

State Disaster Management Group

2011–12 Annual Report

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Department of the
Premier and Cabinet

23 SEP 2013

The Honourable Jack Dempsey MP
Minister for Police and Community Safety
PO Box 15195
BRISBANE CITY EAST QLD 4002

Dear Minister

On behalf of the State Disaster Management Group (SDMG), I am pleased to present its Annual Report for the 2011–12.

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

The report details the activities undertaken in 2011–12 to maintain and enhance disaster management in Queensland, including the extensive response and recovery operations performed.

So that disaster management stakeholders and Queensland communities continue to be informed of initiatives and actions undertaken in relation to disaster management for the State, this report will be available through the web site www.disaster.qld.gov.au.

I certify that this Annual Report complies with s44 of the *Disaster Management Act 2003*.

I commend to you this Annual Report.

Yours sincerely



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1. The year in review

In 2011-12 Queensland experienced numerous diverse natural disasters, saw a change of government and continued the recovery phase of the previous year's devastating floods. The SDMG Annual Report 2011-12 provides information about state-level disaster management activities undertaken in response to these natural disaster events. The report outlines the actions taken by SDMG member agencies working through the disaster management phases – prevention, preparation, response and recovery (PPRR).

Disaster events

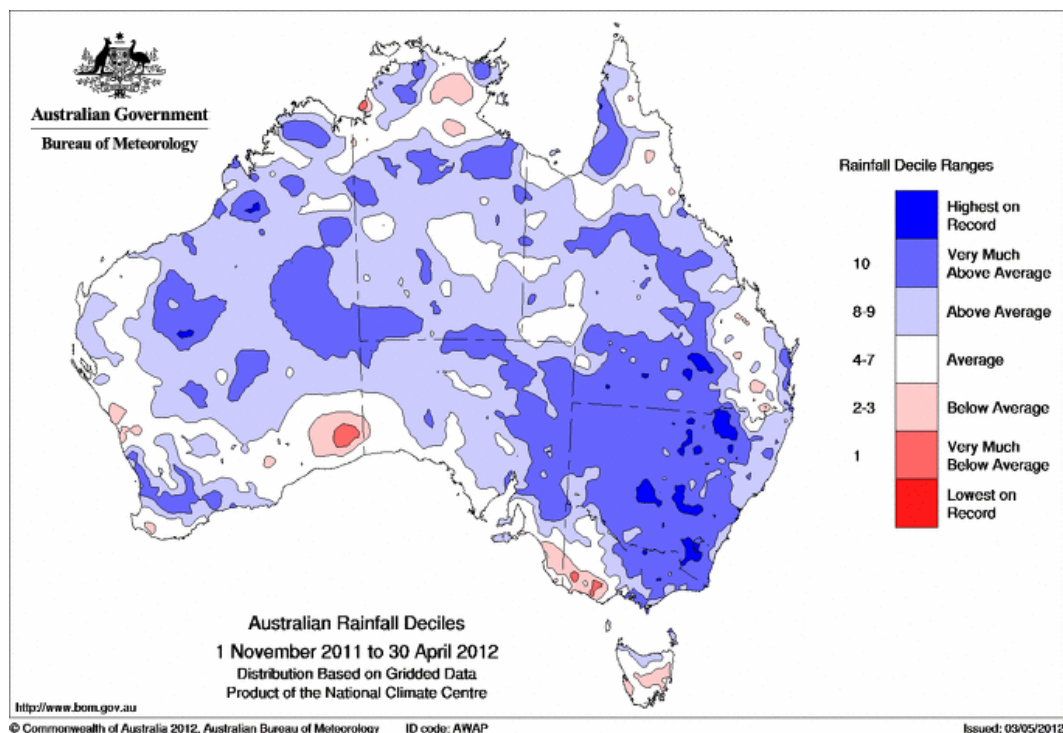
During 2011-12 Queensland was affected by floods, bushfires and cyclones and began with an outbreak of the Hendra Virus in July 2011. Initially the virus was found in the Brisbane area but infected animals were detected across Queensland. Significantly, this was the first known infection being found in a dog. Previously, the virus was found only in bats, horses and humans. Outbreaks then occurred throughout the state over the 12 month period.

Between August and November 2011, bushfires raged across most of the state, (peaking with 400 separate fires) complicated by low humidity, high temperatures and strong winds.

This major fire event was followed by extreme rainfall and severe thunderstorms resulting in widespread flooding throughout southern Queensland in November and December 2011. Areas most affected were Balonne, Goondiwindi and Maranoa Shires.

Queensland's first tropical cyclone of the season, Tropical Cyclone (TC) Fina, formed in December 2011. Developing over the Coral Sea TC Fina did not make landfall, but resulted in heavy swells along the coast. TC Grant followed three days later over the Arafura Sea, crossing the coast as a tropical low before travelling across the Gulf of Carpentaria to Cape York Peninsula and entering the Coral Sea. Heavy rainfall produced localised flooding but caused no significant damage.

Heavy rainfall and a number of tropical lows caused extensive flooding across the state from January through to March 2012. Throughout January 2012, Brisbane, the Gold Coast and Sunshine Coast experienced flash flooding, landslides and dangerously high tides. The Sunshine Coast and hinterland experienced high rainfall and significant flooding on four occasions: 24 January, 24 February, 5 March and 22 March.



Rainfall during the 2011-12 wet season

Western Queensland was impacted by a tropical low with several towns, most notably St George and Charleville, experiencing record flood levels. Due to extensive flooding, the Minister for Police and Community Safety, (the Minister) declared disaster situations under the provisions of the *Disaster Management Act 2003* for the districts of Roma and Charleville, which remained current for 14 days. This flood event caused the evacuation of St George residents, over 900 flood affected buildings and approximately \$36 million of cotton crop destroyed.

During February 2012 a tropical low formed in the Gulf of Carpentaria, crossed Cape York and entered the Coral Sea. Consequently, a number of Aboriginal communities reported damage from the heavy rain and strong winds. This tropical low then developed into TC Jasmine and continued across the Coral Sea, becoming severe as it neared Vanuatu.

On 20 March 2012, the Minister declared a disaster situation for the Townsville district as a result of extreme storm damage. Major infrastructure and property damage was widespread including power lost to approximately 8,000 properties. A number of tropical lows, with higher than normal tides, caused flooding along the coast from Cooktown to Brisbane. Extreme rainfall from a hybrid low pressure system impacted southeast Queensland from 3 March 2012, particularly in the Sunshine Coast area. Several locations recorded rainfalls over 300mm in a 24-hour period on 5 March, which cut numerous roads including the Bruce Highway between Tiaro and Maryborough. The declared disaster situation remained in force until 28 March 2012.

Disaster operations

The Queensland disaster management arrangements imparts a comprehensive, all hazards, all agencies approach. The events of 2011-12 required a diverse response across the PPRR phases from SDMG member agencies including:

- 13 extraordinary meetings of the SDMG held between August 2011 and February 2012 in response to the south west Queensland floods;
- three district-level declarations of a disaster situation;
- coordination of 11 resupply operations through the State Disaster Coordination Centre (SDCC) resulting in 34 tonnes of essential supplies airlifted to isolated communities;
- 24 Emergency Alert campaigns to communities that were affected by floods associated with the Western Queensland tropical low; and
- ongoing deployment of personnel from government and non-government organisations (NGOs) to undertake diverse functions during the response and recovery phases.

Disaster management activities

Disaster operations are strengthened through activities undertaken before a disaster event to mitigate risk and ensure that disaster management stakeholders are aware of their roles and responsibilities. Disaster prevention and preparedness activities were undertaken prior to the 2011-12 events and new actions have since been initiated to enhance the state's readiness for future disasters.

Activities undertaken to maintain or enhance disaster management in Queensland during 2011-12 included the:

- introduction of the *Disaster Readiness Amendment Bill 2011* to effect recommendations from the Queensland Flood Commission of Inquiry (QFCOI);
- commencement of construction on 10 new public cyclone shelters and identification of suitable places of refuge;
- delivery of disaster management training, including training on the Queensland disaster management arrangements (QDMA) for State Government, local government, NGOs and the State Emergency Service (SES);
- participation of multi-agency stakeholders in disaster management exercises to maintain the skills of personnel and to test and validate plans and procedures; and

- Queensland's \$12.2 billion reconstruction program, on track, with more than \$3.9 billion in Natural Disaster Relief and Recovery Arrangements (NDRRA) funding projects delivered, and approximately \$3.4 billion under construction or the tender awarded.

Queensland Floods Commission of Inquiry

Thirty-eight people died in the floods that struck Queensland over December 2010 and January 2011. More than 78% of the state was declared disaster areas. Some 29,000 homes and businesses suffered some form of inundation. Over 2.5 million people were affected. On 1 August 2011, the QFCoI delivered its interim report which made 175 recommendations to improve the state's disaster preparedness in advance of the 2011-12 wet season.

On 23 August 2011, the Queensland Government Response to the QFCoI Interim Report was released, supporting all recommendations relevant to the Queensland Government.

On 16 March 2012 the QFCoI delivered its Final Report into the 2010-11 floods. The Final Report contained 177 recommendations covering a broad range of matters including the management of Wivenhoe Dam during the flood event, floodplain management, land use planning, performance of private insurers and management of abandoned and operational mines. The QFCoI Final Report also addressed aspects of emergency response not covered in the interim report.

On 7 June 2012, the Queensland Government Response to the QFCoI Final Report was released. The response supported all recommendations relevant to the Queensland Government and committed to supporting local governments in implementation wherever possible.

Given the wide range of issues contained in the QFCoI Final Report, and the cross-agency nature of many of the recommendations, a coordinated governance structure was developed, involving the establishment of five implementation groups oversighted by a Chief Executive Officer Subcommittee. The implementation groups include:

- the Planning Implementation Group to implement the recommendations relating to floodplain management, the review of State Planning Policy 1/03: *Mitigating the Adverse Impacts of Flood, Bushfire and Landslide* (SPP 1/03), the development of model planning controls to be applied by councils and regulation of levees;
- the Building Implementation Group to implement recommendations relating to building standards and location of essential services to address flood risks;
- the Environment and Mines Implementation Group to implement recommendations relating to environmental approvals for operational mines, discharges from flooded mines, and responsibility for management of abandoned mines;
- the Emergency Management Implementation Group to implement recommendations relating to the emergency response to the 2010-11 floods, the command and control structure of the SES and disaster management recommendations from the QFCoI Interim Report; and
- the Dams Implementation Group to implement recommendations relating to the past and future operation of Wivenhoe, Somerset and North Pine dams, and requirements for emergency action plans for other referable dams.

The implementation of QFCoI recommendations will be a long-term undertaking aimed at ensuring the state is better prepared to respond to any future disasters.

Disaster management priorities

The priorities for state disaster management are informed by post-disaster assessments, risk assessments and the impact of hazards on the community, infrastructure, the economy and the environment. The consequences of many recent disaster events now pose a long-term major challenge in terms of reconstruction of property and infrastructure, reinvigoration of the economy, and rehabilitation of the environment. The psycho-social recovery of members of the community who suffered personal loss and trauma as a result of these events will also present major challenges over an extended time.

Many SDMG member agencies have undertaken post-disaster assessments of their actions in relation to the 2011-12 events and reviewed or implemented contingency plans to meet the needs of the Queensland community during future disaster events.

2. Disaster management arrangements

Queensland Disaster Management Act 2003

In Queensland, the *Disaster Management Act 2003* (the DM Act) provides the legislative basis for the state's disaster management arrangements. The DM Act provides a framework in which all levels of government, government-owned corporations, NGOs, partners and stakeholders can work collaboratively to ensure effective disaster management across the state.

The DM Act makes provision for the establishment of disaster management groups for the state, disaster districts and local government areas respectively. It also provides the legislative basis for the Disaster Management Strategic Policy Framework (SPF), preparation of disaster management plans and guidelines, declarations of disaster situations, establishing the SES, and ensuring communities receive appropriate information about preparing for, responding to and recovering from disaster events.

Legislative amendments

During the 2011-12 year, the DM Act was amended to implement recommendations from the QFCol Interim Report and other proposals for streamlining disaster management. These amendments included:

- strengthening the membership of the SDMG;
- including essential service providers in disaster planning and preparation;
- making disaster management plans more accessible to the wider community; and
- streamlining the process for extending a disaster situation.

A range of minor and technical amendments were also made to the DM Act as a consequence of changes to other legislation.

As part of implementation of the QFCol Interim Report's recommendations, the Department of the Premier and Cabinet (DPC) coordinated the development of the *Disaster Readiness Amendment Bill 2011*. This Bill implemented the state's legislative response to the QFCol Interim Report and made other improvements to the disaster management framework in advance of the next wet season.

The Bill included amendments to the:

- *Water Act 2000*, to enable the responsible Minister to temporarily alter the full supply level of dams, following consultation with relevant agencies;
- *Water Supply (Safety and Reliability) Act 2008*, to allow new requirements to be set for owners of referable dams to provide warnings to downstream residents about outflows from the dam as a result of flooding;
- *DM Act*, to expand the membership of the SDMG, require disaster management groups to consult with essential services providers, require publication of disaster management plans on websites, and allow the Premier and Minister to approve extensions to declarations of disaster situations;
- *Transport Infrastructure Act 1994* and *Transport Operations (Road Use Management) Act 1995*, to reduce the incidence of drivers entering flooded roads by streamlining requirements for closing roads during flooding through 'restricted road use' notices; and the
- *Sustainable Planning Act 2009*, to expand the emergency exemption provisions to allow urgent repairs to community infrastructure such as roads and bridges damaged because of an emergency or natural disaster.

The *Disaster Readiness Amendment Bill 2011* was introduced to Parliament on 11 October 2011, passed on 25 October 2011 and commenced on 28 October 2011.

State Disaster Management Group

The SDMG is the peak disaster management policy and decision making body in Queensland under section 18 of the DM Act.

The role of the SDMG is to ensure that effective disaster management is developed and implemented for the state, including the SPF and the State Disaster Management Plan (SDMP).

The SDMG also 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.

The SDMG is chaired by the Director-General of the DPC, with the Director-General of the Department of Community Safety (DCS) the deputy chairperson. In May 2012, the position of chairperson transferred to a new incumbent, following changes to the Machinery-of-Government (Appendix 3). The Executive Officer to the SDMG is a senior police officer appointed by the Commissioner of Police.

Members of the SDMG are comprised of the chief executive of each Queensland Government department, the Assistant Director-General Emergency Management Queensland (EMQ) and the Chief Executive Officer of the Local Government Association of Queensland (LGAQ). From November 2011 the SDMG membership was expanded to include the Australian Red Cross (Red Cross), Surf Life Saving Queensland (SLSQ) and federal agencies including the Australian Defence Force (ADF) and the Bureau of Meteorology (BoM). These organisations were made members of the SDMG on 3 November 2011.

Meetings

In 2011-12, the SDMG held four ordinary meetings as a matter of routine business on:

- 13 September 2011;
- 8 November 2011;
- 5 December 2011; and
- 29 May 2012.

In response to the disaster events of 2011-12, the SDMG also held a series of extraordinary meetings for the purpose of strategic decision-making to support state disaster management activities.

A total of 13 extraordinary meetings were held between 3 August 2011 and 10 February 2012. Full details of meeting dates are available at Appendix 1.

State Disaster Coordination Group

Established as a sub-committee under section 48 of the DM Act, the State Disaster Coordination Group (SDCG) is the implementation body of the SDMG, carrying out its strategic direction, and focusing on preparedness and response issues to achieve outcomes for Queensland communities.

The SDCG comprises senior representatives from government agencies and NGOs who have a significant role in disaster management. The group is co-chaired by EMQ and the Queensland Police Service (QPS).

From time to time the SDCG may establish ad hoc working groups to progress key disaster management priorities.

During a disaster event SDCG member agencies have a responsibility for ensuring a suitably qualified officer is available to represent their agency in a liaison officer role where required.

During the reporting period, three ordinary SDCG meetings were held. One additional extraordinary meeting took place in response to TC Fina on 22 December 2011 and nine extraordinary meetings were conducted in response to the western Queensland tropical low from 27 January to 14 February 2012.

Key achievements for the SDCG during 2011-12 included:

- activation of the SDCG during the February 2012 flood event;
- supporting the evacuation of St George through assistance with planning and resource identification;
- supporting the whole-of-government response to multiple and prolonged disaster activations during the 2011-12 events;
- supporting the SDCC reserve response model and the development of a Public Service Commission directive (for Critical Incident Response and Recovery); and
- supporting the establishment of an aviation cell within the SDCC.

District Disaster Management Groups

District Disaster Management Groups (DDMGs) operate in accordance with the DM Act to provide support and guidance for local-level disaster management and coordinate the provision of Queensland Government assistance when required.

Representatives from regionally-based government agencies, government-owned corporations and NGOs may be members of DDMGs. Membership includes stakeholders who can provide and coordinate whole-of-government support and resource assistance to communities that may be affected by disaster in a given district.

QPS officers are appointed as the Chairperson of each DDMG and consequentially the role of District Disaster Coordinator (DDC). A QPS officer is also the appointed Executive Officer for each DDMG.

Local Disaster Management Groups

Under section 33 of the DM Act, a local government must establish a Local Disaster Management Group (LDMG) for its local government area. LDMGs play a key role in the QDMA and are best placed to determine the requirements of their local communities. During 2011-12 there were 74 LDMGs across the state (73 local government areas plus one private mining town), each chaired by a local government councillor.

Section 4A of the DM Act provides that DDMGs and the SDMG should provide local government with appropriate resources and support to help local government carry out disaster operations. The LDMG memberships consist of representatives with the necessary expertise and delegation authority to assist with a comprehensive, all hazards, all agencies approach to disaster management.

Each LDMG must prepare a Local Disaster Management Plan (LDMP) in conjunction with stakeholders in the local area, to outline the potential hazards and risks that are relevant to that area. LDMPs outline steps to mitigate risks, respond to, and recover from disaster events.

3. Prevention

'the taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event' (s4A of the DM Act).

3.1 Disaster research

Protecting our coastal communities

EMQ coordinated the acquisition of high resolution Digital Elevation Model (DEM) data over Queensland communities vulnerable to flooding. The DEM allows agencies such as local government or the Queensland Reconstruction Authority (QldRA) to commission flood studies to better inform land use planning and disaster management. The spatial data is also utilised by local governments to support evacuation planning and to enable improved planning during disaster events.

The Department of Science, Information Technology, Innovation and the Arts (DSITIA) is represented by staff from its Coastal Impacts Unit. A number of disaster research projects funded by the Natural Disasters Mitigation Program (NDMP) were progressed by the Unit, including the:

- Storm Tide Inundation Water Level Monitoring Project
 - water level recording instruments were deployed in December 2011 and retrieved in May 2012 for post-processing of the collected data and inclusion in the final report. The outcomes of this project will improve calibration and verification of numerical models;
- Gulf of Carpentaria Storm Tide and Inundation Study
 - this study involved numerical modelling of storm surges and extreme waves as well as inundation mapping and development of a parametric storm surge forecast model for the Gulf;
- Inundation Modelling and Mapping Study
 - this study supports the Queensland Coastal Hazards Guideline of the Queensland Coastal Plan by providing information for local government and private industry regarding the appropriate methodologies for inundation modelling and mapping in the different regions of the Queensland coast; and
- Tsunami modelling along the East Coast
 - this project involves a numerical modelling assessment of tsunami impact vulnerability along the East Coast from Cooktown to the New South Wales border.

Cyclone effects on construction materials and methods

The Department of Housing and Public Works (DHPW) continued to provide ongoing grant funds to the James Cook University Cyclone Testing Station in Townsville to undertake research into the effects of high winds on building design and construction materials, in an effort to identify ways to reduce or eliminate building damage and rainwater entry that occurs during storms and cyclones.

Research reports and publications were made available to DHPW Project Services and QBuild; the architectural industry; the building and construction industry; the Queensland Building Services Authority; the Department of State Development, Infrastructure and Planning (DSDIP) and building code authorities to assist in planning and design decisions.

The Cyclone Testing Station has previously played a major role in the development of DHPW's sponsored Design Guidelines for Public Cyclone Shelters and undertook testing of materials on behalf of DHPW to identify building materials for incorporation into the proposed new infrastructure of public cyclone shelters.

Bureau of Meteorology developments

The BoM further developed its scientific and technical expertise through best tracking and reports on recent cyclones, including TC Yasi and updating hailstorm forecasting and warning techniques. The BoM also started a heavy rainfall climatology project which aims to create a forecasting tool using synoptic typing of previous heavy rainfall events to aid rainfall forecasting in the future.

3.2 Policy

Queensland Fire and Rescue Service Rural Operations

During 2011-12 Queensland Fire & Rescue Service (QFRS) Rural Operations reviewed the Firewarden System focusing on improvements to permit management, system improvements and firewarden support, with the intention of clarifying responsibilities for firewardens and landholders to promote best practice and sustainable fire mitigation programs through the 'permit to light fire' system.

Rural Operations also engaged in ongoing work with other agencies and Queensland communities at a number of levels to promote cooperative management approaches to bushfire prevention and risk reduction. This included:

- leading the State and Regional Inter-departmental Committees on Bushfires to ensure a consistent approach to fire management matters across the state;
- collaborating with local Fire Management Groups for a cooperative and coordinated approach to risk reduction, planning alternative mitigation treatments and coordinating resources for hazard reduction and response;
- preparing annual Regional Wildfire Mitigation Plans in cooperation with land management agencies;
- updating Regional Wildfire Operations Plans to guide station and brigade readiness across QFRS. This plan incorporates four Wildfire Alert Levels, structured preparedness activities and linkages to Regional Operations Coordination and Management Plans. Through this plan all QFRS resources can be brought to a heightened state of readiness in line with the expected wildfire threat; and
- actively engaging with local governments across the state to implement local hazard reduction and response plans. In particular, the Volunteer Community Educator (VCE) initiative has been extremely effective in assisting QFRS to work with local government and local communities.

Drafting a state disaster plan for public records

Queensland State Archives (QSA) is currently drafting a guideline designed to assist public authorities in developing disaster preparedness and response plans for public records and related recordkeeping systems. During the December 2010 to January 2011 floods, several public authorities suffered water damage and loss of public records. An appropriately designed and implemented disaster preparedness and response plan will help to protect and recover public records to ensure their preservation for business, legislative, accountability and cultural purposes. This guideline will incorporate information on risk assessment and mitigation for public records.

