

STATEMENT OF DAVID MALCOLM STEWART

I, David Malcolm Stewart of 85 George Street, Brisbane in the State of Queensland, Director-General of the Department of Transport and Main Roads, state as follows:-

Qualifications and experience

1. I am currently employed as the Director-General of the Department of Transport and Main Roads (DTMR) (formerly Queensland Transport and the Department of Main Roads) and I have held this position for almost 3 years.
2. I report to the Minister for Main Roads, Fisheries and Marine Infrastructure and the Minister for Transport and Multicultural Affairs.
3. In September 2006, I joined the Queensland Government as Deputy Coordinator-General. I was responsible for the delivery of the \$6.9 billion South-East Queensland Water Grid within the Department of Infrastructure and Planning.
4. During my career of some 29 years, I have predominantly worked in the public sector although I have worked for engineering consultants and construction contractors both in Australia and the United Kingdom, delivering civil infrastructure projects.
5. I am a Chartered Civil Engineer and hold Masters Degrees in Business and Engineering Science. I have completed an executive program at Harvard University looking at private sector involvement in the delivery of infrastructure.

Requirement from the Queensland Floods Commission of Inquiry

6. I have received a letter from the Queensland Floods Commission of Inquiry dated 11 April 2011 and understand that I am required to provide information on the following topics pursuant to the *Commission of Inquiry Act 1950*:
 - (a) The general operation and gathering of information for publication on the Main Roads' Traffic and Travel Information webpage (<http://131940.qld.gov.au>); referred to as "**Requirement 1 – information gathering though 131940**".
 - (b) The timelines of the posting of road condition updates on the Main Roads' Traffic and Travel Information webpage (<http://131940.qld.gov.au>) from 20 December 2010 to 20 January 2010 in the following DTMR regions:
 - (i) Central West;
 - (ii) Darling Downs;
 - (iii) Fitzroy;
 - (iv) South West;
 - (v) Wide Bay;

Page 1 of 21


David Malcolm Stewart


Witness

referred to as "Requirement 2 – posting of information on 131940".

- (c) Any arrangement that the Department of Transport and Main Roads has with the Roads and Traffic Authority of New South Wales relating to the sharing of road condition reports and their publication to the wider motoring community; referred to as "Requirement 3 – arrangements with RTA (NSW)".

- (d) The prioritisation of repair, reconstruction or upgrading of damaged main roads and the reasons therefore after the 2010/11 flood events within the following DTMR regions:

- (i) Central West;
- (ii) Darling Downs;
- (iii) Fitzroy;
- (iv) South West;
- (v) Wide Bay;

referred to as "Requirement 4 – works prioritisation".

- (e) Details of any DTMR meetings or actions taken during the time period from 20 December 2010 to 20 January 2011 to assess the flood affected status of main roads, their serviceability and restoration needs;

referred to as "Requirement 5 – road auditing meetings and actions".

- (f) Details of any DTMR "debriefs" in respect of the flood events that occurred during 20 December 2010 to 20 January 2011.

referred to as "Requirement 6 – debriefs".

Requirement 1 – information gathering though 131940

7. I am required to give information about the general operation and gathering of information for publication on the Main Roads' Traffic and Travel Information webpage (<http://131940.qld.gov.au>).
8. DTMR has in place a guideline governing the process for the official temporary closure of State-controlled roads due to wet weather and flooding. The guideline is entitled '*Guidelines for Official Temporary Closure and Reopening of State controlled Roads due to Wet Weather and Flooding*' (the Guideline). A copy of the current version of the Guideline is attached and marked **Annexure A**.
9. In addition to providing the process to be followed by departmental officers for the physical closure and reopening of roads, the Guideline provides that the process for state-controlled road closure approval, data recording and information reporting is managed through electronic procedures built into the 131940 website. These procedures for recording road closures due to wet weather and flooding are detailed in the *131940 Traffic and Travel information Operations manual* (the **Manual**), a copy of which is annexed and marked **Annexure B**.

General operation of website

Page 2 of 21

David Malcolm Stewart

Witness

10. The website <http://131940.qld.gov.au> (**Website**) provides traffic, incident and road condition information to the public.
11. The Website is developed and managed by DTMR on behalf of the State Government.
12. The Website was developed in 2002 to provide advice to the public on urban traffic conditions in South East Queensland.
13. In July 2009 the Website was redeveloped to provide a broader statewide traffic and travel information service.
14. In December 2009, further development of the Website introduced functionality that specifically provides advice to the public on road conditions (closures due to wet weather and flooding). The need for this functionality was identified following the 2008 Emerald flooding event.
15. For State controlled roads, the Website provides road condition information that is verified by an official delegate.
16. The Website also provides information relating to a number of local government roads as made available by local governments or the Queensland Police Service (**QPS**). This information assists road users in travel planning and is also used as the source for dissemination by other media, including:
 - (a) Royal Automobile Club of Queensland's (**RACQ**) phone and web services; and
 - (b) The Australian Broadcasting Corporation's (**ABC**) website.
17. A splash (static text based) page capability was also developed in November 2010 to provide continuity of service to the public in the event that access to the map-based interface is impacted during times of peak usage.
18. During the period concerned, the Website experienced unprecedented usage¹:
 - (a) Over a one week period in late December 2010 (22 – 30 December 2010), the Website experienced as much usage as the entire previous year's wet season (3 months). Total visits for the period were 358,000 at a daily average of 51,000 (The 2010 daily average outside of the wet season/flood event was 2,441 visits);
 - (b) During the Brisbane flood event the website received 5 times the number of visits experienced in late December 2010, peaking at 497,000 visits on Tuesday 11 January 2011.
19. Due to the unprecedented demand on the service over the weekend of the 26th and 27th of December 2010 the performance of the site slowed. The Website was switched from the map-based interface to the splash page on 28 December 2010.
20. The Website did not experience any further significant performance issues for the remainder of the wet season. A recent ITNews article "*Stats reveal stress on flood*"

¹ Data provided directly from 131940


David Malcolm Stewart


Witness

websites" dated 17 January 2011, highlighted the Website as the only relevant major web site that did not crash during the critical weather events.

21. Due to the extent of roads impacted by flooding, additional customised information was provided on the splash page, including:
 - (a) maps in portable document format (PDF) are available showing the location of road closures (first published 31 December 2010);
 - (b) heavy vehicle access restrictions advice (first published 15 February 2011);
 - (c) State-wide summary of major closures on motorways and highways (first published 15 February 2011); and
 - (d) the provision of "no go / go" locations (first published 30 December 2010).
22. The splash page information was regularly updated in two ways:
 - (a) the component at the top of the page, which includes the information discussed at paragraph 21 above, was updated twice daily; and
 - (b) the remaining component which lists all the current incident and closure activity was automatically updated as the changes were made by the department's regional 131940 operators and/or QPS officers.

Information gathering and dissemination

23. The process for gathering and updating information of road conditions and closures due to wet weather and flooding on the Website is as follows:
 - (a) Step 1 – The road condition is assessed, including by:
 - (i) inspections by State government employees including DTMR regional officers and officers employed by the QPS;
 - (ii) inspections by local governments;
 - (iii) informal reports from other sources including the public, commercial entities (for example, RACQ) and other persons.
 - (b) Step 2 – on-site officer takes steps to close the road or impose conditions on access. This decision is made after consultation with various governments including regional TMR 131940 operator and/or local QPS station/communications centre and other affected persons;
 - (c) Step 3 - advice about the road closure or changed access (including conditional access arrangements) is prepared and submitted via the system to the delegate for approval;
 - (d) Step 4 - Once approval is provided the information is automatically published on the Website (excluding the splash page, which is updated twice daily).
24. A similar process for decision-making and communication of that decision applies when reopening a road.
25. DTMR and QPS are authorised to publish road condition and closure information to the Website. Access to the system is provided to almost 400 registered users

(employed by DTMR) and to a large number of users employed by QPS across the State.

26. Each DTMR regional office had staff (131940 operators) on call 24 hours a day, 7 days a week, throughout the period of critical wet weather events to ensure that road condition information to the public was kept as up to date as possible.

Requirement 2 – posting of information on 131940

27. No statistics are held for the time taken for step 1 (on-site assessment).
28. A short period of time elapses between step 1 and the completion of step 2, depending on the actions which need to be taken to close the road, and assess what appropriate road conditions, if any, ought to be imposed for restricted access.
29. No statistics are kept by DTMR on how long it takes between an officer taking steps to physically close the road and that information being submitted for approval and publication on the Website. However anecdotal evidence suggests that advice is generally provided to the Website within a couple of hours of the physical closure of the road.
30. Once the information is submitted to the delegate (step 3), data on the Website suggests that step 3 is achieved in no longer than 1 hour, but more typically within 30 minutes of the delegate receiving the information for approval.
31. Factors that significantly influence these timelines, include:
- (a) availability of telecommunication services from closure site to relevant QPS/TMR office;
 - (b) reliance on people “on the ground” reporting across a large number of locations and their accessibility to the effected road network;
 - (c) the availability of QPS and TMR delegates and 131940 operators who had a range of responsibilities to attend to during such events and who may also have been personally impacted;
 - (d) the intensity of weather and speed of impact on the road network; and
 - (e) engineering approval to reopen the road if there were vulnerable asset considerations.
32. Actions that were taken to mitigate some of these factors, included:
- (a) application of consistent processes across the Regions - by virtue of the use of Manual - in updating the 131940 website;
 - (b) each Region having a number of delegates for approving closures.
33. There was no notable difference in the reporting time between the different regions from the perspective of the management of 13 19 40.

Requirement 3 – arrangements with RTA (NSW)

34. The 131940 website is normally hyperlinked to the website of the Transport, Roads and Traffic Authority (RTA) (<http://www.rta.nsw.gov.au/>), however this feature was not available when it switched to the splash page on 28 December 2010.


David Malcolm Stewart


Witness

35. Cross boundary/route advice agreements are in place between the RTA and DTMR for the following:
- (a) DTMR South Coast Region has information sharing protocols in place for any road condition and operational issues associated with the Tugan Bypass; and
 - (b) DTMR Darling Downs Region provides a daily road condition report to a number of its key regional stakeholders including the RTA.
36. RACQ's web site is also hyper linked to 131940 and RTA websites to assist in information sharing arrangements across state boundaries.

Requirement 4 – works prioritisation

37. Queensland's state-controlled road network of over 33,000 kilometres of road was significantly impacted by flooding events from 25 December 2010, with all DTMR regions being affected (See **Annexure C – DTMR Regions**).
38. As DTMR takes a network approach to the reconstruction of the state-controlled road network, it not meaningful to address *Requirement 4 – works prioritisation* only from the perspective of selected regions.

Objective and overview of DTMR's role

39. DTMR's first priority is the safety and efficiency of the state-controlled road network.
40. DTMR applied a three-phased approach to the flood events to reconnect the network for communities and industry:
- (a) **Incident response**, which involved the initial response and management of the transport network assets during and immediately after the flood events;
 - (b) **Network recovery**, which focused on recovering the network, to post speeds and legal load limits and where this was not possible within 60 days, identifying a plan for recovery and ensuring an acceptable deviation was in place; and
 - (c) **Network restoration (also referred to throughout as reconstruction)**, which is a long-term phase encompassing prioritisation and implementation of the works required to fully restore, and wherever possible, enhance the resilience of Queensland's transport infrastructure across all modes and network functions.

Incident response

41. DTMR delivers with a strong customer focus even in times of emergency and looks to maintain access to the state-controlled road network where possible and safe to do so. Where road closures are required for the health and safety of the public, DTMR's focus is on reopening the vast transport system as quickly as possible to allow for the safe movement of people and freight. Freight is a vital focus during and following a disaster, especially for the resupply of food, water and other critical supplies to all communities. Roads were reopened on the priority freight routes as quickly as possible.

42. During the incident response phase, DTMR was guided by the Road Network Incident Response Plan (RNIRP) practices (see **Annexure D**).
43. RNIRPs are developed and applied regionally and provide guidance on the management and continuity of the road network when responding to emergent risks or events across Queensland. The RNIRP's for the regions Central West, Darling Downs, Fitzroy, South West and Wide Bay are annexed and marked collectively as **Annexure E**.

Network recovery

44. DTMR progressed reopening and recovery of roads based on a defined hierarchy as outlined in the State-Road Network of Queensland (see **Annexure F**). This hierarchy gives priority to:
 - (a) highways and major roads;
 - (b) essential freight and supply routes to meet the resupply and restocking needs of the State; and
 - (c) the reconnection of isolated communities.
45. Departmental officers, especially those with engineering and technical expertise, were deployed in the field to ensure roads, bridges and other transport infrastructure were safe to open to traffic, to assess the impact of the weather conditions on slopes and cuttings, and where necessary to advise of appropriate and safe load and dimension restrictions to secure personal safety and to minimise further damage to the infrastructure.
46. DTMR used the collective resources of RoadTek – DTMR's construction arm – and significant private contracted resources to achieve timely reinstatement of access to the network.
47. DTMR established the Transport and Roads Line of Reconstruction Subcommittee (the Subcommittee), made up of key stakeholders, to gather information and ideas about prioritisation. In addition to DTMR representatives, the Subcommittee comprises representatives of:
 - (a) Local Government Association Queensland;
 - (b) RACQ;
 - (c) Queensland Trucking Association;
 - (d) Queensland Resources Council;
 - (e) AgForce;
 - (f) Queensland Rail;
 - (g) QR National;
 - (h) Commonwealth government; and
 - (i) QPS.

48. In addition, DTMR received information and advice from the community about its expectations and priorities for recovery and restoration of access. This information was available via the Website, from mainstream media, and from usual feedback sources – the internet and telephone calls to the department.
49. Departmental engineering and other technical experts gathered technical information during on-site visits and assessment of key infrastructure. This information has been instrumental in DTMR gaining a better basis for planning future reconstruction.
50. As DTMR moved into the network recovery phase, the DTMR Flood Recovery Program was developed to provide effective coordination of programming and expenditure on roads and transport infrastructure repair and recovery works. The Flood Recovery Program seeks to:
- (a) prioritise and sequence repair and recovery work to address flood-related damage to state-controlled roads and transport infrastructure across Queensland;
 - (b) prioritise safety;
 - (c) promote the economic development of Queensland;
 - (d) mitigate future damage from flood events, where possible;
 - (e) reduce the environmental impact of transport activity in Queensland; and
 - (f) contribute to the overall Queensland Government flood recovery roadmap.
51. In determining the priorities for works and allocation of resources during the network recovery phase, DTMR had regard to considerations including but not limited to:
- (a) traffic counts (Annual Average Daily Traffic – AADT), which provides an insight to the level of road use and an understanding of freight route priorities;
 - (b) the views and feedback of the Subcommittee;
 - (c) availability and capacity of resources for inspection, design, construction and supervision of recovery works;
 - (d) safety, social and economic outcomes;
 - (e) availability of alternate routes, services or facilities;
 - (f) community continuity, including access for emergency services and relief operations, access to education and health, access to goods and services;
 - (g) community severance, including disruptions to families, businesses and community organisations; and
 - (h) community expectations of the speed of network recovery
52. DTMR's Flood Recovery Project plan (**Annexure G**) outlines DTMR's management of the recovery phase in reconnecting Queensland to ensure the vital re-supply of communities and to aid local, regional and state economic recovery.


David Malcolm Stewart


Witness

53. The Flood Recovery Project Plan contains key metrics against which the delivery of recovery works was measured during the 60 day network restoration phase. These metrics were tracked and reported weekly.

Network restoration/reconstruction

54. DTMR has initiated the formation of the Transport Network Reconstruction Program (TNRP), which amongst other things addresses the management of the National Disaster Relief and Recovery Arrangements (NDRRA) funded projects from November 2009 to February 2011 (See **Annexure H – Program Funding Guidelines – TNRP**).
55. In determining the priorities for works and allocation of resources during the network reconstruction phase, DTMR has regard to considerations including but not limited to:
- (a) traffic counts (Annual Average Daily Traffic – AADT), which provides an insight to the level of road use and an understanding of freight route priorities;
 - (b) the views of the Subcommittee and other relevant advisory bodies;
 - (c) availability and capacity of resources for inspection, design, construction and supervision of reconstruction works;
 - (d) forward weather conditions and other environmental factors;
 - (e) priorities set by, or requirements of the Queensland Reconstruction Authority;
 - (f) delivering a transport network with greater resilience;
 - (g) achieving demonstrated value for money;
 - (h) safety, social and economic outcomes;
 - (i) improved flood immunity where possible;
 - (j) community continuity, including access for emergency services and relief operations, access to education and health, access to goods and services;
 - (k) community severance, including disruptions to families, businesses and community organisations;
 - (l) community and key stakeholder expectations especially expectation of the speed of network reconstruction;
 - (m) improving priority freight routes; and
 - (n) any other relevant considerations specific to particular circumstances.
56. The TNRP is coordinated from a state-wide program office, with each DTMR regional office also having a dedicated regionally-focussed project office for the local delivery of the reconstruction program.

Requirement 5 – road auditing meetings and actions

57. Countless meetings and actions were undertaken by DTMR officers between 20 December 2010 and 20 January 2011 to assess the flood affected status of main



David Malcolm Stewart



Witness

roads, their serviceability and restoration needs. An overview of these meetings and actions is discussed below in this section (Requirement 5) of this statement.

58. Given the magnitude of the flood and DTMR's response task, it is not feasible to detail individual meetings and actions. Additional detail of specific meetings or actions can be provided upon request and reasonable notice.
59. A summary of the key meetings held and the subjects or issues discussed at those meetings is as follows. This list does not represent an exhaustive list for the reasons set out above:
- (a) visual inspections of damage to the State-controlled roads, bridges, culverts and other key infrastructure;
 - (b) prioritisation of damage from a safety aspect for road users;
 - (c) engagement with Queensland Police Service (QPS) where required;
 - (d) notification to QPS and Traffic Management Centres;
 - (e) determination of the depth and extent of repair required;
 - (f) meetings to develop a program of work for each area of damage, including repair timeframes;
 - (g) identification of any areas in which specialist advice is required, and engagement of specialist/s where necessary;
 - (h) environmental assessments prior to landslip clean ups;
 - (i) discussion around and agreement upon safe working methods to undertake required repairs, including observance of fatigue management guidelines;
 - (j) traffic management assessments to determine whether repair works may be undertaken under traffic or require full or partial road closure;
 - (k) consultation with other government agencies and stakeholders to ensure a consistent approach to the management of reconstruction works, including a coordinated approach to road closures to minimise the impact on road users;
 - (l) coordination of communication with local communities and impacted residents about traffic changes;
 - (m) assessment of the availability of contractors, materials, plant and other resources and appropriate distribution;
 - (n) monitoring the progression of the program of works and productivity;
 - (o) compilation of weekly State-wide Flood Recovery report; and
 - (p) assessment of the works against NDRRA requirements, and where reconstruction is within scope collate NDRRA reporting details.
60. Meetings and teleconferences were also held from 20 December 2010 to 20 January 2011 at the State-wide level to provide effective coordination of incident response and network reconstruction. These meetings included:


David Malcolm Stewart


Witness

- (a) **Flood Recovery Senior Executive Working Group** meetings which comprised of relevant members of the senior leadership team - met to provide leadership, coordination and strategic input to the DTMR Flood Recovery Program;
- (b) **NDRRA Program/Sub-committee** meetings which involved a formal structure led by Board of Management members and other senior executives – met weekly late February 2011 to discuss program delivery against under NDRRA amongst other things;
- (c) **Transport and Roads Line of Reconstruction Subcommittee** meetings which comprised of senior representatives from across the transport industry, the resources sector, retailers, primary producers, LGAQ and RACQ - met to provide views on needs and prioritisation including contributing to the coordination of the whole of government flood recovery program.
- (d) **Transport and Road Recovery Coordination Group** meetings which comprised of senior departmental officers from each relevant functional area of DTMR and chaired by the General Manager (Flood Recovery) - met fortnightly to progress the program development, prioritisation and coordination within DTMR;
- (e) regular **TMR Media and Issues** meetings including flood recovery issues;
- (f) **Synchronisation of Queensland Reconstruction Road Map** meetings attended by the Executive Director (Transport Strategy Development), DTMR - met weekly to discuss amongst other things the development of the Queensland reconstruction plans and efforts;
- (g) **Flood Recovery Team** meetings which comprised of team members led by the General Manager (Flood Recovery) - met weekly to discuss amongst other things the flood recovery program and coordination;
- (h) Meetings with **Regional Road Groups** and **Local Councils** to understand priorities for recovery on the local road network and resource requirements.

Requirement 6 – debriefs

- 61. DTMR has a clear track record of reviewing its performance, identifying learnings from disaster and critical incidents, and pursuing opportunities for future improvement.
- 62. Examples of this can be seen in DTMR's response to the Moreton Bay oil spill, the grounding of the Shen Neng and its annual preparation for and review of wet season arrangements.
- 63. It is DTMR's usual practice to review plans and procedures in preparation for wet seasons and to conduct debriefs at the conclusion of the season. This practice is adopted for other significant events.
- 64. A number of business units and divisions within DTMR have already conducted local debriefs, with others proposing to conduct their local debriefs following the conclusion of the 'wet season'. Due to a protracted La Nina wet season Queensland

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David Malcolm Stewart

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Witness

is still experiencing the wet season. The wet season is not expected to finish until late May or early June 2011.

65. To assist in the debrief process, DTMR has formally commenced a 'lessons learned' project which will culminate in the holding of state-wide debriefs which are expected to be held in late May 2011.
66. Where appropriate, observations and learnings from this project will be incorporated into departmental procedures and processes in preparation for future emergent and other events.
67. Examples of DTMR actions from lessons learned include:
 - (a) the adoption by DTMR of a "one stop permit office" approach to facilitate the movement of over dimension vehicles;
 - (b) the endorsement by DTMR of a broader vision for the 131940 services as the official source for real time road condition information for the public and for agencies in operating the road network and managing disasters;
 - (c) the development of a guidelines for those design processes and principles to be used for Transport Network Reconstruction Program projects (**Annexure I**).
68. I have endeavoured to identify only key documents relevant to the subject of this statement. Voluminous additional documentation, including emails, memos, correspondence, notices, media extracts, logged calls, website screen shots and briefing notes, is held by DTMR, and can be made available upon request and reasonable notice.

I make this statement of my own free will believing its contents to be true and correct.

Dated at Perth this 18th day of April 2011.

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David Malcolm Stewart

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David Malcolm Stewart

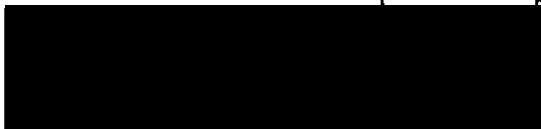
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Witness

Note: For the Statutory Declaration of David Stewart, only those annexures referenced in the final report (namely, Annexures D, E and G) are attached to this copy of the Statutory Declaration.

Annexure D

Principles and processes for developing a Road Network Incident Response Plan



David Malcolm Stewart

A handwritten signature in blue ink, appearing to be 'J. Stewart', written over a dotted line.

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Principles and Processes for Developing a Road Network Incident Response Plan

Emergency Management Division, November 2010

Introduction

Like all emergency and critical incident management plans, this guide is based on the national principles of emergency management – prevention, preparation, response and recovery.

While there is no recommended format, several templates have been produced in recent years that would be suitable. However there are obvious advantages if a standardised template is used across the state, such as easier cross referencing of plans and sharing of information.

Purpose

The RNIRP is designed to provide guidance in how to prevent, prepare, respond and recover from emergent risks or events that may impact state-controlled roads across Queensland.

Concept

The RNIRP is best developed on a scenario-based concept and then prioritised according to the likelihood and consequence of such scenarios. TMR's risk assessment matrix is the recommended tool to make a uniform assessment.

Conceptually the RNIRP should follow similar safety management steps that are outlined in the Safety Leadership program. Safety must be your major concern under the TMR "zero harm" ideal.

Prevention

Identify all general types of incidents that have impacted the region in the past 20 years together with those you think might happen - such as cyclone, flood, oil spill, major traffic incident, structural failures and so on. Try to expect the unexpected.

Assess each situation with the risk matrix to determine likelihood and consequence then rank each incident from high to low. Remember the difference between likelihood and consequence - a tsunami could have catastrophic consequences, but may only have a low likelihood of ever impacting parts of your region. Consider whether it is possible to prevent or minimise any identified risks through small design modifications or other risk mitigation measures, as a small change now could make a big difference later..

After identifying the likely risks, you can determine which stakeholders might be impacted, and then work together to develop an appropriate plan. Your plan should include a communication strategy to ensure stakeholders and kept fully informed.

Community resilience is another issue that should be considered to minimise the need to use impacted roads. Providing early community advice about the risk of prolonged outages can assist

Preparation

Once priorities have been established, examine existing systems to determine if there are already systems in place that could enable you to design out, mitigate, or otherwise treat the potential impact.

Where gaps exist look at measures to cover those gaps, and where no process currently exists develop an appropriate mitigation process to prevent or minimise the potential impact. Preparation should be based on the adoption of mitigation measures identified in the risk assessment and these measures should also cover transitioning from response to recovery.

An essential component of the planning process is to clearly define all of the roles and responsibilities, so everyone is clear on their roles and responsibilities in both the response and recovery phases. This will ensure prompt action to implement all actions from mitigation to response and recovery.

Remember, you may ultimately have to accept that you cannot prevent some situations. In this case, your time may be best spent preparing for an efficient and swift response and recovery phase.

Response

Response capability should be built into your plan during the preparation stage, ensuring you have the right people, equipment, materials, and plant on hand in order to respond to all identified impacts. Consider what steps need to be followed to ensure the necessary capability and capacity is available to respond efficiently and effectively. Remember to expect the unexpected.

In providing a response plan, personal and community safety and well being is the first priority, followed by asset protection. Remaining priorities should be determined in consultation with the local disaster committee.

Recovery

Just like developing the response phase started with thorough preparation, the recovery capability also starts with the preparation stage. Proper preparation will ensure you have the essential knowledge, equipment, materials and plant on hand; to investigate, evaluate, repair, and restore operations to normal.

Many aspects of community recovery depend on gaining swift access to resources and facilities, therefore, your plan should include prior agreements with key stakeholders to ensure appropriate access. Prior agreements will ensure a better response with decisions based on need rather than emotions. Personal and community health and safety issues must always be the number one priority when allocating resources.

An essential part of the recovery phase is to identify what you did well and what could have been better. It is vital that you capture all such lessons, to fine tune your plans.

One way to achieve this is to conduct a 'hot debrief' immediately after the incident is resolved followed by a 'cold debrief' several hours or days later, once everyone has had time to think about the response. All debriefs should critically evaluate how your plan performed, whether you overlooked anything, what could be done differently next time.

Communication

There is little point developing your RNIRP if you don't involve the relevant people during development or implementation. Communication is an essential part of any RNIRP and ideally should be a key component at each stage of development – prevention, preparation, response and recovery.

Key messages and the frequency of reporting should be considered when developing the strategy. Consideration should also be given to the method of reporting or communicating given that emergency incidents also often impact communication channels. Try to incorporate at least two ways to communicate in case one system fails. You may find more useful information on this aspect in your region's Business Continuity Plan.

Consider a pro-active regional communication plan to inform the community and other stakeholders of likely actions in the case of outages. Such a plan could provide advanced understanding of the issues faced with road closures and re-openings.

Education

No aspect of prevention, preparation, response or recovery will add any value unless the processes, methodologies and tools to implement the plans are known and understood.

It is essential to educate all people involved at each stage, to ensure they understand the overall objectives of emergency management. Once they have a basic understanding of the plan, it will be necessary to provide more specific training to the individuals who will be directly involved in implementing the RNIRP.

Formats and Templates

Currently, there is no recommended form or template to develop the RNIRP, so planners may adopt any appropriate format and style that best suits regional and RoadTek requirements.

A template for developing scenario-based plans will be distributed for guidance, but ultimately, the decision on adopting a standard format will be made by Assets and Operations and RoadTek.

For the 2010-11 wet season it will be sufficient for the principals within this guideline to be followed.

References

Emergency Management in Australia – Concepts and Principles: Manual 1:-EMA, 2004
Disaster Recovery: Manual 10 – EMA, 2002

Annexure E

Road Network Incident Response Plans for the regions Central West, Darling Downs,
Fitzroy, South West and Wide Bay

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Witness

Transport and Main Roads Road Network Critical Incident Response Plan Central West Region

Meeting initially in Barcaldine Regional Office, Barcaldine
Secondary: Nearest Local Government Authority Office

Distribution List

Regional Director (Central West)
Manager (Road System and Corridor)
Manager (Program Delivery)
Manager (Capability and Business Systems)
Principal Engineer (Program Delivery)
Principal Engineer (Road Network Planning)
Works Manager (RoadTek)
Development Control Officer
District Communication Officer

Prepared By	Rick Rolfe
Title	Manager (RS&C)
Branch	Central West Region
Location	Barcaldine
Version No.	1.2
Version Date	22 November 2010
Status	Active
DMS ref no	

Document Control Sheet

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact:

Contact Officer Rick Rolfe

Title Manager (RS&C)

Phone [REDACTED]

Version history

Version no.	Date	Changed by	Nature of amendment
1.0	16/10/2008	Dale Bowden	Draft
1.1	21/11/2008	Rick Rolfe	Draft
1.2	22/11/2010	Rick Rolfe	Updated

Document sign off

The following officers have **approved** this document.

Customer

Name Eric Denham

Position Regional Director (Central West)

Signature [REDACTED]

Date

24/4/10

Sponsor

Name Rick Rolfe

Position Manager (Road System and Corridor)

Signature [REDACTED]

Date

23/11/10

The following officer has **endorsed** this document.

Name Jason Ricks

Position Manager (Program Delivery)

Signature [REDACTED]

Date

23.11.10

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Contents



1.0 Introduction

Key points –

- This is the RNIRP – as such it outlines how TMR will prepare for, respond to and learn from a Road Network Incident.
- A Critical Incident is one which requires immediate and significant Transport and Main Roads (TMR) response to restore road network operations.
- As the key road network incident response overarching plan, the RNIRP also describes the RNIR Systems and the other plans that comprise the CIM System.
- The RNIRP introduces the operational emergency response plans and explains the linkages in the event of a 'critical incident'. However details of the related plans CIMP and BCPs are contained in the respective plans.

1.1 What is a Road Network Incident

A road network Incident is an incident that occurs on the TMR controlled road network that is:

- beyond the normal scope of the Roads Maintenance Performance Contracts and that may require additional response
- may have an major impact on the operation of the network
- have severe costs to the community at large in terms of financial impact or ability to conduct their normal business, or
- that may have an impact on TMR's reputation as a road systems manager.

A RNI can also be a normal event that has escalated in scope and size to a stage where the impact goes beyond what was originally expected in such an event.

1.2 Objectives of the RNIRP

The CIMP is an all hazards plan to dealing with road incidents that has as its objective the well being of TMR employees and the community a large, the protection of TMR assets, and the ongoing reputation of the department as a roads system manager.

1.3 Structure of an RNIRP

1. Planning for annual events and incidents
2. Responding to events as they occur
3. Capturing the Lessons

1.4 Reporting

1.4.1 Region Emergency Management Teams Incident Log

The REMT Incident Log is a written or electronic log of information on the incident. It provides a record of all incident details including the location, who is in control of the site, who is on site, and a risk assessment from a region/ whole of network perspective and a record of decisions and actions taken. The template for the REMT Incident Log is in Appendix A1.

1.4.2 Site Incident Log

The site incident log is the record of the incident for those responding on site. It records much the same detail as the REMT Incident Log, but the risk element is from an incident perspective. The Site Incident Log is in Appendix A1.

1.4.3 Incident Information Collection Sheet (IICS)

The IICS is the key site communication tool on Road Network Incidents. The incident site IICS gives the Region the immediate information and details of the nature of the incident and any immediate impact the incident has on the local road network.

The number and regularity of IICSSs will be determined by the nature of the incident and its impact, the time taken to evaluate the impact and damage to road infrastructure and the time and extent of impact on traffic movement.

At the minimum there should be an early warning IICS with the basic information available and a close out IICS when the road is returned to normal operations. An IICS should also be made when new or more complete information becomes available, and when information is confirmed.

The IICS allows the Regional Director to decide on activating the Region Emergency Management Team.

Prompt sheets should be made available for first respondents to allow them to phone in details when they are unable to access templates or electronic transmission equipment.

1.4.4 Region Incident Report (RIR)

The RIR is the key site communication tool between the region and senior management.

RIR's should be sent according to the nature of the incident, the impact on road operations, the time taken to evaluate the impact and damage to road infrastructure and the time and extent of impact on traffic movement.

At the minimum there should be an early warning IICS with the basic information available and a close out IICS when the road is returned to normal operations.

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A RIR should also be sent when new or more complete information becomes available, and when information is confirmed.

2.0 Planning

To build and maintain TMR's preparedness to deal with road network incidents, the following actions are performed under the CIM System on a regular basis, in accordance with the Schedule of Pre-Incident Planning Activities (set out in **Appendix B1**):

- the Region reviews, updates and tests its *Road Network Incident Response Plan*
- TMR's employees undertake training in RNIRP response procedures
- the REMT regularly reviews and maintains the RNIRP and associated tools and template plans and submits them to the RLT for review and endorsement
- all REMT members undertake training in incident management, business continuity and emergency response procedures and associated plans
- the *District Communication staff* regularly review and maintain the region elements of the TMR *Crisis Communication Plan*
- the *Communication staff* maintains employee emergency contact information and third party contact details.

2.1 Critical Contacts Lists

In the event of a critical incident, the Region must be able to contact its employees, stakeholders and critical third party suppliers, at any time of the day.

To facilitate communication with these critical groups, the following contact lists have been compiled and are maintained by the following respective teams:

1. Employee emergency contact list:-
 - Staff Contact List (N:\Region\Phonelists>List_CW Region Staff Portrait NEW.doc)
2. Stakeholder and third party supplier contact lists:-
 - Shire Contact List (N:\Region\Phonelists\Shire Information Table.doc)
 - Other third party suppliers as per normal contacts

2.2 Training for a Critical Incident

Manager (Capability and Business Systems) is responsible for coordinating training for the REMT and its sub-teams, in accordance with the *Skills Training matrix* set out in **Appendix B1**. The training will focus on familiarising and refreshing team members with their relevant roles, responsibilities and procedures under the RNIRP. As required, external experts may also be engaged to provide specialist training in incident management. For Governance and Risk, Corporate Office is available to provide guidance in training.

2.3 Testing preparedness for a Road Network Incident

The REMT Co-ordinator is responsible for coordinating a test of the Region's road network incident management capability at least every two years,

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The CIMP tests may take the form of an interactive desktop exercises based on simulated critical incident scenarios. The key objectives of the RNIRP test exercises are to:

- test the procedures and arrangements described within the RNIRP, in particular Part 1 of the RNIRP: *Dealing with a Critical Incident*
- confirm the membership of the REMT and sub-teams and assess the level of preparedness of the team members and their back-ups
- provide the REMT with a practical understanding of the RNIRP procedures and their respective roles and responsibilities under the RNIRP,
- identify and report any areas for improvement in the RNIRP and the preparedness of the Team.

Where required, Governance and Risk will assist and advise on the coordination of the test exercises, engaging of specialist contractors as required, and in documenting the lessons and improvement opportunities arising from such tests.

3.0 Responding to an Incident Call Out

In managing any road network incident, the REMT's **key objectives** are to:

- assess and stabilise the situation in order to minimise the impact of the critical incident to our people, the community, the road system and our business operations,
- restore operations as soon as possible so that TMR can continue to provide essential roads infrastructure and operations, and
- enhance TMR's reputation through effective management of the critical incident.

These objectives can be achieved by following the steps below:

- Step 1: Respond to the emergencies**
- Step 2: Assess threat/damage and escalate the incident to the RD for him to decide on the declaration of a critical incident**
- Step 3: Form the REMT**
- Step 4: Contact stakeholders**
- Step 5: Establish command centres**
- Step 6: Identify issues and set priorities for action**
- Step 7: Oversee the development of recovery plans**
- Step 8: Declare the incident over and stand down the REMT**

STEP 1 – Respond to the emergency -Secure and Evaluate

In the event of an Incident, it is the responsibility of the Area Engineer in the first instance to secure the site and report the incident to the Regional Director (RD) or Regional Office. The Area Engineer may delegate this task of site security to nearby TMR staff or Shire personnel until the Area Engineer arrives on site.

If the Regional Director (member of the Regional Leadership Team in RDs absence) instructs the REMT to be formed, it will be their responsibility to provide guidance and coordinate resources to assist with site security, evaluate the impacts of the incident and take the necessary action to manager the situation.

The REMT will maintain direct contact with the site supervisor to remain updated on the situation and provide further advice to TMR senior management.

STEP 2 – Assess the threat or damage - Report and Escalate

If the REMT has been established, it is critical that information continues to flow into and out of the team to ensure the situation is handled with efficiency and resources are used with greatest effect.

It will remain the responsibility of the site supervisor to provide the REMT with verbal updates to allow the IICS and RIR to be completed. These reporting tools will assist the REMT to evaluate the situation and determine what further action must be taken.

In the first instance the site assessment will be phoned into the REMT, with the Site Incident Log faxed to the Regional Office when available.

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The REMT will also liaise immediately with Emergency Services to provide information and situation updates to ensure a coordinated response.

STEP 3 – RD to determine if the REMT is to be formed

If the TMR RD, or in his absence a member of the Regional Leadership Team, determines that an incident will require significant and immediate action from departmental staff, whether it be in the form of expertise or resources, the REMT will be instructed to form.

In the first instance, the REMT will form in the TMR Regional Office, Barcaldine. This office contains Maps of all Regional Roads, access to electronic systems, as well as a number of communication devices to ensure information continues to flow in and out of the REMT.

In the event that the TMR Barcaldine Regional Office is inaccessible, the REMT will form at the nearest Local Government Authority Office. Remote computer access will be required in this case and copies of all Regional Maps should be made available at this location.

From this time, the situation becomes a Critical Incident and the REMT take official control of all TMR resources and response activities. The REMT Co-ordinator will make immediate contact with site staff to establish the communication channel and seek initial feedback on the type of response required.

STEP 4 – Contact Key Stakeholders

The Communication Officer and Local Government Liaison Officer will take immediate steps to contact key stakeholders including Local Government, Public Transport Operators, RACQ, State Emergency Services and the media where necessary.

The Communication Officer will retain the responsibility of providing timely advice to these stakeholders to manage the information flow and enable the REMT to coordinate the direct response.

If traditional communication channels have been cut, the Communications Officer will work with the Manager (Capability and Business Systems) to ensure the necessary resources are available for the REMT.

STEP 5 – Establish Command Centre

In the first instance, the REMT will form in the TMR Barcaldine Regional Office. This office contains Maps of all Regional Roads, access to electronic systems, as well as a number of communication devices to ensure information continues to flow in and out of the REMT.

In the event that the TMR Barcaldine Regional Office is inaccessible, the REMT will form at the nearest Local Government Authority Office. Remote computer access will be required in this case and copies of all Regional Maps should be made available at this location.

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STEP 6 – Identify Issues and Priorities

The REMT have identified the following issues which must be considered in any actions taken in response to a critical incident.

- Political Risk – How will the REMT's actions reflect on local MPs and the Minister.
- Departmental Reputation – How will the REMT's actions reflect on TMR.
- Litigation – What is the risk of further litigation as a result of TMR response to the situation.
- Financial Risk – What are the financial risks to TMR as a result of TMR actions in response to the situation.
- Staff Resource availability – Are staff with the necessary expertise available to respond to the incident. How are qualified resources identified and obtained.
- Delayed delivery of projects – How will the response to the critical incident affect TMR's ability to deliver projects committed under the Queensland Transport and Road Investment Program (QTRIP).
- Alternate Communication Network – In the event that traditional communication channels are cut, how will the REMT communicate with stakeholders and site staff.

STEP 7 – Oversee the development of the Recovery Plan

The REMT has identified the following resources which are available to undertake an immediate response to the Critical Incident.

- RoadTek – state wide access
- Local Governments
- Private Contractors
- Consultants
- Suppliers
- Other Regions
- Traffic Controllers

The recovery plan may require the use of some or all of these available resources, with the REMT Co-ordinator, Local Government Liaison Officer and Works Manager (RoadTek) responsible for coordinating these resources.

STEP 8 – Declare the incident over and stand down the REMT

Once the Critical Incident has been responded to and the road network inspected, the REMT will report to the RD who will provide final approval to stand down the REMT and return the road to normal operations.

4.0 Post incident review – capturing the lessons

The REMT Coordinator will be responsible for ensuring all the valuable lessons from the incident are captured and incorporated into future planning and training activities, by commissioning a post incident review of the department's handling of the critical incident.

Governance & Risk Unit will coordinate the review on behalf of the REMT Coordinator. Where possible, the review should be undertaken within two weeks of operations returning to normal following a critical incident.

Each post incident review will involve the following 4 steps:

Step 1: Gather and review the critical incident information

Through a series of interviews and if necessary workshops with the key people involved in the management of the critical incident, both operationally and stakeholders, the objective of the review is to improve TMR's Critical Incident Management capability and resilience. Accordingly, the review will primarily focus on:

- What did we say we would do?
- What did we actually do?
- Why the difference?
- What would we do differently next time?

Step 2: Prepare an evaluation report

Under the guidance of Governance & Risk Unit, and using the template contained in **Appendix D1**, the post-incident evaluation report is to address the following:

- nature of the incident
- business impact and issues
- summary of TMR's response
- response teams performance
- lessons learned,
- recommended actions.

The final report will be submitted to the Regional Director within 2 weeks of completion of the review (in Step 1). A copy of the report will be distributed to all members of the REMT for review and consideration.

Step 3: Present and discuss the report

The findings of the review report will be presented to the Chief Operations Officer and the Regional Leadership Team, for discussion and endorsement.

Step 4: Action the lessons and improvement opportunities

Responsibility for monitoring the implementation of the recommended improvement actions lies with the Regional Director (that is, the REMT Leader) with assistance from the Governance and Risk Unit as required. Some of the follow up actions will include the revision and update of the RNIRP, tools and training materials.

Appendix A1

District Emergency Management Team Membership

Region/District Emergency Management Team Roles and Contact List

Position	Role & Responsibilities	Contact Details (Work, Mobile, A/h)	Name & E-mail
Regional Director	Provide updates to senior management in Brisbane.		Eric Denham [Redacted]
Manager(Road System & Corridor)	REMT Co-ordinator		Rick Rolfe [Redacted]
Manager (PD)	Advice & delegation of duties		Jason Ricks [Redacted]
Communications Officer	Internal and external Communications authorised by RD		Sebastian Lacey [Redacted]
Manager(Capability & Business Systems)	Advice & delegation of duties		Gerry Fogarty [Redacted]
Works Manager (RoadTek)	Advice & delegation of duties		James Ramsay [Redacted]
Principal Engineer (PD)	Advice & delegation of duties		Bob Grabovickic [Redacted]
Development Control Officer	Coordination of activities delegated by REMT Co-ordinator		Gerard Arthur [Redacted]

Region Emergency Management Team

Region Responsibilities

- Regional Director
 - Provide update reports and advice to senior management
 - Provide feedback from senior management
 - Authorise information releases to media and community
 - Authorise expenditure where required updates
 - Provide voice of experience on operational issues
 - Provide team with strategic leadership

At the discretion of the Regional Director, other staff may be seconded onto the REMT to suit the incident and/or region requirements.

- Disaster Command Centre Representative
 - Relay assistance requests from DCC

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- Relay road condition reports from EMT to DCC
 - Provides situation reports to EMT

 - BDO (Finance)
 - Facilitate (fast track) and record urgent financial expenditure,
 - provide financial systems advice, and
 - document expenditure and authorisations

 - BDO (HR) / WHSO
 - Provide EMT with advice on staff hours of work policies and arrangements
 - Provide EMT with advice on staff welfare issues
 - Provide advice on staff stress/fatigue issues
 - Advise on staff welfare and counselling requirements for staff and community

 - SITO
 - Restoration and maintenance of ICT during and after incident

 - Records Staff
 - Provision of relevant documentation as required by the EMT
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Appendix A2

MR Critical Infrastructure Register

MR Critical or Priority Infrastructure Register			
Road/ Structure	Road Number	Rating	Call Out Teams
Landsborough Highway (Boundary to Tambo)	13B (57.09km – 115.87km)	Significant CI	Area Engineer, Inspector, Blackall-Tambo Regional Shire personnel
Landsborough Highway (Tambo to Blackall)	13C (0.00km – 101.71km)	Significant CI	Area Engineer, Inspector, Blackall-Tambo Regional Shire personnel
Landsborough Highway (Blackall to Barcaldine)	13D (0.00km – 38.01km)	Significant CI	Area Engineer, Inspector, Blackall-Tambo Regional Shire personnel
Landsborough Highway (Blackall to Barcaldine)	13D (38.01km – 106.16km)	Significant CI	Area Engineer, Inspector, Barcaldine Regional Shire personnel
Landsborough Highway (Barcaldine to Longreach)	13E 0.00km – 50.08km	Significant CI	Area Engineer, Inspector, Barcaldine Regional Shire personnel
Landsborough Highway (Barcaldine to Longreach)	13E 50.08km – 106.83km	Significant CI	Area Engineer, Inspector, Longreach Regional Shire personnel
Landsborough Highway (Longreach to Winton)	13F 0.00km – 118.38km	Significant CI	Area Engineer, Inspector, Longreach Regional Shire personnel
Landsborough Highway (Longreach to Winton)	13F 118.38km – 176.94km	Significant CI	Area Engineer, Inspector, RoadTek Winton personnel
Landsborough Highway (Winton to Kynuna)	13G 0.00km – 126.71 km 131.17km – 147.11km	Significant CI	Area Engineer, Inspector, RoadTek Winton personnel
Capricorn Highway (Boundary to Alpha)	16C 107.95km – 167.94km	Significant CI	Area Engineer, Inspector, Barcaldine Regional Shire personnel
Capricorn Highway (Alpha to Barcaldine)	16D 0.00km – 140.49km	Significant CI	Area Engineer, Inspector, Barcaldine Regional Shire personnel
Main Roads Regional Office Barcaldine	N/A	Significant CI	M(CaBS)

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Key Structures	Road	Structure Height	Flood immunity
Barcoo River	Landsborough Highway (Tambo-Blackall)	324.8	10
Alice River	Landsborough Highway (Blackall-Barcaldine)	254.81	
Thomson River	Landsborough Highway (Longreach-Winton)	183.6	20
Darr River	Landsborough Highway (Longreach-Winton)	197.82	
Werna Creek	Landsborough Highway (Winton-Kynuna)	171.6	
Wokingham Creek	Landsborough Highway (Winton-Kynuna)	174.35	5
Belyando River	Capricorn Highway (Emerald-Alpha)		
Jordan River	Capricorn Highway – (Jericho)	350.15	
Alice River	Capricorn Highway – (Jericho-Barcaldine)	300.23	

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Critical Infrastructure Evaluation

Asset Name / Description	Landsborough Highway		
Location of link or asset	South of Tambo to north of Winton		
Network Links	Brisbane to Mount Isa, Capricorn Highway		
Region	Central West		
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major north-south corridor, tourism, National Highway, western Queensland connection		
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delayed, tourism disrupted, economic impacts		
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic impacts, financial pressures on industry and community, Tambo, Blackall, Barcaldine, Longreach, Winton isolated		
Mitigation Plans in place: Give details of any mitigating circumstances	Maintenance strategies in place		
Contingency Plans in place Give details of the contingency plans for loss of operational use of asset	Alternative routes, alternate mode of transport, rapid restoration		
Proposed Plans List plans that are in place such as emergency teams being proposed	Regional Emergency Management Team Stakeholder contact list Emergency maintenance teams		
Responsible officer :- Maintenance	Name: Manager (Program Delivery) Contact details: [REDACTED]		
Responsible officer:- Contingency planning	Name: Manager (Program Delivery) Contact details: [REDACTED]		
Rating	Critical Infrastructure --state impact	x	Important Infrastructure -- regional impact
	Local Impact		No significant impact anywhere
Date Assessed	22 November 2010		
Next Assessment Due			
Assessment Officer	Manager (RS&C)		
Date			

MainRoads

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Critical Infrastructure Evaluation

Asset Name / Description	Capricorn Highway		
Location of link or asset	East of Alpha to Barcaldine		
Network Links	Rockhampton to Mount Isa		
Region	Central West		
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major east-west corridor, tourism, western Queensland connection		
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delayed, tourism disrupted, economic impacts		
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic impacts, financial pressures on industry and community, Alpha, Jericho isolated.		
Mitigation Plans in place: Give details of any mitigating circumstances	Ongoing Capricorn Highway maintenance program.		
Contingency Plans in place Give details of the contingency plans for loss of operational use of asset	Alternative routes, alternate mode of transport, rapid restoration.		
Proposed Plans List plans that are in place such as emergency teams being proposed	District Emergency Management Team Stakeholder contact list Emergency maintenance teams		
Responsible officer :- Maintenance	Name: Manager (Program Delivery) Contact details: [REDACTED]		
Responsible officer:- Contingency planning	Name: Manager (Program Delivery) Contact details: [REDACTED]		
Rating	Critical Infrastructure –state impact	x	Important Infrastructure – regional impact
	Local Impact		No significant impact anywhere
Date Assessed	22 November 2010		
Next Assessment Due			
Assessment Officer	Manager (RS&C)		
Date			

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Appendix A3

The Critical Incident Contact List is the list of stakeholders that need to be contacted in the case of an incident that has or has the potential to impact on their business or the delivery of essential services such as the Queensland Fire and Rescue or the Queensland Ambulance Service.

Critical Incident Contact List

Organisation	Name	Position	Contact Details Office hours & a/h	E-mail		
External						
QPS	Michael Keys	Inspector (Longreach)	[REDACTED]	[REDACTED]		
QPS	Graham Seabrook	Senior Sergeant (Longreach)				
QPS	Trevor Mergard	Sergeant (Longreach)				
QPS	David Perry	Sergeant (Longreach)				
QAS		Officer In Charge (Longreach)				
QFRS	Craig George	A/Area Director Longreach				
QFRS Rural Fire Service	Larry Lewis	Area Director Barcaldine				
EMQ	Zoy Green	A/Area Director				
Bureau of Meteorology	Jim Davidson	Regional Director				
Queensland Health	Jill Magee	District CEO				
Public Health	Paul Florlan	Director				
QBuild	Peter Quinn	Senior Supervisor				
	Brian Schonknecht	District Manager Emerald				
Department of Communities	Ken Crane	Community Recovery Coordinator				
DEEDI	Peter Long	Regional Director				
Local Government Authorities						
Barcoo Shire Council	Bruce Scott	Mayor				
	Bob O'Brien	CEO				
Barcaldine Regional Council	Rob Chandler	Mayor				

MainRoads

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	Des Howard	CEO			
Blackall/Tambo Regional Council	Jan Ross	Mayor			
	Ken Timms	CEO			
Longreach Regional Council	John Palmer	Mayor			
	Michelle McFadyen	CEO			
Winton Shire Council	Ed Warren	Mayor			
	Greg Coulton	CEO			
TMR					
COO	Emma Thomas	COO			
Emergency Management	Don Bletchly	GM			
RSSM	Bruce Ollason	GM			
E&T	Julie Mitchell	Chief Engineer			
HR	Marcia Hoffmann	GM			
RoadTek	Clinton Huff	GM			
Region					
Directorate	Eric Denham	RD			
Road Operations	Rick Rolfe	M(RS&C)			
Road Maintenance	Jason Ricks	M(PD)			
RoadTek	James Ramsay	Works Manager			

Appendix A4

The Community Relationship, Partnership or Memorandum of Understanding list is the list of organisations or agencies with whom an agreement of mutual support has been formally document to provide assistance in the management of incidents.

Community Relationships, Partnerships and MOUs

Group	Contact person	Contact Details	Date of Renewal
Longreach District Disaster Management Group	Michael Keys (See next page for all members and contact numbers)		

The Longreach District Disaster Management Group has prepared the Longreach District Disaster Management Plan under the authority of the *Disaster Management Act 2003* to provide for holistic and comprehensive disaster management within the Longreach District. The plan is designed to enhance the District's disaster management capacity by ensuring the necessary strategies are in place to provide a comprehensive, all agency, whole-of-government approach to disaster management through effective disaster management arrangements which may be applied in an all hazards context. This plan covers the following shires: Barcaldine Regional, Blackall Tambo Regional, Longreach Regional, Barcoo and Winton Shires.

LONGREACH DISASTER DISTRICT MANAGEMENT GROUP

~ 2010 Contact List ~

CORE MEMBERSHIP

MEMBER	ADDRESS	CONTACT NUMBERS
Inspector Michael KEYS	District Disaster Co-ordinator PO Box 21 LONGREACH QLD 4730	[REDACTED]
Senior Sergeant Graham SEABROOK	Deputy District Disaster Co-ordinator PO Box 21 LONGREACH QLD 4730	[REDACTED]
Sergeant Trevor MERGARD	Operations Officer PO Box 21 LONGREACH QLD 4730	[REDACTED]
Sergeant David PERRY	Deputy Operations Officer PO Box 21 LONGREACH QLD 4730	[REDACTED]
Zoy GREEN A/Area Director	Emergency Management Queensland PO Box 245 LONGREACH QLD 4730	[REDACTED]
Bruce SCOTT Mayor CEO – Michael PARKER	Barcoo Shire Council. PO Box 14 JUNDAH QLD 4736	[REDACTED]
Rob CHANDLER Mayor Des HOWARD CEO	Barcaldine Regional Council PO Box 191 BARCOLDINE QLD 4725	[REDACTED]
Jan ROSS Mayor Ken TIMMS CEO	Blackall Tambo Regional Council PO Box 21 BLACKALL QLD 4472	[REDACTED]
John PALMER Mayor	Longreach Regional Council PO Box 472	[REDACTED]

MainRoads

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LONGREACH DISASTER DISTRICT MANAGEMENT GROUP

Michelle McFADYEN CEO	LONGREACH QLD 4730	
Ed WARREN Mayor CEO – Greg COULTON	Winton Shire Council PO Box 228 WINTON QLD 4735	
Eric DENHAM Regional Director	Main Roads Department PO Box 3 BARCALDINE QLD 4725	
Jim DAVIDSON Regional Director	Bureau of Meteorology GPO Box 413 BRISBANE QLD 4000	
Jill MAGEE District CEO	Queensland Health PO Box 510 LONGREACH, QLD. 4730	
Paul FLORIAN Director	Environmental Health (Public Health) Central Queensland Public Health Unit – 82 – 86 Bolsover Street PO Box 946 ROCKHAMPTON QLD 4700	
Craig GEORGE Acting Area Director	Longreach Queensland Fire & Rescue Services 134 Eagle Street LONGREACH QLD 4730	
Larry LEWIS Area Director	Rural Fire Services PO Box 170 BARCALDINE QLD 4725	
Peter QUINN Senior Supervisor	QBuild PO Box 107 BARCALDINE QLD 4725	
Brian SCHONKNECHT Emerald District Manager	PO Box 1012 EMERALD QLD 4720	
Ken CRANE Community Recovery Coordinator	Department of Communities PO Box 1503 ROCKHAMPTON QLD	

MainRoads

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LONGREACH DISASTER DISTRICT MANAGEMENT GROUP

	4700	[REDACTED]
Peter LONG Regional Director	Department of Employment Economic Development and Innovation P.O. Box 519 LONGREACH QLD 4730	Ph Longreach- [REDACTED] Fax Longreach [REDACTED]
Officer In Charge	Queensland Ambulance Service P.O. Box 289 LONGREACH Qld 4730 P.O.Box 34 EMERALD QLD 4720	

~ Contact List ~

ADVISORY MEMBERS

MEMBER	ADDRESS	CONTACT NUMBERS
Ken BALDERSON Emergency Services Liaison Officer	Telstra P.O. Box 493 LONGREACH QLD 4730	[REDACTED]
Steve HARRIS Area Operations Manager	Ergon P.O. Box 338 EMERALD QLD 4720	[REDACTED]
Cary CHALLACOMBE Area Service Manager		[REDACTED]
Anthony DANIELS Airport Manager	Longreach Airport Longreach Regional Council P.O.Box 472 LONGREACH QLD 4730	[REDACTED]
Les HAYWARD District Liaison Officer	Queensland Transport 14 Wonga Street LONGREACH QLD 4730	[REDACTED]
Kevin LUCKEL Station Master	Queensland Rail Sir Hudson Fysh Drive LONGREACH QLD 4730	[REDACTED]

MainRoads

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Appendix A7

Advanced Resourcing and Planning for Major Events

What resources or advanced planning can the region undertake to plan for an anticipated event (such as a cyclone or flood) that can quickly escalate beyond normal impact expectations

Road Network or Asset	Actions	Timeframe	Responsibility	Source
Landsborough Highway	Two variable message signs to be located either side of Barcaldine on Landsborough Hwy to advise on road conditions	Nov 2010	M(PD)	
For entire network	Four portable variable message signs. Two in Winton, one in Alpha and one in Barcaldine to advise on road conditions.	Nov 2010	M(RS&C)	Plant Hire Services, permanent hire
East of Alpha on Capricorn Highway	Materials required in case of flood needs to be assessed for this area.	Nov 2010	M(PD)	
Road closure signage	Enough signage to be maintained at Council and RoadTek Depots	Nov 2010	M(PD&D)	
Back-up Staff (WH&S, comms, IT, co-ordinators)	Seek availability from Brisbane and Fitzroy & Roma Regions.	Nov 2010	RD	
Key Bridges	Road	Flood Height	Flood immunity	
Thomson River	Landsborough Highway – (Longreach)	3.5		
Alice River	Landsborough Highway – (Barcaldine)	5.6		
Barcoo River	Landsborough Highway – (Tambo-Blackall)	6.4		
Jordan River	Capricorn Highway – (Jericho)	2.3		
Alice River	Capricorn Highway – (Jericho-Barcaldine)	4.4		

Appendix D1

Post-incident Evaluation Report

A. Nature of the Critical Incident	
1. Describe the type of incident (nature, size, location, time, duration)	
2. Has the cause of the crisis been confirmed? If yes, what was the cause?	
3. Was an evacuation response necessary? If so, was it implemented in accordance with MRs' procedures?	
4. Were there any deaths, injuries or serious health effects to: <ul style="list-style-type: none">▪ employees▪ contractors, or▪ public?	
5. What operations were affected?	
6. Describe the damage to: <ul style="list-style-type: none">▪ road system▪ environment▪ property or infrastructure, and▪ community.	
7. Were employees affected? How? Why?	
8. Were the community or stakeholders affected? How? Why?	
1. Were Government or other regulatory authorities affected? How? Why?	
2. Has counselling or other assistance been arranged for persons impacted by the incident	
B. Business Impact and Issues	

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1. Was there substantial media coverage? (Queensland, Australia, international)	
2. Describe the financial impact in terms of: <ul style="list-style-type: none">▪ direct business interruption▪ indirect constraints on business▪ significant penalty or fine▪ insurance, and▪ liability claims.	
3. Was there any short or long term damage done to the road system? Please describe.	
4. Was there any short or long term damage done to MRs' reputation? Please describe.	
5. Was there any short or long term damage done to MRs' financial position? Please describe.	

C. Incident Response Teams' performance

1. Was information adequately provided to the Critical Incident Management Team?	
2. Was there an effective interface between the DEMA, the CIMP and the CICT?	
3. Comment on the source, reliability and completeness of information supplied.	
4. Did the authorities inhibit or prevent information gathering?	
5. Were there good communications links between the operational management team/s (ie. the DEMA, BCMT)?	
6. Was there an effective interface between the CIMT and the CIPST?	
7. Comment on the effectiveness of the people and safety strategies and the efficiency of the implementation of these strategies?	

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8. Comment on the efficiency and effectiveness of the emergency response?	
---	--

D. Lessons Learned

1. Could the critical incident have been avoided by better following existing guidelines and procedures? If so, what could have been done better?	
2. Could the crisis have been avoided if different policies, guidelines or procedures were in place? If so, what new policies, guidelines or procedures should be introduced to reduce the likelihood of a similar future crisis?	
3. Could the impact of the critical incident have been reduced by better following existing guidelines and procedures? If so, what could have been done better?	
4. Could the impact of the critical incident have been reduced if different policies, guidelines or procedures were in place? If so, what new policies, guidelines or procedures should be introduced to reduce the likelihood of a similar future crisis?	
5. What other lessons can be learned from this critical incident?	



Main Roads Road Network Incident Response Plan Darling Downs Region

Distribution List

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GUIDE TO ROAD NETWORK INCIDENT RESPONSE PLANNING

Document Control Sheet

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact the Director (Governance and Risk)

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TABLE OF CONTENTS

PART A: ROAD NETWORK INCIDENT RESPONSE PLANNING: AN OVERVIEW.....	6
1. INTRODUCTION	7
1.1. Purpose of this document.....	7
1.2. Objective of Road Network Incident Response Planning	7
1.3. Benefits to Regions	7
1.4. Target Audience	7
1.5. Process Outcomes	8
1.6. Main Roads' Incident Management System.....	8
1.7. Standard Definitions.....	9
1.8. Acronyms/Abbreviations/Initialisms	11
2. HOW TO CREATE YOUR RNIRP	12
2.1. The three phases of the RNIRP	12
2.2. Planning.....	12
2.3. Responding to an Incident Call Out	13
2.4. Post incident review – capturing the lessons.....	14
3. REFERENCES	15
PART B: MAIN ROADS' PRIORITY INFRASTRUCTURE: IDENTIFICATION AND EVALUATION GUIDELINES	16
4. CONTEXT	17
5. PURPOSE	17
6. PROCESS.....	17
6.1. Identify	18
6.2. Evaluate and Record.....	18
6.3. Notify of "priority" infrastructure.....	18
PART C: ROAD NETWORK INCIDENT RESPONSE PLAN.....	19
1. SECTION 1 CONTACT LIST – REGION EMERGENCY MANAGEMENT TEAM ROLES.....	20
2. SECTION 2 ADVANCED RESOURCE PLANNING	29
3. SECTION 3 FLOOD LEVELS OF LOCAL RIVERS	31
4. SECTION 4 SKILLS AND TRAINING MATRICES	33
5. SECTION 5 ROAD NETWORK INCIDENT CONTACT LIST	34
6. SECTION 6 COMMUNITY RELATIONSHIP, PARTNERSHIP OR MOUs LIST.....	42
7. SECTION 7 RESPONDING TO AN INCIDENT CALL OUT.....	44
8. SECTION 8 POST INCIDENT EVALUATION REPORT	45
9. SECTION 9 PRIORITY INFRASTRUCTURE ASSESSMENT CRITERIA	48
10. SECTION 10 PRIORITY INFRASTRUCTURE EVALUATION TEMPLATE	50
11. SECTION 11 INFRASTRUCTURE REGISTER.....	65
12. SECTION 12 MR CRITICAL OR PRIORITY INFRASTRUCTURE REGISTER.....	68

EXECUTIVE SUMMARY

The *Guide to Road Network Incident Response Planning* assists the Regions to create a Road Network Incident Response Plan and their managing and reporting on Road Network Incidents (RNI). It is only one element of the Main Road's Incident Management System (MRIMS). Road network managers and operators are encouraged to read this document.

An RNI is an unexpected event that adversely impacts on the Department of Main Roads' (MR) road network. An RNI is not of itself a critical incident but may become one by virtue of its duration, deterioration of the situation, or the potential for adverse political or financial outcomes.

This plan is an all-risk, all-hazard, all-of-network approach to incident management. The objective of the completed RNIRP is to promote interoperability and consistency between the Regions across MR and provide valuable information to the centrally-based Critical Incident Management Team should an event be escalated beyond the capability of the Region. An RNIRP, when completed, assists the Regions with their managing and reporting on RNI.

The benefits of interoperability and consistency between the Regions across MR means that an MR officer from anywhere in the state can be dispatched to assist your team and will be able to instantly "hit the ground running." Planning surrounding this document, if done well, should save considerable time in efficiently and effectively initiating a response.

Additionally, this document contains the MR's Priority Infrastructure: Identification and Evaluation Guidelines to assist the Regions in the consistent identification, assessment and evaluation of priority infrastructure under the control of MR, and provide a consistent process for recording and monitoring priority infrastructure.

PART A: ROAD NETWORK INCIDENT RESPONSE PLANNING: AN OVERVIEW

1. INTRODUCTION

This is the *Guide to Road Network Incident Response Planning*. It provides Regions with consistent guidance across MR to prepare for, respond to and learn from an RNI.

Standard definitions of terms appear at Heading 1.7 in this document. Reader are advised to familiarise themselves with the definitions.

1.1. Purpose of this document

Each Regional Office will prepare and maintain a Road Network Incident Response Plan (RNIRP) in conjunction with the Road maintenance Performance Contractor provider in their area. At a local level, the completed RNIRP

- provides an all-hazards plan for dealing with road incidents
- has, as its intention, the well being of MR employees and the community at large, the protection of MR infrastructure assets, and the ongoing reputation of the department as a road system manager
- ensures an operational level response to any incident that would impact upon the safe and reliable operation of the state's road network.
- is designed to ensure MR is prepared for any event that may disrupt the capacity or efficient and effective flow of traffic on the road network, and more specifically to prepare for major incidents that need to be escalated beyond the normal road stewardship and operational response to incidents
- is an element of MR's Incident Management System (MRIMS) and one of the artefacts generated for successful incident management

This document has been divided into three parts. The first two parts will assist in creating your RNIRP and the third part will, when completed, be your RNIRP.

1.2. Objective of Road Network Incident Response Planning

The objective of the completed RNIRP is to promote interoperability and consistency between the Regions across MR and provide valuable information to the centrally-based CIMT should an event be escalated beyond the capability of the Region. An RNIRP, when completed, assists the Regions with their managing and reporting on RNI. An RNI is an unexpected event that adversely impacts MR's road network. An RNI is not of itself a critical incident but may become one by virtue of its duration, deterioration of the situation, or the potential for adverse political or financial outcomes.

1.3. Benefits to Regions

The benefits of interoperability and consistency between the Regions across MR means that an MR officer from anywhere in the state can be dispatched to assist your team and will be able to instantly "hit the ground running." Planning surrounding this document, if done well, should save considerable time in efficiently and effectively initiating a response.

1.4. Target Audience

Road Network managers and operators.

1.5. Process Outcomes

When this information is properly identified, compiled and maintained, the RNIRP will provide a valuable information source, and support submissions for the following areas of the organisation:

- a) State Wide Planning: assesses appropriate funding for road improvements and alternate routes
- b) Corridor Management and Operations: highlights priority areas maintenance and recovery
- c) Project Planning and Development: allocates funding and insertion into works program, and
- d) MR's Corporate Office Governance and Risk Branch: ensures the state's Critical Infrastructure register (maintained by Department of Premier and Cabinet) is complete and accurate with respect to assets under MR's control

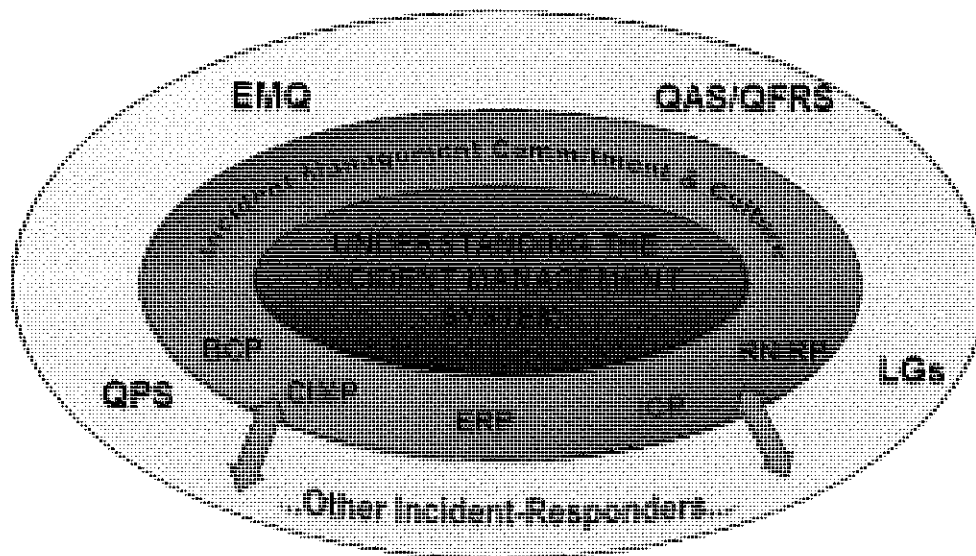
Regions will have all attached templates completed, monitored and regularly reviewed to support preparation.

1.6. Main Roads' Incident Management System

As can be seen in **Diagram 1** the RNIRP is a sub-component of MR's Incident Management System.

The MRIMS has been designed to integrate with the various levels of the *State Disaster Management System*. There are other components to the MRIMS but these are outside the scope of these guidelines. The relationship between the *State Disaster Management Plan* and MRIMS is discussed in *Understanding the Incident Management System*.

The Main Roads Incident Management System



MAIN ROADS		OTHER RESPONDERS	
BCP	Business Continuity Plan	QPS	Queensland Police Service
CIMP	Critical Incident Management Plan	EMQ	Emergency Management Queensland
ERP	Emergency Response Procedures	QAS	Queensland Ambulance Service
ICP	Incident Communications Plan	QFRS	Queensland Fire and Rescue Service
UIMS	Understanding the Incident Management System	LGs	Local Government
RNIRP	Road Network Incident Response Plan		

DIAGRAM 1 THE MAIN ROADS INCIDENT MANAGEMENT SYSTEM

1.7. Standard Definitions

The standard definitions below appear in all MRIMS guides. The italicised text in shaded or highlights serves to explain by example.

1.7.1. Business Continuity Plans (BCP)

A Business Continuity Plan is a set of documented and rehearsed processes and procedures to ensure that the organisation has the trained staff, equipment and capacity to continue delivering essential services across its key functional business areas, with minimal interruption if a critical incident causes material business disruption.

Effective Business Continuity is dependent on:

- Identification of the processes that will ensure delivery of key business functionality
- The people (including back-up staff) and training required to deliver that functionality
- Identification of critical dependencies (internal and external)
- Selection, fit-out and equipping of safe alternate sites suitable for long-term occupation
- Memoranda of understanding or contractual agreements with vital suppliers and agencies

1.7.2. Business Continuity Teams (BCT)

A Business Continuity Team comprises trained and rehearsed members of the business units that are critical to Main Roads' ability to continue to deliver across key functional business areas, following a critical incident.

