

Queensland Disaster Management Committee Annual Report 2024-25

The QDMC Annual Report provides a consolidated overview of Queensland's disaster management activities from 1 July 2024 to 30 June 2025, capturing the lessons learned, key challenges, and collective actions taken across government, industry, non-government, and community partners. The report is a key accountability measure of Queensland's disaster management system, demonstrating progress in building resilience and strengthening preparedness for the state's communities.

About the Queensland Disaster Management Committee

The Queensland Disaster Management Committee (QDMC) is chaired by the Premier of Queensland and comprises a core group of Ministers, supported by their Directors-General or equivalent head of agency (Assisting Officials) and assisted by other Ministers, senior officers, and representatives from other government agencies (from all three levels of government) and non-government organisations (NGOs) as required. Additional support is provided through the State Disaster Coordination Group (SDCG), the State Recovery and Resilience Group (SRRG) and the State Disaster Coordination Centre (SDCC).

The QDMC serves as the disaster management policy and decision-making committee for Queensland. Its role is to ensure the development and implementation of effective disaster management for the State and to provide clear and unambiguous senior strategic leadership in relation to the four phases of disaster management: prevention, preparedness, response and recovery. The QDMC ensures direct Ministerial, departmental and expert participation in the strategic management of disaster events, resulting in faster, better-informed decision-making during a disaster event.

Secretariat and Executive Officer support is provided by the Queensland Police Service, with additional support provided by the Department of the Premier and Cabinet.

Governance

The QDMC is established under section 17 of the *Disaster Management Act 2003* (DM Act) and its functions are prescribed in section 18 as follows:

- Provide strategic leadership for disaster management and disaster operations for the State.
- Develop a strategic policy framework for disaster management for the State.
- Ensure effective disaster management is developed and implemented for the State.
- Ensure arrangements between the State and the Commonwealth about matters relating to effective disaster management are established and maintained.
- Identify resources in and outside the State that may be used for disaster operations.
- Provide reports and make recommendations about matters relating to disaster management and disaster operations.
- Prepare a State Disaster Management Plan.
- Coordinate State and Commonwealth assistance for disaster management and disaster operations.

Members

Premier and Minister for Veterans (Chairperson)

Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations (Deputy Chairperson)

Treasurer, Minister for Energy and Minister for Home Ownership

Minister for Health and Ambulance Services

Minister for Education and the Arts

Minister for Police and Emergency Services

Minister for Transport and Main Roads

Minister for Local Government and Water and Minister for Fire, Disaster Recovery and Volunteers

Minister for Housing and Public Works and Minister for Youth

Minister for Families, Seniors and Disability Services and Minister for Child Safety and the Prevention of Domestic and Family Violence.

Assisting Officials (Directors-General/ CEOs / Commissioners)

Department of the Premier and Cabinet (DPC)

Department of State Development, Infrastructure and Planning

Queensland Treasury

Queensland Health

Queensland Ambulance Service

Department of Education

Queensland Police Service

Department of Transport and Main Roads

Queensland Fire Department

Queensland Reconstruction Authority

Department of Local Government, Water and Volunteers

Department of Housing and Public Works

Department of Families, Seniors, Disability Services and Child Safety.

Observers

Inspector-General of Emergency Management

Chief Executive Officer, Local Government Association of Queensland

Chair of the Crisis Communications Network.

2024-25 Meetings

QDMC Ordinary Meetings

- Two (2) meetings were conducted on 8 July 2024 and 20 November 2024.

QDMC Extraordinary Meetings

- Forty-eight (48) meetings were conducted:
 - Twenty-one (21) meetings in February 2025
 - Twenty-three (23) meetings in March 2025
 - Four (4) meetings in April 2025.

In addition to the QDMC meetings the SDCG and SRRG conducted meetings in the 2024-25 year.

SDCG Meetings

- The SDCG conducted three (3) ordinary meetings on 16 August 2024, 10 October 2024 and 6 June 2025 and a total of thirty-two (32) extraordinary meetings:
 - One (1) extraordinary meeting in November 2024
 - Two (2) extraordinary meetings in January 2025
 - Eleven (11) extraordinary meetings in February 2025
 - Fifteen (15) extraordinary meetings in March 2025
 - Three (3) extraordinary meetings in April 2025.