In November 2011, QSA published the *Report on the impact of the 2011 floods and Cyclone Yasi on certain public records*. This report identified approximately 120 public authorities located within flood affected areas with some sustaining damage to, or loss of public records. Further to this, 23 public authorities were identified as being located in the areas affected by TC Yasi.

Department of Energy and Water Supply (DEWS) Policy Review

The DEWS Energy Group provided technical energy advice to support preventative strategies in preparing for state disasters and mitigating the effects of energy outages. The work schedule included reviews and updates of the energy emergency response plans for electricity, liquid fuel and gas; representation and provision of policy advice to National Energy Committees under the auspices of the Council of Australian Governments (COAG); and participation in training exercises to identify mitigation measures and implement best practice operating procedures in the event of a disaster.

Review of the State Planning Policy 1/03: Mitigating the Adverse Impacts of Flood, Bushfire and Landslide

During the reporting period, a review¹ of the SPP 1/03 was conducted expressing the state's interest in minimising the adverse impacts of these natural hazards on people, property, economic activity and the environment when making decisions about development. It is one of a suite of statutory state planning instruments under the framework provided by the *Sustainable Planning Act 2009*.

The Temporary State Planning Policy 02/11 was developed as an interim tool for adoption by local governments, whilst the SPP1/03 is being reviewed. Temporary Local Planning Instruments were introduced to enable appropriate rebuilding in areas adversely affected by flooding, as well as making new development more resilient to future floods. This policy includes QldRA's *Planning for stronger more resilient flood plains guideline*, assists in identifying natural hazard management areas required under SPP 1/03, and in regulating development partially or wholly within the flood plain. The guideline provides councils with a suite of practical measures to better align floodplain management and land use planning.

Benefits of this process include interim measures to support floodplain management in existing planning schemes and a ready-made toolkit of floodplain mapping and development assessment controls that can be fast-tracked for inclusion in existing planning schemes. Other benefits include measures to support floodplain management in existing planning schemes. This is a continuation of the process of improving floodplain management practice in Queensland through land use planning. It provides detailed advice on how to investigate flooding and address its impacts through future Queensland planning schemes by providing step-by-step guidance and example planning scheme provisions.

3.3 Risk assessment

Floodplain mapping project

The scale and scope of the weather events which affected Queensland in 2010-11 identified that for planning and building stronger, more resilient communities into the future, councils needed better information to make informed decisions about how and where to build. To assist Queensland's councils, the QldRA and the Department of Natural Resources and Mines (DNRM) conducted the largest floodplain mapping exercise in the state's history.

In September 2011, the QldRA released the *'Planning for stronger, more resilient flood plains guideline'* to provide councils with a suite of practical measures to better align floodplain management and land use planning

Queensland Ambulance Service Geographic Information System mapping program

The Queensland Ambulance Service (QAS) Brisbane Region is undertaking a pilot program to map risks through a Geographic Information System (GIS) approach. While this project is in its infancy its value will be in assisting in preparedness, response and recovery phases by providing geographical situational awareness.

The QAS is working with GIS and QFRS to further this scope of work.

Disaster risk assessment for the Cultural Precinct – post event analysis (pre-DSITIA)

In response to the 2011 January flood event, Arts Queensland commissioned an independent risk assessment and review of the effectiveness of disaster preparedness, planning, management and recovery processes at the Cultural Precinct in line with the framework of EMQ.

Overall, the review found a healthy disaster risk management culture exists across the Cultural Precinct, as evident in the effectiveness of the response to and recovery from the 2011 flood. Arts Queensland is actioning the 43 recommendations (risk treatment strategies) to reduce exposure to a

¹ The review was conducted by QldRA and the Planning Group of the Department of Local Government and Planning in conjunction with the Office of Local Government which are now located within the Department of Local Government (DLG) and the DSDIP.

range of potential hazards and disaster events for the Cultural Precinct, as identified in the report submitted by Environmental Risk Science and Audit Pty Ltd.

Community benefits include improved understanding to prepare, respond and recover from a range of potential disaster events relevant to the Cultural Precinct; improved public safety within and around the Cultural Precinct for staff, volunteers and visitors; enhanced protection and preservation of the state's art, culture and heritage collection assets housed in the Cultural Precinct; and enhancement to the national and international reputation of the Cultural Precinct as a safe venue for hosting world-class exhibitions and theatrical performances.

Assessment of transport infrastructure threats

The Department of Transport and Main Roads (DTMR) undertook a range of emergency prevention activities to enhance the resilience of transport systems and the department's ability to effectively support emergency prevention, preparedness response, recovery and restoration activities. Preventative endeavours included collaboration with stakeholders, after-action reviews, research and system assessments and specific infrastructure assessments.

Local and district disaster management plans

LDMPs form the core of disaster management planning as they provide for local prevention, preparation, response and recovery, assisted by district and state level planning, coordination and support. Local Disaster Management Interim Guidelines were endorsed by the SDMG on 22 August 2011. These guidelines are intended to assist local governments with governing LDMGs and implementing effective plans.

In accordance with a recommendation by the QFCoI, DDMGs conducted evaluations of all 74 disaster management plans to ensure consistency with the DM Act, to address local risks and circumstances and ensure that they are able to be easily used in the event of a disaster. Further, EMQ facilitated a review of the 22 areas most susceptible to flooding and undertook an evaluation of the review process. This resulted in the development and piloting of an EMQ external assessment standard and process to support the review and assessment of District Disaster Management Plans (DDMPs) and LDMPs on an annual basis. This will ensure that disaster management planning adopts a continual improvement strategy.

Statewide risk assessments

On 7 October 2011, DCS published the Statewide Natural Hazard Risk Assessment on Queensland's www.disaster.qld.gov.au web site. This assessment was produced by Risk Frontiers (Macquarie University) with National Disaster Resilience Program (NDRP) funding. Historical records from 1900 to 1999 were combined with risk modelling to assess the natural hazards facing Queensland, including flooding, cyclones, bushfire and landslide. Additional NDRP funding was allocated to extend the historical analysis of disaster impacts to include events from 2000 to 2011. This second phase of work will culminate in the production of guidelines for the preparation of a Queensland Natural Disaster Risk Register. The LGAQ coordinated the delivery of Natural Hazard Risk Assessments to 19 councils.

3.4 Risk management

Strengthening Grantham

The 'Strengthening Grantham' development to relocate flood-devastated residents to a housing estate out of the flood zone was officially opened in December 2011; eleven months after flooding devastated the Lockyer Valley. In an Australian-first, the Lockyer Valley Regional Council gave flood-affected residents the option to move themselves and their assets to higher ground as part of a voluntary land-swap agreement. The planning process was fast-tracked by the QldRA and completed in just four months, an exercise that would normally take two to three years.

Up to \$18 million in NDRRA funding for the Strengthening Grantham project has been provided by the state and the Commonwealth Governments for the provision of 121 lots in the new estate. As at 30 June 2012, 74 blocks of land had been taken up by residents.

Flood barrier for the Neville Bonner Building

The 2010-11 flood resulted in the inundation of the basement of the Neville Bonner Building at 75 William Street, Brisbane. The inundation caused significant damage to critical building services such that the building was unfit for occupancy between 11 January and 3 February 2011. The extended duration of the closure of this building caused major impacts to the delivery of core government services and required alternative work locations sought for approximately 1,200 government employees.

Investigations by the DHPW into possible mitigation solutions identified that the erection of a temporary flood barrier would provide the most cost effective flood mitigation solution. Acting upon the outcomes of the investigations, DHPW procured a total of 163 metres of 'Geodesign' flood barrier as well as two fuel powered pumps and accessories. The barrier is stored at the Neville Bonner building and can be temporarily deployed along Queens Wharf Road to prevent water from entering the site in the event of another Brisbane River flooding event.

If not required for the protection of the Neville Bonner Building, the flood barrier could also be used to supplement the cache of a similar barrier maintained by EMQ.

4. Preparedness

- *'the taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event'* (s4A of the DM Act).

4.1 Resilience

National Strategy for Disaster Resilience

Queensland manages natural disasters through well established and cooperative emergency management processes, the maintenance of up-to-date effective capability and its dedicated professionals and volunteers. With finite government resources and the potential for increased frequency and severity of natural disasters, enhancing community resilience to disasters is vital.

The National Strategy for Disaster Resilience (NSDR) was developed by the National Emergency Management Committee (NEMC) and endorsed by COAG on 13 February 2011. It provides a whole-of-nation, resilience-based approach to disaster management, recognising that a national, coordinated and cooperative effort is needed to enhance Australia's capacity to withstand and recover from emergencies and disasters. The NSDR acknowledges the importance of all sectors of society sharing the responsibility for enhancing Australia's disaster resilience, including all levels of government, business and community leaders, the not-for-profit sector and individuals.

The NSDR identifies seven priorities for action:

- leading change and coordinating effort;
- understanding risks;
- communicating with and educating people about risks;
- partnering with those that effect change;
- empowering individuals and communities to exercise choice and take responsibility;
- reducing risks in the built environment; and
- supporting capabilities for disaster resilience.

The DCS has developed an Action Plan for Disaster Resilience, established on 1 June 2011, which supports the NSDR, builds on the department's implementation of the recommendations of the 2009 Victorian Bushfires Royal Commission, and aims to achieve a more disaster resilient Queensland community. The plan is cross-divisional within DCS, with commitment from QFRS, QAS, EMQ and the Policy and Legislative Reform Branch.

This action plan has a strong focus on sharing responsibility for disaster resilience across the wider community and identifies five outcomes:

- effective evidence-based plans and policies;
- enhanced community awareness and knowledge of risk factors and mitigation;
- effective community engagement and flow of information to prepare for and respond to disasters;
- strong partnerships through coordination and collaboration; and
- enhanced response capabilities.

The DCS implemented the action plan and continues to contribute to resilience related work at the national level. DCS also provided a National Emergency Management Project-funded project officer to the NEMC Capability Development Sub-Committee, focusing on actions stemming from the NSDR. During this tenure, the Gap Analysis of National Natural Disaster Emergency Management Capability report was prepared and submitted to the Capability Development Sub-Committee.

Natural Disaster Resilience Program

The NDRP is a four year disaster mitigation and community resilience grant program which aims to reduce the vulnerability of Queensland communities to natural hazards by supporting local governments and other stakeholders to build community resilience. The program is funded through shared contributions from the Australian Government, the Queensland Government and eligible applicants. The DCS is the lead agency for Queensland.

The NDRP provides funding to enable local governments to undertake natural hazard risk assessments for their local area which are up-to-date and reflect the current natural hazard risk profile for their local area or region.

The NDRP replaced the NDMP, Bushfire Mitigation Program and the National Emergency Volunteer Support Fund.

The vision of the NDRP is 'to reduce Queensland communities that are vulnerable to natural hazards by supporting regional councils and other stakeholders to build community resilience'. This vision is supported by the following four broad objectives:

1. Reduce community vulnerability to natural hazards.
2. Support local governments and others to build community resilience and increase self-reliance.
3. Promote innovation through a focus on building partnerships between sectors, support volunteering, encourage a regional or catchment area approach to mitigation, and potential impacts due to climate change.
4. Ensure that NDRP funding is utilised in an efficient way.

Round Two of the NDRP in Queensland closed on 31 August 2010 and resulted in funding approval by the Minister of 70 projects at a total state and Australian government allocation of \$12.59M.

Examples of projects funded under Round Two of the NDRP include:

- \$325,000 to reduce community vulnerability and building disaster resilience focusing on people with disabilities, their family, friends and neighbours for National Disability Services Queensland;
- \$1.2M for the construction of a channel and installation of culverts to divert excessive water flow from Bradleys Gully for Murweh Shire Council; and
- \$261,000 for the installation of the QIT Guardian software program to provide improvement to manage multi-agency response taskings in any disaster situation for Bundaberg Regional Council who are partnering with North Burnett Regional Council, Fraser Coast Regional Council, Gympie Regional Council, South Burnett Regional Council and Banana Shire Council.

Round Three of the NDRP in Queensland closed on 30 June 2011 and resulted in funding approval by the Minister of 56 projects at a total state and Australian Government allocation of \$10.292M

Examples of projects funded under Round Three of the NDRP include:

- \$400,000 to develop a comprehensive, integrated and forward thinking plan for management of current and future flood risk for the Central Highlands Regional Council;
- \$53,600 to develop and implement emergency service strategic response plan for dissemination to the deaf community for Deaf Services Queensland;
- \$1.1M to deliver 19 natural hazard risk assessments to councils across the state for the LGAQ; and
- \$235,000 to fit and install flood and rainfall gauges for the Lockyer Valley Regional Council.

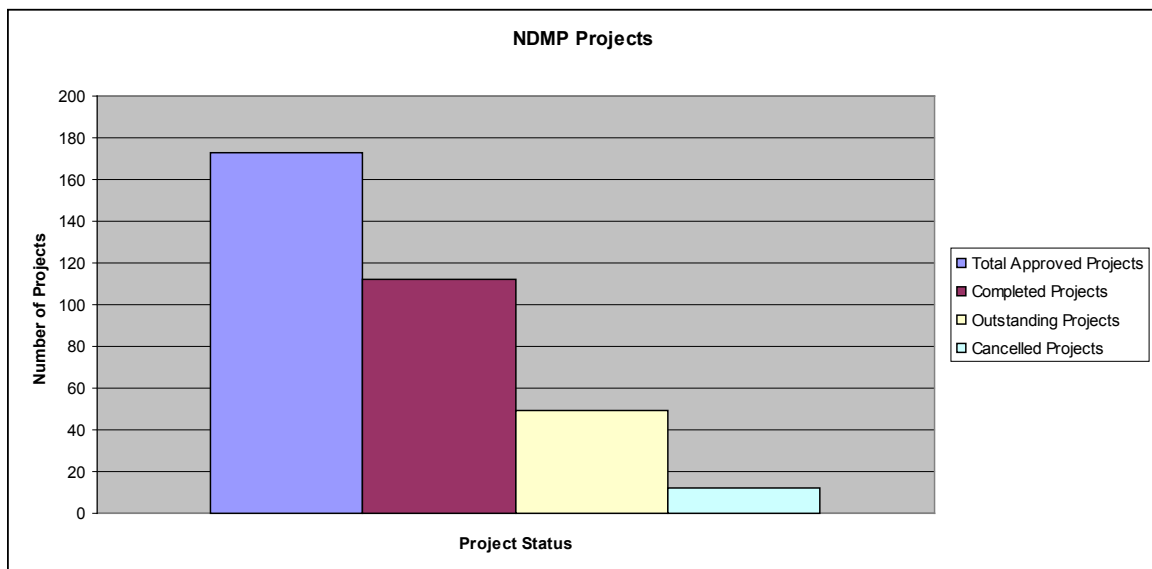
Natural Disaster Mitigation Program

The Natural Disaster Mitigation Program (NDMP) is a national program aiming to identify and address natural disaster risk priorities across the nation. NDMP is a joint initiative between the state governments and the Australian Government. The program has significantly contributed to the reduction of social, economic and environmental impacts of natural disasters on Queensland communities, and was incorporated with the NDRP during the 2009-10.

To date, the funded projects have provided for the development and implementation of mitigation works and measures, natural disaster risk management studies, storm tide studies, bushfire mitigation projects, continuation of regional flood mitigation projects and other related activities that contribute to safer, sustainable communities better able to withstand the effects of natural disasters.

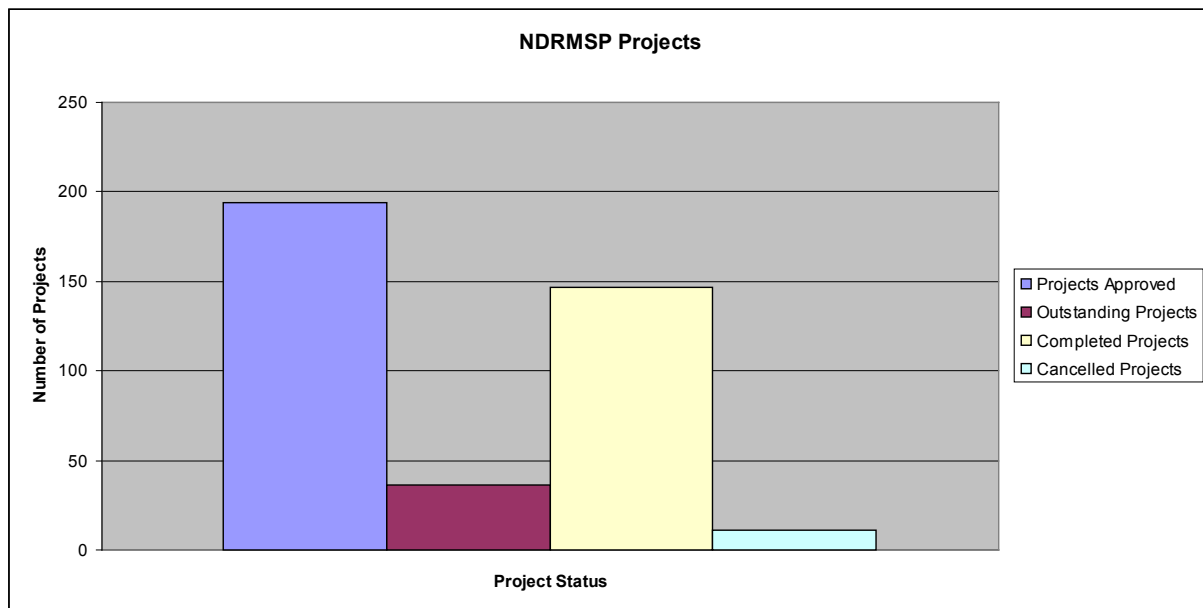
The program was available to local governments responsible for disaster management and disaster mitigation works, and to State Government agencies that have relevant functions and responsibilities.

The graph above provides an overview of the status of existing NDMP projects for the 2011-12 reporting period.



The Natural Disaster Risk Management Studies Program ceased as at 30 June, 2005 and was amalgamated with the NDMP. The purpose of this program was to encourage state and local governments to undertake worthwhile risk management studies to identify, analyse and evaluate risk from natural disasters.

The following graph provides an overview of the status of existing Natural Disaster Risk Management Studies Program projects for the 2011-2012 reporting period.



Queensland Disaster Management Doctrine

The following disaster management planning, operational guidelines and handbooks were reviewed and updated to reflect QFCol recommendations, changes in technical systems and lessons from post-event analysis:

- Queensland Local Disaster Management Guidelines;
- Queensland District Disaster Management Guidelines;
- Queensland Emergency Alert Guidelines;
- Queensland Resupply Guidelines;
- Queensland Tsunami Notification Guidelines;
- Guidelines for the Standard Emergency Warning and its use in Queensland;
- Tropical Cyclone Storm Tide Warning – Response System Handbook;
- Offers of Assistance Policy and draft supporting guidelines; and
- Interim Dam Release Communications protocol.

In addition, the Business Continuity Planning Resource for Aged Care Facilities was developed in collaboration with aged care providers and the federal Department of Health and Aging to guide owners and operators of aged care facilities on the issues that need to be considered to ensure a continuity of service to residents and clients during disruptions caused by disasters.

Two new disaster management guidelines are being prepared to support the use of ten new public cyclone shelters. The guidelines will provide information and guidance to State Government and local government asset owners and stakeholders about the planning and operations required to use the shelters, and how the buildings are to be maintained throughout the year for use as cyclone shelters. These guidelines include:

- Queensland Public Cyclone Shelter - Operations Guidelines (led by EMQ); and
- Queensland Public Cyclone Shelter - Maintenance Guidelines (led by DHPW).

These guidelines are due for release prior to the opening of the shelter buildings and the beginning of the 2012-13 summer storm and cyclone season.

Disaster Preparedness in Vulnerable Communities program

EMQ coordinated the Disaster Preparedness in Vulnerable Communities project through funding from the then Office of Climate Change, ending in May 2012. The aim of this project was to enhance community resilience and develop the capacity of individuals, families, businesses and local government to contribute towards their own safety and well-being in the event of a natural disaster. Effective community engagement, education and planning will enable people and organisations to take preparative actions and reduce the costs and impacts of an event.

Specific initiatives targeted:

- **Building Community Resilience:** Community engagement and education programs to enable communities to better prepare themselves for disaster events;
- **Building Business Resilience:** Assistance to businesses to anticipate the impacts of disaster events and undertake business continuity planning to help withstand the interruptions caused by more frequent and severe disaster events. A key outcome was the implementation of Aged Care Planning Resource for Business Continuity developed collaboratively with aged care industry providers and the Department of Health and Aging;
- **Building Property Resilience:** A public education program for residents focusing on the practical steps that can be taken to better protect their homes from the impact of increased cyclones and storms; and
- **Evacuation Planning and Education:** The development of Queensland Evacuation Guidelines and associated workshops with local governments will enable the development of evacuation plans in communities facing greater risk as a result of climate change. Coordinated exercises to review and assess local evacuation plans will also be undertaken.

Coastal Impacts Unit preparation for the 2011-12 cyclone season

DSITIA Coastal Impacts Unit staff undertook service trips and upgrades to 25 storm tide gauges and 14 wave sites operated by the unit to ensure that all equipment used to monitor storm tide levels and wave conditions by the DSITIA was ready for the 2011-12 cyclone season. In addition, five small drifting wave buoys were prepared and tested for rapid response deployments ahead of approaching cyclones or coastal events. The Department's storm tide and wave monitoring networks are critical for providing real-time environmental data to government agencies and the community during major storm events.

The Bureau of Meteorology preparation for the 2011-12 cyclone season

In 2011-12, the Bureau worked closely with the QldRA to identify possible improvements to the state flood warning network. This involved the identification of urban population centres affected by flooding and a review of the warning service provided by the Bureau. The Bureau launched a new Graphical Severe Weather Warning service for emergency services personnel with future plans to publicly deliver graphical services, as systems are developed.

Emergency service operators were provided with an extended 72 hour tropical cyclone track map in the 2011-12 wet season.

Another effective initiative the Queensland Regional Office implemented in 2011-12 was an improved liaison with SLSQ and local council lifeguards regarding dangerous surf situations. Prior to an event (with a lead-time of generally four to seven days), the Queensland Regional Office e-mails stakeholder authorities information on the expected conditions, including onset time and forecast wave heights.

