively with contributing agencies to implement the recommendations, with nine recommendations completed by 30 June 2016.

The Department undertook activities to enhance and build resilience by:

- delivering the RACQ Get Ready Queensland program, including \$2 million allocated to local governments for community-based resilience initiatives, the Get Ready Queensland Resilient Australia awards to promote the state's disaster;

resilience activities, and a digital, media and advertising campaign and supporting community events;

- administering disaster mitigation and resilience funding programs – funding was approved for 67 projects in 43 local governments with a funding approval of \$33,624,980 under the Community Resilience Fund, Natural Disaster Resilience Program and the Local Government Grants and Subsidies Program;
- engaging engineering firm Jacobs to undertake the Bundaberg Flood Protection Study, which is a vital component of the Queensland Government's commitment to develop a 10-year action plan for major flood mitigation works in the Bundaberg region. Stage 1 involved an independent review of previous flood studies, floodplain risk management plans and community engagement. Stage 2, which commenced in March 2016, involves assessment of flood mitigation options identified in Stage 1 and previously identified by the Council and further consultation with affected communities; and
- managing the State Planning Policy (SPP) Natural Hazards chapter to ensure that local planning schemes respond to the risk of flood, bushfire, landslide and coastal hazards. The SPP Natural Hazards chapter is supported by a single integrated mapping site and guidelines and resources to assist councils manage their responsibilities.

The Queensland Strategy for Disaster Resilience (the Strategy) provides strategic direction to achieve the State Government's vision to make Queensland the most disaster-resilient State in Australia. Up to 26 April 2016 when the QRA was appointed lead agency for resilience, the Department led the coordination of resilience actions being undertaken by agencies to meet the goals of the Strategy. An audit of the activities conducted in October 2015 indicated positive progress to achieve the goals and outcomes of the Strategy. The QRA has taken responsibility for the Strategy and will review and update in 2016-17.

The Severe Tropical Cyclone (STC) Ita Recovery Plan was released on 6 June 2014 and provided strategic guidance for the coordination and management of recovery, reconstruction and community resilience activities STC Ita in April 2014. Recovery efforts

coordinated through this plan concluded on 30 June 2016.

The STC Marcia Recovery Plan was released on 23 March 2015 and provided strategic guidance for the coordination and management of recovery, reconstruction and disaster resilience activities and initiatives after STC Marcia. Responsibility for the implementation of this plan transitioned to the QRA on 26 April 2016.

Response and recovery

With a focus on community recovery and resilience the Department has:

- continued to implement the STC Marcia Recovery Plan and monitored and evaluated recovery progress to ensure recovery efforts help impacted communities recover as quickly as possible;
- renewed the Service Agreement with GIVIT to partner with the Queensland Government to manage offers of assistance after a disaster and chaired the Steering Committee overseeing this agreement, with representatives from GIVIT and other relevant government agencies. The Department worked closely with GIVIT following disaster events, such as the Ravenshoe Café explosion and the long-term recovery from STC Marcia, to assist affected communities with donated goods and services; and
- continued to administer the \$40 million STC Marcia Special Assistance Package for the Rockhampton riverbank redevelopment and Yeppoon foreshore redevelopment, with construction underway with both projects.

Significant initiatives to strengthen / improve disaster management capability

The Resilience and Recovery team was co-located with the QRA in January 2016 to strengthen and better coordinate resilience building initiatives and programs. In April 2016, the QRA assumed lead agency responsibility for disaster recovery, mitigation and resilience policy in Queensland, with the Department's resilience and recovery resources transitioned to the QRA.

The Department, in conjunction with the QRA, established the Queensland Flood Resilience Coordination Committee to enhance community resilience, safety, mitigation and prevention capability across all Queensland communities.

The Brisbane River Catchment Flood Study reached major milestones with the completion of the up-to-date, consistent and agreed set of hydrological and hydraulic models for the

Brisbane River catchment. The flood study hydraulics report and the technical summary report will be provided to the study partners in late 2016 to enable the flood study to be finalised in February 2017. The study will provide all stakeholders with up to date flood data that will be used in a Floodplain Management Study and implemented in subsequent Floodplain Management Plans for land use planning, mitigation and infrastructure works, and disaster response management to enhance community resilience. The QRA is now managing the study.

Department of the Premier and Cabinet (DPC)

2015-16 Activities

Preparedness and prevention

The Department undertook maintenance activities such as:

- Crisis Communication Network briefings which were held ahead of the 2015/16 summer weather season;
- Public Information Cell training for communications services staff;
- Reviewed the memorandum of understanding between the Queensland Government and non-government organisations for disaster appeal management.

The Department maintained a Community Recovery Ready Reserve and a Critical Incident Reserve Pool of trained staff which are able to be deployed to support the operations of the State Disaster Coordination Centre (SDCC).

Arts Queensland reviewed and tested the effectiveness of its disaster planning, management and recovery processes at the Cultural Precinct, South Brisbane.

Response and recovery

The Department did not activate the Crisis Communication Network during 2015/16, however activity was monitored and information was shared across the network during natural disaster events.

Significant initiatives to strengthen / improve disaster management capability

The Department commenced a review of the Crisis Communication Network function and process and will be finalised in 2016/17.

To improve coordination across government the Disaster Management Interdepartmental Committee (DMIDC) was established in late 2015. The DMIDC supports the QDMC through developing a whole-of-Government response to disaster management reviews arising from the 2014-15 disaster season, collating and prioritising recommendations, then monitoring the implementation of recommendations. To date, 89 of the 160 recommendations arising from 11 disaster management reviews have been completed, with a further 56 recommendations anticipated to be delivered by the end of June 2017.

The Committee comprises representatives of 15 State Government agencies. In 2015-16 the Committee met on 8 occasions and considered a range of matters including National Funding

Reforms relating to Natural Disaster Relief and Recovery Arrangements (NDRRA), the Australia New Zealand Emergency Management Committee (ANZEMC) work program and lessons learned from international crises.

Work was also undertaken within the area of disaster recovery. This work focussed on the clarification of roles and responsibilities within the following areas:

- Resilience;
- Mitigation policy;
- Disaster risk identification and assessment;
- Disaster management data and data management policy;
- Natural Disaster Relief and Recovery Arrangements and;
- State Disaster Relief Arrangements policy.

The role of the State Recovery Policy and Planning Coordinator was established.

The Department has progressed the review of the Disaster Management Strategic Policy Framework.

Department of Transport and Main Roads (DTMR)

2015-16 Activities

Preparedness and prevention

DTMR completed a series of critical preparedness and prevention activities during the year; which included:

- recruiting and training staff to assist the SDCC in 'Stand Up' as Liaison Officers;
- reviewing and improving monitoring and alerting systems to provide more timely response; and
- developing and delivering enhanced situational awareness tools for the department.

The Department reviewed, refreshed and exercised the Continuity Process to identify essential functions and IT services, and to streamline each area's processes and procedures to ensure they can respond to and recover from disruptive events.

DTMR reviewed and updated the Continuity Network Response Plans (CNRP) to include improvements in geospatial information and digital data feeds to the QFES Total Operating Management (TOM) system. CNRPs across the districts were reviewed, refreshed and exercised to identify trigger points for District Emergency Management Team activation, to identify essential functions, IT services and infrastructure and to streamline the districts' processes and procedures.

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

Maritime Safety Queensland (MSQ), a branch of DTMR, developed and implemented a training and exercise program to maintain and enhance Queensland's maritime emergency response capability. A total of 232 people successfully completed marine oil spill management or operations training. Oil spill response exercises were held in Brisbane and Mackay and four drills were conducted to test the readiness of MSQ's State Incident Control Centre in Brisbane.

'If it's flooded, forget it' is a whole of government campaign led by the PSBA on behalf of QFES. DTMR is a key stakeholder and provided input and specialist advice towards the development of the campaign. The Department also provided ongoing support to the campaign via DTMR channels including social media, website, roadside variable message signs, DTMR-owned digital billboard advertising, information in customer service centres, messaging on registration renewal envelopes and internal communication to all DTMR employees.

The Department uses external channels and key stakeholders to communicate information and advice in the lead-up to a potential disruptive event. This includes publishing updates and warnings via our website, stakeholders and customer facing channels. The Department uses internal messaging to alert staff, through senior leadership messages and Yammer, to inform staff of emerging events, their role and continuity procedures. Key 'Get Ready Queensland' and 'If it's Flooded, Forget It' messages are promoted using this range of mediums.

Four staff trained in Public Information Cell operations for the reporting period.

Response and recovery

A series of critical response and recovery activities were conducted during the year including:

- recruiting and training staff to assist whole of government community recovery; and
- developing and testing consistent response and recovery systems and processes.

MSQ managed and coordinated a multi-agency/multi-jurisdictional response to the Cape Upstart oil spill that impacted beached north of Townsville in July 2015.

Significant initiatives to strengthen / improve disaster management capability

DTMR implemented new technology to overcome the limitations of Wi-Fi for Department staff at the SDCC and developed and delivered pre-season refresher training for DTMR Liaison and Watch Officers.

MSQ is currently implementing recommendations from an internal report into the response to the Cape Upstart oil spill.

Public Safety Business Agency (PSBA)

2015-16 Activities

Preparedness and prevention

The PSBA All Hazards Management Arrangements 2015-16 were endorsed by the All Hazards Management Steering Committee and PSBA Senior Executive Group in July 2015. The PSBA arrangements outline:

- PSBA's responsibilities under Queensland's disaster management arrangements including the SDMP, the QDMC and the SDCG;
- the All Hazards Management Operational Response Plan which assists in the management of responding to events by the PSBA; and
- information about the All Hazards Management Steering Committee.

The PSBA All Hazards Management Arrangements 2015-16 were assessed in October 2015 by conducting a discussion exercise using the procedures outlined in the arrangements. Exercise 'Shock Wave' required the participants and PSBA senior executives to respond under a complex emergency situation involving a mix of earthquake damage, preparations for the impact of a tsunami and the response to tsunami damage including the loss of PSBA facilities and staff casualties. Recommendations from the exercise are to be incorporated into the 2016-17 edition of the PSBA arrangements.

The PSBA was responsible for maintaining the Public Information Capability (PIC) workforce training within the SDCC during 2015-16.

The PSBA participated in training within the Aviation Capability and other Capabilities within the SDCC.

The PSBA dedicated an edition of the PSBA Pulse (internal monthly newsletter) to disaster management issues. The November 2015 edition informed staff about Queensland's summer weather outlook from the BoM, how to keep safe at work and at home and how PSBA will communicate with staff in a disaster. The disaster management special edition also outlined how PSBA staff can be actively involved with the SDCC and the Community Recovery Ready Reserve.

Response and recovery

The PSBA continues to participate in the Community Recovery Ready Reserve established by DCCSDS. The Ready Reserve,

drawn from participating agencies across government, is able to respond to community recovery requirements of Queensland communities impacted by disaster. PSBA personnel have applied for and joined the Ready Reserve, attending disaster management training and preparation to support their potential deployment.

Significant initiatives to strengthen / improve disaster management capability

PSBA Media Branch continued to manage media and social media campaigns in 2015-16 including an annual disaster preparedness campaign that urges Queenslanders to prepare their homes for Queensland's wild summer weather. This was linked with the government's 'What-if Plan' and 'Get Ready Queensland'.

'If It's Flooded, Forget It' highlights the dangers of driving through floodwater and encourages motorists to have an alternative plan during extreme weather events. The web site www.qld.gov.au/floodwatersafety provides additional information about local floodwater hotspots and maps for alternative routes.

The 'PREPARE.ACT.SURVIVE' campaign assists residents prepare for 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)

2015-16 Activities

Preparedness and prevention

The State Disaster Coordination Centre (SDCC) Event Management System (EMS) configuration has been updated based upon user feedback over the past 12 months, lessons from the severe weather season and from the SDCC training schedule.

QFES updated guidelines such as the Standard Emergency Warning Signal (SEWS) Guideline and an addendum to the Queensland Public Cyclone Shelter Guideline. These updates included relevant machinery of government (MOG) and procedural changes in preparation for the coming season.

The State Emergency Service (SES) conducted Readiness and Preparedness Workshops for SES Local Controllers. These workshops provided instruction and documents to ensure operational capability of local units.

