SUBMISSIONS FOR STATE OF QUEENSLAND

11 MARCH 2011

Department of Transport and Main Roads (DTMR) and Translink Transit Authority (TTA)

Ministers

To 20 February 2011

The Honourable Craig Wallace MP

Minister for Main Roads

The Honourable Rachel Nolan MP

Minister for Transport

From 21 February 2011

The Honourable Craig Wallace MP

Minister for Main Roads, Fisheries and Marine Infrastructure

The Honourable Annastacia Palaszczuk MP

Minister for Transport and Multicultural Affairs

Director-General (DTMR)

Mr David Stewart

Chief Executive Officer (TTA)

Mr Peter Strachan

A. Key Functions and Role of Department

General

The DTMR is charged with planning, managing and overseeing the delivery of a safe, efficient and integrated transport system that supports sustainable economic, social and environmental outcomes in

Queensland.

The DTMR's core business includes:

- Leading the strategic direction and outcomes for Queensland's transport system including road, rail, maritime and air;
- Planning and delivering critical infrastructure projects and programs that support industry and connect communities across the state;
- Undertaking comprehensive planning for the movement of people and goods in collaboration with key stakeholders;
- Regulating service providers (public transport providers and heavy vehicle operators) for compliance and ensuring access and safe use of the transport system for all users; and
- Funding essential services such as public transport, long distance passenger services and freight delivery in remote areas.

The TransLink Transit Authority (TTA) was established under the *Transport Operations (TransLink Transit Authority) Act 2008* (the TTA Act) as the statutory authority responsible for planning, purchasing, delivering, and managing public transport within south east Queensland.

Road

The DTMR plans, provides, manages and operates the state-controlled road network and non-rail transport assets and operations, and acts as the primary regional representative for roads.

Management and operation of the road system is undertaken in accordance with the Queensland Transport & Roads Investment Program (QTRIP) 2010-11 to 2013–14. The QTRIP is worth $17 billion over the next four years.

The DTMR also has a substantial engineering and technology focus, undertaking the delivery (planning, design, procurement and construction), asset maintenance, management and performance of road infrastructure. While DTMR undertakes a range of activities and services related to roads, those most pertinent to flood events in particular include:

- Approval of access permits for heavy vehicles on roads;
- Leadership for asset management of road pavements and structural assets, including maintenance;
- Consultancy services in hydraulics, assessment of bridge openings and flood analysis;

- Advice on hydrology, hydraulics, bridge waterways, flood assessment, road drainage and training in these areas;
- Corporate mapping of the road network;
- Governance of infrastructure suppliers, materials, contractors and consultants (prequalification systems, industry liaison and negotiation, audit and management); and
- Geotechnical, road pavements, natural materials, structures, contracts, road design and survey capabilities.

The DTMR is also responsible for the provision of a safe and efficient road system as part of Queensland's integrated transport system. Accordingly, DTMR develops policies, strategies and systems that deliver safe and efficient transport outcomes in areas of:

- Road safety;
- Future business directions of the road network;
- Allocation of road space between competing users and modes;
- Access and compliance standards for people and vehicles;
- Network operations, performance and demand management;
- Sustainable road corridor and environmental management; and
- Improvement of community and industry access to travel, construction and traffic information.

The DTMR operates RoadTek, which is a commercial business unit in DTMR. RoadTek is a major provider of road transport infrastructure solutions throughout Queensland. Specifically, RoadTek provides:

- Civil works and services;
- Delivery of part of the Queensland Transport & Roads Implementation Program (QTRIP) for DTMR;
- Infrastructure services to other state and local government agencies;
- Fleet management and hire services; and
- On-the-ground support to communities in times of need (for example, incident and emergency response).

RoadTek delivers state-wide services through three integrated business units supported by a set of internal and external specialist services. RoadTek has 29 centres located throughout Queensland, and is equipped to deliver projects anywhere in the state and in selected interstate areas. RoadTek is

embedded in numerous local communities from Roma in the south, to Winton, Barcaldine and Cloncurry in the west and as far north as Cairns.

The DTMR manages and delivers major transport infrastructure projects through its dedicated major infrastructure projects office which provides:

- Specialist project and service delivery support;
- Program and project governance;
- Program coordination; and
- Stakeholder engagement and relationship management.

The DTMR is also responsible for transport services delivery, including:

- Licensing and registration;
- Road safety, specifically driver reviver programs, school crossing supervisors and community road safety; and
- Compliance, specifically vehicle inspections, on-road compliance activity, infrastructure protection, taxi compliance and industry audits.

Rail

The DTMR provides the strategic direction for Queensland's rail system. Specifically, DTMR:

- Coordinates transport policy, strategy, funding and investment initiatives for rail, port and freight systems;
- Has governance oversight of transport Government Owned Corporations (GOCs); and
- Controls and manages rail corridor land.

Maritime

The DTMR's maritime functions are delivered through Maritime Safety Queensland (MSQ). The MSQ's role is to protect Queensland's waterways. As Queensland's maritime safety regulator, MSQ is responsible for:

- The regulatory framework for maritime safety, vessel movement and ship-sourced pollution prevention;
- Compliance with maritime safety, vessel movement and ship-sourced pollution standards;
- An advisory service to government and industry;

- Essential maritime services such as pilotage for regional ports and the aids to navigation network throughout Queensland; and
- Planning and managing boating infrastructure and state boat harbours.

Air

The DTMR manages the provision of certain regional air services through service contracts under the *Transport Operations (Passenger Transport) Act*.

Passenger Transport

Passenger Transport Division (PTD) is responsible for leading and shaping the overall passenger transport system in Queensland. The division's key roles are to:

- Plan and deliver an integrated, sustainable, safe, accessible and flexible passenger transport system across the state;
- Provide passenger transport safety in Queensland, for example, secure taxi ranks, taxi security cameras and closed circuit television in passenger transport vehicles;
- Ensure all Queenslanders have access to appropriate transport choices; and
- Promote new technology and systems to enhance sustainable passenger transport.

PTD carries out many of its functions in a collaborative manner with its shared Ministerial portfolio agency, TTA.

In south east Queensland, TTA delivers:

- Services: planning, coordinating and delivering integrated bus, train and ferry services;
- Customer information: providing customers with a single point of contact for all public transport information and feedback;
- Ticketing and fares: setting fares and managing TransLink's ticketing products, including the go card; and
- Infrastructure: managing the delivery of train and bus station upgrades, park'n'ride facilities and bus stops, and joint operation of south east Queensland's busway network.

The TTA also partners with other government agencies to deliver public transport services and infrastructure.

B. Departmental Structure and Operation

Structure

The DTMR is led by its Director-General with the support of the Associate Director-General and DTMR's Deputy Directors-General and Chief Operations Officer, each of whom leads a functional group:

- Policy and Planning;
- Investment and Program Development;
- Transport Safety Regulation and Security;
- Delivery, Operations and Customer Services; and
- Corporate Governance.

The DTMR organisational chart is attached and marked '**DTMR-01**'. It shows the breakdown of corporate and regional divisions across the above functional groups. The General Manager of each of DTMR's 19 divisions reports to the Director-General through their respective Deputy-Director General or the Chief Operations Officer, with the exceptions of the General Managers of MSQ, Rail Safety and Security Division and Emergency Management Division, each of whom reports to the Director-General.

The TTA Act provides for a TransLink board which has decision making capacity and which reports to the Minister for Transport on the TTA's operations. Further, the TTA Act provides that the Governor in Council must appoint a chief executive officer (CEO) of TransLink.

The CEO is responsible for the day to day management of the TTA and reports to the board. A TransLink Leadership Team has been formed to assist the CEO in this task. Led by the CEO, this is the senior executive management body of the TTA and comprises a number of senior managers (directors) responsible for the operational management of particular functional sections.

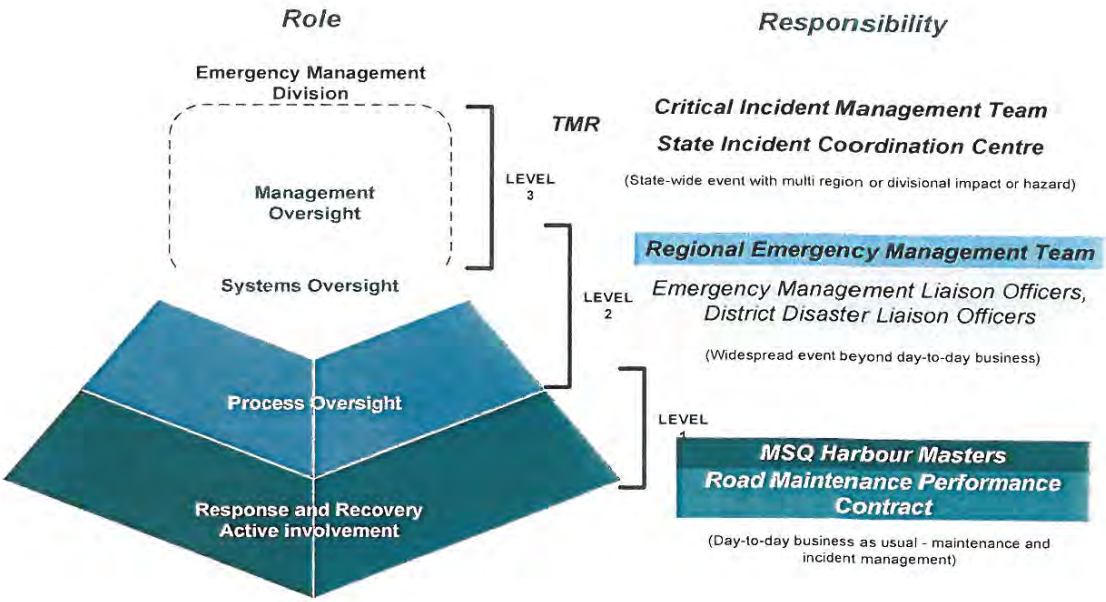
Emergency Management Division

The DTMR's Emergency Management Division (EMD) was formed in September 2009 in order to coordinate and direct the emergency management functions of DTMR. The DTMR's EMD responsibilities include:

- Disaster prevention, preparedness, response and recovery support;

- Providing information and advice on the impact of disruptive events on road, rail, air and maritime transport and associated infrastructure when required;
- Providing operational advice at state and district disaster levels on road, rail, air and marine service closures, restrictions and alternatives;
- Providing effective support to the General Manager (MSQ) in the management of ship-sourced pollution spills as the lead agency under the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances; and
- Assisting with the safe movement of people as a result of mass evacuation of a disaster affected community.

TMR's internal emergency management process



The DTMR's EMD provides guidance and coordination for:

- Emergency Management Liaison Officers who provide information, assessment and advice to Operations Group Regional Directors, MSQ in relation to maritime events and the General Manager (EMD); and
- District Disaster Liaison Officers who are DTMR's representatives under the Queensland disaster management arrangements in the regions.

Road

There are five divisions which are primarily involved in the design, construction, maintenance and safe operation of Queensland's state-controlled roads. Those divisions are:

- Assets and Operations;
- Engineering and Technology;
- Major Infrastructure Projects Office;
- Road Safety and System Management; and
- RoadTek.

The functions of the above divisions are complemented by the Transport Services Division. The divisions are structured to deliver the following roles and responsibilities:

Assets and Operations

Specifically, Assets and Operations (A&O) Division plans, provides, manages and operates the state-controlled road network and acts as the primary regional representative for roads. A&O has 12 regions each led by a Regional Director responsible for:

- The ongoing health and safety of staff;
- Stakeholder engagement;
- Consistent program and project management processes; and
- Delivery of integrated planning and transport solutions, infrastructure and services projects and activities, corridor land management and operations.

Engineering and Technology

Engineering and Technology (E&T) Division is at the centre of corporate expertise for a range of engineering and other technical disciplines. The division provides technical governance advice and technical support/services to other divisions and regions, ensuring consistent application of technical policies, standards and guides.

E&T is led by the Chief Engineer with the support of four Deputy Chief Engineers leading the following functional areas:

- Geospatial, Road Asset & Design;
- Contracts & Technical Capability;
- Pavements, Materials and Geotechnical; and

- Structures.

Major Infrastructure Projects Office

Major Infrastructure Projects (MIP) Office is structured into Program Management, Program Delivery, Program Delivery Services and Program Support Services.

Road Safety and System Management

The Road Safety and System Management (RSSM) division is responsible for defining what constitutes a safe and efficient road system as part of an integrated transport system. The division consists of Road Systems Operations, Road Safety and Road Business Strategy supported by the Directorate and Business Performance and Services.

RoadTek

RoadTek, as a major provider of road transport infrastructure solutions throughout Queensland, operates six business units: Asset Services South and North covering areas south to the border and north to the Cape, Network Services, Plant Hire Services, Project Support Office, Development and Services and Directorate.

Transport Services Division

Transport Services Division (TSD) manages a state-wide service delivery business, and is structured into eight functional areas of:

- Strategic Planning and Performance;
- Service Delivery and Policy;
- Service Delivery Systems and Program Office;
- Service Delivery Research and Performance Management;
- Central Operations and Support;
- Business Services;
- CSDirect; and
- SEQ North/SEQ South/Southern/Central/Northern Regions.

The Regional Director (Northern) is the lead for disaster management in TSD. Regional Directors in the other regions are also involved in any disaster activities depending upon the location/region.

The compliance resources within TSD are usually involved in asset protection as part of disaster management activities. A range of other TSD regional staff perform key roles in relevant regional emergency management teams.

Rail

The DTMR provides the strategic direction for Queensland's rail system through its Rail Ports and Freight Division (RPF). RPF consists of four functional areas of freight policy, governance policy and planning, ports planning and GOC liaison and rail network and governance.

The Divisional Leadership Team (General Manager plus Directors) usually meets weekly but in the event of a disaster situation will meet daily to discuss required flood management responses.

Air

The DTMR's responsibilities in relation to air services are managed by its Passenger Transport Division (below).

Maritime

The MSQ is comprised of 6 branches and 6 regions which report to a General Manager. Together the branches and regions prioritise activities and co-ordinate service delivery.

Passenger Transport

The Passenger Transport (PT) Division is led by the General Manager who delegates specific accountabilities to nominated senior officers across the state.

The PT Division consists of the following functional areas:

- Strategy Branch;
- Taxis, Standards and Regulation Branch;
- Strategic Sourcing and Performance Branch;
- Contract Management and Service Delivery Branch;
- Contract Reform Branch;
- Passenger Transport Systems Development Branch;
- Policy Branch; and

- Divisional Support Branch.

In times of disaster the General Manager assumes the role of single point of contact and decision-making for PT, and liaises with nominated senior officers about emergency information and disaster response for affected operators, service providers and key delivery partners such as the TTA.

The TTA has produced a draft Crisis Management Manual which is attached and marked '**DTMR-02**'. The Manual prescribes the TTA's decision making structure in the event of a crisis, including a disaster situation. Please refer to sections 2.4 and 2.5 of the draft Manual.

In essence, during a crisis, the CEO of the TTA has overall responsibility for the management of the crisis, however actions to address the crisis are performed by staff members who have responsibility for functional sections within the organisation.

The draft TTA Crisis Management Manual and busway operations procedure on incident management largely address the TTA's responsibilities in relation to disaster management. The former also describes the relationship of the TTA's role to that of other significant agencies (see sections 5 Transport Disaster Management Plan 2009, 6 Queensland Police Service Security Protocol and 7 Transport Precinct Counter-terrorism Coordination Plans).

C. Specific Responsibilities under the Disaster Management Act 2003 and other Relevant Legislation

General

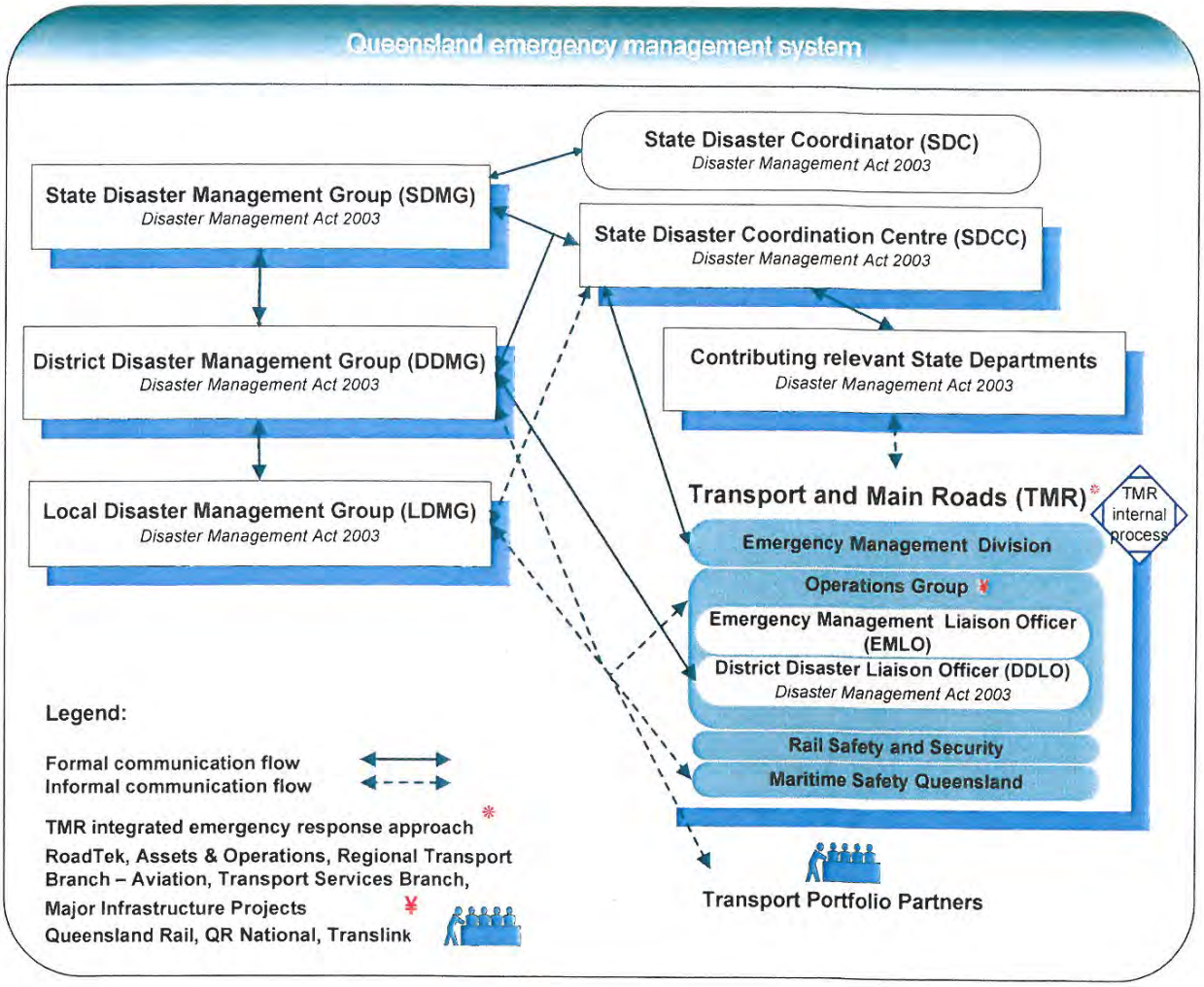
The DTMR's Director-General is a member of the State Disaster Management Group (SDMG) established under the DM Act.

The DTMR is ordinarily represented at District Disaster Management Groups established under the DM Act by its District Disaster Liaison Officers.

The DTMR has the functional lead for transport systems under the State Disaster Management Plan and is the primary agency for sea pollution where it impacts, or is likely to impact, on Queensland coastal waters.

Under the State Disaster Management Plan, DTMR's additional roles and responsibilities are to:

- Coordinate the disaster response operations for the state group if a DTMR officer is appointed as a State Disaster Coordinator;
- Provide information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure as they affect the transport system;
- Reinstate road, rail and maritime infrastructure where required;
- Assist with the safe movement of people as a result of mass evacuation of a disaster affected community; and
- Ensure the capability of logistics related industries are appropriately applied to disaster response and recovery activities.



Road

The DTMR has legislative responsibility for roads under:

- *Transport Operations (Road Use Management) Act 1995*: and
- *Transport Infrastructure Act 1994*.

Under section 46 of the *Transport Infrastructure Act 1994* the chief executive may declare that a state-controlled road is temporarily closed or that temporary restrictions apply to the use of a state-controlled road.

Under section 96 of the *Transport Operations (Road Use Management) Act 1995*, the chief executive may order the closure of a road in particular circumstances. Section 146 of the *Transport Operations (Road Use Management) Act 1995* makes provision for regulations to prescribe rules about the operation of vehicles and the use of the road network, including but not limited to traffic density, routes and load restrictions for heavy vehicles.

Also relevant to DTMR's role in disaster management for roads are:

- Emergency Management Pack;
- National Disaster Relief and Recovery Arrangements (NDRRA) Guidelines;
- Disaster Management/NDRRA Toolkit, containing information manuals, information sheets and technical advice to assist in disaster management processes and procedures;
- Road Network Incident Response Plans and Business Continuity Plans for various DTMR regions;
- Generic Action Plan for Major Batter Slope Failure developed by Geotechnical Branch for managing sudden failures;
- Bridge Inspection Manual;
- Bridge/Culvert Servicing Manual;
- Timber Bridge Maintenance Manual;
- Bridge Asset Management Advice Note #89- Inspection Requirements After a Flood Event;
- Bridge Asset Management Advice Note #37-Measurement of Scour;
- BAM Advice Note #115- Major Flood Event Definition for Level 1 Inspections;
- Managing the Risks Associated With Flood Affected Road Structures document;
- Manual for Uniform Traffic Control Devices (MUTCD);
- Specifications and standard drawings for assets;

- Animals on Roads Policy;
- Vehicle Limits Manual;
- Open Roads Guidelines;
- Guidelines for Multi-Combination Vehicles;
- Guidelines for Excess Dimensions;
- Guidelines for Official Temporary Closure and Reopening of State-controlled roads due to wet weather and Flooding (interim);
- State compensation for toll revenue foregone policy - Cabinet endorsed;
- Business Continuity Plan for 131940 Traffic and Travel Information Website;
- 131940 Road Closure Operator Training Manual;
- 131940 Traffic Event Operator Training Manual;
- 131940 Administration Guide;
- 131940 Operations Guide;
- 131940 Standard Wording Guide;
- 131940 Phone and Web Stats Report weekly and monthly statistics;
- 131940 Critical Incident Regional Contacts;
- Critical Incidents System support 131940 web and phone including RACQ and QPS contacts;
- Information Bulletin; and
- Disaster Assistance Package.

Rail

An interim NDRRA Policy for Queensland Rail, providing for a state-based funding alternative to NDRRA, was endorsed by Queensland Treasury on 24 December 2010.

Maritime

Section 19 of the *Transport Operations (Marine Safety) Act 1994* requires the chief executive to develop for the Minister's approval marine safety strategies that are designed to give effect to the transport coordination plan under the *Transport Planning and Coordination Act 1994*. Under section 25 of the *Transport Operations (Marine Safety) Act 1994* the chief executive is also required to annually develop marine safety implementation programs which are consistent with marine safety strategies.

Section 15 of the *Transport Operations (Marine Pollution) Act 1995* requires the chief executive to develop for the Minister's approval marine pollution strategies that are designed to give effect to the transport coordination plan under the *Transport Planning and Coordination Act 1994*. Under section 17 of the *Transport Operations (Marine Pollution) Act 1995* the chief executive is also required to annually develop marine pollution prevention and response programs which are consistent with marine pollution strategies.