Fire preparedness on national parks

The Queensland Parks and Wildlife Service (QPWS) manage more than 12 million hectares of land including national park and forest tenures, reserves, trusteeships and freehold land. QPWS utilises a comprehensive Fire Management System. In 2011-12, 6.7 percent of the total QPWS-managed estate was subjected to planned burning with the key objectives of the protection of human life, infrastructure and environmental values.

Household preparedness survey 2012

In May 2012, EMQ with the Government Statistician within the Department of Treasury and Trade, surveyed 3,397 households with a 13 question Queensland Regional Household Survey. The survey will provide a snapshot into the extent of community preparedness for disaster events as at June 2012.

Results of the survey are scheduled for release in late 2012. The data will provide situational awareness for QDMA stakeholders, determine priority community segments that require a more targeted community engagement and education approach, and inform the development of future education campaigns and funding priorities.

The indicators for disaster preparedness² included:

- preparing an emergency kit;
- discussing and documenting an emergency plan (including emergency contact numbers);
- undertaking home maintenance and preparation; and
- having adequate household insurance.

Community resilience survey

In May 2011, DCS engaged the Queensland Government's Office of Economic and Statistical Research (OESR) to survey over 3,000 individuals and households regarding their resilience to natural disaster impacts. The survey was prepared with input from subject matter experts from James Cook University and Griffith University, and funded under the NDRP.

Survey results, released in 2011-12, found that a statistically robust and useful indicator of community resilience is the number of sources of support that people report as being available in the event of a natural disaster. The survey identified: one group of people who reported that they were very likely to receive help from any source; a second group was more likely to get help from family and friends; and a third group of people who said they were less likely to receive help from any source, but if they did it would be from the SES.

These findings substantiate other research and the NSDR that connectedness between people is a core feature of a disaster resilient community. Programs that build local social capacity and connectedness are likely also to build community resilience to natural disasters. Organisations such as the SES, EMQ, QFRS and local government have a key role in supporting people who are less able to obtain help from friends, family or other people in their neighbourhood.

This project shows the value in using survey methods to identify communities and groups of individuals that are most resilient or least resilient to natural disasters.

Queensland Disaster Management Alliance

The Queensland Disaster Management Alliance was established in June 2010, as a joint initiative between DCS and LGAQ to support a collaborative approach to disaster management in Queensland across state and local agencies. The initiative is supported by the Resilient Communities through the Partnerships Memorandum of Agreement.

During the reporting period, DCS committed \$50,000 to support the local government annual disaster management conference. The conference aimed to enhance attendees' knowledge of community resilience-building approaches, education and awareness initiatives, and the implications of changes to the QDMA.

LGAQ's development of local capacity

LGAQ assists to enhance the capacity and capability of Queensland councils to be as prepared as possible for disasters and their impacts. The LGAQ contributed to the development of local capacity and capability by delivering a wide range of preparedness activities including:

- conducting the Disaster Management for Local Government Conference at Bundaberg, with sponsorship from DCS. The conference enabled Mayors, LDMG Chairs and key officers of

² COAG (2011) National Strategy for Disaster Resilience, QFCol 2011 Interim Report, Victorian Bushfires Royal Commission (2009)

council to engage with State Government agencies to address emerging issues, exchange information, develop better practises, and to ensure councils are informed of new developments in policy;

- continued liaison with NGOs to ensure councils and LDMGs are supported at the local level; and
- providing a planning and support service to councils to enable the LDMG to comply with the development of the LDMPs.

Red Cross and local government authorities

The Memorandum of Understanding between Red Cross and local government authorities enhanced the provision of services in relation to preparation, response and recovery with a particular focus on the management of evacuation centres.

In response to the QFCoI recommendations, Red Cross proactively engaged with local government authorities developing Memorandums of Understanding with over 30% of Councils.

4.2 Community education and awareness

Pre-season seminars

The Queensland Tropical Cyclone Consultative Committee (QTCCC) has historically performed an important role providing advice to the State Disaster Mitigation Committee about ways to mitigate the effects of tropical cyclones on Queensland communities. The QTCCC provides this advice to the SDMG while the State Disaster Mitigation Committee has not scheduled to meet in the short term. The QTCCC met on four occasions: 29 September 2011, 1 March, 10 May and 1 June 2012.

In September and October 2011, 13 pre-season seminars were conducted across the state with over 828 persons attending. Representation was present from local, district, state and federal levels of the disaster management system and included industry, critical infrastructure agencies and volunteer organisations.

Funding was sourced from EMQ, the BoM, and the DSITIA, formerly the Department of Environment and Resource Management (DERM), and significant in-kind support from a range of agencies. Tourism presentations were delivered to local disaster management stakeholders. The presentations aimed to help ensure local disaster planning took into account the unique needs of tourists and to raise awareness of the preparedness and resilience activities being undertaken. Staff from the DSITIA Coastal Impacts Unit delivered presentations and contributed \$3,000 funding support for the workshop venue costs.

QTCCC and its sub-committees also worked as a coordination and information sharing point for member agency work including:

- selection of cyclone shelter locations and operation guidelines;
- the Tropical Cyclone Storm Tide Warning - Response System Handbook;
- tropical cyclone forecasting and warnings; and
- research on impacts of events such as the March 2012 Townsville tornado.

The BoM also conducted a number of pre-season briefings, including twice briefing the Premier and Cabinet, attending three Flood Warning Consultative Committee meetings and meeting with ABC local radio representatives.

Disaster preparedness messages to households

Queensland households were supplied with information through a number of campaigns, on preparing for disasters. The information was disseminated via social media (such as Facebook and Twitter), televised events, radio, written publications and dedicated websites.

To ensure that the general community was informed about preparedness for the coming wet season, DPC prepared a Disaster Readiness Update, which was publicly released on 27 November 2011. The Disaster Readiness Update provided an overview of key disaster preparedness initiatives being progressed by government agencies across PPRR. An update on the implementation of the QFCoI Interim Report recommendations was also included.

At the same time, the QldRA's Status of Recovery Update was released, which provided an overview of the current status of the state's recovery from the natural disasters of 2010-11.

The Queensland Government initiated the '*Get Ready Queensland*' safety campaign in 2011. Market research showed unprecedented outcomes with universal message comprehension, very high message acceptance, widespread community education outcomes and impact on community behaviour. EMQ provided a campaign toolkit to local government authorities, including a range of strategies for councils to leverage off the success of this campaign and its recognition within Queensland communities.

QFRS launched a number of public awareness campaigns to highlight the importance of individuals in the community preparing themselves and their property, ensuring they take positive action as survival and safety depends on the decisions individuals make. A significant community education media campaign, '*If it's flooded, forget it*', was released for the Queensland wet season over 2011-12 in relation to flooded roadways. Multiple QFRS emergency response vehicles across Queensland were fitted with the '*If it's flooded forget it*' campaign banner, along with the full wrapping of a 22 seat minibus and trailer. These platforms promote a key risk communication strategy to avoid driving into water, and for general safety in swiftwater and floodwater.

VCEs deliver vital QFRS community safety messages to their local communities and assist residents to recognise risk and build resilience. The 278 VCEs across Queensland work closely with local councils and are supported by QFRS Bushfire Safety Officers. The central message of the QFRS bushfire preparation campaign being promoted by VCEs and Bushfire Safety Officers is '*Prepare. Act. Survive.*' Presentations to at-risk communities also received a Bushfire Survival Plan booklet, which detailed the steps necessary to prepare for, and respond to, a bushfire situation.

Other QFRS initiatives on the Rural Fire Service website include a list of Neighbourhood Safer Places, a place of last resort if bushfire survival plan fails, and the 'Current Incidents' feature that allows members of the public to access current information online for all bushfire and community information in their area. The Bushfire Safety Officers have also continued with the installation of fire danger rating signs. There are 120 danger rating signs installed since June 2010 and maintained by volunteer Rural Fire Brigades.

In 2011, EMQ, in partnership with NRMA Insurance, launched the '*Can You Survive for 3 Days?*' campaign used to promote greater community preparedness for the summer storm and cyclone season which included face-to-face marketing and social media. The campaign also featured at the Brisbane Exhibition in August 2012 with three pairs of leading Queensland comedians each spending 72 hours isolated from the world in the 'fishbowl' – a specially designed Perspex room. The participants had only an emergency kit, bottled water, non-perishable food, a gas cooker and a range of solar-powered and hand-wound battery chargers to rely on. They shared their experiences in media interviews and via social media. Exhibition patrons were encouraged to share their own experiences from recent storm and flood events during the 10 day event, which were included on the social media sites.

'*Get Storm Ready*' was another preparedness campaign by EMQ and NRMA conducted from October 2011 to February 2012. The campaign included radio, digital, print, outdoor and community events in conjunction with Queensland Rail.

The DSITIA Coastal Impacts Unit updated and amended a number of tools and publications including the 'Storm tide advisors' manual', software, and hardware and contributed to the 'Tropical Cyclone Storm Tide Warning – Response System Handbook' issued by the SDMG and the BoM.

The Department of Justice and Attorney-General (DJAG) established a dedicated disaster messages webpage that contains relevant messages for both departmental staff and the community. The webpage includes links to relevant information to help the community be prepared, such as electrical safety during storms and floods, consumer advice on scams, profiteering and price gouging, and a link to the DCS *Be Prepared* webpage. Information about any services and office closures across the state are communicated to staff and the community through this webpage. The department also uses Twitter to communicate with its staff and the community. In the event of a disaster, the webpage also includes links to Queensland Alert and the BoM.

Red Cross distributed over 21,000 *Emergency REDiPlan* publications and resources to individuals, community groups, local government authorities, and other government and non-government agencies involved in disaster management. *Emergency REDiPlan* assists people prepare for,

respond to and recover from emergencies. The resources are designed for households, children, seniors, people with a disability and people with limited literacy capability.

SLSQ expanded its community engagement work by promoting surf safety and awareness as a crucial part of breaking the drowning cycle. The SLSQ develops strategic programs and resources designed to deliver beach safety messages to the public. During the 2011-12 patrol season SLSQ educated over 300,000 people on the importance of beach and aquatic safety.

Disaster preparedness messages to businesses

The Tourism Industry Support Package was a joint Queensland and Australian Government funded \$12 million recovery package, which included \$10 million for marketing activities and \$2 million for a range of industry development activities. The package was delivered jointly by the Tourism Division of the former Department of Employment, Economic Development and Innovation (DEEDI) (now Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB), Tourism Queensland and the Australian Department of Resources, Energy and Tourism. The \$2 million industry development program included a flexible suite of activities tailored to the needs of individual regions.

The DTESB developed a range of resources to assist Queensland businesses to grow and build resilient, sustainable businesses and assist with response and recovery after an event. As part of the program, Tourism Queensland delivered a series of capability-building programs and workshops focusing on online development, sustainability, distribution, marketing, communication improvement, weather-proofing, customer service and how to apply for grants. Workshops across the regions occurred from March 2011 to September 2011. Prior to the storm season in late 2011, regional offices delivered nine Building Business Resilience workshops to assist business owners and operators build resilience by developing a Business Continuity Plan for the business. The department also developed and delivered a Business Continuity Planning webinar to Queensland businesses prior to the storm season and again during Business Continuity Awareness Week in March 2012.

During 2011-12, Tourism Queensland coordinated the development of the '*Don't Risk It!*' Tourism Industry Resilience Kit. The kit incorporates guides for both small and medium sized tourism businesses and regional tourism organisations, and will assist these organisations to plan for, mitigate against, respond to and recover from future risk or crisis. The kits follow the *Prepare, Respond and Recover* approach, and provide a series of user templates and checklists. In addition, six vignettes were developed to give insights into the ways tourism businesses have responded to disasters. The kits are available on the Tourism Queensland and Department of Resources Energy and Tourism websites.

Prior to, during and after an event, road closure and other safety information are critical for tourists. Prior to the 2011-12 wet season, the DTESB worked closely with the DTMR and Tourism Queensland to communicate improvements to the web and telephone based 131940 travel advisory information service to the industry and raise awareness of road closure information.

4.3 Planning

Planning documentation and reviews

SDMG member agencies continued to review and update their emergency and business continuity plans. Plans were developed and updated to reflect improvements identified following the 2010-11 disaster events in Queensland.

Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA) (formerly part of the Department of Communities [DoC]) staff in Far North Queensland liaised with EMQ, through the Cairns based Indigenous Remote Service Delivery Coordination Committee in relation to the DDMG and LDMGs for most of the discrete Aboriginal and Torres Strait Islander communities of Cape York and Torres Strait. Assistance was provided to EMQ and the QldRA staff in developing the remote Aboriginal Shire Council disaster management plans. These plans assist remote Aboriginal and Torres Strait Islander communities to prepare for an upcoming wet season and disaster events such as cyclones and involving impassable roads.

DATSIMA regional staff are represented at Human Social Recovery Committee meetings in Innisfail, Mareeba and Cairns. DATSIMA undertook population mapping of Indigenous population centres and Indigenous organisations across the Cape to ensure that numbers and locations are known in order to ensure an effective response. As a result, remote Aboriginal and Torres Strait Islander communities have a better understanding of disaster management preparedness and scenario planning. Agencies critical to disaster management and disaster recovery were able to improve disaster and disaster recovery planning through these exercises with specific reference to Aboriginal and Torres Strait Islander communities.

The Department of Education, Training and Employment (DETE) developed the DETE Emergency Management Manual and Plan, which outlines the arrangements for responding to all hazards that impact on, or are likely to impact on, the population and/or facilities of Queensland Instructional Institutions and DETE administrative offices. The manual covers the principles and governance that underpin them, sets out the department's approach to understanding risks and mitigation and explains how to plan, prepare for, respond to, and recover from disasters.

In January 2012, DETE implemented an Incident Management System (Organise, Communicate, Act (OCA)) which supports the department planning and response to disaster events. Key features of the DETE OCA package include communications, recording and monitoring damage assessments to DETE facilities, geo coding of DETE owned infrastructure, and reporting and analytical functionalities. The DETE participated in the Redcliffe DDMG exercise "OAK 1" and utilised the OCA functions for Communications, Reporting and Geo Coding.

Queensland Health's prevention focus included the review and establishment of preparedness plans. The reviews identified the need to strengthen coordination and role clarification including mitigating threats to public health safety and involvement in the planning and management of evacuation centres.

The QAS established business continuity plans to enable operational paramedic crews to enhance their ability to respond to the community. This approach ensures a high degree of resilience to events impacting on the infrastructure of ambulance stations, communications centres, logistic and support services. These plans identify vulnerabilities, risk mitigation strategies and actions for fleet/refuel management, patient care supplies and building/station redundancy plans including secondary locations, provision of backup energy supplies and generators.

The DJAG developed a number of handbooks and tool kits to ensure disaster preparedness. The disaster management handbook includes important information and direction to help the department's disaster management team make decisions, develop a comprehensive communication plan, identify the department's critical services, and dependencies. The department also developed a local area manager disaster toolkit, and reviewed its business continuity plans using lessons learned from earlier disaster events. The DJAG also initiated a three-month trial for regional DJAG offices using closed-secure groups on a Facebook social media site as a potential communication medium during a disaster event. This trial will be reviewed and incorporated into future communications planning as required.

Arts Queensland established a Cultural Centre Disaster Management Group and developed a comprehensive disaster management plan to prepare, respond and recover from disaster events relevant to the Cultural Precinct. Key to the plan is public safety for visitors and volunteers and enhanced protection for a venue hosting world-class exhibitions and theatrical performances.

As a result of the major flood events of 2010-11, the subsequent QFCoI and the impact of TC Yasi, the DHPW extensively reviewed the disaster management arrangements within its various business units and service areas. Lessons learned from the review led to a number of changes to the departmental plan and to DHPW's preparedness and emergency supply arrangements. These changes generally related to efficiencies in the management of acquisitions and logistical support provided to local governments via DDMGs.

The Department of National Parks, Recreation, Sport and Racing (DNPRSR) completed the Departmental Disaster Management Plan including a risk analysis and QPWS regions prepared Regional Disaster Response Plans.

Hazard-specific planning

QFRS Swiftwater capability preparedness

A new standardised process and template has been created for completing QFRS Regional Swiftwater and Floodwater Rescue Plans. This process has been completed by all QFRS regions, consolidating the preparedness, risk assessment, response and management approach.

Initial training of both Level 1 First Responders and Level 2 Technicians has continued, in addition to the commencement of Level 2 Operators training. Level 2 Swiftwater Technician and Operator numbers at the end of the period have risen to 272. Level 1 First Responder training was delivered to all recruits and expanded into the Auxiliary station network. At the end of the period, 64 Auxiliary stations received training and Level 1 First Responder equipment packs were provided to all newly trained locations. These kits include five personal flotation devices (PFDs), four throw bags, four helmets and a hose inflation kit.

The QFRS has also implemented the following key outcomes in response to the QFCoI interim report recommendations:

- development and implementation of Helicopter winch familiarisation training package to 40 personnel across Brisbane, Townsville and Cairns including a Memorandum of Understanding with EMQ Helicopter Rescue;
- purchase and issue of 400 waterproof radios and remote speaker mike;
- purchase and issue of an interim hands free Swiftwater communications kit to all specialist rescue vehicles and ongoing development of final solution for all Technicians/Operators;
- upgraded deployment radio support kits to facilitate one radio per person;
- standardisation of Level 2 PFD for Technicians and Operators across the state;
- purchase and issue of three piece child PFD sets to standardise state approach on specialist rescue appliances;
- revision to all Operations Doctrine relating to Swiftwater and floodwater rescue and response;
- investigation into the feasibility of introducing motorised craft into the QFRS; and
- all regions and state have strengthened their equipment surge capacity and capability to support additional Swiftwater teams.

Hazardous materials emergency management preparedness

The QFRS continued to enhance its preparedness to manage hazardous materials incidents across regional Queensland. These activities included:

- new operational support units;
- replacement of airborne contaminant detection equipment; and
- new mitigation kits that include damming equipment, and other incident mitigation equipment.

Infrastructure planning

Department of Energy and Water Supply

The former DEEDI Energy Group (now the DEWS Energy Group) liaised with energy industry infrastructure owner/operators to ensure risk assessments for potential state disasters were undertaken and business continuity and emergency response plans were reviewed. The Energy Group ensured energy Government Owned Corporations implemented their Summer Preparedness Plans in advance of storms and floods during the summer period of 2011-12.

Within the Water Group DEWS (previously within DERM), the Office of the Water Supply Regulator (OWSR) wrote to all referable dam owners advising them of the QFCoI recommendations, in relation to communicating with people downstream of the dam about flood conditions, and encouraging dam owners to implement the findings for the upcoming wet season. The Emergency Action Plan guideline is being updated to reflect the QFCoI recommendations and a draft was provided to dam owners for

their comment. Referable dam owners were also requested to confirm that the emergency action plans were current for dams under their responsibility. Dam Owners are required to provide a copy of updated plans to the department. Copies of plans are also provided to EMQ.

The Wivenhoe and Somerset Dams and North Pine Dam Flood Mitigation Manuals and related matters (such as training requirements), were reviewed and approved. The reporting requirements as outlined in the manuals were received by DEWS.

The above actions ensured that referable dam owners reviewed their responsibilities including flood preparedness, and appropriate emergency and communication strategies were in place to advise populations downstream of their dams, of possible events that may damage the dam and/or impact on the downstream communities.

Construction of public cyclone shelters

The locations for Queensland's 10 new public cyclone shelters were announced in July 2011. They are Bowen, Cairns, Ingham, Mackay, Port Douglas, Proserpine, Townsville, Tully, Yeppoon and Weipa. The construction of the new public cyclone shelters is designed to withstand Category 5 cyclone events where wind speeds can gust up to 306 kilometres per hour. These structures will provide protection for the most at risk members of a community during the passage of a severe tropical cyclone. The project was funded through contributions from the Queensland Government and a generous donation from the Emirate of Abu Dhabi made following the 2010-11 disaster events.

With the exception of Cairns and Weipa, all cyclone shelters are being constructed on DETE school sites. The Weipa facility is being developed on land that has been transferred to the Queensland Government from Rio Tinto. Full project documentation and design of eight of the new cyclone shelters was undertaken by the DHPW. In November 2011, DHPW called tenders for the construction of the shelters, for completion by the end of December 2012. Documentation of the Mackay shelter was undertaken as part of a complete new school complex project managed by DETE. With the exception of the Cairns facility each of the shelters will have capacity for the accommodation of up to 800 people during a severe tropical cyclone. The Cairns facility is designed to accommodate 1,500 people.

The Cairns facility is being developed by the Cairns Regional Council as part of a major community indoor sports centre, with funding assistance from the Queensland Government.

At the end of June 2012, construction had progressed well on the majority of the sites although continuing and unseasonal wet weather has caused delays at a number of the locations particularly Weipa, Tully and Proserpine.

Place of Refuge buildings

The DHPW identified and assessed existing public or community owned buildings that may be suitable as places of refuge during future cyclone events. Places of refuge buildings supplement the capacity of public cyclone shelters to assist in the protection of community members.

Places of refuge are existing buildings. They are not designed or built to the requirements of public cyclone shelters, but have been assessed and selected as locations that have the potential to provide a level of protection to occupants during the passage of a cyclone. Places of refuge are solidly built engineered buildings, most likely constructed since 1982 and located outside the predicted storm surge zone and above potential flooding height.

The outcomes of the investigation and engineering assessment process have provided a reliable database, for local and state government disaster managers, of the best buildings available in a community in which people can potentially be accommodated during a cyclone if they have no other safe alternative. Completed investigations to the end of June 2012 identified 87 buildings as being potentially suitable for use as a place of refuge.

In all of the identified buildings, a range of temporary works will need to be undertaken prior to occupation in order to protect windows and entry doors from airborne debris during cyclone events. Local government disaster management groups will have primary responsibility for the coordination of temporary upgrades of the buildings selected as places of refuge during a cyclone event.

Detailed reports on suitable buildings and temporary works are being finalised and will be provided to the respective local governments. Summary information relating to the suitable buildings (location, capacity etc) will be provided to the SDCC for future disaster response planning and operations.