Each team should include trained and rehearsed backup personnel nested, where possible, at least three deep at each level, so that if an incident such as a pandemic causes mass absenteeism critical operations can still continue.

1.7.3. Critical Incident (CI) eg. widespread flooding and other effects of Feb 2008 monsoonal low.

A Main Roads Critical Incident is an extraordinary event or condition that threatens or has the immediate potential to threaten life or safety; the road network; stakeholder relations; or MR's reputation; financial viability; or its ability to deliver essential business functions.

Such incidents require urgent mitigation, are usually (but not always) beyond the resources of a single Region and will generally see the activation of one or more Business Continuity Plans. They may also involve multiple agencies such as the Queensland Police Service, Emergency Management Queensland, Queensland Transport, Emergency Services, and local government.

Note: In order for public service employees to be eligible for certain entitlements and conditions when performing work essential to incident resolution, a critical incident determination must be notified by the Executive Director Emergency Management Queensland, to MR's Director-General, (ref. Critical Incident Directive3/08CID)

1.7.4. Critical Incident Management Plan (CIMP)

The Critical Incident Management Plan is a documented and tested set of processes and procedures to help the Critical Incident Management Team give effective advice to the DD-G in the event of a critical incident.

1.7.5. Critical Incident Management Team (CIMT)

The Critical Incident Management Team is a body convened by the DD-G (Chair) in the event of a Critical Incident, to advise the DD-G and oversee implementation of the Critical Incident Management Plan.

In Main Roads, the CIMT would normally comprise the DD-G, GMs and the ED (Corporate Office). Functional managers or specialist delegates may be called in as required.

1.7.6. Emergency Response Procedures (ERP)

Emergency Response Procedures are a documented and rehearsed, building-specific approach to emergency incidents. ERPs are principally concerned with removing endangered persons to a place of safety in a safe and secure manner and are carried out by the building's Emergency Control Organisation (ECO) under the direction of the Chief Warden.

Readers who seek additional information about their ERP should consult their building's Chief Warden or their Floor Warden.

1.7.7. Incident Communications Plan (ICP)

The Incident Communications Plan is a documented and rehearsed set of processes and procedures implemented by the Media Unit's Incident Communication Team during the course of an incident affecting Main Roads.

1.7.8. Incident Management System (IMS)

The Incident Management System aligns and coordinates MR's risk-focussed all-hazards approach to Incident Management.

1.7.9. Incident Communications Team (ICT)

The Incident Communications Team is a body of trained and rehearsed personnel who implement the Incident Communications Plan during the course of any incident affecting Main Roads.

1.7.10. Region Emergency Management Teams (REMT)

Region Emergency Management Teams are trained and rehearsed management personnel responsible for implementation and oversight of the RNIRP, including reporting and escalating Road Network Incidents in their Region .

1.7.11. Region Emergency Response Teams (RERT)

Region Emergency Response Teams are trained and rehearsed operational road maintenance personnel assigned by the R/DEMT to respond to road network incidents in their Region.

1.7.12. Road Network Incident (RNI) eg. Cunningham's Gap closed to traffic due to rock-falls.

A Road Network Incident is an unexpected event that adversely impacts MR's road network.

An RNI is not of itself a Critical Incident but may become one by virtue of its duration, deterioration of the situation, or the potential for adverse political or financial outcomes.

1.7.13. Road Network Incident Response Plan (RNIRP)

The Road Network Incident Response Plan is a documented and rehearsed set of processes and procedures to assist Regional staff and crews to effectively respond to a Road Network Incident; identify when escalation is necessary; and capture the lessons learned.

1.8. Acronyms/Abbreviations/Initialisms

ABBREVIATION	TERM
AS/NZS	Australia and New Zealand Standard
BCM	Business Continuity Management
BCP	Business Continuity Plan (Main Roads)
BCT	Business Continuity Team (Main Roads)
CIMP	Critical Incident Management Plan (Main Roads)
CIMT	Critical Incident Management Team (Main Roads)
EMQ	Emergency Management Queensland
D-G	Director General (Main Roads)
DD-G	Deputy Director General (Main Roads)
DDMG	District Disaster Management Group (Emergency Management Queensland)
DD	District Director (Main Roads)
On-site EMP	On-site Emergency Management Plan (for roads and for facilities)
ECO	Emergency Control Organisation
EMQ	Emergency Management Queensland
ICP	Incident Communications Plan (Main Roads)
ICT	Incident Communications Team
LDMG	Local Disaster Management Group (Emergency Management Queensland)
MIG	Major Incidents Group (Whole of Government)
MR	Department of Main Roads (Queensland)
MRIMS	Main Roads' Incident Management System
QF&RS	Queensland Fire and Rescue Service
QPS	Queensland Police Service
QT	Queensland Transport
RD	Regional Director (Main Roads)
REMT	Region Emergency Management Teams (Main Roads)
RERT	Region Emergency Response Teams (Main Roads)
RMT	Region Management Team
RNI	Road network incident
RNIRP	Road Network Incident Response Plan
SDCG	State Disaster Coordination Group
SDMG	State Disaster Management Group

2. HOW TO CREATE YOUR RNIRP

2.1. The three phases of the RNIRP

Your RNIRP will have three distinct phases:

- a) **Phase 1:** Planning, training and testing for anticipated events such as wet season and cyclones, and incidents
- b) **Phase 2:** Responding to events as they occur
- c) **Phase 3:** Capturing the key issues and lessons learned

2.2. Planning

The Region Emergency Management Team (REMT) – or the equivalent response group within a Region – should consist of the persons who have the responsibility for planning for, responding to and initiating the recovery phases of the incident.

2.2.1. *What is the role of the REMT?*

The REMT is the group who will be responsible for managing the "incident". It is the objective of the team to allow the Regional Director, to undertake management of normal business while maintaining an overview of the incident management as a separate project within normal business. A template for the team's responsibilities and contact details appear in PART C SECTION 1.

2.2.2. *In preparing for incidents, Regional Directors should ensure the following planning is mandated*

- a) Undertake reviews, updates and tests of the RNIRP
- b) Undertake training in RNIRP response procedures
- c) Regularly review and maintain the RNIRP (for an example, maintain employee emergency contact information, maintain critical third parties' contact information) and associated tools and template plans and submits these, when completed, to the Regional Management Team for review and endorsement
- d) Undertake training for R/DEMT members in incident management, business continuity and emergency response procedures and associated plans
- e) Regularly review and maintain the Regional elements of the *MR Incident Communications Plan*
- f) Collate data required for incident management (and planning) such as flood levels or resource planning (see PART C SECTION 2 and PART C SECTION 3)

2.2.3. *Training for an Incident*

The responsible officer coordinates training for the R/DEMT and its sub-teams, in accordance with the Skills and Training matrices set out in PART C SECTION 4. The training should focus on familiarising and refreshing team members with their relevant roles, responsibilities and procedures under the RNIRP. As required, external experts may also be engaged to provide specialist training in incident management. MR's Corporate Office Governance and Risk Branch is available to provide guidance and contacts.

2.2.4. *Testing preparedness for a Road Network Incident*

The R/DEMT coordinator is responsible for coordinating regular tests of the Region's road network incident management capability. Where possible, external agencies such as the Queensland Police Service (QPS), Emergency Management Queensland (EMQ), State Emergency Service (SES) and similar key stakeholders, should be involved.

These tests may take the form of an interactive desktop exercise based on simulated incident scenarios or involvement in exercises conducted by other Queensland Government entities such as the Queensland Police Service, Emergency Management Queensland and Department of Premier and Cabinet.

The key objectives of the testing exercises are to:

- a) test the procedures and arrangements described within the RNIRP
- b) confirm the membership of the R/DEMT and sub-teams and assess the level of preparedness of the team members and their back-ups
- c) provide the R/DEMT with a practical understanding of the RNIRP procedures and their respective roles and responsibilities under the RNIRP
- d) identify and report any areas for improvement in the RNIRP and the preparedness of the team
- e) test cooperative response(s) with other agencies
- f) familiarise new staff with the systems

Where required, MR's Corporate Office Governance and Risk Branch will advise on the coordination of the test exercises, engaging of specialist contractors as required, and in documenting the lessons and improvement opportunities arising from such tests.

2.2.5. Contacts Lists

In the event of an incident, the Region must be able to contact its employees, stakeholders and critical third party suppliers, at any time of the day or night. All stakeholder communication must be filtered through the Incident Communication Team (ICT) (which includes regional communication representatives) if it is activated or the local Main Roads communication officer if the ICT is not activated.

It is acknowledged from an operational perspective that a Region or Traffic Management Centre (TMC), if applicable, will publish reactive messaging via 131940 hotline and website regarding incidents as per normal publishing and reporting procedures. This messaging should be limited to operational messages regarding road closures, diversions and so on. If the ICT is activated, a representative from the TMC may be asked to attend the ICT meetings and instructions on communication may be provided to the TMC by the ICT or the local Main Roads communication officer if the ICT is not activated.

To facilitate communication with these critical groups, the following contact lists should be maintained by the Region:

- a) Road Network Incident Contact List (**PART C SECTION 5**)
- b) Community Relationships, Partnerships and MoUs (**PART C SECTION 6**)

2.3. Responding to an Incident Call Out

In managing any road network incident, the REMT's key objectives are to:

- a) assess and stabilise the situation in order to minimise the impact of the critical incident to our people, the community, the road system and our business operations
- b) restore operations as soon as possible so that MR can continue to provide essential roads infrastructure and operations, and enhance MR reputation through effective management of the critical incident
- c) Make ongoing assessments of the situation and communicate these to key stakeholders

These objectives can be achieved by following the steps below and a template has been provided in **PART C SECTION 7.**

- a) Respond to the emergencies
- b) Assess threat/damage and escalate the incident, where necessary, to enable the DD-G to decide on the declaration of a Critical Incident
- c) Form the REMT
- d) Contact stakeholders (see *Incident Communications Plan*)
- e) Establish command centres
- f) Identify issues and set priorities for action
- g) Oversee the development of recovery plans
- h) Declare the incident over and stand down the REMT

2.3.1. Region Incident Log (RIL)

The RIL is a written or electronic log of information on the incident. It is contained in the *Incident Communications Plan*. It provides a permanent record of all incident details including the location, who is in control of the site, who is on site, a risk assessment from a Region whole of network perspective and a record of decisions and actions taken.

2.3.2. Initial Incident Notification Form (IINF)

The *Incident Communications Plan* holds a template of the IINF. The IINF is the key site communication tool for Road Network Incidents. The incident site IINF gives the Region the immediate information and details of the nature of the incident and any immediate impact the incident has on the local road network.

The number and regularity of IINFs are determined by the nature of the incident and its impact, the time taken to evaluate the impact and damage to road infrastructure and the time and extent of impact on traffic movement.

At a minimum there should be an early warning IINF with the basic information available. This form can be used to provide updates when **new** or **more complete** information becomes available, and when earlier information is confirmed. These responses allow the Regional Director to decide whether to activate the R/DEMT.

Prompt sheets should be made available for first respondents to allow them to phone in details when they are unable to access templates or electronic transmission equipment.

2.3.3. Incident Briefing Form (IBF)

The Incident Briefing Form is the key site communication tool between the Region and senior management. (The template can be found in the *Incident Communications Plan*.) The IBF should be sent according to the nature of the incident, the impact on road operations, the time taken to evaluate the impact, damage to road infrastructure and the time and extent of impact on traffic movement within the active road network.

At the minimum there should be an initial IBF with the basic information available and a close out IBF when the road is returned to normal operations. An IBF should also be sent when new or more complete information becomes available and when information is confirmed.

2.4. Post incident review – capturing the lessons

The REMT Co-ordinator will convene an incident debrief following any significant incident, to ensure that all lessons from the incident are captured. The debrief report will include an action plan to implement actions coming from the debrief. MR's Corporate Office Governance and Risk Branch will be available, if required, to advise the co-ordinator on the debrief. A copy of the final debrief outcomes will be forwarded to the DDG for his information. A copy should also be sent to the Roads Business Group for circulation so that other regions can learn from the experience.

2.4.1. Gather and review the road incident information.

Through a series of interviews, and if necessary workshops with the key people involved in the management of the critical incident, both operationally and stakeholders, the objective of the review is to improve MR's Incident Management capability and resilience.

Accordingly, the review will primarily focus on:

- What did we say we would do?
- What did we actually do?
- Why the difference?
- What would we do differently next time?

This review should be conducted as soon as possible after the incident has been contained.

2.4.2. Prepare an evaluation report.

Under the guidance of MR's Corporate Office Governance and Risk Branch, and using the template contained in **PART C SECTION 8**, the post-incident evaluation report is to address the following:

- nature of the incident
- business impact and issues
- summary of MR's response
- response teams' performance
- lessons learnt
- recommended actions.

The final report will be submitted to the RD/DD within 2 weeks of the report's completion. A copy of the report will be distributed to all members of the R/DEMT for review and consideration.

2.4.3. Present and discuss the report.

The Regional Management Team's findings of the review report will be presented to the Deputy Director General for discussion and endorsement.

2.4.4. Action the lessons and improvement opportunities.

Responsibility for monitoring the implementation of the recommended improvement actions lies with the Regional Director with assistance from the MR's Corporate Office Governance and Risk Branch as required. Some of the follow-up actions will include the revision and update of the RNIRP, tools and training materials. Refer to **PART C SECTION 8A** for the Incident Debrief Action Sheet.

3. REFERENCES

2003, *Queensland Traffic Incident Management Strategy*, Main Roads, Queensland Transport and Queensland Police Service

2003, *Memorandum of Understanding on Incident Management in Brisbane between Brisbane City Council*, Queensland Police Service, Department of Main Roads

2005, *Publication of Information On Temporary Road Closures Manual*, Department of Main Roads, Planning Design & Operations Division

2007, *Trouble Spot Management Guide: Publication of Information on Temporary Road Closures*, Queensland Transport, Main Roads

PART B: MAIN ROADS' PRIORITY INFRASTRUCTURE: IDENTIFICATION AND EVALUATION GUIDELINES

4. CONTEXT

MR is responsible for planning, providing and managing the state-controlled road network – the largest asset owned by the state of Queensland. By performing this important role, MR contributes directly to Queensland's economic prosperity, quality of life and community safety.

5. PURPOSE

Regions need to be aware of vulnerabilities in the road network to be able to plan for potential incidents. These vulnerabilities could include:

- physical weakness in the terrain such as slip vulnerability
- sensitive community points such as access to health and educational facilities
- access for emergency services especially fire and ambulance
- economic hubs or transport hubs
- significant or iconic structures
- community connectivity

The documenting of priority roads and structures recognises the importance of that section of the road networks to the state or local economy, or the impact of the loss of that section of the network to the local community. For naturally-occurring events, Regions should have easy access to information about the impact of such events on the road network such as flood-level. eg. At what level does the road/ bridge / crossing become dangerous and needs to be closed?

MR's Priority Infrastructure: Identification and Evaluation Guidelines are to:

- a) assist the Regions in the consistent identification, assessment and evaluation of priority infrastructure under the control of MR, and
- b) provide a consistent process for recording and monitoring priority infrastructure.

6. PROCESS

There are three phases to this process:

- a) Identify the Regions priority infrastructure
- b) Evaluate the characteristics and potential consequential loss of the infrastructure would have on the community/economy
- c) Notify MR's Corporate Office Governance and Risk Branch of the Regions priority infrastructure. This information will be used to assist MR and the Queensland Government for further evaluation for critical infrastructure notification. The information can also be used to inform the Critical Incident Management Team in cases where the incident(s) is/are escalated beyond the Regional level.

6.1. Identify

The first step in identifying priority infrastructure involves using the attached Assessment Criteria in **PART C SECTION 9** to assess the impact of a road network incident.

- a) From a State or region-wide perspective: any failure or unavailability of the infrastructure in question would be most likely to cause major disruption to business operations, the economy, the environment and/or the safety or functioning of the regional community, or
- b) From a Regional perspective: any failure or unavailability of the infrastructure in question would be most likely to cause a major disruption to local business, the local economy and/or the safety or functioning of the local community.

The Assessment Criteria are intended to be used solely as a guide. The ultimate determination of whether or not a piece of infrastructure is “priority” is a matter of subjective judgment by the Region weighing up all of the considerations detailed in the Assessment Criteria and any other relevant considerations peculiar to the infrastructure in question or the Region.

6.2. Evaluate and Record

Infrastructure that falls into either category a) or b) above should then be further evaluated in accordance with the following.

The Regional Office should:

- a) record full details of all infrastructure that is identified as being priority, using the attached Priority Infrastructure Evaluation template (**PART C SECTION 10**), and
- b) record the basic details of all priority infrastructure in the Infrastructure Register template (**PART C SECTION 11**), to ensure Regional awareness of the assets’ importance to the local community

The Regional Office is responsible for the ongoing review and maintenance of the Infrastructure Register and the Priority Infrastructure forms completed for each piece of infrastructure that is within that Regions area of responsibility.

6.3. Notify of “priority” infrastructure

The Regional Office should notify the MR’s Corporate Office Governance and Risk Branch of all priority infrastructures by sending a copy of the completed Evaluation form/s for such infrastructure. (**PART C SECTION 12**)

The MR’s Corporate Office Governance and Risk Branch is then responsible for:

- a) recording details of all priority infrastructure in the MR’s Register of Priority Infrastructure to ensure their importance is recognised on a state-wide level
- b) periodically reporting on this Register to the Roads Business Group, and
- c) notifying and liaising with the Department of Premier and Cabinet in respect of any infrastructure that may be classed as critical from a whole of State perspective and included on the state’s Critical Infrastructure Register.

For example the Houghton River Bridge in Northern Region does not have the same rating as the Burdekin Bridge because it lacks a rail bridge, but the impact of its loss is the same on the road network. It therefore is a regional impact the same as the closure of an overpass on the Ross River By-pass. All are priority infrastructure to MR but only the Burdekin Bridge is on the State Critical Infrastructure Register.

PART C: ROAD NETWORK INCIDENT RESPONSE PLAN

1. SECTION 1 Contact List – Region Emergency Management Team First Response Roles

Position	Role & Responsibilities	Contact Details (Work, Mobile, A/h, VHF)	E-mail
RMPC Supplier – Primary Site Controller – RoadTek Warwick RoadTek Toowoomba	emergency Call out	24 hours 7 days [REDACTED]	
RMPC Supplier – Primary Site Controller – Southern Downs Region Council	Warwick Area Stanthorpe	Emergency Contact 1 - [REDACTED] Emergency Contact 2 - [REDACTED]	
RMPC Supplier – Primary Site Controller – Goondiwindi Region Council	Goondiwindi Area Inglewood/Texas Area	Emergency Contact 1 - [REDACTED] (A/Hours) Emergency Contact 2 – [REDACTED] [REDACTED] Depot and A/Hours)	
RMPC Supplier – Primary Site Controller – Western Downs Regional Council	WDRC Rural Callout WDRC Town Callout	[REDACTED]	
RMPC Supplier – Primary Site Controller – Toowoomba Region Council	Central contact number for service centres	[REDACTED]	
TMR Toowoomba Traffic Management Centre (TMC)	See attached brochure	[REDACTED]	Toowoomba.TMC@tmr .qld.gov.au
Incident Controllers – activated by Toowoomba TMC or direct after hours callout (operational from Toowoomba and Warwick) Toowoomba Incident Controller	See objective s/roles listed below	A/hrs diverts to [REDACTED]	
Warwick Incident controller	See objective s/roles listed below	A/hrs dial direct [REDACTED]	

Objectives/Role of the Incident Controller/Responder

- Ensure TMR & road users are informed of incidents/road conditions via TMC's.
- The IC will NOT travel further than 30min from their home/office so as not to adversely impact on response times. (The IC can travel further if required but must notify the TMC & arrange for relief during this period at least 24hrs in advance)

- IC's will be issued a separate "on-call/callout" phone which shall be their primary notification point of incidents. IC's are expected to constantly keep within earshot this callout phone & answer it promptly when it rings. (Diversion of this phone is discouraged as the IC will not know whether incoming calls are urgent incident related calls or not)

In the event of an unanswered call being shown on the phone, the IC shall ring the relevant TMC's/Emergency Services to confirm if TMR assistance is required.

- Undertake Incident Management on behalf of TMR. The TMR Incident controller/Responder is identified by wearing a high visibility vest, marked on the back "Main Roads Incident Controller".
- Interact and work with Emergency Services
- Work with Emergency Services to provide, if required, safe/effective diversions around incidents to minimise the impact on the surrounding network
- Reduce traffic delays
- Allow Emergency Services to focus on recovery of injured travellers
- Reduce the probability/risk of secondary incidents
- Ensure safety of Incident responders and the public

Depending on nature of incident involved, people mentioned in the list will be selected and activated to form the Regional Emergency Management Team.

Region Emergency Management Team Roles and Contact List			
Position	Role & Responsibilities	Contact Details (Work, Mobile, A/h, VHF)	E-mail
Manager (CMO) - Mike Holeszko (Warwick)	DEMT Co-ordinator. Organise and manage initial emergency response. Monitor Corridor Performance		
Senior Engineer (Traffic) - Adam Currie (Toowoomba)	Traffic management advice.		
Senior Communications Officer – Monique Bryson (Warwick)	Internal and external Communications		
Senior Communications Officer - Ian Andersen (Toowoomba)	Internal and external Communications		
Principal Communication Advisor – Trevor Mitchell	Internal and external Communications		
Principal Engineer (Maintenance) – Jaya Jayaratne (Warwick)	Financial Approval, Engineering Support, Detours, Project Management		
Project Manager , RoadTek – Hendi Sinuhaji (Warwick)			
Principal Engineer (Routine Maintenance) - Paul Marangelli (Toowoomba)	Manage emergency recovery works (NDRRA Regional representative)		
Workplace Health and Safety Officer – Jennine Gerrard (Warwick)	Safety advice and staff welfare		
Workplace Health and Safety Officer - Chris Wickham (Toowoomba)	Safety advice and staff welfare		
Chris Lawler - Manager (Capability and Business Systems) (Warwick)	Capability and policy advice		
Nathan Bright - Manager (Capability and Business Systems) (Toowoomba)	Capability and policy advise		
Senior Environmental Officer- Ken McCray (Warwick)	Environmental advice		
Senior Environmental Officer - Peter Sparshott (Toowoomba)	Environmental advice		

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

Traffic Technologist - Steve Brazier (Toowoomba)	Disaster Command Centre Representative		
Records Staff – Ros Newley Business Support Officer (Warwick)	Provision of relevant documentation		
Record Staff – Annette Jones Business Support Officer (Toowoomba)	Provision of relevant documentation		
Asset Management (Bridges and Culverts – Kylie McLachlan	Bridges and Large Culvert information		
Business Solutions & Information Officer – John Wode (Warwick)	Maintenance of Information and Communications Technology		
Senior Information Technology Officer – Nicki Cumberland (Toowoomba)	Maintenance of Information and Communications Technology		
Road Operations - Jon Henry Business Coordinator (Systems & Governance) (Warwick)	VMS Local		
Roadwork Inspector (Balonne, Goondiwindi, Tara), (PD&D) - Joe Lawardorn (Warwick)	Flood Coordinator for Warwick Office Road inspections and pavement damage		
Senior Program Support Officer - Greg Payne	Asst Flood Coordinator & incident management		
Manager Systems/Controls - Wayne Fielder	Assist in coordination		
Team Leader Network Administration - Julian Selke	Permit management system & signage		
<u>Backup Support People</u>			
Manager (Program Development & Delivery) - Neil Brown (Warwick)	Financial Approval, Engineering Support, Detours, Project Management		
Manager (NP&P) – Phil Tweddell (Toowoomba)	Strategy Direction		
Graduate Communication officer – Lara Nunn (Warwick)	Internal and external Communications		
Communication Officer - Sonia Becker (Toowoomba)	Internal and external Communications		
Toowoomba Traffic Management Centre – Adam Van Genderen	131940 and assistance with incident controllers		

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

WHS Officer – Wayne Eather	Safety advice and staff welfare		
RoadTek TOOWOOMBA Chris Lunson	Works Manager (Downs South West)		
Program Support Officer – Sean Hegarty	Permit management system & signage		
Business Development Officer - Mike Chilcott	Capability and policy advice		
Senior Program Support Officer (HR) – Bill Walford (Toowoomba)	Capability and policy advice		
Environmental Officer – Don Barnes (Toowoomba)	Environmental Advice		
Business Support Officer – Debbie Cleary (Warwick)	Provision of relevant documentation		
Business Solutions & Information - Jason DeMamiel (Warwick)	Maintenance of Information and Communications Technology		
Senior Information Technology Officer – Daniel Klein (Toowoomba)	Maintenance of Information and Communications Technology		
Business Support Officer - Vanessa Michael (Warwick)	VMS Local		
Roadwork Inspector (Southern Downs, Clifton) - Grant Wren	Road inspections and pavement damage		
Roadwork Inspectors (Toowoomba) Paul Burgin Duncan Lindsay Rex Gretton Lyle Sheppard Ben Gesch (surveyor) Greg Osbourne	Road inspections and pavement damage		Various

Department of Transport and Main Roads –Darling Downs Region – Incident/Disaster Management - Key Personnel

Tony Platz	Regional Director Contact number [REDACTED] Mobile [REDACTED]
Mike Holeszko	Manager (Corridor Management and Operations) and Relief officer for DDLO Contact number [REDACTED] Mobile [REDACTED]
Hendi Sinuhaji	Project Manager RoadTek & Liaison Officer for RoadTek Contact number [REDACTED] Mobile [REDACTED]
Jaya Jayaratne	Principal Engineer (Maintenance), (PD&D) Contact number [REDACTED] Mobile [REDACTED]
Monique Bryson	District Communications Officer Contact number [REDACTED] Mobile [REDACTED]
Alan Dixon	Area Manager Southern Downs District Disaster Liaison Officer (DDLO) Contact number [REDACTED] Mobile [REDACTED]
Paul Marangelli	Principal Engineer (Asset Management and Maintenance) District Disaster Liaison Officer (DDLO) - Toowoomba Contact number [REDACTED] Mobile [REDACTED]
Wayne McGovern	Manager (Passenger Transport) Southern District Disaster Liaison Officer (DDLO) - Dalby Contact Number [REDACTED] Mobile [REDACTED]
Shane Poole	A/Manager (Transport Compliance) Contact number [REDACTED]
Ross Rieschieck	Regional Liaison Officer Contact number [REDACTED] Mobile [REDACTED]
Bob Smith	(Relief) Regional Liaison Officer Contact number [REDACTED] Mobile [REDACTED]
Joe Lawardorn	District Flood Coordinator Contact number [REDACTED] Mobile [REDACTED]
Greg Payne	Incident Coordinator (Warwick District Office) Contact Number [REDACTED] Mobile [REDACTED]

DISASTER DISTRICT LIAISON OFFICER

The District Disaster Liaison officer (DDLO) for Warwick District Transport Functional Support Plan is Alan Dixon (Transport Area Manager Southern Downs)

The District Disaster Liaison Officer (DDLO) or his nominated representative will attend the Disaster District Control Group meetings called by the Disaster District Coordinator (Warwick Police Inspector).

On the declaration of disaster, the District Disaster Liaison Officer (DDLO) will attend the Disaster District Co-ordination Centre as the Queensland Transport/Main Roads Representative. A disaster kit is maintained in the District Office which the DDLO should take to the co-ordination centre.

The District Disaster Liaison Officer (DDLO) is responsible for activation of transport resources and resources for infrastructure repairs and restoration within the District in the event of a disaster.

The District Disaster Liaison Officer (DDLO) shall maintain a system of current industry contacts in order to facilitate earliest response to requests for assistance.

The Disaster District Liaison Officer (DDLO) will:-

- ☑ Attend the Local District Disaster Co-ordination Centre in Warwick. When required.
- ☑ Ensure support personnel are available to provide back-up at the Co-ordination Centre on a 24 hour basis (if required) located at the Police Station in Fitzroy Street, Warwick;
- ☑ Advise the Regional Liaison Officer of the disaster, and further maintain contact to request support in provision of additional resources, if necessary.

RELIEF OFFICER FOR DDLO

The Relief Officer for DDLO will relieve the District Liaison Officer at the Disaster District Control Centre as needed. We shall also ensure there is a second relief DDLO.

LIAISON OFFICER FOR ROADTEK

The Senior Project Manager ROADTEK Warwick Branch, will act as Liaison Officer for ROADTEK, and will provide support to the DDLO in commitment of essential Departmental resources as are requested. Any costs incurred in response to request for assistance will be met by the Regional Director, subject to formal Service Agreement.

Incident Coordinator

- To ensure Road Network Incident Response Plan (RNIRP) is kept up to date especially with contact numbers
- To conduct CSA, including testing of systems and phone contacts on scenarios/work instructions developed for incident management
- To link with Warwick Office Communication team to ensure transference of information between parties
- To liaise with Regional Liaison Officer to ensure contact lists created are kept up to date and duplication of the production of these lists are minimised
- To liaise with Flood coordinator on flood issues
- To ensure debriefing sessions are arranged and learnings distributed
- To ensure contact lists other than on computer network system (for example, PDAs or Regional Director/DDLO folder) are kept up to date.
- From time to time review scenarios/work instructions to ensure relevance of documents.
- Be included in the annual desktop audit of RNIRP and Incident Management systems.

OTHER KEY PERSONNEL

TRANSPORT OPERATIONS CO-ORDINATOR

The Transport Operations Co-ordinator (Warwick) is responsible to support and assist the Disaster District Liaison Officers and Regional Liaison Officer by providing information on sources for obtaining public transport resources such as buses, taxis and limousines. Request to make arrangements to organise the supply of the resources by the DDLO to the transport Operations Co-ordinator should only be made if the DDLO has been unable to obtain the required resources.

The Transport Operations Co-ordinator will maintain an updated list of Public Transport resources within the Border Main Roads District and assist the District Director in reviewing the Border District Disaster Management Plan for public transport resources.

Assistance with other transport resources such as water trucks, heavy vehicle freight transporters and other plant and equipment will be required to be arranged through the Main Roads Regional Office. Supply of resources for disasters of larger magnitude which require resources to be deployed from other Disaster Districts, or other Regions, should be directed to the Regional Liaison Officer.

MANAGER (TRANSPORT COMPLIANCE)

Manager (Transport Compliance) will be responsible primarily for asset protection, with control of overweight loads, transport of Dangerous Goods and etc.

Manager (Transport Compliance) is responsible for deployment of enforcement teams to ensure implementation of any loading or travel restrictions imposed as a result of the disaster.

Special dispensation shall be afforded to essential transport resources carrying relief supplies, or to vehicles involved in emergency evacuations.

THE REGIONAL LIAISON OFFICER, upon receipt of request for assistance, will;-

- ☒ Note the request for additional resources;
- ☒ Contact other Disaster Districts within Southern Region and advise that additional resources are required;
- ☒ Alert the State Co-ordinator;
- ☒ Advise the State Co-ordinator of the resources required;
- ☒ Advise the Disaster District Liaison Officer initiating the request that the resources can or cannot be deployed.

FINANCIAL ARRANGEMENTS:

Department of Transport and Main Roads are responsible for funding all 'internal' costs associated with functional planning, including:

- a. Staff wages and resources committed to the planning process;
- b. Production and maintenance of plans;
- c. Training and testing of staff and the conduct of exercises;
- d. Departmental testing of plans; and
- e. Departmental representation on SCDO committees.

National Disaster Relief Arrangements are in place between the Queensland Government and the Commonwealth Government to allow for reimbursement of expenditure incurred by the Queensland Government during counter disaster operations. Check Eligible Expenditure Categories in the National Disaster Finance Booklet of the Emergency Services Division, Department of Emergency Services.

SECTION 1A Region Emergency Management Team (REMT) Regional Responsibilities

This is an **advisory only** as this information that may assist in populating the above table. At the discretion of the Regional Director, other staff may be seconded onto the REMT to suit the incident and/or Regional requirements.

See also the Ministerial Directive 3/08 (February 2008), *Critical Incident Entitlements and Conditions*. This directive only applies to employees identified by the relevant chief executive as performing work essential to the resolution of the critical incident.

<http://www.psier.qld.gov.au/direct/docs/2008/no03-08.pdf>

Regional Director

- Provide update reports and advice to senior management
- Provide feedback from senior management
- Authorise information releases to media and community
- Authorise expenditure where required updates
- Provide voice of experience on operational issues
- Provide team with strategic leadership

Principal Engineer (Maintenance)

- Convene the team
- Co-ordinate Regional responses

Disaster Command Centre Representative

- Relay assistance requests from the District Disaster Committed (DCC)
- Relay road condition reports from REMT to DCC
- Provides situation reports to REMT

Senior Communications Officer

- Prepare media updates and news releases
- Liaise with media representatives

Senior Information Technology Office

- Restoration and maintenance of information and communications technology during and after incident

Records Staff

- Provision of relevant documentation as required by the R/DEMT

Senior Public Consultation Officer

- Prepare community updates and notices
- Staff switchboard and prepare notes for operators to answer public enquiries

Manager (Road Operations)

- Provide Traffic Updates

Principal Engineer (Routine Maintenance)

- Provide information on response operations

Works Manager (RoadTek)

- Provide information on response operations

Business Development Officer (Finance)

- Facilitate (fast track) and record urgent financial expenditure,
- provide financial systems advice
- document expenditure and authorisations

Business Development Officer (Human Resources / Workplace Health and Safety Officer)

- Provide R/DEMT with advice on staff hours of work policies and arrangements
- Provide R/DEMT with advice on staff welfare issues
- Provide advice on staff stress/fatigue issues
- Advise on staff welfare and counselling requirements for staff and community

2. SECTION 2 Advanced Resource Planning

What resources or advanced planning can the Region undertake to plan for an anticipated event (such as a cyclone or flood) that can quickly escalate beyond normal impact expectations

Advanced Resource Planning for Darling Downs Region				
Road Network or Asset	Actions	Timeframe	Responsibility	Source
<i>All roads</i>	Permanent road closure signage placed throughout network.	<i>In Place</i>	<i>Warwick Office Flood Coordinator and RMPC Contractors</i>	<i>Refer Warwick Office A-L of Flooding documents</i>
	Gather and maintain available list of RoadTek plant and equipment	In Place	G Payne (SPSO)	Annual spreadsheet received from RoadTek
	Gather emergency contact details for: - Southern Downs Regional Council (including Stanthorpe depot and Local SES) - Goondiwindi Regional Council (including Waggamba, Inglewood depot and Local SES) - Toowoomba Regional Council and service centres - Western Downs Regional Council - Plus crane/earthworks and truck hire	In Place	G Payne (SPSO)	Included in Section 1 RNIRP Contact list Quarterly review undertaken to ensure correct contact details.
	Identify stockpile sites and quarries throughout Warwick Office area	December 2010	G Payne (SPSO)	
	RMPC Contracts with RoadTek, Southern Downs and Goondiwindi Regional Council, Western Downs and Toowoomba Regional Council	In Place	Jaya Jayaratne (Principal Engineer, Maintenance, PD&D)	Annual Agreements with performance indicators
Gravel material stockpiled at Greenwattle Street Depot	Create initial stockpile to allow emergency maintenance. Maintain material supplies	Jul 2011	PE(MTCE)	Varies
Stockpiled materials held by Toowoomba Regional council.	Initial meeting to determine quantity and accessibility.	Jul 2011	M(CM&O)	TRC
Stockpiled materials held by Dalby Regional council.	Initial meeting to determine quantity and accessibility.	Jul 2011	M(CM&O)	DRC
Maintain stockpiles of material on Toowoomba Range		ongoing	PE(MTCE)	Roadworks/maintenance activities

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

Road Network or Asset	Actions	Timeframe	Responsibility	Source
Resource sharing with Warwick office of Darling Downs Region	Maintain relationship. Determine skill base in each office. Formalise agreement for resource sharing on a "needs" basis.	ongoing	Manager CaBS and Manager Capability and Business Systems	Darling Downs Region
BMTMC to operate in lieu of TTMC	Maintain agreements.	ongoing	M(CM&O)	Existing agreements
TRIM incident trailer on stand by at RoadTek Depot		ongoing	M(CM&O) RoadTek Toowoomba Staff	Greenwattle Street Depot
Incident response plans for Toowoomba Range and Cunninghams Gap up to date	Annual review or more frequently if necessary. Debrief meeting following all events.	ongoing, as needed	M(CM&O)	Existing plans (insert link)
Maintain diversion route (Murphy's Creek Road)	RMPC	ongoing	PE(MTCE)	Lockyer Valley Regional Council (Gatton Service Centre)
Maintain relationships with emergency services and QPS	Regular meetings. debrief meetings following all events. Continued QPS/TMC interaction.	ongoing	All staff	Internal relationships
Maintain up to date contact lists for external parties	Review on an annual basis or as required	ongoing	M(CM&O)	Refer Section 5 RNIRP

3. SECTION 3 Flood Levels Of Local Rivers (Warwick Area)

Road Number	River Height	Deck Level	Local Authority Asset	MR Asset
17B	498.65	497.74		Millar Vale Creek Bridge (I/d 513)
17B	479.30	478.77		Freestone Creek Bridge (I/d 514)
17B	453.03	451.71		OO Madsen Bridge (I/d 516)
17C	451.92	450.44		Sandy Creek Bridge (I/d 517)
17C	442.42	442.57		Rodger Creek Bridge (I/d 519)
17C	471.13	470.61		Thanes Creek Bridge (I/d 520)
17C	486.1	486.16		Back Creek Bridge (I/d 521)
17C	378.38	379.35		Chain of Ponds creek Bridge (I/d 524)
17C	285.26	282.85		Macintyre Brook Bridge (I/d 525)
17D	263.8	262.13		Whetstone Bridge (I/d 526)
17D	215.91	218		Serpentine Lagoon Bridge (I/d 527)
17D	218.7	221.18		Macintyre River bridge (I/d 8331)
22B	446.17	446.53		Kings Creek Bridge (I/d 528)
22B	484.33	484.63		Spring Creek Bridge (I/d 529)
22B	-	487.25		Spring Creek South (I/d 530)
22B	470.52	471.83		Dalrymple Creek Bridge (I/d 531)
22B	464.97	466.04		Glengallan Creek Bridge (I/d 532)
22B	466.46	465.73		Backwater Creek Bridge (I/d 533)
22C	492.74	494.69		Glen Creek Bridge (I/d 534)
22C	-	763.22		Turner Creek Bridge (I/d 535)
22C	784.20	785.17		Quart Pot Creek Bridge (I/d 537)
22C	755.97	756.02		Back Creek Bridge (I/d 538)
22C	696.16	694.64		Accommodation Creek Bridge (I/d 539)
26C	272.80	272.49		Moonie River Bridge (I/d 548)
26C	273.79	272.49		Toombilla Creek Bridge (I/d549)
26C	210.8	212.25		Murri Murri Creek Bridge (I/d 25949)
26C	210.8	212.25		Murri Murri Creek Bridge (I/d 25949)
35A	343.09	343.7		Finch Creek Bridge (I/d 553)
35A	203.28	202.1		The Claude Bowhay Bridge (I/d 554)
241	238	233.02		Dumeresq River Bridge (I/d 577)
336	409.96	408.43		Condamine River Bridge (I/d 588)
231	296.14	296.88		Oaky Creek Bridge (I/d 567)
349	178.87	179.53		Yarrliwanna Creek Bridge (I/d 595)
3402	332.56	334.37		Stockyard Creek Bridge (I/d 614)

The river height shown in the table equates to the deck level shown.

Information recorded in BIS System

APPENDIX 3 Flood Levels Of Local Rivers (Toowoomba Area)

FLOOD LEVELS OF LOCAL RIVERS		
River Height	Local Authority Asset	MR Asset
Above		
10 m		
9.5 m		
9 m		
8.5 m		
8 m		
7.5 m		
7 m		
6.5 m		
6 m		
5.5 m		
5 m		
4.5 m		
4 m		
3.5 m		
3 m		
2.5 m		
2 m		
1.5 m		
1 m		

Will get details from Bridge Engineer

Still waiting on information from Kylie McLachlan – information requested Dec 2009

Also refer to Darling Downs Flood maps indicating known flood pavements/floodways and the level of traveller and traffic information signs located across the TMR network

4. SECTION 4 Skills and Training Matrices

The Skills Matrix is the list of skills required by the Region in order to build the capability needed by the Region or Business Unit to adequately respond to an incident. (Examples entered)

SKILLS MATRIX			
Skill	Level	Who has skills	Priority
Pavement repairs		RMPC Contractor (Local Government and RoadTek) Principal Engineer - Maintenance	In place
Traffic Management		RMPC Contractor (Local Government and RoadTek)	In place
Road infrastructure / pavement knowledge		Mike Holeszko (Manager – CM&O)	In place
Bridge Asset Management (Brisbane)		Jason Peng (BAM)	In place
GEO Technical (Brisbane)		Ron Bathurst (GEO Technica)	In place
Bridge Inspection	Level One	Frank Hankinson (RoadTek –)	In place

The Training Matrix is the list of training available to ensure the training in the skills identified in the skills matrix and the providers of this training (Examples entered)



TRAINING MATRIX			
Course Name	Provider	Who	When
Saturated Pavements – evaluating structural capacity (Technical Note 9 issue date March 1993)	MRD	All Warwick Office Engineers	Prior to October each year
Traffic Controller Training			
Road Safety Auditor Training			
Crash Investigation Training			
MUTCD training Part 3			
Disaster Management – DDLO Training and awareness	Internal and External	Disaster District Liaison officers	Annual update
Desktop Exercises	Internal and External	All staff involved in incident management	Annual update

5. SECTION 5 Road Network Incident Contact List

The Road Network Incident Contact List is the list of Region stakeholders that need to be contacted in the case of an incident that has or has the potential to impact on their business or the delivery of essential services such as the Queensland Police, Queensland Fire and Rescue, the Queensland Ambulance Service, State Emergency Service or local military bases. Identify who in your area is responsible for representation on the Local Disaster Management Group (LDMG). (Examples entered)

ROAD NETWORK INCIDENT CONTACT LIST Warwick Area				
Organisation	Name	Position	Contact Details Office hours & a/h all methods of contact eg: phone, mobile, VHF	E-mail
External				
Queensland Police Service	Lyle Mitchell	A/Inspector Regional Traffic Coordinator Southern Region	[REDACTED]	[REDACTED]
Warwick	Stewart Day	OIC Warwick	[REDACTED]	[REDACTED]
	Inspector Morrow	District Disaster Coordinator	[REDACTED]	[REDACTED]
	Senior Sergeant Michael Curtin	Officer in Charge	[REDACTED]	[REDACTED]
Yangan	Sergeant Ray Hutchinson	OIC Yangan QPS	[REDACTED]	[REDACTED]
Boonah	Sergeant Peter Boyce	OIC Boonah QPS	[REDACTED]	[REDACTED]
	Sergeant Bruce Willett	QPS Warwick Communications	[REDACTED]	[REDACTED]
	Senior Sergeant Greg Smith	QPS Ipswich Communications	[REDACTED]	[REDACTED]
Dirranbandi		Office in Charge	[REDACTED]	[REDACTED]
Goondiwindi		Officer in Charge	[REDACTED]	[REDACTED]
Inglewood		Officer in Charge	[REDACTED]	[REDACTED]
Stanthorpe		Officer in Charge	[REDACTED]	[REDACTED]
Cambooya		Officer in Charge	[REDACTED]	[REDACTED]
Cecil Plains		Officer in Charge	[REDACTED]	[REDACTED]
Chinchilla		Officer in Charge	[REDACTED]	[REDACTED]
Clifton		Officer in Charge	[REDACTED]	[REDACTED]
Crows Nest		Officer in Charge	[REDACTED]	[REDACTED]
Dalby		Officer in Charge	[REDACTED]	[REDACTED]
Dulacca		Officer in Charge	[REDACTED]	[REDACTED]
Goombungee		Officer in Charge	[REDACTED]	[REDACTED]
Miles		Officer in Charge	[REDACTED]	[REDACTED]
Millmerran		Officer in Charge	[REDACTED]	[REDACTED]
Oakey		Officer in Charge	[REDACTED]	[REDACTED]
Allora		Officer in Charge	[REDACTED]	[REDACTED]
Bell		Officer in Charge	[REDACTED]	[REDACTED]
Bollon		Officer in Charge	[REDACTED]	[REDACTED]
Cooyar		Officer in Charge	[REDACTED]	[REDACTED]

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

Drayton		Officer in Charge		
Gatton		Officer in Charge		
Helidon		Officer in Charge		
Ipswich		Officer in Charge		
Jandowae		Officer in Charge		
Jondaryan		Officer in Charge		
Killarney		Officer in Charge		
Laidley		Officer in Charge		
Leyburn		Officer in Charge		
Meandarra		Officer in Charge		
Talwood		Officer in Charge		
Tara		Officer in Charge		
Taroom		Officer in Charge		
Texas		Officer in Charge		
Toowoomba		Officer in Charge		
Wandoan		Officer in Charge		
Warra		Officer in Charge		
Yelarbon		Officer in Charge		
QPS Toowoomba	Communications Centre			
Ergon - Emergency Service		Supervisor on Call General Enquiries		
Energex		General Enquiries		
Country Energy		General Enquiries Supply interruptions		
Telstra		General Enquiries		
Queensland Ambulance Service	Toowoomba Warwick Greg Hardy Inglewood Goondiwindi	Officer in Charge Officer in Charge Officer in Charge Officer in Charge		
Qld Fire and Rescue	Toowoomba Firecom Warwick - Hemmo Devries	 Inspector		
Queensland Railways	Emergency	24 hours		
Southern Downs Regional	Rod Ferguson	CEO Office		

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

Council		Emergency Callout for Warwick		
	Brian Weeks	Diversions		
Toowoomba Regional Council	Ken Gouldthorp	CEO		
	Emergency	Callout		
Western Downs Regional Council (former Tara Shire)	Phil Berting	CEO		
	Emergency Callout	Rural Urban		
Goondiwindi Regional Council	Peter Stewart	CEO		
	Emergency call out	Goondiwindi Inglewood/Texas Depot & A/Hrs		
Council Service centre Contact details				
Clifton Service Centre				
Crows Nest Service Centre				
Goombungee Service Centre				
Greenmount Service Centre				
Highfields Service Centre				
Millmerran Service Centre				
Oakey Service Centre				
Pittsworth Service Centre				
Toowoomba Service Centre				
Chinchilla Service Centre				
Dalby Service Centre				
Miles Service Centre				
Tara Service Centre				
Wambo Service Centre				

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

Wandoan Service Centre				
Gatton Service Centre				
Laidley Service Centre				
Esk Service Centre				
Kilcoy Service Centre				
Kingaroy Service Centre				
Wondai Service Centre				
Murgon Service Centre				
Nanango Service Centre				
SES				
	Cecil Plains			
	Chinchilla			
	Clifton			
	Condamine			
	Crows Nest			
	Dalby			
	Goombungee			
	Goondiwindi			
	Inglewood			
	Jandowae			
	Lockyer Valley			
	Miles			
	Oakey			
	Pittsworth			
	Stanthorpe			
	Talwood			
	Tara			
	Texas			
	Toowoomba			
	Wandoan			
	Yarraman			
	Yelarbon			
	Warwick			
Traffic Control Providers	(Note Fire Inducted)			
	Traffic Technologies			
	Evolution Traffic Control			
	Downer EDI			
	Yamate Traffic Control			
	Western Downs			
District Disaster	Ross Rieschieck	Regional Liaison Officer		
Emergency	South West	Regional		

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

Management Qld	Region	Toowoomba	[REDACTED]	
Transmax	SIMAS/STREAMS		[REDACTED]	
Hospitals				
Allora			[REDACTED]	
Crows Nest			[REDACTED]	
Clifton			[REDACTED]	
Goondiwindi			[REDACTED]	
Inglewood			[REDACTED]	
Killarney			[REDACTED]	
Millmerran			[REDACTED]	
Mungindi			[REDACTED]	
Oakey			[REDACTED]	
Pittsworth			[REDACTED]	
Stanthorpe			[REDACTED]	
Texas			[REDACTED]	
Toowoomba			[REDACTED]	
Warwick			[REDACTED]	
Darling Downs Regional Management				
Directorate	Tony Platz	RD Darling Downs Region	[REDACTED]	[REDACTED]
CM&O	Mike Holeszko	Manager	[REDACTED]	[REDACTED]
NP&P	Phil Tweddell	Manager	[REDACTED]	[REDACTED]
PD&D	Neil Brown	Manager	[REDACTED]	[REDACTED]
CaBS	Nathan Bright	Manager	[REDACTED]	[REDACTED]
Capability and Business Systems	Chris Lawler	Manager	[REDACTED]	[REDACTED]
Main Roads Operational				
Warwick				
RoadTek	Victor Andersen	Callout Supervisor	Emergency Callout number	[REDACTED]
RoadTek Project Manager	Hendi Sinuhaji	A/Senior Project Manager	[REDACTED]	[REDACTED]
A/Hours Emergency Callout	Incident Controllers	A/hours Emergency Callout Staff	[REDACTED]	

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

	Monique Bryson	Communications Officer	[REDACTED]
<u>Toowoomba</u>			
CM&O	Adam Currie	Principal Engineer (Traffic Operations and Road Safety)	[REDACTED]
Toowoomba Traffic Management Centre	Adam Van Genderen	Centre Coordinator	[REDACTED]
Traffic Parking & Road Safety Committee Toowoomba	Rod Betts	Representation on committee	[REDACTED]
Traffic Management Practices Committee	David Jorgensen	Representation on committee	[REDACTED]
A/Hours Emergency Callout	Incident Controllers	A/hours Emergency Callout Staff	[REDACTED]
<u>Metro contact</u>			
BMTMC	Brisbane Metropolitan Traffic Management Centre	Coordinator	[REDACTED]
MR Metro Region /Ipswich	Ron Hemley	Maintenance Inspector	[REDACTED]
<u>Nerang/South Coast Office</u>			
	Traffic Management	Centre 24/7 Nerang	[REDACTED]
	David Swift-Hoadley	Principal Project Officer (ITS & Road Operations)	[REDACTED]
	Peter Harrison	Project Manager	[REDACTED]
	Brett Doyle	Asset Services (South)/New Assets	[REDACTED]
	Sarah-Jane Bartlem	A/Senior Program Support Office	[REDACTED]
	Terry Zimmermann	Senior Inspector	[REDACTED]
	Richard Williamson	RoadTek Nerang	[REDACTED]
<u>Logan Office</u>			
MR Logan	Andrea Millberry-Smith	Senior Communication Advisor	[REDACTED]
TMR Roma (South West)	Andrew Tsang	M (CM&O)	[REDACTED]
TMR Roma (South West)	Permit Management System and 131940	After hours contact Sussan Evans	[REDACTED]

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

RoadTek Emergency Call-out Contacts

Name	Contact	Notes
On-call Supervisor		
[Redacted]	[Redacted]	week about with shared phone
Assistance as available		
[Redacted]	[Redacted]	
[Redacted]	[Redacted]	
[Redacted]	[Redacted]	
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	TCC Call out number
[Redacted]	[Redacted]	
[Redacted]	[Redacted]	

Main Roads Emergency Call-out Contacts

Name	Contact	Notes
On-call Incident Controller		
[Redacted]	[Redacted]	On Call person
[Redacted]	[Redacted]	work mobile
[Redacted]	[Redacted]	work mobile
[Redacted]	[Redacted]	work mobile
[Redacted]	[Redacted]	work mobile
[Redacted]	[Redacted]	assisting Incident Controller
Other Contacts		
QT Inspectors	[Redacted] ger)	contact for truck roll-overs
Metro TMC	[Redacted]	Metro incidents VMS changes Logging in SIMS
MR Warwick Call-out	[Redacted]	For incidents in Border District
Peter Sparshott	[Redacted]	Only for Major Environmental Incidents e.g. diesel spill in creek
Lily Gorrel	[Redacted]	

CALL OUT LIST - TRAFFIC SIGNAL MAINTENANCE

Location	Name	Position	Phone	Mobile	Email								
Toowoomba Regional Council	Gerry McCain	Head of Electrical	[REDACTED]	[REDACTED]	[REDACTED]								
	Greg Smith	Co-ordinator											
South Burnett Regional Council	Guy Beutel	Co-ordinator			[REDACTED]	[REDACTED]	[REDACTED]						
	Ian Black	Electrical Contractor											
Main Roads	Dave Playford	Co-ordinator					[REDACTED]	[REDACTED]	[REDACTED]				
	Tim Watts	Signals Technician											
Dalby Regional Council	Leigh Cook	Dalby Council							[REDACTED]	[REDACTED]	[REDACTED]		
	Dave Holcombe	Electrical Contractor											
Lockyer Valley Regional Council	Graham Router	Electrical Contractor									[REDACTED]	[REDACTED]	[REDACTED]
Warwick Council	Bob Lindenburg	Electrical Contractor											
Goondiwindi Town	Jeff Cairns	Electrical Contractor											

6. SECTION 6 Community Relationship, Partnership or MOUs List

The Community Relationship, Partnership or Memorandum of Understanding list is the list of organisations or agencies with whom an agreement of mutual support has been formally documented to provide assistance in the management of incidents. Some Queensland Government entities may have standing arrangements and it is wise to ascertain this to avoid surprises. (Examples entered)

COMMUNITY RELATIONSHIPS, PARTNERSHIPS AND MOUS				
Group	Contact person	Contact Details	Nature of relationship	Date of Renewal
Emergency Management Queensland	Robert Bundy (Regional Director South West Region)			
District Disaster Coordinator	Inspector Morrow			
RMPC Contractors RoadTek	Hendi Sinuhaji (Project Manager)		RMPC Contract	June 2010 (renewed annually)
Southern Downs Regional Council	Rod Ferguson (CEO)		RMPC Contract	June 2010 (renewed annually)
Goondiwindi Regional Council	Peter Stewart (CEO)		RMPC Contract	June 2010 (renewed annually)
Toowoomba Regional Council	Ken Gouldthorp	CEO Callout Emergency		June 2010 (renewed annually)
Western Downs Regional council	Phil Berting	CEO Emergency Callout Rural Urban		June 2010 (renewed annually)

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

Group	Contact person	Contact Details	Nature of relationship	Date of Renewal
<i>Traffic Parking and Road Safety Committee, Toowoomba</i>	Rod Betts		Representation on committee	Annual
Dalby Road Safety Committee	Insp. Tony Brame		Community Group	Annual
Traffic Management Practices Committee	David Jorgensen		Representation on committee	Annual
Trucking Industry	Rod Hannifey		Trucking advocate	Annual
Livestock Transporters Association	George Johnston		Industry advice	Annual
Transmax	SIMS/STREAMS			Annual Contract

7. SECTION 7 Responding to an Incident Call out

(Note attached brochures for Toowoomba Traffic Management Centre)

STEP 1 – Respond to the emergency -Secure and Evaluate

Who will be responsible for first response site security, staff welfare and evaluating the likely impacts of the incident? Should the incident be reported upwards?

RMPC (RoadTek or Local Government dependent on actual location)

STEP 2 – Assess the threat or damage – Report and Escalate

Who will issue Situation Reports if required and with what regularity?

RMPC Provider Coordinator

STEP 3 – RD to determine if the REMT is to be formed

At what level of disruption to the network will the Region Emergency Management Team be formed?

At the discretion of RD and after consideration of the level of disruption and impacts on the public

STEP 4 – Contact Key Stakeholders

Who will be responsible for making contact with the key stakeholders on the contact list

- **Regional Director**
- **The Incident Communication Team Leader**

STEP 5 – Establish Command Centre

Where will the Region set up its main command and communication centre and its back-up centre?

MRD Main Conference Room at 306 Wood Street Warwick

STEP 6 – Identify Issues and Priorities

What are the main risks to the Region in event of the partial or full loss of its road network?

- **Ability to deliver essential business functions**
- **MR reputation**
- **Stakeholder relations**
- **Financial Viability**
- **Impact on public**
- **Access by emergency Vehicles**
- **Interruption to heavy freight transport**
- **Political implication**

STEP 7 – Oversee the development of the Recovery Plan

What resources are available to assist the Region in making emergency repairs and or long term re-construction of the asset?

- 1. RMPC Contractors includes RoadTek and Local Government**
- 2. Corporate MRD to conduct assessment on reinstatement**
- 3. Reinstatement to be done by Council or RoadTek depending on capability and treatment required**

STEP 8 – Declare the incident over and stand down the REMT

Who will make the decision on returning the asset to normal services and inform the community of that return to normal service?

Regional Director

8. SECTION 8 Post Incident Evaluation Report

POST INCIDENT EVALUATION REPORT	
A. Nature of the Incident	
1. Describe the type of incident (nature, size, location, time, duration)	
2. Has the cause of the crisis been confirmed? If yes, what was the cause?	
3. Was an evacuation response necessary? If so, was it implemented in accordance with MR's procedures?	
4. Were there any deaths, injuries or serious health effects to: <ul style="list-style-type: none"> ▪ employees ▪ contractors, or ▪ public? 	
5. What operations were affected?	
6. Describe the damage to: <ul style="list-style-type: none"> ▪ road system ▪ environment ▪ property or infrastructure, and ▪ community. 	
7. Were employees affected? How? Why?	
8. Were the community or stakeholders affected? How? Why?	
9. Were Government or other regulatory authorities affected? How? Why?	
10. Has counselling or other assistance been arranged from persons impacted by the incident	
B. Business Impact and Issues	
1. Was there substantial media coverage? (Queensland, Australia, international)	
2. Describe the financial impact in terms of: <ul style="list-style-type: none"> ▪ direct business interruption ▪ indirect constraints on business ▪ significant penalty or fine ▪ insurance, and ▪ liability claims. 	
3. Was there any short or long term damage done to the road system? Please describe.	
4. Was there any short or long term damage done to MR's reputation? Please describe.	

5. Was there any short or long term damage done to MR's financial position? Please describe.	
C. Incident Response Teams' performance	
1. Was information adequately provided to the Critical Incident Management Team?	
2. Was there an effective interface between the Regional Emergency Management Team (REMT) [and, where relevant, the Critical Incident Management Team (CIMT) and the Incident Communications Team (ICT)]?	
3. Comment on the source, reliability and completeness of information supplied.	
4. Did the authorities inhibit or prevent information gathering?	
5. Were there good communications links between the operational management team/s (i.e. R/DEMT, CIMT, ICT, RoadTek and so on.)	
6. Comment on the effectiveness of the people and safety strategies and the efficiency of the implementation of these strategies?	
7. Comment on the efficiency and effectiveness of the emergency response?	
D. Lessons Learned	
1. Could the incident have been avoided by better following existing guidelines and procedures? If so, what could have been done better?	
2. Could the incident have been avoided if different policies, guidelines or procedures were in place? If so, what new policies, guidelines or procedures should be introduced to reduce the likelihood of a similar future crisis?	
3. Could the impact of the incident have been reduced by better following existing guidelines and procedures? If so, what could have been done better?	
4. Could the impact of the incident have been reduced if different policies, guidelines or procedures were in place? If so, what new policies, guidelines or procedures should be introduced to reduce the likelihood of a similar future crisis?	
What other lessons can be learned from this incident?	

9. SECTION 9 Priority Infrastructure Assessment Criteria

Assessment Criteria

Community Continuity

- Is there alternate access to education and health facilities such as schools and hospitals
- Is there access for emergency services such as ambulance, fire and rescue and police that provide for the safety of the community
- Are other services (optical fibre) impacted
- Is there access for shopping, retailing, supplies
- Is there access to markets
- Is there access to tradesmen
- Is there access to disaster areas for relief operations

Community Severance

- Is there disruption to community groups such as sporting clubs, social clubs and so on who will be unable to conduct business or service the community
- Is there disruption to families separated by failure of the asset
- Is there access to friends
- Is there access to religious facilities and services
- Is there access to elderly or sick family members

Economic Impacts

- Can perishables and other commodities be transported to market
- Can supplies be transported to remote or major settlements / towns
- Is there access to tourist facilities
- Can tourist operators conduct their business
- Can customers access local or regional business centres

Is failure to keep asset open likely to reflect on Main Road's reputation

- Is the asset politically sensitive
- Is there likely major environmental harm caused by the failure
- Are other services (optical fibre) impacted
- Is a person/s likely to die or face severe incapacity because of lack of access to treatment (for example, access to maternity services for minor problems such as bleeding that can become serious if not treated early or asthma attacks) or other safety services

What contingency is available if asset is closed

- Are there alternate routes
 - that are they suitable for taking similar vehicle types that typically use that section of the road network,
 - suitable for long term use, and
 - do not involve unreasonable extra travel time (for example not more than one hour added to journey)
- Are there alternate facilities such as education, religious or health available for short term or mid term use.