The Rural Fire Service (RFS) engaged with Fire Management Groups (FMGs) to plan risk assessment and hazard reduction burns. These assessments were provided to Local Disaster Management Groups.

In addition to working with FMG's, the RFS worked as subject matter experts on various committees such as the Regional Inter-Agency Department Committee (RIDC), State Interagency Departmental Committee (SIDC) and District Disaster Management Group (DDMG) with a focus on bushfire management.

The RFS conducted a number of activities associated with bushfire. These activities included:

- A media campaign for the fire season starting from Far Northern Region through to South East Region - Prepare.Act.Survive;
- Monitored the Fire Danger Rating (FDR) Index. The FDR is a graphic illustration of fire danger ratings at a whole of shire level. It provides a one-day forecast and a four-day outlook of the fire danger ratings across the State;
- Maintained the Wildfire Alert Level (WAL) which is used by QFES to provide an alert notification for the level of preparedness of fire fighters and resources required by the organisation on a particular day;
- Developed Regional Wildfire Operation Plan – This plan details the policies, procedures and practices for wildfire operations readiness.

- Maintained appropriate use of the Permit to Light (PTL) Fire system by providing annual training and refresher courses.
- Ensured mitigation planning was included in REDI-PORTAL.

Response and recovery

QFES has commissioned the State Deployment Centre at 455 Lytton Road Morningside. The centre supports Urban Search and Rescue (USAR), Damage Assessment and Swift Water Rescue capabilities and associated equipment. It also operates as a marshalling area for staff who are to be deployed to support operations at State, National or International level.

The department also maintained a cache of deployable flexible habitat shelters, capable of supporting a maximum of 240 persons if deployed in total. For situations requiring a rapid response, a quick response flexible habitat capable of supporting 80 persons was deployable from Special Operations, inclusive of the ability to filter water for domestic, non-potable use.

Other facilities and equipment maintained by QFES included seven communications centres throughout Queensland, which have the ability to re-route calls from high traffic areas to alternate locations.

The department provided and completed training for 309 Technical Rescue Technicians who were available for response and deployment to Swift Water Rescue, Urban Search and Rescue, and High Angle Rescue incidents. There were an additional 96 trained single discipline Swift Water Rescue operators available. The USAR team completed the annual 24-hour exercise to test its ability to deploy, be self-sufficient in the field and carry out rescue operations as required.

The department also provided training to maintain staffing levels at the SDCC. Capability maintenance and development included conducting 58 skills refresher or new member courses, reaching approximately 360 personnel. This ensured sufficient staff for protracted events.

QFES conducted a review of the disaster website, ensuring all messaging pointed to 13 QGOV and outdated information was removed.

Significant initiatives to strengthen / improve disaster management capability

QFES launched stage one of the Disaster Management portal. This stage included basic content, links to relevant websites, social media feeds, the daily Queensland Emergency Management Report (QEMR) and the migration of previously prepared Emergency Alert polygons and pre-prepared messaging.

Another information technology initiative included a schematic (tool) which was designed to enable better awareness for concerned persons of water flow through river catchments. The tool is intended as a quick reference to identify the sequence of river gauges across a catchment system according to direction of water flow and to find river height information from the Australian Bureau of Meteorology. All catchments in Queensland have been placed in schematics and are available on the Disaster Management Portal.

QFES is continuing to work on the Queensland Emergency Risk Management Framework. The framework utilises Geospatial information within risk analysis to enhance risk based planning.

A review was undertaken of the Offers of Assistance Policy and Guidelines, resulting in an updated document endorsed by The Honourable Annastacia Palaszczuk MP, Premier of Queensland. The updated policy and guidelines were made available on the Disaster Management Portal or online at www.disaster.qld.gov.au.

Queensland Police Service (QPS)

2015-16 Activities

Preparedness and prevention

The QPS developed and facilitated a number of multi-agency exercises to test preparedness at local, district and state level. The QPS developed and facilitated the QDMC exercise in November 2015.

The QPS continued to support exercises throughout disaster districts with a focus of practicing the response to significant sudden onset events and incidents that involved those vulnerable within the community.

The QPS continued to be actively involved in the functions of the SDCC by ensuring individual capability training was conducted. The QPS facilitated two Deputy Disaster Management Support Officer (DMSO) courses and trained 32 staff in the function of DMSO's to build capacity to support local and district disaster management groups.

DMSO's have managed the plan assessment of 78 local disaster management plans and 23 district disaster management plans.

Work has continued to enhance the operational capabilities of the WEBEOC software system (DIEMS) to ensure DDMG functionality during an activation is not compromised.

Ongoing input into numerous Queensland disaster management forums and agency specific guidelines and policies was also provided.

Response and recovery

The SDCC did not activate during the reporting period.

Numerous parts of Queensland experienced large amounts of rainfall and severe thunderstorms during the months of November, December 2015 and January 2016. The QPS provided support and coordination from the District level to affected Local Government area's during these events.

Significant initiatives to strengthen / improve disaster management capability

The QPS continued to be involved in a range of activities including provision of education programs on cyclone and bushfire hazards within the local and district disaster management groups.

The QPS partnered with the QFES and QRA to develop the Queensland Emergency Management Risk Framework. The DMSO's actively participated in conducting district level risk assessments to implement risk based planning within their Disaster District. These assessments will form the foundation of the development of the State Risk Register.

Queensland Ambulance Service (QAS)

2015-16 Activities

Preparedness and prevention

The QAS State Major Incident and Disaster Plan 2013, was reviewed and updated to the State Major Incident Disaster Plan (SMID) 2016. The QAS Incident Management System Doctrine was also reviewed, updated and amended.

The QAS introduced exercise management as part of the BCP for each QAS station and Local Ambulance Service Network (LASN). This is in addition to the requirement for each LASN to participate in LDMG and DDMG exercises at the local level.

All LASNs confirmed readiness of their Local Ambulance Coordination Centres (LACCs) through simulated training, to ensure preparation and response capability were maintained. Specialist response teams from across the State were available for deployment if required, to provide LASNs with support in frontline operations, supervision or management roles.

During the year, 4,064 QAS officers completed QDMA training across the State. The QAS Disaster Management Program continued as a component of the Classified Officer Development Program, with a multiagency delivery model to ensure a standardised platform of operations. The program consists of DM, business continuity, command and control, SDCC accreditation, decision making, SMID and Incident Management System (IMS) doctrine, event planning and a one day scenario. 42 officers completed the Disaster Management Program during the reporting period, which brings the total number of QAS staff who have undertaken the program to 347.

A State Ambulance Coordination Centre remains at the Major Incident Room, QAS Brisbane Operations Centre, to ensure coordination of QAS assets in the event of disasters and major events.

Maintenance of assets and equipment was carried out to ensure the QAS is properly equipped to respond to a disaster event.

3,991 operational officers completed the Ebola Virus Disease (EVD) education program to ensure both individual and service wide preparedness for a patient suspected of having EVD.

The QAS participated in several QPS counter terrorism exercises including Exercise Gorgon, which was held over four days. Other joint emergency services training was conducted

involving fifteen participants in two separate courses. The QAS also participated in a chemical, biological, radiological and nuclear, multi-agency diagnostic workshop.

Response and recovery

Several LACCs across the state were stood up during incidents and four emergency support units were deployed in Cairns, Townsville, Mackay and Toowoomba. However, the QAS was not involved in any significant responses or recovery activities dealing with natural or man-made disasters.

Significant initiatives to strengthen / improve disaster management capability.

The QAS enhanced its interactions with Queensland Health (QH) in the area of disaster management and major incident preparedness. The QAS is working with QH to strengthen its response during a disaster or multi-casualty event.

The QAS implemented seven QAS-specific recommendations from the Ravenshoe Final Report, with one still to be completed following finalisation of the Coronial Inquest into the Ravenshoe incident. In conjunction with QH, the QAS implemented four of the eight joint recommendations from the Ravenshoe Final Report, with the remaining four due for completion by 31 December 2016.

Queensland Health (QH)

2015-16 Activities

Preparedness and prevention

QH continues to actively engage as a member of the State committee, to enhance, develop review and test capability in response to natural disasters and incidents of terrorism. Health planning for major events of state and national significance was also conducted.

In May 2016, the Minister for Health and Minister for Ambulance Services accepted an invitation to become a member of the QDMC and for the Chief Health Officer and the Queensland Ambulance Service Commissioner to become assisting officials of the Committee.

QH is a member of key state and national government disaster and counter terrorism committees to address health-specific services and context. Hospital and Health Services (HHSs) continue to actively participate on local and district disaster groups.

QH continues to develop, prepare and update, messaging regarding accessing services, public health considerations, mental health, community health and wellbeing. These communication materials suit a variety of mediums (radio/television/print/social media), which allows for easy access and timely response. These materials were distributed to key Government Departments, Crisis Communications Network, Smart Services Queensland and HHSs for engagement with their local communities. QH also contributed to specific community education campaigns such as the Get Ready Campaign.

The QH Disaster and Emergency Incident Plan (July 2016) is the principal document to support QH to respond effectively and appropriately to disaster events. The Plan includes a number of annexures such as Mass Casualty Incident, Pandemic Influenza, Blood Supply Emergency and Contingency arrangements, Heatwave Response, QH Chemical, Biological, Radiological plan, Health Support Queensland Emergency Management plan, Tsunami Notification Arrangements and Human Social Health Plan.

Other portfolio-specific management plans continue to be developed and tested, such as the Payroll Portfolio Crisis Management Plans, and corresponding resources such as Crisis Management Kits, Site Contingency Kits and Severe Weather business continuity checklists.

QH has continued to present and participate 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. HHSs participate in emergency colour code scenario based exercises. These particular exercises reinforce ties with emergency service agencies across the state and enhance communications between intra and inter agencies.

Multiple emergo exercises were conducted during 2015-16. Emergo Exercises is a system which 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.

Following the implementation of the new Incident Management System in SHECC, 73 staff members were trained in the IMS and served as the driver for a revised training needs analysis and recruitment drive.

During the period 13 July 2015 to 30 June 2016, a total of 113 staff undertook the Major Incident Medical Management and Support (MIMMS) course (advanced and team member). This internationally recognised course is designed to teach health care professionals how health service response integrates into the emergency services response during a mass casualty incident. 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. Facilitation of collaboration across other agencies continues, including Australian Defence Force (ADF), QPS, QFES and QAS.

Geographical location of the MIMMS training correlates to upcoming major events and HHS' requests and is the foundation for mass casualty preparation and preparedness.

Last year, 92 participants undertook the Hospital Major Incident Medical Management and Support (HMIMMS) course: The practical approach in the hospital. This internationally recognised course is designed to teach health care professionals a framework in health service response during a mass casualty incident. QH staff have continued to take the lead nationally

in the number of Hospital MIMMS Courses being conducted, with a focus on recruitment and training of instructors as well as supporting interstate faculties to build capacity.

Response and recovery

The State Health Emergency Coordination Centre (SHECC) provides a facility to operate a centralised coordination centre for QH in response to an emergency, incident or disaster event including State wide support to the HHSs when formally activated by the State Health Coordinator (SHC). Due to minimal weather events during the reporting period, SHECC was only activated for the Shute Harbour bus crash response on 16 February.

Health Emergency Operation Centres (HEOCs) are activated throughout HHSs as required. These are scalable to reflect the incident and may include multiple HHSs and satellite centres. Extensive preparedness measures are undertaken by all HHS' across clinical supplies, vulnerable members of the community, infrastructure, access and telecommunications to decrease the local vulnerability.

One of the most significant HEOC activations in this reporting period was the Code Orange (Evacuation) and Code Yellow (Infrastructure) activations at Central HHSs HEOC during the extreme weather event in Rockhampton in December 2015.

HHSs are often directly involved in recovery arrangements, and particularly through their representation on their LDMGs and the DDMG. QH as an organisation also contributes to recovery through its collaboration and engagement with the Department of Communities in regards to Human Social elements. Further to the Human Social Health Plan as an annex to the QH Disaster and Emergency Incident Plan, this collaboration is formalised through QH's membership on the State Human Social Recovery Group.