The MSQ also has a focussed role concerned with the approval process of marine infrastructure predominately to ensure that structures in-situ and vessels secured to them do not compromise safe vessel movements. Under section 155 of the *Transport Operations (Marine Safety) Regulation 2004*, MSQ may grant an application for a buoy mooring authority subject to conditions it considers reasonable and relevant. Conditions are generally imposed to assist in the economical and equitable management of buoy moorings and to minimise the risk of marine incidents. The legislation imposes a range of obligations on the holder of a buoy mooring approval.

The MSQ is a 'Concurrence Agency' under the *Sustainable Planning Act 2009* (SPA). As a result, MSQ is responsible for assessing development applications involving the abovementioned development from the perspective of maritime safety and marine environmental protection. The MSQ assesses all IDAS applications submitted for developments which may impact upon the navigational safety in, and/or the environmental safety of, Queensland tidal waters. The Director-General, DTMR has delegated concurrence agency responsibility under the SPA to the General Manager, MSQ (at least so far as it relates to tidal water developments mentioned above), who in turn sub-delegated to the Regional Harbour Masters and Regional Director (Gold Coast).

Also relevant to DTMR's role in disaster management for maritime matters are:

- Transport Coordination Plan under the *Transport Planning and Coordination Act 1994*; and
- Queensland Coastal Contingency Action Plan, which is a component of the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances. The action plan outlines MSQ's role as combat agency for responding to ship-sourced oil and chemical spills that impact Queensland coastal waters.

Air

In December 2010 a whole-of-government procurement arrangement being a standing offer arrangement (SOA) was in place to meet the requirements of the Queensland disaster management arrangements. This SOA allowed all SDCC or State Government agency transport logistics requests to be made direct to a nominated call point and appropriate end to end transport arrangements arranged and coordinated. Passenger Transport Division maintains contact with key ports and airstrips as part of its normal business practice.

Passenger Transport

The DTMR has legislative responsibility for passenger transport under the *Transport Operations (Passenger Transport) Act 1994.*

The TTA has legislative responsibilities under the *Transport Operations (TransLink Transit Authority) Act 2008.*

D. Preparedness for Flooding Events Generally

General

The DTMR adopts a collaborative approach to addressing emergent situations and supports whole-of-government arrangements for emergency management.

The DTMR's EMD leads the development, application and review of a consistent emergency management framework, principles and practice. EMD is tasked to:

- Implement legislative requirements with respect to emergency management;
- Risk assess real and potential threats and issues across the department;
- Ensure a consistent and coordinated approach to emergency management;
- Provide environmental scanning for potential weather issues and other threats;
- Provide appropriate training and support to areas most at risk; and
- Raise awareness of the need for a consistent approach.

The EMD utilises a comprehensive "all hazards" approach to emergency management, although threat specific systems and process are also employed. The EMD has adopted the emergency management

principles agreed to by the National Emergency Management Principles and Practice Advisory Group of Emergency Management Australia. These principles are also included in the DM Act. These guiding principles are:

Prevention

The EMD works to identify potential risks and suggest mitigation strategies.

Preparedness

The EMD works to develop business continuity and allied processes such as Road Network Incident Response Plans (RNIRP) and provides or leads a range of information processes when an emergent situation occurs.

Response

The EMD works with impacted areas across the State to ensure a coordinated and efficient response.

Recovery

The EMD works directly with impacted areas across the State to ensure a coordinated recovery of the transport system including reopening the state-controlled road network. The EMD also works with Queensland Rail, Translink, and QR National to ensure reopening of rail, air and maritime facilities. The EMD's prevention activities included state-wide DTMR staff education, awareness and capability activities: Specialised emergency management training for EMD staff and discussions about risk minimisation strategies with key DTMR groups.

Road

The DTMR's key preparation activities in relation to roads included:

Plans

- Regular updating of Business Continuity Plans, RNIRPs and local District Disaster management Plans; and
- Business Continuity Plan for the 131940 Traffic and Travel Information Website.

Guidelines, Procedures and Standards (significant)

- Heavy vehicle load restrictions;

- Procedures for Road Closures;
- Emergency Call-out Flowchart and Procedure;
- Volunteer relief lists updated and "flying squad" teams developed for particular regions;
- Structure (bridge and major culvert) inspection procedures;
- Bridge management systems; and
- Technical documents regarding flood immunity design standards for road infrastructure.

Debriefs and training

Undertook two state-wide debriefs on the flooding events which occurred in south east Queensland on 16 February 2010 and 2 March 2010 as well as preparation for forthcoming wet season (held August 31 and September 26) and refresher training.

Actions

- Reviewed financial assistance packages in disaster situations – registration and licensing;
- Reviewed the Registration and Licensing Unit legislation for disaster provisions 2010 and made changes as required;
- Implementation of Principal Arranged Insurance (PAI) arrangements for construction projects regarding disaster events;
- Maintained the Road Planning and Design manual, the Road Drainage Manual 2010, Bridge Inspection Manual, Bridge/Culvert Servicing manual, Timber Bridge Maintenance Manual, BAM Advice Note #89- Inspection Requirements After a Flood Event, BAM Advice Note #37- Measurement of Scour, and BAM Advice Note #115- Major Flood Event Definition for Level 1 Inspections;
- Reviewed Business Continuity Plans/Depot Management Plans and District Disaster Management Plans;
- Planning to alleviate flood impacts on the road network, including the development of target flood immunity standards for the Bruce Highway; and
- Funding submissions to the Federal Government for assistance to minimise isolation due to flooding and improve the flood immunity of the Bruce Highway.

Rail

The DTMR undertook the following actions:

- Drafted Business Continuity Plans; and

- Liaised with Queensland Treasury to secure support for the introduction of Queensland Rail's Interim Natural Disaster Relief and Recovery Arrangements (NDRRA) Policy.

Maritime

The MSQ undertook the following actions:

- Maintained Branch and Regional Operational Plans;
- Implemented an annual risk management cycle. The methodology used by MSQ in assessing risks is based on history, trends and intelligence to identify risks, and then to use a construct of likelihood and consequence to prioritise planning processes; and
- Support the publication of Port Procedures Manual on MSQ's website.

Business Continuity Planning and Extreme Weather Events

The MSQ's infrastructure is predominately coastal based and accordingly, there is a greater likelihood that a cyclone weather event could impact on services rather than a flooding event. The MSQ has cyclone contingency plans in place for most ports. The Port of Brisbane has a response based on extreme weather conditions. The elements of preparedness and response in these plans are transferable to a variety of extreme weather conditions.

Business Continuity procedures have been established for the following:

- Vessel Traffic Management;
- Pollution response;
- Asset management;
- Invoicing and receipting;
- Mooring applications;
- Licensing and registration applications;
- Pilotage and pilot transfer services; and
- Design approval.

The MSQ commenced a review of its functional Business Continuity Plans in early November 2010. The General Manager MSQ endorsed the functional Business Continuity Plans on 15 December 2010. A draft Business Continuity Process for Mineral House was also completed December 2010.

An 1800 number (1800 478238) was established to enhance communication within MSQ in emergent events.

Regular telephone conferences between the General Managers, Regional Harbours Masters and Directors took place during late November and early December 2010 to ensure emergency plans were current and that the Division could respond to any emergency events. Regular communication occurred up to, including and post the flood event.

Pollution Response

The MSQ has established procedures for the operation of the division during disaster conditions. These procedures are extant and are frequently used to cater for MSQ's involvement in pollution response incidents.

The MSQ has developed specific procedures for different aspects of pollution response incidents including:

- Establishing and operating incident control centres at locations across the State;
- Procurement of goods and services;
- Human Resource policies;
- Workplace Health and Safety;
- On-scene emergency communications;
- Standard operating procedures for use of pollution response equipment;
- Standards for storage and regular maintenance of pollution response equipment; and
- Stand-down procedures for personnel.

The MSQ prepared / reviewed the following documents:

- MSQ Business Plan;
- Branch Plans;
- Regional Operational Plans; and
- Port Procedures Manuals.

Air

The DTMR is responsible for the management of regional air service contracts through its Passenger Transport division (details set out below).

Passenger Transport

The DTMR prepared and developed specific passenger transport procedures for management of disasters, including flooding, specifically:

- Business Continuity Plans;
- Service Centre contact lists;
- Fleet registers; and
- Induction and refresher materials.

The TTA's preparation for flooding events generally is reflected in its draft Crisis Management Manual.

People and Assets

Program Development and Management Division's general preparation included:

- Substantially increased the provision for NDRRA in the program;
- Establishing First Response Emergency Works (FREW) in December 2010 which is applicable to any disaster event;
- Identifying likely area of flooding impact on properties owned/managed by DTMR;
- Estimating processes for NDRRA to enable claims to be quickly prepared and submitted to EMQ;
- Scheduling systems in place to enable regions to prioritise works;
- Streamlining environmental approval processes to enable procurement of materials;
- Having program approvals in place for NDRRA works to enable financial approvals to be endorsed as a matter of priority; and
- General program management practice set up for NDRRA.

E. Preparation and Response to 2010/2011 Flood Events

General

In planning and preparing for the potential 2010/2011 flood events, EMD provided its programmed services of state-wide education and awareness activities for DTMR officers between 3 November and 20 December 2010, provided advance warning to DTMR officers of pending adverse weather; provided advice and data on expected flood height to regions; distributed Daily Updates and Priority updates, and generally placed increasing emphasis on testing and checking regional preparedness.

Specifically, in late 2010 DTMR undertook a flood scenario using Rockhampton and Emerald as the fictitious scenario sites, with key DTMR officers.

In immediate response to the imminent threat of flooding, DTMR rostered key officers at the State Disaster Coordination Centre (SDCC); ensured detailed advice on the road network systems was available to SDCC; continued to distribute Daily Updates and Priority Updates; and in recovery phase worked with emergency services to reopen roads as and when it was safe to do so.

The DTMR put in place and/or provided:

- On call response rosters (22 December 2010);
- Liaison officers who undertook training and assumed roles in the SDCC operations (26 December -30 December 2010);
- A minimum of two liaison officers to support the SDCC 0600-2200 (28 December 2010 – 19 January 2011);
- A full time resource manager in the SDCC logistics (4 January 2011 - 19 January 2011);
- An additional single liaison officer to support the SDCC from 2200 on 12 January 2011 until 0600 on 13 January 2011;
- Attendance at the State Disaster Coordination Group (SDCG) meetings from 25 December 2010;
- A representative at SDMG meetings; and
- Continuation of Emergency Management Division's on call officer arrangements before escalation into the event and since the event to maintain an alert watching brief during the summer season.

Road

The DTMR undertook diverse activities in planning and preparedness for the recent flood events. Although not a comprehensive list of all activities, those most relevant to DTMR's management of the state-controlled road network included:

- Consulted with Local Government, private contractors and the Queensland Police Service (QPS);
- Updated Road Network Incident Response Plans, Business Continuity Plans, divisional contact relief lists;
- Assessed priority infrastructure, sought design advice regarding design standards for flood immunity of roads;
- Prepared technical notes/processes for inspecting structures prior to opening after flooding and pavement assessment prior to reopening to traffic;

- Undertook slope risk assessment of road embankment and batters around the State;
- Developed and circulated a generic action plan for major batter slope failure;
- Finalised the 'Temporary Closure of Roads due to Wet Weather and Flooding Guidelines';
- Set up arrangements with RACQ through a Service Level Agreement to answer 1300 calls for road closures due to wet weather and flooding;
- Prepared the 131940 website with enhancements;
- Made arrangements with Optus for seven previously non-serviced DTMR regions to pre-record traffic and travel information including road closures due to wet weather and flooding (131940 phone) including setting up of a interim menu;
- Brought forward implementation of the 131940 phone service to Cairns and Townsville which eliminated lost calls and greater capacity for call taking (200 calls per minute into the phone system);
- Assembled all available RoadTek crews and readied depots;
- Established stockpiles of material, confirmed availability of backup equipment and plant and fuelled and located plant and equipment in appropriate areas to be able to respond;
- Helicopter readied to drop up to four RoadTek staff into a crisis zone if necessary;
- Undertook project specific preparations;
- Confirmed comprehensive insurance for construction projects, including coverage for flooding, through PAI; and
- In conjunction with Road Safety and Transport Inspectors and with Queensland Police Service consideration given to enforcement of Road Closed signs as well seeking QPS assistance with enforcement of road closures signage.

The DTMR undertook a diverse range of response and recovery tasks, the most significant of which were:

- Monitored, opened and closed flooded roads;
- Inspected key infrastructure such as bridges, culverts and roads to ensure integrity of the structures had not been compromised, undertaking pothole patching, structure inspections, road network inspections, road closures, signage movements, traffic control, landslip clean-up, and vegetation removal to reconnect and restore disaster-affected communities;
- Carried out emergency works on traffic and street lights, re-painted visible line-marking on roads and tested pavements for structural integrity;
- Responded to major slips on the network in order to assess damage, stabilise the ground surface

and undertake necessary repair works to enable the infrastructure to be re-opened (for example Cunningham's Gap and the Toowoomba Range);

- Initiated clean up of infrastructure as the waters receded;
- Installed generators to support the ongoing operations of traffic lights affected by loss of power;
- Responded to the call to inspect, stabilise and then remove the concrete wall that had collapsed onto the Commissariat Building near William Street in the CBD;
- Undertook project management of the flood recovery for roads under state control e.g. Warrego and Cunningham Highways;
- Undertook loss assessment action regarding a small number of claims under DTMR's Principal Arranged Insurance;
- Restored State-wide freight flows;
- Provided advice on the capacity of structures such as the Goodwill and Gateway bridges to withstand the impact of a barge, footway etc;
- Inspected and provided solutions for embankment and cut slope failures;
- Provided advice (from Hydraulics Branch) on flooding to regions during and after the flood. Major advice included:
  - Hydraulic advice related to the damage to the A.J. Wyllie bridge;
  - Road closures in the Southern and South-West Regions;
  - The damage to the Redbank Creek bridge and other damage on the Esk-Hampton Road; and
  - Provided State-wide Road Status Updates on the 131940 Website;
- Established the Flood Recovery Road Access Group to manage the issuing of excess mass and over dimension vehicle permits on a state wide basis to facilitate the flow of freight on the road network where safe to do so;
- Developed an interim "approval notice for use of restricted road limited use";
- Monitored and reported on the road-freight specific impacts resulting from daily road closures;
- Assessed applications for exemptions for fatigue related activities for heavy vehicles working in flood affected areas;
- Requested toll road operators to waive tolls for private, commercial and heavy vehicles in the Brisbane area; and
- Accepted the return of agreed DTMR calls from Smart Service Queensland (SSQ) to enable SSQ to deal with other disaster enquiries during the crisis. The DTMR call centres also dealt with DTMR disaster assistance package queries and supported regional service delivery when local DTMR offices were closed as a result of flooding.

To aid a timely and comprehensive response to the flood events DTMR consulted with Local Government, private contractors, QPS, local district disaster committees, liaised with the Department of Public Works specifically with respect to the Goodwill Bridge and Gateway Bridge. Brisbane City Council extensively used the 131940 products via the Brisbane Transport Management Centre to attend to and monitor road closures, incidents, road works and events.

The DTMR worked collaboratively with the Department of Environment and Resource Management and Local Governments regarding stock on roads, the Department of Public Works and Brisbane City Council in responding to the Commissariat Building works, Queensland Treasury regarding insurance of road assets and the Queensland Trucking Association, the trucking industry, Federal Government and Motor Vehicle Accident Commission to allow federal interstate registered vehicles to operate in Queensland.

Rail

The DTMR, as a matter of business as usual, prepared monthly Queensland Coal Transport Reports and distributed same to the Directors-General and senior officers of stakeholder departments including Premier and Cabinet, Treasury, Department of Infrastructure and Planning, and Department of Employment, Economic Development and Innovation. Since October 2010 those reports conveyed information on developing weather conditions and their current and forecast impact on the coal transport system. The reports summarised Bureau of Meteorology advice on monthly rainfall and other indicators of a stronger than usual wet-season and likelihood of an increased number of cyclones.

In response to the imminent and then realised threat of the 2010/11 flood events, DTMR:

- From mid-December 2010, prepared the Rail Network Updates and weekly rail network status calculations;
- From mid-January 2011, produced thrice-weekly rail, port and freight infrastructure updates of 'Current State of Transport Infrastructure' (including maps);
- Established a Freight Policy Advisory Team to coordinate initial input for freight recovery prioritisation. This mechanism enabled the identification of strategic freight priorities and coordinated freight related reporting data and information to DTMR Flood recovery unit; and

- Coordinated reporting on damage to Government Owned Corporations (GOCs) infrastructure and assets (in consultation with the GOCs and Maritime Safety Queensland), including Queensland Rail Limited.

Maritime

The MSQ commenced media-targeted campaigns from the commencement of the cyclone season with media releases furthering the Premier's announcement of October 18 directing all State Government agencies to be on alert and prepared over summer after a senior meteorologist briefed Cabinet about one of the most potentially busy storm seasons since the 1970s. The focus of these activities was on the preparedness of the owners of recreational craft for extreme events. Appropriate media options were used to convey these messages. A DVD of public service announcements will be provided.

The MSQ put in place a range of community safety messages and strategies to inform the maritime industry and the recreational boating public. This included, and was not limited to, the following:

- Multi Media activities – specific entries in the Summer Boating Safety Campaign, radio and television interviews with the General Manager, features in regional newspapers, broadcasts on indigenous radio services, preparedness tips on 4KQ and Creek to Coast, MSQ website links; and
- Regional safety initiatives – MSQ staff letter drops at boat harbours and marinas, input into cyclone survival brochure, cyclone contingency advice in distributed boating advice packs, support for associated regional press features.

Brisbane River

Closure and Reopening of Port of Brisbane

The closure of the Port of Brisbane, Queensland's busiest port in terms of vessel movements was a significant decision with major commercial impact. The following bullet points set out key information in the period 10 January – 21 January 2011.

Monday 10 January 2011

- Port Office tide gauge observed 0.8 metres above prediction;
- Ships at Fisherman Islands berths were being affected by strong ebb and were advised by the Regional Harbour Master (RHM) to use additional mooring lines and storm bollards where

provided;

- Additional precautions put in place for ship movements such as extra tugs, no swinging on ebb tide. All port users advised of new requirements; and
- Current and ships were continually monitored by Vessel Traffic Services (VTS).

Tuesday 11 January 2011

- All ship arrivals into Brisbane River suspended by RHM before midday;
- All ships (trade) in the Brisbane River were directed to clear all river berths by midnight;
- Port officially closed to major trading ships from midnight (Notice to Mariners 031 of 2011 dated 11 January 2011);
- General safety messages broadcast by VTS on VHF marine channels to warn all ships of strong current and hazards in the river;
- Commercial vessels such as River Queens were permitted to move down river and away from city reaches;
- Citycats were given special permission to move to Manly Boat Harbour by RHM; and
- The commercial ship 'The Island' was not able to clear bridges in the city due to rise of water in the upper reaches of river and was instructed to secure vessels using additional mooring equipment and for vessel to be crewed at all times.

Wednesday 12 January 2011

- Safety message being broadcast continuously on VHF marine channels;
- Discussion held with Port of Brisbane Pty Ltd (PBPL) to plan for hydrographic survey for Entrance Channel and essential berths such as tanker berths to facilitate tanker movements and to keep oil refineries operating; and
- Port users advised as required.

Thursday 13 January 2011

- Hydrographic survey results of Entrance Channel and Fisherman Islands berths provided by PBPL indicated serious sunken navigation hazards; and
- All port users advised of navigational hazards present in the Brisbane pilotage area and surrounding waters and estuaries of Moreton Bay (Notice to Mariners 036 of 2011 dated 13 January 2011.

Friday 14 January 2011 and Saturday 15 January 2011

- PBPL continue to conduct hydrographic survey and removal of debris from river bed;
- PBPL continue to liaise and discuss progressive hydrographic survey results with RHM and Brisbane Marine Pilots (BMP); and
- Priority being given to facilitate movement of tanker to allow Caltex continuation of refinery operations.

Sunday 16 January 2011

- Oil tanker given special permission to enter the port and berth at Caltex Fisherman Islands by RHM. This was within acceptable safety parameters;
- Later in the afternoon and based on hydrographic survey results provided by PBPL and in consultation with BMP, the RHM reopened Fisherman Island's berths with special conditions, daylight hours only, additional tugs, increased under keel clearance, no passing of ships and so on; and
- Advice of partial opening sent to all port users by email.

Monday 17 January 2011

- Hydrographic surveys and removal of sunken objects continue to be conducted by PBPL within the port limits up to Pinkenba; and
- As a result, ship movements were permitted by RHM up to Pinkenba under special conditions (notice to Mariners 051 of 2011 dated 18 January 2011).

Tuesday 18 January 2011

Based on hydrographic survey results and in consultation with BMP, the RHM sent out advice to port users to reiterate special conditions put in place for ship movements. Some night movement were allowed at Fisherman Islands.

Wednesday 19 January 2011

Based on further hydrographic survey results from PBPL and in consultation with BMP, the RHM made decision to allow movements to Hamilton Reach including night navigation. Advice sent to all port users by email.

Thursday 20 January 2011

Following further hydrographic survey results provided by PBPL, ship movements in the Port of Brisbane were opened to normal operating procedures at Fisherman Islands by RHM and special conditions for Brisbane River berths which included additional tugs and ships berthing against predicted tide flow only (Notice to Mariners 056 of 2011 dated 20 January 2011).

Friday 21 January 2011

Based on hydrographic survey results provided by PBPL and in consultation with BMP, the RHM reopened the port to normal operating procedures for SOLAS ships (Notice to Mariners 064 of 2011 dated 21 January 2011).

Other Issues Associated with the Brisbane Flood Response

The first reports of pontoons coming adrift and yachts drifting from their anchored and mooring positions were received on Monday 10 January 2011. The District Disaster Management Group (DDMG) was activated on Tuesday 11 January 2011. Commercial vessels, such as River Queens were given permission to move down the river, and the CityCats to transit to Manly Boat Harbour.

Moggill Ferry

Late night on Tuesday 11 January 2011 notification was received from Stradbroke Island Ferries that both cables of the Moggill Ferry had parted and the vessel was alongside bank.

On Wednesday at the request of DDMG, additional anchors were organised by helicopter, however this task was unable to be completed due to darkness.

The Island

On Wednesday 12 January 2011 at the request of the DDMG and after discussions with vessel operators, additional mooring blocks were provided and installed by MSQ/RoadTek to secure The Island. Post assessment by MSQ Shipping Inspectors advice was given to DDMG was that the vessel was safe at its location and not necessary to scuttle. On Thursday 13 January 2011, MSQ assisted with refuelling operations for the vessel and planning commenced for its removal. Significant planning was undertaken for the relocation of The Island and on Wednesday 19 January 2011 the vessel was relocated to a maritime wharf.

Brisbane Riverwalk

On Wednesday 12 January 2011 at the request of DDMG provisional planning began for a deliberate release and towage of the New Farm river-walk. These plans were abandoned when conditions were deemed too dangerous for tugs to operate in the area during darkness. Strategies for controlled explosion and towage were explored and eventually cancelled.

In the early hours of Thursday 13 January 2011 the Brisbane Riverwalk broke free. The Brisbane Harbour Master directed MSQ vessels, Marine Diesel Traders, and PB Towage to guide the floating walkway from critical infrastructure. This was achieved and the walkway was guided to safety and secured.

The Recovery Process

Aerial operations were conducted by The Regional Harbour Master on Thursday 13 January 2011 of the Brisbane River entrance to Milton Reach and up to Sandgate, and also of Mud Island and St Helena. Approval was received from the SDCC for the salvage and retrieval of navigation hazards from Moreton Bay and shipping channels.