Other locally available information that may be relevant

See attachments for the following items

1. **Heavy Vehicles Routes for Darling Downs Region (dated 11/10/2010)**
2. **Multi-Combination routes (dated 6/4/10)**
3. **Darling Downs Region – Flooded pavements and signage (dated November 2010)**
4. **Structural Level Risk Report – Bridges – Warwick District (dated 22/10/2010)**
5. **Structural Inspection report – Bridges and Culverts – Darling Downs Region (dated 17/11/2010)**

10. SECTION 10 Priority Infrastructure Evaluation Template

Priority Infrastructure Evaluation			
Asset Name / Description	Cunningham Highway – 17B		
Location of link or asset	Ipswich to Warwick (includes Cunninghams Gap)		
Network Links	<ul style="list-style-type: none"> National inland route connecting Sydney and Brisbane (services long distance freight and passenger vehicle movements). Forms part of a major intrastate north-south link from southern Queensland (and NSW) to the south Burnett (via the New England Highway) and northwards to central and northern Queensland Regional function that if forms part of the routes connecting the southern Darling Downs with Toowoomba and Brisbane/greater South East Queensland 		
Region	Darling Downs Region – Warwick Office		
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<ul style="list-style-type: none"> It forms part of National Routes 15 and 42 Approved as of right (23 metre and 25 metre) B-Double and Type 1 road train route <p>The road is a school bus route over its entire length</p>		
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region is the asset is not operational?</i>	<ul style="list-style-type: none"> Increased transport costs due to extra travel distance for new route <p>Increased traffic volumes/increased loads in Toowoomba area</p>		
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	<ul style="list-style-type: none"> Increased transport costs due to extra travel distance for new route <p>Loss of access to local communities and rural properties</p>		
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Awaiting response from Infrastructure Australia for funding submission. See Cunningham's Gap Slope Stability Investigation Stage 2 – Remedial Options Report No. R3400 Dated April 2008 (Engineering and Technology Geotechnical Branch) None in immediate RIP		
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Alternate routes include Toowoomba via New England Highway ; Gatton via Gatton – Clifton Road (Road restrictions apply)		
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	N/a		
Responsible officer :- <i>Maintenance</i>	Name: Jaya Jayaratne , Principal Engineer (Maintenance) PD&D Contact details: [REDACTED]		
Responsible officer:- <i>Contingency planning</i>	Mike Holeszko , Manager Corridor Management & Operations Contact details: [REDACTED]		
Rating	Critical Infrastructure –state impact		Important Infrastructure – regional impact
	Local Impact		No significant impact anywhere
Date Assessed	June 2010		
Next Assessment Due	July 2011		
Assessment Officer	Jaya Jayaratne , Principal Engineer (Maintenance) PD&D		
Signature of Assessor			
Date	30 June 2010		

Priority Infrastructure Evaluation			
Asset Name / Description		17C Cunningham Highway	
Location of link or asset		Warwick – Inglewood	
Network Links		<ul style="list-style-type: none"> Part of an (east-west) intrastate link connecting the (north-south) interstate (national) routes at Goondiwindi (Melbourne- Brisbane) and at Warwick (Sydney-Brisbane) It services long distance freight and passenger vehicle movements 	
Region		Darling Downs Region – Warwick office	
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?		<ul style="list-style-type: none"> It forms part of National Route 42 Approved as of right (23 metre and 25 metre) B-Double and Type 1 road train route It is a designated strategic mass (25t/line) route and designated (national) freight route <p>The road is a school bus route and an urban bus route over its entire length</p>	
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?		<ul style="list-style-type: none"> Increased transport costs due to extra travel distance for new route Increased traffic volumes/increased loads in Toowoomba and other towns where alternative routes are used 	
Local Impacts (are there local conditions that may increase the significance or value of asset?)		<ul style="list-style-type: none"> Increased transport costs due to extra travel distance for new route Loss of access to local communities and rural properties 	
Mitigation Plans in place: Give details of any mitigating circumstances		None in immediate RIP	
Contingency Plans in place Give details of the contingency plans for loss of operational use of asset		Alternative routes include New England Highway (Warwick – Wallangarra); Gore Highway (Millmerran – Goondiwindi); Moonie Highway (Dalby – St George); Leichhardt Highway (Miles – Goondiwindi)	
Proposed Plans List plans that are in place such as emergency teams being proposed		N/a	
Responsible officer :- Maintenance		Name: Jaya Jayaratne , Principal Engineer (Maintenance) PD&D Contact details: [REDACTED]	
Responsible officer:- Contingency planning		Name: Mike Holeszko , Manager Corridor Management & Operations Contact details: [REDACTED]	
Rating	Critical Infrastructure –state impact		Important Infrastructure – regional impact
	Local Impact		No significant impact anywhere
Date Assessed		June 2010	
Next Assessment Due		July 2011	
Assessment Officer		Jaya Jayaratne , Principal Engineer (Maintenance) PD&D	
Signature of Assessor			
Date		30 June 2010	

Priority Infrastructure Evaluation			
Asset Name / Description		22B New England Highway	
Location of link or asset		Toowoomba – Warwick	
Network Links		<ul style="list-style-type: none"> • It forms part of the routes connecting the southern Darling Downs with Toowoomba and Brisbane/greater South East Queensland • It forms part of the alternative route for local and interstate traffic when the Cunningham Highway is closed at the Gap 	
Region		Darling Downs Region – Warwick Office	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>		<ul style="list-style-type: none"> • Approved as of right (23 metre and 25 metre) B-Double • Also forms part of commercial (regional and long distance) Bus routes and forms part of Strategic Tourism Route A3- "Country Way" 	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region is the asset is not operational?</i>		<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for new route • Increased traffic volumes/increased loads in Toowoomba and other towns where alternative routes are used 	
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>		<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for new route • Loss of access to local communities and rural properties 	
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>		None in immediate RIP	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>		Alternative routes include Cunningham Highway (Ipswich -Warwick) ; Gore Highway (Millmerran – Goondiwindi) ; Moonie Highway (Dalby – St George) ; Leichhardt Highway (Miles – Goondiwindi)	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		N/a	
Responsible officer :- <i>Maintenance</i>		Name: Jaya Jayaratne , Principal Engineer (Maintenance) PD&D Contact details: [REDACTED]	
Responsible officer:- <i>Contingency planning</i>		Name: Mike Holeszko , Manager Corridor Management & Operations Contact details: [REDACTED]	
Rating	Critical Infrastructure –state impact		Important Infrastructure – regional impact
	Local Impact		No significant impact anywhere
Date Assessed		June 2010	
Next Assessment Due		July 2011	
Assessment Officer		Jaya Jayaratne , Principal Engineer (Maintenance) PD&D	
Signature of Assessor			
Date		30 June 2010	

Priority Infrastructure Evaluation			
Asset Name / Description		22C New England Highway	
Location of link or asset		Warwick – Wallangarra	
Network Links		<ul style="list-style-type: none"> National inland route connecting Sydney and Brisbane (services long distance freight and passenger vehicle movements). Forms part of a major intrastate north-south link from southern Queensland (and NSW) to the south Burnett (via the New England Highway) and northwards to central and northern Queensland Regional function that it forms part of the routes connecting the southern Darling Downs and Granite Belt (Stanthorpe and surrounding areas and beyond) with Toowoomba and Brisbane/greater South East Queensland 	
Region		Darling Downs Region – Warwick Office	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>		<ul style="list-style-type: none"> Approved as of right (23 metre and 25 metre) B-Double It is a designated strategic mass (25t/line) route and designated (national) freight route ; Also a Higher Mass Limits (HML) route It forms part of National Route 15 <p>Forms part of five school bus routes</p>	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region is the asset is not operational?</i>		<ul style="list-style-type: none"> Increased transport costs due to extra travel distance for new route Increased traffic volumes/increased loads in towns where alternative routes are used 	
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>		<ul style="list-style-type: none"> Increased transport costs due to extra travel distance for new route & Loss of access to local communities and rural properties 	
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>		None in immediate RIP	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>		Alternative routes include Gore Highway (Millmerran – Goondiwindi) ; Moonie Highway (Dalby – St George) ; Leichhardt Highway (Miles – Goondiwindi) ; Inglewood – Texas Road 231	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		N/a	
Responsible officer :- <i>Maintenance</i>		Name: Jaya Jayaratne , Principal Engineer (Maintenance) PD&D Contact details: [REDACTED]	
Responsible officer:- <i>Contingency planning</i>		Mike Holeszko , Manager Corridor Management & Operations Contact details: [REDACTED]	
Rating	Critical Infrastructure –state impact		Important Infrastructure – regional impact
	Local Impact		No significant impact anywhere
Date Assessed		June 2010	
Next Assessment Due		July 2011	
Assessment Officer		Jaya Jayaratne , Principal Engineer (Maintenance) PD&D	
Signature of Assessor			
Date		30 June 2010	

Priority Infrastructure Evaluation	
Asset Name / Description	26C Leichhardt Highway
Location of link or asset	Miles - Goondiwindi
Network Links	Part of the interstate (national) route (the National Highway) between Melbourne and Brisbane (via Toowoomba). It also forms part of a major (north - south) interstate link connecting the southern states with central and northern Queensland, via Miles and Rockhampton
Region	Darling Downs Region – Warwick Office
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<ul style="list-style-type: none"> • The Boundary Road section of the sub-link connects the Cunningham Highway (Ipswich - Warwick - Inglewood - Goondiwindi) with the Barwon Highway (Goondiwindi - Talwood - Nindigully) • The sub-link forms part of an alternate route to the Cunningham Highway and can experience short term traffic volume increases (especially heavy vehicles) if this highway is closed due to traffic accidents, flooding or other incidents (such as landslides at Cunningham's Gap). • The sub-link forms part of National Route 39 and (the section north of the Barwon Highway intersection) part of State Route 85. It also forms part of Queensland's Higher Mass Limits (HML) network, and is a designated strategic mass (25t/line) route as well as a designated (national) freight route. It is an approved as of right (23 metre and 25 metre) B-Double and Type 1 Road Train route.
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for new route • Increased traffic volumes/increased loads in towns where alternative routes are used
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for new route • Loss of access to local communities and rural properties
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	None in immediate RIP
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Alternative routes include Gore Highway (Millmerran – Goondiwindi) ; Moonie Highway (Dalby – St George) ; Cunningham Highway – Warwick – Goondiwindi) ;
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	N/a
Responsible officer :- <i>Maintenance</i>	Name: Jaya Jayaratne , Principal Engineer (Maintenance) PD&D Contact details: [REDACTED]
Responsible officer:- <i>Contingency planning</i>	Name: Mike Holeszko , Manager Corridor Management & Operations Contact details: [REDACTED]

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

Rating	Critical Infrastructure –state impact	Important Infrastructure – regional impact	
	Local Impact	No significant impact anywhere	
Date Assessed	June 2010		
Next Assessment Due	July 2011		
Assessment Officer	Jaya Jayaratne , Principal Engineer (Maintenance) PD&D		
Signature of Assessor			
Date	30 June 2010		

Priority Infrastructure Evaluation	
Asset Name / Description	28B Gore Highway
Location of link or asset	Millmerran – Goondiwindi
Network Links	This sub-link forms part of the interstate (national) route (the National Highway) between Melbourne and Brisbane (via Toowoomba). As such, the road services long distance freight and passenger vehicle movements. The road also has a regional function in that it forms part of the route connecting the south-western Darling Downs (Goondiwindi and surrounding areas and beyond) and also the southern Maranoa (Dirranbandi and surrounding areas) with Toowoomba (regional centre for the Darling Downs) and Brisbane/greater South East Queensland. It also services local rural traffic travelling to Millmerran and Goondiwindi.
Region	Darling Downs Region – Warwick Office
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<ul style="list-style-type: none"> • This sub-link forms part of an alternate route to the Cunningham Highway (Ipswich - Warwick - Inglewood - Goondiwindi) and can experience short term traffic volume increases (especially heavy vehicles) if this highway is closed due to traffic accidents, flooding of other incidents (such as landslides at Cunningham's Gap). • The sub-link forms part of National Route 85. • It also forms part of Queensland's Higher Mass Limits (HML) network, and is a designated strategic mass (25 t/line) route as well as a designated (national) freight route. It is an approved as of right (23 metre and 25 metre) B-Double and Type 1 Road Train route. • Type 2 Road Trains are not approved to use this sub-link, although permits have been issued for drought movements by such vehicles in the past. • The sub-link is a stock route over its entire length, except for the section between Yagaburne Link Road and Yagaburne - Boondandilla Road.
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for new route • Increased traffic volumes/increased loads in towns where alternative routes are used
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for new route • Loss of access to local communities and rural properties
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	None in immediate RIP
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Alternative routes include Moonie Highway (Dalby – St George) ; Cunningham Highway – Warwick – Goondiwindi) ; Leichhardt Highway (Miles- Goondiwindi)

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		N/a	
Responsible officer :- Maintenance		Name: Jaya Jayaratne , Principal Engineer (Maintenance) PD&D Contact details: [REDACTED]	
Responsible officer:- Contingency planning		Name: Mike Holeszko , Manager Corridor Management & Operations Contact details: [REDACTED]	
Rating	Critical Infrastructure –state impact	Important Infrastructure – regional impact	
	Local Impact	No significant impact anywhere	
Date Assessed	June 2010		
Next Assessment Due	July 2011		
Assessment Officer	Jaya Jayaratne , Principal Engineer (Maintenance) PD&D		
Signature of Assessor			
Date	30 June 2010		

Priority Infrastructure Evaluation	
Asset Name / Description	31A Barwon Highway
Location of link or asset	Goondiwindi – Talwood
Network Links	This road forms part of an east-west intrastate link connecting the southern Maranoa/lower Barwon (St George, Dirranbandi, Mungindi and surrounding areas) to the south-western Darling Downs (Goondiwindi and surrounding areas) and beyond (to Toowoomba (regional centre for the Darling Downs) and Brisbane/greater South East Queensland)
Region	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<ul style="list-style-type: none"> • The road services long distance freight and passenger vehicle movements. The link also services local and regional rural/primary industry traffic by connecting it to the wider transport (road/rail) network and to Goondiwindi (which acts as a regional service centre). • The link passes through the western outskirts of Goondiwindi (forming part of the town street system), Toobeah (where it serves as the main street), and bypasses Bungunya and Talwood. • It forms part of State Route 8S. • The link is a designated strategic mass (15t/line) route, as well as a designated (regional) freight route. • It is an approved as of right (23 metre and 25 metre) B-Double and Type 1 Road Train Route. Type 2 Road Trains are not approved to use this link, although permits have been issued for drought movements by such vehicles in the past. • The first 26.4km of the road forms part of Queensland's Higher Mass Limits (HML) network. The link is an approved school bus route over its entire length. • It is a designated stock route between Goodar Road and the Weir River.
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for new route • Increased traffic volumes/increased loads in towns where alternative routes are used
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for new route • Loss of access to local communities and rural properties
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	None in immediate RIP
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Alternative routes include Moonie Highway (Dalby – St George) ; Cunningham Highway (Warwick – Goondiwindi) ; Leichhardt Highway (Miles-

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

		Goondiwindi); Meandarra – Talwood road	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		N/a	
Responsible officer :- <i>Maintenance</i>		Name: Jaya Jayaratne , Principal Engineer (Maintenance) PD&D Contact details: [REDACTED]	
Responsible officer:- <i>Contingency planning</i>		Name: Mike Holeszko , Manager Corridor Management & Operations Contact details: [REDACTED]	
Rating	Critical Infrastructure –state impact	Important Infrastructure – regional impact	
	Local Impact	No significant impact anywhere	
Date Assessed		June 2010	
Next Assessment Due		July 2011	
Assessment Officer		Jaya Jayaratne , Principal Engineer (Maintenance) PD&D	
Signature of Assessor			
Date		30 June 2010	

Priority Infrastructure Evaluation	
Asset Name / Description	35A Moonie Highway
Location of link or asset	Dalby – St George
Network Links	This sub-link forms part of an (east-west) intrastate link connecting the far south-west of Queensland to south-east Queensland and Brisbane (via the Warrego Highway (National Highway)); as such, it services long distance freight and passenger vehicle movements. The sub-link services local (rural) traffic travelling to and from Dalby, Moonie, Westmar and St George.
Region	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<ul style="list-style-type: none"> • The link also has a regional function, with locally significant roads such as the Leichhardt Highway and Meandarra - Talwood Road connecting to it, along its length. • Part of the sub-link (Moonie to Westmar) acts as an alternative route for Heavy Vehicles when the southern end of the Leichhardt Highway (Moonie to Goondiwindi) has been closed due to flooding or traffic incidents. The sub-link passes through the localities of Marmadua, Halliford, Moonie, Southwood, Westmar, Flinton and St George. • The sub-link forms part of State Routes 49. It is an approved as of right route for (23 metre and 25 metre) B-Double and Type 1 Road Trains. • Type 2 Road Trains have been approved to use this sub-link under drought permit conditions. • The sub-link is an approved school bus route from Leichhardt Highway to Southwood National Park; Westmar-Kinkabilla Road to Meandarra – Talwood Road; Woodlawn Lane to Teelbar Road and Thuraggi Channel to Carnarvon Highway. • The sub-link is a designated strategic mass (20t/line) route and (Regional) freight route. Parts of this sub-link are listed as dedicated stock routes; (approx.) 48km to 53km (unused); (approx.) 239km to 248km (minor) and (approx.) 248km to 295km (unused). Other Stock routes cross this sub-link at various locations.
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region is the asset is not operational?</i>	<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for new route • Increased traffic volumes/increased loads in towns where alternative routes are used
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for new route • Loss of access to local communities and rural properties
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	None in immediate RIP

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>		Alternative routes include Cunningham Highway (Warwick – Goondiwindi) ; Leichhardt Highway (Miles- Goondiwindi); Meandarra – Talwood road; Gore Highway (Millmerran – Goondiwindi)	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		N/a	
Responsible officer :- <i>Maintenance</i>		Name: Jaya Jayaratne , Principal Engineer (Maintenance) PD&D Contact details: [REDACTED]	
Responsible officer:- <i>Contingency planning</i>		Name: Mike Holeszko , Manager Corridor Management & Operations Contact details: [REDACTED]	
Rating	Critical Infrastructure –state impact	Important Infrastructure – regional impact	
	Local Impact	No significant impact anywhere	
Date Assessed		June 2010	
Next Assessment Due		July 2011	
Assessment Officer		Jaya Jayaratne , Principal Engineer (Maintenance) PD&D	
Signature of Assessor			
Date		30 June 2010	

Priority Infrastructure Evaluation			
Asset Name / Description		Toowoomba Range	
Location of link or asset		Warrego Highway, Chainage 87.3km	
Network Links		Brisbane to Toowoomba	
Region/District		Darling Downs Region	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>		Primary freight and passenger link to Toowoomba (and to western area) from Brisbane. Steep descent with speed differential between heavy and light vehicles. No available heavy vehicle detour other than via Warwick.	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>		Loss of link between Toowoomba and Brisbane. Heavy vehicle alternative route (via Warwick) adds approx 1hr to trip. Light vehicles can detour on Murphy's Creek road, which is a lower standard of road.	
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>		Isolates Toowoomba from Brisbane and eastern townships.	
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>		On going maintenance.	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>		Diversion route via Murphy's Creek Road for light vehicles. VMS early notification at decision points.	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		Toowoomba Range Incident Management (TRIM) plans/planned response.	
Responsible officer :- <i>Maintenance</i>		Name: Principal Engineer (Maintenance) Contact details:	
Responsible officer:- <i>Contingency planning</i>		Name: Manager (Corridor Management and Operations) Contact details:	
Rating	Critical Infrastructure –state impact		Important Infrastructure – regional impact
	Local Impact		No significant impact anywhere
Date Assessed		June 2010	
Next Assessment Due		July 2011	
Assessment Officer		Jaya Jayaratne , Principal Engineer (Maintenance) PD&D	
Signature of Assessor			
Date		30 June 2010	

Priority Infrastructure Evaluation			
Asset Name / Description		Warrego Highway	
Location of link or asset		Withcott to Villis Road	
Network Links		Brisbane to Toowoomba	
Region/District		Darling Downs Region	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>		Major freight (local and interstate) and passenger movements. Connects smaller townships with larger city centres.	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region is the asset is not operational?</i>		Loss of connectivity. Delays to freight transport.	
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>		Isolates townships from city centres.	
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>		On going maintenance.	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>		Local detours in place using other state controlled and local government roads. VMS early notification at decision points.	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		Toowoomba Incident Management plans/planned response. Close relationship with QPS and surrounding Main Roads offices.	
Responsible officer :- <i>Maintenance</i>		Name: Principal Engineer (Maintenance) Contact details:	
Responsible officer:- <i>Contingency planning</i>		Name: Manager (Corridor Management and Operations) Contact details:	
Rating	Critical Infrastructure –state impact	Important Infrastructure – regional impact	
	Local Impact	No significant impact anywhere	
Date Assessed		June 2010	
Next Assessment Due		July 2011	
Assessment Officer		Jaya Jayaratne , Principal Engineer (Maintenance) PD&D	
Signature of Assessor			
Date		30 June 2010	

Priority Infrastructure Evaluation			
Asset Name / Description		Timber bridges	
Location of link or asset		Various	
Network Links		Various	
Region/District		Darling Downs Region	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>		Provide a crossing over an existing waterway. On site detour not possible in times of flood. Alternative routes via local government roads adds significantly to travel times.	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region is the asset is not operational?</i>		Loss of link between towns and cities. Impacts on freight and passenger movements.	
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>		Loss of connectivity.	
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>		On going maintenance and bridge inspections. Introduce load limits where necessary.	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>		Nil. Detour options to be investigated and plans developed.	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		Nil	
Responsible officer :- <i>Maintenance</i>		Name: Kylie McLachlan Contact details: [REDACTED]	
Responsible officer:- <i>Contingency planning</i>		Name: Kylie McLachlan Contact details: [REDACTED]	
Rating	Critical Infrastructure –state impact	Important Infrastructure – regional impact	
	Local Impact	No significant impact anywhere	
Date Assessed		June 2010	
Next Assessment Due		July 2011	
Assessment Officer		Jaya Jayaratne , Principal Engineer (Maintenance) PD&D	
Signature of Assessor			
Date		30 June 2010	

11. SECTION 11 Infrastructure Register

Record in this Register the basic details of each piece of priority infrastructure that falls within the Region responsibility. (Example entered)

Please refer to the attached spreadsheets created from the Bridge Information System for both Warwick and Toowoomba areas

INFRASTRUCTURE REGISTER						
Asset name	Location	Critical nature	Rating	Mitigation Plans	Responsible Officers	Date last assessed
Warrego Highway	Toowoomba Range	Major freight link, connection to Toowoomba and west, no heavy vehicle detour except via Warwick.	Critical	Ongoing Maintenance. Diversion route via Murphy's Creek Road for light vehicles. VMS early notification at decision points.	PE(MTCE) M(CM&O)	
	Withcott to Villis Rd	Major freight link, connection between Brisbane and Toowoomba.	Important	Ongoing maintenance. Local detours in place using other state controlled and local government roads. VMS early notification at decision points.	M(CM&O) PE(MTCE)	

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

Timber Bridges	Various	Waterway crossings	Critical	On going maintenance and bridge inspections. Introduce load limits where necessary.	Kylie McLachlan	
Gore Highway	Toowoomba to Millmerran	Freight link between Toowoomba and south.	Important	Ongoing maintenance.	M(CM&O) PE(MTCE)	
Warrego Highway	Toowoomba to Dalby	Freight link between Toowoomba and Dalby.	Important	Ongoing maintenance.	M(CM&O) PE(MTCE)	
	Dalby to Regional boundary	Freight link between Toowoomba and West.	Important/Local impact	Ongoing maintenance.	M(CM&O) PE(MTCE)	
New England Highway	Yarraman to Toowoomba	Major passenger movements, including tourist and commuter	Important	Ongoing maintenance.	M(CM&O) PE(MTCE)	
Moonie Highway		Freight link to St George	Important	Ongoing maintenance.	M(CM&O) PE(MTCE)	
Leichhardt Highway	Goondiwindi - Taroom	Freight link from Goondiwindi	Important	Ongoing maintenance.	M(CM&O) PE(MTCE)	
Cunningham Highway	Cunningham's Gap	Potential heavy vehicle detour for Toowoomba Range closure.	Important	Relationships within Darling Downs Region, VMS early notification	M(CM&O) Warwick office PE(MTCE) Linkage to TMR Logan District and South Coast Region	
Toowoomba City MR Road network	Toowoomba city	Major traffic carrying function as well as servicing businesses and residences.	Important/local impact	Maintain relationship with Toowoomba Regional Council. Local detours if required.	M(CM&O) PE(MTCE)	

Department of Main Roads
ROAD NETWORK INCIDENT RESPONSE PLAN

ITS server /STREAMS room	Toowoomba Main Roads	ITS control for all equipment in Darling Downs Region.	Local impact	Monitoring, system back up, relationship with Transmax and BMTMC	Manager Capability & Business Systems	
Main Roads office complex	Toowoomba	Office for all corporate staff	Important Refer attached Business Continuity Plan	Use depot as short term office space if needed	M(CABS) & Manager Capability & Business Systems	
RoadTek Greenwattle St Depot	Toowoomba	Office for all RoadTek staff, soil testing and plant storage	Important	Main Roads office can accommodate some staff. Plant to be stored at Warwick office.	M(CABS) & Manager Capability & Business Systems	
Wireless communication system (ITS)	Toowoomba	Communications to a majority of ITS equipment in Toowoomba City	Local impact	Relationship with Trasmax, call out information for electrical contractors.	M(CM&O)	
Remaining state controlled road network	Various	Link roads between rural centres	Local impact/not significant	Lower volume roads with alternate routes (minimal increases in travel duration)	M(CM&O) PE(MTCE)	

**See Section 14 Darling Downs Region – Business Continuity Plan
Covering Warwick and Toowoomba Offices – Version 1 dated 13/11/2008**

SECTION 12 MR Critical or Priority Infrastructure Register

Use existing Region priority roads lists and structure and slope risk lists in compiling this table

MR Critical or Priority Infrastructure Register			
Road/ Structure	Road Number	Rating	Call Out Teams
Cunningham Highway (Ipswich – Warwick)	17B	Significant CI	RMPC - RoadTek
New England Highway (Warwick – Wallangarra)	22C	Significant CI	RMPC - RoadTek & Southern Downs Regional council
Gore Highway (Millmerran – Goondiwindi)	28B	Significant CI	RMPC – Goondiwindi Regional Council
Leichhardt Highway (Miles – Goondiwindi)	26C	Significant CI	RMPC – Goondiwindi Regional Council

MR Critical or Priority Infrastructure Register			
Road/ Structure	Road Number	Rating	Call Out Teams
		Significant CI	

Not required - covered in Appendix 10 & 11

SECTION 13 Main Roads – Incident Communication plan

Includes

- **Guidelines for setting up the Incident Communication Desk**
- **Main Roads – Incident Communication plan Version 28 May 2008**
- **Activation Packs**
- **Appendix 1 – Issues and Incident Advisory Protocol – 29 May 2008**
- **Communications Contact List**

SECTION 14 – Darling Downs Region – Business Continuity Plan

For Warwick and Toowoomba Main Roads offices only

Section 15 – Emergency Management Division

Guide to Developing RNIRP

Section 16 - Emergency Management Division – Tidal Surge / Tsunami

Section 17 - Emergency Management Division - Flooding

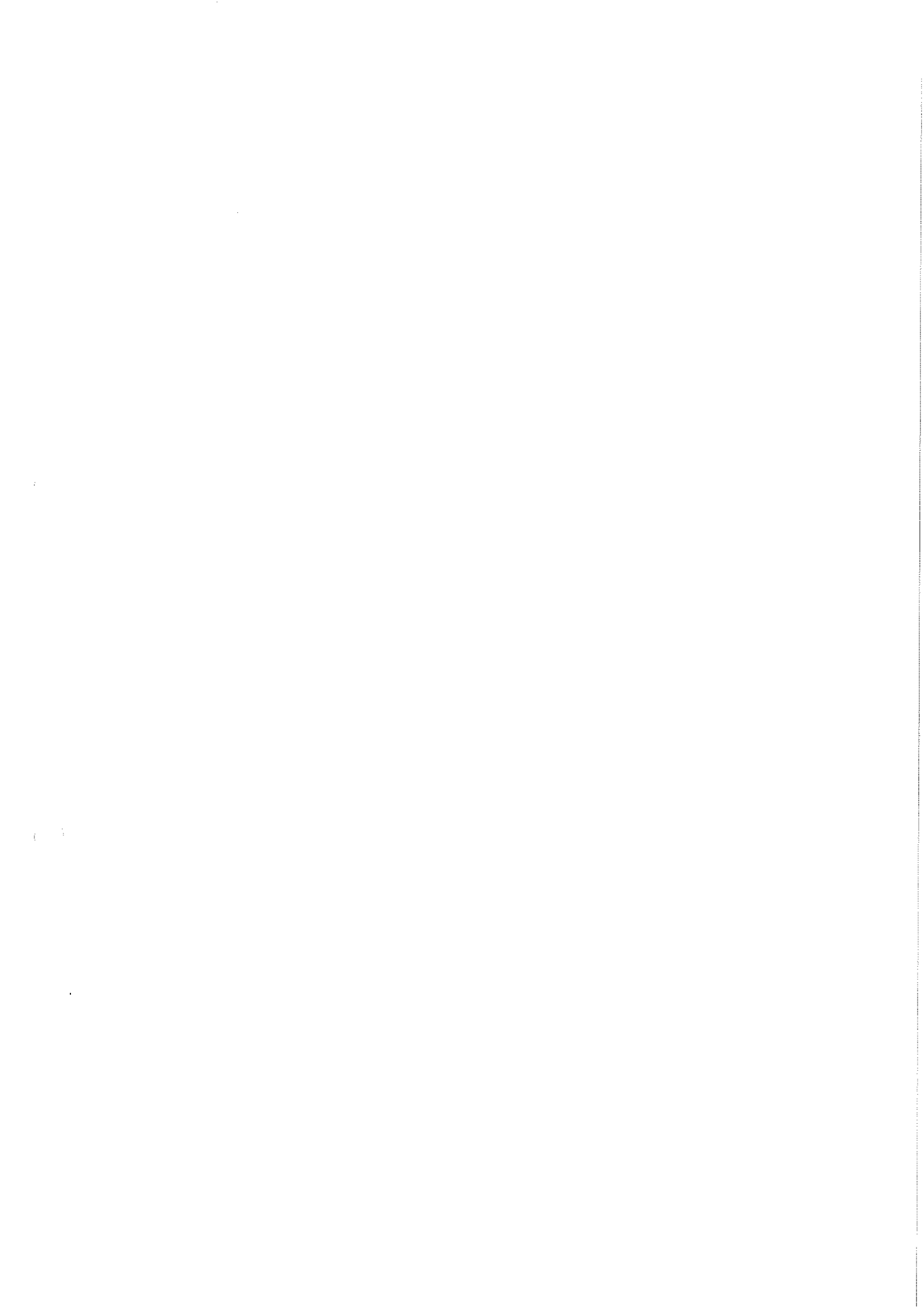
Section 18 Emergency Management Division - Bushfire / Wildfire

Section 19 Emergency Management Division Major Infrastructure Failure

Section 20 Emergency Management Division Major Landslip

Section 21 Emergency Management Division – Oil Spillage

SECTION 22 TRUM Guidelines VMS 2.9 May _ 2010



Road Network Incident Response Plan

Fitzroy Region | Emerald Office

Document Control Sheet

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact:

Carmen Hass
SPSO (Communication)
Telephone: [REDACTED]
Email: [REDACTED]

Version history

Version no.	Date	Changed by	Nature of amendment
1	18 November 2008	Tina Dennis	Original Version
2	20 July 2009	Corina Nichols	Bi-annual Update
3	27 October 2010	Carmen Hass	Annual Update

The following officer has **approved** this document.

Owner

Name Les Crossman

Position Manager (NDRRA Delivery Emerald)

Signature [REDACTED]

Date 25/11/10

The following officer has **endorsed** this document.

Name Dereck Sanderson

Position Acting District Director Emerald (Fitzroy Region)

Signature [REDACTED]

Date ²⁶
25/11/10

Table of contents

1. Executive Summary	4
2. Abbreviations and Acronyms	5
3. RNIRP – Emerald Emergency Management Team.....	6
4. RNIRP – Emerald Emergency Management Team Roles and Responsibilities	7
5. Advanced Resource Planning.....	9
6. Flood Levels of local Rivers and Streams	10
7. Skills and Training Matrices	13
8. Road Network Incident Contact List	15
9. Community Relationships, Partnerships or MOU's list	21
10. Responding to an Incident Call out	22
12. Priority Infrastructure Assessment Criteria.....	25
13. Priority Infrastructure Evaluations	26
14. Infrastructure Register.....	47
15. Critical / Priority Infrastructure Register.....	49
16. Post Incident Evaluation Report.....	51
17. Incident Debrief Action Sheet.....	53

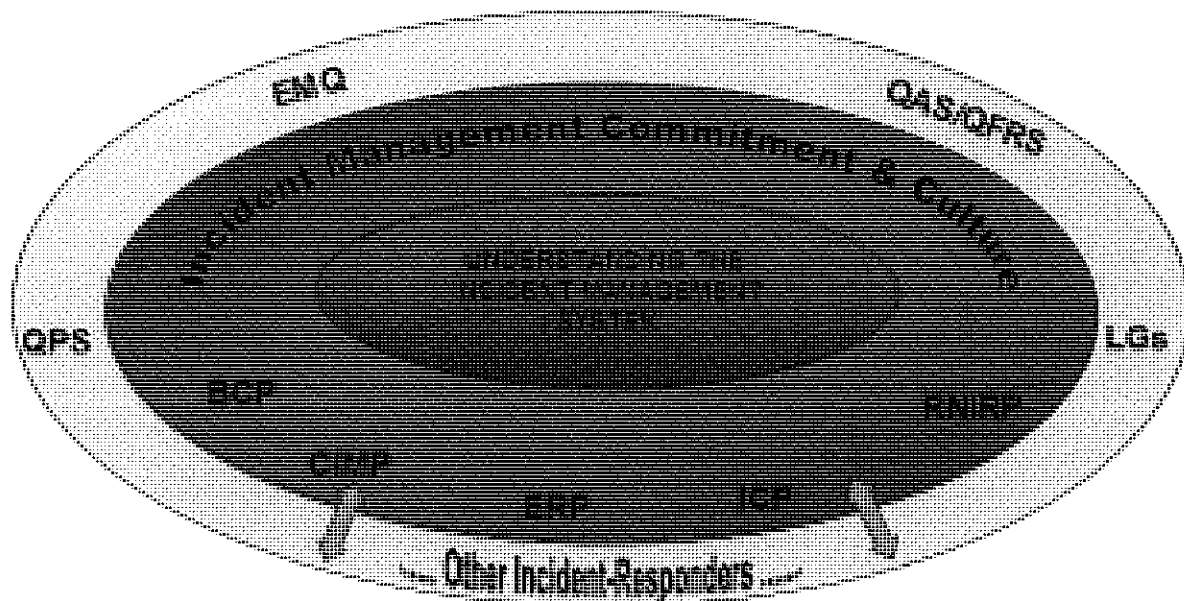
1. Executive Summary

The Road Network Incident Response Plan (RNIRP) assists the Emerald Office in managing and reporting Road Network Incidents (RNI). It is only one element of Main Roads' Incident Management System (MRIMS). Once approved, the document will be discussed at the Emerald Office Management Team meeting. Managers and team leaders will then provide awareness to their teams. All employees are encouraged to be aware of and read this document.

A Road Network Incident is an unexpected event that adversely impacts the state-controlled road network. A Road Network Incident is not in itself a critical incident but may become one by virtue of its duration, deterioration of the situation, or the potential for adverse political or financial outcomes.

The object of the completed RNIRP is to promote interoperability and consistency between the Regions across Transport and Main Roads (TMR) and provide valuable information to the centrally-based Critical Incident Management Team should an event be escalated beyond the capability of the office.

Main Roads Incident Management System



- | MAIN ROADS | |
|------------|--|
| BCP | Business Continuity Plan |
| CIMP | Critical Incident Management Plan |
| ERP | Emergency Response Procedures |
| ICP | Incident Communications Plan |
| UIMS | Understanding the Incident Management System |
| RNIRP | Road Network Incident Response Plan |

- | OTHER RESPONDERS | |
|------------------|------------------------------------|
| QPS | Queensland Police Service |
| EMQ | Emergency Management Queensland |
| QAS | Queensland Ambulance Service |
| QFRS | Queensland Fire and Rescue Service |
| LGs | Local Government |

MR's Incident Management System V2.0

Diagram 1 - The Main Roads Incident Management System

2. Abbreviations and Acronyms

Abbreviation / Acronym	Meaning
EEMT	Emerald Emergency Management Team
EOMT	Emerald Office Management Team
RACQ	Royal Automobile Club of Queensland
MOU	Memorandum of Understanding
LDMG	Local Disaster Management Group
CHRC	Central Highlands Regional Council
BSC	Banana Shire Council
A&O	Assets and Operations

3. RNIRP – Emerald Emergency Management Team

Roles and Contact Details			
Position	Role/s	Phone / Mobile	Email
District Director (Rex Cowan)	Coordination with authorities and liaise with senior management	[REDACTED]	[REDACTED]
Manager (NDRRA Delivery Emerald) (Les Crossman)	EEMT Coordinator		
Communication Officer (Carmen Hass)	Internal and External Communication		
Workplace Health and Safety Officer (Wes Hinsbey)	Safety Advice and Staff Welfare		
Inspector (Darren Humphreys)	Emergency Call out (CHRC)		
Inspector (Toby Anderson)	Emergency Call out (BSC)		
Supervisor	RoadTek Call out		
Team Leader (CMO) (Matt Faichney)	Corridor and Heavy Vehicle Management		
Manager (CTS) (Phil Head)	Design and Technical Services		
Environmental Officer (Rhonda Baldock)	Environmental Advice		
Senior Project Manager (RoadTek) (Graeme Shipley)	Coordinate RoadTek Resources		
Ancillary Resources	Refer to page 9		

4. RNIRP – Emerald Emergency Management Team Roles and Responsibilities

At the discretion of the District Director, other staff may be seconded onto the EEMT to suit the incident and/or Emerald Office or Fitzroy Region requirements.

District Director

- Provide update reports and advice to senior management
- Provide feedback from senior management
- Authorise information releases to media and community
- Authorise expenditure where required
- Provide voice of experience on operational issues
- Provide team with strategic leadership
- Represents TMR on LDMG

Manager (NRDDA Delivery Emerald)

- EEMT Co-ordinator
- Co-ordinate responses
- Convenes the EEMT
- Relay assistance requests from the EEMT
- Provides situation reports to DD

Team Leader (CMO)

- Provides Heavy Vehicle Management Advice
- Provides advice on load restrictions

Communication Officer

- Prepare media updates and news releases
- Liaise with media representatives
- Prepare community updates and notices
- Prepare notes for operators to answer public enquiries
- Updates and maintains 131940 website
- Liaises with local government and RoadTek for road condition updates

Senior Environmental Officer

- Provide information on Environmental issues

RoadTek Resource Manager (Co-ordinator)

- Provide information on response operations
- Provide information on Resources (RoadTek)
- Primary Contact for RoadTek

Workplace Health and Safety officer

- Provide EEMT with advice on staff welfare issues
- Provide EEMT on workplace safety issues.
- Provide advice on staff stress/fatigue issues
- Advise on staff welfare and counselling requirements for staff and community

On-call Inspectors

- Receive and escalate RNI notification
- Assess situation
- Contact RMPC contractors if required

Manager (Core Technology Services)

- Provide advice to EEMT on Design and Technical issues/services

Ancillary Resources

Team Leaders (Business Services – Jenny Reynolds) (Capability Services – Tina Dennis)

- Ensure Capability and Business Services sufficiently staff to provide services such as HR, Financial, Admin
- Provide EOMT with advice on Financial and HR related issues
- Facilitate (fast track) and record urgent financial expenditure
- Provide EEMT with advice on staff hours of work policies and arrangements

Senior Information Technology Officer (Chris Head)

- Restoration and maintenance of Information and communication technology during and after an incident

RMPC Managers (RT – Sonya Comiskey; CHRC Nth/Cen/Sth – Gurubalasubramanian; CHRC East – Hamed Nabiollahi; BSC – Ruwan Weerakoon)

- Coordinate response and recovery services with RMPC contractors
- Provide information on asset damage

Civil Engineer Structures (Victor Jayawardana)

- Structures support and advice

Program Support Officer (Permits) (Lara Briggs)

- Coordinate heavy vehicle permits and provide updates to team on restrictions

TMR Representation on LDMG

- Attend bi-monthly LDMG meetings
- Provide advice to Chairperson of LDMG
- Provide advice to Incident Controller (declared incident)
- Ensure role is fulfilled as per CHRC LDMG Plan

5. Advanced Resource Planning

The following is currently what Emerald Office has identified.

ADVANCED RESOURCE PLANNING					
Road Network or Asset	Actions	Timeframe	Responsibility	Source	Action Taken/Completed and date
Emerald Office	Currently planning to purchase 2 VMS boards for use including RNI purposes	Dec 08	M(NDRRA Delivery Emerald)	External supplier	2 VMS boards hired permanently from PHS. Comms manage VMS movements.
	Currently reviewing/updating all current stockpiles in region (what material is where)	Dec 10	M(NDRRA Delivery Emerald)	Inspectors identifying (current list stored on share drive)	Darren to email comms
	Currently identifying with RoadTek to bring back the use of VHF radios	Dec 10	M(NDRRA Delivery Emerald)	PHS/ External	Sonya to talk to RT and report back – Handheld??
	Mackay/Whitsunday Region has extra signage available for statewide use in the event of RNI	Current	M(NDRRA Delivery Emerald)	Mackay/Whitsunday Region	Scott Whitaker Brendan Day are contacts
	Brifin posts	Current	M(NDRRA Delivery Emerald)	Central West Region has a supply	Check if they have them
	Signage for flooding	Dec 10	Manager (Element 35)	Signage Suppliers	

6. Flood Levels of local Rivers and Streams

Emerald Office is providing the Australian Height Datum (AHD) information. This is extracted from the Transport and Main Roads Bridge Information System (BIS) system. Emerald Office will investigate closing the identified infrastructure at the following AHD levels.

FLOOD LEVELS OF LOCAL RIVERS

River Height	AHD Deck Level	Investigation AHD Level	MR Asset
unable to provide as local datum is unknown. Currently further investigating with BOM, Council and DNR	64.5	64.7	Dawson River Bridge 16A
	64.5	64.7	Dawson River Overflow 16A
	110	109	Mackenzie River Bridge 85C
	151	151.2	Comet River Bridge
	176.8	175.8	Vince Lester Bridge

STREAM HEIGHTS OF LOCAL RIVERS – as per BoM site

River/Stream Name and Location	TMR Asset
Comet River @ Comet Weir	Water crossed eastern approach of Comet River Overflow on Capricorn Highway at 11.05m
Comet River @ Rolleston	When the Comet River at Rolleston (Dawson Highway) reaches 5.1m, the water is starting to encroach onto the bridge.
Dawson River @ Baralaba	When the Dawson River at Baralaba is at 4.2m, the water is starting to encroach onto the bridge.
Nogoa River @ Emerald	When the Nogoa River on Capricorn Highway, Emerald is at 14m, the water is at the bridge level.
Theresa Creek @ Gregory Highway	When Theresa Creek on the Gregory Highway is at 9.1m, the water is coming through the scuppers of the bridge.

Local knowledge of stream and river behaviours

Comet River System

- Rainfall received at the Carnarvon Gorge (24E) or at Rewan (24E) generally takes 4-5 days to reach the Comet River at Rolleston
- Rainfall/river flow generally takes 2-3 days to get from Rolleston to the Comet River on Capricorn Highway
- Deep Channel (located 500m south of Rolleston, Carnarvon Highway) tends to rise with the Comet River and depending on rainfall, floodwaters join with the Comet River at Rolleston.
- Rainfall on the south-western side of the Blackdown Tablelands may run south to the Dawson Highway, then runs adjacent to the highway heading west into Planet Creek on the Blackwater-Rolleston Road, approximately 12km north of Rolleston. This water then runs into the Comet River.

Nogoa River System

- Rainfall received in the catchment areas of the Nogoa River can vary in the number of days until it reaches the Fairbairn Dam. Generally 1-4 days depending where the rain falls.
- Water from the spillway at the Fairbairn Dam generally takes 12 hrs to reach the Vince Lester Bridge on the Capricorn Highway.
- When stream height (as per BoM site) reaches 8.1m, the Nogoa River foot bridge is under water. No pedestrian or cyclist access over Nogoa River.

Theresa Creek System

- When Theresa Creek reaches a stream height of 9.1m, water is encroaching on road and coming through scuppers.
- Water encroaches on the north bound lane, northern approach to the bridge when the stream height reaches approximately 8.8-8.9m.
- Water from Theresa Creek at Valeria takes approximately 36hrs to reach the Theresa Creek bridge on the Gregory Highway.
- In the 2010 flood event, the District Director assessed the road as a critical link for the mining, agriculture and tourism industries and therefore Theresa Creek was kept open under traffic control (provided by RoadTek).

Dawson River System

- When stream height reaches 4.2m on BoM site, water is encroaching on bridge at Baralaba.
- Throughout 2010, water has reached heights of up to two meters over the bridge.
- Rainfall on the southern side of the Blackdown Tablelands can run into Mimosa Creek (existing BoM reading station) which then runs into the Dawson River.

Black Gully – Capricorn Highway, 5km east of Emerald

- Flooding occurs regularly at "Black Gully" on the Capricorn Highway approximately 5km east of the Emerald Township. In recent years, Emerald Police have requested that traffic control be in place when water encroaches on the road, due to a number of vehicles aquaplaning at this notorious 'hot spot'. RoadTek generally provide traffic control in this case as the RMPC contractor for the Capricorn Highway.

Panorama Creek and Overflow – Dawson Highway, Rolleston

- Watershed for Panorama Creek and Overflow covers the properties "Mt Pleasant", "Mt Panorama" and "BottleTree Downs" all located south of the Dawson Highway.
- Panorama Creek and Overflow run into the Comet River.
- Panorama Creek has a general tendency to overtop the Panorama Creek Bridge first, depending on rainfall.

- There is currently no stream height indicator at this location.
- In the event of significant rainfall in the Comet catchment and in the Panorama watershed, flood waters from Deep Channel (located 500m south of Rolleston on Carnarvon Highway) Comet River at Rolleston and Panorama Creek tend to join, taking a longer period of time for the water to flow downstream into the Comet River.

Mackenzie River – Duaringa-Apis Creek Road, Ch22.64km, north of Duaringa

- The Isaac River (northern waters) and Mackenzie River (Theresa, Comet, Nogoia waters) meet at Tartrus Weir which then continues at the Mackenzie River.
- The Mackenzie River crossing on the Duaringa – Apis Creek Road has a low level bridge and regularly becomes inundated by floodwaters from the north, south and west.
- The Mackenzie River also takes on water from the Dawson River system.
- The bridge over Mackenzie River may be closed for weeks/months at a time depending on rainfall.

Sandhurst Creek

Capricorn Highway, Ch124.35km, west of Comet

- Sandhurst Creek captures water from north and west of Springsure.
- It easily goes under water on the Capricorn Highway
- In the major flood event in 2008, the creek was up for days closing the highway
- If the Comet River is in major flood, say 1m over the Ludwig Leichhardt Bridge on the Capricorn Highway, water will back up in Sandhurst Creek, which then has the potential to be at the same height over the road as the Comet River.

Gregory Highway, Ch28.89km, south of Emerald

- Sandhurst Creek on the Gregory Highway has never flooded over the new bridge.

Clovernook and Zamia Creeks, Dawson Highway 8km east of Bauhinia

- The watershed for Clovernook and Zamia Creeks is south of Bauhinia and covers a wide area. There is also several other creeks and streams that flow into these two Creeks.
- In the 2010 flood event, flood heights reached more than 2m over the two bridges which caused them to join together. This closed the road for approximately 3-4 days.

Duckworth, Springton, Charlevue Creeks

Capricorn Highway, west of Dingo

- Rainfall on the northern side of the Blackdown Tablelands runs into these three creeks. Depending on the location of the rainfall, it could affect one or all three.
- Charlevue Creek on the Capricorn Highway is a repeat offender where water generally creeps onto the west bound lane of the Capricorn Highway.
- The west bound lane of the Capricorn Highway is approximately 150-200mm deeper than the east bound lane.
- Traffic control is sometimes used as a mitigation strategy to slow traffic down and prevent aquaplaning.

Fitzroy Developmental Road, 2-10km north of Dingo

- Duckworth Creek is the most notorious creek for being inundated by floodwaters, particularly from rain in the Blackdown Tablelands.
- Duckworth is a very fast flowing stream and rises and falls reasonably quickly.
- If rain events continue, Duckworth can be over for a period of days, similar to the early 2010 flood event.
- There is generally a heavy police presence at this site, due to people driving through floodwaters.

Bone and Sharpers Creek, 6km east of Duarina

- The only known event where Bone and Sharpers Creeks went over the Capricorn Highway was in the early 2010 flood event.
- The road was closed for approximately 1day.
- Water for these creeks usually comes from the eastern and southern side of the Blackdown Tablelands and the Woorabinda area.

7. Skills and Training Matrices

SKILLS MATRIX			
Skill	Level	Who has skills	Priority
Bridge Inspections	Level 1	Toby Anderson Darren Humphreys Rodney Greenway Sean Maley Jason Hoolihan Victor Jayawardana Brian Benson CHRC Employees: Emerald - Andrew Bullock Elizabeth Bullock Capella – Nil Springsure - Nil	High
Pavement repairs		RoadTek Local Councils	
Bridge Inspections	Level 2 and above	RoadTek Structures Rocky Bridge Branch	High
Traffic Controller Licences (RoadTek Emerald employees)		RoadTek CHRC BSC External providers – Eastcoast	High

The Training Matrix is the list of training available to ensure the training in the skills identified in the skills matrix and the providers of this training (Examples entered).

TRAINING MATRIX			
Course Name	Provider	Who	When
Bridge Inspection Level 1 and 2	Engineering and Technology Branch	RoadTek Supervisors CHRC, BSC, Emerald Office	As per E&T Training Calendar
Pavement Repairs	Engineering and Technology Branch	RoadTek Senior Inspectors	
Erosion and Sediment Control	Engineering and Technology Branch	RoadTek Supervisors CHRC, BSC, Emerald Office	
Traffic Management Training	Technical Training Solutions	RoadTek Supervisors CHRC, BSC, Emerald Office	

8. Road Network Incident Contact List

The RNI contact list outlines the Emerald office stakeholders that need to be contacted in case of an incident that has, or has the potential to impact on core services for the Central Queensland community.

ROAD NETWORK INCIDENT CONTACT LIST				
Organisation	Name	Position	Contact Details	E-mail
Emergency Services				
Emergency Management Queensland	Patrick Downing	Area Director	[REDACTED]	[REDACTED]
CHRC Local Disaster Management Group	Peter Maguire	Chairperson CHRC Mayor	[REDACTED]	[REDACTED]
BSC Local Disaster Management Group		Chairperson		
Bureau Of Meteorology	Peter Baddiley	Regional Hydrology Manager	[REDACTED]	[REDACTED]
SES – Emerald, Gemfields, Comet (Old Emerald Shire)	George Thomson	Local Controller	[REDACTED]	[REDACTED]
QFRS – Emerald, Springsure, Blackwater, Japella, Clermont, Middlemount, Tieri, Rolleston	Steve Murray	Area Director (Urban)	[REDACTED]	[REDACTED]
RFS – Emerald, Alpha, Jericho, Rolleston, Duarina, Anakie, Gemfields	Larry Lewis	Area Director (RFS)	[REDACTED]	[REDACTED]
QFRS – Baralaba Moura Theodore Thangool Biloela	Dave Young	Area Director	[REDACTED]	[REDACTED]
QPS – Emerald	Graeme Reeves	Officer in Charge	[REDACTED]	[REDACTED]

QPS – Springsure	Bill Boon	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Blackwater	Christopher Clag	A/Officer in Charge	[REDACTED]	[REDACTED]
QPS – Capella	Dan Baker	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Clermont	Rob Maragna	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Alpha	Jim Kelly	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Tieri	Stewart McKinlay	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Rolleston	Andrew Donohue	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Woorabinda	Stephen Crouch	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Duaringa	Paul James	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Anakie, Gemfields	Bradley Cowell Graham Parkinson	Officer in Charge 2IC	[REDACTED]	[REDACTED]
QPS – Moura	Paul Chiles Mel Edwards	Officer in Charge Office Staff	[REDACTED]	[REDACTED]
QPS – Baralaba	David Anderson Adam Humphrys	Officer in Charge Officer	[REDACTED]	[REDACTED]
QPS – Biloela	Nick Paton	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Taroom	Bill Brennan	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Goovigen	Nathan Glover	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Middlemount	Ben Walsh	Officer in Charge	[REDACTED]	[REDACTED]
QPS – Wowan	Andy Bruce	Officer in Charge	[REDACTED]	[REDACTED]
QPS - Theodore	Mark Ballin Adam Wardlaw Melinda Ball	Officer in Charge Officer Admin	[REDACTED]	[REDACTED]
QPS – Communications		Supervisor	[REDACTED]	[REDACTED]



Centres				
QAS – Emerald	George Thomson	Officer in Charge		
QAS – Springsure	Linda Warriner	Officer in Charge		
QAS – Clermont	Michael Gaskin	Officer in Charge		
QAS – Capella	Steve De Keijzer	Officer in Charge		
QAS – Communications Centre		Supervisor		

Main Roads

	Emma Thomas	Chief Operations Officer		
	Bruce Olfason	GM Road Safety & System Management		
	Eddie Peters	GM Assets and Operations		
	Don Bletchley	Gm Emergency Management		
	Clinton Huff	GM/ RoadTek		
	Bill Lansbury	Executive Director (Asset Services North)		

Main Roads Emerald Office

Directorate	Rex Cowan	DD		
Directorate	Les Crossman	M(NDRRA Delivery Emerald)		
Directorate	Phillip Head	M(Core Technical Services)		
Directorate	Matt Faichney	TL (CM&O)		
Directorate	Carmen Hass	Communication Officers		
Directorate	Darren Humphreys	Inspector / Emergency call-out officer CHRC		

Directorate	Toby Anderson	Inspector / Emergency call- out officer BSC	[REDACTED]	[REDACTED]
RMPC CHRC Emerald Capella Springsure	Guru Balasubramanian	Senior Engineer	[REDACTED]	[REDACTED]
RMPC CHRC Duaringa	Hamed Nabiollahi	Engineer	[REDACTED]	[REDACTED]
RMPC RoadTek	Sonya Comiskey	Project Manager	[REDACTED]	[REDACTED]
RMPC BSC	Ruwan Weerakoon	Senior Engineer	[REDACTED]	[REDACTED]
RoadTek	Michael Broderick	Maintenance	[REDACTED]	[REDACTED]
RoadTek		Emergency call- out Officer	[REDACTED]	[REDACTED]
Emerald Office	All Employees	Emerald Office Employees	[REDACTED]	(or refer to Business Continuity Plan)
DEMT Coordinator	Dan Casey	Rockhampton	[REDACTED]	[REDACTED]
DEMT Coordinator	Scott Whitaker	Mackay	[REDACTED]	[REDACTED]
DEMT Coordinator	Jason Ricks	Barcaldine	[REDACTED]	[REDACTED]
DEMT Coordinator	Cameron Castles	Roma	[REDACTED]	[REDACTED]
Councils				
CHRC – Emerald	Laurie Stanton	Overseer	[REDACTED]	[REDACTED]
CHRC – Springsure	Mick Zimmerle	Overseer	[REDACTED]	[REDACTED]
CHRC – Blackwater	Doug Taylor	Foreman for road crew	[REDACTED]	[REDACTED]
CHRC – Duaringa	Jason Akers	Area Manager	[REDACTED]	[REDACTED]
CHRC – Capella	John Shaw	Area Manager	[REDACTED]	[REDACTED]
BSC	Craig Rose	Inspector	[REDACTED]	[REDACTED]
BSC	Jim Watson	Technical Overseer	[REDACTED]	[REDACTED]
BSC	John Gwydir (Blue)	Works Manager	[REDACTED]	[REDACTED]
BSC	Collin Head	Manager	[REDACTED]	[REDACTED]

		Infrastructure Services		
IRC – Clermont	Rusty Sorenson	Overseer		
BRC – Alpha	Kevin Wilshire	Overseer		
Woorabinda S/C	Leanne Munns	Administration Officer		N/A
Queensland Transport				
QT – Emerald	Heath Thomas	Transport Inspector		
QT – Regional	Peter Neale	Transport Inspector		
QT – Inspector Resources	Bill Moran	Senior Transport Inspector		
QT - Rockhampton	Bill Moran	Senior Transport Inspector		
Sunwater				
Sunwater Emerald	Craig Duncan	Service Manager		
Sunwater Weir/Dam information	Nev Wogandt	Regional Manager		
Queensland Rail				
QR - Emerald	Wayne Spacie	Yard Coordinator		
Ergon Energy				
Ergon - Emerald	Cary Challacombe	Area services manager		
Road Network Knowledge				
Road Network	Peter Hurley	Former MR Emerald Inspector of 20 years		
Road Network	Ces Jensen	Former Overseer Bauhinia Shire Council (30yrs)		
Road Network	Toby Anderson	TMR Employee		
Road Network and River/Stream Behaviour	Brian Benson	TMR Employee		
Road Network (CHRC) and	Laurie Stanton	CHRC Employee		

River/Stream Behaviour				
Road Network (BSC)	Gary Dreger	BCS Employee	[REDACTED]	
Traffic Signals Incidents				
	Garry Patterson	TMR Rockhampton Office	[REDACTED]	

9. Community Relationships, Partnerships or MOU's list

COMMUNITY RELATIONSHIPS, PARTNERSHIPS AND MOUS				
Group	Contact person	Contact Details	Nature of relationship	Date of Renewal
RoadTek Asset Services North, Capricornia	Kevin Muller		RMPC	1 July 2010
Central Highlands Regional Council	Peter Maguire		RMPC	1 July 2010
CHRC Local Disaster Management Group	Peter Maguire		Community	na
Banana Shire Council	John Hooper		RMPC	1 July 2010
BSC Local Disaster Management Group	John Hooper		Community	na

10. Responding to an Incident Call out

STEP 1 – Respond to the emergency - Secure and Evaluate

Who will be responsible for first response site security, staff welfare and evaluating the likely impacts of the incident? Should the incident be reported upwards?

In the event of an incident, it is the responsibility of site staff in the first instance to secure the site and report the incident to the District Director (DD) and or Manager (NDRRA Delivery Emerald). The following numbers apply:

1. TMR CHRC Emergency Callout – [REDACTED]
2. TMR BSC Emergency Callout – [REDACTED]
3. District Director – [REDACTED]
4. Manager (NDRRA Delivery Emerald) – [REDACTED]
5. SPSO (Communication) – [REDACTED]

If the District Director (or a member of the Emerald Office Management Team (EOMT) in the District Director's absence) instructs the Emerald Emergency Management Team (EEMT) to be formed, it will be their responsibility to provide guidance and coordinate resources to assist with site security, evaluate the impacts of the incident, and take the necessary action to manage the situation.

The Emerald Emergency Management Team will maintain direct contact with the site contact to remain updated on the situation and provide further advice to TMR's senior management.

District Director will contact Regional Director and GM A&O

Communication Officer will complete Major Incident Notification.

STEP 2 – Assess the threat or damage – Report and Escalate

Who will issue Situation Reports if required and with what regularity?

If the EEMT has been established, it is critical that information continues to be received and distributed by the team to ensure the situation is handled with efficiency, and resources are used with greatest effect.

It will remain the responsibility of the site contact to provide the EEMT with updates so the EEMT can evaluate the situation and determine what further action must be taken.

In the first instance the site assessment is to be phoned into the EEMT.

The EEMT will also liaise immediately with other stakeholders such as Emergency Services, Local Disaster Management Group and so on where required.

STEP 3 – District Director to determine if the EEMT is to be formed

At what level of disruption to the network will the Emerald Emergency Management Team be formed?

Closure of part of the network in excess of 1 day and as determined by the District Director.

If the District Director, or in his absence a member of the Emerald Office Management Team, determines that an incident will require significant and immediate action from departmental staff, whether it be in the form of expertise or resources, the EEMT will be instructed to form.

From this time, the situation becomes a Critical Incident and the EEMT take official control of all Main Roads' resources and response activities. The EEMT coordinator will make immediate contact with site staff to establish the VHF communication channel to be used and seek initial feedback on the type of response required.

STEP 4 – Contact Key Stakeholders

Who will be responsible for making contact with the key stakeholders on the contact list

The EEMT Co-ordinator will liaise with the Communication Officer to take immediate steps to update the 131940 website, contact key stakeholders including Local Government, Public Transport Operators, State Emergency Services and the media where necessary.

The Communication Officer will retain the responsibility of providing timely advice to these stakeholders to manage the information flow and enable the EEMT to coordinate the direct response.

If traditional communication channels have been cut, the Communication Officer will work with the Manager (NDRRA Delivery Emerald) to ensure the necessary resources are available for the EEMT.

STEP 5 – Establish Command Centre

Where will the Office set up its main command and communication centre and its back-up centre?

In the first instance, the EEMT will convene in the Training Rooms at the Emerald Office. This room will contain maps of all roads, access to electronic systems, as well as a number of communication devices to ensure information continues to be received and distributed by the EEMT.

In the event that the Emerald Office is inaccessible, the EEMT will convene at any of the below buildings:

- RoadTek Office, Borilla Street Emerald – [REDACTED] (Graeme Shipley)
- Transport Services Division, Esmond Street Emerald – [REDACTED] (Tanya Vaughan)
- TMR Depot, Capricorn Highway, Emerald – [REDACTED] (Graeme Shipley)
- Central Highlands Regional Council, Corner Esmond & Borilla Streets, Emerald – [REDACTED] Phil Brumley)

The communication team are responsible for the emergency grab bags, located in the communication office. These will be readily accessible at any of the above locations.

Should none of the above options be available, staff housing can be used as an alternative and will be determined by the District Director, depending on the situation.

STEP 6 – Identify Issues and Priorities

What are the main risks to the Emerald Office in event of the partial or full loss of its road network?

The Emerald Emergency Management Team has identified the following issues which must be considered in any actions taken in response to a critical incident.

- Loss of access to emergency services, communities, freight transport and Main Roads reputation
- Political Risk – How will the Emerald Emergency Management Team's actions reflect

- on local Member of Parliaments and the Minister?
- Departmental Reputation – How will the Emerald Emergency Management Team’s actions reflect on Main Roads?
- Litigation – What is the risk of further litigation as a result of Main Road’s response to the situation?
- Financial Risk – What are the financial risks to Main Roads as a result of its actions in response to the situation?
- Staff Resource availability – Are staff with the necessary expertise available to response to the incident. How are qualified resources identified and obtained?
- Delayed delivery of projects – How will the response to the critical incident affect Main Roads ability to delivery projects committed under the Roads Implementation Program?
- Alternate Communication Network – In the event that traditional communication networks are unavailable, how will the Emerald Emergency Management Team communicate with stakeholders and site staff?

STEP 7 – Oversee the development of the Recovery Plan

What resources are available to assist the Emerald Office in making emergency repairs and or long term re-construction of the asset?

The Emerald Emergency Management Team has identified the following resources may be available to undertake an immediate response to the Critical Incident.

- RoadTek – state wide access
- Local Governments
- Private Contractors
- Consultants
- Suppliers
- Other Main Roads offices
- Traffic Controllers

The recovery plan may require the use of some or all of these available resources, with the Emerald Emergency Management Team responsible for coordinating these resources.

STEP 8 – Declare the incident over and stand down the EEMT

Who will make the decision on returning the asset to normal services and inform the community of a return to normal service?

Once the Critical Incident has been responded to and the road network inspected, the Emerald Emergency Management Team will report to the District Director who will provide final approval to stand down the Emerald Emergency Management Team and return to normal operations. The Communication Officer will inform all stakeholders.

TESTING: The Emerald Office Road Network Incident Response Plan will be tested by simulating an emergency scenario, prior to each high-risk wet season.

12. Priority Infrastructure Assessment Criteria

(Criteria to be used to assess infrastructure)

Assessment Criteria

Community Continuity

- Is there alternate access to education and health facilities such as schools and hospitals
- Is there access for emergency services such as ambulance, fire and rescue and police that provide for the safety of the community
- Are other services (optical fibre) impacted
- Is there access for shopping, retailing, supplies
- Is there access to markets
- Is there access to tradesmen
- Is there access to disaster areas for relief operations

Community Severance

- Is there disruption to community groups such as sporting clubs, social clubs and so on who will be unable to conduct business or service the community
- Is there disruption to families separated by failure of the asset
- Is there access to friends
- Is there access to religious facilities and services
- Is there access to elderly or sick family members

Economic Impacts

- Can perishables and other commodities be transported to market
- Can supplies be transported to remote or major settlements / towns
- Is there access to tourist facilities
- Can tourist operators conduct their business
- Can customers access local or regional business centres

Is failure to keep asset open likely to reflect on Main Road's reputation

- Is the asset politically sensitive
- Is there likely major environmental harm caused by the failure
- Are other services (optical fibre) impacted
- Is a person/s likely to die or face severe incapacity because of lack of access to treatment (for example, access to maternity services for minor problems such as bleeding that can become serious if not treated early or asthma attacks) or other safety services

What contingency is available if asset is closed

- Are there alternate routes
 - that are they suitable for taking similar vehicle types that typically use that section of the road network,
 - suitable for long term use, and
 - do not involve unreasonable extra travel time (for example not more than one hour added to journey)
- Are there alternate facilities such as education, religious or health available for short term or mid term use.

Other locally available information that is relevant

- Agricultural Seasonal works
- Advice from CMO re load limits/closures

13. Priority Infrastructure Evaluations

Asset Name / Description	Capricorn Highway 16B
Location of link or asset	East of Emerald (Duaringa-Emerald)
Network Links	Capricorn Hwys (16A,16C), Gregory Hwys (27A,27B), Fitzroy Developmental Road (85B, 85C), Blackwater-Rolleston Road (469), Blackwater-Cooroorah Road (513), Duaringa-Apis Creek Road (5101) and Comet River Road (4607)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	Freight route, major east – west corridor and vital link for north – south corridor, tourism, mining, state highway, agriculture (Cattle and Grain)
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	Economic, financial pressures on industry and community
Mitigation Plans if in place <i>(how to prevent incidents Give details of any mitigating circumstances),</i>	<ul style="list-style-type: none"> • Maintenance • 50/16B/306 – Winton Creek to Ag College Rehab start November 2010 • Significant NDRRA program from 2010 flood event.
Contingency Plans in place <i>(what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of</i>	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- <i>Maintenance</i>	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- <i>Contingency planning</i>	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Fitzroy Developmental Road 85C
Location of link or asset	Dingo-Mt Flora - North of Dingo
Network Links	Capricorn (16B) Highway
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major north – south corridor, tourism, mining, agriculture (Cattle and Grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of asset	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Prevention/Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Clermont Street 16B (Emerald)
Location of link or asset	Emerald Township
Network Links	Capricorn Hwys (16A, 16C), Gregory Hwys (27A & 27B)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major north – south / east – west corridor, tourism,
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Capricorn Highway 16C
Location of link or asset	West of Emerald (Emerald-Alpha)
Network Links	Gregory Hwys (27A & 27B), Capricorn Hwys (16A, 16B)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major east – west corridor, tourism, State highway, mining
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Gregory Highway 27A
Location of link or asset	South of Emerald (Springsure-Emerald)
Network Links	Capricorn Hwys (16A,16B,16C), Gregory Hwy (27B) and Dawson Hwys (46C, 46D), Dawson Developmental Road (87A)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major north south corridor, tourism, State highway, mining, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region is the asset is not operational?	Departmental reputation, Political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances)	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA Program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Dawson Highway 46D
Location of link or asset	Springsure – Rolleston
Network Links	Gregory Hwy (27A) & Dawson Hwy (46C), Blackwater – Rolleston Rd (469), Carnarvon Hwy (24E)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major south – east corridor, tourism, mining, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region is the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Dawson Development Road 87A
Location of link or asset	Springsure – Tambo
Network Links	Gregory Hwy (27A), Dawson Hwy (46D), Landsborough Hwy (13B, 13C), Alpha-Tambo Road (443)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major west – east corridor, tourism, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances)	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Carnarvon Highway 24E
Location of link or asset	Injune - Rolleston
Network Links	Dawson Hwys (46C & 46D)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major north – south corridor, tourism, agriculture (cattle), gas
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Hospital Road 27B (Emerald)
Location of link or asset	Emerald
Network Links	Gregory Hwy (27B) & Capricorn Hwys (16C, 16B, 16A)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major north – south corridor, tourism, mining, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances).	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2014
Assessment Officer	M(NDRRA Delivery Emerald): BMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Gregory Highway 27B (North of Emerald)
Location of link or asset	North of Emerald
Network Links	Capricorn Hwys (16B, 16C), Peak Downs Hwy (33A) and Yan Yan Road (5108)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major north – south corridor, tourism, State highway, mining
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Selma Road 4405 (Fairbairn Dam)
Location of link or asset	South of Emerald (Fairbairn Dam)
Network Links	Capricorn Hwys (16C & 16B)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Tourism
Consequence of Loss What are the possible impacts for the state or the surrounding region is the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Leichhardt Highway (26A)
Location of link or asset	Westwood - Taroom
Network Links	Capricorn Highway (16A); Burnett Highway (41E); Baralaba-Rannes Road (464); Dawson Highways (46B & 46C); Eidsvold-Theodore Road (454); Roma-Taroom Road (4397) and Leichhardt Highway (26B)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major north – south corridor, tourism, mining, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Don River Bridges Project • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Leichhardt Highway (26B)
Location of link or asset	Taroom-Miles
Network Links	Leichhardt Highway (26A); Roma-Taroom Road (4397)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major north – south corridor, tourism, mining, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Dawson Highway (46A)
Location of link or asset	Gladstone-Biloela
Network Links	Biloela-Callide Road (472); Burnett Highways (41D,41E); Dawson Highway (46B)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major east-west corridor, tourism, mining, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Dawson Highway (46B)
Location of link or asset	Biloela-Banana
Network Links	Dawson Highways (46A,46C); Leichhardt Highway (26A)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major east-west corridor, tourism, mining, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances).	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald): RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Dawson Highway (46C)
Location of link or asset	Banana-Rolleston
Network Links	Dawson Highways (46B); Leichhardt Highway (26A);
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	Freight route, major east-west corridor, tourism, mining, agriculture (cattle and grain)
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	Economic, financial pressures on industry and community
Mitigation Plans if in place <i>(how to prevent incidents Give details of any mitigating circumstances),</i>	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place <i>(what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of</i>	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- <i>Maintenance</i>	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- <i>Contingency planning</i>	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Burnett Highway (41D)
Location of link or asset	Monto-Biloela
Network Links	Burnett Highway (41E); Dawson Highways (46A,46B)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Freight route, major north-south corridor, tourism, mining, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25 11 10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25 11 10

Asset Name / Description	Burnett Highway (41E)
Location of link or asset	Biloela-Mt Morgan
Network Links	Dawson Highways (46A,46C); Leichhardt Highway (26A); Burnett Highway (41D); Gavial-Gracemere Road (450)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	Freight route, major east-west corridor, tourism, mining, agriculture (cattle and grain)
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	Economic, financial pressures on industry and community
Mitigation Plans if in place <i>(how to prevent incidents Give details of any mitigating circumstances),</i>	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place <i>(what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of</i>	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • 8/41E/305 – Burnett Highway • Apply condition to road as per 131940 conditions available
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- <i>Maintenance</i>	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- <i>Contingency planning</i>	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Dawson River Bridge (4632)
Location of link or asset	Baralaba-Woorabinda Road
Network Links	Baralaba-Rannes Road (464); Fitzroy Developmental Road (Bauhinia-Duaringa) (85B)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Tourism, mining, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Sandy Creek Bridge (4397)
Location of link or asset	Roma-Taroom Road
Network Links	Leichhardt Highway (26A)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Tourism, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances),	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

Asset Name / Description	Fitzroy Developmental Road (85A)
Location of link or asset	Taroom-Bauhinia
Network Links	Leichhardt Highway (26A); Dawson Highway (46C)
Region/Office	Fitzroy/Emerald
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	Tourism, agriculture (cattle and grain)
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	Departmental reputation, political risk, freight delay, tourism disruptions, economic impacts
Local Impacts (are there local conditions that may increase the significance or value of asset?)	Economic, financial pressures on industry and community
Mitigation Plans if in place (how to prevent incidents Give details of any mitigating circumstances).	<ul style="list-style-type: none"> • Maintenance • Significant NDRRA program from 2010 flood event
Contingency Plans in place (what are we going to do re the incident?) Give details of the contingency plans for loss of operational use of	<ul style="list-style-type: none"> • Provide alternative routes if available or applicable • Apply condition to road as per 131940 conditions available
Proposed Plans List plans that are in place such as emergency teams being proposed	The Emerald Road Network Incident Response Plan has identified components of managing a road network incident.
Responsible officer :- Maintenance	Name: Manager (NDRRA Delivery Emerald) Contact details: [REDACTED]
Responsible officer:- Contingency planning	Name: District Director Contact details: [REDACTED]
Date Assessed	25/11/10
Next Assessment Due	2011
Assessment Officer	M(NDRRA Delivery Emerald); RMPC Manager; Inspector
Signature of Assessor	[REDACTED]
Date	25/11/10

14. Infrastructure Register

- CI - Critical Infrastructure which has an Impact on the State
 II - Important Infrastructure which has an impact on the Region

Asset name	Location	Critical nature (description)	Rating CI or II	Mitigation Plans	Responsible Officers	Date assessed	Next assessment Due
Capricorn Highway	East of Emerald	Eastern connection to Rockhampton	CI	+ identification of stockpiles	M(NDRRA Delivery Emerald)	25/11/10	2011
Mackenzie River Bridge	Fitzroy Developmental Road	Northern connection	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Comet River Bridge	Capricorn Highway	Eastern connection to Rockhampton	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Fitzroy Developmental Road	North of Dingo	Northern Connection	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Vince Lester Bridge	Emerald	Eastern connection to Rockhampton	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Clermont Street	Emerald	Eastern connection to Rockhampton	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Capricorn Highway	West of Emerald	Western connection	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Gregory Highway	South of Emerald	Southern connection to Springsure	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Dawson Highway	Rolleston-Springsure	Entire Link	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Dawson Developmental Road	Springsure - Tambo	Western connection	II		M(NDRRA Delivery Emerald)	25/11/10	2011
Carnarvon Highway	Injune - Rolleston	Southern connection	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Hospital Road	Emerald	Northern connection	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Gregory Highway	North of Emerald	Northern connection	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Selma Road	Fairbairn Dam	South of Emerald	II		M(NDRRA Delivery Emerald)	25/11/10	2011

Asset name	Location	Critical nature (description)	Rating CI or II	Mitigation Plans	Responsible Officers	Date assessed	Next assessment Due
Leichhardt Highway	Westwood-Taroom	Entire Link	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Leichhardt Highway	Taroom-Miles	South of Taroom	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Dawson Highway	Gladstone-Biloela	East of Biloela	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Dawson Highway	Biloela-Banana	Entire link	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Dawson Highway	Banana-Rolleston	Entire Link	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Burnett Highway	Monto-Biloela	South of Biloela	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Burnett Highway	Biloela-Mt Morgan	Entire Link	CI		M(NDRRA Delivery Emerald)	25/11/10	2011
Dawson River Bridge	Baralaba-Woorabinda Road	Bridge	II		M(NDRRA Delivery Emerald)	25/11/10	2011
Sandy Creek Bridge	Roma-Taroom Road	Bridge	II		M(NDRRA Delivery Emerald)	25/11/10	2011
Fitzroy Developmental Road	Taroom-Bauhinia	Entire Link	II		M(NDRRA Delivery Emerald)	25/11/10	2011
Emerald Office	Emerald		CI		District Director	25/11/10	2011
Main Roads Communications Towers	Mt Rolf, Bogantungan, Springsure & Blackdown		II		PHS – Main Roads has not involvement with towers		

15. Critical / Priority Infrastructure Register

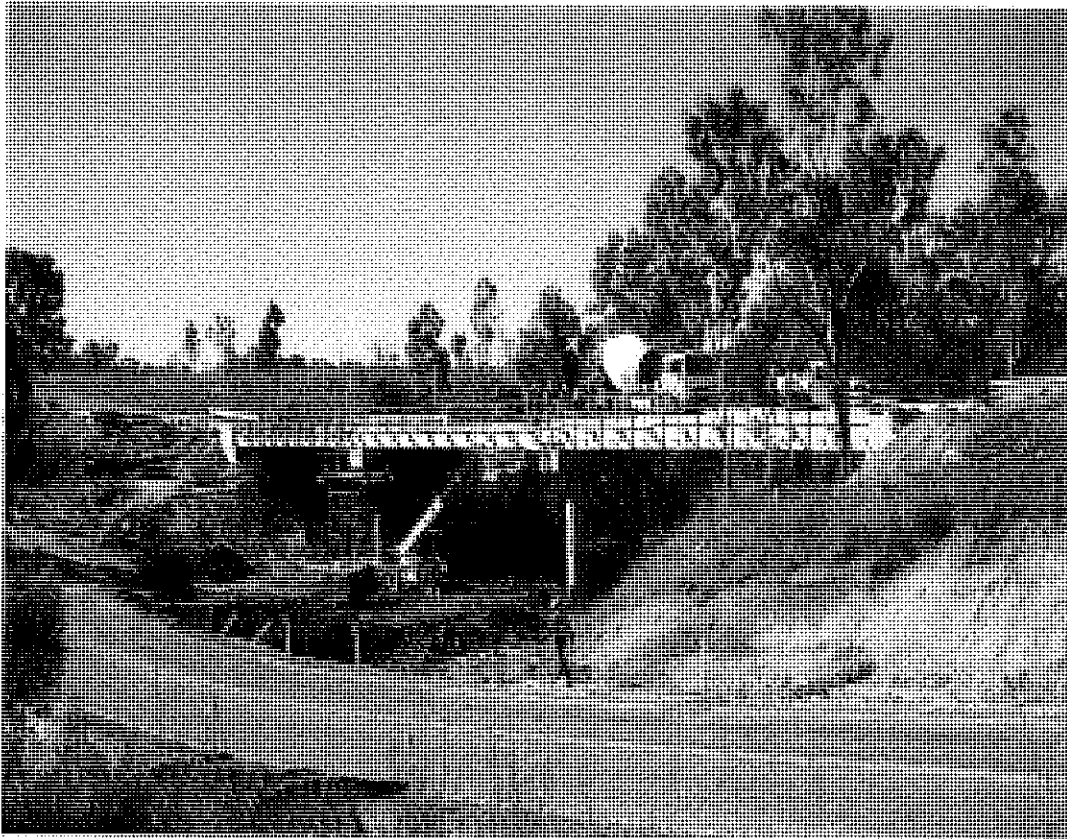
Rating Description (from RNIRP Guidelines)

- CI From a State or region-wide perspective: any failure or unavailability of the infrastructure in question would be most likely to cause major disruption to business operations, the economy, the environment and/or the safety or functioning of the regional community
- II From a local perspective: any failure or unavailability of the infrastructure in question would be most likely to cause a major disruption to local business, the local economy and/or the safety or functioning of the local community.

