

Statement of Colin David Jensen

I, **Colin David Jensen**, Chief Executive Officer, of Level 23, Brisbane Square, 266 George Street, Brisbane, in the State of Queensland, state as follows:

- A. Since 9 August 2010 I have been the Chief Executive Officer of Brisbane City Council (**Council**). I was also appointed as the Local Disaster Co-ordinator (**LDC**) of the Brisbane Local Disaster Management Group (**LDMG**).
- B. Attachment "**CDJ-1**" is a copy of a Requirement to Provide Information Notice dated 18 March 2011 (**Notice**) directed to me from the Queensland Floods Commission of Inquiry (**Commission**) and received under cover of a letter from the Commission dated 21 March 2011 and received on 23 March 2011. This Statement is provided in response to the Notice.
- C. On 11 March 2011, I instructed Clayton Utz (as solicitors for Council) to lodge a submission with the Commission (**Initial Submission**). Attachment "**CDJ-2**" is a copy of the Initial Submission (without its attachments which have already been provided to the Commission).
- D. For the purposes of preparing this Statement I have, in my position as Chief Executive Officer, had access to the business records of Council and Council officers to obtain information to provide a response to the Notice. Unless otherwise stated, the matters set out in this Statement are based on my knowledge and the information derived from the above sources.
- E. The LDMG was chaired by the Lord Mayor and its membership included Council officers and representatives from key external agencies. The State Government was generally represented by either the Deputy Premier or Treasurer. Public utility providers were also represented, such as Queensland Urban Utilities (**QUU**), Energex, and Origin Energy. Response agencies represented included the State Emergency Services (**SES**)/Emergency Management Queensland (**EMQ**), Queensland Fire and Rescue Service (**QFRS**), Queensland Police Service (**QPS**), Queensland Ambulance Service (**QAS**) and Red Cross. In my capacity as the LDC, I coordinated disaster operations and to reported daily to the LDMG on progress. The LDMG set priorities and provided a forum for inter-agency coordination and cooperation. It was highly cohesive and quickly resolved issues. A list of the members of the LDMG appears as attachment 31 to the Initial Submission.
- F. One of the functions of the LDMG is to share knowledge around the expected disaster event between members to enable their respective agencies the best opportunity to reduce damage and plan for a speedy reinstatement of the services for which they are responsible. Attachment


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"CDJ -3" is a copy of Meeting Notes of the LDMG for meetings held during the period from 20 July 2010 to 22 January 2011 which report on the actions taken and information shared by each of the relevant member agencies during this period.

G. The LDC, as supported by Council, provides a co-ordination role to allow each of the member agencies to undertake their respective tasks before, during and after a disaster event.

1. **Local planning and preparation, including training, undertaken in advance of and/or in relation to the 2010/2011 flood events**

1.1 Council and the LDMG have responded to a number of large events over recent years and, as a result, have continued to improve their respective capacity and competency to respond to and manage disaster events. Examples include the Gap Storm Event of 2008, the Rocklea Creek flooding of 2009 and, more recently, heavy rain, high/king tides and some suburban creek flooding in October, December 2010 and January 2011.

1.2 Due to this recent hands-on experience, Council and the LDMG had a high state of preparedness and were well placed to deal with the Brisbane River flood of January 2011.

1.3 The Initial Submission deals with the above topic in some detail. I refer in particular to the following sections (page 12-14) of the Initial Submission:

- (a) 5.7 - Community Awareness and Education. This section sets out how Council has invested heavily in community awareness campaigns since 2004;
- (b) 5.8 - Disaster Response Planning. This section summarises the comprehensive disaster planning and management capabilities of Council and the LDMG;
- (c) 5.9 - Disaster Management Training. This section outlines the significant and on-going training attended by Council officers both internally and externally;
- (d) 5.10 - Disaster Management Exercises; and
- (e) 5.11 - Continuous Improvement.

1.4 In addition to the information contained in the referenced sections of the Initial Submission, some particular matters of relevance are set out below.

1.5 On 17 August 2010 I was briefed by the Acting Disaster Operations Manager (**DOM**) on Council's Disaster management arrangements and Council's Concept of Operations.



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Attachment "**CDJ-4**" is a copy of the "Disaster Management CEO Briefing" and Concept of Operations I received.

1.6 On 28 October 2010 I attended one of the periodic meetings of the LDMG where:

- (a) a presentation was provided by the Bureau of Meteorology (**BoM**) outlining the weather outlook for the coming summer storm season. Attachment "**CDJ-5**" is a copy of the BoM presentation.
- (b) A presentation from the QPS and the introduction to the Group of the new DDC. Attachment "**CDJ-6**" is a copy of the presentation.
- (c) EMQ provided an update on training and exercises conducted with Council.
- (d) Red Cross provided an update.

During the presentations there was general discussion about planning and preparedness for flooding and evacuation.

1.7 In December 2010 I inspected the newly refurbished Local Disaster Coordination Centre (**LDCC**). Council had invested approximately \$250,000 undertaking this work to produce a state of the art coordination centre capable of managing a complex 24 hour/7 day a week response.

1.8 A Memorandum of Understanding between Council and Red Cross was signed on 22 December 2010 (**MOU**) for the purpose of clearly defining responsibilities for the management of evacuation centres. A copy of the MOU appears as attachment 35 to the Initial Submission.

1.9 During calendar year 2010 (and previous years), extensive training and disaster management exercises were undertaken by Council officers together with other agencies. A summary of disaster management training and a summary of disaster management exercises are attachments 26 and 27 respectively of the Initial Submission. My Executive Management Team (**EMT**) also undertook disaster communications training in the use of Council's Motorola MTP850 digital radio. This back-up communications system is held by each member of the team as Council's redundant communications system. A training session for Council's EMT was held on 10 September 2010 as part of our preparation for the annual storm season and followed up by undertaking a regular teleconference using these radios.



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1.10 Council has various early warning messages available to the public and internal staff. These include: the Brisbane Metropolitan Transport Management Centre (**BMTMC** - a joint State/Council service) that monitors and manages the transport network; the Early Warning Alert System (that alerts internal staff and the public by text message and email); the Network Co-ordination Centre (**NCC**) that manages the Brisbane Transport bus network; Floodwise (that is an internal alert based on creek gauge telemetry); and the Creek Flooding Alert Service (publically available). As LDC, I receive these message alerts by either email or SMS or both. I am also updated by text message and telephone call by the BMTMC or NCC if there are transport network issues.

1.11 A nominated trained and experienced Council officer is always rostered on as the Disaster Management Duty Officer (**DMDO**). The DMDO constantly monitors current and emerging events and is empowered to act as appropriate including, for example, contacting me as LDC at any time, to, if necessary, activate a response.

2. **Any measures implemented immediately prior to or during the 2010/2011 flood events that were designed to mitigate the effect of any flooding (for example, sandbagging, temporary levees), including an assessment of the performance of those measures**

2.1 Immediately prior to the January 2011 flood event, Council took a number of steps to seek to mitigate the potential consequences of the impending flood. By way of example Council:

- (a) moved ferries and City-Cats to safe-harbour;
- (b) removed sensitive electrical equipment from Council buildings and infrastructure;
- (c) removed critical traffic control equipment; and
- (d) developed contingency plans to dismantle the "Riverwalk" if it was likely to become a maritime safety hazard (however this was ultimately not feasible and could not be achieved due to workplace health and safety reasons).

To assist the timely recovery, Council also pre-determined how these critical transport systems would likely be affected by the flood and pre-ordered repair parts.

2.2 Council also evacuated the Stones Corner, New Farm and Fairfield libraries. Approximately 16,800 books were saved at a value of \$554,400. To date however, Council has been advised that 1,016 books on-loan were lost during the flood at a value of \$31,364.


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- 2.3 The mitigation measures implemented by Council are set out in some detail at section 6.2 of the Initial Submission.
- 2.4 Due to the rainfall leading up to the flood event and the likelihood of creek flooding, Council began early preparations to make sandbags available to the public. For example, on 6 January 2011, 3,000 sandbags were provided to the public from Council's depot at Balmoral in response to Council's advice to prepare their properties for likely creek flooding.
- 2.5 In the lead up to the Brisbane River flood peak on Thursday 13 January 2011, Council filled and made available large quantities of sandbags from six Council depot and other locations. In total over 300,000 sandbags were filled and distributed.
3. **Local participation, or otherwise, in Emergency Management Queensland's (EMQ) 2010 Pre-Season Flood and Cyclone Workshop, including an assessment of the local assistance gained thereby**
- 3.1 On 25 October 2010, Council's Disaster Management Coordinator attended a Queensland Tropical Cyclone Consultative Committee Seminar in Gympie. This seminar was presented by the BoM and discussed the upcoming storm and cyclone season. Attachment "CDJ-7" is a copy of a flyer and the program for the seminar.
- 3.2 On 1 December 2010 Council's Acting DOM and Disaster Management Coordinator attended a breakfast seminar in Brisbane hosted by the Institute of Public Administration of Australia. The seminar's topic was Disaster Management Systems: Changes and Challenges. Attachment "CDJ-8" is a copy of an invoice for that seminar.
- 3.3 On 15 December 2010, members of Council's Disaster Management Team and members of Council's Flood Information Centre (FIC) attended an EMQ Flood Workshop at Woolloowin. This workshop was open to and attended by multiple agencies and local government representatives. Attachment "CDJ-9" is a copy of the flyer for that Workshop.
- 3.4 Each of the seminars referred to in this section were useful in maintaining and improving the professional network of the Council officers in attendance as well as keeping lines of communication open with other attendees. The seminars also provided good general background information as to the expected weather conditions across Queensland for the coming season.


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4. Local participation, or otherwise, in EMO's 2010 Consultation Sessions concerning the proposed changes to the *Disaster Management Act 2003 (Qld)*, including an assessment of the local assistance gained thereby

4.1 On 4 May 2010 members of Council's Disaster Management Team attended a Disaster Management Review and Consultation Opportunity session at Slacks Creek. The session focused on the proposed changes to the *Disaster Management Act 2003 (Qld)*. This session was organised by the Local Government Association of Queensland. Attachment "CDJ-10" is a copy of an email invitation for this session.

4.2 On 19 July 2010 Members of Council's Disaster Management team also attended an information session on the proposed changes to the *Disaster Management Act 2003 (Qld)* at QPS Headquarters (Roma Street) facilitated by the District Disaster Coordinator (DDC). Attachment "CDJ- 11" is a copy of an invitation to this session.

4.3 In addition, on 28 October 2010, the QPS also provided a briefing on the proposed changes to the *Disaster Management Act 2003 (Qld)* to the LDMG. A copy of the slides for this presentation appears at Attachment "CDJ -6" to this Statement.

4.4 These sessions provided Council officers with an update and status report on the proposed amendments.

5. Any measures taken to train and/or equip the local State Emergency Service (SES) including an assessment of the adequacy and timeliness thereof

5.1 Council provides substantial support (including funding) to the Brisbane SES Group (SES Group).

5.2 By way of example:

- (a) Council provides about \$1.1 million dollars *annually* to accommodate, maintain and equip seven Brisbane SES depots across the City. This amount has significantly increased since 2004/2005;
- (b) An addition Inflatable Rigid Boat (IRB) was purchased by Council in 2010; and
- (c) Council assists with the purchase of plant and equipment by matching funds that are raised through donations by the SES Group and also recognises the commitment made by SES volunteers through an SES service recognition payment scheme. This


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financial support is reflected in the 2010/2011 financial year where Council budgeted \$150,000 towards fundraising support.

6. **The local actions undertaken in advance of and/or in respect of the 2010/2011 flood events in relation to resourcing, coordination and deployment of any personnel and equipment**

- 6.1 Sections 6.1, 6.2 and 6.3 (pages 14 - 35) of the Initial Submission describe the actions taken "in advance of and/or in respect of the 2010/2011 flood events in relation to resourcing, coordination and deployment of any personnel and equipment".
- 6.2 In addition to the information contained in the referenced sections of the Initial Submission, some particular matters of relevance are set out below.
- 6.3 Council has a dedicated Flood Information Centre (**FIC**) that is activated during a flooding event. In support of Council's ability to quickly respond, Council has had a full time Disaster Management Group (**DMG**) which includes a Disaster Management Duty Officer (**DMDO**) and FIC Duty Officer for a number of years. The DMG is staffed and maintained to enable out of hours response coverage. Attachment "**CDJ-12**" is a copy of the DMDO Standard Operating Procedures.
- 6.4 By Council Resolution dated 8 February 2011, Council enhanced the DMG. The previous DMG was strengthened by an additional 11 staff, which include elements of the Corporate Strategy Office. Further its Executive Manager Disaster Response and Recovery (**DRR**) was elevated to be part of the Executive Management Team of the Chief Executive Officer. This step was in recognition that the recovery task will continue beyond the current financial year.
- 6.5 The DMDO monitored the lead up to the flood event and commenced providing regular situation reports on the morning of Saturday 8 January 2011.
- 6.6 I activated the LDCC following discussion with the Lord Mayor and the Lord Mayor's Chief of Staff late afternoon on 9 January 2011 at 'Level 3' to manage the City's immediate response to an emerging heavy rainfall threat that evening. This level means that there are events that require activation of the LDCC whereby the LDCC may be out on standby for possible escalation and activation to 'Level 4'.
- 6.7 The LDCC remained at Level 3 on the morning of Monday, 10 January 2011 to monitor weather and environmental conditions.


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- 6.8 At approximately 10:30 am on Monday, 10 January 2011, the Lord Mayor and I convened an Immediate Action Team (**IAT**) meeting in Brisbane Square. At this meeting it was decided to convene an LDMG meeting on Tuesday 11 January 2011 at 10:00 am.
- 6.9 On 11 January 2011 the LDCC activation was increased to 'Level 4' following discussion at LDMG meeting. 'Level 4' means that there are events that require a complex response through high level coordination, resources allocation and forward planning from a range of stakeholders, including some external to Council. Level 4 would see a full activation of the expanded LDCC functions and possible escalation to State, Federal and Non-Government Organisation agencies.
- 6.10 The anticipated flood-affected areas of the City were divided into sectors to enable efficient planning and response to the flood to occur. These sectors were created as aggregations of Statistical Local Areas to ensure maximum compatibility with all other administrative boundaries of Council and other agencies. Sector maps of the flood affected areas were produced to enable Council's response to be coordinated in a consistent manner. These sectors were used by all LDMG representative agencies to plan co-ordinate and implement their response. The sectors continued to be used throughout the initial recover phase following the flood. The Sector Map is attachment 34 in the Initial Submission.
- 6.11 "Water Over Road" and "Road Closed" signs (including permanent versions that can be opened) were placed (or opened as the case may be) as required in known flooding sites within the various catchments of Brisbane in the weeks leading up to the flood. BMTMC were advised when roads were closed and re-opened to update their traffic reports.
- 6.12 Extensive community service announcements, social media posts and tweets (Facebook and Twitter respectively) were released by Council during the flood event.
- 6.13 I also convened a briefing session on the evening of Thursday 13 January 2011 where senior Council officers and I briefed the Australian Defence Force (**ADF**) on Council's response concept of operations, sector maps and priorities in preparation for their deployment. The ADF had been allocated to Council in accordance with Defence Assistance to the Civil Community (**DACC**) procedures.


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7. **The local actions undertaken in respect of the 2010/2011 flood events in relation to immediate management, response and recovery operations, including the coordination and deployment [of] personnel and equipment**

- 7.1 Section 6 of the Initial Submission which is from page 14 to page 36, titled "Response to the 2010/2011 Flood Events" includes detailed information on this topic. Some particular matters of relevance are set out below.
- 7.2 Council utilised its own assets and resources and worked in conjunction with emergency services including the QPS, the QFRS, the QAS, the EMQ, the SES, other government departments and agencies, other councils (particularly Logan City, Gold Coast City and Redland City), the ADF and not-for-profit agencies.
- 7.3 As the River peaked on 13 January 2011, a Council Ready Response Group was used in gathering intelligence on the receding water line and in making initial damage assessments. By 14 January 2011 water had started to recede and the Ready Response Group was joined by the QFRS Rapid Damage Assessment teams. These QFRS teams, with experience from other flood events, were deployed to assist with damage assessment.
- 7.4 On 14 January 2011, a major deployment was commenced to clear debris from major roads and transport corridors followed by secondary arterials. This included a significant effort by Council, the State Government and its emergency services, donated contractor manpower and equipment from business, resources from other councils and the ADF.
- 7.5 On the weekend of 15 and 16 January 2011, Council mounted a highly coordinated and extremely effective community volunteer call out to assist flood affected residents to clear mud and flood debris from their homes and damaged possessions. This call out resulted in 22,973 volunteers registering at Council's four key volunteer marshalling areas. These volunteers assisted across the two days and were supported by a significant effort from Council employees and assets, ADF resources and civilian contractor employees and equipment.
- 7.6 Council acknowledges that there were many more unregistered volunteers who assisted with the clean up. Whilst it is not possible to accurately estimate the total number of volunteers, Council believes that as a result of its "Call to Action" there were as many as 50,000-60,000 volunteers across the weekend.
- 7.7 In the period through to 21 January 2011, Council coordinated the clearing of debris and rubbish to a 'first pass' level of every flood affected street in Brisbane. In addition, significant


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progress was made in removing temporary waste dump sites to permanent land fill. On the weekend of 22 and 23 January 2011, a further co-ordinated volunteer effort was mounted, on a targeted basis, to clear and clean parks and recreational facilities. Between 14 January and 22 January 2011, it is estimated that 126,700 tonnes of waste were put into Council and commercial landfills. To date, in excess of 385,910 tonnes of waste has been put into Council and commercial landfills.

7.8 As a result of these coordinated efforts in a relatively short time, essential services were restored, major roads and arterials were cleared, public transport resumed, flooding debris and damaged household and business property were cleared from suburban streets and residents commenced returning home to clean up and assess damage to their property.

8. **Any local measures taken or requested to preserve vital infrastructure and to manage, maintain or reinstate the supply of essential services (water, food, power, transport, communications and/or sewerage) during the 2010/2011 flood events**

8.1 I refer to paragraph 2.1 of this Statement which is also relevant to this topic.

8.2 As referred to in paragraph F, the nature of LDMG operation is to have shared knowledge around the expected event to enable all asset owners and operators the best opportunity to reduce damage and plan for a speedy reinstatement of their services.

8.3 Examples of the inter-agency coordination achieved between members of the LDMG are as follows:

- (a) with early warnings, Energex managed to remove much of its critical equipment prior to the flood to enable its swift reinstatement;
- (b) Council provided assistance to public utility providers such as Energex. As power was cut to high-rise residential and commercial properties in the CBD, Council officers undertook foot patrols to provide a 'presence' in the street and to encourage residents to make an evacuation decision before they lost power or to obtain essential supplies; and
- (c) during the immediate recovery, Council removed debris from around infrastructure owned by Queensland Urban Utilities to allow them access to fix their equipment on an urgent basis.



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9. **Any information received or obtained concerning weather and flood forecasts or warnings, and the steps taken to disseminate that information to the community before, during and immediately after the 2010/2011 flood events**

- 9.1 Sections 6.1, 6.2 and 6.3 at pages 14 to 35 of the Initial Submission cover this topic in detail. Some particular matters of relevance are set out below.
- 9.2 Formally, once a day, the LDCC, BoM and the FIC briefed the LDMG, to provide an update on the latest weather and flood situation.
- 9.3 Council's FIC was in frequent contact with BoM and seqwater to receive updates and warnings as they were produced. For example, seqwater, through its Flood Operations Centre (FOC), informed the FIC, of its current and planned releases of water from Wivenhoe and Somerset dams. This information was used by Council to predict the likely flooding consequences in its local government area.
- 9.4 Council used many different channels to communicate with flood affected residents and businesses. These channels included media, newsletters, fact sheets, posters and outdoor advertising.
- 9.5 As set out in the Initial Submission, numerous community service announcements, social media posts and tweets (Facebook and Twitter respectively) were released by Council before, during and after the flood event. The Lord Mayor also released numerous media releases providing early warning to the community. These are attachments 20, 21, 39, 40 and 41 to the Initial Submission.

10. **In relation to [item 9], an indication of the source/s, accuracy and timeliness of that information for local purposes**

- 10.1 Council was acutely aware of the need to provide accurate and timely information on preparation, response and recovery of the flood.
- 10.2 Council's website was a valuable source of information for the local community. This is evidenced by an unprecedented volume of "hits" experienced. By way of example, under normal conditions, the Council website would receive a 5 minute average peak load of 3,000 - 5,000 hits. An unprecedented 5 minute average peak load of 53,162 hits was experienced on Wednesday 12 January 2011.



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- 10.3 On the morning of Monday, 10 January 2011, Council's Information Services Branch was notified of issues with the Corporate website due to high demand. At this time the website was intermittent, with some users getting through, and some not. This degraded during the day, effectively rendering the website out of action by mid to late afternoon. The root cause of the outage was determined to be directly related to high demand for the online Floodwise Property Reports and Flood Flag Maps. The online Floodwise Property Reports and Flood Flag Maps provide residents with valuable information on the likelihood of river, creek and overland flow flooding for each property in Brisbane.
- 10.4 Staff worked on the website overnight and resolved earlier site loading issues. The site was available again from 5:00 am Tuesday 11 January 2011, but the significant load again caused response issues by early morning. Council decided to revert to a static website that went into production at approximately 1:00 pm on Tuesday, 11 January 2011 resulting in significant performance improvement. On Wednesday, 12 January 2011, a link was provided from the static site which enabled users to access the balance of Council's corporate website.
- 10.5 I have no knowledge of the accuracy or otherwise of the weather and flood forecasts or warnings provided by external agencies, however at the time of receipt of that information I had no reason to doubt its accuracy.
11. **Any local measures undertaken to protect life and/or private/public property in connection with the 2010/2011 flood events (such as road/bridge closures, evacuation arrangements, etc), and the steps taken to disseminate information about those measures to the community before, during and immediately after the 2010/2011 flood events**
- 11.1 I refer to paragraphs 6 and 7 above and note sections 6.1, 6.2 and 6.3 of the Initial Submission (which cover this topic in detail).
- 11.2 During any disaster event the LDMG's priorities will always be to prevent serious injury and loss of life, minimise damage to property and infrastructure and maintain the provision of essential services.
- 11.3 Council's Contact Centre receives information on road closures from a link on Council's Corporate Website that takes officers to the www.131940.qld.gov.au website. Contact Centre officers either provide customers with this website/phone number or look it up on their behalf. If the Contact Centre is notified of a road closure that is not on the website the shift leader will send an email out informing the Contact Centre staff of this closure.



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- 11.4 In the lead up to the river peak on 13 January 2011, Council filled and made available large quantities of sandbags from 6 depot locations spread throughout the City. Over 300,000 sandbags were distributed.
- 11.5 As the River peaked on 13 January 2011, a Council Ready Response Group was used in gathering intelligence on the receding water line and in making initial damage assessments. By 14 January 2011 water had started to recede and the Ready Response Group was joined by the QFRS Rapid Damage Assessment teams. These QFRS teams, with experience from other flood events, were deployed to assist with damage assessment.
- 11.6 On 14 January 2011, a major deployment was commenced to clear debris from major roads and transport corridors followed by secondary arterials. This included a significant effort by Council, the State Government and its emergency services, donated contractor manpower and equipment from business, resources from other councils and the ADF.
- 11.7 On the weekend of 15 and 16 January 2011, Council mounted a highly coordinated and extremely effective community volunteer call out to assist flood affected residents to clear mud and flood debris from their homes and damaged possessions. This call out resulted in 22,973 volunteers registering at Council's four key volunteer marshalling areas. These volunteers assisted across the two days and were supported by a significant effort from Council employees and assets, ADF resources and civilian contractor employees and equipment.
- 11.8 In the period through to 21 January 2011, Council coordinated the clearing of debris and rubbish to a 'first pass' level of every flood affected street in Brisbane. In addition, significant progress was made in removing temporary waste dump sites to permanent land fill.
- 11.9 Council's Early Warning Alert Service was used to warn of heavy rain and possible flash flooding prior to the flooding event. The Lord Mayor conducted numerous media interviews and provided extensive media releases warning of flooding. Community Service Announcements included information on health and safety.


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12. **The circumstances of any rescues or evacuations performed in the local area in connection with the 2010/2011 flood events, including an assessment of the adequacy and timeliness thereof**

12.1 Council provided various early warnings leading up to both the 2010/2011 wet season and the River flood of January 2011 (as referred to in section 6.2(b) of the Initial Submission). These warnings provided the community with vital information in order to allow them to prepare for the flood and, if necessary, to evacuate prior to flooding of their property.

12.2 Section 6.2(e) of the Initial Submission outlines the evacuation co-ordinated by Council.

12.3 At the LDMG meeting on Wednesday 12 January 2011, the QFRS reported completing fourteen water rescues. At the LDMG meeting on Thursday 13 January 2011, the QFRS reported completing two water rescues and the SES reported completing 200 boat evacuations. The SES also reported that 32 SES flood boats and 23 Queensland Surf Life Saving boats (IRB) were being used.

13. **The circumstances of the establishment, and subsequent operation and performance of any Evacuation Centre/s in the local area, including an assessment of any particular difficulties encountered**

13.1 Section 6.2(e) of the Initial Submission outlines the evacuation co-ordinated by Council.

13.2 At 1:00 pm on Wednesday 12 January 2011, and in accordance with Council's Evacuation and Emergency Human Services Plan, two evacuation centres were opened by Council. The Emergency Human Services Plan appears as part of the Disaster Management Plan (attachment 23 to the Initial Submission).

13.3 Council coordinated the establishment of evacuation centres. In anticipation of a worst case scenario, commencing on Tuesday 11 January 2011 over 50 potential evacuation sites were progressively sourced to cater for up to 16,000 evacuees. On Tuesday, 11 January 2011, at approximately 1:00 pm, Council opened the first evacuation centre at the RNA Showgrounds. A second evacuation centre was opened at the Queensland Sport and Athletic Centre Mount Gravatt on Wednesday, 12 January 2011. The centres were resourced immediately by Council and Red Cross staff with a 24 hour staff roster in place. Both evacuation centres were managed by Red Cross with Council playing a coordination role in accordance with Council's Evacuation and Emergency Human Services Plan.


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13.4 Community Service Announcements concerning Evacuation Centres were prepared and distributed including newsletters within the Evacuation Centres. Community Service Announcements included information about what to bring to Evacuation Centres such as bedding, medication and important documents.

13.5 A number of suburbs were fully isolated and it was necessary to accommodate affected residents at unofficial evacuation centres that were established in church halls and local primary schools by members of the community and community groups. On a number of occasions, the LDCC assisted in organising the resupply of these facilities by the ADF (including by land and air).

14. **The circumstances of any flood-related human fatality within the region, including the measures taken to prevent and/or respond to any such fatality, during the 2010/2011 flood events**

14.1 I am aware that a person was tragically killed in Durack during the flood event.

14.2 The circumstances of this death may be the subject of a coronial inquiry. I am unaware of any further details at this stage.

15. **Any involvement had with State or Federal Agencies, including particularly the Queensland Police Service, in relation to the provision of emergency response measures, personnel, equipment, services or logistical support, together with an assessment of the adequacy and timeliness thereof, during the 2010/2011 flood events**

15.1 In accordance with the *Disaster Management Act 2003* (Qld), Council's LDCC reported daily by situation report to the District Disaster Coordination Centre (DDCC). In addition, the District Disaster Coordinator (DDC) attended Council's LDMG and provided an update on District issues. I am of the view that the DDCC and, in particular the DDC, provided excellent support to Council.

15.2 The LDCC formally lodged with the DDCC *Requests for Assistance (RFA)* on a number of occasions. These requests were registered in the LDCC event log and transmitted to the DDCC by the LDCC email account.

15.3 These RFA included requests for assistance from other local governments both within and outside of the Brisbane district and also from Federal Government resources such as the ADF (such as specialist aerial photography).



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- 15.4 The QPS provided liaison officers to the LDCC and officers to Council's Evacuation Centres. These liaison officers provided policing advice and participated in the LDCC forward planning group.
- 15.5 Council received significant support from the ADF during the flood response phase. I convened a briefing session on Thursday, 13 January 2011 attended by senior council officers and key commanders and liaison officers from the ADF. The ADF were briefed on and provided copies of Council's concept of operations and sector maps. The ADF Liaison Officers to the LDCC (one Lieutenant Colonel and for a short period an additional Major) provided excellent, flexible and responsive support to the flood response effort.
- 15.6 On Friday, 14 January 2011, the 2 Combat Engineer Regiment and 9 Royal Queensland Regiment were allocated to the north and south sides of the river respectively. They responded to LDMG priorities and their response was co-ordinated through the LDCC. The ADF worked very closely with the LDMG deployed assets and were provided additional support from major plant and equipment volunteered to LDMG. Additionally, the ADF allocated liaison officers to Council's Regional Incident Management Teams (RIMT) South and West. The ADF initially deployed mid Friday 14 January 2011, and by Saturday 15 January, 350 soldiers were operating south of the Brisbane River and 450 soldiers were operating north of the Brisbane River.
16. **The nature and timing of any communications within the disaster management hierarchy, including particularly communications had with the District Disaster Co-ordinator (DDC), the State Disaster Coordinator or the State Recovery Coordinator, and whether any direction/s were given by the DDC and the nature of any such direction/s**
- 16.1 The Executive Officer to the DDC advised the LDCC at 10:45am on Monday 10 January 2011 that the DDCC had been activated. At 11:14am on Monday 10 January 2011, I was informed that the DDC intended lodging an application for a Declaration of a Disaster Situation.
- 16.2 The Declaration of a Disaster Situation was ultimately made on Tuesday 11 January 2011.
- 16.3 I had frequent conversations and telephone conversations with the DDC and met daily with him at the LDMG meetings. The interaction between the DDC and the LDMG was collaborative and highly professional.
- 16.4 Given this high level of co-operation there was no need for the DDC to issue any direction.



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17. **An assessment of the adequacy of equipment and communications systems in the local area during the 2010/2011 flood events**

17.1 The Initial Submission contains extensive discussion regarding communications between Council and the local community, particularly at sections 6.1, 6.2 and 6.3 (see pages 14-35).

17.2 I also refer to paragraphs 10.1 and 10.3 of this Statement.

17.3 Council has well developed crisis communication procedures that are regularly reviewed and exercised. A Corporate Marketing and Communications Branch and Digital Marketing capability were embedded within the Incident Support Group (ISG) in the LDCC. This team managed the development, release and distribution of numerous community service announcements, media releases, Twitter tweets, Facebook posts, Community Newsletters, Fact Sheets/Flyers, Posters and Outdoor advertising.

17.4 Evacuation Centre newsletters were produced and distributed.

17.5 Council's internal communications were managed through the use of business as usual systems. These systems included telephones, mobile telephones, PDAs, emails and the Motorola digital radio system. With exception to Council's intermittent website issues (as mentioned at paragraphs 10.1 and 10.2) and a few minor mobile handset failures, these systems proved to be reliable.

17.6 I am not aware of any service disruptions or reports of equipment failures that limited or otherwise impacted upon Council's flood response operations.

18. **An assessment of the adequacy of the community's response in the local area during the 2010/2011 flood events**

18.1 I consider that Brisbane's business and local communities, as individuals and as part of formal or informal groups, responded magnificently to the flood event. The community rallied and the response was extraordinary.

18.2 Council coordinated, through a specific Council team, 22,973 volunteers on the weekend of 15-16 January 2011. Council established four volunteer coordination centres at the Boondall Entertainment Centre, McGregor State High School, Doomben Race Course and Mt Coot-tha Botanic Gardens where volunteers were registered and allocated to sectors. Volunteers at these centres were then transported by Brisbane Transport buses to and from their allocated sectors. These volunteers were coordinated on the ground by officers from Council's libraries



Colin David Jensen



Witness

and Brisbane Transport. A significant amount of debris was removed and on the second weekend (22-23 January 2011) a large number of parks were cleaned.

- 18.3 I consider that this overwhelming community response and volunteering effort had not been experienced before and was a feature of this disaster response effort. I understand that there were many more unregistered volunteers who assisted with the cleanup. Whilst it is not possible to accurately estimate the total number of volunteers, Council believes that as a result of its 'Call to Action' there were as many as 50,000-60,000 volunteers across the weekend.
- 18.4 The community volunteered heavy equipment and plant which was coordinated by Council's Major Infrastructure Project Office (**MIPO**). This support significantly enhanced Council's ability to rapidly respond to the removal of debris from temporary debris sites to landfill.
- 18.5 Council established a team that was responsible for coordinating smaller working groups of volunteered plant and equipment. This volunteered plant and equipment was allocated to Regional Incident Management Teams and the ADF to assist with the removal of debris from streets in flood affected areas.
- 18.6 Council also established a 'matching' system where flood affected residents could register requests for assistance that were then 'matched' against individual offers of assistance. This system proved effective. Council has commenced to capture many of these lessons learnt into a comprehensive set of procedures that will assist in the management of volunteers during future events.
- 18.7 On Sunday, 6 March 2011 Council assisted "Clean-up Australia Day" by managing 216 of the clean-up sites of which 106 were provided with Council supervisors. Large quantities of plastics, bottles, cigarette butts, and tidal debris were removed from the City's waterways and parks.
- 18.8 Council funds 10 full-time equivalent Creek Catchment Coordinators at a cost this financial year of \$1.047m. It also supports Habitat Brisbane with 5 full-time equivalent positions at a cost of \$1.029m. Habitat Brisbane has approximately 2,500 members.
- 18.9 Council is currently brokering support from a visiting US Navy submarine to assist the Queensland Maritime Museum with rebuilding of the facility and cleaning the *Diamantina*.


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19. Any measures being proposed, planned or implemented to prepare for, mitigate or manage future flood events (such as the installation of automatic river gauges, culvert management, levee construction and the like)

- 19.1 An independent Flood Response Review Board chaired by Major General (Retd) Peter Arnison AC, CVO (the **FRRB**) has been commissioned by Council is currently reviewing Council's response to the flood event. The final report will be produced in May this year and provided to the Commission. The Terms of Reference for the FRRB have already been provided to the Commission as attachment 1 to the Initial Submission.
- 19.2 On 8 March 2011, the Council's Joint Flood Taskforce, chaired by Emeritus Professor Colin Apelt delivered its report. A number of recommendations were made in the report. A copy of this report has been provided to the Commission and is also attached to the Initial Submission.
- 19.3 On 15 March 2011 Council adopted, by resolution, 'the actual January 2011 flood event, as observed during the event (4.46 AHD (Australian Height Datum) at the City Gauge, and at the highest observed level elsewhere), be used as the interim standard, on which Brisbane City Council bases its decisions concerning new residential development and redevelopment, with the essential condition that, wherever a higher level has been set as the current DFL (Defined Flood Level), the higher level must apply; and that this interim standard apply until the Commission of Inquiry and relevant comprehensive flood studies are completed'.
- 19.4 Council also resolved that, 'a request be made to the Minister for Local Government for a Temporary Local Planning Instrument (**TLPI**) to give effect to resolution (ii) and address other relevant citywide planning issues including but not limited to:
- (a) the ability to approve houses over 8.5 metres (House Code and Residential Design – Small Lot Code)
 - (b) filling of land for reconfiguration of lots (Subdivision Code and Filling and Excavation Code)
 - (c) provisions relating to subdivision and development (Structure Planning Code and Subdivision and Development Guidelines)
 - (d) minimising potential impacts on neighbouring properties (Stormwater Management Code)
 - (e) other relevant factors.



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19.5 It is anticipated that Council will consider a resolution regarding the TLPI on Tuesday 29 March 2011, preparatory to forward to the Minister.

20. **Advice as to any special consideration that should be given the local area by reason of particular regional or geographic differences**

20.1 The economic impact of the flood event on the Brisbane regional economy has been estimated as approximately \$3.91bn (including Ipswich). Damage to Council's assets is currently calculated at \$441 million. Whilst Brisbane is the largest local government in the country and accordingly has significant competency and resources available to it, recovery from such a substantial impact will require the support of all levels of government.

21. **Advice as to any feature of the disaster preparation and planning stages or the disaster response and recovery operations which presented particular difficulty or may require practical or legislative change to improve future disaster management in the local area**

21.1 During Council's response phase to the flood event, over \$60 million was spent by Council in the immediate clean up and getting back to business, such that on Monday 17 January 2011 Brisbane commenced its return to work.

21.2 In the 10 weeks since the flood, Council has significantly responded to the recovery of its infrastructure, services and provided community support (including through the establishment of the Lord Mayor's Community Disaster Relief Appeal Fund and its payment of over \$500,000 to date). Given this focus, I have not formed a considered view on the practical or legislative changes which may improve future disaster management.

21.3 Council's FRRB will produce its report in May 2011 and that report will be delivered to the Commission. As a result of considering that report and other available information, there may be practical or legislative changes which may improve future disaster management. At this early stage I am unable to provide any comment on this topic.

I make this Statement conscientiously believing the same to be true to the best of my memory, knowledge and belief.

Dated

25 March

2011


Colin David Jensen


Witness

Our ref: 1555528

21 March 2011

Mr Colin Jensen
Chief Executive Officer of the Brisbane City Council
GPO Box 1434
BRISBANE QLD 4001

Dear Mr Jensen

Requirement to provide written information

Please find enclosed a requirement issued under section 5 of the *Commissions of Inquiry Act 1950* (Qld) to provide a written statement in your capacity as Local Disaster Coordinator of the Brisbane City Council.

Please note that the return date for this notice is 4pm, Friday, 25 March 2011. Material required can be provided by post or email.

In the event that you did not have primary operational responsibility for the management of recent flood event, or cannot provide information about any of the matters listed in the requirement, please contact Mr Lachlan Zangari on 3405 9766 as soon as possible.

Yours sincerely



Jane Moynihan
Executive Director

Encl.

Cc: Mark Sammut (Partner) and Scott Sharry (Partner), Clayton Utz

Our ref: 1555537

18 March 2011

Mr Colin Jensen
Chief Executive Officer of the Brisbane City Council
GPO Box 1434
BRISBANE QLD 4001

REQUIREMENT TO PROVIDE WRITTEN INFORMATION TO COMMISSION OF INQUIRY

I, Justice Catherine E Holmes, Commissioner of Inquiry, require Mr Colin Jensen, Local Disaster Coordinator of the Brisbane City Council, to provide a written statement under section 5 of the *Commissions of Inquiry Act 1950* (Qld), detailing the following information:

1. The local planning and preparation, including training, undertaken in advance of and/or in relation to the 2010/2011 flood events.
2. Any measures implemented immediately prior to or during the 2010/2011 flood events that were designed to mitigate the effect of any flooding (for example, sandbagging, temporary levees), including an assessment of the performance of those measures.
3. Local participation, or otherwise, in Emergency Management Queensland's (EMQ) 2010 Pre-Season Flood and Cyclone Workshop, including an assessment of the local assistance gained thereby.
4. Local participation, or otherwise, in EMQ's 2010 Consultation Sessions concerning the proposed changes to the *Disaster Management Act 2003* (Qld), including an assessment of the local assistance gained thereby.
5. Any measures taken to train and/or equip the local State Emergency Service (SES), including an assessment of the adequacy and timeliness thereof.
6. The local actions undertaken in advance of and/or in respect of the 2010/2011 flood events in relation to resourcing, coordination and deployment of any personnel and equipment.

7. The local actions undertaken in respect of the 2010/2011 flood events in relation to immediate management, response and recovery operations, including the coordination and deployment of personnel and equipment.
8. Any local measures taken or requested to preserve vital infrastructure and to manage, maintain or reinstate the supply of essential services (water, food, power, transport, communications and/or sewerage) during the 2010/2011 flood events.
9. Any information received or obtained concerning weather and flood forecasts or warnings, and the steps taken to disseminate that information to the community before, during and immediately after the 2010/2011 flood events.
10. In relation to item 6, an indication of the source/s, accuracy and timeliness of that information for local purposes.
11. Any local measures undertaken to protect life and private/public property in connection with the 2010/2011 flood events (such as road/bridge closures, evacuation arrangements, etc), and the steps taken to disseminate information about those measures to the community before, during and immediately after the 2010/2011 flood events.
12. The circumstances of any rescues or evacuations performed in the local area in connection with the 2010/2011 flood events, including an assessment of the adequacy and timeliness thereof.
13. The circumstances of the establishment, and subsequent operation and performance, of any Evacuation Centre/s in the local area, including an assessment of any particular difficulties encountered.
14. The circumstances of any flood-related human fatality within the region, including the measures taken to prevent and/or respond to any such fatality, during the 2010/2011 flood events.
15. Any involvement had with State or Federal agencies, including particularly the Queensland Police Service, in relation to the provision of emergency response measures, personnel, equipment, services or logistical support, together with an assessment of the adequacy and timeliness thereof, during the 2010/2011 flood events.
16. The nature and timing of any communications within the disaster management hierarchy, including particularly any communications had with the District Disaster Coordinator (DDC), the State Disaster Coordinator or the State Recovery Coordinator, and whether any direction/s were given by the DDC and the nature of any such direction/s.
17. An assessment of the adequacy of equipment and communications systems in the local area during the 2010/2011 flood events.

18. An assessment of the adequacy of the community's response in the local area during the 2010/2011 flood events.
19. Any measures being proposed, planned or implemented to prepare for, mitigate or manage future flood events (such as the installation of automatic river gauges, culvert management, levee construction and the like).
20. Advice as to any special consideration that should be given the local area by reason of particular regional or geographic differences.
21. Advice as to any feature of the disaster preparation and planning stages or the disaster response and recovery operations which presented particular difficulty or may require practical or legislative change to improve future disaster management in the local area.

Material is to be provided to the Queensland Floods Commission of Inquiry by 4pm, Friday, 25 March 2011.

Material required can be provided by post, email or by arranging delivery to the Commission by emailing info@floodcommission.qld.gov.au



Commissioner
Justice C E Holmes

Cc: Mark Sammut (Partner) and Scott Sharry (Partner), Clayton Utz

QUEENSLAND FLOODS COMMISSION OF INQUIRY

BRISBANE CITY COUNCIL – INITIAL SUBMISSION



Dedicated to a better Brisbane

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1. OVERVIEW

1.1 The Brisbane City Council (**Council**) welcomes the opportunity to provide an initial submission to the Queensland Floods Commission of Inquiry (**Commission**). Council considers it is in a position to provide information and assistance to the Commission due to its role on behalf of the City of Brisbane when dealing with the devastating flood events of 2010/2011 in Queensland.

1.2 This Submission:

- (a) highlights the key aspects of planning, preparation, response and initial recovery undertaken by Council in relation to the January 2011 flood event;
- (b) sets out facts and statistics which have been collated by Council to provide the Commission with the relevant context to allow it to understand how the events unfolded and the impact of the flood for the City of Brisbane;
- (c) draws together, in one place, information which informs the community about the key measures undertaken by Council in connection with the flood; and
- (d) may also be of benefit to other agencies, companies and individuals as they begin to prepare for the wet season of 2011/2012.

1.3 In addition, the Lord Mayor has commissioned an independent review of Council's response to the flood event. A Flood Response Review Board (**FRRB**) was appointed on 21 January 2011, chaired by Major General (Retd) Peter Arnison AC, CVO. Members include Emeritus Professor Colin Apelt and Mr Robert Gotterson QC – (Attachment 1 – Terms of Reference – Flood Response Review Board). A copy of the FRRB Report will be made available to the Commission.

1.4 Council wishes to assist the Commission in its consideration of actions available in the short term to prepare for next summer's wet season and ensure that any measures that can be taken are taken to improve the safety of individuals and property.

1.5 Council considers there is potential for some aspects of this information to be of benefit to the Commission when developing recommendations as part of its initial report proposed to be published in August 2011.

2. EXECUTIVE SUMMARY

- 2.1 In January 2011, Brisbane suffered a major river flood of a magnitude not experienced by the City since the catastrophic flood of 1974. The response to the event was managed by the Brisbane Local Disaster Management Group, chaired by the Lord Mayor, in co-operation with State and other agencies in accordance with Council's Disaster Management Plan.

Flood Planning

- 2.2 Despite the recent period of prolonged drought, Council has methodically planned and maintained a concentrated focus on flooding issues since 2004. This has included the establishment of the Lord Mayor's Suburban Taskforce on Flooding to examine all possible strategies to reduce the impact of significant rain events. Key strategies have been – the Voluntary Home Purchase Scheme, amendments to the City Plan, upgraded design requirements and guidelines, flood preparedness measures (eg the *Floodwise* Information System) and flood emergency measures (eg the Early Warning Alert System).
- 2.3 Since 2004, Council has also heavily invested in Community Awareness and Education programs, including the *Be Floodwise* campaign, Summer Storm campaigns, free Flood Flag Maps and *Floodwise* Property Reports. In addition, the Lord Mayor has issued a number of media releases since 2004 warning of flooding, urging residents to prepare for a flooding event and to consider their flood insurance cover. Immediately prior to the 2010/2011 summer, in October 2010 the Lord Mayor specifically foreshadowed a potential repeat of the 1974 flood.
- 2.4 Since 2004/2005, Council through its annual budget has spent (in 2010/2011 dollars) \$481,597,000 on flood-related planning, mitigation, awareness and response initiatives.

Flood Response

- 2.5 From Sunday 9 January 2011 Council activated its Local Disaster Coordination Centre. On Monday 10 January 2011 at approximately 10:30 am, the Lord Mayor and Council's Chief Executive Officer decided to convene a Local Disaster Management Group Meeting on Tuesday 11 January 2011 at 10:00 am. On 11 January 2011, the Local Disaster Coordination Centre activation was increased and the Lord Mayor issued a media release warning of a major flood event and urged residents to prepare for it. On Wednesday 12 January 2011 at 1:00 pm, in accordance with Council's Evacuation and Emergency Human Services Plan, two evacuation centres were opened by Council. In the lead up to the river peak, Council filled and distributed over 300,000 sandbags. On Thursday 13 January 2011 at 2:57 am, the Brisbane River peaked at 4.46 AHD at the Port Office Gauge. By Friday 14 January 2011, as flood waters were receding, there was a major deployment to commence the response effort.

- 2.6 The large-scale response involved Council utilising its own assets and resources and working in conjunction with emergency services including Queensland Police Service, Queensland Fire and Rescue Services, Queensland Ambulance Service, Emergency Services Queensland, the State Emergency Service, other government departments and agencies, other councils (particularly Logan City, Gold Coast City and Redland City), the Australian Defence Force and not-for-profit agencies.
- 2.7 In addition, Council coordinated 22,973 registered volunteers from four key marshalling areas to assist with the response effort. This overwhelming community involvement and volunteering effort had not been seen before and was a feature of the disaster response.
- 2.8 As a result of these coordinated efforts, essential services were restored, major roads and arterials were cleared, public transport commenced to operate, flooding debris and damaged household and business property were cleared from suburban streets and residents commenced to return to their homes to clean up and assess damage to their property.
- 2.9 Both before and after the flood peak, Council used many different channels to communicate with flood affected residents and businesses. These channels included media, community service announcements, newsletters, fact sheets, SMS, email, Facebook, Twitter, posters and outdoor advertising.

Flood Recovery

- 2.10 On 28 January 2011 the Lord Mayor established a Recovery Task Group to coordinate the flood recovery. It is anticipated that the recovery phase will last 24 months at an estimated cost to Council of \$440,000,000.

3. INTRODUCTION

3.1 Council intends, by this initial submission, to provide information and documents to assist the Commission in its assessment of the following Terms of Reference:

- (a) the preparation and planning by federal, state and local governments; emergency services and the community for the 2010/2011 floods in Queensland;
- (b) all aspects of the response to the 2010/2011 flood events, particularly measures taken to inform the community and measures to protect life and private and public property, including:
 - (i) immediate management, response and recovery;
 - (ii) resourcing, overall coordination and deployment of personnel and equipment;
 - (iii) adequacy of equipment and communication systems; and
 - (iv) the adequacy of the community's response;

3.2 Council's concentration on those Terms of Reference set out above is in response to the request by the Commission for initial submissions relating to matters associated with flood preparedness relevant to next summer's wet season.

3.3 In addition to this initial submission Council intends to:

- (a) provide further submissions in relation to topics of interest to the Commission, including Term of Reference (g) which relates to land use planning;
- (b) provide the Commission with such other documents and information as may be required from time to time, including the provision of documents in parallel with this submission;
- (c) if required by the Commission, provide oral or written evidence; and
- (d) as indicated above, provide the Commission with the findings of the Council's FRRB (which is due to report in May 2011).

4. CONTEXT

- 4.1 In January 2011, Brisbane experienced a significant river flood event of a scale not seen since 1974. This followed torrential rain from December 2010 to January 2011, resulting in Wivenhoe Dam filling to 188.5% and Somerset Dam to 189.7% of their supply capacity on 12 January 2011. The Brisbane River broke its banks on Tuesday, 11 January 2011 leading to evacuations in Brisbane's CBD and suburbs located around the River.
- 4.2 On 11 January 2011, the Honourable Anna Bligh MP, Premier of Queensland declared flood affected areas of Queensland a 'disaster zone', including Brisbane. This declaration remained in place until 10:00 am on Tuesday, 25 January 2011. Brisbane's Local Disaster Management Group (LDMG) coordinated its response in conjunction with the Queensland Police Service District Disaster Coordinator. Council responded in accordance with the requirements of the *Disaster Management Act 2003* (Qld) and coordinated its response in accordance with its Disaster Management Plan and a supporting Concept of Operation. Council implemented the priorities and direction of the LDMG through its Local Disaster Coordination Centre (LDCC). External agencies were coordinated by the LDCC through attached liaison officers. Requests for assistance where appropriate were escalated to the District Coordination Centre (DCC) for resolution.
- 4.3 The Brisbane River peaked on Thursday, 13 January 2011 at 4.46m AHD at the Port Office Gauge.
- 4.4 As a result of the 2010/2011 flood events:
- (a) there was the tragic loss of life state-wide including 1 death in the City of Brisbane area;
 - (b) 94 Brisbane suburbs were affected by inundation;
 - (c) some affected people were re-located to Evacuation Centres located at the RNA Showgrounds (1,490 people) and the Queensland Sport and Athletic Centre (480 people);
 - (d) a number of suburbs were fully isolated and it was necessary to accommodate affected residents at unofficial evacuation centres that were established in church halls and local primary schools by members of the community and community groups.

4.5 The business community and related commercial properties in the CBD and suburbs suffered significant inundation, damage and interruption with the CBD closing for a period of five days. This impacted on the economy of the Brisbane region.

4.6 The flood event also substantially damaged some of the City's assets, essential services, and utilities (including power, telecommunications, gas, water supply and sewerage). Mud, silt and debris as well as the inundation of environmentally sensitive areas have resulted in damage to the environmental balance of the Brisbane River catchment area and Moreton Bay.

5. **TERM OF REFERENCE (a)**
PREPARATION AND PLANNING FOR THE 2010/2011 FLOODS IN QUEENSLAND

Council's Statutory Role in Disaster Management

- 5.1 (a) The *Disaster Management Act 2003 Qld* (DMA) provides the key statutory framework for disaster management and operations in the State. It is also the key statutory source of the Council's obligations in respect of disaster management and operations. There are a number of specific provisions relevant to local government's role in disaster management.
- (b) Section 4A DMA sets out the guiding principles for the administration of the Act. It relevantly provides by section 4A(c) that local governments should primarily be responsible for managing events in their local government area.
- (c) The DMA provides for a hierarchy of disaster management groups. The State Disaster Management Group is at the apex, followed by District Disaster Management Groups (responsible for districts comprising a number of local government areas) and Local Disaster Management Groups for each local government area. Section 29 DMA requires a local government to establish a Local Disaster Management Group for its area. The functions of the Local Disaster Management Group are set out in section 30 DMA. They reflect, in general terms, the role of the Local Disaster Management Group as the key planning and management body for disasters in the local government area.
- (d) The DMA provides for an equivalent hierarchy of Disaster Management Plans. Section 57(1) DMA requires a local government to prepare a local disaster management plan for its local government area. The matters which must be included in a local disaster management plan are set out in section 57(2) DMA. They reflect, in general terms, that the local disaster management plan is to provide the key planning tool for management of a disaster in a local government area.

- (e) Council has prepared a local disaster management plan and reviewed and exercised it regularly. The preparation for and response to the flood event has been undertaken consistently with the obligations imposed by the DMA. Council has not, however, limited its preparation and planning, nor indeed its response to the event, by reference solely to the statutory role reflected in the DMA.

5.2 Despite a period of record breaking drought, Council has methodically planned and maintained a concentrated focus on flooding issues since 2004. Council has also resourced and established a robust disaster response capability, including organisational structures, concepts, plans, procedures and training exercises.

Flood Studies Post 1974 Flood Event

5.3 A number of key flood related reports were prepared and policy decisions taken by Council following the 1974 flood event. The effect of these reports will be part of the further submission to the Commission in April 2011.

Lord Mayor's Suburban Taskforce on Flooding

- 5.4 (a) December 2004 – The Lord Mayor established the Suburban Taskforce on Flooding (**Taskforce**). The role of the Taskforce was to examine all possible strategies to reduce the effects of significant rain events on areas of the city exposed to frequent flooding. The Taskforce's specific objectives are set out in its Terms of Reference – (Attachment 2 – Terms of Reference – Lord Mayor's Suburban Taskforce on Flooding).
- (b) August 2005 – The Taskforce Report was tabled and identified 24 major findings – (Attachment 3 – Lord Mayor's Suburban Taskforce on Flooding Report, August 2005). The key findings and initiatives since implemented include:
- (i) *Non-Structural Measures* – aimed at reducing or avoiding the susceptibility of new and existing development to flooding, including:
- A. Voluntary Home Purchase Scheme – The Voluntary Home Purchase Scheme was a priority action from the Taskforce Report. The aim of the Scheme is to acquire, through voluntary purchase, homes affected by a two-year average recurrence interval (**ARI**) flood event (ie a flood that occurs, on long term average, every two years or has a 1 in 2 chance

of occurring each year) – (Attachment 4 – Be FloodWise Fact Sheet – Voluntary Home Purchase Scheme):

- 1) The eligibility criteria for this Scheme are:
 - a) The home is predicted to flood once every two years. This means that the home must be within the extent of a predicted two year ARI flood event.
 - b) The property must be in a residential zone.
 - c) Floodwaters must inundate the residential dwelling on the property.
 - d) There is no other solution to stop the property flooding, such as the installation of pipes.
- 2) 45 homes have been purchased since 2005 under the Scheme at a cost of \$50.2m;
- 3) Council has formally sought funding for the Scheme from both State and Federal government representatives but these funding requests were either ignored or rejected – (Attachment 5 – Correspondence regarding funding for the Voluntary Home Purchase Scheme).
- 4) Council has subsequently requested that the State and Federal governments reconsider the issue of funding for the Scheme – (Attachment 6 – Correspondence regarding funding for the Voluntary Home Purchase Scheme).

B. City Plan Amendments – Compensatory Earthworks Planning Scheme – This planning scheme policy explains Council's requirements when re-shaping of land is proposed within a waterway corridor. Earthworks within the waterway corridor will only be considered when they do not conflict with the

Waterways Code or the Filling and Excavation Code –
(Attachment 7 – Compensatory Earthworks Planning Scheme Policy).

C. Design Requirements and Guidelines – Council’s subdivision and development guidelines have undergone significant upgrades including:

- 1) Chapter 1: Flood Affected Land – updated to a risk based approach through the classification of development type and the flood immunity standards being formalised – (Attachment 8 – Brisbane City Council Subdivision and Development Guidelines Part A Hazard Management Chapter 1 Flood Affected Land).
- 2) Chapter 2: Stormwater Drainage – updated requirements around levees, overland flow paths, building over/near stormwater and easements – (Attachment 9 – Stormwater Management Code and Brisbane City Council Subdivision and Development Guidelines Part B Infrastructure Elements Chapter 2 Stormwater Drainage).

(ii) *Structural Measures* – aimed at physically modifying the natural behaviour of flooding and reducing the frequency and impact of flooding, including:

- A. Asset Maintenance and Management Plans;
- B. Major and minor drainage capital works programs;
- C. Building certification.

(iii) *Flood Preparedness Measures* – aimed at enabling Council to provide the best possible flood information to residents, including:

- A. Flood database – Council’s spatial information system now has available numerous layers of data that can be used for planning and response – (Attachment 10 – Description of flood database layers).