The flood recovery process commenced on Friday 14 January 2011 using contractors, MSQ personnel and Port of Brisbane personnel. Contractors commenced debris recovery operations at Luggage and Juno Points. The final recovery contract was terminated on 12 February 2011 with Aussie Excavators for the clean up of the Boggy Creek area.

On Friday 14 January 2011, MSQ was involved in conducting aerial evaluations of debris from the Moggill Ferry downstream, including Redcliffe. Shore based inspections of the foreshore were also undertaken from Cabbage Tree Creek to Scarborough.

On Monday 17 January 2011 discussions were had with the RAN concerning their support in the identification of navigational hazards. The RAN completed assisting MSQ with the identification of navigation hazards on Sunday 30 January.

On Tuesday 18 January 2011, MSQ commenced development of property management plan for pontoons and recreational vessels, and on Thursday 20 January 2011, MSQ released a public notice

for pontoon owners to submit claims for the recovery of their pontoons.

The MSQ coordinated and liaised with Royal Australian Navy (RAN) resources (RAN hydrographic survey ships and divers) in an effort to ensure that the Brisbane River channels and all river crossings were clear of submerged debris. This involved provision of drawings for all DTMR cross-river structures and assistance in locating contacts in other government organisations (Queensland Rail, Brisbane City Council and Department of Public Works) in order to obtain similar information for structures owned and maintained by others.

Sunshine Coast Waterways, including Noosa, Maroochy and Mooloolah Rivers and Pumicestone Passage

The flood events resulted in floating debris and potential obstructions to navigation and mariners were advised (MSQ Notice to Mariners 032 and 033 of 2011 dated 12 January 2011).

Gladstone Region

On 7 November 2010, MSQ mailed 400 MSQ approved mooring holders in the southern Gladstone region and letter dropped to the marinas in the Burnett River, Urangan Boat Harbour and Mary River advice about how to prepare small vessels for extreme weather events.

Port Alma and the Fitzroy River

Port Alma is situated approximately 60 kilometres by road from the city of Rockhampton on the southern end of the Fitzroy River delta. Port Alma is operated by the Gladstone Ports Corporation (GPC).

Port Alma was closed on 24 December 2010 by the Harbour Master Gladstone in consultation with the GPC. The Port was reopened for restricted use on 28 January 2011 (Notice to Mariners 090 of 2011 dated 28 January 2011) and fully reopened on 18 February 2011 (NTM being issued).

The Fitzroy River has approximately 129 swing buoy moorings. It is understood that all vessels utilising these moorings moved to safer havens prior to the flooding events on their own accord. A number of aids to navigation were displaced or destroyed during the flood events and mariners were advised (MSQ Notice to Mariners 1089 of 2010 dated 21 December 2010).

Gladstone Port

There was damage and/or displacement of aids to navigation on the Boyne River and mariners were advised (MSQ Notice to Mariners 011 of 2011 dated 5 January 2011).

Bundaberg Port

The Port of Bundaberg is situated on the Burnett River 19.3km downstream from the City of Bundaberg. The Port includes the 160 berth Bundaberg Port Marina and a number of swing moorings on the river. The Port of Bundaberg is operated by the GPC.

The Port of Bundaberg was closed on 23 December 2010 by the Harbour Master Gladstone in consultation with the GPC and has yet to re-open. There was significant damage and/or displacement of aids to navigation and mariners were advised (MSQ Notice to Mariners 1088 of 2010 dated 21 December 2010 and 1111 of 2010 dated 24 December 2010). The Port is expected to re-open in early March once temporary aids to navigation have been installed. Surveys and dredging will commence on 22 February 2011 for about 3 days to allow limited vessel movements to resume. Vessel owners on swing moorings experienced significant damage to their vessels in the period 20 December 2010 – 13 January 2011. The MSQ staff monitored the situation and contacted all owners to attend to vessels. The MSQ staff participated in food drops to people stranded on their vessels.

Mary River

A number of aids to navigation were displaced or destroyed during the flood events and mariners were advised (MSQ Notice to Mariners 1097 of 2010 dated 23 December 2010). Mariners were also advised of a sunken yacht at Snout Point (MSQ Notice to Mariners 034 of 2011 dated 12 January 2011).

Air

In preparation for the imminent flood events across the State, DTMR undertook various steps to ready for the potential impact on aviation services and to check general preparedness including:

- Procuring large-scale air passenger or freight capacity, as requested by DTMR's EMD;
- Gathering information from airport operators as to the operational state of the airport and its access roads for use by the DTMR's EMD; and

- Establishing and maintaining contacts with the major airlines, airports and aviation regulatory agencies.

In response to the flood events DTMR liaised with regional airports and local governments regarding impacts and/or damage to regional airport runways.

Passenger Transport

In preparation for the imminent flood events across the State, various steps were undertaken to ready for the potential impact on passenger transport services and to check general preparedness. Specifically, DTMR:

- Participated in TTA's disaster management meetings;
- Confirmed operator contact details and fleet details;
- Advised operators of their reporting obligations to the department – particularly of impacts on service provision; and
- Contacted the Taxi Council of Queensland, Yellow Cabs Pty Ltd and Black and White Cabs to advise of imminent danger and encouraged parties to take immediate steps to ensure personal safety and potential planning for service continuity.

The DTMR undertook the following actions in response:

- Contacted the Queensland Bus Industry Council and Queensland School Bus Alliance and key operators to identify impacted operators and any damage;
- Maintained daily contact (where possible) with all affected operators;
- Provided regular reporting on impacts to operators and service disruptions and the status of open/closed schools and school bus routes;
- Attended TTA disaster management meetings;
- In relation to the Brisbane floods, maintained regular contact with taxi operators to assess the impact of the flood in terms of damage, service provision and to provide assistance where possible; and
- Prepared Ministerial direction under the *Transport Operations (TransLink Transit Authority) Act 2008* regarding the provision of free public transport. Free public transport was subsequently provided for a period of one week from 14 to 21 January 2011 for the Brisbane CBD area.

The TTA took the following actions in response:

- Acted the primary source of consolidated, multiple modes, up-to-date public transport information across its geographic territory, with particular emphasis on those areas affected by the flooding. Amongst other media, this was facilitated through its website and social media technology;
- Assisted operators in maintaining business continuity – such as accessing fuel supplies;
- Liaised with relevant public transport and disaster coordination stakeholders, the former of which included Queensland Rail, Brisbane Transport and other of TransLink's service delivery partners, contractors and support partners (for example technology platform providers and call centre managers and operators);
- Was instrumental in the managed scale down and subsequent re-establishment of full bus and rail operational capacity;
- Managed the operation of the Busway Network including instituting diversions around a section of the South East Busway that was affected by flooding;
- Liaised with DTMR in recovery operations; and
- Provided assistance to the Local Disaster Coordination Centre (LDCC) in the form of sourcing buses to evacuate affected members of the public.

Key interactions with other departments, agencies and entities relating to DTMR's preparation and response to the floods included liaison with:

- TransLink Transit Authority regarding preparedness and response;
- The Queensland Bus Industry Council and the Queensland School Bus Alliance regarding impacts to operators and service disruptions;
- Various operators regarding impacts and services disruption; and
- Education Queensland regarding school closures and alternative arrangements for school transport bus services.

People and Assets

The DTMR's People & Capability Division Critical Incident Response Plan (CIRP) was developed specifically for the 2010-11 storm season, and outlines the division's decision making structure in a disaster response situation. This primarily referred to the department's workplaces and other facilities. A 24 hour contact number was made available and a Divisional business continuity plan was developed.

People & Capability Division liaised with other DTMR Divisions to:

- Ensure business units had sufficient information about facilities critical incident arrangements to ensure a rapid response in the case of facilities damage;
- Obtain available information as to the business continuity plan needs of critical business units to develop pre-planned responses where appropriate;
- Maintain a register of trained departmental staff ready for deployment by Department of Communities; and
- Ensure the capability of workplace health and safety officers to delivery WHS services in any situation.

Information Division reviewed its High Availability, Disaster Recovery and Business Continuity plans and procedures to assess the impact of flooding. Preparation and mitigation activities included:

- Creation of paper based contact lists and back up contacts;
- The managed shut-down and removal of at-risk ICT infrastructure;
- The movement of IT Service Desk activities to a virtual environment; and
- Communication to all staff on the requirements for safety of staff and the carrying out essential ICT services.

In response to the 2010/2011 flood events, People & Capability Division provided key advice and information about the impacts of the floods on personnel, facilities, and business continuity.

Key interactions with others included liaison with the Department of Public Works in relation to the status and recovery of leased accommodation owned by private owners and repair of DTMR facilities, with private owners of leased premises, and central agencies for people-related issues/directives.

At the commencement and during the flooding iDivision continued operations to support DTMR through appropriate relocation of technology services, provision of back up facilities and accommodation for key personnel, remote management of systems where possible, and later, restoration of services, including GIS mapping, email, SAP when possible.

Flood Recovery Unit

On 10 January 2011, DTMR's Flood Recovery Unit was established within the Operations Group to co-ordinate DTMR's approach state-wide to the critical response and recovery stage of 2010/2011 flood events. It is proposed that the unit will disband on 31 March 2011.

The Flood Recovery Unit's scope is limited to its timeframe and the significant weather events from December 2010 and early 2011 and include:

- Lead and integrate across DTMR and its associated agencies in their recovery of the transport network;
- Interface with the Queensland Reconstruction Authority (QLDRA) and contribute to key stakeholder management with industry and local government;
- Track and report on the progress and success of the recovery phase against metrics agreed with the QLDRA; and
- Provide an escalation point for resolution of issues that emerge through the recovery phase and communication strategies to ensure consistent, accurate and timely information to general community and industry (including information on road conditions, road access to aid economic recovery and the issuing of permits for freight activities).

Roads and Transport Infrastructure Recovery Committee

This Committee, chaired by the Director-General, will support the work of the Queensland Reconstruction Authority with respect to all modes of transport.

F. Preparedness for Next Wet Season

General

Although debriefing from the 2010/2011 is still in preliminary stages, and for some areas is yet to commence due to the ongoing commitment of relevant resources to the recovery phase, DTMR has identified some issues or areas where it intends focusing its attention in anticipation of future wet seasons. Those areas for consideration include the following:

- The DTMR remains committed to a robust structure of emergency management staff across all regions;
- Emergency management personnel are working with DTMR technology areas to develop a geospatial information system to help provide greater accuracy and information for future events;

- DTMR is also proposing a trial of a range of portable satellite communication systems to ensure better voice and data communications in areas where the mobile phone system has been impacted; and
- DTMR is investigating the proposed establishment an 1800 telephone number to enable divisional staff to obtain updated disaster response information.

DTMR will also consider, and where necessary will review:

- Its policy position regarding assistance packages post-event;
- Its business continuity planning (to be led by the Emergency Management Division);
- Early release of DTMR protocols and Declared Emergency Procurement Procedures, January 2011 to support 'emergency' procurement;
- Various administrative measures to provide for:
  - Alternative communications backup;
  - Alternative operating methods (such as shared services, alternative computer housing);
  - HR protocols relevant to emergency situations; and
  - Addressing staff fatigue and rotation during a crisis.

DTMR has formally commenced a "lessons learnt" project.

Road

Areas identified for consideration by DTMR before next wet season include:

- Possible enhancements to the 131940 website from a traffic and travel information website to support disaster management, with a view to making the 131940 the single source of traffic and travel information for the state (including information on road matters that are affected by flooding);
- Issues relating to:
  - Road closures due to wet weather and flooding;
  - Road closure signage;
  - Prevention of driving on flooded roads;
  - Vehicles parked in road corridors; and
  - Removing stock from roads;
- Creating a state-wide Permit Office through the Flood Recovery Road Access Group and Restricted Use Permits guidelines;
- Scour protection for bridges;

- Re-identification of most vulnerable sites based on new data;
- Working with central agencies in relation to Principal Arranged Insurance arrangements, taking into account flood events and insurer response to floods for construction works; and
- The purchase and installation of a diesel generator to power South Coast Region Traffic Management Centre to support state-wide traffic coordination activities 24/7 in the event of a power failure.

The Brisbane District Disaster Management Group (and other regions) is conducting a review and DTMR is part of that review. A meeting was held on 17 February 2011 to start this debrief.

The Bridge Asset Maintenance and RoadTek Structures Senior Inspectors group conducted a review of the response to the flooding at a meeting on 18 February 2011. No major issues were identified at that time.

Rail

The DTMR proposes to:

- Develop a "disaster management reporting protocol" with port Government Owned Corporations to minimise duplication of reporting in the event of a reportable event;
- Liaise with the Department of Environment and Resource Management regarding priority environmental approvals to facilitate emergency dredging; and
- Contribute to the Queensland Rail review and debrief report.

Maritime

DTMR has identified the following issues:

Internal Communication

The recent extreme weather events have highlighted the need for enhanced communication, through multiple channels, with employees. MSQ will investigate options for providing up-to-date information for staff and instigate changes for the next wet season. As an example, MSQ has since purchased the telephone number 1800 677677 (1800 MSQMSQ) to assist staff to easily recall the number in future emergent events.

MSQ has also identified the need to provide enhanced mobile communication devices to senior regional staff.

Engagement with External Stakeholders

MSQ has begun to investigate how DTMR can better engage with councils in providing a more holistic management of water based infrastructure along major rivers (for example, Brisbane River).

MSQ intends to examine options for enhanced stakeholder engagement prior to and during major events to ensure that maritime risks are identified and well understood.

Marine infrastructure may not always be built in accordance with DTMR's concurrence agency requirements. Only the approving agency pursuant to the *Sustainable Planning Act 2009* can enforce approval conditions. Negotiations will commence with approving agencies to institute an audit and compliance program in high risk areas.

Business Process Changes

MSQ will review its existing procedures for extreme weather events to draw upon the recent experiences.

The Business Continuity Process document for Mineral House is currently being reviewed for further enhancements. The updated document will inform the process for development of similar documents for MSQ Regional offices.

Passenger Transport

TTA

From an operational response perspective the TTA is well prepared for flooding events generally. However, the organisation has identified areas for improvement relating to the overall management of crisis events and is taking steps to address this by reviewing, updating and implementing its Crisis Management Plan and otherwise focussing on the areas of disaster recovery and business continuity. TransLink has participated in discussions and briefings with DTMR regarding the potential effects of summer weather forecasts and communicated this information to internal and external stakeholders, including bus service providers. In addition, the TTA has prepared a draft Crisis Management Manual and implemented busway incident management operational procedures in anticipation of the need to respond to crises.

People and Assets

The DTMR has initiated and/or has completed a number of improvements in resilience and robustness of ICT services including:

- Enabling web mail for all DTMR staff to get access to email using non-DTMR devices;
- Enabling an external facing "extranet" environment using Microsoft SharePoint 2007 to allow departmental and divisional messages to be sent and seen using non-DTMR devices;
- Creation of a Blackberry user group that can be ported to different mail servers ensuring that executive users continue to receive email if their normal mail server is unavailable;
- Creation of an SMS service that allows DTMR to send a message to all corporate mobile phones (or a subset) in the case of an emergency;
- Migration of email accounts from CBD based servers to the central Spring Hill data centre;
- Migration of the GIS servers from the CBD to the Spring Hill Data Centre; and
- Enabling access to business critical applications via an external CITRIX gateway to allow authorised DTMR staff to work remotely on non-DTMR devices in the case of emergency.

The DTMR will consider possible use of social media.

The Flood Recovery Unit proposes to conduct a "debrief" and official handover workshop before disbanding the unit on 31 March 2011.

Relevant areas of DTMR will continue to provide analysis and advice on the likely impacts of the increased NDRRA program to the Infrastructure Investment Committee. This advice will focus on options for re-balancing the transport portfolio based on available expenditure, prioritisation processes and guidance standards for reconstruction and complementary works.

G. Indication of Relevant Documents Held by Department

The DTMR has to date identified the following general categories of documents:

General

- Emergency Management Pack;
- Disaster Management plans;
- Disaster Manager role statements;
- DDMG meeting minutes;
- Flood Recovery Phase Project Plan; and

- Various reports.

Roads

- Road planning and design documentation;
- Bridge inspection and maintenance documentation;
- Design standards;
- Technical notes;
- Road Network Incident Response Plans;
- Business Continuity Plans/Depot Management Plans;
- District Disaster Management Plans;
- Policies, manuals and operating procedures in relation to road closures/ 131940 web and 131940 phone, road use and corridor use;
- Bulletins;
- Reports; and
- Emails.

Rail

- Interim Natural Disaster Relief and Recovery Arrangements (NDRRA) Policy for Queensland Rail;
- Business Continuity Plans;
- Maps (PDF) showing the status of the rail network at various times over the last three months
- Emails from Queensland Rail;
- Monthly Queensland Coal Transport Reports; and
- Draft Integrated Freight Strategy for Queensland.

Maritime

- MSQ Business Plan;
- MSQ Branch Plans;
- Regional Operations Plans;
- Notices to Mariners;
- Business Continuity Plans;
- Cyclone Contingency Plans; and
- Port procedures.

Passenger Transport

- Business Continuity Plans;
- Service contractor contact lists;
- Fleet registers;
- Induction and refresher training materials; and
- TTA:
  - The draft TransLink Crisis Management Manual;
  - TransLink Busway Procedures relating to crisis management, infrastructure failure; and
  - Report on the review of TransLink's response to the Queensland Flooding Crisis - January 2011.

People and Assets

- Critical Incident Communication Plan;
- Business Continuity Plans;
- Briefing Notes/Papers;
- Meeting Papers;
- Letters;
- Web Enquiries;
- Media Documents;
- Web pages;
- Messages to DTMR staff;
- Declared Emergency – Procurement Procedures, procurement orders, records and templates;
- First Response Emergency Works (FREW) Contracts;
- Various emails;
- Disaster recovery plans;
- Lessons learnt documentation;
- QTRIP guidelines;
- Program and project management process documents;
- Qld AusLink Network Forward Strategy;
- MIP CMIP, Business Case/ Design Development Report/ Project Proposal Report on affected projects; and
- DTMR insurance review, PAI submissions, PAI policies and guidelines.

Index of documents attached to

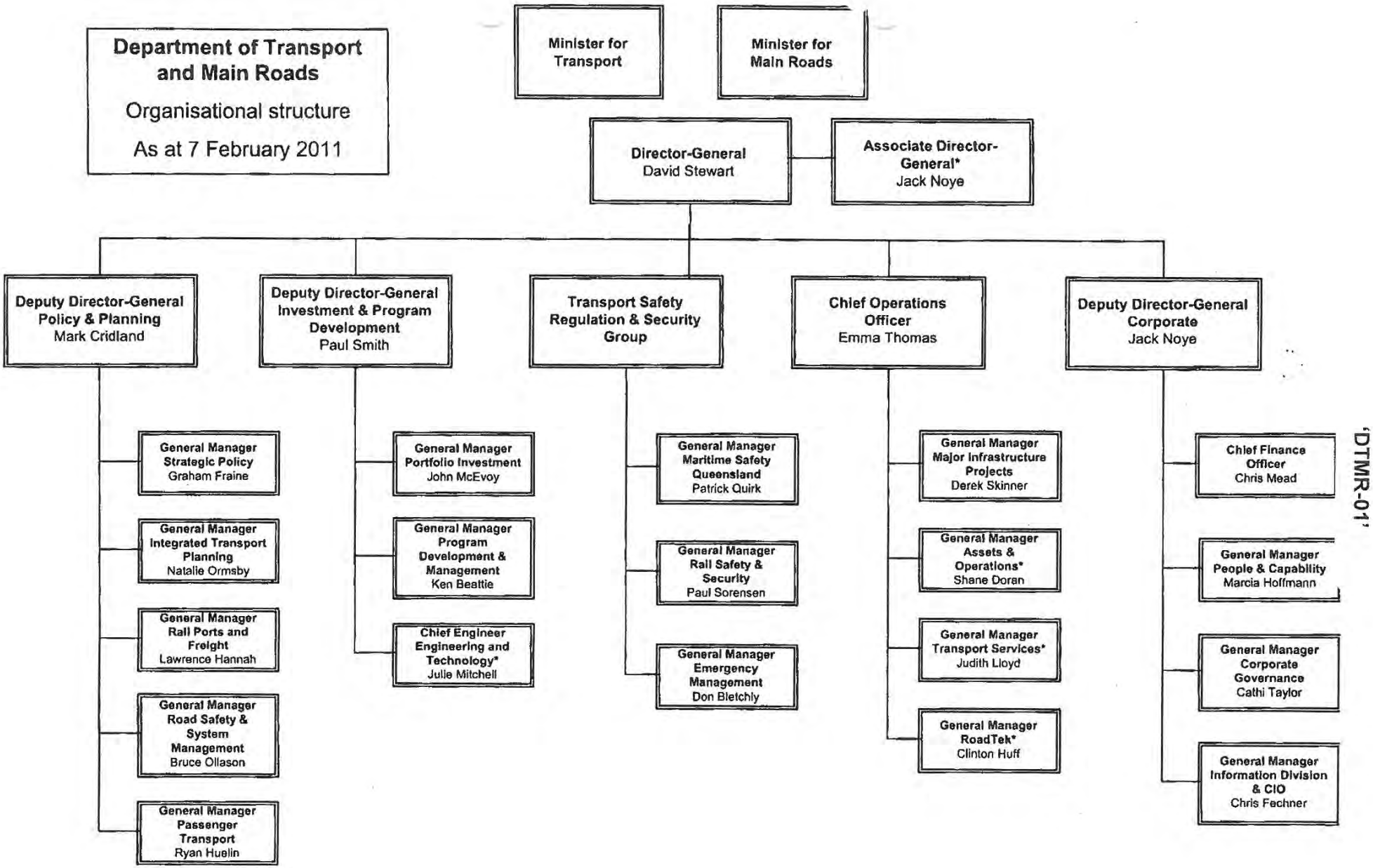
DTMR

Exhibit	Description
DTMR-01	Organisational Structure for the Department of Transport and Main Roads
DTMR-02	Translink Transport Authority – draft Crisis Management Manual

Department of Transport and Main Roads

Organisational structure

As at 7 February 2011



Note:
*Acting or interim arrangement

'DTMR-01'

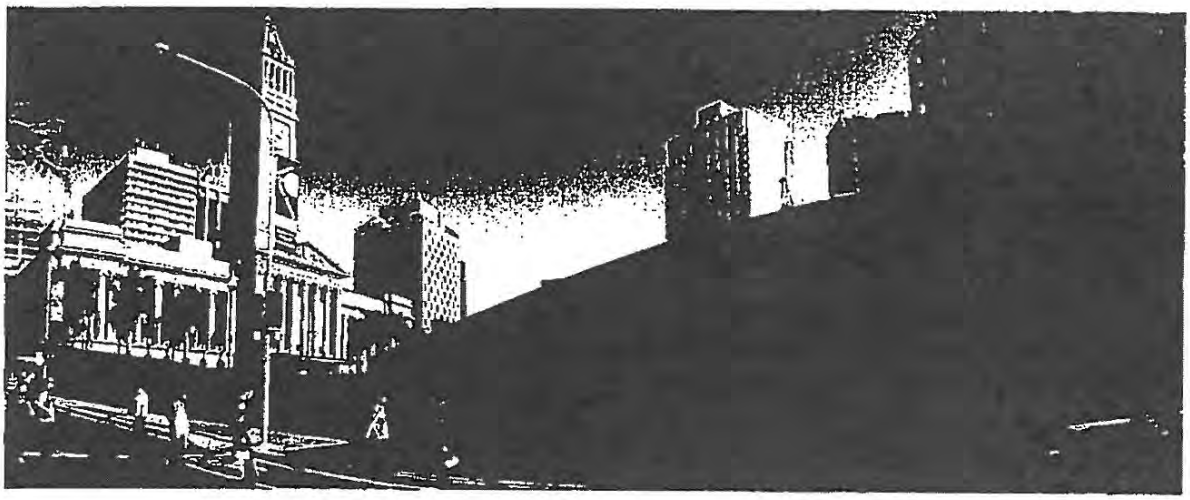
'DTMR-02'

Attachment B

TRANSLink

DRAFT

Crisis Management Manual



TransLink Transit Authority's operational response to major incidents affecting the operation of public transport in South East Queensland

Security-in-Confidence

TransLink Transit Authority's operational response to major incidents affecting the operation of public transport in South East Queensland

Contents

Document Control

Version History

Version Number	Date	Changed by	Amendment
1.0	15 Jan 2010	Mike Gordon	Draft
1.1	10 Mar 2010	Mike Gordon	Draft amendments
1.2	14 April 2010	Mike Gordon	Draft amendments

Process Owner

Process Owner:	Michael Gordon
Title:	Safety & Security Manager
Business Group:	Bus and Ferry Services
Phone:	[redacted]
Email:	[redacted]

List of Abbreviations

BCC	Brisbane City Council
BMTMC	Brisbane Metropolitan Traffic Management Centre
BOC	Busways Operation Centre
BT	Brisbane Transport
CBD	Brisbane Central Business District
CMR	Crisis Management Room
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
DLO	District Liaison Officer
DTMR	Department of Transport and Main Roads
QPS	Queensland Police Service
QR	Queensland Rail
RLO	Regional Liaison Officer
SEQ	South East Queensland
The Plan	CBD Emergency Plan
The Sub Plan	CBD Emergency Plan – Public Transport Coordination Sub Plan
TL-CMT	TransLink's Crisis Management Team
TransLink	The TransLink Transit Authority

Section 1 - Introduction

1.1 *Purpose of the Manual*

A number of situations ranging from significant security threats to major outages on the Queensland Rail (QR) rail network, and even natural disasters, may require a response from the TransLink Transit Authority (TransLink) beyond a "business as usual" basis.