Road/ Structure	Road Number	Rating	Call Out Teams
Dawson River Bridge (Capricorn Highway)	16A	CI	RoadTek and Engineer (PD)
Dawson River Overflow Bridge (Capricorn Highway)	16A	CI	RoadTek and Engineer (PD)
Capricorn Highway (East of Emerald)	16B	CI	RoadTek and Engineer (PD)
Mackenzie River Bridge (Fitzroy Developmental Road)	85C	CI	RoadTek and Engineer (PD)
Comet River Bridge (Capricorn Highway)	16B	CI	RoadTek and Engineer (PD)
Fitzroy Developmental Road (North of Dingo)	85C	CI	RoadTek and Engineer (PD)
Vince Lester Bridge (Emerald)	16B	CI	CHRC (Emerald) and Engineer (PD)
Clermont Street (Emerald)	16B	CI	CHRC (Emerald) and Engineer (PD)
Capricorn Highway (West of Emerald)	16C	CI	RoadTek and Engineer (PD)
Gregory Highway (South of Emerald)	27A	CI	RoadTek and or CHRC (Springsure) and Engineer (PD)
Dawson Highway (Springsure – Rolleston)	46D	CI	CHRC (Springsure) and Engineer (PD)
Dawson Developmental Road (Springsure – Tambo)	87A	II	CHRC (Springsure) and Engineer (PD)
Carnarvon Highway (Injune – Rolleston)	24E	CI	CHRC (Springsure) and Engineer (PD)
Hospital Road (Emerald)	27B	CI	CHRC (Emerald) and Engineer (PD)
Gregory Highway (North of Emerald)	27B	CI	CHRC (Emerald and Capella) and Engineer (PD)
Selma Road (Fairbairn Dam)	4405	II	CHRC (Emerald) and Engineer (PD)
Leichhardt Highway (Westwood-Taroom)	26A	CI	BSC and Engineer (PD)
Leichhardt Highway (Taroom-Miles)	26B	CI	BSC and Engineer (PD)
Dawson Highway (Gladstone-Biloela)	46A	CI	BSC and Engineer (PD)
Dawson Highway (Biloela-Banana)	46B	CI	BSC and Engineer (PD)
Dawson Highway (Banana-Rolleston)	46C	CI	CHRC and BSC and Engineer (PD)
Burnett Highway (Monto-Biloela)	41D	CI	BSC and Engineer (PD)

Burnett Highway (Biloela-Mt Morgan)	41E	CI	BSC and Engineer (PD)
Dawson River Bridge – Baralaba-Woorabinda Road	4632	II	BSC and Engineer (PD)
Sandy Creek Bridge – Roma-Taroom Road	4397	II	BSC and Engineer (PD)
Fitzroy Developmental Road (Taroom-Bauhinia)	85A	II	BSC and Engineer (PD)
Don River Bridges – Leichhardt Highway	26A	CI	BSC and Engineer (PD)
Palm Tree Creek Bridge – Leichhardt Highway	26A	CI	BSC and Engineer (PD)
Cattle Creek – Leichhardt Highway	26A	CI	BSC and Engineer (PD)
Dee River – Burnett Highway	41E	CI	BSC and Engineer (PD)
Palm Tree Creek – Fitzroy Developmental Road (Taroom-Bauhinia)	85A	II	BSC and Engineer (PD)
Cattle Creek – Fitzroy Developmental Road (Taroom-Bauhinia)	85A	II	BSC and Engineer (PD)
Dawson River Bridge – Leichhardt Highway (Westwood-Taroom)	26A	CI	BSC and Engineer (PD)
Emerald Office		CI	District Director
Main Roads Communications Towers (Mt Rolf, Bogantungan, Springsure & Blackdown)		II	PHS – TMR has no involvement with Towers





Rockhampton
Road Network
Incident Response Plan

2010-2011

Document Control Sheet

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact:

Debbie Azzopardi
Communication Officer
Tel [REDACTED]

Version history

Version no.	Date	Changed by	Nature of amendment
1	November 2007	Kris Biddle	Original Version
2	15 October 2008	Debbie Azzopardi	Updated template
3	9 January 2009	Debbie Azzopardi	Updated
4	30 October 2009	Debbie Azzopardi	Updated
5	22 November 2010	Debbie Azzopardi	Updated

The following officer has **approved** this document.

Owner

Name Rhonda Rowe

Position Manager (Capability and Business Systems)

Signature [REDACTED] Date 22 November 2010

The following officer has **endorsed** this document.

Name Terry Hill

Position Regional Director (Fitzroy)

Signature [REDACTED] Date 22 November 2010

TABLE OF CONTENTS

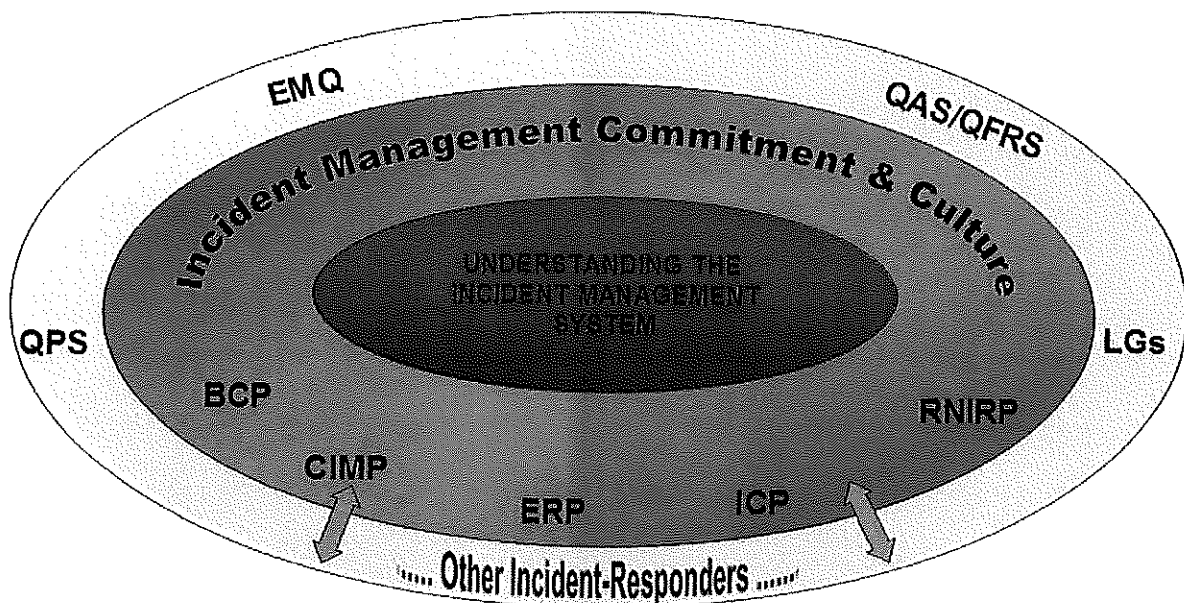
Executive Summary	1
<i>Diagram 1 The Main Roads Incident Management System</i>	<i>1</i>
Responsibilities	3
Rockhampton Emergency Response Team.....	4
Advanced Resource Planning	5
Road Network Incident Contact List.....	19
Road Network Incident Contact List.....	20
Community Relationship, Partnership or Memorandum of Understanding List	21
Responding to an Incident Call out	22
Priority Infrastructure Assessment Criteria	25
Critical or Priority Infrastructure Register.....	26
Priority Infrastructure Evaluation – Bruce Highway, South of Rockhampton	27
Priority Infrastructure Evaluation – Bruce Highway, North of Rockhampton	28
Priority Infrastructure Evaluation – Bruce Highway, Neville Hewitt Bridge	29
Priority Infrastructure Evaluation – Bruce Highway, Fitzroy River Bridge.....	30
Priority Infrastructure Evaluation – Bruce Highway, Yeppen Bridge.....	31
Infrastructure Register.....	32
Checklist	36
Post Incident Evaluation Report	37
Incident Debrief Action Sheet	39
Learnings	40
Incoming Incident Report	41

Executive Summary

The Rockhampton Road Network Incident Response Plan assists the Rockhampton Office to manage and report on Road Network Incidents. It is only one element of Main Roads' Incident Management System (MRIMS) see Diagram 1 below. Road Network managers and operators are encouraged to read this document.

A Road Network Incident is an unexpected event that adversely impacts Main Roads' road network. A Road Network Incident is not in itself a critical incident but may become one by virtue of its duration, deterioration of the situation, or the potential for adverse political or financial outcomes.

Main Roads Incident Management System



MAIN ROADS	
BCP	Business Continuity Plan
CIMP	Critical Incident Management Plan
ERP	Emergency Response Procedures
ICP	Incident Communications Plan
UIMS	Understanding the Incident Management System
RNIRP	Road Network Incident Response Plan

OTHER RESPONDERS	
QPS	Queensland Police Service
EMQ	Emergency Management Queensland
QAS	Queensland Ambulance Service
QFRS	Queensland Fire and Rescue Service
LGs	Local Government

MR's Incident Management System v2.0

Diagram 1 The Main Roads Incident Management System

Other abbreviations used in this document:

REMT: Rockhampton Emergency Management Team

RACQ: Royal Automobile Club of Queensland

MOU: Memorandum of Understanding

Contact List - Rockhampton Emergency Management Team and Associated Roles

At the discretion of the Regional Director, other staff may be seconded to the Rockhampton Emergency Management Team to suit the incident and/or region requirements

Rockhampton Emergency Management Team Roles and Contact List			
Position	Role & Responsibilities	Contact Details	E-mail
Regional Director	Coordination with other authorities		
Manager (Program Delivery)	Rockhampton Emergency Management Team Coordinator		
Senior Engineer (Civil)(Corridor Management Operations)	Pavement assessment and heavy vehicle coordination		
Program Support Officer (Permits)	Coordination of heavy vehicle permits		
Manager (Capability and Business Systems)	Coordinate facilities and administration resources, and business systems		
Local Government Liaison Officer	Coordinate services with local government RMPC		
Principal Engineer (Civil) (Program Delivery)	Coordinate engineering resources		
Senior Project Manager (RoadTek)	Coordinate RoadTek resources		
Principal Engineer (Civil) (Network Planning and Performance)	Identification and management of "at risk" assets		
Communication Officer	Internal and external communications		
Traffic Systems Coordinator	Coordinate traffic signal and light infrastructure		
Senior Environmental Officer	Identification of environmental/heritage/cultural items		
Principal Engineer (Asset Preservation) (Program Development)	Identification of assets		
Ancillary Resources	Refer to page 3		

Responsibilities

Rockhampton Emergency Management Team

Regional Director

- Provide update reports and advice to senior management
- Provide feedback from senior management
- Authorise information releases to media and community
- Authorise expenditure where required
- Provide experience on operational issues
- Provide team with strategic leadership

Rockhampton Emergency Management Team Coordinator Manager (Program Delivery)

- Convene the team
- Co-ordinate district responses
- Relay assistance requests from the REMT
- Relay road condition reports from REMT to Regional Director
- Provides situation reports to Regional Director

Communication Officer

- Prepare media updates and news releases
- Liaise with media representatives
- Prepare community updates and notices
- Prepare notes for operators to answer public enquiries

Principal Engineer (Civil) (Program Delivery)

- Provide information on response operations

Senior Project Manager (RoadTek)

- Provide information on response operations

Senior Engineer (Civil) (Corridor Management Operations)

- Provide information on response operations

Principal Engineer (Civil) (Network Planning and Performance)

- Provide information on asset identification

Principal Engineer (Asset Preservation) (Program Development)

- Structures support

Local Government Liaison Officer

- Coordinate services with local government (RMPC)

Manager (Capability and Business Systems)

- Provide facilities, administration resources and business systems

Program Support Officer (Permits)

- Coordinate heavy vehicles permits and provide updates to team

Traffic Systems Coordinator

- Provision of relevant information as required by the REMT

Senior Environmental Officer

- Provision of relevant information as required by the REMT

Ancillary Resources

Principal Program Support Officer (Finance)

- Facilitate (fast track) and record urgent financial expenditure,
- Provide financial systems advice
- Document expenditure and authorisations

Senior Program Support Officer (Human Resources)/ Workplace Health and Safety Officer

- Provide REMT with advice on staff hours of work policies and arrangements
- Provide REMT with advice on staff welfare issues
- Provide advice on staff stress/fatigue issues
- Advise on staff welfare and counselling requirements

Senior Information Technology Officer

- Restoration and maintenance of information and communication technology during and after incident

Information Management Staff

- Provision of relevant documentation as required by the REMT

Rockhampton Emergency Response Team

This team will be activated at the discretion of the Regional Director, or the Rockhampton Emergency Management Team Coordinator in the event of a significant incident.

Rockhampton Emergency Response Team Roles and Contact			
Position	Role and Responsibilities	Contact number	Email
Manager (Program Delivery)	Rockhampton Emergency Management Team Coordinator		
Local Government Liaison Officer	Coordinate services with local government RMPC		
Communication Officer	Coordinate internal and external communications		
Principal Engineer (Civil) (Program Delivery)	Coordinate engineering resources		
Senior Project Manager (RoadTek)	Coordinate RoadTek resources		

Advanced Resource Planning

Advanced Resource Planning				
Road Network or Asset	Actions	Timeframe	Responsibility	Source
Highways: Bruce Capricorn Dawson Burnett Leichhardt	Establish and maintain VHF radio network	December 2010	Senior Project Manager (Mark Riordan)	RoadTek
	Provide corporate staff with UHF radios. Intend to trial use of hand held UHF	Completed January 2010	Manager (Program Delivery) Contact is Geoff Kapernick [REDACTED]	Capricorn Communications
	The UHF handset is located in the RoadTek reception area.			

Advanced Resource Planning

Capricornia Base Stations			
600		Midgee Depot Base	
630		PHS Emerald	
654		Emerald Office	
686		PHS Rockhampton	
Plant Hire Services Trucks VHF Numbers			
Mob Number	Plant Number	Plant Description	Location Based
628	28897	Truck 6.5t GVM	Construction
631	28679	Truck D/cab 4.49t	Construction
666	27370	Truck S/Cab 22.5T	Construction
668	30175	Truck T/back 15T	Construction
NO VHF	27626	Truck T/Back 22.5t	Construction
NO VHF	29184	Truck S/Cab 22.5T	Construction
NO VHF	28583	Truck	Construction
NO VHF	28797	Truck 10.4t GVM	Construction
NO VHF	30173	Truck D/Cab 4.49t	Construction
NO VHF	30183	Truck T/back 3T	Construction
NO VHF	27310	Truck Tipper 15T	Construction
616	27927	Truck T/back 15T	Drainage
635	28798	Truck D/cab 6.5T (Emergency Truck)	Emerald MTCE
636	28800	Truck Dualcab (GMT)	Emerald MTCE
660	30174	Truck S/Cab 15T	Emerald MTCE
622	27513	Truck S/Cab 6.3T (Emergency Truck)	Rocky MTCE
624	30540	Truck D/Cab 7.5t (GMT)	Rocky MTCE
638	28674	Truck S/Cab 6.5T (GMT)	Rocky MTCE
649	30526	Truck D/Cab 7.5T(GMT)	Rocky MTCE
652	28799	Truck (GMT)	Rocky MTCE
685	30182	Truck 10.4t GVM (GMT)	Rocky MTCE
618	27885	Truck 10.4t GVM	Structures
619	27643	Truck D/cab 15t	Structures
643	28640	Truck D/cab 4.49t	Structures
656	29002	Truck S/Cab 22.5T	Structures
663	30119	Truck D/cab 3t GVM	Structures
NO VHF	27928	Truck T/back 15T	Structures
NO VHF	28430	Truck 6.5 GVM	Structures
NO VHF	28030	Truck 4.49t GVM	Structures
NO VHF	30172	Truck D/Cab 4.49t(D)	Structures

Light Vehicle Radio Numbers		
Mob No.	Contact	Vehicle
610		
612		
613		
614		
615		
616		
617		
620		
621		
625		
626		
627		
629		
632		
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670		
671		
673		
674		
675		
676		
677		
681		
684		
966		
No VHF		
No VHF		
No VHF		
No VHF		
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No VHF		
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No VHF		
No VHF		
No VHF		
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No VHF		

Quarry Materials

Home Page							
Suppliers	Location	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Comments
Capricorn Coast Sand and Gravel	Rockhampton	Jakku Drive Yeppoon	[REDACTED]	0	0	0	0
Cemex Quarry (Readymix)	Rockhampton	4 Arnold Drive Hainklesia	[REDACTED]	[REDACTED]	[REDACTED]	Aggregate Sand Pavement materials	Premixed Concrete (Supplied from Cemex Concrete Plant)
Earth Commodities	Gladstone	94 Quarry Road, Yarwun	[REDACTED]	[REDACTED]	[REDACTED]	Aggregate Road Base Quarry Rocks	N/A
Emerald Quarries	Emerald	PO Box 612 Emerald	[REDACTED]	[REDACTED]	Terry	Road Base Decorative Pebble	N/A
Shepton Quarry	Emerald	PO Box 117 Capella	[REDACTED]	[REDACTED]	Peter	Road Base	N/A
Star Crushing	Blackwater	16 Liffelield Street	[REDACTED]	NA	NA	Quarry Material	N/A
Unimin	Calcope	11 Taragoola Road	[REDACTED]	NA	NA	Road Base Crusher Dust Aggregate	N/A

Concrete Suppliers

Home Page							
Suppliers	Location	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Comments
Boral Concrete	Calcope	Racecourse Road	[REDACTED]	0	0	General Premixed High Strength Speckled Masses	0
Boral Concrete	Gladstone	Morgan Street	[REDACTED]	0	0	General Premixed High Strength Speckled Masses	0
Boral Concrete	Rockhampton	Johnson Street Parkhurst	[REDACTED]	0	0	General Premixed High Strength Speckled Masses	0
Cement Australia	Gladstone	Fisherman's Landing Landing Road	[REDACTED]	0	0	0	Line Order: 1800 674 781
Cement Australia	Rockhampton	Bruce Highway, Horn Rockhampton	[REDACTED]	0	0	0	Line Order: 1800 674 781
Cemex Concrete Plant (Readymix)	Gladstone	Morgan Street	[REDACTED]	[REDACTED]	0	0	Quarry Material (Supplied from Rockhampton Quarry)
Cemex Concrete Plant (Readymix)	Rockhampton	Knight Street	[REDACTED]	[REDACTED]	0	0	Quarry Material (Supplied from Rockhampton Quarry)
Cemex Concrete Plant (Readymix)	Yeppoon	Jakku Drive	[REDACTED]	[REDACTED]	0	0	Quarry Material (Supplied from Rockhampton Quarry)
Clairmont Concrete	Clairmont	Gregory Highway	[REDACTED]	[REDACTED]	[REDACTED]	Portable Batch Plant Premixed Concrete	Pre-cast Products
Gladstone Premix Concrete	Gladstone	2 Anson Close	[REDACTED]	0	0	Ready Mixed Concrete	Pre-cast Products (Using at Customary Pre-cast Concrete Products)
Hansons Concrete	Broads	0	[REDACTED]	0	0	0	0
Hansons Concrete	Blackwater	0	[REDACTED]	0	0	0	0
Hansons Concrete	Emerald	0	[REDACTED]	0	0	0	0
Hansons Concrete	Rockhampton	0	[REDACTED]	0	0	0	0
Minimvale Concrete	Minimvale	0	[REDACTED]	0	0	0	0

Pioneer Concrete	Moura	0	[REDACTED]	0	0	0	0
Pioneer Concrete	Rockhampton	0	[REDACTED]	0	0	0	0
Old Cement Distributors	Central Old	0	[REDACTED]	[REDACTED]	[REDACTED]	Premixed Concrete	N/A
Rockhampton Mini Mix	Rockhampton	Quay Street (Off Wood Street)	[REDACTED]	[REDACTED]	[REDACTED]	Premixed Concrete	N/A
Tandy Concrete	Rockhampton	Wilkinson Street	[REDACTED]	[REDACTED]	[REDACTED]	Premixed Cement Slab	N/A

Precast Concrete Structures

Home Page							
Suppliers	Location	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Comments
Castaway Pre-cast Concrete Products	Gladstone	2 Anson Close	[REDACTED]	[REDACTED]	[REDACTED]	Pre-cast products	Precast Concrete (Trading as Gladstone Precast Concrete)
Clement Concrete	Clement	Gregory Highway	[REDACTED]	[REDACTED]	[REDACTED]	Portable Batch Plant Precast Concrete	Pre-cast Products
Humes	Rockhampton	McLaughlin Street	[REDACTED]	[REDACTED]	[REDACTED]	Pre-cast and pre-stressed products	N/A

Bitumen / Asphalt Suppliers

Home Page							
Suppliers	Location	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Comments
Boral Asphalts	Rockhampton	Lakes Creek Road	[REDACTED]	[REDACTED]	[REDACTED]	Bitumen & Asphalt Surfacing	Concrete
Pioneer Road Services Pty Ltd	Gladstone	5 Red Rover Road	[REDACTED]	[REDACTED]	[REDACTED]	Asphalt and Bituminous surfacing	N/A
Precision Road Maintenance	Rockhampton	0	[REDACTED]	[REDACTED]	[REDACTED]	Asphalt	N/A

Metal Product Suppliers

Home Page							
Suppliers	Location	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Comments
Metalcorp Steel	Emerald	79-81 McAuley Street	[REDACTED]	0	0	Aluminium, Stainless steel and galvanised products Reinforcing	0
Metalcorp Steel	Rockhampton	22 McLaughlin Road	[REDACTED]	0	0	Aluminium, Stainless steel and galvanised products Reinforcing	0
One Steel Metalband	Emerald	10 Hicks Street	[REDACTED]	0	0	Aluminium, Stainless steel and galvanised products Reinforcing	N/A
One Steel Metalband	Gladstone	Beasted Street	[REDACTED]	[REDACTED]	[REDACTED]	Aluminium, Stainless steel and galvanised products Reinforcing	N/A
One Steel Metalband	Rockhampton	Knight Street	[REDACTED]	[REDACTED]	[REDACTED]	Aluminium, Stainless steel and galvanised products Reinforcing	N/A
One Steel Reinforcing	Rockhampton	88 Holdingsworth	[REDACTED]	[REDACTED]	[REDACTED]	Reinforcing products	N/A
Smorgan Steel Reinforcing	Rockhampton	215 Richardson Road	[REDACTED]	[REDACTED]	[REDACTED]	Reinforcing products	N/A

Haulage and Towing

Suppliers	Location	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Comments
Bluechip Heavy Haulage	Yeppoon	PO Box 399 Yeppoon QLD 4700	[REDACTED]	NA	[REDACTED]	94 Mack Low Loader	Refer to the Suppliers list 2008_2009 for further information
Hopkins Brother	Rockhampton	265 Alexander Street Rockhampton	[REDACTED]	[REDACTED]	NA	Heavy Haulage	NA
Huntly's Heavy Equipment	Rockhampton	8 Dooley North Rockhampton QLD 4701	[REDACTED]	NA	NA	Heavy Haulage	NA
Capricorn Towing	Rockhampton	505 Campbell Street Rockhampton	[REDACTED]	[REDACTED]	NA	Accident Salvage Towing Services	NA
Menzies Towing	Rockhampton	Conrad Dean and Slovak Street Rockhampton	[REDACTED]	NA	NA	Light Haulage	NA
CO Crane Hire Trust	Rockhampton	97 Kent Street Rockhampton QLD 4700	[REDACTED]	NA	[REDACTED]	Slow Crane Flanna (Pick and Carry) Teleporter Semi Trailer	Refer to the Suppliers list 2008_2009 for further information

Crane / Crane Trucks

Home Page							
Suppliers	Location	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Comments
CO Crane Hire Trust	Rockhampton	97 Kent Street Rockhampton QLD 4700	[REDACTED]	NA	[REDACTED]	Slow Crane Flanna (Pick and Carry) Teleporter Semi Trailer	Refer to the Suppliers list 2008_2009 for further information
Universal Cranes	Rockhampton	PO Box 9575 Park Avenue QLD 4702	[REDACTED]	NA	[REDACTED]	Flanna (mobile cranes) Slow crane	Refer to the Suppliers list 2008_2009 for further information

Tree Cutting Services

Home Page							
Suppliers	Location	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Comments
Asplundh Tree Expert	Rockhampton	1 Gray Street North Rockhampton QLD 4701	[REDACTED]	[REDACTED]	NA	Tree Cutting Services	NA
Eastern Tree Service	Rockhampton	82 McLaughlin Street Kawana	[REDACTED]	NA	NA	Tree Cutting Services	NA

Traffic Control

Home Page							
Suppliers	Location	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Comments
Aurecol Labour Hire (East Coast Traffic)	Rockhampton	17 Doby Street Rockhampton QLD 4701	[REDACTED]	N/A	N/A	Traffic Control	N/A
CO Security	Rockhampton	93 Lakes Road Berserke QLD 4701	[REDACTED]	[REDACTED]	N/A	Traffic Control	N/A
Linemark Traffic Control	Rockhampton	Unit 2, 274 Alexandra Street, Rockhampton QLD 4701	(Registered Office)	N/A	(Rockhampton Branch Manager)	Traffic Control	N/A

Transport Escort & Pilot Services

Home Page							
Suppliers	Location	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Comments
CO Plant Hire	Rockhampton	12 Nicholson Street Rockhampton QLD 4701	[REDACTED]	[REDACTED]	N/A	Pilot/Escort Services	N/A
AG & JA Hodgson	Rockhampton	Rockhampton	[REDACTED]	[REDACTED]	N/A	Transport Escort & Pilot Services	N/A

Alphabetical List of Suppliers of Commodities

Home Page							
Suppliers	Location	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Comments
Boral Asphalt	Rockhampton	Lakes Creek Road	[REDACTED]	[REDACTED]	[REDACTED]	Bitumen & Asphalt Surfacing	Concrete
Boral Concrete	Calliope	Racecourse Road	[REDACTED]	[REDACTED]	[REDACTED]	General Premixed High Strength Specified Mixes	
Boral Concrete	Gladstone	Morgan Street	[REDACTED]	[REDACTED]	[REDACTED]	General Premixed High Strength Specified Mixes	
Boral Concrete	Rockhampton	Johnson Street Parkhurst	[REDACTED]	[REDACTED]	[REDACTED]	General Premixed High Strength Specified Mixes	
Capricorn Coast Sand and Gravel	Rockhampton	23 Rockhampton Road	[REDACTED]	[REDACTED]	[REDACTED]		
Castaway Pre-cast Concrete Products	Gladstone	2 Anson Close	[REDACTED]	[REDACTED]	[REDACTED]	Pre-cast products	Prefixed Concrete (Manufactured at Gladstone Franklin Concrete)
Cement Australia	Gladstone	Fisherman's Landing, Landing Road	[REDACTED]	[REDACTED]	[REDACTED]		Line Orders 1800 674 781
Cement Australia	Rockhampton	Bruce Highway, North Rockhampton	[REDACTED]	[REDACTED]	[REDACTED]		Line Orders 1800 674 781
Cemex Concrete Plant (Readymix)	Gladstone	Morgan Street	[REDACTED]	[REDACTED]	[REDACTED]		Quarry Material (Quarried from Bothwell's Quarry)
Cemex Concrete Plant (Readymix)	Rockhampton	Knight Street	[REDACTED]	[REDACTED]	[REDACTED]		Quarry Material (Quarried from Rockhampton Quarry)
Cemex Concrete Plant (Readymix)	Yeppoon	Jabiru Drive	[REDACTED]	[REDACTED]	[REDACTED]		Quarry Material (Quarried from Rockhampton Quarry)
Cemex Quarry (Readymix)	Rockhampton	Arnold Drive, Nemmera	[REDACTED]	[REDACTED]	[REDACTED]	Aggregate Sand Pavement materials	Prefixed Concrete (Quarried from Cement Australia Plant)
Clement Concrete	Clement	Gregory Highway	[REDACTED]	[REDACTED]	[REDACTED]	Portable Batch Plant Premixed Concrete	Pre-cast Products
Earth Commodities	Gladstone	94 Quarry Road, Yarwun	[REDACTED]	[REDACTED]	[REDACTED]	Aggregate Road Base Quarry Rocks	N/A
Emerald Quarries	Emerald	Rubyvale	[REDACTED]	[REDACTED]	[REDACTED]	Road Base Decorative Pebble	N/A
Gladstone Premix Concrete	Gladstone	2 Anson Close	[REDACTED]	[REDACTED]	[REDACTED]	Ready Mixed Concrete	Pre-cast Products (Manufactured at Gladstone Pre-cast Concrete Products)

Rockhampton Office ROAD NETWORK INCIDENT RESPONSE PLAN






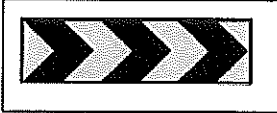

Hansons Concrete	Bibaka						
Hansons Concrete	Blackwater						
Hansons Concrete	Emerald						
Hansons Concrete	Rockhampton						
Humes	Rockhampton	McLaughlin Street				Pre-cast and pre-stressed products	NA
One Steel Metaland	Emerald	10 Hicks Street				Aluminium, Stainless steel and galvanised products Reinforcing	NA
One Steel Metaland	Gladstone	Bensted Street				Aluminium, Stainless steel and galvanised products Reinforcing	NA
One Steel Metaland	Rockhampton	Knight Street				Aluminium, Stainless steel and galvanised products Reinforcing	NA
One Steel Reinforcing	Rockhampton	88 Hollingsworth				Reinforcing products	NA
Metalcorp Steel	Emerald	79-91 McAuley Street				Aluminium, Stainless steel and galvanised products Reinforcing	
Metalcorp Steel	Rockhampton	22 McLoughlin Road				Aluminium, Stainless steel and galvanised products Reinforcing	
Milfamvale Concrete	Milfamvale						
Pioneer Concrete	Moura						
Pioneer Concrete	Rockhampton						
Pioneer Road Services Pty Ltd	Gladstone	5 Red Rover Road				Asphalt and Bituminous surfacing	NA
Precision Road Maintenance	Rockhampton					Asphalt	NA




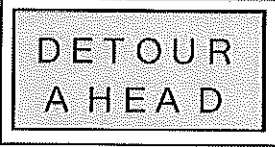




Old Cement Distributors	Central QLD					Premixed Concrete	NA
Rockhampton Mini Mix	Rockhampton	Quay Street (Cnr Wood Street)				Premixed Concrete	NA
Shepton Quarry	Capala	Capala				Road Base	NA
Smargon Steel Reinforcing	Rockhampton	215 Richardson Road				Reinforcing products	NA
Star Crushing	Blackwater	16 Littlefield Street				Quarry Material	NA
Tandy Concrete	Rockhampton	Wilkinson Street				Premixed Cement Steel	NA
Unimin	Collopy	11 Taragoola Road				Road Base Crusher Dust Aggregate	NA
CO Crane Hire Trust	Rockhampton	97 Kent Street Rockhampton QLD 4700				Slow Crane Franna (Pick and Carry) Telapeter Semi Trailer	Refer to the Suppliers list 2008, 2009 for further information
Universal Cranes	Rockhampton	PO Box 6575 Park Avenue QLD 4702				Franna (mobile crane) Slow crane	Refer to the Suppliers list 2008, 2009 for further information
Surf 'n' Turf	Yeppoon	PO Box 398 Yeppoon QLD 4703				94 Mack Low Loader	Refer to the Suppliers list 2008, 2009 for further information
Asplundh Tree Expert	Rockhampton	1 Gray Street North Rockhampton QLD 4701				Tree Cutting Services	NA
Eastern Tree Service	Rockhampton	82 McLoughlin Street Kawana				Tree Cutting Services	NA
Hopkins Brother	Rockhampton	390 Alexander Street Rockhampton				Heavy Haulage	NA
Huntlys Heavy Equipment	Rockhampton	8 Dooley North Rockhampton QLD 4701				Heavy Haulage	NA
Capricorn Towing	Rockhampton	305 Campbell Street Rockhampton				Accident Salvage Towing Services	NA
Menzie Towing	Rockhampton	Conner Dean and Stewart Street Rockhampton				Light Haulage	NA
Auzsco Labour Hire (East Coast Traffic)	Rockhampton	17 Derby Street Rockhampton QLD 4701				Traffic Control	NA

List of Suppliers of Commodities by Location

Home Page							
Location	Suppliers	Address	Phone	After Hours	Contact Person	Products / Equipment Details	Other Affiliated Products / Equipment
Blackwater	Sea Crutching	16 Littlefield Street	[REDACTED]				
Calliope	Unimin	11 Taragoob Road	[REDACTED]				
Capala	Shepton Quarry	Capala	[REDACTED]			Road Base	
Clermont	Clermont Concrete	Gregory Highway	[REDACTED]			Pebble Bath Plant Premeled Concrete	Pre-cast Products
Emerald	Emerald Quarries	Rubyvale	[REDACTED]			Road Base Decorative Pebbles	
Gladstone	Castaway Pre-cast Concrete Products	2 Anson Close	[REDACTED]			Pre-cast products	Pre-mixed Concrete (Trading as Gladstone Premeled Concrete)
Gladstone	Earth Commodities	94 Quarry Road, Yarran	[REDACTED]				
Gladstone	One Steel Metaland	Berkeley Street	[REDACTED]			Aluminium, Stainless steel and galvanised products Reinforcing	
Gladstone	Pioneer Road Services Pty Ltd	5 Red Rover Road	[REDACTED]			Asphalt and Bituminous surfacing	
Rockhampton	Boral Asphalts	Lakes Creek Road	[REDACTED]				
Rockhampton	Cemex Quarry (ReadyMIX)	Arnold Drive, Nerimbera	[REDACTED]			Aggregates Sand Pavement materials	Pre-mixed Concrete (Supplied from Cemex Concrete Plants)
Rockhampton	Homes	McLaughlin Street	[REDACTED]				

Road Signs

Name / Size	Legend	Quantity required on hand
Changed Traffic Conditions T1-23 (1800 x 1200)		10
Water over Road T2-13B (1200 x 900)		30
Traffic Hazard Ahead T1-10 (1200 x 900)		10
Rough Surface T3-7A (900 x 600)		30
T3-9A (900 x 600)		30
Barrier Boards		20
Slippery When Wet		10

Cattle on Road		10
Soft Edges		10
Road Closed		10
Detour Ahead		10
Witches Hats		50
Smoke Hazard		10
80km		10
60km		10

Flood Levels of Local Rivers

River Height	Main Roads Asset
Above	
10 m	9.88m Yeppen Bridges Height (*River Gauge Datum)
9.5 m	
9 m	8.95m Yeppen Road Height (*River Gauge Datum)
8.5 m	
8 m	8.2m Flood waters begin to flow on Yeppen flood plain over the Capricorn Highway between Rockhampton and Gracemere (Fairybower Road) (*River Gauge Datum)
7.5 m	7.7m River breaks bank at Pink Lily (*River Gauge Datum)
7.3 m	7.3m Water at Thozet Creek at bridge deck level (*River Gauge Datum)
7 m	7.1m Water laps lower side of road at Little Thozet Creek
6.5 m	
6 m	
* Based on reading from flood gauge post in Fitzroy River at the end of Stanley Street (not AHD)	
#AHD (Australian Height Datum) = Gauge height – 1.448 metres	

Rockhampton Flood 2008

Fitzroy River peaked 31 January/1 February 2008 at 7.5 metres.

Police requested Lakes Creek Road to be closed at 7.25 metres. At that level, water was over the lower side of the road (super-elevated curve) at Little Thozet Creek and was lapping deck level at Thozet Creek. At peak level approximately 200mm water was over road at Thozet Creek. B-Double and other large trucks were having difficulty negotiating the detour around Rockonia Road so these vehicles were allowed to continue using Lakes Creek Road, (flagmen were positioned at "Road Closed" signs at Thozet Road and Cooper Street intersections).

At 7.5 metres no sign of floodwater encroaching on Ridgeland Road.

At about 7.2 metres water had backed up under Yeppen Bridge and began to flow into the southern end of Murray Lagoon.

Details of the flood height in 1918 appear in the map on the following page.

TIME AND HEIGHT CONSTANTS

Until a flood warning station was established at Riversleigh, which is below the junction of the Mackenzie and Dawson Rivers, it was quite impossible to forecast from available data - which were never complete, what would be the time and height of the flood peak at Rockhampton. With the data supplied by the floods in April, 1928, in March, 1940, and in February, 1942, it has been possible to compile constants which provide that information, thus giving advance warnings to Rockhampton.

Riversleigh	Yaamba	Rockhampton
ft. in.	ft. in.	ft. in.
55 0	38 5	17 4
60 0	40 6	19 5
65 0	42 5	21 6
70 0	43 9	23 6
75 0	47 8	26 7
80 0	51 0	28 3

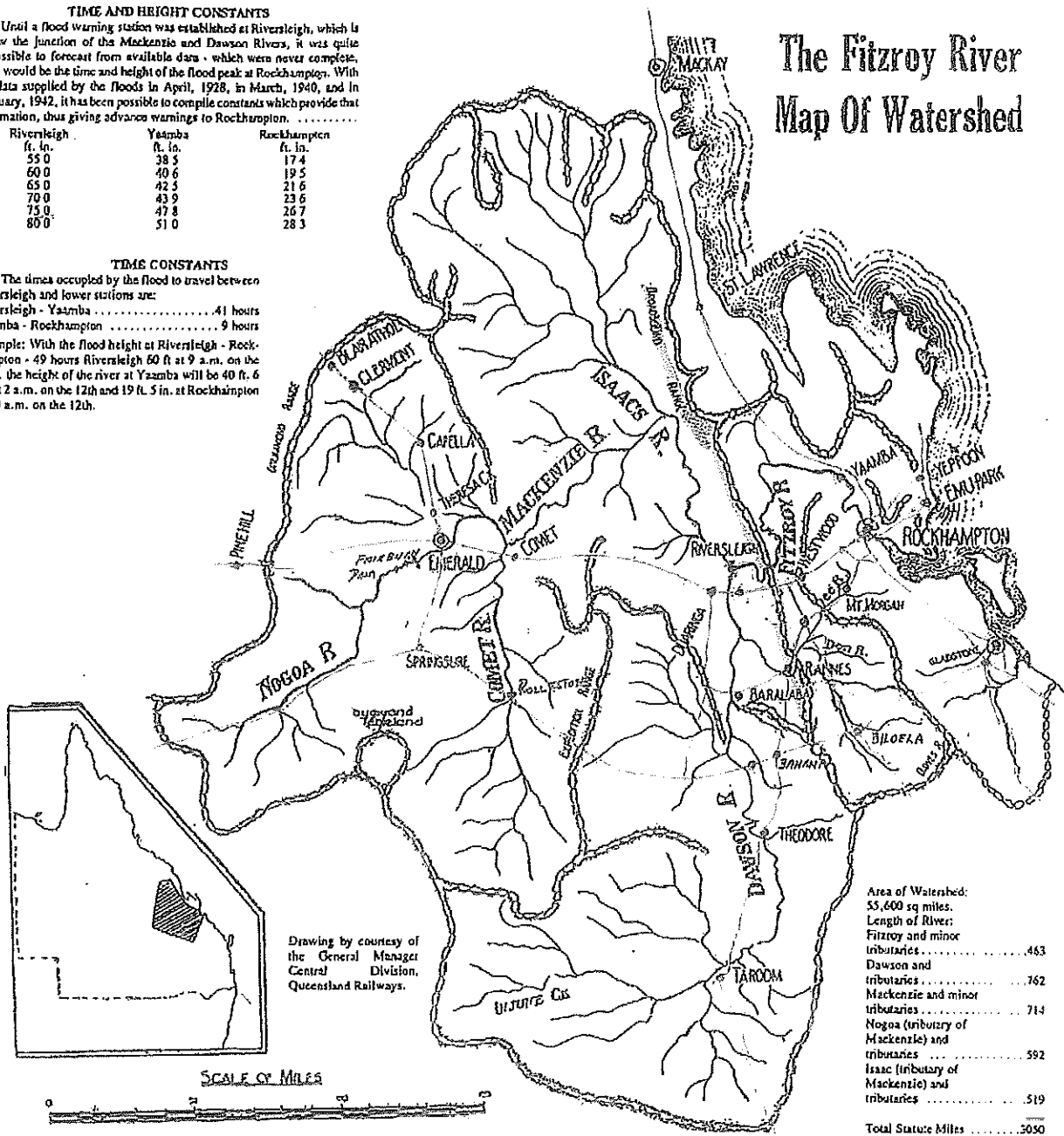
TIME CONSTANTS

The times occupied by the flood to travel between Riversleigh and lower stations are:

Riversleigh - Yaamba 41 hours
Yaamba - Rockhampton 9 hours

Example: With the flood height at Riversleigh - Rockhampton - 49 hours Riversleigh 60 ft at 9 a.m. on the 10th, the height of the river at Yaamba will be 40 ft. 6 in. at 2 a.m. on the 12th and 19 ft. 5 in. at Rockhampton at 10 a.m. on the 12th.

**The Fitzroy River
Map Of Watershed**



Area of Watershed: 55,600 sq miles.
Length of River: Fitzroy and minor tributaries 483
Dawson and tributaries 762
Mackenzie and minor tributaries 714
Nogoa (tributary of Mackenzie) and tributaries 592
Isaac (tributary of Mackenzie) and tributaries 519
Total Statute Miles 3050

Drawing by courtesy of the General Manager Central Division, Queensland Railways.

RECORD FLOOD HEIGHT

Rockhampton's biggest flood was in February, 1918, when the record flood height for the city was 31 ft. 11 in. The Fitzroy River reached 31 ft. 11 in. on February 1, 1918, and remained at this level for almost 24 hours. The height at Yaamba in 1918 was 56 ft. 10 in. In 1928, the river reading in Rockhampton was 27 ft. 3 in., and in January, 1951, the maximum river height at Rockhampton was 26 ft. 11 in.

ONLY ONCE IN 200 YEARS

The maximum height that a flood in Rockhampton could attain would be 35 ft. 1 in. and the chances of this occurring would be once in every 200 years.

This is contained in a report by the Commissioner for Irrigation (Mr W. Nimmo), who made an investigation of floods in the Fitzroy River in 1939.

A flood of 33ft. 11 in., a foot higher than the 1918 flood, could occur once every 100 years, the report stated.

EXTRACTS FROM A COPY OF "THE MORNING BULLETIN" PRINTED IN FEBRUARY 1954

Note: 10 foot = 3.048 metres

Skills and Training Matrices

The Skills Matrix is the list of skills required in order to build the capability needed by the Rockhampton Office to adequately respond to an incident.

SKILLS MATRIX			
Skill	Level	Who has skills	Priority
Workplace Trainer	Level 3 or 4	RoadTek Training Officer Inspector – Greg Covington	Low
Bridge Inspection	Level 1 and 2	RoadTek Supervisors Corporate Inspectors	High
Pavement Repairs		RoadTek Supervisors	Medium
Erosion and Sediment Control	Level 2	RoadTek Environmental Officers and Senior Supervisors Corporate Inspectors	Medium
Traffic Management Training	Levels 1,2 & 3	RoadTek Project Managers and Supervisors Corporate Project Managers and Inspectors	Medium
Emergency Response Management		Regional Director All managers including RoadTek	High

The Training Matrix outlines training available to ensure the skills identified in the skills matrix above can be achieved, and the providers of such training.

TRAINING MATRIX			
Course Name	Provider	Who	When
Bridge Inspection Level 1 and 2	Engineering and Technology Branch	RoadTek Supervisors and Construction Workers	July 2010
Pavement Repairs Training: On-the-job	Assessor: Civil Construction Federation	RoadTek Supervisors and Construction Workers	July 2010
Erosion and Sediment Control	Engineering and Technology Branch	RoadTek Environmental Officers, Senior Supervisors and Project Managers	July 2010
Traffic Management Training	Technical Training Solutions	RoadTek Project Managers, Supervisors and Construction Workers	July 2010

Road Network Incident Contact List

The Road Network Incident Contact List outlines the Rockhampton office stakeholders that need to be contacted in the case of an incident that has, or has the potential to impact on their business, or the delivery of essential services such as the Queensland Police, Queensland Fire and Rescue, the Queensland Ambulance Service, State Emergency Service or local military bases.

ROAD NETWORK INCIDENT CONTACT LIST				
Organisation	Name	Position	Contact Details	E-mail
External				
Queensland Police Service	Lionel Lee	Senior Sergeant	Tel: [REDACTED]	[REDACTED]
Queensland Ambulance Service	Brad Miers	Officer-in-Charge North Rockhampton Station	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
Queensland Ambulance Service	Darren Pirie	Officer-in-Charge South Rockhampton Station	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
Queensland Fire and Rescue	Eddie Lacko		Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
Rockhampton Regional Council	Andrew Bicknell	Public Safety and Disaster Management Officer	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
State Emergency Services	Bob Jeacocke	Yeppoon Local Controller	Tel: [REDACTED]	[REDACTED]
State Emergency Services	Lyle Dobbs	Rockhampton Local Controller	Tel: [REDACTED]	N/A
State Emergency Services	Darren Barnicoat	Mount Morgan Local Controller	Tel: [REDACTED]	[REDACTED]
Department of Community Safety	Glenn Bell	Central Region Disaster Management Officer	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
Transport and Main Roads				
Chief Operations Officer	Emma Thomas	Chief Operations Officer	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
Road Safety and System Management	Bruce Ollason	General Manager	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
Engineering and Technology	Julie Mitchell	Chief Engineer	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
Emergency Management	Don Bletchly	General Manager	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
RoadTek	Clinton Huff	Acting General Manager	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]

Road Network Incident Contact List

ROAD NETWORK INCIDENT CONTACT LIST				
Organisation	Name	Position	Contact Details	E-mail
Rockhampton Office				
Directorate	Terry Hill	Regional Director	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
Road Operations	Dan Casey	Manager (Program Delivery)	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
Maintenance (excludes Bruce and Capricorn Highways)	David Pitchford	Local Government Area Liaison Officer	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
Construction	Graham Bigg	Principal Engineer (Program Development)	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
RoadTek	Allister Cullen	Works Manager (Capricornia)	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]
RoadTek Maintenance (Bruce and Capricorn Highways)	Mark Riordan	Senior Project Manager	Tel: [REDACTED] Tel: [REDACTED]	[REDACTED]

Community Relationship, Partnership or Memorandum of Understanding List

The Community Relationship, Partnership or Memorandum of Understanding list outlines organisations or agencies with which an agreement of mutual support has been formally documented to provide assistance in the management of incidents.

COMMUNITY RELATIONSHIPS, PARTNERSHIPS AND MOU'S				
Group	Contact person	Contact Details	Nature of relationship	Date of Renewal
Rockhampton Regional Council (Rural)	Jeff Carter	Tel: [REDACTED] Tel: [REDACTED]	Road Maintenance Performance Contract	1 July 2010
Rockhampton Regional Council (Urban)	Russell Collins	Tel: [REDACTED] Tel: [REDACTED]	Road Maintenance Performance Contract	1 July 2010
Banana Shire Council	John Gwydir	Tel: [REDACTED] Tel: [REDACTED]	Road Maintenance Performance Contract	1 July 2010
Gladstone Regional Council	Graham Miller	Tel: [REDACTED]	Road Maintenance Performance Contract	1 July 2010
Central Highlands Regional Council	Andrew Bullock	Tel: [REDACTED]	Road Maintenance Performance Contract	1 July 2010
Queensland Rail	Gordon Leech	Tel: [REDACTED] Tel: [REDACTED]	Rail Network Infrastructure	1 July 2010
Telstra	Steve Kelly	Tel: [REDACTED]	Telecommunication Infrastructure	1 July 2010
Ergon Energy	Gordon Kelsey	Tel: [REDACTED]	Street Lighting/Power Poles	1 July 2010

Responding to an Incident Call out

STEP 1 – Respond to the emergency - Secure and Evaluate

Who will be responsible for first response site security, staff welfare and evaluating the likely impacts of the incident? Should the incident be reported upwards?

In the event of an Incident, it is the responsibility of site staff in the first instance to secure the site and report the incident to the Regional Director or Office staff.

If the Regional Director (or member of the Rockhampton Office Management Team in Regional Director's absence) instructs the Rockhampton Emergency Management Team (REMT) to be formed, it will be their responsibility to provide guidance and coordinate resources to assist with site security, evaluate the impacts of the incident, and take the necessary action to manage the situation.

The REMT will maintain direct contact with the site supervisor to remain updated on the situation and provide further advice to the departments' senior management.

STEP 2 – Assess the threat or damage – Report and Escalate

Who will issue Situation Reports if required and with what regularity?

If the REMT has been established, it is critical that information continues to be received and distributed by the team to ensure the situation is handled with efficiency, and resources are used with greatest effect.

It will remain the responsibility of the site supervisor to provide the REMT with verbal updates to allow necessary reporting to be undertaken.

In the first instance the site assessment will be phoned into the REMT, with the Site Incident Log emailed to the Rockhampton Office when available.

The REMT will also liaise immediately with Emergency Services staff to provide information and situation updates to ensure a coordinated response.

STEP 3 – Regional Director to determine if the RERT is to be formed

At what level of disruption to the network will the Rockhampton Emergency Response Team be formed?

If the Regional Director, or in his absence a member of the Rockhampton Office Management Team, determines that an incident will require significant and immediate action from departmental staff, whether it be in the form of expertise or resources, the RERT will be instructed to form.

In the first instance, the RERT will convene in the Fitzroy conference room located in the Knight Street Office Complex, 31 Knight Street, North Rockhampton. This room will contain maps of all district roads, access to electronic systems, as well as a number of communication devices to ensure information continues to be received and distributed by the RERT. The resource material can be found in the cupboard in the Fitzroy room.

From this time, the situation becomes a Critical Incident and the RERT take official control of all Main Roads' resources and response activities. The RERT coordinator will make immediate contact with site staff to establish the UHF communication channel to be used and seek initial feedback on the type of response required.

STEP 4 – Contact Key Stakeholders

Who will be responsible for making contact with the key stakeholders on the contact list?

The Communication Officer and Local Government Liaison Officer will take immediate steps to contact key stakeholders including Local Government, Public Transport Operators, RACQ, State Emergency Services and the media where necessary.

The Communication Officer will retain the responsibility of providing timely advice to these stakeholders to manage the information flow and enable the RERT to coordinate the direct response.

If traditional communication channels have been cut, the Communication Officer will work with the Manager (Capability and Business Systems) to ensure the necessary resources are available for the RERT.

STEP 5 – Establish Command Centre

Where will the Rockhampton office set up its main command and communication centre and its back-up centre?

In the first instance, the RERT will form in the Fitzroy Room located in the Knight Street Office Complex, 31 Knight Street, North Rockhampton. This room will contain maps of all Rockhampton office roads, access to electronic systems, as well as a number of communication devices to ensure information continues to be received and distributed by the RERT.

In the event that the Knight Street Office Complex is inaccessible, the RERT will convene at the departments' Materials Laboratory, 216 Richardson Road, North Rockhampton. Copies of all district maps and access to electronic systems will also be available at this location.

In the event that neither of these locations is available the Regional Director (or member of the Rockhampton Office Management Team in Regional Director's absence) will organise an appropriate location for the RERT.

Further, in the event that the RERT are not altogether the same process as above will be followed from the respective locations.

STEP 6 – Identify Issues and Priorities

What are the main risks to the Region (Rockhampton) in event of the partial or full loss of its road network?

The RERT has identified the following issues which must be considered in any actions taken in response to a critical incident.

- Political Risk – How will the RERT's actions reflect on local Member of Parliaments and the Minister?
- Departmental Reputation – How will the RERT's actions reflect on the department?
- Litigation – What is the risk of further litigation as a result of the department's response to the situation?
- Financial Risk – What are the financial risks to the department as a result of its actions in response to the situation?
- Staff Resource availability – Are staff with the necessary expertise available to respond to the incident. How are qualified resources identified and obtained?
- Delayed delivery of projects – How will the response to the critical incident affect the departments' ability to deliver projects committed under the Roads Implementation Program?
- Alternate Communication Network – In the event that traditional communication networks are unavailable, how will the RERT communicate with stakeholders and site staff?

STEP 7 – Oversee the development of the Recovery Plan

What resources are available to assist the Region in making emergency repairs and or long term reconstruction of the asset?

The RERT has identified the following resources may be available to undertake an immediate response to the Critical Incident.

- RoadTek – state wide access
- Local Governments
- Private Contractors
- Consultants
- Suppliers
- Other departmental offices
- Traffic Controllers

The recovery plan may require the use of some or all of these available resources, with the RERT Coordinator, Local Government Liaison Officer and Senior Project Manager (RoadTek) responsible for coordinating these resources.

STEP 8 – Declare the incident over and stand down the Rockhampton Emergency Management Team

Who will make the decision on returning the asset to normal services and inform the community of that return to normal service?

Once the Critical Incident has been responded to and the road network inspected, the RERT will report to the Regional Director who will provide final approval to stand down the RERT and return the road to normal operations with priority restrictions as necessary.

Priority Infrastructure Assessment Criteria

Assessment Criteria

Community Continuity

- Is there alternate access to education and health facilities such as schools and hospitals?
- Is there access for emergency services such as ambulance, fire and rescue and police that provide for the safety of the community?
- Are other services (optical fibre) impacted?
- Is there access for shopping, retailing, supplies?
- Is there access to markets?
- Is there access to tradesmen?
- Is there access to disaster areas for relief operations?

Community Severance

- Is there disruption to community groups such as sporting clubs, social clubs and so on who will be unable to conduct business or service the community?
- Is there disruption to families separated by failure of the asset?
- Is there access to friends?
- Is there access to religious facilities and services?
- Is there access to elderly or sick family members?

Economic Impacts

- Can perishables and other commodities be transported to market?
- Can supplies be transported to remote or major settlements / towns?
- Is there access to tourist facilities?
- Can tourist operators conduct their business?
- Can customers access local or regional business centres?

Is failure to keep asset open likely to reflect on Main Road's reputation

- Is the asset politically sensitive?
- Is there likely major environmental harm caused by the failure?
- Are other services (optical fibre) impacted?
- Is a person/s likely to die or face severe incapacity because of lack of access to treatment (for example, access to maternity services for minor problems such as bleeding that can become serious if not treated early or asthma attacks) or other safety services?

What contingency is available if asset is closed

- Are there alternate routes
 - that are they suitable for taking similar vehicle types that typically use that section of the road network?
 - suitable for long term use?
 - do not involve unreasonable extra travel time (for example not more than one hour added to journey)?
- Are there alternate facilities such as education, religious or health available for short term or mid term use?

Critical or Priority Infrastructure Register

This register utilises information from the region priority roads lists and structure and slope risk lists.

CI = Critical Infrastructure – state impact

II = Important Infrastructure – regional impact

Main Roads Critical or Priority Infrastructure Register			
Structure/Road	Road Number	Rating	Call Out Teams
Yeppen Bridge Bruce Highway Rockhampton	10E	CI	RoadTek
South of Rockhampton Bruce Highway	10E	CI	RoadTek Rockhampton Regional Council
North of Rockhampton Bruce Highway	10F	CI	RoadTek Rockhampton Regional Council
Fitzroy River Bridge	196	CI	RoadTek
Neville Hewitt Bridge Bruce Highway	10F	CI	RoadTek
Rockhampton to Duaranga Capricorn Highway	16A	II	RoadTek
Gladstone to Biloela Dawson Highway	46A	II	Gladstone Regional Council Banana Shire Council
Dululu to Theodore Leichhardt Highway	26A	II	Banana Shire Council
Rockhampton to Yeppoon Road	196	II	Rockhampton Regional Council
Rockhampton to Emu Park Road	194	II	Rockhampton Regional Council
Boyne/Tannum Road	1806	II	Gladstone Regional Council
Knight Street Office Complex		II	Manager (Capability and Business Systems)
Main Roads Communications Tower <ul style="list-style-type: none"> • Princhester • Mt Rolfe • Banana Range • Mt Hopeful • Miriam Vale 	10F	II	Senior Project Manager and Senior Communications Officer, Albert Hill () or Phil Turnbull ()
Calliope River Bridge Gladstone – Mt Larcom Road and Bruce Highway	181 10E	II II	RoadTek RoadTek
Boyne River Bridge Boyne /Tannum Road	1806	II	RoadTek
Calliope Range Dawson Highway	46A	II	Gladstone Regional Council
Boyne River Bridge Bruce Highway Benaraby	10D	II	RoadTek
Mt Morgan Range Burnett Highway	41F	II	RoadTek

Priority Infrastructure Evaluation – Bruce Highway, South of Rockhampton

Priority Infrastructure Evaluation	
Asset Name / Description	Bruce Highway, south of Rockhampton
Location of link or asset	South of Rockhampton
Network Links	Brisbane to Cairns
Region	Fitzroy (Rockhampton)
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	Freight route, major north-south corridor, defence route, tourism, National Highway
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	Departmental reputation, political risk, freight delayed, tourism disrupted, economic and defence impacts
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	Economic impacts, Financial pressures on Industry and community, Gladstone and Rockhampton isolated
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Upgrade of Dawson Highway, Maintenance strategies in place. Strategic planning for improved flood immunity and third Fitzroy River crossing
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Alternative routes, alternate mode of transport, rapid restoration
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	Rockhampton Emergency Management Team, Stakeholder contact list
Responsible officer :- <i>Maintenance</i>	Name: Darren Richardson, Principal Engineer (Asset Preservation) Contact details: [REDACTED]; mobile: [REDACTED] Name: Mark Riordan, Senior Project Manager Contact details: [REDACTED]
Responsible officer:- <i>Contingency planning</i>	Name: Dan Casey, Manager (Program Delivery) Contact details: [REDACTED]
Rating	Critical Infrastructure – state impact
	Local Impact
	Important Infrastructure – regional impact
	No significant impact anywhere
Date Assessed	23 September 2010
Next Assessment Due	23 September 2011
Assessment Officer	Manager (Program Delivery)
Signature of Assessor	[REDACTED]
Date	22 November 2010

Priority Infrastructure Evaluation – Bruce Highway, North of Rockhampton

Priority Infrastructure Evaluation		
Asset Name / Description	Bruce Highway, north of Rockhampton	
Location of link or asset	North of Rockhampton	
Network Links	Brisbane to Cairns	
Region	Fitzroy (Rockhampton)	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	Freight route, Major north-south corridor, defence route, tourism, National Highway, western Queensland connection	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	Departmental Reputation, Political Risk, Freight delayed, Tourism disrupted, Economic and Defence impacts	
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	Economic impacts, Financial pressures on Industry and community, North Queensland isolated.	
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Ongoing Bruce Highway Maintenance program.	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Alternative routes (western routes), alternate mode of transport, rapid restoration	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	Rockhampton Emergency Management Team, Stakeholder contact list	
Responsible officer :- <i>Maintenance</i>	Name: Darren Richardson, Principal Engineer (Asset Preservation) Contact details: [REDACTED] Name: Mark Riordan, Senior Project Manager Contact details: [REDACTED]	
Responsible officer:- <i>Contingency planning</i>	Name: Dan Casey, Manager (Program Delivery) Contact details: [REDACTED]	
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact
	Local Impact	No significant impact anywhere
Date Assessed	23 September 2010	
Next Assessment Due	23 September 2011	
Assessment Officer	Manager (Program Delivery)	
Signature of Assessor	[REDACTED]	
Date	22 November 2010	

Priority Infrastructure Evaluation – Bruce Highway, Neville Hewitt Bridge

Priority Infrastructure Evaluation		
Asset Name / Description	Neville Hewitt Bridge	
Location of link or asset	Fitzroy River, Rockhampton	
Network Links	Bruce Highway, across Fitzroy River in Rockhampton.	
Region	Fitzroy (Rockhampton)	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	One of two crossings across the Fitzroy River, forms part of the Bruce Highway, National Highway	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region is the asset is not operational?</i>	Major route for local and highway traffic, cause significant delays until replaced, increased pressure on other roads and bridges. The only other crossing would be heavily contested and severely exceed traffic capacity	
Local Impacts <i>(ore there local conditions that may increase the significance or value of asset?)</i>	Local traffic significantly delayed	
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Second crossing (Fitzroy River Bridge), ongoing maintenance and inspection program	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Possible third crossing, alternate routes. Strategic planning in place for possible third crossing.	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	Amendments to communication and traffic signal phasing, review of alternative routes	
Responsible officer :- <i>Maintenance</i>	Name: Principal Engineer (Asset Preservation) Contact details: [REDACTED] : mobile	
Responsible officer:- <i>Contingency planning</i>	Name: Dan Casey, Manager (Program Delivery) Contact details: [REDACTED]	
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact
	Local Impact	No significant impact anywhere
Date Assessed	23 September 2010	
Next Assessment Due	23 September 2011	
Assessment Officer	Manager (Program Delivery)	
Signature of Assessor	[REDACTED]	
Date	22 November 2010	

Priority Infrastructure Evaluation – Bruce Highway, Fitzroy River Bridge

Priority Infrastructure Evaluation	
Asset Name / Description	Fitzroy River Bridge
Location of link or asset	Fitzroy River, Rockhampton
Network Links	Rockhampton – Yeppoon Road, across Fitzroy River.
Region	Fitzroy (Rockhampton)
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	One of two crossings across the Fitzroy River, major bridge crossing to Rockhampton Central Business District.
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region is the asset is not operational?</i>	Major route for local and highway traffic, cause significant delays until replaced, increased pressure on other roads and bridges. The only other crossing would be heavily contested and severely exceed traffic capacity
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	Local traffic significantly delayed
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Second crossing (Neville Hewitt Bridge), ongoing maintenance and inspection program
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Possible third crossing, alternate routes. Strategic planning in place for possible third crossing.
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	Amendments to communication and traffic signal phasing, review of alternative routes
Responsible officer :- <i>Maintenance</i>	Name: Principal Engineer (Asset Preservation) Contact details: [REDACTED]; mobile
Responsible officer:- <i>Contingency planning</i>	Name: Dan Casey, Manager (Program Delivery) Contact details: [REDACTED]
Rating	Critical Infrastructure – state impact
	Local Impact
	Important Infrastructure – regional impact
	No significant impact anywhere
Date Assessed	23 September 2010
Next Assessment Due	23 September 2011
Assessment Officer	Manager (Program Delivery)
Signature of Assessor	[REDACTED]
Date	22 November 2010

Priority Infrastructure Evaluation – Bruce Highway, Yeppen Bridge

Priority Infrastructure Evaluation					
Asset Name / Description	Yeppen Bridge				
Location of link or asset	Bruce Highway, South of Rockhampton				
Network Links	Brisbane to Cairns				
Region	Fitzroy (Rockhampton)				
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	Freight route, major north-south corridor, defence route, tourism, National Highway, western Queensland connection				
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	Departmental reputation, political risk, freight delayed, tourism disrupted, economic and defence impacts				
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>	Economic impacts, financial pressures on industry and community, towns south and west of Rockhampton isolated				
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Consider use of Stanwell-Waroula Road				
Contingency Plans In place <i>Give details of the contingency plans for loss of operational use of asset</i>	Alternate roads				
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	Rockhampton Emergency Management Team, Stakeholder contact list				
Responsible officer :- Maintenance	Name: Darren Richardson, Principal Engineer (Asset Preservation) Contact details: [REDACTED] Name: Mark Riordan, Senior Project Manager Contact details: [REDACTED]				
Responsible officer:- Contingency planning	Name: Dan Casey, Manager (Program Delivery) Contact details: [REDACTED]				
Rating	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Critical Infrastructure – state impact</td> <td style="width: 50%; text-align: center;">Important Infrastructure – regional impact</td> </tr> <tr> <td style="text-align: center;">Local Impact</td> <td style="text-align: center;">No significant impact anywhere</td> </tr> </table>	Critical Infrastructure – state impact	Important Infrastructure – regional impact	Local Impact	No significant impact anywhere
Critical Infrastructure – state impact	Important Infrastructure – regional impact				
Local Impact	No significant impact anywhere				
Date Assessed	23 September 2010				
Next Assessment Due	23 September 2011				
Assessment Officer	Manager (Program Delivery)				
Signature of Assessor	[REDACTED]				
Date	22 November 2010				

Infrastructure Register

This register records the basic details of each piece of priority infrastructure that falls within the Region's responsibility.

INFRASTRUCTURE REGISTER							
Asset name	Location	Critical nature	Rating	Mitigation Plans	Responsible Officers	Date last assessed	Due date of next assessment
Yeppen Bridge	Southern entrance to Rockhampton	Southern, northern and western connection	II	Consider Stanwell/Waroula Road or Roopes Crossing as alternate route. Also consider vehicle load limits	For Maintenance: Darren Richardson, Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Bruce Highway South of Rockhampton	Miriam Vale to Rockhampton	Southern and northern connection	CI	Consider Dawson/Burnett/Leichhardt Highways as alternate route. Also consider vehicle load limits	For Maintenance: Mark Riordan, Senior Project Manager (RoadTek) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Bruce Highway North of Rockhampton	Rockhampton to Marlborough	Southern and northern connection	CI	Consider Capricorn Highway/Fitzroy Development Road (Dingo-Mt Flora)/Peak Downs Highway as alternate route. Also consider vehicle load limits	For Maintenance: Mark Riordan, Senior Project Manager (RoadTek) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Capricorn Highway	Rockhampton to Duaringa	Western connection	II	Consider Leichhardt/Dawson Highway as alternate route. Also consider vehicle load limits	For Maintenance: Mark Riordan, Senior Project Manager (RoadTek) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Dawson Highway	Gladstone - Biloela	Western Connection	II	Consider Bruce/Capricorn/Leichhardt Highways as alternate route. Also consider vehicle load limits	For Maintenance: Darren Richardson, Principal Engineer (Asset Preservation)	September 2010	September 2011

INFRASTRUCTURE REGISTER

Asset name	Location	Critical nature	Rating	Mitigation Plans	Responsible Officers	Date last assessed	Due date of next assessment
Mt Morgan Range	Rockhampton – Mt Morgan	South west connection	II	Consider Razorback on Kabra – Mt Morgan Road or Leichhardt Highway as alternate route. Also consider vehicle load limits	Contingency Plan/s: Dan Casey, M(PD) For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Calliope River Bridge	Bruce Highway	North/south connection	II	Consider Gladstone/Calliope/Biloela as alternate route. Also consider vehicle load limits.	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Leichhardt Highway	Dullulu to Theodore	Western Connection	II	Consult with Banana Shire representatives about the use of local roads. Also consider vehicle load limits.	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Rockhampton – Yeppoon Road	Rockhampton – Yeppoon Road	Eastern connection to Capricorn Coast	II	Consider Rockhampton – Emu Park Road and Cawarral as alternate route. Also consider vehicle load limits.	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Rockhampton – Emu Park Road	Rockhampton – Emu Park Road	Eastern connection to Capricorn Coast	II	Consider Yeppoon – Rockhampton/Greenlakes Road and Cawarral as alternate route. Also consider vehicle load limits.	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Boyne/ Tannum Road	Gladstone to Boyne/ Tannum Sands	Connection to Boyne Island / Tannum Sands	II	Consider Tannum Sands Road and Bruce Highway as alternate route. Also consider vehicle load limits.	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011

INFRASTRUCTURE REGISTER

Asset name	Location	Critical nature	Rating	Mitigation Plans	Responsible Officers	Date last assessed	Due date of next assessment
Main Roads Communication Towers	Princhester	Only VHF/UHF radio connection	II	Alternate strategies in place – mobile and satellite phones	For Maintenance: Geoff Kapernick, Customer Service Coordinator, tel: 46999304 Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Main Roads Office Complex Knight Street	31 Knight Street North Rockhampton	Main communication centre for Rockhampton	II	Alternate site locations such as Richardson Road, Midgee, Rockhampton Regional Council facilities.	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Fitzroy River Bridge	Rockhampton City	Northern and southern connection	C1	Consider Neville Hewitt Bridge as alternate route. Also consider vehicle load limits.	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Neville Hewitt Bridge	Rockhampton City	Northern and southern connection	C1	Consider Fitzroy River Bridge as alternate route. Also consider vehicle load limits.	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Calliope River Bridge on Gladstone – Mt Larcom Road	Gladstone / Mt Larcom	Northern and western connection	II	Consider Bruce Highway and Calliope River Road as alternate route. Also consider vehicle load limits	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011

INFRASTRUCTURE REGISTER

Asset name	Location	Critical nature	Rating	Mitigation Plans	Responsible Officers	Date last assessed	Due date of next assessment
Boyne River Bridge at Benaraby	Benaraby	Northern and Southern connection	CI	Consider Boyne River Bridge and Tannum Sands as alternate route. Also consider vehicle load limits	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	October 2009	September 2010
Boyne River Bridge at Tannum Sands	Boyne Island and Tannum Sands	Western connection	II	Consider Bruce Highway as alternate route. Also consider vehicle load limits	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	September 2010	September 2011
Dawson Highway Calliope Range	Calliope	Western connection	II	Consider Bruce/Capricorn/Leichhardt Highways as alternate route. Also consider vehicle load limits	For Maintenance: Principal Engineer (Asset Preservation) Contingency Plan/s: Dan Casey, M(PD)	October 2009	September 2010

Checklist

This is a checklist of the items required for the effective establishment of the Rockhampton Emergency Management Team communication room.

Equipment	
<input type="checkbox"/>	Computer equipment : laptops (5), overhead projector, printer, keyboard, dual screen monitors, memory stick, fax machine
<input type="checkbox"/>	Internet access including wireless access
<input type="checkbox"/>	Telephones (5) and ability to teleconference/video conference
<input type="checkbox"/>	Region maps
<input type="checkbox"/>	Stationery: paper, notebooks (A4), pens, pencils, etc
<input type="checkbox"/>	Rockhampton Emergency Management Team Incident Forms
<input type="checkbox"/>	Cooling devices: additional fans and/or airconditioning
<input type="checkbox"/>	Switchboard staff advised to direct all road related calls to team members
<input type="checkbox"/>	Email advice to staff to advise of command centre operation
<input type="checkbox"/>	Copy of Rockhampton Road Network Incident Response Plan
<input type="checkbox"/>	Copy of Contacts List from the Rockhampton Road Network Incident Response Plan
<input type="checkbox"/>	UHF and VHF Radios and handset
<input type="checkbox"/>	Satellite telephone (located in Traffic Services office – number is 0405 508698)

Post Incident Evaluation Report

POST INCIDENT EVALUATION REPORT	
A. Nature of the Incident	
1. Describe the type of incident (nature, size, location, time, duration)	
2. Has the cause of the crisis been confirmed? If yes, what was the cause?	
3. Was an evacuation response necessary? If so, was it implemented in accordance with TMR's procedures?	
4. Were there any deaths, injuries or serious health effects to: <ul style="list-style-type: none"> ▪ employees ▪ contractors, or ▪ public? 	
5. What operations were affected?	
6. Describe the damage to: <ul style="list-style-type: none"> ▪ road system ▪ environment ▪ property or infrastructure, and ▪ community. 	
7. Were employees affected? How? Why?	
8. Were the community or stakeholders affected? How? Why?	
9. Were Government or other regulatory authorities affected? How? Why?	
10. Has counselling or other assistance been arranged from persons impacted by the incident	
B. Business Impact and Issues	
1. Was there substantial media coverage? (Queensland, Australia, international)	
2. Describe the financial impact in terms of: <ul style="list-style-type: none"> ▪ direct business interruption ▪ indirect constraints on business ▪ significant penalty or fine ▪ insurance, and ▪ liability claims. 	
3. Was there any short or long term damage done to the road system? Please describe.	
4. Was there any short or long term damage done to TMR's reputation? Please describe.	