- B. Floodwise Information System – Council funded and developed *Floodwise* for the Brisbane local area. The system is web-based and provides ‘real-time’ rainfall and stream water level data and has now been adopted by some of the other South East Queensland local governments.
 - C. Creek and River Flood Data collated and available for planning and response purposes.
- (iv) *Flood Emergency Measures* including:
- A. Early Warning Alert System (EWAS) – Established in 2009 and free of charge, had 20,441 subscribers on 11 January 2011 – (Attachment 11 – Living in Brisbane feature, EWAS Subscription Brochure and EWAS Take-Up Rate);
 - B. Creek Flood Alert System (Pilot) – The Boondall Pilot Creek Flood Alert Service alerts subscribers via SMS, email and/or voice recorded message when rain and/or creek levels in a nearby creek system (using Council telemetry equipment) indicate their property may be at risk of flooding. The telemetry equipment is located within the Zillman Waterholes. Other flood prone areas were identified and scrutinised through a priority selection process. Three additional sites were offered this service during the 2010/11 Summer Storm Season: Rocklea, Hemmant and East Brisbane;
 - C. A rolling program of installing flashing lights on high priority flood prone roads – (Attachment 12 – List of Roads with flashing lights).

Flood Related Budget Initiatives

5.5 Council has invested heavily in flood related planning, mitigation, awareness and response initiatives. This investment is outlined below:

- (a) 2004/2005 – Flood Mitigation Activities, Flood Information and Systems and Disaster Management – \$64,225,000;

- (b) 2005/2006 – Flood Mitigation Activities, Flood Information and Systems and Disaster Management – \$60,896,000;
- (c) 2006/2007 – Flood Mitigation Activities, Flood Information and Systems and Disaster Management – \$66,884,000;
- (d) 2007/2008 – Flood Mitigation Activities, Flood Information and Systems and Disaster Management – \$63,732,000;
- (e) 2008/2009 – Flood Mitigation Activities, Flood Information and Systems and Disaster Management – \$72,559,000;
- (f) 2009/2010 – Flood Mitigation Activities, Flood Information and Systems and Disaster Management – \$76,833,000;
- (g) 2010/2011 (Budget) – Flood Mitigation Activities, Flood Information and Systems and Disaster Management – \$76,468,000;
- (h) TOTAL (in 2010/2011 Dollars) – **\$481,597,000.**

Planning Provisions

5.6 Council has a number of rules in place to mitigate flooding, including:

- (a) Primary planning requirements are that the habitable floor level of all developments must be above the Defined Flood Level (3.7m) plus an extra 500mm.
- (b) Council's Building and Subdivision Guidelines require that new developments must not have any negative effect on flooding, either upstream or downstream.
- (c) Council's Flood Task Force, commissioned by Council, delivered a report on 8 March 2011 which recommended the implementation of a new interim flood level. This interim level will increase the minimum habitable floor level to 500mm above the January 2011 flood peak in most areas with the essential condition that, wherever a higher level has been set as the current Defined Flood Level (DFL), the higher level must apply. This interim position is intended to remain in place until the Commission has had the opportunity to consider the issue – (Attachment 13 – Joint Flood Task Force Report, March 2011).

This topic will be the subject of a further submission to the Commission in April 2011.

Community Awareness and Education

5.7 Since 2004, Council has invested heavily in community awareness campaigns, including:

- (a) *Be Floodwise* campaign – Launched in September 2006 at the height of a prolonged period of drought – (Attachment 14 – *Be Floodwise* campaign).
- (b) Summer Storm Campaigns – (Attachment 15 – Brisbane City Council Summer Storm campaigns).
- (c) Flood Flag Maps, free of charge and on-line, that show the water path in each suburb for creek, tidal and river flood events. In 2009, a series of information sessions were held in libraries for residents – (Attachment 16 – example of two of the 216,500 Flood Flag Maps downloaded and Brochure).
- (d) Floodwise Property Reports available on-line and free-of-charge that demonstrate the level of flooding anticipated at individual properties – (Attachment 17 – Example of each of the four types of Floodwise Property Reports).
- (e) Five *Living In Brisbane* Editions containing flood-related information – (Attachment 18 – *Living in Brisbane* editions).
- (f) In 2009, The Lord Mayor wrote 435,707 letters reminding residents to be prepared for flooding. He also wrote to 68,448 letters reminding residents in at risk locations to be prepared for the summer storm season and flooding from overland flow – (Attachment 19 – Example letters sent by the Lord Mayor).
- (g) Lord Mayor Media Releases – The Lord Mayor has issued 18 media releases since 2004 warning of flooding and urging residents to prepare for a flooding event. In October 2010, the Lord Mayor foreshadowed a repeat of the 1974 floods and urged residents in December 2010 to obtain flood insurance if needed – (Attachment 20 – Lord Mayor's Media Releases).
- (h) The media has published numerous articles since 2004 where the Lord Mayor has warned of flooding and highlighted flood mitigation measures – (Attachment 21 – Media articles).

Disaster Response Planning

- 5.8 (a) *Local Disaster Management Group (LDMG)* – Council has a LDMG that coordinated Council's response to the January 2011 disaster. The LDMG is chaired

by the Lord Mayor. The LDMG has met regularly since 2004 – (Attachment 22 – Minutes and meeting notes of the LDMG, 2010/2011).

- (b) *Disaster Management Plan (DMP)* – Council has a Lord Mayor and District Disaster Coordinator endorsed DMP. This document is regularly reviewed and exercised – (Attachment 23 – Disaster Management Plan).
- (c) *Disaster Management Concept of Operations* – A Disaster Management Concept of Operations was developed following the Gap Storm event in 2008. This concept created four increasing levels of response (Level 1 to Level 4) that enhanced Council's ability and capacity to respond to and recover from a significant disaster. Council believes that this concept is unique to Brisbane – (Attachment 24 – Disaster Management Concept of Operations).
- (d) *Local Disaster Coordination Centre (LDCC)* – The LDCC has a primary location in Brisbane Square and a secondary location at Carindale. Standard Operating Procedures and a Crisis Communications Manual have been developed – (Attachment 25 – Standard Operating Procedures and Crisis Communications Manual). In total, approximately 36 Council officers are committed per shift. Liaison officers are assigned to deal with external agencies. During the January flood event, the LDCC operated 24 hours per day but with reduced staffing between 10:00 pm - 6:00 am. At a Level 4 response (as during the recent flood event), the LDCC is significantly expanded with the establishment of a:
 - (i) Field Operations Group (FOG) – to manage and coordinate Council assigned and volunteered assets and resources.
 - (ii) Disaster Intelligence Group (DIG) – to gather, interpret and distribute information and intelligence.
 - (iii) Incident Support Group (ISG) – to manage administration, logistics, the call centre scripting and crisis communications.
 - (iv) Forward Planning Group (FPG) – to develop response and recovery plans approximately 72 hours in advance.

The Lord Mayor allocated \$250,000 to the upgrade of the LDCC in 2010. The upgrade was designed by Council's Disaster Management Group and was completed on 13 December 2010. It provided for greater functionality during activations and included the purchase of state of the art technology.

The LDCC operated to coordinate a targeted and efficient response to the flood affected areas.

Disaster Management Training

- 5.9 Council officers have attended a diverse and significant amount of disaster and emergency management training both internally and externally. Courses include the Australasian Inter-Service Incident Management System (AIIMS), emergency planning, coordinate resources within a multi-agency response and introduction to the Queensland disaster management arrangements – (Attachment 26 – Summary of disaster management training).

Disaster Management Exercises

- 5.10 Council has conducted numerous disaster management exercises – (Attachment 27 – Summary of disaster management exercises).

Continuous Improvement

- 5.11 Lessons from major natural disaster events are captured and reviewed. By way of example, the Gap Storm event in 2008 provided a catalyst for Council's thinking and innovation that resulted in a significantly enhanced response capability.

6. TERM OF REFERENCE (c) RESPONSE TO THE 2010/2011 FLOOD EVENTS

6.1 Summary of the Response

- (a) Council's response to the January 2011 flood event was in accordance with its Disaster Management Plan.
- (b) The Local Disaster Coordination Centre (LDCC) was activated by the Chief Executive Officer (CEO) following discussion with the Lord Mayor and the Lord Mayor's Chief of Staff late afternoon on 9 January 2011 at 'Level 3' to manage the City's immediate response to an emerging heavy rainfall threat that evening. The LDCC remained at Level 3 on Monday, 10 January 2011 to monitor weather and environmental conditions. At approximately 10:30 am on Monday, 10 January 2011, the Lord Mayor and the CEO convened an Immediate Action Team (IAT) meeting in Brisbane Square. At this meeting it was decided to convene an LDMG meeting on Tuesday 11 January 2011 at 10:00 am. On 11 January 2011 the LDCC activation was increased to 'Level 4'.

- (c) "Water Over Road" and "Road Closed" signs were placed as required in known flooding sites within the various catchments of Brisbane in the weeks leading up to the flood. Brisbane Metropolitan Traffic Management Centre (BMTMC) were advised when roads were closed and re-opened to update their traffic reports. The release of water from Wivenhoe resulted in the closure of Kohlo Road, Colleges Crossing and the Moggill ferry. Traffic control officers were used at the Mt. Crosby weir. As the river height increased, the weir was eventually closed. As the river flooded in Brisbane, road closure signage was directed to major roads such as Milton Road and Coronation Drive.
- (d) In the lead up to the River peak on 13 January 2011, Council filled and made available large quantities of sandbags from 6 depot locations spread throughout the City. Over 300,000 sandbags were distributed. Further details are provided below.
- (e) Council utilised its own assets and resources and worked in conjunction with emergency services including Queensland Police Service (QPS), Queensland Fire and Rescue Services (QFRS), Queensland Ambulance Service (QAS), Emergency Services Queensland (EMQ), the State Emergency Service (SES), other government departments and agencies, other councils (particularly Logan City, Gold Coast City and Redland City), the Australian Defence Force (ADF) and not-for-profit agencies.
- (f) As the River peaked on 13 January 2011, a Council Ready Response Group was used in gathering intelligence on the receding water line and in making initial damage assessments. By 14 January 2011 water had started to recede and the Ready Response Group was joined by the QFRS Rapid Damage Assessment teams. These QFRS teams, with experience from other flood events, were deployed to assist with damage assessment.
- (g) On 14 January 2011, a major deployment was commenced to clear debris from major roads and transport corridors followed by secondary arterials. This included a significant effort by Council, the State Government and its emergency services, donated contractor manpower and equipment from business, resources from other councils and the ADF.
- (h) On the weekend of 15 and 16 January 2011, Council mounted a highly coordinated and extremely effective community volunteer call out to assist flood affected residents to clear mud and flood debris from their homes and damaged possessions. This call out resulted in 22,973 volunteers registering at Council's four key volunteer marshalling areas. These volunteers assisted across the two days and were

supported by a significant effort from Council employees and assets, ADF resources and civilian contractor employees and equipment.

- (i) In the period through to 21 January 2011, Council coordinated the clearing of debris and rubbish to a 'first pass' level of every flood-affected street in Brisbane. In addition, significant progress was made in removing temporary waste dump sites to permanent land fill. On the weekend of 22 and 23 January 2011, a further co-ordinated volunteer effort was mounted, on a targeted basis, to clear and clean parks and recreational facilities. Between 14 January and 22 January 2011, it is estimated that 126,700 tonnes of waste were put into Council and private landfills.
- (j) As a result of these coordinated efforts in a relatively short time, essential services were restored, major roads and arterials were cleared, public transport resumed, flooding debris and damaged household and business property were cleared from suburban streets and residents commenced to return to their homes to clean up and assess damage to their property.
- (k) There remains significant damage to Council infrastructure assets such as the CityCat ferry terminal network and the floating Riverwalk. Many facilities of community and sporting organisations were also flooded including where these facilities are built on Council Land. There is a continuing risk of further damage from riverbank slump which is being managed. In total, 399 individual slips and slumps and river wall failures have been identified to date.
- (l) On 27 January 2011, the Establishment and Coordination Committee (E&C) approved the 'Concept for Recovery'. This Concept provides that the Recovery phase will be initiated with the standing up of the Lord Mayor's Recovery Task Group and its Sub-committees of Community Recovery Co-ordination, Infrastructure Recovery, Finance and Economic Recovery, and Environmental Recovery – (Attachment 28 – Concept for Recovery).
- (m) From 27 January 2011, the Response phase of the disaster began to transition to Recovery. The LDCC returned to Level 3 operations and the Lord Mayor's Recovery Task Group assumed responsibility for the Recovery Phase. It is anticipated that the Recovery Phase will last for 24 months at an estimated cost to Council of \$440m.

Phases of Response

6.2 Phase 1 – Pre-Peak

8 January 2011 – Flood Peak 2:57 am Thursday 13 January 2011

- (a) LDCC – The developing situation was being monitored by the Disaster Management Duty Officer on 8 January 2011. In total, 323 Council officers assisted in staffing the LDCC. Key LDCC activities were:
 - (i) Stood Up to Level 3 – Sunday 9 January 2011.
 - (ii) Stood Up to Level 4 – Tuesday 11 January 2011.
 - (iii) External agency liaison officers (LO) were allocated to the LDCC, including the ADF, QUU, Energex, QPS, QFRS, St John's Ambulance, EMQ.
 - (iv) Three times daily situation reports were issued by the LDCC – (Attachment 29 – Daily LDCC situation reports).
- (b) Early Warnings and Corporate Communications – The Early Warning Alert Service was used to warn of heavy rain and possible flash flooding prior to the flooding event. The Lord Mayor conducted numerous media interviews and provided extensive media releases warning of flooding. A specific Lord Mayoral release was issued at 4:16 pm on Tuesday, 11 January 2011 warning of a major flood event and urging residents to prepare by moving possessions, equipment and fittings to a higher location. The Lord Mayor recommended residents download flood flag maps, collect sandbags and sign up to Council's alert service. In addition, the Lord Mayor confirmed that preparations were being made to establish evacuation centres. A summary of key early warnings and communications follows: (Attachment 30 – Early Warning and Corporate Communications Alerts, Community Service Announcements, Releases, Tweets, Posts)
 - (i) Wednesday, 5 January 2011
 - A. Early Warning Alert Service
 - 1) *11:08am: QLD Severe Weather: Heavy Rain and Localised Flash Flooding. All of Brisbane at risk from later today, Thursday and into Friday.*
 - (ii) Saturday, 8 January 2011

A. Early Warning Alert Service

- 1) 11:07 am: *QLD Severe Weather: Heavy Rain and Localised Flash Flooding. All of Brisbane at risk from later today, Sunday, Monday and into Tuesday.*

(iii) Sunday, 9 January 2011

A. Early Warning Alert Service

- 1) 11:04 pm: *BoM advises heavy rain expected starting early hrs of morning, local flooding possible. For available sandbag locations contact BCC 3403 8888.*

B. Twitter – 4 tweets

(iv) Monday, 10 January 2011

A. Community Service Announcements (CSA)

- 1) *CityCats and CityFerries affected by today's high tide.*
- 2) *CityCats and CityFerries offline from 8:15pm tonight.*

B. LM Media Release

- 1) *Brisbane on flood alert for next fortnight.*

C. Twitter – 17 tweets

D. Facebook – 2 posts

(v) Tuesday, 11 January 2011

A. Early Warning Alert Service

- 1) 8:24 am: Email content: *QLD Severe Weather Warning: Heavy Rainfall and Flash Flooding.*
SMS content: *QLD Emergency Flash Flood Warning. Very heavy rainfall is spreading S-SW*

into the greater Brisbane area. Flash flooding is likely in many areas

B. Community Service Announcements

- 1) *Fairfield, New Farm and Indooroopilly Libraries closed due to flood risk*
- 2) *Finalise your preparations ahead of flooding*
- 3) *Brisbane Evacuation Centre activated*
- 4) *Residents encouraged to assist neighbours and friends*
- 5) *More than 900 streets affected by flooding*

C. Flyer Distribution

- 1) 5000 flyers - Frequently Asked Questions on the flooding of property distributed.
- 2) 2000 flyers targeted at cars parked in streets.

D. LM Media Release

- 1) *Brisbane flood concerns escalate*

E. Twitter – 97 tweets

F. Facebook – 13 posts

G. Flood Modelling Maps (12,000m³/sec) placed on-line during the evening of 11 January 2011

(vi) Wednesday, 12 January 2011

A. Community Service Announcements

- 1) *Willawong animal shelter evacuating*
- 2) *Roads affected by flooding – 10 am update*
- 3) *Unofficial evacuation centre loses power*

- 4) *Untreated sewerage to enter flood waters*
- 5) *Residents likely to be affected by flooding urged to self evacuate now*
- 6) *Limited bus services running tomorrow*
- 7) *Lord Mayor calling for plant and heavy equipment*
- 8) *Floating river walk to be dismantled*
- 9) *Flood peak revised down*
- 10) *Disruptions to bus services due to floods*
- 11) *Coordination of offers of assistance and donations*
- 12) *Brisbane water treatment plants still operating as normal – Wed PM*
- 13) *CBD residents urged to find alternative accommodation*
- 14) *40,000 Brisbane properties to be affected by flooding*
- 15) *City Glider services cancelled due to flooding*
- 16) *Council to provide 2000 more beds to evacuation centres*
- 17) *Evacuation centre activated in Jamboree ward*
- 18) *Morning update*
- 19) *Residents urged to bring own bedding to evacuation centres*
- 20) *Roads affected by flooding – update PM*
- 21) *Brisbane water and treatment plants operating as normal*
- 22) *More libraries close*

- 23) *Sandbag volunteers no longer required at Council depots*
- 24) *QEII evacuation centre activated*
- 25) *Waste services suspended*
- 26) *Council closes customer services at Brisbane Square*

B. LM Media Release

- 1) *Flood affects being felt but more to come*

C. Twitter – 145 tweets

D. Facebook – 53 posts

(vii) Council's Website – On the morning of Monday, 10 January 2011, Council's Information Services Branch was notified of issues with the website. At this time the website was intermittent, with some users getting through, and some not. This degraded during the day, effectively rendering the website out of action by mid to late afternoon. The root cause of the outage was determined to be directly related to high demand for the online Floodwise Property Report. Staff worked on the website overnight and resolved earlier site loading issues. The site was available again from 5:00 am Tuesday 11 January 2011, but the significant load again caused response issues by early morning. Council decided to revert to a static website that went into production at approximately 1:00 pm on Tuesday, 11 January 2011 resulting in significant performance improvement. On Wednesday, 12 January 2011, a link was provided from the static site which enabled users to access the balance of Council's corporate website.

(viii) Ourbrisbane.com - Ourbrisbane.com delivered timely and valuable information for Brisbane residents on road closures and re-openings, utility updates, safety messages and all manner of general information about the flood. The site also assisted Council's Marketing and Communications Branch on a 24 hour, 7 day basis, in managing social media and web announcements, often working remotely.

- (c) LDMG – The LDMG met formally for the first time at 10:00 am on Tuesday 11 January 2011. The LDMG led the response, set priorities and resolved issues with external agencies. The LDMG continued to meet daily at 10:00 am. The following information is provided:
 - (i) Membership – (Attachment 31 – List of LDMG members).
 - (ii) Agenda and Meeting Notes – (Attachment 32 – LDMG Meeting Notes, 11-13 January 2011).
- (d) Operational Planning
 - (i) A Flood Event Concept of Operation was developed and approved by the LDMG on 13 January 2011. This Concept provided the basis for the response phase. The ADF and supporting agencies were briefed on this Concept – (Attachment 33 – Flood Event Concept of Operation).
 - (ii) Operational response sectors were developed early in this phase using Census Collection District (CCD) and Statistical Local Area (SLA) boundaries as their basis. This created a common set of operational boundaries for use by all response agencies. This was a key learning from the Gap Storm of 2008. Council responded and provided support, services and information to areas west and east of the defined sectors – (Attachment 34 – Sector Map).
 - (iii) Coordinated planning – All key response agencies were represented in the LDCC (both FOG and FPG). This enabled the operational response to be coordinated and priorities to be managed. Planning was informed by agency advice.
 - (iv) Sandbagging – Council provided sandbags to residents from six depot locations at Darra, Balmoral, Newmarket, Stafford, Eagle Farm and Zillmere. In total, 313,478 sandbags were distributed with a total of 395,878 sandbags being filled. Distribution peaked on Wednesday, 12 January 2011 when 174,510 sandbags were distributed.
- (e) Evacuation – Council has an Evacuation and Emergency Human Services Plan (that forms part of the Disaster Management Plan - see Attachment 23). Council coordinated the establishment of evacuation centres. In anticipation of a worst case scenario, commencing on Tuesday 11 January 2011, over 50 potential evacuation

sites were progressively sourced to cater for up to 16,000 evacuees. On Tuesday 11 January 2011, at approximately 1:00 pm, Council opened the first evacuation centre at the RNA Showgrounds. A second evacuation centre was opened at the Queensland Sport and Athletic Centre Mount Gravatt on Wednesday, 12 January 2011. The centres were resourced immediately by Council and Red Cross staff with a 24 hour staff roster in place. Both evacuation centres were managed by Red Cross with Council playing a coordination role in accordance with Council's Evacuation and Emergency Human Services Plan – (Attachment 35 – Brisbane City Council and Red Cross MOU). Key agencies were Council, ADF, QPS, Department of Communities, Queensland Health, Red Cross, Salvation Army, Lifeline, Micah Projects, Multi-Cultural Development Association, Volunteering Queensland, St John's Ambulance, Muslim Community Agency and Interpreter Services. Key data includes:

- (i) RNA. Operated 11 January 2011 – 19 January 2011:
 - A. Over 1650 evacuees registered with Red Cross.
 - B. Approximately 1450 evacuees at the peak (Thursday, 13 January 2011).
 - C. Over 250 households rehoused.
- (ii) QEII. Operated 12 January 2011 – 21 January 2011:
 - A. Over 700 evacuees registered with Red Cross.
 - B. Approximately 480 evacuees at the peak (Thursday, 13 January 2011).
- (iii) Over 70 households were rehoused.
- (iv) Council Evacuation Centre Communications – Evacuation centre newsletters were prepared and distributed – (Attachment 36 – Evacuation Centre newsletters).

(f) Public Transport

- (i) Citycat Services were terminated at 8:15 pm on Monday 10 January.
- (ii) The Bowen Hills Bus Depot was evacuated on Wednesday, 12 January 2011.

(iii) Bus services.

- A. Tuesday, 11 January 2011 – additional bus sweeper services were provided to address a ‘mini’ peak created due to clearing workers from city and CBD workplaces.
- B. Wednesday 12 January 2011 – normal services continued from the city/CBD until 6:00 pm.

6.3

Phase 2 – Post-Peak

2:57 am Thursday 13 January 2011 – 27 January 2011

- (a) Aerial Photography – Council commissioned a commercial operator to conduct high resolution aerial photography of the river area as close as possible to the river peak. This imagery has been widely used in the on-line media.
- (b) LDMG
 - (i) Continued to meet daily at 10:00 am until Saturday 22 January 2011 – (Attachment 37 – LDMG Meeting Notes, 13 - 22 January 2011).
- (c) LDCC
 - (i) FOG commenced response operation.
 - (ii) FPG commenced preparation for recovery – (Refer Attachment 28).
 - (iii) DIG produced daily mapping – (Attachment 38 – example mapping).
- (d) Volunteers – Council coordinated volunteers ranging from individuals through to large commercial donations of labour and heavy equipment.
 - (i) Individual volunteers – Council coordinated, through a specific Council team, approximately 23,000 volunteers on the weekend of 15-16 January 2011. Council established four volunteer coordination centres at the Boondall Entertainment Centre, McGregor State High School, Doomben Race Course and Mt Coot-tha Botanic Gardens where volunteers were registered and allocated to sectors. Volunteers at these centres were then transported by Brisbane Transport buses to and from their allocated sectors. These volunteers were coordinated on the ground by officers from Council’s Libraries and Brisbane Transport. A significant amount of debris was removed and on the second weekend (22-23 January 2011)

a large number of parks were cleaned. This overwhelming community response and volunteering effort had not been experienced before and was a feature of this disaster response effort. Council acknowledges that there were many more unregistered volunteers who assisted with the cleanup. Whilst it is not possible to accurately estimate the total number of volunteers, Council believes that as a result of its 'call to action' there were as many as 50,000 - 60,000 volunteers across the weekend.

- (ii) Heavy equipment and plant – Coordinated by Council's Major Infrastructure Project Office (MIPO). This support enhanced Council's ability to rapidly respond to the removal of debris from temporary debris sites to landfill.
- (iii) Small teams – Council established a team that was responsible for coordinating smaller working groups of volunteered plant and equipment. This volunteered plant and equipment was allocated to Regional Incident Management Teams and the ADF to assist with the removal of debris from streets in flood affected areas.

(e) Waste Management

- (i) City Waste Services (CWS) tonnages to landfill – By 22 January 2011, 126,700 tonnes of debris and waste had been removed from temporary sites to landfill. By 3 March 2011 this figure had risen to 338,494 tonnes. By way of comparison, in 2010 Council disposed of a total of 600,000 tonnes of waste.
- (ii) Temporary debris collection sites were established throughout the flood-affected areas. These temporary sites were cleared using heavy plant and equipment and larger capacity trucks on a priority basis. Temporary sites enabled the rapid removal of debris and waste from streets and contributed significantly to the speed of the cleanup. Council is well advanced in rehabilitating these sites. Transfer stations were also free-of-charge until early February 2011.
- (iii) Hazardous Waste – CWS coordinated the collection of hazardous waste material during the flood clean up period. Requests were received via email from various areas in Council. Between 14 January 2011 and 8 March 2011, CWS recorded 226 requests for hazardous waste removal and 115 requests for asbestos removal which have all been completed.

- (f) Community Engagement and Council Communications – Council used many different channels to communicate with flood affected residents and businesses. These channels included media, newsletters, fact sheets, posters and outdoor advertising. A summary of key activities and channels is below: (Attachment 39 – Releases, Community Service Announcements , Tweets, Posts, 13-22 January 2011)

(i) Thursday, 13 January 2011

A. Community Service Announcements

- 1) *Waste services update*
- 2) *Morning flood update*
- 3) *Clean up to begin once floodwaters recede*
- 4) *Bus services to operate from Friday 14 January*
- 5) *Council to provide financial relief to flood victims*
- 6) *Council to provide financial relief to flood victims
– CORRECTION*
- 7) *Evacuation centre update*
- 8) *Sandbags still available*
- 9) *Advise to residents in isolated areas of the western suburbs*
- 10) *CityCats and CityFerries service cancelled –
terminals decimated but entire fleet saved*
- 11) *Donation of goods to be made to local charities*
- 12) *Brisbane River peak approaching*
- 13) *Flood peak further revised down*

B. LM Media Release

- 1) *Clean up operation to swing into action*

C. Twitter – 58 tweets

D. Facebook – 22 posts

(ii) Friday, 14 January 2011

A. Community Service Announcements

- 1) *Rapid damage assessment teams to be deployed across Brisbane*
- 2) *Residents and volunteers urged to take care in clean-up*
- 3) *Bulk bins available across city for flood damaged goods and spoiled food*
- 4) *Coordinated volunteer clean up taskforce*
- 5) *Be aware of hazardous material*
- 6) *Ivory Street Tunnel closed from 11am to 4pm today*
- 7) *Regular bus timetables resume this weekend*
- 8) *A number of major Brisbane roads and bridges partially re-open*
- 9) *Motorists to take care as city roads and traffic lights still out*

B. LM Media Releases

- 1) *Army joins Brisbane's cleanup effort*
- 2) *BCC fears for Coronation Drive*
- 3) *Flood cleanup volunteer centres announced*

C. Twitter – 9 tweets

D. Facebook – 11 Posts

(iii) Saturday, 15 January 2011

A. Community Service Announcements

- 1) *Volunteer registrations are full today*
- 2) *No parking in flood affected areas*
- 3) *Council issues urgent call for owner operators with small tip trucks*
- 4) *Residents advised to keep fire hydrants clear of rubbish, furniture*
- 5) *Large trucks to take waste direct to Rochedale landfill*
- 6) *Morning update*
- 7) *Residents asked to avoid unnecessary travel*
- 8) *Roads closed for clean-up machinery access*
- 9) *Residents assistance sought in disposing of sandbags*
- 10) *Volunteer Centres update – volunteers can register at any time*
- 11) *Volunteer Centres update – equipment needed and registration*
- 12) *Heavy lifting expected for volunteers tomorrow*
- 13) *River banks unstable as flood waters subside*

B. Radio Scripts

- 1) *Mosquitoes and snakes*
- 2) *Health and safety advice*
- 3) *Flood collection for flood related debris*
- 4) *Volunteering*
- 5) *Cleaning Rainwater tanks*
- 6) *Electricity and power safety*

- 7) *Insurance advice for business*
- 8) *Insurance advice for residents*
- 9) *Road maintenance*
- 10) *Waste disposal advice for flood affected areas*
- 11) *Water dropping in flood affected areas*
- 12) *Leaving flood evacuation centres and cleanup activities*

C. LM Media Release

- 1) *Bulk bins delivered to flood suburbs for cleanup*

D. Twitter – 16 tweets

E. Facebook – 16 Posts

(iv) Sunday, 16 January 2011

A. Community Service Announcements

- 1) *Empty containers holding water to stop mozzies from breeding*
- 2) *Motorists encouraged to use Milton Road, avoid Coronation Drive*
- 3) *Normal waste pick up resuming Monday 17 January*
- 4) *Light trucks needed to assist with recovery works*
- 5) *Thanks to volunteers*
- 6) *Cleanup turns to clearing footpaths*
- 7) *Urgent call for owner operators with small tip trucks*

B. LM Media Releases

- 1) *Hundreds of bulk bins hit suburbs for flood cleanup*
- 2) *Stagger work times tomorrow*
- 3) *Free vaccinations for flood volunteers*
- 4) *Check on your neighbours*

C. Twitter – 42 tweets

D. Facebook – 21 Posts

(v) Monday, 17 January 2011

A. Community Service Announcements

- 1) *Avoid handling materials containing asbestos*
- 2) *Coronation Drive now fully open*
- 3) *Council offers vaccinations to flood victims and volunteers*
- 4) *REMINDER: Council's volunteer coordination centres closed*

B. LM Media Releases

- 1) *Coro Drive opens to traffic*
- 2) *REMINDER: Stagger work times today*

C. Twitter – 33 tweets

D. Facebook – 15 Posts

(vi) Tuesday, 18 January 2011

A. Early Warning Alert Service

- 1) 3.45 pm: SMS content: *QLD Severe T'Storm: Large Hail, Flash Flooding, Damaging Winds. Brisbane CBD, Strathpine, Redcliffe, Mount Mee, Albany Creek areas at risk*

- 2) 3.33 pm: SMS content: *QLD Severe T'Storm: Large Hail, Flash Flooding, Damaging Winds. Acacia Ridge, Brisbane CBD, Sunnybank, Moorooka, Mt Gravatt areas at risk.*
- 3) 3.13 pm: SMS content: *QLD Severe T'Storm: Large Hail, Flash Flooding, Damaging Winds. Rocklea, Kenmore, Ipswich, Mt Crosby, Toowong areas at risk.*
- 4) 3.08 pm: SMS content: *QLD Severe T'Storm: Large Hail, Flash Flooding, Damaging Winds. Logan Village, Beenleigh, Logan City & Sunnybank Hills areas at risk.*
- 5) 2.48 pm: SMS content: *QLD Severe T'Storm: Large Hail, Flash Flooding, Damaging Winds. Ipswich, Harrisville, Marburg, Amberley, Forest Lake areas at risk.*
- 6) 12:12 am: King Tide: SMS content: *King tide will occur 21 Jan 10:37 am. Your property may be affected. Please take necessary precautions. Sandbags avail. For locations phone BCC on 3403 8888*

B. Community Service Announcements

- 1) *Residents urged to prepare for higher than usual king tide on Friday*
- 2) *Council calls for volunteers to team up for deployment*

C. LM Media Releases

- 1) *Collection fees waived for lost animals*
- 2) *Council bus services return to normal*
- 3) *Behind the scenes of the Local Disaster Coordination Centre*

D. Twitter – 18 tweets

E. Facebook – 13 Posts

(vii) Wednesday, 19 January 2011

A. Community Service Announcements

- 1) *Residents advised to take caution on bikeways and pathways*
- 2) *Animals re-homing process to start on Monday*
- 3) *Residents asked to report flood damaged library books*

B. LM Media Releases

- 1) *RNA flood evacuation centre closes with residents re-housed*
- 2) *King tide may cause further flooding in Brisbane*
- 3) *Brisbane: pitch in to stop mosquitoes*

C. Twitter – 21 tweets

D. Facebook – 7 Posts

(viii) Thursday, 20 January 2011

A. Community Service Announcements

- 1) *Roads closures due to flooding*
- 2) *Residents encouraged continuing reporting clean up issues*
- 3) *Residents urged to register for trade assistance*
- 4) *Council venues open for business*

B. LM Media Release

- 1) *Donate food to help flood victims*

C. Twitter – 32 tweets

D. Facebook – 12 Posts

(ix) Friday, 21 January 2011

A. Community Service Announcements

- 1) *Volunteers encouraged to adopt a park this weekend*
- 2) *Brisbane urged to be alert ahead of today's king tide*
- 3) *Residents urged to register for trade assistance*
- 4) *Community groups and small businesses urged to ask for assistance*
- 5) *Shop owners urged to dispose of food waste responsibly*
- 6) *Brisbane roads affected by today's king tide*

(x) Saturday, 22 January 2011

A. Community Service Announcements

- 1) *Part of Coronation Drive closed*
- 2) *Brisbane urged to be alert ahead of king tide today*
- 3) *All lanes open on Coronation Drive*
- 4) *Adopt a park initiative proves successful*

(xi) Fact Sheets – 30 Fact sheets were prepared – (Attachment 40 – Fact sheets)

(xii) Community Newsletters – 8 Community Newsletters were prepared and distributed to the flood-affected suburbs – (Attachment 41 – Community Newsletters)

(xiii) Posters with key messages were displayed in flood-affected areas. These posters were predominately fixed to light and electricity poles to ensure

timely information was available to flood-affected residents who had no access to other information – (Attachment 42 – Example of poster)

- (xiv) Outdoor advertising was used to deliver key messages – (Attachment 43 – Example of advertising).

(g) Public Transport

- (i) Citycat Services remained suspended (limited services recommenced on Monday, 14 February 2011)
- (ii) The Bowen Hills Bus Depot was re-occupied on Friday, 14 January 2011 and services re-commenced from this depot on Saturday, 15 January 2011

(iii) Bus services.

- A. Thursday, 13 January 2011 – 8 Bus Upgrade Zone (BUZ) routes in service – all other services cancelled
- B. Friday, 14 January 2011 – Services re-commenced using a Sunday timetable
- C. Saturday 15 January 2011 – Normal services resumed (with diversions in place) – Free Public Transport for one week
- D. Supplementary services were put in place to cater for suspended ferry/Citycat services – Route 233 and Route 234 (until 20 February 2011)
- E. Routes 192, 232 and 305 operated on an upgraded frequency

- (h) Aerial Reconnaissance – Council engaged a commercial helicopter provider to fly daily aerial rotary wing reconnaissance missions during the period 19 - 24 January 2011 with the aim of assisting in the coordination of waste and debris removal. These reconnaissance missions involved Council officers.

- (i) Community Health and Safety – Council provided health and safety related information in posters, newsletters and fact sheets. Council's Immunisation Services, in partnership with Queensland Health, mobilised teams to deliver vaccination programs across Brisbane. Free vaccinations were offered to the following groups:

- (i) Volunteers helping out in flood-affected neighbourhoods across Brisbane.
- (ii) Residents who were affected by the floods.

Following the initial response of offering free vaccinations at volunteer centres, this free program was then expanded to recovery centres, mobile van sites and infant clinics. A total of 6,338 people were vaccinated against Tetanus (Adult Diphtheria and Tetanus vaccine) across Brisbane at volunteer centres, recovery centres, infant immunisation clinics and Queensland Health mobile clinic vans – (Attachment 44 – Council Report – Brisbane Flood Recovery Vaccination Clinics).

- (j) Council Officers and Equipment – Commencing on Friday, 14 January 2011, Council launched a planned and coordinated response effort. This response effort included Council officers on duty and volunteers, ADF, SES, support from other local government authorities (both within Queensland and from Interstate) and volunteered equipment and staff from the private sector. By way of example, on 18 January 2011, 1,720 personnel were deployed into the flood-affected areas supported by 665 items of plant and equipment (trucks, bobcats, tippers, backhoes, traffic control, excavators, loaders and street sweepers amongst other equipment).

6.4 *Phase 3 - Recovery* *28 January 2011 onwards*

- (a) Lord Mayor's Recovery Task Group (LMRTG) – The Lord Mayor established a Recovery Task Group and supporting Sub-Committees. The recovery structure is:
 - (i) Lord Mayor's Recovery Task Group
 - (ii) Community Recovery Sub-Committee
 - (iii) Finance and Economic Recovery Sub-Committee
 - (iv) Environment Recovery Sub-Committee
 - (v) Town Planning Recovery Sub-Committee
 - (vi) Infrastructure Recovery Sub-Committee
 - (vii) Ward Recovery Sub-Committee

(Attachment 45 – Terms of Reference – Lord Mayor's Recovery Task Group Sub-Committees).

(b) Lord Mayor's Community Disaster Relief Appeal – Details of the Lord Mayor's Community Disaster Relief Appeal are on Council's website at www.brisbane.qld.gov.au

(c) As indicated above, it is anticipated that the Recovery Phase will last for 24 months at an estimated cost to Council of \$440m.

7. **ADDITIONAL TERMS OF REFERENCE (d) AND (e)**
THE MANAGEMENT OF THE SUPPLY OF ESSENTIAL SERVICES
THE ADEQUACY OF FORECASTS AND EARLY WARNING SYSTEMS

7.1 Council considers that the information set out above is also applicable to Terms of Reference (d) and (e). Council does not intend to specifically address those terms further in this Submission.

Colin Jensen

CHIEF EXECUTIVE OFFICER
BRISBANE CITY COUNCIL

List of Abbreviations

ADF	Australian Defence Force
AHD	Australian Height Datum
ARI	Average Recurrence Interval
BCC	Brisbane City Council
BMTMC	Brisbane Metropolitan Traffic Management Centre
BOM	Bureau of Meteorology
CCD	Census Collection District
CMC	Crime and Misconduct Commission
CRMC	Corporate Risk Management Committee
CSA	Community Service Announcements
CWS	City Waste Services
DCC	District Coordination Centre
DIG	Disaster Intelligence Group
DMA	<i>Disaster Management Act 2003 Qld</i>
DMP	Disaster Management Plan
E&C	Establishment and Coordination Committee
EMQ	Emergency Services Queensland
EWAS	Early Warning Alert System
FOG	Field Operations Group
FPG	Forward Planning Group
FRRB	Flood Recovery Review board
ISG	Incident Support Group
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LMRTG	Lord Mayor's Recovery Task Group
LO	Liaison Officer
MIPO	Mayor's Infrastructure Project Office
NBTF	North Bank Task Force

PMF	Probable Maximum Flood
QAS	Queensland Ambulance Service
QFRS	Queensland Fire and Rescue Services
QPS	Queensland Police Service
QUU	Queensland Urban Utilities
SES	State Emergency Services
SLA	Statistical Local Area
Taskforce	Lord Mayor's Suburban Taskforce on Flooding

List of Attachments

1. Terms of Reference - Flood Response Review Board
2. Terms of Reference - Lord Mayor's Suburban Taskforce on Flooding
3. Lord Mayor's Suburban Taskforce on Flooding Report, August 2005
4. BeFloodWise Fact Sheet – Voluntary Home Purchase Scheme
5. Lord Mayoral Correspondence regarding funding for the Voluntary Home Purchase Scheme prior 2011
6. Lord Mayoral Correspondence regarding funding for the Voluntary Home Purchase Scheme 2011
7. Compensatory Earthworks Planning Scheme Policy
8. Brisbane City Council Subdivision & Development Guidelines - Part A Hazard Management, Chapter 1 Flood Affected Land
9. Stormwater Management Code and Brisbane City Council Subdivision & Development Guidelines - Part B Infrastructure Elements, Chapter 2 Stormwater Drainage
10. Description of flood database layers
11. Living in Brisbane feature, EWAS Subscription Brochure and EWAS Take-Up Rate
12. List of Roads with Flashing Lights
13. Joint Flood Task Force Report March 2011
14. BeFloodWise campaign
15. Brisbane City Council - Summer Storm campaigns
16. Example of two of the 216,500 Flood Flag Maps downloaded and Brochure
17. Example of each of the four types of Flood Wise Property Reports
18. Living in Brisbane editions
19. Example letters sent by the Lord Mayor
20. Lord Mayor's Media Releases
21. Media articles
22. Minutes and meeting notes of the LDMG, 2010/2011
23. Disaster Management Plan
24. Disaster Management Concept of Operations
25. Standard Operating Procedures and Crisis Communications Manual
26. Summary of disaster management training

27. Summary of disaster management exercises
28. Concept for Recovery
29. Daily LDCC situation reports
30. Early Warning and Corporate Communications Alerts, Community Service Announcements, Releases, Tweets, Posts
31. List of LDMG members
32. LDMG Meeting Notes, 11-13 January 2011
33. Flood Event Concept of Operation
34. Sector Map
35. Brisbane City Council and Red Cross MOU
36. Evacuation Centre newsletters
37. LDMG Meeting Notes, 13-22 January 2011
38. Example Mapping - LDCC
39. Releases, Community Service Announcements, Tweets, Posts, 13-22 January 2011
40. Fact Sheets
41. Community Newsletters
42. Example of poster
43. Example of advertising
44. Brisbane City Council Report - Brisbane Flood Recovery Vaccination Clinics
45. Terms of Reference - Lord Mayor's Recovery Task Group Sub-Committees



Dedicated to a better Brisbane

BRISBANE CITY COUNCIL **LOCAL DISASTER MANAGEMENT GROUP (LDMG)**

Tuesday, 20 July 2010
Level 2, Room 1 - 157 Ann St

Chair:

Councillor Campbell Newman	Lord Mayor
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Attendees:

Ian Maynard	A/ CEO, Brisbane City Council
Cr Geraldine Knapp	Chairman Families & Community Services Committee, Brisbane City Council
Cr Graham Quirk	Deputy Mayor, Brisbane City Council
Cris Anstey	Brisbane City Council
Alan Warren	Brisbane City Council
Sue Rickerby	Brisbane City Council
Vicki Pethybridge	Brisbane City Council
Geoff Beck	Brisbane City Council
Chris Lavin	Brisbane City Council
Greg Scroope	Brisbane City Council
Robin Lewis	Brisbane City Council
Scott Trappet	Queensland Police Service
Dave Niven	Queensland Police Service
Peter Savage	Queensland Police Service
Peter Harding	Queensland Police Service
Ian Mitchell	Queensland Fire & Rescue Services
Wayne Halverson	Inspector, Brisbane Region, Queensland Fire & Rescue Services
Carolyn Parson	Red Cross

Welcome and Apologies

Ron Watson – Energex is an apology.

Minutes of Previous Meeting

Previous Meeting Action Item 1: Debris removal from the Brisbane River

Greg Scroope was to investigate the possible use of a debris removal system from the Brisbane River from the significant amount of rain. Lord Mayor offered suggestion to use a boom to remove the debris from the river.

Action Item - Lord Mayor requested that this discussion be taken offline to further discuss.

Response to Action - The following advice was a collective from MSQ, Brisbane Ferry Operators, City Design flood engineers and T&T Branch.

- Debris enters the river through a number of creeks and major drains downstream of UQ being Bulimba, Breakfast and Norman Creeks.
- This debris from the creeks once in the river will move back and forth with tidal flows (can take up to 7 days to move out of the ferry operational area).
- In a large storm event as experienced in November 2008 and May 2009 the fresh (flood water) that brings the debris down after a storm is on top of the normal river (water) height and has an outgoing speed greater than the tidal speed.

- The speed of this water if prevented from flowing could back up and cause further flooding issues.
- To try and capture debris upstream of UQ would require some type of netting system that could become a dam very quickly when debris builds up against it again causing possible flooding issues.

Previous Meeting Action Item 2: BCC to train 50 people to work at heights.

Geoff Beck stated that BCW has a plan in place to have staff trained by October 2010 storm season. Currently 37 people trained at heights and are efficient in roping capability.

Action Item - Lord Mayor requested information regarding the percentage of staff that are trained to work at heights. Also noting the steps that are being undertaken to get all staff trained by October 2010.

Response to Action – BCW currently have 50 staff trained in industry height safety. Currently going through the SES height safety package to ensure they can incorporate tarping of roofs.

Seasonal Outlook Presentation

Bruce Gunn, Bureau of Meteorology Presentation on Seasonal Outlook for the next 3-6 months was given to the group.

BCC Update

King Tides

- A King Tide occurred Monday 12 July at 10:15pm. An action plan was created in order to respond to assistance and complaints. A community service announcement was made to advise that sandbags were available at certain depots in the area.
 - Approx 3000 sandbags were used by residents.
 - Only one call to the contact centre was made.
 - The next king tide in mid January 2011 and is expected to be larger than the only in July.

SES

- The Membership database has been updated to include skills and accreditation. Sharing of this data with EMQ is ongoing to ensure all records are up to date. As of the end of September the SES has a total of 561 active members.
- The new Operations Group which is approximately 12 months old is working well within the structure. The Group took control of the planning and operations of Bridge to Bridge and Riverfire events this year which went very well.
- There has been ongoing training in ICCS for the members to ensure that the tasking of 'requests for assistance' is well supported. There has been training in storm operations that will be progressing throughout the year to boost numbers of SES personnel qualified.
- SES activations for the last 4 months have been low. A total of seven callouts for searches and a total of 5 callouts for storm related issues. These figures are up to the end of September.

DM Projects

- The Pinkenba Community Emergency Plan has been created in assistance with the Hendra Police Station, QFRS and The Gateway mutual aid Group. This Plan dovetails with official emergency plans. The plan will assist the community to better understand the environment they live in and it is aimed to be rolled out through an engagement process later in the year.
- The Tsunami Plan is being produced by BCC in collaboration with district partners. Workshops have been held to include EMQ staff and officer from the DDC's Office. The plan is due for completion in October 2010, and once completed the plan will supplement BCC's Disaster Management Plan.
- The Disaster Management Plan has been reviewed and refreshed and includes the Concept of operations (CONOPS)
- Early Warning Alert Service has now got 12,000 registrations to date and the SMS Early Warning Alert service is also being used out at Boondall in relation to the creek and flood rising in the effected area.

Action Item – Lord Mayor wants to know how are we marketing this and when is the SMS EWA going to be operational.

Response to Action – Summer Storm Season Campaign includes promotion of the Severe Weather Warning Alert Service. Marketing activities include radio, Quest advertising, online advertising and internal advertising to Council

Staff. Creek Flooding Alert Service expansion to Hemmant, East Brisbane, Rocklea and the balance of residents in Boondall is in planning phase and due to be delivered during this summer storm season.

- Summer Storm Season Campaign, Disaster Management is looking to integrate the Be Floodwise / Early Warning Alert Service into an overarching summer Storm Season Campaign giving home owners Floodwise property reports allowing for them to prepare their homes and yards.

Action Item – Storm drain clean up – Lord Mayor wants to know a date when this will be completed as there is money in the budget.

Response to Action – As per previous response for the Summer Storm Season Campaign. With regard to the cleaning of the drains, the open drains program is on target to be completed by the end of December and the integrated street sweeping program and gully box cleansing to ensure street and gully boxes are clear of litter and excess debris has commenced.

Training & Exercise

- The LDCC currently has 109 volunteers, with a view of increasing the number of Incident controllers and Group Managers to ensure sustainability.
- November 2009 the LDCC Exercise 'First Run' took place. This transitioned from a level 3 to a level 4 event. This was a fully enhanced LDCC response, this was an all day exercise based on a flood event.
- This year the following training has been undertaken;
 - April – 2½ day AIMS training course
 - April – Incident Support Groups (ISG) workshop
 - May - Incident Support Groups (ISG) exercise
 - July – Intro to Queensland Disaster Management Arrangements was also held and in October 2010 the SOP Training for Field Operation Group (FOG), LDCC and Dig will be held.

Action Item - The SES Task Management – The SES Task Management System has amalgamated with the Scheduling and Dispatch Project as the systems technology that they wanted to achieve was similar and this will allow for use during normal business and in the activation of an event. Phase 1 scheduled by 1 October will show calls coming in from SES and Council and provide accurate reporting, mapping where jobs are and to integrate vehicles and resources in the field in correlation to where jobs are located.

Response to Action - To be advised.

QLD Fire and Rescue Presentation

A brief presentation from Ian Mitchell (QFRS) was given to the LDMG.

Emergency Management QLD Presentation

Scott Trappet (QPS) presented the LDMG with the changes that have been made to the Emergency Management Act of QLD.

General Business

No general business was raised.

Next Meeting

The next meeting is confirmed for Thursday 28 October 2010.



Dedicated to a better Brisbane

BRISBANE CITY COUNCIL **LOCAL DISASTER MANAGEMENT GROUP (LDMG)**

Tuesday, 28 October 2010
Level 2, Room 1 - 157 Ann St

Chair:

Councillor
Campbell Newman Lord Mayor

Attendees:

Ian Maynard	A/ CEO, Brisbane City Council
Cr Geraldine Knapp	Chairman Families & Community Services Committee, Brisbane City Council
Cr Graham Quirk	Deputy Mayor, Brisbane City Council
Cris Anstey	Brisbane City Council
Alan Warren	Brisbane City Council
Sue Rickerby	Brisbane City Council
Vicki Pethybridge	Brisbane City Council
Geoff Beck	Brisbane City Council
Chris Lavin	Brisbane City Council
Greg Scroope	Brisbane City Council
Robin Lewis	Brisbane City Council
Scott Trappet	Queensland Police Service
Dave Niven	Queensland Police Service
Peter Savage	Queensland Police Service
Peter Harding	Queensland Police Service
Ian Mitchell	Queensland Fire & Rescue Services
Wayne Halverson	Inspector, Brisbane Region, Queensland Fire & Rescue Services
Carolyn Parson	Red Cross

Welcome and Apologies

Peter Martin
John O'Brien – Telstra
Kerry Dunn – Queensland Police Service
Greg Scroope -
Steve Donnelly – Queensland Police Service

Minutes of Previous Meeting

Minutes from the previous meeting were discussed and action items addressed below:

Previous Meeting Action Item 1: Staff trained at heights, 30 staff trained, remainder trained over the next few weeks in roping and tarping. Work through normal disaster response and deploy in accordance with tasking. LAS get tasking management accordingly.

Previous Meeting Action Item 2: Scheduling and Dispatch, 35 Vehicles fitted out.

- Monitors to display in the LDCC, UAT (User Acceptance Training) then going live in a matter of days.
- The demonstration for the Lord Mayor is booked for Wednesday 3 November, to be held in the LDCC.

Seasonal Outlook by Bureau of Meteorology

Bruce Gunn briefed LDMG on the forecast for the summer season.

- The weather is wetter the average summer, entrenched in La Nina episode
- September is the wettest on record
- October is only 2-3 times wetter the usual
- Hit 25 – highest SOI value since 1977
- Top end of La Nina – more confident in outlook in upcoming season – wetter and cooler. The presentation graphics may be on the conservative side
- No specific information on events at this stage. More detailed information will be available a couple of days in advance of occurrence
- Increase number of cyclones, chance they come south
- More cyclones, more chance of severe cyclones. Natural variability which happens each year / decade.
- Average 3-4, not saying wet season in 73 that we'll have a repeat of events.
- What are the deductions?
 - Should be planning for flooding?
 - What does that mean?
 - Consider staff leave, contact registers, stocks of sandbags, plastic rolls, tapes – SES to be in that mindset – to happen in next couple of weeks.
- Is there a strategy regarding the release of the dam water?
 - Yes, protocol will be in place. How many warnings are issued. Met with premier on the 27/10/10. LM reserves right to warn if required based on CEO's and Council officer input.
- Flooding from rivers, creek and overland, has there been high tide? Hundreds of homes would've been flooded not 50/60. Need to think that this going to happen this year. Northey Street etc – even without river flood.
- Dam has 7metre freeboard - 2 weeks ago went over 3metres.
- Same as '74 with Dam only 2.5 less water – Yeronga / Jamboree
- Plan for pessimistic view - similar to '74 flood, how do we deal with it?
- Need to look at evacuation centres as they are on higher ground? Access? '74 report to consider.
- What are the impacts on bus depots, school halls, evacuation centres?
- Radios – LM needs lesson in radio use again, alternate comms
- Structure annual leave in a better way.