SRRG Meetings

- The SRRG conducted one (1) ordinary meeting on 26 August 2024 and a total of 17 extraordinary meetings.
 - Five (5) extraordinary meetings in February 2025
 - Six (6) extraordinary meetings in March 2025
 - Four (4) extraordinary meetings in April 2025
 - Two (2) extraordinary meetings in May 2025.

In addition to the state-level meetings, Queensland was represented at fourteen (14) National Coordination Mechanism (NCM) meetings called by the Commonwealth Government throughout 2024-25. Topics discussed at these NCM meetings included supply chain disruptions related to severe weather events, national IT outages and higher risk weather season preparedness.

The Year in Review

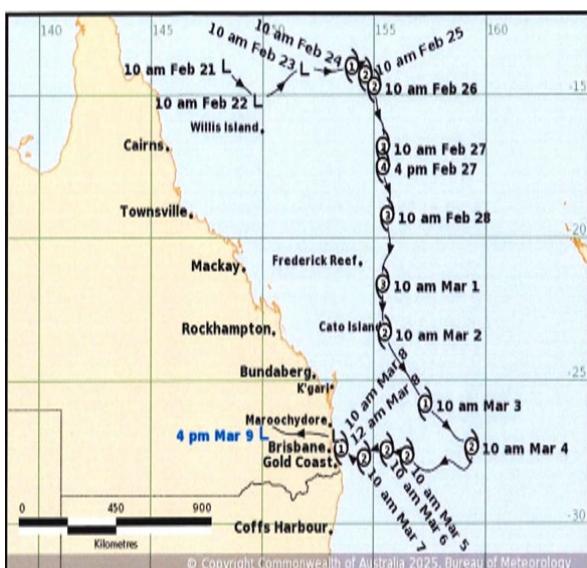
In 2024-25, 12 disaster declarations were made pursuant to section 64 of the DM Act. Nearly 95 per cent of Queensland's local governments (73 out of 77 councils and one town authority) were activated for assistance under the joint Commonwealth-State Disaster Recovery Funding Arrangements (DRFA). Queensland experienced 17 separate disaster events, resulting in a reconstruction bill in excess of \$2.37 billion. Unfortunately, two people lost their lives as a result of disaster events during the year.

The SDCC published 481 Australian Warning System warnings to the State Warnings Map and Disaster Dashboards for 48 Local Government Areas (LGAs). Additionally, the SDCC issued 133 Emergency Alerts (78 campaigns) with approximately 5.98M SMSs and 200,000 voice messages delivered.

The SDCC activated for 48 days for three significant events, with a total of 23 agencies represented in the SDCC. The three events were:

- North and Far North Tropical Low (29 January - 28 February 2025).
- Tropical Cyclone Alfred and Associated Severe Weather (1 - 16 March 2025).
- Western Queensland Surface Trough and Associated Rainfall and Flooding (21 March - 19 May 2025).

The North and Far North Tropical Low event consisted of an active monsoon trough and several tropical lows which produced a prolonged period of heavy rainfall over parts of Northern Queensland over already saturated catchments. Several locations exceeded daily, weekly and monthly rainfall records, with several locations in the tropical northeast already recording well over a metre of rainfall in February, including the Townsville airport. Major flooding was observed in some catchments, including the Herbert River at Ingham, the Haughton River at Giru, and the Burdekin River at Sellheim.



Tropical Cyclone (TC) Alfred formed in the Coral Sea on 20 February 2025 as Tropical Low 22U, reaching tropical cyclone status on 23 February 2024. TC Alfred weakened back into a tropical low, before crossing over the Moreton Bay Islands at approximately 1am on Saturday 8 March 2025 and made landfall as a Category 1 system near Bribie Island (Yarun). The damaging effects of ex-TC Alfred and subsequent severe weather were felt across two states. Areas from Wide Bay Burnett to Northern New South Wales experienced flash flooding and inundation, damaging seas, wind gusts up to 150 kilometres per hour, torrential rain, storm tides and 10-metre waves.