Transport infrastructure planning

The DTMR conducted a range of emergency preparedness activities in 2011-12, including:

- rewriting the department's functional plan for emergency management to ensure a comprehensive all hazards approach to critical incidents;
- implementing a comprehensive statewide emergency education and awareness program for departmental staff and other internal and external stakeholders to ensure a relevant and comprehensive degree of knowledge and capability in emergency management practices, including the QDMA, Australasian Interagency Incident Management System (AIIMS) and Maritime Safety Queensland oil spill response arrangements;
- conducting multiple exercises and scenarios to test the preparedness of the emergency management capabilities of the department and the transport sector;
- preparing and circulating Priority Alerts and Daily Watch emails – these were circulated to nearly 1,000 recipients;
- initiating an evaluation of business continuity management practice to increase the effectiveness of business continuity planning across the department;
- expanding the capability of the Interactive Mapping system to provide real-time synergies between a diverse range of mapping and geospatial data sets;
- contributing to the effective management of transport system networks through the review and implementation of regularly-revised Road Network Incident Response Plans for incident management and the restoration of safe road access in a timely manner;
- utilising specialist systems such as an Emergency Management Portal to provide information control for a range of emergency management reference materials and contact lists, and enhance communication with the department's emergency management officers across the state;
- greater use of remote monitoring of weather patterns and flood gauges to enhance the technological and knowledge capability of preparedness and response activities;
- utilising the department's dedicated Emergency Management Division to implement emergency management planning, mitigation, education, stakeholder engagement, research, evaluation, information and response initiatives to ensure the department could undertake effective emergency management activities;
- increasing the capacity of the 131940 Traffic and Travel Information Service to ensure timely, accurate information about road access, outages and restrictions;
- implementing actions from after-action reviews and operational evaluations, such as updating communication and operational processes;
- working collaboratively with representatives from the logistics and supply industries to increase the capability of the transport and freight supply sector to operate during times of significant interruptions across transport systems; and
- liaising with a diverse range of stakeholders to ensure preparedness for a range of disasters including tsunamis, cyclones, bushfires, evacuations, terrorism and oil spills.

Functional planning and improvements

Post-event analysis

EMQ developed and implemented systems, standards, methodologies and tools, including exercise management, post-event analysis and evaluation to enhance continuous improvement and accountability. The work program continues to identify improvements and provide feedback to disaster management stakeholders, to strengthen disaster management at all levels.

EMQ conducted post-event analysis on the response and recovery of the south west flooding during January-February 2012 and the mini tornado in Townsville during March 2012. Opportunities for improvement were identified and the corrective actions considered at local, district and state level.

Implementation of the corrective actions has improved the effectiveness of the disaster management system and collaboration between government and non-government stakeholders.

Improvement strategies identified by QAS

Equipment and caches throughout the state allow QAS to provide continued and sustained operations following disaster events.

All QAS regions were involved in an external audit relating to logistics, operations and equipment with a focus on the lessons learned from the storm and flood season.

Following the floods during December and January 2010-11 and TC Yasi during February 2011, a state operations review was conducted and improvement strategies were identified. These findings focused on the State Operations capability in Townsville, appropriate cache placement, enhanced use of the Tactical Medical Centre framework and policy encompassing storage, facility management and reporting. Initiatives were implemented to better manage regional deployment arrangements, ensure a revitalised Specialist Response Team function at regional level and improve the interoperability between each region. The review provided an enhanced response platform at the regional level.

In addition, the QAS has a task force capability that utilises Specialist Response Teams at the regional level which is further supported from State Operations Logistics branch at Tingalpa. These teams are involved in deploying to routine operations, major events and disaster events providing an enhanced capacity to the QAS operational preparedness, capability and response to the community.

SDCC Response Teams

The SDCC is a critical state resource that performs an important coordination role during major disaster events in Queensland. To effectively support the SDCC during these events, a number of teams across the whole-of-government are being developed to build capacity and sustain SDCC operations. A directive is being developed to authorise the training of the teams and enable public servants across State Government agencies to support SDCC operations. Negotiations commenced with the DCS, DoC, Child Safety and Disability Services and the Public Service Commission to formalise these arrangements. EMQ also developed a Response Team structure and operational guideline to support a rapid implementation plan, which will enable a greater capability in advance of the next storm season.

SDCC Disaster Intelligence Capability

The intelligence cell is a functional group within the SDCC that provides coordination of basic event information. This cell is being remodelled to provide an enhanced disaster intelligence function to provide credible and timely information to support decision making. The intent is to develop intelligence collectors and intelligence analysts to interpret and present information of greater value in instrumental products (intelligence assessments, situation reports and briefing packages). Once the new intelligence capability is established, it will increase situational awareness and enhance decision making for both the SDCC and the SDMG.

Development of the Emergency Management Assistance Team concept

The concept of an Emergency Management Assistance Team (EMAT) was conceived by EMQ to develop and maintain a national capability of emergency management practitioners, deployed at short notice to jurisdictions to support and sustain emergency management operations. Whilst the development of this capability is still in its infancy, the intention is to develop interoperability between states and territories and maintain a group of approximately 40 subject matter experts, trained and experienced in disaster planning and coordination.

EMQ have led the development of this initiative and have been nominated as the national EMAT representative at the Deployable Working Group to implement the initiative.

Government information and communication technology capability

Smart Service Queensland (SSQ) has undertaken a range of preparatory and remedial activities over the reporting period to improve its capacity to deliver information and referral service on behalf of government to the public. These include:

- reviewing SSQ's technology networks and infrastructure and taking recommended remedial action, replacing hardware as necessary, and updating support arrangements with vendors such as Telstra;
- reviewing and improving disaster response activities including SSQ's internal business continuity processes;
- successful end to end testing of the National Emergency Call Centre Surge Capability overflow arrangements;
- allowing direct access and data entry into the SES Request for Assistance job tracking system. This enhanced service went 'live' on 30 September 2011;
- ongoing maintenance and testing of the allocated disaster telephone numbers and routing strategies;
- fully commissioning a new contact centre at Zillmere (Brisbane) providing additional call centre seat capacity if required; and
- implemented 'work-from-anywhere' agent capability, providing additional capacity and scalability through allowing up to 15 remote agent call centre staff to log in remotely and take emergency calls when required. This new capability began 1 December 2011 and was activated during the 2011-12 storm season.

System improvements for the health sector

Queensland Health commissioned a number of reviews in the wake of the 2010-11 summer season. Topics included:

- assessment of the Queensland Health emergency preparedness and disaster planning response;
- management of public health risks in drinking water following natural disasters and major incidents;
- management of food safety risks following natural disasters and major incidents; and
- emergency management business continuity and disaster response capability policies, plans and procedures.

These reviews helped inform the extensive summer seasonal preparedness undertaken by Queensland Health to ensure an effective response for the 2011-12 summer season and beyond. These activities included:

- developing and facilitating a series of 'train-the-trainer' sessions for running an Emergency Operations Centre with a target audience of district health/statewide and corporate staff. This enabled a consistent understanding and approach for enhanced response capability;
- providing timely intelligence and information to support district and state level preparedness for the 2011-12 summer season;

- developing communications for the community including developing of low literacy poster information and resources for evacuation centres;
- enhancing the operational capabilities of the State Health Emergency Coordination Centre (SHECC) through a gap analysis and enhancement of telecommunication and data management capabilities;
- testing Queensland Health readiness capabilities by testing plans including the Interim Mass Casualty Plan, Interim Tsunami Notification Protocol and Heat Stress Response Plan;
- relocating the Queensland Emergency Medical System Coordination Centre to the Queensland Emergency Operations Centre, February 2012;
- enhancing public health legislation and regulations including those related to food incident response, radiation safety, zoonotic diseases (including Hendra virus) to improve responsiveness to public health threats arising from an emergency/disaster event;
- management of pandemic resources including anti-viral stocks and personal protective equipment to facilitate a coordinated response to a significant public health threat/event;
- enhancing the operational capability of mental health services to support responders and impacted communities in the immediate, short and long term phases through the development of specialist trauma recovery response teams and educational material;
- improving significant elements of the Queensland State Emergency Management Plan, Psychosocial and Mental Health Sub Plan to reflect needs associated with the Queensland Disaster Recovery Plan;
- review of DDMPs for all Health Service Districts prior to 2011-12 summer season; and
- ensuring preparedness of at risk centres through:
 - development of the Cairns Base Hospital Evacuation Plan and review and development of other local evacuation plans;
 - establishment and designation of local facilities as evacuation centres; and
 - enhancement of local disaster planning coordination strategies.

These specific activities occurred within the wider emergency preparedness and disaster management frameworks. These frameworks are extensively supported by communication and training processes. The Emergency Management Coordination Network (EMCN) is the primary internal formal network of Queensland Health stakeholders. In the reporting period the EMCN met six times in session and once out-of-session. Activities considered by the EMCN included:

- the QFCol health related recommendations;
- an internal review of summer floods and cyclone emergency events;
- a review of the Disaster Management Plan, Mass Casualty Sub-plan that was endorsed by EMCN to act as the interim arrangements for the 2011-12 summer season; and
- state, district and local preparedness strategies and activities such as training, DDMG and LDMG representation and definition and management of vulnerable persons.

Single point tasking for the Emergency Helicopter Network

Queensland Health has jurisdictional authority for the QFCol Interim Report Recommendations 5.36 and 5.37 regarding a single point tasking for the Emergency Helicopter Network. In response to these recommendations, the Interim Single Point Tasking Protocol received joint agency endorsement on 1 November 2011 and was implemented prior to the 2011-12 summer season. The aeromedical single point tasking was also implemented in the SDCC for the 2011-12 summer season through the new aviation cell.

Following a 2011-12 post-seasonal review the interim protocol is in the process of being transitioned to permanent arrangements for full implementation and a post seasonal debrief was conducted across all participating government agencies with operational learnings identified to enhance the practical application and its operational effectiveness. Single point tasking will be integrated into the Helicopter Tasking Guidelines maintained by Queensland Health.

QPS functional planning

Members of the QPS led the consultation process for the development and preparation of plans at the local and district levels and participated as a member agency in the development of the Interim SDMP. The Chair of all DDMGs initiated risk assessments to be conducted on the DDMPs to identify residual risks across local government boundaries, identify hazards that may significantly impact on the disaster district and appropriate risk treatment strategies that require the application of district support to local government.

To meet the requirements of all group levels across the QDMA, the QPS initiated the establishment of a Critical Incident Management System (CIMS) initiative to develop, identify and implement a technological solution to deliver a QPS-wide and statewide incident command capability. This was in response to the QPS' increased responsibilities as a consequence of the recent amendments to the DM Act and *Public Safety Preservation Act 1986* and to assist in addressing QFCoI interim report recommendation 5.9, 'Until the All Hazards Information Management System is in place and allows the status of requests for assistance to be tracked, other means should be used to keep LDMGs informed of the progress of requests for assistance'. A contemporary CIMS solution will deliver benefits for the QPS by increasing its capability to manage disasters, incidents and events.

The QPS Strategic Performance Branch undertook a service-wide disaster management themed Operational Performance Review to examine disaster management practices, the effectiveness of the QPS agency contributions to the QDMA, identify opportunities for continuous improvement and promote best practice to ensure the QPS is meeting community expectations.

Creation of executive officer positions for DDMGs and policy officer positions for Operations Support Command in response to the Disaster Management and Other Legislation Amendment Bill 2010 to maintain effective, integrated planning and management arrangements for the district disaster management framework. The service has filled all positions on a permanent basis.

LGAQ online tools

The LGAQ delivered a range of resources to support the chairpersons of LDMGs and the Local Disaster Coordinators in their preparedness and operational roles. The LGAQ DisasterHub provides a consistent set of tools and information to assist in preparation before, and response during, disaster events available through council websites. It enables emergency communication through a central location, ensuring that council's website is the first point of contact for disaster-related issues. The local government disaster management resource was developed to consolidate council roles and responsibilities in policies, guidelines and legislation into a single manageable and easily understood set of arrangements. The local government disaster management resource was distributed to all councils.

DEEDI departmental preparation

During 2011-12 the preparedness for the former DEEDI included a departmental Emergency and Business Continuity Plan, as well as business continuity plans for departmental regional offices. The former department, as the lead agency for economic recovery, recruited and trained departmental volunteers to assist with economic recovery activities. These volunteers were available to be deployed to impacted regions across the state on an 'as needed' basis, including to support and relieve fatigued staff in regional offices during a disaster event.

The preparedness activities of the former department included an established team of emergency response officers who were deployed to the SDCG Liaison Room at Kedron during the south west flooding and the evacuation of St George. Assisting preparedness was an emergency messaging Automated Notification System to assist in contacting stakeholders and departmental staff during disaster activation. The department implemented a department-wide SharePoint portal to ensure all relevant departmental staff had up-to-date information of Situation Reports, DDMG activation status, plans, departmental appointments and staff rosters.

The department was represented on all 23 DDMGs, with each member supported by a proxy and a team of local technical specialists available to provide technical industry information and support to the DDMG member. Staff participated in 'Exercise Coral' – a departmental statewide exercise in November 2011 and conducted regional workshops for the regional response teams.

Following the Machinery-of-Government changes in 2011-12, the Department of Agriculture, Fisheries and Forestry (DAFF) provided representatives to all 23 DDMGs, to access technical support from local DAFF staff and consult with DSDIP and DTESB.

SLSQ emergency response preparedness

The SLSQ is the state's peak beach safety and rescue authority and is one of the largest volunteer-based organisations in Australia. Built on the fundamental principle to save lives, SLSQ's Vision is "Zero preventable deaths in Queensland waters".

Formally established in 1930 and the governing body for surf lifesaving in Queensland, SLSQ comprises of 59 affiliated surf lifesaving clubs in six regional branches with close to 33,000 members.

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

On hand to assist includes over 8,000 proficient volunteer surf lifesavers supported with the following SLSQ state assets:

- two x Westpac Lifesaver Helicopter Rescue Service helicopters;
- Coastal watch cameras;
- Emergency radio beacons that can alert rescuers of potentially hazardous situations;
- two 6 metre rigid inflatable boats based in Cairns and Brisbane;
- two inflatable rescue boats;
- 25 rescue water craft (jet ski), not including those on-hand for SLSQ's Australian Lifeguard Service;
- two jet rescue boats, based at the Sunshine Coast and Gold Coast;
- two communication centres (Surfcom);
- 15 four-wheel drive vehicles with first aid kits and resuscitation equipment; and
- Brisbane Lifesaving Service.

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

- two defibrillators in each club (approximately 118 statewide);
- two oxygen resuscitators (approximately 118 statewide);
- two first aid kits (approximately 118 statewide); and
- three inflatable rescue boats with full kits (approximately 177 statewide).

The SLSQ, in conjunction with Surf Life Saving Australia and V-TOL Aerospace Pty Ltd, is conducting a world-first trial of a remotely piloted aircraft to monitor beaches, swimmers and marine life, putting an 'eye in the sky' in remote areas.

In 2011-12, SLSQ continued to strengthen its working relationships with key agencies including the QPS, QAS, SES, EMQ, QFRS and LDMGs. SLSQ continues to work directly with these organisations to develop key strategies on how SLSQ's resources can be best utilised during emergency situations.

In January and February 2012, SLSQ provided vital assistance during the Sunshine Coast and south west Queensland floods.

Implementation of the community recovery review

The Department of Communities, Child Safety and Disability Services (DCCSDS) (formerly DoC) is the lead agency with responsibility for human and social recovery activities in disaster management. The department implemented a range of strategies to ensure the lessons learned from the 2010-11 disaster events were incorporated into planning and preparedness for the 2011-12 season and beyond. This included seasonal debriefs, a review of operational procedures and ongoing planning

with government and non-government partners through the State Human and Social Recovery Group and Sub-Committee.

All regions in association with their respective LDMGs and DDMGs, reviewed and amended their District Human and Social Recovery Plans and refreshed their business continuity plans.

In April 2011, the former DoC commenced a review into its response to the 2010-11 disaster events. The objective of the review was to ensure the department continued to effectively and efficiently deliver flexible and scaled community recovery responses.

The department's response to the disaster events of 2010-11 was considered to be a success. However five key focus areas were identified for improvement:

- i. Improving preparedness.
- ii. Improving operations during community recovery responses.
- iii. Maintaining and enhancing partnerships.
- iv. Enhancing the department's capability.
- v. Improving workforce management.

A program of work for 2011-12 was developed to progress the identified areas for improvement. A departmental Program Board oversaw the development and implementation of the following initiatives completed in June 2012, to enhance community recovery service delivery:

- Implementation of a program approach to community recovery within the department, distributing the roles and responsibilities across the Community Recovery Operations and Policy and Program Units;
- Development of the 'Guide to Human and Social Recovery' which provides a compilation of information and actions to assist decision making and the implementation of a community recovery response;
- Development of a Protocol for contacting contracted non-government service provision agencies following a disaster event to assess impact on service delivery capacity and departmental clients;
- Development of a Disaster Event Reporting System for the reporting of community recovery operations and the impact on affected individuals and communities;
- Implementation of a disaster event communication strategy including the use of social media, intra-departmental communication processes and the provision of advice to other organisations;
- An update to the Memorandum of Understanding between the department and partner agencies of the State Human and Social Recovery Group. This Memorandum of Understanding underpins the department's relationship with partner agencies to coordinate and provide a community recovery response;
- Development and endorsement of an update to the State Human and Social Recovery Group Functional Plan that informs how the department will work with its key partner agencies during a community recovery response;
- Development of a tool to assist recruitment and selection of community recovery workers, designed to provide skilled workers as and when they are required;
- Development of the Community Recovery Assist online portal enabling affected persons to initiate the grant application process on line; and
- Updating the Community Recovery Info Net and Intranet sites.

Geo-spatial applications

Flood data

The DNRM network of gauging stations was routinely serviced in accordance with work procedures and operates within an accredited ISO9001:2008 quality management framework. Stream flow data from the network is forwarded to the BoM on an hourly basis to assist with their flood warning

responsibilities. Regular contact is maintained with the BoM and key contacts are updated and exchanged on an 'as needs' basis.

Spatial information

In recognition of the time and cost to prepare detailed flood mapping and studies by councils, the QldRA, with the support of DNRM, produced the Interim Floodplain Assessment Overlay during 2011-12. This overlay identified areas of the state where flooding may occur, based on landform characteristics and other relevant information.

In total, 99.3% of the state had floodplain assessments completed, with 26.6% identified as 'at risk' of flooding. This information was made available as a digital dataset (downloadable, free from the Queensland Government Information Service) and over 8,800 A3-sized maps made available through the QldRA website. It provided areas which may be subject to flooding, enabling government and community to improve their understanding of potential risk and develop strategies to deal with potential risk.

The QldRA was also the lead agency for six QFCoI recommendations including recommendations 2.4, 2.5, 2.6, 2.11, 2.16 and 4.5 that relate to undertaking further flood investigations and studies and the collation, storage and display of flood information. In response to these recommendations, the QldRA began developing the Queensland Flood Mapping Program which included a plan to undertake flood investigations for up to 100 flood prone towns. This included the development of a website and database to collate flood information for the state. The community will benefit from this by being able to access flood information relevant to their local area in one central location.

4.4 Training

Development of the SDCC training framework

The delivery of effective training is a key component in building the capability of SDCC. Therefore, in preparation of the development of the SDCC Response Team concept, EMQ developed new operating procedures for the following key areas:

- intelligence cell operations;
- logistic cell operations;
- support cell operations;
- planning cell operations; and
- operations cell coordination.

Several workshops and a range of key stakeholder meetings between various departments and agencies were coordinated by EMQ to develop the new procedures. EMQ completed the above bodies of work and have commenced the development of training packages to support the implementation of the new processes and procedures to enhance SDCC operational effectiveness.

Development of the disaster management training framework

The delivery of effective training is a key component in building the capability of Queensland disaster management stakeholders. Section 16A (e) of the DM Act provides the legislative requirement for those involved in disaster management to be appropriately trained.

EMQ coordinates the delivery of disaster management training through the *Queensland Disaster Management Training Framework* (the Training Framework). The Training Framework includes nine core training courses and 11 inductions relevant to key disaster management stakeholders to support the effective performance of their role. The curriculum content encompasses the disaster management arrangements and the functions and activities that underpin disaster management and disaster operations.

EMQ completed the development of curriculum in support of the Training Framework during the 2011-12 financial year and progressively released courses and inductions. During the 2011-12 reporting period disaster management training in accordance with the Training Framework was delivered to 17,955 disaster management stakeholders. Details are provided in the following table.

Delivery has been predominantly 'face to face' and supported through the development of four interactive DVDs and e-Books providing flexible learning options.

Queensland Disaster Management Training Framework Courses and Inductions		Participant Completion
Queensland Disaster Management Arrangements		10,738
Disaster management planning		19
Disaster Coordination Centre	Module 1 Working in a disaster coordination centre	948
	Module 2 Disaster coordination centre Liaison Officer	736
	Module 3 Establishment and management of a disaster coordination centre	673
Evacuation	Module 1 Introduction to evacuation	481
	Module 2 Evacuation planning	464
Evacuation Centre Management		36
Recovery	Module 1 Principles, functions and governance	154
	Module 2 Planning and preparedness	152
	Module 3 Recovery operations	152
Resupply		836
Warnings and alert systems		627
Disaster relief and recovery funding arrangements		135
Local Disaster Management Group member induction		938
District Disaster Management Group member induction		520
State Disaster Management Group member induction		48
State Disaster Coordination Group member induction		22
State Recovery Group member induction		0
State Disaster Mitigation Group member induction		0
Local Disaster Coordinator induction		234
District Disaster Coordinator induction		27
State Disaster Coordinator induction		0
Local Recovery Coordinator induction		15
State Recovery Coordinator induction		0
Total Participants		17,955

Table B.1 Disaster management training delivered in the 2011-12 financial year, breakdown by course and induction.

Disaster management training and education

The SDMG member agencies conducted specialised disaster management training courses for their employees and stakeholders throughout the reporting period.

The Department of Environment and Heritage Protection (EHP) conducted specialised training courses in oiled wildlife response, environmental incident response and a training workshop over the financial year to strengthen EHP's response capacity. Oiled wildlife response training was delivered in Gladstone to DNPRSR staff and to local wildlife carer groups in May 2012. The training and existing contingency planning systems were then tested using a series of notification, desktop and field deployment exercises. Additionally, audits were conducted of the main store of oiled wildlife response equipment, held in Cairns. Recommendations for improvements were then made as a part of the exercise and audit processes.