BCC Update

Chris Lavin provided a Disaster Management update on;

- Pinkenba Emergency Plan
- Tsunami Plan
- King Tide Planning
- Energex Partnership
- SSC
- Flashing Lights

Lowry Boyd gave an SES update on

- Volunteer numbers
- ICCS trainings (problems identified and being rectified)
- 340 requests (all completed within 7 working days)
- Long term planning for long term activations
- Holiday period – calling for volunteers
- Rely on mobiles, have addresses, known availability over the holiday period, contact lists up to date.
- Redundancy for flashing light (Groth Rd incident)
- Resident as a last port of call for Boondall to let us know.
- Lag from when the event happens to when we respond, what are our triggers? Rainfall level? Telemetry? Work needs to be done around operationalising what we do now, rapid events, is it capacity?
- Colin Jensen - How do we improve our tolerance when triggering? Financial impact? Colin interested in being involved
- Scott – Regime – Alert, standing forward, standing up – QPS encouraging DDC'S to set up early rather than later.
- LM – CL issue actioned and dealt with

Queensland Police Service Presentation

Scott gave a presentation around

- Assistant Commissioner Peter Barnes – replacing Scott
- EMQ website – plan available to download and change as required
- Evacuation – hot topic – forward planning issue – decision making process LM – SDCC-DCC
- Contact list desktop exercise – to check contacts
- Triggers – identify
- Verbal announcements of Disaster
- Moreton Bay, Redlands, and Brisbane to form one district – suggestion? Are there advantages? To be determined before event rather than during.
- SES movement – Local Government has final say. Financial structure? DO we need resources locally?
- Media –
 - refer to local elected official
 - DCC for state wide input
 - Pool resources – media pod – one point of truth
- LM approached premier regarding talking to the media with regards to warning and communication. Vicki – commitment to open and sharing communication – strategy of communications – issues of media changing information rather than passing on important info contained within CSA's
- Attached presentation to minutes
- The Gap -Helicopter to determine situation (aerial)
- QFRS – live streaming available from helicopter
- Contact centre – ask right questions to determine the situation, stand back and assess and communicate to others
- USAR give demonstrations – GIS to GIS before end of the first week in December. (Try out or PDA's)
- Ron Watson – do we have comms strategy for every step – local, district and state? Energex couldn't get coverage after hours or on weekends - can't get media to cooperate therefore no information can get out the residents. LM to take it on board.
- Ron Watson – Looking to put up own emergency radio station

General Business

EMQ

- Working with BCC
- Appt of Local Coordinator
- Mitigation, training and exercises

Red Cross

- Audit of volunteers
- Capacity and training of volunteers
- Fatigue management strategies (no longer then 4 days , 6-8 hrs per shift)
- Milton Office could be under water in an event – business continuity strategy.
- Considering DM plan of work
- Strategies around comms, techs etc
- Using radios this year

Next Meeting



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 11TH JANUARY 2011**

Start Time	10:00 am	End Time	11:30 am
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Venue 157 Ann Street, Brisbane

- 1. Welcome, Lord Mayor**
 - 1.1 Context of meeting
 - 1.2 Round table – attendees list
 - 1.3 Media allowed in to photograph group and mapping information provided (iSite map of Brisbane area with outlined flood affected areas)
- 2. Deputy Premier of Queensland**
 - 2.1 Role of state is to offer assistance to the LDMG, Lord Mayor and city
 - 2.2 In terms of state level:
 - 2.2.1 Horrific flash floods in Toowoomba and Lockyer Valley
 - 2.2.2 Flash flood will have higher loss of lives than the reported number from yesterday's media Coverage
 - 2.2.3 Significant damage to Gatton and Murphy Creek area
 - 2.2.4 Continue filling of Wivenhoe
 - 2.2.5 Areas such as Chinchilla, Murraby and Dalby are on alert
- 3. BoM (Bruce Gunn)**
 - 3.1 Rapidly evolving weather, information is provided in that context
 - 3.2 Band of rain across the Sunshine Coast and Warwick area
 - 3.3 Moving slowly – westerly
 - 3.4 Updating flood warnings
 - 3.5 Currently water level is not as high as 1974
 - 3.6 South East Coast, Lockyer Valley there is a severe weather warning out
 - 3.7 Another flash flood is warned
 - 3.8 Current media messages covers the current reporting from BoM
- 4. LDCC (Chris Lavin)**
 - 4.1 Reiterate Bruce Gunn's point, rapidly evolving weather
 - 4.2 LDCC, 15 people currently present at the LDCC
 - 4.3 Upgrade level 3 to level 4, which is a higher commitment in terms of personnel
 - 4.4 FIC 2500 people in flood affected land parcels
 - 4.5 21,000 people in partially affected land parcels
 - 4.6 Evacuation strategy and planning has commenced
 - 4.7 Made contacts with disaster centres and organisations
 - 4.8 Predicted 4.24m city gauge, note 3.1 m floods boardwalk at Southbank
 - 4.9 Letter box drops have commenced
 - 4.10 22 000 sandbags available as of 7am
 - 4.11 Road closures across Brisbane, community service announcements
 - 4.12 As of 10am there is only 8000 sandbags left
 - 4.13 Bus and ferry cancelled, buses delayed



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 11TH JANUARY 2011**

4.14 Workforce planning for LDCC and on the road

Questions asked:

5. How many of the door drops/letter box completed

- 5.1 Unable to give accurate numbers at the time
- 5.2 Plan was to reach 35000 people at 455 properties
- 5.3 CEO - Estimated 221 doorknocks completed
- 5.4 These figures relate to the cumex figures. 3500 yesterday, 4600 today, 6000 possibly by end of today and tomorrow
- 5.5 LM requests we have confirmed in terms of key communication messages by 2pm today – overall position
- 5.6 Peaking on Thursday – 3.5ahd, which is approximately 2 metres above city gauge. 2.6 today, 3.5 tomorrow and 4.5 Thursday. Putting into context 1974 floods was at 5.14
- 5.7 Cr Knapp has requested there be clear messaging about creek flooding and Brisbane River flooding. Message must be simple and clear.
- 5.8 Way forward for the next 8 hours:
- 5.9 Preparation for 5000 cumex after this meeting
- 5.10 Preparation for 7000 cumex by end of today
- 5.11 Street /Suburbs affected provided in a list
- 5.12 Commitment of door knocks to high risk areas/affected are completed
- 5.13 Local Councillors need to be notified and provided with the latest list (affected suburbs) and copies of the flood modelling
- 5.14 Local News, radio offered assistance. Request they put out CSAs and in light of Council's website being down circulate and request information be uploaded onto their website to elevate pressure from www.brisbane.qld.gov.au

6. Issue about sandbags

- 6.1 CityWorks able to commit to 70 000, takes us to the limit at Council depot
- 6.2 Look at increase production, evaluate other location/sites
- 6.3 LM – throw everything you can in the efforts of providing sandbags
- 6.4 LAS also assisting and ramping up i this efforts
- 6.5 Local drops need to be done to high risk areas – issue with this as delivering the sandbags has suffered gridlock. Ask the police assist in coordinating this
- 6.6 Produce more sandbags
- 6.7 Distribution of sandbags need to be looked at – local parks?
- 6.8 Information gets out to the community of where you can obtain sandbags

7. EVAC

- 7.1 How many people will need to be evacuated at 5000 cumex?
- 7.2 Definition of partial - corner of a parcel of land will flood
- 7.3 Definition of inundated – entire property is flooded
- 7.4 Inundation at 6000 cumex – 8759 people, Partial at 6000 cumex – 33 000 people
- 7.5 Property count is based on flood profile, various river heights are used, bended and let us know discharge
- 7.6 Many will self-evacuate, approximately 2500 will need accommodation



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 11TH JANUARY 2011**

- 7.7 Red Cross estimates 60% will self evacuate to families and friends
- 7.8 Key message should be to register on the website if you are self evacuating
- 7.9 500 people will be at the evacuation centre
- 7.10 Need to ensure we equip the staff in dealing with the evacuation
- 7.11 Commence planning for evaluation of 3500 people
- 7.12 Key message should be people to provide their own bedding (pillows, bed linen) and medication
- 7.13 Food and water will be provided
- 7.14 Arrange for your pet accommodation
- 7.15 Look at providing one or two locations (big venues) for evacuation centre, review where this will be located
- 7.16 Provide necessary support to FaCS and Red Cross
- 7.17 By 5pm today know our capacity and outline the plan. Discuss with team.
- 7.18 Further key messages to be included in communication:
- 7.19 Where to put/park cars
- 7.20 Discuss plans with RSPCA for pets (Deputy Premier stated this was a key issue in other locations)

8. ENERGEX

- 8.1 Transfer at Newstead has been set up as central area
- 8.2 At 7000 cumex issue is Archerfield and Emerson substation will go under
- 8.3 6000 homes are predicted to be without electricity, Kilcoy currently has no electricity
- 8.4 Access issues to areas
- 8.5 Only one or two cells to be lost for Telco not widespread
- 8.6 LM requests Energex and Telco to liaise offline to ensure communication does not go down

9. TELSTRA

- 9.1 Need the flood modelling map to be fed through, prepare
- 9.2 Inundation on phone exchanges, looking to consolidate and add more support for this

10. QUU

- 10.1 Potential impacts on infrastructure being looked at
- 10.2 Looking and planning at 6000 cumex
- 10.3 12noon today take a look at impacted sites
- 10.4 Key message is conserve water at this time, although we have reservoirs – there are questions of accessibility

11. EMQ / SES

- 11.1 Discussion has led to be the deployment of the National Warning Alert – most media has used this
- 11.2 Request for more sandbags – look into staffing and sourcing this
- 11.3 Surf Lifesavers Queensland offered services and resources – jet ski, helicopter



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 11TH JANUARY 2011**

- 11.4 What is the capacity of SES?
- 11.5 Queensland wide stretched - Brisbane and Cairns crews
- 11.6 Looking at the roster for the next 2- 3 days
- 11.7 What is the affect of up and down tide?
- 11.8 Will be try to go home?
- 11.9 How are we going to manage volunteers?
- 11.10 Make contact with Volunteer Queensland immediately after meeting – look for them to coordinate and manage volunteer efforts
- 11.11 Must be prepared and provide their own tools
- 11.12 Sandbagging is physical work
- 11.13 Look for them to volunteer at the coordinating centre not on the field
- 11.14 LM stated 6 volunteers where turned away at Newstead

- 12. QPS**
 - 12.1 As of this morning at 7am the declaration of disaster was signed under the DMA – Disaster Management Act
 - 12.2 This declaration covered the greater Brisbane area and Redland
 - 12.3 Liaison officer is provided at the LDCC

- 13. QFRS**
 - 13.1 Activated today
 - 13.2 All operational and other training cancelled to be on standby for as needs basis
 - 13.3 Overlaying flood maps of '74
 - 13.4 Inundation map to be provided by Council to Queensland Fire and Rescue

- 14. RED CROSS**
 - 14.1 Under current flood modelling the Red Cross centre will be underwater. Evaluate location.
 - 14.2 Assistance and financial assistance is available for affected areas
 - 14.3 Bowen Hills is where their centre is located. Look to evaluate this based on the flood modelling

- 15. Lord Mayor**
 - 15.1 Thank you for your attendance
 - 15.2 Think outside the square – talk to other people and each other through this time
 - 15.3 Meeting to be set up again tomorrow
 - 15.4 Wants specific answers to be provided
 - 15.5 Council Management – look at your direct reports. Ensure what we said would happen does happen. Provide leadership.
 - 15.6 Local Laws, CaRs – protect community and help out there.

END OF MEETING AT 11:30 am



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LOCAL DISASTER MANAGEMENT GROUP **BRISBANE CITY COUNCIL** **TUESDAY 11TH JANUARY 2011**

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
5.5	LM requests we have confirmed in terms of key communication messages – overall position	Marketing&Comms	2pm 11 February
5.9	Preparation for 5000 cumex	LDCC	After meeting
5.10	Preparation for 7000 cumex	LDCC	By end of 11 February
5.13	Local Councillors need to be notified and provided with the latest list (affected suburbs) and copies of the flood modelling	LDCC	
5.14	Local News, radio offered assistance. Request they put out CSAs and in light of Council's website being down circulate and request information be uploaded onto their website to elevate pressure from www.brisbane.qld.gov.au	Marketing&Comms	
6.2	Look at increase production of sandbags evaluate other location/sites	BCW	
6.5	Local drops need to be done to high risk areas – issue with this as delivering the sandbags has suffered gridlock. Ask the police assist in coordinating this	LDCC	
6.6	Produce more sandbags	BCW / LAS	
6.7	Distribution of sandbags needs to be looked at – local parks?	LDCC / BCW	
6.8	Information gets out to the community of where you can obtain sandbags	Marketing&Comms	
7.1	How many people will need to be evacuated at 5000 cumex?	LDCC / FIC	
7.11	Commence planning for evaluation of 3500 people	EVAC Team / LDCC	
7.12	Key message should be people to provide their own bedding (pillows, bed linen) and medication	Marketing&Comms	
7.15	Look at providing one or two locations (big venues) for evacuation centre, review where this will be located	EVAC Team / LDCC	
7.18	By 5pm today know our capacity and outline the EVAC plan. Discuss with team.	EVAC Team / LDCC	By 5pm 11February



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 11TH JANUARY 2011

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8.6	LM requests Energex and Telco liaise offline to ensure communication does not go down	Energex / Telstra	
9.2	Need the flood modelling map to be fed through, prepare.	LDCC	
10.4	Key message is conserve water at this time, although we have reservoirs – there are questions of accessibility	Marketing&Comms	
11.2	Request for more sandbags – look into staffing and sourcing this	EMQ / SES	
11.10	Make contact with Volunteer Queensland immediately after meeting – look for them to coordinate and manage volunteer efforts	FPG / LDCC	
13.4	Inundation map to be provided by Council to Queensland Fire and Rescue	LDCC	

AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

AGENDA – Meeting Tuesday January 11 2011

Time: 10:00-11:30 am
Location: Room 2, Level 2, 157 Ann St (Roy Harvey House)

Agenda No	ITEM	Submitted By
1.	Welcome and Apologies	Chair BCC LDMG
2.	State Situation Update	Deputy Premier
3.	BoM report (including Hydrology)	BoM representative
4.	Current situation BCC update <ul style="list-style-type: none">• Flooding• Potential affected properties• The next 48 hrs• Significant issues	Chris Lavin
5.	Report from External Stakeholders <ul style="list-style-type: none">• Energex• Emergency Management Qld• DDC• Qld Police• Red Cross• Qld Fire & Rescue• Telstra• Other	
6.	Next Meeting	



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 11TH JANUARY 2011**

Start Time	10:00 am	End Time	11:30 am
Venue	157 Ann Street, Brisbane		

1. Welcome, Lord Mayor

- 1.1 Context of meeting
- 1.2 Round table – attendees list
- 1.3 Media allowed in to photograph group and mapping information provided (iSite map of Brisbane area with outlined flood affected areas)

2. Deputy Premier of Queensland

- 2.1 Role of state is to offer assistance to the LDMG, Lord Mayor and city
- 2.2 In terms of state level:
 - 2.2.1 Horrific flash floods in Toowoomba and Lockyer Valley
 - 2.2.2 Flash flood will have higher loss of lives than the reported number from yesterday's media Coverage
 - 2.2.3 Significant damage to Gatton and Murphy Creek area
 - 2.2.4 Continue filling of Wivenhoe
 - 2.2.5 Areas such as Chinchilla, Murraby and Dalby are on alert

3. BoM (Bruce Gunn)

- 3.1 Rapidly evolving weather, information is provided in that context
- 3.2 Band of rain across the Sunshine Coast and Warwick area
- 3.3 Moving slowly – westerly
- 3.4 Updating flood warnings
- 3.5 Currently water level is not as high as 1974
- 3.6 South East Coast, Lockyer Valley there is a severe weather warning out
- 3.7 Another flash flood is warned
- 3.8 Current media messages covers the current reporting from BoM

4. LDCC (Chris Lavin)

- 4.1 Reiterate Bruce Gunn's point, rapidly evolving weather
- 4.2 LDCC, 15 people currently present at the LDCC
- 4.3 Upgrade level 3 to level 4, which is a higher commitment in terms of personnel
- 4.4 FIC 2500 people in flood affected land parcels
- 4.5 21,000 people in partially affected land parcels
- 4.6 Evacuation strategy and planning has commenced
- 4.7 Made contacts with disaster centres and organisations
- 4.8 Predicted 4.24m city gauge, note 3.1 m floods boardwalk at Southbank
- 4.9 Letter box drops have commenced
- 4.10 22 000 sandbags available as of 7am
- 4.11 Road closures across Brisbane, community service announcements
- 4.12 As of 10am there is only 8000 sandbags left
- 4.13 Bus and ferry cancelled, buses delayed



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BRISBANE CITY COUNCIL

TUESDAY 11TH JANUARY 2011

4.14 Workforce planning for LDCC and on the road

Questions asked:

5. How many of the door drops/letter box completed

- 5.1 Unable to give accurate numbers at the time
- 5.2 Plan was to reach 35000 people at 455 properties
- 5.3 CEO - Estimated 221 doorknocks completed
- 5.4 These figures relate to the cumex figures. 3500 yesterday, 4600 today, 6000 possibly by end of today and tomorrow
- 5.5 LM requests we have confirmed in terms of key communication messages by 2pm today – overall position
- 5.6 Peaking on Thursday – 3.5ahd, which is approximately 2 metres above city gauge. 2.6 today, 3.5 tomorrow and 4.5 Thursday. Putting into context 1974 floods was at 5.14
- 5.7 Cr Knapp has requested there be clear messaging about creek flooding and Brisbane River flooding. Message must be simple and clear.
- 5.8 Way forward for the next 8 hours:
- 5.9 Preparation for 5000 cumex after this meeting
- 5.10 Preparation for 7000 cumex by end of today
- 5.11 Street /Suburbs affected provided in a list
- 5.12 Commitment of door knocks to high risk areas/affected are completed
- 5.13 Local Councillors need to be notified and provided with the latest list (affected suburbs) and copies of the flood modelling
- 5.14 Local News, radio offered assistance. Request they put out CSAs and in light of Council's website being down circulate and request information be uploaded onto their website to elevate pressure from www.brisbane.qld.gov.au

6. Issue about sandbags

- 6.1 CityWorks able to commit to 70 000, takes us to the limit at Council depot
- 6.2 Look at increase production, evaluate other location/sites
- 6.3 LM – throw everything you can in the efforts of providing sandbags
- 6.4 LAS also assisting and ramping up i this efforts
- 6.5 Local drops need to be done to high risk areas – issue with this as delivering the sandbags has suffered gridlock. Ask the police assist in coordinating this
- 6.6 Produce more sandbags
- 6.7 Distribution of sandbags need to be looked at – local parks?
- 6.8 Information gets out to the community of where you can obtain sandbags

7. EVAC

- 7.1 How many people will need to be evacuated at 5000 cumex?
- 7.2 Definition of partial - corner of a parcel of land will flood
- 7.3 Definition of inundated – entire property is flooded
- 7.4 Inundation at 6000 cumex – 8759 people, Partial at 6000 cumex – 33 000 people
- 7.5 Property count is based on flood profile, various river heights are used, bended and let us know discharge
- 7.6 Many will self-evacuate, approximately 2500 will need accommodation



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LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL TUESDAY 11TH JANUARY 2011

- 7.7 Red Cross estimates 60% will self evacuate to families and friends
- 7.8 Key message should be to register on the website if you are self evacuating
- 7.9 500 people will be at the evacuation centre
- 7.10 Need to ensure we equip the staff in dealing with the evacuation
- 7.11 Commence planning for evaluation of 3500 people
- 7.12 Key message should be people to provide their own bedding (pillows, bed linen) and medication
- 7.13 Food and water will be provided
- 7.14 Arrange for your pet accommodation
- 7.15 Look at providing one or two locations (big venues) for evacuation centre, review where this will be located
- 7.16 Provide necessary support to FaCS and Red Cross
- 7.17 By 5pm today know our capacity and outline the plan. Discuss with team.
- 7.18 Further key messages to be included in communication:
- 7.19 Where to put/park cars
- 7.20 Discuss plans with RSPCA for pets (Deputy Premier stated this was a key issue in other locations)

8. ENERGEX

- 8.1 Transfer at Newstead has been set up as central area
- 8.2 At 7000 cumex issue is Archerfield and Emerson substation will go under
- 8.3 6000 homes are predicted to be without electricity, Kilcoy currently has no electricity
- 8.4 Access issues to areas
- 8.5 Only one or two cells to be lost for Telco not widespread
- 8.6 LM requests Energex and Telco to liaise offline to ensure communication does not go down

9. TELSTRA

- 9.1 Need the flood modelling map to be fed through, prepare
- 9.2 Inundation on phone exchanges, looking to consolidate and add more support for this

10. QUU

- 10.1 Potential impacts on infrastructure being looked at
- 10.2 Looking and planning at 6000 cumex
- 10.3 12noon today take a look at impacted sites
- 10.4 Key message is conserve water at this time, although we have reservoirs – there are questions of accessibility

11. EMQ / SES

- 11.1 Discussion has led to be the deployment of the National Warning Alert – most media has used this
- 11.2 Request for more sandbags – look into staffing and sourcing this
- 11.3 Surf Lifesavers Queensland offered services and resources – jet ski, helicopter



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BRISBANE CITY COUNCIL
TUESDAY 11TH JANUARY 2011**

- 11.4 What is the capacity of SES?
- 11.5 Queensland wide stretched - Brisbane and Cairns crews
- 11.6 Looking at the roster for the next 2- 3 days
- 11.7 What is the affect of up and down tide?
- 11.8 Will be try to go home?
- 11.9 How are we going to manage volunteers?
- 11.10 Make contact with Volunteer Queensland immediately after meeting – look for them to coordinate and manage volunteer efforts
- 11.11 Must be prepared and provide their own tools
- 11.12 Sandbagging is physical work
- 11.13 Look for them to volunteer at the coordinating centre not on the field
- 11.14 LM stated 6 volunteers where turned away at Newstead

12. QPS

- 12.1 As of this morning at 7am the declaration of disaster was signed under the DMA – Disaster Management Act
- 12.2 This declaration covered the greater Brisbane area and Redland
- 12.3 Liaison officer is provided at the LDCC

13. QFRS

- 13.1 Activated today
- 13.2 All operational and other training cancelled to be on standby for as needs basis
- 13.3 Overlaying flood maps of '74
- 13.4 Inundation map to be provided by Council to Queensland Fire and Rescue

14. RED CROSS

- 14.1 Under current flood modelling the Red Cross centre will be underwater. Evaluate location.
- 14.2 Assistance and financial assistance is available for affected areas
- 14.3 Bowen Hills is where their centre is located. Look to evaluate this based on the flood modelling

15. Lord Mayor

- 15.1 Thank you for your attendance
- 15.2 Think outside the square – talk to other people and each other through this time
- 15.3 Meeting to be set up again tomorrow
- 15.4 Wants specific answers to be provided
- 15.5 Council Management – look at your direct reports. Ensure what we said would happen does happen. Provide leadership.
- 15.6 Local Laws, CaRs – protect community and help out there.

END OF MEETING AT 11:30 am



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LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL TUESDAY 11TH JANUARY 2011

ACTION SUMMARY FROM MEETING

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7.11	Commence planning for evaluation of 3500 people	EVAC Team / LDCC	
7.12	Key message should be people to provide their own bedding (pillows, bed linen) and medication	Marketing&Comms	
7.15	Look at providing one or two locations (big venues) for evacuation centre, review where this will be located	EVAC Team / LDCC	
7.18	By 5pm today know our capacity and outline the EVAC plan. Discuss with team.	EVAC Team / LDCC	By 5pm 11February



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 11TH JANUARY 2011

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13.4	Inundation map to be provided by Council to Queensland Fire and Rescue	LDCC	



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 12 JANUARY 2011**

Start Time 10.00am

End Time 11.30 am

Venue 157 Ann Street, Brisbane

1. **LORD MAYOR**
 - 1.1 Manage by doing
 - 1.2 Managers to go out and follow up on task allocation etc
2. **DEPUTY PREMIER**
 - 2.1 Thanks to Council playing a positive role
3. **DDC (Peter Martin)**
 - 3.1 Critical time, floor levels to commensurate with 1974 event
 - 3.2 Strategy of community information first
 - 3.3 Prepositioning of police to assist
 - 3.4 Operational
 - 3.5 Oxley's on the Wharf has been released
 - 3.6 'The Island' barge is at risk of breaking free
 - 3.7 Other areas are being monitored closely
 - 3.8 Focus is on in and around Brisbane CBD
4. **BOM (Lord Mayor)**
 - 4.1 Wivenhoe – 600mm from fuse plug
 - 4.2 Currently river is at 3.4m
 - 4.2.1 1,200m^{3/s}
 - 4.2.2 19,700 properties flooded
 - 4.2.3 2,100 streets flooded
 - 4.2.4 3,500 commercial properties flooded
5. **LDCC**
 - 5.1 120,000 sandbags completed
 - 5.2 Main roads of concern -
 - 5.2.1 Coronation Drive
 - 5.2.2 Milton Road
 - 5.2.3 Ipswich Motorway
 - 5.2.4 Centenary Motorway
 - 5.2.5 Wynnum Road
 - 5.2.6 Immediate dumping in parks and diesel to be a priority



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 12 JANUARY 2011

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6. EVAC

- 6.1 2 sites operational
- 6.2 Requests for assistance:
 - 6.2.1 3,000 beds
 - 6.2.2 Staff to resource
 - 6.2.3 Red Cross and other agencies present

7. QE2

- 7.1 Capacity for 1300
- 7.2 30 Evacuees
- 7.3 Red Cross and other agencies present
- 7.4 Reports of smaller evacuation centres
- 7.5 Capacity for 2500 at schools
- 7.6 Difficulty in manning
- 7.7 Lord Mayor – 10,000 immediate, up to 16,000 over next 24 hours, if locations are offered, the people making the offer must be responsible for the set up and operation of centre
- 7.8 Church halls
- 7.9 School halls
- 7.10 Anglican Church

8. Education Queensland

- 8.1 Deputy Premier High school gyms
- 8.2 Church groups – into school halls

9. DOCS (Bruce Milligan)

- 9.1 Jindalee SHS is a new school
- 9.2 Red Cross - the issue of information on evacuation centres being announced early
- 9.3 Media cycle – 1 – 2 pm, 5 – 6 pm and 6 am

10. LDC (CEO)

- 10.1 Transport
- 10.2 Ferries are not operating
- 10.3 Buses – scheduled services operating
- 10.4 Proposed suspension of services at 1 pm
- 10.5 Alan Warren – ability to operate scheduled services and cease at 1 pm, continue service until then
- 10.6 CSA immediately – from 1pm buses reduced, after 6pm buses closed down, no inward transport to the CBD from 1pm (no normal schedules)
- 10.7 Deputy Premier – concerned about people that need to get into the city after 1pm
- 10.8 What does on demand mean - Sunday timetable? Operate on the hour?



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 12 JANUARY 2011

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11. WASTE

11.1 CEO – Waste collection?

- 11.1.1 Sue Rickerby – only picking up waste, not recycling
- 11.1.2 CSA to go out that no collections will be done tomorrow and Friday
- 11.1.3 Transfer stations to be free to drop off

12. ENERGEX

12.1 Energex – CBD

- 12.1.1 Last night Stamford substation was closed
- 12.1.2 18 substations identified at risk in the CBD
- 12.1.3 Monitoring water levels
- 12.1.4 Will contact building owners
- 12.1.5 Strategy to reduce power assets and put back in once water is gone

12.2 CEO – Working with Energex to first 7 buildings affected will be commercial

12.3 Residential

- 12.3.1 OAKS River City, biggest number of people
- 12.3.2 QICT
- 12.3.3 Regents
- 12.3.4 Queens Plaza

12.3 DDC – CBD Emergency Plan, Emergency Alert

12.4 Chris Lavin – Considered trigger points, population in buildings unknown, discussed impact of loss of supply. What are the numbers of people in the residential building in the city?

12.5 CEO – BSQ, GSQ and 157 Ann Street – Ok

12.6 Magistrates Precinct may be affected

13. TELSTRA

13.1 Deputy Premier – Powerlink advised Oxley Transmission de-energised

13.2 Mater Hospital has power risks, Telstra high risk is Edison

14. EMQ

14.1 Urgent request for sandbags:

- 14.1.1 60,000 from Pinkenba
- 14.1.2 50, 000 more required.
- 14.1.3 200, 000 more on order

14.2 51 SES from South Australia in Brisbane

14.3 11 additional flood boats in Brisbane



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 12 JANUARY 2011**

15. TRANSPORT AND TRAFFIC

- 15.1 Cr Quirk (signs)? 40 on order, getting as many as possible, perhaps from Redlands or Logan Shire
- 15.2 DDC – use approved sign first, then whatever can be accessed, DDC to request signs from other L's on LDMG's behalf

16. QPS

- 16.1 Police developing a traffic plan for Western suburbs during peak hour

17. QFRS

- 17.1 Roads affected by water can be reported can QFRS can put demarcation tape up.
- 17.2 Well placed to continue with swift water, 14 last night
- 17.3 Ready to transition into recovery, forward planning
- 17.4 Rapid Damage Assessment Teams, can be incorporated into LDCC GIS
- 17.5 Ariel fly over completed – Mt Ommaney, Rocklea and Taringa Fire Stations

18. RED CROSS

- 18.1 Moved to Valley Office
- 18.2 11.50 – CEO – Oaks filling fast and power about to be out.
- 18.3 Building owners should notify occupants that power will be cut
- 18.4 Transportation of people?
- 18.5 Lord Mayor – What to do regarding messaging?

19. QUU

- 19.1 Water quality, infrastructure, no significant impact identified for Brisbane.
- 19.2 Waste water – 90-93 pump stations to be affected (1/2 of capacity)
- 19.3 Crews and recovery plan in place
- 19.4 CSA's will be required – need for conservation of water and concerning quality
- 19.5 Vicki – Risk to drinking water? Quality is normal across the city
- 19.6 CSA – Raw sewage will be flowing into the river – stay out of flood waters
- 19.7 Clean up – QUU may have to put request for chemicals through to LDCC
- 19.8 LM - QUU must be able to supply large volumes of water for clean up
- 19.9 Grid manager is responsible for Water Sources

20. BCW

- 20.1 Plan to run sandbagging until COB Thursday, coordinating volunteers
- 20.2 Cr Knapp - 30 people at Yeronga State School
- 20.3 Council number to be used 3403 8888
- 20.4 DOCS are getting lots of calls for evacuation



**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 12 JANUARY 2011**

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21. LM *(Lord Mayor)*

- 21.1 12,000m3/s level – 2,100 streets
- 21.2 Messaging - People should leave, go to friends or family.
- 21.3 Make happen now - 10K evacuees and shoot for 16K
 - 20.3.1 Recovery Issues
 - 20.3.2 Restore Services
 - 20.3.3 Debris Clearing
 - 20.3.4 Waste Clearing

22.FPG

- 22.1 Reports tomorrow to LDMG
- 22.2 Dump trucks etc
- 22.3 Front loaders etc
- 22.4 Major Contractor's Federation
- 22.5 Civil Contractor's Federations
- 22.6 Proposed messaging - get in a car and go and help somebody
- 22.7 Chris Lavin - explained the FPG's status, all stakeholders to give Peter Rule contact details
- 22.8 LM – Presentation on the Recovery Plan
- 22.9 LDMG – Teleconferencing to be put into the Meeting Room

23. QAS

- 23.1 Operating normally, concern about high volume of special needs in the City

END OF MEETING AT 11:30 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
7.7	Lord Mayor – 10,000 immediate, up to 16,000 over next 24 hours, if locations are offered, the people making the offer must be responsible for the set up and operation of centre	EVAC Team / LDCC	
10.6	CSA immediately – from 1pm buses reduced, after 6pm buses closed down, no inward transport to the CBD from 1pm (no normal schedules)	Marketing & Comms	Immediate
11.1.2	CSA to go out that no collections will be done tomorrow and Friday	Marketing & Comms	
18.5	Lord Mayor – What to do regarding messaging?	Marketing & Comms	



**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 12 JANUARY 2011**

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19.4	CSA's will be required – need for conservation of water and concerning quality	QUU / Marketing & Comms	
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21.2	Messaging - People should leave, go to friends or family.	Marketing & Comms	
21.3	Make happen now - 10K evacuees and shoot for 16K	EVAC Team / LDCC	
22.1	Reports tomorrow to LDMG	FPG	
22.8	LM – Presentation on the Recovery Plan	FPG	
22.9	LDMG – Teleconferencing to be put into the Meeting Room	DMG	

AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

AGENDA – Meeting Wednesday January 12 2011

Time: 10:00-11:30 am

Location: Room 2, Level 2, 157 Ann St (Roy Harvey.
House)

Agenda No	ITEM	Submitted By
1.	Welcome and Apologies	Chair BCC LDMG
2.	Actions from previous meeting	
3.	State Situation Update	Deputy Premier
4.	BoM report	BoM representative
5.	Current situation BCC update <ul style="list-style-type: none">• LDCC• Evacuations	Chris Lavin LDCC Controller Kent Stroud
5.	Report from External Stakeholders <ul style="list-style-type: none">• Energex• Emergency Management Qld• DDC (Qld Police)• Red Cross• Qld Fire & Rescue• Telstra• Other	
6.	Next Meeting	



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 12 JANUARY 2011**

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3. **DDC (Peter Martin)**
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 - 3.2 Strategy of community information first
 - 3.3 Prepositioning of police to assist
 - 3.4 Operational
 - 3.5 Oxley's on the Wharf has been released
 - 3.6 'The Island' barge is at risk of breaking free
 - 3.7 Other areas are being monitored closely
 - 3.8 Focus is on in and around Brisbane CBD
4. **BOM (Lord Mayor)**
 - 4.1 Wivenhoe – 600mm from fuse plug
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 - 4.2.2 19,700 properties flooded
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 - 5.2.2 Milton Road
 - 5.2.3 Ipswich Motorway
 - 5.2.4 Centenary Motorway
 - 5.2.5 Wynnum Road
 - 5.2.6 Immediate dumping in parks and diesel to be a priority



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 12 JANUARY 2011

Dedicated to a better Brisbane

-
6. **EVAC**
 - 6.1 2 sites operational
 - 6.2 Requests for assistance:
 - 6.2.1 3,000 beds
 - 6.2.2 Staff to resource
 - 6.2.3 Red Cross and other agencies present
 7. **QE2**
 - 7.1 Capacity for 1300
 - 7.2 30 Evacuees
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 - 7.5 Capacity for 2500 at schools
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 - 7.7 Lord Mayor – 10,000 immediate, up to 16,000 over next 24 hours, if locations are offered, the people making the offer must be responsible for the set up and operation of centre
 - 7.8 Church halls
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 8. **Education Queensland**
 - 8.1 Deputy Premier High school gyms
 - 8.2 Church groups – into school halls
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 - 10.6 CSA immediately – from 1pm buses reduced, after 6pm buses closed down, no inward transport to the CBD from 1pm (no normal schedules)
 - 10.7 Deputy Premier – concerned about people that need to get into the city after 1pm
 - 10.8 What does on demand mean - Sunday timetable? Operate on the hour?



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 12 JANUARY 2011**

11. WASTE

- 11.1. CEO – Waste collection?
 - 11.1.1 Sue Rickerby – only picking up waste, not recycling
 - 11.1.2 CSA to go out that no collections will be done tomorrow and Friday
 - 11.1.3 Transfer stations to be free to drop off

12. ENERGEX

- 12.1 Energex – CBD
 - 12.1.1 Last night Stamford substation was closed
 - 12.1.2 18 substations identified at risk in the CBD
 - 12.1.3 Monitoring water levels
 - 12.1.4 Will contact building owners
 - 12.1.5 Strategy to reduce power assets and put back in once water is gone
- 12.2 CEO – Working with Energex to first 7 buildings affected will be commercial
- 12.3 Residential
 - 12.3.1 OAKS River City, biggest number of people
 - 12.3.2 QICT
 - 12.3.3 Regents
 - 12.3.4 Queens Plaza
- 12.3 DDC – CBD Emergency Plan, Emergency Alert
- 12.4 Chris Lavin – Considered trigger points, population in buildings unknown, discussed impact of loss of supply. What are the numbers of people in the residential building in the city?
- 12.5 CEO – BSQ, GSQ and 157 Ann Street – Ok
- 12.6 Magistrates Precinct may be affected

13. TELSTRA

- 13.1 Deputy Premier – Powerlink advised Oxley Transmission de-energised
- 13.2 Mater Hospital has power risks, Telstra high risk is Edison

14. EMQ

- 14.1 Urgent request for sandbags:
 - 14.1.1 60,000 from Pinkenba
 - 14.1.2 50,000 more required
 - 14.1.3 200,000 more on order
- 14.2 51 SES from South Australia in Brisbane
- 14.3 11 additional flood boats in Brisbane



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WEDNESDAY 12 JANUARY 2011**

15. TRANSPORT AND TRAFFIC

- 15.1 Cr Quirk (signs)? 40 on order, getting as many as possible, perhaps from Redlands or Logan Shire
- 15.2 DDC – use approved sign first, then whatever can be accessed, DDC to request signs from other L's on LDMG's behalf

16. QPS

- 16.1 Police developing a traffic plan for Western suburbs during peak hour

17. QFRS

- 17.1 Roads affected by water can be reported can QFRS can put demarcation tape up.
- 17.2 Well placed to continue with swift water, 14 last night
- 17.3 Ready to transition into recovery, forward planning
- 17.4 Rapid Damage Assessment Teams, can be incorporated into LDCC GIS
- 17.5 Ariel fly over completed – Mt Ommaney, Rocklea and Taringa Fire Stations

18. RED CROSS

- 18.1 Moved to Valley Office
- 18.2 11.50 – CEO – Oaks filling fast and power about to be out.
- 18.3 Building owners should notify occupants that power will be cut
- 18.4 Transportation of people?
- 18.5 Lord Mayor – What to do regarding messaging?

19. QUU

- 19.1 Water quality, infrastructure, no significant impact identified for Brisbane.
- 19.2 Waste water – 90-93 pump stations to be affected (1/2 of capacity)
- 19.3 Crews and recovery plan in place
- 19.4 CSA's will be required – need for conservation of water and concerning quality
- 19.5 Vicki – Risk to drinking water? Quality is normal across the city
- 19.6 CSA – Raw sewage will be flowing into the river – stay out of flood waters
- 19.7 Clean up – QUU may have to put request for chemicals through to LDCC
- 19.8 LM - QUU must be able to supply large volumes of water for clean up
- 19.9 Grid manager is responsible for Water Sources

20. BCW

- 20.1 Plan to run sandbagging until COB Thursday, coordinating volunteers
- 20.2 Cr Knapp - 30 people at Yeronga State School
- 20.3 Council number to be used 3403 8888
- 20.4 DOCS are getting lots of calls for evacuation



**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
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21. LM

- 21.1 12,000m³/s level – 2,100 streets
- 21.2 Messaging - People should leave, go to friends or family.
- 21.3 Make happen now - 10K evacuees and shoot for 16K
 - 20.3.1 Recovery Issues
 - 20.3.2 Restore Services
 - 20.3.3 Debris Clearing
 - 20.3.4 Waste Clearing

22. EPG

- 22.1 Reports tomorrow to LDMG
- 22.2 Dump trucks etc
- 22.3 Front loaders etc
- 22.4 Major Contractor's Federation
- 22.5 Civil Contractor's Federations
- 22.6 Proposed messaging - get in a car and go and help somebody
- 22.7 Chris Lavin - explained the FPG's status, all stakeholders to give Peter Rule contact details
- 22.8 LM – Presentation on the Recovery Plan
- 22.9 LDMG – Teleconferencing to be put into the Meeting Room

23. QAS

- 23.1 Operating normally, concern about high volume of special needs in the City

END OF MEETING AT 11:30 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
7.7	Lord Mayor – 10,000 immediate, up to 16,000 over next 24 hours, if locations are offered, the people making the offer must be responsible for the set up and operation of centre	EVAC Team / LDCC	
10.6	CSA immediately – from 1pm buses reduced, after 6pm buses closed down, no inward transport to the CBD from 1pm (no normal schedules)	Marketing & Comms	Immediate
11.1.2	CSA to go out that no collections will be done tomorrow and Friday	Marketing & Comms	
18.5	Lord Mayor – What to do regarding messaging?	Marketing & Comms	



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 12 JANUARY 2011

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19.4	CSA's will be required – need for conservation of water and concerning quality	QUU / Marketing & Comms	
19.6	CSA – Raw sewage will be flowing into the river – stay out of flood waters	QUU / Marketing & Comms	
21.2	Messaging - People should leave, go to friends or family.	Marketing & Comms	
21.3	Make happen now - 10K evacuees and shoot for 16K	EVAC Team / LDCC	
22.1	Reports tomorrow to LDMG	FPG	
22.8	LM – Presentation on the Recovery Plan	FPG	
22.9	LDMG – Teleconferencing to be put into the Meeting Room	DMG	



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
THURSDAY 13TH JANUARY 2011**

Start Time	10:00 am	End Time	11:30 am
Venue	157 Ann Street, Brisbane		

1. **LM open meeting**
2. **Andrew Fraser – State update**
3. **DDC**
 - 3.1 Moggill ferry – implications of downstream infrastructure
 - 3.2 The 'island' barge – risk it may slip its moorings
 - 3.3 River walk at New Farm – strategy was to intercept and shepherd
4. **BOM / FIC**
 - 4.1 Nil to very little rain fall until Tuesday
 - 4.2 Tropical now not expected to threaten east coast
 - 4.3 At 2:57am at 4.46 ahd
 - 4.4 At 4pm 4.2m in City
 - 4.5 LM – Concerned about drop in river levels and impact on banks (Bank slump)
 - 4.6 LM – Questioned how long to get dams down
 - 4.7 3,200m³/sec for at least 7 days to get to full supply levels
5. **LDCC**
 - 5.1 65,000 sandbags ready to go
 - 5.2 100,000 to be prepared
 - 5.3 Sandbags to be continued to be filled until COB today
 - 5.4 May have to use bags to support slumping
6. **SEQ Water**
 - 6.1 7,500m³/sec at 7pm 11 January 2011
 - 6.2 Back to 2,500 at 11pm
 - 6.3 4pm peak possibly as high as this morning
 - 6.4 Slowly increase releases today to 3,500 m³/sec at Moggill gauge
 - 6.5 187% at Wivenhoe – 7 days to get this down and will monitor rain up North
7. **WASTE**
 - 7.1 Full complement for waste collection tomorrow
 - 7.2 Landfill OK
 - 7.3 Transfer stations OK
 - 7.4 6 – 7 waste trucks available today
 - 7.5 LM – Acknowledged that staff cannot get to work
 - 7.6 Cr Quirk – CSA messaging about collections



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
THURSDAY 13TH JANUARY 2011**

- 8. CONTACT CENTRE**
 - 8.1 15,000 calls on Tuesday
 - 8.2 9,000 yesterday
 - 8.3 10,000 Monday
 - 8.4 Critical times as day breaks
 - 8.5 LM – Acknowledged good work by contact centre. Only delay of 10 minutes
 - 8.6 Salt marsh mozzies – Not expected to be a problem
 - 8.7 Concern is on Fresh Water
 - 8.7.1 CSA as required
 - 8.8 Concentration of flies around waste
- 9. TRAFFIC AND TRANSPORT**
 - 9.1 50% of CCTV down
 - 9.2 LM – acknowledges we are running semi blind
- 10. TELSTRA**
 - 10.1 Damage assessment
 - 10.2 Recovery
- 11. ENERGEX**
 - 11.1 12/1/2011 went into contingency mode
 - 11.2 Took more off as a contingency
 - 11.3 Some sites not recognised
 - 11.4 Need to indentify any issues of priority
 - 11.5 Will prioritise the traffic cameras
- 12. EMQ**
 - 12.1 SLSQ working with SES. Another 3 flood boats available
 - 12.2 Additional SES personnel
 - 12.3 32 Flood boats last night
 - 12.4 23 IRB from surf
 - 12.5 200 persons evacuated by boat last night
 - 12.6 Utilising imported staff to Rest Brisbane staff
 - 12.7 Have additional vehicles
- 13. QPS**
 - 13.1 Gayle Hogan and Dan Baade to assist in coordinating evacuations
 - 13.2 Cr Knapp – Surf Ski's in Rosedale and looting threat
 - 13.3 Deployed resources in and around flooded areas
- 14. RED CROSS**
 - 14.1 Concern of adhoc evacuation centres



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
THURSDAY 13TH JANUARY 2011**

15. QFRS

- 15.1 2 water rescues from roof of cars
- 15.2 Some minor fires
- 15.3 Working towards recovery
- 15.4 Urban S&R task force on the ground
- 15.5 Conceptive operations finalised
- 15.6 CEO – Contractor to be in the air to do lidar survey of the flood level. Negotiations continuing with air traffic control
- 15.7 Moderate demand last minute
- 15.8 ADF assisted at Bellbowrie
- 15.9 All good

16. QUU

- 16.1 Water network
 - 16.1.1 All functioning normally
 - 16.1.2 No issues with water supply
- 16.2 Waste water – Now in recovery mode
- 16.3 3 treatment plants affected:
 - 16.3.1 Karana Downs
 - 16.3.2 Oxley
 - 16.3.3 Fairfield
- 16.4 Sewerage will flow into river
- 16.5 Demand will be higher than supply
- 16.6 Will meet demand
- 16.7 All water is safe to drink (No need to boil water)
- 16.8 Lockyer Valley – Badly hit. Pump stations washed away
- 16.9 LM – How much will be supplied?
- 16.10 SEQ water – Really concentrating on the demand issue
- 16.11 Water is improving
- 16.12 Messages –
 - 16.12.1 Need to get reservoirs full
 - 16.12.2 Only use what you need
 - 16.12.3 Non affected persons should restrict use
- 16.13 Cr Knapp – How many properties affected by sewerage? SEQ water – No impact on residents
- 16.14 LM – Tankers part of the clean up effort.
 - 16.14.1 How are we going to supply tankers
 - 16.14.2 Northside facilities can supply tankers
- 16.15 LM – Can tankers tap into standpipes?
- 16.16 LM – Tankers must be included in the recovery plan
- 16.17 Cr Quirk – When will affected treatment plants be back online
 - 16.17.1 SEQ Water – Unknown at this time



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BRISBANE CITY COUNCIL

THURSDAY 13TH JANUARY 2011

17. ENERGEX

- 17.1 Pumps to keep pumping away the water

18. FPG

- 18.1 Preliminary operations – damage assessment
- 18.2 Receding flood line
- 18.3 King tide on 20/1 should not be an impact
- 18.4 Phases to run concurrently
 - 18.4.1 Phase 1 – Re establish essential services
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 - 18.4.6 Phase 4 – Prep and move to recovery
- 18.5 Action to date
 - 18.5.1 RRG advised – Intel and damaged assessment
 - 18.5.2 BCW damage assessment – Debris collection
 - 18.5.3 Insurance Council of Australia
 - 18.5.3.1 8.9 resources readily available
 - 18.5.3.2 High level of insurance in SEQ
 - 18.5.3.3 Suncorp
 - 18.5.3.4 Coordination by Ian Maynard
- 18.6 Contact made with regional Local Governments
- 18.7 Contact made with contractor federations
- 18.8 LM – I want to say what I need? Now (Within an hour)
- 18.9 CEO – Want to scale up in comparison to say eg the Gap
- 18.10 CSA's for:
 - 18.10.1 Volunteers
 - 18.10.2 Business
 - 18.10.3 Evacuees
- 18.11 CEO – Internal message – What our plan is:
 - 18.11.1 Perception of outside assistance
 - 18.11.2 What to expect
 - 18.11.2 Assembly points
- 18.12 CEO – Direct control at internal personnel
- 18.13 Targeted messaging
- 18.14 5 regions to start with - sectors
- 18.16 LM – Seniority of sector commander?
- 18.17 CEO – suggests a Senior Executive Service Officer to mentor and support
- 18.18 LM – wants map to a city with the carve up
- 18.19 Key information and locations



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
THURSDAY 13TH JANUARY 2011**

-
- 18.20 Recovery centres at:
 - 18.20.1 RNA
 - 18.20.2 QE2
 - 18.20.3 Yeronga
 - 18.20.4 Jindalee
 - 18.21 LM – Bolster management support
 - 18.22 LM – GIS sharing of data centrally via LDCC
 - 18.23 Commence with clearing major arterials
 - 18.24 CEO – Not differentiating between Council and State roads
 - 18.25 Commence clearing which is start of recovery
 - 18.26 LM – working on bases that – All offers of plant equipment to be deployed into areas as water recedes.
 - 18.27 CEO – tomorrow is the start of the clearing process
- 19. VOLUNTEERS**
- 19.1 400 registrations – plant and equipment
 - 19.1.1 Carpenters and specialist trades
 - 19.1.2 Individuals
 - 19.2 LM – LDCC to coordinate use of volunteered plant and equipment
 - 19.3 LM – Major roads to be cleared asap
 - 19.4 Peter Rule – BCC has very limited resources
 - 19.5 Electrical contractors association – sub planning committee, QBSA support (building assessors)
 - 19.6 Aim is to guide these volunteers
 - 19.7 Message – permission of home owner
 - 19.8 Work cover insurance for volunteers
 - 19.9 Messages – Help in your local area
 - 19.9.1 Assembly points for volunteers
 - 19.9.2 PPE
 - 19.9.3 Permission
 - 19.9.4 Insurance
 - 19.10 2nd Message – Plant and equipment and specialist trades
- 20. HOME OWNERS**
- 20.1 Debris on the footpath
 - 20.2 Waste – bagged and taken to a local bin
 - 20.3 Record damaged items
 - 20.4 Council coordinate the removal
 - 20.5 Local dumps (Temporary)
 - 20.6 \$100 water remission to bona fide affected residents
 - 20.7 Transfer stations open from 6 am – 9pm
 - 20.8 Onus is on the property owner to accept risk of allowing persons onto property
 - 20.9 Appeal collections – No door to door relief fund
 - 20.10 Message – Remove valuables from damaged furniture



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LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL THURSDAY 13TH JANUARY 2011

- 20.11 Parking meters to be decommissioned
- 20.12 No damage to bridges reported
- 20.13 LM - Bid into the state for assistance
- 20.14 This is real time not a drill

21. QPS

- 21.1 Can take action to prevent entry to dangerous areas

END OF MEETING AT 11:30 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
5.3	Sandbags to be continued to be filled until COB today	BCW / LAS	
8.7.1	CSA as required on Fresh Water	Marketing&Comms	
8.8	Concentration of flies around waste	Marketing&Comms	
11.4	Need to indentify any issues of priority	ENERGEX / LDCC	
11.5	Will prioritise the traffic cameras	ENERGEX/BMTMC	
16.12.1	Messages: Need to get reservoirs full	QUU / M&C	
16.12.2	- Only use what you need	QUU / M&C	
16.12.3	- Non affected persons should restrict use	QUU / M&C	
16.16	LM – Tankers must be included in the recovery plan	FPG	
18.10	CSA's required for: 18.10.1 Volunteers 18.10.2 Business 18.10.3 Evacuees	Marketing&Comms	
18.11	CEO – Internal message – what our plan is: 18.11.1 Perception of outside assistance 18.11.2 What to expect 18.11.2 Assembly points	Marketing&Comms	
18.14	5 regions to start with - sectors	LDCC	



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LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL THURSDAY 13TH JANUARY 2011

18.17	CEO – suggests a Senior Executive Service Officer to mentor and support	LDCC	
18.18	LM – wants map to a city with sectors	LDCC	
19.2	LM – LDCC to coordinate use of volunteered plant and equipment	LDCC	
19.3	LM – Major roads to be cleared asap	LDCC	
19.7	Message – permission of home owner	Marketing&Comms	
19.9	Messages – Help in your local area: 19.9.1 Assembly points for volunteers 19.9.2 PPE 19.9.3 Permission 19.9.4 Insurance	Marketing&Comms FPG Volunteer Team	
19.10*	2 nd Message – Plant and equipment and specialist trades	FPG Volunteer Team	
20.1	Debris on the footpath	Marketing&Comms	
20.2	Waste – bagged and taken to a local bin	Marketing&Comms	
20.3	Record damaged items	Marketing&Comms	
20.4	Council coordinate the removal	LDCC	
20.5	Local dumps (Temporary)	LDCC	
20.6	\$100 water remission to bona fide affected residents	Marketing&Comms	
20.10	Message – Remove valuables from damaged furniture	Marketing&Comms	

AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

AGENDA – Meeting Thursday January 13 2011

Time: 10:00-11:30 am
 Location: Room 2, Level 2, 157 Ann St (Roy Harvey House)

Agenda No	ITEM	Submitted By
1.	Welcome and Apologies	Chair BCC LDMG
2.	State Situation Update	Deputy Premier
3.	District Disaster Coordinator Report	AC Peter Martin
4.	BoM report (Hydrology)	BoM representative
5.	Current situation BCC update <ul style="list-style-type: none"> • LDCC • Evacuations • Other Council Departments 	LDCC Incident Controller Kent Stroud As required
6.	Report from External Stakeholders <ul style="list-style-type: none"> • Energex • Emergency Management Qld • Qld Police • Red Cross • Qld Fire & Rescue • QAS • Telstra • Qld Urban Utilities • Other 	
7.	Forward Planning Group Report	Peter Rule
8.	Next Meeting	



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
THURSDAY 13TH JANUARY 2011

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Start Time 10:00 am

End Time 11:30 am

Venue 157 Ann Street, Brisbane

1. **LM open meeting**
2. **Andrew Fraser – State update**
3. **DDC**
 - 3.1 Moggill ferry – implications of downstream infrastructure
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BRISBANE CITY COUNCIL
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BRISBANE CITY COUNCIL
THURSDAY 13TH JANUARY 2011**

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LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL THURSDAY 13TH JANUARY 2011

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 - 19.1.1 Carpenters and specialist trades
 - 19.1.2 Individuals
 - 19.2 LM – LDCC to coordinate use of volunteered plant and equipment
 - 19.3 LM – Major roads to be cleared asap
 - 19.4 Peter Rule – BCC has very limited resources
 - 19.5 Electrical contractors association – sub planning committee, QBSA support (building assessors)
 - 19.6 Aim is to guide these volunteers
 - 19.7 Message – permission of home owner
 - 19.8 Work cover insurance for volunteers
 - 19.9 Messages – Help in your local area
 - 19.9.1 Assembly points for volunteers
 - 19.9.2 PPE
 - 19.9.3 Permission
 - 19.9.4 Insurance
 - 19.10 2nd Message – Plant and equipment and specialist trades
- 20. HOME OWNERS**
- 20.1 Debris on the footpath
 - 20.2 Waste – bagged and taken to a local bin
 - 20.3 Record damaged items
 - 20.4 Council coordinate the removal
 - 20.5 Local dumps (Temporary)
 - 20.6 \$100 water remission to bona fide affected residents
 - 20.7 Transfer stations open from 6 am – 9pm
 - 20.8 Onus is on the property owner to accept risk of allowing persons onto property
 - 20.9 Appeal collections – No door to door relief fund
 - 20.10 Message – Remove valuables from damaged furniture



**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
THURSDAY 13TH JANUARY 2011**

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- 20.11 Parking meters to be decommissioned
- 20.12 No damage to bridges reported
- 20.13 LM - Bid into the state for assistance
- 20.14 This is real time not a drill

21. QPS

- 21.1 Can take action to prevent entry to dangerous areas

END OF MEETING AT 11:30 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
5.3	Sandbags to be continued to be filled until COB today	BCW / LAS	
8.7.1	CSA as required on Fresh Water	Marketing&Comms	
8.8	Concentration of flies around waste	Marketing&Comms	
11.4	Need to identify any issues of priority	ENERGEX / LDCC	
11.5	Will prioritise the traffic cameras	ENERGEX/BMTMC	
16.12.1	Messages: Need to get reservoirs full	QUU / M&C	
16.12.2	- Only use what you need	QUU / M&C	
16.12.3	- Non affected persons should restrict use	QUU / M&C	
16.16	LM – Tankers must be included in the recovery plan	FPG	
18.10	CSA's required for: 18.10.1 Volunteers 18.10.2 Business 18.10.3 Evacuees	Marketing&Comms	
18.11	CEO – Internal message – what our plan is: 18.11.1 Perception of outside assistance 18.11.2 What to expect 18.11.2 Assembly points	Marketing&Comms	
18.14	5 regions to start with - sectors	LDCC	



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
THURSDAY 13TH JANUARY 2011

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18.17	CEO – suggests a Senior Executive Service Officer to mentor and support	LDCC	
18.18	LM – wants map to a city with sectors	LDCC	
19.2	LM – LDCC to coordinate use of volunteered plant and equipment	LDCC	
19.3	LM – Major roads to be cleared asap	LDCC	
19.7	Message – permission of home owner	Marketing&Comms	
19.9	Messages – Help in your local area: 19.9.1 Assembly points for volunteers 19.9.2 PPE 19.9.3 Permission 19.9.4 Insurance	Marketing&Comms FPG Volunteer Team	
19.10	2 nd Message – Plant and equipment and specialist trades	FPG Volunteer Team	
20.1	Debris on the footpath	Marketing&Comms	
20.2	Waste – bagged and taken to a local bin	Marketing&Comms	
20.3	Record damaged items	Marketing&Comms	
20.4	Council coordinate the removal	LDCC	
20.5	Local dumps (Temporary)	LDCC	
20.6	\$100 water remission to bona fide affected residents	Marketing&Comms	
20.10	Message – Remove valuables from damaged furniture	Marketing&Comms	



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
FRIDAY 14TH JANUARY 2011**

Start Time 10:00 am

End Time 11:30 am

Venue 157 Ann Street, Brisbane

1. **LM open meeting**
2. **DDC**
 - 2.1 New in recovery
 - 2.2 Working with FPG
 - 2.3 Deliveries to Moggill and Mt Crosby
3. **BOM / FIC**
 - 3.1 Saturday 2.2 m = flooding of a few hundred properties
 - 3.2 Outlook into next week around the 2m mark
 - 3.3 Flooding till approx Wednesday next week
4. **DOCS**
 - 4.1 Recovery Centres
 - 4.1.2 Park Rd Yeronga
 - 4.1.3 RNA
 - 4.1.4 Jindalee
 - 4.1.5 Corinda
 - 4.1.6 Indooroopilly
 - 4.1.7 QE2
 - 4.2 Established today
 - 4.3 QE2 – 500 people
5. **DONATIONS**
 - 5.1 Donations to local charity shop and not to evacuation centres
 - 5.2 Stay in evacuation centres until given official information
6. **INTELLIGENCE**
 - 6.1 Required from EVAC centres and nursing homes
7. **TRANSPORT AND TRAFFIC**
 - 7.1 Road clearing assets
 - 7.1.1 Coronation Drive being cleaned now
 - 7.1.2 Concern about slippage at the bank. Bank slump.
 - 7.2 LM – requires daily inspections
 - 7.3 Milton Road – a lot of water Baroona road
 - 7.4 LM – How long to get to Western suburbs
 - 7.5 Other Local Governments assets – Must utilise asap
 - 7.6 ADF happy to assist



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
FRIDAY 14TH JANUARY 2011**

- 7.6.1 Recon and route clearance
- 7.6.2 Infrastructure assessment
- 7.6.3 Debris clearing
- 7.6.4 Undertake key tasks as requested
- 7.6.5 Engineer recon / trade and plant
- 7.6.6 400 on the Northside 20 on Southside

8. VOLUNTEERS

- 8.1 Registered with volunteer Qld and BCC. Insured
- 8.2 Assembly areas: QE2 and RNA
- 8.3 Intent – Show up
 - 8.3.1 Get bus to locations
 - 8.3.2 Self sufficient
 - 8.3.3 Guided by us not directed
 - 8.3.4 Large task to mobilise
 - 8.3.4.1 Security ID
 - 8.3.4.2 Trial this afternoon
- 8.4 LM – 4 or 5 assembly points for volunteers to register
- 8.5 8 am start Saturday morning
- 8.6 Assembly points to be given bottled water. Librarians to assist
- 8.7 CEO – Separate waste drop offs for ADF and BCC

9. WASTE

- 9.1 900 customers this morning. Some delays
- 9.2 Traffic controllers in place
- 9.3 Will consider need for QPS

10. ENERGEX

- 10.1 Aim is to get power on to dry homes
- 10.2 Cr Cooper – To offer political oversight to volunteers

11. EMQ

- 11.1 SES into the regions and volunteers arriving from interstate

12. QPS

- 12.1 Priorities
 - 12.1.1 Opening roads
 - 12.1.2 Facilitating people back into homes
- 12.3 Deputy Premier – Consider neighbour hood shops as a priority



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
FRIDAY 14TH JANUARY 2011

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13. QFRS

- 13.1 Methodical assessment
- 13.2 Prioritise requests
- 13.3 Targets of opportunity
- 13.4 150 staff out now
- 13.5 To 375 by Weekend
- 13.6 Occupiers can use fire hose
- 13.7 Appliance at RNA

14. QAS

- 14.1 Bellbowrie area – 2 crews in attendance
- 14.2 16 paramedics from interstate have arrived
- 14.3 All-access vehicle being moved in

15. TELSTRA

- 15.1 Focus on mobile network

16. QUU

- 16.1 55 sewerage stations flooded
- 16.2 9 back into operation
- 16.3 4 major plants down (Karana Downs, Oxley, Fairfield and Wacol)
- 16.4 Water treatment (Bellbowrie and Pullenvale)

END OF MEETING AT 11:30 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
5.1	Donations to local charity shop and not to evacuation centres	Marketing&Comms	
6.1	Intel required from EVAC centres and nursing homes	LDCC / DG	
7.2	LM – Coronation Drive requires daily inspections	LDCC	Daily
8.4	LM – 4 or 5 assembly points for volunteers to register	LDCC Volunteer Team	
8.6	Assembly points to be given bottled water. Librarians to assist	LDCC	
8.7	CEO – Separate waste drop offs for ADF and BCC	LDCC	

AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

AGENDA – Meeting Friday January 14 2011

Time: 10:00-11:30 am
 Location: Room 2, Level 2, 157 Ann St (Roy Harvey House)

Agenda No	ITEM	Submitted By
1.	Welcome and Apologies	Chair BCC LDMG
2.	State Situation Update	Deputy Premier
3.	District Disaster Coordinator Report	AC Peter Martin
4.	BoM report	BoM representative
5.	Current situation BCC update <ul style="list-style-type: none"> • LDCC • Evacuation update • Volunteer Management/72 HR Action Plan • Other Council Departments 	LDCC Incident Controller Kent Stroud Peter Rule As required
6.	Report from External Stakeholders <ul style="list-style-type: none"> • Energex • Emergency Management Qld • Qld Police • Red Cross • Qld Fire & Rescue • QAS • Telstra • ADF • Qld Urban Utilities • Other 	ADF: Lt Col Sean Hoffman
7.	Next Meeting	



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
FRIDAY 14TH JANUARY 2011**

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LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
FRIDAY 14TH JANUARY 2011

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LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
FRIDAY 14TH JANUARY 2011

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END OF MEETING AT 11:30 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
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8.7	CEO – Separate waste drop offs for ADF and BCC	LDCC	

AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

AGENDA – Meeting Saturday January 15 2011

Time: 10:00-11:30 am
 Location: Room 2, Level 2, 157 Ann St (Roy Harvey House)

Agenda No	ITEM	Submitted By
1.	Welcome and Apologies	Chair BCC LDMG
2.	State Situation Update	Deputy Premier
3.	District Disaster Coordinator Report	AC Peter Martin
4.	BoM report	BoM representative
5.	Current situation BCC update <ul style="list-style-type: none"> • LDCC • Evacuation update • Volunteer Management/72 HR Action Plan • Other Council Departments 	LDCC Incident Controller Kent Stroud Peter Rule/Sharan Harvey As required
6.	Report from External Stakeholders <ul style="list-style-type: none"> • Energex • Emergency Management Qld • Qld Police • Red Cross • Qld Fire & Rescue • QAS • Telstra • ADF • Qld Urban Utilities • Other 	ADF: Lt Col Sean Hoffman
7.	Next Meeting	



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 15 January 2011**

Start Time 10.00am

End Time 11.55am

Venue 157 Ann Street, Brisbane

1. Lord Mayor

- 1.1. 3-4 days cont activity
- 1.2. Focus – resources and use/location
- 1.3. Moggill/Bellbowrie complaints (LM controlling)
- 1.4. Cr Prentice asked what urgent assistance required

2. DDC

- 2.1. QPS well advanced
- 2.2. Open road network priority
- 2.3. Coronation Drive and ICB open
- 2.4. Using special powers to assist with Energex to get power going
- 2.5. Evacuation centres numbers peaked – 1006 RNA peaked, QEII reducing
- 2.6. Working at volunteer hubs
- 2.7. QPS working multi-agency

3. BOM – Jim Davidson

- 3.1. Brief showers
- 3.2. Change from Monday – unstable Monday PM storm or 2, no real impact
- 3.3. Tues – Brisbane storm late
- 3.4. Wed – more storms (up to 50mm)
- 3.5. Thu – waiting for update
- 3.6. Cyclone Zelia is out to sea, some swells, increasing

4. FIC

- 4.1. Working with dam releases until Wed
- 4.2. BOM Model impact on props done
- 4.3. LM – What is flood level in ass with 12,000 cumex – Santana to get back to LM

5. SEQ Water

- 5.1. < 3500 cumex releases
- 5.2. Tue/Wed back to 100% flood cap
- 5.3. SOM 129%
- 5.4. WIV 163%
- 5.5. LM Q – Bank slump? Get Eng Report for impacted properties? CSA to go out for BOM
- 5.6. CEO Q – Oceanic effect of king tide? CSA: Get it checked



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 15 January 2011**

6. LDCC

- 6.1. Reports in on EPA Teams
- 6.2. Support volunteer coordination effort
- 6.3. Rapid Assessment complete by Midday
- 6.4. 1417 streets - 855 completed
- 6.5. 201 food premises - 90 done
- 6.6. Brett - Eatsafe Program implemented
- 6.7. QFRS - Rotten food program? A Bulk Bins or special tasks as required
- 6.8. LM for QPS - Doomben Volunteer Centre - horse floats causing problems
- 6.9. ADF - working with volunteers.
- 6.10. LM - Army should instruct civilians when required.