The Western Queensland Surface Trough and Associated Rainfall and Flooding event caused widespread rain and flooding across Western Queensland. The significance of this event was highlighted by several towns including Stonehenge, Jundah and Windorah surpassing flood heights from 1974. It is important to note that some of the LGAs impacted through the Western Queensland Flooding event were also impacted by the North and Far North Tropical Low event.

Timeline of Events

The seventeen (17) events which triggered DRFA funding in 2024-25 were:

1. Diamantina Rainfall and Flooding (1-7 July 2024), one (1) Local Government Area (LGA) impacted.
2. Central and Southern Queensland Rainfall and Flooding (12-14 August 2024), seven (7) LGAs impacted.
3. North Queensland Bushfires (12 September – 15 November 2024), four (4) LGAs impacted.
4. Cook and Hope Vale Bushfires (20 September – 9 October 2024), two (2) LGAs impacted.
5. Mount Tabor Bushfire, (22 September - 8 October 2024), two (2) LGAs impacted.
6. Cloncurry and Mount Isa Bushfires (6-29 October 2024), two (2) LGAs impacted.
7. Dirranbandi Bushfires (5-10 November 2024), one 1 LGA impacted.
8. Scenic Rim and Ipswich Storms and Rainfall (10-24 November 2024), two (2) LGAs impacted.
9. Silver Valley and Walsh Bluff Bushfires (13-24 November 2024), two (2) LGAs impacted.
10. Southwest Queensland Flooding and Rainfall (21 November – 10 December 2024), five (5) LGAs impacted.
11. Southern Summer Rainfall and Flooding (9 December 2024 – 14 January 2025), twelve (12) LGAs impacted.
12. North Queensland Rainfall and Flooding (19-24 December 2024), two (2) LGAs impacted.
13. Brisbane Microburst Event (16 January 2025), one (1) LGA impacted.
14. North and Far North Tropical Low (29 January – 28 February 2025), forty (40) LGAs impacted.
15. Tropical Cyclone Alfred and Associated Severe Weather (1-16 March 2025), eighteen (18) LGAs impacted.
16. Western Queensland Surface Trough and Associated Rainfall and Flooding (21 March – 19 May 2025), forty-one (41) LGAs impacted.
17. Lockhart River Rainfall and Flooding (9-16 April 2025), one (1) LGA impacted.

2024-25 Key Disaster Management Activities

Across the Queensland Government agencies involved in disaster response and recovery in 2024-25, several consistent themes related to disaster management activities emerged. These themes are listed below, with Appendix A providing a list of agency specific activities undertaken during 2024-25. These included:

- **Capability development and training:** Agencies significantly expanded exercise programs, scenario simulations, and cross-jurisdictional training to strengthen preparedness for cyclones, floods, bushfires, and biosecurity incidents. Multi-agency and cross-border exercises were particularly important for testing interoperability across agencies, sectors and jurisdictions.
- **Technology integration:** Many agencies deployed new technologies to improve response times and readiness for disaster events. Emerging technologies such as remotely piloted aircraft systems (RPAS), satellite imagery, and advanced digital mapping tools were increasingly adopted to enhance situational awareness and operational planning.
- **Infrastructure, energy and telecommunications:** Across the reporting period there were repeat disruptions to power, telecommunications, and transport networks which has highlighted ongoing systemic risks. Many agencies are focusing on improving contingency planning for prolonged outages, particularly in fuel distribution and energy supply, rail and road closures, and supply chains. Energy Queensland commenced resilience programs focused on the electricity distribution network to minimise disruption caused by power outages.
- **Supply chain disruptions** the severe flooding in North Queensland had a significant impact on freight routes for both road and rail, causing delays in supplying supermarkets, fuel stations etc. Whole-of-government coordination enabled nine chartered flights to Cairns carrying essential food supplies, facilitated escorted convoys of heavy vehicles through temporary bridge openings, and sea freight from Gladstone to Cairns. The Economic Functional Recovery and Resilience Group (EFRRG) coordinated industry and government to prioritise food resupply and supported the Planning Minister's emergency declaration allowing 24/7 freight access into affected LGAs.
- **Collaboration and joint planning:** Whole-of-government coordination through the LDMGs, DDMGs, QDMC, SDCG, SRRG and the SDCC was strengthened, supported by embedded liaison officers, joint exercises, and streamlined intelligence sharing and reporting. Partnerships with local governments, NGOs, and industry peak bodies enhanced response operations and recovery outcomes.
- **Community engagement and education:** Agencies widely implemented their public preparedness campaigns, education programs and resilience-building workshops to empower communities to manage risk. Additionally, culturally tailored engagement with Aboriginal and Torres Strait Islander communities took