Significant initiatives to strengthen / improve disaster management capability

Planning and preparations have commenced for GC2018 Commonwealth Games. QH is working with the Commonwealth Games Organising Committee (GOLDOC), Office of the Commonwealth Games (OCG) and other government departments as part of the preparations.

QH will also participate in the exercises related specifically to GC2018 preparation as well as include such preparations in the SHECC exercises.

A review of the Ravenshoe mass casualty incident made 30 recommendations and resulted in the Department reviewing the QH Disaster and Emergency Incident Plan and Mass Casualty Incident Plan. The Department also developed minimum standards for operational briefing and debriefing and a training framework for QH. Reviewing the Mass Casualty Incident Plan has resulted in further clarification of decanting/disposition guide practices in a Mass Casualty Incident and the role of the Site Health Commander and the Site Medical team.

In 2016, QH has further formalised and improved its governance arrangements. The Tier 3 Disaster Management Executive Committee was established as a predominantly strategic committee, with senior membership from each of the departmental divisions, QAS, and representation from regional and South East HHSs.

The State Health Emergency Management Committee, which is an operational committee that reports to the Disaster Management Executive Committee, was also established and comprises disaster and emergency coordinators from each of the HHSs as well as representatives from each of the departmental divisions.

Queensland Treasury (QT)

2015-16 Activities

Preparedness and prevention

In preparation for the 2015-16 disaster season, QT's Business Continuity Framework (BCF), critical service delivery area documentation suite and area BCPs, were reviewed and updated. A full test of the BCF and all divisional BCPs was conducted in October 2015.

A Crisis Communication Plan and IT Disaster Recovery Plan are maintained separately and also kept up-to-date. The Office of State Revenue (OSR) and Office of Industrial Relations (OIR) maintain a separate BCP and testing schedule.

In February 2016, QT's threat advisory system was updated to align with amendments under the Government Action Protection Framework.

Work, Health and Safety and Electrical Safety Inspectors provided flood safety advice and training to local government agencies, contractors and regulatory bodies such as QFES, QPS, workplaces and electrical entities. They also provided onsite advice to business owners and the community in affected areas as required.

Electrical, chemical, asbestos and general safety awareness messages for workplaces and the community were distributed through websites and social media, media statements and subscription email newsletters, in the lead up to and during storms and floods.

Information was made available on the website 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 covered included asbestos, hazardous chemicals, managing volunteers, managing fatigue during recovery operations and awareness about typical hazards.

Information was provided in relation to electrical safety through the Electrical Safety Office website www.electricalsafety.qld.gov.au and on Twitter. The ESO outlook newsletter database was made available to promote electrical safety during storms and floods.

WHS articles on asbestos were published on the website, <http://www.deir.qld.gov.au/asbestos/> and several hazardous chemicals were named in the Workplace Health and Safety Queensland eSafe newsletter, which is circulated to approximately 25,000 subscribers.

Response and recovery

There was no requirement to engage in response and recovery activities during the reporting period.

Significant initiatives to strengthen / improve disaster management capability

The scenario planning in case of a loss of IT network systems resulted in practical improvements and also enhanced the quality of the business continuity and disaster recovery documentation suite.

Queensland Reconstruction Authority (QRA)

2015-16 Activities

Preparedness and prevention

In April 2016, the QRA was appointed as the lead agency for developing and coordinating disaster mitigation, resilience and recovery policy in Queensland following Cabinet's review of disaster management roles and responsibilities in Queensland.

In addition, the QRA is the lead to facilitate, with support from DILGP, a best practice approach to manage the flood warning gauge network in Queensland, with assistance from DNRM.

QRA staff participated in disaster management training and provided representation on the Australian and New Zealand Emergency Management Committee – Community Engagement Sub Committee and Recovery Sub Committee from 26 April 2016, when this responsibility was transferred from DILGP.

QRA delivered 24 Natural Disaster Relief and Recovery Arrangements (NDRRA) and the State Disaster Relief Arrangements (SDRA) training to State agencies, local councils and other disaster management stakeholders under the Disaster Management Training Framework. The training covered NDRRA and SDRA activation, relief measures and policy under the programs.

During October and November 2015, QRA participated in seven joint QFES and BoM seasonal disaster briefings for the first time. QRA presented on its roles and responsibilities during disaster response and recovery, disaster risk reduction and mitigation.

QRA has updated its Disaster Response and Preparedness Manual ahead of the 2016-17 disaster season. The manual sets out the disaster management framework and defines the roles and responsibilities for planning, preparing and managing QRA's responses to natural disasters across Queensland.

Damage assessment and liaison officer training was conducted in preparation for the disaster season to ensure staff were readily available to deploy at short notice to undertake a range of disaster response and recovery activities. A recall and staff leave register was maintained and reviewed monthly to ensure staff are available as required.

Response and recovery

Responsibility for recovery planning transferred from DILGP to the QRA in April 2016. Officers have been appointed to QRA to lead recovery planning.

In June 2016, the QRA CEO was appointed to the role of State Recovery Policy and Planning Coordinator (SRPPC) by the Premier of Queensland. As part of the SRPPC responsibility, a review of the State Recovery Guidelines has commenced and will incorporate the recommendations from 11 reviews into disaster management and operations conducted in 2015.

During the 2015-16 disaster season, Queensland experienced a total of nine significant weather events resulting in a total of 38 councils activated for NDRRA. Additionally, one council was activated under SDRA as a result of the Cape Cleveland Bushfires on 6 Oct 2015.

Following Tropical Cyclone Marcia in 2015, QRA in collaboration with local governments, DCCSDS and the Queensland Building and Construction Commission (QBCC) undertook a series of Damage Assessment and Reconstruction Monitoring (DARM) audits of disaster affected areas to monitor the progress of recovery efforts. DARM audits were conducted at three-month intervals following the disaster with the data captured providing situational awareness on the state of reconstruction and recovery to key stakeholders. A total of 2147 properties were inspected with the last audits of Livingstone and Rockhampton Shire Councils conducted in March 2016.

Significant initiatives to strengthen / improve disaster management capability

The QRA continues to provide input and support to QFES, which is coordinating a whole-of-government policy for disaster risk identification and assessment and leading the whole-of-government data management policy.

QRA and QFES continue to collaborate in a joint review of the damage assessment processes. The areas of focus include improved data collection, technology solutions for the future, data presentation and mapping. Outcomes from this review have refined the data to be collected, which will be applied in the 2016-17 disaster season. When requested, QRA supports QFES with damage assessments of housing in disaster impacted areas. QRA, in collaboration with local governments, will undertake damage assessments of public infrastructure in support of claims for NDRRA assistance.

DILGPs Resilience and Recovery team transitioned to QRA in 2016, following the appointment of QRA as the lead agency

responsible for disaster mitigation, resilience and recovery policy in Queensland.

The Queensland Strategy for Disaster Resilience (the Strategy) provides strategic direction to achieve the State Government's vision to make Queensland the most disaster-resilient State in Australia. QRA has assumed responsibility to update the Strategy to incorporate current national and international frameworks on resilience and climate change.

Selected staff participated in the e-Learning Course *Resilience Action Planning – Implementing the Sendai Framework at the Local Level* delivered by the United Nations Institute for Training and Research (UNITAR). The course is designed to enhance the capacities of disaster management professionals to design and implement plans and programs that reduce disaster risk and enhance resilience. Knowledge gained from the course will be used to update and implement the Queensland Strategy for Disaster Resilience.

In 2015, a state-wide Performance Review of the Queensland Flood Warning Gauge Network identified 215 priority locations that potentially required improved flood warning infrastructure. The QRA, in conjunction with QFES, DILGP, DNRM and BoM, has engaged with 43 councils on proposed improvements to their flood warning systems and to design improved networks, particularly at these priority locations.

The key outcomes from a more detailed consideration and redesign of flood warning systems include: real time (or close to real time) visibility of the data to relevant local councils and the SDCC and improvements to the flood warning gauge network to a standard approved by BoM.

Office of the Inspector-General Emergency Management (IGEM) (observer)

2015-16 Activities

Preparedness and prevention

In 2015-16, the ongoing adoption and application of the Emergency Management Assurance Framework (the Framework) and the Standard for Disaster Management in Queensland (the Standard) were central to the Office of the IGEM's assurance activities.

Activities included three formal reviews, supporting enhanced readiness:

- Seqwater and SunWater Warnings Communications;
- Capability at a district and local level for the Warwick disaster district; and
- Aboriginal and Torres Strait Islander Councils' capability to deliver disaster management responsibilities.

Implementation of the Framework and the Standard included:

- regional workshops with members of local and DDMGs, covering 19 of the 23 disaster districts across Queensland;
- initiation of a single, on-line assessment process to enable local government, disaster districts and the Office of the IGEM to carry out their various responsibilities for annually assessing plans against specific indicators and key outcomes of the Standard;
- tailored reports, showing local plan assessment results compared to state and district averages, that were provided to local governments in December 2015; and
- the development of an on-line Emergency Management Prioritisation Tool to support entities to assess their arrangements against the Standard, which has been applied across the phases of prevention, preparedness, response and recovery.

In October 2015, the Office of the IGEM commenced an evaluation of the temporary amalgamation of the Cairns and Mareeba Disaster Districts. Evaluation activities to 30 June 2016 included surveys to gauge sentiment about districts' performance before the trial, attendance at a combined DDMG meeting and interviews with key stakeholders.

Other key activities undertaken by the Office of the IGEM to support preparedness and prevention included analysis of documents relating to 152 exercises carried out by disaster management groups between 2010 and 2015. These documents related to around 20 different scenarios including cyclones, aviation incidents and water supply contamination. The analysis identified trends, innovation and good practice in exercising.

Another key activity was Office of IGEM's engagement with cross-sector stakeholders between October 2014 and December 2015 to establish a pilot solution to support data sharing during emergency events.

The Office of the IGEM partnered with the Department of Natural Resources and Mines to issue a joint disaster preparedness challenge at GovHack. The purpose of the challenge - *Help your community get ready for times of emergency and disaster* - was to encourage the digital community to devise new ways to notify people about hazards in their area and services that can help. More than 1,300 individuals participated in Queensland's GovHack 2015 event which was held over three days in July 2015.

Response and recovery

An evaluation of the achievements of the improvement strategies in the State Disaster Coordination Centre: Room for Improvement Report June 2014 was completed by the Office of the IGEM in 2015-16. The evaluation found the intent of the 25 recommendations in the Report to be sufficiently achieved through strong partnerships, commitment to a multi-agency culture and a whole-of-government workforce solution.

The Office also contributed to the Department of Communities, Child Safety and Disability Services human and social recovery review.

Significant initiatives to strengthen / improve disaster management capability

To strengthen disaster management capability across Queensland in 2015-16, the Office of the IGEM:

- established a Disaster Management Officer Network comprising 71 officers from 51 local government and one member from the Local Government Association of Queensland;
- created an IGEM Advisory Panel to seek practical advice from key stakeholder groups

- made significant progress toward developing a sector wide lexicon of emergency management terms, phrases and definitions;
- established on-line platforms to support networking, good practice and idea sharing across the sector;
- released five editions of an on-line e-newsletter IGEM Connect to more than 1,200 stakeholders;
- partnered with Wide Bay and North Burnett region practitioners to undertake a study into disaster management arrangements for seniors living in their own homes;
- participated in conferences and national forums including the World Conference on Disaster Management; National Review of Warnings and Information Working Group; National Flood Warning Framework Group; and Emergency Alert Phase 3 project; and
- continued to collaborate with agencies to explore solutions that promote innovation, interoperability and knowledge transfer across the emergency management sector.

SDCG Member Contributions

Bureau of Meteorology (BoM)

2015-16 Activities

Preparedness and prevention

The BoM is the Commonwealth agency responsible for the provision of forecasts, warnings and long term outlooks on environmental phenomena that affect safety, prosperity and the resilience of Australians. The BoM in Queensland is led by the Regional Director (Queensland) based in Brisbane. The Regional Director is supported by a team of Queensland based forecasters and support staff, as well as the greater BoM across the country.

In 2015, the BoM actively participated in 'Get Ready' preparedness seminars across Queensland, which was cooperatively delivered with the Queensland State Government. The BoM offered information regarding service improvements and the latest seasonal outlook.