The purpose of this manual is to provide a 'Crisis Management Framework' that illustrates the actions Translink will take to respond to major incidents affecting public transport in South East Queensland.

The manual will also highlight and address a number of existing Crisis Management plans and protocols developed by other Queensland Government Departments in which TransLink has been nominated as a significant stakeholder.

1.2 *Scope*

This manual prescribes the procedures that will be followed by TransLink in the event of a major incident affecting the operation of public transport in SEQ and outlines roles nominated TransLink staff members will perform.

It should be noted that in most cases (with the exception of phase 2 of a CBD emergency evacuation) TransLink's response to a major incident will be to perform the role of a facilitator. For example, should a natural disaster occur on the Gold Coast the local disaster management group may ask TransLink to assist in sourcing extra buses to evacuate members of the public from affected areas.

This manual supercedes all previous TransLink protocols and procedures relating to the organisation's response to major incidents including security threats.

1.3 *Definitions*

1.3.1 Crisis

A situation wherein the sudden and unexpected occurrence may result in the loss of life, destruction of property or drastic consequential loss of assets. Three elements are common to most definitions of crisis:

- a threat to the organisation
- the element of surprise, and
- a short decision time.

1.3.2 Crisis Management

Crisis Management is the process by which an organization deals with a major unpredictable event that threatens to harm the organisation, its stakeholders, or the general public.

1.3.3 Disaster

A natural or manmade incident resulting in the loss of life, extensive property damage and/or consequential loss of assets.

1.3.4 Emergency

A situation arising (usually) suddenly and unexpectedly requiring immediate action. The emergency could either be a crisis or a disaster.

1.3.5 Major Incident

A "major incident" for the purpose of this manual is defined as any incident, either a crisis or disaster, that causes or has the ability to cause, a major adverse affect on public safety or wide-scale disruption to the public transport network in SEQ, and includes incidents such as: threats or emergencies in the Brisbane Central Business District (CBD); other significant security threats; infrastructure failures; industrial action; natural disasters; or significant threats to public health.

A "major incident" does not include any incident that would be responded to in the normal course of TransLink's business in accordance with current operational policies and procedures e.g. responding to traffic incidents on the Busways.

1.4 Source Documents

The manual has been compiled in part as a response to the following source documents that make reference to TransLink's participation in addressing public transport issues resulting from major incidents. These documents are:

- Translink's Major Incident Management Response Procedures 2007
- TransLink's Operations Security – Overview of TTA response to security threat 2008
- Brisbane CBD Emergency Plan V2
- DTMR's Operational level protocol for signification public transport security threats and security incidents 2009
- Queensland State Crisis and Communication Centre (S3) Arrangements 2009
- DTMR's Transport Disaster Management Plan 2009
- Brisbane Transport's Pandemic Plan 2009, and
- DTMR's Transport Tsunami Sub Plan 2009.
- Transport Precinct Counter-Terrorism Coordination Plans

1.5 Manual Format

A Crisis Management Team (CMT) will form the core response by TransLink to a major incident that adversely affects the PT system in SEQ. The nature and composition any CMT will depend on the type of situation that is encountered. For example, the composition of TransLink's Crisis Management Team (TL-CMT) response to a full evacuation of the CBD could involve up to 80 staff members, whereas a response to a significant threat to public health may only involve five or six staff.

Therefore, this manual will be separated into a number of sections each of which will outline factors including staffing, equipment, communication processes and actions to be taken by TransLink to respond to different types of major incidents. These sections will address:

- Section 1 – The introduction
- Section 2 – The core TL-CMT
- Section 3 – Brisbane CBD Emergency Plan – PT Coordination Sub Plan
- Section 4 – Operational Level Protocol for Significant Public Transport Security Threats & Security Incidents
- Section 5 – Transport Disaster Management Plan 2009
- Section 6 - Queensland Police Service Security Protocol
- Section 7 – Precinct Counter-Terrorism Coordination Plans

Section 2 will outline the objectives and structure of the core TL-CMT and will be expanded on where required in subsequent chapters e.g. Translink's response to a CBD evacuation.

Source documents or extracts from source documents will be included as references in sections of the manual where applicable.

1.6 *Contact lists*

Pages 18 – 25 of the Manual contain contact information for all internal and external stakeholders – to be updated.

1.7 *Manual Maintenance*

The maintenance and updating of this manual is the responsibility of the Safety and Security Manager, Bus and Ferry Services, TransLink.

A full review of the procedures contained in this manual is to be conducted on a 6 monthly basis (January and July).

Should amendments to source documents controlled by outside stakeholders be made, the manual will be immediately updated where required.

Section 2 - TransLink's Crisis Management Team

2.1 *Objective*

The objective of the TL-CMT procedures is to ensure:

- timely and appropriate responses are made to every major incident
- the safety of TransLink staff, Operator Staff, TransLink passengers and the general public
- staff are provided with adequate information and resources to perform their allotted roles
- TransLink is able to demonstrate it is effectively responding to the incident
- TransLink is able to demonstrate it is effectively undertaken its stated role in any emergency/response plan in which it is a stakeholder, and
- TransLink's assets are protected.

2.2 *Incident Notifications*

TransLink is a nominated stakeholder in a number of Crisis Management protocols and plans produced by the Department of Transport and Main Roads (DTMR), the Queensland Police Service (QPS) and Brisbane Transport (BT). Within these protocols each organisation agrees to notify other Public Transport (PT) stakeholders should a major incident arise affecting the safety and security of PT operations in SEQ.

Under DTMR's protocols, TransLink's Busways Operation Centre (BOC) is the primary point of contact for all significant security and disaster management related notifications to TransLink as this centre is manned 24 hours. The QPS plans and protocols list key points of contact for TransLink including the Chief Executive Officer (CEO), Directors Rail and Bus & Ferry, Safety and Security Manager and the BOC.

Currently, any serious incident notification made to the BOC will be communicated to the Safety and Security Manager, Bus & Ferry Services. It is the responsibility of the Safety & Security Manager to make an assessment of this notification and if required notify relevant members of the leadership team who will manage TransLink's response to the situation.

Should any notification involve a significant security or other threat be made to any TransLink point of contact, this information is to be immediately communicated to the TransLink Crisis Management Team (TL-CMT) Incident Manager.

2.3 *Assessment of Incidents*

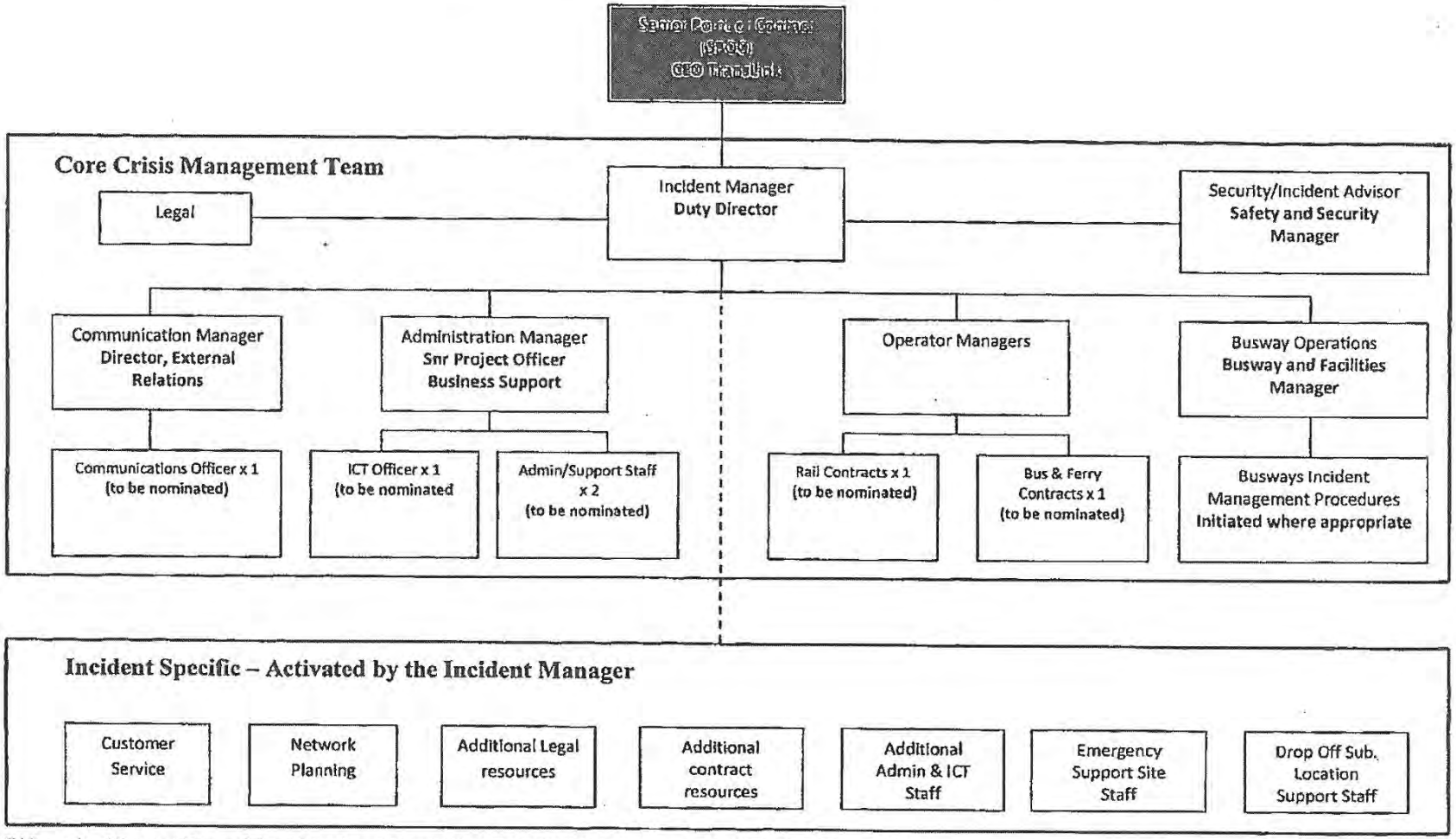
The TL-CMT will form TransLink's core response to any major incident affecting public transport operations in SEQ. The Incident Manager will make an initial assessment of any major incident notification based on the following response levels:

Response Level	Action	Example
Level 1	Activation of the TL-CMT is not required as the incident can be adequately addressed through normal business processes.	• Advance notification of a rail strike. Network Planning & Bus Contracts may need to plan additional routes and source bus resources. • A gas leak occurs near the KGS Bus Station – normal busway protocols are followed. Relevant sections of TransLink i.e. media section are notified of service disruption.
[redacted]	The TL-CMT is activated as the incident has the potential to significantly affect public safety or the provision of network services.	• The terrorism threat level is increased to "extreme" causing the closure and evacuation of the Queen Street and King George Square Bus Stations under the Precinct Coordination plans. • The South-East Busway is closed due to an infrastructure failure.
	Phase 2 of the CBD Emergency Evacuation Plan is activated	• Additional TransLink resources (over & above the TL-CMT) are activated to staff CBD evacuation sites and suburban drop-off sites.

2.4 *TL-CMT Structure*

TL-CMT structure is depicted on the following page.

TransLink's Crisis Management Structure



2.5 TL-CMT Roles and Responsibilities

2.5.1 TransLink Senior Point of Contact (SPOC) - CEO

- Where necessary agree on appropriate precautions/actions with Incident Manager
- Maintain contact with other Senior Government Officials as required
- Attend Queensland Police Service (QPS) briefings as required
- Brief the Minister and other Senior Government Officials as required
- Approve requests for external resources/assistance
- In consultation with the Incident Manager approve the publication of information, and
- Perform the role of TransLink's media spokesman – subject to lead agency and government communication protocols (refer to note in section 2.5.4).

2.5.2 Incident Manager - Director

- Inform TransLink's senior management team members of the incident
- Consult with the SPOC regarding the level of TransLink response where necessary
- Activate core TL-CMT as required
- Contact relevant TL-CMT members
- Determine if other levels of response are required
- Brief TL-CMT regarding incident and TransLink's response
- Attend QPS briefings as required
- Ensure that all actions taken to respond to the incident are documented
- Request situation reports from the TL-CMT for the SPOC as required, and
- In consultation with the SPOC approve the publication of information.

2.5.3 Security/Incident Advisor - Safety & Security Manager

- If first point of contact for incident notification – brief Incident Manager
- Assist Incident Manager in contacting members of the TL-CMT
- Assist Incident Manager in responding to the incident as required
- Liaise with internal and external stakeholders as required
- Identify & brief the Incident Manager on actions to mitigate the impact of the incident
- Prepare briefing notes and reports as required, and
- Act as TransLink's liaison officer in the QPS Major Incident Room as required.

2.5.4 Communication Manager - Director External Relations

- Inform TransLink's media section of the incident
- Agree on briefing details, key messages & timings with the CEO and Incident Manager
- Inform TransInfo call centre and website

- Prepare incident communication plan
- Request communication officer to develop scripts for call centre, website, operator staff and internal staff
- Advise the Incident Manager on communication strategies and implementation
- Seek approval for publication of information – SPOC & Incident Manager, and
- Conduct passenger information evaluation post-incident.

Note: **The lead agency for media communications in a security incident is the QPS and in an emergency management situation, DTMR. TransLink is to ensure its media communications are consistent through liaison with the QPS or DTMR and in accordance with government media management protocols.**

In the circumstance where the incident or threat is related to terrorism, the Department of the Premier and Cabinet is the lead agency for media communications – refer to guidelines relating to public information contained in section 3.3 of the "Queensland State Crisis and Communication Centre (SC3) Arrangements" (page 32 of this manual)

2.5.5 Communications Officer

- Develop scripts for TransInfo call centre and website
- Prepare media reports
- Prepare key message for operator and TransLink staff
- Assist with the preparation of the Incident Communication Plan, and
- Coordinate production and distribution of communication material.

2.5.6 Administration Manager

- Set up the Crisis Management Room (CMR) – level 13 conference room (inventory below)
- Contact ICT Officer to set up computers and phone lines in the CMR, and
- Set up Telephone "call centre" if required.

CMR Inventory

- Desks, chairs, telephones, mobile phones to accommodate all members of the TL-CMT – Liaise with the Incident Manager regarding numbers
- A list of all relevant telephone numbers for internal and external contacts – refer to the **Appendices** in this section of the manual
- General telephone directories for SEQ
- A copy of TransLink's Business Continuity Plan
- Departmental Hazard Information
- A Fax machine/IMR
- Photocopy facilities and paper
- Stationary
- Flipcharts and whiteboards
- Sufficient computers with network access, printers & paper

- TV and video facilities for monitoring & recording media coverage
- 24 hour access and parking
- Refreshment and toilet facilities
- Separate meeting room for briefing & debriefing sessions
- Relevant maps and building plans, and
- Copies of all current department / support services emergency procedures.

2.5.7 ICT Officer

- Set up telephones in the CMR. Depending on CMR location, assistance from Optus may be required by contacting 1300 369 643. If out of business hours – contact the Manager Business Systems on 0419 993 336
- Set up computers and printers in the CMR in consultation with the Administration Manager, and
- Assess and action any other ICT issues regarding the CMR as required

2.5.8 Administration & Support Staff

- Provide general administrative and secretarial support as required by the Incident Manager – a staff member shall be detailed by the Administration Manager to maintain the "Incident Log" (refer to page 36 of the manual – print copies of this page as necessary) which records all information received by the TL-CMT and actions taken to respond to the situation, and
- Arrange food & refreshments as necessary.

2.5.9 Operator Manager

- Contact affected operators (bus & ferry and/or rail) and confirm that TransLink is aware of the situation – refer to contact lists in **pages 20 - 22** of the manual
- Update where required affected operators based on QPS advice
- Contact other TransLink operators to keep them appraised of the situation – approval regarding the release of information may be required from the QPS and the Incident Manager
- Contact the Queensland Bus Industry Council (QBIC) (for information only) – again approval should be obtained from the Incident Manager, and
- If the affected operator/s has experienced a significant loss to their fleet, assistance may be required to locate (temporary) vehicles for the affected operators.

2.5.10 Busway Operations

- If first point of contact for the incident notification – advise the Safety and Security Manager who will then make the relevant internal notifications
- Maintain contact and information flows with the TL-CMT as required
- Manage the movement of Buses and emergency vehicles on the Busway as required, and
- Continue to apply Busway incident management procedures as required.

2.5.11 Network Planning

- Advise team of situation and await advice from the Incident Manager

- If services need to be re-routed, the Incident Manager may seek Network Planning's assistance, and
- Re-route services where required

2.5.12 Legal

- Provide advice to the SPOC and the Incident Manager as required.

2.5.13 Emergency Support Site Transport Node Personnel

- Refer to Section 3 of this manual

2.5.14 Drop Off Suburban Location Personnel

- Refer to Section 3 of this manual

2.6 Remote Communications

Refer to section 3 of this manual.

2.7 Transport

Refer to section 3 of this manual

Appendices to Section 2

Position	Team 1	Team 2	Team 3
Senior Point of Contact (SCOC)	Peter Strachan		
Incident Manager (Crisis Management Executive)	Duty Director Refer to duty roster	Next Duty Director in roster order	Next Duty Director in roster order
Security/Incident Advisor	Michael Gordon	Senior Security Advisor (to be confirmed)	Return to team 1 if required
Communications Manager	Chris Ford-Murphy	Mel Bechard	Return to team 1 if required
Communication Officer	Nikki Evans	Damien Boorman	Return to team 1 if required
Administration Manager	Ken Benson	Natalie Bradley	Return to team 1 if required
ICT Officer	Daniel Ng	Jeff Rickman	Return to team 1 if required
Administration Staff	Katie Carlise Cat Drew	Donna Williams Ashley Carey	Return to team 1 if required
Operator Manager Bus	Steve Holmes	Keith Boyer	Return to team 1 if required
Operator Manager Rail	Gordon Buchanan	Roger Spalding	Return to team 1 if required
Busway Operations	John Broderick	Peter Burns	Return to team 1 if required

Network Planning	Jane Hornibrook	Roman Gafa	
Legal	Jennelle Bell	Damien Brown	
Customer Service	Tim Veith		

Company	Name	Position	Telephone	Mobile
Bribie Island Coaches	Con Patista	Manager	[redacted]	
	Des Trotter	Owner		
Brisbane Bus Lines	Ian Mitchell	General Manager		
Brisbane Ferries	Gaylene Vivian	Communications Officer		
	Sue Sealby			
Brisbane Transport	Alan Warren	Divisional Manager		
	Lisa Cooke	Exec Assistant to Divisional Manager		
	Alan Geyer	Bus Operations Manager		
	Sherry Clarke	Network Operations Manager		
	Roman Gafa	Operations Support Manager		
	Roger Wimsett	Chief Financial Manager		
	Tina Furlanetto	A/Divisional Management Accountant		
	Brian Bothwell	Network Planning Manager		
	Paul Chicoteau	Safety and Security Manager		
	Graeme Morgan	Depot Manager Garden City		
	Scott Ingham	Depot Manager Toowong		
	Glenn Berghofer	Depot Manager Carina		
	Dewayne O'Bryan	Depot Manager Virginia		
	Ian Mackenzie	Depot Manager Willawong		
	Sally Hamilton	Customer Support		
	Gary Burch	Complaints - Carina		
	Shane Hackett	Active Transport		
	Mark Stanley	Active Transport		
	Tom Savage	Senior Policy Manager – Urban Transport		
Buslink Queensland Pty Ltd	Bill Earl	Managing Director		
	Satish Chandra	Accountant		
	Paul Kelly	General Manager		
	Ian Philip	Operations		
Caboolture Bus Lines	Grant Craike & Janette	Director		
	Willie Astorino	Operations Manager		
Cavglass Pty Ltd (Glasshouse Country Coaches)	Trevor Cave	Manager		
	Alison Beames	Administration		

Clarks Logan City Bus Service	Yvonne Clark Graham Davis Karen Gitsham	Managing Director General Manager Manager customer relations & school services	[redacted]
Hornibrook Bus Lines Pty Ltd	Jonathan Cook Rolf Mitchell Ken Isaac Daryl Hirning	CEO General Manager Operations Manager Complaints/Ops	
Kangaroo Bus Lines	Daryl Webster Darren Webster Ian Townsend	Managing Director General Manager Complaints	
Laidley Bus Service	Don Lergesner Ruth Lergesner	Director/Manager Director/Manager	
McCaffertys	Stewart Roberts	Operations Assistant	
Metrolink Qld - City Cats	Peter Robertson	Bulimba ops	
Mt Gravatt Bus Service	Del Cole Skye Naismith Ian Stanley	Managing Director General Manager Operations	
Park Ridge Transit	Filippo Pulitano Vernon Alcantra Robbie Harrop	Managing Director CEO - Pulitano Group Operations	
Southern Cross	Frank Oliveri	Director	

Surfside Buslines Pty Ltd	Luke Gray	Managing Director	[redacted]
	David Bishara	Manager - Service Development	
	Peter Barclay	Operations Manager	
	Alan Cavanagh	Customer Service Manager	
	Shae Kayas	Marketing Officer	
	Andrea Lysnar	Manager Finance and Admin	
	Glyn Owen	Fleet Manager	
	Megan Harkin	Gnl Mgr - Strategic Planning & Dev't	
Thompson Bus Services	Shane Thompson & Jean	Director/Operations Manager	
Sunbus Sunshine Coast (Transit Australia Pty Ltd)	Wayne Patch	CEO	
	Bob Carney	Ops Manager - Marcoola Depot	
	Angela Filmer	KPI Admin Assistant	
Veolia Transport Brisbane	Colin Jennings	General Manager	
	Paul Bridgen	Ops Manager / Ministerials	
	Maxine Hurst	HR Manager	
	Mark Thatcher	Scheduler	
Westside Bus Co Pty Ltd	Filippo Pulitano	Managing Director	
	Vernon Alcantra	CEO - Pulitano Group	
	Adam Pulitano	Operations Manager	
	Graham Henry	Operations	
	Erika Poutapu	Chief Financial Officer	
	Jody	Complaints	