7. EVAC- Kent Stroud

- 7.1. Numbers decreasing
- 7.2. 310 at RNA 3AM
- 7.3. Now one pavilion
- 7.4. Arrest at RNA (sexual assault)

8. VOLUNTEERS - Peter Rule

- 8.1. Planned for 6000
- 8.2. Mt Coo-tha, Boondall, Doomben, McGregor
- 8.3. 1200 at each site, but 2000 at Mt Coo-tha alone
- 8.4. Too much control on individuals
- 8.5. 7.30 out, 11.30 back, 13.00 out, 16.00 back
- 8.6. Volunteer catering at each assembly point
- 8.7. Can be sustained into next week
- 8.8. May be able to redeploy volunteers later
- 8.9. Cr Quirk - volunteers very good, some suburbs completed now
- 8.10. CEO - email updates to LDCC (from Crs). Facebook - West End and Dutton Park need assistance still
- 8.11. QPS - info back to BCC BT Buses told nowhere to go, QPS rep good
- 8.12. Vicki - 1700 calls today (cc) re Volunteering or Street Cleaning
- 8.13. risk of people not returning to buses
- 8.14. LM - Message to get on bus to come home
- 8.15. LM - 7000 volunteers on the ground now
- 8.16. C Evans - Volunteers with plant handled differently
- 8.17. COS - Diesel will be paid for/CE SPD Handling
- 8.18. CEO - Go to LAS depots for fuel and direction
- 8.19. Peter Rule - 12000 volunteers registered, meeting with Volunteering Australia later to consolidate database
- 8.20. LM - who is tasking volunteers? A) Vicki - list of sites - rapid assessment Intel to BCC then reviewing lists. LDCC updates of new sites to S Harvey. Buses can be redirected as required.



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 15 January 2011

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- 8.21. EMQ – Also send Intel to SES (Vicki) CoS will get Cr's to feedback to LDCC re requirements
- 8.22. Chris – DIG multi resources out and about
- 8.23. Peter R – Volunteers coordinators etc has multi input from BCC and contact list available.
LM: Roads – Kerbside cleanup
- 8.24. Vicki – VACS system in place for vols. LM – Well done!!
- 8.25. Sue Rickerby – Kerbside clean up via regions. 160 bins in combination of perishables/other on 42 sites. Emergent sites. 5K people through transfer sites
- 8.26. LM – get rubbish on large temp sites – Wanless? Don't close Willawong! Any land in bus depots even – not redirecting people from Willawong – Tonnes – Average 2083.
Skips kept in place as required, reduce numbers as required.
- 8.27. LM – Non inundated areas will need skips for perishable food? Yes
- 8.28. LM – More skips western suburbs required

9. TRANSPORT AND TRAFFIC - Barry Broe

- 9.1. Centenary Highway open
- 9.2. All arterials open
- 9.3. Some signals still out
- 9.4. Kingsford Smith Drive – bank stability ok
- 9.5. Coronation Drive bank stability being assessed. Traffic problems now and Monday
- 9.6. LM Q: How long until Coronation Drive condition known? A: 8 days or so

10. ENERGEX

- 10.1. 230,000 customers back
- 10.2. 24,000 today
- 10.3. 18,000 BNE
- 10.4. 4,500 IPSW
- 10.5. 1,200 LOCKYER V
- 10.6. 18,000 back in various areas
- 10.7. 250 crews on the ground
- 10.8. 7 generators to Rocklea Markets today
- 10.9. Request caution when hosing down with power – LM message
- 10.10. Follow up with Master electrician

11. EMQ

- 11.1. SES helping hosing etc
- 11.2. Country - 200 SES from outside (interstate)
- 11.3. 2 shifts – AM/PM
- 11.4. 110 per shift, working with LAS and RIMT
- 11.5. Sustainability issues coming up



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 15 January 2011**

12. QPS

- 12.1. A McGregor – all good, no issues
- 12.2. Patrolling volunteer car parks, patrolling other areas.
- 12.3. Looting – offences have been committed. Not out of proportion.

13. RED CROSS

- 13.1. Back in HQ – Volunteers from other areas and partner agencies
- 13.2. Evac centres decreasing rapidly
- 13.3. Accommodation being offered. Will talk with accommodation recovery committee today

14. QFRS

- 14.1. Rapid Damage assessment moving quickly through areas.
- 14.2. 364 personnel are in the field, aligned to Sectors.
- 14.3. High Pressure cleaning
- 14.4. 105 VEHS Damage assessment, pumps, BCC
- 14.5. Problems – hydrants covered by rubbish. CSA Sue Rickerby/LDCC
- 14.6. CEO – QUU to report list of problems/access
- 14.7. CE – QFRS pumping basements? LM: No
- 14.8. G Thorn – R/Ass out and being tasked by LAS. B, C, J sectors done by noon today. Next areas for forward along

15. DEPUTY PREMIER

- 15.1. CSA with pools? CEO: include pools with building inspections (inc water tanks) – find planning groups
- 15.2. LGAQ included in CSAs (Craig Stevens)

16. QAS

- 16.1. Interstate personnel added to Bellbowrie. All Vehicle access.
- 16.2. All terrain vehicle available.

17. TELSTRA

- 17.1. Wireless network improved
- 17.2. Some cells still out

18. ADF

- 18.1. Alpha, Indigo, Juliet (24hrs)
- 18.2. 450 north side Q, R, T done today
- 18.3. Then S, E, D and B & H
- 18.4. Road clearance and heavy vehicle access
- 18.5. BCC integration working well



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 15 January 2011**

19. QUU

- 19.1. Water quality ok
- 19.2. Included with CSA – capacity ok
- 19.3. Sewerage – 48 out. 3 plants out (major)
- 19.4. Rubbish at sites an issue
- 19.5. Deputy Premier Q – expect some visual/taste issues? A Not at present

20. BRISBANE TRANSPORT

- 20.1. Double number of volunteers than expected.
- 20.2. Stranded volunteers?
- 20.3. Back through LDCC for coordinators
- 20.4. Big crowds cleared quickly
- 20.5. LM Q – how many buses – 40 buses, with approx 80 drivers
- 20.6. LM – on site Intel required

21. DOCS

- 21.1. DG state-wide recovery continuing
- 21.2. Brisbane cont in place
- 21.3. Recovery Centres - RNA QE2, Yeronga SS, Ind Cath Church, St Aidans Anglican Church, G/Sch Corinda, East Brisbane Church Kangaroo Point, Jamboree Heights State School with landline, Centrelink
- 21.4. Peter Rule Q: DOCS and BCC discuss insurance offline
- 21.5. Willawong – private landfill next to site so seamless delivery ok
- 21.6. LM – Roads? Throw all resources at it. Work together
- 21.7. Waste? Is response at full capacity? A – Yes but some access issues. LM – every shift needs priorities
- 21.8. Volunteers? Ramp up or down? CE – commercials getting engagement, individuals today can we get on top of getting waste on footpaths? Marg Jacobson – priorities based on requests. Current list available.
- 21.9. Get Intel on volunteer effort. Plan (next 3 hrs) ramp down or not. Report at LDMG Sunday

END OF MEETING AT 11.55am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
4.3	What is flood level in ass with 12,000 cumex – Santana to get back to LM	FIC	
5.5	LM Q – Bank slump? Get Eng Report for impacted properties? CSA to go out for BOM	Marketing&Comms	



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 15 January 2011

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5.6	CEO Q – Oceanic effect of king tide? CSA: Get it checked	CSA / FIC	
6.10	LM - Army should instruct civilians when required	ADF	
8.10	CEO – email updates to LDCC (from Crs). Facebook – West End and Dutton Park need assistance still	LDCC	
8.14	LM - Message to get on bus to come home	Marketing&Comms	
8.26	LM – get rubbish on large temp sites – Wanless? Don't close Willawong. Any land in bus depots even – not redirecting people from Willawong – Tonnes – Average 2083. Skips kept in place as required, reduce numbers as required.	LDCC	
8.27	LM - Non inundated areas will need skips for perishable food? Yes	LDCC	
8.28	LM – more skips western suburbs required	LDCC	
10.9	Request caution when hosing down with power – LM message	ENERGEX Marketing&Comms	
10.10	Follow up with master electrician	LDCC / FPG	
14.5	Problems – hydrants covered by rubbish. CSA Sue Rickerby/LDCC	LDCC Marketing&Comms	
14.7	CEO – QUU to report list of problems/access	QUU	
15.1	CSA with pools? CEO: include pools with building inspections (inc water tanks) – find planning groups	LDCC / CARS Marketing&Comms	
15.2	LGAQ included in CSAs (Craig Stevens)	LDCC Marketing&Comms	
20.6	LM – on site Intel required	LDCC / DIG	
21.6	LM – Roads? Throw all resources at it. Work together	LDCC	
21.7	Waste? Is response at full capacity? A – Yes but some access issues. LM – every shift needs priorities	LDCC	
21.9	Get Intel on volunteer effort. Plan (next 3 hrs) ramp down or not	LDCC	Report at LDMG Sunday 15 January



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BRISBANE CITY COUNCIL
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- 2.1. QPS well advanced
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3. BOM – Jim Davidson

- 3.1. Brief showers
- 3.2. Change from Monday – unstable Monday PM storm or 2, no real impact
- 3.3. Tues – Brisbane storm late
- 3.4. Wed – more storms (up to 50mm)
- 3.5. Thu – waiting for update
- 3.6. Cyclone Zelia is out to sea, some swells, increasing

4. FIC

- 4.1. Working with dam releases until Wed
- 4.2. BOM Model impact on props done
- 4.3. LM – What is flood level in ass with 12,000 cumex – Santina to get back to LM

5. SEQ Water

- 5.1. < 3500 cumex releases
- 5.2. Tue/Wed back to 100% flood cap
- 5.3. SOM 129%
- 5.4. WIV 163%
- 5.5. LM Q – Bank slump? Get Eng Report for impacted properties? CSA to go out for BOM
- 5.6. CEO Q – Oceanic effect of king tide? CSA: Get it checked



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 15 January 2011**

6. LDCC

- 6.1. Reports in on EPA Teams
- 6.2. Support volunteer coordination effort
- 6.3. Rapid Assessment complete by Midday
- 6.4. 1417 streets - 855 completed
- 6.5. 201 food premises - 90 done
- 6.6. Brett - Eatsafe Program implemented
- 6.7. QFRS - Rotten food program? A Bulk Bins or special tasks as required
- 6.8. LM for QPS - Doomben Volunteer Centre - horse floats causing problems
- 6.9. ADF - working with volunteers.
- 6.10. LM - Army should instruct civilians when required.

7. EVAC- Kent Stroud

- 7.1. Numbers decreasing
- 7.2. 310 at RNA 3AM
- 7.3. Now one pavilion
- 7.4. Arrest at RNA (sexual assault)

8. VOLUNTEERS - Peter Rule

- 8.1. Planned for 6000
- 8.2. Mt Coo-tha, Boondall, Doomben, McGregor
- 8.3. 1200 at each site, but 2000 at Mt Coo-tha alone
- 8.4. Too much control on individuals
- 8.5. 7.30 out, 11.30 back, 13.00 out, 16.00 back
- 8.6. Volunteer catering at each assembly point
- 8.7. Can be sustained into next week
- 8.8. May be able to redeploy volunteers later
- 8.9. Cr Quirk - volunteers very good, some suburbs completed now
- 8.10. CEO - email updates to LDCC (from Crs). Facebook - West End and Dutton Park need assistance still
- 8.11. QPS - info back to BCC BT Buses told nowhere to go, QPS rep good
- 8.12. Vicki - 1700 calls today (cc) re Volunteering or Street Cleaning
- 8.13. risk of people not returning to buses
- 8.14. LM - Message to get on bus to come home
- 8.15. LM - 7000 volunteers on the ground now
- 8.16. C Evans - Volunteers with plant handled differently
- 8.17. COS - Diesel will be paid for/CE SPD Handling
- 8.18. CEO - Go to LAS depots for fuel and direction
- 8.19. Peter Rule - 12000 volunteers registered, meeting with Volunteering Australia later to consolidate database
- 8.20. LM - who is tasking volunteers? A) Vicki - list of sites - rapid assessment Intel to BCC then reviewing lists. LDCC updates of new sites to S Harvey. Buses can be redirected as required.



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- 8.21. EMQ – Also send Intel to SES (Vicki) CoS will get Cr's to feedback to LDCC re requirements
- 8.22. Chris – DIG multi resources out and about
- 8.23. Peter R – Volunteers coordinators etc has multi input from BCC and contact list available.
LM: Roads – Kerbside cleanup
- 8.24. Vicki – VACS system in place for vols. LM – Well done!!
- 8.25. Sue Rickerby – Kerbside clean up via regions. 160 bins in combination of perishables/other on 42 sites. Emergent sites. 5K people through transfer sites
- 8.26. LM – get rubbish on large temp sites – Wanless? Don't close Willawong! Any land in bus depots even – not redirecting people from Willawong – Tonnes – Average 2083.
Skips kept in place as required, reduce numbers as required.
- 8.27. LM – Non inundated areas will need skips for perishable food? Yes
- 8.28. LM – More skips western suburbs required

9. TRANSPORT AND TRAFFIC - Barry Broe

- 9.1. Centenary Highway open
- 9.2. All arterials open
- 9.3. Some signals still out
- 9.4. Kingsford Smith Drive – bank stability ok
- 9.5. Coronation Drive bank stability being assessed. Traffic problems now and Monday
- 9.6. LM Q: How long until Coronation Drive condition known? A: 8 days or so

10. ENERGEX

- 10.1. 230,000 customers back
- 10.2. 24,000 today
- 10.3. 18,000 BNE
- 10.4. 4,500 IPSW
- 10.5. 1,200 LOCKYER V
- 10.6. 18,000 back in various areas
- 10.7. 250 crews on the ground
- 10.8. 7 generators to Rocklea Markets today
- 10.9. Request caution when hosing down with power – LM message
- 10.10. Follow up with Master electrician

11. EMQ

- 11.1. SES helping hosing etc
- 11.2. Country - 200 SES from outside (interstate)
- 11.3. 2 shifts – AM/PM
- 11.4. 110 per shift, working with LAS and RIMT
- 11.5. Sustainability issues coming up



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 15 January 2011**

12. QPS

- 12.1. A McGregor – all good, no issues
- 12.2. Patrolling volunteer car parks, patrolling other areas.
- 12.3. Looting – offences have been committed. Not out of proportion.

13. RED CROSS

- 13.1. Back in HQ – Volunteers from other areas and partner agencies
- 13.2. Evac centres decreasing rapidly
- 13.3. Accommodation being offered. Will talk with accommodation recovery committee today

14. QFRS

- 14.1. Rapid Damage assessment moving quickly through areas.
- 14.2. 364 personnel are in the field, aligned to Sectors.
- 14.3. High Pressure cleaning
- 14.4. 105 VEHS Damage assessment, pumps, BCC
- 14.5. Problems – hydrants covered by rubbish. CSA Sue Rickerby/LDCC
- 14.6. CEO – QUU to report list of problems/access
- 14.7. CE – QFRS pumping basements? LM: No
- 14.8. G Thorn – R/Ass out and being tasked by LAS. B, C, J sectors done by noon today. Next areas for forward along

15. DEPUTY PREMIER

- 15.1. CSA with pools? CEO: include pools with building inspections (inc water tanks) – find planning groups
- 15.2. LGAQ included in CSAs (Craig Stevens)

16. QAS

- 16.1. Interstate personnel added to Bellbowrie. All Vehicle access.
- 16.2. All terrain vehicle available.

17. TELSTRA

- 17.1. Wireless network improved
- 17.2. Some cells still out

18. ADF

- 18.1. Alpha, Indigo, Juliet (24hrs)
- 18.2. 450 north side Q, R, T done today
- 18.3. Then S, E, D and B & H
- 18.4. Road clearance and heavy vehicle access
- 18.5. BCC integration working well



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 15 January 2011**

19. QUU

- 19.1. Water quality ok
- 19.2. Included with CSA – capacity ok
- 19.3. Sewerage – 48 out. 3 plants out (major)
- 19.4. Rubbish at sites an issue
- 19.5. Deputy Premier Q – expect some visual/taste issues? A Not at present

20. BRISBANE TRANSPORT

- 20.1. Double number of volunteers than expected.
- 20.2. Stranded volunteers?
- 20.3. Back through LDCC for coordinators
- 20.4. Big crowds cleared quickly
- 20.5. LM Q – how many buses – 40 buses, with approx 80 drivers
- 20.6. LM – on site Intel required

21. DOCS

- 21.1. DG state-wide recovery continuing
- 21.2. Brisbane cont in place
- 21.3. Recovery Centres - RNA QE2, Yeronga SS, Ind Cath Church, St Aidans Anglican Church, G/Sch Corinda, East Brisbane Church Kangaroo Point, Jamboree Heights State School with landline, Centrelink
- 21.4. Peter Rule Q: DOCS and BCC discuss insurance offline
- 21.5. Willawong – private landfill next to site so seamless delivery ok
- 21.6. LM – Roads? Throw all resources at it. Work together
- 21.7. Waste? Is response at full capacity? A – Yes but some access issues. LM – every shift needs priorities
- 21.8. Volunteers? Ramp up or down? CE – commercials getting engagement, individuals today can we get on top of getting waste on footpaths? Marg Jacobson – priorities based on requests. Current list available.
- 21.9. Get Intel on volunteer effort. Plan (next 3 hrs) ramp down or not. Report at LDMG Sunday

END OF MEETING AT 11.55am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
4.3	What is flood level in ass with 12,000 cumex – Santana to get back to LM	FIC	
5.5	LM Q – Bank slump? Get Eng Report for impacted properties? CSA to go out for BOM	Marketing&Comms	



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LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL SATURDAY 15 January 2011

5.6	CEO Q – Oceanic effect of king tide? CSA: Get it checked	CSA / FIC	
6.10	LM - Army should instruct civilians when required	ADF	
8.10	CEO – email updates to LDCC (from Crs). Facebook – West End and Dutton Park need assistance still	LDCC	
8.14	LM - Message to get on bus to come home	Marketing&Comms	
8.26	LM – get rubbish on large temp sites – Wanless? Don't close Willawong. Any land in bus depots even – not redirecting people from Willawong – Tonnes – Average 2083. Skips kept in place as required, reduce numbers as required.	LDCC	
8.27	LM - Non inundated areas will need skips for perishable food? Yes	LDCC	
8.28	LM – more skips western suburbs required	LDCC	
10.9	Request caution when hosing down with power – LM message	ENERGEX Marketing&Comms	
10.10	Follow up with master electrician	LDCC / FPG	
14.5	Problems – hydrants covered by rubbish. CSA Sue Rickerby/LDCC	LDCC Marketing&Comms	
14.7	CEO – QUU to report list of problems/access	QUU	
15.1	CSA with pools? CEO: include pools with building inspections (inc water tanks) – find planning groups	LDCC / CARS Marketing&Comms	
15.2	LGAQ included in CSAs (Craig Stevens)	LDCC Marketing&Comms	
20.6	LM – on site Intel required	LDCC / DIG	
21.6	LM – Roads? Throw all resources at it. Work together	LDCC	
21.7	Waste? Is response at full capacity? A – Yes but some access issues. LM – every shift needs priorities	LDCC	
21.9	Get Intel on volunteer effort. Plan (next 3 hrs) ramp down or not	LDCC	Report at LDMG Sunday 15 January



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
16 JANUARY 2011**

Start Time 10.00am

End Time

Venue 157 Ann Street, Brisbane

1. Welcome – Paul McLauchlan

1.1. No State rep yet

2. DDC – Peter Martin

- 2.1. Significant activity
- 2.2. Weather favourable – work has occurred
- 2.3. Priority access to affected areas
- 2.4. Most roads open
- 2.5. Restoration of essential services, Energex priority
- 2.6. Evacuation centres ok – volunteer centres. Traffic congestion intersection. Few issues addressed quickly and reasonably well.
- 2.7. High visibility patrolled last night
- 2.8. Have concern no activity in some local areas – A priority for today is for QPS to do welfare checks
- 2.9. Significant issue – disconnect people, possession and ins to advice – homeowner did everything right, ins s – liaison in place with Ins – Ian Maynard will look after and give update
- 2.10. Deputy Premier needs to know
- 2.11. (CEO advised of true insurance issue – to be taken off-line with Peter Martin)

3. Lord Mayor

- 3.1. Homes with no activity – important – here to help
- 3.2. Forgotten suburbs here/forgotten street A-CSA eg efficient way to alert us – social media/FB/twitter. M&C to advise LM – LM to communicate at press conference

4. BOM

- 4.1. Rep not at Meeting yet

5. FIC - James

- 5.1. Expect morning shower or two – no impact on river. Latest forecast 7.22am 1.95m Brisbane
- 5.2. Gauge rising with high tide forecast
- 5.3. Storms expected Wed, easing Thursday – rain
- 5.4. Issue of Storm drains – keep silt moist so doesn't solidify
- 5.5. Forward planning – offline to action

6. LDCC

- 6.1. 3 priority stations (see SitRep) – volunteers directed to 3 sites
- 6.2. Chelmer 38 buses (2470 volunteers) 9.30am briefing
- 6.3. St Lucia 47 buses (2461 volunteers)



LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL

16 JANUARY 2011

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- 6.4. Moggill 14 buses (910 volunteers)
- 6.5. No further volunteers required at those sites at capacity
- 6.6. Fairfield open 8 buses and 8 ready to go
- 6.7. Vaccinations progressing today, operating same hours
- 6.8. CEO – truck effort – risk 80 taken off BCW, media no more volunteers
- 6.9. Add sites – P Site River Hills, Middle Park, New Farm
- 6.10. Light tipper trucks to Boondall
- 6.11. Light trucks set up south side
- 6.12. Stop registrations of volunteers
- 6.13. Process of checking sites – RATS inspecting all sites
- 6.14. BT at locations – feedback – thru LDCC – have flexibility on how we're using volunteers today
- 6.15. Southside – Fairfield – QPS rep on ground to provide feedback

7. Traffic

- 7.1. Southside part – ADF on site
- 7.2. Pax driving to affected areas
- 7.3. Trying to maintain safety
- 7.4. Key priority – open Fairfield Rd. Creating pressure points on alternative routes
- 7.5. Traffic lights – some are still out – talking to Energex re this
- 7.6. Fair better organisation happening today

8. Evacuation Centres

- 8.1. 211 RNA
- 8.2. 81 QE2
- 8.3. Moving into assessment and referral – transition to closing 7-10 days. Pax want to go home – communications to pax asking about their homes

9. Volunteers

- 9.1. 72hr volunteer – 7000 today – lots of patience, buses worked well, organised better today.
- 9.2. 600 vacs on site yesterday
- 9.3. Contact Centre – lots of calls for volunteers and equipment offer
- 9.4. Requesting assistance of specific homes
- 9.5. Going to LDCC
- 9.6. Tasking QMCA – Abbey Group, Foulton Hogan, Seymour White, 150 personnel, lifting equipment deployed into sector G & F, have commitment for additional days. Subs effort in contacting those offering to assist – Evans Group – task effort to LM – Offer from Judge D – to follow up
- 9.7. Need traffic signal engineers to assess techos
- 9.8. Volunteers and tasks for them – shall we pull in volunteers for specific tasks tomorrow
- 9.9. Communications on people coming to work tomorrow – by end of today



LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL

16 JANUARY 2011

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10. Waste

- 10.1. How much of kerbside clean up to get done today? Keep updated as best can as repeats will need to be done
- 10.2. Landfill – Rochedale (open 24/7) – media coverage – yesterday 12,500 tonnes, 9 owns
- 10.3. Swanbank and Murarrie – go to Rochedale for stats 30,000 tonnes annually usually.
- 10.4. BMI Murarrie Rd, Murarrie for BCC 7-5pm, 6.30 – 5pm - heaps of capacity
- 10.5. Transfer stations coping well
- 10.6. Skips – 99 locations/58 suburbs – 172 skips
- 10.7. Bins at parks won't be emptied for a while
- 10.8. Additional resources to empty resident bins
- 10.9. SETA going out emptying bins at affected suburbs
- 10.10. Strategy being developed
- 10.11. Challenges – staff, drivers, rostering, fatigue
- 10.12. How long before we do one complete pass of the whole city to pick up kerbside (skips/perishables)? Target? CEO to take offline to LDCC
- 10.13. COB Sunday next week - single pass of suburbs affected, kerbside/pick up skips
- 10.14. Wed target announcement through media, if you've been missed, email to advise (separate email) Media Release today. Target COB 21/1/11 – 1st pass of flood affected suburbs, perishables gone
- 10.15. Kerbside – stockpile odour issue – some stockpiles not official sites (eg on private property)

END OF MEETING AT 11:30 am

ACTION SUMMARY FROM MEETING

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2.8	Have concern no activity in some local areas: QPS to do welfare checks as a priority	QPS	Today
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AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

AGENDA – Meeting Sunday January 16 2011

Time: 10:00-11:30 am
 Location: Room 2, Level 2, 157 Ann St (Roy Harvey House)

Agenda No	ITEM	Submitted By
1.	Welcome and Apologies	Chair BCC LDMG
2.	State Situation Update	Deputy Premier
3.	District Disaster Coordinator Report	AC Peter Martin
4.	BoM report	BoM representative
5.	Current situation BCC update <ul style="list-style-type: none"> • LDCC • Evacuation update • 72 HR Action Plan / Volunteer Management • Other Council Departments 	LDCC Incident Controller Peter Rule/Sharan Harvey As required
6.	Report from External Stakeholders <ul style="list-style-type: none"> • Army • Energex • Emergency Management Qld • Qld Police • Red Cross • Qld Fire & Rescue • QAS • Telstra • Qld Urban Utilities • DoCS • Other 	Commander 7 th Brigade Brigadier McLachlan
7.	Next Meeting	



**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
16 JANUARY 2011**

Dedicated to a better Brisbane

Start Time	10.00am	End Time
Venue	157 Ann Street, Brisbane	

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LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
16 JANUARY 2011

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LOCAL DISASTER MANAGEMENT GROUP **BRISBANE CITY COUNCIL** **16 JANUARY 2011**

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END OF MEETING AT 11:30 am

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9.9	Communications on people coming to work tomorrow – by end of today	Marketing&Comms	By end of Sunday 16 January
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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
MONDAY 17 JANUARY 2011**

Start Time 10:00am

End Time 11:30 am

Venue 157 Ann Street, Brisbane

1. DDC

- 1.1. Significant traffic management plan – All going well
- 1.2. Working with Energex to gain entry.
- 1.3. Volunteering working very well.
- 1.4. Hydrology Assessment of river – Large debris in river mouth.
- 1.5. Harbour master has accounted for 1/3 of the material.
- 1.6. Tanker has provided refuelling to the port.
- 1.7. Police in from Gold Coast. State traffic support group.
- 1.8. Significant effort made to open road

2. BOM / FIC

- 2.1. Current 2.1m in river this morning
- 2.2. Dam release – Water levels dropping Wed/Thurs.
- 2.3. King tide – 1.5-1.6m flood not expected – Oceanic anomaly will be .05 (5cm)
- 2.4. Wednesday
 - 2.4.1. 70% Chance of rain
 - 2.4.2. 5-10mm rain
 - 2.4.3. Possible thunderstorm

3. STORM WATER TASKFORCE

- 3.1. Plan developed
- 3.2. Many gullies have already been educted
- 3.3. Plan – 1 pass, then revisit and monitor.
- 3.4. Aim – Gully traps are being cleaned by tomorrow night. 4000 COB tomorrow

4. LDCC

- 4.1. Coordinating Volunteer groups and group leaders
- 4.2. Ongoing Debris Removal
- 4.3. News Letter distribution – 13000
- 4.4. 80 Busses, 170 trips, 9786 people. / 142 Busses 10389 reg vols.
- 4.5. Ongoing assessment for future volunteers.

5. Craig Evans

- 5.1. No Council formed activity
- 5.2. Key message – walk in to the area.
- 5.3. Link up with a group



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LOCAL DISASTER MANAGEMENT GROUP

BRISBANE CITY COUNCIL

MONDAY 17 JANUARY 2011

6. LM – Volunteer Database

- 6.1. Do we need to do another volunteer attack on Sat/Sun this week
- 6.2. Craig Evans - ADF doing engineer reconnaissance.

7. ADF

- 7.1. In SA next 24-28hrs
- 7.2. SE – 24 hrs
- 7.3. SR – 48-72 hrs
- 7.4. SS – 24+/- hrs
- 7.5. SG – 24- hrs
- 7.6. SH – 48+/- hrs
- 7.7. SB – 24+/- hrs
- 7.8. Completed + handed back – Q,T, J. Remainder of sectors
- 7.9. East and North should be in hand
- 7.10. LM – Any forgotten streets?

8. EVAC

- 8.1. 6 Recovery Centres established
- 8.2. Remainder of people will need longer term accommodation
 - 8.2.1.1. QEII - 120 overnight
 - 8.2.1.2. RNA - 180 over night

9. Peter Rule

- 9.1. Insurance assessors in recovery centres
- 9.2. Information form insurance being placed in recovery centres and business centres

10. IMMUNISATION

- 10.1. CSA – Here's where you can get a shot -> Locations
- 10.2. 1,936 vaccinations over the weekend

11. WASTE

- 11.1. Waste 15,500t – 1 month of rubbish in 1 day.
- 11.2. 35Kt at large emergency dump sites.
- 11.3. Skips -
 - 11.3.1. Continual circulation
 - 11.3.2. 172 – No reports of overflowing skips
 - 11.3.3. Asked Wanless for more
 - 11.3.4. Rogue sites – trying to identify
 - 11.3.5. LAS/BCW to go through after 1st sweep.
 - 11.3.6. Car Crane available – stand down.
- 11.4. LM – Happy for tow trucks to take cars.
- 11.5. Offer of a compacting machine – the colossus from a private company



**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
MONDAY 17 JANUARY 2011**

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12. BMTMC

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 - 12.2.1. 70/770 still out
 - 12.2.2. Mostly power issues
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- 13.1.1. Busses - All services running. Shuttles to Richlands Stations

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- 16.2. Crews – 250
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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
MONDAY 17 JANUARY 2011**

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- 17.1. 100 Personnel on the ground. 60 from NSW this morning
- 17.2. Standing Brisbane SES Down for wed in case of storms

18. M & C

- 18.1. Facebook 1000-12000 people
- 18.2. Digital team working 24hrs
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- 18.4. Digital media allows for immediate identification of issues – LDCC.
- 18.5. Fact Sheets
- 18.6. News letters
- 18.7. A3 Posters – In affected areas
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19. QPS

- 19.1. Controlling ingress & egress in affected areas
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- 19.3. Patrolling exclusively on area

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- 20.8. Looking for targets of opportunity.
- 20.9. Electrical fires – Causes – appliance failure

21. QAS

- 21.1. Nil
- 21.2. Broken ankle
- 21.3. needle stick
- 21.4. Soreness
- 21.5. 300+ cases treated over the weekend.
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BRISBANE CITY COUNCIL
MONDAY 17 JANUARY 2011**

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- 22.1. 7 key areas
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- 22.3. Aim to restore services this week
- 22.4. Changes all ok
- 22.5. Expect demand in faults reporting

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- 23.1. Mike Griffiths
- 23.2. Somerset dam – 101%
- 23.3. Wivenhoe – 122% - closure sequence to final close Wed pm
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24. DOCS

- 24.1. 930 people – hardship grants
- 24.2. Recovery centres – bank on site. NAB/Westpac/CBA
- 24.3. 30 staff on outreach
- 24.4. LM – Message from top law firm – offer of pro-bono services for recovery services.
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- 24.5. Craig Evans – Volunteers (4-500) coordinating with a BCC Senior Officer.
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- 24.7. LM – Plan for volunteers going forward this coming weekend and next weekend possibly
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- 24.11. 48hrs notice required if volunteers going to be used on weekend (LM agrees)
- 24.12. LM Chartered a helicopter to do a detailed assessment LM urgently needs this information.
- 24.13. Meetings to continue at this time up to and including Sunday



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
MONDAY 17 JANUARY 2011**

END OF MEETING AT 11:30 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
10.1	CSA – Here's where you can get a shot -> Locations	Marketing&Comms	
12.7	CEO – Harbour Master Q: – When will the river be able to commence operation – Debris/Wash?	LDCC	
14.3	LM – Grass cutting to be done in accordance to existing contracts. Pot holes/Street sweeping	LAS	
14.5	CSA scripting around grass cutting and other business operations -> CEO; because Council assets deployed – community asked to clean up their local area.	Marketing&Comms	
15.1	Navy focussing on Brisbane River Minesweep and Drivers. Engineer and recon. Reinforced need for Councillors' feedback.	LDCC	
24.4.1	Consider the offer of pro-bono services for recovery services and pass on details	LDCC	
24.6	Fringe recovery locations. ie – Centres on the borders of Brisbane and identify	LDCC	
24.7	LM – Plan for volunteers going forward this coming weekend and next weekend possibly	LDCC Volunteer Team	
24.13	LM Chartered a helicopter to do a detailed assessment LM urgently needs this information	LDCC	

AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

AGENDA – Meeting Monday January 17 2011

Time: 10:00-11:30 am
 Location: Room 2, Level 2, 157 Ann St (Roy Harvey House)

Agenda No	ITEM	Submitted By
1.	Welcome and Apologies	Chair BCC LDMG
2.	State Situation Update	Deputy Premier
3.	District Disaster Coordinator Report	AC Peter Martin
4.	BoM report	BoM representative
5.	Current situation BCC update <ul style="list-style-type: none"> • LDCC • Evacuation/ Recovery update • Volunteer Asset Management / Forward planning for recovery • Other Council Departments 	LDCC Incident Controller Peter Rule As required
6.	Report from External Stakeholders <ul style="list-style-type: none"> • Army • Energex • Emergency Management Qld • Qld Police • Red Cross • Qld Fire & Rescue • QAS • Telstra • Qld Urban Utilities • DoCS • Other 	Lt Col Shaun Hoffmann
7.	Next Meeting	Tuesday 18 Jan, 10am



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
MONDAY 17 JANUARY 2011**

Start Time	10.00am	End Time	11.30 am
Venue	157 Ann Street, Brisbane		

1. DDC

- 1.1. Significant traffic management plan – All going well
- 1.2. Working with Energex to gain entry.
- 1.3. Volunteering working very well.
- 1.4. Hydrology Assessment of river – Large debris in river mouth.
- 1.5. Harbour master has accounted for 1/3 of the material.
- 1.6. Tanker has provided refuelling to the port.
- 1.7. Police in from Gold Coast. State traffic support group.
- 1.8. Significant effort made to open road

2. BOM / FIC

- 2.1. Current 2.1m in river this morning
- 2.2. Dam release – Water levels dropping Wed/Thurs.
- 2.3. King tide – 1.5-1.6m flood not expected – Oceanic anomaly will be .05 (5cm)
- 2.4. Wednesday
 - 2.4.1. 70% Chance of rain
 - 2.4.2. 5-10mm rain
 - 2.4.3. Possible thunderstorm

3. STORM WATER TASKFORCE

- 3.1. Plan developed
- 3.2. Many gullies have already been educted
- 3.3. Plan – 1 pass, then revisit and monitor.
- 3.4. Aim – Gully traps are being cleaned by tomorrow night. 4000 COB tomorrow

4. LDCC

- 4.1. Coordinating Volunteer groups and group leaders
- 4.2. Ongoing Debris Removal
- 4.3. News Letter distribution – 13000
- 4.4. 80 Busses, 170 trips, 9786 people. / 142 Busses 10389 reg vols.
- 4.5. Ongoing assessment for future volunteers.

5. Craig Evans

- 5.1. No Council formed activity
- 5.2. Key message – walk in to the area.
- 5.3. Link up with a group



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LOCAL DISASTER MANAGEMENT GROUP

BRISBANE CITY COUNCIL

MONDAY 17 JANUARY 2011

6. LM – Volunteer Database

- 6.1. Do we need to do another volunteer attack on Sat/Sun this week
- 6.2. Craig Evans - ADF doing engineer reconnaissance.

7. ADF

- 7.1. In SA next 24-28hrs
- 7.2. SE – 24 hrs
- 7.3. SR – 48-72 hrs
- 7.4. SS – 24+/- hrs
- 7.5. SG – 24- hrs
- 7.6. SH – 48+/- hrs
- 7.7. SB – 24+/- hrs
- 7.8. Completed + handed back – Q,T, J. Remainder of sectors
- 7.9. East and North should be in hand
- 7.10. LM – Any forgotten streets?

8. EVAC

- 8.1. 6 Recovery Centres established
- 8.2. Remainder of people will need longer term accommodation
 - 8.2.1.1. QEII - 120 overnight
 - 8.2.1.2. RNA - 180 over night

9. Peter Rule

- 9.1. Insurance assessors in recovery centres
- 9.2. Information form insurance being placed in recovery centres and business centres

10. IMMUNISATION

- 10.1. CSA – Here's where you can get a shot -> Locations
- 10.2. 1,936 vaccinations over the weekend

11. WASTE

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LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL MONDAY 17 JANUARY 2011

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BRISBANE CITY COUNCIL
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LOCAL DISASTER MANAGEMENT GROUP **BRISBANE CITY COUNCIL** **MONDAY 17 JANUARY 2011**

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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 18TH JANUARY 2011**

Start Time 10:00 am **End Time** 11:00 am

Venue 157 Ann Street, Brisbane

1. LM open meeting

1.1. State update –

1.1.1. Power supply is an issue.

1.1.2. Cost is being tallied

1.2. LM – Child care issues – Some dispensation on compliance

2. DDC

2.1. Traffic Management – Couple of major intersections still offline

2.2. "The island" to be removed to lower reaches of river

2.3. Gateway motorway

2.4. Operation Safeguard

2.5. 100 Police officers in Brisbane

2.6. 100 QPOL

2.7. High visibility officer in marked vehicles

3. BOM / FIC

3.1. River peak at 8:24 am at 2m AHD

3.2. Releases will continue into Thursday

3.3. 12 hour delay to closure strategy

3.4. King tide of 1.6m – Similar to Christmas time

3.5. Possible thunder storms this afternoon

4. EVAC

4.1. RNA – No children on site

4.2. Working to prioritise closure

4.3. LM – Rubbish lists that need effort

5. VOLUNTEERS

5.1. Volunteers in groups of 100 being directed

5.2. Volunteer plant operators – damage to vehicles will be covered

6. WASTE

6.1. 67,000 tonnes of waste

6.2. 100 skips out

6.3. Bulk bins from units being used

6.4. Opening 2 additional transfer stations

6.5. All presented bins collected

6.6. Normal servicing occurred

6.7. Waste industrial associate



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 18TH JANUARY 2011**

- 6.7.1. Coordinating tasks
- 6.7.2. Household hazard waste
- 6.7.3. Rocklea
- 6.8. Bin replacement – many bins washed away
- 6.9. Kerbside clean up 24/1
- 6.10. Hazardous material – contractor handling.
 - 6.10.1. Key messages around asbestos
 - 6.10.2. Keep it wet, keep it covered
 - 6.10.3. Indoors – Report and it will be inspected

7. TRAFFIC AND TRANSPORT

- 7.1. Main roads good
- 7.2. Local roads open except Paradise Road (1 lane to be opened within the hour)
- 7.3. Some lane closures
- 7.4. Traffic signals
- 7.5. Ferries – Divers inspecting
- 7.6. Floating river walk – pieces

8. LDCC

- 8.1. BCC securing walkway break off
- 8.2. MSQ securing other parts
- 8.3. Stormwater drains – North, East and Central - 1st pass completed
 - 8.3.1. South taking longer
- 8.4. Major outlets to be checked
- 8.5. Barrels of pipes blocked
- 8.6. LM – Message – “Storms predicted this afternoon. If local flooding is experienced..”

9. CONTACT CENTRE

- 9.1. 7,500 calls yesterday
 - 9.1.1. Regarding bins, rubbish, volunteers and acknowledging Councils efforts
- 9.2. Vaccinations – Recovery Centres. Qld Health and mobile vans

10. FPG

- 10.1. Newsletter #3 out now
- 10.2. Looking at daily newsletters
- 10.3. Every 2nd day for one week
- 10.4. Cr Quirk – “Can Australia Post assist?”
- 10.5. Using social media networks
- 10.6. Cr Knapp – “Can Councillors be fed information?”
- 10.7. Exploring fee advertising sites



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 18TH JANUARY 2011**

11. ADF

- 11.1. LM – Heard ARMY is only going to wealthy areas?
- 11.2. 800 soldiers
- 11.3. NAVY surveying the river
- 11.4. Sectors A,C,R,S,G,I,H,B Handed back Q,T,J,E.
- 11.5. ¾ complete at first pass – Kerbside clearance and route clearance
- 11.6. Continuing kerbside clean up. Debris and engineering recon.

12. ENERGEX

- 12.1. 360 crews in field
- 12.2. 4000 homes connected over night
- 12.3. LM – Who can get meters reinstated? Authorised contractors

13. RED CROSS

- 13.1. No further on EVAC
- 13.2. Evacuees presenting mental health issues

14. QFRS

- 14.1. 668 persons in the field
- 14.2. 152 vehicles
- 14.3. Rapid assessments
- 14.4. High volume pumping and wash-downs
- 14.5. Rocklea markets
- 14.6. Electrical fires
 - 14.6.1. Pool pumps
 - 14.6.2. Stoves
 - 14.6.3. Air conditioners

15. TELSTRA

- 15.1. Nothing to report

16. QUU

- 16.1. Water quality and quantity is good. Supply is good.
- 16.2. Sewage – 46 pump stations not operating
 - 16.2.1. 5 up tonight
 - 16.2.2. The rest up tomorrow morning
- 16.3. Re-manufacturing switch boards
- 16.4. Late Wednesday to early Thursday to have sewage pumps up and running
- 16.5. Water grid manager has been briefed
- 16.6. Cr Knapp – messaging for Moreton Bay
- 16.7. LDCC to raise issue in Moreton Bay to Qld Health



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 18TH JANUARY 2011**

17. DOCS

- 17.1. Recovery centres have all agencies in location
- 17.2. Legal service to be provided by State
- 17.3. Outreach centres operating North and South
- 17.4. Posters provided and deployed
- 17.5. LM – an evacuee concerned about volunteers out of control
 - 17.5.1. To develop an SOP on how to brief and control volunteers in future
 - 17.5.2. Prepare a card for volunteers on DO's and DON'T's
- 17.6. Identifying the property owner with t-shirts or tabard
- 17.7. Boats to stay out unless essential
- 17.8. LM – Volunteers going forward
- 17.9. Craig Evans – Mobile Council patrols driving all streets
 - 17.9.1. Priority areas – Jindalee, Rocklea, Graceville, Sherwood, Chelmer and St Lucia
- 17.10. CEO – Not doing a general volunteer call for business
- 17.11. LM – Small business nominate via Contact Centre
 - 17.11.1. Try to math up volunteer
- 17.12. Kerbside clean up's
- 17.13. CEO – Adopt your local park
- 17.14. Cr Knapp – Council's community groups to band together
- 17.15. Peter Martin – Offers of disinfectant and gloves etc
 - 17.15.1. CEO – Drop van, ward officers, business centres

END OF MEETING AT 11:30 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
4.3	LM – Rubbish lists that need effort	LDCC	
6.10	Hazardous material – contractor handling Key messages around asbestos: Keep it wet, keep it covered Indoors – Report and it will be inspected	Marketing&Comms	
8.4	Major outlets to be checked	LDCC	
16.6	Cr Knapp – messaging for Moreton Bay	LDCC . Marketing&Comms	
16.7	LDCC to raise issue in Moreton Bay to Qld Health	LDCC	
17.5	LM – an evacuee concerned about volunteers out of control To develop an SOP on how to brief and control volunteers in future	DMG	

AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

AGENDA – Meeting Tuesday January 18 2011

Time: 10:00-11:30 am
 Location: Room 2, Level 2, 157 Ann St (Roy Harvey House)

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2.	State Situation Update	Deputy Premier
3.	District Disaster Coordinator Report	AC Peter Martin
4.	BoM report	BoM representative
5.	Current situation BCC update <ul style="list-style-type: none"> • LDCC • Evacuation/ Recovery update • Volunteer Asset Management / Forward planning for recovery • Other Council Departments 	LDCC Incident Controller Kent Stroud Peter Rule As required
6.	Report from External Stakeholders <ul style="list-style-type: none"> • Army • Energex • Emergency Management Qld • Qld Police • Red Cross • Qld Fire & Rescue • QAS • Telstra • Qld Urban Utilities • DoCS • Other 	Lt Col Shaun Hoffmann
7.	Next Meeting	Wednesday 19 Jan, 10am



Dedicated to a better Brisbane

**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 18TH JANUARY 2011**

Start Time	10:00 am	End Time	11:00 am
Venue	157 Ann Street, Brisbane		

1. LM open meeting

- 1.1. State update –
 - 1.1.1. Power supply is an issue.
 - 1.1.2. Cost is being tallied
- 1.2. LM – Child care issues – Some dispensation on compliance

2. DDC

- 2.1. Traffic Management – Couple of major intersections still offline
- 2.2. "The island" to be removed to lower reaches of river
- 2.3. Gateway motorway
- 2.4. Operation Safeguard
- 2.5. 100 Police officers in Brisbane
- 2.6. 100 QPOL
- 2.7. High visibility officer in marked vehicles

3. BOM / FIC

- 3.1. River peak at 8:24 am at 2m AHD
- 3.2. Releases will continue into Thursday
- 3.3. 12 hour delay to closure strategy
- 3.4. King tide of 1.6m – Similar to Christmas time
- 3.5. Possible thunder storms this afternoon

4. EVAC

- 4.1. RNA – No children on site
- 4.2. Working to prioritise closure
- 4.3. LM – Rubbish lists that need effort

5. VOLUNTEERS

- 5.1. Volunteers in groups of 100 being directed
- 5.2. Volunteer plant operators – damage to vehicles will be covered

6. WASTE

- 6.1. 67,000 tonnes of waste
- 6.2. 100 skips out
- 6.3. Bulk bins from units being used
- 6.4. Opening 2 additional transfer stations
- 6.5. All presented bins collected
- 6.6. Normal servicing occurred
- 6.7. Waste industrial associate



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
TUESDAY 18TH JANUARY 2011

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- 6.7.1. Coordinating tasks
- 6.7.2. Household hazard waste
- 6.7.3. Rocklea
- 6.8. Bin replacement – many bins washed away
- 6.9. Kerbside clean up 24/1
- 6.10. Hazardous material – contractor handling
 - 6.10.1. Key messages around asbestos
 - 6.10.2. Keep it wet, keep it covered
 - 6.10.3. Indoors – Report and it will be inspected

7. TRAFFIC AND TRANSPORT

- 7.1. Main roads good
- 7.2. Local roads open except Paradise Road (1 lane to be opened within the hour)
- 7.3. Some lane closures
- 7.4. Traffic signals
- 7.5. Ferries – Divers inspecting
- 7.6. Floating river walk – pieces

8. LDCC

- 8.1. BCC securing walkway break off
- 8.2. MSQ securing other parts
- 8.3. Stormwater drains – North, East and Central - 1st pass completed
 - 8.3.1. South taking longer
- 8.4. Major outlets to be checked
- 8.5. Barrels of pipes blocked
- 8.6. LM – Message – “Storms predicted this afternoon. If local flooding is experienced..”

9. CONTACT CENTRE

- 9.1. 7,500 calls yesterday
 - 9.1.1. Regarding bins, rubbish, volunteers and acknowledging Councils efforts
- 9.2. Vaccinations – Recovery Centres. Qld Health and mobile vans

10. FPG

- 10.1. Newsletter #3 out now
- 10.2. Looking at daily newsletters
- 10.3. Every 2nd day for one week
- 10.4. Cr Quirk – “Can Australia Post assist?”
- 10.5. Using social media networks
- 10.6. Cr Knapp – “Can Councillors be fed information?”
- 10.7. Exploring fee advertising sites



LOCAL DISASTER MANAGEMENT GROUP
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11. ADF

- 11.1. LM – Heard ARMY is only going to wealthy areas?
- 11.2. 800 soldiers
- 11.3. NAVY surveying the river
- 11.4. Sectors A,C,R,S,G,I,H,B Handed back Q,T,J,E.
- 11.5. $\frac{3}{4}$ complete at first pass – Kerbside clearance and route clearance
- 11.6. Continuing kerbside clean up. Debris and engineering recon.