Additional briefings regarding the latest seasonal outlook and for severe weather and flood events were provided on request to the QDMC, DPC and LDMG/DDMGs.

BoM acquired a new supercomputer with a 40-fold increase in computing capacity. This will allow more accurate, timelier, and more certain and detailed forecasts and warnings.

The Weipa weather radar was replaced, with a new, upgraded radar on 25 August 2015. Cairns (Saddle Mountain) and Townsville (Hervey Range) radars were also upgraded with Doppler capability on 20 July 2015. The upgrade to all of these radars has provided forecasters with improved capabilities to more accurately monitor severe weather.

From 16 March 2016, the BoM made new satellite data from Himawari-8 courtesy of the Japanese Meteorological Agency. This new satellite data will provide more frequent images at a much higher resolution, providing improved information for forecasters, particularly in the monitoring of thunderstorms and tropical cyclones. New Automatic Weather Stations were installed at Innisfail, Redlands, and Mackay Turf Club.

BoM actively contributed to the update of the Tropical Cyclone Storm Tide Warning Response System Handbook. For the 2015-16 wet season, TC storm tide warnings are now available at many more locations than in previous years,

with up to ten locations able to be included in a single warning. The BoM started publishing images of forecast Fire Danger Indices' across Queensland.

Response and recovery

In 2015-16, the BoM issued 14 fire weather warnings, 11 cyclone information bulletins, 1 tropical cyclone storm tide warning, 63 flood watches, 605 flood warnings, 968 severe thunderstorm warnings and 94 severe weather warnings for Queensland.

There were a lower than average number of severe weather events in the reporting period, being the least active Australian tropical cyclone season on record. The Bureau's Regional Director provided seasonal outlook briefings to Premier and Cabinet on three occasions during the 2015-16 wet season.

For the East Coast Low event in June 2016 that affected southeast Queensland, a special briefing was provided to the Acting Premier, and coordinated media conferences were held with QFES and QPS, which aimed at preparing the community for any potential impacts associated with the system.

Significant initiatives to strengthen / improve disaster management capability

BoM continued to provide an embedded Senior Meteorologist at the SDCC. The QFES Meteorologist has continued to assist SDCC Watch Desk staff on an ongoing basis, has provided Fire Weather 1 and 2 training across parts of Queensland and provided additional forecast products and briefing services to various levels of government, including DPC when required.

BoM conducted stakeholder meetings with councils and other state government agencies related to the development of Flash Flood Advisory Resource (FLARE) which is an authoritative resource created to assist responsible agencies to design, implement and manage fit-for-purpose flash flood warning systems. FLARE aims to help agencies and through them the community, to increase their resilience to flash floods through better preparation and more effective response.

Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP)

2015-16 Activities

Preparedness and prevention

DATSIP's BCP was tested and reviewed in November 2015. DATSIP takes an 'all hazards' approach to business continuity to be able to respond to incidents regardless of the cause. The Department's contingency arrangements ensure alternative access to critical resources such as information technology, personnel and facilities during disasters.

Through its seven regional offices, DATSIP is actively involved in disaster management planning and response along with LDMGs and community stakeholders.

Response and recovery

Twenty-two DATSIP staff are active in the Department of Communities, Child Safety and Disability Services (DCCSDS) Community Recovery Ready Reserve.

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

Significant initiatives to strengthen / improve disaster management capability.

DATSIP operates six retail stores which are located in Lockhart River, Doomadgee, Kowanyama, Pormpuraaw, Woorabinda and Palm Island. In August 2015 all six stores implemented a wet season preparedness plan that included organising a range of logistical goods transport options for different weather events, servicing equipment, completing required building maintenance, bulk ordering and storing food, drinks and a variety of products to ensure availability to residents of the communities.

Apart from the store in Woorabinda which is connected to the mains power supply, all the DATSIP operated retail stores have back-up generators in case of power loss to maintain operations and ensure food security. Two of the back-up generators

were installed in 2015-16 in the Palm Island and the Lockhart River retail stores.

Department of Agriculture and Fisheries (DAF)

2015-16 Activities

Preparedness and prevention

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

Disaster preparedness workshops were delivered to key regional personnel in South Johnstone and Brisbane in December 2015. Departmental DDMG representatives participated in preparedness activities and exercises. Seven staff members were trained in supply officer roles for the logistics cell in the SDCC.

BCPs were reviewed through an internal audit process and a new BCP framework was developed with the aid of external consultants.

The DAF disaster management plan was updated in December 2015.

Response and recovery

No significant natural disasters occurred during the reporting period. DAF extension officers responded to individual instances of primary producer disaster impact due to localised storm and rainfall events.

DAF approved an Individual Disaster Stricken Property (IDSP) declaration for a property in the Toowoomba area that was affected by a supercell storm event that occurred in December 2015. Damage to farm infrastructure was reported along with extensive Sorghum crop damage. The IDSP declaration allows the property owners to apply for DAF-funded freight subsidies and concessional loans available through QRAA.

DAF is still overseeing the Industry Recovery Officer program in response to STC Marcia which is being delivered by Queensland Farmers Federation.

Significant initiatives to strengthen / improve disaster management capability

DAF developed the Rapid Damage Assessment Application to assist DAF field staff in the collection of impact assessment data. The

application ensures consistency and accuracy of data collection and enables data to be made available as quickly as possible following a disaster event.

The application can operate offline and in remote areas, can be simultaneously available to multiple users, and the data can be viewed and extracted to populate briefing and reporting templates. This approach improves consistency with other departments and QFES. It also improves reporting and decision making.

The application utilises the mobile application Collector for ArcGIS provided by Environmental System Research Institute and links into the ArcGIS online platform for desktop computers.

The collected data is integral in assisting DAF to plan and resource, activities and programs to assist the primary industries sector to recover from disaster events. The data is viewed in a web map, downloaded as spreadsheets and combined with other spatial data to help make better informed decisions following disasters.

The roll-out of the DAF Rapid Damage Assessment Application is complete, with 50 regional field staff trained in its use. A user guide and a series of seven short, three minute training videos have been prepared to help staff download, set up and use the application. The application will be live-tested in a scenario exercise in October 2016.

Department of Education and Training (DET)

2015-16 Activities

Preparedness and prevention

DET undertook a number of planning and testing processes during 2015-16 aimed at improving readiness to respond to a disaster.

All relevant DET staff, including liaison officers, SDCG representatives, the Executive Response Team and Regional Directors, completed training with QFES as required in the State Disaster Management Training Framework. All DET Emergency Management documentation has been reviewed and updated accordingly.

Emergency Response Plan templates for schools were reviewed to assist schools in the development of their Emergency Response Plans.

The DET Emergency and School Security Unit (E&SS) web page was reviewed and updated and enables Schools, Regions and Corporate Office to readily access information such as Quick Reference Guides and key links to disaster management information. DET E&SS worked with Web Services to further develop the "School Closures" website, which displays accurate and timely information on school closures to the public.

DET has invested in a state of the art Executive Coordination Centre which is tested weekly by E&SS. DET has also identified two alternative back up sites at Coorparoo and North Lakes.

DET has a strong partnership with Building and Asset Services (BAS), within DHPW, to manage infrastructure impacts. This has been refined through:

- better documenting processes, roles and responsibilities for managing the response and recovery phases after a disaster event;
- BAS establishing contractor arrangements to support rapid responses to damaged school assets; and
- BAS forward deploying an executive team to lead and coordinate responses to impacted school assets.

DET has reduced ICT vulnerability in recent years by:

- developing ICT disaster response plans and conducting regular disaster testing with the Organise, Communicate, Act (OCA) cloud-based software;
- relocating servers to less vulnerable locations;

- improving capacity for remote access
- allocating mobile network enabled notebooks connected to the DET network for school principals (in event of loss of fixed WAN link);
- ensuring DET's two ICT recovery trailers which provide the capacity to re-establish basic ICT services are prepared for active deployment; and
- purchasing fit for purpose devices for ground support staff assisting in initial damage assessments of school when impacted by disaster events.

Response and recovery

DET revised its Disaster and Emergency Management arrangements in preparation for the disaster season to assist schools in developing and maintaining an emergency response plan, with greater consideration being given to the type of disaster event the school is at risk of facing and development of a new set of school sub-plan templates for a range disaster types.

DET has also enhanced its "School Closures" website which allows regions to quickly and efficiently report school closures during disaster events and provide accurate and timely information to the public. The system is fully operational and tested each month.

DET has BCPs in place to address situations where it is faced with no or reduced access to buildings, communications and staff. DET also has the capability to pre-position ICT emergency connectivity kits, and mobile/satellite phones.

Significant initiatives to strengthen / improve disaster management capability.

DET continues to be committed to post incident reviews. A review of DET's preparedness, response and recovery to Tropical Cyclone Marcia was conducted with a commitment to improving and refining our processes so that we can continue to strengthen our systems for the future.

The key areas of focus were:

- governance, roles and responsibilities;
- communication;
- infrastructure – buildings and ICT;
- student and staff wellbeing; and
- stakeholder relations.

Key outcomes of the review have been finalised for the upcoming disaster season.

Department of Energy and Water Supply (DEWS)

2015-16 Activities

Preparedness and prevention

In preparation for the 2015/16 severe weather season, DEWS reviewed and amended its Disaster Management Plan. Departmental officers participated in a number of exercises including a national energy emergency exercise, which was run by the SDCC and an Ergon Energy planning, resilience and response simulation exercise.

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

DEWS owns a number of water assets, including three referable dams whose failure may endanger people's lives. DEWS reviewed the existing Emergency Action Plans (EAPs) for these dams prior to the 2015-16 summer wet season. The three referable dams are Corella Dam, near Cloncurry, Copperfield Dam, at Kidston, south-west of Cairns and Crooks Dam, near Mount Garnet.

Seqwater and SunWater submitted an annual summer preparedness report for the 2015-16 wet season to the Department. The owners of nearly all referable dams including SunWater/Seqwater, had Emergency Action Plans in place.

Response and recovery

DEWS was not stood up during the 2015-16 severe weather season and did not undertake any response or recovery actions.

Department of Environment and Heritage Protection (DEHP)

2015-16 Activities

Preparedness and prevention

During 2015-16, DEHP reviewed and updated its Northern Region Emergency Incident Response Plan and BCP. Training and exercises in the Department's Disaster Management Plan (DMP) were held with senior executives in November 2015.

Coal and Central Queensland Compliance (CaCQC) staff attended several training and community education/engagement events with the aim to better prepare CaCQC staff, should a disaster event occur. Events included a disaster recovery workshop that was held in Mackay, training in the Queensland Disaster Management Arrangements in Rockhampton, an introduction to the DDMG in Maryborough and attending state wide DDMG meetings. Over 20 staff completed the Basic Equipment Operations for Oil Spill Response training.

In May 2016, an internal boundary realignment resulted in the inclusion of the Maryborough and Roma offices within CaCQC. The CaCQC Disaster Management Plan was updated in June 2016 to incorporate the Maryborough and Roma offices, with staff being advised of any material amendments to the plan.

Northern Region participated in exercise "Trojan Horse" in December 2015, which tested the procedures and interoperability between responding agencies and the DDCC. The exercise was based around a multi-vehicle incident that was complex and involved multiple entrapments as well as potential HazChem response.

EHP carries out proactive compliance activities on selected mine sites in the lead up to each wet season with a focus on preparedness and wet season risks.

Training in core skills and incident response was provided to staff in Brisbane, the Sunshine Coast, Toowoomba and Emerald (53 EHP officers). The training program has been developed with the specific objective of developing and maintaining staff skills and readiness for:

- recognising threats to environmental values in day-to day work and for incidents;

- assessing environmental risks and setting risk-based priorities and mitigation actions;
- understanding incident control systems (AIIMS) and multi-agency operations;
- understanding the Department's role at incidents and its relationships with other agencies;
- understanding technical aspects and practical responses for common incident scenarios;
- effective use of available systems and resources to achieve best-possible outcomes; and
- confidence to work with other agencies and representing our agency's interests.

The training was delivered through a combination of lectures, case studies and desktop exercises targeted at commonly encountered scenarios and incident types. The program also included checking equipment and readiness in each of the locations visited.