Environmental incident response training courses were delivered in Rockhampton, Townsville, Cairns, Brisbane, Caboolture, Emerald, Toowoomba, Gold Coast and the Sunshine Coast to EHP staff. As a part of this program, local office equipment audits were also undertaken and recommendations made.

A training workshop was held in November 2011 for EHP's specialised State Incident Response Network team. The workshop addressed a number of topics specific to chemical fires and marine pollution responses. The workshop was supported with expertise from QFRS.

Each QAS region regularly undertakes planned exercise programs and disaster management courses to build disaster resilience knowledge. Specialist courses include paramedics trained to Urban Search and Rescue Level 2, paramedics trained in Level 3 personal protective equipment and Managers trained in Incident Management Systems.

In 2011-12, the Department of Communities, Child Safety and Disability Services (DCCSD), provided community recovery training to 1,480 government employees, including 1,194 from the department. This training was utilised during the season when the department oversaw approximately 1,200 community recovery deployments.

The DAFF is responsible for the management of biosecurity emergencies and incident responses in Queensland, a service conducted through Biosecurity Queensland. Two hundred and six people participated in seven training events encompassing:

- Biosecurity Emergency Response Awareness workshop (foundations training);
- First Response Unit Development Part 1;
- Operational Risk Management workshop; and
- Logistics.

All Queenslanders share a responsibility for biosecurity. Improved biosecurity systems in Queensland will be achieved through government, industry and the community working together to build biosecurity capability and capacity. Providing high quality information and educating the community using training events, reduces the risk of new pests and diseases to the community. This preventative approach to biosecurity risk can be taken to achieve earlier detection and more efficient and timely emergency responses to incursions. In addition, the cost to community is likely to be reduced when the community is well prepared for a response.

Disaster management training provided to employees

Red Cross selected personnel to attend various disaster management courses at Emergency Management Australia. Red Cross provided training in AIIMS, evacuation centre management, personal support, team leader, outreach, and communicating in recovery to staff and volunteers. This training assists staff and volunteers in personal development and increases expertise in delivering response and recovery services to the community.

Queensland Health also supported staff attendance at a number of training programs to ensure staff preparedness. These included:

- Major Incident Medical Management and Support (MIMMS) Commander training course, Cairns 3-5 October 2011. This course is the recognised preparedness training for the Queensland Health commitment to the national AUSTRAMA Plan and AUSASSIST Plan;
- selected staff from the Cairns MIMMS course were also invited to a MIMMS Instructor Course held in Darwin 6-8 March 2012;
- two staff, one from Metro South Health Services District and another from Retrieval Services Queensland, attended the Australian Medical Assistance Team – Team Leader Course held in Darwin 6-9 July 2011. Three Queensland Health staff were also invited as instructors from across Cairns and Hinterland Health Service District, Townsville Health Service District and Retrieval Services Queensland;
- selected senior Queensland Health staff completing QPS State Crisis and Communication Centre (SC3) training, September – October 2011;
- skills for Psychological Recovery train the trainer courses that were conducted by Australian Centre for Posttraumatic Mental Health with clinician training rolled out across Queensland

to train and support local trainers and practitioners and build local psychosocial recovery capacity; and

- Joint Emergency Services Training for Chemical, Biological, Radiological and Nuclear response. This training was conducted collaboratively across Queensland Health, QFRS, QAS and QPS in: Rockhampton (26–28 July 2011), Townsville (27–29 September 2011), Toowoomba (1–3 May 2012), and Brisbane (19–21 June 2012).

A review of DHPW plans and arrangements following 2010-11 events identified operational changes that were the focus of an extensive training program undertaken across all QBuild Regional Offices, and a number of DHPW business units including QFleet and Sales and Distribution Services (SDS). Training took place between September and mid December 2011 and involved 120 personnel.

SSQ delivered disaster service refresher training to all Customer Service Advisors during September 2011. In advance of the storm season, annual refresher training was conducted for Customer Service Advisors in addition to an enhanced corporate staff training package.

Training of QPS Disaster Management Unit (DMU) staff in National Emergency Risk Management Assessment and Planning courses via Australian Emergency Management Institute was completed to provide quality and authoritative advice to regional police, government and non-government disaster management staff at all levels of the QDMA. Two District Officer Command workshops were facilitated by the QPS Incident Command and Control training unit during the reporting period to increase the capability of the DDMG Chairperson role.

QPS DMU staff prepared a Disaster Coordination Centre (DCC) training package focussing on the issues specific to a DCC and facilitated this training across metropolitan and regional Queensland.

Training of all QPS Communication Centre Call Takers was delivered to ensure a uniform and consistent standard. The training was delivered by Brisbane Police Communications Centre staff. The training was completed in November 2011 and fulfilled recommendation 5.38 from the QFCol Interim Report.

LDMG and DDMG members received specific training throughout the reporting period as organised by members of the QPS in consultation with EMQ School of Emergency Management. This training included QDMA training, the preparation and facilitation of desktop and field training exercises and the development of the EMQ Strategic Training Framework.

The QPS Operations Support Command delivered statewide education/information presentations to LDMGs and DDMGs in relation to the amendments to the DM Act, prepared and facilitated a DCC training package specific to the requirements of a DDMG capturing nine of the 23 district groups, provided disaster management training for the Incident Command Symposium for Commissioned Officers and the Incident Command Development Course for Senior Sergeants.

The SLSQ implemented a variety of new initiatives during the 2011-12 patrol season to further advance the expertise and training of members. New initiatives were identified to implement for the 2012-13 patrol season. To remain proficient, SLSQ patrolling members continually train on the beaches and in the water. Training can also involve online, classroom, practical – such as first aid and Coronary Pulmonary Resuscitation (CPR) and sports.

Throughout the 2011-12 surf lifesaving patrol season, SLSQ Member Education Department issued members with 5,343 nationally recognised Awards and an additional 14,777 Surf Life Saving Awards.

Surf Life Saving Sports is one of the foundations of the surf lifesaving movement. Unlike other sports, the underlying purpose of our competition is to improve surf lifesaving skills and, ultimately, help keep Queensland beaches safe. These skills, particularly search and rescue, which utilise the Westpac Lifesaver Helicopter Rescue Service and the inflatable rescue boats, have been used in Queensland flood situations in the past two years.

4.5 Exercises

EMQ conducts periodic disaster management exercises for QDMA stakeholders to undertake so that skills are maintained, plans and procedures are tested, and interagency operations are strengthened. Exercising each level of the QDMA enhances the effectiveness of disaster management during operational activations. Post-exercise data is collected and used as part of the

continuous improvement cycle. Agencies and groups within the QDMA also undertake disaster management exercises specific to their functions. Exercises in the reporting period included:

- Exercise Mondegreen conducted on 19 July 2011, involved a multi-agency deployment and a headquarters exercise. The exercise tested the communication processes associated with the emergency response arrangements.
- Exercise Enduro was a combined SDCC and SDCG functional exercise conducted on 24 August 2011. The exercise ensured the new SDCC's operational readiness ahead of the 2011-12 cyclone season and expose newly trained whole-of-government staff to the centre.
- An Australian Defence Force (ADF) disaster management, desktop exercise was conducted on 3 September 2011. The exercise enabled members of the ADF gain a greater understanding of roles, responsibilities and relationships between key Queensland Disaster Management agencies and the ADF.
- Exercise Enduro II was conducted on 19 October 2011 as a follow up to Exercise Enduro providing a unique opportunity for whole-of-government staff to practice the operational facilities and processes for the SDCC and SDCG in the new Disaster Management Centre. The exercise required SDCC staff and SDCG liaison officers to work through key considerations drawing upon the concepts and principles of disaster management to respond to the impact of an extreme weather event.
- Exercise PacWave 11 was conducted on 9 to 10 November 2011. The exercise simulated an international Pacific Ocean 2011 tsunami warning by the United Nations Educational, Scientific & Cultural Organisation (UNESCO) Intergovernmental Coordination Group for the Pacific Tsunami Warning and Mitigation System. Australia and most Pacific Ocean countries participated in the exercise, involving the Joint Australian Tsunami Warning Centre (JATWC) issuing a combination of land and marine threats for the entire east coast of Australia. From a Queensland perspective, the exercise tested communication networks between the JATWC and the SDCC, the SDCC responses and communication networks associated with tsunami threats.
- Exercise Nugents was conducted during 30 November to 2 December 2011 in response to the QFCol recommendation to provide practical training to LDMGs and DDMGs. The exercise mobilised SDMG member agencies, LDMGs and DDMGs in the Redcliffe, Brisbane, Gold Coast, Logan and Ipswich districts. Evacuation plans for the Helensvale Shelter were tested.
- Exercise United Front was a cross border discussion exercise with NSW on 6 December 2011 in Goondiwindi. Participants included members of the local government, SES and other agencies/departments from Qld and NSW. The discussion exercise was designed around the Jan/Feb 2012 seasonal forecast issued by BoM involving potential heavy rainfall across SE/SW QLD and NE/NW NSW.
- Exercise Northern Condor was a national discussion exercise hosted by the Crisis Coordination Centre at Canberra on 14 March 2012. The exercise reaffirmed arrangements and communication strategies of stakeholders within the final draft of the Australian Government Aviation Disaster Response Plan. SDCC staff participated through a teleconference connection.
- Exercise Black and Gold was conducted in May 2012 by the Gold Coast DDMG as a joint discussion exercise with NSW for a spill scenario across both states. The exercise tested the cross border arrangements and processes through "Border Plan" and the application of a marine pollution incident under the QDMA. The EHP was directly involved in the exercise as a part of its obligations during marine pollution incidents.
- Exercise Jigsaw, was conducted by Red Cross. The exercise tested and enhanced the operational capability of the Red Cross Incident Management Team.
- Exercise First Up was conducted on 28 November 2011, as a discussion exercise which focused on DHPW's overarching crisis coordination arrangements and strategies in the event of a significant business disruption. The exercise scenario explored a number of issues relating to incident management and business continuity arrangements which might impact on DHPW's ability to respond during a disaster or crisis event.

- The QPS prepared and facilitated desktop and field training exercises by DDMG Executive Officers in conjunction with EMQ for LDMGs and DDMGs throughout the state.
- The QPS Counter-Terrorism Strategic Policy Branch provided specialist QPS and national exercise design and management courses to a number of DDMG Executive Officers. The course provides participants with the skills to enable them to develop, construct, manage and evaluate training exercises.
- Queensland Health participated in a Queensland Counter-Terrorism and Exercise Management Committee Emergo Train System Exercise, at the Townsville Hospital on 17-18 November 2011.
- DATSIMA far north Queensland regional staff liaised with Aboriginal and Torres Strait Islander Councils to raise awareness of the need for current disaster management plans. This need was heightened given the TC Yasi event the previous year. Several DATSIMA staff participated in disaster management exercises run by the DDMG and LDMGs throughout Cape York. DATSIMA staff provided advice about interaction and consulting with Aboriginal and Torres Strait Islander people and communities.
- The Energy Group, DEWS participated in desktop and national exercises for electricity, transport fuels or gas supply outages caused by any event. This included the annual Australian Energy Market Operator exercise for the national electricity market, a national liquid fuels emergency exercise organised by the National Oil Supplies Emergency Committee, a national gas emergency exercise organised by National Gas Emergency Response Advisory Committee and exercises for counter terrorism.
- The DCCSDS participated in or led a range of multi-agency exercises during 2011-12. Participating agencies included Red Cross, Lifeline, St Vincent de Paul, Queensland Health, relevant local governments and EMQ. Exercises were held in the Brisbane, south west, south east, central and far north Queensland regions.

4.6 Warnings and alerts

The QPS and EMQ conducted a review of Queensland's Emergency Alert, in consultation with the QFRS and the LGAQ to revise the guidelines and streamline the approval processes for issuing Emergency Alerts. The Director-General, Department of Community Safety approved the release of renewed Guidelines (version 3) in September 2011.

EMQ has also developed a training package for the use of Emergency Alert for LDMGs and DDMGs.

The QFRS and DCS Media Unit delivered workshops to all QFRS operational regions on community warnings and emergency alert and the importance of delivering timely and accurate information during emergencies and disasters. The relevant policies and procedures for community warnings and emergency alert were also introduced in consultation with EMQ.

The DSDIP has prioritised \$5 million funding from the Local Government Grants and Subsidies Program 2011-12 towards local governments for the purchase of flood warning systems (ALERT systems) such as river height gauges, rain gauges, rainfall stations, flood warning signage disaster management software. To date \$3.41 million has been advanced to local governments. Community benefits are early warning mechanisms and the on-going ability to report status which is critical to the safety of local communities.

5. Response

'the taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support' (s4A of the DM Act).

5.1 Activation of response arrangements

During 2011-12 there were three declarations of a disaster situation. Due to extensive flooding in southwest Queensland in early February 2012, the Minister for Police, Corrective Services and Emergency Services declared disaster situations under the provisions of the DM Act for the districts of Roma and Charleville, which remained current for 14 days.

The Minister also declared a disaster situation for the district of Townsville on 20 March 2012 as a result of extreme storm damage. This remained in force until 28 March.

The QldRA worked with EMQ for preparing material to activate NDRRA relief measures. In 2011-12, nine events were activated for a variety of NDRRA relief measures.

5.2 Disaster coordination centre operation and management

State Disaster Coordination Centre

The SDCC provides an operational venue for the SDCG to provide state-level support to disaster operations through the QDMA and in accordance with the decisions of the SDMG. The SDCC also ensures information about events and disaster operations are well communicated.

The SDCC regularly liaises with the BoM about severe weather affecting communities throughout the state. During the reporting period, the SDCC received a total of 4,375 weather notifications from the BoM in the form of warnings, bulletins and advice. Of the notifications received, 1,674 required follow-up action by the SDCC. The remainder of the notifications required none or minimal action, as they related to routine reports such as coastal waters wind warnings, gale/storm warnings for shipping, tropical cyclone outlooks, tropical cyclone information bulletins and flood summaries.

The table below provides a list of disaster events in which the SDCC was both activated and assisted in numerous statewide minor operations that did not warrant formal out of hours activation.

Disaster Event	Event Date
Hendra Virus	July to September 2011
Queensland Bushfires	August to November 2011
TC Fina	December 2011
TC Grant	December 2011
South Queensland Flooding	November to December 2011
Phobos-Grunt Space Probe Re-entry	15 January 2012
South east Queensland Heavy Rainfall and Flooding	23-26 January 2012
Western Queensland Tropical Low	January to February 2012
Atherton Tableland Flash Flooding	3 to 4 February 2012
TC Jasmine	5 to 16 February 2012
North Coast Queensland Low	24 February to 7 March 2012
Northern and Far Northern Queensland Flooding	March 2012
East Coast Low North Coast Queensland	March 2012
Hendra Virus	May to June 2012

State Health Emergency Coordination Centre

During the reporting period the disaster management arrangements for health were enacted on a number of occasions in response to local, state and international events. These arrangements included both lean forward and full activation of the Queensland Health SHECC, including:

- preparedness during visits by dignitaries to Queensland and other regions including Her Royal Highness Queen Elizabeth II;
- response to natural disaster events (local, state and international);
- impact of service provision resulting from the stranding of clinicians affected by the QANTAS fleet grounding in response to industrial action;
- quarantining and subsequent recall of ethylene glycol contaminated human albumin solutions and management of available human albumin solution stocks in the interim;
- localised disaster events including the Charleville gas leak;
- coordination of evacuation from multiple hospital and nursing home sites in response to south west Queensland flooding during the 2011-12 summer season and repatriation of patients. Evacuation sites included: Charleville Hospital, Charleville Nursing Home, Dirranbandi Hospital, Mitchell Hospital, St George Nursing Home, Warrawee Nursing Home (St George); and
- provision of psychosocial response and support to communities affected by extreme weather events in the 2011-12 summer season. These activities included:
 - regional deployment of a range of staff including: doctors, allied health, nursing, operational and administrative staff to assist in both the acute response and recovery phases;
 - provision of information packages tailored to the needs of both deployed staff and evacuees;
 - provision of psychosocial community support and outreach services; and
 - activation of local psychosocial support services.

The provided psychosocial support services were provided as both clinical and outreach services and included:

- bereavement support;
- behavioural mitigation support targeted to parents;
- behavioural support targeted to children; and
- counselling services.

Resilience and recovery were a particular focus in many communities due to the size and frequency of recent extreme weather events.

Biosecurity Queensland Control Centre

High quality emergency response systems for biosecurity are important given Queensland's experience in dealing with a large number of significant pest and disease outbreaks. This trend is expected to continue. In 2011-12, Biosecurity Queensland (a service of DAFF) provided emergency/incident management advice and specialist operational support to emergency/incident responders during:

- False Panama – September 2011; and
- 13 independent Hendra virus responses (throughout reporting period).

Biosecurity Queensland provided oversight and management assistance and conducted quality assurance assessment of selected Hendra virus field operations and within the Local Control Centre established at the Biosecurity Queensland Control Centre located in Oxley. This action ensured that all of these operations were undertaken to the highest standard thereby providing the maximum protection possible to the community from these biosecurity threats.

5.3 Communications

The role of the media in times of disaster

The DCS Media and Corporate Communications Branch (MACC) played a key role during the 2011-12 disaster events, ensuring the provision of timely and accurate information to the Queensland community.

The DCS MACC operated 24/7 for both media and social media purposes responding to significant volumes of media enquiries; issuing media releases, alerts and warning; hosting regular live media crosses from inside the SDCC, including early morning and daily crosses to nationally televised morning shows, news bulletins and current affairs programs; and live streaming press conferences.

During disaster events the DCS MACC played a vital role in a range of tasks in addition to its traditional media liaison role. This included recording and assisting in the issue of Emergency Alerts, coordinating key messages broadcast by other government departments, providing and ensuring local radio stations broadcast accurate up-to-date warnings to the public, and involvement in online activities associated with disasters.

In 2011-12, the national Emergency Alert system was used on 24 occasions to deliver warnings and critical advice to western Queensland communities that were affected by flooding. The warnings and alerts are sent to defined areas and allow people to prepare and have an action plan in place depending on the type of disaster event.

Further, the social media team played a vital role, engaging extensively with the public and providing key intelligence which contributed to enhanced timely decision making within the SDCC.

The MACC undertook significant engagement and information sharing with the public monitor reports published in the mainstream media; played a central role in the whole-of-government Crisis Communication Network (CCN), contributed to Offers of Assistance functions, supported the SDMG, SDCC and State Operations Coordination Centre in media and communications requests and advice; and tailored delivery and use of disaster related campaigns including *If It's Flooded Forget It*, and *Get Ready Queensland*.

The widespread use of conventional and new age media was also utilised by QPS Media Branch including Facebook, Twitter, Live Stream and television media news releases during the preparation, response and recovery phases of disaster management. This allowed timely and relevant communication of information to the community and was particularly useful to dispel rumours and incorrect information, and provide advice in relation to road closures and advice to the community.

All Hazards Information Management Program (AHIMP)

The AHIMP is targeted at improving the exchange of information amongst emergency services agencies, government agencies and the community. The program also addresses key findings and recommendations by the QFCoI. The DCS allocated \$6.9 million, over three years to the AHIMP which was initiated in March 2011. This program was developed to integrate a number of improvements into the QDMA, with the objective to ensure the right information reaches the right place at the right time. This will be achieved by the delivery of a number of key system enhancements and capabilities to support disaster management in Queensland.

The program has delivered:

- a social media presence for DCS and enhanced Emergency Services and Safety Website to better inform the public of important emergency information;
- a Community Emergency Inventory, where businesses can pledge materials of services to support disaster effected communities; and
- a new Intelligence Capability for the SDCC, including the real time analysis of social media to better inform decision makers of unfolding events.

Queensland Government Crisis Communication Network

The CCN comprises communications managers and staff from relevant agencies. The CCN is activated by the SDMG and is used to facilitate the delivery of public information during disaster events. 'The Queensland Government Arrangements for Coordinating Public Information in a Crisis' (the Public Information Arrangements) for the coordination of cross government public communication activities during an incident or crisis have been reviewed and updated. The CCN publish the Public Information Arrangements on Queensland's www.disaster.qld.gov.au website.

The renewed Public Information Arrangements were endorsed by SDMG on 8 November 2011 and provide the mechanism to set out lead agency responsibilities for different types of disasters, activation triggers, coordination processes and contacts for use of media and communication tactics, including social media and SMS messaging during disasters. The publication includes reference to supporting standards and templates that can be utilised to ensure consistency in messages from different agencies. The inclusion of social media and SMS messaging in these guidelines will ensure the coordinated use in a crisis and also enhance the capabilities of the CCN to evolve and respond as an incident unfolds.

During 2011-12, the CCN presented the final report of the CCN Review 2011. The review analysed the CCN's performance during the flood and cyclone disasters of 2010-11 and presented 10 findings for consideration by the DPC as chair of the CCN. The findings highlighted areas for improvement to ensure more timely and effective communication to affected communities in the event of a natural disaster.

Smart Service Queensland disaster services

SSQ provided support to a number of natural disaster events including the Queensland regional floods and Townsville storms. The support included a range of contact centre services for EMQ, DCCSDS and DPC.

The demand on SSQ during this period included:

- delivering the SES 132 500 hotline.
During the period between 1 -10 February 2012, a total of 1012 calls were answered on the SES Hotline, peaking at 503 calls over the two day period of 3-4 February 2012;
- processing online donations for the Premier's Disaster Relief Appeal as well as taking donations over the phone;
- Community Recovery Phone Support during disaster events; and
- establishing the Queensland Floods and Donation websites.

These coordinated disaster services were of great benefit to the community because the systems, technology and expertise of SSQ provide for a straightforward process for individuals to contact government for disaster information and assistance during disaster events.

SSQ also provided support to the DoC community recovery line and telephone support to the QldRA. Failover and redundancy arrangements also allowed provision of these services quickly and efficiently so that SSQ dealt with the high peaks in call volumes during these events.

5.4 Response deployments

Queensland Government deployments

During the 2011-12 reporting period 86 police officers and QPS staff members worked at the SDCC, providing 24 hour coverage during flood events and cyclones. This included four staff members providing secretariat support to the SDMG. There were 243 police officers and staff members deployed to assist regional police, DDMGs and LDMGs in affected areas. Police Air Wing flew 27,822 kilometres, logged approximately 108 hours flying time and carried 544 passengers and associated cargo.