12. ENERGEX

- 12.1. 360 crews in field
- 12.2. 4000 homes connected over night
- 12.3. LM – Who can get meters reinstated? Authorised contractors

13. RED CROSS

- 13.1. No further on EVAC
- 13.2. Evacuees presenting mental health issues

14. QFRS

- 14.1. 668 persons in the field
- 14.2. 152 vehicles
- 14.3. Rapid assessments
- 14.4. High volume pumping and wash-downs
- 14.5. Rocklea markets
- 14.6. Electrical fires
 - 14.6.1. Pool pumps
 - 14.6.2. Stoves
 - 14.6.3. Air conditioners

15. TELSTRA

- 15.1. Nothing to report

16. QUU

- 16.1. Water quality and quantity is good. Supply is good.
- 16.2. Sewage – 46 pump stations not operating
 - 16.2.1. 5 up tonight
 - 16.2.2. The rest up tomorrow morning
- 16.3. Re-manufacturing switch boards
- 16.4. Late Wednesday to early Thursday to have sewage pumps up and running
- 16.5. Water grid manager has been briefed
- 16.6. Cr Knapp – messaging for Moreton Bay
- 16.7. LDCC to raise issue in Moreton Bay to Qld Health



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LOCAL DISASTER MANAGEMENT GROUP **BRISBANE CITY COUNCIL** **TUESDAY 18TH JANUARY 2011**

17. DOCS

- 17.1. Recovery centres have all agencies in location
- 17.2. Legal service to be provided by State
- 17.3. Outreach centres operating North and South
- 17.4. Posters provided and deployed
- 17.5. LM – an evacuee concerned about volunteers out of control
 - 17.5.1. To develop an SOP on how to brief and control volunteers in future
 - 17.5.2. Prepare a card for volunteers on DO's and DON'T's
- 17.6. Identifying the property owner with t-shirts or tabard
- 17.7. Boats to stay out unless essential
- 17.8. LM – Volunteers going forward
- 17.9. Craig Evans – Mobile Council patrols driving all streets
 - 17.9.1. Priority areas – Jindalee, Rocklea, Graceville, Sherwood, Chelmer and St Lucia
- 17.10. CEO – Not doing a general volunteer call for business
- 17.11. LM – Small business nominate via Contact Centre
 - 17.11.1. Try to math up volunteer
- 17.12. Kerbside clean up's
- 17.13. CEO – Adopt your local park
- 17.14. Cr Knapp – Council's community groups to band together
- 17.15. Peter Martin – Offers of disinfectant and gloves etc
 - 17.15.1. CEO – Drop van, ward officers, business centres

END OF MEETING AT 11:30 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
4.3	LM – Rubbish lists that need effort	LDCC	
6.10	Hazardous material – contractor handling Key messages around asbestos: Keep it wet, keep it covered Indoors – Report and it will be inspected	Marketing&Comms	
8.4	Major outlets to be checked	LDCC	
16.6	Cr Knapp – messaging for Moreton Bay	LDCC Marketing&Comms	
16.7	LDCC to raise issue in Moreton Bay to Qld Health	LDCC	
17.5	LM – an evacuee concerned about volunteers out of control To develop an SOP on how to brief and control volunteers in future	DMG	



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 19TH JANUARY 2011**

Start Time 10:00 am

End Time 11:30 am

Venue 157 Ann Street, Brisbane

1. LM open meeting

2. DDC

- 2.1. Operation Safeguard – Police on the street
- 2.2. DDCC scaling back operations
- 2.3. DDCC going to a watching brief at Metro North Region
- 2.4. No change to service
- 2.5. In a recovery phase

3. BOM

- 3.1. Immediate threat
- 3.2. More thunderstorms
- 3.3. Not as bad as yesterday
- 3.4. Ipswich area to be affected
- 3.5. Showers / Storms increasing tomorrow
- 3.6. Fine for Friday and weekend
- 3.7. King tide – Finalised flood warning for lower Brisbane River
- 3.8. Flood anomaly will be gone
- 3.9. Ocean anomaly slight increase by 0.1 or 0.2 on top of king tide

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- 4.1. LM concerned with creek flooding
- 4.2. Usual hotspot areas in creeks and foreshore areas
- 4.3. Information provided to LDCC / Contact Centre
- 4.4. Similar to just before Christmas 23/12
- 4.5. Northey St - 0.2 over road
- 4.6. Planning is expected as was planned for 21/01
- 4.7. LM – CSA – “Expecting above levels sensitive to strong rain. May have significant additional impact”
- 4.8. LM – “Just because you didn’t flood doesn’t mean you won’t flood”
- 4.9. LM – Residents to sign up for EWN
- 4.10. LM interested to know what’s going on down at the Bayside
- 4.11. LDCC working on data mapping and working with Forward Planning Group
- 4.12. DDC – Surveys being conducted by MSQ and NAVY. (Survey completed up to “the island”)
- 4.13. LDCC – No assets deployed in the bay
- 4.14. CEO - LAS attending in the bay



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BRISBANE CITY COUNCIL
WEDNESDAY 19TH JANUARY 2011

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- 5.2. 87 people overnight at the QE2 centre – no timeframe on closure at this time
- 5.3. Cr Knapp – Many refugee families are at evac centres (Sudanese)
- 5.4. Housing to be in short supply

6. FORWARD PLANNING GROUP

- 6.1. Volunteers rolling out in accordance with Cr Cooper
- 6.2. Coordination of plant and equipment
- 6.3. Contact centre assisting in matching trades to needs
- 6.4. Adopt a park pilot program operational today
- 6.5. FPG concept of recovery ops (Draft) Need real time data from LDCC and other divisions
- 6.6. Deputy Premier – “Are qualifications being confirmed” Deputy Premier to provide assistance
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- 6.9. Can't micro manage
- 6.10. Use common sense
- 6.11. Assistance for small businesses
- 6.12. Give opportunity to have another go
- 6.13. Keep website updated
- 6.14. Linked volunteer page to BCC page (Provide lots of options)
- 6.15. Volunteers to provide own transport
- 6.16. 28,215 EWN registrations
 - 6.16.1. Provide lots of options

7. RED CROSS

- 7.1. Not calling general Volunteers
- 7.2. Calling on specialised sources
- 7.3. Red cross directing general volunteers to BCC and Volunteer Qld



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 19TH JANUARY 2011**

8. DCC

- 8.1. Resident felt dis-empowered by the volunteers
- 8.2. No formal complaints yet
- 8.3. Volunteers well meaning

9. LM

- 9.1. Volunteer SOP for the future
- 9.2. A cell to coordinate for the future

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- 10.1. Landfill 67,000 tonnes to date (Rosedale)
- 10.2. Rocklea parklands –
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 - 10.2.2. 635 tonnes (cold storage)
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- 11.1. Roads flowing well
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- 11.10. Debris in river is ongoing
- 11.11. City cat fleet OK
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- 11.13. City cycle power
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12. CONTACT CENTRE – VICKY PETHYBRIDGE

- 12.1. 6200 calls yesterday
- 12.2. Response to animal media
- 12.3. Skips and bins



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 19TH JANUARY 2011

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- 12.4. Storm clean up
- 12.5. Streets re-opening

13. COMMS – NEWS LETTERS – CRAIG STEVENS

- 13.1. Aust Post Unable to assist
- 13.2. QPS assisting
- 13.3. RRG assisting
- 13.4. Volunteers to distribute newsletters (This will assist distribution going forward)
(LM – "Stress that this is important")

14. ANIMALS – BRETT TURVILLE

- 14.1. 48 dogs and 49 cats at both shelters
- 14.2. Fees to be waived

15. ADF

- 15.1. Progressing well
- 15.2. Surge in Chelmer, Graceville and Rocklea areas

16. ENERGEX - TERRY

- 16.1. Most people reconnected from storm
- 16.2. 7,000 Brisbane still out
- 16.3. 360 crews in field
- 16.4. Stress – New website for non urgent inquiries
- 16.5. Flood link on bottom of website
- 16.6. Reconnection process – Brochure being developed / inspection required

17. ORIGIN – LPG ONLY

- 17.1. Distribution network up and running
- 17.2. Teams in inner city and western suburbs
- 17.3. 1/3 of the way through
- 17.4. First 4-5 days were reactive
- 17.5. Now proactive inspections making safe supply
- 17.6. Fact sheet released by petroleum and gas inspectorate
- 17.7. Cr Quirk – Rough number of progress (Bellbowrie, Gracemere and Chelmer) approx 1000 homes will increase with access



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WEDNESDAY 19TH JANUARY 2011

18. APA GROUP – JOSH HANKEY

- 18.1. Manage network in Brisbane and Roma pipeline that supplies Brisbane
- 18.2. Concern – Gas metres at homes. > Prioritising affected homes. > Fittings must be inspected by authorised gas fitter
- 18.3. A 45 -50 personnel on the ground
- 18.4. 3,000 – 4,000 properties affected
- 18.5. Gas messages need to be coordinated with BCC news letter
- 18.6. Give Craig Stevens Origins contact > Comms should have it
- 18.7. New Farm has been inspected

19. SES - RES

- 19.1. Need to coordinate SES centrally
- 19.2. LM wants real time closure of problems

20. EMQ

- 20.1. Acacia Ridge being used as a staging point for the region

21. QPS

- 21.1. Cross cultured liaison officers on the ground
- 21.2. Monitoring mental health and domestic violence
- 21.3. Keenness to recharge mobile phones
- 21.4. Free internet at recovery centres
- 21.5. LM - Council libraries are open except Fairfield and New Farm
- 21.6. LM - CSA for internet
- 21.7. Back to school and traffic
- 21.8. Expectation of volunteer numbers

22. RED CROSS

- 22.1. Assisting in 6 recovery centres (Mt Ommaney, Yeronga and Corinda are very busy)
- 22.2. Planning for 3 – 6 months
- 22.3. Seeking specialised skilled volunteers

23. QFRS

- 23.1. 12 fires yesterday. Working with Energex to determine if flood or electricity
- 23.2. Data on fires to go to LDCC
- 23.3. Need to do appliance check
- 23.4. 469 people on ground in 96 vehicles
- 23.5. 4784 Rapid dam assessments completed > 1000 per day
- 23.6. 1000 wash downs completed > 150 – 200 per day
- 23.7. 1000 clean ups completed > 350 per day
- 23.8. Building fire safety task force
- 23.9. 220 buildings off line which are connected to QFRS alarm services



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- 23.10. Community happy to see QFRS
- 23.11. Increasing response to buildings affected from level 1 response to level 2 response
- 23.12. Working with harbour master (LPG and hazardous material in debris piles from the river)

24. LDCC

- 24.1. Alert to LDCC for all persons working including volunteer plant, of hazards eg LPG cylinders - process for response eg QFRS

25. QAS

- 25.1. Proactive patrols
- 25.2. Respond as per normal
- 25.3. SA & NSW assistance
- 25.4. No serious reports of illness or injury
- 25.5. Re-supply of water – Only carry small amounts
- 25.6. 390 minor casualties from the weekend

26. TELSTRA

- 26.1. Network – 14 towers impacted
- 26.2. LM – Centenary and Rocklea have no signal (Cell on wheels going into Rocklea)

27. QUU

- 27.1. Somerset dam at 100%
- 27.2. Wivenhoe at 100% - Valve releases today
- 27.3. Reducing reservoir levels to typical ops
- 27.4. Water quality is good
- 27.5. Waste – All up except for Karana Downs
- 27.6. Pump stations – 17 not operating
- 27.7. Notices out about – No swimming or fishing in flood waters
- 27.8. Will brief DERM
- 27.9. LM – Messaging in newsletter
- 27.10. Deputy Premier – BIO hazards?

28. DOCS

- 28.1. 6 recovery centres operating RNA / East Brisbane Quiet
- 28.2. Following up on a 7th centre
- 28.3. Looking to extend hours over weekend
- 28.4. 20 outreach teams – Looking for vulnerable persons
- 28.5. Concerned about back to school and recovery centres in schools
- 28.6. Power at Jamboree Heights – Switch keeps tripping
- 28.7. PM visiting Yeronga recovery at 1:30pm
- 28.8. LM – Low awareness of initiatives going on



**LOCAL DISASTER MANAGEMENT GROUP
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- 28.9. Continue with outreach teams and radio and CSA's
- 28.10. 31,000 fact sheets dropped - Docs
- 28.11. Deputy Premier - Premier has announced a reconstruction task force
- 28.12. LM – 28,515 EWN alerts
- 28.13. LM – LDCC to continue

END OF MEETING AT 11:30am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
4.7	LM – CSA – "Expecting above levels sensitive to strong rain. May have significant additional impact"	Marketing&Comms	
4.9	LM – Residents to sign up for EWN	Marketing&Comms	
4.10	LM interested to know what's going on down at the Bayside	LDCC	
6.5	FPG concept of recovery ops (Draft) Need real time data from LDCC and other divisions	LDCC	
6.7	LM – This weekend > wanting - Registered volunteers will get an SMS/email to direct them to a webpage identifying areas – What tasks and equipment required	LDCC Marketing&Comms	
6.13	Keep website updated	Marketing&Comms	
6.14	Linked volunteer page to BCC page (Provide lots of options)	Marketing&Comms	
9.1	Volunteer SOP for the future	DMG	
13.4	Volunteers to distribute newsletters	LDCC / Volunteer Team	
14.2	Fees to be waived: 48 dogs and 49 cats at both shelters	CARS	
16.6	Reconnection process – Brochure being developed / inspection required	ENERGEX	
18.5	Gas messages need to be coordinated with BCC newsletter	APA / Marketing&Comms	
18.6	Give Craig Stevens Origin's contact > Comms should have it	APA / Marketing&Comms	



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21.6	LM - CSA for internet	QPS	
23.2	Data on fires to go to LDCC	QFRS / LDCC	
24.1	Alert to LDCC for all persons including volunteer plant, of hazards eg LPG cylinders - process for response eg QFRS	LDCC	
27.9	LM – Messaging in newsletter	QUU / Marketing&Comms	
28.9	Continue with outreach teams and radio and CSA's	DOCS / Marketing&Comms	

AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

AGENDA – Meeting Wednesday January 19 2011

Time: 10:00-11:30 am
 Location: Room 2, Level 2, 157 Ann St (Roy Harvey House)

Agenda No	ITEM	Submitted By
1.	Welcome and Apologies	Chair BCC LDMG
2.	State Situation Update	Deputy Premier
3.	District Disaster Coordinator Report	AC Peter Martin
4.	BoM/FIC report	BoM/FIC representative
5.	Current situation BCC update <ul style="list-style-type: none"> • LDCC • Evacuation/ Recovery update • Volunteer Asset Management / Forward planning for recovery • Other Council Departments 	LDCC Incident Controller Kent Stroud Peter Rule As required
6.	Report from External Stakeholders <ul style="list-style-type: none"> • Army • Energex • GAS <ul style="list-style-type: none"> • Origin Energy • APA Group • Emergency Management Qld • Qld Police • Red Cross • Qld Fire & Rescue • QAS • Telstra • Qld Urban Utilities • DoCS • Other 	Lt Col Shaun Hoffmann
7.	Next Meeting	Thursday 20 Jan, 10am



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- 17.2. Teams in inner city and western suburbs
- 17.3. 1/3 of the way through
- 17.4. First 4-5 days were reactive
- 17.5. Now proactive inspections making safe supply
- 17.6. Fact sheet released by petroleum and gas inspectorate
- 17.7. Cr Quirk – Rough number of progress (Bellbowrie, Gracemere and Chelmer) approx 1000 homes will increase with access



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 19TH JANUARY 2011**

18. APA GROUP – JOSH HANKEY

- 18.1. Manage network in Brisbane and Roma pipeline that supplies Brisbane
- 18.2. Concern – Gas metres at homes. > Prioritising affected homes. > Fittings must be inspected by authorised gas fitter
- 18.3. A 45 -50 personnel on the ground
- 18.4. 3,000 – 4,000 properties affected
- 18.5. Gas messages need to be coordinated with BCC news letter
- 18.6. Give Craig Stevens Origins contact > Comms should have it
- 18.7. New Farm has been inspected

19. SES - RES

- 19.1. Need to coordinate SES centrally
- 19.2. LM wants real time closure of problems

20. EMQ

- 20.1. Acacia Ridge being used as a staging point for the region

21. QPS

- 21.1. Cross cultured liaison officers on the ground
- 21.2. Monitoring mental health and domestic violence
- 21.3. Keenness to recharge mobile phones
- 21.4. Free internet at recovery centres
- 21.5. LM - Council libraries are open except Fairfield and New Farm
- 21.6. LM - CSA for internet
- 21.7. Back to school and traffic
- 21.8. Expectation of volunteer numbers

22. RED CROSS

- 22.1. Assisting in 6 recovery centres (Mt Ommaney, Yeronga and Corinda are very busy)
- 22.2. Planning for 3 – 6 months
- 22.3. Seeking specialised skilled volunteers

23. QFRS

- 23.1. 12 fires yesterday. Working with Energex to determine if flood or electricity
- 23.2. Data on fires to go to LDCC
- 23.3. Need to do appliance check
- 23.4. 469 people on ground in 96 vehicles
- 23.5. 4784 Rapid dam assessments completed > 1000 per day
- 23.6. 1000 wash downs completed > 150 – 200 per day
- 23.7. 1000 clean ups completed > 350 per day
- 23.8. Building fire safety task force
- 23.9. 220 buildings off line which are connected to QFRS alarm services



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BRISBANE CITY COUNCIL
WEDNESDAY 19TH JANUARY 2011**

- 23.10. Community happy to see QFRS
- 23.11. Increasing response to buildings affected from level 1 response to level 2 response
- 23.12. Working with harbour master (LPG and hazardous material in debris piles from the river)

- 24. LDCC**
 - 24.1. Alert to LDCC for all persons working including volunteer plant, of hazards eg LPG cylinders - process for response eg QFRS

- 25. QAS**
 - 25.1. Proactive patrols
 - 25.2. Respond as per normal
 - 25.3. SA & NSW assistance
 - 25.4. No serious reports of illness or injury
 - 25.5. Re-supply of water – Only carry small amounts
 - 25.6. 390 minor casualties from the weekend

- 26. TELSTRA**
 - 26.1. Network – 14 towers impacted
 - 26.2. LM – Centenary and Rocklea have no signal (Cell on wheels going into Rocklea)

- 27. QUU**
 - 27.1. Somerset dam at 100%
 - 27.2. Wivenhoe at 100% - Valve releases today
 - 27.3. Reducing reservoir levels to typical ops
 - 27.4. Water quality is good
 - 27.5. Waste – All up except for Karana Downs
 - 27.6. Pump stations – 17 not operating
 - 27.7. Notices out about – No swimming or fishing in flood waters
 - 27.8. Will brief DERM
 - 27.9. LM – Messaging in newsletter
 - 27.10. Deputy Premier – BIO hazards?

- 28. DOCS**
 - 28.1. 6 recovery centres operating RNA / East Brisbane Quiet
 - 28.2. Following up on a 7th centre
 - 28.3. Looking to extend hours over weekend
 - 28.4. 20 outreach teams – Looking for vulnerable persons
 - 28.5. Concerned about back to school and recovery centres in schools
 - 28.6. Power at Jamboree Heights – Switch keeps tripping
 - 28.7. PM visiting Yeronga recovery at 1:30pm
 - 28.8. LM – Low awareness of initiatives going on



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LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL WEDNESDAY 19TH JANUARY 2011

- 28.9. Continue with outreach teams and radio and CSA's
- 28.10. 31,000 fact sheets dropped - Docs
- 28.11. Deputy Premier - Premier has announced a reconstruction task force
- 28.12. LM – 28,515 EWN alerts
- 28.13. LM – LDCC to continue

END OF MEETING AT 11:30am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
4.7	LM – CSA – "Expecting above levels sensitive to strong rain. May have significant additional impact"	Marketing&Comms	
4.9	LM – Residents to sign up for EWN	Marketing&Comms	
4.10	LM interested to know what's going on down at the Bayside	LDCC	
6.5	FPG concept of recovery ops (Draft) Need real time data from LDCC and other divisions	LDCC	
6.7	LM – This weekend > wanting - Registered volunteers will get an SMS/email to direct them to a webpage identifying areas – What tasks and equipment required	LDCC Marketing&Comms	
6.13	Keep website updated	Marketing&Comms	
6.14	Linked volunteer page to BCC page (Provide lots of options)	Marketing&Comms	
9.1	Volunteer SOP for the future	DMG	
13.4	Volunteers to distribute newsletters	LDCC / Volunteer Team	
14.2	Fees to be waived: 48 dogs and 49 cats at both shelters	CARS	
16.6	Reconnection process – Brochure being developed / inspection required	ENERGEX	
18.5	Gas messages need to be coordinated with BCC newsletter	APA / Marketing&Comms	
18.6	Give Craig Stevens Origin's contact > Comms should have it	APA / Marketing&Comms	



LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
WEDNESDAY 19TH JANUARY 2011

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21.6	LM - CSA for internet	QPS	
23.2	Data on fires to go to LDCC	QFRS / LDCC	
24.1	Alert to LDCC for all persons including volunteer plant, of hazards eg LPG cylinders - process for response eg QFRS	LDCC	
27.9	LM – Messaging in newsletter	QUU / Marketing&Comms	
28.9	Continue with outreach teams and radio and CSA's	DOCS / Marketing&Comms	



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
THURSDAY 20TH JANUARY 2011**

Start Time	10:00 am	End Time	11:30 am
Venue	157 Ann Street, Brisbane		

1. LM open meeting
2. Deputy Premier - QE2 Evac centre set up well
3. DDC
 - 3.1. Offer of gum boots
 - 3.2. Need to get message out about safety
 - 3.3. CEO asked if there can be an amnesty on handing in firearms (To let police know they have firearms)
4. BOM – BRUCE GUNN
 - 4.1. To update knowledge of impact to City with or without rain
 - 4.2. More showers / storms west of Brisbane
 - 4.3. Slow moving. Lots of moisture with potential of localised flooding
 - 4.4. Few showers tomorrow
 - 4.5. Fine weather next week
 - 4.6. High tide of 1.46 m. 1.66 City gauge
 - 4.7. Dam release closed – all flooded bridges open
 - 4.8. Rainfall of 74 – 78 mm in Brisbane forest park and city 28mm
 - 4.9. Marshall road and stable swamp creek localised flooding
 - 4.10. LM wants messaging on high tides
 - 4.11. Everyone needs to refer in AHD
 - 4.12. Need clear messaging for tomorrow on the king tide being higher
 - 4.13. Need to advise on the impacts to the community in low lying areas
 - 4.14. State and local Governments need a single point of truth (including heights of water)
 - 4.15. Intel brief – Presentation by Chris Lavin
 - 4.16. Cr Cooper asked about getting data on structural integrity
5. EVAC
 - 5.1. 43 at QE2 running smoothly – No official time on when to close. Potential closure Saturday
6. FPG
 - 6.1. Recovery planning continuing
 - 6.2. Volunteer planning and management more CSA info required for external and internal
 - 6.3. Calls to contact Centre asking where volunteers can go



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
THURSDAY 20TH JANUARY 2011**

7. WASTE

- 7.1. 87,800 Tonnes of landfill
- 7.2. Rogue sites being reported and cleaned as discovered
- 7.3. CEO – Deploy signs to say Sites closed
 - 7.3.1. No dumping
 - 7.3.2. Thank you
- 7.4. Temporary waste sites closing down
- 7.5. Messages – Make sure bins are out on time
- 7.6. Skips – Replacing as required
- 7.7. Asbestos – Specialised operators contracted
- 7.8. LM – LDCC to be kept up to date on waste locations that are open

8. TRAFFIC and TRANSPORT

- 8.1. 14 signals left to fix
- 8.2. 9 signals on generator power
- 8.3. 6% of intersections do not have comms
- 8.4. 91% CCTV operability. 9% out
- 8.5. Traffic volume increasing but coping
- 8.6. Bikeways – assessing
- 8.7. Ferries – Navy divers – Continue assessing
- 8.8. River walk – Thorough assessment needed
 - 8.8.1. Looking at dismantling and assessing it at Howard Smith Wharves

9. CALL CENTRE

- 9.1. 5900 yesterday
- 9.2. Many calls about EWN
- 9.3. Volunteer enquiries
- 9.4. Food Bank – Canned food to libraries ready to go
- 9.5. New Farm and Stones Corner library ready to open

10. COMMS

- 10.1. News letter #4 out now
- 10.2. Living in Brisbane getting approvals
- 10.3. Volunteers information ready to go
- 10.4. 850 replies to volunteers for further guidance
- 10.5. EWN messaging
- 10.6. CSA overload – need to filter what goes out

11. ARMY

- 11.1. Handed back Q, T, J, E, R, S & G
- 11.2. Specialist equipment being brought in



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BRISBANE CITY COUNCIL
THURSDAY 20TH JANUARY 2011**

12. ENERGEX

- 12.1. 300 crews on ground
- 12.2. 3700 without power
- 12.3. Algester, Graceville and Sherwood
- 12.4. Getting to the pointy end
- 12.5. Power on to all but 3000 residents (Sherwood, Graceville and West End)
- 12.6. Cr Quirk – Substations and total house damage?

13. ORIGIN

- 13.1. 95% assessed
- 13.2. High priority – Markets (Week or two away)
- 13.3. Business side under control
- 13.4. Residents – reactive to complaints

14. APA

- 14.1. Network has held up well
- 14.2. Teams in field conducting assessments
- 14.3. Fact sheet to go out to BCC (To be made available)
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- 14.5. Deputy Premier – Electricians have limited gas filters licence. Will electricians check gas to save gas inspections returning?
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15. SES

- 15.1. 120 SES
- 15.2. 18 crews
- 15.3. Assisting with storm

16. QPS

- 16.1. Nothing to report

17. RED CROSS

- 17.1. Nothing to report

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- 18.1. Interstate members returned
- 18.2. Continuation of current activities
- 18.3. Requests for wash down and pool pumping
- 18.4. 15 crews at Rocklea markets
- 18.5. 4 crews – Meat to be disposed of
- 18.6. 3 crews – Suscatan St Rocklea – Seafood storage
- 18.7. Scientific assistance
- 18.8. 282 commercial and residents without alarm links



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**LOCAL DISASTER MANAGEMENT GROUP
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THURSDAY 20TH JANUARY 2011**

18.9. 2 water rescues

19. QUU

- 19.1. Treatment plants out
- 19.2. Karana Downs – 3,000 people – 1 -3 weeks
- 19.3. Fairfield – 14,000 people
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- 20.2. Sussex and Vulture St West End
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- 22.3. 1.9 today
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- 22.14. 23rd of December was higher
- 22.15. King tide will site 0.6 higher than normal king tide
- 22.16. 150 mm on top of 22/12
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THURSDAY 20TH JANUARY 2011**

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- 22.18. Higher Friday and Saturday. Dropping off Sunday
- 22.19. Deputy Premier – Seeking king tide
- 22.20. LM – BOM / FIC / CSA by Comms in the next hour
- 22.21. LM – Communications must be able to advise residents what has been happening locally
- 22.22. Speed of event is crucial (Information must be processed quickly)
- 22.23. LM – A resident said “You didn’t warn us”
- 22.24. CEO – EWN message
 - 22.24.1. pick it up outside the high tide
 - 22.24.2. sms and email list for volunteers

End of meeting 11:30 am

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7.8	LM – LDCC to be kept up to date on waste locations that are open	BCW / LDCC	
10.5	EWN messaging	Marketing&Comms	
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22.20	LM – BOM / FIC / CSA by Comms in the next hour	Marketing&Comms	Within the hour
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AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

AGENDA – Meeting Thursday January 20 2011

Time: 10:00-11:30 am
 Location: Room 2, Level 2, 157 Ann St (Roy Harvey House)

Agenda No	ITEM	Submitted By
1.	Welcome and Apologies	Chair BCC LDMG
2.	State Situation Update	Deputy Premier
3.	District Disaster Coordinator Report	AC Peter Martin
4.	BoM/FIC report	BoM/FIC representative(s)
5.	BCC update <ul style="list-style-type: none"> • Intelligence Brief • LDCC • Evacuation/ Recovery update • Volunteer Asset Management / Forward planning for recovery • Other Council Departments 	Disaster Operations Manager (Chris Lavin) LDCC Incident Controller Kent Stroud Peter Rule As required
6.	Report from External Stakeholders <ul style="list-style-type: none"> • Army • Energex • GAS <ul style="list-style-type: none"> • Origin Energy • APA Group • Emergency Management Qld • Qld Police • Red Cross • Qld Fire & Rescue • QAS • Telstra • Qld Urban Utilities • DoCS • Other 	Lt Col Shaun Hoffmann
7.	Next Meeting	Friday 21 Jan, 10am



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
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LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL THURSDAY 20TH JANUARY 2011

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Dedicated to a better Brisbane

**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
FRIDAY 21ST JANUARY 2011**

Start Time	10:00 am	End Time	11:00 am
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Venue 157 Ann Street, Brisbane

1. LM open meeting

- 1.1. Council will announce review into response (Independent review to be completed May this year)

2. STATE GOV

- 2.1. No representative

3. DDC

- 3.1. No issues to report
- 3.2. Introduced Chief Superintendant Brent Carter as Deputy DDC

4. BOM – BRUCE GUNN

- 4.1. Isolated showers in South East today
- 4.2. 44mm to 9am this morning
- 4.3. Fine Tuesday to Thursday
- 4.4. Possible cyclone Sunday/ Monday for far north Qld
- 4.5. CEO – King tide 1.70 m AHD today
 - 4.5.1. Gauge fault (SEQ Gauge. Being corrected)
 - 4.5.2. Today is 0.15m higher than yesterday
 - 4.5.3. 0.16 lower than 21 – 22 December
- 4.6. Lm – Question about the landslip at Moggill (Cr Knapp responded)

5. EVAC – KENT STROUD

- 5.1. QE2 had 23 overnight
- 5.2. 15 singles and 1 family. Winding up by COB today
- 5.3. Evac centres have assisted in all enquiries
- 5.4. Left over food to go to charity agencies

6. VOLUNTEER – PETER RULE

- 6.1. Groups continue to be deployed (via email)
- 6.2. CSA for businesses in need
- 6.3. Message to Councillors to identify areas
- 6.4. General volunteer activity continuing
- 6.5. LM – Senses that people want some space and volunteers to leave them alone if requested
- 6.6. Recovery planning – Been speaking with the CEO > E&C on Monday

7. INFRASTRUCTURE

- 7.1. 1.3% signals out of 11 / 878
- 7.2. 8.7% CCTV out



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
FRIDAY 21ST JANUARY 2011**

- 7.3. 8.4% Comms out
- 7.4. Bikeways being addressed
- 7.5. Divers continue to assess ferry terminals
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Dedicated to a better Brisbane

**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
FRIDAY 21ST JANUARY 2011**

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- 12.1. 350+ crews out
 - 12.1.1. 1000 without power
 - 12.1.2. Sherwood
 - 12.1.3. New Stead
 - 12.1.4. Rocklea
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 - 12.1.6. Fig Tree Pocket
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15. EMQ

- 15.1. All storm jobs have been completed
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16. RED CROSS

- 16.1. Nothing to report

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- 17.1. Nothing to report

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- 22.5. Jindalee 2x 500mm of pipe embedded in river bed 1km upstream from bridge
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- 23.2. RNA centre quiet but open
- 23.3. Increase in Vietnamese in St Aidens centre
- 23.4. 10,300 people through recovery centre's
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24. GENERAL

- 24.1. CEO – EWN at 36,183 registrations (To be used for king tide warnings)
- 24.2. 31,300 insurance claims
 - 24.2.1. \$1.19 Billion
 - 24.2.2. 50% of claims are from Brisbane
- 24.3. LM – Spoke to a business owner – told by an insurance rep that he didn't have flood insurance. Business owner does have it and is concerned about others being told incorrect information
- 24.4. Craig Evans advised maps and is only providing specialists maps
- 24.5. Meeting will be held Saturday 22 January 2011

END OF MEETING AT 11:00 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
6.2	CSA for businesses in need	Marketing&Comms	
6.3	Message to Councillors to identify areas	LDCC	
6.6	Recovery planning – Been speaking with the CEO > E&C on Monday	FPG	
8.15	LM – Messaging required. No more than a week longer. Consider people that have been away	Marketing&Comms	
23.9	LM asked for numbers (of affected residents)	DOCS	

AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

AGENDA – Meeting Friday January 21 2011

Time: 10:00-11:30 am
Location: Room 2, Level 2, 157 Ann St (Roy Harvey House)

Agenda No	ITEM	Submitted By
1.	Welcome and Apologies	Chair BCC LDMG
2.	State Situation Update	Deputy Premier
3.	District Disaster Coordinator Report	AC Peter Martin
4.	BoM/FIC report	BoM/FIC representative(s)
5.	BCC update <ul style="list-style-type: none"> • Intelligence Brief • LDCC • Evacuation/ Recovery update • Volunteer Asset Management / Forward planning for recovery • Infrastructure • Waste • Contact Centre • Other Council Departments 	Disaster Operations Manager (Chris Lavin) LDCC Incident Controller Kent Stroud Peter Rule Barry Broe Sue Rickerby Vicki Pethybridge As required
6.	Report from External Stakeholders <ul style="list-style-type: none"> • Army • Energex • GAS <ul style="list-style-type: none"> ○ Origin Energy ○ APA Group • Emergency Management Qld • Qld Police • Red Cross • Qld Fire & Rescue • QAS • Telstra • Qld Urban Utilities • DoCS • Other 	Lt Col Shaun Hoffmann
7.	Next Meeting	Saturday 22 Jan, 10am



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
FRIDAY 21ST JANUARY 2011**

Start Time 10:00 am **End Time** 11:00 am

Venue 157 Ann Street, Brisbane

1. LM open meeting

- 1.1. Council will announce review into response (Independent review to be completed May this year)

2. STATE GOV

- 2.1. No representative

3. DDC

- 3.1. No issues to report
- 3.2. Introduced Chief Superintendant Brent Carter as Deputy DDC

4. BOM – BRUCE GUNN

- 4.1. Isolated showers in South East today
- 4.2. 44mm to 9am this morning
- 4.3. Fine Tuesday to Thursday
- 4.4. Possible cyclone Sunday/ Monday for far north Qld
- 4.5. CEO – King tide 1.70 m AHD today
 - 4.5.1. Gauge fault (SEQ Gauge. Being corrected)
 - 4.5.2. Today is 0.15m higher than yesterday
 - 4.5.3. 0.16 lower than 21 – 22 December
- 4.6. Lm – Question about the landslip at Moggill (Cr Knapp responded)

5. EVAC – KENT STROUD

- 5.1. QE2 had 23 overnight
- 5.2. 15 singles and 1 family. Winding up by COB today
- 5.3. Evac centres have assisted in all enquiries
- 5.4. Left over food to go to charity agencies

6. VOLUNTEER – PETER RULE

- 6.1. Groups continue to be deployed (via email)
- 6.2. CSA for businesses in need
- 6.3. Message to Councillors to identify areas
- 6.4. General volunteer activity continuing
- 6.5. LM – Senses that people want some space and volunteers to leave them alone if requested
- 6.6. Recovery planning – Been speaking with the CEO > E&C on Monday

7. INFRASTRUCTURE

- 7.1. 1.3% signals out of 11 / 878
- 7.2. 8.7% CCTV out



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LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL FRIDAY 21ST JANUARY 2011

- 7.3. 8.4% Comms out
- 7.4. Bikeways being addressed
- 7.5. Divers continue to assess ferry terminals
- 7.6. Riverwalk – Maritime Safety Qld wants BCC to remove and store
- 7.7. Can't inspect properly. Remove from water option being considered
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BRISBANE CITY COUNCIL
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END OF MEETING AT 11:00 am

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Dedicated to a better Brisbane

**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 22ND JANUARY 2011**

Start Time 10:00 am

End Time 10:50 am

Venue 157 Ann Street, Brisbane

1. LM open meeting

2. DDC - Assistant Commissioner Peter Martin

- 2.1. Strong Police presence
- 2.2. Few instances of crime
- 2.3. All going well

3. BOM / FIC

- 3.1. Greater Brisbane area 10mm or less
- 3.2. Less rain today
- 3.3. Fine through until Wednesday
- 3.4. May see shower or two Thursday and Friday
- 3.5. 1.75 AHD high tide yesterday
- 3.6. 1.7 AHD today
- 3.7. Low lying areas may be affected
- 3.8. Wivenhoe gates closed Wednesday

4. LDCC - INTELLIGENCE BRIEF

- 4.1. Chris Lavin

5. EVAC

- 5.1. QE2 and RNA closed
 - 5.1.1. Re-homed 320 households
 - 5.1.2. Requests for assistance being directed to recovery centres

6. VOLUNTEERS

- 6.1. Parks being updated on the website
- 6.2. Getting manageable numbers
- 6.3. Provide updates as they come in
- 6.4. Matching up volunteers and community organisations to businesses and homes
- 6.5. Progressing well
- 6.6. Very labour intensive
- 6.7. Some lack of response
- 6.8. Reviewing the strategy to use local Councillor or a lead volunteer group
- 6.9. Residents are appreciative of support
- 6.10. Recovery type requests for assistance
- 6.11. LM – Concerned – “Will someone say” “I asked for help and no one came”
 - 6.11.1. CEO – Process – Resident / business. Council following up with people to ensure they received help as requested through Contact Centre.



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LOCAL DISASTER MANAGEMENT GROUP BRISBANE CITY COUNCIL SATURDAY 22ND JANUARY 2011

- 6.11.2. Cr Quirk – If any have been missed to ring through to Contact Centre
- 6.11.3. Cr Knapp – Rocks riverside park – Will need help at sports centres

7. INFRASTRUCTURE

- 7.1. 99% - Signals working
- 7.2. 95% - CCTV working
- 7.3. 91% - Telemetry
- 7.4. Re-cable Rocklea markets intersections
- 7.5. Ground penetrating radar being used to monitor Coronation Drive
- 7.6. Ferries – Divers continue assessment
 - 7.6.1. No severe damage
- 7.7. Bikeways – LDCC coordinating bikeway clearing
 - 7.7.1. CEO – Drift restaurant requested volunteers. LDCC arranging
- 7.8. COS and LM have met with Major General Slater
 - 7.8.1. Discussed river walk
 - 7.8.2. Submit application asap of rebuilding needs

8. WASTE

- 8.1. Landfill – 126700 tonnes in
 - 8.1.1.1. 47 ,000 vehicles unloaded in the last 8 days
- 8.2. 220 Skips out
- 8.3. Wheelie bins – 723 missed collections
- 8.4. Residents advised to call Contact Centre if bin missed
- 8.5. Sandbags and mud being put into bins
 - 8.5.1. LM – message to go out “Do not put sandbags and mud into your wheelie bins”. CSA being completed
- 8.6. 104 lost / stolen wheelie bins provided each day
- 8.7. People getting too close to collection trucks
- 8.8. Trucks will return daily to flood affected areas
- 8.9. Checking on closed waste sites – 35 closed

9. CONTACT CENTRE

- 9.1. 5,716 calls yesterday
- 9.2. 500 to 10 am today
 - 9.2.1. 1100 same time last week
- 9.3. Calls are relating to –
 - 9.3.1. Bins
 - 9.3.2. Volunteering
 - 9.3.3. Rates rebate
 - 9.3.4. Damaged footpaths
- 9.4. CEO – Electric BBQ's in affected areas have been disconnected and signed
- 9.5. BBQ's to be repaired by Australia day



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LOCAL DISASTER MANAGEMENT GROUP

BRISBANE CITY COUNCIL

SATURDAY 22ND JANUARY 2011

10. COMMS

- 10.1. Newsletter #5 going out
- 10.2. New poster going out
- 10.3. Half of the parks have been fully adopted
 - 10.3.1. Updates on digital media
- 10.4. LM – Live in Brisbane out when?
 - 10.4.1. 31st January 2011

11. FPG

- 11.1. Guidance on kerb side collections
 - 11.1.1. LM – Final done on the 31 January and collect after that
 - 11.1.2. Then to transfer stations
 - 11.1.3. CEO – to update at E&C on Monday
 - 11.1.4. Silent unannounced future collection date
 - 11.1.5. LM – Store at suitable locations
- 11.2. CEO – Advised that community is genuinely showing thanks to personnel on the streets
- 11.3. River pontoons – ADF can lift. Looking into storage sites
- 11.4. Sherwood bus depot – Propose to close temporary site to get construction at the depot going again
- 11.5. CEO – 3,000 vaccinations since last Saturday
- 11.6. Shane McLeod – 5,216 gully cleans over 4 days

12. ADF

- 12.1. Cleaning temporary dump sites
- 12.2. Pontoons
- 12.3. NAVY have completed survey of bay and no issues
- 12.4. No issues with bridges

13. ENERGEX

- 13.1. At 400 (300 in Brisbane) remain unconnected
- 13.2. 60 – 100 crews on ground
- 13.3. If people are missed call 13 62 62
- 13.4. Sherwood, Rocklea and Archerfield should have power by end of today

14. ORIGIN

- 14.1. No response

15. APA

- 15.1. Good progress
- 15.2. 25 suburbs covered
- 15.3. 2 – 3 weeks should be complete (Worst case scenario)
- 15.4. Safety checks – Electronics and Gas
 - 15.4.1. RRP - \$65 from a large organisation doing gas checks



Dedicated to a better Brisbane

**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 22ND JANUARY 2011**

16. EMQ

- 16.1. Not present

17. SES

- 17.1. Back to core business hours
- 17.2. Monitoring ICCS

18. QPS

- 18.1. Nothing to report

19. RED CROSS

- 19.1. Nothing to report

20. QFRS

- 20.1. Regional Operations coordination still operating. De-scaling to Monday
- 20.2. 16 fires over night
- 20.3. 23 rescues
- 20.4. 4784 – RAT
- 20.5. 1000 pump outs
- 20.6. 1250 cleanups
- 20.7. Fire Safety Taskforce
 - 20.7.1. In 8 sectors today
 - 20.7.2. In 2 additional sectors tomorrow

21. QAS

- 21.1. Not present

22. ST JOHNS

- 22.1. Not present

23. TELSTRA

- 23.1. Nothing to report

24. QUU

- 24.1. Wivenhoe at 101% - 90m3sec released
- 24.2. Mt Crosby bridge – Inspection Monday as damaged hand rails
- 24.3. Lockyer flow caused water deterioration in river overnight
- 24.4. All pumping stations operating OK
- 24.5. Sewage treatment plant severely damaged
 - 24.5.1. Primary screening only
 - 24.5.2. Sewage still going into river



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 22ND JANUARY 2011**

25. COMMS

- 25.1. 7 Recovery Centres open
- 25.2. 12000 through the door – overall
- 25.3. Housing issues – Hot issue
- 25.4. Legal services assisting in recovery centres
- 25.5. Action taken for 2 families in Brisbane – funeral services
- 25.6. Vicki – Temporary housing? Where? When?
 - 25.6.1. Number of options
 - 25.6.2. Existing housing stock
 - 25.6.3. Demountables

26. LM – No further LDMG meetings to be held.

- 26.1. Please pass on thanks and best wishes. Worked very well / a lot of work
- 26.2. Invited external agencies to provide input to BCC review

END OF MEETING AT 10:50 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
8.5.1	Sandbags and mud being put into bins: LM asked for message to go out "Do not put sandbags and mud into your wheelie bins". CSA to be completed	Marketing&Comms	
11.1.3	CEO – to update (re Kerbside collections) at E&C on Monday	FPG / CEO	
26.1	Lord Mayor asked for thanks and best wishes to be passed on. Worked very well / a lot of work.	ALL	

AGENDA OF THE BRISBANE CITY COUNCIL LOCAL DISASTER MANAGEMENT GROUP

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7.	Next Meeting	TBA at this meeting (Chair)



**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
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Dedicated to a better Brisbane

Start Time	10:00 am	End Time	10:50 am
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 - 6.10. Recovery type requests for assistance
 - 6.11. LM – Concerned – “Will someone say” “I asked for help and no one came”
 - 6.11.1. CEO – Process – Resident / business. Council following up with people to ensure they received help as requested through Contact Centre.



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**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 22ND JANUARY 2011**

6.11.2. Cr Quirk – If any have been missed to ring through to Contact Centre

6.11.3. Cr Knapp – Rocks riverside park – Will need help at sports centres

7. INFRASTRUCTURE

7.1. 99% - Signals working

7.2. 95% - CCTV working

7.3. 91% - Telemetry

7.4. Re-cable Rocklea markets intersections

7.5. Ground penetrating radar being used to monitor Coronation Drive

7.6. Ferries – Divers continue assessment

7.6.1. No severe damage

7.7. Bikeways – LDCC coordinating bikeway clearing

7.7.1. CEO – Drift restaurant requested volunteers. LDCC arranging

7.8. COS and LM have met with Major General Slater

7.8.1. Discussed river walk

7.8.2. Submit application asap of rebuilding needs

8. WASTE

8.1. Landfill – 126700 tonnes in

8.1.1.1. 47,000 vehicles unloaded in the last 8 days

8.2. 220 Skips out

8.3. Wheelie bins – 723 missed collections

8.4. Residents advised to call Contact Centre if bin missed

8.5. Sandbags and mud being put into bins

8.5.1. LM – message to go out "Do not put sandbags and mud into your wheelie bins". CSA being completed

8.6. 104 lost / stolen wheelie bins provided each day

8.7. People getting too close to collection trucks

8.8. Trucks will return daily to flood affected areas

8.9. Checking on closed waste sites – 35 closed

9. CONTACT CENTRE

9.1. 5,716 calls yesterday

9.2. 500 to 10 am today

9.2.1. 1100 same time last week

9.3. Calls are relating to –

9.3.1. Bins

9.3.2. Volunteering

9.3.3. Rates rebate

9.3.4. Damaged footpaths

9.4. CEO – Electric BBQ's in affected areas have been disconnected and signed

9.5. BBQ's to be repaired by Australia day



**LOCAL DISASTER MANAGEMENT GROUP
BRISBANE CITY COUNCIL
SATURDAY 22ND JANUARY 2011**

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10. COMMS

- 10.1. Newsletter #5 going out
- 10.2. New poster going out
- 10.3. Half of the parks have been fully adopted
 - 10.3.1. Updates on digital media
- 10.4. LM – Live in Brisbane out when?
 - 10.4.1. 31st January 2011

11. FPG

- 11.1. Guidance on kerb side collections
 - 11.1.1. LM – Final done on the 31 January and collect after that
 - 11.1.2. Then to transfer stations
 - 11.1.3. CEO – to update at E&C on Monday
 - 11.1.4. Silent unannounced future collection date
 - 11.1.5. LM – Store at suitable locations
- 11.2. CEO – Advised that community is genuinely showing thanks to personnel on the streets
- 11.3. River pontoons – ADF can lift. Looking into storage sites
- 11.4. Sherwood bus depot – Propose to close temporary site to get construction at the depot going again
- 11.5. CEO – 3,000 vaccinations since last Saturday
- 11.6. Shane McLeod – 5,216 gully cleans over 4 days

12. ADF

- 12.1. Cleaning temporary dump sites
- 12.2. Pontoons
- 12.3. NAVY have completed survey of bay and no issues
- 12.4. No issues with bridges

13. ENERGEX

- 13.1. At 400 (300 in Brisbane) remain unconnected
- 13.2. 60 – 100 crews on ground
- 13.3. If people are missed call 13 62 62
- 13.4. Sherwood, Rocklea and Archerfield should have power by end of today

14. ORIGIN

- 14.1. No response

15. APA

- 15.1. Good progress
- 15.2. 25 suburbs covered
- 15.3. 2 – 3 weeks should be complete (Worst case scenario)
- 15.4. Safety checks – Electronics and Gas
 - 15.4.1. RRP - \$65 from a large organisation doing gas checks



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SATURDAY 22ND JANUARY 2011**

16. EMQ

- 16.1. Not present

17. SES

- 17.1. Back to core business hours
- 17.2. Monitoring ICCS

18. QPS

- 18.1. Nothing to report

19. RED CROSS

- 19.1. Nothing to report

20. QFRS

- 20.1. Regional Operations coordination still operating. De-scaling to Monday
- 20.2. 16 fires over night
- 20.3. 23 rescues
- 20.4. 4784 – RAT
- 20.5. 1000 pump outs
- 20.6. 1250 cleanups
- 20.7. Fire Safety Taskforce
 - 20.7.1. In 8 sectors today
 - 20.7.2. In 2 additional sectors tomorrow

21. QAS

- 21.1. Not present

22. ST JOHNS

- 22.1. Not present

23. TELSTRA

- 23.1. Nothing to report

24. QUU

- 24.1. Wivenhoe at 101% - 90m3sec released
- 24.2. Mt Crosby bridge – Inspection Monday as damaged hand rails
- 24.3. Lockyer flow caused water deterioration in river overnight
- 24.4. All pumping stations operating OK
- 24.5. Sewage treatment plant severely damaged
 - 24.5.1. Primary screening only
 - 24.5.2. Sewage still going into river



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BRISBANE CITY COUNCIL
SATURDAY 22ND JANUARY 2011**

25. COMMS

- 25.1. 7 Recovery Centres open
- 25.2. 12000 through the door – overall
- 25.3. Housing issues – Hot issue
- 25.4. Legal services assisting in recovery centres
- 25.5. Action taken for 2 families in Brisbane – funeral services
- 25.6. Vicki – Temporary housing? Where? When?
 - 25.6.1. Number of options
 - 25.6.2. Existing housing stock
 - 25.6.3. Demountables

26. LM – No further LDMG meetings to be held.

- 26.1. Please pass on thanks and best wishes. Worked very well / a lot of work
- 26.2. Invited external agencies to provide input to BCC review

END OF MEETING AT 10:50 am

ACTION SUMMARY FROM MEETING

Action Number	Description	Who	By When
8.5.1	Sandbags and mud being put into bins: LM asked for message to go out "Do not put sandbags and mud into your wheelie bins". CSA to be completed	Marketing&Comms	
11.1.3	CEO – to update (re Kerbside collections) at E&C on Monday	FPG / CEO	
26.1	Lord Mayor asked for thanks and best wishes to be passed on. Worked very well / a lot of work.	ALL	

Disaster Management

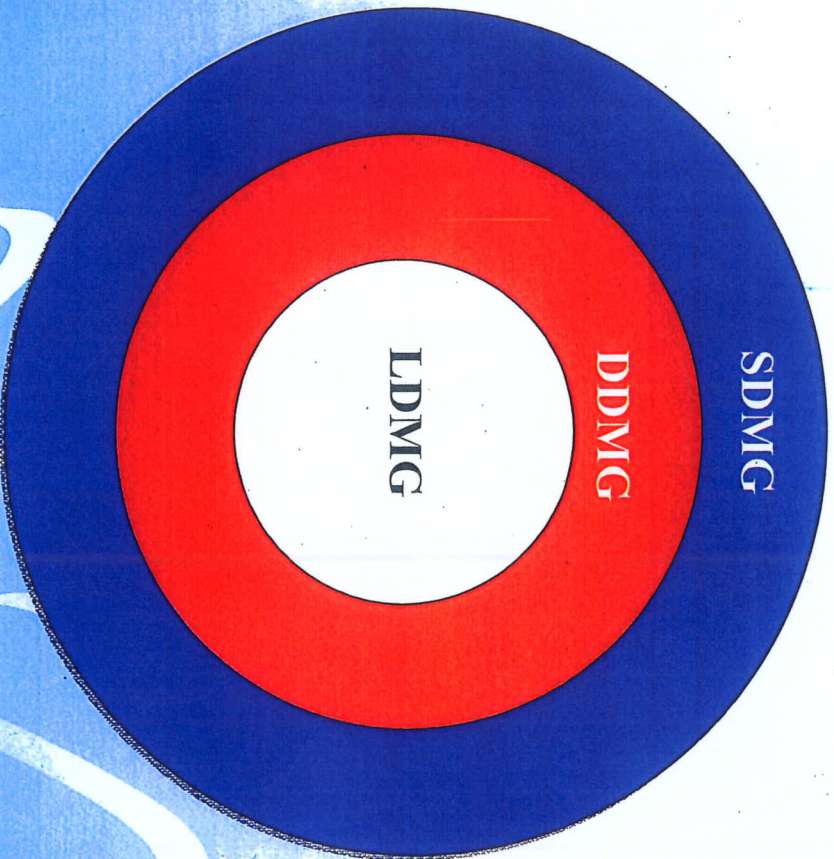
CEO Briefing



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"COJ-4"

Disaster Management Arrangements



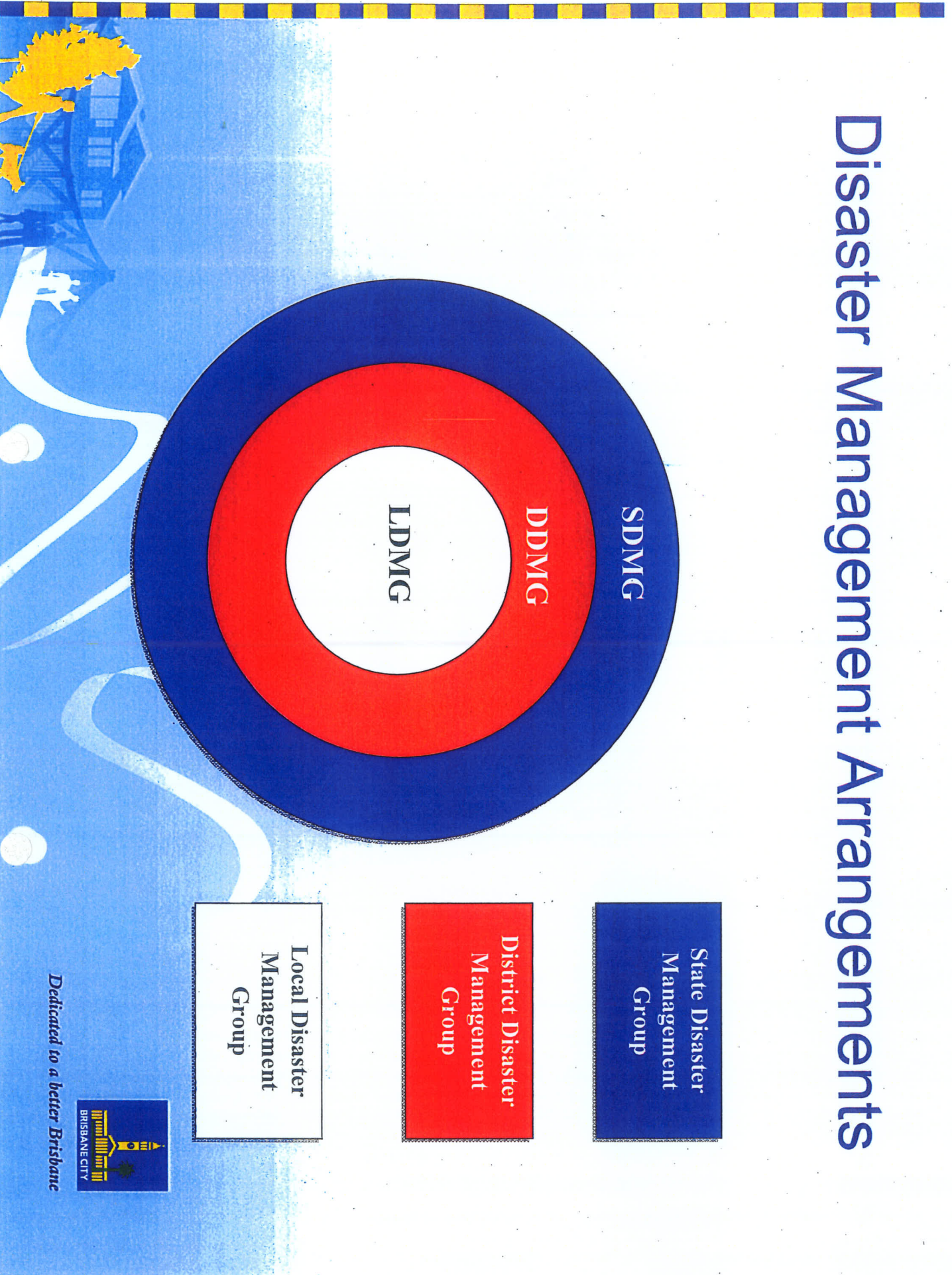
State Disaster
Management
Group

District Disaster
Management
Group

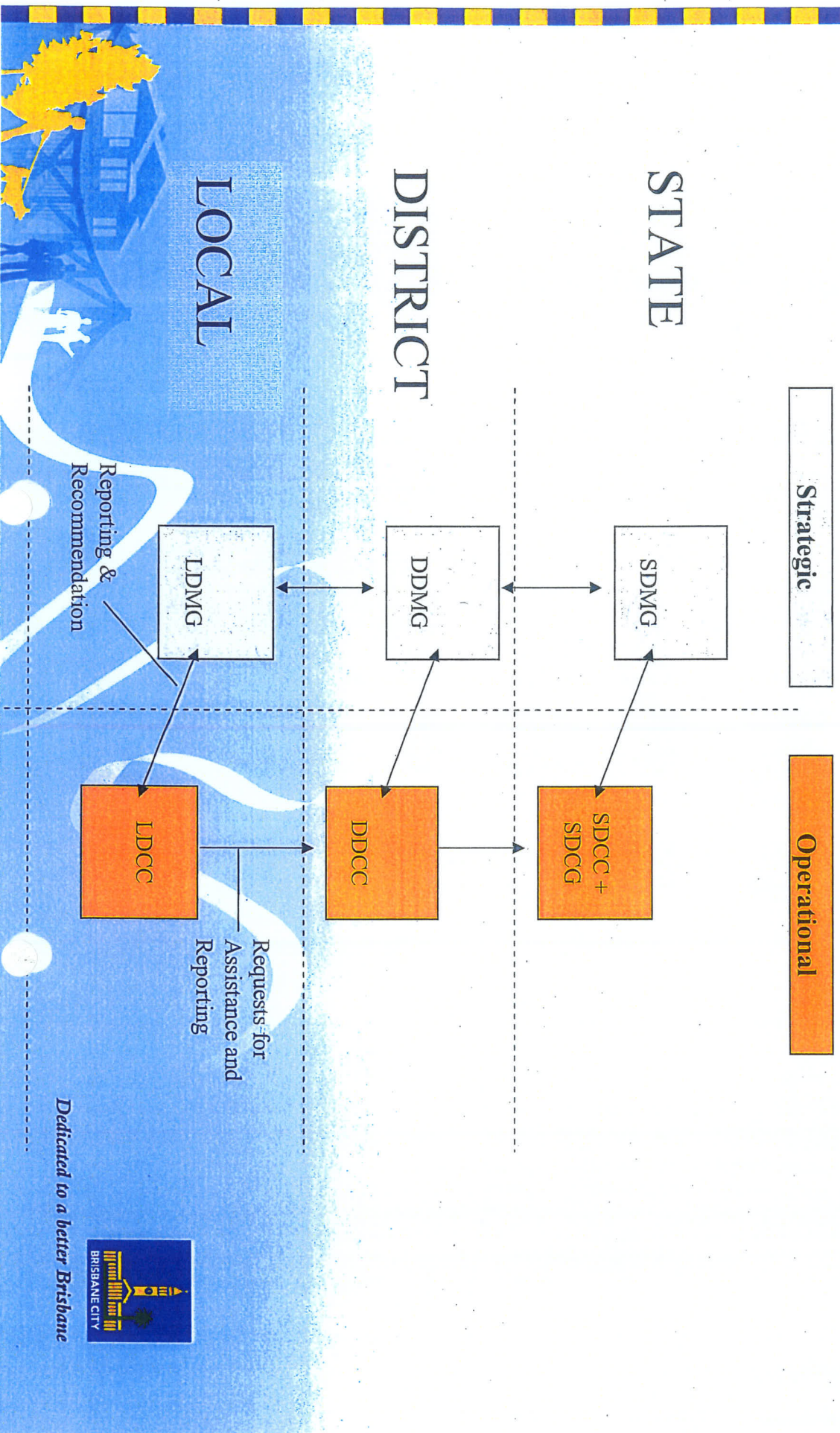
Local Disaster
Management
Group



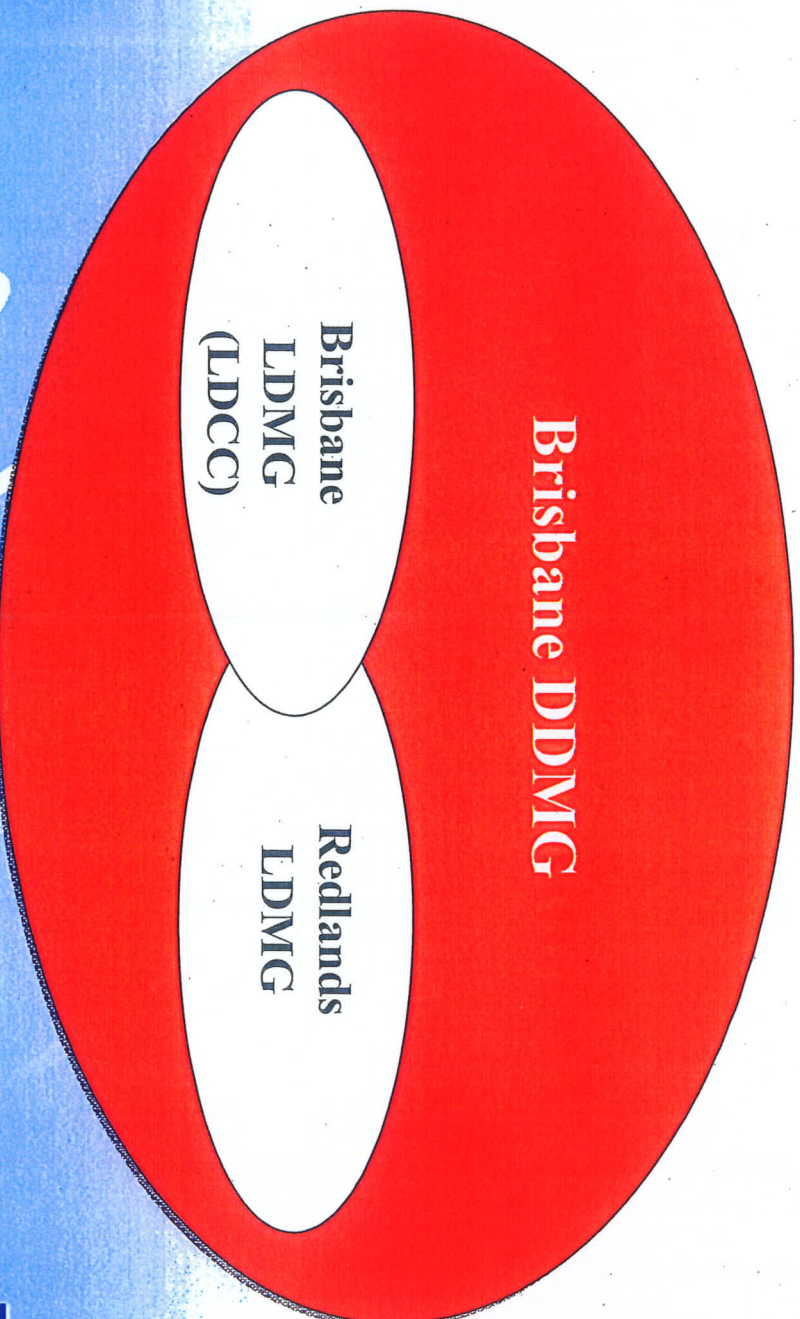
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Strategic and Operational Relationship



District Disaster Management Group (DDMG)



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BCC Disaster Management

- Focus the Lord Mayor.
- Focus on being prepared.
- Whole-of-Council response.
- The Gap Storm Event 2008.
- Flooding May 2009.
- Maturity of Disaster Management.
- Concept of Operations.
 - Scalable
 - Flexible
 - Adaptable



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Disaster Management Group

- Disaster Operations Manager
- Disaster Management Coordinator
- SES Local Controller
- Senior program Officer
- 2 x Project Officers
- Disaster Management Support Officer
- 24/7 Duty Officers



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Activity

- Summer Storm Campaign
- Disaster Management Planning
- Training and Exercises
- Early Warning Alert Service
- SES
- LDMG
- SOP's
- 24/7 Watch



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Disaster Operations Manager

- Advice to the XO LDMSG (CEO).
- Advice to LM CoS.
- Supporting operational implementation of BCC Disaster Management Arrangements (DMA) during a major event
- Integrity of BCC DMA during a major event
- Compliance with the DM Act 2003
- Maintenance of key external relationships.