5. Was there any short or long term damage done to Main Road's financial position? Please describe.	
<i>C. Incident Response Teams' performance</i>	
1. Was information adequately provided to the Critical Incident Management Team?	
2. Was there an effective interface between the Rockhampton Emergency Response Team (and, where relevant, the Critical Incident Management Team (CIMT) and the Incident Communications Team (ICT))?	
3. Comment on the source, reliability and completeness of information supplied.	
4. Did the authorities inhibit or prevent information gathering?	
5. Were there good communications links between the operational management team/s (eg: RERT, CIMT, ICT, RoadTek etc)	
6. Comment on the effectiveness of the people and safety strategies and the efficiency of the implementation of these strategies?	
7. Comment on the efficiency and effectiveness of the emergency response?	
<i>D. Lessons Learned</i>	
1. Could the incident have been avoided by better following existing guidelines and procedures? If so, what could have been done better?	
2. Could the incident have been avoided if different policies, guidelines or procedures were in place? If so, what new policies, guidelines or procedures should be introduced to reduce the likelihood of a similar future crisis?	
3. Could the impact of the incident have been reduced by better following existing guidelines and procedures? If so, what could have been done better?	
4. What other lessons can be learned from this incident?	
5. What other lessons can be learned from this incident?	

Learnings

1. What worked well?

2. What did not work well?

3. What resources do we need?

4. What changes do we need to make for future incidents?

Incoming Incident Report Form



Location:

Problem:

Response / Action:

Contact:

Received by:





Queensland
Government

Road Network Incident Response Plan South West Region

Connecting Queensland
www.tmr.qld.gov.au

Document Control Sheet

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact the Director (Governance and Risk)

Version history

Version no.	Date	Changed by	Nature of amendment
1	Dec 2010	Cindy Irwin	Working document

The following officer has **approved** this document.

Owner

Name Peter Evans

Position Regional Director

Signature _____ Date _____

The following officer has **endorsed** this document.

Name Eddie Peters

Position General Manager (Assets & Operations)

Signature _____ Date _____

TABLE OF CONTENTS

PART A: ROAD NETWORK INCIDENT RESPONSE PLANNING: AN OVERVIEW	5
1. INTRODUCTION	6
1.1. Purpose of this document.....	6
1.2. Objective of Road Network Incident Response Planning	6
1.3. Benefits to Regions and Districts	6
1.4. Target Audience	6
1.5. Process Outcomes	7
1.6. Main Roads' Incident Management System	7
1.7. Standard Definitions.....	8
1.8. Acronyms/Abbreviations/Initialisms	10
2. HOW TO CREATE YOUR RNIRP	11
2.1. The three phases of the RNIRP	11
2.2. Planning.....	11
2.3. Responding to an Incident Call Out	12
2.4. Post incident review – capturing the lessons.....	13
3. REFERENCES	14
PART B: TMR'S PRIORITY INFRASTRUCTURE: IDENTIFICATION AND EVALUATION GUIDELINES	15
4. CONTEXT	16
5. PURPOSE	16
6. PROCESS.....	16
6.1. Identify	17
6.2. Evaluate and Record.....	17
6.3. Notify of "priority" infrastructure.....	17
PART C: ROAD NETWORK INCIDENT RESPONSE PLAN	18
1. SECTION 1 CONTACT LIST – REGION/DISTRICT EMERGENCY MANAGEMENT TEAM ROLES.....	19
2. SECTION 2 ADVANCED RESOURCE PLANNING	21
3. SECTION 3 FLOOD LEVELS OF LOCAL RIVERS	22
4. SECTION 4 SKILLS AND TRAINING MATRICES	ERROR! BOOKMARK NOT DEFINED.
5. SECTION 5 ROAD NETWORK INCIDENT CONTACT LIST	24
6. SECTION 6 COMMUNITY RELATIONSHIP, PARTNERSHIP OR MOUS LIST.....	25
7. SECTION 7 RESPONDING TO AN INCIDENT CALL OUT	26
8. SECTION 8 POST INCIDENT EVALUATION REPORT	27
9. SECTION 9 PRIORITY INFRASTRUCTURE ASSESSMENT CRITERIA	30
10. SECTION 10 PRIORITY INFRASTRUCTURE EVALUATION TEMPLATE	31
11. SECTION 11 INFRASTRUCTURE REGISTER.....	34
12. SECTION 12 MR CRITICAL OR PRIORITY INFRASTRUCTURE REGISTER	34

EXECUTIVE SUMMARY

The *Guide to Road Network Incident Response Planning* assists the Regions/Districts to create a Road Network Incident Response Plan and their managing and reporting on Road Network Incidents (RNI). It is only one element of the Main Road's Incident Management System (MRIMS). Road network managers and operators are encouraged to read this document.

An RNI is an unexpected event that adversely impacts on the Department of Transport & Main Roads' (TMR) road network. An RNI is not of itself a critical incident but may become one by virtue of its duration, deterioration of the situation, or the potential for adverse political or financial outcomes.

This plan is an all-risk, all-hazard, all-of-network approach to incident management. The objective of the completed RNIRP is to promote interoperability and consistency between the Regions and Districts across MR and provide valuable information to the centrally-based Critical Incident Management Team should an event be escalated beyond the capability of the Region/District. An RNIRP, when completed, assists the Regions/Districts with their managing and reporting on RNI.

The benefits of interoperability and consistency between the Regions and Districts across MR means that an MR officer from anywhere in the state can be dispatched to assist your team and will be able to instantly "hit the ground running." Planning surrounding this document, if done well, should save considerable time in efficiently and effectively initiating a response.

Additionally, this document contains the MR's Priority Infrastructure: Identification and Evaluation Guidelines to assist the Regions/Districts in the consistent identification, assessment and evaluation of priority infrastructure under the control of MR, and provide a consistent process for recording and monitoring priority infrastructure.

PART A: ROAD NETWORK INCIDENT RESPONSE PLANNING: AN OVERVIEW

1. INTRODUCTION

This is the *Guide to Road Network Incident Response Planning*. It provides Regions/Districts with consistent guidance across MR to prepare for, respond to and learn from an RNI.

Standard definitions of terms appear at Heading 1.7 in this document. Reader are advised to familiarise themselves with the definitions.

1.1. Purpose of this document

Each Regional/District Office will prepare and maintain a Road Network Incident Response Plan (RNIRP) in conjunction with the Road maintenance Performance Contractor provider in their area. At a local level, the completed RNIRP

- provides an all-hazards plan for dealing with road incidents
- has, as its intention, the well being of MR employees and the community at large, the protection of MR infrastructure assets, and the ongoing reputation of the department as a road system manager
- ensures an operational level response to any incident that would impact upon the safe and reliable operation of the state's road network.
- is designed to ensure MR is prepared for any event that may disrupt the capacity or efficient and effective flow of traffic on the road network, and more specifically to prepare for major incidents that need to be escalated beyond the normal road stewardship and operational response to incidents
- is an element of MR's Incident Management System (MRIMS) and one of the artefacts generated for successful incident management

This document has been divided into three parts. The first two parts will assist in creating your RNIRP and the third part will, when completed, be your RNIRP.

1.2. Objective of Road Network Incident Response Planning

The objective of the completed RNIRP is to promote interoperability and consistency between the Regions and Districts across MR and provide valuable information to the centrally-based CIMT should an event be escalated beyond the capability of the Region/District. An RNIRP, when completed, assists the Regions/Districts with their managing and reporting on RNI. An RNI is an unexpected event that adversely impacts MR's road network. An RNI is not of itself a critical incident but may become one by virtue of its duration, deterioration of the situation, or the potential for adverse political or financial outcomes.

1.3. Benefits to Regions and Districts

The benefits of interoperability and consistency between the Regions and Districts across MR means that an MR officer from anywhere in the state can be dispatched to assist your team and will be able to instantly "hit the ground running." Planning surrounding this document, if done well, should save considerable time in efficiently and effectively initiating a response.

1.4. Target Audience

Road Network managers and operators.

1.5. Process Outcomes

When this information is properly identified, compiled and maintained, the RNIRP will provide a valuable information source, and support submissions for the following areas of the organisation:

- a) State Wide Planning: assesses appropriate funding for road improvements and alternate routes
- b) Corridor Management and Operations: highlights priority areas maintenance and recovery
- c) Project Planning and Development: allocates funding and insertion into works program, and
- d) MR's Corporate Office Governance and Risk Branch: ensures the state's Critical Infrastructure register (maintained by Department of Premier and Cabinet) is complete and accurate with respect to assets under MR's control

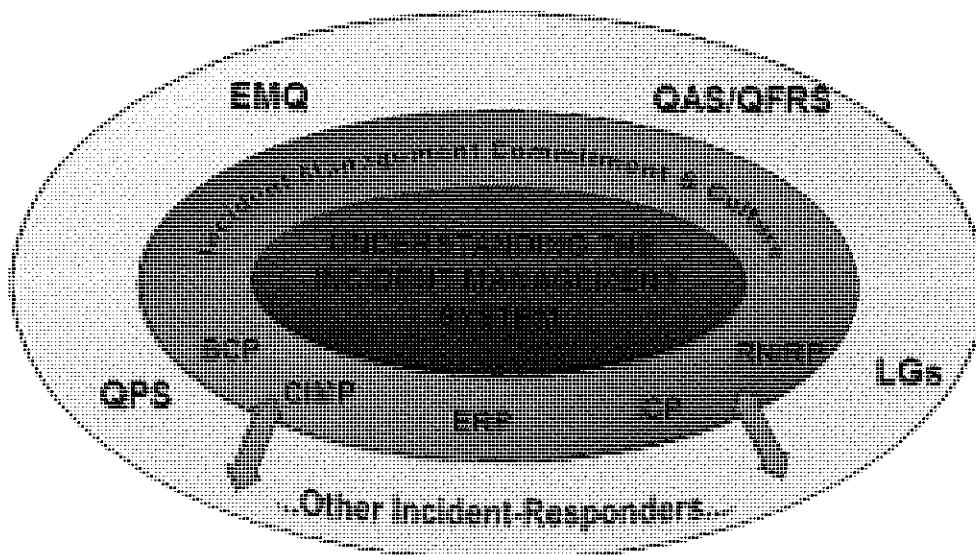
Regions/Districts will have all attached templates completed, monitored and regularly reviewed to support preparation.

1.6. Main Roads' Incident Management System

As can be seen in **Diagram 1** the RNIRP is a sub-component of MR's Incident Management System.

The MRIMS has been designed to integrate with the various levels of the *State Disaster Management System*. There are other components to the MRIMS but these are outside the scope of these guidelines. The relationship between the *State Disaster Management Plan* and MRIMS is discussed in *Understanding the Incident Management System*.

The Main Roads Incident Management System



MAIN ROADS		OTHER RESPONDERS	
BCP	Business Continuity Plan	QPS	Queensland Police Service
CIMP	Critical Incident Management Plan	EMQ	Emergency Management Queensland
ERP	Emergency Response Procedures	QAS	Queensland Ambulance Service
ICP	Incident Communications Plan	QFRS	Queensland Fire and Rescue Service
UIMS	Understanding the Incident Management System	LGs	Local Government
RNIRP	Road Network Incident Response Plan		

DIAGRAM 1 THE MAIN ROADS INCIDENT MANAGEMENT SYSTEM

1.7. Standard Definitions

The standard definitions below appear in all MRIMS guides. The italicised text in shaded or highlights serves to explain by example.

1.7.1. Business Continuity Plans (BCP)

A Business Continuity Plan is a set of documented and rehearsed processes and procedures to ensure that the organisation has the trained staff, equipment and capacity to continue delivering essential services across its key functional business areas, with minimal interruption if a critical incident causes material business disruption.

Effective Business Continuity is dependent on:

- Identification of the processes that will ensure delivery of key business functionality
- The people (including back-up staff) and training required to deliver that functionality
- Identification of critical dependencies (internal and external)
- Selection, fit-out and equipping of safe alternate sites suitable for long-term occupation
- Memoranda of understanding or contractual agreements with vital suppliers and agencies

1.7.2. Business Continuity Teams (BCT)

A Business Continuity Team comprises trained and rehearsed members of the business units that are critical to TMRs' ability to continue to deliver across key functional business areas, following a critical incident.

Each team should include trained and rehearsed backup personnel nested, where possible, at least three deep at each level, so that if an incident such as a pandemic causes mass absenteeism critical operations can still continue.

1.7.3. Critical Incident (CI) eg. widespread flooding and other effects of Feb 2008 monsoonal low.

A Transport & Main Roads Critical Incident is an extraordinary event or condition that threatens or has the immediate potential to threaten life or safety; the road network; stakeholder relations; or MR's reputation; financial viability; or its ability to deliver essential business functions.

Such incidents require urgent mitigation, are usually (but not always) beyond the resources of a single district or region and will generally see the activation of one or more Business Continuity Plans. They may also involve multiple agencies such as the Queensland Police Service, Emergency Management Queensland, Queensland Transport, Emergency Services, and local government.

Note: In order for public service employees to be eligible for certain entitlements and conditions when performing work essential to incident resolution, a critical incident determination must be notified by the Executive Director Emergency Management Queensland, to MR's Director-General, (ref. Critical Incident Directive3/08CID)

1.7.4. Critical Incident Management Plan (CIMP)

The Critical Incident Management Plan is a documented and tested set of processes and procedures to help the Critical Incident Management Team give effective advice to the DD-G in the event of a critical incident.

1.7.5. Critical Incident Management Team (CIMT)

The Critical Incident Management Team is a body convened by the DD-G (Chair) in the event of a Critical Incident, to advise the DD-G and oversee implementation of the Critical Incident Management Plan.

In TMR, the CIMT would normally comprise the DD-G, GMs and the ED (Corporate Office). Functional managers or specialist delegates may be called in as required.

1.7.6. Emergency Response Procedures (ERP)

Emergency Response Procedures are a documented and rehearsed, building-specific approach to emergency incidents. ERPs are principally concerned with removing endangered persons to a place of safety in a safe and secure manner and are carried out by the building's Emergency Control Organisation (ECO) under the direction of the Chief Warden.

Readers who seek additional information about their ERP should consult their building's Chief Warden or their Floor Warden.

1.7.7. Incident Communications Plan (ICP)

The Incident Communications Plan is a documented and rehearsed set of processes and procedures implemented by the Media Unit's Incident Communication Team during the course of an incident affecting TMR.

1.7.8. Incident Management System (IMS)

The Incident Management System aligns and coordinates MR's risk-focussed all-hazards approach to Incident Management.

1.7.9. Incident Communications Team (ICT)

The Incident Communications Team is a body of trained and rehearsed personnel who implement the Incident Communications Plan during the course of any incident affecting TMR.

1.7.10. Region / District Emergency Management Teams (R/DEMT)

Region and District Emergency Management Teams are trained and rehearsed management personnel responsible for implementation and oversight of the RNIRP, including reporting and escalating Road Network Incidents in their region or district.

1.7.11. Region / District Emergency Response Teams (R/DERT)

Region and District Emergency Response Teams are trained and rehearsed operational road maintenance personnel assigned by the R/DEMT to respond to road network incidents in their region or district.

1.7.12. Road Network Incident (RNI) eg. Cunningham's Gap closed to traffic due to rock-falls.

A Road Network Incident is an unexpected event that adversely impacts MR's road network.

An RNI is not of itself a Critical Incident but may become one by virtue of its duration, deterioration of the situation, or the potential for adverse political or financial outcomes.

1.7.13. Road Network Incident Response Plan (RNIRP)

The Road Network Incident Response Plan is a documented and rehearsed set of processes and procedures to assist Regional and District staff and crews to effectively respond to a Road Network Incident; identify when escalation is necessary; and capture the lessons learned.

1.8. Acronyms/Abbreviations/Initialisms

ABBREVIATION	TERM
AS/NZS	Australia and New Zealand Standard
BCM	Business Continuity Management
BCP	Business Continuity Plan (TMR)
BCT	Business Continuity Team (TMR)
CIMP	Critical Incident Management Plan (TMR)
CIMT	Critical Incident Management Team (TMR)
EMQ	Emergency Management Queensland
D-G	Director General (TMR)
DDMG	District Disaster Management Group (Emergency Management Queensland)
DD	District Director (Main Roads)
On-site EMP	On-site Emergency Management Plan (for roads and for facilities)
ECO	Emergency Control Organisation
EMQ	Emergency Management Queensland
ICP	Incident Communications Plan (TMR)
ICT	Incident Communications Team
LDMG	Local Disaster Management Group (Emergency Management Queensland)
MIG	Major Incidents Group (Whole of Government)
MR	Department of Main Roads (Queensland)
MRIMS	Main Roads' Incident Management System
QF&RS	Queensland Fire and Rescue Service
QPS	Queensland Police Service
QT	Queensland Transport
R/DEMT	Region/District Emergency Management Teams (TMR)
R/DERT	Region/District Emergency Response Teams (TMR)
RD	Regional Director (TMR)
RNI	Road network incident
RNIRP	Road Network Incident Response Plan
SDCG	State Disaster Coordination Group
SDMG	State Disaster Management Group

2. HOW TO CREATE YOUR RNIRP

2.1. The three phases of the RNIRP

Your RNIRP will have three distinct phases:

- a) **Phase 1:** Planning, training and testing for anticipated events such as wet season and cyclones, and incidents
- b) **Phase 2:** Responding to events as they occur
- c) **Phase 3:** Capturing the key issues and lessons learned

2.2. Planning

The Region/District Emergency Management Team (R/DEMT) – or the equivalent response group within a Region/District – should consist of the persons who have the responsibility for planning for, responding to and initiating the recovery phases of the incident.

2.2.1. What is the role of the R/DEMT?

The R/DEMT is the group who will be responsible for managing the “incident”. It is the objective of the team to allow the Regional/District Director, to undertake management of normal business while maintaining an overview of the incident management as a separate project within normal business. A template for the team's responsibilities and contact details appear in **PART C SECTION 1**.

2.2.2. In preparing for incidents, Regional and District Directors should ensure the following planning is mandated

- a) Undertake reviews, updates and tests of the RNIRP
- b) Undertake training in RNIRP response procedures
- c) Regularly review and maintain the RNIRP (for an example, maintain employee emergency contact information, maintain critical third parties' contact information) and associated tools and template plans and submits these, when completed, to the District Leadership Team for review and endorsement
- d) Undertake training for R/DEMT members in incident management, business continuity and emergency response procedures and associated plans
- e) Regularly review and maintain the Region/District elements of the *MR Incident Communications Plan*
- f) Collate data required for incident management (and planning) such as flood levels or resource planning (see **PART C SECTION 2** and **PART C SECTION 3**)

2.2.3. Training for an Incident

The responsible officer coordinates training for the R/DEMT and its sub-teams, in accordance with the Skills and Training matrices set out in **PART C SECTION 4**. The training should focus on familiarising and refreshing team members with their relevant roles, responsibilities and procedures under the RNIRP. As required, external experts may also be engaged to provide specialist training in incident management. MR's Corporate Office Governance and Risk Branch is available to provide guidance and contacts.

2.2.4. Testing preparedness for a Road Network Incident

The R/DEMT coordinator is responsible for coordinating regular tests of the District's road network incident management capability. Where possible, external agencies such as the Queensland Police Service (QPS), Emergency Management Queensland (EMQ), State Emergency Service (SES) and similar key stakeholders, should be involved.

These tests may take the form of an interactive desktop exercise based on simulated incident scenarios or involvement in exercises conducted by other Queensland Government entities such as the Queensland Police Service, Emergency Management Queensland and Department of Premier and Cabinet.

The key objectives of the testing exercises are to:

- a) test the procedures and arrangements described within the RNIRP
- b) confirm the membership of the R/DEMT and sub-teams and assess the level of preparedness of the team members and their back-ups
- c) provide the R/DEMT with a practical understanding of the RNIRP procedures and their respective roles and responsibilities under the RNIRP
- d) identify and report any areas for improvement in the RNIRP and the preparedness of the team
- e) test cooperative response(s) with other agencies
- f) familiarise new staff with the systems

Where required, MR's Corporate Office Governance and Risk Branch will advise on the coordination of the test exercises, engaging of specialist contractors as required, and in documenting the lessons and improvement opportunities arising from such tests.

2.2.5. Contacts Lists

In the event of an incident, the Region/District must be able to contact its employees, stakeholders and critical third party suppliers, at any time of the day or night. All stakeholder communication must be filtered through the Incident Communication Team (ICT) (which includes regional communication representatives) if it is activated or the district communication officer if the ICT is not activated.

It is acknowledged from an operational perspective that a region or Traffic Management Centre (TMC), if applicable, will publish reactive messaging via 131940 hotline and website regarding incidents as per normal publishing and reporting procedures. This messaging should be limited to operational messages regarding road closures, diversions and so on. If the ICT is activated, a representative from the TMC may be asked to attend the ICT meetings and instructions on communication may be provided to the TMC by the ICT or the local TMR communication officer if the ICT is not activated.

To facilitate communication with these critical groups, the following contact lists should be maintained by the District:

- a) Road Network Incident Contact List (PART C SECTION 5)
- b) Community Relationships, Partnerships and MoUs (PART C SECTION 6)

2.3. Responding to an Incident Call Out

In managing any road network incident, the R/DEMT's key objectives are to:

- a) assess and stabilise the situation in order to minimise the impact of the critical incident to our people, the community, the road system and our business operations
- b) restore operations as soon as possible so that MR can continue to provide essential roads infrastructure and operations, and enhance MR reputation through effective management of the critical incident
- c) Make ongoing assessments of the situation and communicate these to key stakeholders

These objectives can be achieved by following the steps below and a template has been provided in **PART C SECTION 7.**

- a) Respond to the emergencies
- b) Assess threat/damage and escalate the incident, where necessary, to enable the DD-G to decide on the declaration of a Critical Incident
- c) Form the R/DEMT
- d) Contact stakeholders (see *Incident Communications Plan*)
- e) Establish command centres
- f) Identify issues and set priorities for action
- g) Oversee the development of recovery plans
- h) Declare the incident over and stand down the R/DEMT

2.3.1. District Incident Log

The District Incident Log is a written or electronic log of information on the incident. It is contained in the *Incident Communications Plan*. It provides a permanent record of all incident details including the location, who is in control of the site, who is on site, a risk assessment from a district/ whole of network perspective and a record of decisions and actions taken.

2.3.2. Initial Incident Notification Form (IINF)

The *Incident Communications Plan* holds a template of the IINF. The IINF is the key site communication tool for Road Network Incidents. The incident site IINF gives the Region/District the immediate information and details of the nature of the incident and any immediate impact the incident has on the local road network.

The number and regularity of IINFs are determined by the nature of the incident and its impact, the time taken to evaluate the impact and damage to road infrastructure and the time and extent of impact on traffic movement.

At a minimum there should be an early warning IINF with the basic information available. This form can be used to provide updates when **new or more complete** information becomes available, and when earlier information is confirmed. These responses allow the Regional/District Director to decide whether to activate the R/DEMT.

Prompt sheets should be made available for first respondents to allow them to phone in details when they are unable to access templates or electronic transmission equipment.

2.3.3. Incident Briefing Form (IBF)

The Incident Briefing Form is the key site communication tool between the Region/District and senior management. (The template can be found in the *Incident Communications Plan*.) The IBF should be sent according to the nature of the incident, the impact on road operations, the time taken to evaluate the impact, damage to road infrastructure and the time and extent of impact on traffic movement within the active road network.

At the minimum there should be an initial IBF with the basic information available and a close out IBF when the road is returned to normal operations. An IBF should also be sent when new or more complete information becomes available and when information is confirmed.

2.4. Post incident review – capturing the lessons

The R/DEMT Co-ordinator will convene an incident debrief following any significant incident, to ensure that all lessons from the incident are captured. The debrief report will include an action plan to implement actions coming from the debrief. MR's Corporate Office Governance and Risk Branch will be available, if required, to advise the co-ordinator on the debrief. A copy of the final debrief outcomes will be forwarded to the DDG for his information. A copy should also be sent to the Roads Business Group for circulation so that other regions can learn from the experience.

2.4.1. Gather and review the road incident information.

Through a series of interviews, and if necessary workshops with the key people involved in the management of the critical incident, both operationally and stakeholders, the objective of the review is to improve MR's Incident Management capability and resilience.

Accordingly, the review will primarily focus on:

- What did we say we would do?
- What did we actually do?
- Why the difference?
- What would we do differently next time?

This review should be conducted as soon as possible after the incident has been contained.

2.4.2. Prepare an evaluation report.

Under the guidance of MR's Corporate Office Governance and Risk Branch, and using the template contained in **PART C SECTION 8**, the post-incident evaluation report is to address the following:

- nature of the incident
- business impact and issues
- summary of MR's response
- response teams' performance
- lessons learnt
- recommended actions.

The final report will be submitted to the RD/DD within 2 weeks of the report's completion. A copy of the report will be distributed to all members of the R/DEMT for review and consideration.

2.4.3. Present and discuss the report.

The District Leadership Team's findings of the review report will be presented to the Deputy Director General for discussion and endorsement.

2.4.4. Action the lessons and improvement opportunities.

Responsibility for monitoring the implementation of the recommended improvement actions lies with the Regional/District Director with assistance from the MR's Corporate Office Governance and Risk Branch as required. Some of the follow-up actions will include the revision and update of the RNIRP, tools and training materials. Refer to **PART C SECTION 8A** for the Incident Debrief Action Sheet.

3. REFERENCES

2003, *Queensland Traffic Incident Management Strategy*, Main Roads, Queensland Transport and Queensland Police Service

2003, *Memorandum of Understanding on Incident Management in Brisbane between Brisbane City Council*, Queensland Police Service, Department of Main Roads

2005, *Publication of Information On Temporary Road Closures Manual*, Department of Main Roads, Planning Design & Operations Division

2007, *Trouble Spot Management Guide: Publication of Information on Temporary Road Closures*, Queensland Transport, Main Roads

PART B: TMRS' PRIORITY INFRASTRUCTURE: IDENTIFICATION AND EVALUATION GUIDELINES

4. CONTEXT

MR is responsible for planning, providing and managing the state-controlled road network – the largest asset owned by the state of Queensland. By performing this important role, MR contributes directly to Queensland's economic prosperity, quality of life and community safety.

5. PURPOSE

Regions/Districts need to be aware of vulnerabilities in the road network to be able to plan for potential incidents. These vulnerabilities could include:

- physical weakness in the terrain such as slip vulnerability
- sensitive community points such as access to health and educational facilities
- access for emergency services especially fire and ambulance
- economic hubs or transport hubs
- significant or iconic structures
- community connectivity

The documenting of priority roads and structures recognises the importance of that section of the road networks to the state or local economy, or the impact of the loss of that section of the network to the local community. For naturally-occurring events, Regions/Districts should have easy access to information about the impact of such events on the road network such as flood-level. eg. At what level does the road/ bridge / crossing become dangerous and needs to be closed?

MR's Priority Infrastructure: Identification and Evaluation Guidelines are to:

- a) assist the Regions/Districts in the consistent identification, assessment and evaluation of priority infrastructure under the control of MR, and
- b) provide a consistent process for recording and monitoring priority infrastructure.

6. PROCESS

There are three phases to this process:

- a) Identify the District's priority infrastructure
- b) Evaluate the characteristics and potential consequential loss of the infrastructure would have on the community/economy
- c) Notify MR's Corporate Office Governance and Risk Branch of the Region/District's priority infrastructure. This information will be used to assist MR and the Queensland Government for further evaluation for critical infrastructure notification. The information can also be used to inform the Critical Incident Management Team in cases where the incident(s) is/are escalated beyond the Region/District level.

6.1. Identify

The first step in identifying priority infrastructure involves using the attached Assessment Criteria in **PART C SECTION 9** to assess the impact of a road network incident.

- a) From a State or region-wide perspective: any failure or unavailability of the infrastructure in question would be most likely to cause major disruption to business operations, the economy, the environment and/or the safety or functioning of the regional community, or
- b) From a local district perspective: any failure or unavailability of the infrastructure in question would be most likely to cause a major disruption to local business, the local economy and/or the safety or functioning of the local community.

The Assessment Criteria are intended to be used solely as a guide. The ultimate determination of whether or not a piece of infrastructure is “priority” is a matter of subjective judgment by the District weighing up all of the considerations detailed in the Assessment Criteria and any other relevant considerations peculiar to the infrastructure in question or the District.

6.2. Evaluate and Record

Infrastructure that falls into either category a) or b) above should then be further evaluated in accordance with the following.

The District Office should:

- a) record full details of all infrastructure that is identified as being priority, using the attached Priority Infrastructure Evaluation template (**PART C SECTION 10**), and
- b) record the basic details of all priority infrastructure in the Infrastructure Register template (**PART C SECTION 11**), to ensure district awareness of the assets’ importance to the local community

The District Office is responsible for the ongoing review and maintenance of the Infrastructure Register and the Priority Infrastructure forms completed for each piece of infrastructure that is within that District’s area of responsibility.

6.3. Notify of “priority” infrastructure

The District Office should notify the MR’s Corporate Office Governance and Risk Branch of all priority infrastructures by sending a copy of the completed Evaluation form/s for such infrastructure. (**PART C SECTION 12**)

The MR’s Corporate Office Governance and Risk Branch is then responsible for:

- a) recording details of all priority infrastructure in the MR’s Register of Priority Infrastructure to ensure their importance is recognised on a state-wide level
- b) periodically reporting on this Register to the Roads Business Group, and
- c) notifying and liaising with the Department of Premier and Cabinet in respect of any infrastructure that may be classed as critical from a whole of State perspective and included on the state’s Critical Infrastructure Register.

For example the Houghton River Bridge in Northern District does not have the same rating as the Burdekin Bridge because it lacks a rail bridge, but the impact of its loss is the same on the road network. It therefore is a regional impact the same as the closure of an overpass on the Ross River By-pass. All are priority infrastructure to MR but only the Burdekin Bridge is on the State Critical Infrastructure Register.

PART C: ROAD NETWORK INCIDENT RESPONSE PLAN

1. SECTION 1 Contact List – Region Emergency Management Team

Assets & Operations		Name	Contact	Email
Roma Office				
Regional Director	RD	Peter Evans		
Manager (Program Delivery)	M(PD)	Kevin Chambers		
Manager Regional NDRRA	Disaster Liaison Officer	Tony Allen		
Manager (Road System & Corridor)	M(RS&C)	Andrew Tsang		
Senior Inspector	Emergency call out - 1	Brent Klein		
Media & Communications		Patrick Cochrane		
Charleville Office				
Principal Engineer		Bill Kirby		
Inspector	Disaster Liaison Officer	Jason Sullivan		
Inspector		Greg (Rusty) Russell		
Transport Services Division				
Area Manager	Disaster Liaison Officer	Cameron Castles		
RoadTek				
Senior Project Manager		Kym Murphy		

SECTION 1A Region Emergency Management Team (REMT) Responsibilities

This is an **advisory only** as this information that may assist in populating the above table. At the discretion of the District Director, other staff may be seconded onto the R/DEMT to suit the incident and/or District requirements.

See also the Ministerial Directive 3/08 (February 2008), *Critical Incident Entitlements and Conditions*. This directive only applies to employees identified by the relevant chief executive as performing work essential to the resolution of the critical incident.

<http://www.psier.qld.gov.au/direct/docs/2008/no03-08.pdf>

Regional Director

- Provide update reports and advice to senior management
- Provide feedback from senior management
- Authorise information releases to media and community
- Authorise expenditure where required updates
- Provide voice of experience on operational issues
- Provide team with strategic leadership

Principal Engineer

- Convene the team
- Co-ordinate district responses
- Provide information on response operations

Disaster Command Centre Representative

- Relay assistance requests from the District Disaster Committed (DCC)
- Relay road condition reports from R/DEMT to DCC
- Provides situation reports to R/DEMT

Senior Communications Officer

- Prepare media updates and news releases
- Liaise with media representatives
- Prepare community updates and notices
- Staff switchboard and prepare notes for operators to answer public enquiries

Senior Information Technology Office

- Restoration and maintenance of information and communications technology during and after incident

Records Staff

- Provision of relevant documentation as required by the R/DEMT

Manager (Road Systems and Corridor)

- Provide Traffic Updates

Works Manager (RoadTek)

- Provide information on response operations

Senior Program Support Officer (Finance)

- Facilitate (fast track) and record urgent financial expenditure,
- provide financial systems advice
- document expenditure and authorisations

Senior Program Support Officer (Capability)

- Provide R/DEMT with advice on staff hours of work policies and arrangements
- Provide R/DEMT with advice on staff welfare issues
- Provide advice on staff stress/fatigue issues
- Advise on staff welfare and counselling requirements for staff and community

3. SECTION 3 Flood Levels Of Local Rivers

- It is a general rule of South West Region that once water reaches 0.3m above the road surface the road is deemed to be closed.
- Historical flood data is recorded in the Road Plan Books.
- Creek crossings on state-controlled roads which flood to various levels causing road closures include:
 - Angellala Creek (31.32km tdist on Landsborough Highway 13A)
 - Angellala Creek (20.32km tdist on Warrego Highway 18G)
 - Dulbydilla Creek (62.83km tdist on Warrego Highway 18F)
 - Bradley's Gully (0.199km tdist on Mitchell Highway 23C)

FLOOD LEVELS OF LOCAL RIVERS		
River Height	Local Authority Asset	MR Asset
Above		
10 m		
9.5 m		
9 m		
8.5 m		
8 m		
7.5 m		
7 m		
6.5 m		
6 m		
5.5 m		
5 m		
4.5 m		
4 m		
3.5 m		
3 m		
2.5 m		
2 m		
1.5 m		
1 m		

The Skills Matrix is the list of skills required by the district in order to build the capability needed by the District or Business Unit to adequately respond to an incident.

SKILLS MATRIX			
Skill	Level	Who has skills	Priority
Working in confined space	Competency		
Workplace Trainer	Level 3 or 4		
Bridge Inspection	Level 4		
Pavement repairs			
Erosion and sediment control	Level 2		

The Training Matrix is the list of training available to ensure the training in the skills identified in the skills matrix and the providers of this training (Examples entered)

TRAINING MATRIX			
Course Name	Provider	Who	When
Working in a confined space			
Bridge Inspection Level 4	E&T		
Pavement repairs	E&T		
Erosion and sediment control	E&T		

5. SECTION 6 Community Relationship, Partnership or MOUs List

The Community Relationship, Partnership or Memorandum of Understanding list is the list of organisations or agencies with whom an agreement of mutual support has been formally documented to provide assistance in the management of incidents. Some Queensland Government entities may have standing arrangements and it is wise to ascertain this to avoid surprises.

COMMUNITY RELATIONSHIPS, PARTNERSHIPS AND MOUS				
Group	Contact person	Contact Details	Nature of relationship	Date of Renewal
Local Governments	Refer to Local Government Listing in SWBMS		RMPC Contractor	June 2009
Police			Member of Regional Contingency Plan	Ongoing
Transport Services Division	Cameron Castles		Member of Regional Disaster Committee	Ongoing

6. SECTION 7 Responding to an Incident Call out

<p>STEP 1 – Respond to the emergency -Secure and Evaluate Who will be responsible for first response site security, staff welfare and evaluating the likely impacts of the incident?</p> <p>Police initially, who will then contact the local council to establish who owns the affected road. The RMPC Contractor/RoadTek will contact TMR Regional Director or Manager (Program Delivery) if required.</p>
<p>STEP 2 – Assess the threat or damage – Report and Escalate Who will issue Situation Reports if required and with what regularity?</p> <p>RMPC Contractor's representative</p>
<p>STEP 3 – RD/DD to determine if the R/DEMT is to be formed At what level of disruption to the network will the District Emergency Management Team be formed?</p> <p>At the discretion of Regional Director and as to the level of disruption</p>
<p>STEP 4 – Contact Key Stakeholders Who will be responsible for making contact with the key stakeholders on the contact list</p> <p>The Incident Communication Team Leader</p>
<p>STEP 5 – Establish Command Centre Where will the Region/District set up its main command and communication centre and its back-up centre?</p> <p>On site initially then at the TMR Training Room at 30 McDowall Street Roma.</p>
<p>STEP 6 – Identify Issues and Priorities What are the main risks to the Region/District in event of the partial or full loss of its road network?</p> <ul style="list-style-type: none"> ○ Ability to deliver essential business functions ○ MR reputation ○ Stakeholder relations ○ Financial Viability
<p>STEP 7 – Oversee the development of the Recovery Plan What resources are available to assist the Region/District in making emergency repairs and or long term re-construction of the asset?</p> <ol style="list-style-type: none"> 1. RMPC to make safe 2. Corporate MRD to conduct assessment on reinstatement 3. Reinstatement to be done by Council or RoadTek depending on capability and treatment required
<p>STEP 8 – Declare the incident over and stand down the R/DEMT Who will make the decision on returning the asset to normal services and inform the community of that return to normal service?</p> <p>Regional Director</p>

7. SECTION 8 Post Incident Evaluation Report

POST INCIDENT EVALUATION REPORT	
A. Nature of the Incident	
1. Describe the type of incident (nature, size, location, time, duration)	
2. Has the cause of the crisis been confirmed? If yes, what was the cause?	
3. Was an evacuation response necessary? If so, was it implemented in accordance with MR's procedures?	
4. Were there any deaths, injuries or serious health effects to: <ul style="list-style-type: none"> ▪ employees ▪ contractors, or ▪ public? 	
5. What operations were affected?	
6. Describe the damage to: <ul style="list-style-type: none"> ▪ road system ▪ environment ▪ property or infrastructure, and ▪ community. 	
7. Were employees affected? How? Why?	
8. Were the community or stakeholders affected? How? Why?	
9. Were Government or other regulatory authorities affected? How? Why?	
10. Has counselling or other assistance been arranged from persons impacted by the incident	
B. Business Impact and Issues	
1. Was there substantial media coverage? (Queensland, Australia, international)	
2. Describe the financial impact in terms of: <ul style="list-style-type: none"> ▪ direct business interruption ▪ indirect constraints on business ▪ significant penalty or fine ▪ insurance, and ▪ liability claims. 	
3. Was there any short or long term damage done to the road system? Please describe.	
4. Was there any short or long term damage done to MR's reputation? Please describe.	

5. Was there any short or long term damage done to MR's financial position? Please describe.	
C. Incident Response Teams' performance	
1. Was information adequately provided to the Critical Incident Management Team?	
2. Was there an effective interface between the Regional/District Emergency Management Team (R/DEMT) [and, where relevant, the Critical Incident Management Team (CIMT) and the Incident Communications Team (ICT)]?	
3. Comment on the source, reliability and completeness of information supplied.	
4. Did the authorities inhibit or prevent information gathering?	
5. Were there good communications links between the operational management team/s (i.e. R/DEMT, CIMT, ICT, RoadTek and so on.)	
6. Comment on the effectiveness of the people and safety strategies and the efficiency of the implementation of these strategies?	
7. Comment on the efficiency and effectiveness of the emergency response?	
D. Lessons Learned	
1. Could the incident have been avoided by better following existing guidelines and procedures? If so, what could have been done better?	
2. Could the incident have been avoided if different policies, guidelines or procedures were in place? If so, what new policies, guidelines or procedures should be introduced to reduce the likelihood of a similar future crisis?	
3. Could the impact of the incident have been reduced by better following existing guidelines and procedures? If so, what could have been done better?	
4. Could the impact of the incident have been reduced if different policies, guidelines or procedures were in place? If so, what new policies, guidelines or procedures should be introduced to reduce the likelihood of a similar future crisis?	
5. What other lessons can be learned from this incident?	

SECTION 8A Incident Debrief Action Sheet

POST INCIDENT EVALUATION REPORT				
<i>Post-incident learnings</i>	<i>Action(s) resulting from this</i>	<i>Due date</i>	<i>Accountability (position-based person responsible)</i>	<i>Sign off and date</i>

8. SECTION 9 Priority Infrastructure Assessment Criteria

Assessment Criteria

Community Continuity

- Is there alternate access to education and health facilities such as schools and hospitals
- Is there access for emergency services such as ambulance, fire and rescue and police that provide for the safety of the community
- Are other services (optical fibre) impacted
- Is there access for shopping, retailing, supplies
- Is there access to markets
- Is there access to tradesmen
- Is there access to disaster areas for relief operations

Community Severance

- Is there disruption to community groups such as sporting clubs, social clubs and so on who will be unable to conduct business or service the community
- Is there disruption to families separated by failure of the asset
- Is there access to friends
- Is there access to religious facilities and services
- Is there access to elderly or sick family members

Economic Impacts

- Can perishables and other commodities be transported to market
- Can supplies be transported to remote or major settlements / towns
- Is there access to tourist facilities
- Can tourist operators conduct their business
- Can customers access local or regional business centres

Is failure to keep asset open likely to reflect on TMR's reputation

- Is the asset politically sensitive
- Is there likely major environmental harm caused by the failure
- Are other services (optical fibre) impacted
- Is a person/s likely to die or face severe incapacity because of lack of access to treatment (for example, access to maternity services for minor problems such as bleeding that can become serious if not treated early or asthma attacks) or other safety services

What contingency is available if asset is closed

- Are there alternate routes
 - that are they suitable for taking similar vehicle types that typically use that section of the road network,
 - suitable for long term use, and
 - do not involve unreasonable extra travel time (for example not more than one hour added to journey)
- Are there alternate facilities such as education, religious or health available for short term or mid term use.

Other locally available information that may be relevant

9. SECTION 10 Priority Infrastructure Evaluation Template

Priority Infrastructure Evaluation			
Asset Name / Description		Landsborough Highway – 13A & 13B	
Location of link or asset		Morven to Tambo	
Network Links		Landsborough Highway (Morven – Augathella) Landsborough Highway (Augathella – Tambo)	
Region/District		South West Region	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>		AusLink A Highway – main south to north inland highway to north western Qld and to Northern Territory	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>		<ul style="list-style-type: none"> Increased transport costs due to extra travel distance for alternative route Delays to the transport of stock, freight and the mining industry 	
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>		<ul style="list-style-type: none"> Disruption to local properties impacting on the movement of livestock 	
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>		<ul style="list-style-type: none"> No mitigation plans available – not practical 	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>		<ul style="list-style-type: none"> Alternative routes available – Warrego Highway to Roma, Carnarvon Highway to Emerald, Capricorn Highway to Barcardine Signs erected to give forward advice of any road closures 	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		<ul style="list-style-type: none"> RMPC provides activities to ensure that the road closures are managed as a road stewardship activity through the local governments 	
Responsible officer :- <i>Maintenance</i>		Name: Bill Kirby Contact details: [REDACTED]	
Responsible officer:- <i>Contingency planning</i>		Name: Andrew Tsang Contact details: [REDACTED]	
Rating	Critical Infrastructure –state impact	x	Important Infrastructure – regional impact
	Local Impact		No significant impact anywhere
Date Assessed		21-11-2008	
Next Assessment Due		November 2009	
Assessment Officer		Tony Allen	
Signature of Assessor			
Date		21-11-2008	

Priority Infrastructure Evaluation

Asset Name / Description		Carnarvon Highway – 24A 24B 24C 24D 24E	
Location of link or asset		Mungindi to Rolleston	
Network Links		Carnarvon Highway (Mungindi – St George) Carnarvon Highway (St George – Surat) Carnarvon Highway (Surat – Roma) Carnarvon Highway (Roma – Injune) Carnarvon Highway (Injune – Rolleston)	
Region/District		South West Region	
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?		<ul style="list-style-type: none"> • State Strategic Route which carries heavy mining equipment between different part of the state. • Major interstate freight route carrying produce from central and north Queensland to southern states • Major livestock route • Services the gas extraction industry of the western part of the Surat Basin 	
Consequence of Loss What are the possible impacts for the state or the surrounding region is the asset is not operational?		<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for alternative route • Delays to the transport of stock, freight and the mining industry 	
Local Impacts (are there local conditions that may increase the significance or value of asset?)		<ul style="list-style-type: none"> • Disruption to local properties impacting on the movement of livestock • Prevent access to the coal seam gas fields north of Roma 	
Mitigation Plans in place: Give details of any mitigating circumstances		<ul style="list-style-type: none"> • Improvements to the widening of this road continues along this route 	
Contingency Plans in place Give details of the contingency plans for loss of operational use of asset		<ul style="list-style-type: none"> • Alternative routes may be available – Warrego Highway from Roma to Landsborough Highway 	
Proposed Plans List plans that are in place such as emergency teams being proposed		<ul style="list-style-type: none"> • Emergency response provided through RMPC using Local Governments and RoadTek 	
Responsible officer :- Maintenance		Name: Randy Akroush – Principal Engineer Contact details: [REDACTED]	
Responsible officer:- Contingency planning		Name: Andrew Tsang Manager (Road System & Corridor) Contact details: [REDACTED]	
Rating	Critical Infrastructure –state impact	<input checked="" type="checkbox"/>	Important Infrastructure – regional impact
	Local Impact		No significant impact anywhere
Date Assessed		21 November 2008	
Next Assessment Due		November 2009	
Assessment Officer		Tony Allen	
Signature of Assessor			
Date			

Priority Infrastructure Evaluation

Asset Name / Description		Warrego Highway – 18D 18E 18F	
Location of link or asset		Miles to Morven	
Network Links		Warrego Highway (Miles – Roma) Warrego Highway (Roma – Mitchell) Warrego Highway (Mitchell – Morven)	
Region/District		South West Region	
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?		AusLink A Highway – main east to west inland highway to the Landsborough Highway to link with north western Qld and to Northern Territory	
Consequence of Loss What are the possible impacts for the state or the surrounding region is the asset is not operational?		<ul style="list-style-type: none"> • Increased transport costs due to extra travel distance for new route • Delays to the transport of stock, freight and the mining industry • Major impact to the mining industry 	
Local Impacts (are there local conditions that may increase the significance or value of asset?)		<ul style="list-style-type: none"> • Disruption to local properties impacting on the movement of livestock • Major impact on the oil & gas industry 	
Mitigation Plans in place: Give details of any mitigating circumstances		<ul style="list-style-type: none"> • Region has been making submissions for funding for this link to improve the condition of the network – requires to be part of a state-wide mitigation plan because of its high importance to the economy 	
Contingency Plans in place Give details of the contingency plans for loss of operational use of asset		<ul style="list-style-type: none"> • Alternative route via the Bruce Highway 	
Proposed Plans List plans that are in place such as emergency teams being proposed		<ul style="list-style-type: none"> • Emergency response provided through RMPC using Local Governments and RoadTek 	
Responsible officer :- Maintenance		Name: Randy Akroush – Principal Engineer Contact details: [REDACTED]	
Responsible officer:- Contingency planning		Name: Andrew Tsang Manager (Road System & Corridor) Contact details: [REDACTED]	
Rating	Critical Infrastructure –state impact	x	Important Infrastructure – regional impact
	Local Impact		No significant impact anywhere
Date Assessed		21-11-2008	
Next Assessment Due		November 2009	
Assessment Officer		Tony Allen	
Signature of Assessor			
Date			





ROAD NETWORK INCIDENT RESPONSE PLAN

Bundaberg and Gympie Offices

(Wide Bay Burnett Region)

1. SECTION 1 Contact List – Region Emergency Management Team Roles

Region Emergency Management Team Roles and Contact List			
Position	Role and Responsibilities	Contact Details (Work, mobile, A/h, VHF)	E-mail
Regional Director	Co-ordinates with other authorities (see also sec. 10)	[REDACTED]	[REDACTED]
District Director (Gympie Office)	Support REMT in all aspects involving Gympie and South Burnett Regional Councils	[REDACTED]	[REDACTED]
Manager (Capability and Business Systems)	Facilities and resources services	[REDACTED]	[REDACTED]
Manager (Program Delivery)	Construction and Maintenance	[REDACTED]	[REDACTED]
Manager (Program Development and Performance)	REMT co-ordinator LEVEL 1 emergency only TMRs DDLO (Bundaberg DDMG)	[REDACTED]	[REDACTED]
Manager (Corridor Management and Operations)	Corridor Operations TMRs DDLO (Bundaberg DDMG)	[REDACTED]	[REDACTED]
Manager (Network Planning and Performance)	REMT co-ordinator LEVELS 2 & 3 emergencies only (Also, Infrastructure Asset)	[REDACTED]	[REDACTED]
Principal Engineer (Maintenance)	Assist M (PD) in Coordination of Technical resources/services:- TMR, L/Govt. & Contractors	[REDACTED]	[REDACTED] acting)
Principal Engineer (Construction)			[REDACTED]
CTS Co-ordinator	Core Technical Services (Project Management)	[REDACTED]	[REDACTED]
Works Manager (RoadTek)	Co-ordination of RoadTek resources	[REDACTED]	[REDACTED]
Senior Communications Officer	Internal and external communications	[REDACTED]	[REDACTED]
SITO	Voice communication and data services	[REDACTED]	[REDACTED]

SEE NEXT PAGE FOR DISTRICT DISASTER LIAISON OFFICERS & REGIONAL DISASTER COMMITTEE CHARPERSONS

TMR DISASTER DISTRICT LIAISON OFFICERS			
DISTRICT	LOCAL GOVERNMENT	DDLO	BACK-UP
Gympie	Cherbourg Gympie South Burnett	Cindy Mill [REDACTED]	Joanne Murrell [REDACTED]
Bundaberg	Bundaberg North Burnett	Steve Mallows [REDACTED]	Lance Christiansen [REDACTED]
Maryborough	Fraser Coast	Lawrie Keleher [REDACTED]	John Mathews & Joanne Murrell [REDACTED]
Principal Advisor (CM&O) Gympie	TMRs DDLO (Gympie DDMG)	(W) (H) (M)	[REDACTED]
	TMRs DDLO (Gympie DDMG)	(W) (H) (M)	
REGIONAL DISASTER COMMITTEE			
	Chairperson John Wroblewski	[REDACTED]	
	Deputy Chairperson Tony Platz	[REDACTED]	

SECTION 1A Region Emergency Management Team (REMT) Regional Responsibilities

This is an **advisory only** as this information that may assist in populating the above table. At the discretion of the Regional Director, other staff may be seconded onto the REMT to suit the incident and/or District requirements.

See also the Ministerial Directive 3/08 (February 2008), *Critical Incident Entitlements and Conditions*. This directive only applies to employees identified by the relevant chief executive as performing work essential to the resolution of the critical incident.

<http://www.psier.qld.gov.au/direct/docs/2008/no03-08.pdf>

Regional Director (Bundaberg)

- Provide update reports and advice to senior management
- Provide feedback from senior management
- Authorise information releases to media and community
- Authorise expenditure where required updates
- Provide voice of experience on operational issues
- Provide team with strategic leadership

Manager (Program Development and Performance)

- DEMA Co-ordinator
- DDLO Representative

Manager (Program Delivery)

- Provide information on response operations
- Co-ordinate technical resources
- Pavement assessment (visual)
- Coordinates services with local governments, RoadTek and contractors

Disaster Command Centre Representative

- Relay assistance requests from the District Disaster Management Group (DDMG)
- Relay road condition reports from REMT to DDMG
- Provides situation reports to REMT

Senior Communications Officer

- Prepare media updates and news releases
- Liaise with media representatives

Senior Information Technology Office

- Restoration and maintenance of information and communications technology during and after incident

Records Staff

- Provision of relevant documentation as required by the REMT

Senior Advisor (Corridor Land Access & H.V. Management)

- Co-ordination of heavy vehicle permits

Senior Program Support officer (Business Services)

- Staff switchboard and prepare notes for operators to answer public enquiries

Manager (Capability & Business Systems)

- Manage all facility services
- Manage support staff
- Prepare and manage staff roster for critical staff operating 24/7

Manager (Corridor Management & Operations)

- DDLO Representative
- Provide information on traffic operations
- Heavy vehicle coordination

Works Manager (RoadTek)

- Co-ordination of RoadTek resources
- Provide information on response operations
- Provide availability of MR plant not held locally

Business Development Officer (Finance)

- Facilitate (fast track) and record urgent financial expenditure,
- provide financial systems advice
- document expenditure and authorisations

Business Development Officer (Human Resources / Workplace Health and Safety Officer)

- Provide REMT with advice on staff hours of work policies and arrangements
- Provide REMT with advice on staff welfare issues
- Provide advice on staff stress/fatigue issues
- Advise on staff welfare and counselling requirements for staff and community

Manager (Network Planning & Performance)

- Asset identification
- Provide information on condition of infrastructure assets
- Pavement Assessment (Structural Analysis)

Road Works Inspectors

- On-site representatives / co-ordinators

Senior Environmental Officer

- Provide advice on environmental issues

District Director

- Support the REMT in all aspects involving Gympie and South Burnett Regional Council.

Principal Engineer (Maintenance)

- Direct support to M(PD) in day to day coordination of activities with RoadTek, Contractors and Local Government.

Principal Engineer (Construction)

- Direct support to M(PD) in day to day coordination of activities with RoadTek, Contractors and Local Government.

2. SECTION 2 Advanced Resource Planning

Advanced Resource Planning				
Road Network or Asset	Actions	Timeframe	Responsibility	Source
Traffic Signals	Assess stocks held locally	Dec. 2008	M(CMO)	Region
Roads	Establish register of traffic control firms	Dec. 2008	DCO	Region
	Contact TCFs to assess level of signs on hand	Dec. 2008	DCO	Region
Culverts	Contact RMPC contractors to gauge materials available for emergency use	Dec. 2008	PE(M)	Region
Bridges	Contact RoadTek to assess materials available	Dec. 2008	PE(M)	Region

5. SECTION 5 Road Network Incident Contact List

ROAD NETWORK INCIDENT CONTACT LIST

External						Local Main Roads/RoadTek	
Organisation	Name	Position	Contact Details Office hours & a/h all methods of contact eg: phone, mobile, VHF	E-mail	Other contact	No	Name Contact No
Bundaberg Regional Council	See Below						
Previous:- Bundaberg City Burnett Shire	Allan Griffiths	Engineer			Ian Stitt Trevor Chapman		Darryl Kleinschmidt
Isis Shire Kolan Shire	Tony Wright	Engineer			John Stillman Bill Smith		Darryl Kleinschmidt
North Burnett Regional Council	See Below						
Previous:- Monto Shire Eidsvold Shire Mundubbera Shire Gayndah Shire Biggenden Shire Mount Perry Shire	Trevor Harvey				Nathan Roth Lyle Murray Peter Van Breeman Mel Brault Wayne Kirkman Mick Dingle		
South Burnett Regional Council	Lee Busby	Engineer			Ian Johnson Shane Webber Mark Greenaway John Kersnovski		
Previous:- Wondal Shire Murgon Shire Kingaroy Shire Nanango Shire							

Fraser Coast Regional Council	See Below							
Previous:- Harvey Bay City	Bryan Hart							RoadTek call-out no.
Maryborough City								
Tiaro Shire								
Woocoo Shire								
Gympie Regional Council	Rob Brook Steve Hook Les Gould							Lyle Hills
Previous:- Kilkivan Shire								
Cooloola Shire								
Police:-								
Bargara								
Biggenden								
Blackbutt								
Bundaberg								
Cherbourg								
Childers								
Eidsvold								
Fraser Island								
Gayndah								
Gin Gin								
Goomeri								
Gympie								
Hervey Bay								
Urangan								
Howard								
Kingaroy								
Kumbia								
Maryborough								
Monto								
Mt Perry								
Mundubbera								
Murgon								
Nanango								
Proston								
Rosedale								
South Kolan								
Tiaro								
Tin Can Bay								
Wondai								
Yarraman								

Ambulance Service			000(or112 from Mobile)		
Emergency Management Qld					
Fire & Rescue Service:-					
	Bundaberg				
	Nth Coast region				
	Rural Fires				
	Gympie				
	Bundaberg				
	Gympie				
Hospital (Public)					
SES:-					
Fire & Road Crash Storm & Flood			000 or 112 from Mobile		
			13 2500		
Ergon Energy	Bundaberg		13 22 96		
Energex	Gympie		13 1253		
Gas			1800 808 526		
Poisons Centre			13 11 26		
QBuild			4151 9770		
Qld Gov.Security			3224 6666		
Queensland Transport			13 23 80		
Telstra (Mobiles)			1300 835 787		
Optus (Landlines)			13 13 44		
Main Roads (External)					
COO	Emma Thomas				
GM(AO)	Eddie Peters	GM			
RSSM	Bruce Ollason	GM			
E&T	Julie Mitchell	Chief Engineer			
Risk Unit	Brian Balwin	SA			
Corporate Governance	Cathi Taylor	GM			
RoadTek	Clinton Huff	GM			
North Coast Region	Dennis Tennant	RD			
Gympie Office	Lawry O'Brien	DD			
Toowoomba Office	Tony Platz	RD			
Rockhampton Office	Terry Hill	RD			
Main Roads (Internal)					
DISTRICT – OFFICE TELEPHONE EXTENSION LIST (UPDATED REGULARLY), including RoadTek					
DEMT – Included on above list and also Section 1 of this plan					

6. SECTION 6 Community Relationship, Partnership or MOUs List

COMMUNITY RELATIONSHIPS, PARTNERSHIPS AND MOUS				
Group	Contact person	Contact Details	Nature of relationship	Date of Renewal
Emergency Management Queensland (EMQ)				
Bundaberg Disaster District Management Group				

7. SECTION 7 Responding to an Incident Call out

STEP 1 – Respond to the emergency -Secure and Evaluate

Who will be responsible for first response site security, staff welfare and evaluating the likely impacts of the incident? Should the incident be reported upwards?

- RMPC Contractors emergency responses (Incl.LGs and RoadTek)
- The RMPC contractor will report directly to PE(PD) Mtce

STEP 2 – Assess the threat or damage – Report and Escalate

Who will issue Situation Reports if required and with what regularity?

- The Manager (PD&P) will liaise with DD, M(PD) and RD on the emergency situation.
- M(PD&P) will recommend to the RD the formation of the REMT

STEP 3 – RD/DD to determine if the REMT is to be formed

At what level of disruption to the network will the Regional Emergency Management Team be formed?

- Closure of part of the network in excess of 1 day and as determined by the Regional Director.
- If the Transport and Main Roads RD, or in his absence a member of the Regional Leadership Team – likely M(PD&P) determines that an incident will require significant and immediate action from departmental staff, whether it be in the form of expertise or resources, the REMT will be instructed to form.
- From this time, the situation becomes a Critical Incident and the REMT takes official control of all Transport and Main Roads resources and response activities. The REMT coordinator will make immediate contact with site staff to establish the communication channel and seek initial feedback on the type of response required.
- When the REMT has been established, it is critical that information continues to flow into and out of the team to ensure the situation is handled with efficiency, and resources are used with greatest effect.
- It will remain the responsibility of the site supervisor to provide the REMT with verbal updates to allow the IINF and DIR to be completed. These reporting tools will assist the REMT to evaluate the situation and determine what further action must be taken.
- In the first instance the site assessment will be phoned into the REMT, with the details recorded on the Initial Incident Notification Form (IINF).
- The REMT will also liaise immediately with Emergency Services to provide information and

situation updates to ensure a coordinated response.

STEP 4 – Contact Key Stakeholders

Who will be responsible for making contact with the key stakeholders on the contact list

- The Communications Officer will take immediate steps to contact key stakeholders including Local Government, Public Transport Operators, RACQ, State Emergency Services, and the media where necessary.
- The Communications Officer will retain the responsibility for providing timely advice to those stakeholders to manage the information flow and enable the REMT to coordinate the direct response.
- If traditional communication channels have been cut, the Communications Officer will work with the M(CaBS) to ensure the necessary resources are available for the REMT

STEP 5 – Establish Command Centre

Where will the Region set up its main command and communication centre and its back-up centre?

- In the first instance the REMT will form in the Transport Main Roads Office complex at 23B Quay St Bundaberg (Riverside Training Room). This room will contain maps of all district roads, access to electronic systems, as well as a number of communication devices to ensure information continues to flow in and out of the REMT.
- Should this venue be unavailable then the control centre will be established on the top floor of the main district office complex at 23 Quay St Bundaberg.
- In the event that both of the above were inaccessible, the REMT will form at the RoadTek office, 7 Takalvan St Bundaberg or the top floor of the leased premises at Claude Wharton Building. Copies of all district maps and access to electronic systems will also be available at this location. Other centres could also be used o Refer Business Continuity Plan.

STEP 6 – Identify Issues and Priorities

What are the main risks to the Region in event of the partial or full loss of its road network?

The REMT have identified the following issues which must be considered in any actions taken in response to a critical incident.

- Political Risk – how will the REMTs actions reflect on local MPs and the Minister
- Departmental Reputation – how will the REMTs actions reflect on Transport and Main Roads
- Litigation – what is the risk of further litigation as a result of Main Roads response to the situation
- Financial Risk – what are the financial risks to Transport and Main Roads as a result of Transport and Main Roads actions in response to the situation
- Staff Resource Availability – are staff with the necessary expertise available to respond to the incident. How are qualified resources identified and obtained.
- Delayed Delivery of Projects – how will the response to the critical incident affect Transport and Main Roads ability to deliver projects committed under the Roads Implementation Plan.
- Alternative Communication Network – in the event that the traditional communication channels are cut, how will the REMT communicate with stakeholders and site staff.

STEP 7 – Oversee the development of the Recovery Plan

What resources are available to assist the Region in making emergency repairs and or long term re-construction of the asset?

The REMT has identified the following resources which are available to undertake an immediate response to a critical incident.

- RoadTek (Including PHS)
- Local Governments
- Bundaberg Disaster District Coordinators Group
- Private Contractors
- Consultants
- Suppliers

- Other Regions/Districts
- Traffic Controllers

STEP 8 – Declare the incident over and stand down the REMT

Who will make the decision on returning the asset to normal services and inform the community of that return to normal service?

- Once the critical incident has been responded to and the road network inspected, the REMT will report to the RD who will provide final approval to stand down the REMT and return the road to normal operations

8. SECTION 8 Post Incident Evaluation Report

POST INCIDENT EVALUATION REPORT	
A. Nature of the Incident	
1. Describe the type of incident (nature, size, location, time, duration)	
2. Has the cause of the crisis been confirmed? If yes, what was the cause?	
3. Was an evacuation response necessary? If so, was it implemented in accordance with MR's procedures?	
4. Were there any deaths, injuries or serious health effects to: <ul style="list-style-type: none"> ▪ employees ▪ contractors, or ▪ public? 	
5. What operations were affected?	
6. Describe the damage to: <ul style="list-style-type: none"> ▪ road system ▪ environment ▪ property or infrastructure, and ▪ community. 	
7. Were employees affected? How? Why?	
8. Were the community or stakeholders affected? How? Why?	
9. Were Government or other regulatory authorities affected? How? Why?	
10. Has counselling or other assistance been arranged from persons impacted by the incident	
B. Business Impact and Issues	
1. Was there substantial media coverage? (Queensland, Australia, international)	
2. Describe the financial impact in terms of: <ul style="list-style-type: none"> ▪ direct business interruption ▪ indirect constraints on business ▪ significant penalty or fine ▪ insurance, and ▪ liability claims. 	
3. Was there any short or long term damage done to the road system? Please describe.	
4. Was there any short or long term damage done to TMR's reputation? Please describe.	
5. Was there any short or long term damage done to TMR's financial position? Please describe.	

C. Incident Response Teams' performance

Was information adequately provided to the Critical Incident Management Team?	
Was there an effective interface between the Regional Emergency Management Team (REMT) [and, where relevant, the Critical Incident Management Team (CIMT) and the Incident Communications Team (ICT)]?	
Comment on the source, reliability and completeness of information supplied.	
Did the authorities inhibit or prevent information gathering?	
Were there good communications links between the operational management team/s (i.e. REMT, CIMT, ICT, RoadTek and so on.)	
Comment on the effectiveness of the people and safety strategies and the efficiency of the implementation of these strategies?	
Comment on the efficiency and effectiveness of the emergency response?	

D. Lessons Learned

1. Could the incident have been avoided by better following existing guidelines and procedures? If so, what could have been done better?	
2. Could the incident have been avoided if different policies, guidelines or procedures were in place? If so, what new policies, guidelines or procedures should be introduced to reduce the likelihood of a similar future crisis?	
3. Could the impact of the incident have been reduced by better following existing guidelines and procedures? If so, what could have been done better?	
4. Could the impact of the incident have been reduced if different policies, guidelines or procedures were in place? If so, what new policies, guidelines or procedures should be introduced to reduce the likelihood of a similar future crisis?	
5. What other lessons can be learned from this incident?	

9. SECTION 9 Priority Infrastructure Assessment Criteria

Assessment Criteria

Community Continuity

- Is there alternate access to education and health facilities such as schools and hospitals
- Is there access for emergency services such as ambulance, fire and rescue and police that provide for the safety of the community
- Are other services (optical fibre) impacted
- Is there access for shopping, retailing, supplies
- Is there access to markets
- Is there access to tradesmen
- Is there access to disaster areas for relief operations

Community Severance

- Is there disruption to community groups such as sporting clubs, social clubs and so on who will be unable to conduct business or service the community
- Is there disruption to families separated by failure of the asset
- Is there access to friends
- Is there access to religious facilities and services
- Is there access to elderly or sick family members

Economic Impacts

- Can perishables and other commodities be transported to market
- Can supplies be transported to remote or major settlements / towns
- Is there access to tourist facilities
- Can tourist operators conduct their business
- Can customers access local or regional business centres

Is failure to keep asset open likely to reflect on Transport and Main Road's reputation

- Is the asset politically sensitive
- Is there likely major environmental harm caused by the failure
- Are other services (optical fibre) impacted
- Is a person/s likely to die or face severe incapacity because of lack of access to treatment (for example, access to maternity services for minor problems such as bleeding that can become serious if not treated early or asthma attacks) or other safety services

What contingency is available if asset is closed?

- Are there alternate routes
 - that are they suitable for taking similar vehicle types that typically use that section of the road network,
 - suitable for long term use, and
 - do not involve unreasonable extra travel time (for example not more than one hour added to journey)
- Are there alternate facilities such as education, religious or health available for short term or mid term use.

Other locally available information that may be relevant

10. SECTION 10 Priority Infrastructure Evaluation (Template)

List of Tables

Table 1: Bruce Highway 10D (Gin Gin – Miriam Vale)	
Table 2: Bruce Highway 10D (Gin Gin Township).....	
Table 3: Bruce Highway 10C (Zillman Rd North to Gin Gin).....	
Table 4: Bruce Highway 10C (Old Bruce Highway to Zillman Rd)	
Table 5: Bruce Highway 10C (Booyal - Old Bruce Highway)	
Table 6: Bruce Highway 10C (Childers - Booyal).....	
Table 7: Bruce Highway 10C (Childers Township).....	
Table 8: Bruce Highway 10C (Maryborough - Childers).....	
Table 9: Bruce Highway 10C (Maryborough - Torbanlea).....	
Table 10: Bruce Highway 10B (Tiario - Maryborough).....	
Table 11: Bruce Highway 10B (Bauple Dr - Tiario).....	
Table 12: Bruce Highway 10B (Kanyan Rd – Bauple Dr).....	
Table 13: Bruce Highway 10B (Miva Rd – Kanyan Rd)	
Table 14: Bruce Highway 10B (Curra Township – Tiario Township).....	
Table 15: Bruce Highway 10B (Gympie – Wide Bay Highway).....	
Table 16: Bruce Highway 10B (Gympie - Maryborough).....	
Table 17: Maryborough - Hervey Bay Rd 163 (Booral Rd - Pialba Burrum Heads Rd).....	
Table 18: Isis Highway 19A (The Cedars Rd 1703 – Apple Tree Creek)	
Table 19: Isis Highway 19A (Bundaberg – The Cedars Rd 1703).....	
Table 20: Bundaberg - Gin Gin Rd 176 (Kolan South – Bundaberg -)	
Table 21: Bundaberg – Miriam Vale (Bundaberg – Miriam Vale Rd 179)	
Table 22: Bruce Highway 10A (Brisbane - Gympie).....	