The impact on the QPS capacity to respond to core business in flood affected areas was managed through a range of initiatives, including:

- re-assigning responsibility for provision of services to adjoining divisions where responsible divisions were isolated;
- using aircraft to respond to urgent calls for service in isolated areas;
- prioritising calls for service to ensure public safety;
- providing relief staff from other districts, regions and commands;
- seeking assistance from interstate police; and
- suspending some non-urgent activities.

The EHP was directly involved with the Critical Incident Declaration associated with the livestock carrier the *MV GL LAN Xiu* Brisbane River Oil Spill. The spill took place from 23 January to 10 February. Approximately five tonnes of oil was spilt during the bunkering accident. The EHP provided environmental advice to Maritime Safety Queensland, the lead combat agency, and through actions supporting oiled wildlife response. Four oiled Australian Pelicans were taken into captive care, cleaned, rehabilitated and released as a part of the response.

All QAS regions have risk mitigation strategies in place to ensure the QAS is well positioned to respond to future disasters. Regions have plans in place to ensure sufficient availability of equipment, vehicle operational readiness and clinical supplies to provide the community of Queensland with the best possible care and service delivery.

At local level, Regional Ambulance Coordination Centres work in unison with the LDMGs and DDMGs to gain situational awareness for the management and deployment of emergency medical services to the affected community. From a state perspective, the QAS State Operations Centre is activated to support the Regional Ambulance Coordination Centres by providing response and logistic solutions. This approach ensures continuity and linkage between the State Disaster Management framework. This was beneficial during the south west weather event, ensuring coordinated evacuation of St George, Charleville, Roma and surrounds.

During the 2011-12 severe weather, the QFRS swiftwater rescue capability was activated to respond to approximately 271 swiftwater rescues. As a result of widespread activity and surge in demand, the State Operations Centre (SOC) was activated for 45 days, to coordinate the deployment of additional QFRS staff to meet the demand.

During this time, approximately 3,230 Rapid Damage Assessments were performed by QFRS staff to assist with the prioritisation of tasking, and to assist external agencies with their transition to recovery arrangements.

During the 2011-12 bushfire season, the QFRS urban and rural capability was activated to respond to approximately 15,910 vegetation or bushfires. As a result of this widespread activity and surge in demand, the SOC was activated for 43 days to coordinate the deployment of additional QFRS staff to meet the demand. During this time, approximately 200 advice messages and 30 Watch and Act messages were distributed to the community. There was no Emergency Warnings during the period.

As a direct response to the 2011-12 severe weather events DHPW's maintenance and construction division (QBuild) inspected a 943 government assets within the impacted areas which had sustained a varying degree of damage. During the disaster response and recovery phases of the events, particularly western Queensland, QBuild deployed 30 staff to assist with response and recovery activities. The agency continued to deploy staff to conduct inspections and to assist in recovery works throughout the impacted areas in the many weeks following the flood event.

The DHPW's Disaster Preparedness Group deployed staff to the SDCC at Kedron for eight days to liaise with other departments and coordinate the functional support roles of DHPW. DHPW also supported regional disaster operations through the deployment of representatives to activated DDMGs.

The DTMR deployed staff to the SDCC, the liaison room and activated DDMGs to assist with response operations resulting from flooding in various parts of the state, particularly the south-west. Staff were instrumental in leading the clean-up of the oil spill in the Brisbane River.

In order to provide assistance to councils and to the QDMA, LGAQ deployed Liaison Officers to support the SDCC during activations. Senior LGAQ managers were also deployed to affected areas to provide immediate and critical assistance to councils in the development of Action Plans and the continuation of essential core business activities. The LGAQ continued to develop the Council to Council support program to provide mutual aide, personnel, resources and equipment from unaffected areas to those most impacted.

The LGAQ ensured the views and issues of local governments and the LDMGs were represented at post-operational debriefs and reviews. The LGAQ assisted councils and LDMGs to provide timely support to the community during and after disaster events; developed strategies for the long term recovery of communities; coordinated support for the community during evacuations; and engaged with local service providers and NGOs to adequately address the emergent needs of those impacted directly by the events.

The QPWS undertook disaster-related activities on 200 park and forest reserves in 2011-12 and repaired damaged park infrastructure and roads that were closed due to flooding and vegetation damage. QPWS staff provided assistance to LDMGs and DDMGs including ensuring the safety of visitors to parks and forests by issuing warnings of extreme conditions, closing areas where necessary and coordinating evacuations with the QPS.

During 2011-12, DEEDI expanded its Emergency and Business Continuity Framework to include a Brisbane-based 'All Hazards Team' to provide statewide coordination and support to departmental regional offices. The team was available for activation during any large scale emergency event and to coordinate support to the department's regional operational, logistics and planning activities.

Regional DEEDI staff in partnership with the Barcaldine Regional Council responded to the bushfires in the Barcaldine Regional Council area in October 2011 with the focus on economic recovery. Departmental staff also initiated a limited response in January 2012 in response to flooding in the Central Highlands and Central West.

The partnership between SLSQ and the Queensland Government was valuable during the Sunshine Coast and the south west Queensland floods in February 2012 when SLSQ was tasked by EMQ to assist with emergency response and evacuations. Additionally on 24 January 2012, heavy rain causing flooding prompted surf lifesaving volunteers from Dicky Beach Surf Life Saving Club to assist the Sunshine Coast community by filling sandbags in readiness of the rising flood water.

In early February 2012 the Westpac Lifesaver Helicopter Rescue Service, from the Gold Coast and Sunshine Coast, provided rescue assistance to south west Queensland around Roma, Mitchell, St George and Charleville during major flooding. Twenty-four crew, three coordinators and 12 fully equipped Inflatable Rescue Boats were also on standby to assist in the south west Queensland floods. To assist operational activities, the SLSQ are involved in SDCC coordination as necessary.

Australian Defence Force deployments

The ADF HQ 7 Brigade maintained an extant Emergency Response Force and close linkages with SDMG member agencies. HQ 7 Brigade remains engaged with other Defence organisations and HQ to assist in the coordination of evacuation assets if requested and directed. HQ 7 Brigade maintains trained staff capable of performing liaison and to assist in planning for transition activities.

During the flood event in February 2012, the ADF supported St George, Roma and Mitchell. The support consisted of:

- 140 Army Personnel (known as the 6 RAR ESF Company Group);
- 24 Royal Australian Navy Personnel;
- 12 Bushmaster Protected Mobility Vehicles;
- One fuel truck;
- Five cargo trucks; and
- One ambulance (to support the ADF personnel).

The soldiers and sailors were deployed to all three locations over the period 6 to 14 February 2012 and conducted the following tasks:

- cleared roads to provide access to private residences;
- clean-up of a St George Nursing Home;
- clean-up of key sporting facilities at St George;
- rubbish removal from areas immediately adjacent to private residences in all three towns;
- engineers removed debris from a bridge over the Balonne River; and
- engineers completed minor repairs to the entry and exit points to the same bridge.

Resource support

During the response to the western Queensland flood events the logistical supply and warehousing division of DHPW, SDS, coordinated the supply of:

- 713 single inflatable mattresses, 26 stretcher beds, and 101 foot pumps;
- 828 sheets and 1180 blankets in conjunction with Queensland Health; and
- 420 cartons (seven pallets) of bottled water.

SDS coordinated:

- a transportation solution for the delivery of 40 pallets of bedding materials loaned from the Gold Coast City Council to Dalby.
- the supply and transportation of bedding and bottled water to evacuation centres across the impacted areas including Roma, Mitchell, Charleville, St George, Dalby and the RNA showgrounds in Brisbane.

In addition to the materials provided by SDS, the QBuild Darling Downs Region coordinated the supply of 10 portable toilets to support the establishment of community evacuation centres in the affected communities.

The government fleet division of DHPW (QFleet) postponed the scheduled auction of Queensland Government vehicles in February 2012 to ensure vehicular capacity to support the response and recovery efforts of government departments and agencies. QFleet provided 24 vehicles and 23 fuel cards to assist with the response to, and recovery from, the western Queensland flood events.

DHPW's Communities' Property Portfolio, on instruction from the DCCSDS, supplied temporary accommodation options in Roma and Mitchell, which were managed by the Maranoa Regional Council:

- Bassett Park (show grounds) Roma (Council owned land):
 - eight two-bed fully self-contained transportable dwellings;
 - eight one-bed transportable dwellings with en-suites; and
 - one ablution/laundry facility with an attached outdoor communal kitchen area.
- Corner Winchester and Isabella Streets, Mitchell (Council owned land):
 - six two-bed fully self-contained transportable dwellings; and
 - two one-bed fully self-contained transportable dwellings.
- Mitchell Caravan Park, Warrego Highway (Council owned):
 - one caravan with en-suite.

Maranoa Regional Council also provided a range of temporary accommodation:

- Bassett Park (show grounds) Roma (Council owned land):
 - Santos P/L provided a 40 one-bed fully self-contained and catered camp for a period of six weeks; and
 - three four-bed bunkhouses with en-suites were provided by a private mining company directly to council and installed by QBuild.
- Corner Winchester and Isabella Streets, Mitchell (Council owned land):
 - three four-bed bunkhouses with en-suites were provided by a private mining company directly to Council and installed by QBuild.

5.5 Evacuation

Queensland experienced monsoonal weather conditions between late January and February 2012 which affected many parts of the state. For example, mass evacuation of residents to evacuation centres occurred by air and road transport, from St George to Dalby, Toowoomba and Brisbane.

The Red Cross managed evacuation centres on behalf of local governments, including:

- two evacuation centres on behalf of Moreton Bay and Gold Coast Councils during heavy rainfall and flooding in that area. This ensured the safety and wellbeing of evacuees with 21 people registered on the National Registration and Inquiry System (NRIS);
- eight evacuation centres on behalf of Murweh, Maranoa, and Balonne Councils in February 2012. This ensured the safety and wellbeing of evacuees with 2,882 people registered on the NRIS;
- two evacuation centres on behalf the Sunshine Coast Regional Council. This ensured the safety and wellbeing of evacuees with three people registered on NRIS; and
- one evacuation centre on behalf of Townsville City Council. This ensured the safety and wellbeing of evacuees with 13 people registered on the NRIS.

Post-event reviews performed by the Red Cross suggested improvements including:

- to account for evacuees sleeping in alternative accommodation in evacuation centre grounds such as caravans;
- to account for affected community members visiting evacuation centres for services but not sleeping at the centre; and
- to reinforce the importance of security at evacuation centres.

The DHPW reported 14 government employee housing properties in the towns of Roma (12) and Mitchell (two) were affected by the western Queensland flood in February 2012. Five properties in Roma that suffered significant damage required tenants to evacuate. DHPW was able to successfully relocate the affected residents to other available vacant government employee housing assets until the necessary remedial works were completed.

5.6 Impact assessment

Tropical Cyclones

The DSITIA Coastal Impacts Unit reported the 2011-12 tropical cyclone season (November – April) was relatively calm with only a few notable events.

- TC Fina (21-23 December 2012) triggered a SDCG teleconference to discuss possible weather conditions over Christmas. The Coastal Impacts Unit provided relevant wave and tide water level information;
- Ex-TC Grant (29 December 2012) activated the Coastal Impacts Unit standby arrangements and coastal/marine conditions were closely monitored; and
- TC Jasmine (1-14 February 2012) resulted in wave and water level monitoring by the Coastal Impacts Unit; however no action was required because the cyclone moved east away from the Queensland coast as it developed.

A review of the 2011-12 tropical cyclone season was the focus of the QTCCC meeting on 1 June 2012 which was attended by a DSITIA Coastal Impacts Unit representative.

Flood data

Hydrographic monitoring staff from DNRM (formerly part of DERM), were deployed prior, during and after major flooding in January - February 2012 in south west Queensland to obtain continuous streamflow gauging data to better define the height to flow relationship in a number of rivers and streams. This was conducted for several gauging stations on the Maranoa and Balonne River Systems when both Mitchell and St George were impacted by record flooding. The information was

used by the BoM to enhance their flood warning model accuracy and ensured the best advice was provided to the public and to the SDCG and SDMG. Hydrographic staff also carried out repairs to flood affected gauging stations on an as needs basis and in some cases camped on site and phoned in river height information directly to the BoM.

Geo-spatial data

The DNRM produced and supplied predictive flood surface maps showing the likely inundation to assist with understanding response requirements. These maps were based on the predictions of the BoM for flood levels at stream gauging stations and LiDAR elevation data. Towns mapped included Charleville, Roma and St George.

Through the Spatial Imagery Subscription Plan the Queensland Government acquired aerial imagery and LiDAR (radar) data over hundreds of flood risk towns throughout Queensland. Using this imagery and data, and the skills of a team of cartographers, flood lines were identified and mapped over all communities seriously affected by the flooding.

Based on the flood lines captures, mapping was produced using aerial photography as a base with the flood lines overlaid to assist in response and recovery activities.

5.7 Donation management

The DCS coordinated a whole-of-government working group to develop the Queensland Policy for Offers of Assistance – Donations, Volunteers and Goods in Disasters, endorsed by the SDMG on 5 December 2011. This policy is consistent with the QDMA and the National Guidelines for Managing Donated Goods and was shown to be an effective instrument in the management and administration of offers of assistance during the disaster events of 2011-12.

5.8 Resupply

The SDCC coordinated 11 state level resupply operations involving approximately 34 tonnes of supplies. Some communities required multiple resupplies due to long periods of isolation caused by road closures due to flooding. Additionally, a number of local governments conducted their own operations which were typically by light aircraft or mustering helicopters to isolated homesteads in their area.

The DTMR was involved in a number of resupply operations, including:

- initiating road network patrols in immediate response to widespread flooding in south west Queensland, assess flood risk on major arterial roads to identify damage and deploy warning signage;
- deploying remote flood water sensors with river gauges, CCTV and Variable Message Signage boards with automatic messaging when flood waters reached road levels;
- working to restore and reopen the state and local road network damaged by flood waters;
- working collaboratively with transport, freight and logistics partners to help coordinate their response processes; and
- working with disaster management groups across the local, district and state levels to coordinate response activities and provide timely and accurate information to stakeholders about interruptions to transport systems and networks.

6. Recovery

“the taking of appropriate measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment” (s4A of the DM Act).

6.1 Financial assistance

Premier’s Disaster Relief Appeal

On 6 February 2012, in response to the widespread flooding in south west Queensland, the Queensland Government launched the Premier’s Disaster Relief Appeal – 2012 south west Queensland Floods. The appeal was established by a Trust Deed issued under the Premier’s Disaster Relief Appeal Fund and managed by the DPC.

The appeal raised \$4,702,000 including a \$2 million contribution from the Queensland Government and Commonwealth Government. The donated funds were disbursed to affected eligible people in south west Queensland by the Australian Red Cross on behalf of the Queensland Government. Financial assistance under the appeal was directed to individuals and families who suffered damage and loss to houses and belongings relating to private occupied residences, with special consideration given to cases of extreme hardship.

Assistance was provided to 481 applicants in the towns of Amby, Augathella, Blackall, Bollon, Charleville, Cheepie, Daymar, Dirranbandi, Eulo, Millmerran Downs, Mitchell, Morven, Rubyvale, Sapphire, St George, Tambo, Thargomindah, Yuleba and Wyandra. Levels of assistance ranged from discretionary payments of \$100 through to \$94,600 for the most severely affected.

After a review conducted by Red Cross a better communication process is required for the distribution of the Premier’s Appeal application forms as well as information on the process for the distribution of funds.

Natural Disaster Relief and Recovery Arrangements

The NDRRA relates to eligible natural disaster, such as bushfire and flood. The arrangements are provided through a cost sharing formula, between the Queensland Government and Commonwealth Government, on a range of pre-agreed relief measures.

Queensland instigated national changes to the NDRRA through its Building it Back Better Report to facilitate the betterment of damaged essential public assets for improving disaster resilience. Queensland also participated in steering groups for the national Location-based Solution project which followed on from the expired National Partnership Agreement on Emergency Alert.

Queensland Reconstruction Authority

As at 30 June 2012, Queensland’s \$12.2 billion reconstruction program was on track with more than \$3.9 billion in NDRRA funded projects delivered, and approximately \$3.4 billion under construction or the tender awarded. The massive program of works is reconstructing infrastructure in disaster-affected communities around Queensland following a series of natural disasters spanning 2009-2012.

The QldRA works hand-in-hand with councils so that funding and progress payments are provided swiftly and reconstruction projects can be expedited without delay. For the most part, the \$12.2 billion is funded by the Commonwealth (75%) and Queensland (25%) governments. The NDRRA assistance has far reaching benefits to the community as it provides vital funding to ensure essential public infrastructure can be restored.

Operation Queenslander

The DSDIP (and the former DEEDI) continued to lead the Economic Line of Reconstruction under Operation Queenslander: The State Community, Economic and Environmental Recovery and Reconstruction Plan 2011-13.

The department provided assistance to businesses and producers with the clean-up, repair and recovery of businesses and producers that have suffered direct damage as a result of natural disasters. The important initiatives implemented by the department include the 2011 Queensland Natural Disasters Jobs and Skills Package, the Rural Resilience Package, the Tourism Industry Support Package, the Flood and Cyclone Recovery Business Program and funding assistance made available through the NDRRA.

These economic recovery initiatives allowed individuals and businesses to resume trading more rapidly.

6.2 Recovery deployments

The SDMG member agencies deployed staff to provide information and support to the community to assist Queensland's recovery efforts.

The DHPW, during the western Queensland floods, had approximately 325 QBuild staff and 234 contractors involved in the assessment, clean-up and recovery effort.

The QPS deployments included over viewing DDCs in the development and implementation of a DDMG recovery strategy; the appointment of the Chief Superintendent, Operations Support Command, QPS as representative on the North Queensland Recovery Authority; membership of the Commissioner of Police, as expert advisor to the State Recovery Group; and ensuring effective planning and management of the coordination of recovery efforts and appropriate reporting to the SDMG.

6.3 Functions of recovery

For the purpose of effective cross-agency collaboration, disaster recovery is conceptually grouped into four functions:

- the restoration of the economy;
- the rehabilitation of the environment;
- the emotional, social and physical wellbeing of disaster-affected residents; and
- the reconstruction of physical infrastructure.

Economic recovery

Flood and Cyclone Recovery Business Program in 2011-12

The DTESB and the former DEEDI managed the Flood and Cyclone Recovery Business Program in 2011-12. This program supported targeted businesses impacted by the Queensland floods and TC Yasi from November 2010 to February 2011 and the western Queensland tropical low from January to February 2012. The program closed on 30 June 2012.

Support was provided for businesses to engage an independent third party provider to assist businesses develop an action plan to recover, strengthen the business position and build resilience to meet future challenges, or prepare information for financial institutions.

The Flood and Cyclone Recovery Business Program allowed many businesses to effectively re-evaluate their business model to re-establish and grow their business.

Rural Resilience Package

The Rural Resilience Package is jointly funded by the Australian Government and Queensland Government, with up to \$10 million provided by each government. The package targeted the areas hardest hit by TC Yasi, including the Cassowary Coast, Hinchinbrook and parts of the Atherton Tablelands, Charters Towers, Etheridge, and Flinders local government areas.

By 30 June 2012, the package was largely complete, however, continued rain hampered clean-up and recovery activities. Consequently, the remaining activities will be completed in 2012-13, and supported by funding available under the package.

The Package funded Industry Recovery Officers (IROs), farm financial counsellors, and industry and community grants across areas impacted by the effects of TC Yasi. The main component of the

package was Operation Clean Up. Similar to TC Larry's Operation Farm Clear (2006), its purpose was to assist with the removal of debris from primary production and tourism enterprises. Over 915 businesses received help under this program by 30 June 2012.

Operation Clean Up

Operation Clean Up assisted the continuity of the rural workforce that might otherwise be displaced until farms were restored to normal production. The following elements accelerated rural recovery.

- Almost \$7 million to employ local labour through community based organisations, with the final \$2.6 million provided in 2011-12. This component of the project was completed in February 2012.
- Approximately \$6 million for contractors to assist with the clean-up in circumstances where it is unsafe or impractical to use clean-up crews, for example in waterways or in localities where there are few local unemployed workers. Approximately \$3.6 million was spent in 2011-12.
- Waterway debris removal is coordinated with the QldRA, Local River Improvement Trusts, Natural Resource Management groups and the DNRM. The coordination ensured an efficient clean-up process that streamlined activities on properties and avoided duplication with other programs that were also eligible for NDRRA funding.

Operation Clean Up was closed to new registrations in December 2011. However, by the end of the wet season, debris and clean-up problems resulting from TC Yasi continued to be identified. The Minister for Agriculture, Fisheries and Forestry therefore reopened Operation Clean Up for new registrations for an additional two weeks, resulting in 112 applications received from the Cassowary Coast region. The additional applications are estimated to cost \$1.4 million in 2012-13.

Industry Recovery Officers

The Rural Resilience Package funded 17 IROs based in industry organisations to provide direct, face-to-face assistance to producers to identify impediments to recovery, address technical issues, access available assistance. The IROs provided a vital link to inform industry associations and government about emerging issues and areas of continuing need. Approximately \$1.8 million was provided to the IRO program over 2010-11 and 2011-12, and was completed in March 2012.

Industry Grants

More than \$1.6 million in industry grants were made to help industries recover from TC Yasi in Cassowary Coast, Hinchinbrook and portions of Cairns, Charters Towers, Etheridge, Flinders and Tablelands councils. Grants of up to \$100,000 were aimed at boosting economic recovery and helping industry to better prepare for future severe weather events by funding training, equipment or materials, marketing campaigns, investment in new technologies for long-term sustainability, and business recovery activities. By 30 June 2012, the majority of the projects funded by the grants had been completed, worth over \$1 million.

Community Grants

Over \$1.5 million in grants of up to \$50,000 were provided to more than 40 community groups to help improve recovery and build stronger communities. By 30 June 2012, the majority of these projects were complete, with nearly \$1.4 million in grants provided.

NDRRA funding

The NDRRA financial assistance measures are designed to assist with the clean-up, repair and recovery of businesses and producers that have suffered direct damage as a result of a natural disaster. The assistance is aimed at assisting community recovery and a faster return to production.

Category B (concessional loans up to \$250,000, freight subsidies of up to \$5,000), Category C (clean-up and recovery grants of up to \$25,000) and Category D (grant and loan package of up to \$650,000 with grant component of up to \$50,000) financial assistance was activated in response to the 2011 flooding and TC Yasi, and continued to be available during 2010-11.