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Levels of Activation

- Level 1
 - Managed through core business functions.
- Level 2
 - Managed by the key Council business unit – IAT may meet to determine which unit takes lead response.
- Level 3
 - Activation of the LDCC – Expanded LDCC functions may be put on standby.
- Level 4
 - Complex response – full activation of the expanded LDCC.



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Immediate Action Team

- Consists of senior executives and LMO representatives.
- CEO activates.
- Provides informed decisions during fast breaking events about Council's response.
- Will be disbanded if LDCC activated.



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CONOPS

- Key Principles
 - Reflect Council's Disaster Management Plan (DMP) and disaster management arrangements (DMA).
 - Scalable and flexible.
 - Delivery of timely, consistent and accurate information (single point of truth).
 - Ensure business continuity, zero harm and delivery of services.
 - Resilience.



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Local Disaster Management Group (LDMG) – *LM is the Chair*

- Strategic guidance and direction for disaster management.
- Manage disaster response to recovery operations.
 - Minimise adverse effects on the community, natural environment, built environment and economy. Focus on being prepared.
- Set priorities and assign resources.
- Ensure efficient and effective recovery.
- Maintains control of operational response.
- Meets twice a year.



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Local Disaster Coordination Centre (LDCC)

- Coordinates strategic level emergency response.
- Ensures resources (council and other) are coordinated to deliver and / or reinstate council services to the affected community.
- Ensures adequate communication and dissemination of information regarding council's emergency response.



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LDCC

- When established:
 - Upon advice from the DOM and XO (CEO).
 - Level 3 event. (Level 4 on Standby)
 - Level 4 event – full activation due to large scale, complex emergency response.
 - Consists of 4 teams that rotate in 8–10 hr shifts
- Where Located:
 - BSQ Level 1
 - Have redundant sites at East Regional Business Centre at Carindale.



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Incident Controller

- Assumes control for the overall responsibility for the operation of the LDCC.
- Regularly updates LDMG Executive (LM, & CEO), DOM, LDMG members and DDC.
- Ensures operational coordination with all work areas of Council and participating agencies including other councils and external agencies.



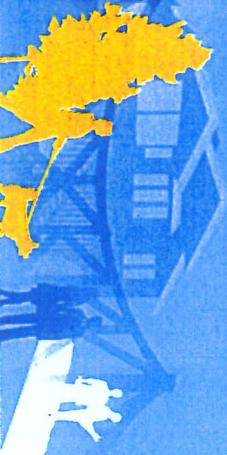
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Groups within the LDCC – Level 3

- Operations (and Situation)
- Plans
- Logistics (and Administration)
- Intelligence (inc. GIS)
- Communications (Crisis Comms)

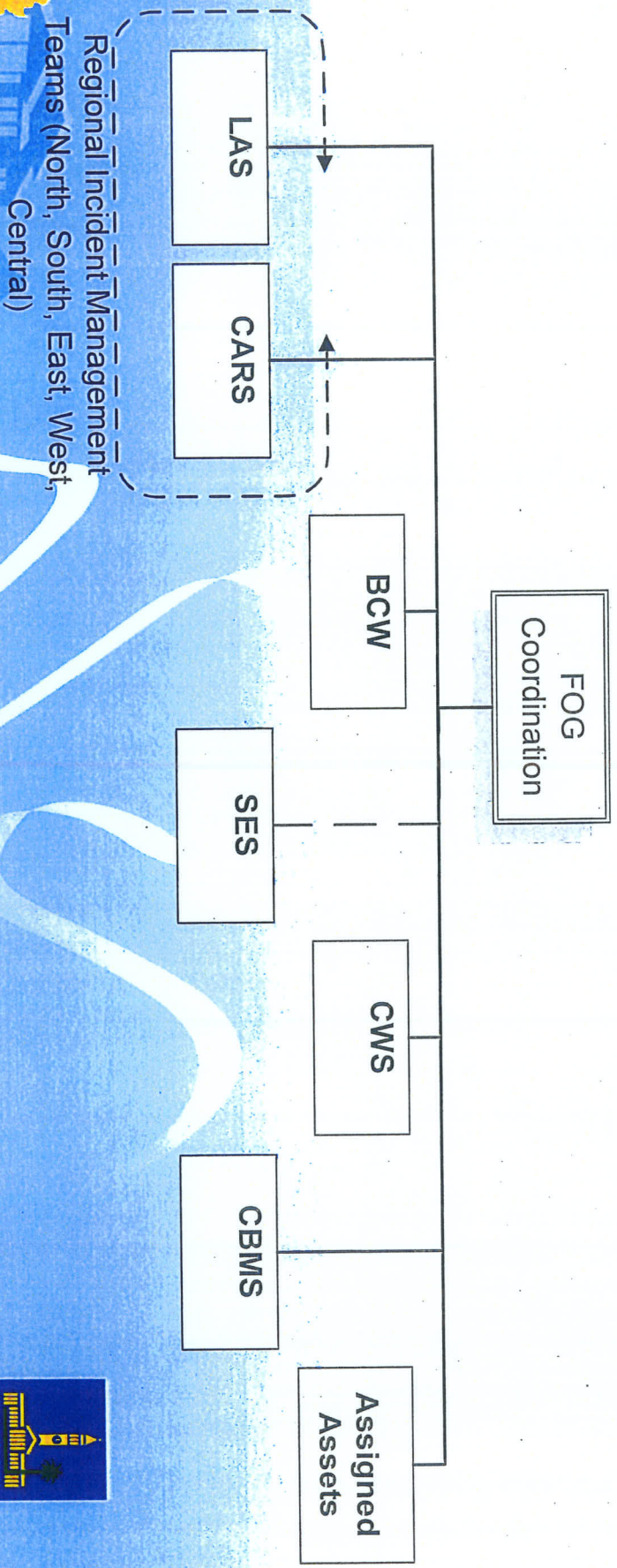


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Groups within the LDCC – Level 4

- Operations → • Field Operations Group (FOG)

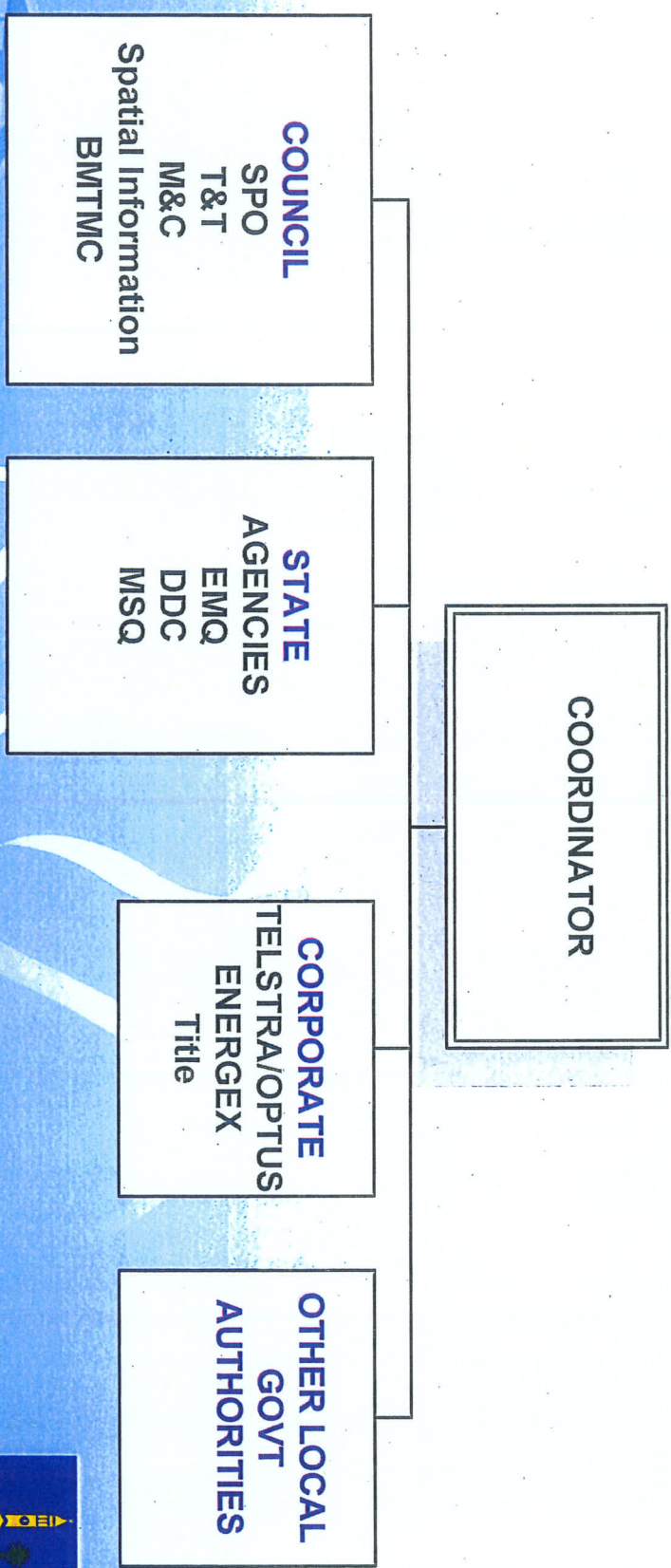


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Groups within the LDCC – Level 4

- Plans → • Forward Planning Group (FPG)



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Groups within the LDCC – Level 4

- Logistics →
- Incident Support Group (ISG)
- Communications →

Administration, Logistics, Corporate Communication and the overarching Situational Reporting (SITREPs) promulgated during the event.



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Groups within the LDCC – Level 4

- Intelligence → • Disaster Intelligence Group (DIG)

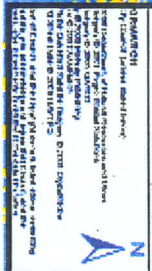
Support the LDCC's planning, logistical, and operational activities by managing information in line with Critical Information Requirements to provide intelligence from which key decisions can be made.



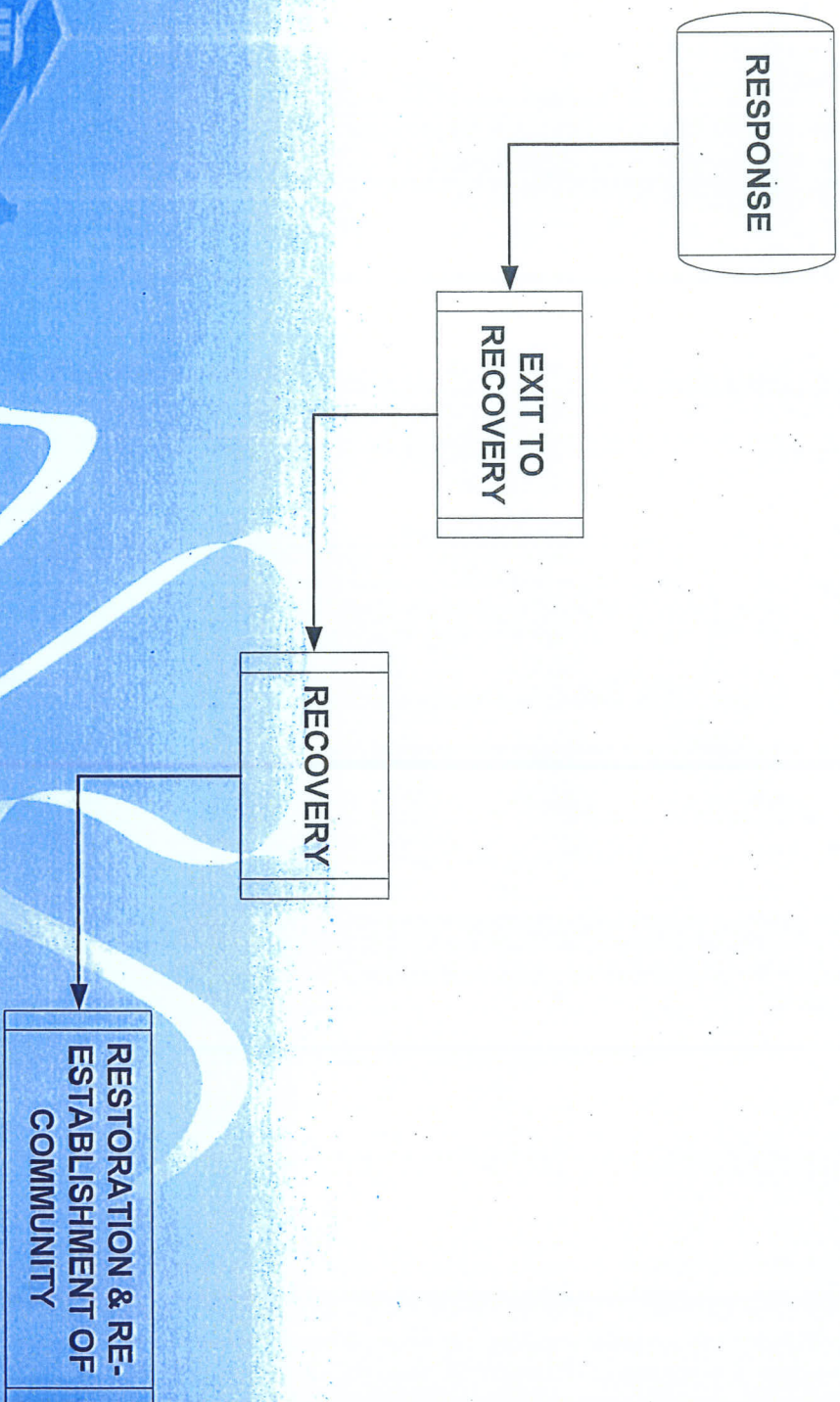
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Engineering College - El Palmar



Exit Strategy



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BRISBANE CITY COUNCIL

Concept of Operations Disaster Management

Revised: November 2009

1.0 Aim

To define Brisbane City Council's flexible and scalable response and recovery capability to natural and non-natural disaster events.

2.0 Context

Brisbane City has recently experienced a number of significant disaster events that have impacted on Council business and the Brisbane community.

As a result of a severe storm event in November 2008, Council commissioned a review of Council's response to the event, of which a number of recommendations were made. One of the key recommendations related to the establishment of an expanded Local Disaster Coordination Centre (LDCC), which included flexible and expandable functions to gain rapid situational awareness of events. Allowing for more effective allocation and coordination of resources, to ensure strategic planning priorities set by the Local Disaster Management Group (LDMG) are informed and met, and to improve reporting efficiency.

Brisbane City Council currently meets its legislative requirements and obligations under the Queensland State Government's *Disaster Management (DM) Act 2003*. Council has an experienced and effective Local Disaster Management Group (LDMG) that provides strategic direction through all phases of an event and a tested recovery structure that addresses key contemporary recovery principals.

An all hazards and comprehensive approach to disaster management is imbedded into Council's Disaster Management practices and is demonstrated through continuous testing, review and improvement of the BCC Disaster Management Plan (and sub-plans) on an annual basis. The DM Plan outlines Council's roles and responsibilities during disaster events. Training and exercising in the Local and District Disaster Management Arrangements are also regularly conducted.

This Concept of Operations (CONOPS) enhances the current functions of Council's LDCC and provides a flexible and scalable response and operational capability in disaster events. The Concept of Operations will provide the over-arching framework to Council's management of an event and DM Plan and provides a high-level approach to expanded LDCC functions that will be further detailed in the Standard Operating Procedures (SOPs) underpinning the DM Plan.

During any disaster event, the LDMG's priorities will always be to prevent serious injury and loss of life, minimise damage to property and infrastructure and maintain the provision of public services.

3.0 Key Principles

- All operations reflect Council's Disaster Management Plan and disaster management arrangements;
- LDCC functions should be flexible and scalable to ensure appropriate levels of coordination;
- Ensure the delivery of timely, consistent and accurate information and communication to the affected community through appropriate systems and processes, such as Daily Briefing, Situation Reports (SITREPs), Crisis

Communication Plans, that may include working with stakeholders external to Council;

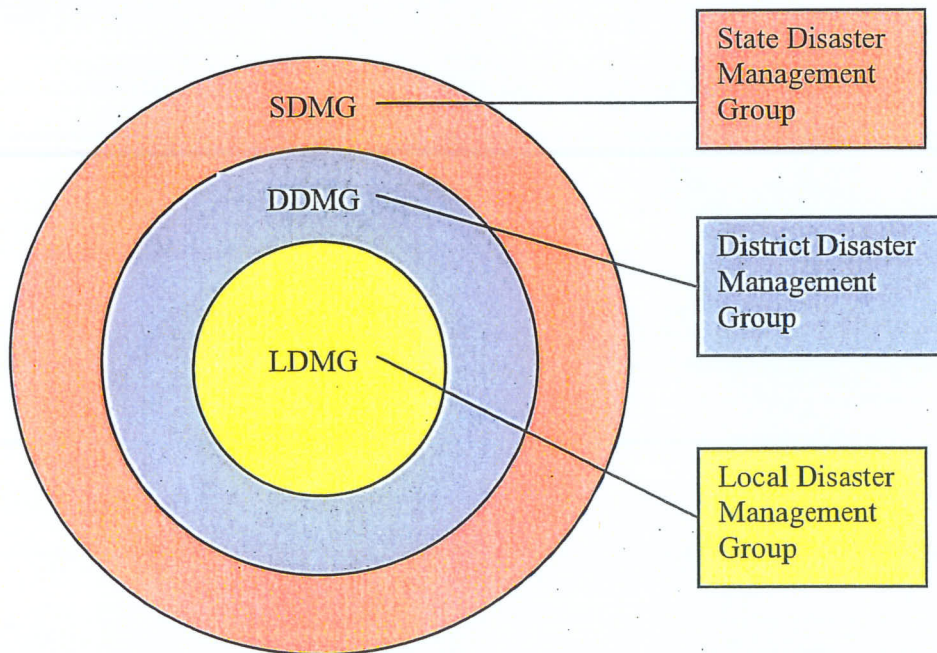
- Council business units ensure that standard corporate policies and procedures are followed to ensure business continuity, zero harm and delivery of services are maintained; and
- Council adopts an individual, organisational and community resilience approach to build community capacity to respond to and recover from disaster events.

4.0 Supporting Documents

The Concept of Operations will be an integral part of Council's Disaster Management Plan and arrangements. It is assumed that the reader will have a reasonable knowledge of Council's current disaster management arrangements and be familiar with Council's Disaster Management Plan and sub-plans.

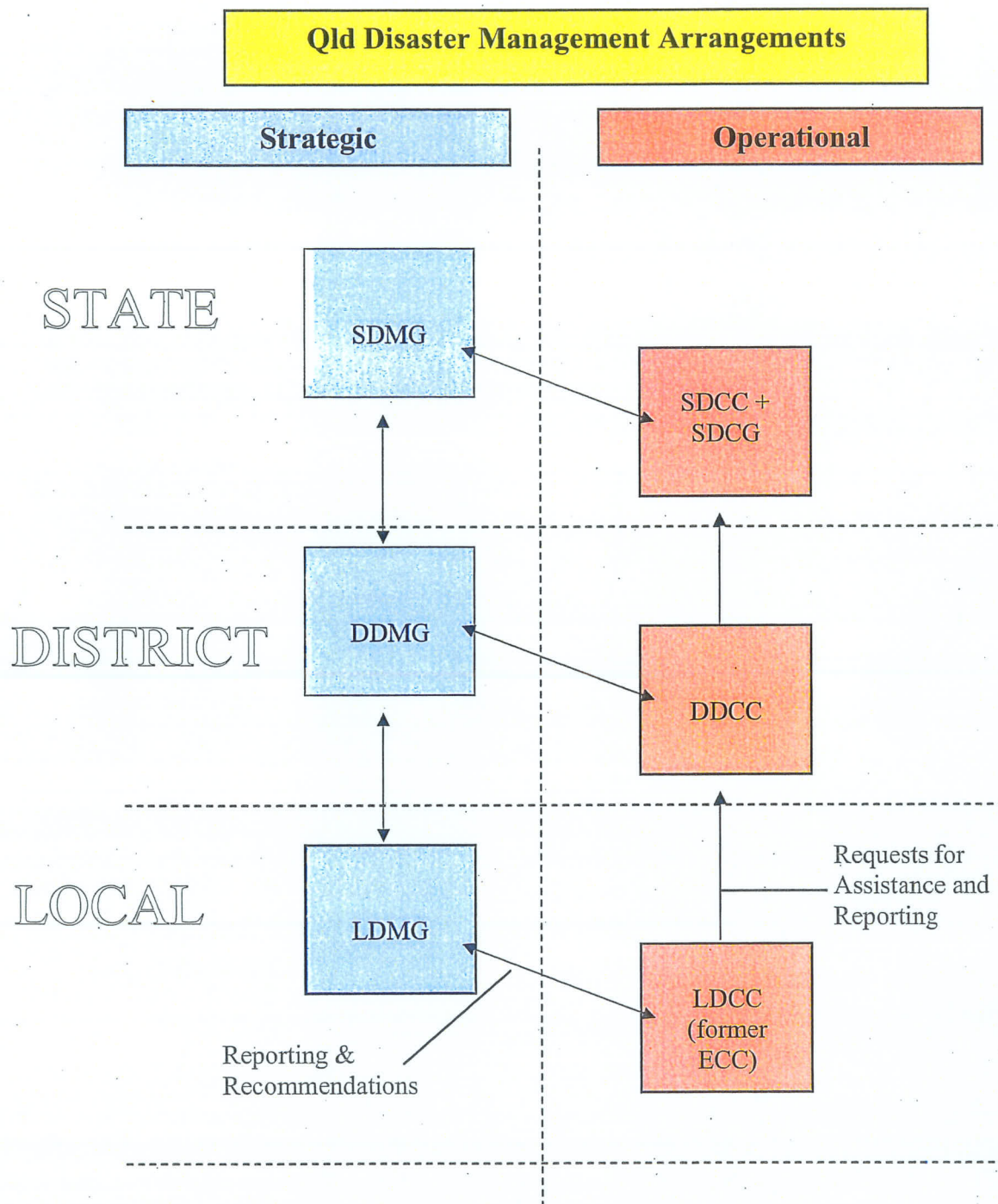
Under Queensland's *Disaster Management Act 2003*, the State and District Disaster Management Group supports the Local Disaster Management Group, who maintains control of operational response within their local government area.

This is reflected in the following diagram that outlines Queensland's disaster management arrangements:



While the Local Disaster Management Group will maintain control of operational response and the allocation of resources in most circumstances, in certain events such as a terrorist attack, a pandemic event or a large environmental incident (oil spill), Brisbane City Council and the Local Disaster Management Group will provide a support role to a nominated lead agency.

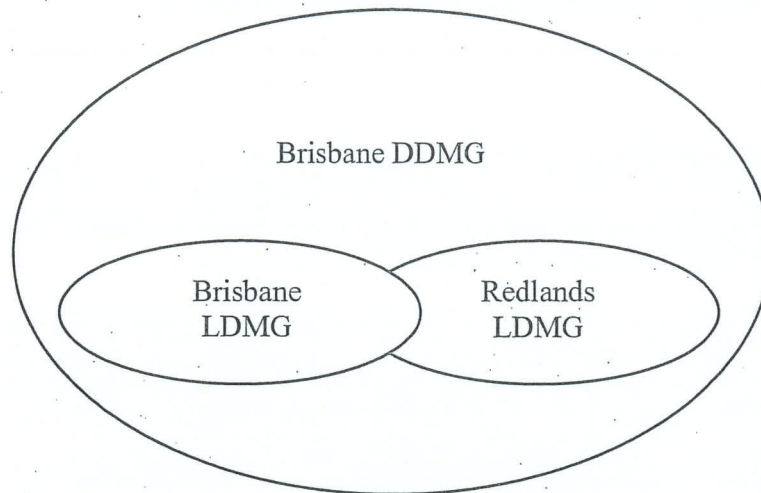
This diagram summarises the strategic and operation high-level arrangements which are further detailed in Council's Disaster Management Plan.



In a disaster event, strategic priorities are set by the Brisbane Local Disaster Management Group (LDMG) through the Chair and implemented by the Executive Officer (XO) and/or the Disaster Operation Manager (DOM) via the Incident Coordinator (IC) of the Local Disaster Coordination Centre (LDCC).

The IC, LDCC will ensure the priorities set by the LDMG are maintained without deviation and will ensure effective coordination of the event. Priorities will be regularly reviewed by the LDMG and formally promulgated to the LDCC.

The Brisbane District Disaster Arrangements:



5.0 Brisbane City Levels of Activation

The Concept of Operations adopts a flexible and scalable approach to activations of Council's response. Activation levels are based on community impacts or consequences, and the required level of coordination of Council's response.

Level One – Managed through core business functions and normal incident response reporting as per corporate policies and procedures.

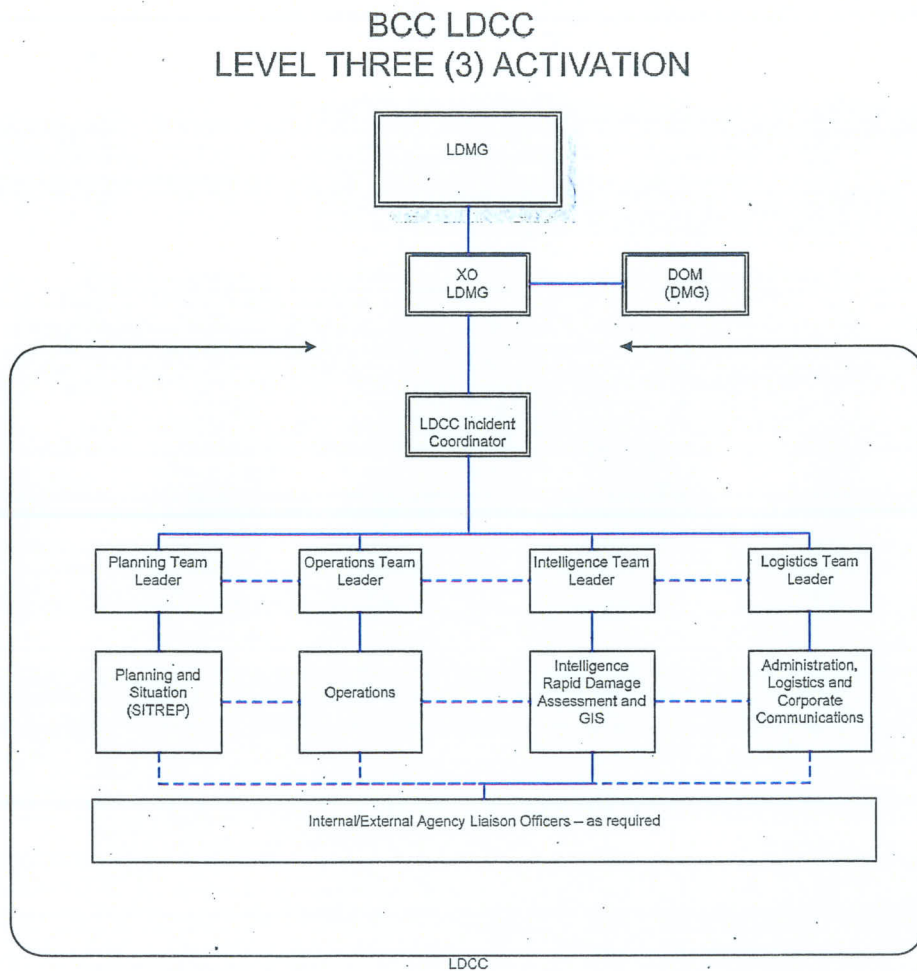
Level Two – Managed by the key BCC business unit. The XO (CEO) may request an IAT meeting to determine which BCC business unit takes the lead response and make decisions regarding Council's priorities and management of the situation. The DOM will notify and inform key stakeholders (both internal and external) of the incident with potential for standby of possible escalations and activations to level three or four.

Level Three – Events that require an activation of the LDCC. Expanded functions of the LDCC may be put on standby for possible escalations and activation to level four. The LDMG may be activated at this level. The XO (CEO) may request a meeting of an IAT if this level is the initial activation. The decision to transition from Level 3 to Level 4 will be made by the XO (CEO) following IAT consultation or on direction from the LMDG if established.

Level Four – Events that require a complex response through high level coordination, resource allocation and forward planning from a range of stakeholders, including some external to Council. Level four would see a full activation of the expanded LDCC functions and possible escalation to State, Federal and NGO agencies.

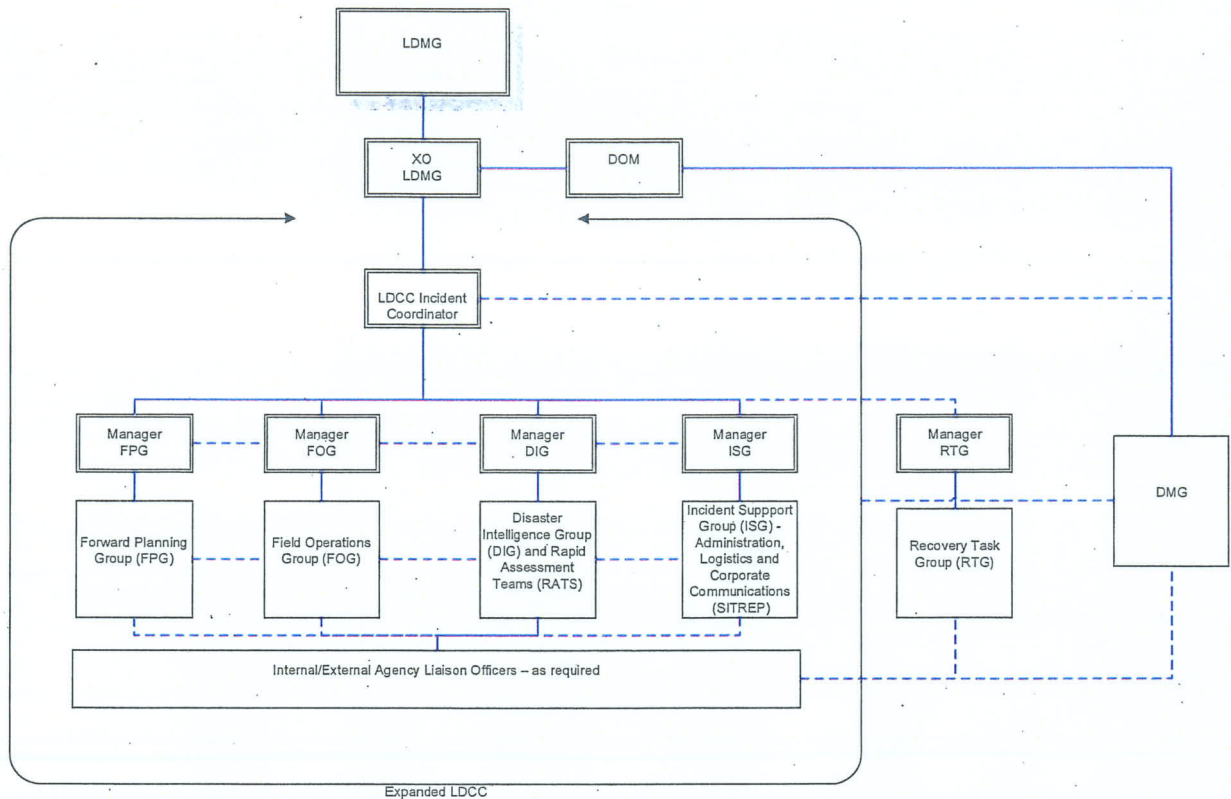
The following diagrams outline Brisbane's Local Disaster Coordination Centre (LDCC) local arrangements, including the expanding functions of forward planning, field operations, disaster intelligence and rapid damage assessment, which would be applicable for activation levels 3 and 4.

Level 3 Activation



Level 4 Activation

BCC LDCC LEVEL FOUR (4) ACTIVATION



The **LDCC Incident Coordinator** controls and coordinates all LDCC activities and tasks on behalf of LDMG and is primarily responsible for the following tasks:

- assumes control for the overall responsibility for the coordination of the LDCC;
- coordinates briefings between FOG, DIG, ISG and other sections, BU and agencies as required;
- maintains LDCC internal situational awareness through ensuring regular briefs and accurate information is disseminated/displayed within LDCC;
- ensures LDCC is appropriately resourced and established for use;
- updates and maintains Action Plans (in coordination with FOG) and confirms tasks, timings and priorities with key staff;
- advises the District Disaster Management Group (DDMG) and LDMG that the LDCC is operational;
- ensures that the LDMG Executive Officer is kept up to date and appropriate briefs given to LDMG, DDMG, CEO, Mayor, Councillors and DDC;
- ensures operational co-operation with all units of Council and participating agencies including other councils;
- ensures that adequate resources are available for BCC response agencies, and request external resources from LDMG and DDMG if required;
- liaises and consults, as required, with support agencies. Support the prioritisation of requests (through FOG) for assistance from other response agencies;

- manages the compilation and dissemination of situation reports to the LDMG & DDMG;
- liaises with Media Officer with regard to media releases and information required by the community, such as safety issues, public health issues;
- coordinates briefings at shift handover and at the end of the event; and
- notifies all parties of stand-down status, once advised by DOM, CEO or LDMG.

The **Forward Planning Group (FPG)** enhances the existing planning function of the LDCC. The FPG focuses on strategic and forward-looking planning to allow for better resource allocation and management, and to commence recovery considerations and planning. Forward planning activities may require multi-agency assistance and involvement and where appropriate additional or external resources may be sourced and allocated within current council procurement guidelines.;

The **Forward Planning Group Manager** is primarily responsible for the following tasks:

- supports the LDMG's decision making process;
- formulates strategic guidance on behalf of the LDMG;
- develops and delivers forward planning options (response and recovery considerations) to the LDMG;
- develops and manages the LDMG response and recovery agenda, including consideration of agenda issues;
- provides a forum for consultation between the LDMG and other appropriate government departments, including State and Federal agencies;
- undertakes consequence analysis and management;
- provides a strong communication network between the business community, responding agencies and non-government organisations at the strategic level;
- provides a 'think tank' beyond current operations.

The **Disaster Intelligence Group (DIG)** ensures that all information from the event is captured and assessed to gain a timely and accurate picture of the situational awareness to the LDCC Groups so that relevant tasking, decision making and forward planning can be undertaken. Information is gathered through the **Rapid Assessment Teams (RATs)** are located in the field to quickly assess the extent of damage and the general magnitude of the event. A number of other sources may also be utilised for gathering information, including Councillors, Council officers, community service providers and other agencies. The collected information will be assessed and validated to form the intelligence provided back to the LDCC and other agencies. Elements of the DIG may be allocated to the FOG to assist with operational functions as required.

The **Disaster Intelligence Manager** is primarily responsible for the following tasks:

- assumes overall responsibility for the timely collection, collation, assessment, analysis and dissemination of intelligence;
- manages often changing demands and priorities;
- maintains a close working relationship with the Incident Controller and other key personnel;
- assumes overall responsibility for Disaster Intelligence Unit staff;
- ensures critical information requirements and gaps are identified;
- ensures key issues and time lines are identified;
- ensures Rapid Assessment Teams are being deployed efficiently and effectively;

- maintains a high level of situation awareness and advise the Incident Controller of any emerging issues;
- attends management meetings and briefings as required and conducts briefings.

The **Field Operations Group (FOG)** coordinates and manages Council's operational response to an event. The FOG provides information to the IC LDCC on progress of Council's on-ground response and communicating emerging issues. Field operations may require multi-agency assistance and involvement and where appropriate additional or external resources may be sourced and allocated within current council procurement guidelines. Where this is the case, disaster management arrangements as outlined in Council's Disaster Management Plan are followed to escalate requests to the district and state levels for assistance. Existing Council management arrangements should be utilised where possible to coordinate response capability, including assigned external agencies.

The **Director of Field Operations** is primarily responsible for the following tasks:

- managing field operations in accordance with LDMG priorities;
- supports the LDMG's decision making process;
- coordinates the allocation of tasks to the Regional Incident Management Teams (RIMT);
- monitors progress of operations;
- synchronises the planning requirements from LDCC to current operations;
- attends management meetings and briefings as required and conducts briefings.

The **Incident Support Group (ISG)** encompasses the LDCC support functions to the incident (event). The ISG tasks include Administration, Logistics, Corporate Communication and the overarching Situational Reporting (SITREPs) promulgated during the event. The SITREPs will be informed by the activities of the LDCC Groups.

6.0 BCC Immediate Action Team (IAT)

The BCC Immediate Action Team (IAT) consists of senior executives including representation from the Lord Mayor's Office. If required, the IAT shall be activated by the CEO as a mechanism to provide informed decisions during fast breaking (or potentially fast breaking) events that may have:

- significant community consequences to Brisbane;
- significant disruption to Council's service delivery or internal business processes; and
- threats made against Council people, property or other assets, or against the City of Brisbane.

At the discretion of the XO (CEO), the IAT will disband once an effective response has commenced or the LDCC is activated.

7.0 Role of the Disaster Management Group (DMG)

The **Disaster Operations Manager (DOM)** is principally responsible for:

- providing disaster management advice and recommendations to the Executive Officer (XO) to the Brisbane LDMG and the Lord Mayor's Chief of Staff;
- supporting the XO in implementing the operational priorities determined by the strategic intent, as set by the LDMG;
- ensuring maintenance of effective and collaborative relationships with external agencies at the strategic level;
- provide disaster management advice to Council senior executive as required;
- ensure compliance to the Disaster Management Act 2003 and local disaster management arrangements including Brisbane City Council Disaster Management Plan; and
- other tasks as directed by the XO LDMG.

The **Disaster Management Group (DMG)** is principally responsible for:

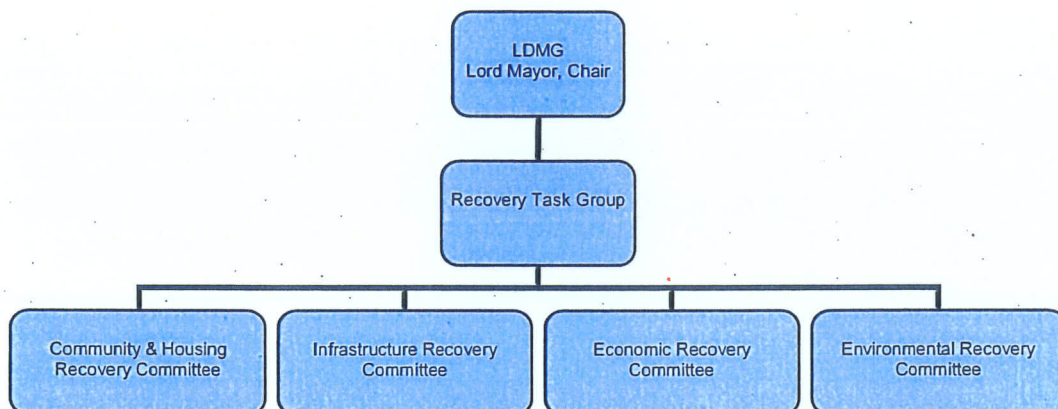
- providing recommendations and support to the DOM and XO in implementing the LDMG operational priorities;
- ensuring maintenance of effective collaboration and coordination with external agencies at the operational level;
- ensure compliance to the Brisbane City Council Disaster Management Plan and Disaster Management Act 2003;
- maintenance of LDCC infrastructure; and
- other tasks as directed by the DOM.

8.0 Recovery

Council's recovery roles and responsibilities are outlined in the Brisbane City Council Disaster Management Plan. Generally, Council coordinates overall recovery processes that are performed through a number of government and non-government agencies, in a multi-agency response.

Recovery and response activities may occur simultaneously during a disaster event, and recovery functions can certainly commence while response operations are being undertaken based on the information coming in from the LDCC network.

Council has adopted the principles of sustainability when delivery recovery outcomes. This is demonstrated through the following framework:



Council's recovery committees provide a strategic and forward-looking overview of recovery issues and activities during a disaster event. The committees propose priorities and resources towards immediate or short term emergency support, long term recovery, reconstruction and rehabilitation of the affected community and identify and address emerging issues. Each committee is chaired by a political representative with executive support from a senior council officer. A Terms of Reference for each of the Recovery Committees is available in Council's Disaster Management Plan.

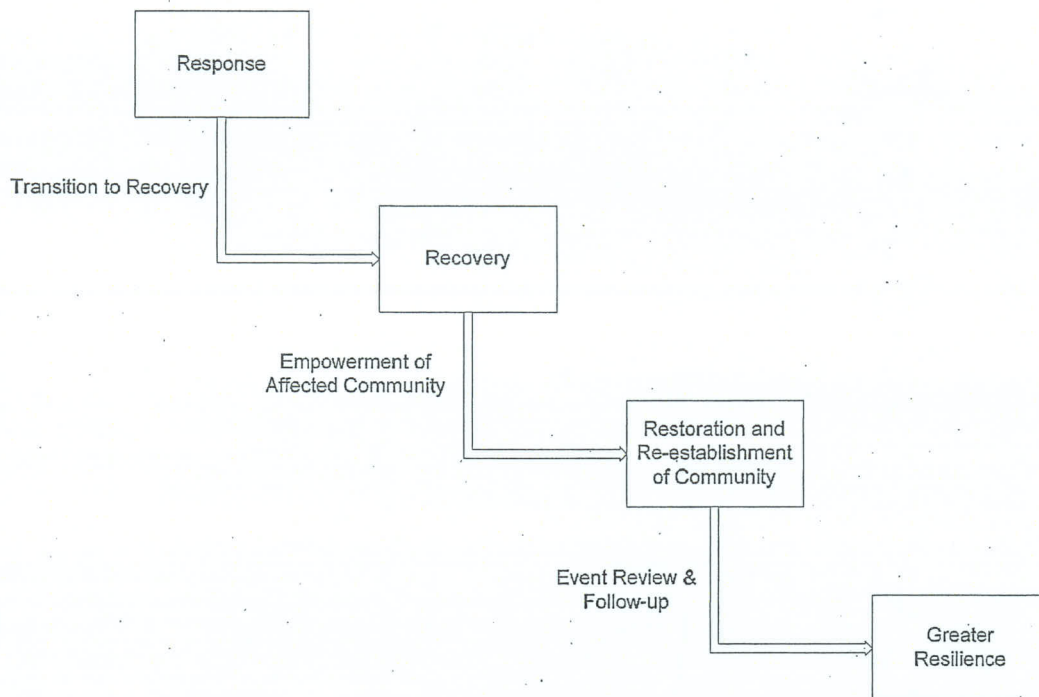
9.0 Transition and De-Escalation

Transitional arrangements must be developed in coordination with key agencies to prepare for de-escalation of the LDCC network and recovery committees and to commence a return to Council core organisational business functions and services.

The transitional strategies should be primarily formulated by the Forward Planning Group and delivered in concert with the Recovery Task Group, who should consider:

- reducing Council presence and response in the affected areas
- access to external agency mechanisms to encourage community empowerment in restoration after an event
- keeping the community informed
- reducing the regularity of committee meetings, especially once those priorities have been actioned and met
- incorporate outstanding tasks into core business functions and ensure they are adequately resourced and funded
- establish monitoring and reporting functions to ensure any outstanding tasks are actioned

The stand down process should follow a step down approach that ensures a seamless transition from the response to recovery:



Once the LDCC has stood down a post event report should be provided to the XO LDMG (CEO) that clearly articulates outstanding tasks and where these have been allocated and incorporated into Council core business functions and services. A team will be appointed at the commencement of the event to capture key issues and learning's from the event and ensures that they are incorporated into future planning, processes and exercises as part of Council's commitment to continuous improvement.

Brisbane LDMG Meeting Brief

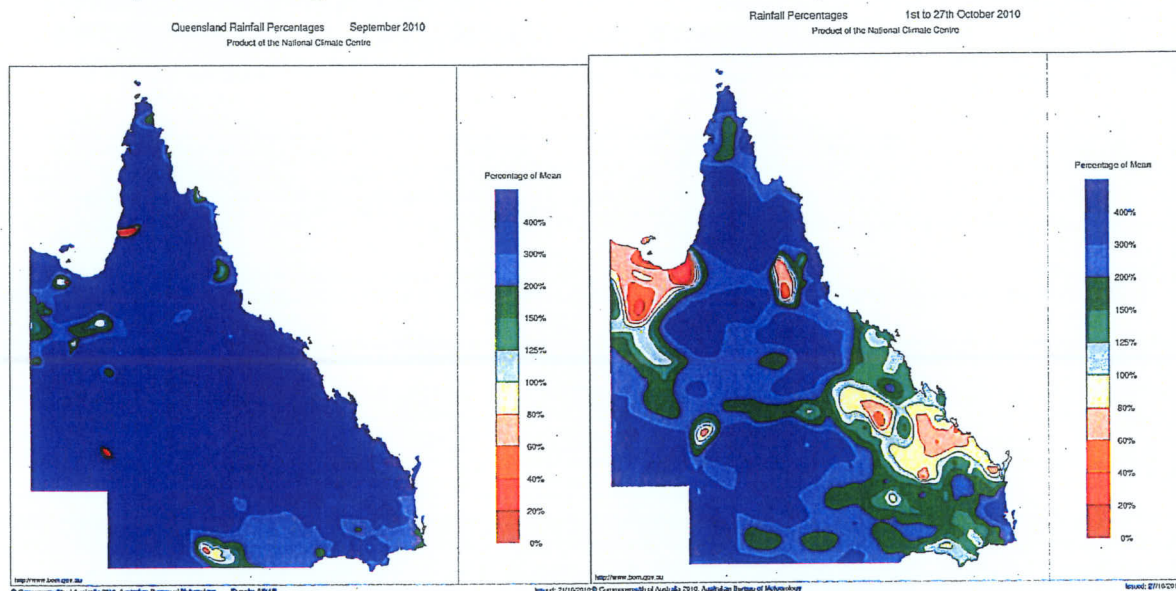
Meeting Date: 28 October 2010

Submitted by: Bureau of Meteorology

Subject: BoM Seasonal Outlook 2010-11

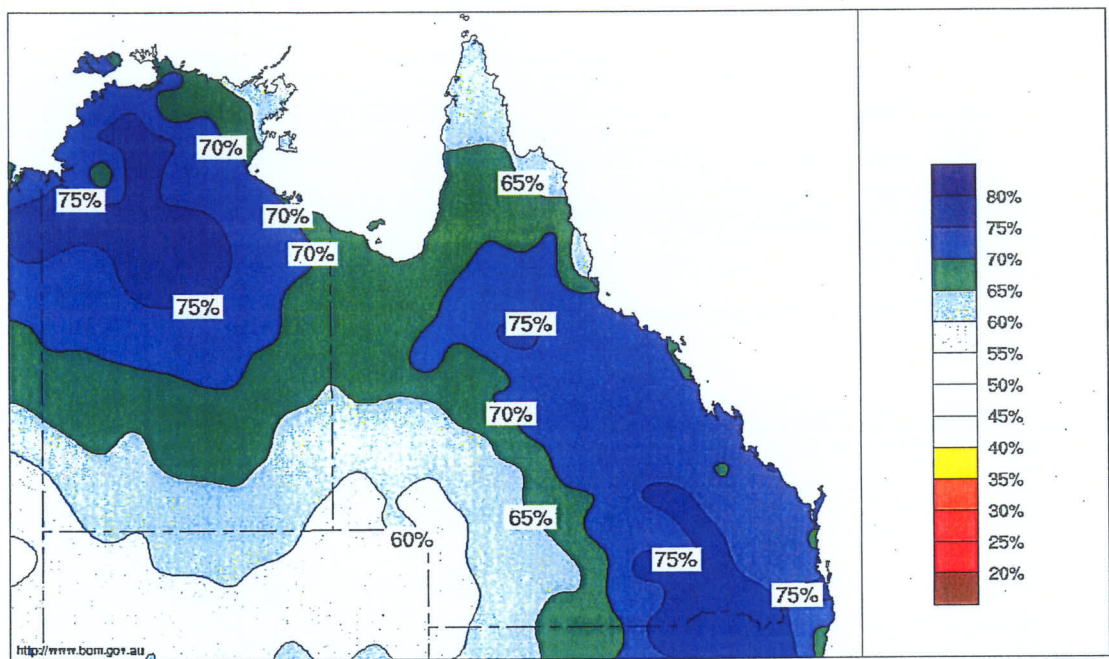
Date: 27/10/10

- September is usually a dry month in Queensland, but September 2010 was the wettest September on record. Rainfalls in October have generally been much above average. **With above average rainfalls predicted over the rest of the wet season the likelihood of widespread flooding is increased.**

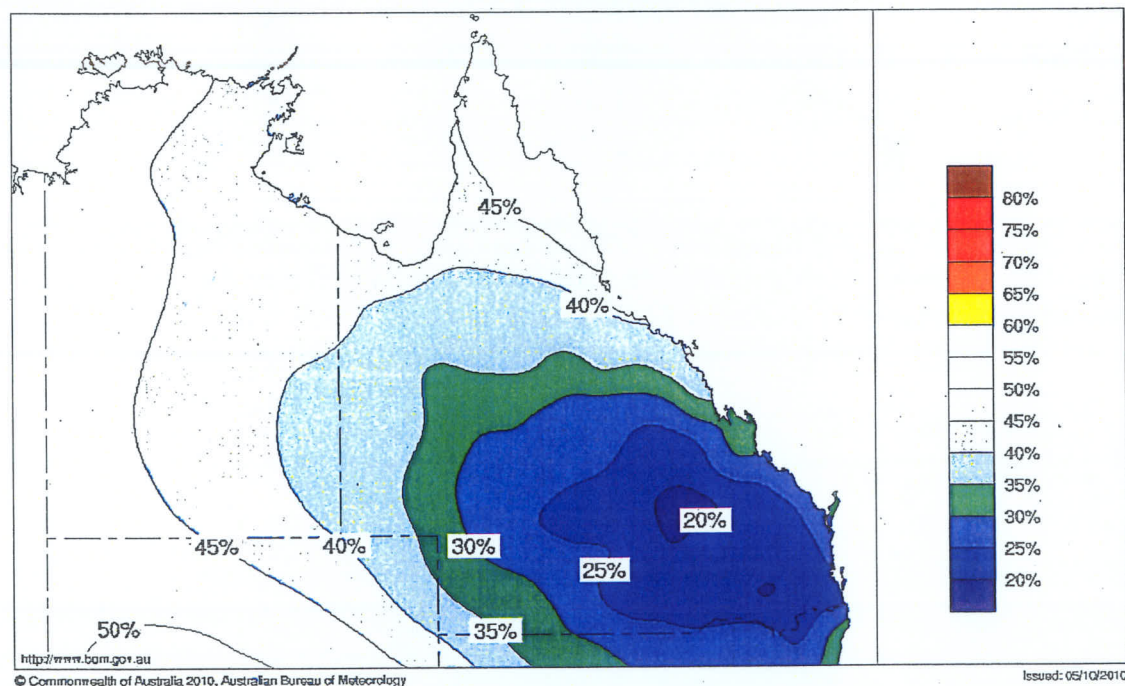


- The Seasonal Outlook for November – January has been issued on the BoM website at <http://www.bom.gov.au/climate/ahead/>. **Above average rainfall conditions are expected for much of Queensland, while maximum temperatures are likely to be below average.**
- A La Niña event remains well-established in the Pacific Ocean. All of the computer models indicate the central Pacific will remain at levels typical of a La Niña through the remainder of 2010, with the majority suggesting the La Niña event will persist at least into the first quarter of 2011. The SOI remains very high at +21, down slightly from the September value of +25, which was the highest monthly value recorded since November 1973 and the highest September value recorded since 1917.
- For the Australian region as a whole, there is a high degree of confidence that the total number of tropical cyclones will be higher than the long-term average. The Eastern region (Coral Sea) is estimated to have a 79% chance of an above average number of tropical cyclones, about 6 to 7 cyclones being likely, as compared to the average value of 4 per tropical cyclone season. Any of these cyclones could be severe and/or cross the Queensland coast. **The possibility of an early start to the cyclone season (before Christmas) is increased.**

Chance of exceeding the median Rainfall November 2010 to January 2011
Product of the National Climate Centre



Chance of exceeding the median Max Temp. November 2010 to January 2011
Product of the National Climate Centre



Contact Officer:

Name: Bruce Gunn

Position: Deputy Director (Qld)

Telephone: 3239 8741

Email: b.gunn@bom.gov.au

Agency: Bureau of Meteorology

Mobile:



Emergency Management Queensland

Queensland Police Service

Local and District arrangements:

Who is...What if...?