place to review local disaster management plans and conduct exercises that were culturally appropriate and relevant.

- **Flood warning infrastructure assets** are often required to be manually read to obtain vital information. The lack of automation hindered some planning and response operations during 2024-25, particularly when assessing the time before flood waters would peak. Access to real time and consistent data is essential to plan and inform decision making. The national Flood Warning Infrastructure Network program commenced in 2024 to upgrade and expand flood warning systems in Queensland over a 10-year period. BoM is partnering with the Queensland Government to deliver this program.
- **Increased workforce demands** the unprecedented scale of events required a workforce surge that exceeded the availability of local and state personnel and existing Ready Reserve pools. Due to the overlapping and multiple disaster events, agencies reported pressure on both frontline responders and recovery services. In response to this issue, over 1,600 contractors and 356 Ready Reserves were mobilised to support response and recovery across five disaster activations. The State Emergency Service (SES) also accelerated training through its newly accredited Registered Training Organisation, building long-term resilience in its volunteer base.

Priorities for 2025-26

Disaster Management Priorities for 2025-26 are as follows:

- supply chain resilience, including betterment investment in transport network infrastructure to ensure that affected communities can regain vital services quickly and efficiently
- contingency and resilience planning for energy and telecommunications networks
- capacity and capability of the SDCC, including workforce development and ICT systems upgrades to ensure a prepared and resourced workforce
- timely and sustainable recovery outcomes by facilitating and expediting the transition to recovery operations and supporting affected communities throughout the recovery
- review and renewal of disaster management doctrine and guidelines, to ensure guidance for disaster management practitioners remains contemporary.

Appendix A: Agency Disaster Management Activities

The following is a sample of activities undertaken to maintain or enhance Queensland's Disaster Management Arrangements during 2024-25.

Queensland Police Service

The Queensland Police Service (QPS) is responsible for disaster response and coordination in Queensland. This capability includes the Emergency Management and Coordination Command (EM&CC), (SES), and Marine Rescue Queensland (MRQ). All these capabilities play a central role in supporting prevention, preparedness, response, and recovery across Queensland.

In preparation for the 2024-25 higher risk weather season the QPS conducted a range of preparedness activities. These included:

- Led preparedness activities through the State Disaster Coordination Centre (SDCC), including a major revision of the SDCC Concept of Operations in 2024. Exercises tested enhanced intelligence, planning, and information management capabilities ahead of the higher risk weather season. This included training more than 151 government officers for SDCC roles, alongside targeted workshops for agency liaison officers.
- Conducted workshops with QPS staff from the Disaster Districts (including District Officers, Executive Officers and Emergency Management Coordinators) and EM&CC staff. These workshops enabled a greater understanding of the intent of the State Disaster Coordinator for the higher risk weather season and ensured greater awareness of nuances for individual districts, to allow greater support for response operations.
- Established a cadre of liaison officers able to be deployed into the SDCC and State Police Operations Centre during major activations.
- Reviewed Queensland's disaster management doctrine, releasing an Interim State Disaster Management Plan, Interim Guideline, and 50 updated resources.
- Established a Lessons Management Framework and piloted its application during the 2024-25 higher risk weather season to improve future disaster operations.
- Delivered and supported a comprehensive program of disaster management exercises through a dedicated Disaster Management Exercise Unit within the EM&CC and with the establishment of the Queensland Disaster Management Exercise Group as a whole-of-government community of practice. Significant exercise related activity facilitated by QPS included:

- five (5) disaster management exercises with Local Disaster Management Groups (LDMGs) and District Disaster Management Groups (DDMGs) that share a state or territory border, to improve cross border collaboration.
- An exercise with the new QDMC members, following the change of government in November 2024, to practice the roles of QDMC members in a severe weather event.
- Development and delivery of bespoke training programs to support skills development in niche areas including the delivery of Crisis Appreciation and Strategic Planning courses conducted in conjunction with the National Emergency Management Agency (NEMA).
- EM&CC engaged with Discrete Aboriginal and Torres Strait Islander Communities (DATSIC) through participation at the Indigenous Mayors Forum in August 2024 and the National Indigenous Disaster Resilience Policy Roundtable. Other activities included the review of local disaster management plans and the development and conduct of a pilot community exercise in Wujal Wujal to ensure activities were culturally appropriate and relevant to DATSIC representatives.
- Coordinated public warnings through the Public Information and Warnings Unit, rolling out the Queensland Warnings Support Model, publishing the Queensland Warnings Manual, and leading a whole-of-government warnings community of practice.
- and a cadre of liaison officers able to be deployed into the SDCC and State Police Operations Centre during major activations.

SES activities:

- The SES achieved recognition as a Registered Training Organisation, enabling the delivery of nationally accredited training to SES members and enhancing volunteer capability.
- Conducted 110 SES incident management training courses. Several staff members also attended the National Resource Sharing Centre Deployment Manager training in anticipation of the higher risk weather season.
- Established the SES State Coordination Centre
- Strengthened community engagement through high-visibility participation in events, resilience campaigns, and strategic partnerships with Suncorp and Energy Queensland.

During the three significant events that impacted Queensland during 2024-25 the SES received a total of 16,700 tasks to assist with flooding, structural damage, washouts, resupply, evacuation, and downed trees. An additional 565 agency support requests were also received to assist QPS and local government with flood boat rescues, community information and resupply, welfare checks and RPAS operations.

MRQ activities:

- MRQ continued to expand its capacity, with five units transitioned to MRQ during 2024-25 (Mackay, Gladstone, Currumbin, Hervey Bay and Victoria Point) and the establishment of a MRQ State Support Centre at Nundah.
- MRQ responded to a total of 106 activations throughout the three significant events, these activations included rescue and community assistance with supply arrangements.

Department of the Premier and Cabinet

All Hazards Crisis Capability

The Department of the Premier and Cabinet's (DPC) role in disaster management includes supporting the Premier's role as Chair of the Queensland Disaster Management Committee (QDMC) and State Disaster Management Group (SDMG).

Within DPC, responsibilities are shared across the All-Hazards Crisis Capability unit within The Cabinet Office and Governance and Engagement. The All-Hazards Crisis Capability unit was established to enhance and integrate the support provided to the Premier and the Director-General.

*Governance and Engagement - Strategic Communications*Crisis Communication Network

Over the 2024-25 higher risk weather season, the Crisis Communication Network (CCN) was activated three times in response to severe weather:

- North and Far North Tropical Low between 2-12 February
- Tropical Cyclone Alfred and Associated Severe Weather between 2-13 March
- Western Queensland Surface Trough and Associated Rainfall and Flooding between 28 March - 4 April.

The CCN, comprising heads of communications from all Queensland Government agencies and relevant government owned corporations, convened daily during these events to coordinate the whole-of-government communications strategy and key priorities. Following each event the CCN conducted a debrief and established an ongoing register of learnings and recommendations to be implemented into the government's crisis communications response moving forward.

DPC's Crisis Communication Advisory Group (CCAG), comprising heads of communication from Queensland Government key response agencies, continued to meet bi-monthly during non-activation periods to proactively coordinate the whole-of-government communications approach to all hazard events.

Strategic Communications also delivers training and exercising in preparation for all hazards events to support the effective delivery of crisis communications across Queensland Government in line with the Crisis Communication Plan.