Category C measures are designed to assist with community recovery in response to severe events where standard assistance is insufficient. The introduction of Category C requires the approval of the Prime Minister of Australia. The Category D measures under these Activations were no longer

available after 30 June 2012, but the Category C recovery grants were available until 31 October 2012.

In January and early February 2012, a strong tropical low delivered record flooding to river systems with headwaters in the Carnarvon Ranges, including Bungil Creek, the Maranoa, Paroo and Barcoo river systems, as well as the Belyando River in Central Queensland. NDRRA Category B (concessional loans up to \$250,000, freight subsidies of up to \$5,000) and Category C (clean-up and recovery grants of up to \$25,000) assistance was made available to primary producers, small business and not-for-profit organisations impacted by this event.

In addition to the above events, NDRRA Category B Activations (concessional loans up to \$250,000, freight subsidies of up to \$5,000) were made available to primary producers impacted by bushfires in August-November 2011, and for producers impacted by the north coast storms, flood and east coast hybrid low in February 2012.

NDRRA recovery grants and loans are provided by the QRAA under the *Rural and Regional Adjustment Act 1994*. NDRRA freight subsidies are provided by DAFF. Cumulative NDRRA assistance for the 2011 Queensland Floods and TC Yasi as at 30 June 2012 is detailed in Appendix 4.

Tourism Industry Recovery Officers

Establishment of four Tourism Industry Recovery Officer positions across areas affected by flooding and TC Yasi was a key response to support tourism industry recovery in these regions. These roles were funded as part of the \$20 million Rural Resilience Package.

Tourism Industry Recovery Officers worked with tourism businesses to provide direct assistance and help connect businesses to available support programs. In addition, these officers provided government with on the ground intelligence about recovery issues and needs. Tourism Industry Recovery Officers also assisted in the coordination of activities relating to short, medium and long term structural issues.

Tourism Industry Recovery Officers based in Cairns and Townsville were extended until March 2012, due to the continuing need of industry support.

Collectively, the four Tourism Industry Recovery Officers assisted over 200 businesses on a one-to-one basis and performed a critical role in broader industry recovery issues such as brokering meetings to progress marine infrastructure reconstruction at Mission Beach and ensured clearing of walking trails in time for the 'On a Mission' event.

Agriculture

The former department DEEDI played a pivotal role in the provision of assistance to flood affected primary producers through the following initiatives.

- During the disaster response phase, the department collaborated closely with various DDMGs, Community Recovery Groups, LDMGs, Cotton Australia and Agforce to highlight flood damage and losses to vast areas of south west Queensland.
- The department conducted an aerial survey of pastoral areas along the Maranoa and Balonne River System with Agforce. Individual graziers along the river were contacted by UHF or in person to discuss flood issues and ensured the families were safe. The department identified livestock marooned on higher ground but with some access to pasture, and a number of properties that sustained significant infrastructure damage.
- Biosecurity Queensland provided mapping to assist with ADF property visits to rural landholders and worked closely with the DDMG operations unit.
- NDRRA Category C Recovery Grant assistance was requested for producers within the council areas of Maranoa, Balonne, Murweh, Paroo, Barcaldine, Blackall-Tambo and part of Quilpie, which was agreed by the Premier for Queensland and the Prime Minister for Australia.
- The department's mobile recovery teams toured the region in February, visiting Roma, Mitchell, Charleville, Cunnamulla and St. George delivering information forums and mobile office deployments.

Flood Recovery Package

Following the 2011 Queensland Floods, additional assistance was made available to organise and undertake debris clearance and remove chemicals as part of the Flood Recovery Program (FRP). The FRP is a \$2.35 million package provided for intensive flood recovery activities. This package supported debris clean-up and chemical container clearance assistance in the areas worst impacted by the flooding.

The FRP also supported the funding of additional Farm Financial Counsellors, Flood Recovery Officers, and biosecurity pest and weed management strategies. Although technical aspects of the FRP concluded on 30 June 2011, some of the additional Financial Counsellors were extended until 30 June 2012.

Bushfire Recovery 2011

Major bushfires burnt over 600,000 hectares and between 8,000 and 12,000 head of cattle in the Barcaldine Regional Council area were impacted. Most of these stock required feeding or shifting, and subsequently the shire was declared as a disaster area. The declaration provided financial assistance for primary producers in the form of freight subsidies and low interest loans under the NDRRA Category B arrangements. Several holdings were declared as Individually Disaster Stricken Properties in the Charters Towers, Charleville, and Bulloo shires due to severe bushfire damage. These properties were also eligible for freight subsidies and loans separate to NDRRA assistance.

Additional actions included:

- Assistance to the Barcaldine Regional Council for coordinating the supply of emergency donated fodder to producers for stock at risk. This allowed the people with stock at the greatest risk of starving access to short term rations while they organised alternative fodder or agistment. A fodder and agistment register was developed that allowed producers with stock at risk to interact with producers wishing to donate fodder and/or agistment.
- Two temporary officers were appointed to assist producers with stock and pasture management, at a cost of \$16,670. These officers provided on ground support to landholders to help them assess the quantity of their remnant pasture, the feed requirements of their remaining stock, and advice on the expected recovery time for pasture prior to the reintroduction of stock.
- Biosecurity officers provided additional inspection services for properties infected with, or at risk of cattle ticks. Outbreaks of cattle ticks in the burned areas of the Barcaldine Regional Council area required stock from infected and at risk properties to be inspected or treated prior to being shifted off property.

Environment

The DNRM Spatial Information group continued to identify flood plain areas statewide, in response to the 2011 floods and in accordance with the QldRA resilience and rebuilding guidelines.

The DSITIA Coastal Impacts Unit:

- finalised installation of a temporary storm tide gauge at Lucinda which was previously destroyed during TC Yasi in February 2011;
- processed claims for government assistance as part of the NDRRA to re-establish a permanent gauge at Lucinda; and
- prepared and presented a technical paper, "*Tropical Cyclone Yasi: Coastal Inundation Levels*" at the biannual Australasian Coasts and Ports Conference held in Perth WA from 28 to 30 September 2011.

By 21 June 2012, all 162 national parks damaged by the 2010-11 disasters had re-opened either partially or completely, and the DNPRSR had completed over 50% of an estimated \$23.7 million in Restoration of Essential Public Asset restoration works. An additional 22 national parks were significantly damaged by 2011-12 floods (approximately \$1 million in damage). By the end of the reporting period, 15 parks were partially or completely opened.

Waterway and coastal recovery

The former DERM led the delivery of a special \$8.4 million package to assist in riparian waterway and coastal recovery, funded through Category D of the NDRRA. The funding supported communities across Queensland to clear debris from waterways, restore natural values in important coastal areas affected by TC Yasi and address natural resource impacts from floods and cyclones. The program included:

- \$2.8 million for waterway restoration and debris clearing in south east Queensland, and in particular the Lockyer Valley, and the Brisbane and Burnett river catchments;
- \$2.6 million to assist with restoration of riparian areas in south-west Queensland, including repair of riparian fencing and dealing with erosion and pest plants related to impacts of flooding;
- \$2 million for critical waterway and coastal restoration in areas of north Queensland affected by TC Yasi; and
- \$1 million distributed across other flood and cyclone-affected regions of Queensland including the Fitzroy Basin.

The *Acute Riparian, Flood Plain, Coastal and Farm Clean Up Works* program was implemented through contracts with eight regional natural resource management (NRM) bodies and one regional council. Each regional NRM body took an approach to suit their delivery model. A summary of achievements in 2011-12 by regional NRM bodies with NDRRA funding is summarised in Appendix 5.

Human-social

NDRRA funding administration

The NDRRA was activated and funding was made available to support individuals, families and communities in response to the 2010-11 events.

Administration of these grants during 2011-12 included:

- the Personal Hardship Assistance Scheme for 52 local government areas and approximately \$39 million distributed;
- the Essential Service Safety and Reconnection Scheme with \$2.88 million provided in response to 1,625 claims; and
- Grants and Loans for NGOs with 373 grants payments made to disaster affected NGOs, of approximately \$4.661 million and two concessional loans of \$0.895 million, with a further four concessional loan applications conditionally approved to the value of \$1.977 million.

The NDRRA Personal Hardship Assistance Scheme was activated in 31 local government areas. Approximately \$4.7 million was distributed to over 5,000 Queenslanders. The scheme is comprised of the:

- Emergent Assistance Grant, a small payment for immediate needs post-disaster, (up to \$180 for individuals and \$900 for families);
- Essential Household Contents Grant, to assist in replacing essential goods, (up to \$1,765 for individuals and \$5,300 for couples/families); and the
- Structural Assistance Grant, to assist making homes habitable again (up to \$10,905 for single adults and \$14,685 for couples/families).

The latter two grants are means tested and are not intended to replace adequate insurance coverage.

The Essential Services Safety and Reconnection Scheme provided 37 grants, totalling \$46,397 paid to low income Queenslanders to enable them to have damaged essential services safety tested and reconnected. The grants are means tested and provided up to \$5,000 to conduct safety testing and reconnect essential services to affected homes.

The Category C and B Schemes of the Grants and Loans for NGOs were also activated in response to the 2011-12 disaster events. As at 26 July 2012, 27 grants were paid to the value of \$0.24 million.

Several schemes were established under the NDRRA to assist charities and non-profit organisations in the event of a disaster; these included:

- NGO Recovery Grants (Category B) - Grants of up to \$10,000 to help with the costs of repairing and replacing office equipment and cleaning premises;
- NGO Recovery Grants (Category C) - Grants of up to \$25,000 to help with the costs of repairing and replacing office equipment and cleaning premises;
- NGO Recovery Loans (Category B) - Concessional loans of up to \$100,000 with a grant of up to \$5000 to help with costs of repairing and replacing damaged plant and equipment, repairing buildings and replacing lost stock; and
- NGO Recovery Loans (Category D) - Concessional loan of up to \$600,000 with a grant of up to \$50,000 for major repairs and replacement of equipment.

The DCCSDS responded to the 2011-12 flooding and other disaster events with the activation of grants and loans from its suite of financial assistance packages and with the establishment of Community Recovery Centres as the response transitioned to recovery.

Community Recovery and Wellbeing Package

The DCCSDS activated funding support for affected communities and continued to implement the Community Recovery and Wellbeing Package (2010-11) to promote human and social recovery, and build resilience.

The Community Recovery and Wellbeing Package (the Package) was established under the NDRRA in response to the 2010-11 events. The department continues to drive the initiative and is guided by the Human and Social Sub-Committee, chaired by the Director-General DCCSDS. The Package comprises \$39 million in funding to support community recovery, mental health, financial wellbeing and people with a disability:

- \$20 million (Category C NDRRA) for a Community Development and Recovery Package to fund community development and intensive support to disaster affected communities;
- \$11.25 million (Category A NDRRA) for a Mental Health Disaster Recovery Package;
- \$5.8 million (Category A NDRRA) for Financial Counselling to support families and individuals affected by the disasters; and
- \$2 million for support to people with a disability, their families and carers.

The Package is aimed at restoring and further developing community networks and community leadership to manage the impacts of the disaster, identify community needs, and drive the implementation of priority recovery and resilience building projects. Community Development Officers planned and implemented a wide range of community and resilience building events and activities. Approximately 30,000 people in affected communities participated in funded events and activities during May – June 2012. The events and activities included:

- preparedness activities such as Rural Fire Service Training for young people, a cookbook of recipes that can easily be made with emergency/long life provisions, flood and bushfire preparedness workshops, the provision of emergency kits and chainsaw skills for women;
- commemorative activities such as special commemorative days and events, commemorative gardens, awards and plaques; and
- community building and networking activities such as the establishment of Men's Sheds, community and other open days, Laughing Yoga Teacher training, art based community projects and pamper days for women in disaster affected communities.

This work will lead to more self-reliant communities that are better prepared and able to lead their own recovery for future disaster events.

As a part of the continuing recovery efforts from the 2010-11 disaster events the DCCSDS operated Community Recovery Referral and Information Centres (CRRIC) in ten impacted communities. The CRRICs were hubs at which disaster affected persons could apply for financial assistance and access information and support. The CRRICs were staffed by officers from the DCCSDS and staff from community recovery partner agencies such as Centrelink, Lifeline Community Services and the Australian Red Cross.

In response to the 2011-12 disaster events, DCCSDS activated service delivery models including targeted outreach, Community Recovery Centres, the Community Recovery Hotline and service outposts. Outreach was targeted to people impacted by the disasters by needs-mapping utilising the QldRA's Damage Assessment and Reconstruction Monitoring System. Community Recovery Centres were gradually transitioned to CRRICs and in turn, as demand decreased, the remaining clients were transitioned to existing services.

The Community Recovery Hotline is the responsibility of the department, with calls to the hotline managed by SSQ. During 2011-12, 8052 calls were answered on the hotline while the Community Recovery web pages received more than 44,754 page views from approximately 30,831 visitors.

The Red Cross provided personal support to:

- 3,750 people at six Recovery Centres and seven outreach locations during the western Queensland tropical low; and
- 2,340 people at one Recovery Centre and during outreach during the east coast low in Townsville.

After action reviews identified better communication about the location of Community Recovery Centres, the size of multi-agency outreach teams and a consistent approach for interagency briefing and debriefing.

Aboriginal and Torres Strait Islander Community Recovery Services

DATSIMA provided Indigenous Liaison Officer (ILO) staff to recovery operations in Mitchell, Charleville and St George from February to March 2012. Following ongoing recovery activities in previous years, the DATSIMA team determined that Aboriginal and Torres Strait Islander people were not accessing the full range of support available to them in the aftermath of natural disasters. This was due to a reluctance to attend Community Recovery Centres generally.

The ILOs provided support to Aboriginal and Torres Strait Islander people to access recovery support and assistance, and provided intelligence to the Community Recovery Centres and teams. The ILOs also provided conflict resolution with some Aboriginal and Torres Strait Islander communities and provided assistance in case management of Aboriginal and Torres Strait Islander clients with high/complex needs. The ILOs provided support in evacuation centres established in Dalby for St George residents. Assistance to evacuated residents included access to services such as health and clothing services, liaison with community members regarding situational updates and ensured overall wellbeing of Aboriginal and Torres Strait Islander evacuees.

Approximately 90% to 100% of Indigenous residents accessed the entire spectrum of support services provided through the Community Recovery Centres rather than only receiving an emergent payment, as has occurred previously.

Overall the community benefit in small communities, such as Mitchell, was significant. Primarily, this was due to the ILOs linking Aboriginal people to broader support including property cleaning and repairs. The support enabled repair or replacement of community infrastructure to occur consistently and efficiently.

The DATSIMA also facilitated a whole-of-government response in Wujal Wujal regarding critical infrastructure that was destroyed, specifically the Bloomfield River crossing.

Kowanyama and Pormpuraaw Disaster Recovery event

The DATSIMA provided critical advice and consultation in relation to the declaration of a disaster in the remote Aboriginal and Torres Strait Islander communities of Pormpuraaw and Kowanyama. This included assistance to the DDMG and LDMG of these communities with expert advice about resupply of food and possible infrastructure needs.

The communities received more timely intervention due to the advice of DATSIMA and well established networks that DATSIMA staff members have developed. Key agencies such as EMQ, received better quality intelligence which confirmed advice from the LDMGs of these communities. This intelligence potentially led to a more timely response from disaster management organisations. Disaster responses were more culturally sensitive to the needs of these remote Aboriginal and Torres Strait Islander communities.

The DATSIMA staff assisted as a liaison point with critical on-the-ground NGO support and possible solutions for disaster recovery activities undertaken by the DoC. Staff provided expert cultural advice which directed the form of disaster recovery taken and helped to manage expectations of recovery efforts for both communities. The DATSIMA far north Queensland region were successful in receiving funds to employ two Aboriginal and Torres Strait Islander trainees to work with the Aboriginal and Torres Strait Islander communities of Cassowary Coast and Atherton Tablelands local government areas. These trainees are working with the DATSIMA team to assist the TC Yasi affected residents to build community resilience.

The type of recovery operations undertaken were effective and targeted those residents that were directly affected by the event. Due to well-established networks, DATSIMA was able to develop clear communication protocols for the Community Recovery team that assisted on-the-ground interventions and provide timely response. Relevant agencies to the disaster recovery phase of this operation encountered many barriers. This was identified as an opportunity to plan for a larger scale event in a remote Aboriginal and Torres Strait Islander community including: supply of appropriate infrastructure for recovery support staff; appropriate food and water supplies to the effected community and contingencies for damaged critical infrastructure.

Local council recovery

The LGAQ provided support to councils for developing and delivering recovery activities for communities severely impacted by disasters. The LGAQ assistance was designed to augment the existing local capabilities of councils and communities. The LGAQ assistance included:

- management of the Community Development Engagement Initiative (CDEI) funded under the Community Recovery Package of the NDRRA in 17 councils which employs 26 CDEI Officers in the communities most impacted by the December 2010 - January 2011 flood and cyclone events;
- representation of council views and interests on state-level recovery committees;
- liaison with state and federal agencies to refine, and where necessary redefine the NDRRA Determination and guidelines to ensure the most cost effective and efficient delivery of recovery strategies in communities;
- representation of local government in respect of council owned and/or operated assets damaged by events, to ensure repair and restoration is appropriately undertaken and resourced;
- ongoing representation in a range of committees and forums to ensure future residential/business developments and public assets are designed to minimise the impact of disasters on the community; and
- participation in the development of coherent and practical frameworks to minimise the environmental and/or economic impacts of disasters on the broader community.

The LGAQ assisted councils and LDMGs to develop and implement more effective recovery processes and activities in affected communities. This provided better value for money during recovery and reconstruction activities, essential for the long term recovery of affected communities.

Community Development Engagement Initiative

The CDEI Officers worked closely with local councils and communities to develop, support and provide events and projects aimed at improving community resilience to disasters. These included anniversary events and the building of memorials; art and other community projects that allow affected people to express, share and reflect on their reaction to the disasters; the provision of disaster and preparedness related information and skills; and general community development activities to improve resilience. Over 300 projects are completed and over 215,000 points of engagement were made since the inception of the CDEI.

Projects and events included: Pamper Days for flood affected women (Banana Shire Council); a Garden Recovery Project where volunteers re-landscaped flood affected gardens (Brisbane City Council); 'Afloat', an ongoing arts project in Bundaberg which included 'Footprints' (a public art project) and a program of community training in digital story making; the 'Together We're Stronger' disaster preparedness information website and pack giveaway (Cassowary Coast Regional Council); Conversation about Loss Workshop (Central Highland's Regional Council); Flood Commemoration Event – Stone of Courage (Ipswich City Council); Murphy's Creek Pet and Animal Memorial (Lockyer Valley Regional Council); 'Recipes for Disaster' providing recipes and tips for making tasty and healthy meals from long life food with limited cooking equipment (North Burnett Regional Council); and the Pillars of Strength Flood Memorial (Somerset Regional Council).

Financial Counselling

The DCCSDS funding of \$5.8 million provided financial counselling services via a statewide hotline and 16 service outlets across the state to support communities severely affected by disasters. The outlets and hotline provided straight forward information and advice and more intensive support for clients with complex needs. As at 30 June 2012, these services provided 25,756 hours of direct support to 23,650 new clients who were specifically disaster affected.

Disability Care Plans

Up to \$2 million was provided for DCCSDS led assistance for flexible and time-limited support to individuals with a disability, their families and carers in urgent and critical need and unable to access other forms of support as a result of the disasters.

Mental Health Disaster Recovery Package

The *Mental Health Disaster Recovery Package* was led by the DCCSDS and Queensland Health. The recovery package delivered support and intervention services to disaster affected individuals and families to reduce the occurrence of more severe mental illness and to develop coping mechanisms for dealing with the aftermath of disasters and future events. Initiatives included community based support and services through:

- \$6.5 million for additional community mental health services in 11 locations across Queensland; and
- \$3.5 million for mental health information and promotion.

Community mental health services delivered personalised support and group counselling in priority communities. As at 30 June 2012, these services recorded 17,734 contacts for advice, information and referral; provided 2,634 people with one or more individual counselling sessions; and held 2,471 group sessions with attendance of 23,470 people.

Carer Hubs were established in far north Queensland and in south west Queensland to provide support services for families and carers of people with mental illness.

In addition to the *Community Recovery and Wellbeing Package*, specialist mental health care was provided by Queensland Health through:

- \$37.8 million for 126 new temporary specialist mental health staff across Queensland; and
- a statewide family bereavement service to support bereaved families.

Although TC Yasi, flooding and extreme weather events occurred during 2010-11, much of the recovery activities continued into the 2011-12 reporting period. Queensland Health continued to be involved with recovery arrangements to support communities affected by these events and ensure their preparedness for future events. These activities included provision of specialist psychosocial trauma focussed services ('recovery and resilience teams') and the 'family bereavement service'. These services were funded by the Queensland Government and Australian Government under the NDRRA and administered through the Centre for Trauma, Loss and Disaster Recovery as part of the *Queensland Mental Health Natural Disaster Recovery Plan 2011-13*. The plan aims to support community and individual resilience and recovery through strengthening and complementing the existing integrated service system at the state, regional and local levels. To date, this program has resulted in:

- improved capacity building measures and services developed through training and support programs; and
- enhanced clinical service delivery with 10 Recovery and Resilience Teams, including 87 Psychosocial Trauma Specialists.

Education

The DETE and DHPW (QBuild) strengthened processes for and reporting on rectification works to ensure that Queensland state instructional institutions are returned to normal operating status, and that staff and students of the school community can return to a safe and supportive learning environment as soon as possible after a disaster event.

Improved communications and reporting through the DETE incident management system will ensure that DETE Executive Response team are kept well informed, allowing for better decision process, which will assist the return of staff and students back to school in a timely manner.

DETE has processes in place to provide additional human resources to schools in disaster affected areas to allow affected staff to deal with personal issues prior to returning to the school environment.

Infrastructure

Government infrastructure

The DHPW, through QBuild, was involved in the clean-up and recovery of approximately 943 government assets, including schools, police stations, health facilities, government-owned residences and other government infrastructure.