Staff provided input into the National Plan for Maritime Emergencies through the National Technical Working Groups and workshops for Environmental, Scientific and Technical Advisors and Oil Spill Response Atlas GIS support resource development.

DEHP provided input into the recently established national AELERT Operations Cluster Australasian Emergency Operations Network (AEON). This group engages on a regular basis through meetings and teleconferences to share information, standardise response capabilities and draw on shared resources during environmental emergencies nationally.

Response and recovery

CaCQC undertook an initial assessment and roll call exercise in response to a severe wet weather event that occurred in South East Queensland in June 2016 impacting operations in Maryborough. The event however, did not affect staff or the Maryborough office.

Northern Region responded to the Julia Creek train derailment, which occurred on 27 December 2015. This incident involved the derailment of a train carrying a large quantity of concentrated sulphuric acid. EHP contributed

approximately 30 days in responding to this incident.

Northern Region and Central Region responded to the Cape Upstart oil spill in July-August 2015. The incident involved a spill of between 5 and 10 tons of heavy fuel oil from a vessel off Cape Upstart which affected approximately 100km of coastline. DEHP participated in a multi-agency response and was involved in oil recovery, oiled wildlife and waste management.

DEHP provided significant support to DAF and the banana industry in north Queensland in the management of the Panama Disease outbreak. Pathogen control and the use of chemicals were key issues that needed careful management so that waste releases did not impact on the adjacent environment.

Significant initiatives to strengthen / improve disaster management capability

CaCQC undertook an assessment of its Disaster Management Plan which resulted in changes and improvements to the plan.

Eight DEHP officers trained to work at the SDCC, if required. Refresher Liaison Officer training was provided for seven members of staff, and new training for one officer.

Department of Justice and the Attorney-General (DJAG)

2015-16 Activities

Preparedness and prevention

Preparedness and prevention activities undertaken by the Department of Justice and Attorney-General (DJAG) include:

- annual review of the DJAG disaster management framework;
- annual review and scenario testing of BCPs;
- annual review of the ICT Disaster Recovery Plan;
- annual review of the Disaster Communication Plan;
- annual review of guidance material used by staff in the event of a disaster (i.e. local area manager toolkit);
- active participants in Queensland Government's Disaster Preparedness Network; and
- regular review of DJAG processes and capability to support cross-agency recovery initiatives such as Ready Reserves and Community Recovery.

The Department has a Disaster Management Handbook which supports the senior executive and disaster management team to make decisions in the event of a disaster. The handbook was reviewed and updated to ensure it accurately outlines the Department's critical services and dependencies in preparation for the disaster season.

The DJAG local area manager disaster toolkit, provides local area managers with a framework to guide decisions and protect the safety of staff, clients and government assets, in the event of a disaster. The Department reviewed this toolkit in preparation for the disaster season.

DJAG's Information and Communication Technology Disaster Recovery Plan (ICTDRP) outlines how critical ICT systems are restored in the event of a disaster. The ICTDRP was updated based on feedback from stakeholders, annual review against best practice and lessons learnt from previous disaster events.

An extensive review of DJAG processes and capability to support the Ready Reserves and Community Recovery Program was completed. The review looked at currency of volunteer lists

and training and aimed to ensure personnel were ready for deployment.

Queensland Courts commenced a review of the Emergency Planning and Government Action Protection strategy. The review is aimed at identifying efficiencies to improve our emergency response in the future including safety of staff and the community.

Community service is an excellent opportunity for prisoners to make unpaid reparation to the community and develop employment skills. All prisoners engaged in low security work orders are carefully assessed and supervised by Queensland Corrective Services (QCS). Low security centres are on standby to provide disaster response from May to February each year. Thirteen QCS work camp sites are active and are participating members of the respective regional LDMG.

For owners of, and residents in, lots in community titles scheme, a disaster event can have a significant impact. Restoring essential common property such as switchboards and lifts, to working condition, following a disaster event, may require significant expenditure and in some cases emergency works may need to take place. The processes for approving these works and identifying those responsible for repairs can be complex. The Office of the Commissioner for Body Corporate and Community Management publishes information on these topics before and during storm season in particular. This occurs via the website www.qld.gov.au/bodycorporate and the Common Ground email newsletter.

Response and recovery

Julia Creek Work Camp officers and prisoners, assisted in the restoration of a vital transport link to Western Queensland after a train carrying approximately 819,000 litres of sulphuric acid derailed in December 2015. The closure of the Flinders Highway due to flooding, also hindered efforts to get clean-up crews to the area. The work camp assisted with the clean-up and contributed to the construction of two temporary roads to access the site and enable Queensland Rail to move machinery in to manage the derailment.

On 3 December 2015, the Department re-opened the Mackay Court precinct after completing a \$2.6 million repair and restoration project, which included replacement of roof

sheeting, eaves, gutters and downpipes damaged by storms.

Significant initiatives to strengthen / improve disaster management capability

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

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

In addition, DJAG supports the community through the 13 QCS' work camps' participation in local council preparations, disaster management groups and Community Advisory Committees that are active participants within the SDCG.

Department of National Parks Sport and Racing (DNPSR)

2015-16 Activities

Preparedness and prevention

DNPSR reviewed, updated, certified and approved the All Hazards Regional Action Plans and the Agency Disaster Management Plan for the disaster season commencing in November 2015.

The planning reviews maintained disaster management as a strategic risk for the department. The risk management process undertaken identified an increased risk of fire due to damage caused by Cyclone Marcia. In response to this risk QPWS was part of a task force in collaboration with the Queensland Fire and Rescue Service (QFES) which developed a systematic and integrated response.

Operationally DNPSR updated membership of the Disaster and Emergency Management Coordination Unit to reflect organisational changes, participated in joint agency exercises, met SDCC Induction requirements for SES level staff and ensured text messaging and park alerts were in place.

Briefings were also conducted with Racing Queensland and Stadiums Queensland in relation to disaster management.

Response and Recovery

All Tropical Cyclone Oswald restoration projects were completed, assessed and acquitted by November 2015 with an overall compliance rate of 99%. The total program cost was \$4.534 million.

Tropical Cyclone Marcia resulted in expenses for the Central, Sunshine Coast and Fraser Coast regions of the QPWS. These expenses related to disaster operations and restoration of essential public assets. NDRRA funding was sought and provided.

The Central region restoration project has been finalised and acquitted. Within the Sunshine Coast and Fraser Coast region five restoration projects have been approved. The Mapleton Lookout restoration project was completed in May 2016.

Controlled burns were conducted to reduce the overall fire risk which had resulted from increased fuel loads and altered fire behaviour arising from the affects of TC Marcia. Other initiatives included the establishment of strategic fire control lines.

Significant initiatives to strengthen / improve disaster management capability.

DNPSR engaged with stakeholders to develop fire action plans for the Byfield and Mt Archer areas. These plans guide proactive fire management to minimise risk which has arisen from increased fuel loads.

Joint exercises were conducted with other agencies such as QFES, Queensland Ambulance Service (QAS), State Emergency Service (SES) and Queensland Police Service (QPS).

Internal governance arrangements were strengthened as a result of internal organisational changes and collaborative arrangements were maintained with DEHP in order to contribute to environmental recovery.

Department of Natural Resources and Mines (DNRM)

2015-16 Activities

Preparedness and prevention

The Department's network of stream gauges across Queensland used by the BOM continues to be regularly checked and maintained.

Fire management plans were in place for approximately 4500 identified high risk parcels of unallocated state land. A total of 22 permanent and 21 auxiliary trained fire fighters were available for DNRM to respond to bushfires. In addition, 170 planned burns were undertaken to protect an estimated 6500 assets and approximately 5900 km of roads and tracks. Firebreaks were maintained in identified high risk areas prior to the 2016 fire season.

The Department's Disaster Management Plan was reviewed during the year and amendments to improve clarity and usability implemented. All contacts and their details were checked to ensure currency.

Response and recovery

The Queensland Flood Mapping Program (QFMP) funded under the National Disaster Resilience Program (NDRP) was implemented.

It delivered more than 12,000 flood mapping products for 172 communities in 53 Local Government areas and 35 sub-basins. The flood maps and related information are available from the FloodCheck website which is maintained by DNRM.

DNRM continues to provide support to local governments with the Guide for Flood Studies and Mapping which is a tool for councils to better understand their flood study needs and to assist them in the preparation of project briefs for responding to flood risks.

Significant initiatives to strengthen / improve disaster management capability.

DNRM has worked with QFES to continue to build SDCC's capacity in understanding water catchment operations and data sources when responding to flood events.

In 2015 the Department commissioned an engineering contractor, KBR, to evaluate the adequacy of the rainfall and stream flow gauge networks used by BOM for riverine flood warnings and forecasts and Local Government Authorities in Queensland for responding to flash flooding. The review included spatial configuration, standard of equipment and

operational arrangements in order to identify and prioritise potential areas of improvement to the gauge networks that together comprise the flood warning gauge network. KBR's final report was delivered in November 2015 and the implementation of this work has been transferred to QRA.

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.

Department of Science, Information Technology and Innovation (DSITI)

2015-16 Activities

Preparedness and prevention

DSITI continues to collaborate with lead agencies and partners to improve its support and information services to the community during storm season. Throughout the year, functional areas have reviewed and exercised their processes and procedures to ensure confidence in their ability to respond to an event.

Smart Service Queensland (SSQ) has collaborated with key information owners for call centre scripting and information published on their respective qld.gov.au franchise sites. They have worked closely with DCCSD to implement a new model for the Community Recovery Hotline, which will offer the service to complete grant applications for people over the phone.

They have also reviewed rostering and resource planning processes to ensure that they are able to rapidly and proportionally upscale operations to accommodate increases in call volumes subsequent to disaster events and maintain the ability to deploy work from anywhere kits to support short term capacity, until additional call centre agents could be deployed into the call centres.

The Science Division, Coastal Impacts Unit (CIU) provided valuable storm tide and wave height data as well as technical support to the State's counter-disaster response. The CIU expanded the existing storm tide and wave monitoring networks by establishing new tide sites at Shorncliffe, Golden Beach and Port Douglas and a new wave monitoring site at Bundaberg. The CIU also actively contributed to the QTCCC and chaired the QTCCC Coastal Inundation subcommittee. Through the subcommittee they collaborated with the BoM and other stakeholder agencies on a review of the storm tide advisors manual, a key reference document that supports the delivery of consistent, high quality advice to local, district and state groups.

The capability of DSITI to respond to disasters was enhanced through CITEC's active maintenance of continuity arrangements for whole-of-government and agency-specific data centres and network infrastructure. In conjunction with client agencies, CITEC conducted full disaster recovery testing from its back-up site. It also developed and maintained essential ancillary services including the whole-of-government internet connectivity using two

network suppliers, providing greater resilience if one is affected by a significant disruptive event.

The DSITI ICT Strategic Sourcing, held preseason discussions with the major telecommunications carriers including the National Broadband Network Corporation (NBN) regarding network and service monitoring. Based on introductions from DSITI, NBN gave a number of presentations to DDMGs and liaised directly with some Local Disaster Managers in relation to concerns about NBN infrastructure resilience.

Response and recovery

During this reporting period DSITI activated on-call and out-of-hours arrangements in order to monitor and respond to the Monsoonal low (November and December 2015), and East Coast Low (June 4 and June 16 2016).

The CIU deployed baby ocean buoys at Palm Beach following a request from the Gold Coast City Council to monitor wave conditions generated by Tropical Cyclone Winston. This exercise has provided an improved understanding of the risks associated with storm surge and tidal impacts and enhanced planning activity related to these risks.

The CIU also fulfilled a Storm Tide Adviser role in accordance with the Tropical Cyclone Storm Tide Warning - Response System Handbook (12th edition) in response to a monsoon trough event (December 2015) impacting the Gulf of Carpentaria.

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

Significant initiatives to strengthen / improve disaster management capability.

During 2015-16 SSQ undertook an internal disaster management review where 36 actions were identified and implemented during 2015-16 to improve response lead times, improve internal policies and procedures and support the efficient implementation and operation of disaster response activities.