Service	Phone No.	Alternative No.	Fax No.
EMERGENCY SERVICES - 000			
Police Communications Centre	000 / 3364 6464		
Qld Fire and Rescue Service	000 / 3215 0787 Office 3215 0789		
Qld Ambulance	000 / 3215 0005 Office 3215 0782		
HOSPITALS (Public)			
Caboolture Hospital	5433 8888		
Ipswich Hospital	3810 1111		
Kepcrra Hospital	3355 9200		
Logan Hospital	3299 8899		
Mater Hospital	3840 8111		
Prince Charles Hospital	3350 8111		
Princess Alexandra Hospital	3240 2111		
Queen Elizabeth II Jubilee Hospital	3275 6111		
Redcliffe Hospital	3883 7777		
Redland Hospital	3240 8200		
Royal Brisbane & Women's Hospital	3636 8111		
Royal Children's Hospital	3636 3777		
Wynnum Hospital	3393 3122		

UTILITIES			
Electricity – ENERGEX Electricity, Natural Gas and LPG	136 262 (use handset only)		
Ergon Powerline Faults & Damage, Supply	132 296		
Origin Energy Gas Emergencies	1800 808 526		
Main Bursts, Supply, Sewer Connects Etc	see the local government		
Telephone – TELSTRA	Faults 13 2203		
Office of Energy – restoration of electricity gas, and fuel	Alex Archer [redacted]		

LOCAL GOVERNMENTS			
Brisbane City Council ph. 3403 8888	Ms Jude Munro CEO [redacted]		[redacted]
Moreton Shire Council Caboolture ph. 5420 0100	Mr Rob Noble CEO		
Caloundra City Council Telephone: (07) 5420 8200	Mr Garry Storch CEO		
Gold Coast City Council toll free number 1300 130 854 after hours Council emergencies phone 1800 637 000	Mr Dale Dickson CEO [redacted]		
Ipswich City Council ph. 3810 6666	Mr Jamie Quinn CEO		
Logan City Council PH: (07) 3826 5555	Mr Peter Way CEO		

Maroochy Shire Council Call Centre: (07) 5475 8501	Mr John Knaggs CEO		Councillor Joe Natoli (Mayor) ph. [redacted]
Noosa Shire Council ph. 5449 5200	Mr Bruce Davidson CEO [redacted]		**Mayor Bob Abbot** [redacted]
Moreton Shire Council 3480 6666	CEO		Mayor - Allan Sutherland [redacted]
Moreton Shire council ph. 3283 0233 After Hours 1300 733 480	Mr Bob Holmes CEO [redacted]		**Mayor Cr Allan Sutherland** [redacted]
Redland Shire Council ph. 3829 8999 After Hours Council Emergency Services 3829 8633	Mrs Susan Rankin CEO		Cr Don Seacombe [redacted]

Appendix 6 - Queensland State Crisis and Communication Centre

Queensland State Crisis and Communication Centre (SC3) Arrangements

Security Planning and Coordination (SPC)

Queensland Police Service

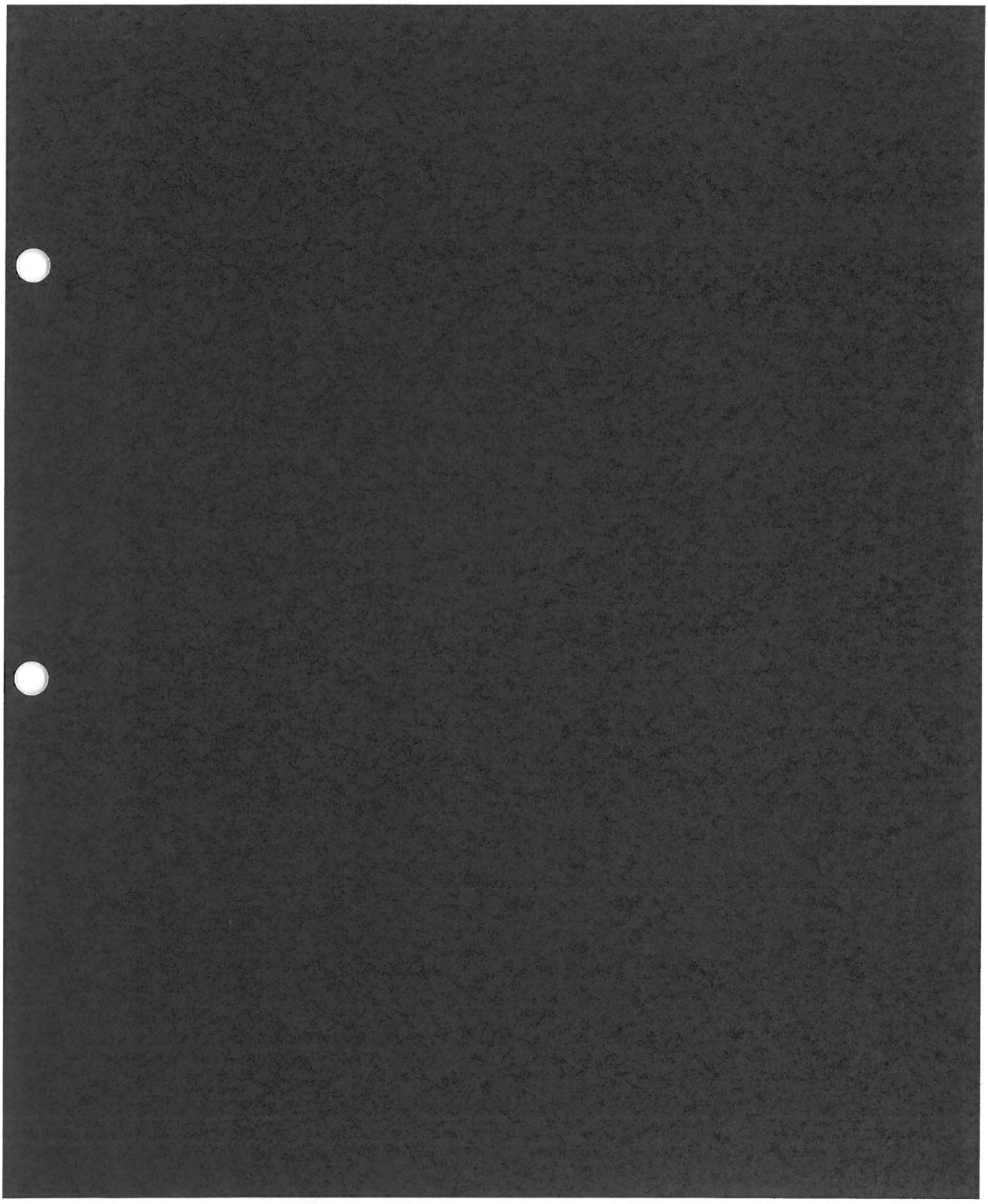
L1, 102 George Street, Brisbane Qld 4000

security@premiers.qld.gov.au

(07) 340 56552

June 2009

Overview of Queensland's Counter-Terrorism Arrangements



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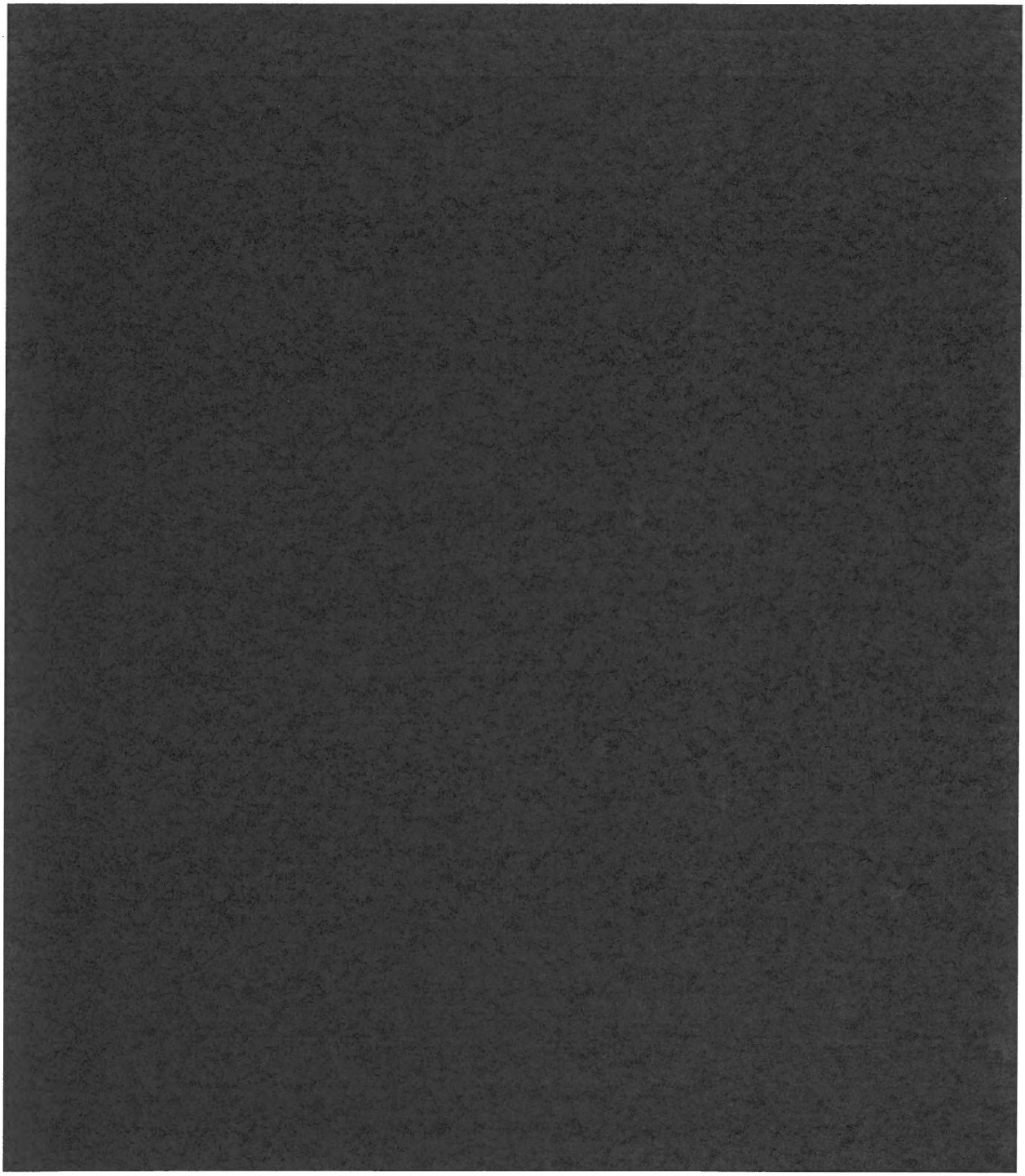
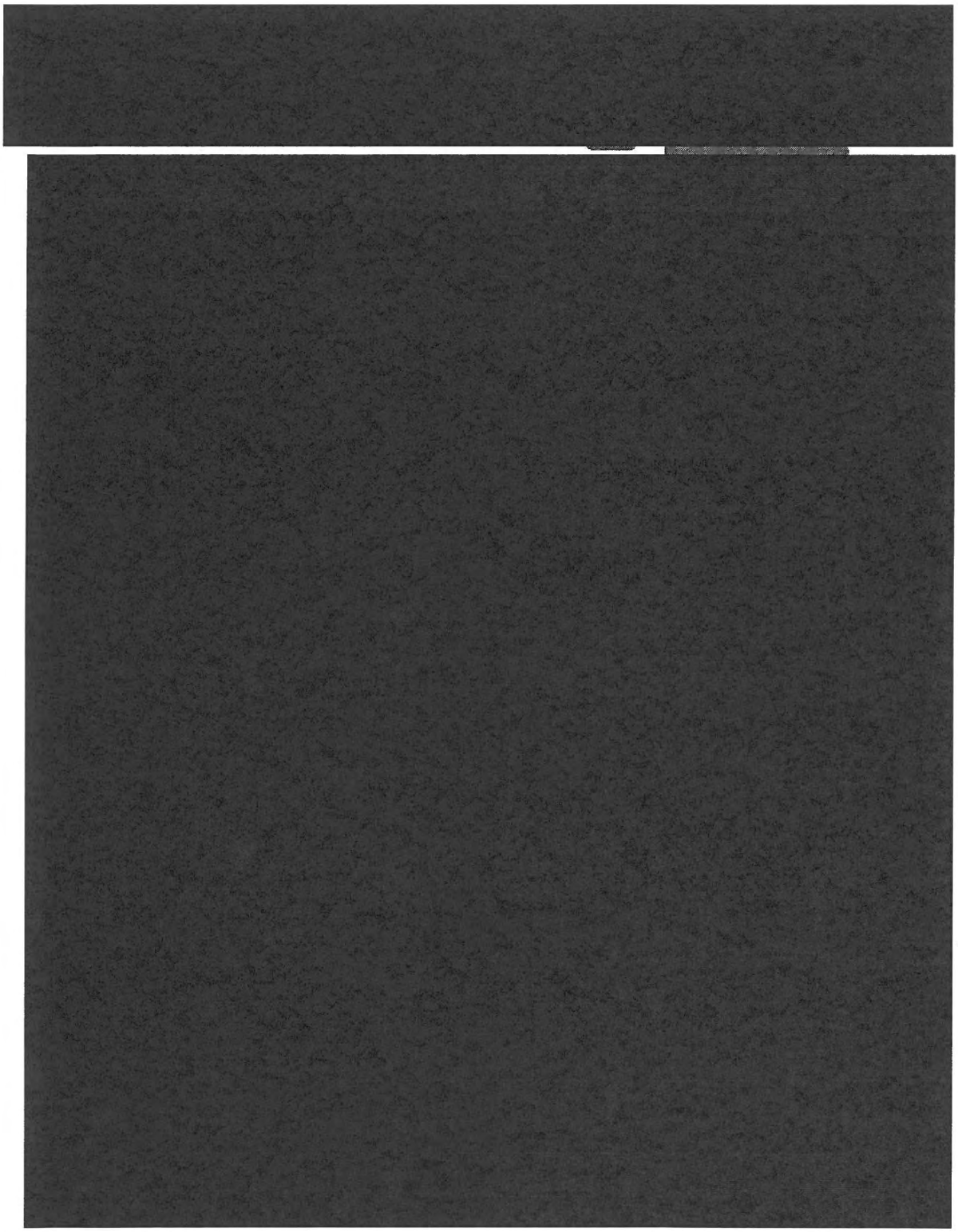
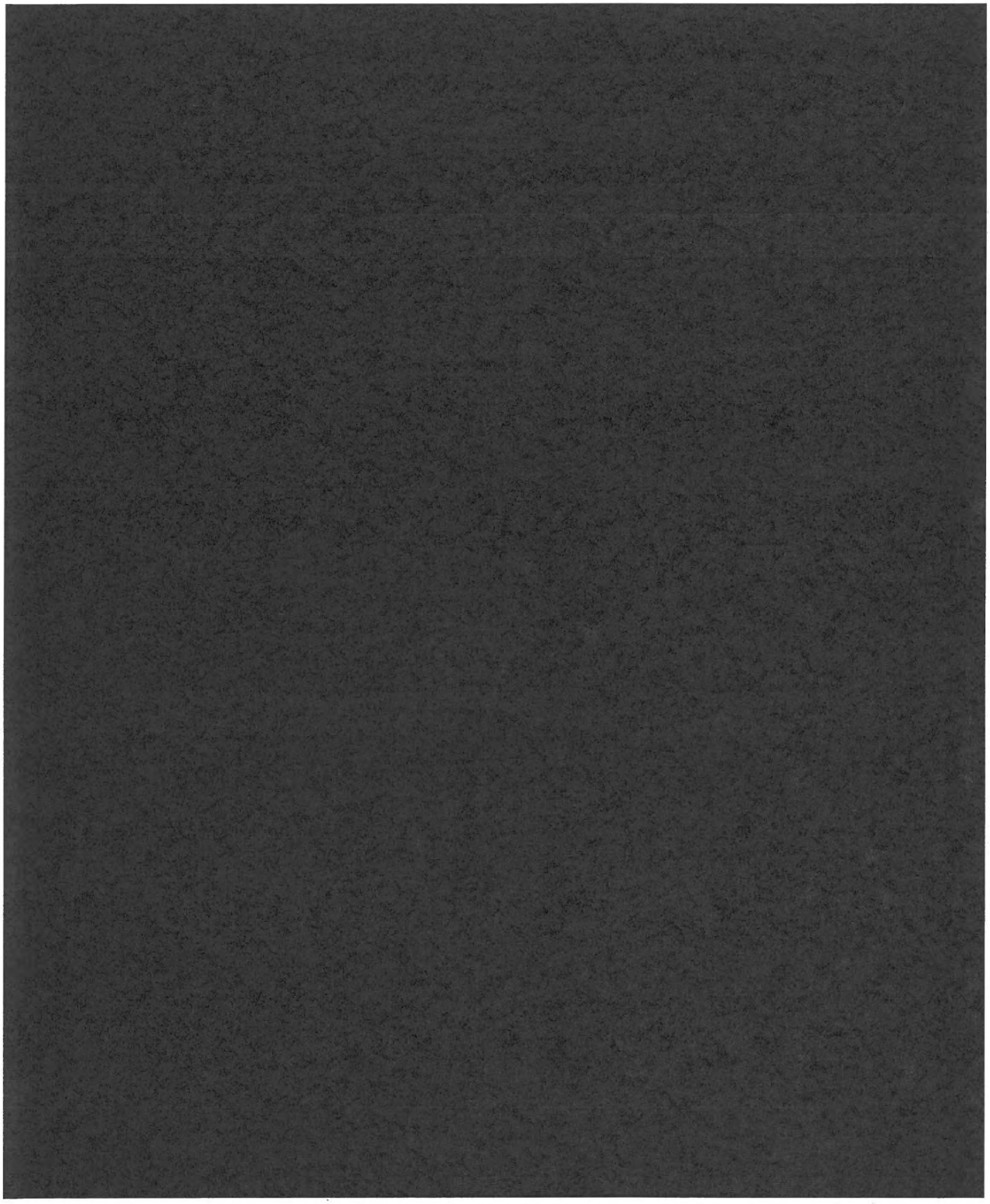
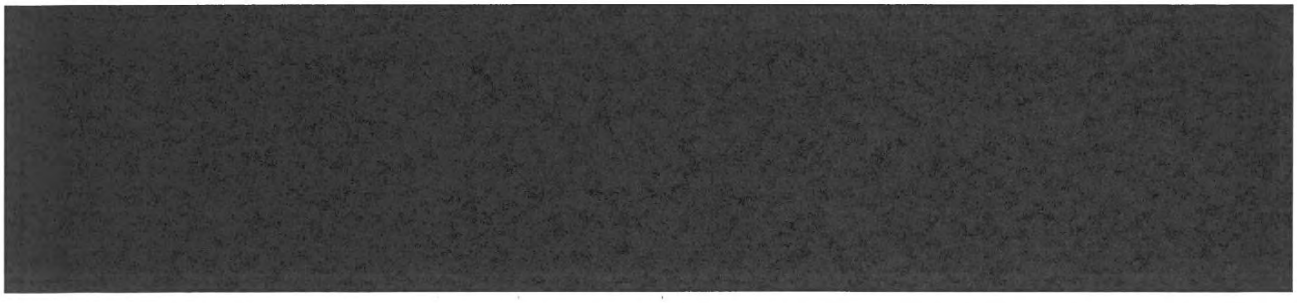
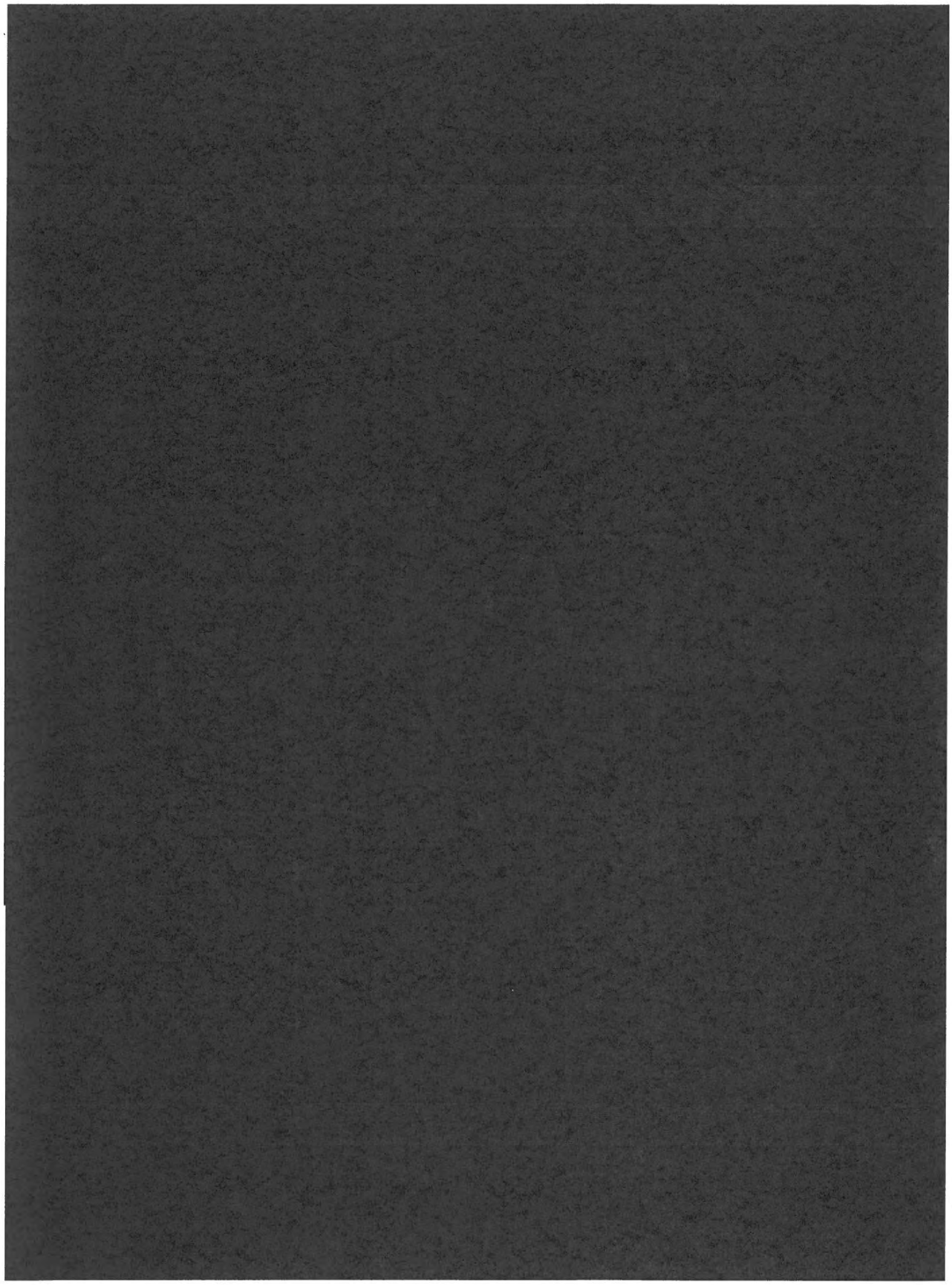
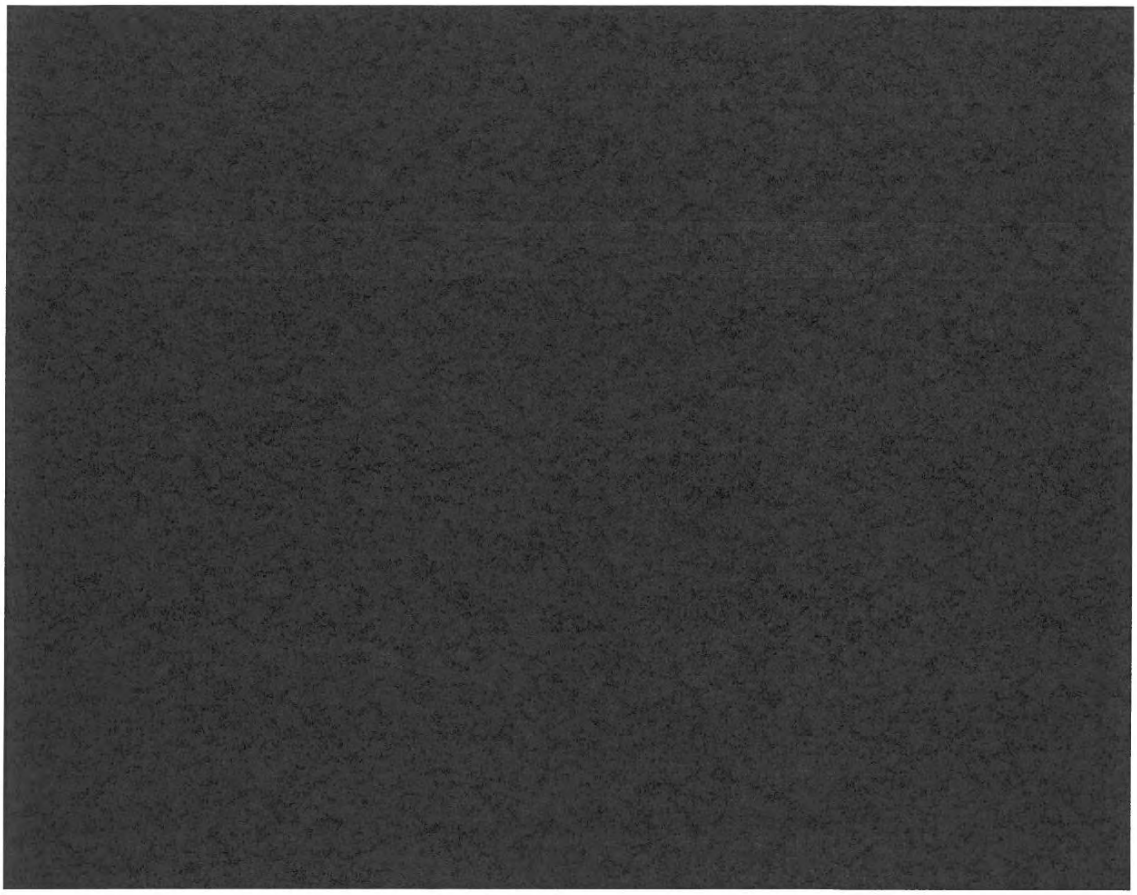