From a community housing perspective, 43 new applications for social housing were received between 1 January 2012 and 30 June 2012, where the applicant was identified as being affected by a natural disaster. Of these:

- 29 were allocated or approved for social housing (including community-managed social housing). This included clients normally deemed ineligible due to home ownership but who have been allocated social housing on a short-term basis; and
- 14 applications were cancelled or found to be ineligible.

The value of the remedial works undertaken by QBuild as a result of the western Queensland flooding and the storm which affected Townsville is estimated at approximately \$9.9 million. This amount does not represent the whole-of-government costs as all rectification works were not undertaken through the department and/or QBuild.

The cost of remedial works undertaken to government housing assets as a result of either the mini tornado in Townsville or the western Queensland flood events are provided in the following tables:-

Severe Storm – Townsville March 2012

In the early hours of Tuesday 20 March 2012, a severe storm described as a mini tornado impacted on the western suburbs of Townsville.

Extent of Property Damage	Community Housing		Indigenous Housing Program		Public Housing		TOTAL	
	Estimated Cost	No. of Properties	Estimated Cost	No. of Properties	Estimated Cost	No. of Properties	Estimated Cost	No. of Properties
Minor ≤\$4,999	\$3,096	3	\$30,692	26	\$169,171	127	\$202,959	156
Major ≥\$5,000 and ≤\$49,999			\$39,431	5	\$2,163,411	142	\$2,202,842	147
Significant ≥\$50,000					\$1,077,678	9	\$1,077,678	9
To be demolished/ demolished					\$349,375	6	\$349,375	6
Grand Total	\$3,096	3	\$70,123	31	\$3,759,635	284	\$3,832,854	318

A varying scale of damage was sustained by public housing assets as a result of the mini-tornado. Remedial works to the lesser damaged assets included removal of tree and building debris, roof repairs, repairs to external cladding and repairs arising from rainwater inundation. Nine of the more significantly damaged houses in Townsville required extensive rebuilding while a further six houses were so badly damaged that they were demolished.

Western Queensland Flooding January 2012

Extent of Property Damage	Community Housing		Indigenous Housing Program		Public Housing		TOTAL	
	Estimated Cost	No. of Properties	Estimated Cost	No. of Properties	Estimated Cost	No. of Properties	Estimated Cost	No. of Properties
Minor ≤\$4,999	\$52,538	18	\$1,205	1	\$1,378	3	\$55,120	22
Major ≥\$5,000 and ≤\$49,999	\$5,563	1	\$132,815	4			\$138,378	5
Significant ≥\$50,000	\$1,107,212	12	\$374,427	4	\$112,825	1	\$1,594,464	17
To be demolished/ demolished			\$780	1			\$780	1
Grand Total	\$1,165,313	31	\$509,227	10	\$114,203	4	\$1,788,742	45

Flood damage sustained by public housing assets in western Queensland included flood inundation, depositing of debris and damaged fencing.

Private infrastructure

At the request of the former DoC; DHPW through QBuild, was directly responsible for the completion of 62 structural assessments on private residences across Queensland damaged by the flooding events in western Queensland and the severe storm affecting Townsville.

In the aftermath of the Townsville storm, which occurred during the early hours of 20 March 2012, several hundred private residential properties suffered varying degrees of structural damage. The majority of the damage was sustained to housing assets within the suburbs of Vincent, Gulliver, Garbutt and Aitkenvale. Many of the older houses contained some asbestos containing material (ACM) in either the roofing material or external cladding. The damaged ACM was littered throughout the affected suburbs constituting an environmental and potentially hazardous situation for residents. At the request of the Townsville City Council, QBuild removed the ACM and decontaminated all public spaces including roadways and footpaths. In addition, decontamination was undertaken at a significant number of public housing properties and two state schools within the affected suburbs.

Fifteen QBuild staff and 50 contractors conducted the decontamination process over approximately one week. Once completed, experienced hygienists were contracted to conduct clearance inspections for the benefit of the community.

Electricity

Restoration of energy supplies, which were interrupted due to damage, inundation or for safety reasons during state disasters, was the responsibility of the energy owner/operators, including Government Owned Corporations. However, the Energy Group (former DEEDI, now DEWS) liaised with energy infrastructure owner/operators to provide advice to DEEDI Departmental Executives on the progress of restoring power and other energy supplies in affected areas.

Water

The OWSR was not involved in any recovery activities during the last twelve months. However, the agency is continuing to provide a monitoring and reporting function on Water Supply and Sewerage Services to the QldRA on the services that were affected by the disasters in early 2011.

Transport infrastructure

The DTMR effectively restored disaster-impacted road, bridge and rail infrastructure to ensure transport systems were reinstated as quickly as possible to provide the community and industry with access across the state. The department utilised remote sensors to quickly identify receding waters and deploy inspection teams to undertake mandatory inspections of all structural transport system components and pavements.

The DTMR led the work of a multi-stakeholder transport infrastructure reconstruction committee and worked collaboratively with transport, freight and logistics partners and stakeholders to streamline recovery processes. A dedicated statewide freight and heavy vehicle permits office ensured timely recovery and restoration of logistics and freight movement.

Local government infrastructure

The 'Royalties for the Regions' funding program assist councils' resource projects for new and improved critical infrastructure, roads and floodplain security projects. The Floodplain Security Scheme is one of three funding streams. The scheme assists in the building of levees, bypasses, flood mitigation dams, flood retention basins and other key projects to protect Queensland communities from flooding. The funding includes \$40 million over four years.

Benefits of this program include increase liveability by reinvesting in communities to help build new and improved communities, roads and floodplain security infrastructure.

Cultural Precinct recovery works

Under renewed principal service contracts for the Cultural Precinct, the Principal Contractors recovery works may include such actions as: make safe; make secure; clean-up work carried out relating to building/s damaged or destroyed; reinstatement of damaged building/s; provision of interim replacement accommodations, arrange for the isolation of services to the affected areas and barricade fencing, if required.

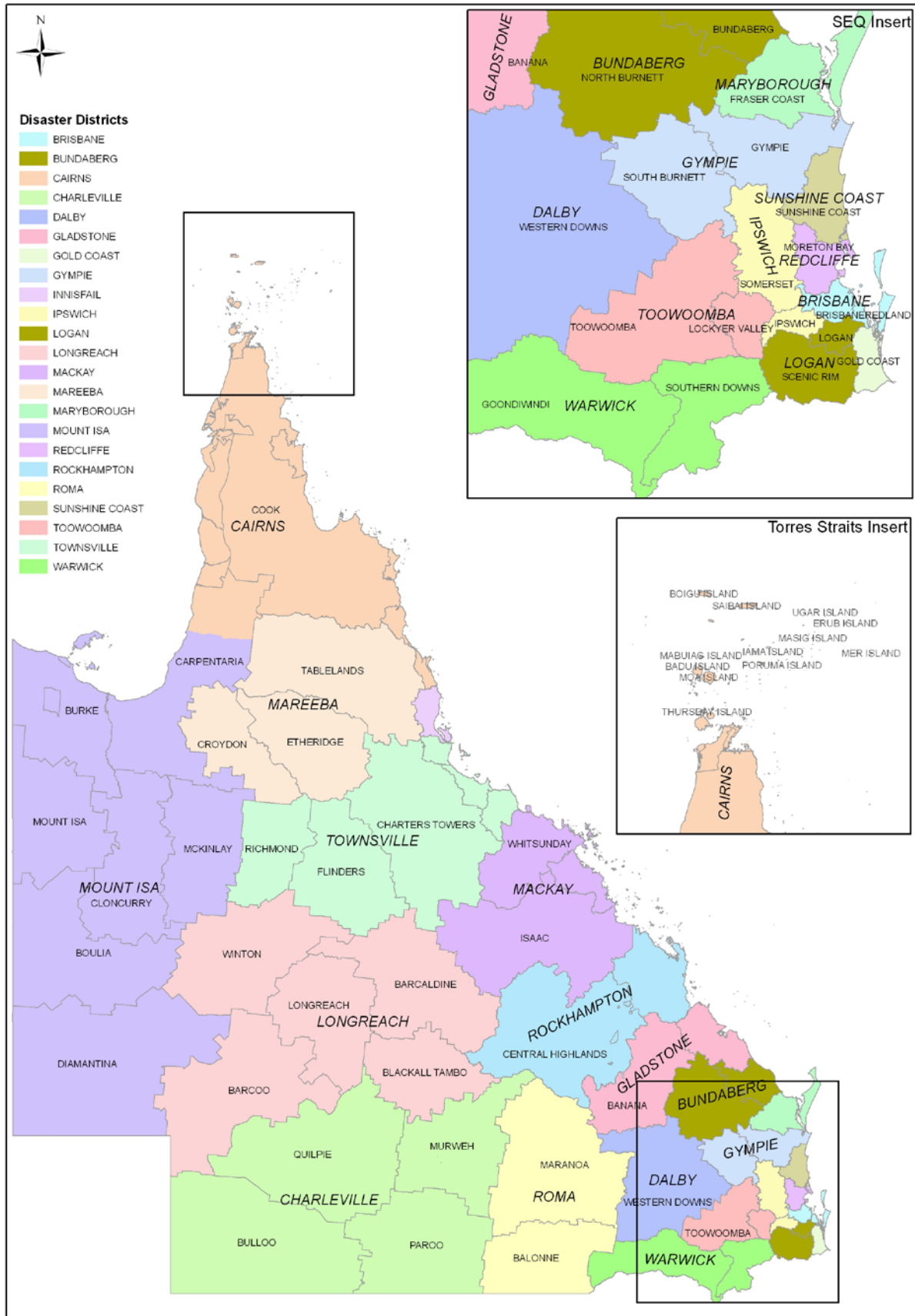
Community benefits include an improved understanding to prepare, respond to, and recover from, a range of potential disaster events relevant to the Cultural Precinct.

7. Appendices

Appendix 1: SDMG meetings 2011-2012

MEETING DATE	TIME	Meeting Type	Reason called	Presiding
3 August 2011	0900 hours	Extraordinary	Flood Review – Interim FCOI report	Chair John Bradley / XO Alistair Dawson
13 September 2011	1430 hours	Ordinary (under previous government administration)		Chair John Bradley / XO Brett Pointing
8 November 2011	1400 hours	Ordinary (under previous government administration)		Chair John Bradley / XO Brett Pointing
5 December 2011	1500 hours	Ordinary (under previous government administration)		Chair John Bradley / XO Brett Pointing
25 January 2012	1000 hours	Extraordinary	Rain event - SEQ	Chair John Bradley / XO Brett Pointing
3 February 2012	0800 hours	Extraordinary	SWQ Flood	Chair John Bradley / XO Brett Pointing
3 February 2012	1500 hours	Extraordinary	SWQ Flood	Chair John Bradley / XO Brett Pointing
4 February 2012	1200 hours	Extraordinary	SWQ Flood	Chair John Bradley / XO Brett Pointing
5 February 2012	1430 hours	Extraordinary	SWQ Flood	Chair John Bradley / XO Brett Pointing
6 February 2012	0800 hours	Extraordinary	SWQ Flood	Chair John Bradley / XO Brett Pointing
6 February 2012	1700 hours	Extraordinary	SWQ Flood	Chair John Bradley / XO Brett Pointing
7 February 2012	0800 hours	Extraordinary	SWQ Flood	Chair John Bradley / XO Brett Pointing
7 February 2012	1700 hours	Extraordinary	SWQ Flood	Chair John Bradley / XO Brett Pointing
8 February 2012	1700 hours	Extraordinary	SWQ Flood	Chair John Bradley / XO Brett Pointing
9 February 2012	1700 hours	Extraordinary	SWQ Flood	Chair John Bradley / XO Brett Pointing
10 February 2012	1500 hours	Extraordinary	SWQ Flood	Chair John Bradley / XO Brett Pointing
29 May 2012	1400 hours	Ordinary (under current government administration)		Chair Jon Grayson / XO Peter Martin

Appendix 2: Map of Queensland disaster districts



Appendix 3: Machinery-of-Government changes

Previous government administration to April 2012	Current government administration from April 2012
<ul style="list-style-type: none"> • Department of the Premier and Cabinet • Department of Education and Training • Department of Justice and Attorney-General • Department of Employment, Economic Development and Innovation • Department of Transport and Main Roads • Department of Communities • Department of Local Government and Planning • Department of Environment and Resource Management • Queensland Water Commission • Queensland Bulk Water Supply Authority • Queensland Bulk Water Transport Authority • Queensland Manufactured Water Authority • South East Queensland Water Grid Manager • Queensland Reconstruction Authority • Department of Health • Department of Police • Department of Community Safety • Department of Public Works • Aboriginal and Torres Strait Islander Services (formerly within the Department of Communities) 	<ul style="list-style-type: none"> • Department of the Premier and Cabinet • Department of Education, Training and Employment • Department of Justice and Attorney-General • Department of Science, Information Technology, Innovation and the Arts • Department of Transport and Main Roads • Department of Communities, Child Safety and Disability Services • Department of State Development, Infrastructure and Planning • Department of Local Government • Department of Environment & Heritage Protection • Department of Energy and Water Supply • Department of Natural Resources and Mines • Department of Agriculture, Fisheries and Forestry • Department of National Parks, Recreation, Sport and Racing • Queensland Reconstruction Authority • Queensland Health • Queensland Police Service • Department of Community Safety • Department of Housing and Public Works • Department of Aboriginal and Torres Strait Islander and Multicultural Affairs • Department of Tourism, Major Events, Small Business and the Commonwealth Games

Appendix 4: Cumulative NDRRA assistance for 2011-12

Cumulative NDRRA assistance for the 2011 Queensland Floods and TC Yasi as at 30 June 2012:

- TC Yasi Category C recovery grant approvals
 - \$11.302 million to 1,177 small businesses
 - \$41.556 million to 2,816 primary producers
 - \$2.189 million to 187 not for profit organisations
- TC Yasi Category B loan approvals
 - \$0.660 million to 10 small businesses
 - \$6.898 million to 51 primary producers
- TC Yasi Category D loan approvals
 - \$3.183 million to 9 small businesses
 - \$0.719 million to 3 businesses (not small business)
 - \$24.186 million to 61 primary producers
- Queensland Flooding Category C recovery grant approvals
 - \$56.948 million to 4,382 small businesses
 - \$95.905 million to 6,753 primary producers
 - \$2.575 million to 188 not for profit organisations
- Queensland Flooding Category B loan approvals
 - \$6.324 million to 41 small businesses
 - \$15.768 million to 117 primary producers
- Queensland Flooding Category D loan/grant approvals
 - \$7.580 million to 29 small businesses
 - \$9.292 million to 19 businesses (not small business)
 - \$33.617 million to 65 primary producers
- Western Queensland 2012 Category B loan approvals
 - \$0.250 million to 1 small businesses
 - \$0.030 million to 1 primary producer
- Western Queensland 2012 Category C grant approvals
 - \$0.886 million to 92 small businesses
 - \$5.03 million to 535 primary producers
 - \$0.266 million not for profit organisations
- 2011 Queensland Bushfires and February 2012 North Coast Storms and Flooding
- No Category B loans have been provided under these activations.
- NDRRA Category B Freight Subsidies
 - TC Yasi
 - \$121,179 to 61 primary producers
 - Queensland flooding
 - \$118,792 to 63 primary producers
 - 2011 Queensland bushfires
 - \$12,035 to 8 primary producers
 - Western Queensland Tropical Low
 - 2012 \$3,760 to 1 primary producer
 - February 2012 North Coast Storms and Flooding
 - \$1,097 to 3 primary producers

Appendix 5: Waterway and coastal recovery through NDRRA

The former DERM led delivery of a special \$8.4 million package to assist riparian waterway and coastal recovery, funded through Category D of the NDRRA. This was implemented through contracts with eight regional natural resource management bodies and one regional council.

South East Queensland Catchments

- 219.6km of riparian zones restored through fencing and clean-up activities
- 486.9 hectares of floodplain cleared of debris
- 10 hectares of gullies stabilised/ repaired
- 209 landholders assisted
- 10.8 hectares of pest plant control undertaken
- 221 cubic metres of debris removed

Condamine Alliance

- 144km of riparian zones restored through fencing and clean-up activities
- 1,353.8 hectares of floodplain cleared of debris
- 66 landholders assisted
- 10 hectares of pest plant control undertaken
- 133 hectares of significant gullies repaired
- 38,015kg of debris removed

Fitzroy Basin Association

- 2,666 hectares of significant gullies and bank slumps repaired or stabilised
- 4 landholders assisted.

Queensland Murray Darling Committee

- 277km of riparian zones restored through fencing and clean-up activities
- 1,749 hectares of floodplain cleared of debris
- 8,785.5 ha of significant gullies repaired
- 137ha of pest plant control undertaken
- 557 landholders assisted

South west NRM

- 186.6km of riparian zones restored through fencing and clean-up activities
- 4,765 hectares of floodplain cleared of debris
- 1,010 hectares of significant gullies repaired
- Pest plant mitigation undertaken on 25,245 hectares
- 40 landholders assisted

North Queensland Dry Tropics

- 49.5km of riparian zones restored through fencing and clean-up activities
- 2 landholders assisted

Terrain

- 2.3km of riparian zones restored through fencing and clean-up activities
- 266.7 hectares of floodplain cleared of debris
- 4 hectares of significant gullies repaired
- pest plant mitigation undertaken on 102.7 hectares
- landholders assisted
- 2 hectares of coastal degraded coastal ecosystem restored

The benefits to the community in taking this action include:

- community members feeling supported during a time of distress
- enabling landholders to quickly get back to production
- providing incentive to landholders to get involved in natural resource management on a landscape scale (i.e. outside of their own properties)
- re-establishing fence lines so livestock can be contained, thereby reducing risk of erosion and protecting water quality.

Appendix 6: 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. From <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. From <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 society and the environment. From COAG report <i>Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements (2002)</i>
Disaster preparedness	Arrangements that ensure that, should an emergency occur, all those resources and services which are needed to cope with the effects can be efficiently mobilised and deployed. From COAG report <i>Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements (2002)</i>
Disaster research	May be broadly understood as a systematic inquiry, before and after a disaster, into a relevant disaster management problem. From COAG report <i>Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements (2002)</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. From <i>Disaster Management Act 2003, s80(2)</i>
Disaster response	Actions taken in anticipation of, during and immediately after an emergency to ensure that its effects are minimised. From COAG report <i>Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements (2002)</i>
Disaster relief and recovery	Disaster relief is the provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. Disaster recovery is the coordinated process of supporting emergency-affected communities in the reconstruction of the physical infrastructure and restoration of emotional social, economic, physical wellbeing. From COAG report <i>Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements (2002)</i>
Disaster risk assessment	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. From COAG report <i>Natural Disasters in Australia: Reforming mitigation, relief and recovery arrangements (2002)</i>

Appendix 7: Abbreviations used in this report

ACM	asbestos containing material
ADF	Australian Defence Force
AHIMP	All Hazards Information Management Program
AIIMS	Australasian Interagency Incident Management System
BoM	Bureau of Meteorology
CCN	Crisis Communication Network
CDEI	Community Development Engagement Initiative
CIMS	Critical Incident Management System
COAG	Council of Australian Governments
CRRIC	Community Recovery Referral and Information Centres
DAFF	Department of Agriculture, Fisheries and Forestry
DATSIMA	Department of Aboriginal and Torres Strait Islander and Multicultural Affairs
DCC	Disaster Coordination Centre
DCCSDS	Department of Communities, Child Safety and Disability Services
DCS	Department of Community Safety
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
DDMP	District Disaster Management Plan
DEEDI	Department of Employment, Economic Development and Innovation
DEM	Digital Elevation Model
DERM	Department of Environment and Resource Management
DETE	Department of Education, Training and Employment
DEWS	Department of Energy and Water Supply
DHPW	Department of Housing and Public Works
DJAG	Department of Justice and Attorney-General
DM Act	<i>Disaster Management Act 2003</i>
DMU	Disaster Management Unit
DNPRSR	Department of National Parks, Recreation, Sport and Racing
DNRM	Department of Natural Resources and Mines
DoC	Department of Communities
DPC	Department of the Premier and Cabinet
DSDIP	Department of State Development, Infrastructure and Planning
DSITIA	Department of Science, Information Technology, Innovation and the Arts
DTEBS	Department of Tourism, Major Events, Small Business and the Commonwealth Games
DTMR	Department of Transport and Main Roads
EHP	Department of Environment and Heritage Protection
EMAT	Emergency Management Assistance Team
EMCN	Emergency Management Coordination Network
EMQ	Emergency Management Queensland
FRP	Flood Recovery Program
GIS	Geographic Information System
ILO	Indigenous Liaison Officer
IRO	Industry Recovery Officer
JATWC	Joint Australian Tsunami Warning Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LGAQ	Local Government Association of Queensland
MACC	Media and Corporate Communications Branch
MIMMS	Major Incident Medical Management and Support
NDMP	Natural Disaster Mitigation Program
NDRP	Natural Disaster Resilience Program
NDRRA	Natural Disaster Relief and Recovery Arrangements
NGO	Non-Government Organisation
NRIS	National Registration and Inquiry System

NSDR	National Strategy for Disaster Resilience
OWSR	Office of the Water Supply Regulator
PFD	personal flotation device
PPRR	prevention, preparedness, response and recovery
QAS	Queensland Ambulance Service
QDMA	Queensland Disaster Management Arrangements
QFCoI	Queensland Flood Commission of Inquiry
QFRS	Queensland Fire and Rescue Service
QPS	Queensland Police Service
QPWS	Queensland Parks and Wildlife Service
QIdRA	Queensland Reconstruction Authority
QSA	Queensland State Archives
QTCCC	Queensland Tropical Cyclone Consultative Committee
Red Cross	Australian Red Cross
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMG	State Disaster Management Group
SDMP	State Disaster Management Plan
SDS	Sales and Distribution Services
SES	State Emergency Service
SHECC	State Health Emergency Coordination Centre
SLSQ	Surf Life Saving Queensland
SOC	State Operations Centre
SPF	Disaster Management Strategic Policy Framework
SPP 1/03	State Planning Policy 1/03: <i>Mitigating the Adverse Impacts of Flood, Bushfire and Landslide</i>
SSQ	Smart Services Queensland
TC	Tropical Cyclone
the Public Information Arrangements	Queensland Government Arrangements for Coordinating Public Information in a Crisis
the Minister	The Minister for Police and Community Safety
VCE	Volunteer Community Educator
XO	Executive Officer