Table 1: Bruce Highway 10D (Gin Gin – Miriam Vale)

Asset Name / Description	Bruce Highway (10D)		
Location of link or asset	Gin Gin – Miriam Vale		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	The Bruce highway runs along the coast from <u>Brisbane</u> , to <u>Cairns</u> in <u>Far North Queensland</u> , the route is a part of the Australian <u>National Highway</u> . The Bruce Highway is a strategic intrastate freight and transport route.		
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	National highway out of service, Traffic delays and loss of productivity along the coast of Queensland.		
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: Give details of any mitigating circumstances	Nil		
Contingency Plans in place Give details of the contingency plans for loss of operational use of asset	In the event of a flood or crash incident, vehicles (not including B-Doubles) must detour via Bundaberg i.e. Bundaberg – Miriam Vale Rd (179) then to Bundaberg – Gin Gin Rd (176) then to Isis H'Way (19A) Note: detour will incur 30 minutes to an extra hour travel time. B-Doubles would be required to detour using roads 19B – 19c – 41B – 41C--41D – 46A and 10E with an extra 3 hours travel time. Load limits apply on certain roads		
Proposed Plans List plans that are in place such as emergency teams being proposed	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council, Ambulance, or Roadtek) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact	X	Important Infrastructure – regional impact
	Local Impact		No significant impact anywhere
Date Assessed	29/10/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	29/10/08		

Table 2: Bruce Highway 10D (Gin Gin Township)

Asset Name / Description	Bruce Highway (10D)			
Location of link or asset	Gin Gin Township			
Network Links				
Region	Wide Bay / Burnett			
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	The Bruce highway runs along the coast from <u>Brisbane</u> , to <u>Cairns</u> in <u>Far North Queensland</u> , the route is a part of the Australian <u>National Highway</u> . The Bruce Highway is a strategic intrastate freight and transport route.			
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the coast of Queensland.			
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>				
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil			
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Local detours are available within Gin Gin subject to QFRS evacuation zones for a hazardous materials incident. If access through Gin Gin is unavailable, detour Apple Tree Creek to Miriam Vale via roads 19A – 176 – 179. B-Doubles would require special consideration			
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council, Ambulance or RoadTek) depending on the incident.			
Responsible officer :- Maintenance	Manager (Program Delivery)			
Responsible officer:- Contingency planning	Manager (Program Delivery)			
Rating	Critical Infrastructure – state impact		Important Infrastructure – regional impact	X
	Local Impact			
Date Assessed	29/10/08			
Next Assessment Due	01/07/09			
Assessment Officer	Druce Fielding			
Date	29/10/08			

Table 3: Bruce Highway 10C (Zillman Rd North to Gin Gin)

Asset Name / Description	Bruce Highway (10C)			
Location of link or asset	Zillman Rd North (Ch 101.8) to Gin Gin (Ch 111.5)			
Network Links				
Region	Wide Bay / Burnett			
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	The Bruce highway runs along the coast from <u>Brisbane</u> , to <u>Cairns</u> in <u>Far North Queensland</u> , the route is a part of the Australian <u>National Highway</u> . The Bruce Highway is a strategic intrastate freight and transport route.			
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	National highway out of service, Traffic delays and loss of productivity along the coast of Queensland.			
Local Impacts (are there local conditions that may increase the significance or value of asset?)				
Mitigation Plans in place: Give details of any mitigating circumstances	Nil			
Contingency Plans in place Give details of the contingency plans for loss of operational use of asset	. Critical incidents require diversion from Childers and Gin Gin through Bundaberg. i.e. Bundaberg - Gin Gin Rd (176), then to Isis Highway (19A). B-Double suitable alternative route exists-477,19B, 19C			
Proposed Plans List plans that are in place such as emergency teams being proposed	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.			
Responsible officer :- Maintenance	Manager (Program Delivery)			
Responsible officer:- Contingency planning	Manager (Program Delivery)			
Rating	Critical Infrastructure – state impact		Important Infrastructure – regional impact	X
	Local Impact		No significant impact anywhere	
Date Assessed	29/10/08			
Next Assessment Due	01/07/09			
Assessment Officer	Druce Fielding			
Date	29/10/08			

Table 4: Bruce Highway 10C (Old Bruce Highway to Zillman Rd)

Asset Name / Description	Bruce Highway (10C)		
Location of link or asset	Old Bruce Highway (Ch 74.1) to Zillman Rd (Ch.101.8)		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	The Bruce highway runs along the coast from <u>Brisbane</u> , to <u>Cairns</u> in <u>Far North Queensland</u> , the route is a part of the Australian <u>National Highway</u> . The Bruce Highway is a strategic intrastate freight and transport route.		
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the coast of Queensland.		
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil		
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Detour along Zillman Rd to Old Wallaville bridge to Old Bruce Highway. Wallaville bridge now maintained by Bundaberg Regional Council. – LOAD LIMITS APPLY		
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact	X
	Local Impact	No significant impact anywhere	
Date Assessed	29/10/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	29/10/08		

Table 5: Bruce Highway 10C (Old Bruce Highway to Zillman Rd)

Asset Name / Description		Bruce Highway (10C)	
Location of link or asset		Old Bruce Highway (Ch 74.1) to Zillman Rd (Ch.101.8)	
Network Links			
Region		Wide Bay / Burnett	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>		The Bruce highway runs along the coast from <u>Brisbane</u> , to <u>Cairns</u> in <u>Far North Queensland</u> , the route is a part of the Australian <u>National Highway</u> . The Bruce Highway is a strategic intrastate freight and transport route.	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>		National highway out of service, Traffic delays and loss of productivity along the coast of Queensland.	
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>		Nil	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>		Detour along Zillman Rd to Old Wallaville bridge to Old Bruce Highway. Wallaville bridge now maintained by Bundaberg Regional Council – LOAD LIMITS APPLY	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.	
Responsible officer :- Maintenance		Manager (Program Delivery)	
Responsible officer:- Contingency planning		Manager (Program Delivery)	
Rating	Critical Infrastructure – state impact		Important Infrastructure – regional impact
	Local Impact		
		No significant impact anywhere	X
Date Assessed		29/10/08	
Next Assessment Due		01/07/09	
Assessment Officer		Druce Fielding	
Date		29/10/08	

Table 6: Bruce Highway 10C (Childers - Booyal)

Asset Name / Description	Bruce Highway (10C)			
Location of link or asset	Childers (Ch57.0) – Booyal (CH.83.9)			
Network Links				
Region	Wide Bay / Burnett			
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	The Bruce highway runs along the coast from <u>Brisbane</u> , to <u>Cairns</u> in <u>Far North Queensland</u> , the route is a part of the Australian <u>National Highway</u> . The Bruce Highway is a strategic intrastate freight and transport route.			
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the coast of Queensland.			
Local Impacts (are there local conditions that may increase the significance or value of asset?)				
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil			
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Local detours available (North South Rd) but preferred detours would be via Booyal-Dallarnil Rd 477 and Isis Hwy 19B.			
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.			
Responsible officer :- Maintenance	Manager (Program Delivery)			
Responsible officer:- Contingency planning	Manager (Program Delivery)			
Rating	Critical Infrastructure – state impact		Important Infrastructure – regional impact	X
	Local Impact		No significant impact anywhere	
Date Assessed	29/10/08			
Next Assessment Due	01/07/09			
Assessment Officer	Druce Fielding			
Date	29/10/08			

Table 7: Bruce Highway 10C (Childers Township)

Asset Name / Description	Bruce Highway (10C)			
Location of link or asset	Childers Township (Ch 57.0)			
Network Links				
Region	Wide Bay / Burnett			
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	The Bruce highway runs along the coast from <u>Brisbane</u> , to <u>Cairns</u> in <u>Far North Queensland</u> , the route is a part of the Australian <u>National Highway</u> . The Bruce Highway is a strategic intrastate freight and transport route.			
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the coast of Queensland.			
Local Impacts (are there local conditions that may increase the significance or value of asset?)				
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil			
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Local detours available (One optional detour is via Isis Highway 19B, Thompson Rd, Butchers Rd). Actual detour route would be determined bu Police based on location of incident			
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.			
Responsible officer :- Maintenance	Manager (Program Delivery)			
Responsible officer:- Contingency planning	Manager (Program Delivery)			
Rating	Critical Infrastructure – state impact		Important Infrastructure – regional impact	X
	Local Impact			
Date Assessed	29/10/08			
Next Assessment Due	01/07/09			
Assessment Officer	Druce Fielding			
Date	29/10/08			

Table 8: Bruce Highway 10C (Maryborough - Childers)

Asset Name / Description	Bruce Highway (10C - Maryborough - Childers)		
Location of link or asset	Isis River (Ch 46.2)		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<p>The Bruce highway runs along the coast from Brisbane, to Cairns in Far North Queensland, the route is a part of the Australian National Highway.</p> <p>The Bruce Highway is a strategic intrastate freight and transport route.</p>		
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the eastern coast of Queensland.		
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil		
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	In the event of a flood or crash incident, vehicles must detour via Biggenden i.e. Isis Highway (19B) then to Maryborough – Biggenden Rd (478). Note: detour will incur 1.5 hours extra travel time. Some one lane structures and load limits		
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact	X
	Local Impact	No significant impact anywhere	
Date Assessed	10/10/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	10/10/08		

Table 9: Bruce Highway 10C (Maryborough - Torbanlea)

Asset Name / Description	Bruce Highway (10C)		
Location of link or asset	Maryborough (Ch 0.0) – Torbanlea (Ch 21.5)		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<p>The Bruce highway runs along the coast from Brisbane, to Cairns in Far North Queensland, the route is a part of the Australian National Highway.</p> <p>The Bruce Highway is a strategic intrastate freight and transport route.</p>		
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the eastern coast of Queensland.		
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil		
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	In the event of a flood or traffic incident, vehicles must detour via Torbanlea - Pialba Rd 164, Maryborough - Hervey Bay Rd 163. Note: detour will incur 30 minutes to an extra hour travel time.		
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact	X
	Local Impact	No significant impact anywhere	
Date Assessed	10/10/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	10/10/08		

Table 10: Bruce Highway 10B (Tiara - Maryborough)

Asset Name / Description	Bruce Highway (10B)			
Location of link or asset	Tiara (Ch 60.0) – Maryborough (Ch 86.0)			
Network Links				
Region	Wide Bay / Burnett			
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<p>The Bruce highway runs along the coast from Brisbane, to Cairns in Far North Queensland, the route is a part of the Australian National Highway.</p> <p>The Bruce Highway is a strategic intrastate freight and transport route</p>			
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the eastern coast of Queensland.			
Local Impacts (are there local conditions that may increase the significance or value of asset?)				
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil			
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	In the event of a flood or traffic incident, vehicles (except B-Doubles) must detour (west) via Maryborough - Biggenden 478, Mungar Rd 4807. and (east) via Cooloola Rd 166. B-Doubles detour via roads 166-143 to Gympie. Both detours will incur 30 minutes to an extra hour travel time.			
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.			
Responsible officer :- Maintenance	Manager (Program Delivery)			
Responsible officer:- Contingency planning	Manager (Program Delivery)			
Rating	Critical Infrastructure – state impact		Important Infrastructure – regional impact	X
	Local Impact			
Date Assessed	10/10/08			
Next Assessment Due	01/07/09			
Assessment Officer	Druce Fielding			
Date	10/10/08			

Table 11: Bruce Highway 10B (Bauple Dr - Tiaro)

Asset Name / Description	Bruce Highway (10B)		
Location of link or asset	Bauple Dr (Ch.55.4) – Tiaro (60.0)		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<p>The Bruce highway runs along the coast from Brisbane, to Cairns in Far North Queensland, the route is a part of the Australian National Highway.</p> <p>The Bruce Highway is a strategic intrastate freight and transport route</p>		
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the eastern coast of Queensland.		
Local Impacts <i>(are there local conditions that may increase the significance or value of asset?)</i>			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil		
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	In the event of a flood or traffic incident, vehicles must detour along Netherby Rd (through Gundiah) and Bauple-Woolooga Rd (488). Note: detour will incur at least 30 minutes extra travel time		
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact	X
	Local Impact	No significant impact anywhere	
Date Assessed	10/10/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	10/10/08		

Table 12: Bruce Highway 10B (Kanyan Rd – Bauple Dr)

Asset Name / Description	Bruce Highway (10B)		
Location of link or asset	Kanyan Rd (Ch.39.7) – Bauple Dr (Ch.55.4)		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?	<p>The Bruce highway runs along the coast from Brisbane, to Cairns in Far North Queensland, the route is a part of the Australian National Highway.</p> <p>The Bruce Highway is a strategic intrastate freight and transport route</p>		
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?	National highway out of service, Traffic delays and loss of productivity along the eastern coast of Queensland.		
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: Give details of any mitigating circumstances	Nil		
Contingency Plans in place Give details of the contingency plans for loss of operational use of asset	In the event of a flood or traffic incident, vehicles must detour along Bauple Dr, along Bauple-Woolooga Rd (488), then Old Gympie Rd (through Paterson) and Kanyan Rd. Note: detour will incur at least 30 minutes extra travel time.		
Proposed Plans List plans that are in place such as emergency teams being proposed	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact	X
	Local Impact	No significant impact anywhere	
Date Assessed	10/10/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	10/10/08		

Table 13: Bruce Highway 10B (Miva Rd – Kanyan Rd)

Asset Name / Description		Bruce Highway (10B)	
Location of link or asset		Miva Rd (Ch.27.4) – Kanyan Rd (Ch.39.7)	
Network Links			
Region		Wide Bay / Burnett	
Critical Nature of Asset: What are the characteristics or conditions that make the loss of the asset critical?		<p>The Bruce highway runs along the coast from Brisbane, to Cairns in Far North Queensland, the route is a part of the Australian National Highway.</p> <p>The Bruce Highway is a strategic intrastate freight and transport route</p>	
Consequence of Loss What are the possible impacts for the state or the surrounding region if the asset is not operational?		National highway out of service, Traffic delays and loss of productivity along the eastern coast of Queensland.	
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: Give details of any mitigating circumstances		Nil	
Contingency Plans in place Give details of the contingency plans for loss of operational use of asset		In the event of a flood or traffic incident, vehicles must detour along Kanyan Rd, then Old Gympie Rd and Miva Rd (4808) to Gunalda. Note: detour will incur at least 30 minutes extra travel time.	
Proposed Plans List plans that are in place such as emergency teams being proposed		In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.	
Responsible officer :- Maintenance		Manager (Program Delivery)	
Responsible officer:- Contingency planning		Manager (Program Delivery)	
Rating	Critical Infrastructure – state impact		Important Infrastructure – regional impact
	Local Impact		
			X
Date Assessed		10/10/08	
Next Assessment Due		01/07/09	
Assessment Officer		Druce Fielding	
Date		10/10/08	

Table 14: Bruce Highway 10B (Curra Township – Wide Bay Highway)

Asset Name / Description	Bruce Highway(10B)		
Location of link or asset	Curra Township (16.8) – Wide Bay Highway (44A) (Ch 12.2)		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<p>The Bruce highway runs along the coast from Brisbane, to Cairns in Far North Queensland, the route is a part of the Australian National Highway.</p> <p>The Bruce Highway is a strategic intrastate freight and transport route</p>		
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the eastern coast of Queensland.		
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil		
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	In the event of a flood or traffic incident, vehicles must detour Bauple-Woolooga Rd (488 through Woolooga) and Wide Bay Hwy (44A over Bells Bridge). Note: detour will incur at least 1 hour extra travel time.		
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact	X
	Local Impact	No significant impact anywhere	
Date Assessed	10/10/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	10/10/08		

Table 15: Bruce Highway 10B (Gympie – Wide Bay Highway)

Asset Name / Description	Bruce Highway		
Location of link or asset	Gympie – Wide Bay Highway		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<p>The Bruce highway runs along the coast from Brisbane, to Cairns in Far North Queensland, the route is a part of the Australian National Highway.</p> <p>The Bruce Highway is a strategic intrastate freight and transport route</p>		
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the eastern coast of Queensland.		
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil		
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	<p>In the event of a flood or traffic incident, vehicles must detour along Wide bay Hwy 44A to Gympie - Woolooga Rd 4806. (NB: Kid Bridge is subject to flooding) An alternative is 10C – 166 – 1411-10A Note: detour will incur at least an hour extra travel time.</p>		
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact	X
	Local Impact	No significant impact anywhere	
Date Assessed	10/10/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	10/10/08		

Table 16: Bruce Highway 10B (Gympie - Maryborough)

Asset Name / Description	Bruce Highway		
Location of link or asset	Gympie - Maryborough		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	<p>The Bruce highway runs along the coast from Brisbane, to Cairns in Far North Queensland, the route is a part of the Australian National Highway.</p> <p>The Bruce Highway is a strategic intrastate freight and transport route</p>		
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the eastern coast of Queensland.		
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil		
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	In the event of a flood or traffic incident, vehicles must detour along Maryborough - Cooloola Rd 166 Gympie Connection Rd 1411 or Tin Can Bay Rd 143. Extra travel time 30 minutes		
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact	X
	Local Impact	No significant impact anywhere	
Date Assessed	10/10/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	10/10/08		

Table 17: Maryborough - Hervey Bay Rd 163 (Booral Rd - Pialba Burrum Heads Rd)

Asset Name / Description		Maryborough – Hervey Bay Rd 163	
Location of link or asset		Booral Rd (Ch.27.64) – Pialba Burrum Heads Rd (Ch.36.21)	
Network Links			
Region		Wide Bay / Burnett	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>		Major Road connecting Maryborough and Traffic from the North to Hervey Bay.	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>		Regional Road out of service, Traffic delays and loss of productivity.	
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>		Nil	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>		In the event of a flood or traffic incident, vehicles must detour along Booral Rd 1632 to Main St. (Note: Possibility of Main St Floodway being under water). No difference in travel time. Extra travel time 30 minutes	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.	
Responsible officer :- Maintenance		Manager (Program Delivery)	
Responsible officer:- Contingency planning		Manager (Program Delivery)	
Rating	Critical Infrastructure – state impact		Important Infrastructure – regional impact
	Local Impact		X No significant impact anywhere
Date Assessed		4/11/08	
Next Assessment Due		01/07/09	
Assessment Officer		Druce Fielding	
Date		4/11/08	

Table 18: Isis Highway 19A (The Cedars Rd 1703 – Apple Tree Creek)

Asset Name / Description	Isis Highway 19A		
Location of link or asset	The Cedars Rd 1703 (Ch.20.82) – Apple Tree Creek		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	Major Road connecting Bundaberg from the south.		
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	Regional Road out of service, Traffic delays and loss of productivity.		
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil		
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	In the event of a flood or traffic incident, vehicles must detour to Goodwood Rd 171 via local roads. Note: Extra 15min – 30min in travel time.		
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact		Important Infrastructure – regional impact
	Local Impact	X	No significant impact anywhere
Date Assessed	4/11/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	4/11/08		

Table 19: Isis Highway 19A (Bundaberg – The Cedars Rd)

Asset Name / Description		Isis Highway 19A	
Location of link or asset		Bundaberg – The Cedars Rd (Ch.20.82)	
Network Links			
Region		Wide Bay / Burnett	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>		Major Road connecting Bundaberg from the south.	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>		Regional Road out of service, Traffic delays and loss of productivity.	
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>		Nil	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>		In the event of a flood or traffic incident, vehicles must detour to Cedars Rd 1703 then to Bundaberg - Gin Gin Rd 176. Note: at least extra 30 minutes travel time. Alternatively, use Ring Rd for Foleys – Goodwood (shorter, south bound)	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.	
Responsible officer :- Maintenance		Manager (Program Delivery)	
Responsible officer:- Contingency planning		Manager (Program Delivery)	
Rating	Critical Infrastructure – state impact		Important Infrastructure – regional impact
	Local Impact		X No significant impact anywhere
Date Assessed		4/11/08	
Next Assessment Due		01/07/09	
Assessment Officer		Druce Fielding	
Date		4/11/08	

Table 20: Bundaberg - Gin Gin Rd 176 (Kolan South - Bundaberg)

Asset Name / Description		Bundaberg - Gin Gin Rd 176	
Location of link or asset		Kolan South - Bundaberg	
Network Links			
Region		Wide Bay / Burnett	
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>		Major Road connecting Bundaberg from the north.	
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>		Regional Road out of service, Traffic delays and loss of productivity.	
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>		Nil	
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>		In the event of a flood or traffic incident, vehicles must detour to Cedars Rd 1703 then to Isis Highway 19A. Note: at least extra 30 minutes travel time.	
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>		In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.	
Responsible officer :- Maintenance		Manager (Program Delivery)	
Responsible officer:- Contingency planning		Manager (Program Delivery)	
Rating	Critical Infrastructure – state impact		Important Infrastructure – regional impact
	Local Impact		X No significant impact anywhere
Date Assessed		4/11/08	
Next Assessment Due		01/07/09	
Assessment Officer		Druce Fielding	
Date		4/11/08	

Table 21: Bundaberg – Miriam Vale Rd 179 (Bundaberg – Miriam Vale)

Asset Name / Description	Bundaberg – Miriam Vale Rd 179		
Location of link or asset	Miriam Vale - Bundaberg		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	Major Road connecting Bundaberg from the north.		
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	District Road out of service, Traffic delays and loss of productivity.		
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil		
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	In the event of a flood or traffic incident, vehicles must detour along Bruce Highway 10D to Gin Gin, then on to 176. Note: At least extra 1 hour travel time.		
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact	X
	Local Impact	No significant impact anywhere	
Date Assessed	4/11/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	4/11/08		

Table 22: Bruce Highway 10A (Brisbane - Gympie)

Asset Name / Description	Bruce Highway (10A)		
Location of link or asset	Regional Boundary (Ch 119.57) – Gympie (Ch.145.67) (26.1km)		
Network Links			
Region	Wide Bay / Burnett		
Critical Nature of Asset: <i>What are the characteristics or conditions that make the loss of the asset critical?</i>	The Bruce highway runs along the coast from <u>Brisbane</u> , to <u>Cairns</u> in <u>Far North Queensland</u> , the route is a part of the Australian <u>National Highway</u> . The Bruce Highway is a strategic intrastate freight and transport route.		
Consequence of Loss <i>What are the possible impacts for the state or the surrounding region if the asset is not operational?</i>	National highway out of service, Traffic delays and loss of productivity along the coast of Queensland.		
Local Impacts (are there local conditions that may increase the significance or value of asset?)			
Mitigation Plans in place: <i>Give details of any mitigating circumstances</i>	Nil		
Contingency Plans in place <i>Give details of the contingency plans for loss of operational use of asset</i>	Detour to Gympie to the west Kenilworth – Skyring Creek Rd (485), Tuchekoi Rd (482), Gympie – Brooloo Rd (483). To the coast Kin Kin Rd (141), Tin Can Bay Rd (143), Gympie Connection Rd (1411), Detour Gympie – Maryborough via Tin Can Bay. Gympie Connection Road (1411), Tin Can Bay Rd (143), Maryborough – Cooloola Road (166)		
Proposed Plans <i>List plans that are in place such as emergency teams being proposed</i>	In the event of a crash incident or flood occurring, local police are often the first respondents and contact appropriate authorities (S.E.S., Fire Brigade, Local Council or Ambulance) depending on the incident.		
Responsible officer :- Maintenance	Manager (Program Delivery)		
Responsible officer:- Contingency planning	Manager (Program Delivery)		
Rating	Critical Infrastructure – state impact	Important Infrastructure – regional impact	X
	Local Impact	No significant impact anywhere	
Date Assessed	29/10/08		
Next Assessment Due	01/07/09		
Assessment Officer	Druce Fielding		
Date	29/10/08		

11. SECTION 11 Infrastructure Register

Asset name	Location	Critical nature	Rating	Mitigation Plans	Responsible Officers	Date last assessed	Due date of next assessment
Bruce Highway	10D (Gin Gin to Miriam Vale)	Kolan River Bridge and link generally	Critical	Detours available. Long detour for B_Doubles	M(PD) Maintenance	Weekly under RMPC	
Bruce Highway	10D (Gin Gin township)	Road general	Important	Detours available.	M(PD) Maintenance	Weekly under RMPC	
Bruce Highway	10C (Zillman Rd North to Gin Gin)	Road general	Important	Detours available.	M(PD) Maintenance	Weekly under RMPC	
Bruce Highway	10C (Bruce Hwy to Zillman Rd)	Road general	Important	Detours available.	M(PD) Maintenance	Weekly under RMPC	
Bruce Highway	10C (Booyal to Old Bruce Hwy)	Road general	Important	Detours available.	M(PD) Maintenance	Weekly under RMPC	
Bruce Highway	10C (Childers to Booyal)	Road general	Important	Detours available.	M(PD) Maintenance	Weekly under RMPC	
Bruce Highway	10C (Childers Town)	Road general	Important	Detours available.	M(PD) Maintenance	Weekly under RMPC	
Bruce Highway	10C (Maryborough to Childers)	Road general	Important	Detours available. Long detour for B_Doubles	M(PD) Maintenance	Weekly under RMPC	

Asset name	Location	Critical nature	Rating	Mitigation Plans	Responsible Officers	Date last assessed	Due date of next assessment
Bruce Highway	10C (Maryborough to Torbanlea)	Road general	Important	Detours available.	M(PD)	Weekly under RMPC	
Bruce Highway	10B (Tiaro to Maryborough)	Road general	Important	Detours available.	M(PD)	Weekly under RMPC	
Bruce Highway	10B (Bauple Dve to Tiaro)	Road general	Important	Detours available.	M(PD)	Weekly under RMPC	
Bruce Highway	10B (Kanyan Rd to Bauple Dve)	Road general	Important	Detours available.	M(PD)	Weekly under RMPC	
	10B (Miva Rd to Kanyan Rd)	Road general	Important	Detours available.	M(PD)	Weekly under RMPC	
Bruce Highway	10B (Curra to Tiaro)	Road general	Important	Detours available.	M(PD)	Weekly under RMPC	
Bruce Highway	10B (Gympie to Wide Bay Hwy)	Road general	Important	Detours available.	M(PD)	Weekly under RMPC	
Bruce Highway	10B (Gympie to Maryborough)	Road general	Important	Detours available.	M(PD)	Weekly under RMPC	
Bruce Highway	10A (Brisbane to Gympie)	Road	Important	Detours available.	M (PD)	Weekly under RMPC	
Maryborough - Hervey Bay Rd	163 (Booral Rd to Pialba - Burrum Heads Rd)	Road general	Local	Detours available.	M(PD)	Weekly under RMPC	

Asset name	Location	Critical nature	Rating	Mitigation Plans	Responsible Officers	Date last assessed	Due date of next assessment
Isis Hwy	19A (Cedars Rd to Apple Tree Ck)	Road general	Local	Detours available.	M(PD)	Weekly under RMPC	
Isis Hwy	19A (Bundaberg to Cedars Rd)	Road general	Local	Detours available.	M(PD)	Weekly under RMPC	
Bundaberg – Gin Gin Rd	176 (Bundaberg to South Kolan)	Road general	Local	Detours available.	M(PD)	Weekly under RMPC	
Bundaberg – Miriam Vale Rd	179 whole road	Road general	Important	Detours available.	M(PD)	Weekly under RMPC	

12. SECTION 12 MR Critical or Priority Infrastructure Register

TMR Critical or Priority Infrastructure Register				
Road/ Structure	Road Number	Rating	Call Out Teams	
Bruce Highway (Gympie – Maryborough)	10B	Important	RMPC (RoadTek) & Gympie Regional Council	
Bruce Highway (Maryborough – Gin Gin)	10C	Important	RMPC (RoadTek) & Bundaberg Regional Council	
Bruce Highway (Gin Gin – Miriam Vale)	10D	Critical	RMPC (RoadTek)	
Isis Highway (Bundaberg – Childers)	19A	Local	RMPC Bundaberg Regional Council	
Maryborough – Hervey Bay Road	163	Local	RMPC (RoadTek)	
Bundaberg – Gin Gin Rd	176	Local	RMPC (RoadTem) & Bundaberg Regional Council	
Bundaberg – Miriam Vale Rd	179	Important	RMPC (Bundaberg Regional Council) and Fitzroy Region	
Bruce Highway Brisbane – Gympie	10A	Important	RMPC (Gympie Regional Council)	

Annexure G

DTMR's Flood Recovery Phase Project plan

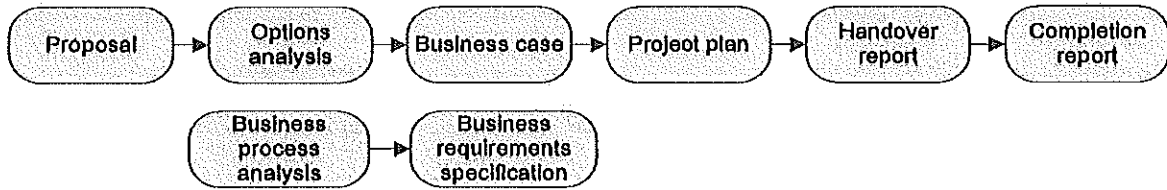
[Redacted Signature]

David Malcolm Stewart

[Redacted Signature]

Witness

Document No:



Flood Recovery Phase

Project plan

Department of Transport and Main Roads

Action statement

Date	Name	Position	Action required (Review/Endorse/Approve)	Due date

Prepared by:

Branch/District: Flood Recovery Unit

Division:

Location: Level 16, Capital Hill, George Street, Brisbane

Version no: 1.0

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Document control sheet

Version history

Version no.	Date	Changed by	Nature of amendment
Draft 0.9	28/01/2011	Leesa Huelin	Initial draft.
Final 1.0	01/02/2011	Adrienne Bailey	Update team feedback

In signing this approval:

- I agree that the document meets the standard required for the project plan deliverable.
- I understand the financial and other impacts associated with approving this project plan.
- I authorise progression to the implementation stage.

Project customer (accountable for ensuring the stated benefit(s) of the project to the business have been measured and achieved)

Name Miles Vass


Position TMR Liaison Queensland Reconstruction Authority

Signature  Date 15/12/11

Project sponsor (accountable for representing the organisation(s) delivering the project)

Name Emma Thomas

Position Chief Operations Officer

Signature  Date 11/12/11

The following key stakeholders critical to the project's success have endorsed this document.

Name Miles Vass

Position General Manager Flood Recovery

Signature  Date 11/12/11

Contents

1	Introduction	5
1.1	Purpose of this document.....	5
1.2	Definitions	5
2	Project purpose	6
2.1	Background and current situation	6
2.1.1	Queensland regions impacted.....	6
2.1.2	Three-phased approach to the crisis.....	6
2.2	Objectives and expected benefits.....	7
2.3	Links with the department’s objectives	7
3	Scope of project	8
3.1	In scope	8
3.2	Out of scope.....	8
3.3	Project success	9
3.4	Related projects.....	9
3.5	Funding	9
3.6	Constraints	10
3.7	Urgency.....	10
3.8	Assumptions	10
4	Impacts	10
4.1	Internal	10
4.2	External.....	10
5	Business processes or requirements.....	11
6	Project control	11
6.1	Governance.....	11
6.1.1	Project customer.....	11
6.1.2	Project sponsor.....	12
6.1.3	Project manager	12
6.2	Governance structure	12
6.2.1	Queensland Reconstruction Authority	13
6.2.2	Road and Transport Infrastructure Flood Recovery Committee.....	13
6.2.3	Transport and Road Recovery Coordination Group.....	13
6.2.4	Flood Recovery Unit	14
6.7	Human Resources.	14
6.2.5	Roles & relationships of divisions	14
6.2.6	Regional Road Groups and Local Councils.....	16
6.3	Scope management	16
6.4	Risks and issues	16
6.5	Time management.....	17
6.6	Cost management.....	17
6.7	Human resources management	17
6.8	Communication	19
6.8.1	Reporting.....	19
6.8.2	Internal communication	19

6.8.3 External communication 20

6.9 Quality management 20

6.10 Integration..... 20

7 Project performance measurement..... 21

Appendix A–Reporting and metrics overview 22

Appendix B – Governance Structure 22

Appendix C – Project schedule – Roads 22

Appendix D- Project schedules- other infrastructure 22

Appendix E – Map representing baseline 22

Appendix F- Communication and Engagement Strategy 22

1 Introduction

1.1 Purpose of this document

The purpose of the project plan is to:-

- o communicate the purpose of the Flood Recovery Unit and their role in the Recovery phase
- o outline the governance framework, relationships and roles and responsibilities associated with TMR flood recovery activities.
- o establish a baseline for the measurement of progress and how success will be measured

The intent is that document can be used internally to guide progress but also externally to assist understanding of the scale and scope of the phase and the role of the Flood Recovery Unit.

1.2 Definitions

Terms, abbreviations and acronyms	Meaning
QRA	Queensland Reconstruction Authority
TMR	Transport and Main Roads
MSQ	Maritime Safety Queensland
RPF	Rail, Ports and Freight
PT	Passenger Transport
A&O	Assets and Operations
FRRAG	Flood Recovery Road Access Group
RRG	Regional Road Groups
QRRM	Queensland Recovery Road Map
NDRRA	National Disaster Relief and Recovery Arrangements

2 Project purpose

2.1 Background and current situation

The Department of Transport and Main Roads (TMR) vision is 'Connecting Queensland'. The department's purpose is to plan, manage and oversee the delivery of a safe, efficient and integrated transport system that supports sustainable economic, social and environmental outcomes in Queensland. In this capacity, TMR leads the strategic direction and outcomes for the Queensland transport system, including land, sea and air.

Significant flooding occurred in many areas of Queensland during late December 2010 and early January 2011, with 75% of the state declared a disaster zone. The department has a strong multi-modal transport system focus and is a key agency in rebuilding and reconnecting Queensland following this flood event. Recovery work is underway and TMR is working across all levels of government to achieve this.

This project plan outlines the management of the TMR recovery phase in reconnecting Queensland to ensure the vital re-supply of communities and to aid local, regional and state economic recovery. It outlines the multi-modal approach that is being utilised to achieve this, the consultation and support with key stakeholders and business partners to deliver timely and cost effective transport recovery solutions for the community, business and industry that enables recovery.

2.1.1 Queensland regions impacted

The Queensland state-controlled road network was significantly impacted from 25 December 2010 (including active transport infrastructure), as were ports and waterways at Brisbane, Port Alma and Bundaberg and many parts of the passenger and freight rail networks. All TMR regions are impacted. These are:

- Central West*
- Darling Downs*
- Fitzroy*
- Metropolitan*
- Northern*
- Wide Bay/Burnett*
- North Coast*
- Far North
- Mackay/Whitsunday
- North West
- South Coast
- South West.

**Highly impacted regions*

2.1.2 Three-phased approach to the crisis

The department is taking a three-phased approach to the current flood crisis to reconnect the network for communities and industry:

- **Incident response:** This phase encompassed the initial response and management of the transport network assets during and immediately after the flood event(s). Its focus was on monitoring and managing mid- and immediate post-event impacts, particularly communicating about network conditions and risks, taking action to manage immediate safety risks, and to facilitate re-supply access to impacted communities. This phase is now substantially complete, however it will recommence, as required should further events occur.
- **Network recovery:** Network recovery focuses on recovering the network to post speeds and legal load limits and where this is not possible in the 60 days, identifying a plan for recovery and ensuring an acceptable deviation is in place. Providing information on road conditions and routes to facilitate community access and the movement of goods and services is a key aspect of this phase.

- **Network restoration:** This long-term phase will encompass prioritisation and implementation of the works required to fully restore, and wherever possible enhance the resilience of, Queensland's transport infrastructure across all modes and network functions. In particular, this phase will focus on the permanent restoration and enhancement of transport infrastructure elements that are required to enable the recovery and to achieve the social, economic and environmental outcomes sought by the Queensland Recovery Authority on behalf of the Queensland Government and the Queensland community.

This project plan is relevant to phase 2, Network Recovery.

2.2 Objectives and expected benefits

The Queensland Government's mission relating to flood recovery and reconstruction is to:

"effectively restore and improve Government services in order to enable the people of Queensland to achieve the five Q2 ambitions (A Strong, Green, Smart, Healthy and Fair Queensland)."

The TMR Flood Recovery Program will provide effective coordination of programming and expenditure on roads and transport infrastructure repair and recovery works. It will:

- prioritise and sequence repair and recovery work to address flood-related damage to Roads and Transport infrastructure across Queensland
- prioritise safety
- promote the economic development of Queensland
- mitigate future damage from flood events, where possible
- reduce the environmental impact of transport activity in Queensland
- contribute to the overall Queensland Government flood recovery roadmap

Within the 60 day recovery phase it will focus on delivering recovery works that:

- meet the needs of community and industry at a state and local level.
- recover roads to posted speeds and legal loads where this cannot be achieved establish a plan for recovery and a clear diversion.
- provide accurate and timely information to the general public, road users and industry on accessibility of routes, alternative routes or alternative modes to facilitate community and economic recovery.
- Gather priorities from communities and industry as the recovery phase moves into the restoration phase.

Expected benefits include:

The reconnection of communities and the movement of goods and services to and from flood affected areas supporting ongoing community and economic recovery.

Relationships, reporting and governance systems that support continued integration across the department as the recovery phase ends and the restoration phase continues.

Timely information on the status of transport network recovery will be available to communicate to key stakeholders and government agencies.

A positive relationship between QRA and TMR will develop and continue into the restoration phase.

2.3 Links with the department's objectives

This program is aligned to the DTMR Corporate Plan 2009-13 Objectives 1,2,3 and 7:

1. Effective, efficient and sustainable transport system;
2. Safe transport system promoting health and wellbeing;
3. Cost-effective transport system delivery; and

7. Contemporary and progressive people, processes and systems.

It will support the department's achievement of associated strategies and contribute to whole of government objectives.

3 Scope of project

3.1 In scope

Within the 60 day recovery phase the department will:

- Identify, program and deliver to recover roads to posted speed and legal loads according to statewide, local community and industry needs.
- provide accurate and timely information to the general public, road and transport users and industry on accessibility of routes, channels, ports, public transport networks including alternative routes or alternative modes to facilitate community and economic recovery.
- Work with Queensland Police and industry to develop a liaison network with local government, recovery groups and the Department of Employment, Economic Development and Innovation, the Queensland Reconstruction Authority and agencies within the supply chain.
- Manage the allocation of permits and load limits
- Work with Regional Road Groups (RRGs) and the local councils identified as requiring additional assistance (including Somerset, Lockyer, South Burnett, Western Downs, Emerald, Banana and Balonne) to:
 - Re-establish their respective road networks as part of the recovery and restoration efforts on the state-controlled road network
 - Coordinate assistance with local government for flood-related activities
 - Estimate type of network damage, length and approximate cost of damage to local government road network
 - Identify any assistance local government may require from TMR and provide assistance during the recovery period, where possible.
- Identify and integrate priorities for communities and industry as the recovery phase moves into the restoration phase.

The scope of the **Flood Recovery Unit** within the 60 day recovery phase is to:

- Lead and integrate across Transport and Main Roads and its associated agencies in their recovery of the transport network,
- Interface with the Queensland Reconstruction Authority (QRA)
- Track and report on the progress and success of recovery phase against metrics agreed with the QRA and other metrics identified for internal purposes. (see appendix A)
- Provide an escalation point for resolution of issues that emerge through the recovery phase
- Contribute to key stakeholder management with industry and local government
- Provide of communication strategies to ensure consistent, accurate and timely information to general community and industry. This includes:
 - Information on road conditions through existing road information channels
 - Coordination road access with industry to aid in economic recovery for communities
 - Management of single point for issuing permits for freight activities.
- Transition recovery phase to support set up of restoration phase.

3.2 Out of scope

The **Flood Recovery Unit** has a leadership, integration and coordination role for the 60 day recovery phase. The following items are out of scope:

- The development of systems and processes that override existing program management processes. Existing structures and processes across the organisation will be utilised to manage recovery activities.
- Identification and assessment of required works within each region
- Procurement and supervision of construction works

- Responding to correspondence regarding flood recovery works. This is being managed as a function of the wider flood recovery task.

Following this TMR will move into Restoration Phase. Restoration works are related to but outside the scope of the recovery phase.

3.3 Project success

A successful project will be demonstrated by:

- The transport network is recovered to support the economic and social recovery of affected communities.
- Freight operations have been able to continue during the recovery phase utilising timely information, travel permits and repaired transport links.
- Road users have access to information on road conditions and work that impact travel.
- Feedback from local government, especially highly impacted local governments, and key stakeholders is positive regarding consultation and assistance provided in the local area.
- Governance, information management and reporting systems are set up and effective for hand over to the restoration phase.

3.4 Related projects

Network restoration: The full restoration of Queensland's transport network is a longer term project. Reconstruction work will be prioritising works based on safety, social and economic outcomes. A state-wide work program to restore Queensland's transport network, with restoration to engineering standards, will be developed. Improved flood immunity will be sought where achievable within the program.

Queensland Transport and Roads Investment Program

The Queensland Transport and Roads Investment Program 2010-11 to 2013-14 (QTRIP) outlines the Queensland Government's plan to deliver transport and road projects to meet the needs of a rapidly growing state. The QTRIP details a \$17 billion investment over the next four years, with a four-year program of maintenance and enhancement works. The QTRIP program is set against the demands of an ageing network and climatic variations. TMR is responsible for delivering QTRIP which demonstrates a commitment to the best solutions to the travel task, whether by rail, bus, road, air, sea, cycling or walking.

QTRIP will be reprioritised to support restoration while still achieving Q2 targets that respond to growth.

State Planning Program

The program of planning will be reviewed to ensure that restoration requirements for the transport system are considered.

QR National Network Restoration

QR National Network restoration requirements will be addressed by QR National. Reporting of restoration works is a metric required by the Queensland Reconstruction Authority.

Restoration of Ports

Port infrastructure requiring restoration is addressed by individual port authorities. Reporting of restoration works is a metric required by the Queensland Reconstruction Authority.

3.5 Funding

The Australian Government provides funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) to states/territories to help pay for natural disaster relief and recovery costs. This is on the basis of a 75% Commonwealth to 25% State government share of recovery costs.

The Australian Government provides funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) to help pay for natural disaster relief and recovery costs.

Funding for recovery works will be sought under the Emergency Management Queensland (EMQ) NDRRA guidelines. The coordination and management of this funding is managed in TMR by Phil Eastwood, State Program Manager, NDRRA.

3.6 Constraints

The scale and scope of the recovery effort is still under assessment and the recovery timeframe is 60 days finishing 17 March 2011. Understanding community and industry priorities is also a factor influencing priorities.

Availability of resources for inspection, design, construction and supervision of the necessary recovery works may be a constraint. As a result, capability is reported upon weekly to ensure this is monitored.

Community expectations of the speed and level of network recovery.

Working within a whole of government framework with the Queensland Reconstruction Authority will influence the process. As the Authority is still in the establishment phase, the requirements will become evident in the coming weeks.

3.7 Urgency

Recovery Program is deemed urgent as:

- Numerous areas of damage currently pose a significant risk to road users.
- Damaged roads, ports, channels and road links are limiting access to a significant number of regions affecting the economic and social recovery of community and industry in flood affected regions.
- Recovering transport networks is an enabler to community and economic recovery for flood affected regions.

3.8 Assumptions

The plan has been written with the following assumptions:

- Senior management throughout the department will support the recovery project.
- Sufficient funding to achieve recovery phase goals will be available.
- Sufficient resources, both human and material, will be available from industry.
- Correct and timely information will be provided by all internal stakeholders involved in the recovery effort.
- Weather conditions will be reasonable and not detrimental to recovery works.

4 Impacts

4.1 Internal

There are a number of impacts that are evident across the department, including:

- Impacts across the divisions differ according to the role in the recovery process (see section 6.2.5 Roles and relationships).
- Identification of works and reprioritisation of program will affect work programs across the regions.
- Reporting requirements of the recovery coordination effort will have resourcing implications throughout the department.

4.2 External

Area external the department	Nature of impact
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Area external the department	Nature of impact
General community	Access to reliable road condition information, transport services and the recovery of local communities.
Queensland Reconstruction Authority	TMR contributing to and supporting the recovery effort.
Local Councils	Recipients of assistance in reinstating road network and re establishing access for communities and industry.
Industry	Improved ability to move goods and services.
Freight industry	Facilitate the continued movement of goods and services allowing the industry to operate.
Public transport providers	Improved ability to provide services to affected communities on the network.
Construction and consulting industry	Readiness of appropriate skills and capacity to contribute to flood recovery.
Road Users	Safe and reliable network and access to road condition information.
Regional Road Groups	Opportunity to influence the priorities in reinstating road networks.

5 Business processes or requirements

As the Flood Recovery Unit has a leadership, integration and coordination role, the development of reporting frameworks and templates, communication processes and information management is essential to the success and the effective handover to the restoration phase.

The prioritisation, programming and delivery of recovery work within the various divisions of TMR are utilising existing business processes from across the department. See section 6.2.5 for detail of the divisions involved and the processes being utilised. Due to the urgency and scale, in some cases these processes have been fast tracked.

Funding of projects are guided by the NDRRA guidelines.

6 Project control

6.1 Governance

6.1.1 Project customer

Miles Vass representing TMR's interested in the Queensland Reconstruction Authority is the project customer. As an authority, they are accountable to the state of Queensland in ensuring the reconnection of communities and the movement of goods and services to and from flood affected areas supporting ongoing community and economic recovery.

6.1.2 Project sponsor

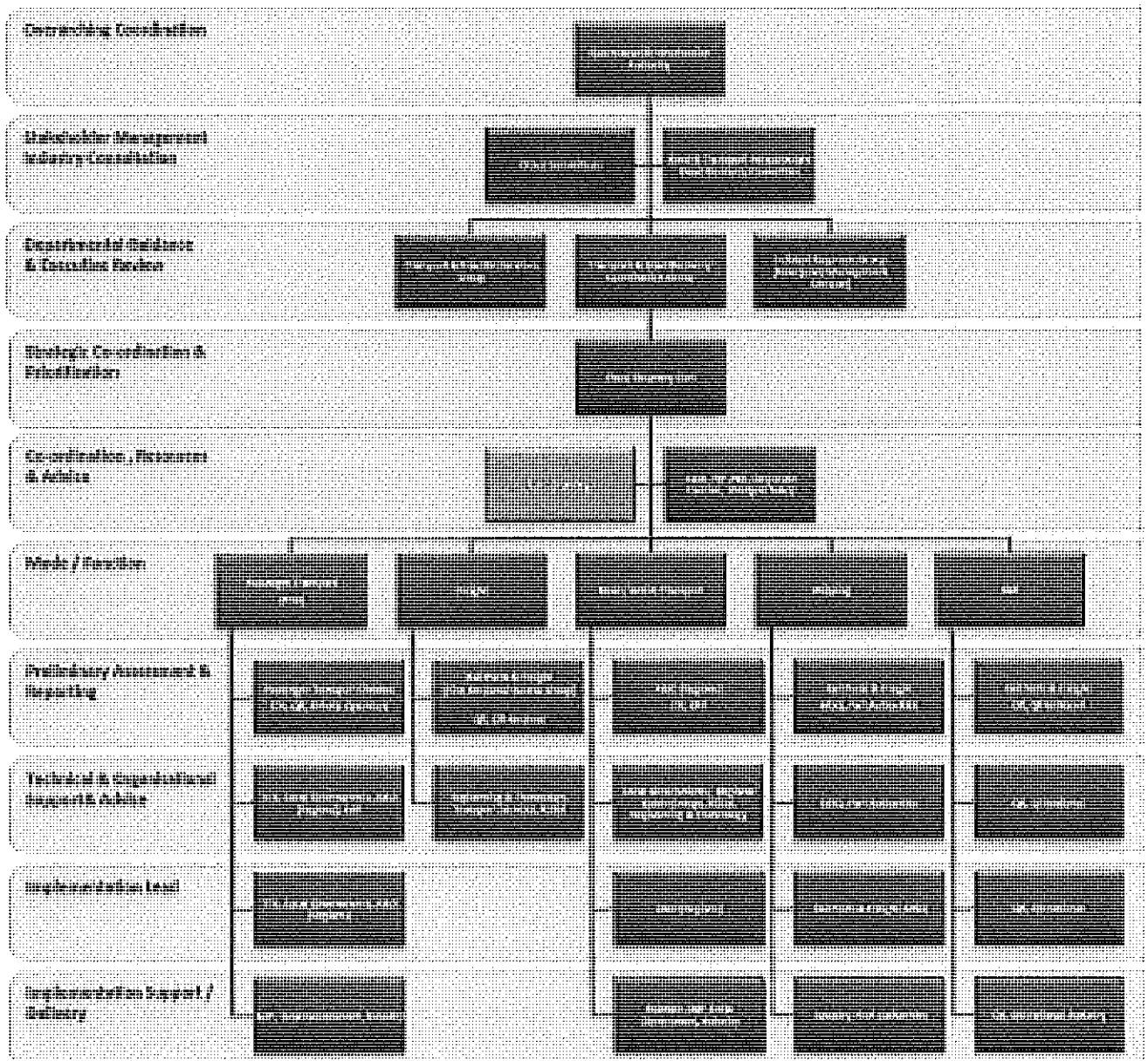
Emma Thomas, Chief Operations Officer, Department of Transport and Main Roads is representing the organisation in delivering the project

6.1.3 Project manager

Miles Vass, General Manager, Flood Recovery is the leading the recovery program.

6.2 Governance structure

Figure 1 outlines the roles and relationships that are involved in the recovery phase. These roles and relationships are outline in further detail below. This diagram is found in appendix B.



6.2.1 Queensland Reconstruction Authority

Queensland Reconstruction Authority is being established as the responsible body for developing and implementing a statewide plan for rebuilding and reconnecting communities across the State. The Queensland Reconstruction Authority will scope and coordinate the total statewide rebuilding program. Its role includes:

- working closely with local governments and communities to ensure the unique characteristics of each community are factored into the rebuilding process.
- coordinating government and non government organisations to deliver the necessary services to assist individual communities in the rebuilding process.

The Queensland Reconstruction Authority will be governed through a Board and through legislation, will be provided all necessary powers to implement all recommendations of the Board.

6.2.2 Road and Transport Infrastructure Flood Recovery Committee

Chaired by the Director General of TMR, this group has the purpose to provide leadership, coordination and strategic input to the TMR Flood Recovery Program.

Roles and responsibilities include providing input to the development of the TMR Flood Recovery Program, including identifying priorities, providing comment on the implementation of the TMR Flood Recovery Program and contributing to the coordinated whole of Government flood recovery program.

6.2.2.1 Membership

- LGAQ representative
- RACQ representative
- Queensland Trucking Association representative
- Queensland Resources Council representative
- AgForce representative
- Queensland Rail representative
- QR National representative
- Federal Government representative
- Queensland Police Service representative
- Chief Operating Officer, TMR
- General Manager, Assets and Operations, TMR

6.2.3 Transport and Road Recovery Coordination Group

The Transport and Road Recovery Coordination Group is responsible for program development, prioritisation and coordination within the department. The group meets fortnightly.

6.2.3.1 Membership

- Adrienne Bailey- Communications Director (Flood Recovery)
- Emma Thomas (optional)- Chief Operations Officer (Operations)
- Derek Skinner- General Manager (Major Infrastructure Projects)
- Geoff Meers- Director (Transport Programs)
- Graham Fraine- General Manager (Strategic Policy)
- John Wroblewski- Regional Director (Southern)
- Julie Salisbury- Principal Advisor COO
- John Kavanagh- Director (Maritime Services)
- Miles Vass- General Manager (Flood Recovery)
- Peter Milward- Executive Director (Strategy and Policy)
- Ron Michel- Deputy Regional Director (Metro)
- Ross Mensforth- Director (Freight Policy)
- Steve Hinde- Director (Statewide Systems)
- Ann-Maree Knox- A/General Manager (Program Development and Management)
- Chris Mead- Chief Financial Officer
- David Welsby- Executive Director (Flood Recovery)
- Shane Doran – A/General Manager (Asset and Operations)

- Jason Humphreys- Director (Transport Government Owned Services)

6.2.4 Flood Recovery Unit

As this project involves a significant number of TMR staff across all divisions, a core project team has been assembled to lead, integrate and communicate the recovery efforts internal and external to the department. Details on the team and their individual roles is included in section 6.7 Human Resources.

6.2.5 Roles & relationships of divisions

The following table outlines the contribution of TMR divisions and the tools and processes being utilised.

Division	Role	Function/influence	Tools and processes
Asset and Operations	Lead the recovery of National & State Road and Active Transport Network Liaison with highly impacted local government & Regional Roads Groups	Assess & report on National & state & local road and active transport infrastructure Support local governments in the recovery of local road and active transport networks Develop potential response & initial priority Manage delivery of recovery works	Utilising existing relationships- Regional Road Groups. RIP process being managed through Eddie Peters' office Liaison with Phil Eastwood to utilise EMQ funding Regional communications structures Regional Industry partnerships
Integrated Transport Planning	Lead network strategic opportunity analysis and prioritisation	Supporting the Flood Recovery Unit with data and mapping functions. Lead identification of opportunities for proactive infrastructure outcomes through the reconstruction phase Supporting Assets and Operations in the regions by providing additional staff to assist.	IIC planning gates & State Planning Program IMIP / PAF process - Strategic Assessment of Service Requirements (PAF) Communications team
Portfolio Investment Division	Lead prioritisation and contestability review for investment decisions and funding arrangements particularly for restoration phase.	Funding arrangements Ensuring NDRRA funding is being utilised to achieve the best/most cost-effective outcomes. Redistribution of funding/savings Contestability	IMIP / Project Assurance Framework

Rail Ports Freight	Represent and provide primary interface with rail, port and freight industry (service and infrastructure) operators	Report on all rail, port and freight recovery performance Leading the interface with QR, QR National and Ports to gather and report progress of recovery. Leading the interface with the freight industry to feed information into the prioritisation process and the application of the multi modal approach. Seeking funding under NDRRA	Industry partnerships Service agreements Existing Information & regulatory management services Existing relationships and industry networks.
MSQ	Lead the recovery of navigable waterways	Report to RPF on waterways recovery performance Reinstatement of navigational systems and channels Seeking funding under NDRRA Manage maritime pollution remediation (not part of the transport network recovery)	Regional offices & on ground resources Permits and enforcement Industry partnerships
Emergency Management Division	Transition from response to recovery management	Co-ordinate resupply of communities (during early recovery phase) Transition & knowledge transfer	Disaster Response Committees Disaster management expertise Incident knowledge
Passenger Transport Division	Lead the reinstatement of scheduled & on-demand passenger transport services	Assess & report on passenger transport services and infrastructure recovery performance Lead interface to TransLink (SEQ) and regional passenger transport operators Interface with PT and carriageway asset managers.(Local Government, TTA , A&O) regarding conditions and service reinstatements	Industry partnerships Service contracts / agreements Community partnerships – (User groups/reference groups) Local Government relationships
Services Division	Support other divisions in recovery operations	Provide information on school buses Surveillance and enforcement of freight activity/load limits	Enforcement officers Surveillance network / infrastructure
RoadTek	Support A&O in recovery project development & delivery	Advise on recovery options Provide specialist advice Provide design and construction capacity.	Technical expertise Design & construction capacity
Engineering and Technology	Coordinate inspection and assessment of bridges, slopes, structures and pavements.	Capacity and performance of bridges, slopes, structures and pavements.	Specialist technical expertise

Road Safety and System Management	Support other divisions through information management, policy and legislative advice and compliance management	Road user information Implementation strategy for the freight task (eg interstate trucking licences/fatigue management) Legislation to deal with shortages for freight movement.	Industry partnerships Communications / information distribution infrastructure Policy, technical and regulatory expertise
Corporate Communications and Media Branch	Lead internal communications and media strategy and response.	Manage the overarching approach to communication about TMR's flood recovery and manage corporate media.	Existing internal and external communications and media processes.
Strategic Policy Division-	Lead the liaison with local Councils statewide.	Input priorities and feedback into the coordination and prioritisation process.	Existing relationships/networks with LGAQ and regional councils.

6.2.6 Regional Road Groups and Local Councils

TMR will work closely with local government and regional road groups through the TMR and Local Government Association Queensland Roads Alliance to:

- Re-establish their respective road networks as part of the recovery and restoration efforts on the state-controlled road network
- Coordinate assistance with local government for flood-related activities
- Estimate type of network damage, length and approximate cost of damage to local government road network
- Identify any assistance local government may require from TMR and provide assistance during the recovery period, where possible.

7 local governments have been identified as being significantly affected and requiring assistance from the State to recover. TMR will be working closely with these Councils to understand priorities for recovery on the local road network and will be allocating resources within the recovery program to key links to recover the local network. These Councils include:

- o Somerset
- o Lockyer
- o South Burnett
- o Western Downs
- o Emerald
- o Banana
- o Balonne

Regional Road Groups are existing groups that each include representation from regional TMR staff, Local Government, community and industry representation.

6.3 Scope management

Scope will be managed through the Transport and Road Recovery Coordination Group, existing structures within relevant divisions (such as the prioritization processes currently being utilized within Assets and Operations Division) and by assessing work for their fit with emergent works and eligibility for funding through the NRRHA.

6.4 Risks and issues

Ongoing risk assessment and escalation is occurring utilizing existing processes and structures within relevant divisions. The weekly Statewide Flood Recovery Report requires those involved in recovery reporting to advise on risk.

Capability across the division involved in the recovery is a key issue. This is a separate item to be reported upon weekly.

6.5 Time management

A program covering recovery work in Asset and Operations regions has been prepared. This program will be tracked and reported upon weekly. Reporting deadlines on key metrics have been set, communicated and will be monitored.

6.6 Cost management

A cost centre has been created and will be reported against to demonstrate dedicated staffing costs for the Flood Recovery Division.

Management of costs across the divisions on flood recovery will be managed within each division.

6.7 Human resources management

As this project involves a significant number of TMR staff across all divisions, a core project team has been assembled to lead, integrate and communicate the recovery efforts internal and external to the department. The table below identifies team members and their roles:

Name	Position	Role
Miles Vass	General Manager Transport and Road Recovery	Integration and leadership of the transport and road recovery program.
Adrienne Bailey	Communications Manager	Stakeholder management and strategic communications strategy.
David Welsby	Executive Director	Integration of the transport and road recovery program in policy and planning.
Michelle Sharry	Director Statewide Communications	Operational communications, support and coordination of regional communications officers.
Chris Clarke	Principal Advisor Communications	Office manager and administration support.
Debra Barker	Administration	Executive assistant to General Manager and administration support.
Amanda Scarpato	Principal Project Officer	Leading metrics and reporting functions.
Cindy Bardell	Information (Knowledge) Manager	Process and information management.
Warwick Williams	FRAGG Coordinator	Interface across the department in responding to access and permit processes.
Bill Landsbry	Structures Capability	Coordinating capability for structural inspections and recovery.
Gavin Soward	Technical Interface (Slopes and Pavements)	Technical support slope and pavement.
Julie Mitchell	Consulting Industry Liaison	Coordinating opportunities for use of industry offered support- consulting.
Derek Skinner	Construction Industry Liaison	Coordinating opportunities for use of industry offered support- contractors.
Alan Bell	Metrics and reporting support	Supporting metrics and reporting.
Mark Ransom	Programming support	Support in tracking program.

Those with key coordination roles and their responsibilities are described below:

Name	Position	Role
Shane Doran	(A) General Manager Assets & Operations	Responsible for Statewide management of road projects
Ron Michel	Deputy Regional Director (Metropolitan) Program Director (NDRRA)	NDRRA Program Director is responsible for Statewide management of road projects identified for funding under the Joint Australian/State Government NDRRA program
Phil Eastwood	State Program Manager (NDRRA)	The State Program Manager is responsible for the coordination and management of the entire NDRRA program across the affected regions.

Tony Potter Regional Director (Far North)	TMR Regional office (Far North)	Responsible for delivery of flood recovery projects in the Far Northern region
David Atkinson Regional Director (Northern)	TMR Regional office (Townsville)	Responsible for delivery of flood recovery projects in the Northern region.
Peter Trim Regional Director (North West)	TMR Regional office (Cloncurry)	Responsible for delivery of flood recovery projects in the North West region.
Ian Husband Regional Director, (Mackay/Whitsunday)	TMR Regional office (Mackay)	Responsible for delivery of flood recovery projects in the Mackay/Whitsunday region.
Eric Denham Regional Director (Central West)	TMR Regional office (Barcaldine)	Responsible for delivery of flood recovery projects in the Central West region.
Terry Hill Regional Director (Fitzroy)	TMR Regional office (Rockhampton)	Responsible for delivery of flood recovery projects in the Fitzroy region.
Andrew Cramp Regional Director (South Coast)	TMR Regional office (Nerang)	Responsible for delivery of flood recovery projects in the South Coast region.
Russell Witt Regional Director (North Coast)	TMR Regional office (Sunshine Coast)	Responsible for delivery of flood recovery projects in the North Coast region.
Tony Platz Regional Director (Darling Downs)	TMR Regional office	Responsible for delivery of flood recovery projects in the Darling Downs region.
Ron Michel (A) Regional Director (Metropolitan)	TMR Regional office (Brisbane)	Responsible for delivery of flood recovery projects in the Metropolitan region.
Doug Wass Regional Director (Wide Bay/Burnett)	TMR Regional office (Bundaberg)	Responsible for delivery of flood recovery projects in the Wide Bay/Burnett region.
Peter Evans Regional Director (South West)	TMR Regional office (Roma)	Responsible for delivery of flood recovery projects in the South West region.
Robert Hoge Director (Media), Jillian March Director (Corporate Communication)	Corporate Communication Branch (CCMB)	Responsible for corporate communication to stakeholders in relation to the floods.
Principal Communication Advisors (PCAs) Regional Communication Officers	Regional Communication Network	Responsible for regional communication to stakeholders in relation to the floods.
John Kavanagh	Director Maritime Services	Responsible for delivery of flood recovery projects relating to navigation and channels.
Jason Humpherys	Director (Transport Government Owned Services)	Liaison for status updates on the recovery of ports.

6.8 Communication

6.8.1 Reporting

Coordinating reporting is a key role of the Flood Recovery Unit. A range of reports and metrics have been identified to meet the requirements of the QRA, senior TMR management, ministerial briefings and the general public. A list of metrics, their source and where they are reported is found in Appendix A.

Report	Frequency	Audience	Who	Comment
QRRM Taskforce (QR Auth) Weekly Summary Brief	Weekly CoB Friday	Taskforce TMR BoM	AB	Will remain weekly until otherwise advised by QR Auth
Status of transport system	Daily during incident	Public and road users	MS	Twice a week in recovery
Status report TMR Recovery team	Weekly midday Friday for Monday mornings	TMR BoM TMR SLT	AB	Metrics and narrative Capability Good news Critical risks
Ministerial	M/W/F	Ministers	Cathl Taylor	Potential for weekly now in recovery phase
Freight Industry report	Daily in incident	Public and road users	MS	Weekly in recovery
Other	On request	Various	AB	Production as required ie SDMG statistics

6.8.2 Internal communication

6.8.2.1 Regular meetings

6.8.2.1.1 General Manager, Flood Recovery

Miles Vass, General Manager, Flood Recovery represents the project in the following meetings:

- Flood Recovery Senior Executive Working Group Meeting
- NDRRA Program / Sub-committee Meetings
- Flood Recovery Committee Meeting
- TMR Recovery Coordination Group Meeting
- TMR Media & Issues Meetings
- Synchronisation of Qld Reconstruction Road Map
- Flood Recovery Team – Weekly Catch-up Meeting
- Modelling, Data & Analysis Centre Program Advisory Group Meeting
- TMR/BCC Road Operations Alliance Meeting.

These meeting ensures that senior management are updated on the progress, issues and risks associated with the recovery and can act on issues and risks related to their divisional role in the phase.

6.8.2.1.2 Road and Transport Infrastructure Flood Recovery Coordination Group

The Transport and Road Recovery Coordination Group is responsible for program development, prioritisation and coordination within the department. The group meets fortnightly.

6.8.2.1.3 Flood Recovery Unit

Regular team meetings will be held to facilitate coordination and to track issues, actions and risks.

6.8.3 External communication

6.8.3.1 Communication and engagement plan

A communication and engagement plan has been developed that aims to raise awareness and provide information about works associated with the disaster network recovery phase as well as consultation process associated with these projects.

The plan also exists to assist regional communications officers through a proactive communication approach aimed at delivering timely, accurate and consistent messages to their stakeholders.

The Statewide Communications Office will provide further support and advice to regional communications officers throughout the disaster network recovery phase.

6.8.3.2 Road and Transport Infrastructure Flood Recovery Committee

Chaired by the Director General of TMR, this group has the purpose to provide leadership, coordination and strategic input to the TMR Flood Recovery Program by industry and peak bodies.

6.8.3.3 Flood Recovery Road Access Group

A 1300 105 647 hotline was specifically established to provide detailed information to the road freight industry on alternative routes they can use, load limits, applying for heavy vehicle permits that cannot be provided through normal processes in affected regions, and special access in cases of emergency or great need. The Flood Recovery Road Access Group hotline operates from 6am to 11pm Sunday to Friday.

6.8.3.4 Regional Road Groups and Local Government Liaison

As outlined in section 6.2.6, Regional Road Groups and particularly, local councils are key stakeholders for consultation in the prioritisation process. This consultation and communication will occur at a regional level.

General Manager, Flood Recovery will provide senior stakeholder management where required to the 7 Councils identified as significantly affected and requiring assistance from the State to recover (Somerset, Lockyer, South Burnett, Western Downs, Emerald, Banana and Balonne).

6.9 Quality management

The prioritisation, programming and delivery of recovery work within the various divisions of TMR are utilising existing business processes from across the department. Appropriate quality management and adherence to standards underpin these existing business processes.

In the development and implementation of reporting frameworks, templates and processes, a continuous improvement approach will be applied to gather learnings and feedback with the aim to improve.

Information management systems will be set up to incorporate standards to facilitate effective handover to restoration phase.

6.10 Integration

Integration is the principal role of the project. Integration will be managed through regular reporting, fortnightly meetings of the Transport and Road Recovery Coordination Team and other meetings.

Progress towards recovery will be tracked through metrics and reporting structures established to report Internally and to the Queensland Reconstruction Authority.

Ongoing consultation with stakeholders through stakeholder meetings, Regional Road Groups and via the FRRAG will ensure ongoing communication to ensure project progress is meeting the objectives of supporting community and economic recovery.