Law and Justice Policy

Law and Justice Policy (LJP), within The Cabinet Office, provides policy advice, coordination and support to the Premier and Cabinet on disaster management and security issues (terrorism, cyber security, physical/personnel security, critical infrastructure, countering foreign interference). This includes supporting the Premier and the DPC Director-General in the following forums:

- Premier as member of National Cabinet (in collaboration with DPC Intergovernmental Relations)
- Premier as Chair of the QDMC, SDMG and State Recovery and Resilience Group (SRRG)
- Premier as Chair of the Queensland Security Cabinet Committee
- Director-General as an assisting official of the QDMC, SDMG and member of SRRG
- Director-General as the Chair of Leadership Board
- Director-General as a member of the First Secretaries Group on National Security (FSG-NS)
- Deputy Director-General as member of Australia-New Zealand Counter-Terrorism Committee, Queensland Security and Counter Terrorism Committee, Australian Senior Officials Committee on National Security, and Australia-New Zealand Emergency Management Committee.

LJP supports the QPS Secretariat to QDMC and SDMG, providing policy advice, administrative support and facilitating the Premier's approval or endorsement as required.

DPC is also represented on the State Disaster Coordination Group (SDCG) by the Executive Director LJP, the Assistant Director-General Strategic Communications, and the Deputy Director-General of Governance and Engagement.

Outside of disaster response, LJP works closely with QRA on the development of joint State and Federal Disaster Recovery Funding Arrangements (DRFA) packages to support disaster impacted communities. DRFA provides financial assistance to help communities recover from eligible disasters.

During the 2024-25 higher risk weather season, DPC supported the Premier and Director-General through:

- Three declared disasters
 - Two extreme rainfall and flooding events which saw rainfall and/or flood heights exceed historical levels (North and Far North Tropical Low and the Western Queensland Surface Trough), and
 - A Tropical Cyclone in South East Queensland which caused more than 450,000 power outages, the largest number ever caused by a natural disaster in Queensland (ex-TC Alfred).
- 48 Extraordinary QDMC meetings
- Obtaining approval for more than a billion dollars in shared State and Federal DRFA packages to support Queensland communities recover.

Department of Customer Services, Open Data and Small and Family Business

The Department of Customer Services, Open Data and Small and Family Business (CDSB) plays an ongoing role in preparedness and recovery in relation to disaster events.

Data and Digital Government

CITEC liaised with telecommunications providers about the availability and restoration of telecommunication critical infrastructure.

- As the ICT provider for the Community Recovery team, CITEC configured and supported 900 laptops, 233 desktops, and 42 network routers, providing essential connectivity and data processing capabilities.
- Assisted with the on-site ICT setup of Community Recovery Hubs to enable seamless operations.
- Created up to 1538 user accounts for Ready Reservist staff and 60 permanent staff accounts, ensuring all personnel had secure access and credentials to support recovery efforts.
- Supported 42 Portable Office Kits (POKs), delivering reliable communication, remote operational capabilities, and data access for Community Recovery Hubs.

Queensland Shared Services processed disaster recovery payments, up to 7 days per week, as required. They also processed pays for Ready Reservist staff.

Government Wireless Network Contract Directorate (GWN CD) worked closely with the Public Safety Agencies (PSAs) and Telstra/Motorola throughout the disaster response to ensure availability of the 182 sites within the network, including monitoring network performance and facilitating site restoration and prioritisation for affected sites as required by the PSA leads.

The GWN CD also co-ordinated with Telstra and Queensland Fire Department (QFD) to deploy alternate temporary cellular network coverage known as Cell-on-Wheels (COWs) to support PSA's local communications and operations.

Ongoing interrogation of network performance is continuing to review lessons learnt from the ex-TC Alfred incident and response, and to identify areas for improving network resilience prior to the next higher risk weather season.

1 William St Contract Directorate conducted service provider tests and checks for the activation of the SDCC at Kedron and monitored performance delivery during the operational period.