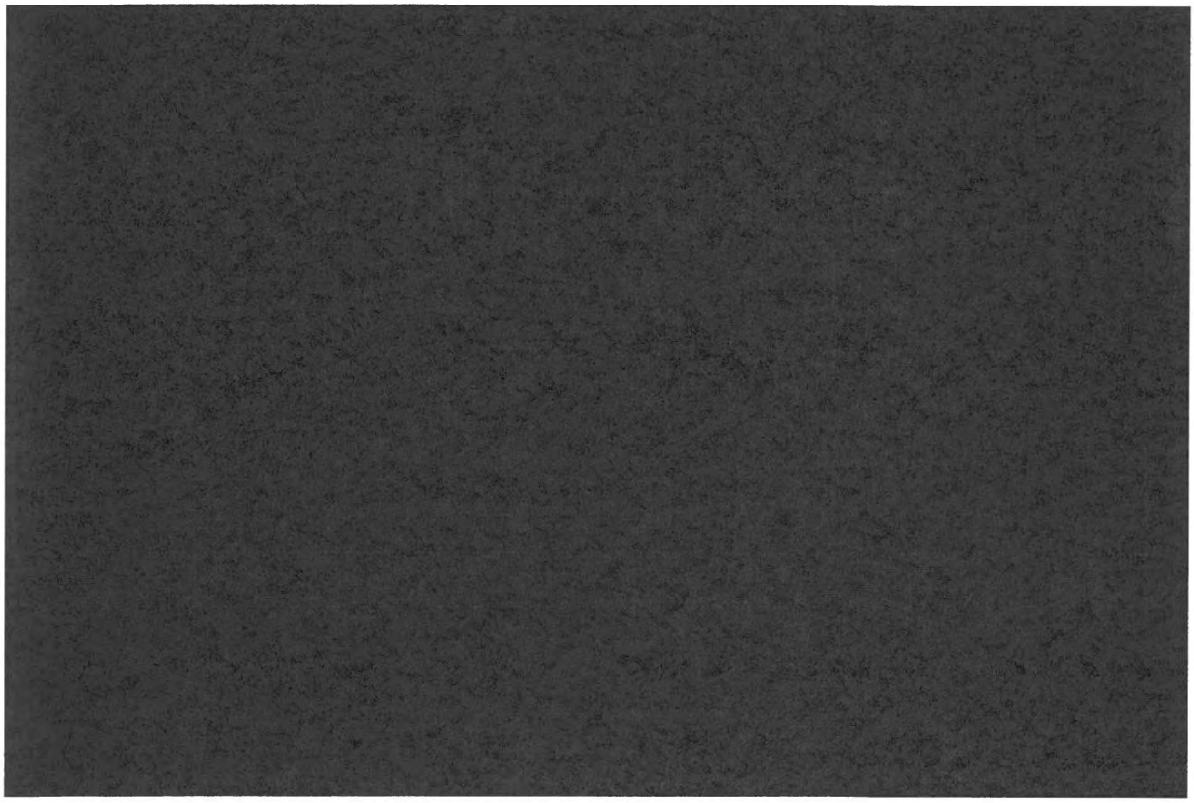


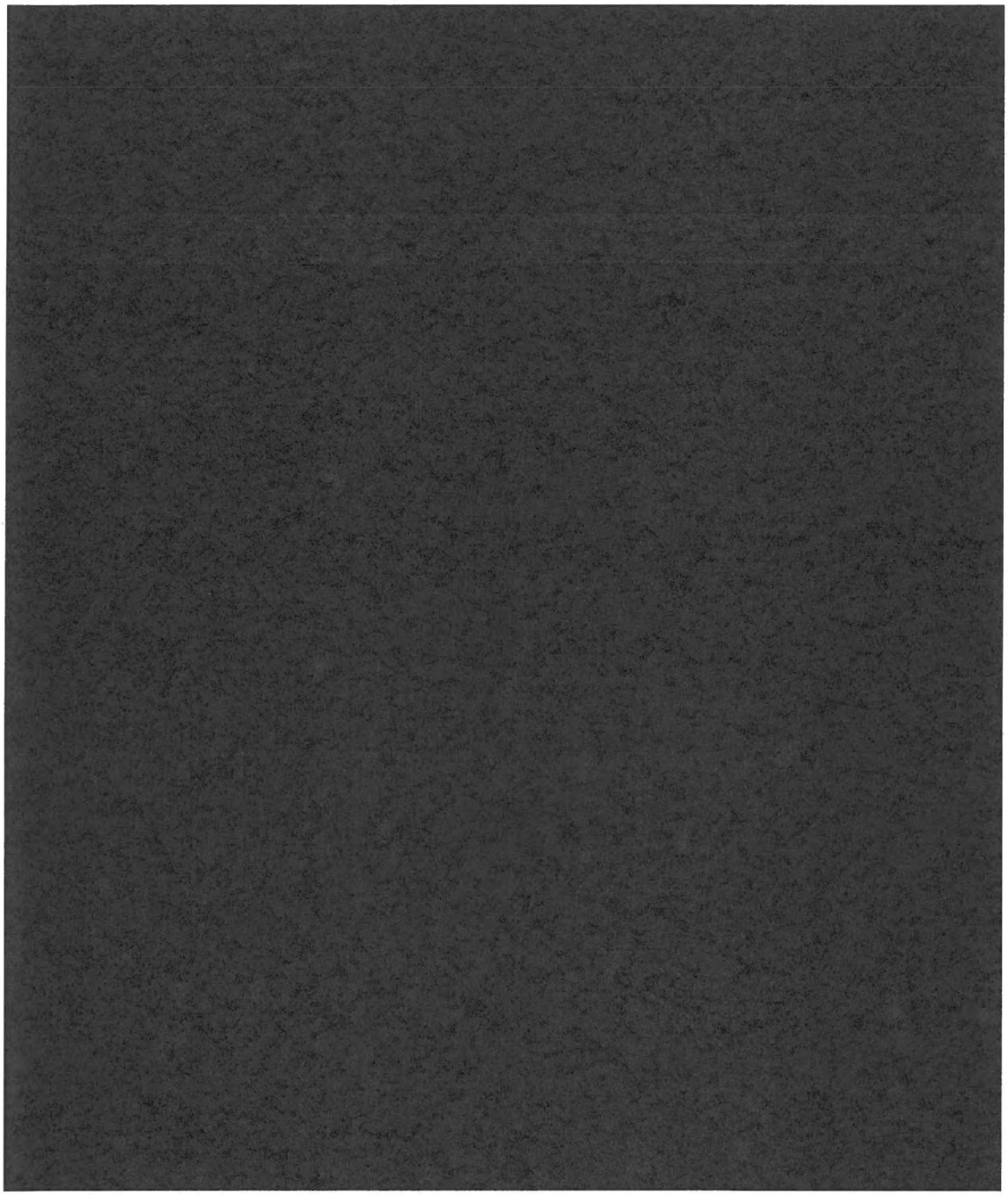


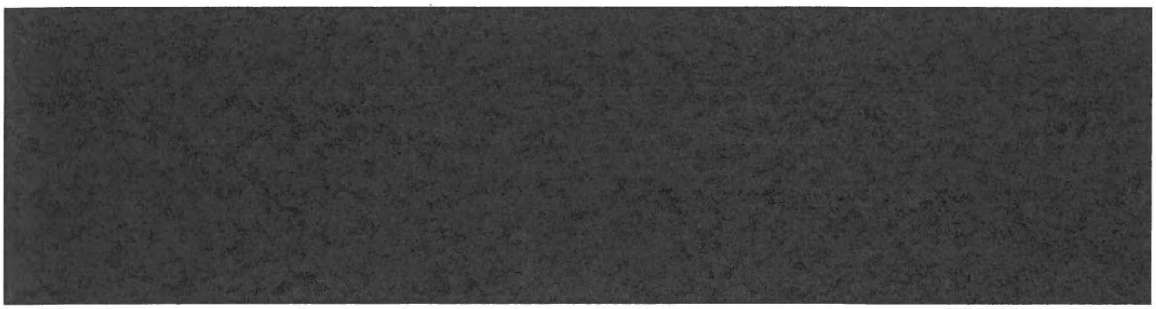












Administration and Logistics

Supports the Executive Officer, provides logistic and administration support to SC3 staff including access control cards and catering (including staff in other buildings) and arranges support for the Queensland Room with Facilities Coordination and Protocol Queensland.

Staff Officer

Reviews situation reports, briefings and other documents for endorsement by the Executive Officer and manages the operation of the SC3.

Policy and Legal Advice Team

Develops contemporary policy and legal advice. Prepares agendas, papers, briefing notes and other material to support leaders, senior officials and high level meetings (including the SSC, SDMG and the NCC). Attends high level meetings as required including teleconferences. Manages officer-level relations with the Commonwealth Governmentand engages with responding agencies. Develops advice to specific private sector stakeholder groups affected by the incident (e.g. Critical Infrastructure owners and operators). Staff are sourced from QPS (SPC and an LO team from the POC), DPC's Law and Justice Policy Branch and other responding agencies (including Crown Law) as required. Agency policy officers ensure the senior officials in their agency are kept informed of activities. Agency officers are not required to relocate to the SPC office as they communicate with the SC3 via IMES.

Public Information Support Team

Manages the development of communication policy. Maintains talking points for the Premier and Minister for Police, Corrective Services and Emergency Services in conjunction with DPC and QPS Director Media and Public Affairs. Liaises with the Commonwealth Government (Attorney-General's Department Public Affairs Branch) on Commonwealth-State matters and coordinates CCN meetings in accordance with the State's agreed responsibilities outlined in the *National Counter Terrorism Handbook, National Security Public Information Guidelines* and *Queensland Arrangements for Public Information in a Crisis*. Develops content and maintains Frequently Asked Questions for the whole-of-government website. Develops content for stakeholder information for Government and public audiences.

Note that stakeholder specific guidance and information may also be provided by the QPS to selected contacts (e.g. Critical Infrastructure owners and operators). This function is separate from the media function (e.g. preparation of media statements for release by the Premier/Minister), which is led by QPS and DPC.

Situational Awareness and Information Management Team

Prepares situation reports for the SSC and the NCC. Provides information to the Policy and Legal Advice Team for communication with specific private sector stakeholder groups. Provides information to the Public Information Support Team for communication to Government agencies and the public. Maintains the Incident Summary. Provides help desk support for the SC3 and manages information security by ensuring staff have appropriate access to electronic and hardcopy material.

Operates the ASNET equipment, Sectera fax, and ANS and provides quality assurance of information flows and systems for IMES, ANS and ASNET. Identifies future issues and track current issues.

Australian Defence Force Liaison Officers (ADFLOs)

The ADF, Queensland, may deploy liaison staff to the SC3 to advise the SSC and SC3 staff on matters affecting the involvement of ADF personnel in counter-terrorism activities. If required, a Special Operations Liaison Officer (SOLO) team may also attend the SC3 to advise on ADF Special Operations matters. These liaison officers will operate from the SPC Meeting Room.

Australian Government Liaison Officers (AGLOs)

The Australian Government may deploy liaison officers to the SC3. These officers advise on Australian Government policy and associated matters and act as the liaison between the SC3/AGDCC and Australian Government agencies. AGLOs operate from the SPC secure workspace.

Appendix 7 – Incident Log

DATE & TIME	DETAILS OF CONVERSATIONS – WHO & WHAT WAS DISCUSSED, ACTIONS TAKEN, ETC

Section 3 - CBD Emergency Plan – PT Coordination Sub Plan

3.1 *Introduction*

The Brisbane CBD Emergency Plan (the Plan) has been prepared by the Queensland Police Service, the owner and lead agency under the plan, in partnership with relevant government and non-government stakeholders. A number of sub-plans (which form parts of the Plan document) have also been developed to support the primary plan including the Public Transport Coordination Sub Plan (the Sub Plan). This Sub Plan is of direct relevance to Translink as it designates Translink's Chief Executive Officer (CEO), or nominated delegate, as being responsible for the coordination of the Sub Plan.

The Plan document including, its constituent parts, are reviewed on a regular basis by relevant stakeholders.

3.2 *Aim of the Sub Plan*

The aim of the Public Transport Coordination Sub Plan is to support the Brisbane CBD Emergency Plan (the Plan), specifically regarding the evacuation of all or part of the Brisbane CBD.

3.3 *Purpose of the Sub Plan*

The purpose of the Sub Plan is to identify the arrangements for the public transport response to emergency situations affecting the CBD to support actions arising from the Plan including full or partial evacuation.

It is important to note that this Sub Plan and associated documents have been developed ***to assist*** in responding to transport needs in the event of an evacuation within the CBD. The actual public transport (PT) response provided on the day will depend on the type of incident and a range of other factors that may have an impact on the specific response required.

3.4 *Scope & Exclusions*

As suggested above in the aim and purpose of this Sub Plan, matters that are within scope can be broadly defined as follows:

1. moving large numbers of CBD evacuees from transport nodes, and
2. where able, provide assistance to support the movement of vulnerable persons.

This Sub Plan does not address:

- movement of people to the primary transport Emergency Support Sites, except in the case of vulnerable persons (as noted above)
- communication of transport arrangements to people in the CBD at the time of activation of the CBD Emergency Plan
- transport of people outside of the identified transport corridors or pre determined drop off suburban locations

- care/housing/welfare of residents of the CBD beyond their transport away from the CBD. Arranging for the welfare of CBD residents is the initial responsibility of the Brisbane City Council and on their resources being overwhelmed, will refer to the District Disaster Coordinator who will be engaged through Disaster Management Arrangements
- arranging and conducting investigations that may be required by Transport specific legislation/regulatory authorities. The responsibility for these activities remains with the accredited organisation, and
- recovery considerations beyond initial interface of service recovery. Responsibility for organisational recovery remains with each senior delegated authority, for example, Chief Executive Officer/Director General etc.

NB: *Activated support workers* (such as SES workers, Red Cross, etc) needing to access the CBD (to assist in the response to an incident) will be able to board buses (that have transported persons from the transport node/s to one of the 5 suburban locations) for the bus' return journey to the transport node/s. Activated support workers wanting to board these services must have identification in their possession or must be in uniform.

3.5 *Authority to Activate the CBD Emergency Plan & Sub Plans*

Authority to activate the Plan and the Sub Plans is provided by the Deputy Commissioner QPS. It is important to note that there are a number of precursors prior to full activation of the Sub Plan. It should also be noted that it may be determined by the QPS that full activation of the Sub Plan may not be required.

3.6 *Phases of the Sub Plan*

The following example outlines the phases of activation of the Sub Plan in the event of an incident that affects the whole of the CBD.

QPS Advise of Incident / Standby for Phase 1

- If operators are not directly affected by the incident, this is an alert only and requires no action from transport operators i.e. 'business as usual'.
- Commence preparation for Phase 1 and continue scheduled services until further notice from the QPS.

QPS Advise to Activate Phase 1

- Initiation of Phase 1 activates the closure of the CBD to incoming passengers and establishes a state of readiness for action of Phase 2
- Upon activation of Phase 1
  - **Bus transport operators** will disembark passengers at the CBD periphery or will otherwise make a return trip to their depot setting passengers down on the return journey.
  - **Rail services** will not stop at CBD stations i.e. trains will not stop at Central or Roma Street Stations.
- Be prepared to activate Phase 2

- **As a part of Phase 1, Action will also be taken to prepare for Phase 2:**
  - Operators to confirm availability of infrastructure.
  - Operators to develop and/or confirm details response based on incident.
  - Confirm responsibilities with staff involved in the delivery of the Sub Plan and Detailed Response Plans.

QPS Advise to Activate Phase 2

- Re-deploy staff to the identified transport nodes, and
- Operators to respond/provide services in accordance with the Detailed Response Plans.

3.7 *Transport Nodes*

Transport Nodes are locations near the CBD which are identified as suitable for facilitating the movement of large number of people. Transport Nodes are activated and coordinated under the Sub Plan. Transport Nodes will be located adjacent to identified Emergency Support Sites (ESS).

3.8 *Transport Node Activation*

Transport Node activation will commence upon activation of Phase 2 of the Plan. A coordinated assessment will be made by the QPS, TransLink, QR & BT as to the appropriate location of the transport nodes – based on the impact of the 'incident' on the transport network.

3.9 *Transport Node Locations*

People within the CBD are evacuated to one of the ESS as identified in the Plan. The ESSs are:

- Suncorp Stadium
- Brisbane Convention and Exhibition Centre (BCEC)
- Southbank Parklands, and
- RNA Exhibition Ground.

In the event that all four ESSs and therefore all transport nodes are activated, the transport node will act as feeder locations for the major transport corridors in the Greater Brisbane area. The transport nodes are the feeder locations for the following corridors:

- Suncorp Stadium
  - Rail – Ipswich Line
  - Bus – Indooroopilly and Ashgrove (terminating at Brookside)
- BCEC / Southbank
  - Rail – Beenleigh, Gold Coast and Cleveland line
  - Bus – Carindale, Garden City

- RNA Exhibition Grounds
  - Rail – Doomben, Shorncliffe, Caboolture & Ferny Grove lines
  - Bus – Chermside

Shuttle services between the Transport Nodes will be provided for people that are not at the feeder ESS for their destination. Buses will shuttle people (whether the rail network is available or not) between the Transport Nodes to their preferred feeder location.

3.10 *Drop Off Suburban Locations*

While the rail network covers a vast majority of the outer lying area of Greater Brisbane, there is also a substantial suburban area that is serviced only by the bus network.

To ensure that the buses are able to respond to the incident efficiently, 5 locations have been identified as *Drop Off Suburban Locations*. The buses will stop at all City Express Stops along the routes to each of the locations, and will terminate at each of these locations. These locations are:

- Indooroopilly Shopping Town
- Garden City (Upper Mt Gravatt)
- Carindale Shopping Centre
- Chermside Shopping Centre, and
- Brookside Shopping Centre.

3.11 *PT Response from Drop Off Suburban Locations*

If required, TransLink will coordinate TransLink private bus operators to transport people from the nominated drop off suburban locations to other locations within the TransLink area. This additional PT response will assist people in getting closer to their homes – either in areas located between the corridors covered by the services to the drop off suburban locations, or to areas past them.

3.12 *Public Safety*

As during any stage of an evacuation, maintenance of public safety on the approach to, and at the transport nodes is a key concern to the transport agencies and the QPS. The QPS maintains responsibility for public safety during activation of the CBD Plan.

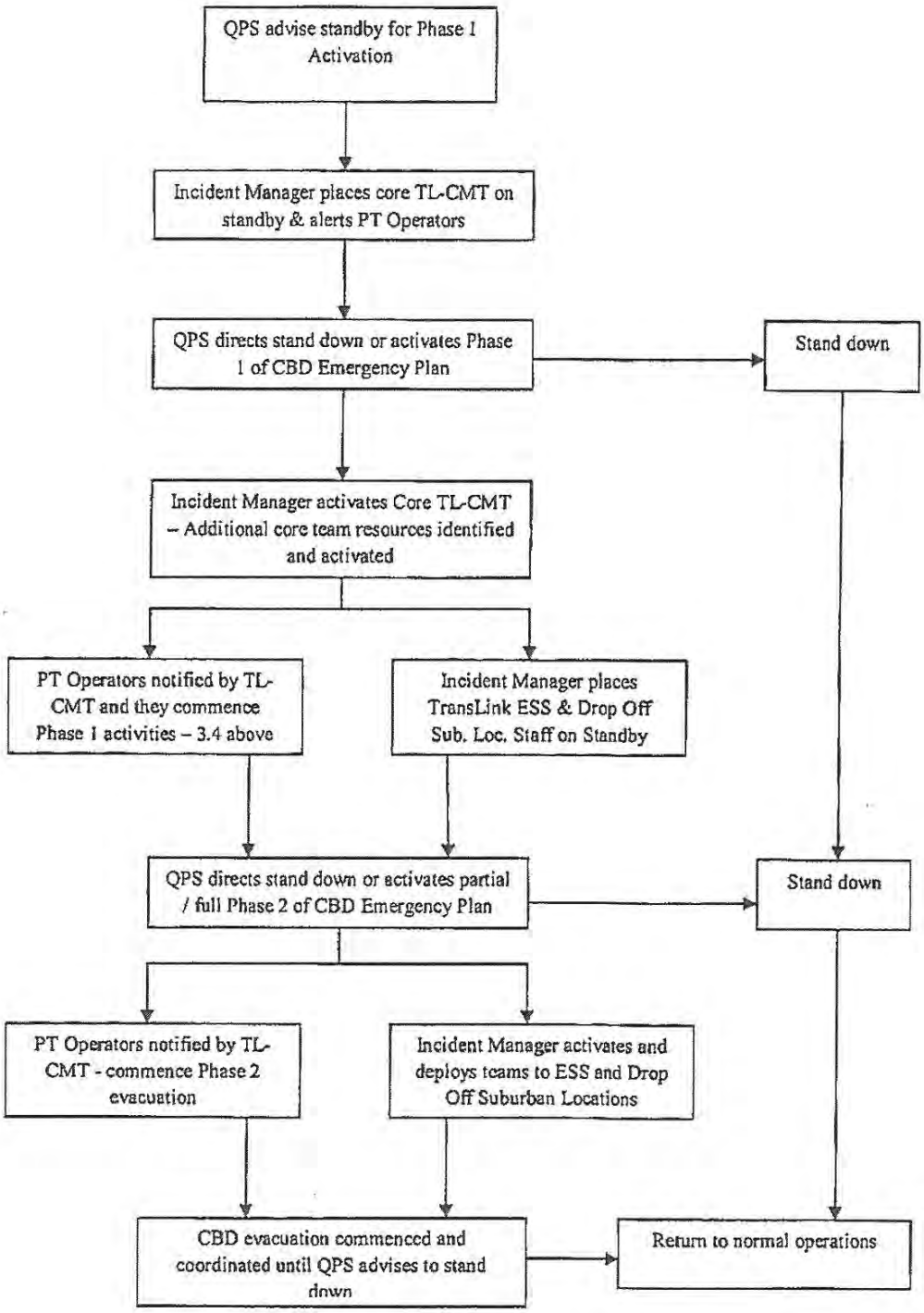
The QPS will provide 18 officers (3 officers at each of the bus and rail transport nodes i.e. 3 officers x 2 modes x 3 locations) to assist with maintaining public safety at the transport nodes.