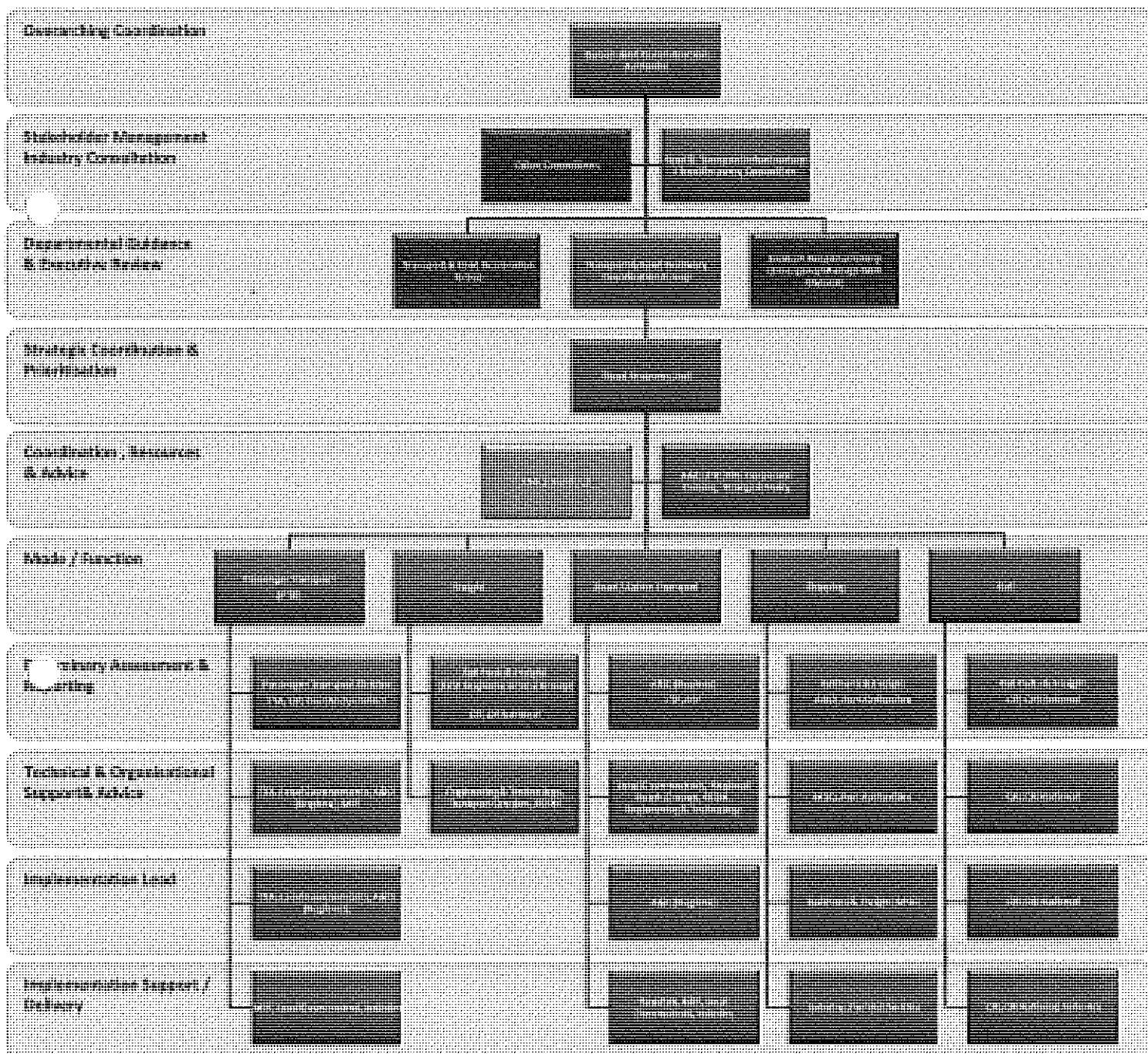
7 Project performance measurement

Success criteria	Responsibility	Measurement method	Target
Stakeholder satisfaction	Michelle Sharry	Representative phone survey of stakeholder	60 % positive feedback
Achievement of road recovery program	Shane Doran	Tracking of program	95% complete
Support to local government in local road recovery	Shane Doran	Number of local road recovery projects completed.	TBC
Road users have access to road conditions and works that impact travel.	Michelle Sharry	Number of calls and website hits during recovery phase	Tracked in metrics Appendix A.
Good news stories on the recovery of the transport network.	Flood Recovery Unit / Corporate Governance	Positive media on transport network recovery. Percentage of media with positive messages	25%
Governance, Information management and reporting systems are set up and effective for hand over to the reconstruction phase.	Flood Recovery Unit	Relevant systems are utilised by the reconstruction phase.	Continued use of systems.
Timely Information on the status of transport network recovery.	Flood Recovery Unit	Reporting delivered according to agreed schedule.	98%
Freight operations have been able to continue during the recovery phase utilising timely information, permitting and repaired transport links.	Flood Recovery Road Access Group	Percentage of resolved cases.	95%

Metric	Explanation	Source	Coordinated by	Frequency	Comments
Reporting to the Flood Reconstruction Authority					
Percentage of transport recovery program complete:	Progress against agreed program of work established from Primavera reporting tool				
Percentage of road network impacted:	hours of state controlled road network km closed due to the event/ km total state controlled road network				
Percentage of impacted road network recovered:	km of closed state controlled road network reopened with no conditions and repaired / km damaged				
Percentage of closed road network opened:	number of closed state controlled road network links reopened with no conditions/number of closed state controlled road network links				
Percentage of closed road network opened with conditions	number of closed state controlled road network links reopened with conditions/number of closed state controlled road network links				
Percentage of rail network reopened	number of opened links in the state rail network /number of closed links in the state rail network				

Processes and systems					
Costs of flood recovery:	dedicated staffing costs - Flood recovery division				
Number of permits issued over affected period:	at date of reporting				
Number of licenses expired over affected period:	at date of reporting				
Number of registrations expired over affected period:	at date of reporting				
Customers and stakeholders					
Percentage increase in calls to 131940:	Number of calls in the week - number of historical average calls in a week / Number of historical average calls in a week				
Cumulative 13 19 40 website hits over affected period:	at date of reporting				
Cumulative 13 19 40 downloads over affected period:	at date of reporting				
Cumulative 13 19 40 call centre volumes over affected period:	at date of reporting - compared to same time period last year				
Cumulative 13 19 40 performance:	% of time over affected period website was available				

Appendix B: Governance Structure



Activity Name	Phase	Start of Stage	End of Stage	Spec	Estimate	Construction Method	Start	End	Estimate Duration	Notes
Pavement repair/reurfacing. Awarded to Ash Industries - start date Wednesday 18A	18A						20-Jan-11		30d	
Pavement repair/reurfacing. Awarded to Fullon Hogan Townsville - start date Tuesday 25 Jan 2011.	18A						20-Jan-11		30d	PS
Severe pavement damage between MacLister and Warrs and reduce speed zones with traffic controllers.	18C						20-Jan-11		30d	
Severe pavement damage around the Loudon Bridge (Condamine River). Repair currently being undertaken. 2 weeks work.	26A						20-Jan-11		30d	
Single lane both directions due to land slip. Major repairs to stabilize slips on down section.	18A						20-Jan-11		30d	
Far North Region										
Lead limits will remain in place to limit the damage - the section is already rating	82D	0.00	67.53				01-Apr-11*		20d	Pavement extracted and likely to remain so until the end of the wet season.
Lead limits will remain in place to limit the damage - the section is already rating	86A	0.00	96.90				01-Apr-11*		5d	Pavement is saturated and is likely to remain so until the end of the wet season.
Removal of slip material, chipping and assessment of failure surfaces, soil nailing, construct retaining structure	82B	68.24	68.24				20-Jan-11		30d	
Fraser Coast Region										
Boggy through gravel sections	85E	0.00	46.00				20-Jan-11		30d	
Currently closed at the McKenzie River	5101	0.00	86.00				20-Jan-11		30d	
Emergent works include widening pavement around slip in batter slope below South bound lane to provide dewater.	24E	77.70	77.70				20-Jan-11		30d	Anticipate being open to all vehicles with single lane under traffic control by Monday 24th, (no access by Thursday 27th).
Lower order road. Significant repairs required for full length. Boggy in sections	85A	0.00	115.00				20-Jan-11		30d	
Pavement saturated and boggy	45A	128.00	142.00				20-Jan-11		30d	
Following slip severely undermined. It will be at least 3 weeks before the structure is open to all vehicles.	46D	15.15	15.15				20-Jan-11		30d	Emergent works will allow light vehicles to access by Thursday 27th.
Saturated pavements	179	48.00	112.00				20-Jan-11		30d	
Saturated pavements, pavement failures and boggy sections	188	0.00	25.00				20-Jan-11		30d	
Severe pavement failure and heavily scoured culverts and structures	4397	112.00	128.00				20-Jan-11		30d	
Very boggy at multiple locations. Following emergent works the road will be open to local access only.	87A	28.00	171.00				20-Jan-11		30d	
Very boggy in gravel sections, footways severely damaged	469	48.00	120.00				20-Jan-11		30d	
Mackay/Whitsunday Region										
Major repairs (reconstruction) required to make trafficable without restrictions.	27B						20-Jan-11		40d	Restricted access to badly damaged floodway.
Requires extensive resurfacing and heavy formation grading to make trafficable.	592						01-Apr-11*		20d	4wd access only
Requires resurfacing and heavy grade	88B						01-Apr-11*		20d	Restricted access on unsealed sections
Road closed at least 1/2 hr crossing. Will require resheet once accessible	5122						01-Apr-11*		20d	
Road closed. Gravel washed away requires resheet.	5124						01-Apr-11*		20d	
Road closed. Gravel washed away requires resheet. Expect open 28 Jan	5127						20-Jan-11		6d	
Section closed. Requires extensive gravel resurfacing and repair / replacement of culverts and embankments	82A	66.80	121.90				01-Apr-11*		30d	
North Queensland Region										
6500 + AC -	18A						20-Jan-11		5d	options being investigated
Access is ok up to the LVRC barrier with finish - further inspection is required in 303 the pavement area.	303						01-Apr-11*		30d	
Accessible full length. Lodgepole Ok bridge single lane only under traffic control / chippings.	4144						20-Jan-11		5d	Extensive work required
Accessible to 28.5km. Footway washed out 4wd access only from this point.	3063	29.50	40.00				20-Jan-11		5d	Extensive work required
Asphalt repair to pavement	18A						25-Jan-11*		20d	PS
Batter stabilisation and pavement repairs. Road will be reopen 24 January.	2020	3.16	3.17				20-Jan-11		30d	traffic control will remain in place to complete works until early February.
Biteway to be cleaned	U18A						17-Jan-11 A		5d	complete
Cutting to design. Fill slip with culvert blowout	18A						20-Jan-11		30d	

**Transport and Main Roads
January 2011 Flood Recovery Program**

Activity Name	Road	Start Date	End Date	Date	Start	Estimated Duration	Completion Date	Notes
Road closed Old Toowoomba Rd to Fitzgibbon Cr Rd. Other areas accessible.	314				20-Jan-11	10d		
Road is still closed due to river levels	302	08.85		Search and recovery operations in Grantham.	20-Jan-11	5d		
Road is still closed due to river levels	U86	17:15		River levels should drop by weekend of 20/1/11	20-Jan-11	5d		
Watch	U18A			River levels should drop by weekend of 21/1/11	20-Jan-11	5d		
Watch	412				20-Jan-11	10d		
Watch occur at Bridge	18A				20-Jan-11	5d		
Water pipeline repairs are being carried out and is expected to take approximately 2 days	4194				20-Jan-11	5d		
North Coast Region								
Bridge will be inspected today (19/1/11) and re-spaced ASAP pending results of bridge inspection and load testing.	465			George Bridge and various inclines. Complete major slip repairs and rehab bridge.	20-Jan-11	30d		
Closed due to inundation. Road will be re-opened when water subsides and inspection is completed.	410			Wivenhoe-Somerses Rd (Spill-Yard Cr)	20-Jan-11	30d		
Closed due to landslides and debris. 1 week to clear road sufficiently to allow one lane flow under traffic control.	4032			Mt. Glorious Rd between Browns and Aux Rds.	20-Jan-11	30d		
Complete major slip repairs and reconstruct bridge.	414			Redbank no.3 bridge and landslip 2km from bridge.	01-Apr-11*	30d		
Complete major slip repairs and remove sidetrack	407			Samford Rd - various slips	01-Apr-11*	30d		
Complete major slip repairs and remove sidetrack.	408			Backbutt Range	01-Apr-11*	30d		
Complete major slip repairs and repair bridge (southbound).	401			Various slips and AJ Wylie Bridge, Penia	20-Jan-11	30d		
Gablans and rockfall. Road is open to traffic in both directions.	141	20.37			01-Apr-11*	30d		
Landslip existing prior to this disaster event. Will be fully repaired prior to March.	494	4.05			20-Jan-11	30d		
Potential embankment failure being monitored and precautionary strengthening measures are being taken.	10A	108.00		Bruce Highway	20-Jan-11	30d		
Road closed due to erosion at Shaws Gully bridge. Repair works will be completed ASAP.	405			Esk-Kilcoy Rd (Hazelton)	20-Jan-11	30d		
Road closed. Debris in place via Hunchy and Razorback Road. Geotech investigations are complete, now awaiting results	498			Woombay-Marmorville Rd (various slips)	20-Jan-11	30d		
Road closed. Geotech inspection being undertaken today (19/1/11). Action ASAP pending results of investigation	491			Jimna	20-Jan-11	30d		
Road open to cars and 4WDs only. Complete major slip repairs.	4992			Obi Obi Rd - various slips	20-Jan-11	30d		
Road open under traffic control due to landslip. Waiting on geotechnical advice.	492			Kilcoy - Bierweh Rd (Celarton - Ch 22km)	20-Jan-11	30d		
Complete slip repair.	402			Initial inspections complete.	20-Jan-11	30d		
Road will be reopened pending result of pavement inspection.	42A			Fernvale	20-Jan-11	30d		
Sidetrack will be constructed ASAP to allow the road to re-open. Side track will likely be used limited to 42.5t.	40B			Backbutt Range	20-Jan-11	30d		
Sidetrack has been installed around the major landslip for traffic access.	493			Various slips, particularly Boroobin.	20-Jan-11	30d		
Sidetrack on Redbank no 3 constructed and load limited. Geotech advice being sought about landslip 2km from the bridge.	414			Redbank no.3 bridge and landslip 2km from bridge.	20-Jan-11	30d		
North West Region								
Road will be closed at various locations due to flooding, wet, boggy conditions and damage to the unimproved sections.	868			Note this occurs annually and that the road will likely remain closed until April.	20-Jan-11	30d	LGA	
Road will be opened and closed over the next 3 months depending on flood waves and damage to the road surface.	84A			Normanton - Kunumba	20-Jan-11	30d	LGA	
South West Region								
Bridge inspection on Jack Taylor Crossing. Remove debris.	39A	1.50	2.50	Still under water	20-Jan-11	30d		
Covert to be completely replaced	497	58.50	58.50		01-Apr-11*	30d		
Emergency repair works completed	24B	87.00	88.00		10-Jan-11 A	30d		
Emergency repairs to secure at culvert inlets/culverts	497	58.50	58.50		20-Jan-11	10d		
Formation of existing unsaturated section to be substantially repaired.	497	45.00	65.00		20-Jan-11	5d		
Pavement patching	24D	59.00	60.00		20-Jan-11	5d		

**Transport and Main Roads
January 2011 Flood Recovery Program**

County Name	Road	Start Change	Est Change	Start	Estimate	Construction Method	Division	Start	Est	Year
	Pothole patching	7069	29.50	31.00			5d	20-Jan-11		
	Pothole patching	18E	10.00	11.00			5d	20-Jan-11		
	Pothole patching	94B	110.00	120.00			10d	20-Jan-11		
	Pothole patching	94B	122.00	161.00			10d	20-Jan-11		
	Pothole patching and pavement rehab	24D	80.50	81.50			40d	20-Jan-11		
	Pothole patching and pavement rehab	24D	84.00	86.00			40d	20-Jan-11		
	Pothole patching and pavement rehab	24E	0.00	58.50			40d	20-Jan-11		
	Pothole patching over culverts	24C	34.00	35.00			10d	20-Jan-11		
	Repairs to seal of pavement	355	63.00	65.00			5d	20-Jan-11		
	The formation of existing untreated section to be substantially regraded	7001	0.00	116.50			5d	20-Jan-11		
	The formation of existing untreated section to be substantially regraded	7003	124.00	163.00			5d	20-Jan-11		
	The formation of existing untreated section to be substantially regraded	7103	113.00	206.00			5d	20-Jan-11		
	This section of road is still partly under water. Repair works may be identified after the water recedes.	24A	0.00	75.00			30d	01-Apr-11		
	This section of road is still partly under water. Repair works may be identified after the water recedes.	24B	12.50	13.50			30d	01-Apr-11		
	This section of road is still partly under water. Repair works may be identified after the water recedes.	24B	115.00	118.00			30d	01-Apr-11		
	This section of road is still partly under water. Repair works may be identified after the water recedes.	24C	0.00	6.50			30d	01-Apr-11		
	This section of road is still partly under water. Repair works may be identified after the water recedes.	37A	1.00	7.00			30d	01-Apr-11		
	This section of road is still partly under water. Repair works may be identified after the water recedes.	37A	18.00	28.00			30d	01-Apr-11		
	This section of road is still partly under water. Repair works may be identified after the water recedes.	37A	72.00	79.00			30d	01-Apr-11		
	This section of road is still partly under water. Repair works may be identified after the water recedes.	37A	80.00	148.00			30d	01-Apr-11		
	Wide Bay/Burnett Region		3295.20	345.50			30d	20-Jan-11		
	AWD only. Repair washed out pavement to re-open road	428	1.00	64.00			30d	31-Jan-11		
	Barikars Ck has bridge narrowed to one lane per departments element management process prior to the flooding.	4292	20.50	0.00			30d	01-Apr-11		
	Barikars Ck. 201 load limit existed prior to flooding. Timber bridge rehab delayed by flooding.	419	20.50	0.00			5d	01-Apr-11		
	Charlie Hart Ck has bridge narrowed to one lane per departments element management process prior to the flooding.	478	36.10	0.00			21d	01-Apr-11		
	Clifton Ck has bridge narrowed to one lane per departments element management process prior to the flooding.	478	47.60	0.00			21d	01-Apr-11		
	Deep Ck. 18t load limit existed prior to flooding. Timber bridge rehab may be delayed by flooding.	4706	23.50	0.00			21d	01-Apr-11		
	Deep Ck. 30t load limit existed prior to flooding. Timber bridge rehab delayed by flooding.	4296	11.50	0.00			5d	01-Apr-11		
	Est Ck has bridge narrowed to one lane per departments element management process prior to the flooding.	479	6.90	0.00			21d	01-Apr-11		
	Geofford Ck. 20t load limit existed prior to flooding. Timber bridge rehab delayed by flooding.	486	16.50	0.00			12d	01-Apr-11		
	Iron Pot Ck and Sanny Ck. 50t load limit existed prior to flooding. Timber bridge rehab delayed by flooding.	489	47.90	0.00			5d	01-Apr-11		
	Little Wilgona Ck. 18t load limit existed prior to flooding. Timber bridge rehab scheduled February to April 2011	4896	22.20	22.20			55d	07-Feb-11		
	Mingo Crossing Bridge (Burnett River) at Change 28km. Further investigation required.	475	26.00	0.00			21d	01-Apr-11		
	Mura Ck. 8t load limits existed prior to flooding. Timber bridge rehab delayed by flooding.	4808	17.40	17.40			30d	20-Jan-11		
	Pavement repairs and resurfacing in various locations	471	88.00	132.00			31d	01-Feb-11		
	pavement repairs in various locations	10C	47.00	64.00			41d	20-Jan-11		
	pavement repairs in various locations	10D	0.00	47.00			21d	20-Jan-11		
	pavement repairs in various locations	10B	28.00	34.00			41d	20-Jan-11		

**Transport and Main Roads
January 2011 Flood Recovery Program**

Activity Name	AS32	Start Date	End Date	Estimate Direction	Category	Mark	Start	End
pavement repairs in various locations	1703	1.00	8.00	100			20-Jan-11	10d
pavement repairs in various locations	41B	100.00	100.00	41d			20-Jan-11	41d
pavement repairs in various locations	171	10.00	55.00	21d			20-Jan-11	21d
pavement repairs in various locations	178	3.00	20.00	10d			20-Jan-11	10d
pavement repairs in various locations	185	8.00	40.00	11d			01-Feb-11*	11d
pavement repairs in various locations	467	0.00	54.00	21d			15-Feb-11*	21d
pavement repairs in various locations	4807	5.00	15.00	21d			15-Feb-11*	21d
pavement repairs in various locations	484	7.00	50.00	21d			20-Jan-11	21d
pavement repairs in various locations	18A	0.00	47.00	29d			01-Feb-11*	29d
pavement repairs in various locations	18C	0.00	37.00	30d			20-Jan-11	30d
pavement repairs in various locations	474	0.00	50.00	29d			01-Feb-11*	29d
pavement repairs in various locations	4832	10.50	10.50	5d			20-Jan-11	5d
pavement repairs in various locations	4832	12.30	12.30	5d			20-Jan-11	5d
pavement repairs in various locations and reheeling in various locations	475	26.00	30.00	21d			15-Feb-11*	21d
pavement repairs in various locations and slope stability	41D	0.00	34.00	41d			20-Jan-11	41d
pavement repairs in various locations and slope stability at one lane	41C	0.00	55.00	41d			20-Jan-11	41d
pavement repairs in various locations and slope stability reducing road to one lane	476	0.00	50.00	21d			15-Feb-11*	21d
Repair bridge approaches to reopen road	487	44.00	45.00	25d			20-Jan-11	25d
Repair bridge approaches to restore normal speed	482	0.30	0.70	5d			20-Jan-11	5d
Repair damaged pavement and washed out pavement to re-open road.	4885	1.00	8.00	32d			31-Jan-11*	32d
repair damaged pavement to restore normal speed limit	487	1.50	0.20	33d			24-Jan-11*	33d
Repair damaged pavement.	4208	15.00	23.00	36d			24-Jan-11*	36d
Repair pavement damage to restore normal speed limit	4186	3.80	12.00	41d			20-Jan-11	41d
Repair washed out pavement and repair pavement damage to re-open road to light traffic	4956	5.00	35.00	41d			20-Jan-11	41d
Repair washed out pavement and scours to repair road and restore normal speed limit	426	84.00	148.00	32d			31-Jan-11*	32d
Repair washed out pavement to open to two lanes and restore normal speed limit	41A	42.00	44.00	32d			31-Jan-11*	32d
Repair washed out pavement to re-open road.	428	55.00	94.00	32d			31-Jan-11*	32d
Repair washed out pavement to reopen to two lanes and restore normal speed limit.	485	80.00	91.00	31d			01-Feb-11*	31d
Repair washed out pavement to restore normal speed limit and re-open to two lanes.	439	25.00	0.00	33d			24-Jan-11*	33d
Repair washed out pavement to restore normal speed limit and re-open to two lanes.	4802	2.00	4.00	41d			20-Jan-11	41d
Repair washed out pavement to restore normal speed limit at three locations	49C	25.00	48.00	32d			31-Jan-11*	32d
Road currently closed. Repair pavement damage, bridge approaches, dip failures to re-open road.	419	13.00	25.00	33d			24-Jan-11*	33d
Road currently closed. Repair pavement to re-open road	4161	28.00	58.00	15d			20-Jan-11	15d
Holliston Ck has bridge narrowed to one lane per departments element management process prior to the flooding.	478	67.70	0.00	21d			01-Apr-11*	21d
Sandy Ck. 201 load limit existed prior to flooding. Timber bridge rehab delayed by flooding.	428	32.30	0.00	5d			01-Apr-11*	5d
Slip repair to open to two lanes and restore normal speed limit	49C	0.00	20.00	32d			31-Jan-11*	32d
Slope stability	4715	5.00	20.00	21d			20-Jan-11	21d
slope stability directly south of Boyne River Bridge closing to one lane and load limit on Boyne River Bridge	435	13.00	15.00	10d			25-Jan-11	10d
slope stability which has road closed at ch 436m and reheeling in various locations	4702	10.00	51.00	60d			20-Jan-11	60d

**Transport and Main Roads
January 2011 Flood Recovery Program**

Activity Name	POB#	Start Date/Range	End Date/Range	Area	Start	Estimated Duration	Category	Est.	Vol.
Tandulige Creek has bridge narrowed to one lane as part of the departments element mgmt process prior to flooding. Unnamed No. 1 20' load limits existed prior to flooding. Timber bridge rehab delayed by flooding.	419	4/6/20	0.00		01-Apr-11*	5d			
Wide Bay CR has bridge narrowed to one lane per departments element management process prior to the flooding.	4808	13.40	13.40	Completion date TBD	20-Jan-11	30d			
Yalaba CR 2 and Yalaba CR 6 20' load limits existed prior to flooding. Timber bridge rehab delayed by flooding.	488	31.40	0.00	Completion date TBD.	01-Apr-11*	12d			
	4832	0.00	0.00	Completion date TBD.	31-Jan-11*	32d			

Transport and Main Roads
January 2011 Flood Recovery Program

Activity Name	Start Change	Est. Change	Remarks	Stop	Estimated Duration	2011	2011
Wide Bay/Burnett 2011 Recovery Program							
166 Maryborough - Cooloola Rd	1845.90	1845.90		20-Jan-11	80d		
pavement repairs in various locations	40.00	40.00		01-Feb-11	71d		
171 Goodwood Rd	6.00	40.00		01-Feb-11	11d		
pavement repairs in various locations	30.00	30.00		20-Jan-11	21d		
176 Bundaberg - Gin Gin Rd	10.00	55.00		20-Jan-11	21d		
pavement repairs in various locations	9.00	20.00		20-Jan-11	10d		
419 Kingaroy - Cooyar Rd	3.00	20.00		20-Jan-11	10d		
Kingaroy Ck. 20t load limit existed prior to flooding. Timber bridge rehab delayed by flooding.	20.00	20.00		20-Jan-11	30d		
Road currently closed. Repair pavement damage, bridge approaches, slip failures on road.	0.00	0.00		01-Apr-11	5d		
Tanduridge Creek has bridge narrowed to one lane as part of the departments element mgmt process prior to flooding	28.00	28.00		24-Jan-11	30d		
426 Churchville - Wondai Rd	48.20	0.00		01-Apr-11	5d		
Repair washed out pavement and secure to reopen road and restore normal speed limit	145.00	145.00		01-Apr-11	32d		
428 Kingaroy - Burambrook Rd	84.00	148.00		31-Jan-11	32d		
4WD only. Repair washed out pavement to re-open road	1.00	64.00	Road currently closed at two locations and reduced speed limits in several locations.	31-Jan-11	32d		
Iron Pot Ck and Sandy Ck 20t load limit existed prior to flooding. Timber bridge rehab delayed by flooding.	47.90	0.00		01-Apr-11	5d		
Repair washed out pavement to re-open road.	56.00	64.00		31-Jan-11	32d		
Sandy Ck. 20t load limit existed prior to flooding. Timber bridge rehab delayed by flooding.	33.30	0.00		01-Apr-11	5d		
435 Mundubbera - Durong Rd	85.00	106.00		20-Jan-11	38d		
Repair washed out pavement to reopen to two lanes and restore normal speed limit.	80.00	91.00		01-Feb-11	31d		
steep stability directly south of Boyne River Bridge closing to one lane and load limit on Boyne River Bridge	13.00	15.00		20-Jan-11	10d		
437 Murgool - Barambah Rd	30	0.00		24-Jan-11	35d		
repair damaged pavement to restore normal speed limit	1.50	0.00		24-Jan-11	30d		
439 Murgool - Gayndah Rd	26.00	0.00		24-Jan-11	35d		
Repair washed out pavement to restore normal speed limit and re-open to two lanes.	26.00	0.00		24-Jan-11	35d		
454 Eidsvold - Theodore Rd	7.00	60.00		20-Jan-11	21d		
pavement repairs in various locations	60.00	60.00	Eidsvold - Theodore Road by default has no approved access for 20 tonnage vehicles etc.	20-Jan-11	21d		
471 Gladstone - Morfo Rd	35.00	32.00		01-Feb-11	21d		
Pavement repairs and recharging in various locations	188.00	182.00		01-Feb-11	31d		
474 Gin Gin - Mount Perry Rd	3.00	50.00		01-Feb-11	28d		
pavement repairs in various locations	1.00	50.00		01-Feb-11	20d		
475 Gayndah - Mount Perry Rd	52.00	30.00		15-Feb-11	32d		
Maple Crossing Bridge (Burnet River) at Chantage 26km. Further investigation required	26.00	0.00		01-Apr-11	21d		
pavement repairs in various locations and recharging in various locations	26.00	30.00		15-Feb-11	21d		
476 Morfo - Mount Perry Rd	6.00	58.00		15-Feb-11	21d		
pavement repairs in various locations and slope stability reducing road to one lane	58.00	58.00		15-Feb-11	21d		
478 Maryborough - Biggenden Rd	53.00	0.00		01-Apr-11	21d		
Charlie Inn Ck has bridge narrowed to one lane per departments element management process prior to the flooding.	53.10	0.00		01-Apr-11	21d		

**Transport and Main Roads
January 2011 Flood Recovery Program**

Activity Name	Start Date	Est. Change	Remarks	Start	Estimate	Contractor Name	Jan	Feb	Mar
Clifton Ck. has bridge narrowed to one lane per departments element management 47.80	0.00			01-Apr-11*	21d				
Rolliston Ck. has bridge narrowed to one lane per departments element management process prior to the flooding.	67.70			01-Apr-11*	21d				
479 Boompa Rd	9.30			01-Apr-11*	21d				
Eel Ck. has bridge narrowed to one lane per departments element management process prior to the flooding.	6.80			01-Apr-11*	21d				
482 Tuckeko Rd	0.30			20-Jan-11	5d				
Repair bridge approaches to restore normal speed	0.30			20-Jan-11	5d				
486 Kikivau - Tansley Rd	15.60			01-Apr-11*	15d				
Modified Ck. 201 load limit existed prior to flooding. Timber bridge rehab delaye	15.60			01-Apr-11*	15d				
487 Brooweena - Wobloga Rd	44.00			20-Jan-11	36d				
pavement repairs in various locations	0.00			18-Feb-11*	21d				
Repair bridge approaches to reopen road	44.00			20-Jan-11	26d				
488 Bauple - Woolooga Rd	31.40			01-Apr-11*	15d				
Wide Bay Ck. has bridge narrowed to one lane per departments element management process prior to the flooding.	31.40			01-Apr-11*	15d				
1703 The Cedars Rd	1.00			20-Jan-11	1d				
pavement repairs in various locations	1.00			20-Jan-11	1d				
4161 Bunya Mountains Rd	25.00			20-Jan-11	15d				
Road currently closed. Repair pavement to re-open road	25.00			20-Jan-11	15d				
4196 Maidenwell - Bunya Mountains Rd	3.80			20-Jan-11	41d				
Repair pavement damage to restore normal speed limit.	3.80			20-Jan-11	41d				
4202 Kangaroo - Barker's Creek Rd	23.50			20-Jan-11	50d				
Barker's Ck. has bridge narrowed to one lane per departments element management process prior to the flooding.	23.50			01-Apr-11*	50d				
Road washed out pavement to restore normal speed limit and re-open to two lanes.	2.00			20-Jan-11	41d				
4206 Memerambi - Gordonsbrook Rd	26.00			24-Feb-11	53d				
Deep Ck. 301 load limit existed prior to flooding. Timber bridge rehab delayed by flooding.	11.80			01-Apr-11*	6d				
Repair damaged pavement.	15.00			24-Jan-11*	36d				
4356 Proston - Boordooma Rd	3.00			20-Jan-11	41d				
Repair washed out pavement and repair pavement damage to re-open road to two lanes.	15.00			20-Jan-11	41d				
4365 Byee Rd	1.00			31-Jan-11	32d				
Repair damaged pavement and washed out pavement to re-open road.	1.00			31-Jan-11*	32d				
4702 Kalpowar Rd	10.00			20-Jan-11	60d				
Close locality which has road closed at or 45km and re-opening in various locations	10.00			20-Jan-11	60d				
4706 Gooroolba - Biggenden Rd	22.50			01-Apr-11*	21d				
Deep Ck. 151 load limit existed prior to flooding. Timber bridge rehab may be delayed by flooding.	22.50			01-Apr-11*	21d				
4715 Canna Dam Rd	5.00			20-Jan-11	21d				
Slope stability	5.00			20-Jan-11	21d				
4806 Gympie - Woolooga Rd	22.20			01-Feb-11	55d				
Little Widgee Ck. 18 load limit existed prior to flooding. Timber bridge rehab scheduled February to April 2011	22.20			01-Feb-11*	55d				
4807 Munger Rd	5.00			15-Feb-11	21d				

Transport and Main Roads
January 2011 Flood Recovery Program

Activity Name	Start Change	Est. Change	Approved	Start	Estimated Duration	Construction Level	Jan	Feb	Mar
pavement repairs in various locations	5.00	15.00		15-Feb-11*	21d				
4808 Miya Rd	30.30	30.30		20-Jan-11*	30d				
Mid Ck. 91 load limits existed prior to flooding. Timber bridge rehab delayed by flooding.	17.40	17.40	Completion date TBD	20-Jan-11	30d				
Unpaved No. 1. 2nd load limits existed prior to flooding. Timber bridge rehab delayed by flooding.	13.40	13.40	Completion date TBD	20-Jan-11	30d				
4832 Yabber Creek Rd	23.20	23.20		20-Jan-11	30d				
pavement repairs in various locations	10.90	10.90		20-Jan-11	5d				
pavement repairs in various locations	12.30	12.20		20-Jan-11	5d				
Yabba Ck. 2 and Yabba Ck. 3 load limits existed prior to flooding. Timber bridge rehab delayed by flooding.	0.00	0.00	Completion date TBD.	31-Jan-11*	32d				
105 Bruce Hwy - Gympie - Maryborough	26.90	34.00		20-Jan-11	41d				
pavement repairs in various locations	26.00	14.00		20-Jan-11	41d				
10C Bruce Hwy - Maryborough - Gin Gin	47.90	50.00		20-Jan-11	41d				
pavement repairs in various locations	47.00	14.00		20-Jan-11	41d				
10D Bruce Hwy - Gin Gin - Benaraby	0.00	47.00		20-Jan-11	21d				
pavement repairs in various locations	0.00	47.00		20-Jan-11	21d				
19A 155 Hwy - Bundaberg - Childers	0.00	47.00		01-Feb-11*	22d				
pavement repairs in various locations	0.00	47.00		01-Feb-11*	22d				
19C 155 Hwy - (Biggenden - Coalsfort Lakes)	0.00	37.00		20-Jan-11	30d				
pavement repairs in various locations	0.00	37.00		20-Jan-11	30d				
40C D'agular Hwy (Warmanat - Kugaray)	26.00	68.00		31-Jan-11*	32d				
Repair washed out pavement to restore normal speed limit at three locations	26.00	48.00		31-Jan-11*	32d				
Slip repair to open to two lanes and restore normal speed limit	0.00	20.00	Geotech investigation currently being arranged with consulting engineers and will clarify the	31-Jan-11*	32d				
41A Burnett Hwy - Nanango - Goornen	42.00	44.00		31-Jan-11	32d				
Repair washed out pavement to open to two lanes and restore normal speed limit	42.00	44.00		31-Jan-11*	32d				
41B Burnett Hwy - (Goornen - Gayndah)	17.00	100.00		20-Jan-11	41d				
pavement repairs in various locations	17.00	100.00		20-Jan-11	41d				
41C Burnett Hwy - (Gayndah - Monto)	0.00	55.00		20-Jan-11	41d				
pavement repairs in various locations and slope stability at Binjar Range currently at one lane	0.00	55.00	Slope stability issue at Binjar Range may require extensive reconstruction of batter and	20-Jan-11	41d				
41D Burnett Hwy - (Monto - Bilpalia)	0.00	34.00		20-Jan-11	41d				
pavement repairs in various locations and slope stability	0.00	34.00		20-Jan-11	41d				
Central West Region 2011 Recovery Program									
441 Blackall - Jericho Rd	0.00	120.06		20-Jan-11	25d	LGA			
May require minor gravel works to eliminate rutting and/or washouts prior to opening.	0.00	120.06	This road is currently closed to all vehicles due to wet weather. This road is largely unsealed	20-Jan-11	25d	LGA			
443 Alpha - Tambor Rd	0.00	120.92		20-Jan-11	25d	LGA			
May require minor gravel works to eliminate rutting and/or washouts prior to opening.	0.00	120.92	This road is currently closed to all vehicles due to wet weather. This road is largely unsealed	20-Jan-11	25d	LGA			
552 Clermont - Alpha Rd	156.53	204.98		20-Jan-11	25d	LGA			
May require minor gravel works to eliminate rutting and/or washouts prior to opening.	156.53	204.98	This road is currently closed to all vehicles due to wet weather. This road is largely unsealed	20-Jan-11	25d	LGA			
717 Jundah - Quilpie Rd	0.00	102.71		20-Jan-11	25d	LGA			
May require minor gravel works to eliminate rutting and/or washouts prior to opening.	0.00	102.71	This road is currently closed to all vehicles due to wet weather. This road is largely unsealed	20-Jan-11	25d	LGA			

**Transport and Main Roads
January 2011 Flood Recovery Program**

Activity Name	Start/Change	End/Change	Remarks	Start	Finish/Duration	Construction Worker
2202 Pyramids Rd Closed due to major land slips at a number of locations. Extent of damage yet to be determined.	0.00	0.00		20-Jan-11	30d	
4302 Jackson - Wandooan Rd Closed 1km from Girraween National Park	0.00	0.00		20-Jan-11	30d	
5 time load limit, Woodsee Creek Bridge Ch. 54.5km has scoring and damage to substructure.	47.91	81.08		20-Jan-11	30d	
170 Cunningham Hwy - (Ingiewood-Goondwindi) New Activity	0.00	0.00		20-Jan-11	30d	
18A Warrego Hwy - (pswich - Toowoomba) Not awarded yet.	0.00	0.00		20-Jan-11	30d	
Payment received/Resurfacing. Awarded to Ash Industries - start date Wednesday 19 Jan 2011.	0.00	0.00		20-Jan-11	30d	
Payment received/Resurfacing. Awarded to Fulton Hogan Toowoomba - start date Tuesday 20 Jan 2011.	0.00	0.00		20-Jan-11	30d	PS
Single lane both directions due to land slips. Major repairs to stabilise slips on down section.	0.00	0.00		20-Jan-11	30d	
18B Warrego Hwy - (Toowoomba - Dalby) Payment repairs	0.00	0.00		20-Jan-11	30d	
18C Warrego Hwy - (Dalby - Miles) Severe pavement damage between Murrumbidgee and Wana and reduced speed zones with traffic controllers.	0.00	0.00		20-Jan-11	30d	
26C Leichhardt Hwy (Miles - Goondwindi) Extent of damage through Condamine and south of Condamine yet to be determined.	0.00	0.00		20-Jan-11	30d	
28A Gore Hwy - (Toowoomba-Milmeran) Condamine River Bridge - damage to concrete bunter protection. Pavement damage between Brookstead and Pampas	0.00	0.00		20-Jan-11	30d	
28B Gore Hwy - (Milmeran-Goondwindi) New Activity	0.00	0.00		20-Jan-11	30d	
31A Barwon Hwy - (Goondwindi - Talwood) Closed due to water over road. Extent of repairs to be determined once waters reced.	0.00	0.00		20-Jan-11	30d	
31B Barwon Hwy - (Talwood - Radigully) Closed due to water over road at Rogers Creek and further along towards Goondwindi.	0.00	0.00		20-Jan-11	30d	
35A Moonee Hwy - (Dalby - St George) Severe pavement damage around the Loudon Bridge (Condamine River). Repair currently being undertaken. 2 weeks work	0.00	0.00		20-Jan-11	30d	
45A Bunya Hwy - (Dalby - Kingaroy) Land Slip at Porters gap (Ch. 86)	0.00	0.00		20-Jan-11	30d	
Far North Region 2011 Recovery Program	0.00	0.00		20-Jan-11	70d	
32B Kennedy Hwy - (Mareeba - Ravenshoe) Removal of slip material, drilling and assessment of failure surfaces, soil nailing, concrete retaining structures	0.00	0.00		20-Jan-11	30d	
32D Kennedy Hwy - (Mt Garnet - The Lynd) Load limits will remain in place to limit the damage - the section is already rating	0.00	0.00		01-Apr-11	30d	
39A Kennedy Dev Rd (Mt Garnet - The Lynd) Load limits will remain in place to limit the damage - the section is already rating	0.00	0.00		01-Apr-11	30d	
Fitzroy Region 2011 Recovery Program	0.00	0.00		20-Jan-11	30d	

**Transport and Main Roads
January 2011 Flood Recovery Program**

County Name	State Change	Est. Change	Mileage	City	Estimate			Estimate	Estimate	Estimate
					Jan	Feb	Mar			
179 Bundaberg - Lowmead Rd	45.00	112.00			20-Jan-11	30d				
Saturated pavements	46.00	112.00			20-Jan-11	30d				
188 Bajool - Ft Alma Rd	0.00	25.00			20-Jan-11	30d				
Saturated pavements, pavement failure and boggy sections	0.00	25.00			20-Jan-11	30d				
454 Edsvald - Theodore Rd	26.00	42.00			20-Jan-11	30d				
Pavement saturated and boggy	188.00	142.00			20-Jan-11	30d				
463 Blackwater - Rolleston Rd	25.00	20.00			20-Jan-11	30d				
Very boggy in gravel sections, footways severely damaged	4.00	120.00			20-Jan-11	30d				
4397 Roma - Taroom Rd	22.00	28.00			20-Jan-11	30d				
Severe pavement failure and heavily saturated culverts and structures	112.00	128.00			20-Jan-11	30d				
5191 Duaringa - Aps Creek Rd	0.00	80.00			20-Jan-11	30d				
Currently closed at the McKean River	0.00	80.00			20-Jan-11	30d				
245 Carnarvon Hwy - (Injune - Rolleston)	77.00	77.00			20-Jan-11	30d				
Emergency works include widening pavement around slip in better slope below South bound lane to provide detour.	77.00	77.00			20-Jan-11	30d				
460 Dawson Hwy (Rolleston - Springsure)	15.15	15.15			20-Jan-11	30d				
Reinforcing slab severely undermined, it will be at least 3 weeks before the structure is open to all vehicles.	15.15	15.15			20-Jan-11	30d				
85A Fitzroy Dev Rd - (Taroom - Baxendale)	0.00	115.00			20-Jan-11	30d				
Lower order road. Significant repairs required for full length. Boggy in sections	0.00	115.00			20-Jan-11	30d				
85B Fitzroy Dev Rd - (Baxendale - Duaringa)	0.00	46.00			20-Jan-11	30d				
Boggy through gravel sections	0.00	46.00			20-Jan-11	30d				
87A Dawson Dev Rd - (Springsure - Tambo)	28.00	171.00			20-Jan-11	30d				
Very boggy at multiple locations. Following emergency works the road will be open to local access only.	28.00	171.00			20-Jan-11	30d				
Maplay/Whitunday Region 2011 Recovery Program	95.00	121.90			20-Jan-11	30d				
552 Clermont - Alpha Rd	0.00	0.00			01-Apr-11	20d				
Requires extensive retesting and heavy formation grading to make trafficable.	0.00	0.00			01-Apr-11	20d				
5122 May Downs Rd	0.00	0.00			01-Apr-11	20d				
Road closed at Isaac river crossing. Will require resheet once accessible	0.00	0.00			01-Apr-11	20d				
5124 St Lawrence - Croysden Rd	0.00	0.00			01-Apr-11	20d				
Road closed. Gravel washed away requires resheet.	0.00	0.00			01-Apr-11	20d				
5127 Blue Mountain Rd	0.00	0.00			01-Apr-11	20d				
Road closed. Gravel washed away requires resheet. Expect open 28 Jan	0.00	0.00			01-Apr-11	20d				
278 Gregory Hwy - (Emerald - Clermont)	0.00	0.00			01-Apr-11	20d				
Major repairs/reconstruction required to make trafficable without restrictions.	0.00	0.00			01-Apr-11	20d				
82A Sutor Dev Rd - (N660 - Mt Carbon)	19.00	121.90			01-Apr-11	20d				
Severely damaged. Requires extensive gravel resheeting and repair/replacement of culverts and catchment.	19.00	121.90			01-Apr-11	20d				
85B Bowen Dev Rd - (Collinsville - Mt Douglas)	0.00	0.00			01-Apr-11	20d				
Requires resheeting and heavy grade	0.00	0.00			01-Apr-11	20d				
Metropolitan Region 2011 Recovery Program	657/33.85	653/44.51			17-Jan-11	30d				

**Transport and Main Roads
January 2011 Flood Recovery Program**

Activity Name	Est. Change	Est. Change	Remarks	Start	Estimated Duration	Jan	Feb	Mar
108 Beemigh - Redland Bay Rd Ongoing pavement repairs as required	5.00	5.00		01-Apr-11*	30d			
109 Cleveland - Redland Bay Rd Ongoing pavement repairs as required	5.00	5.00		01-Apr-11*	30d			
110 Redland Bay Rd Ongoing pavement repairs as required	5.00	5.00		01-Apr-11*	30d			
111 Mount Cotton Rd Ongoing pavement repairs as required	5.00	5.00		01-Apr-11*	30d			
211 Ipswich - Boonah Rd Ongoing pavement repairs as required	5.00	5.00	Watch - ongoing safety	01-Apr-11*	30d			
302 Rosewood - Marburg Rd Ongoing pavement repairs as required	5.00	5.00	open all lanes	01-Apr-11*	30d			
305 Rosewood - Warill View Rd Ongoing pavement & scour repairs as required at Weelan Bridge	5.00	5.00	open all lanes	01-Apr-11*	30d			
308 Rosewood - Laidley Rd Access is ok up to the LVRC border with Ipswich - further inspection is required in the Ipswich area.	5.00	5.00	open all lanes	01-Apr-11*	30d			
311 Laidley - Plainlands Rd Extensive work required	5.00	5.00		01-Apr-11*	30d			
312 Gatton - Laidley Rd Extensive work required	5.00	5.00		01-Apr-11*	30d			
313 Gatton - Orlton Rd Extensive work required	5.00	5.00		01-Apr-11*	30d			
314 Gatton - Heidon Rd removing the landfill material	5.00	5.00	Access between Ct 26-31 is for essential services/local access only with one lane	20-Jan-11	10d			
412 Forest Hill - Fernvale Rd Road closed Old Toowoomba Rd to Fligstone Cr Rd. Other areas accessible.	7.50	7.50	Search and recovery operations in Grantham.	20-Jan-11	10d			
Essential travel 4WD only - extensive work required	17.60	9.60		20-Jan-11	10d			
Road closed - extensive work required	0.00	0.70		20-Jan-11	10d			
Watch				20-Jan-11	10d			
504 Port Of Brisbane Rd Ongoing pavement repairs as required	5.00	5.00		01-Apr-11*	30d			
1060 East Coast Rd Ongoing pavement repairs as required	5.00	5.00		01-Apr-11*	30d			
1082 Victoria Point Rd Ongoing pavement repairs as required	5.00	5.00		01-Apr-11*	30d			
1102 Capalaba - Victoria Point Rd Ongoing pavement repairs as required	5.00	5.00		01-Apr-11*	30d			

**Transport and Main Roads
January 2011 Flood Recovery Program**

Activity Name	Start Change	Est. Change	Change	Contractor Name	2011		
					Jan	Feb	Mar
Ongoing pavement repairs as required							
1122 Birkdale Rd	3.00	0.00			01-Apr-11*	30d	
Ongoing pavement repairs as required							
2020 Beecroft Rd	3.17	3.17			25-Jan-11	30d	
Barrier stabilisation and pavement repairs. Road will be reopen 24 January. Traffic control will remain in place to complete works until early February.	3.16	3.17			25-Jan-11	30d	
3041 Hagieslea - Anteberry Rd	0.00	0.00			01-Apr-11	30d	
Ongoing pavement repairs as required							
3042 Mount Crosby Rd	0.00	0.00			01-Apr-11*	30d	
Road is still closed due to river levels	0.00	0.00			25-Jan-11	5d	
3083 Mulgoove Rd	0.00	0.00			25-Jan-11	5d	
Accessible to 20.5km. Footway washed out and access only from this point.	0.00	0.00			25-Jan-11	5d	
3131 Mount Sylvia Rd	0.00	0.00			25-Jan-11	30d	
Road closed at several locations	0.00	0.00			25-Jan-11	30d	
4104 Murphy's Creek Rd	0.00	0.00			25-Jan-11	5d	
Water pipeline repairs are being carried out and is expected to take approximately 2 days	0.00	0.00			25-Jan-11	5d	
4144 Gatton-Esk Rd	0.00	0.00			25-Jan-11	5d	
Accessible full length. Lockyer Ck bridge single lane only under traffic control / signals.	0.00	0.00			25-Jan-11	5d	
178 Cunningham Hwy - (Ipswich - Warwick)	75825.00	75825.00			25-Jan-11	30d	
Drainage system and pavement reconstruction	75825.00	75825.00			25-Jan-11	30d	
Embankment stabilisation	79825.00	79825.00			25-Jan-11	5d	
Embankment stabilisation	77100.00	77100.00			25-Jan-11	5d	
Embankment stabilisation	72760.00	72760.00			25-Jan-11	5d	
Embankment stabilisation and pavement reconstruction	79900.00	79900.00			25-Jan-11	5d	
Embankment stabilisation and pavement reconstruction	78725.00	78725.00			25-Jan-11	5d	
Embankment stabilisation and pavement reconstruction	76300.00	76300.00			25-Jan-11	5d	
Embankment stabilisation and pavement reconstruction	79700.00	79700.00			25-Jan-11	5d	
Embankment stabilisation and pavement reconstruction	74000.00	74000.00			25-Jan-11	5d	
Ongoing pavement repairs as required							
15A Warrego Hwy - (Ipswich - Toowoomba)	0.00	0.00			01-Apr-11*	30d	
6500 + AC					19-Jan-11 A	30d	
Asphalt repair to pavement					25-Jan-11	5d	
Cutting to design. Fill slip with culvert blowout					25-Jan-11*	20d	PS
Hot mix repairs occurring at Marburg to fix potholes, minor slips.					20-Jan-11	30d	
Isolated failures only					20-Jan-11	5d	
Pavement repairs Sanyok to Jack Martin Bridge					20-Jan-11	10d	
Watch tower at bridge					19-Jan-11 A	20d	
25B Mount Lindesay Hwy (Beaudesert - Border)	92.00	92.00			25-Jan-11	5d	
Pavement restoration and drainage improvements	92.00	92.00			20-Jan-11	5d	

**Transport and Main Roads
January 2011 Flood Recovery Program**

Activity Name	Start Challenge	Est. Challenge	Start	Stop	Estimated Duration	Completion Month
U18A Western Art Rd (Elen Grove - Jindalee)	0.00	0.00	17-Jan-11	17-Jan-11	Ed	Jan
Bikeway to be cleaned						
Watch						
U18B Western Art Rd (Jindalee - Everton Park)	7.80	14.51	20-Jan-11	20-Jan-11	Ed	Jan
Ongoing pavement repairs as required						
U95 Moggill Sub-Arterial Rd	17.80	14.51	01-Apr-11*	01-Apr-11*	30d	Apr
Road is still closed due to river levels						
North Coast Region 2011 Recovery Program	141.42	191.42	20-Jan-11	20-Jan-11	Ed	Jan
141 Kiri Kiri Rd	23.37	23.37	01-Apr-11*	01-Apr-11*	30d	Apr
Gabions and rockfill. Road is open to traffic in both directions.						
401 Brisbane - Woodford Rd	28.37	28.37	01-Apr-11*	01-Apr-11*	30d	Apr
Complete major slip repairs and repair bridge (southbound).						
402 Samford - Mt Glorious Rd	0.00	0.00	20-Jan-11	20-Jan-11	30d	Jan
Road closed due to flooding. Consultant will be engaged to determine remedial requirements. Complete slip repairs.						
405 Esk - Kilscoy Rd	0.00	0.00	20-Jan-11	20-Jan-11	30d	Jan
Road closed due to erosion at Shire Gully bridge. Repair works will be completed ASAP.						
407 Samford Rd	0.00	0.00	01-Apr-11*	01-Apr-11*	30d	Apr
Complete major slip repairs and remove viaduct						
410 Wivenhoe - Somerset Rd	0.00	0.00	20-Jan-11	20-Jan-11	30d	Jan
Closed due to inundation. Road will be re-opened when water subsides and inspection is completed.						
414 Esk - Hampton Rd	0.00	0.00	20-Jan-11	20-Jan-11	Ed	Jan
Complete major slip repairs and reconstruct bridge.						
431 Kilscoy - Murgon Rd	0.00	0.00	01-Apr-11*	01-Apr-11*	30d	Apr
Sliprack on Rebank no.3 constructed and load limited. Geotech advice being sought about landslip 2km from the bridge.						
432 Kilscoy - Beerwah Rd	0.00	0.00	20-Jan-11	20-Jan-11	30d	Jan
Road closed. Geotech inspection being undertaken today (19/1/11). Action ASAP pending results of investigation						
433 Maleny - Stanley River Rd	0.00	0.00	20-Jan-11	20-Jan-11	30d	Jan
Road open under traffic control due to landslip. Waiting on geotechnical advice. Complete slip repair.						
434 Landsborough - Maleny Rd	4.05	4.05	20-Jan-11	20-Jan-11	30d	Jan
Sliprack has been installed around the major landslip for traffic access.						
435 Maleny - Kenilworth Rd	0.00	0.00	20-Jan-11	20-Jan-11	30d	Jan
Landslip existing prior to this disaster event. Will be fully repaired prior to March.						
436 Woombye - Northville Rd	0.00	0.00	20-Jan-11	20-Jan-11	30d	Jan
Road closed. Duroc in place via Humpy and Razorback Road. Geotech investigations are complete, now awaiting results						
4032 Stratford - Samford Rd	0.00	0.00	20-Jan-11	20-Jan-11	30d	Jan
Closed due to landslip and debris. 1 week to clear road sufficiently to allow one lane traffic.						
4362 Obi Obi Rd	0.00	0.00	20-Jan-11	20-Jan-11	30d	Jan

**Transport and Main Roads
January 2011 Flood Recovery Program**

Emp#	Name	Start Change	End Change	Comments	Start	Estimated Duration	Contract/Order Number	Jan	Feb	Mar
	Road open to cars and 4WDs only. Complete major slip repairs.									
10A	Bruce Hwy - (Brisbane - Gympie)	128.00	113.00	OB DR Rd - various slips	20-Jan-11	30d				
	Potential embankment failures being monitored and precautionary strengthening	102.00			20-Jan-11	30d				
40B	D'Agular Hwy - (Kilcoy - Yarraman)	0.00	118.00	Bruce Highway	20-Jan-11	30d				
	Complete major slip repairs and remove siltcrack.		0.00		20-Jan-11	30d				
	S44 truck will be escorted ASP to allow the road to re-open. Side truck will likely be load limited to 42.5t.		0.00	Blackbutt Range	01-Apr-11	30d				
42A	Brisbane Valley Hwy (Ipswich-Harlin)	0.00	0.00	Blackbutt Range	20-Jan-11	30d				
	Road will be repaired pending results of pavement inspection.		0.00	Fennell	20-Jan-11	30d				
North West Region 2011 Recovery Program										
84A	Karumba Dev Rd	0.00	0.00	Normanton - Karumba	20-Jan-11	30d	LGA			
	Road will be opened and cleared over the next 3 months depending on flood waters and damage to the road surface.		0.00		20-Jan-11	30d				
89B	Burke Dev Rd - (Normanton - Dampbush)	0.00	0.00	Note this occurs annually and that the road will likely remain closed until April.	20-Jan-11	30d	LGA			
	Road will be cleared at various locations due to flooding, wet / boggy conditions and damage to the unssealed sections.		185.00		01-Apr-11	30d				
South West Region 2011 Recovery Program										
355	Mitchell - St George Rd	60.00	65.00		20-Jan-11	30d				
	Repairs to seal of pavement	60.00	65.00		20-Jan-11	30d				
4397	Roma - Taroom Rd	182.00	182.00		20-Jan-11	30d				
	Culvert to be completely replaced	50.50	50.50		01-Apr-11	30d				
	Emergency repairs to scour at culvert inlets/outlets	50.50	50.50		20-Jan-11	10d				
	Formation of existing unsealed section to be substantially upgraded.	40.00	65.00		20-Jan-11	30d				
7001	Hungerford Rd	0.00	113.00		20-Jan-11	30d				
	The formation of existing unsealed section to be substantially upgraded	0.00	113.00		20-Jan-11	30d				
7003	Guilpie - Trarogomindah Rd	193.50	21.00		20-Jan-11	30d				
	Pothole patching	29.50	31.00		20-Jan-11	30d				
	The formation of existing unsealed section to be substantially upgraded	124.00	183.00		20-Jan-11	30d				
7103	Blackall - Adavale Rd	173.00	205.00		20-Jan-11	30d				
	The formation of existing unsealed section to be substantially upgraded	113.00	205.00		20-Jan-11	30d				
18E	Warrego Hwy - (Roma - Mitchell)	10.00	11.00		20-Jan-11	30d				
	Pothole patching	10.00	11.00		20-Jan-11	30d				
24A	Carnarvon Hwy (Murgindi - St George)	0.00	75.00		01-Apr-11	30d				
	This section of road is still partly under water. Repair works may be identified after the water recedes.	0.00	75.00		01-Apr-11	30d				
24B	Carnarvon Hwy - (St George - Surat)	212.50	277.50		10-Jan-11	30d				
	Emergency repair works completed	97.00	98.00		10-Jan-11	30d				
	This section of road is still partly under water. Repair works may be identified after the water recedes.	12.50	113.00		01-Apr-11	30d				
	This section of road is still partly under water. Repair works may be identified after the water recedes.	115.00	116.00		01-Apr-11	30d				
24C	Carnarvon Hwy - (Surat - Roma)	34.00	47.50		20-Jan-11	30d				
	Pothole patching over culverts	34.00	45.00		20-Jan-11	10d				
	This section of road is still partly under water. Repair works may be identified after the water recedes.	0.00	6.50		01-Apr-11	30d				

**Transport and Main Roads
January 2011 Flood Recovery Program**

Category Name	Spot Change	Area Change	Remarks	Start	Estimated Duration	Classification	Map#
24D Carmanon Hwy - (Roma - Injune)	223.50	227.50		20-Jan-11	40d		2011
Pavement patching	59.00	60.00		20-Jan-11	5d		
Pothole patching and pavement rehab	80.50	81.50		20-Jan-11	40d		
Pothole patching and pavement rehab	84.00	86.00		20-Jan-11	40d		
24E Carmanon Hwy - (Injune - Rolleston)	0.00	38.59		20-Jan-11	40d		
Pothole patching and pavement rehab	0.00	38.50		20-Jan-11	40d		
35A Balonne Hwy - (St George - Bollon)	1.50	2.50		20-Jan-11	30d		
Bridge inspection on Jack, Taylor Crossing. Remove debris.	1.50	2.50	still under water	20-Jan-11	30d		
37A Castlereagh Hwy (St George - Hebel)	178.00	282.00		01-Apr-11	30d		
This section of road is still partly under water. Repair works may be identified after the water recedes.	1.00	7.00		01-Apr-11*	30d		
This section of road is still partly under water. Repair works may be identified after the water recedes.	19.00	28.00		01-Apr-11*	30d		
This section of road is still partly under water. Repair works may be identified after the water recedes.	78.00	79.00		01-Apr-11*	30d		
This section of road is still partly under water. Repair works may be identified after the water recedes.	80.00	148.00		01-Apr-11*	30d		
94B Bulloo Dwy Rd (Thargomindah - Bundeena)	232.00	231.00		20-Jan-11	40d		
Pothole patching	110.00	120.00		20-Jan-11	10d		
Pothole patching	122.00	181.00		20-Jan-11	10d		

Transport and Main Roads
January 2011 Flood Recovery Program

Transport Network 60 day Recovery

Timeframe	Jan	Feb	Mar
Roads	<ul style="list-style-type: none"> • All major highways impacted by the event are open with or without restrictions. • Inspection and assessment of road network for recovery purposes is complete. • 60 day recovery program developed, prioritised and commenced. • Joint assessments of networks in critical local government areas commenced. • Inspection and assessment of the network for restoration phase has commenced. • Submissions to EMQ for NDRRA funding have commenced. • All critical network risks identified and plans developed to mitigate by engagement of industry contractors to supplement Roadtek and local government resources during recovery phase. • Engagement of consultants and contractors to assist in mitigation of critical risks. • Adjust 2010 NDRRA delivery program for damaged sections with incremental increase from 2011 event. • Analyse delivery program for damaged network affected by 2011 event. • Fast Start Construction contractor panel established. • Issue Initial Program works packages for 2010 damage unaffected by 2011 event to the market. • Regional Projects offices established in highly affected regions • Statewide program office established to manage overall NDRRA restora 	<ul style="list-style-type: none"> • NDRRA submissions for this event continuing. • Recovery program reprioritised through community, industry and stakeholder feedback to meet resupply and economic recovery priorities. • Restoration, inspections and assessment continue. • Award initial restoration work packages. • Orders placed for critical materials eg gravel for restoration. 	<ul style="list-style-type: none"> • 75% of all road network recovered. • All critical highway links recovered. • All other key regional links recovered. • Contractors commence delivery of initial work packages.

Transport Network 60 day Recovery

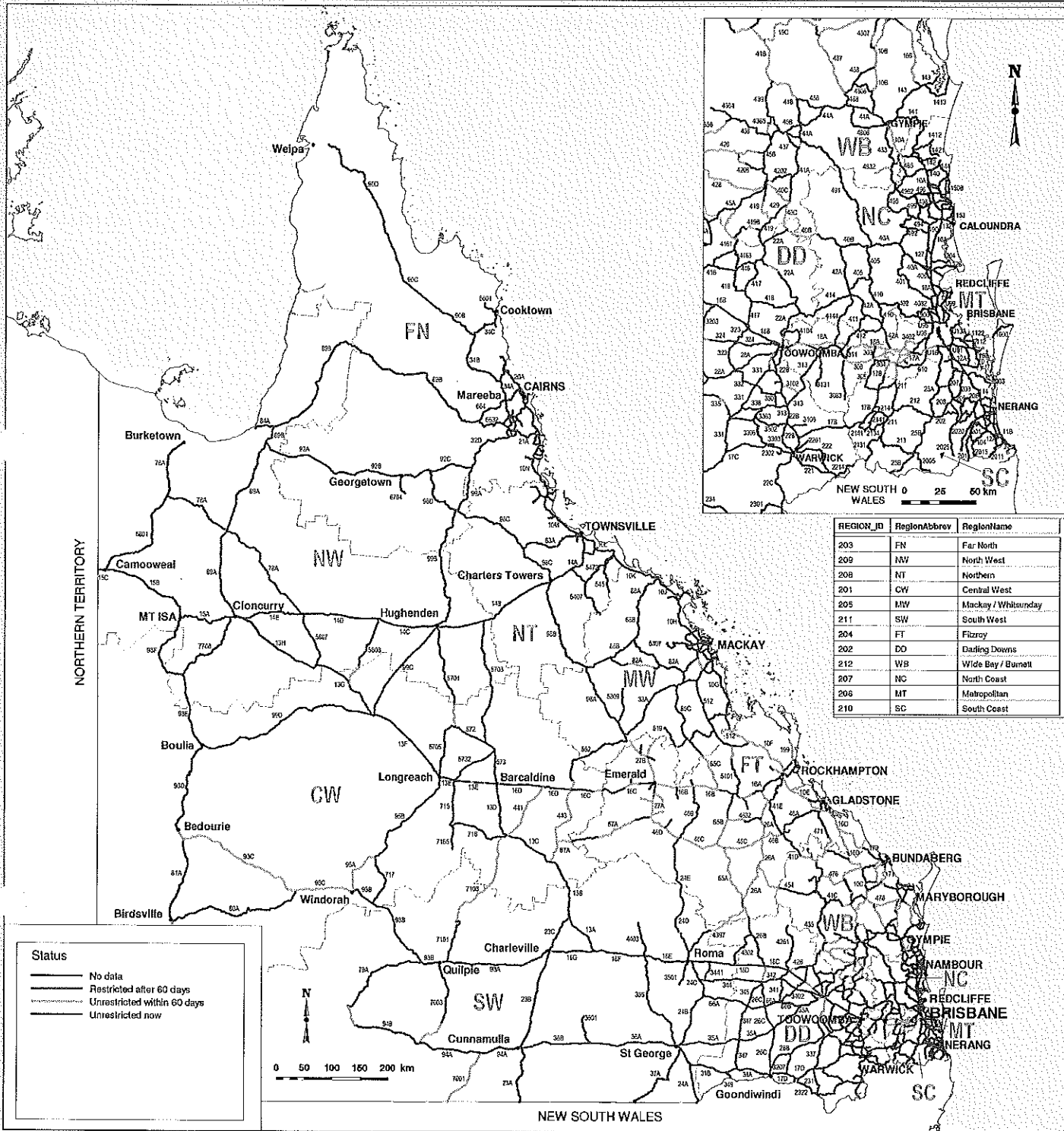
Timeframe	Jan	Feb	Mar
<p>Freight Rail - Anticipated that the total rail network will be fully recovered by the end of June 2011, on the assumption that authorised funding is approved in an appropriate time frame. This is subject to further assessments of infrastructure damage and any additional weather events.</p>	<p>Further investigation of infrastructure improvements for flood mitigation have not been progressed as all available resources are currently engaged in immediate recovery initiatives. Almaden to Forsyth line currently closed due to minor damage with no service due till March. Normanton - Croydon currently closed with minor damage. QR National Goonyella System partial recovered under speed restrictions. Newlands Coal system was unaffected. Emerald to Longreach currently closed due to major washouts. Will reopen in March. Emerald to Blair Athol Mine closed but expected to be open by end of January. Key North Coast Line now operational, Rockhampton railway has some limitations. North Coast line now fully restored. QR National Moura Line now almost completely restored for coal haulage. Blackwater system partially restored and fully operational from Burngrove East to Gladstone. The Gregory Branch line and Burngrove west will be operational by mid next week. The currently disused line to Monto has suffered damage and is still being assessed. Rosewood - Toowoomba Line major land slips and bridge outages.</p> <p>Assessments are currently underway and a detailed recovery plan anticipated to be available in the last week of January. Western line to Dalby and a section of Dalby to Glenmorgan is closed due to washouts and scours. Restoration has commenced. Dalby to Glenmorgan is closed yet to be inspected. Line to Warwick from Toowoomba is closed due to washouts. Millmerran Branch line is closed. Warwick to Thailon line is closed but has not yet been inspected. Warwick to Wallangarra is closed not yet fully inspected.</p>	<p>QR National Goonyella System fully recovered. Restoration work on assets being undertaken. Rockhampton yard full restoration yet to be reported. Rolleston line yet to be assessed as flood waters recede and restored as required (TBD). Restoration is a low priority and options will be determined in coming months. Rosewood - Toowoomba Line, works are underway on putting in place the temporary fix to allow return to partial operations. Western line to Dalby full restoration works to be completed by mid February for these lines. Warwick to Thailon & Warwick to Wallangarra will be anticipated to be open by end of February. Millmerran line is a low priority as it has no scheduled services. Warwick to Thailon will be a higher priority.</p>	<p>Emerald to Longreach currently closed due to major washouts. Will reopen in March. Rosewood-Toowoomba Line, finalisation of temporary arrangements. Commencement of permanent fix.</p>
<p>Regional Rail Passenger Services</p>	<p>North Coast Line (Nambour - Parana) will require structural assessment of three major rail bridges which are currently operational. If inspections have poor outcomes significant future investments may be required.</p>		<p>The "Westlander" service has been cancelled until 31 March. Greyhound providing alternative service options - bookings still occur through QR (all rail concessions recognised)</p>

Transport Network 60 day Recovery

Timeframe	Jan	Feb	Mar
<p>Transport Services</p> <p>SEQ</p> <ul style="list-style-type: none"> • Rail and Bus passenger transport services are currently operating on a normal weekday timetable. • The RailBus route that goes to Gatton, Helidon and Grantham continues to operate to Gatton only as Helidon and Grantham remain inaccessible at this time. • CityCat services have been cancelled indefinitely. • Regular bus services that run in proximity to ferries have been modified to cater for additional demand and further temporary services have been put in place. • Network planners are currently examining longer term options to improve efficiencies. <p>Q Connect and Long Distance Services</p> <ul style="list-style-type: none"> • All qconnect services will be operating by the end of this week with the exception of services to Depot Hill in Rockhampton which is expected to come on line Monday 24 January 2011. • The Westlander service (Brisbane - Charleville) has been cancelled until 31 March. An alternative service has been instituted using Greyhound with people being able to access this service through the normal QR booking channels and rail concessions. <p>School Transport</p> <ul style="list-style-type: none"> • School transport services in the regions are affected. In some cases, bus area totally impassable and in other cases, routes may need to be varied. • Passenger Transport and Services Division are compiling a detailed list of affected so that the TMR roads recovery area can work closely with local government over the coming months in relation to restoration activities. • Both the Queensland Bus Industry Council and Queensland School Bus Alliance have been advised of the TMR hotline should their operators require information or special permits to access certain roads. 	<p>SEQ</p> <ul style="list-style-type: none"> • Options to improve efficiencies for bus services in proximity to ferries improvements could be implemented by about 11 February 2011. <p>Q Connect and Long Distance Services</p> <ul style="list-style-type: none"> • Westlander Brisbane - Charleville has been cancelled until 31 March. An alternative service has been instituted using Greyhound with people being able to access this service through the normal QR booking channels and rail concessions. <p>School Transport</p> <ul style="list-style-type: none"> • Recommend school transport services as network recovery works completed for each affected route. 	<p>SEQ</p> <ul style="list-style-type: none"> • The option for cross river services is also being examined but it is expected this will take at least 6-7 weeks. Expected commencement about 4 March 2011. This is contingent on clearance of the Brisbane River and restoration of the ferry terminals. <p>Q Connect and Long Distance Services</p> <ul style="list-style-type: none"> • Westlander Brisbane - Charleville has been cancelled until 31 March. An alternative service has been instituted using Greyhound with people being able to access this service through the normal QR booking channels and rail concessions <p>School Transport</p> <ul style="list-style-type: none"> • Recommend school transport services as network recovery works completed for each affected route 	

Transport Network 60 day Recovery

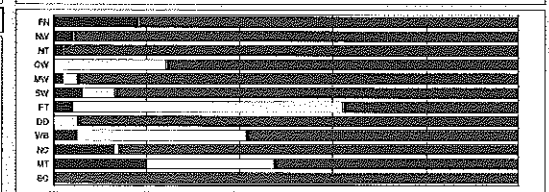
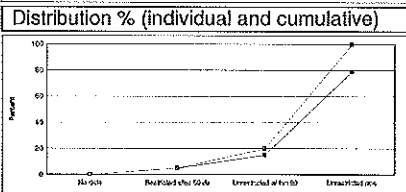
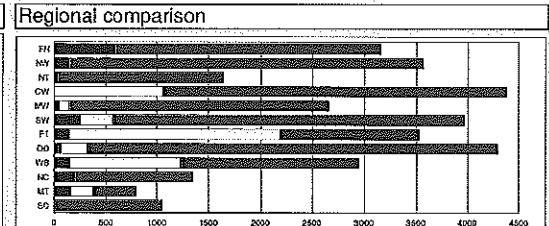
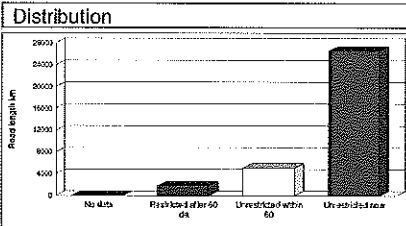
Timeframe	Jan	Feb	Mar
<p>Ports & Waterways</p> <p>Port of Brisbane - • Upstream Berths, Berths located in the Lytton reach up to the Gateway Bridge have now been cleared and vessels, including tankers, are programmed to arrive at these berths from 19 January.</p> <ul style="list-style-type: none"> • Hamilton Reach remains under investigation and POB anticipate to have more data available 19 January. • Berth Directional Restrictions - POB surveyors have completed tests on current flow and turbidity alongside the berths at Fisherman Island used by car carrier vessels and other vessels that require head-down berthing. • Each vessel will be assessed by the Harbour Master and agents are to contact MSQ to finalise their requirements. • All Fisherman Island berths remain operational. <p>Bundaberg - Port of Bundaberg (within the Bundaberg Regional Council boundaries)</p> <ul style="list-style-type: none"> • The Port of Bundaberg remains closed due to material in the berth pocket, channel and swing basin. Dredging work is required to return the Port to an operational level based on current hydrographic survey volumes. • Further inspections (to be conducted 20 January) are required for an accurate assessment of additional damage to the bundwall and moorings. <p>One sugar vessel is awaiting entry but this will not be permitted until a hydrographic survey and the repair of navigation aids is completed. A second sugar vessel is scheduled to arrive late January 2011.</p> <p>Port Alma (within the Rockhampton Regional Council boundaries)</p>	<p>Port of Brisbane:</p> <ul style="list-style-type: none"> • There are varying levels of siltation in the Port of Brisbane channels and berth pockets. POB is working on a dredging plan to clear these areas as soon as possible. • POB hydrographic survey vessels continue to work throughout the Port to locate obstructions and measure siltation levels. • Dredging of shipping channel and berths to normal depths expected to be completed by 4 February 2011. • Hydrographic survey of Brisbane Roads between Fisherman and Moreton Islands being undertaken by Australian navy. Expected completion of survey by 25 January 2011. • Brisbane Roads clearance activities will be scheduled based on the results of the hydrographic survey. • Side scan sonar survey of the Brisbane River upstream of the cruise ship terminal to the Moggill Ferry being undertaken by the Australian Navy. Expected completion of survey by 11 February 2011. • Clearance activities of sunken objects to be scheduled based on survey results. • Re-opening the Brisbane River to normal operations is contingent on successful clearance of the river. • Brisbane City Council have commissioned a survey of Ferry term • Contractors engaged to remove debris. The contract is week by 	<p>Port of Brisbane: March</p> <ul style="list-style-type: none"> • Assess replacement requirements for damaged navigational aids. Expected completion 25 March 2011. • Deliver replacement navigational aids. Expected completion December 2011. <p>Port of Bundaberg: March</p> <ul style="list-style-type: none"> • dredge to gazetted levels, involves cutter section and access the 'Brisbane' dredge for 57 - 67 days (if this option is pursued dredging will occur over February and March) 	



Data field: RoadAccessStatusCode
 Road Length (SupersetCway = 1)
 ARMIS 1km data extracted on 1st July 2010
 Printed on: 31/1/2011 12:40

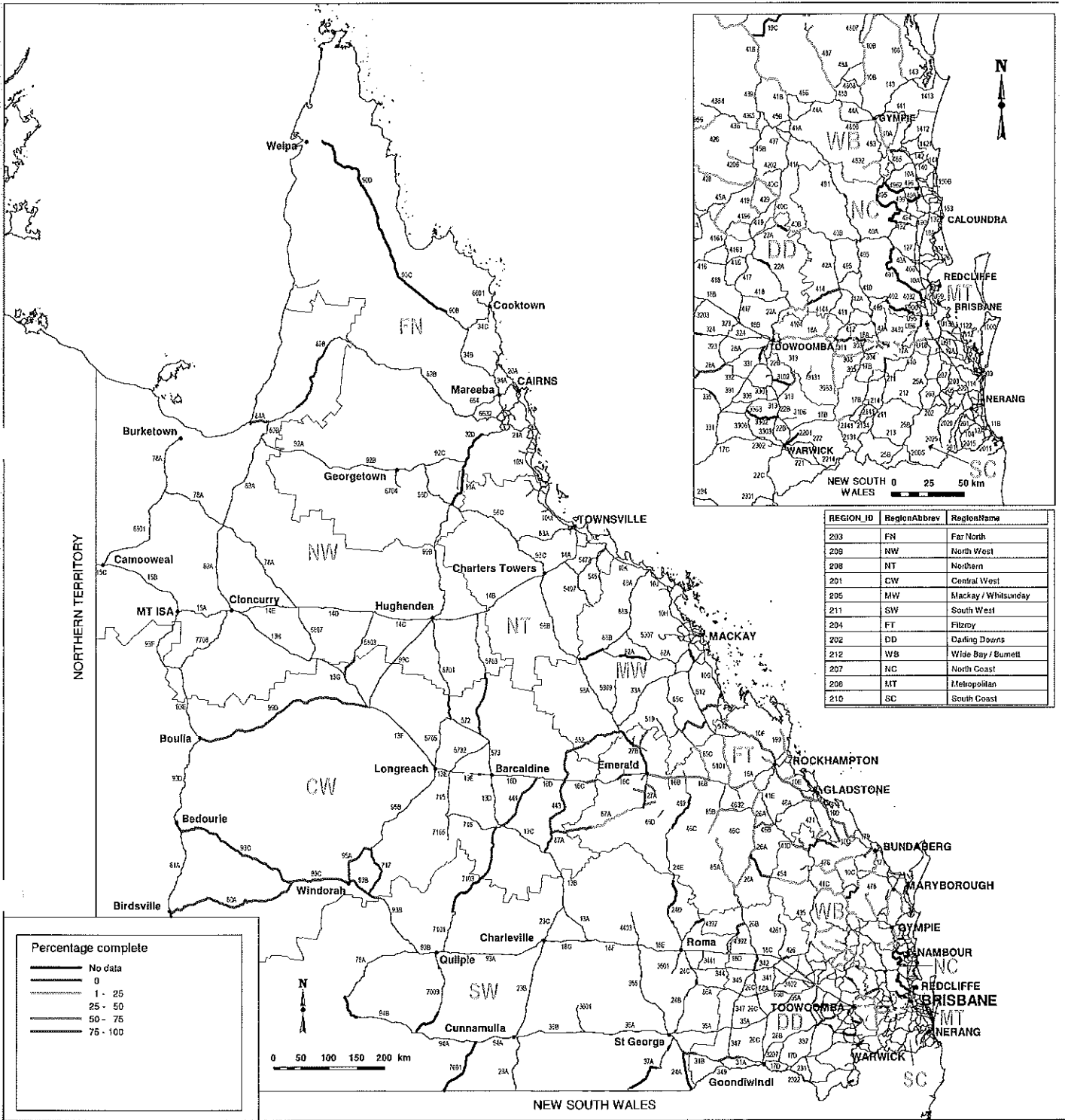
Data summary

Category	Length_km	Cum_km	Length_%	Cum_km_%
No data	96	96	0	0
Restricted after 60 days	1,779	1,815	5	5
Unrestricted within 60 days	5,085	6,900	15	20
Unrestricted now	28,491	33,391	79	100
TOTAL	33,392	0	100	0