Department of State Development (DSD)

2015-16 Activities

Preparedness and prevention

DSD undertook its annual review of the Department's Incident Response Plan and its six regional BCPs. All DSD regional offices across the State tested their BCPs in October 2015. The plans were communicated to staff and feedback on the tested BCPs was collated and actioned.

The ICT programs/systems required to be maintained for critical business functions were identified. The ICT Disaster Recovery Plan was reviewed and updated in March 2016. The supporting business impact analysis also identified several ICT systems requiring enhanced restorative capability. As a result, preparation of a disaster recovery capability roadmap is underway. Additionally, corporate ICT completed its review, update and testing of its BCP in March 2016. Both the Department's ICT Disaster Recovery Plan and ICT BCP are subject to ongoing review and testing.

Network redundancy between the CITEC data centres was implemented in June 2016. This addressed a potential point of failure to ensure service continuity for the Department's internet-protocol telephony system and connectivity for regional sites.

Response and recovery

As the lead agency for coordinating economic recovery, DSD engages with other agencies to assess the economic impacts of a disaster event. The Department also provides the secretariat function for the Economic Recovery Group and has procedures, potential membership lists and trained staff in place to activate the group as required.

Significant initiatives to strengthen / improve disaster management capability

The following flood mitigation projects completed in 2015-16 have received Queensland Government funding:

- Burdekin Shire Council's Flood Mitigation Works – Home Hill CBD Stage 1 (\$1,680,000);
- Gympie Regional Council's Investigator Avenue – culvert upgrade (\$361,770);
- Lockyer Regional Council's Laidley Township Flood Mitigation Project – Storr Street drain (\$297,095);

- Lockyer Regional Council's Laidley Township Flood Mitigation Project – Narda Lagoon levee (\$362,905)
- Lockyer Regional Council's Laidley Township Flood Mitigation Project – CBD levee preparatory work (\$190,000)

The Coordinator-General continues to offer assistance in support of Queensland's disaster management arrangements. In particular, this assistance could take the form of providing support to the Queensland Reconstruction Authority, which has similar powers to the Coordinator-General in relation to dealing with conditions of natural disaster. Under the *State Development and Public Works Organisation Act 1975* (SDPWO Act), the Coordinator-General powers include:

- inquiry powers equivalent to a commission of inquiry;
- the coordination and direction of public works via the program of works, wide ranging powers to plan and deliver large-scale projects;
- the coordination and evaluation of environmental assessments of projects (including consideration of disaster management issues such as flooding);
- implementation and management of State Development Areas; and
- the acquisition of and ability to deal in land, to provide tenure solutions for complex private and public sector projects.

The SDPWO Act enables the acquisition of land for the purpose of dealing satisfactorily with conditions of natural disaster and project delivery powers to enable timely delivery and construction of works that the Governor-in-Council directs the Coordinator-General to undertake. These powers can be used to cut through approval bottlenecks to ensure infrastructure is built, relocated or repaired.

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

2015-16 Activities

Preparedness and prevention

DTEBSB has an Emergency Management Plan (EMP) which encompasses the activities of key staff during an emergency situation. The EMP enables business continuity and supports actions to assist small business, tourism and events sectors. The EMP is supported by Business Continuity Plans (BCPs) which are specifically tailored for each Division within the department.

Preparedness information for Queensland businesses was delivered online via www.business.qld.gov.au. The website included business checklists for cyclone, storm surge, bushfire and drought. Other information related to emergency kits and evacuation procedures for businesses.

During the 2015-16 financial year, disaster preparedness pages for businesses were collectively viewed 9,587 times.

Response and recovery

DTEBSB did not undertake any response or recovery actions during the 2015-16 severe weather season.

Significant initiatives to strengthen / improve disaster management capability.

Online information about natural disaster assistance, emergency alerts and contacts and rebuilding a business after a natural disaster was developed and published online via www.business.qld.gov.au.

DTEBSB liaised with TEQ and contributed to the Crisis Communications Plan (CCP). The CCP supports tourism businesses and visitors to Queensland by enhancing disaster preparedness and providing daily intelligence updates.

Local Government Association of Queensland (LGAQ)

2015-16 Activities

Preparedness and prevention

The LGAQ is committed to maintain key elements of our current capability and to further develop our capacity to effectively support local government and QDMA. This commitment is supported by the further development of the internal planning framework of the LGAQ, its subsidiaries and the allocation of key internal resources, before, during and after disaster events.

LGAQ provides support to the Chair of the LDMG to lead the development of the local understanding of hazards, potential impacts and strategies to effectively deal with the risk in the community.

LGAQ supports the political, strategic and operational capacity of councils and the LDMGs by maintaining the contextual recognition and providing representation of the local issues to the broader disaster management system.

The direct disaster management support of councils is also available to councils through the subsidiaries of the LGAQ:

- Local Government Infrastructure Services (LGIS) which provides award-winning solutions to councils to best manage and develop capability. LGIS provides councils with direct support in management of local assets, development of local infrastructure capabilities, and supply of additional capacity if an event occurs.
- Propel Partnerships which provides customer service continuity and local relief and fatigue management for council staff. Propel has developed systems to provide consistent remote community access through customer service and replacement front line staff.
- Resolute IT which provides disaster recovery and system restore. Resolute brings highly developed technical expertise to assist recovery of local ICT system, deliver alternative pathways to local community systems, and to respond to any physical damage of on-site infrastructure.

LGAQ continued with direct engagement with the IGEM to support the development of the Disaster Management Operatives network and actively participated in the development of key elements of the assurance framework. LGAQ

also supported the direct consultation of the IGEM with councils.

The LGAQ has continued to work in partnership with other key stakeholders to further enhance support to the LDMGs and arrangements. Key contacts include state agencies (including QPS, QFES and DCCSDS), peak bodies (including Volunteering Queensland, RSPCA) and non-government organisations (including Red Cross, Salvation Army and GIVIT).

Response and recovery

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

LGAQ officers have also been deployed to provide direct support to councils in training, capability development, planning and response to impacts by disaster events. These officers have a wide range of skills and expertise that is appropriate to the requested needs of the council. These include support and personnel to provide operational capacity building, technical solutions and strategic management advice to support the councils to minimise to impacts on the community affected by disaster events.

The LGAQ, in consultation with the QRA, has been a key player in policy negotiations with the Federal Government to ensure the NDRRA outcomes remain supportive of local government capability and capacity to build community resilience, the betterment of infrastructure assets and the long term recovery and reconstruction of impacted communities.

Significant initiatives to strengthen / improve disaster management capability

The LGAQ has further refined its internal arrangements to enable an ability for a "24/7 deployment to SDCC" with minimal disruption to our core business. This remains a key commitment to our councils and the QDMA that our role as an enabler of the QDMA is a long run commitment at both the state and local support level.

Australian Red Cross (Red Cross)

2015-16 Activities

Preparedness and prevention

Queensland Emergency Services staff and volunteers continued active year-round engagement with local communities across the state with delivery of preparedness messaging and activities, building the resilience of individuals, households, and communities. Teams worked on the ground in partnership with local and state governments through “Get Ready” week in October.

Another key initiative was the Queensland launch and roll-out of the newly revised RediPlan publication, which was commenced through Red Cross Preparedness Week. Red Cross continued to work with and prepare vulnerable communities for disasters.

Our work in Aboriginal & Torres Strait Islander Communities and culturally and linguistically diverse communities was significant during this period.

Response and recovery

Community recovery program work continued throughout 2015/2016 following the devastation from TC Marcia. Emergency Services staff and volunteers have worked alongside Community Programs personnel in the delivery of a range of community led recovery programs. This has included working with a large number of local primary school children in Central Queensland through the delivery of “Pillowcase” sessions; an internationally embraced program that starts conversations with school children, parents, and communities around recovery & preparedness, and builds resilience.

The Australian Red Cross was activated to provide support to community members at Aspley Acres Caravan Park following the third flooding in the last 18 months to residents in an area of the park. Emergency Services and Community Programs worked closely together in a well coordinated service response.

Significant initiatives to strengthen / improve disaster management capability

The Queensland Emergency Services Program continues to play a respected leadership role within the sector in Queensland – with formal year round participation in legislated local, district, and state disaster management groups. The program is also regularly consulted to be part of key government and community advisory committees and panels – allowing Red Cross to

advocate and be an important voice for the clients and communities the organisation serves. Australian Red Cross in Queensland, has also secured a permanent Emergency Operations Centre (EOC) which significantly improves our capability and response time to disaster events.

Energex

2015-16 Activities

Preparedness and prevention

Energex is a Quality Accredited Organisation, with registered plans for disaster management. Key Energex emergency plans include:

- Corporate Emergency Management Plan (CEMP);
- Distribution Annual Planning Report (DAPR); and
- Summer Preparedness Plan (SPP).

Energex emergency response plans are integrated into all operations of the business. They are documented under the AS/NZS ISO 9001 Certified Quality Management System. They are high level and dictate the delivery of documented "Emergency Response Plans". Flood and Bushfire Risk Management Plans can be accessed on the Energex website.

Energex public awareness campaigns for the 2015/16 storm season included:

- Look up and Live;
- Electrical Safety in the Home;
- Tree Branches "Wires on the Ground";
- Community Summer Preparedness; and
- Get Ready Queensland.

Energex conducts comprehensive pre-season exercises for its emergency management team and field crews each year in September. Exercises include briefings, simulations and end to end testing of its business processes. Energex also conducts pre-season tests of its Information Technology platforms including "stress tests" under high workload scenarios and cyber penetration tests.

Vegetation management and aerial inspections were completed in time for the 2015-16 storm season with ongoing maintenance to the overhead network.

Response and recovery

During the 2015-16 storm season, Energex responded with a higher operation phase on eight occasions. The most significant event occurred on 10 December 2015, where approximately 27,148 customers were without power due to a significant weather event. The total number of customers affected during that storm was 42,302 and 147 crews were involved in repairs.

Significant initiatives to strengthen / improve disaster management capability

Energex and Ergon Energy have merged to form a parent company "Energy Queensland". The transition of roles and responsibilities is scheduled to be completed by the end of March 2017.

Ergon Energy

2015-16 Activities

Preparedness and prevention

Every year Ergon Energy reviews and updates its Disaster Management Plans and conducts emergency/disaster response exercises. The organisation ensures its readiness for the summer storm season by carrying out the following activities:

- increased vegetation management activities in winter and spring to ensure trees are kept away from powerlines;
- significantly increased inventories of poles, cross arms, powerlines, and other hardware essential to the supply of electricity;
- undertakes a review of the network in major centres;
- inspects substations and key transmission and distribution lines;
- updates, tests and revises emergency management plans which follow an “all hazards” approach and encompass a wide variety of disasters including floods, cyclones and bushfires; and
- trains, prepares and tests employees to respond safely and effectively to emergency situations.

The following additional activities were undertaken by Ergon Energy to prepare the network for the 2015/16 summer season and generally improve reliability:

- network maintenance and other reliability improvement programs including vegetation management, asset inspection and defect remediation, feeder patrols, bushfire mitigation program, pole top inspections, network monitoring and control capability and flood risk mitigation;
- network capacity and security improvement programs, including planning for security of supply, plant emergency rating information, strategic spare components, temporary load support and demand management;
- building improved network infrastructure vs storm severity modelling to enhance the ability to create pre-planned preliminary restoration strategies for major population centres;
- developing strategies to improve the communication of restoration strategies to customers;

- engaging with both LDMGs and DDMGs in Ergon Energy’s area to ensure critical community sites/facilities have been identified and mitigation strategies considered, as well as business continuity plans developed for key business customers and service providers; and
- conducting internal scenario exercises in the months leading up to the storm season.

Ergon Energy has a diverse range of skilled resources engaged both internally and externally. In the lead up to summer, substantial human resources were available including a field workforce of approximately 2,800 employees and contractors that includes design, construction, maintenance, and inspection and vegetation workers.

As well as its workforce, Ergon Energy has generation assets including three Ergon Energy 1,500kVA high voltage Pegasus units, generation sharing agreements with Energex, and generation hire arrangement with private suppliers. There were additional units available from third party suppliers with hire arrangements in place, along with an MOU in place between Ergon Energy and Energex for additional support if required.