A fresh start...

- Who is on the LDMG?
- What are the roles of:
 - Local elected official;
 - Local Disaster Coordinator;
 - EMQ member;
 - Other agency reps?
- Where do they meet, coordinate events from?

District Disaster Management Group

- Who is the Chair and DDC?
- Who is the Executive Officer, What will they do?
- What is EMQs role on DDMSG?
- What other members are on DDMSG?
- Where do you meet and activate your Coordination Centre, redundancy?



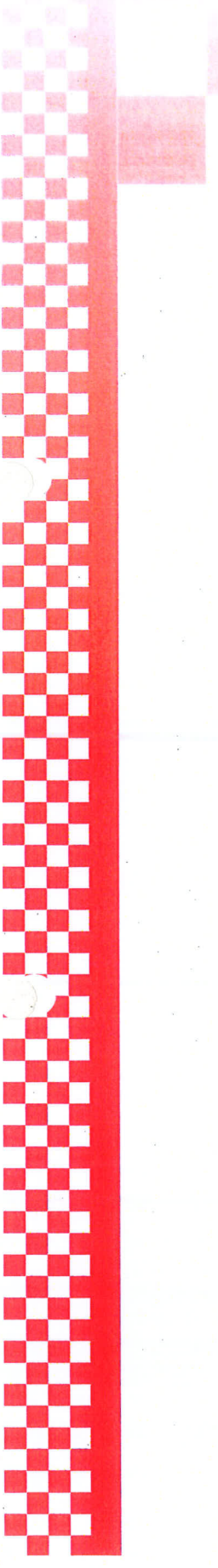
Planning & Preparation

- What training is available for your group and who will arrange it?
- Who will assist with your groups plans and who has the right to validate them?
- Who will plan and run and fund exercises?



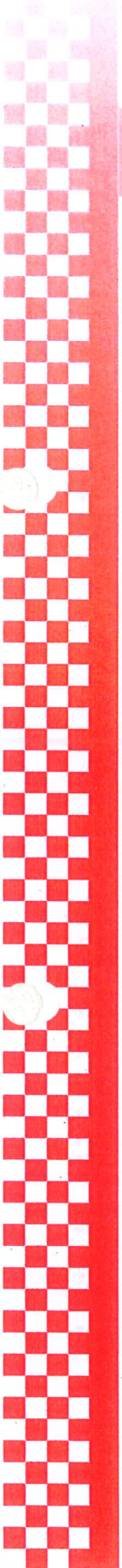
After weeks of rain dark clouds appear...

- Who is monitoring developments if EMQ are not?
- What are your sources for getting more information? Who will get it? How and who will it be communicated to?



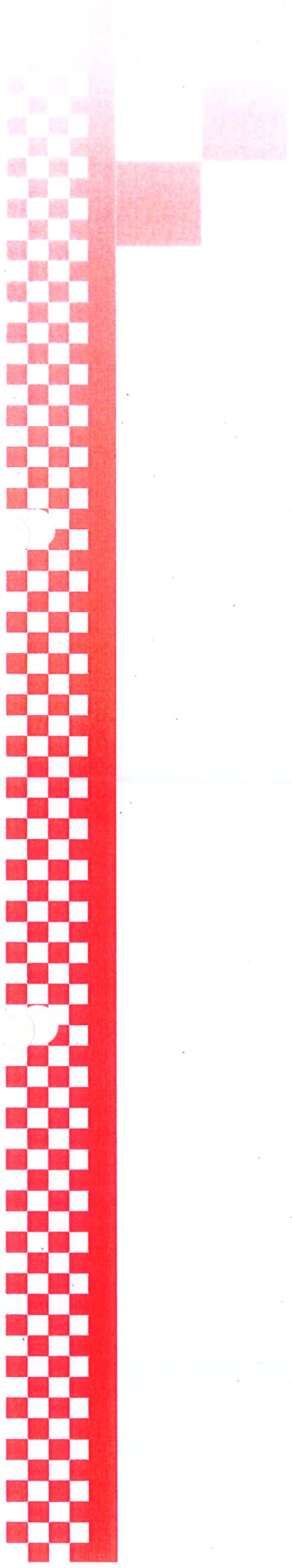
A flood of RFAs are coming in...

- What are the trigger points for activation of coordination centres at LDMG & DDMG?
- Who will set up the coordination centres and staff them?
- Landslide needs immediate evacuation of twenty houses? Who will deal with this?



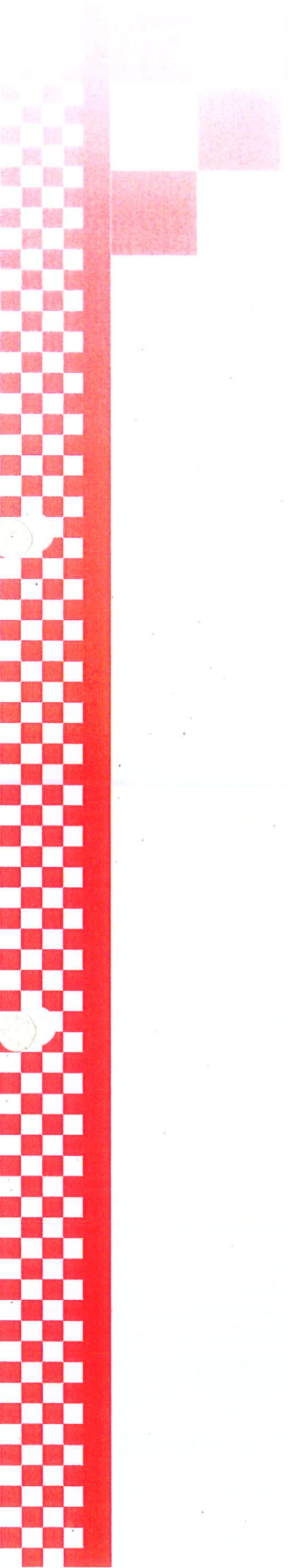
All hands to the pumps!

- Several Districts now involved in event;
- SDCC teleconference suggest amalgamation of your disaster district with two neighbouring Districts;
- What are the issues?



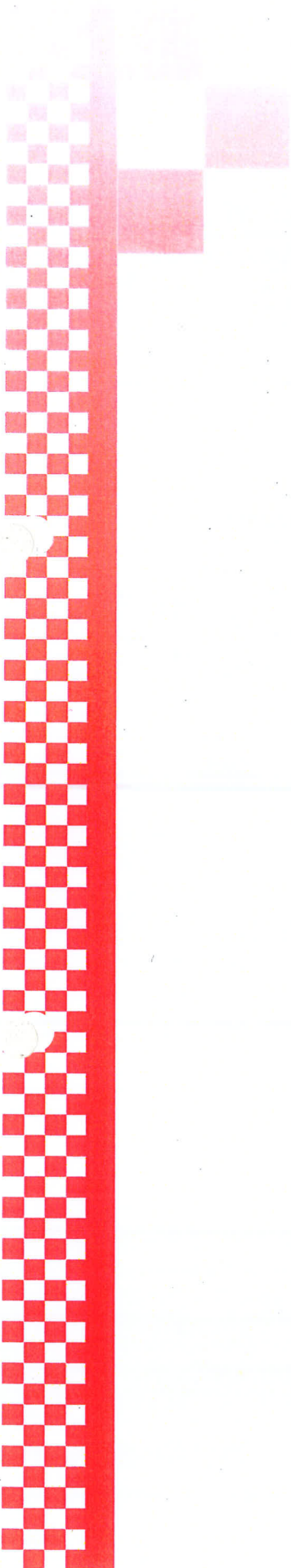
All hands to the pumps!

- Teleconference discusses the movement of some of your SES to another District. Who has final decision? What are the considerations?



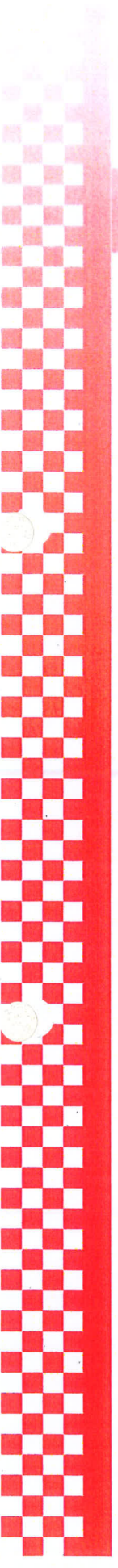
All hands to the pumps!

- State Disaster Coordinator now appointed. What role will he/she play in your operations?
- If you disagree with operational decisions of SDC, how would this be resolved?



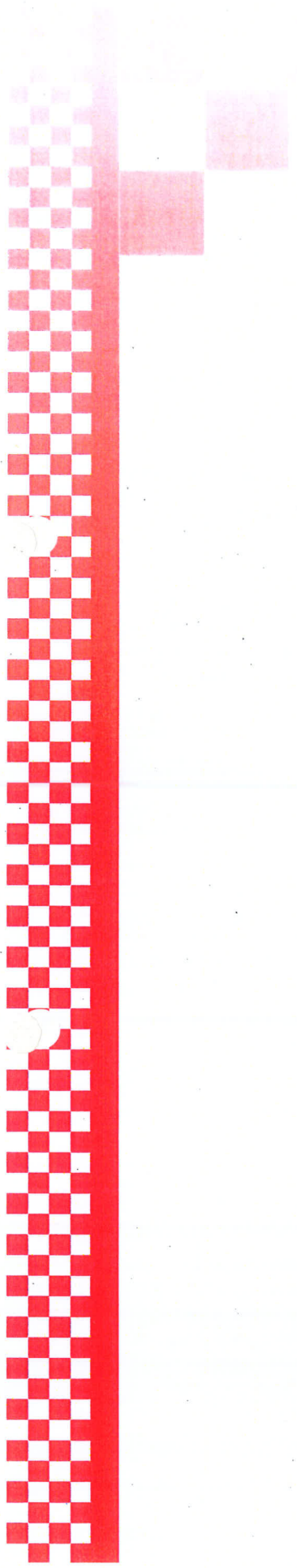
Media: the insatiable beast

- Who is 'fronting the camera / microphone' for the event?
- Redundancy?
- What support/assistance is available?
- Would your agency contribute media staff to a 'pooled resource' for a 'one point of truth'?



Getting on top of things

- State Disaster Recovery Coordinator appointed. What does that mean for your group?
- How will you incorporate this role into your plans?



Disaster Management Summary of Changes

State Disaster Management Group	<ul style="list-style-type: none">•Commissioner;•XO SDMG (Police A.C.)•State DC (Police A.C.)•SDRC (EMQ)
District Disaster Management Group	<ul style="list-style-type: none">•Police Chair/DDC & Deputy Chair,•XO now Police not EMQ
Local Disaster Management Group	<ul style="list-style-type: none">•Elected official Chair,•Local Disaster Coord,•Police member



**2010-2011 Queensland Tropical Cyclone Consultative Committee
Cyclone, Storm and Flood Season Seminar**

Program

Mellor Street, 25 October 2010

Gympie Civic Centre

Time	Agenda Item	Presenter/s
08.45 – 09.00	Arrive and Registration	
09.00 – 09.20	1. Welcome and Introductions	<ul style="list-style-type: none">• EMQ Regional Director
09.20 – 10.50	2. Bureau of Meteorology <ul style="list-style-type: none">• Flood risks, flood behaviour and response times in the local area• How to access, interpret and use flood information (including a detailed live demonstration of online resources)• Tropical cyclone and other severe weather warning services (including a detailed live demonstration of online resources)	<ul style="list-style-type: none">• Bureau of Meteorology
10.50-11.10	Morning Tea	
11.10-11.40	3. EMQ Policy / Hot Issues update	<ul style="list-style-type: none">• EMQ Representative
11.40-12.00	4. The role of ABC Radio as the Emergency Service Broadcaster	<ul style="list-style-type: none">• ABC Local Radio Queensland
12.00 – 12.30	Lunch <i>Note media interviews to be conducted during lunch break</i>	
12.30 – 13.15	5. Bureau of Meteorology <ul style="list-style-type: none">• 2009-2010 season in review• 2010-2011 season outlook	<ul style="list-style-type: none">• Bureau of Meteorology
13.15 – 14.45	6. Panel Workshop <ul style="list-style-type: none">• An open forum with a panel of representatives from local and state agencies• Topic(s) of local interest / concern	<ul style="list-style-type: none">• EMQ Regional Director to facilitate
14.45 – 15.00	7. Seminar Wrap Up	<ul style="list-style-type: none">• EMQ Regional Director



Enhance your preparedness for the storm and flood season

Queensland has a high risk from natural disasters and a history of experiencing the devastating impacts upon its communities. The recent events include extensive flooding in northern, central and south west areas in early 2010 and tropical cyclones Neville, Olga and Ului in 2010.

Queensland communities are facing once again the risk of storms and floods in the coming wet season.

To enhance your and your community's preparedness to response, recovery and ongoing disaster management, you are invited to participate in a pre-season seminar. Presentations will include practical information relating to local and regional matters.

The seminar includes an open forum with a panel of representatives from local and state agencies from 1:15pm. The forum is for all interested members of the community and will particularly benefit welfare groups, school principals and other agencies involved in local disaster support. The Bureau of Meteorology will present the official season outlook before the floor is open to questions of the visiting representatives from the QLD Government and Bureau of Meteorology.

Positions are limited and RSVPs are essential.

When: 25 October 2010

**Where: Gympie Civic Centre
Mellor Street, Gympie**

Time: 8:45am to 4:15pm
(Morning Tea and Lunch provided)

RSVP BY: 11 October 2010
TO: Ms Sue Mickus

Phone: 07 5420 7561
Fax: 07 5420 7571
Email: Sue.Mickus@dcs.qld.gov.au

(Please advise of any special dietary requirements)

Who should be involved?

- Members of a Local and District Disaster Management Groups;
- Elected members of councils;
- Management and operational council personnel;
- Town and Regional Planners;
- Council Engineers.



South West Flooding, February/March 2010

"C05-8"

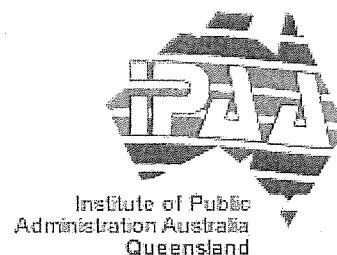
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ABN: 22 408 256 124

Institute of Public Administration Australia
Level 9, ING Building
100 Edward Street
PO Box 15624, City East
BRISBANE QLD 4001

Phone
Email

Fax (07) 3228 2888
Website www.qld.ipaa.org.au



Mr Chris Lavin
Brisbane City Council

GPO Box 1434
BRISBANE 4000

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Date	Wed 2 February 11
Invoice No	65543

Details	Amt Req	Amt O/S
1/12/2010 - Disaster Management Systems in Queensland: Changes and Challenges	88.00	88.00
TOTAL inc GST:	88.00	88.00

Payment required within 14 days of the program date

TOTAL PAID: 0.00
TOTAL OWING: 88.00
TOTAL GST included: 8.00

Payment by EFT

All EFT Payments must be accompanied by a remittance advice stating this invoice number. Fax, Email or Post to the address at the top of this page.

BANK: NAB
ACC NAME: Institute of Public Administration Australia - Queensland
BSB No: 084-004
ACC No: 66 874 2397
REF: This Invoice Number

Payment by Cheque

Mailed with remittance advice quoting this Invoice number to:

PO Box 15624, City East QLD 4002

Cheques made payable to:
Institute of Public Administration Australia - Queensland

Credit Card Payment Type: (please circle)		Bankcard	Visa	Mastercard	Amex
Card Number	_____			Expiry Date:	____ / ____
Name on Card:	_____				
Payment of:	\$ _____				
Signature:	_____		Cardholders Phone:	_____	



South East Queensland Flood Planning Workshop

Queensland has a high risk from natural disasters and a history of experiencing the devastating impacts upon its communities. The recent events include extensive flooding in northern, central and south west areas in early 2010 and recent heavy rainfall in the south eastern areas in October.

Queensland communities are facing once again the risk of floods in the 2010/2011 season.

To enhance your and your community's preparedness to response, recovery and ongoing disaster management, you are invited to participate in a South East Queensland flood planning workshop to be held on Wednesday the 15th of December.

The workshop includes presentations from the Bureau of Meteorology and EMQ and is an opportunity for stakeholders to discuss contemporary flood planning issues within the South East Queensland region, including:

- How ready are we for a big flood?
- What do we do before, during and after a flood?
- Operational planning
- Warning systems and information
- Impact assessments
- The transition from response to recovery

Positions are limited and RSVPs are essential.

When: Wednesday December 15th

**Where: Warilda Conference Centre
84 Kedron Park Road, Woolloowin**

Time: 8:45am to 4:30pm
(morning tea, lunch and afternoon tea provided)

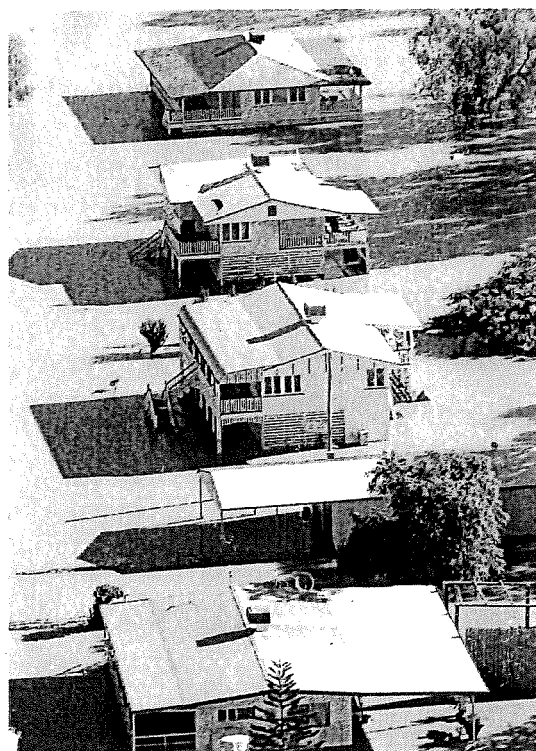
RSVP BY: Wednesday 8th December
TO: Allison Godber

Phone: 3635 3771
Email: allison.godber@dcs.qld.gov.au

(Please advise of any special dietary requirements)

Who should be involved?

- Members of a Local and District Disaster Management Groups;
- Elected members of councils;
- Management and operational council personnel;
- Town and Regional Planners;
- Council Engineers.



Chris Lavin - Fwd: ATTN: Mayors, CEOs, Chair and Executive Officers of the LDMG:Disaster Management Review & Consultati

From: Peter Hillcoat
To: Lavin, Chris
Date: 23/03/2011 9:37:04 am
Subject: Fwd: ATTN: Mayors, CEOs, Chair and Executive Officers of the LDMG:Disaster Management Review & Consultati

>>> "Greg Hoffman" [REDACTED] 28/04/2010 10:34 am >>>
 ATTN: Mayors, CEOs, Chair and Executive officers of the LDMG

Disaster Management Review & Consultation Opportunity

The LGAQ is pleased to support a series of workshops for councils which are being offered by Department of Community Safety (DCS) to discuss the outcomes of the recent Disaster Management Review.

As you know, the review of Queensland's disaster management arrangements was undertaken by an independent consultancy which has now reported to the Government. The *Report on the Review* made recommendations to the Government about ways to deliver better outcomes in efficiency and effectiveness of responses to communities impacted by disaster events.

The recommendations include amendments to the *Disaster Management Act 2003 (DMA)*, the *Public Safety Preservation Act 1986 (PSPA)*, policy and operational arrangements of disaster management in Queensland. These proposed legislative and operational changes will affect the local, district and state levels of the disaster management system.

The recommendations have recently been considered by Government and now there is an opportunity for local governments to provide comment on the recommendations. These workshops will be attended by representatives including:

- Mr Gary Mahon, Assistant Director-General, DCS
- Deputy Commissioner Ian Stewart, Queensland Police Service
- Mr Bruce Grady, A/Chief Officer, Emergency Management Queensland

Whilst we appreciate that the timeline for consultation will be difficult for many - this is an important opportunity for councils to identify issues, discuss options and understand the future direction of disaster management following this review.

It is anticipated that the new arrangements will be implemented in preparation for the 2010 storm season - so now is the time to get involved in these considerations.

Invitations are being extended to Mayors and CEOs (Chair and XO of the LDMG); however, other interested councillors, managers and officers will be welcome to attend if they have involvement in the disaster management area.

The consultation workshops in your area will be conducted at:

CABOOLTURE

Date: Tuesday 4th May 2010

Time: 9.30am - 11.00am

Venue: Moretan Bay Regional Council - Caboolture District Office
 2 Hasking Street, Caboolture

LOGAN

Date: Tuesday 4th May 2010

Time: 1.00-4.00pm

Venue: S21 - Road Infrastructure Management Meeting Room, Level 2 South Wing
Logan City Council
150 Wembley Road, Logan Central

Please RSVP to my PA, Beth Norman, at [REDACTED] if you are able to attend.

Warm regards,
Greg

Greg Hoffman PSM
Director Policy & Representation
Owned by, Governed by, Working for: Councils
[Local Government Association of Queensland](#) - [Learn about LGOnline](#)
[Address](#) [REDACTED]
[Disclaimer](#)

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INVITATION TO INFORMATION SESSION:

'CHANGES TO QUEENSLAND'S DISASTER MANAGEMENT ARRANGEMENTS'

Queensland's disaster management arrangements are undergoing significant reform. An information session to outline the legislative and policy changes to these arrangements will be held at:

Location: *Ground Floor Conference Room
Police Headquarters
200 Roma Street, Brisbane*

Date: *Monday July 19th 2010*

Time: *0900-1300*

This Information Session is specifically targeted at:

- Local Government Mayors, Councillors, CEOs and Disaster Management Officers
- Members of Local Disaster Management Groups
- Members of District Disaster Management Groups
- Regional EMQ staff
- Regional QPS staff

and will cover the following issues:

- The changes to the *Disaster Management Act 2003* and the *Public Safety Preservation Act 1986*
- How these legislation changes will affect you
- How the state-wide policy changes will affect you
- When the changes will occur

As a key stakeholder in the disaster management arrangements, you are cordially invited to attend the above Information Session, which will be delivered by officers from the Department of Community Safety and the Queensland Police Service.

Please RSVP to [REDACTED] by Wednesday 30 June 2010 if you and/or members of your council, agency or group are able to attend.

EVENT NAME

.....

Brisbane City Council



Dedicated to a better Brisbane

November 2010

**Disaster Management Duty Officer
Standard Operating Procedure**

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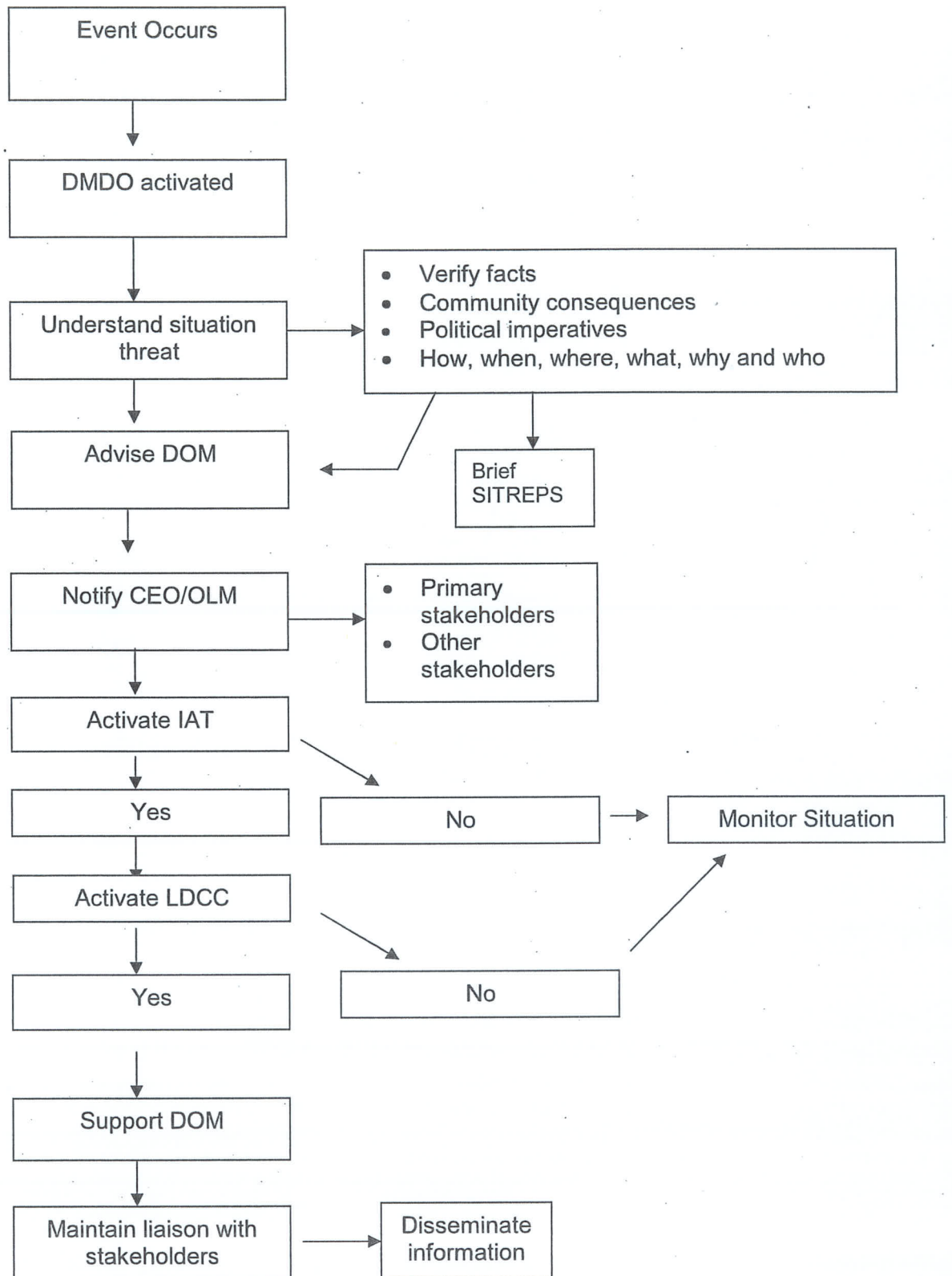
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1.0 Flow chart for events



2.0 IAT Checklist

IAT Checklist for a Fast-Breaking Event

- Who is keeping the log?
- Do we need additional clerical support?
- What communications need to be set up? With whom?
- Are the following required:
 - Marketing and Communications?
 - Brisbane City Legal Practice?
 - Geographic Information Systems?
 - Contact Centre liaison officer?
- What additional expertise is required in the IAT? (Engineering/Scientific)
- Do I need to activate the LDCC?
- Do I need to activate the LDMG?
- Is the community at risk?
- Are our own officers at risk?
- What are Council's immediate priorities?
- What resources have been dispatched or should be dispatched?
- Who are the key stakeholders?
- Has ERG/RRG been dispatched to the scene/ forward command?
- What are the community consequences?
- What parts of the community are affected?
- Which council businesses are affected?
- Which council services are interrupted?
- Will the SES be involved?
- What council resources have been requested?
- Notify the Lord Mayor.
- Who else in Council should be notified?
- Which councillors and chairs are affected?
- Has Disaster District, EMQ and neighbouring councils (if applicable) been notified?
- Should the Lord Mayor notify the Premier?
- Does the CEO have to liaise with DGs?
- Which response agencies are at the scene?
- Who is council's representative at the scene?
- Who is the state lead agency?
- Where is additional technical information available from?
- What is the likely duration of the event?
- What are the public information messages and means of delivery?
- Do these have to be coordinated with anyone else?
- What is the need for contact centre scripting?
- What messages are required for our own staff?
- Do any other key stakeholders have to be notified?
- Do we need external assistance?
- Are our people safe?
- What are the mid-long term issues?

3.0 DMDO quick reference guide

Disaster Management Duty Officer (DMDO): Quick reference guide	
<p>1. Who are the Disaster Management Duty Officers?</p> <p>There are 8 Duty Officers:</p> <ul style="list-style-type: none"> • Greg Scroope • Sean Hodgson • Shane MacLeod • Chris Lavin • Brett Turville • Michael Bell • Tim Wright • Chris McCahon 	<p>2. What is the Duty Officers role?</p> <ul style="list-style-type: none"> • First point of contact in a breaking event (the first notification that an emergency with significant community consequences has occurred). • Directly corresponds with the senior executive and political level. • Coordinates events both on and off site depending on the event and the likely community consequences. • Strategically coordinates the event as a whole, with a focus on the "big picture" to achieve positive outcomes. • Liaises with stakeholders and at times the community to ensure that BCC's response and recovery from the incident is as coordinated and as seamless as possible.
<p>3. When do the Duty Officers operate?</p> <ul style="list-style-type: none"> • The Duty Officers are available to respond to the strategic coordination of events (with significant community consequences) 24 hours a day, 7 days a week. • Each Duty Officer is on a 1 week rotation. • Chris Lavin is the primary contact during business hours (Monday to Friday 8am – 4.30pm). • Duty Officers are rostered to cover: after hours, weekends and public holidays. 	<p>4. How to contact the Disaster Management Duty Officer.</p> <ol style="list-style-type: none"> 1. There is only one contact number that you need to know: 2. Ph: [REDACTED] 3. This number diverts to the on call duty officer. 4. <u>Put this number into your phone NOW!</u>

4.0 Notification Guideline Matrix

After Hours Disaster Management Duty Officer NOTIFICATION GUIDE

Please note that this guide will suffice in the majority of occasions but certain incidents and events may require deviation from this table.

EVENT TYPE EXAMPLES NO ISSUES	DMDO ACTIVITY: LIAISON/MONITOR	NOTIFICATION RECIPIENT (using SMS Link-see 13.6,p19)	SCRIPTING
Eg. Steady Rain, Passing Storm, East-Coast Low, Tsunami Watch etc.	SES, RRG, ERG, Contact Centre, D.O.M	1. EMT & LMO(disaster)	Simple & short eg. "The DMG is monitoring conditions as a result of (xxxx). There are no issues to report."
BoM Storm Warning	As Above	1. EMT & LMO (disaster) 2. Initial Contact List (NEW)	"DMG Msg [insert As per BoM Report (verbatim)]. DMG will monitor"
EVENT TYPE EXAMPLES ACTION REQUIRED			
Heavy Rain, Storm, High Winds, Flash-flooding	SES, RRG, ERG, Contact Centre, D.O.M	1. EMT & LMO (disaster) 2. Initial Contact List (NEW) (SMS followed by email)	"DMG Msg Brief update on (xxxxxxx), "a SITREP will follow shortly via email"
Non-natural or Industry-related incident	SES, RRG, ERG, Contact Centre, D.O.M, Responding agency	1. EMT & LMO (disaster) 2. Initial Contact List (NEW) (SMS followed by email)	"DMG Msg Brief update on (xxxxxxx), "a SITREP will follow shortly via email"

5.0 Activation Levels

<u>Activation Level</u>	Disaster Operations Manager	BCC Local Disaster Coordination Centre	Brisbane City Local Disaster Management Group	Brisbane Region District Disaster Management Group
4. Ongoing Severe event	DOM is liaison to LDCC, external agencies & BCLDMG	LDCC Activated	Chair BCLDMG briefed. Chair may activate the BCLDMG	DDMG briefed and on stand-by
3. Severe multiple incidents	DOM in attendance and/or liaise with LDCC. Providing regular SITREPS.	LDCC Activated	Chair BCLDMG briefed. BCLDMG notified.	Disaster District Coordinator notified
2. Multiple incidents. Several response units engaged.	DOM activated and may deploy to the LDCC	LDCC notified. May be placed on stand-by	BCLDMG notified	EMQ notified
1. Single incident - managed by individual BCC response unit or external agency.	Notify DOM			

6.0 Context

The Disaster Management Duty Officer (DMDO) holds a senior position within the Brisbane City Council and is the first point of contact in a breaking event after hours.

The DMDO directly corresponds with the senior executive and political level, and can coordinate events both on and off site depending on the event and the likely community consequences. The role requires the position to analyse, co-ordinate and report on the event. Additionally the position also ensures the effective liaison with stakeholders and at times the community to ensure that BCC's response to the incident is as coordinated and as seamless as possible.

7.0 Activation

7.1 Levels

There are two levels of activation of the DMDO role:

- On call
- Activated

7.2 On Call

DMDO's will be circulated on call for a one week period on a rotating roster. This SOP only relates to events that occur outside normal business hours. The Disaster Operations Manager (DOM) will manage any event that occurs in business hours (business hours are 8am – 4.30pm).

7.3 Activated

The DMDO can be activated from a number of different agencies e.g. BCC Contact Centre, emergency services, the media, QPS etc.

Activate Disaster Management Duty Officer Standard Operating Procedures

- Understand the context of what is occurring and if possible check the facts.
- Brief the DOM, BCC and LMO on the unfolding event.
- Assist with the management of relationships within BCC and external stakeholders during the event, including:
 - BCLDMG;
 - BCC Executive (IAT);
 - DDC;
 - Emergency Management Queensland;
 - Other government authorities; and
 - Major utility and infrastructure providers.
- Prepare briefings and sitreps as required.
- Place the LDCC on stand-by if required.
- Provide a general brief to the on-coming LDCC duty staff.
- Ensure effective and positive relationships with all stakeholders.
- Establish and verify the context and content of the event.
- On going liaison with stakeholders (both internal and external).
- Continue to analyse and evaluate the situation.

7.4 Stand Down

Stand Down

- Advise of stand down and any other relevant agencies
- Prepare a report on the event.

8.0 Staffing, roles and tasks

Key Tasks

- Coordinate BCC's response in minor events and share timely information with stakeholders.
- Liaise with the BCC Executive, LMO and DDC & other stakeholders as necessary.
- Strategic thinking and assessment of the situation. Continue to look at the event as a whole eg the helicopter view, "what's the big picture", what are the consequences as a result of what is happening?

8.1 What to do if the on-call DMDO is away or cannot take calls.

It is the responsibility of the DMDO rostered on, to advise the next rostered DMDO if they will be absent, or unable to take calls during the period that they are rostered on. It is the responsibility of the rostered DMDO to organise a replacement from the existing pool of DMDO's.

9.0 Checklists

You will be required to compile your own personal DMDO call-out kit, which you will store in your vehicle. Items in your kit may include:

- Appropriate clothing, long pants and long sleeved shirt
- Boots
- Hat
- Socks/ relevant underwear
- Wet weather gear eg raincoat
- Towel
- Personal medication eg Paracetamol
- Torch
- BCC high visibility jacket
- BCC ID tag
- A waterproof information folder containing:
 - Business cards
 - Note pad and pens, pencils
 - Key stakeholder contact numbers
 - This SOP
 - List of electronic links, including passwords
- A bag to hold it all in.

10.0 Process

10.1 Coordination of events

This will be dependent on the situation.

- You are required to advise the DOM, CEO and LMO of any event likely to have adverse community consequences or to council staff and or property.
- Ensure that you check and verify the facts of the event with both the person contacting you and with other stakeholders if possible to ensure the accuracy of the information.
- The CEO or LMO will instruct you as to whether or not you will need to stand up the LDCC.

10.2 Who needs to be contacted and when

- DOM: Upon receiving notification of a threat, provide regular briefings or SITREPS.
- CEO: Upon receiving notification of a threat, provide regular briefings or SITREPS
- LMO: Upon receiving notification of a threat, provide regular briefings or SITREPS
- IAT: Keep the IAT up to date and briefed as required
- Relevant Divisional Managers: Provide regular briefings or SITREPS
- DDC and the Regional Director of EMQ: Dependant on the scale of the event, provide regular SITREPS
- LDCC Controller: Upon sending alerts and receiving clearance from either the CEO or Lord Mayor to activate the LDCC.

10.3 The activation process for LDCC

The CEO will advise the DMDO / DMO to activate the LDCC. The DMDO/DMO then contacts the DOM to activate them. The DOM will contact the DMG which will assist by phoning LDCC team members to assemble an initial team to activate the LDCC.

10.4 Criteria for activating the LDCC

Any event where there is an imminent threat or an actual event that requires Council to have a coordinated response.

11.0 Concept of Operations

Council's Concept of Operations (CONOPS) enhances the current functions of Council's LDCC and provides a flexible and scalable response and operational capability in disaster events. The Concept of Operations will provide the over-arching framework to Council's management of an event and DM Plan and provides a high-level approach to expanded LDCC functions that are further detailed in the Standard Operating Procedures (SOPs) underpinning the DM Plan.

**Refer to Appendix 1 – Concept of Operations Disaster Management – Revised
November 2009**

11.1 Key Principles

- All operations reflect Council's Disaster Management Plan and disaster management arrangements;
- LDCC functions should be flexible and scalable to ensure appropriate levels of coordination;
- Ensure the delivery of timely, consistent and accurate information and communication to the affected community through appropriate systems and processes, such as Daily Briefing, Situation Reports (SITREPs), Crisis Communication Plans, that may include working with stakeholders external to Council;
- Council business units ensure that standard corporate policies and procedures are followed to ensure business continuity, zero harm and delivery of services are maintained; and
- Council adopts an individual, organisational and community resilience approach to build community capacity to respond to and recover from disaster events.

12.0 Information gathering and dissemination

12.1 What sort of information needs to be gathered?

- The SITREP template is a useful guide.
- Statistical information. eg.
 - how many people are affected;
 - how many jobs in the system including nature and type;
 - how many crews from the various business units have been activated including SES;
 - What are the likely delays in restoring services by business unit or function?
- Positive/negative public feedback eg is there any political backlash?
- What is the feeling on the street?
- What is the media saying?
- Any upcoming issues (e.g. fatigue management, staff, volunteer management etc.)

12.2 Dealing with disasters from a political perspective

12.2.1 Reporting arrangements

- The Lord Mayor and the CEO are the single points of reference for you to report to.
- Local councillors need to be kept informed on what is happening in their wards and areas of responsibility if they are Committee Chairs.
- All matters referring to citywide effects that may have political implications from an event, (this means greater than 1 ward) are directed to the Lord Mayor's Office through the CEO.
- If it is just a normal event (eg a thunderstorm with usual ramifications, minor flooding, vegetation down and SES jobs etc) then the normal text messaging is appropriate to keep local councillors informed.
- The SITREP format will be useful to highlight the type of information that you will need to provide. Always check with the CEO with regard to the distribution of information to councillors.

13.0 Technology

13.1 Logging in and out of relevant systems

13.2 Using the duty phone

The duty officer number will be diverted to your mobile phone on the weeks you are activated.

13.2.1 Diverting the phone

This duty will be conducted by the Personal Assistant to the Manager of Community Safety and Disaster Management, on the Monday morning or Tuesday morning in the event of a public holiday.

13.3 Interpretation of BoM maps

13.3.1 Logging in and out

The Bureau of Meteorology (BoM) web site can be accessed via the following URL:

www.bom.gov.au/reguser/by_user/bomw0402/

Log on: bomw0402

Password: SEQDMBoM



13.4 e-BIMAP (use this if you don't have access to I-BiMap)

13.4.1 Logging in and out

- I-BIMAP can be accessed via the following URL: <http://www.brisbane.qld.gov.au>
- Click on the "e-BiMapping System" link on the right-hand margin of the main page.
- Then click on "Log in to e-BiMap" on the right hand side of the page.
- Enter the following details. Your log on is: disaster. Your password is: disastermgt
- Once the next page opens up, click on: "access e-BiMap" under registered products
- You can then use e-BiMap as you would use I-BiMap.

13.4.2 Application for the DMDO role

- Interpreting maps
- Strategic analysis
- Vulnerability analysis
- Coordinating the issue maps to stakeholders if required.

13.5 FaCS Online (previously known as Toolbox)

13.5.1 Logging in and out

The Disaster Management Toolbox can be accessed via the following URL:

[Redacted URL]

Log on: [Redacted]

Password: [Redacted]

13.5.2 Application for the DMDO role

Access to SOP's, links, contact numbers etc.

13.6 Web SMS

13.6.1 Logging in and out

SMS Link web service should be used when a "heads up" type of message is required. The SMS Link service only allows 160 characters per message so there is often a need to send a two or three-part message depending on the situation.

If there is a need to relay significant information then the SMS Link message may be very brief and say that "this message will be followed by an email – please monitor your emails for further information", or wording similar to this.

The web message service can be accessed via the following URL:

www.link.com.au/bccdaster/

Log on: disaster

Password: disastermgt

13.6.2 Application for the DMDO role

The DMDO uses SMS web messages to alert and inform relevant personnel and stakeholders.

13.7 Groupwise / Email messages

13.7.1 Logging in and out

The Groupwise system has been set up with key Disaster Management contact groups in the address book, these are:-

1. EMT Distribution
2. DM-LMO Distribution
3. CC-Management & TL Team

In the first stance all groups are to be used. Depending on how the situation or event is unfolding, all groups may be selected for the purpose of providing further updates, or each group may be selected individually.

If the message is coming from the after-hours Disaster Management Duty Officer via a Blackberry, the message will be delivered via an email as the text service is not accessible

Disaster Management Duty Officer Standard Operating Procedures
from a Blackberry. If the Duty Officer has access to a BCC laptop then the message may be sent via SMS as outlined in section 13.6.

Logging into Groupwise is via the normal procedure using your LAN password. Should you encounter any difficulties you may be able to access Groupwise using the external site by accessing the following URL:-

www.webmail.brisbane.qld.gov.au

and access using your payroll number and LAN password.

13.7.2 Application for the DMDO role

The DMDO uses Groupwise / Email messages to alert and inform relevant personnel and stakeholders. Refer to the Notification Guideline at Section 4.

13.8 FloodWise

13.8.1 Logging in and out

FloodWise can be accessed via the following URL: www.brisbane.qld.gov.au/floodwise

Select the FloodWise System menu.

Login: use your full email address (e.g. -----@brisbane.qld.gov.au)

Password: use your chosen password

*Note: always type in the login and password, copying and pasting the login and password won't let you into the system.

In case you forget this password or it changes, you will be asked a password reminder question.

Password reminder question: eg name of system?

Password reminder answer: eg floodwise.

13.8.2 Application for the DMDO role

The DMDO can use FloodWise as a tool to monitor flooding in Brisbane, as well as road closures (as a result of flooding), rainfall and stream heights.

13.8.3 Flood Flag Maps

The Flood Flag Maps Services can be accessed via the following URL:

http://www.brisbane.qld.gov.au/BCC:BASE::pc=PC_5909

13.8.4 Use of Flood Flag Maps

The DMDO can use Flood Flag Maps to view areas in Brisbane known to be affected by overland flow, creek, river and tidal flooding.

14.0 Contact Centre

14.1 Activating via the Contact Centre?

Establish contact with the Shift Leader and Team Leader in the Contact Centre ASAP, as they are a key source of information and trends.

Refer to Appendix 2 – Draft Contact Centre escalation procedure.

15.0 Immediate Action Team (IAT)

15.1 Disaster Management Duty Officer Role

- Advise DOM, CEO and LMO of event/threat
- Relocate to CEO's conference room to join IAT
- Establishes communications with key external stakeholders
- LDCC Activated by DMDO / DMO and advises CEO and LM
- Report when LDCC is "operational"
- Organise for SMS alert to be sent out
- Support DOM as required

15.2 Summary of Immediate Actions

- CEO calls in responsible managers/specialists and forms *BCC Immediate Action Team (IAT)*¹ to manage BCC's initial response
- LMO advises the Premier's office and agrees protocols for public information management
- LM receives brief and with a supporting LO may co-locate with Premier
- DMDO / DMO activates LDCC² and advises CEO and LM
- When ready for operations, LDCC reports "activated" to DMDO / DMO
- When the CEO is ready, the IAT formally passes operational management of the event to the LDCC (and normal LDCC SOPs apply)
- LM relocates to the LDCC if required
- If required, BCLDMG is activated (and normal SOPs apply).

¹ The *BCC IAT* comprises the CEO, DMC, LM LO, LM media representative and any key managers/specialists called in by the CEO. CoFS may also attend.

² In principle, the LDCC should be activated as soon as possible. Activation of the LDCC is a cost effective and quick way to give Council the on-going capability to manage a threat/event

15.3 Situation reporting

15.3.1 Persons to be notified

The following persons should be notified when the IAT is activated:

Person/Group	Responsible Officer
Internal Stakeholders	
CEO	Disaster Management Duty Officer (or as delegated)
Lord Mayor's Office	
Relevant Divisional Managers	
Contact Centre Shift & Team Leaders	
Relevant Business Unit Duty Officers	
Brisbane Metropolitan Transport Management Centre (BMTMC) if applicable to the event.	
Marketing and Communication	
(others as appropriate to situation)	
External Stakeholders	
EMQ Regional Director	Disaster Management Coordinator (or as delegated)
Disaster District Coordinator	
(others as appropriate to situation)	

Contact lists can be accessed from FaCS Online via the following URL:

[http://www.bccfacs.com/?q=840 Contacts](http://www.bccfacs.com/?q=840%20Contacts)

15.3.2 Information to be transmitted

The notification may cover:

- Event type and known facts
- BCC response status eg. IAT activated, LDCC on stand-by
- BCC assets involved
- Immediate response/future planning
- Timings for future updates

16.0 Shift hand over

16.1 What information needs to be handed over during an event at the end of a shift?

The DMDO will need to provide a "snap shot" of what the current situation is with the event, as well as within the LDCC.

The most current SITREP will need to be handed over. Information will include:

- Current activities:
- Future operations and activities:
- Issues:
- Administration:
- Overall assessment:
- Any information of a political nature
- The most current media reports
- Any feedback from the public that may be politically sensitive to the BCC

16.2 How will the hand over occur?

A dedicated duty phone will be used to divert to the DMDO who is rostered on.

The Personal Assistant to the Manager of Community Safety and Disaster Management will divert the duty phone to the mobile number of the on call DMDO. Diversion will occur at 9am each Monday morning or Tuesday morning in the event of public holidays.

Each DMDO will be on call consecutively. The name at the top of the list will be the officer on stand-by, and then dropped to the end of the list after the week is completed and so on.

If an event has occurred, or is occurring please refer to the "Hand over" note above (14.1).

16.3 Organising a debrief

The DMDO's who were on duty during the event will be responsible for organising a debriefing with those directly involved during the event. A debrief needs to be made within 5 days of the LDCC being stood down.

16.3.1 What information needs to be covered in a de-brief

All of the following points need to be documented:

- What was done well
- What wasn't done well
- How can it be improved

All of the documented points are to be distributed to those who attended the debrief.

17.0 Evacuations

17.1 Context

Local Government has a requirement under the Disaster Management Act (2003) to support disaster management activities to the full extent of its capabilities; Brisbane City Council has the capability to provide short-term emergency shelter to evacuees.

17.1.1 Initial response

BCC has in place a scalable response when people have been displaced from their homes.

The first level response is when an event (such as a storm) renders a small number of residences unsafe. Usually, most people affected can find alternative accommodation either through their insurance policies or with family and friends. Everything should be done to encourage this.

If no accommodation can be found, try and find some local accommodation to put people up as an interim arrangement. The Contact Centre can assist displaced residents with enquiries relating to designated emergency accommodation, transport arrangements to the accommodation etc. Try to ensure that affected people from one area can be housed in the one facility. This makes it easier for support agencies to further assist those affected (e.g. Dept of Communities, Housing, Red Cross, Lifeline etc). If those affected who need accommodation are wide spread across the city, try and find accommodation close to where they live and group them as much as possible. Ensure that you keep the Regional Director for EMQ informed so the information can be coordinated with other agencies.

This accommodation is only temporary and should not be considered for any more than 2-3 days max. In that time, the Dept of Communities should be assisting the affected people with alternative housing options.

17.1.2 Emergency Shelters

Should an event occur where there is more than 20 people displaced that cannot find alternative accommodation, an emergency shelter will need to be established. If this is the case, the LDCC would need to be activated for overall coordination.

Under Council's disaster management arrangements, the Red Cross is responsible for establishing, operating and handing over Emergency Shelters during disaster operations.

The following products have been developed for Emergency Shelters:

- The Emergency Shelter Information is on FaCS Online and available at this URL: http://www.bccfacs.com/?q=833_Emergency
- Emergency Shelter Hazard Maps are in I-BiMAP as a dedicated layer;
- Emergency Shelter Access & Site Usage Protocols have been developed with each of the facilities.

While the LDCC is activating, you should liaise closely with the Red Cross and the Regional Director EMQ. Ensure that the CEO and LMO are advised as soon as possible.

18.0 Local Government & Disaster Management

Local Government underpins the Queensland disaster management system. During a disaster, local government provides initial support for the affected community until its resources are fully committed. State support is then available, and is provided by State agencies in accordance with their core functions through the Disaster District structure. Similarly, Commonwealth support can be requested if State resources are exhausted or not available.

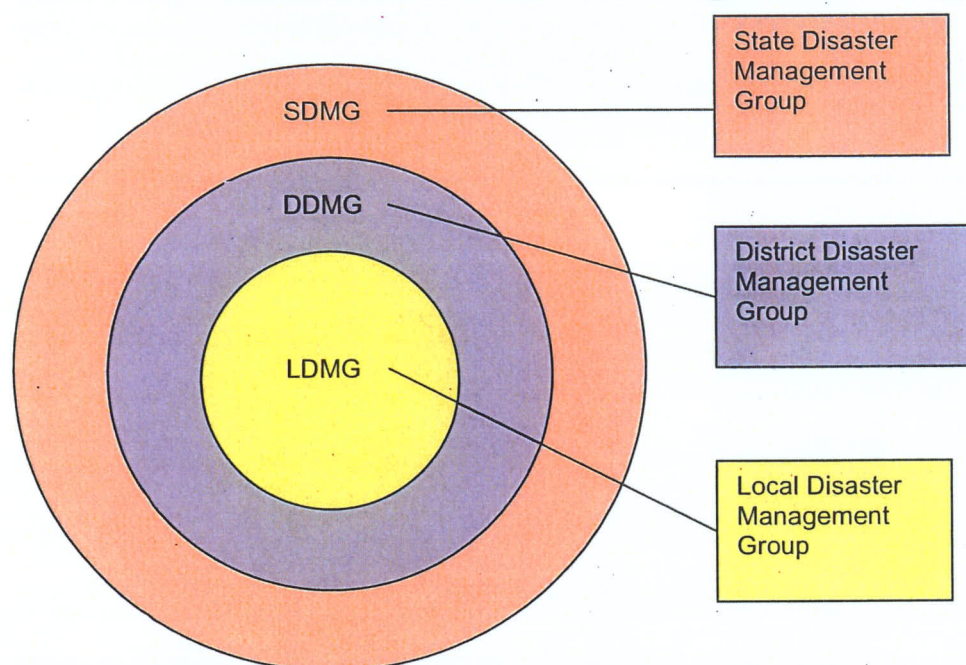
19.0 State Lead Agencies

At State level, "lead agency" responsibility for specific functions and threats is assigned to Government Departments based on their core business.

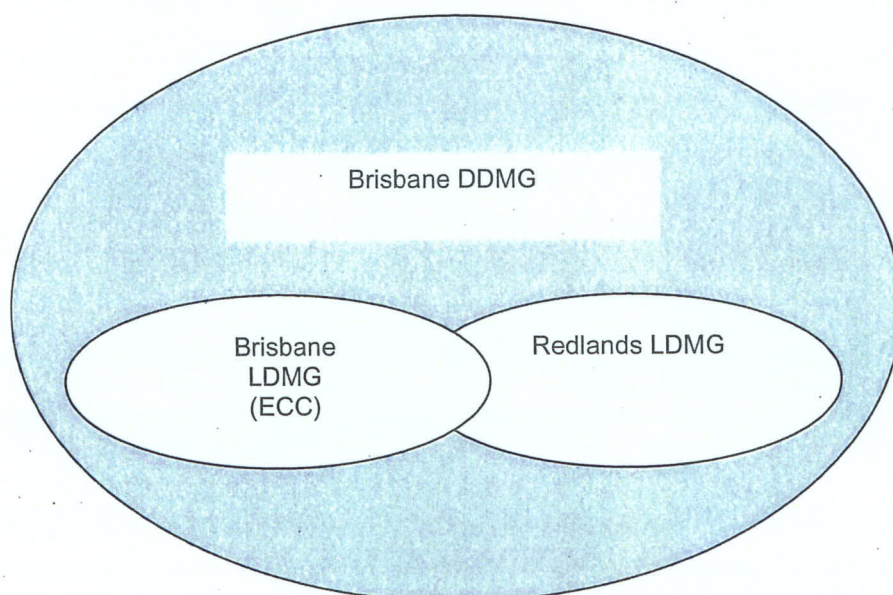
Function	State Lead Agency
Community Recovery	Dept of Communities
Transport	Dept of Transport
Health	Dept of Health
Building & Engineering Services	Dept of Public Works (Q-Build)
Emergency Supply	Dept of Public Works (Qld Purchasing)
Communications	Dept of Innovation, Information Economy, Sport & Recreation; and Dept of Public Works (Q-Build)
Flood Mitigation	Dept of Natural Resources & Mines
Electricity/Gas/Fuel	Treasury Department (through Office of Energy)
Coordination	Dept of Emergency Services
Threat	State Lead Agency
Emergency animal disease	Dept of Primary Industries
Oil spills at sea	Qld Maritime Safety Authority (Dept of Transport)
Bushfire	QRFS

The lead agency coordinates State-level support. It ensures that functional plans are prepared at State, regional and Disaster District level, so that appropriate support is available to affected communities via the Disaster District and local government apparatus.