Source	Road_Section_ID	RoadSectionName	TDist_Start	TDist_End	RoadAccessStatus	RoadAccessComple	RoadAccessUnrestricted
Barcaldine	13C	TAMBO - BLACKKALL	59.82	60.82	Restricted after 60 days	0	04/02/2011
Barcaldine	13D	BLACKKALL - BARCALDINE	86.11	86.11	Unrestricted after 60 days	90	04/02/2011
Barcaldine	13E	BARCALDINE - LONGREACH	20	24	Unrestricted after 60 days	0	03/03/2011
Barcaldine	13E	BARCALDINE - LONGREACH	42	50.08	Unrestricted after 60 days	27	03/03/2011
Barcaldine	16C	EMERALD - ALPHA	110	125	Unrestricted after 60 days	0	09/03/2011
Barcaldine	441	BLACKKALL - JERICO ROAD	0	120.06	Unrestricted after 60 days	0	
Barcaldine	443	ALPHA - TAMBO ROAD	0	120.92	Unrestricted after 60 days	0	
Barcaldine	552	CLERMONT - ALPHA ROAD	158.53	204.98	Unrestricted after 60 days	0	
Barcaldine	5701	HUGHENDEN - MUTTABURRA ROAD	158.53	204.98	Unrestricted after 60 days	0	
Barcaldine	5803	RICHMOND - WYNTON ROAD	100.32	144.62	Unrestricted after 60 days	0	
Barcaldine	7103	BLACKKALL - ADAVALE ROAD	0	113.74	Unrestricted after 60 days	0	
Barcaldine	81B	BIRDSVILLE - BORDER	0	13.5	Unrestricted after 60 days	0	
Barcaldine	87A	SPRINGSURE - TAMBO	171.69	245.26	Unrestricted after 60 days	0	
Barcaldine	93C	WINDORAH - BEDOURIE	0	389.17	Unrestricted after 60 days	0	
Barcaldine	95A	WINDORAH - JUNDIAH	0	91.71	Unrestricted after 60 days	0	
Darling Downs	18A	IPSWICH - TOOWOOMBA	88.83	92	Restricted after 60 days	20	16/04/2011
Darling Downs	18B	TOOWOOMBA - DALBY	83	84	Unrestricted after 60 days	20	11/02/2011
Darling Downs	18C	DALBY - MILES	25	45	Unrestricted after 60 days	50	11/02/2011
Darling Downs	2201	FREESTONE ROAD	0	11	No data	0	
Darling Downs	2202	PYRAMIDS ROAD	0	8.7	Unrestricted after 60 days	0	
Darling Downs	22A	YARRAMAN-TOOWOOMBA	40	50	Unrestricted after 60 days	0	
Darling Downs	22A	YARRAMAN-TOOWOOMBA	110	112	Unrestricted after 60 days	75	31/01/2011
Darling Downs	22B	TOOWOOMBA-WARWICK	25.8	25.8	Unrestricted after 60 days	75	31/01/2011
Darling Downs	2322	TEXAS - YELARBON ROAD	0	0	No data	0	
Darling Downs	241	YELARBON - KEETAH ROAD	8	9	Unrestricted after 60 days	0	
Darling Downs	26C	MILES - GOONDWINDI	0	32	Unrestricted after 60 days	0	
Darling Downs	28A	TOOWOOMBA-MILLMERRAN	60	61	Unrestricted after 60 days	75	04/02/2011
Darling Downs	3102	GREENMOUNT - HIRSTVALE ROAD	0	12.29	Unrestricted after 60 days	0	
Darling Downs	313	GATTON - CLIFTON ROAD	26.79	40.9	Restricted after 60 days	50	
Darling Downs	324	TOOWOOMBA - CECIL PLAINS ROAD	49.1	75	Unrestricted after 60 days	0	
Darling Downs	324	TOOWOOMBA - CECIL PLAINS ROAD	75	77.975	Unrestricted after 60 days	0	
Darling Downs	324	TOOWOOMBA - CECIL PLAINS ROAD	77.975	77.975	Unrestricted after 60 days	75	04/02/2011
Darling Downs	325	DALBY - CECIL PLAINS ROAD	0	45	Unrestricted after 60 days	50	11/02/2011
Darling Downs	3392	DALRYMPLE CREEK ROAD	0	25	No data	0	
Darling Downs	331	TOOWOOMBA - KARARA ROAD	0	10	Unrestricted after 60 days	75	04/02/2011
Darling Downs	335	MILLMERRAN - LEYBURN ROAD	18	25	Unrestricted after 60 days	0	
Darling Downs	342	KOGAN - CONDAMINE ROAD	45	46	Unrestricted after 60 days	50	04/02/2011
Darling Downs	35A	DALBY - ST. GEORGE	3	11	Unrestricted after 60 days	50	04/01/2011
Darling Downs	40B	KILCOY - YARRAMAN	60	68	Unrestricted after 60 days	0	
Darling Downs	4104	MURPHYS CREEK ROAD	22.82	24.58	Unrestricted after 60 days	75	
Darling Downs	414	ESK - HAMPTON ROAD	27.62	45.76	Restricted after 60 days	10	25/02/2011
Darling Downs	4161	BUNYA MOUNTAINS ROAD	0	0	Unrestricted after 60 days	0	
Darling Downs	428	CHINCHILLA - WONDRI ROAD	0	15	Unrestricted after 60 days	75	31/01/2011
Darling Downs	4302	JACKSON - WANDOOAN ROAD	54	55	Restricted after 60 days	0	25/02/2011
Darling Downs	4302	JACKSON - WANDOOAN ROAD	61	81	Unrestricted after 60 days	50	04/02/2011
Darling Downs	45A	DALBY - KINGAROY	0	0	Restricted after 60 days	20	
Fitzroy (Emerald)	16A	ROCKHAMPTON - DUARINGA	73	98	Unrestricted after 60 days	60	11/03/2011
Fitzroy (Emerald)	16B	DUARINGA - EMERALD	35.7	159.55	Unrestricted after 60 days	50	11/03/2011
Fitzroy (Emerald)	16C	EMERALD - ALPHA	30	59	Unrestricted after 60 days	80	11/03/2011
Fitzroy (Emerald)	24E	INJUNE - ROLLESTON	77	78	Unrestricted after 60 days	10	11/03/2011
Fitzroy (Emerald)	26A	WESTWOOD - TAROOM	0	240	Unrestricted after 60 days	20	11/03/2011
Fitzroy (Emerald)	26B	TAROOM - MILES	0	24.59	Unrestricted after 60 days	50	11/03/2011
Fitzroy (Emerald)	27A	SPRINGSURE - EMERALD	0	42	Unrestricted after 60 days	80	11/03/2011
Fitzroy (Emerald)	27B	EMERALD - CLERMONT	0	63.88	Unrestricted after 60 days	80	11/03/2011
Fitzroy (Emerald)	4397	ROMA - TAROOM ROAD	64	149	Unrestricted after 60 days	40	11/03/2011
Fitzroy (Emerald)	4405	SELMA ROAD	11.59	12.1	Unrestricted after 60 days	100	11/03/2011
Fitzroy (Emerald)	4406	CULLIN - LA - RINGO ROAD	0	24.01	Unrestricted after 60 days	50	11/03/2011
Fitzroy (Emerald)	454	EIDSVOLD - THEODORE ROAD	77.4	143.96	Unrestricted after 60 days	80	11/03/2011
Fitzroy (Emerald)	4605	GLENORINA ROAD	0	23.76	Unrestricted after 60 days	50	11/03/2011
Fitzroy (Emerald)	4608	ARCTURUS ROAD	0	23.08	Unrestricted after 60 days	50	11/03/2011
Fitzroy (Emerald)	4532	BARALABA - WOORABINDA ROAD	0	33.81	Unrestricted after 60 days	50	11/03/2011
Fitzroy (Emerald)	469	BLACKWATER - ROLLESTON ROAD	48	120	Restricted after 60 days	80	31/10/2011
Fitzroy (Emerald)	48B	BLOELA - BANANA	0	45.69	Unrestricted after 60 days	50	11/03/2011
Fitzroy (Emerald)	48C	BANANA - ROLLESTON	0	45.2	Unrestricted after 60 days	40	11/03/2011
Fitzroy (Emerald)	46C	BANANA - ROLLESTON	45.2	188.38	Unrestricted after 60 days	40	11/03/2011
Fitzroy (Emerald)	46D	ROLLESTON - SPRINGSURE	0	71.13	Unrestricted after 60 days	40	11/03/2011
Fitzroy (Emerald)	46D	ROLLESTON - SPRINGSURE	15.15	15.15	Unrestricted after 60 days	40	18/02/2011
Fitzroy (Emerald)	5101	DUARINGA - APIS CREEK ROAD	0	80	Restricted after 60 days	20	
Fitzroy (Emerald)	5107	COTHERSTONE ROAD	0	38.84	Unrestricted after 60 days	50	11/03/2011
Fitzroy (Emerald)	85A	TAROOM - BAUHINA	0	115	Unrestricted after 60 days	10	
Fitzroy (Emerald)	85B	BAUHINA - DUARINGA	0	56.26	Unrestricted after 60 days	20	11/03/2011
Fitzroy (Emerald)	85C	DINGO - MT. FLORA	0	76	Unrestricted after 60 days	10	11/03/2011
Fitzroy (Emerald)	87A	SPRINGSURE - TAMBO	28	117	Unrestricted after 60 days	10	11/03/2011
Fitzroy (Rocky)	10D	GIN GIN - BENARABY	51.17	147.45	Unrestricted after 60 days	50	11/03/2011
Fitzroy (Rocky)	10E	BENARABY - ROCKHAMPTON	0	67.53	Unrestricted after 60 days	60	11/03/2011
Fitzroy (Rocky)	10E	BENARABY - ROCKHAMPTON	67.53	117.32	Unrestricted after 60 days	60	11/03/2011
Fitzroy (Rocky)	10F	ROCKHAMPTON-ST LAWRENCE	0	149.4	Unrestricted after 60 days	60	11/03/2011
Fitzroy (Rocky)	16A	ROCKHAMPTON - DUARINGA	72.5	72.6	Unrestricted after 60 days	20	11/03/2011
Fitzroy (Rocky)	179	BUNDABERG - MIRIAM VALE ROAD	46	112	Unrestricted after 60 days	60	11/03/2011
Fitzroy (Rocky)	188	BAJOO - PT ALMA ROAD	0	25.24	Unrestricted after 60 days	10	11/03/2011
Fitzroy (Rocky)	198	OGMORE CONNECTION ROAD	0	11.21	Unrestricted after 60 days	10	11/03/2011
Fitzroy (Rocky)	199	WESTERN YEPPOON - BYFIELD ROAD	0	49.34	Unrestricted after 60 days	10	11/03/2011
Fitzroy (Rocky)	471	GLADSTONE - MONTO ROAD	58.2256	88.623	Unrestricted after 60 days	10	11/03/2011
Fitzroy (Rocky)	5101	DUARINGA - APIS CREEK ROAD	76.32	103.99	Unrestricted after 60 days	10	11/03/2011
Fitzroy (Rocky)	511	ROCKHAMPTON - RIDGELANDS ROAD	2.6	20	Unrestricted after 60 days	10	11/03/2011
Logan	17B	IPSWICH - WARWICK	72.76	81	Restricted after 60 days	10	
Logan	25B	BEAUDESERT - BORDER	52	53.06	Unrestricted after 60 days	10	28/02/2011
Mackay	27B	EMERALD - CLERMONT	52	104	Unrestricted after 60 days	0	
Mackay	5127	BLUE MOUNTAIN ROAD	0	28.351	Unrestricted after 60 days	0	
Mackay	82A	NEBO - MT. COOLON	69.9	121.3	Unrestricted after 60 days	0	
Mackay	88B	COLLINSVILLE-BELYANDO CROSSING	124	177.718	Restricted after 60 days	0	
Metro	17B	IPSWICH - WARWICK	0	28.615	Unrestricted after 60 days	25	
Metro	18A	IPSWICH - TOOWOOMBA	0	25	Unrestricted after 60 days	5	
Metro	18A	IPSWICH - TOOWOOMBA	25	47.87	Unrestricted after 60 days	0	
Metro	18A	IPSWICH - TOOWOOMBA	32.68	35.11	Unrestricted after 60 days	20	
Metro	18A	IPSWICH - TOOWOOMBA	47.87	69.7	Unrestricted after 60 days	5	
Metro	18A	IPSWICH - TOOWOOMBA	69.7	85	Unrestricted after 60 days	10	
Metro	211	IPSWICH - BOONAH ROAD	0	11.477	Unrestricted after 60 days	80	
Metro	3002	KARRABIN - ROSEWOOD ROAD	0	14.76	Unrestricted after 60 days	50	
Metro	301	IPSWICH - CUNNINGHAM HWY CONNECT	0	14.61	Unrestricted after 60 days	40	
Metro	302	IPSWICH - WARREGO HWY CONNECT	0	7.5	Unrestricted after 60 days	100	
Metro	3041	HAGSLEA - AMBERLEY ROAD	0	9.42	Unrestricted after 60 days	25	
Metro	3042	MOUNT CROSSBY ROAD	0	19.65	Unrestricted after 60 days	25	

Source	Road_Section_ID	RoadSectionName	TDist_Start	TDist_End	RoadAccessStatus	RoadAccessCompl	RoadAccessUnrestricted
Metro	3042	MOUNT CROSBY ROAD	6.87	6.85	Unrestricted after 60 days		100
Metro	308	ROSEWOOD - LAIDLEY ROAD	0	23	Unrestricted after 60 days		20
Metro	3083	MULGOWIE ROAD	0	25.5	Restricted after 60 days		10
Metro	3083	MULGOWIE ROAD	29	30	Restricted after 60 days		0
Metro	311	LAIDLEY - PLAINLAND ROAD	0	8.2	Restricted after 60 days		10
Metro	312	GATTON - LAIDLEY ROAD	0	15.1	Restricted after 60 days		20
Metro	313	GATTON - CLIFTON ROAD	0	27	Restricted after 60 days		25
Metro	3131	MOUNT SYLVIA ROAD	0	13.17	Restricted after 60 days		40
Metro	3131	MOUNT SYLVIA ROAD	13.17	16.23	Restricted after 60 days		5
Metro	314	GATTON - HELLDON ROAD	0	21.1	Restricted after 60 days		30
Metro	4104	MURPHY'S CREEK ROAD	0	22.82	Restricted after 60 days		25
Metro	412	FOREST HILL - FERNVALE ROAD	0	0.7	Restricted after 60 days		15
Metro	412	FOREST HILL - FERNVALE ROAD	7.6	9.8	Restricted after 60 days		20
Metro	4144	GATTON-ESK ROAD	0	17.77	Restricted after 60 days		15
Metro	U15A	GATEWAY MOTORWAY - SOUTH	0	0.7	Unrestricted after 60 days		0
Metro	U16	IPSWICH MOTORWAY	0	11.23	Unrestricted after 60 days		5
Metro	U96	MOGGILL SUB-ARTERIAL ROAD	4.04	5.26	Unrestricted after 60 days		10
Metro	U96	MOGGILL SUB-ARTERIAL ROAD	17.15	17.18	Unrestricted after 60 days		100
Nerang	202	BEAUDESERT - HERANG ROAD	34.59	34.59	Unrestricted after 60 days		10
Nerang	2020	BEECHMONT ROAD	3.16	3.17	Unrestricted after 60 days		100
Nerang	2025	LAMINGTON NATIONAL PARK ROAD	3.88	3.88	Unrestricted after 60 days		10
Nerang	213	BOONAH - RATHDOWNEY ROAD	36.14	36.14	Unrestricted after 60 days		10
North Coast	141	KIN KIN ROAD	29.37	30.37	Unrestricted after 60 days		10
North Coast	401	BRISBANE - WOODFORD ROAD	0	60.65	Restricted after 60 days		0
North Coast	402	SAMFORD - MT GLOUCIOUS ROAD	0	15.61	Restricted after 60 days		0
North Coast	4023	MOUNT GLOUCIOUS ROAD	3.64	5.9	Restricted after 60 days		0
North Coast	405	ESK - KILCOY ROAD	45	48	Restricted after 60 days		0
North Coast	407	SAMFORD ROAD	0	6.65	Restricted after 60 days		0
North Coast	408	KILCOY - YARRAMAN	0	1	Restricted after 60 days		0
North Coast	410	WIVENHOE - SOMERSET ROAD	0	1	Restricted after 60 days		0
North Coast	414	ESK - HAMPTON ROAD	8.55	12.55	Restricted after 60 days		0
North Coast	42A	IPSWICH-HARLIN	13	14	Unrestricted after 60 days		15/03/2011
North Coast	491	KILCOY - MURSON ROAD	38	39	Restricted after 60 days		0
North Coast	492	KILCOY - BEERWAH ROAD	22	23	Unrestricted after 60 days		15/03/2011
North Coast	493	MALENY - STANLEY RIVER ROAD	0	20.31	Restricted after 60 days		0
North Coast	494	LANDSDOROUGH - MALENY ROAD	4.05	4.05	Unrestricted after 60 days		0
North Coast	495	MALENY - KENILWORTH ROAD	0	40.68	Restricted after 60 days		0
North Coast	4962	DBI DBI ROAD	0	19.84	Restricted after 60 days		0
North Coast	498	WOOLBYE - MONTVILLE ROAD	0	13.28	Restricted after 60 days		0
Peninsula	32B	MAREEBA - RAVENSHOE	68.24	68.24	Restricted after 60 days		0
Peninsula	32D	MT GARNET - THE LYND	0	67.527	Restricted after 60 days		0
Peninsula	89B	NORMANTON - DRMBULAH	95.38	239.86	Restricted after 60 days		01/04/2011
Peninsula	90B	LAKELAND - LAURA	203.558	206.028	Restricted after 60 days		0
Peninsula	90C	LAURA - COEN	0	246.539	Restricted after 60 days		0
Peninsula	90D	COEN - WEIPA	0	219.53	Restricted after 60 days		0
Peninsula	99A	MT GARNET - THE LYND	0	96.9	Restricted after 60 days		0
Roma	18E	ROMA - MITCHELL	0	0	Unrestricted after 60 days		0
Roma	24A	MUNGINDI - ST GEORGE	0	75	Restricted after 60 days		0
Roma	24B	ST GEORGE - SURAT	87	88	Unrestricted after 60 days		0
Roma	24B	ST GEORGE - SURAT	115	116	Restricted after 60 days		0
Roma	24C	SURAT - ROMA	0	6.5	Restricted after 60 days		0
Roma	24C	SURAT - ROMA	34	35	Unrestricted after 60 days		0
Roma	24D	ROMA - INJUNE	59	60	Unrestricted after 60 days		0
Roma	24D	ROMA - INJUNE	80.5	81.5	Restricted after 60 days		0
Roma	24D	ROMA - INJUNE	84	86	Restricted after 60 days		0
Roma	24E	INJUNE - ROLLESTON	0	58.5	Restricted after 60 days		0
Roma	355	MITCHELL - ST GEORGE ROAD	53	65	Unrestricted after 60 days		0
Roma	36A	ST GEORGE - BOLLON	1.5	2.5	Restricted after 60 days		0
Roma	37A	ST. GEORGE - HEBEL	19	28	Restricted after 60 days		0
Roma	37A	ST. GEORGE - HEBEL	78	79	Restricted after 60 days		0
Roma	37A	ST. GEORGE - HEBEL	80	148	Restricted after 60 days		0
Roma	4397	ROMA - TAROOM ROAD	45	65	Restricted after 60 days		0
Roma	7001	HUNGERFORD ROAD	0	116.6	Unrestricted after 60 days		0
Roma	7003	QUILPIE - THARGOMINDAH ROAD	29.5	31	Unrestricted after 60 days		0
Roma	7003	QUILPIE - THARGOMINDAH ROAD	124	183	Unrestricted after 60 days		0
Roma	7103	BLACKALL - ADAVALE ROAD	113	206	Unrestricted after 60 days		0
Roma	84B	THARGOMINDAH - BUNDEENA	110	120	Restricted after 60 days		0
Roma	94B	THARGOMINDAH - BUNDEENA	122	161	Unrestricted after 60 days		0
Wide Bay	10A	BRISBANE - GYMPIE	119	145	Unrestricted after 60 days		10
Wide Bay	10B	GYMPIE - MARYBOROUGH	28	84	Unrestricted after 60 days		10
Wide Bay	10C	MARYBOROUGH - GIN GIN	47	84	Unrestricted after 60 days		20
Wide Bay	10D	GIN GIN - BENARABY	0	47	Unrestricted after 60 days		40
Wide Bay	186	MARYBOROUGH - COOLOOLA ROAD	3	55	Unrestricted after 60 days		10
Wide Bay	1703	THE CEDARS ROAD	1	8	Unrestricted after 60 days		0
Wide Bay	171	GOODWOOD ROAD	6	40	Unrestricted after 60 days		20
Wide Bay	176	BUNDABERG - GIN GIN ROAD	3	20	Unrestricted after 60 days		60
Wide Bay	19A	BUNDABERG - CHILDERS	0	47	Unrestricted after 60 days		40
Wide Bay	19B	CHILDERS - BIGGENDEN	28	45.7	Unrestricted after 60 days		15
Wide Bay	19C	BIGGENDEN - COALSTOUN LAKES	0	37	Unrestricted after 60 days		80
Wide Bay	40B	KILCOY - YARRAMAN	45	58	Unrestricted after 60 days		20
Wide Bay	40C	YARRAMAN - KINGAROY	0	26	Unrestricted after 60 days		20
Wide Bay	40C	YARRAMAN - KINGAROY	5.2	5.3	Restricted after 60 days		5
Wide Bay	40C	YARRAMAN - KINGAROY	26	46	Unrestricted after 60 days		20
Wide Bay	4161	BUNYA MOUNTAINS ROAD	28	58	Unrestricted after 60 days		5
Wide Bay	419	KINGAROY - COOYAR ROAD	13	29	Unrestricted after 60 days		20
Wide Bay	419	KINGAROY - COOYAR ROAD	46.208	47.208	Restricted after 60 days		0
Wide Bay	4196	MAIDENWELL - BUNYA MOUNTAINS RO	3.8	12	Unrestricted after 60 days		20
Wide Bay	41A	NANANGO - GOOMERI	42	44	Unrestricted after 60 days		20
Wide Bay	41B	GOOMERI - GAYNDAH	17	100	Unrestricted after 60 days		10
Wide Bay	41C	GAYNDAH - MONTO	0	55	Restricted after 60 days		20
Wide Bay	41D	MONTO - BILOELA	0	34	Unrestricted after 60 days		70
Wide Bay	4202	KINGAROY - BARKER'S CREEK ROAD	2	4	Unrestricted after 60 days		35
Wide Bay	4202	KINGAROY - BARKER'S CREEK ROAD	20.476	20.477	Restricted after 60 days		0
Wide Bay	4206	MEMERAMBI - GORDONSBROOK ROAD	11.55	11.551	Restricted after 60 days		0
Wide Bay	4206	MEMERAMBI - GORDONSBROOK ROAD	15	23	Unrestricted after 60 days		20
Wide Bay	426	CHINCHILLA - WONDIA ROAD	84	148	Unrestricted after 60 days		40
Wide Bay	428	KINGAROY - BURRANDEWAN ROAD	1	58	Unrestricted after 60 days		5
Wide Bay	428	KINGAROY - BURRANDEWAN ROAD	58	64	Unrestricted after 60 days		5
Wide Bay	435	MUNDUBBERA - DURONG ROAD	13	15	Unrestricted after 60 days		0
Wide Bay	435	MUNDUBBERA - DURONG ROAD	80	91	Unrestricted after 60 days		5
Wide Bay	4356	PROSTON - BOONDOOMA ROAD	5	35	Unrestricted after 60 days		10
Wide Bay	4356	PROSTON - BOONDOOMA ROAD	5.52	5.52	Unrestricted after 60 days		5
Wide Bay	4365	BYEE ROAD	1	8	Unrestricted after 60 days		20



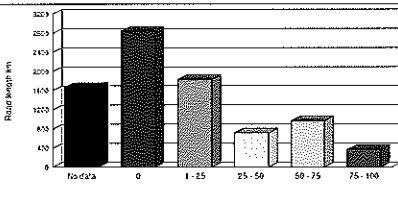
REGION_ID	RegionAbbrev	RegionName
203	FN	Far North
209	NW	North West
208	NT	Northern
201	CW	Central West
205	MW	Mackay / Whitsunday
211	SW	South West
204	FT	Fitzroy
202	DD	Darling Downs
212	WB	Wide Bay / Burnett
207	NC	North Coast
206	MT	Metropolitan
210	SC	South Coast

Data field: RoadAccessCompletePC
 Road Length (SupersetCway = 1)
 ARMIS 1km data extracted on 1st July 2010
 Printed on: 31/1/2011 13:17

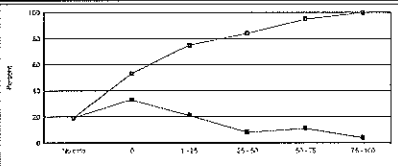
Data summary

Category	Length_km	Cum_km	Length_%	Cum_km_%
No data	1,668	1,668	19	19
0	2,837	4,506	33	53
1 - 25	1,833	6,340	21	75
25 - 50	717	7,057	8	84
50 - 75	964	8,022	11	95
75 - 100	360	8,382	4	100
TOTAL	8,383	0	100	0

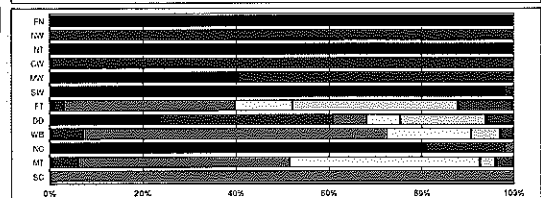
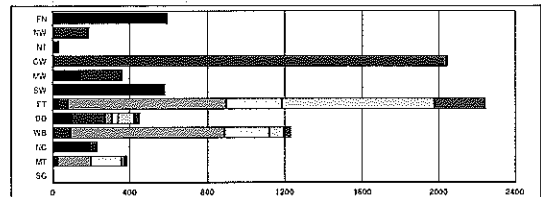
Distribution

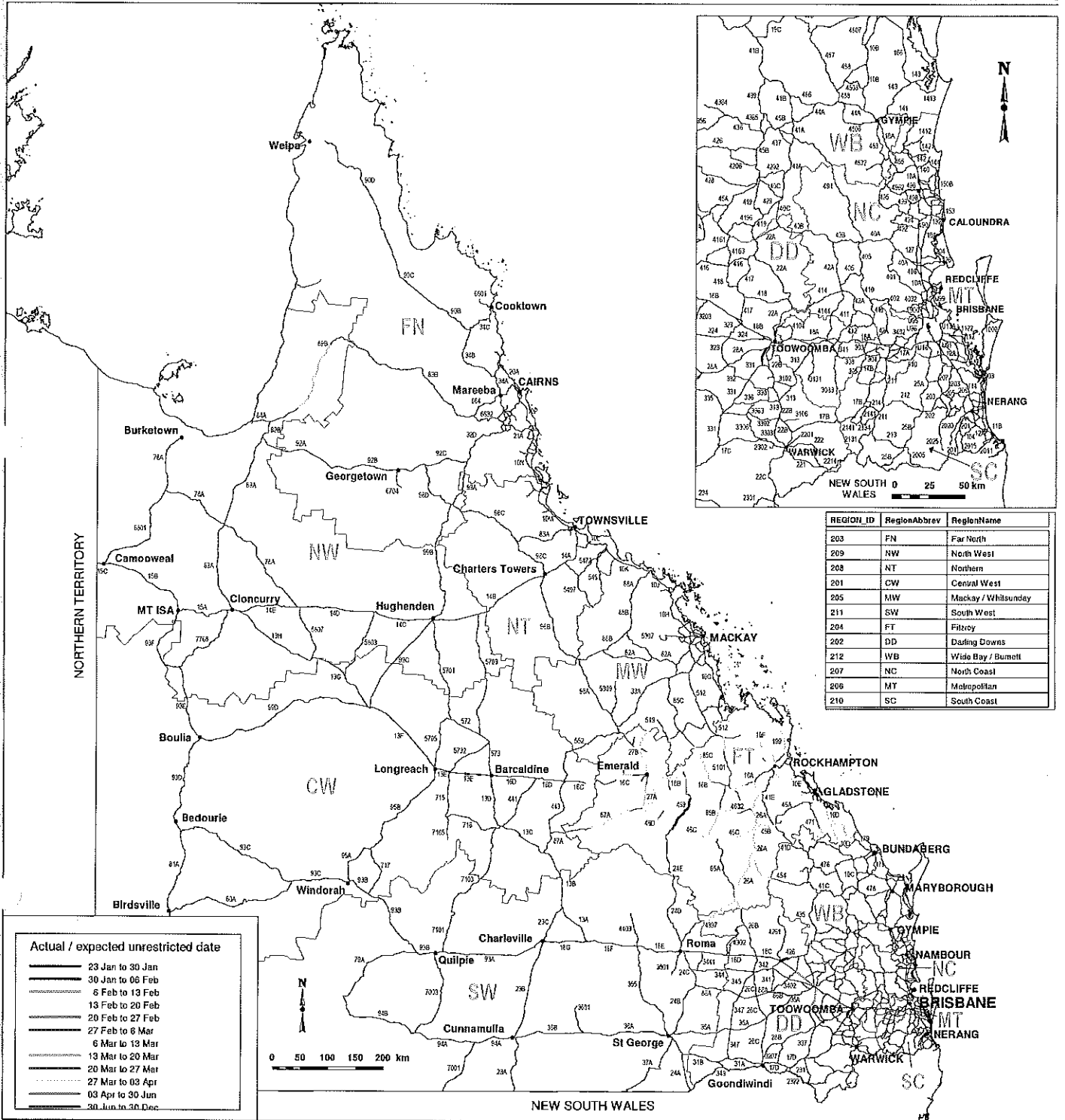


Distribution % (individual and cumulative)



Regional comparison





REGION_ID	RegionAbbrev	RegionName
203	FN	Far North
209	NW	North West
208	NT	Northern
201	CW	Central West
205	MW	Mackay / Whitsunday
211	SW	South West
204	FT	Fitzroy
202	DD	Dadswell Downs
212	WB	Wide Bay / Burnett
207	NC	North Coast
206	MT	Metropolitan
210	SC	South Coast

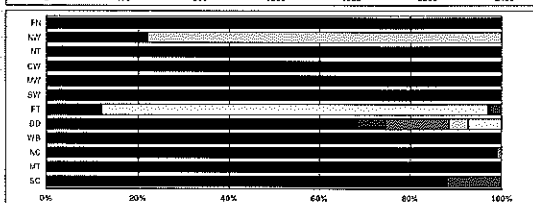
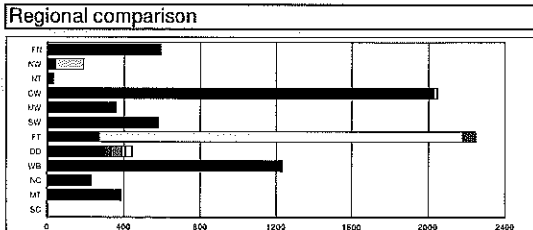
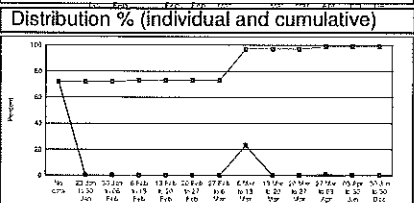
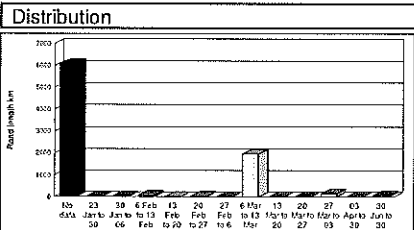
Actual / expected unrestricted date

23 Jan to 30 Jan	30 Jan to 06 Feb	6 Feb to 13 Feb	13 Feb to 20 Feb	20 Feb to 27 Feb	27 Feb to 6 Mar	6 Mar to 13 Mar	13 Mar to 20 Mar	20 Mar to 27 Mar	27 Mar to 03 Apr	03 Apr to 30 Jun	30 Jun to 30 Dec
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Data field: RoadAccessUnrestrictedDate
 Road Length (SupersetCway = 1)
 ARMS 1km data extracted on 1st July 2010
 Printed on: 31/1/2011 13:23

Data summary

Category	Length_km	Cum_km	Length_%	Cum_km_%
No data	6,071	6,071	72	72
23 Jan to 30 Jan	0	6,071	0	72
30 Jan to 06 Feb	34	6,105	0	72
6 Feb to 13 Feb	60	6,165	0	73
13 Feb to 20 Feb	0	6,165	0	73
20 Feb to 27 Feb	18	6,184	0	73
27 Feb to 6 Mar	13	6,197	0	73
6 Mar to 13 Mar	1,954	8,151	23	97
13 Mar to 20 Mar	3	8,154	0	97
20 Mar to 27 Mar	0	8,154	0	97
27 Mar to 03 Apr	145	8,299	1	99
03 Apr to 30 Jun	3	8,302	0	99



Data and maps are for TMR internal use only

TMR Flood Recovery

Communication and Engagement Strategy

January 2011

Table of Contents

1. Introduction	3
2. Key Stakeholders, interest groups/sections	4
3. Key communication risks	11
4. Communication goal and objectives	12
5. Strategic communication approach.....	12
6. Communication principles	12
7. Key messages.....	13
8. Communication and engagement plan	17
9. Monitoring and evaluation	21
10. Approval.....	21
Appendix 1 - Communication Contact List - Flood Recovery	23
Appendix 2 - Roles and responsibilities - Flood Recovery Communication.....	24

1. Introduction

In January 2011, Queensland was inundated by floods described by the Premier as the 'worst natural disaster in our history.'

Over 70% of the state was affected including:

- more than 86 towns and cities across Queensland flooded
- severe flooding of large regional centres Emerald, Gympie, Rockhampton, Bundaberg
- flash flooding of Toowoomba and the Lockyer Valley
- flooding of major cities including Ipswich, Caboolture and Brisbane.

With more than 14 000 homes under water, many major arterial roads cut and members of the community still missing, the state government and SES services continue their response effort.

However with the rain easing and flood waters receding, the government's attention will soon turn to recovery and an unprecedented, long term repair job.

As the operator of the state controlled road network, Transport and Main Roads (TMR) is responsible for the \$1.5 billion damage to Queensland's 33 000km of roads. With safety and efficiency of the road network our first priority, TMR has initiated the second phase of our flood response – disaster network recovery. This program of concurrent capital works is aimed at fully opening the road network for safe operation at legal speeds and load limits within 60 days. Repair works during this phase will last up to six months and are designed to minimise the flood impact on the community, transport industry and Queensland economy.

To deal with this critical phase, a Recovery Coordination Taskforce has been initiated to develop and coordinate the recovery plan. The taskforce is responsible for:

- implementing the recovery plan for infrastructure
- planning and reporting of TMR flood recovery actions
- inputting into to the State Government Taskforce
- statewide communication of flood related issues and activities
- coordinating assistance to local governments for flood related activities
- coordinating critical infrastructure assessments
- re-supplying communities with essential goods and services to aid economy recovery
- managing a single point for issuing permits for freight activities
- coordinating assistance from the contract industry and consultancies.

Once the recovery phase is complete, TMR will enter a longer restoration phase. This final phase will restore the transport system to current engineering standards through a statewide program of works. This will be coordinated by the National Disaster Relief and Recovery Arrangements (NDRRA), a joint federal/state government initiative that provides funding to restore state government assets damaged by flooding.

This communication and engagement plan aims to raise awareness and provide information about the works associated with the disaster network recovery phase, as well as the consultation process associated with these projects.

The plan also exists to assist regional communication officers through a proactive communication approach aimed at delivering timely, accurate and consistent messages to their key stakeholders.

The Statewide Communication Office (SCO) will provide further support and advice to regional communication officers throughout the disaster network recovery phase, including acting as the interface with TMR's Corporate Communication Branch.

2. Key Stakeholders, interest groups/sections

The following organisations and individuals are identified as stakeholders:

Highly impacted stakeholders

Stakeholder cluster	Issues and concerns	Level of concern (high/med/low)	Level of influence (high/med/ low)
Directly affected property owners	Access to properties, noise and dust from road works	High	Low
Adjacent landowners and residents	Access to road, safety, timing, congestion	High	Low
Local road users	Safety, timing, traffic delays	High	Medium
Non-local road users/Tourists	Safety, timing, traffic delays	Medium / High	Low
Elected local, state and federal government representatives	Constituent concerns	High	High
Business/industry groups	Road conditions, traffic impacts and delays to transport Need for more upgrading than planned	High	High
Community groups (including schools)	Safe access between community use areas for all road users	Medium	Medium
Environment groups	Cultural Heritage Disruption/detriment to the environment	High	Low
Transport operators	Access to highway, safety, timing, traffic delays Road conditions and need for upgrading of more sections than planned	High	High
Media	Public advised and informed Lack of information	High	High
Indigenous groups	Information provided appropriately	Med	Low

Internal stakeholders

Stakeholder Area	Stakeholder representative	Responsibility	Interest/context
Recovery Coordination Taskforce	General Manager (Flood Recovery)	Implementation of TMR's flood recovery plan	<ul style="list-style-type: none"> Flood recovery progress, issues, risks and recommendations Roles and accountabilities of flood recovery Statewide communication
National Disaster Relief and Recovery Arrangements (NDRRA)	Program Director (NDRRA)	Responsible for phase three – restoration – of the flood response.	<ul style="list-style-type: none"> Flood recovery plan and progress Handover points
TMR Board of Management (BoM)	Director-General Chief Operations Officer (COO)	The overall management of TMR, and the flood recovery and response	<ul style="list-style-type: none"> Flood recovery progress, issues, risks and recommendations Roles and accountabilities of

Stakeholder Area	Stakeholder representative	Responsibility	Interest/context
	Deputy Directors-General		flood recovery <ul style="list-style-type: none"> • Success stories about flood response and recovery • Opportunities for rewarding and recognising employees • The benefits realised from the flood recovery
Operations Group Leadership Team	COO Operations Group General Managers	To oversee the delivery of the state-controlled road network	As above
Roads Business Group	COO Operations Group General Managers Regional Directors (as listed below)	To manage the delivery of the state-controlled road network	As above
TMR	IIC (Infrastructure Investment Committee)	To oversee the investment in all TMR infrastructure and works, including the implementation of National Disaster Relief and Recovery Arrangements (NDRRA), which will assist in funding the repair work	Ensuring the project outcomes are achieved in terms of time, cost and overall funding
TMR	Eddie Peters (General Manager Assets & Operations)	Responsible for Statewide management of road projects	As above
TMR	Ron Michel Deputy Regional Director (Metropolitan) Program Director (NDRRA)	NDRRA Program Director is responsible for Statewide management of road projects identified for funding under the joint Australian/State Government NDRRA program	As above
TMR	Phil Eastwood State Program Manager (NDRRA)	The State Program Manager is responsible for the coordination and management of the entire NDRRA program across the affected regions.	As above
TMR Regional office (Far North)	Tony Potter Regional Director (Far North)	Responsible for delivery of flood recovery projects in the Far Northern region	The efficient and effective utilisation of resources to achieve the regional programs outcomes
TMR Regional office (Townsville)	David Atkinson Regional Director (Northern)	Responsible for delivery of flood recovery projects in the Northern region.	As above
TMR Regional office (Cloncurry)	Peter Trim Regional Director (North West)	Responsible for delivery of flood recovery projects in the North West region.	As above
TMR Regional office (Mackay)	Ian Husband Regional Director, (Mackay/Whitsunday)	Responsible for delivery of flood recovery projects in the Mackay/Whitsunday region.	As above
TMR Regional office (Barcaldine)	Eric Denham Regional Director (Central West)	Responsible for delivery of flood recovery projects in the Central West region.	As above
TMR Regional office (Rockhampton)	Terry Hill Regional Director (Fitzroy)	Responsible for delivery of flood recovery projects in the Fitzroy region.	As above
TMR Regional office (Nerang)	Andrew Cramp Regional Director (South Coast)	Responsible for delivery of flood recovery projects in the South Coast region.	As above

Stakeholder Area	Stakeholder representative	Responsibility	Interest/context
TMR Regional office (Sunshine Coast)	Russell Witt Regional Director (North Coast)	Responsible for delivery of flood recovery projects in the North Coast region.	As above
TMR Regional office	Tony Platz Regional Director (Darling Downs)	Responsible for delivery of flood recovery projects in the Darling Downs region.	As above
TMR Regional office (Brisbane)	Miles Vass Regional Director (Metropolitan)	Responsible for delivery of flood recovery projects in the Metropolitan region.	As above
TMR Regional office (Bundaberg)	Doug Wass Regional Director (Wide Bay/Burnett)	Responsible for delivery of flood recovery projects in the Wide Bay/Burnett region.	As above
TMR Regional office (Roma)	Peter Evans Regional Director (South West)	Responsible for delivery of flood recovery projects in the South West region.	As above
Corporate Communication Branch (CCMB)	Robert Hoge Director (Media), Jillian March Director (Corporate Communication)	Responsible for corporate communication to stakeholders in relation to the floods.	<ul style="list-style-type: none"> Relationship and roles between CCMB, SCO and the PCAs Emerging regional communication issues
Regional Communication Network	Principal Communication Advisors (PCAs) Regional Communication Officers	Responsible for regional communication to stakeholders in relation to the floods.	<ul style="list-style-type: none"> Relationship and roles between CCMB, SCO and the PCAs Emerging corporate issues that could impact regional communication
Operations Group	All employees	Responsible for the day-to-day management and delivery of the state-controlled road network.	<ul style="list-style-type: none"> The extent of the damage to the road network The role of Operations Group in the flood recovery The impact of the damage and recovery to the region and district, including workload impacts Success stories about the flood response and recovery
TMR	All employees		<ul style="list-style-type: none"> The extent of the damage to the road network The role of TMR in the flood recovery The impact of the damage and recovery to the program of works Success stories about the flood response and recovery

External Stakeholders

Stakeholder Area	Stakeholder representative	Responsibility	Interest/context
State Government Departments			
Emergency Management Queensland	Nathan Williamson Kirsty Beavington Alan Laird Allan Parsons Monique Deen	Management of NDRRA funding submissions	Works meet the NDRRA guidelines- Communications acknowledge Aust/State Gov funding

Emergency Services	Regional representatives	Mobility of emergency vehicles	Access maintained during restoration works
Queensland Police Service	Regional representatives	Enforcement of road limits and traffic control	Changed road conditions and speed limits during restoration works
Local Government			
Far North Region LGA's			
Cairns Regional Council	Mayor Val Schier	Vital transport links are maintained to and within the Region.	Impacts on traffic during works are well managed and communicated, and delays are minimised.
Cassowary Coast Regional Council	Mayor Bill Shannon		
Cook Shire Council	Mayor Peter Scott		
Croydon Shire Council	Mayor Corrie Pickering		
Etheridge Shire Council	Mayor Warren Devlin		
Tablelands Regional Council	Mayor Tom Gilmore		
Northern Region LGA's			
Burdekin Shire Council	Mayor Lyn McLaughlin	Vital transport links are maintained to and within the Region.	Impacts on traffic during works are well managed and communicated, and delays are minimised.
Charters Towers Regional Council	Mayor Ben Calcott		
Hinchinbrook Shire Council	Mayor Pino Giandomenico		
Townsville City Council	Mayor Les Tyrell		
North West Region LGA's			
Mount Isa City Council	Mayor John Molon	Vital transport links are maintained to and within the LGA's	Impacts on traffic during works are well managed and communicated, and delays are minimise
Cloncurry Shire Council	Mayor Andrew Daniells		
Carpentaria Shire Council	Mayor Fred Pascoe		
Burke Shire Council	Mayor Annie Clarke		
McKinlay Shire Council	Mayor Paul Woodhouse		
Flinders Shire Council	Mayor Brendan McNamara		
Richmond Shire Council	Mayor John Wharton		
Mackay/Whitsunday Region LGA's			
Isaac Regional Council	Mayor Cedric Marshall	Vital transport links are maintained to and within the LGA's	Impacts on traffic during works are well managed and communicated, and delays are minimised
Mackay Regional Council	Mayor Col Meng		
Whitsunday Regional Council	Mayor Michael Brunker		
Fitzroy Region LGA's			
Central Highlands Regional Council	TBC	Vital transport links are maintained to and within the LGA's	Impacts on traffic during works are well managed and communicated,

Rockhampton Regional Council	TBC		
Gladstone Regional Council	TBC		
Banana Shire Council	TBC		
South West Regional LGA's			
Bullo Shire Council	TBC	Vital transport links are maintained to and within the Region.	Impacts on traffic during works are well managed and communicated, and delays are minimised.
Quilpie Shire Council	TBC		
Murweh Shire Council	TBC		
Paroo Shire Council	TBC		
Maranoa Regional Council	TBC		
Balonne Shire Council	TBC		
Darling Downs Regional LGA's			
Western Downs Regional Council	TBC	Vital transport links are maintained to and within the Region.	Impacts on traffic during works are well managed and communicated, and delays are minimised.
Goondiwindi Regional Council	TBC		
Southern Downs Regional Council	TBC		
Toowoomba Regional Council	TBC		
Wide Bay/Burnett Regional LGA's			
North Burnett Regional Council	TBC	Vital transport links are maintained to and within the Region.	Impacts on traffic during works are well managed and communicated, and delays are minimised.
Fraser Coast Regional Council	TBC		
Bundaberg Regional Council	TBC		
South Burnett Regional Council	TBC		
North Coast Regional LGA's			
Somerset Regional Council	TBC	Vital transport links are maintained to and within the Region.	Impacts on traffic during works are well managed and communicated, and delays are minimised.
Sunshine Coast Regional Council	TBC		
Moreton Bay Regional Council	TBC		
Metropolitan Regional LGA's			
Brisbane City Council	TBC	Vital transport links are maintained to and within the Region.	Impacts on traffic during works are well managed and communicated, and delays are minimised.
Redland City Council	TBC		
Ipswich City Council	TBC		
South Coast Regional LGA's			
Gold Coast City Council	TBC	Vital transport links are maintained to and within the Region.	Impacts on traffic during works are well managed and communicated, and delays are minimised.
Logan City Council	TBC		
Scenic Rim Regional Council	TBC		
Central West Regional LGA's			
Barcaldine Regional Council	Mayor Robert Chandler	Vital transport links are maintained to and within the Region.	Impacts on traffic during works are well managed and communicated,

Barcoo Shire Council	Mayor Bruce Scott		
Blackall-Tambo Regional Council	Mayor Janice Ross		
Boulia Shire Council	Mayor Eric Charles Britton		
Diamantina Shire Council	Mayor Robert Dare		
Longreach Regional Council	Mayor John Palmer		
Winton Shire Council	Mayor Ed Warren		
Politicians			
State Representatives			
Minister for Transport	Rachael Nolan	Minister for Transport s Portfolio	Impacts on road-users and the transport industry – completed projects must restore the road network to meet transport needs across the state
Minister for Main Roads	Craig Wallace	Minister for Main Roads portfolio	Road projects meet current standards and NDRRA guidelines are followed
Federal Government Representatives			
Statutory Authorities			
DERM (Dept Environment & Resource Management)	As per project location – refer to local departmental Environmental/Cultural Heritage Officers	Responsible authority to administer relevant Acts.	<p>Project's compliance with –</p> <ul style="list-style-type: none"> • Water Act 2000 • Environment Protection Biodiversity Conservation Act 1999 (Federal) • Great Barrier Reef Marine Park Act 1975 (Federal) • Wild Rivers Act 2005 • Wet Tropics World Heritage Protection & Management Act 1992 • Coastal Protection & Management Act 1995 • Land Protection (Pest and Stockroute Management) Act 2002 • Cape York Peninsula Heritage Act 2007 • Forestry Act 1959 • Mineral Resources Act 1989 • Fisheries Act 1994 • Aboriginal Cultural Heritage Act 2003. • Native Title Act 1995 • Queensland Heritage Act 1982 • Various State Planning Policies and their subordinate legislation.
Road User Groups			
Transport Industry	Various	Requirements for Heavy Vehicle Transport	<p>Ensuring that repair standards are sufficient for Heavy Vehicle operations</p> <p>Adequate notice is given to transport operators prior to work starting</p>

Mining Industry	Various	Transport of ore to processing and export facilities	Road network able to support transport needs
Livestock Industry	Various	Transport of livestock and feed	As above
Public Transport	Regional Bus Services including school bus services	Ensuring services are maintained and meet schedules	Timely information re delays and works program Works restore safety and efficiency on the network
Tourism Industry/Groups	Various – including Grey Nomads	Provision of transport services to support the local tourism industry	Timely information re delays and works program allows for planning into schedules. Restored safety on the network
RACQ	Trevor Walsh (Townsville)	Representing the club members in promoting continued improvements to road infrastructure in Qld	Promoting government spending on projects to restore safety to the road network Informing members of road works on the state network
Key Road User/Industry Groups (Priority for direct contact engagement activities)			
Kagara Ltd	Andrew Taylor Maurice Scamardella Graham Collins	Ensure transport related to mining activities is managed and meets commitments	Roads utilised for transport are suitable for the heavy transport vehicles required Safety and efficiency Information on road projects is communicated appropriately and in a timely manner
IES Resources	Mr Larry Batten	Heavy vehicle transport operations	As above
Livestock Transporters Association of Qld	Mrs Liz Schmidt	Ensure transport of livestock to and from various destinations	As above
Upper Burdekin Progress Association	Bluewater Springs Roadhouse Owner (Geoff Bolster)	Ensure local communities are supported with road infrastructure that will ensure future economic growth	Roads are restored as quickly as possible to current standards Roadworks managed to minimise delays to travellers Information on road projects and their progress is communicated regularly and appropriately
Hann Highway Action Group (Sub Committee of Hughenden Chamber of Commerce)	Russel Leftbridge Werrington Stn	Representing local business and road users to ensure road infrastructure meets present and future needs	As above

3. Key communication risks

Risk	Impact	Risk rating	Mitigation
Information is inaccurate and inconsistent due to TMR's large, geographically dispersed communication network	<ul style="list-style-type: none"> • Community angst • Negative media attention • Employee cynicism 	HIGH	<ul style="list-style-type: none"> • Use a consistent communication approach as outlined in this plan • Provide templates for flood recovery media and communication • Establish a good working relationship between SCO and the regional communication network • Ask for feedback on this plan • Involve the regional communication network every step of the way
Information is not communicated to all stakeholders in a timely fashion due to the large number of projects in progress	<ul style="list-style-type: none"> • Community angst • Negative media attention • Employee cynicism 	MED	<ul style="list-style-type: none"> • Regions to maintain a spreadsheet of all works in progress in region • Regional communication officers to meet with works project managers regularly • Update stakeholder lists weekly • Ensure channels for stakeholders to 'pull' for information (ie. 13 19 40 are given in every communication)
Negative media attention due to the large number of delays being experienced across the network due to concurrent works	<ul style="list-style-type: none"> • Community angst • Negative media attention • Employee cynicism 	HIGH	<ul style="list-style-type: none"> • Regional communication network to look for positive media opportunities that show TMR going above and beyond • Repeat messages about the benefits of the works to the community a number of times, across a number of channels • Ensure PCAs and CCMB are informed of emerging issues and are able to respond • Communicate early, often and accurately to key stakeholders • Use face-to-face communication to deliver difficult messages to highly impacted stakeholders
Limited understanding of the roles between CCMB, the Regional Communication Network and the new SCO could impact communication effectiveness	<ul style="list-style-type: none"> • Message inaccuracy • Inefficiency • Employee frustration 	MED	<ul style="list-style-type: none"> • Clearly state the roles, responsibilities and governance processes before communication about the recovery begins • Encourage open and honest discussion of issues
Lack of a formal internal communication framework limits effective two-way dialogue with employees	<ul style="list-style-type: none"> • Messages unable to pierce through the 'noise' • Employees unable to give feedback and see it acted upon • Employee cynicism 	MED	<ul style="list-style-type: none"> • Use targeted messaging and keep communication local to increase relevance and meaning • Ensure communication is short, engaging and relevant • Focus on engaging stories, and less on 'corporate' information

4. Communication goal and objectives

Our **goal** is to deliver a coordinated communication approach across TMR's regions to give all stakeholders accurate and timely information regarding flood damage repair to Queensland's roads.

Our communication **objectives** are to:

- 70% of key stakeholders are informed of roadworks that impact their travel
- 70% of the community in affected areas receive accurate and timely information about the restoration works in their area
- 75% of employees can recall stories about business areas/employees work during the flood recovery and embodying TMR's values
- 90% of key stakeholders are consulted about the impact and management of multiple works being performed simultaneously on major transport routes
- 60% of key stakeholders positively perceive the work that TMR is conducting to restore the road network.

5. Strategic communication approach

- **Harness the regional communication network** through a central point to deliver consistent messages to all key stakeholders (i.e. be clear about how the COO's office will work with Corporate Communication Branch and the regions).
- Deliver timely and accurate information to affected audiences, **a number of times through a number of channels.**
- **Build trusting relationships** through two-way communication methods to discuss issues between key stakeholders in relation to restoration works across the state's road network.
- **Support TMR leaders** with key messages and other communication tools to ensure a consistent message is delivered to external stakeholders and TMR employees.
- **Show flood recovery in action** - communicate awe-inspiring stories involving TMR heroes who demonstrate the Queensland spirit, mateship and TMR values.
- **Encourage innovation** among employees – use this once in a lifetime event to look at how we can be more prepared next time, or work smarter during the recovery.

6. Communication principles

These principles should be present in all communication about the flood recovery.

- **Be honest about the information** we have and the information we don't (i.e. extent of the damage, how long it will take to repair) – commit to providing more information when it is known.
- **Clearly articulate the principles** behind the recovery effort – why some areas will be focussed on first and others later.

-
- **Use face-to-face communication** to deliver complex messages and convey understanding, such as works that will have a high impact on the community.
 - Focus on **the benefits of the restoration works** to the community (i.e. economic development in regional areas, projects prioritised to ensure safety and efficiency of the road network, projects will restore the road sections to their previous level of service etc.)

7. Key messages

Key messages are umbrella statements used a number of times across a number of communication channels. No more than three key messages should be used in each communication activity.

The below key messages are for the first phase of flood recovery only. All communication will continue to reflect the key messages as directed by Corporate Communication Branch. Future messages will deal with:

- the extent of the damage in dollars to repair and kilometres of the road network
- the priority areas for repair and why these will be focussed on first (eg. major arterials will be repaired to assist freight flow)
- the principles behind how the recovery will be carried out
- the impact on the community during repair works
- the progress of the recovery
- the role that employees play in the recovery
- how TMR is working with other government agencies and key stakeholders during the recovery.

First Phase Messaging (w/c 17 January 2011)

Regional Queensland

- We're still urging people to not drive on or try to cross closed or flooded roads, bridges and causeways.
- It's impossible to stop damage caused by flooding, but what we can do is reduce damage by not driving on vulnerable stretches of road.
- Just because floodwaters have receded in some areas doesn't mean roads will be immediately okay to use.
- We urge motorists to be patient while we reopen roads.
- We have the best engineers working round the clock conducting bridge and road inspections to see if they're safe for travel.
- If you must travel, please check 131940.qld.gov.au and stay tuned to your local radio station for road closure updates.
- The full extent of the damage to the 33 000 kilometres of state controlled network is not known right now as roads are still flooded. It might not be known for many months to come.
- The bill currently stands around \$1.5 billion with the full extent of the damage a long way from being known.
- It will be an unprecedented long term repair job.

-
- We are focused on the task at hand and are working hard to get roads open where we can.
 - All levels of government are working together with local communities and businesses to ensure what needs to be done gets done.

South East Queensland

- In South East Queensland, we are urging people to stay off the roads.
- We ask people to remain calm and follow directions of police and emergency service staff.
- Our priority is to keep roads clear for police, emergency service vehicles, road repair crews and people who may need to evacuate.
- Public transport in Brisbane and Ipswich will shutdown as of 1pm Wednesday (12 January 2011) until at least late Thursday night (13 January 2011). This will also affect the connecting networks to regions outside Brisbane and Ipswich such as the Gold and Sunshine coasts.
- If you must travel, please check 131940.qld.gov.au and stay tuned to your local radio station for road closure and flooding updates.
- Do not drive on or try to cross closed or flooded roads, bridges and causeways.

Employees

- The worst flooding in living memory impacted over 70% of our state.
- TMR is playing a vital role in the flood response and recovery efforts across Queensland.
- TMR staff are doing wonderful work – whether it's in the immediate response effort or doing clean up work as members of their local community.
- This is a very tumultuous time and it can have a traumatic impact on people affected directly or those supporting others in difficult circumstances.
- Please remember that we have an 'Employee Assistance Service' available statewide accessed by calling 1300 66 77 91 any time, 24/7 with more information is available on *insideTMR*.
- The department is still assessing the extent of damage to our 33 000km of road network.
- The bill currently stands around \$1.5 billion with the full extent of the damage a long way from being known.
- It will be an unprecedented long term repair job.
- We are focused on the task at hand and are working hard to get roads open where we can.

Other messaging if required

- Just because floodwaters have receded in some areas doesn't mean roads will be immediately okay to use.
- It's impossible to stop damage caused by flooding, but what we can do is reduce damage by not driving on vulnerable stretches of road.

-
- The full extent of the damage to the 33 000 kilometres of state controlled network is not known right now as roads are still flooded. It might not be known for many months to come.
 - The bill currently stands around \$1.5 billion with the full extent of the damage a long way from being known.
 - It will be an unprecedented long term repair job.
 - We are focused on the task at hand and are working hard to get roads open where we can.
 - All levels of government are working together with local communities and businesses to ensure what needs to be done gets done.

PHASES OF RESPONSES – KEY MESSAGES

Incidence response (key messages used previously)

- TMR primary focus was on responding to the flooding events that impacted 70% of the state.
- The full extent of the damage to the 33 000 kilometres of state controlled network is not known right now as roads are still flooded. It might not be known for many months to come.
- The bill currently stands around \$1.5 billion with the full extent of the damage a long way from being known.
- It will be an unprecedented long term repair job.
- We are focused on the task at hand and are working hard to get roads open where we can. To enable us to get on with the recovery task.
- All levels of government are working together with local communities and businesses to ensure what needs to be done gets done.

Recovery phase

- We recognise TMR plays a vital role in reconnecting Queenslanders and are committed to meeting the State Government's recovery efforts across Queensland.
- Queensland's transport system is essential for connecting people, places, goods and services. Our current focus is on reopening a safe and operational transport network.
- Our priority is reconnecting Queensland to ensure the vital re-supply of communities and to aid local, regional and state economic recovery.
- Our multi modal approach will deliver transport solutions for the community, business and industry and ensure that modes complement each other.
- We're working hard to ensure the transport network is fully accessible and safe as we reconnect Queenslanders.
- The transport network is essential for the continued recovery of Queensland and we are restoring this important state resource as quickly and safely as possible. (specific information about each of the various modes).
- Our recovery works will ensure the road network can be operated at posted speed limits and legal loads.

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- Our temporary repairs to the transport network across Queensland will finish within two months and will be in place for six to twelve months while we work on a full restoration program. This will impact on your travel times and we ask for your patience while urgent repairs are completed.
 - We're already well ahead in planning for the restoration phase of Queensland's transport network, a long-term unprecedented work program.

Internal use:

- Our sixty day recovery timeframe commenced on Monday 17 January 2011. We are committed to meeting this goal.
- It is important that NDRRA submissions for the current event are prepared in parallel with work already scheduled under NDRRA.

Restoration

- The full restoration of Queensland's vital transport network will take time. To connect Queensland we are prioritising works based on safety, social and economic outcomes.
- We have in place a state-wide work program to restore Queensland's transport network with restoration to current engineering standards.
- We are working with the community, local government, other government agencies and industry on full restoration of the transport network.
- Funding for restoration of the network will be acquired through the National Disaster Relief and Recovery Arrangements, a joint federal / state government initiative designed to provide funding to restore essential public assets damaged by flooding.
- Our teams are on-the-job across Queensland restoring the transport network.

9. Monitoring and evaluation

The SCO and PCAs will be responsible for monitoring this plan and ensuring actions are carried out in the timeframes established.

Monitoring

The plan will be monitored throughout the course of the communication period to ensure that communication objectives are met and any emerging issues are dealt with in a timely manner.

Monitoring will include assessing the processes and actions against Main Roads' 15 community engagement standards and guidelines.

Evaluation

The SCO will perform the below evaluation of the plan at the conclusion of the flood recovery program.

Communication objective	Measurement method
70% of key stakeholders are informed of roadworks that impact their travel	<ul style="list-style-type: none"> • Number and frequency of communications distributed during the recovery program • Number of users registering for flood information in relation to roads on www.131940.qld.gov.au (www.131940.com will automatically revert to www.131940.qld.gov.au) and which stakeholder group they belong to • Representative phone survey of stakeholders
70% of the community in affected areas receive accurate and timely information about the restoration works in their area	<ul style="list-style-type: none"> • Number and frequency of communications distributed during the recovery program • Representative phone survey of stakeholders
75% of employees can recall stories about business areas/employees work during the flood recovery and embodying TMR's values	<ul style="list-style-type: none"> • Number and frequency of internal communications distributed during the recovery program • Representative phone survey of employees
90% of key stakeholders are consulted about the impact and management of multiple works being performed simultaneously on major transport routes	<ul style="list-style-type: none"> • Record of responses received through all consultation methods • Number of negative media enquiries received during recovery program • Amount of negative vs. positive media coverage received during recovery program
60% of key stakeholders positively perceive the work that TMR is conducting to restore the road network.	<ul style="list-style-type: none"> • Representative phone survey of stakeholders • Number of negative media enquiries received during recovery program • Number and frequency of good news stories developed for the media during the recovery program • Amount of negative vs. positive media coverage received during recovery program

10. Approval

Author:

Signature	
Date	
Full name	Kellie Schneider
Position title	Manager (Internal Communication)

Endorsed by:

Signature	
Date	
Full name	Michelle Sharry
Position title	Director (Statewide Communications)

Signature	
Date	
Full name	Adrienne Bailey
Position title	Director (TMR Flood Recovery Communication)

Approved by:

Signature	
Date	
Full name	Miles Vass
Position title	General Manager (Flood Recovery)

Appendix 1 - Communication Contact List - Flood Recovery

Area	Key contacts	Role	Phone numbers
Statewide Communication Office – Flood Crisis Team			
Office of the Chief Operations Officer	Michelle Sharry	Director (Statewide Communications)	[REDACTED]
	Susie Hambleton	Crisis team member	
	Anna Cush	Crisis team member	
	Karrie-Anne Burgyone	Crisis team member	
	Kellie Schneider	Crisis team member (Part-time Mon, Tues, Fri)	
Regional Communication Network			
Far North (Cairns) North West (Cloncurry) Northern (Townsville)	Katrina Anderson-Dreisig	Principal Communication Advisor (Northern)	[REDACTED]
Mackay / Whitsunday Central West (Barcaldine) Fitzroy (Rocky/Emerald)	Sharon Johnston	Principal Communication Advisor (Central)	[REDACTED]
South West (Roma) Darling Downs (Toowoomba / Warwick) Wide Bay / Burnett (Bundaberg)	Trevor Mitchell	Principal Communication Advisor (Southern)	[REDACTED]
Sunshine Coast Moreton Gympie	Pannie Mitchell	Principal Communication Advisor (North Coast)	[REDACTED]
Brisbane Ipswich	Belinda Spina	Principal Communication Advisor (Metropolitan)	[REDACTED]
Gold Coast Logan	Anna Cush	Principal Communication Advisor (South Coast)	
Flood Recovery Taskforce Communication Team			
Brisbane	Adrienne Bailey	Communication Director (TMR Flood Recovery)	[REDACTED]
Corporate Communication Branch			
Corporate Governance Division, Brisbane	Robert Hoge	Director (Media)	[REDACTED]
	Yin Khvat	Manager (Media)	
	Jillian Marsh	Director (Corporate Communication)	
	Angela Massey	Manager (Communication)	
	Kirsty Balmer	Manager (Online Communication)	
RoadTek Communication Team			
Brisbane	Elizabeth Gehde	Manager (Communication)	[REDACTED]
Transport Services Communication Team			
Brisbane	Glenys Throssell	Manager (Communications)	[REDACTED]
Major Infrastructure Projects Communication Team			
Brisbane	Sarah Murray	Principal Communication Manager	[REDACTED]

Appendix 2 - Roles and responsibilities - Flood Recovery Communication

This document outlines the roles, responsibilities and governance processes for communication during TMR's flood response and recovery effort. See the attached Key Contacts list for people who work in the below mentioned areas.

Communication area	Overall role	Responsibilities	Governance processes
State-wide Communication Office (SCO) – Flood Crisis Team	Coordinate statewide communication about the recovery of the state controlled road network	<ul style="list-style-type: none"> Develop a statewide approach to communicating about the flood recovery of TMR's roads Tailor key messages from CCMB and FRT for regional use Design templates for all roads flood recovery communication methods Develop all internal communication for corporate channels Develop all leadership communication Coordinate flood reporting to keep stakeholders up-to-date: <ul style="list-style-type: none"> Statewide Roads Update Heavy Vehicle and Freight Status Report No Go Zones Provide information to Corporate Governance Division for the Minister's Update Coordinate meetings with Regional Communication Network, CCMB, FRT and NDRRA Establish handover points with NDRRA communications Coordinate regional information about TMR roads flood recovery for www.tmr.qld.gov.au and <i>InsideTMR</i> Coordinate ministerial briefing notes Populate the issues and risk register 	<ul style="list-style-type: none"> Flood Recovery Taskforce to approve
Regional Communication Network	Coordinate local communication about the recovery of TMR roads in each region	<ul style="list-style-type: none"> Meet with SCO regularly Follow the statewide approach to communicating about flood recovery of TMR roads in region Use key messages developed by CCMB and SCO Develop regional key messages Use templates for all roads flood recovery communication methods Source good news stories in region for external and internal communication and forward to Sharon Johnston (Central Region) 	<ul style="list-style-type: none"> SCO to approve

		<ul style="list-style-type: none"> Source and forward media opportunities to Corporate Media Unit Develop all local communication – Traffic Alerts, targeted letters to stakeholders, VMS, project signage etc. Develop local media releases and manage local media enquiries Conduct community consultation with those in highly affected areas Provide all traffic information on works, expected delays and diversions to: <ul style="list-style-type: none"> 131940 regional representative 1300 RACQ Provide regional information for the daily Statewide Roads Update Input into ministerial briefing notes Share any potential communication risks or issues with SCO by populating the issues register Liaise with Recovery Program Works Manager to keep up-to-date Update Regional Director on communication status 	<ul style="list-style-type: none"> SCO to approve
Flood Recovery Taskforce Communication Team	Coordinate statewide communication about the recovery of all TMR assets and the transport system (ie. roads, rail, ports, public transport)	<ul style="list-style-type: none"> Develop an organisational approach to communicating about the flood recovery of the transport system Develop key messages for the recovery of all TMR assets Develop all stakeholder communication and leadership communication Meet with SCO regularly 	<ul style="list-style-type: none"> SCO to approve
Corporate Communication and Media Branch (CCMB)	Manage the overarching approach to communicating about TMR's flood recovery and manage corporate media	<ul style="list-style-type: none"> Develop corporate key messages about TMR's flood recovery Manage corporate media enquiries Manage ministerial briefings Meet with SCO and Principal Communication Advisors regularly 	<ul style="list-style-type: none"> SCO to approve
131940 Contact Centre and www.131940.com –	Communicate traffic and travel information to the community, in particular roadworks and delays	<ul style="list-style-type: none"> Upload regional roads information onto site in a timely manner Feed regional roads information to Contact Centre Consultants 	<ul style="list-style-type: none">
NDRRA Communication Team	Coordinate communication about phase three of TMR's flood response 'restoration'	<ul style="list-style-type: none"> Meet regularly with SCO and FRT to discuss handover points and key messages 	<ul style="list-style-type: none">
RoadTek Communication Team	Coordinate statewide communication about the role RoadTek play in recovering roads on the state controlled road network	<ul style="list-style-type: none"> Use key messages developed by CCMB and SCO Source and forward media opportunities to Corporate Media Unit Source good news stories in region for external and internal communication and forward to Sharon Johnston (Central Region) Coordinate relevant notices to the public Coordinate internal communication to employees in division 	<ul style="list-style-type: none"> SCO to approve
Transport Services Communication Team	Coordinate statewide communication about the role		

Major Infrastructure Projects Communication Team	Customer Service Centres play in informing the public of TMR's flood recovery	<ul style="list-style-type: none"> • Coordinate stakeholder communication to key stakeholders • Share any potential communication risks or issues with SCO by populating the issues register
	Coordinate statewide communication about how TMR's flood recovery impacts major projects being delivered	