Ergon Energy keeps its customers informed and engaged through:

- the Ergon Energy Contact Centre;
- marketing programs to raise summer awareness;
- media and community relations; and
- website, social media and other online communications.

Response and recovery

In 2015-16 a number of tropical storm systems developed in the Gulf and Coral Sea however, none impacted Ergon Energy’s network. As a result, Ergon Energy was not involved in any disaster response or recovery activities during the reporting period.

Significant initiatives to strengthen / improve disaster management capability

Ergon Energy continues to utilise its contract with Furgo Roames to acquire 3D geo-spatial representations of network assets which are displayed in a Google Earth-like database. This service provides post-disaster data capture flights to provide Ergon Energy with visibility of the environment and assets for damage assessment and to establish restoration plans.

The completion of Ergon Energy's UbiNet telecommunications network, linking the growing network monitoring and control capability and controllers, has improved Ergon Energy's communication within the business and provides capability if the Telstra network is interrupted.

The development of an improved Spatial Outage Viewer (SOV) allows employees to view planned and unplanned outages in real time. Ergon Energy's online Outage Finder has been improved and now allows customers to search for outage information and updates, based on their individual NMI. It also allows them to access the outage information via text version which provides greater user accessibility.

Ergon Energy continues to engage with both LDMGs and DDMGs to ensure critical community sites and facilities have been identified, mitigation strategies have been considered and BCPs have been developed for key business customers and service providers.

Optus

2015-16 Activities

Preparedness and prevention

A number of activities were carried out in preparation for the 2015-16 disaster season including:

- attendance at pre-season disaster season preparation meetings with SDCG as agency representative;
- weather notification emails sent to the organisation;
- contingency plans put in place for critical sites in high risk areas;
- all disaster equipment audited and tested;
- sufficient resources confirmed to be available to be deployed for a disaster event;
- emergency response fleet staged in key locations;
- Disaster Recovery Operations Manual reviewed and updated;
- BCP reviewed;
- BCP test date booked;
- Business Continuity training rolled out; and
- initiated the bolstering of SatCat (satellite mobile cell) fleet by two extra units.

Response and recovery

There were no disasters during the reporting period that required invocation of disaster plans.

Significant initiatives to strengthen / improve disaster management capability

Business continuity ISO accreditation was affirmed with further training rolled out and a business continuity program exercise was run.

Powerlink Queensland (Powerlink)

2015-16 Activities

Preparedness and prevention

Powerlink has an annual program of preparedness activities. As well as conducting regular training, exercises and drills to test the activation and operation of emergency management teams, Powerlink conducts a seasonal readiness program that assesses asset condition, vegetation near assets and review of emergency response equipment. Powerlink also participates in annual national electricity market exercises with the Australian Energy Market Operator (AEMO).

Response and recovery

Powerlink was not materially impacted by any significant disaster events in the 2015-2016 period.

Significant initiatives to strengthen / improve disaster management capability

Powerlink continually reviews and updates its emergency management capabilities as part of business as usual activities, based on post-incident and post-exercise reviews and contemporary industry practice.

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

2015-16 Activities

Preparedness and prevention

Seasonal preparedness information has been disseminated to all staff employed in animal care and retail facilities. Annual pre-seasonal briefing and discussion exercises were held for senior staff and roles and responsibilities training was undertaken by RSPCA Inspectors.

The RSPCA funded and facilitated *Managing Pets in Disasters Workshops for Local Government* which assists councils to plan for the management of animals during disaster events. The RSPCA was also present at a number of "Get Ready" Expos with the aim of influencing people to value, understand, respect and care for animals in emergencies.

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

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

Response and recovery

The DMP was activated at facilities during weather events for effective response and recovery operations. The RSPCA Call Centre operated 24/7 fielding calls about a range of animal emergencies including complacency, abandonment, lost and found, companion animals, wildlife and stranded livestock. The Inspectorate monitored the care of animals by owners and assisted and investigated the abandonment of animals as a result of cruelty complaints.

Significant initiatives to strengthen / improve disaster management capability

RSPCA Queensland maintains a collaborative partnership between the Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC), Macquarie University, University of Western Sydney and Central Queensland University for the Managing Animals in Disasters: Improving Preparedness, Response,

and Resilience through Individual and Organisational Collaboration (MAiD) initiative. A MAiD Aware newsletter was released in February 2016, providing a summary of activities with links to project outputs.

The RSPCA also contributed to a number of BNHCRC publications identifying best practice approaches to the management of animals in disasters that results in improved outcomes for public safety, longer term mental and physical health of responders, those with animal-related businesses, community members and their communities.

Animal Emergency Management in Australia: An audit of current legislation, plans, policy, community engagement resources, initiatives, needs, and research dissemination was released in September 2015 providing a snapshot of the current status of animal emergency management in Australia. The report comprises a compendium of information in the form of a brief overview, findings, recommendations, online links and supporting data in appendices.

A video was released in November 2015 which explains the problems that the Managing Animals in Disasters project is trying to solve, and how the research will help our emergency services.

The RSPCA gave advice to various Queensland Councils consistent with Queensland Flood Commission of Inquiry Interim Report animal welfare recommendations. Presentations were also provided to a number of forums including the AFAC Conference 2015 and BNHCRC Research Advisory Forum, May 2016.

Salvation Army

2015-16 Activities

Preparedness and prevention

Preparedness and prevention activities undertaken by the Salvation Army during the 2015-2016 disaster season include;

- internal Salvation Army Emergency Services (SAES) emergency catering training;
- liaising with local governments in various areas about Memoranda of Understanding (MoUs) for catering in evacuation centres;
- ongoing dialogue with district and state groups regarding the ways the Salvation Army may be able to assist community;
- participation in exercises to test the preparedness of our agency for our role; and
- general strengthening of relationships within communities to have a clearer understanding of community needs in a business as usual environment.

Response and recovery

Through SAES, the Salvation Army has a dual response and recovery role in supporting other agencies and Queensland communities, during and immediately after disaster events.

During 2015-16, SAES was involved in the following activities:

- SES land searches, Gold Coast region (August, November);
- Woongoolba fire (September);
- Townsville Port fire (December); and
- Coonarr bushfire (January)

Exercise activities that involved SAES included:

- SES multi agency overnight exercise, Mount French, Boonah (August);
- LDMG evacuation exercise, Brisbane (August);
- LDMG train accident exercise, Townsville (December);
- LDMG exercise, Gatton (February);
- Emergency services joint exercise, Rockhampton Airport (May); and
- LDMG exercise, Redlands (June).

There were no significant recovery activities involving the Salvation Army, during the reporting period.

Significant initiatives to strengthen / improve disaster management capability

The Salvation Army continues to progress and implement MoUs within Queensland Local Governments for the provision of emergency catering in evacuation centres. Options are also being explored amongst other agencies, about potential support that can be provided. In addition, the Salvation Army has entered into a Deed of Agreement with QFES to provide appropriate emergency catering to disaster events lasting in excess of 24 hours.

Surf Life Saving Queensland (SLSQ)

2015-16 Activities

Preparedness and prevention

SLSQ has ten 24-hour emergency response groups from Cairns to the Gold Coast, operating in all its regions across the state. These groups are designed to be an after-hours callout service to complement and support emergency services, with SLSQ's skills and equipment in times of need. There are 58 surf life saving clubs in Queensland and each club has a range of assets that can be used in emergency situations.

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

We have over 100 trained inshore rescue boat operators that are able to be utilised in the case of major flooding throughout Queensland.

SLSQ has continued to develop the skills of the Brisbane Lifesaving Service with 90 members who can be mobilised in an emergency or assist the SES. This number continues to grow as each new group completes their training. In the future, it is envisaged that Brisbane Lifesaving Service members with further appropriate training, will carry a number of skills to assist with emergency callouts in Brisbane and across South East Queensland.

A number of new training and certification initiatives were rolled out during the 2015-16 patrol season to further advance the expertise and training of members.

The Westpac Lifesaver Rescue Helicopter Service' Search and Rescue crew members are continually increasing their skills and maintaining professional currency in a range of areas.

Response and recovery

SLSQ was not involved in any disaster response or recovery activities during the reporting period.

Significant initiatives to strengthen / improve disaster management capability

During the season, SLSQ worked closely with local coastal LDMGs to develop relationships and understanding of SLSQ's capabilities and SLSQ's internal disaster management

procedures were reviewed in line with current standards.

SLSQ has further enhanced its state-wide surf surveillance camera network to include 33 cameras from Port Douglas to Tweed Heads. These cameras can be operated both remotely and through the State Communication Centre.

SLSQ also deployed a new internal logging system for lifesavers and lifeguards. This system allows SLSQ to collect statistics in live time and provide instant feedback to Communication Centres, allowing faster response times and better situational awareness. SLSQ will move to create one State Communications and Coordination Centre which will improve our ability to actively watch, monitor and provide key beach information to the public and be more effective managing resources and services on the coast. SLSQ also rolled out digital radios from Mackay to Port Douglas, which are now connected to the Sunshine Coast Communication Centre.

Telstra

2015-16 Activities

Preparedness and prevention

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

Telstra strategically monitors and amends plans to fit changing situations and requirements of emergency management equipment. Preseason meetings, plans and reviews are held and representatives from Telstra attend numerous meetings with external stakeholders that focus on planning and reviews, in preparedness for the disaster season.

During the reporting period, internal Telstra plans that cover events such as fire, flood and cyclones, were reviewed and validated and conform to internal requirements.

Every year, Telstra conducts a national Emergency Services Liaison Officer (ESLO) conference with training provided by the Commonwealth Attorney General's Department. The last one was held in November 2015, at the Australian Institute of Police Management, in Manly, New South Wales.

Telstra complies with ISO 22301 Business Continuity Management and ISO 31000 Risk Management Framework.

Preparedness for the disaster season also involves ensuring all emergency management equipment is fit for purpose can be readily located when required.

Response and recovery

Telstra responded to numerous disaster events within Queensland, other states and territories in Australia and internal locations during 2015-16. However, there were no significant recovery operations involving Telstra within Queensland in the reporting period.

Significant initiatives to strengthen / improve disaster management capability

Telstra continues to develop world first technologies, in association with its business partners, to improve Telstra's ability to service emergency management situations. The organisation has developed a close working relationship with all carriers, business partners

and stakeholders to facilitate cooperation and cohesion in responding to disaster events.

Telstra has invested in staff development, including enhancing technical, academic and personal skills so that its staff are better equipped to respond to emergencies.

Telstra continues to review its efforts and effectiveness from previous disaster seasons and initiate improvements that align with company policy and direction.