TransLink will provide:

- an officer at each safety site to ensure information is communicated from the safety sites to the transport nodes (TransLink Transport Services Coordinator), and

- officers at each of the transport nodes to provide (i) assistance (where required) in coordinating the bus and rail response (ii) act as a communication point between the TransLink CMT and the transport node (TransLink Transport Node Coordinators and TransLink Transport Node Officers).

3.11 TransLink Response to CBD Plan Phases – Process Flow Chart



Note: Standard message texts for TransLink notification of plan phases to PT operators are contained on page 47 of this manual.

3.10 Roles and Responsibilities

3.10.1 TL-CMT

The core roles and responsibilities of the TL-CMT members are outlined in section 2.5 of this manual. Any additional roles for core TL-CMT members, including incident specific staff roles e.g. 'Transport Services Coordinator' are outlined in this section of the manual.

3.10.2 Incident Manager

- In addition to role outlined in section 2.5 of this manual:

- <u>When notified by QPS of activation of the standby phase of the Plan</u>:
  - place the TL-CMT on standby
  - authorise information to PT operators outlining the activation of the 'standby' phase of the Plan
  - Identify and place on standby additional staff i.e. contract, administrative support, network planning etc.

- <u>Upon activation of Phase 1 of the Plan</u>:
  - Activate the core TL-CMT
  - approve information to be supplied to PT Operators including the extent of the CBD exclusion zone
  - place TransLink ESS Transport Node and Drop Off Suburban Locations teams on standby

- <u>Upon activation of Phase 2 of the Plan</u>:
  - activate and deploy TransLink's ESS Transport Node and Drop Off Suburban Location teams
  - manage the provision of PT assets at the ESSs through consultation and communication with the QPS, PT Operators, the Brisbane Metropolitan Transport Management Centre (BMTMC), Busway Operation Centre and TransLink Transport Services Coordinators, and

- Continue to manage TransLink's response to the incident until directed to return to normal operations by the QPS.

3.10.3 Security / Incident Advisor

- In addition to role outlined in section 2.5 of this manual
- When TransLink's ESS and Drop Off Suburban Location staff are placed on standby in Phase 1 issue communications equipment and briefing, and
- In the event that Phase 2 of the CBD Emergency Plan is activated – attend the QPS Major Incident Room and act as the TransLink point of contact between the QPS and TransLink's Incident Manager.

3.10.4 Bus Contract Managers

- Liaise with private bus operators to identity resources available to transport persons from the suburban drop off locations to other areas of the TransLink network.
- Communicate this information to TransLink Network Planning

3.10.5 Network Planning

- Where practicable, plan additional services to transport persons from the suburban drop off locations to other areas of the TransLink network.
- In consultation with the Incident Manager communicate these arrangements to the relevant private bus operators.

3.10.6 Translink Transport Services Coordinator

- To 'shadow' and field enquiries from the QPS ESS Manager
- To be the communication link between QPS ESS Manager and the TransLink Incident Manager
- Liaise with the TransLink Transport Node Coordinator regarding the availability of transport and the movement of people from the Transport Node to the Drop Off Suburban Locations, and
- Request additional PT assets as required

3.10.7 TransLink Transport Node Coordinator

- Liaise with BT and QR Transport Node Coordinator
- Provide briefings and requests to the TransLink Transport Services Coordinator
- Liaise with other Transport Node Coordinators as required
- Assist Transport Node Officers with passenger movement if able, and
- Be available to communicate with the Incident Manager

3.10.8 TransLink Transport Node Officers

- Assist where required in coordinating the bus or QR response including marshalling people towards buses or trains
- Provide information from the bus node or QR node to the Transport Node Coordinator on the status of buses or trains and any other relevant information, and
- Be available to communicate with the Incident Manager

3.10.9 TransLink Drop Off Suburban Location Officers

- To provide general assistance to persons arriving from the transport nodes in the form of:
  - directions to facilities i.e. toilets, taxi ranks & public telephones
  - offering the use of a map or providing directions
  - offering customer service and support to disoriented people

- Liaise with Transport Node Officers at related transport nodes where required, and
- Advise the Incident Manager of the status of the drop off location.

3.11 Transportation

The QPS have advised that stakeholder response plans regarding the transportation of personnel should be premised on the CBD being gridlocked with traffic for a significant period of time after the activation of Phase 2 of the plan. Therefore Transport Node staff and Drop Off Location Suburban staff should proceed on foot to the BCEC / Southbank or Suncorp ESS where Drop Off staff will then travel to their assigned locations by the first available bus.

When the evacuation has been completed or the QPS advises agencies to stand down, the Incident Manager is to liaise with the Busways Manager to have TransLink staff picked up by TransLink vehicles.

3.12 Communication

Refer to the Appendices to this section of the manual for information regarding the issue and use of handheld radios and mobile telephones.

3.13 TransLink Staff for Phase 2 of the CBD Emergency Plan

TRANSPORT NODES GROUP 1 – AS AT			
Position	**1. BCEC/SOUTHBANK**	**2. SUNCORP**	**3. RNA**
ESS – Transport Services Coordinator	[redacted]	[redacted]	1. [redacted]
Transport Node Agency Coordinator			1.
Transport Node Agency Officers – Rail (1)			1.
Transport Node Agency Officers – Bus (2)			1. 2.

DROP OFF SUBURBAN LOCATIONS GROUP 1 – AS AT				
Indooroopilly Shopping Town	**Garden City**	**Carindale Shopping Centre**	**Chermside Shopping Centre**	**Brookside Shopping Centre**
[redacted]			[redacted]	

TRANSPORT NODES GROUP 2 – AS AT			
Position	4. BCEC/SOUTHBANK	5. SUNCORP	6. RNA
ESS – Transport Services Coordinator	[redacted]	[redacted]	
Transport Node Agency Coordinator			
Transport Node Agency Officers – Rail (1)			
Transport Node Agency Officers – Bus (2)			

DROP OFF SUBURBAN LOCATIONS GROUP 2 – AS AT				
Indooroopilly Shopping Town	Garden City	Carindale Shopping Centre	Chermside Shopping Centre	Brookside Shopping Centre
[redacted]		[redacted]		

Appendices to Section 3

Appendix 1 - Suggested standard message texts to bus operators

ALL OPERATORS

No	Circumstances	Message
1	QPS advise unclassified security threat (standby phase)	"Queensland Police have advised TransLink of a security threat, but at this time the credibility is unknown. You will be advised when TransLink has more information".
2	QPS advise credible security threat	"Queensland Police have advised TransLink of a credible security threat. You will be advised when TransLink has more information. Those operators that could be directly affected will be advised as soon as possible. Please carry out standard precautionary check"s.
3	QPS request activation of Phase 1 of CDP EP	"Queensland police have advised TransLink of the activation of Phase 1 of the CBD Emergency Plan due to a public safety situation. This means that no traffic will be permitted to enter the CBD until further notice. Traffic Police will divert incoming traffic away from the CBD. Intending passengers for public transport will be leaving the CBD on foot. If your services normally pick up within the CBD this means passengers may wish to board in unexpected locations. If your services are affected maintain contact with TransLink for the latest information."
4	QPS request activation of Phase 2 of CBD EP	"Queensland Police have advised TransLink of activation of Phase 2 of the CBD Emergency Plan due to a public safety situation. This means that all persons in the CBD are to be evacuated from assembly points near the CBD to selected outlying places. Public Transport will play a major part in this. Please stand by for further instructions from the QPS or TransLink".
5	QPS request stand down from CBD EP procedures	"Queensland Police have advised TransLink that the public safety situation no longer exists. Thank you for your cooperation. TransLink will conduct an internal debriefing regarding this incident, and you may be contacted for details of your experience and any other comments.

Appendix 2 – Radio & Mobile Phone Issue

TRANSLINLK STAFF				
Location	Radio No	Issued To	Date	Return Signature
Translink	228	Safety & Security Manager		
BMTMC	229	Officer in Charge BOC		
Translink HQ	230	Incident Manager		
BMTMC	238			
BMTMC	241			
Suncorp	231	TL Transport Service Coord		
Suncorp	232	TL Transport Node Coord		
Suncorp	233	TL Rail Node Officer		
Suncorp	234	TL Bus Node Officer		
Suncorp	235	TL Bus Node Officer		
BCEC/Southbank	236	TL Transport Service Coord		
BCEC/Southbank	237	TL Transport Node Coord		
BCEC/Southbank	239	TL Rail Node Officer		
BCEC/Southbank	240	TL Bus Node Officer		
BCEC/Southbank	242	TL Bus Node Officer		
RNA	243	TL Transport Service Coord		
RNA	244	TL Transport Node Coord		
RNA	245	TL Rail Node Officer		
RNA	246	TL Bus Node Officer		
RNA	247	TL Bus Node Officer		
Indooroopilly	248	Drop Off Team Leader		
Garden City	249	Drop Off Team Leader		
Carindale	250	Drop Off Team Leader		
Chermside	251	Drop Off Team Leader		
Brookside	252	Drop Off Team Leader		

RADIOS ALREADY ON ISSUE			
Organisation	Radio No	Where Held	Place of Use
Queensland Rail	218	Mayne Control	
Queensland Rail	219	Mayne Control	
Queensland Rail	220	City Train Station Coord - Central	Suncorp
Queensland Rail	221	City Train Station Coord - Central	BCEC/Suncorp
Queensland Rail	222	City Train Station Coord - Central	RNA
Brisbane Transport	223	Held by BT	
Brisbane Transport	224	Held by BT	
Brisbane Transport	225	Held by BT	Suncorp
Brisbane Transport	226	Held by BT	BCEC/Southbank
Brisbane Transport	227	Held by BT	RNA

MOBILE TELEPHONE ISSUE			
Drop Off Team	Phone Name	Service Number	PUK Code
Indooroopilly	248-1 248 -2	0437 777 109 0448 122 753	33814534 11009356
Garden City	249-1 249-2	0417 604 948 0437 341 550	42536648 72970470
Carindale	250-1 250-2	0437 939 133 0400 798 876	92594230 10613558
Chermside	251-1 251-2	0437 221 819 0419 780 366	14726010 72912638
Brookside	252-1 252-2	0439 712 434 0488 073 719	20182022 39872546

Appendix 3 - Radio Instructions (Tait Orca TMR)

** *Preferred line of communication – Radio to Radio – channel 2* **

1. Turn on - Turn top right knob to turn radio on. This is also the volume control.
2. Channel 1 – Open channel (prefer not to use as it cuts out all other callers)
3. **Channel 2 - Radio to Radio** – you need to be on channel 2 to make and receive radio to radio calls.
   - Dial in radio number that you want, then #, then the green button.
   - To talk, press the large button on the side of the radio.
   - Standard radio procedure upon response.
   - '*#' or red button - to end and clear both modes of communication.

     IMPORTANT – need to be back to 'ALPH02' to be able to receive calls.
4. For phone call – Channel 2 – Dial "0" then required phone number and then small press on talk button, "0" will also prefix a mobile phone call.

'*#' or red button - to end and clear both modes of communication. IMPORTANT – need to be back to 'ALPH02' to be able to receive calls.

Radio etiquette –

1. Use call sign to identify yourself first whether sending or receiving

Sending....." This is radio 'x' to radio 'y'(or your call-sign) are you receiving – **over?**"

Receiving....."This is radio 'y' (or your call-sign) receiving, go ahead caller – **over**"

2. Short pause before replying to transmission to ensure caller has completed transmission.

3. Use phonetic alphabet when describing a registration, name of word that may not be clearly understood.

4. Do not use personal names. Observe allocated call-signs if possible. TMR's can be scanned.

Phonetic Alphabet

A	Alpha	T	Tango
B	Bravo	U	Uniform
C	Charlie	V	Victor
D	Delta	W	Whiskey
E	Echo	X	Xray
F	Foxtrot	Y	Yankee
G	Golf	Z	Zulu
H	Hotel	.	Decimal (point)
I	India	.	(Full) stop
J	Juliet	0	Zero
K	Kilo	1	Wun (one)
L	Lima	2	Two
M	Mike	3	Tree (three)
N	November	4	Fower (four)
O	Oscar	5	Fife (five)
P	Papa	6	Six
Q	Quebec	7	Seven
R	Romeo	8	Ait (Eight)
S	Sierra	9	Niner (Nine)

Section 4 - Operational level protocol for significant public transport security threats & security incidents

4.1 Introduction

The "Operational level protocol for significant public transport security threats & security incidents" is managed by the Department of Transport and Main Roads (DTMR). This protocol sets the procedures to be followed by DTMR and TransLink to establish and maintain communications with one another should there be a security threat or security incident affecting PT in SEQ. Relevant sections of this protocol have been reproduced in this manual.

4.2 Overview

This protocol was developed from experience during the management of a threat to the transport system in Brisbane in November 2005, often referred to as 'all stops Monday'. A key factor in the successful management of a threat to the Queensland public transport system, or an incident, is the efficient passage of information to key transport and government stakeholders.

Queensland's public transport operators manage threats and incidents on a daily basis with support from the Queensland Police Service (QPS) and emergency services as appropriate. A significant security threat or incident refers to those where the level of risk to the operation of the public transport network or the safety of commuters is sufficiently high to warrant the sharing of information with other parties to this protocol.

In the event of a security incident or potential threat, the parties to this protocol agree to notify the appropriate authorities and to establish and maintain communications with one another to ensure a coordinated response in the interests of the community and their operations.

4.3 Aim

To outline the information management and communications arrangements at an operational level for south east Queensland public transport operators and agencies during a significant security threat or incident.

4.4 Scope

This protocol applies:

- if an incident impacts or has the potential to impact on more than one public transport operator,
- to initial notification and on-going management of a security incident, and
- to post-incident activities.

Figure 2 provides a diagrammatic representation of the flow of information between agencies. This operational level protocol forms part of a higher level communication protocol that also ensures executive stakeholders are informed of the incident or threat and are part of the decision making process (a conceptual outline of these

arrangements is provided at Figure 3 to show the context for the operational level protocol).

4.5 Preparatory Actions

The parties to the protocol agree to:

- maintain a designated point of contact for operational level matters on a 24/7 basis; and
- participate in an annual review and test of the protocol.

4.6 Notification

The parties agree to abide by the following:

- The organisation or entity that becomes aware of a significant security threat or incident will notify the QPS immediately by dialling 000;
- QPS will advise the TransLink Transit Authority and the affected public transport operator(s) as it simultaneously commences a threat assessment;
- Agencies listed in Figure 1 will establish communications with one another, initially by phone, to report incident-related information, key decisions and future intentions; and
- Additionally, if the TransLink Transit Authority is advised by the QPS that a significant security incident or threat has occurred outside the TransLink Transit Authority area, the TransLink Transit Authority agrees to advise the Department of Transport and Main Roads' (DTMR) representatives from Passenger Transport (PT) Division and Rail Safety and Security Division.

4.7 On-going Management

QPS will advise the TransLink Transit Authority and affected public transport operators of the initial threat assessment and of any subsequent changes to the assessment.

Agencies agree to:

- maintain communications at the operational level for the duration of the event;
- communicate event-related information, key decisions and future intentions to one another at the operational level, on an on-occurrence basis and through regular situation reports; and
- share liaison resources with one another (as appropriate).

The QPS will advise the TransLink Transit Authority of an "all clear" when the incident has been resolved, and in turn, the TransLink Transit Authority will advise all relevant stakeholders.

4.8 Post-event

The parties agree to attend a joint de-brief and to share "lessons learnt" after a threat or incident. The de-brief is to be arranged by the DTMR's Rail Safety and Security Division within two weeks of an incident.

4.9 Contacts

The contact details for the primary and alternative representatives for each agency are outlined in Figure1.

4.10 Communications

The public switched phone network and the mobile phone network are the primary means of communications for this protocol.

4.11 Public Information

The lead agency for media communications in a security incident is the QPS. Agencies are to ensure their media communications are consistent with QPS guidance and government media management protocols. In the circumstance where the incident or threat is related to terrorism, the Department of the Premier and Cabinet is the lead agency for media communications.

4.12 Management Review

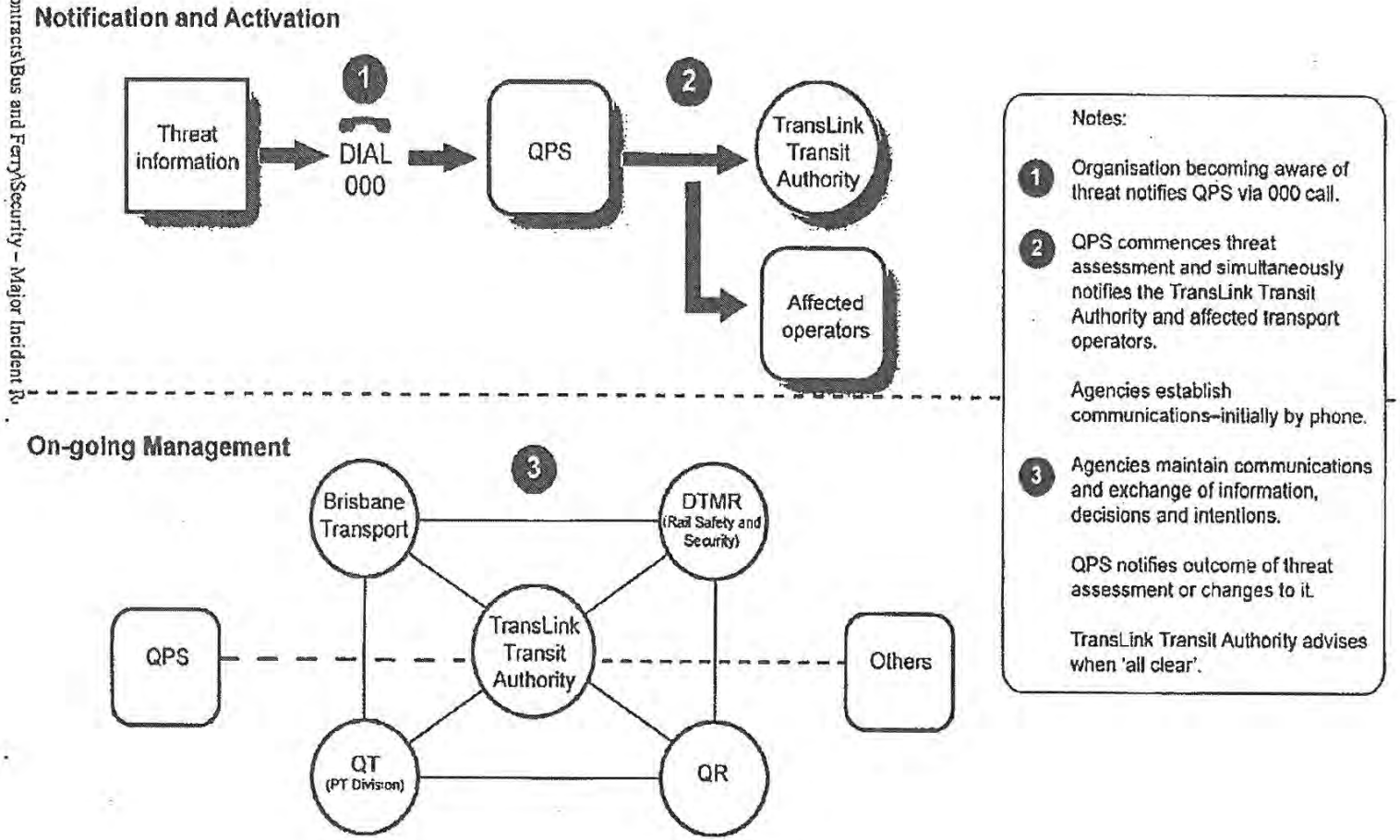
This protocol is to be reviewed annually and within two weeks of the activation of it. DTMR's Rail Safety and Security Division are responsible for the management and review of the protocol.