20.0 Overview of BCC Disaster Management Arrangements

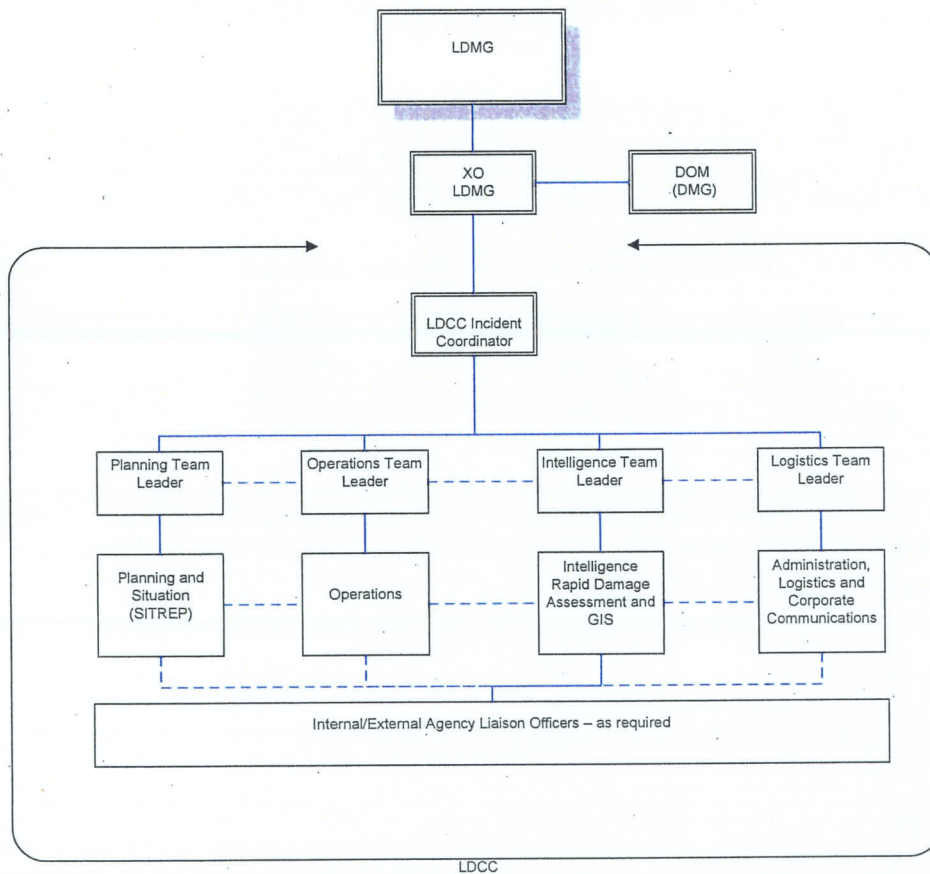


The Brisbane District Disaster Arrangements:

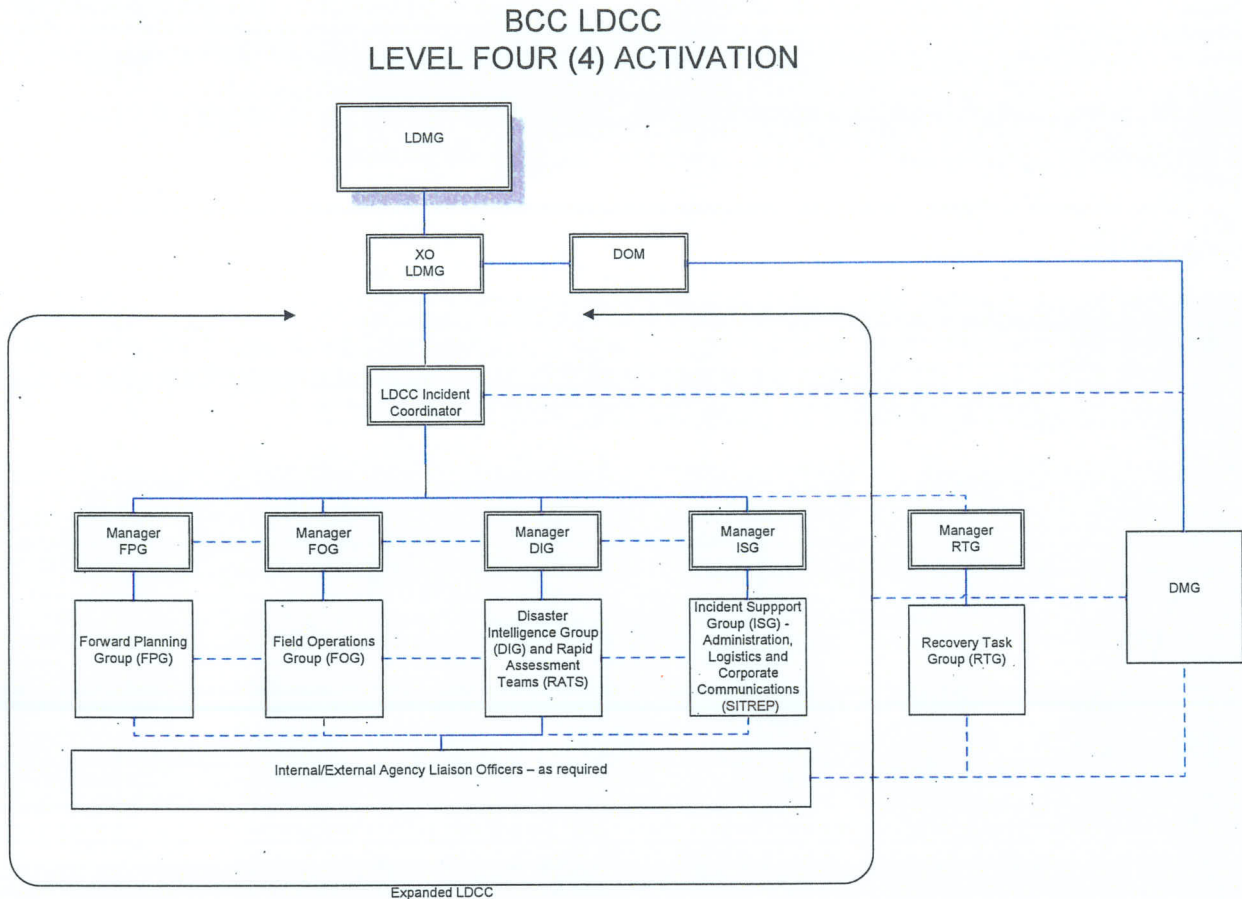


Level 3 Activation

BCC LDCC LEVEL THREE (3) ACTIVATION



Level 4 Activation



20.1 BCC Local Disaster Management Group

The Brisbane City Local Disaster Management Group (BCLDMG) is chaired by the Lord Mayor. Its role in an event is to manage the disaster in such a way as to minimise the adverse effects on the community, the natural environment and the built environment. It does this by maintaining a strategic, forward looking overview of the situation; and by setting priorities and assigning resources to ensure the efficient and effective recovery of the disaster-affected community.

The group's objectives are to:

- ensure there is a current plan;
- ensure that BCC has an integrated disaster management capability
- ensure that the disaster management system is reviewed and tested
- ensure that there is an all agencies approach and a high level of cooperation between the different agencies
- respond to any disaster and to set the priorities for BCC's response to any event

During a disaster the BCLDMG will coordinate Council's response and recovery efforts for the community of Brisbane, to the full extent of Council's core capabilities. When Council is overwhelmed, the BCLDMG will escalate the event to coordination through the Brisbane Disaster District Management Group.

20.2 Community Recovery Committee Role

The Committee's role is to ensure BCC's community recovery arrangements are prepared and tested to comply with the responsibilities of the BCLDMG as set out in the Disaster Management Act 2003.

Plans and arrangements for dealing with specific aspects of Community Recovery (e.g. Emergency Shelters) have been prepared by Disaster Management Group (DMG). The committee can request that those who are responsible for those arrangements will report to the committee to ensure that the committee is satisfied with BCC's level of preparedness for any event.

During an event. its role is to provide the BCLDMG with the necessary strategic, forward looking overview of the situation and by recommending priorities and resources to ensure the efficient and effective recovery of the disaster-affected community.

A key aspect of its role is to also liaise with stakeholders regarding the effectiveness of the delivery of recovery activities with services being delivered by State agencies via the Disaster District structure, and with private enterprise organisations.

The committee makes recommendations for community recovery to the BCLDMG. The committee is to ensure that it does not override or make decisions to commit resources that might be the normal role of the LDCC or any other command structure.

20.3 Infrastructure Recovery Committee Role

The Committee's role is to ensure BCC's infrastructure recovery arrangements are prepared and tested to comply with the responsibilities of the BCLDMG as set out in the Disaster Management Act 2003.

Plans and arrangements for dealing with specific aspects of Infrastructure Recovery (e.g. Sewerage overflows) have been prepared by individual business units in their Business Continuity Planning. The committee can request that those who are responsible for those arrangements will report to the Committee to ensure that the committee is satisfied with BCC's level of preparedness for any event.

During an event, its role is to provide the BCLDMG with the necessary strategic, forward-looking overview of the situation and by proposing priorities and resources to ensure the efficient and effective recovery of the disaster-affected community.

A key aspect of its role is to also liaise with stakeholders regarding the effectiveness of the delivery of recovery activities with services being delivered by State agencies via the Disaster District structure, and with private enterprise organisations.

The committee makes recommendations for infrastructure recovery to the BCLDMG. The committee is to ensure that it doesn't not override or make decisions to commit resources that might be the normal role of the LDCC or any other command structure.

21.0 Immediate Action Team

The Immediate Action Team coordinates the immediate command and control actions to be taken within BCC in the case of:

- a fast breaking event or potential event with significant community consequences for Brisbane,
- a fast breaking event which threatens Council's service delivery or internal business processes, or
- a specific threat made against Council people, property or other assets, or against the City of Brisbane.

The IAT, at the direction of the CEO, may activate the Local Disaster Coordination Centre (LDCC). Once the LDCC is fully operational, the IAT will hand over coordination of the event to the Local Disaster Coordination Centre.

21.1 Local Disaster Coordination Centre

The Local Disaster Coordination Centre (LDCC) is the focal point for implementing BCLDMG priorities and for coordinating Council's response and recovery in the event of a disaster. It maintains regular liaison and communications with District stakeholders and with State authorities through the District Disaster Coordination Centre.

22.0 Activation Levels of the BCC Disaster Management System (CONOPS)

LEVEL	DEFINITION	EXAMPLES	RESPONSE & ESCALATION
1	Single incidents / events that require the response of an individual BCC organisational unit	A burst water main A large branch falls and requires removal	Individual unit of Council (for example Vegetation, LAS etc) respond per standard operating procedures.
2	Multi incidents / events that require the response of individual BCC organisational unit(s)	More than one burst water main in separate parts of the City A severe storm that causes damage to infrastructure, causes debris to fall into public and private property, and causes damage to private property	Multiple units of Council (for example Vegetation, BCW, ERG etc) respond per SOP. Disaster Management Duty Officer coordinates response to event. May deploy to the LDCC. LDCC Role LDCC Controllers and Operations Team Leaders notified. LDCC staff notified. As the event escalates in complexity, LDCC staff are placed on stand-by. BCLDMG Role BCLDMG notified and updated as event progresses.
3	Severe or multi incidents / events that require the coordinated response of a number of BCC organisational units	A chemical or produce spill or traffic accident that requires road closures and possibly some evacuations of surrounding premises A bushfire that threatens property	Multiple units of Council (for example Vegetation, BCW, CARS, SES) respond per SOP. External response agencies involved, eg. QPS, QFRS, QAS. Utility providers may be involved in response activities, eg. Energex. Disaster Management Duty Officer activates the LDCC and then acts as a liaison to the LDCC, external agencies and the BCLDMG. The intelligence team is activated. IAT Role The Immediate Action Team is responsible for the immediate command and control actions to be taken within BCC in the case of a fast breaking event or potential event with significant community consequences for Brisbane. It is staffed by the Lord Mayor, CEO, Disaster Management Duty Officer and Divisional Managers appropriate to the event-type. It may hand-over event coordination to the LDCC, once the LDCC is fully activated. LDCC Role The LDCC Controller coordinates Council's response to event at the strategic/political level. Operational level activities are handled by individual business units. The LDCC Controller and Operations Team Leader determine the appropriate staffing level for the LDCC and develop a roster accordingly. The LDCC acts as the focal point for information gathering and dissemination through-out Council and with external agencies.

			<p>BCLDMG Role The Chair BCLDMG is briefed by the LDCC Controller and the Disaster Management Duty Officer on the event.</p> <p>BCLDMG updated as event progresses.</p> <p>All, or relevant, response units of Council and the SES unit engaged.</p> <p>External response agencies involved, eg. QPS, QFRS, QAS. Utility providers may be involved in response activities, eg. Energex.</p> <p>Disaster Management Duty Officer acts as a liaison to the LDCC, external agencies and the BCLDMG. Liaison officers may be deployed/ exchanged with external agencies.</p> <p>IAT Role The Immediate Action Team is responsible for the immediate command and control actions to be taken within BCC in the case of a fast breaking event or potential event with significant community consequences for Brisbane. It is staffed by the Lord Mayor, CEO, Disaster Management Duty Officer and Divisional Managers appropriate to the event-type. It may hand-over event coordination to the LDCC, once the LDCC is fully activated.</p> <p>LDCC Role The LDCC continues in its main role of coordinating Council's response and recovery activities, and gathering and disseminating event-related information.</p> <p>BCLDMG Role The BCLDMG role in an event is to manage the event to minimise the adverse effects on the community, the natural environment and the built environment. The BCLDMG maintains a strategic overview of the situation, sets priorities and assigns resources to ensure the efficient and effective recovery of the event-affected community. BCC responds based on core capability and function.</p> <p>DIG Role The Role of the DIG is to support the LDCC's planning, logistical, and operational activities through comprehensive situational awareness and the provision of intelligence.</p> <p>FOG Role The role of the FOG is to coordinate and manage Council's operational response to an event. It assumes responsibility from the LDCC for the coordination of event response operations and task management.</p> <p>FPG Role The role of the Forward Planning Group (FPG) is to focus on strategic and forward-looking planning on behalf of the BCLDMG. It enhances the existing planning function of the LDCC to allow for better resource allocation and management, to allow commencement of recovery considerations and planning. The FPG ideally focuses on 72 hours and beyond timeframe.</p>
4	Severe or multi incidents / events that require the coordinated response of a number of BCC organisational units and support units from external agencies (e.g. Emergency Services and other infrastructure utilities) and that requires a number of resources being coordinated in the recovery from the event	<p>A cyclone or rain depression that causes widespread flooding</p> <p>An explosion or other factor that causes buildings to collapse</p> <p>A major transport system failure</p> <p>An epidemic or pandemic</p>	

23.0 Contacts

23.1 Disaster Management Duty Officers

Name	Phone	
	Work	Mobile
Greg Scroope		
Sean Hodgson		
Chris McCahon		
Tim Wright		
Shane MacLeod		
Chris Lavin		
Brett Turville		
Michael Bell		

23.2 Key Contacts from External Agencies

Key Contacts from External Agencies			
Name	Address	Phone	E-mail
Peter Martin APM Chairperson DDMG District Disaster Coordinator Assistant Commissioner Metropolitan North Region	GPO Box 1440 Brisbane 4001		
Dave Mazzaferri Area Director Brisbane EMQ	GPO Box 2953 Brisbane 4001		
Mike Morrison Redlands Council	PO Box 21 Cleveland 4163		
Neil Reid Qld Fire & Rescue Service	62 Merivale Street South Brisbane		
Jeff Shelberg Qld Ambulance Service	21 Fairlawn St Nathan 4111		
Noel Gillard Queensland Health	18th floor, QHealth 147 Charlotte St		
Shane Ryan Dept of Communities	GPO Box 806 Brisbane 4001		
Ross Gunthorpe Q Build - Primary Contact	Level 1 30 Cribb Street Milton 4064		
Bradley Clarkson Q Build - Alternative Contact	Level 12 295 Ann Street		
Tony Slocombe Qld Transport	8 Bunya St, Eagle Farm 4009		

Key Contacts from External Agencies			
Name	Address	Phone	E-mail
Greg Smith Qld Transport Passenger Transport Operations			
Richard Johnson Regional Harbour Master Maritime Safety Queensland	MacArthur Ave East, Pinkenba 4008		
Dan Sullivan Queensland Rail	GPO Box 1429 Brisbane 4001		
Greg Williamson DPI&F	Unit 6 71 King Street Caboolture 4510		

Queensland Urban Utilities Contacts

Control Room Operator	East Ops: Control Room (24/7): PRIMARY CONTACT (DUTY MANAGER):		
West Duty Officer	West Control Room		
Media Duty Officer	24/7 Comms & media duty officer		
Manager – Source Control & Product Quality	Water Quality contact		
Chief Operations Officer	Robin Lewis		
CEO			

REGISTER – CONTACT LIST FOR EMERGENCIES & FLOOD INFORMATION – WIVENHOE DAM

Agency	Position	Working Hrs Priority	Out of Hrs Priority	Name	Work Ph	Fax	Mobile	After Hrs	Contacted By
Seawater	Principal Engineer Dam Safety	1	1	John TIBALDI					Seawater/FCC
	Dam Safety and Source Operations Manager	2	2	Robert DRURY					
	Flood Operations Engineer	3	3	Terry MALONE					
	Operations Coordinator Central	4	4	Jayam TENNAKON					
	Executive General Manager, Water Delivery	5	5	Jim PRUSS					
	Chief Executive Officer	3	3	Peter BORROWS					
	Chairman	4	4	Phil HENNESSY					
	Storage Supervisor	1	1	Doug GRIGG					
	Stanby Officer	2	2	Mathew O'REILLY					
	Hydrographic Staff	1	1	Cecyln ELLIS-WALLARD					
Department of Environment and Resource Management	Hydrographic Staff	2	2	Stewart NEILSEN					Seawater/FCC
	Director, Dam Safety	1	1	Peter ALLEN					
	Dam Safety Engineer	2	2	Ron GUFFY					
Flood Operations Centre (operated by Seawater)	Principal Engineer Dam Safety	1	1	John TIBALDI					Seawater/FCC
	Flood Operations Engineer	2	2	Terry MALONE					
	Senior Flood Operations Engineer	3	3	Rob AYRE					
	Senior Flood Operations Engineer	4	4	John RUFFIN					
	Flood Control Room (Operations)	5	5	General Phones					

23.3 Local Disaster Management Group Contacts

Brisbane City Local Disaster Management Group			
Title	Name	Phone	E-mail
Chair The Lord Mayor	Cr Campbell Newman		
Deputy Chair Deputy Mayor	Cr Graham Quirk		
Executive Officer Chief Executive Officer	Colin Jensen		
Chair Infrastructure Recovery Committee	Cr Graham Quirk		
Chair Community Recovery Committee	Cr Geraldine Knapp		
Chief of Staff to Lord Mayor	Cris Anstey		
Divisional Manager, Families & Community Services	Vicki Pethybridge		
Executive Manager QUU Chief Operating Officer	Robin Lewis		
Divisional Manager, Brisbane Transport	Alan Warren		
Executive Manager, Brisbane City Works	Geoffrey Beck		
Divisional Manager, City Business	Sue Rickerby		
Manager, Community Safety & Disaster Management	Greg Scroope		
A/Disaster Operations Manager	Chris Lavin		
Peter Martin APM Chairperson DDMG <u>District Disaster Coordinator</u> Assistant Commissioner Metropolitan North Region	GPO Box 1440 Brisbane 4001		
Area Director EMQ	Dave Mazzaferri		
Energex	Russ Howard		
SES, Local Controller			

Shane Wood A/Regional Director - Brisbane Region Emergency Management Queensland	GPO Box 2953 Brisbane 4001
Regional Harbour Master Maritime Safety QLD	Richard Johnson
Red Cross	Carolyn Parsons
QLD Fire & Rescue Service	Supt Graeme Thom
Port of Brisbane	Peter Keyte
Brisbane Airport Corporation	Scott Hill
Telstra	Jon O'Brien
Chief Superintendent QPS Metropolitan South Region	Kerry Dunn
Chief Superintendent QPS Metropolitan North Region	Les Hopkins
Bureau of Meteorology	Bruce Gunn

23.4 Local Disaster Coordination Centre Controller Contacts

Name	Phone	
	Work	Mobile
Rob Broughton		
Sherry Clarke		
Shane MacLeod		
Julie McLellan		
Graham Jones		
Brett Turville		

23.5 Brisbane Metropolitan Transport Management Center Contacts

Centre Management			
Title	Name	Phone	Mobile
Operations Manager			
Senior Operator			
Media & Communications Officer	Amelia Redman		

23.6 Contact Centre Contacts

Contact Centre			
Title	Name	Phone	Mobile
Contact Centre Manager	Danny Keeble		
Contact Centre Shift Leader			

Contact Centre			
Title	Name	Phone	Mobile
General Enquiries			

23.7 Flood Information Centre Contacts

Contact Centre			
Title	Mobile	Phone	Mobile
Evan Caswell			
Ken Morris			
James Charalambous			

23.8 Community Recovery Committee Contacts

Community Recovery Committee Members			
Title	Name	Phone	E-mail
Chair Community Recovery Committee	Cr Geraldine Knapp		
Executive Officer Divisional Manager, Families & Community Service	Vicki Pethybridge		
Representative of Lord Mayor's Office	Peter Rule		
Manager, Community Safety & Disaster Management	Greg Scroope		
A/Disaster Operations Manager	Chris Lavin		
Branch Manager, Community Services	Kent Stroud		
Manager, Marketing and Communications	Craig Stevens		
Manager, Local Asset Services	Shane MacLeod		
Area Director EMQ	Dave Mazzaferri		
Dept of Communities	Shane Ryan		
Red Cross	Carolyn Parsons		
A/Brisbane SES, Local Controller	Lowry Boyd		

23.9 Infrastructure Recovery Committee Contacts

Infrastructure Recovery Committee Members			
Title	Name	Phone	E-mail
Chair Infrastructure Recovery Committee	Cr Graham Quirk		
Divisional Manager, Brisbane Infrastructure	Barry Broe		
Representative Office of Lord Mayor	Cris Anstey		

Infrastructure Recovery Committee Members			
Title	Name	Phone	E-mail
Executive Manager, Chief Operating Officer	Robin Lewis		
A/Executive Manager, Brisbane City Works	Graeme Martin		
Divisional Manager, Brisbane Transport	Alan Warren		
Manager, Community Safety & Disaster Management	Greg Scroope		
Disaster Operations Manager	Chris Lavin		
Manager, Local Asset Services	Shane MacLeod		
Manager, Infrastructure Management	Paul Cotton		
Manager, Corporate Risk Management	Michael Byrne		
Manager, Marketing and Communications	Craig Stevens		
Manager, City Waste Services	Arron Lee		
A/ Business Manager, City Fleet	John Daley		
Area Director EMQ	Dave Mazzafarri		

24.0 Appendix 1 – Conops Standard Operating Procedure November 2009.

1. Aim

To define Brisbane City Council's flexible and scalable response and recovery capability to natural and non-natural disaster events.

2. Context

Brisbane City has recently experienced a number of significant disaster events that have impacted on Council business and the Brisbane community.

As a result of a severe storm event in November 2008, Council commissioned a review of Council's response to the event, of which a number of recommendations were made. One of the key recommendations related to the establishment of an expanded Local Disaster Coordination Centre (LDCC), which included flexible and expandable functions to gain rapid situational awareness of events. Allowing for more effective allocation and coordination of resources, to ensure strategic planning priorities set by the Local Disaster Management Group (LDMG) are informed and met, and to improve reporting efficiency.

Brisbane City Council currently meets its legislative requirements and obligations under the Queensland State Government's *Disaster Management (DM) Act 2003*. Council has an experienced and effective Local Disaster Management Group (LDMG) that provides strategic direction through all phases of an event and a tested recovery structure that addresses key contemporary recovery principals.

An all hazards and comprehensive approach to disaster management is imbedded into Council's Disaster Management practices and is demonstrated through continuous testing, review and improvement of the BCC Disaster Management Plan (and sub-plans) on an annual basis. The DM Plan outlines Council's roles and responsibilities during disaster events. Training and exercising in the Local and District Disaster Management Arrangements are also regularly conducted.

This Concept of Operations (CONOPS) enhances the current functions of Council's LDCC and provides a flexible and scalable response and operational capability in disaster events. The Concept of Operations will provide the over-arching framework to Council's management of an event and DM Plan and provides a high-level approach to expanded LDCC functions that will be further detailed in the Standard Operating Procedures (SOPs) underpinning the DM Plan.

During any disaster event, the LDMG's priorities will always be to prevent serious injury and loss of life, minimise damage to property and infrastructure and maintain the provision of public services.

3. Key Principles

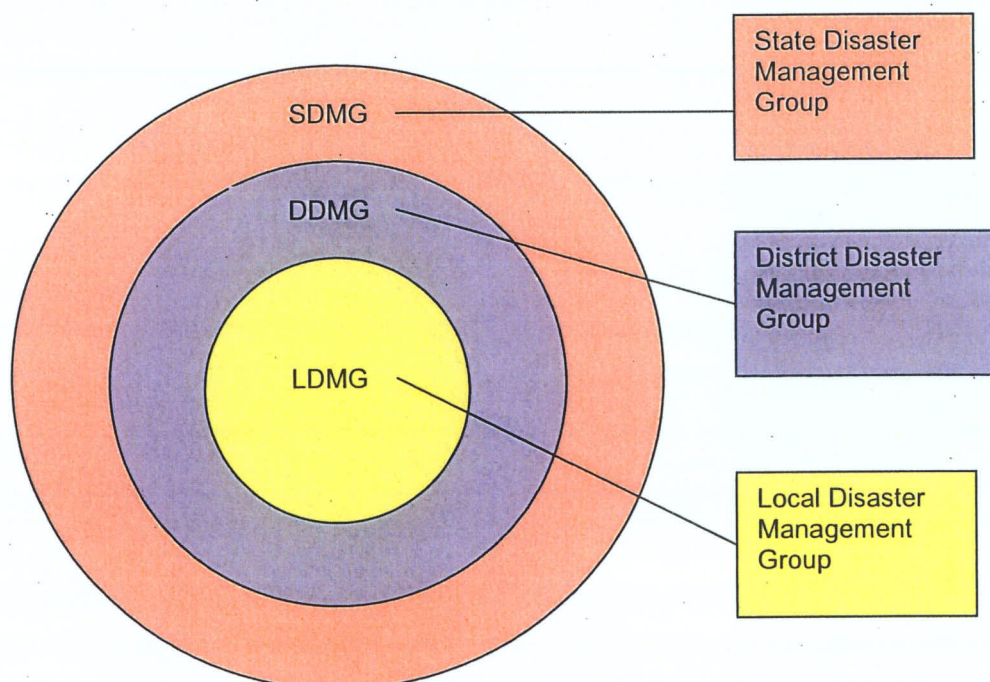
- All operations reflect Council's Disaster Management Plan and disaster management arrangements;
- LDCC functions should be flexible and scalable to ensure appropriate levels of coordination;
- Ensure the delivery of timely, consistent and accurate information and communication to the affected community through appropriate systems and processes, such as Daily Briefing, Situation Reports (SITREPs), Crisis Communication Plans, that may include working with stakeholders external to Council;
- Council business units ensure that standard corporate policies and procedures are followed to ensure business continuity, zero harm and delivery of services are maintained; and
- Council adopts an individual, organisational and community resilience approach to build community capacity to respond to and recover from disaster events.

4. Supporting Documents

The Concept of Operations will be an integral part of Council's Disaster Management Plan and arrangements. It is assumed that the reader will have a reasonable knowledge of Council's current disaster management arrangements and be familiar with Council's Disaster Management Plan and sub-plans.

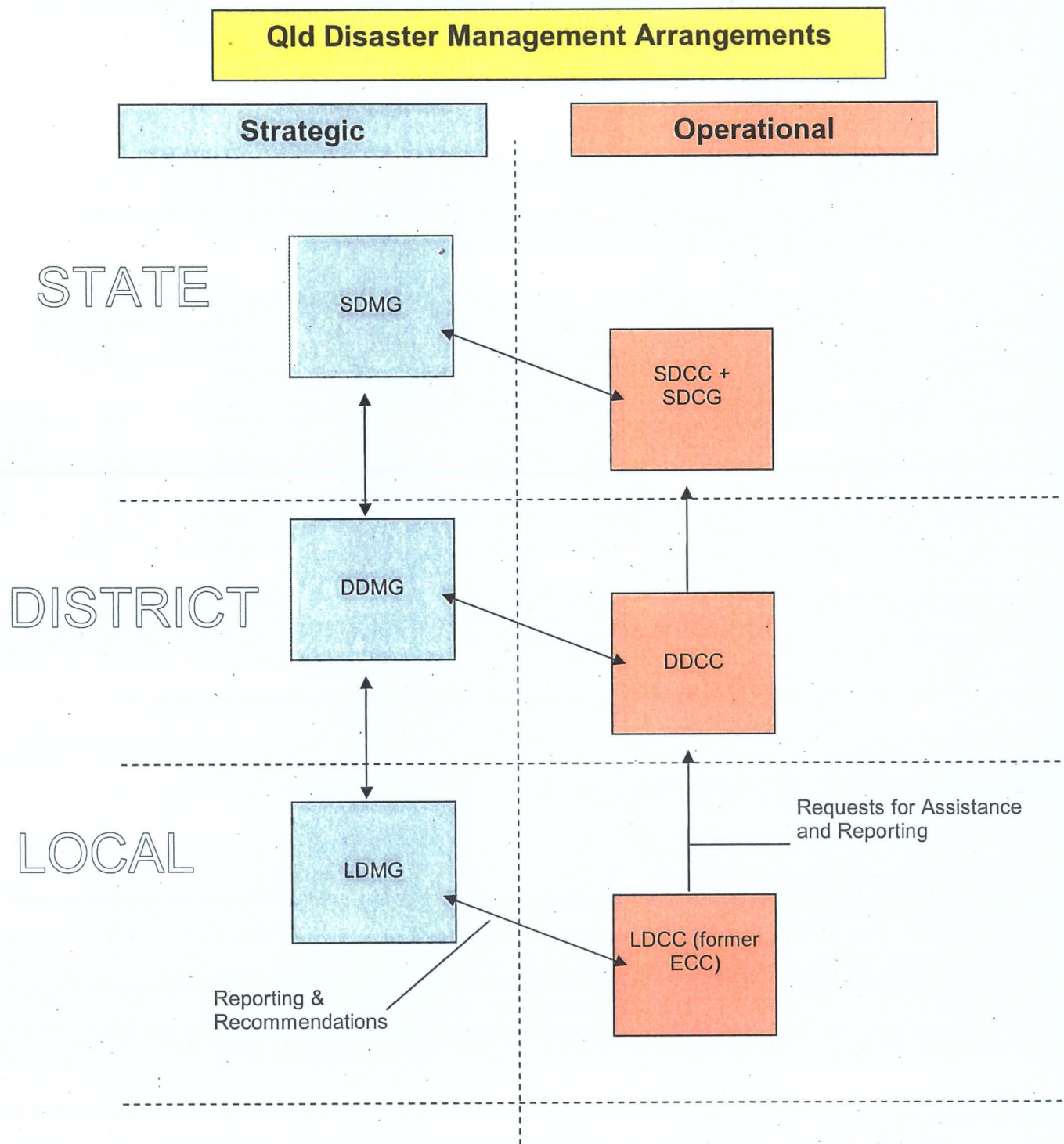
Under Queensland's *Disaster Management Act 2003*, the State and District Disaster Management Group supports the Local Disaster Management Group, who maintains control of operational response within their local government area.

This is reflected in the following diagram that outlines Queensland's disaster management arrangements:



While the Local Disaster Management Group will maintain control of operational response and the allocation of resources in most circumstances, in certain events such as a terrorist attack, a pandemic event or a large environmental incident (oil spill), Brisbane City Council and the Local Disaster Management Group will provide a support role to a nominated lead agency.

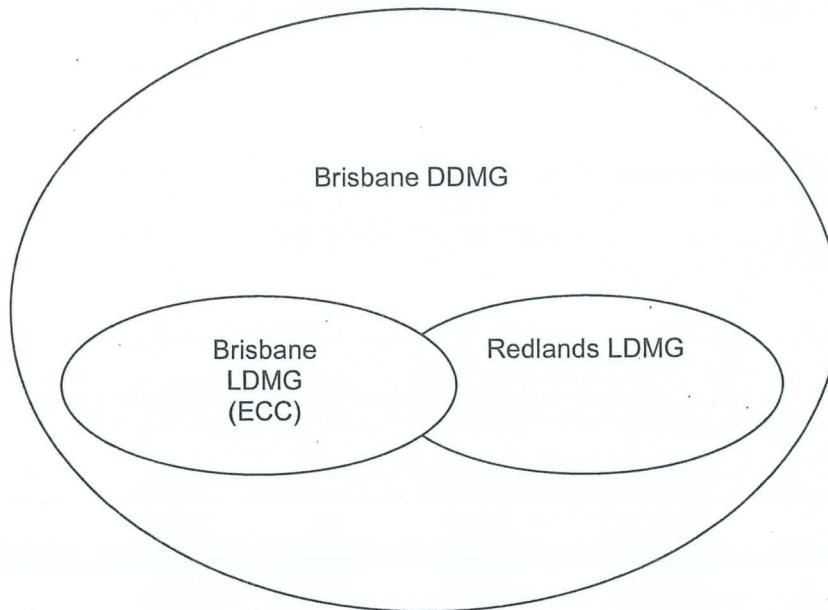
This diagram summarises the strategic and operation high-level arrangements which are further detailed in Council's Disaster Management Plan.



In a disaster event, strategic priorities are set by the Brisbane Local Disaster Management Group (LDMG) through the Chair and implemented by the Executive Officer (XO) and/or the Disaster Operation Manager (DOM) via the Incident Coordinator (IC) of the Local Disaster Coordination Centre (LDCC).

The IC, LDCC will ensure the priorities set by the LDMG are maintained without deviation and will ensure effective coordination of the event. Priorities will be regularly reviewed by the LDMG and formally promulgated to the LDCC.

The Brisbane District Disaster Arrangements:



5. Brisbane City Levels of Activation

The Concept of Operations adopts a flexible and scalable approach to activations of Council's response. Activation levels are based on community impacts or consequences, and the required level of coordination of Council's response.

Level One – Managed through core business functions and normal incident response reporting as per corporate policies and procedures.

Level Two – Managed by the key BCC business unit. The XO (CEO) may request an IAT meeting to determine which BCC business unit takes the lead response and make decisions regarding Council's priorities and management of the situation. The DOM will notify and inform key stakeholders (both internal and external) of the incident with potential for standby of possible escalations and activations to level three or four.

Level Three – Events that require an activation of the LDCC. Expanded functions of the LDCC may be put on standby for possible escalations and activation to level four. The LDMG may be activated at this level. The XO (CEO) may request a meeting of an IAT if this level is the initial activation. The decision to transition from Level 3 to Level 4 will be made by the XO (CEO) following IAT consultation or on direction from the LMDG if established.

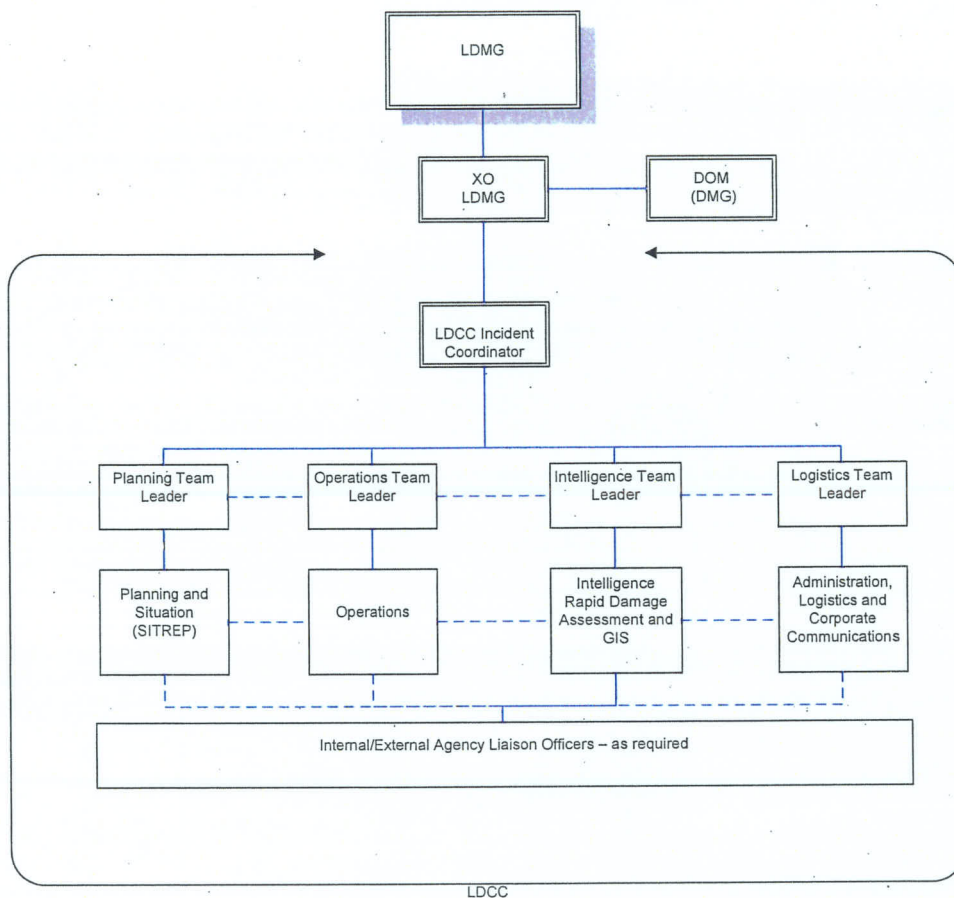
Level Four – Events that require a complex response through high level coordination, resource allocation and forward planning from a range of stakeholders, including some

external to Council. Level four would see a full activation of the expanded LDCC functions and possible escalation to State, Federal and NGO agencies.

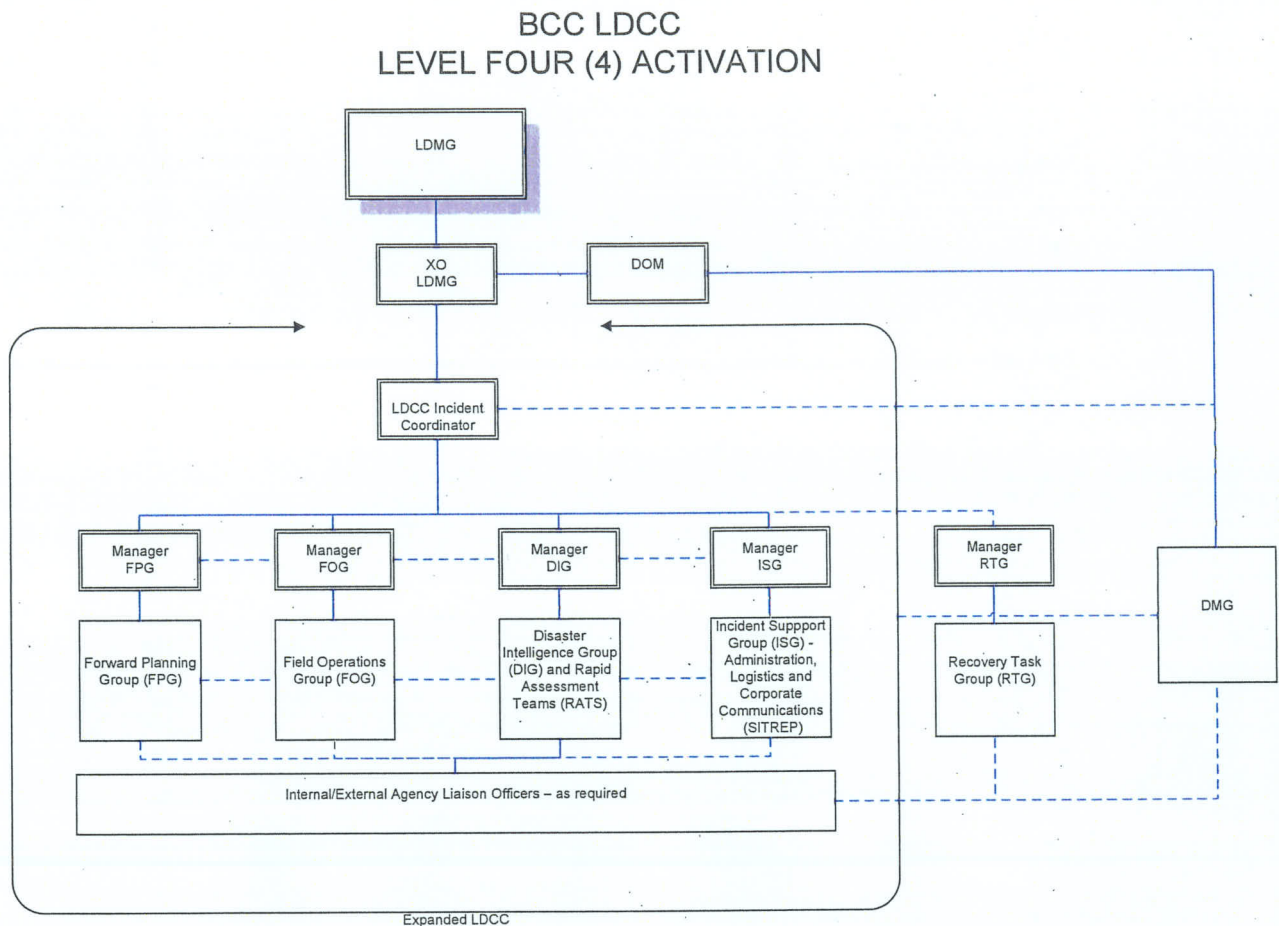
The following diagrams outline Brisbane's Local Disaster Coordination Centre (LDCC) local arrangements, including the expanding functions of forward planning, field operations, disaster intelligence and rapid damage assessment, which would be applicable for activation levels 3 and 4.

Level 3 Activation

BCC LDCC LEVEL THREE (3) ACTIVATION



Level 4 Activation



The **LDCC Incident Coordinator** controls and coordinates all LDCC activities and tasks on behalf of LDMG and is primarily responsible for the following tasks:

- assumes control for the overall responsibility for the coordination of the LDCC;
- coordinates briefings between FOG, DIG, ISG and other sections, BU and agencies as required;
- maintains LDCC internal situational awareness through ensuring regular briefs and accurate information is disseminated/displayed within LDCC;
- ensures LDCC is appropriately resourced and established for use;
- updates and maintains Action Plans (in coordination with FOG) and confirms tasks, timings and priorities with key staff;
- advises the District Disaster Management Group (DDMG) and LDMG that the LDCC is operational;
- ensures that the LDMG Executive Officer is kept up to date and appropriate briefs given to LDMG, DDMG, CEO, Mayor, Councillors and DDC;
- ensures operational co-operation with all units of Council and participating agencies including other councils;
- ensures that adequate resources are available for BCC response agencies, and request external resources from LDMG and DDMG if required;
- liaises and consults, as required, with support agencies. Support the prioritisation of requests (through FOG) for assistance from other response agencies;
- manages the compilation and dissemination of situation reports to the LDMG & DDMG;

- liaises with Media Officer with regard to media releases and information required by the community, such as safety issues, public health issues;
- coordinates briefings at shift handover and at the end of the event; and
- notifies all parties of stand-down status, once advised by DOM, CEO or LDMG.

The **Forward Planning Group (FPG)** enhances the existing planning function of the LDCC. The FPG focuses on strategic and forward-looking planning to allow for better resource allocation and management, and to commence recovery considerations and planning. Forward planning activities may require multi-agency assistance and involvement and where appropriate additional or external resources may be sourced and allocated within current council procurement guidelines.;

The **Forward Planning Group Manager** is primarily responsible for the following tasks:

- supports the LDMG's decision making process;
- formulates strategic guidance on behalf of the LDMG;
- develops and delivers forward planning options (response and recovery considerations) to the LDMG;
- develops and manages the LDMG response and recovery agenda, including consideration of agenda issues;
- provides a forum for consultation between the LDMG and other appropriate government departments, including State and Federal agencies;
- undertakes consequence analysis and management;
- provides a strong communication network between the business community, responding agencies and non-government organisations at the strategic level;
- provides a 'think tank' beyond current operations.

The **Disaster Intelligence Group (DIG)** ensures that all information from the event is captured and assessed to gain a timely and accurate picture of the situational awareness to the LDCC Groups so that relevant tasking, decision making and forward planning can be undertaken. Information is gathered through the **Rapid Assessment Teams (RATs)** are located in the field to quickly assess the extent of damage and the general magnitude of the event. A number of other sources may also be utilised for gathering information, including Councillors, Council officers, community service providers and other agencies. The collected information will be assessed and validated to form the intelligence provided back to the LDCC and other agencies. Elements of the DIG may be allocated to the FOG to assist with operational functions as required.

The **Disaster Intelligence Manager** is primarily responsible for the following tasks:

- assumes overall responsibility for the timely collection, collation, assessment, analysis and dissemination of intelligence;
- manages often changing demands and priorities;
- maintains a close working relationship with the Incident Controller and other key personnel;
- assumes overall responsibility for Disaster Intelligence Unit staff;
- ensures critical information requirements and gaps are identified;
- ensures key issues and time lines are identified;
- ensures Rapid Assessment Teams are being deployed efficiently and effectively;
- maintains a high level of situation awareness and advise the Incident Controller of any emerging issues;
- attends management meetings and briefings as required and conducts briefings.

The **Field Operations Group (FOG)** coordinates and manages Council's operational response to an event. The FOG provides information to the IC LDCC on progress of Council's on-ground response and communicating emerging issues. Field operations may require multi-agency assistance and involvement and where appropriate additional or external resources may be sourced and allocated within current council procurement guidelines. Where this is the case, disaster management arrangements as outlined in Council's Disaster Management Plan are followed to escalate requests to the district and state levels for assistance. Existing Council management arrangements should be utilised where possible to coordinate response capability, including assigned external agencies.

The **Director of Field Operations** is primarily responsible for the following tasks:

- managing field operations in accordance with LDMG priorities;
- supports the LDMG's decision making process;
- coordinates the allocation of tasks to the Regional Incident Management Teams (RIMT);
- monitors progress of operations;
- synchronises the planning requirements from LDCC to current operations;
- attends management meetings and briefings as required and conducts briefings.

The **Incident Support Group (ISG)** encompasses the LDCC support functions to the incident (event). The ISG tasks include Administration, Logistics, Corporate Communication and the overarching Situational Reporting (SITREPs) promulgated during the event. The SITREPs will be informed by the activities of the LDCC Groups.

6. BCC Immediate Action Team (IAT)

The BCC Immediate Action Team (IAT) consists of senior executives including representation from the Lord Mayor's Office. If required, the IAT shall be activated by the CEO as a mechanism to provide informed decisions during fast breaking (or potentially fast breaking) events that may have:

- significant community consequences to Brisbane;
- significant disruption to Council's service delivery or internal business processes; and
- threats made against Council people, property or other assets, or against the City of Brisbane.

At the discretion of the XO (CEO), the IAT will disband once an effective response has commenced or the LDCC is activated.

7. Role of the Disaster Management Group (DMG)

The **Disaster Operations Manager (DOM)** is principally responsible for:

- providing disaster management advice and recommendations to the Executive Officer (XO) to the Brisbane LDMG and the Lord Mayor's Chief of Staff;
- supporting the XO in implementing the operational priorities determined by the strategic intent, as set by the LDMG;
- ensuring maintenance of effective and collaborative relationships with external agencies at the strategic level;
- provide disaster management advice to Council senior executive as required;

- ensure compliance to the Disaster Management Act 2003 and local disaster management arrangements including Brisbane City Council Disaster Management Plan; and
- other tasks as directed by the XO LDMG.

The **Disaster Management Group (DMG)** is principally responsible for:

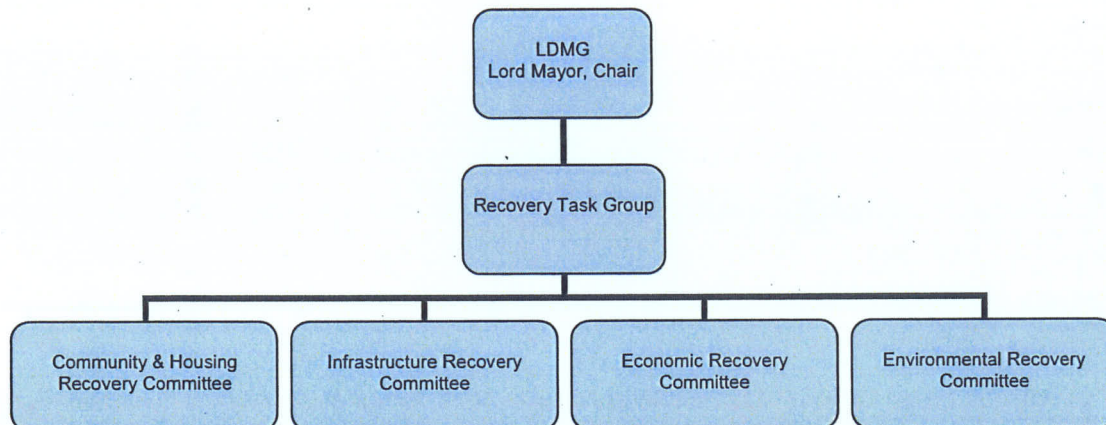
- providing recommendations and support to the DOM and XO in implementing the LDMG operational priorities;
- ensuring maintenance of effective collaboration and coordination with external agencies at the operational level;
- ensure compliance to the Brisbane City Council Disaster Management Plan and Disaster Management Act 2003;
- maintenance of LDCC infrastructure; and
- other tasks as directed by the DOM.

8. Recovery

Council's recovery roles and responsibilities are outlined in the Brisbane City Council Disaster Management Plan. Generally, Council coordinates overall recovery processes that are performed through a number of government and non-government agencies, in a multi-agency response.

Recovery and response activities may occur simultaneously during a disaster event, and recovery functions can certainly commence while response operations are being undertaken based on the information coming in from the LDCC network.

Council has adopted the principles of sustainability when delivery recovery outcomes. This is demonstrated through the following framework:



Council's recovery committees provide a strategic and forward-looking overview of recovery issues and activities during a disaster event. The committees propose priorities and resources towards immediate or short term emergency support, long term recovery, reconstruction and rehabilitation of the affected community and identify and address emerging issues. Each committee is chaired by a political representative with executive support from a senior council officer. A Terms of Reference for each of the Recovery Committees is available in Council's Disaster Management Plan.

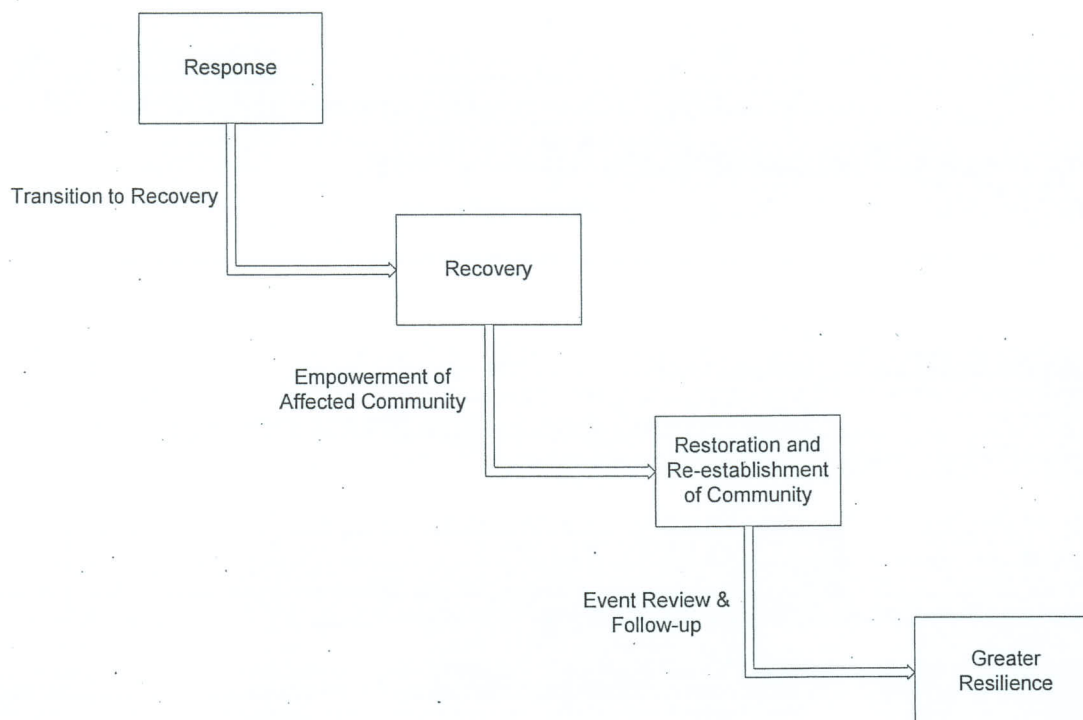
9. Transition and De-Escalation

Transitional arrangements must be developed in coordination with key agencies to prepare for de-escalation of the LDCC network and recovery committees and to commence a return to Council core organisational business functions and services.

The transitional strategies should be primarily formulated by the Forward Planning Group and delivered in concert with the Recovery Task Group, who should consider:

- reducing Council presence and response in the affected areas
- access to external agency mechanisms to encourage community empowerment in restoration after an event
- keeping the community informed
- reducing the regularity of committee meetings, especially once those priorities have been actioned and met
- incorporate outstanding tasks into core business functions and ensure they are adequately resourced and funded
- establish monitoring and reporting functions to ensure any outstanding tasks are actioned

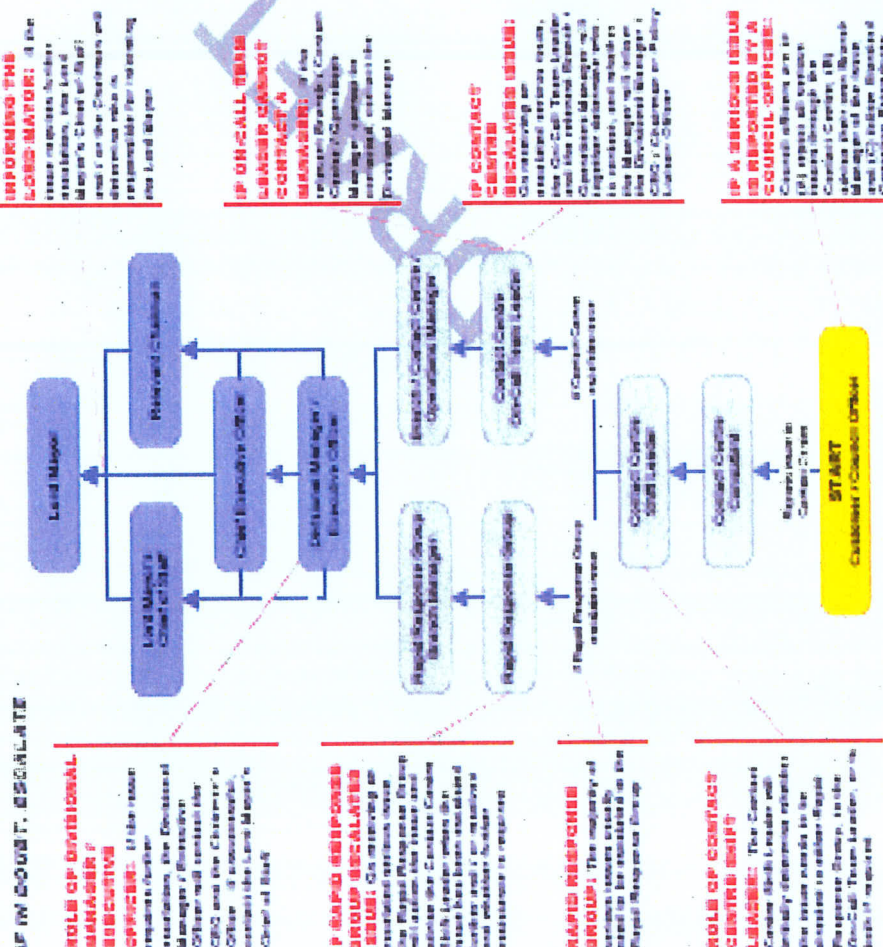
The stand down process should follow a step down approach that ensures a seamless transition from the response to recovery:



Once the LDCC has stood down a post event report should be provided to the XO LDMG (CEO) that clearly articulates outstanding tasks and where these have been allocated and incorporated into Council core business functions and services. A team will be appointed at the commencement of the event to capture key issues and learning's from the event and ensures that they are incorporated into future planning, processes and exercises as part of Council's commitment to continuous improvement.

Appendix 2 – Draft - Contact Centre escalation procedure

DRAFT Serious Issue Escalation - Reporting Protocol



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|---|---|
| search, advice and study services | Manager: Corporate Security, Investigations Division (CIS) |
| Business development | Manager: Regional Programs (RSP) |
| Security operations in many settings | Assistant: Special Unit Operations, Rapid Response Group |
| Security training in many settings | Assistant: Special Unit Operations, Rapid Response Group |
| Security force security | Assistant: Special Unit Operations, Rapid Response Group |
| Operations in cities | Assistant: Operations Manager (Operations Manager), Rapid Response Group, Urban Police Area |
| Employee involvement | Assistant: Human Resources Unit |
| Industrial relations | Assistant: Employee Relations Manager |
| Legal implications | Chief Legal Counsel |
| Research, analysis, statistics to inform and guide management | Assistant: Planning Manager |

STRENGTHS AND LIMITATIONS

- [illegible]