Priorities for Disaster Management

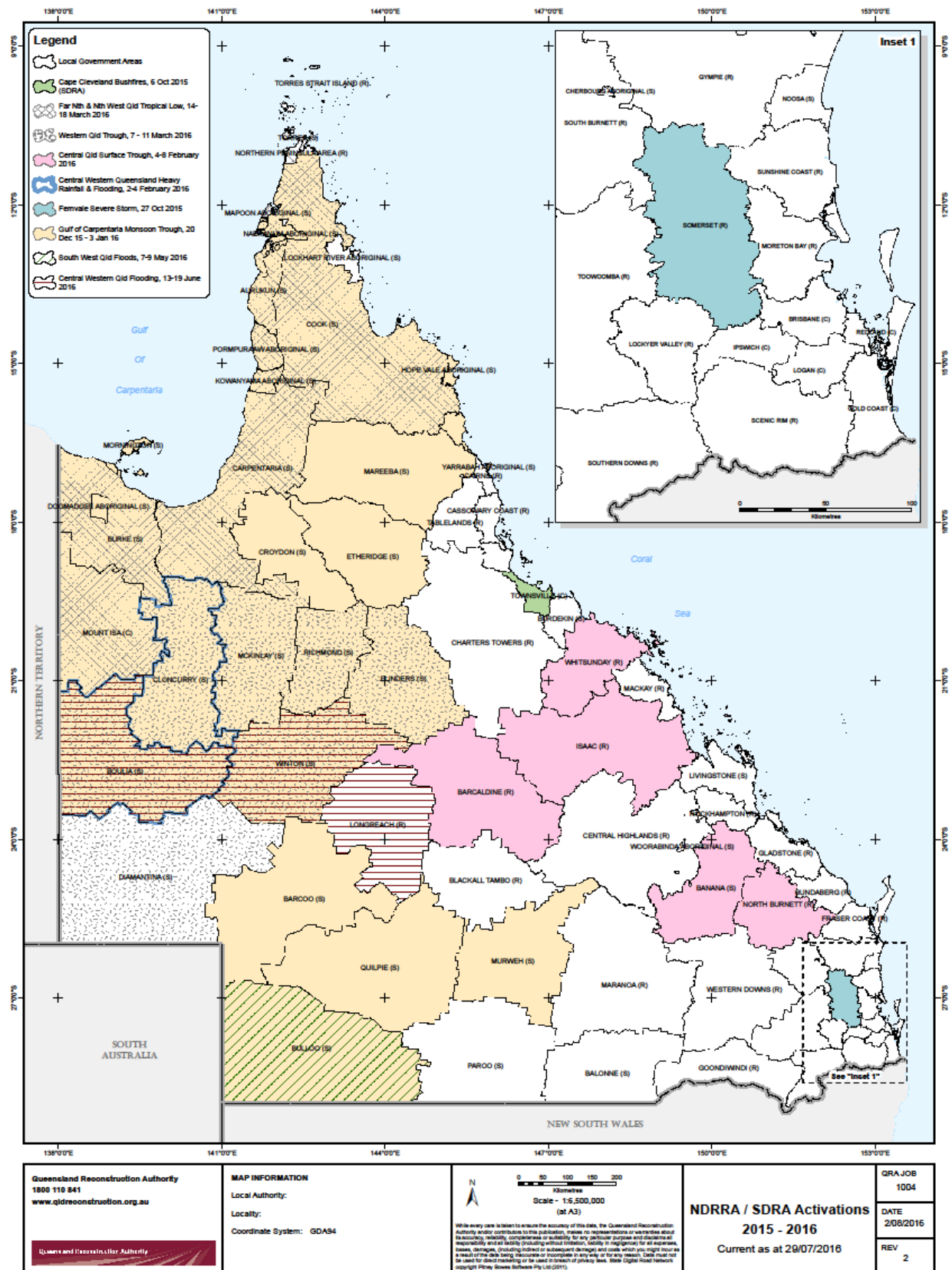
The QDMC is the peak disaster management group for Queensland and is responsible for ensuring effective disaster management arrangements are developed and implemented.

The priorities for disaster management in 2016–17 include the following:

- finalise and implement a renewed Strategic Policy Framework to guide and focus disaster related policy instruments
- implement and embed the whole-of-Government roles for disaster recovery, risk and resilience that were approved in 2015–16
- report to Cabinet on the Government’s preparedness for the coming disaster season
- update the Emergency Management Assurance Framework to support continual improvement across the disaster management environment
- review and recraft the State Disaster Management Plan to improve its currency and useability
- finalise and implement the revised Queensland Strategy for Disaster Resilience
- continue developing and implement the Queensland Emergency Risk Management Framework
- monitor the progress of responses to whole-of-Government and Inspector-General of Emergency Management recommendations
- develop and conduct an exercise to test the functions of QDMC
- continue reviewing and consolidating Queensland’s disaster management documentation onto the Queensland Disaster Management Portal to improve efficiency, usability and accessibility
- develop a disaster management research framework in collaboration with agencies, local governments and universities.

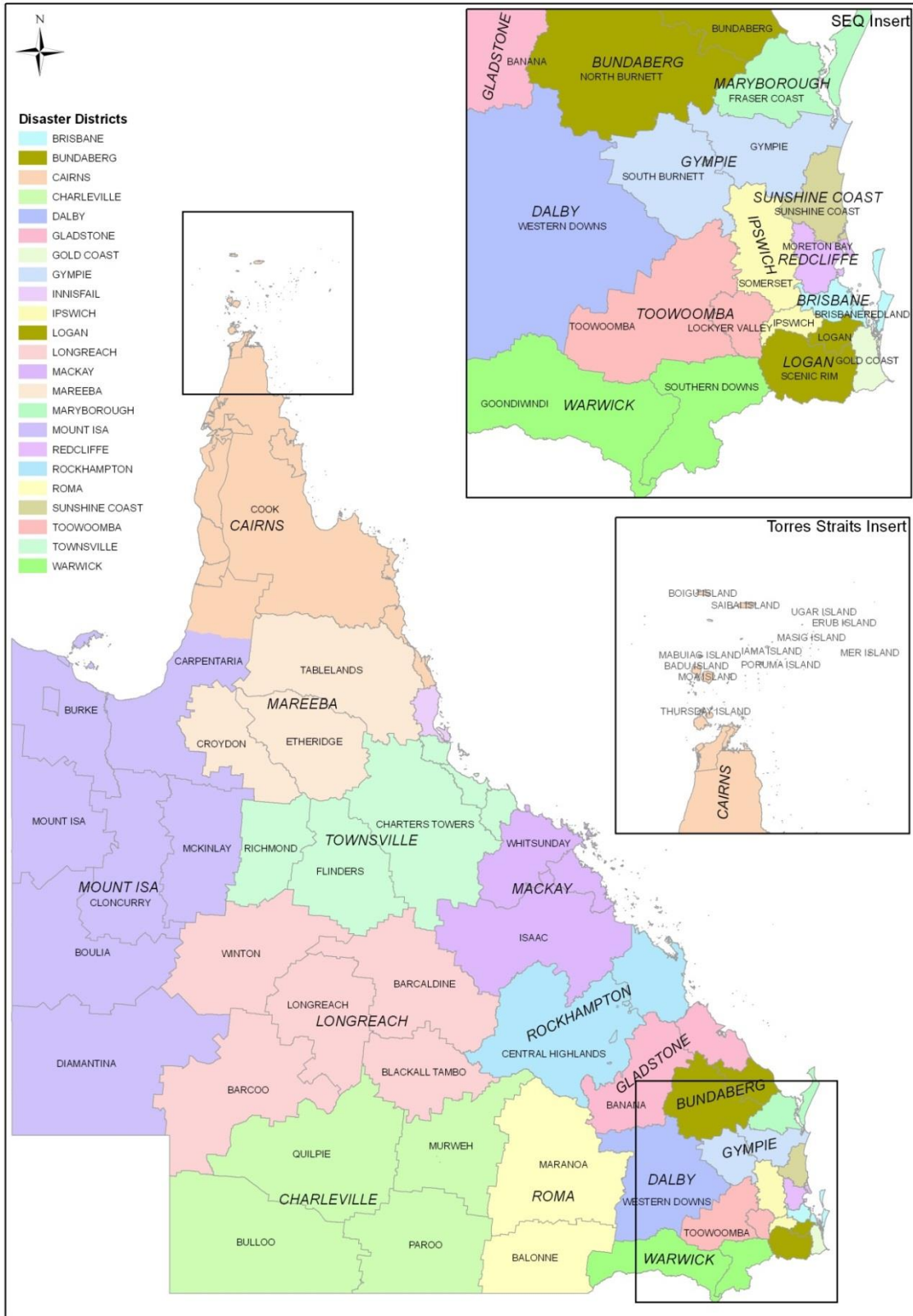
Appendix 1

Queensland NDRRA / SDRRA activations for the period 1 July 2015 to 30 June 2016



Appendix 2

Map of Queensland disaster districts by local government area



Appendix 3

Glossary of terms for disaster management

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

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

Appendix 4

Abbreviations

ADF	Australian Defence Force
AHPPC	Australian Health Protection Principal Committee
AIIMS	Australasian Inter-Service Incident Management System
AMSA	Australian Maritime Safety Authority
ANZEMC	Australia New Zealand Emergency Management Committee
App	Application
AUSMAT	Australian Medical Assistance Team
BAS	Building and Asset Services
BCF	Business Continuity Framework
BCP	Business Continuity Plan
BoM	Bureau of Meteorology
CaCQC	Coal and Central Queensland Compliance
CCN	Crisis Communication Network
CDNA	Communicable Diseases Network of Australia
CIU	Coastal Impact Unit
CNRP	Continuity Network Response Plans
CRRIC	Community Recovery Referral and Information Centre
CTS	Cyclone Testing Station
DAF	Department of Agriculture and Fisheries
DARM	Damage Assessment Reconstruction Monitoring
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships
DCCSDS	Department of Communities, Child Safety and Disability Services
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DEHP	Department of Environment and Heritage Protection
DET	Department of Education and Training
DEWS	Department of Energy and Water Supply
DHPW	Department of Housing and Public Works
DIEMS	Disaster Incident Event Management System
DILGP	Department of Infrastructure, Local Government and Planning
DJAG	Department of Justice and the Attorney-General
<i>DM Act</i>	<i>Disaster Management Act 2003</i>
DMIDC	Disaster Management Interdepartmental Committee
DMP	Disaster Management Plan
DMSO	Disaster Management Support Officer
DMTF	Disaster Management Training Framework
DNRM	Department of Natural Resources and Mines
DPC	Department of the Premier and Cabinet
DSD	Department of State Development
DSITI	Department of Science, Information Technology and Innovation
DTESB	Department of Tourism, Major Events, Small Business and the Commonwealth Games
DTMR	Department of Transport and Main Roads
EA	Emergency Alert

EAP	emergency action plan
EMAF	Emergency Management Assurance Framework
EMP	Emergency Management Plan
EnHealth	Environmental Health Standing Committee
ESMU	Emergency and Security Management Unit
GOLDOC	Commonwealth Games Organising Committee
HEOC	Health Emergency Operation Centre
HMIMMS	Hospital Major Incident Medical Management and Support
HHS	Hospital and Health Service
IGEM	Office of the Inspector General Emergency Management
IHA	Immediate Hardship Assistance
ICTDRP	Information and Communication Technology Disaster Recovery Plan
IT	information technology
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LGAQ	Local Government Association of Queensland
LGIS	Local Government Infrastructure Services
LACC	Local Ambulance Coordination Centre
LASN	Local Ambulance Service Network
MIMMS	Major Incident Medical Management and Support
MoU	Memorandum of Understanding
MSQ	Maritime Safety Queensland
NDRP	Natural Disaster Resilience Program
NDRRA	Natural Disaster Relief and Recovery Arrangements
NGO	Non-Government Organisation
NHEMS	National Health Emergency Management Standing Committee
DNPSR	Department of National Parks Sport and Racing
OCG	Office of Commonwealth Games
OIR	Office of Industrial Relations
OSR	Office of State Revenue
OSRICS	Oil Spill Response Incident Control System
PHLN	Public Health Laboratory Network
PPRR	prevention, preparation, response and recovery
PSBA	Public Safety Business Agency
PTL	Permit to Light
QAS	Queensland Ambulance Service
QCS	Queensland Corrective Services
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QDMP	Queensland Disaster Management Program
QFES	Queensland Fire and Emergency Services
QFMP	Queensland Flood Mapping Program
QH	Queensland Health
QEMR	Queensland Emergency Management Report
QR	Queensland Rail
QRA	Queensland Reconstruction Authority
QPS	Queensland Police Service
QPWS	Queensland Parks and Wildlife Service
QT	Queensland Treasury
QTCCC	Queensland Tropical Cyclone Consultative Committee

RFA	Request for Assistance
RFS	Rural Fire Service
RFMP	Regional Flood Mitigation Program
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SAG	Structural Assistance Grant
SDC	State Disaster Coordinator
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMP	State Disaster Management Plan
SDRA	State Disaster Relief Arrangements
SES	State Emergency Service
SEWS	Standard Emergency Warning Signal
SACC	State Ambulance Coordination Centre
SHC	State Health Coordinator
SIDC	State Interagency Departmental Committee
SLSQ	Surf Life Saving Queensland
SMIDP	State Major Incident Disaster Plan
SHECC	State Health Emergency Coordination Centre
SRC	State Recovery Coordinator
SRPPC	State Recovery Policy and Planning Coordinator
STC	Severe Tropical Cyclone
TC	Tropical Cyclone
TEQ	Tourism and Events Queensland
TRACIE	Tracks and Records Contacts for Incidents and Events
UNITAR	United Nations Institute for Training and Research
WAL	Wildfire Alert Level