Appendices to Section 4

Attachment 1 – Contact List

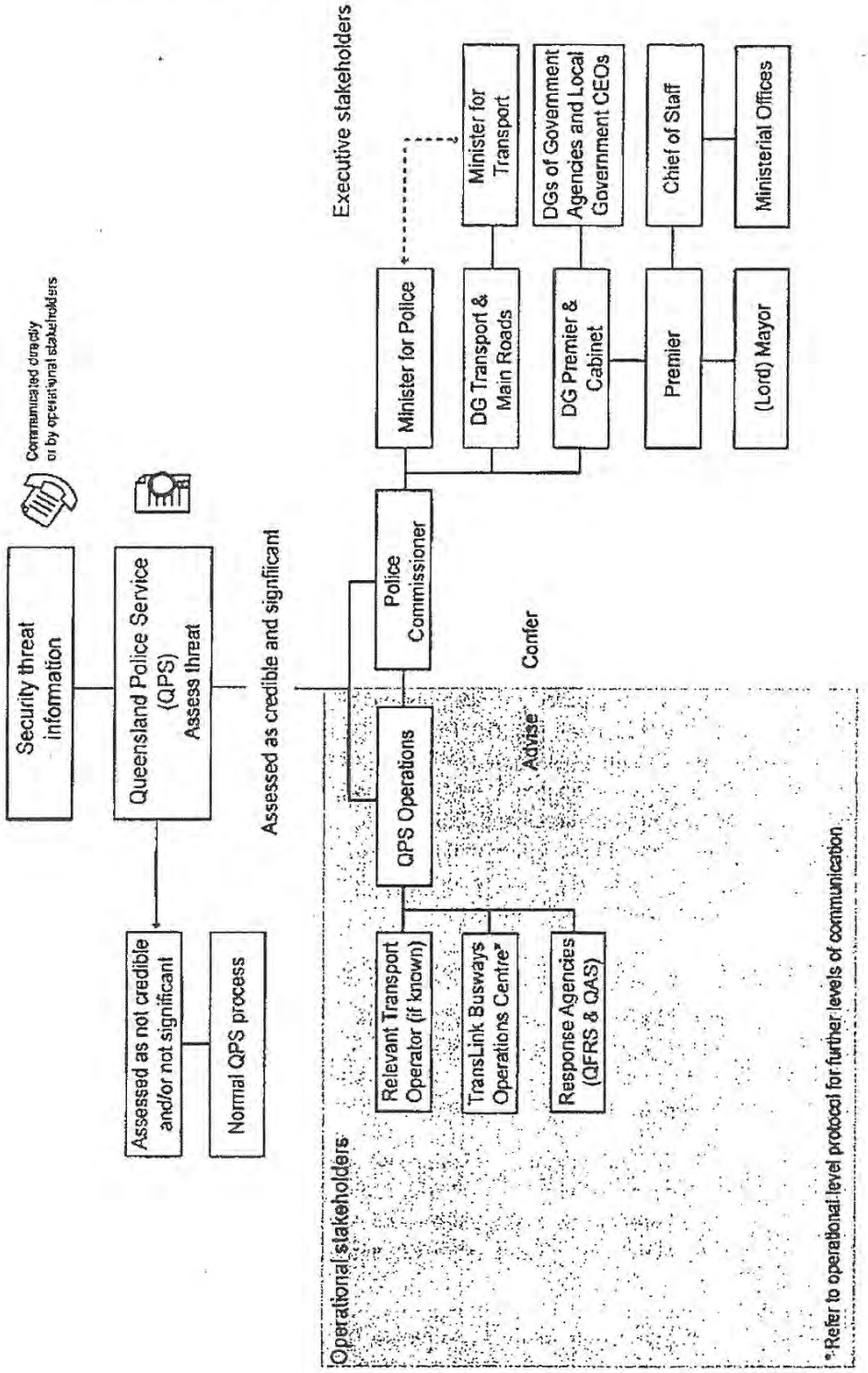
Agency	Type	Name	Number
TransLink Transit Authority	**Primary**	**Busways Operations Centre**	[redacted]
	Alternative	Peter Burns Principal Busways Officer	
	Alternative	John Broderick Manager – Busways	
Dept. Transport and Main Roads Rail Safety and Security Division	**Primary**	**Kate O'Donnell,** **A/Director (Transport Security Unit)**	
	Alternative	Paul Sorensen General Manager (Rail Safety and Security)	
Dept. Transport and Main Roads Passenger Transport Division	**Primary**	**Peter Millward** **Executive Director (Scheduled Passenger Transport Services)**	
	Alternative	Ryan Huelin General Manager (Passenger Transport)	
QR	**Primary**	**Train Control Supervisor**	[redacted]
	Alternative	Train Control Supervisor	
Brisbane Transport	**Primary**	**Network Control Centre**	
	Alternative	Alan Geyer Chief Operating Officer	
	Alternative	Sherry Clarke Manager – Engineering and Asset Management	

Figure 2: Operational Level Protocol for Significant Public Transport Security Threats and Incidents for Public Transport Operators & Agencies in South East Queensland



Attachment 3 – Communication Flowchart

Figure 3: Communication Flowchart
Significant Security Threat to Queensland's Transport System



SECTION 5 – Transport Disaster Management Plan 2009

5.1 Introduction

As outlined in the Executive Summary of the 'Transport Disaster Management Plan 2009' The *Disaster Management Act 2003* provides the framework for disaster management (DM) in Queensland. This legislation is supported by the *State Disaster Management Plan*, which details an integrated, multi-agency system and set of arrangements for disaster management. In accordance with the provisions of the State Disaster Management Plan, the Department of Transport and Main Roads (DTMR) maintains this Transport Disaster Management Plan to ensure the transport partners can support Queensland's disaster management system.

5.2 TransLink's Role

The transport partners of the Queensland Government have a key role in managing the impacts of a disaster in the state. While DTMR is the lead agency for coordinating transport and transport engineering functions under Queensland's disaster management arrangements, these functions are fulfilled through a collaborative approach of the transport partners involving DTMR (including Maritime Safety Queensland (MSQ), QR Limited and the TransLink Transit Authority (TransLink).

5.3 The Plans Purpose

The Transport Disaster Management Plan, and a supporting Transport Disaster Management Operations Manual and a Disaster Management Liaison Officer Reference Manual, identify the arrangements of the transport partners to plan and mitigate against the impacts of a disaster on the state, as well as effectively and efficiently coordinate the mobilisation and deployment of transport and transport engineering resources and expertise to respond to and recover from the consequences of disasters. These functional transport and transport engineering arrangements support whole-of-government disaster management arrangements at state and district disaster levels.

5.4 District Disaster Liaison Officers (DDLOs)

The DDLOs are the transport partners' representatives to DDMGs (District Disaster Management Group). The DDLOs will be determined on a district basis by senior transport partner representatives and will reflect boundary, logistical and resource considerations. Key DDLO responsibilities include:

- During a disaster response and recovery activation, coordinating in a timely manner the fulfilment of all relevant functional transport and transport engineering tasks and queries as authorised by the district disaster coordinator (DDC) or authorised disaster management representative of the transport partners;
- Compiling and disseminating timely situation reports for the transport partners and DDMGs during activation;

- Representing the functional capacity of the transport partners at DDMG meetings, exercises and debriefs, and reporting on these to the RLO.

For a diagrammatic representation of the reporting and operational roles and responsibilities of the transport partners disaster management representatives, see Appendix 1.

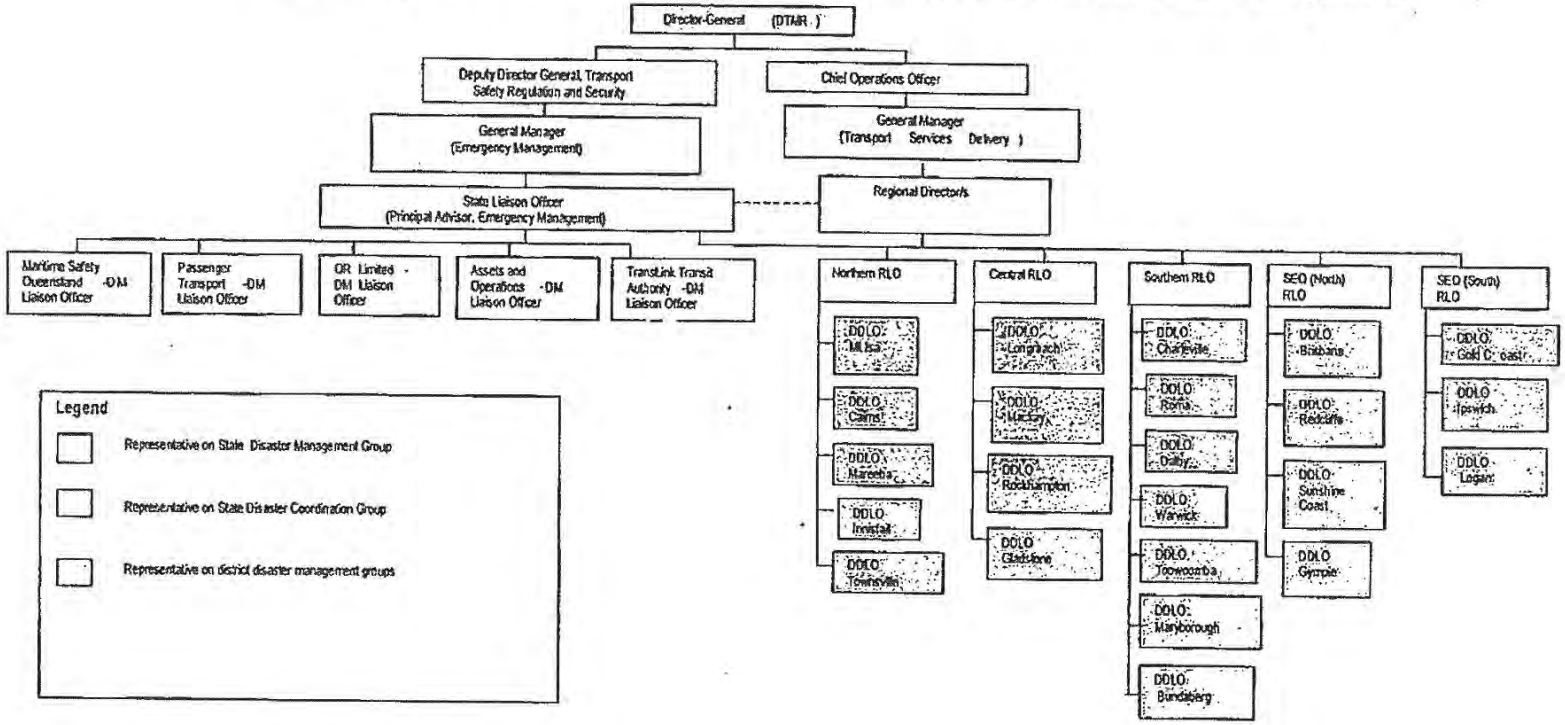
5.5 *TransLink's DDLO*

Should a disaster incident occur requiring a response from TransLink under the provisions of the Transport Disaster Management Plan 2009, the Safety and Security Manager, Bus and Ferry Services shall perform the function of DDLO. TransLink's DDLO shall report directly to the Director, Bus and Ferry Services, who as TransLink's designated Incident Manager, will determine TransLink's response to the incident in accordance with the principles outlined in section 2 of this Manual.

Appendices to Section 5

Appendix 1 – Communication Arrangements

The Transport Partners' Disaster Management Network and Communication Arrangements



Section 6 - Queensland Police Service Security Protocol

Strategic Communication and Decision Making Protocol for the Management of a Significant Security Threat to the Public Transport System in Queensland

6.1 Purpose

This protocol recognises that a significant security threat to the public transport system may cause disruption to public transport operations. Such an outcome will have substantial impact on the Queensland public and will necessarily involve consultation at senior levels of government. A significant security threat to public transport relates to loss or potential loss of life, or substantial damage to the network, and will not be discounted until investigation establishes otherwise.

The protocol aims to strengthen strategic decision making and associated communication following the receipt of a significant security threat to the transport system.

6.2 Guidelines for Communication and Decision Making

The attached diagram outlines the lines of communication and key points of decision making, in accordance with the protocol. Strategic communication and decision making during the management of a significant security threat to the public transport system in Queensland will be conducted with consideration of the following guidelines:

- All security threats to the public transport system will be communicated immediately to the Queensland Police Service (QPS) regardless of which agency may have initially received the threat – this includes transport operators.
- The response to any significant threat to the public transport system will be concurrently managed at the tactical, operational and strategic levels.
- The protocol does not limit the operational response actions available to the QPS in responding to an incident where immediate action is required. In such cases urgent advice will also be provided in accordance with the protocol.
- The protocol does not override the exercise of any legislated powers by QPS.
- Action can be taken to manage the threat situation before the conclusion of the threat assessment process.
- Strategic management requires a coordinated multi-agency response with awareness of time imperatives a key factor for the passage of information between agencies.
- The Commissioner of Police, in consultation with the Directors-General of the Department of the Premier and Cabinet (DPC) and the Department of Transport and Main Roads (TMR) including the CEO of TransLink (where appropriate) will be responsible for any strategic decisions associated with any major disruption of public transport services caused by the threat.

- The protocol relies on the cooperation of owners and operators of public transport operations.
- The protocol assumes the existence of emergency response plans, policies and procedures which will be used by owners and operators of public transport operations.
- QPS will work with TMR and TransLink (where appropriate) on the dissemination of information in relation to the threat to the public transport owners and operators.
- Owners and operators of public transport operations are responsible for communicating any relevant information to their employees.
- Public information requires management and coordination.
- QPS and TMR, or TransLink (where appropriate) will be jointly responsible for the media response to the incident. QPS will also address any public information issues in relation to the threat and the associated investigation as considered appropriate.

6.3 *List of Attachments*

1 List of Key Points of Contact.

2 List the TransLink Operators and their contact details.

3 Supporting Notes for the diagram of the protocol.

4 Diagram showing lines of communication and key points of decision making, in accordance with the protocol.

Attachment 1 - List of Key Points of Contact

Name	Organisation	Contact details
Operational stakeholders		
Katie McMahon (Primary Contact) Corporate General Management (Business Resilience)	Queensland Rail	[redacted]
Graeme Allison Chief Risk Officer	Queensland Rail	
Greg Shields Network Control Manager	Queensland Rail	
Dan Sullivan Mayne Control Centre Coordinator	Queensland Rail	
Alan Warren Divisional Manager (Primary Contact)	Brisbane Transport	
Paul Chicoteau Safety and Security Manager	Brisbane Transport	
Jude Munro Chief Executive Officer	Brisbane City Council	
Greg Scroope Manager, Community Safety Branch	Brisbane City Council	
Peter Strachan (Primary Contact) Chief Executive Officer	TransLink Transit Authority	
Michael McGee Director Bus and Ferry (Primary Operational level contact if bus/ferry	TransLink Transit Authority	
Stephen Banaghan Director Rail (Primary Operational	TransLink Transit Authority	

level contact if rail)		
Michael Gordon Safety & Security Officer (Secondary Operational level contact)	TransLink Transit Authority	[redacted]
TransLink Busways Operations Centre (Primary Tactical level contact)	TransLink Transit Authority	

Departmental stakeholders		
Patrick Vidgen (Primary Contact) Deputy Director-General Brad Smith Principal Policy Officer Executive Services Department of the Premier and Cabinet Ph: 383 60090 Mobile: 0411 137 032 (Secondary Contact)	Department of the Premier and Cabinet	[redacted]
Dave Stewart (Primary Contact) Director General	Department of Transport and Main Roads	
John Glaister Deputy Director General	Department of Transport and Main Roads	
Paul Sorensen General manager (Rail Safety and Security)	Department of Transport and Main Roads	
Ian Stewart Deputy Commissioner (Special Operations)	Queensland Police Service	
Katarina Carroll Chief Superintendent (OSC Operations Coordinator)	Queensland Police Service	
Shane Chelepy Superintendent Counter-Terrorism	Queensland Police Service	

Strategic Policy Branch		[redacted]
Kym Charlton Director Media & Public Affairs	Queensland Police Service	
Jim McGowan Director-General	Department of Community Safety	
Bruce Grady Deputy Executive Director Emergency Management Queensland	Department of Community Safety	
Russell Bowles Deputy Commissioner Queensland Ambulance Services	Department of Community Safety	
Iain Mackenzie Deputy Commissioner Queensland Fire & Rescue	Department of Community Safety	
Mick Reid Director General	Queensland Health	
Trevor Barnes Principal Advisor, Hospital Services	Queensland Health	

Attachment 2 - List of TransLink operators and contact details

Operator/organisation	Contact Name	Depot Phone	Mobile	Job Title
Bribie Island Bus Service	Peter Turner	[redacted]		Operations Manager
Brisbane Ferries	Duty Officer (1st Call) (24 Hrs)			BCC Ferries Duty Officer
	Gaylene Vivian (2nd Call)			Communications Officer
Brisbane Transport	Network Control Centre			
	Sherry Clarke			Network Operations Manager
	Alan Geyer			Bus Operations Manager
Buslink (Sunshine Coast)	Ian Phillip			Operations Manager
	Paul Kelly			General Manager
Clarks Logan City Bus Services	Yvonne Clark			Managing Director
	Karen Gitsham			Manager Customer Relations/School Ser
Caboolture Buses	Grant Craike			Director
Hornibrook Bus Service	Ken Isaac			Operations Supervisor
	Rolph Mitchell			General Manager
	Len Dalsanto	[redacted]		Operations Manager
Kangaroo Bus Service	Daryl Webster			Director
	Darren Webster			General Manager
Laidley Bus Service	Don Lergesner			Director/Manager
	Ruth Lergesner			Director/Manager
Mt Gravatt Buses	Del Cole			Managing Director
	Skye Nasmith			General Manager
Park Ridge Buses	Filip Pulitano			Managing Director

QR	Primary - Train Control Supervisor	[redacted]	
	Alternative - Train Control Supervisor		
Sunbus (Sunshine Coast)	Bob Carney		Operations Manager
Thompson Bus Services	Shane Thompson		Director & Operations Manager
Transit (Sunbus) Buses	Wayne Patch		CEO
	Megan Harkin		General Manager
Transit (Surfside) Buses	Luke Gray		Managing Director
	David Bishara		Operations Manager
Veolia Transport Bne	Colin Jennings		General Manager
	Paul Bridgen		Operations Manager
Westside Buses	Filip Pulitano		Managing Director

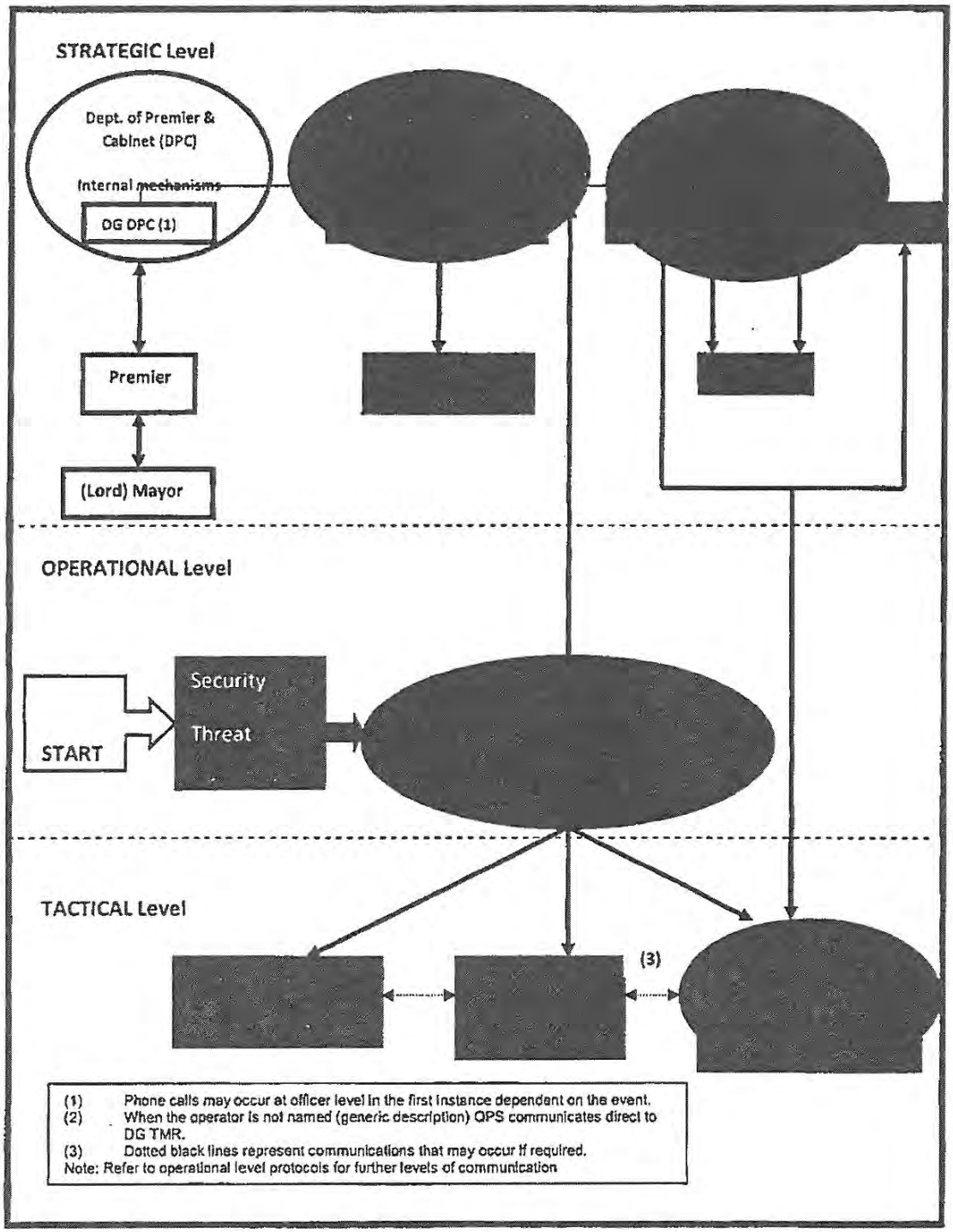
Attachment 3 - Supporting Notes for the Diagram of the Protocol

- The Queensland Police Service (QPS) will be responsible for undertaking the necessary investigation and will communicate information about the significant security threat directly to the public transport operator, in accordance with normal operational procedures.
- On receipt of information from the QPS the relevant transport operator will:
    - Provide any additional information that may assist the investigation;
    - Consider implementing the actions advised by the QPS; and
    - Activate and utilise their existing emergency response plans, policies or procedures established for addressing the type of threat.
- If the threat information is non-specific in its nature and QPS are not able to identify which public transport operator(s) may be affected by the threat, QPS will contact the Department of Transport and Main Roads (TMR) to assist in determining which public transport operator(s) need to be informed about the threat.
- On activation of the protocol, the Commissioner will be responsible for notifying the Minister for Police, Corrective Services and Emergency Services, the Director-General, TMR or CEO of TransLink (as appropriate) and the Director-General, Department of the Premier and Cabinet (DPC). Initial telephone calls may occur at officer level, in the first instance, depending on the seriousness of the event.
- TMR in conjunction with TransLink will inform the Minister for TMR.
- DPC will coordinate advice to the Premier in relation to any possible disruption to the public transport system including:
    - the nature of the significant security threat;
    - estimated scale of the disruption;
    - actions being taken to address the threat; and
    - the management of public information concerning the disruption.

For a protracted incident the Premier will discuss the situation with the Lord Mayor and/or the Mayor(s) of the Local Government Authorities affected by the threat and disruption to the public transport system.

Attachment 4 – Lines of communication & decision making

Diagram showing lines of communication and key points of decision making, in accordance with the protocol



Section 7 – Transport Precinct Counter-Terrorism Coordination Plans

7.1 Introduction

Queensland is not immune to the threat of terrorism. While terrorism attacks can vary in their intention and scope, some terrorist attacks target transport systems, such as public transport operations. This is because transport systems sometimes offer opportunities to affect large numbers of people gathered in a single place at predictable times.

The Department of Transport and Main Roads works with public transport organisations, infrastructure owners and operators, the Queensland Police Service, and the Australian Government to improve the security of Queensland's transport system against an act of terrorism. The counter-terrorism activities of DTMR are guided by its Corporate Plan, its commitment to the Intergovernmental Agreement on Surface Transport Security, and the directions outlined in the Queensland Counter-Terrorism Strategy 2008-10 .

In addition to working with other agencies including TransLink, DTMR leads a number of counter-terrorism initiatives in the transport sector including security programs for public transport operations and transport precincts and coordinating critical infrastructure protection activities in the transport sector.

7.2 Queen Street and King George Square Busway Stations

The Queen Street and King George Square busway stations have been identified by DTMR as transport precincts that require plans to address what actions should be taken by stakeholders should terrorism threat levels increase.

With the exception of a terrorism threat level of "extreme", buses will continue to operate through along this section of the busway and through these busway stations, with the level of vigilance and security increased commensurate with the terrorism threat level in force.

In the event that the terrorism threat level is increased to "extreme" by the relevant state and federal authorities, it has been determined by the precinct planning group, that this portion of the busway, including the Queen Street and King George Square busway stations, will be evacuated and closed until the extreme threat level is down-graded.

Factors that may result in increasing the terrorism threat level to "extreme" include:

- Credible information indicating a terrorist attack against the precinct is imminent.
- Terrorist attack against surface transport in Brisbane has occurred.
- Explosion or hazardous material release within the precinct has occurred that may be deliberate.

- Bomb threat assessed as genuine against the precinct or one of its tenants.
- Receipt by a tenant of a confirmed explosive device in a mail or courier delivery.
- An improvised explosive device confirmed within the precinct boundary.

As noted in section 2.3 of this manual (**page 11**) a declaration of a terrorism threat level of extreme will result in the activation of the TL-CMT.