CDSB partnered with the Local Government Association of Queensland (LGAQ) to deliver 86 Low Earth Orbit (LEO) satellite services to Aboriginal and Torres Strait Islander communities across Queensland, helping to provide connectivity redundancy during disasters and to assist with recovery efforts.

Customer, Small and Family Business

Smart Service Queensland is the primary point of contact for Queenslanders accessing government services, offering assistance via phone (13QGOV), online (qld.gov.au), chat, and in-person at Queensland Government Service Centres and through the Queensland Government Agent Program.

CDSB plays a critical role in disaster response by providing frontline support to Queenslanders including:

- Managing the Community Recovery Hotline (1800 173 349) and the State Emergency Service (SES) Hotline (132 500).
- Offering online disaster information via qld.gov.au.
- Assisting affected individuals with government services, including recovery and grant applications.
- Providing 24/7 support, adjusting resources to meet service demand peaks.

Disaster Management Activities for Small and Family Businesses

CDSB provides on the ground connections for disaster impacted small and family business owners. The Business Concierge team helps connect small and family business owners with the right government support needed to recover and grow and become more resilient in the face of disasters. The service connects business owners with state-supported initiatives such as:

- Advice on grants, loans and other support directly related to disaster events.
- The Small Business Support Network, providing free and confidential access to rural and small business financial counsellors and business wellness coaches operating across Queensland.

- The Mentoring for Growth (M4G) program to provide eligible businesses with free access to volunteer business experts.
- Small Business grants to provide funding assistance for business development activities.

During the reporting period, CDSB supported community recovery by requesting activation of Category C measures under the DRFA. These measures enabled small businesses and not-for-profits to promptly clean up, repair, and reinstate damaged premises and equipment, ensuring minimal disruption to local economies following each of the disasters.

CDSB also coordinated a \$26.23 million Small Business and Tourism Recovery Package for North and Far North Queensland, including:

- \$15 million in Exceptional Assistance Grants for disaster-affected small businesses.
- \$3.86 million to extend the Small Business Support Network, employing additional financial counsellors and wellness coaches.
- \$6.43 million for the tourism sector, including infrastructure repairs, event support, marketing campaigns, and visitor incentives.

CDSB also delivered an Exceptional Disaster Assistance Recovery Grant, which provides financial support to small businesses in Ingham and surrounding areas that were impacted by power outages of five consecutive days or more, resulting from the de-energising of the Ingham substation during the North and Far North Tropical Low.

In addition, CDSB developed:

- a \$2.4 million Small Business Support Package for South East Queensland, comprising \$1.8 million for financial counselling to support recovery and business resilience, and
- \$0.6 million to fund a dedicated support case worker within Financial Counsellors Association of Queensland.
- a \$3.4 million Small Business Recovery Package for Western Queensland, comprising
 - \$3 million in Recovery Assistance Grants for businesses experiencing significant revenue loss
 - \$0.4 million to expand the Small Business Support Network, including financial counselling and wellness coaching.

CDSB maintains the Small Business Disaster Hub which provides a single landing page for businesses seeking relevant and current disaster related information.

Department of Education

Providing governance and assurance, the Department of Education's (DoE) Emergency Response Team operates to oversee the ongoing management of the department's prevention, preparedness, response and recovery to disasters and emergencies. Key activities of the Emergency Response Team included:

- Delivery of annual disaster management regional training and exercise program across the state, for all departmental Regional Response Team members.
- Updated and reviewed DoE's Regional Disaster Risk Assessments to incorporate new damage datasets.
- Activation of DoE's Executive Coordination Centre, and Regional Coordination Centres in response to five disaster events across Queensland that affected departmental assets during 2024–25, including:
 - Bushfire event in Darling Downs South West region – November 2024
 - Severe thunderstorm event in Central Queensland region – November 2024
 - Three schools temporarily closed due to the event
 - Severe weather event in Far North and North Queensland regions – February 2025
 - 69 schools in the Far North and North Queensland regions were closed due to the event, affecting more than 21,000 state school students.
 - More than 70 schools reported some level of damage with 12 schools having a moderate or significant damage rating.
 - ex-TC Alfred in South East Queensland region – March 2025
 - 661 schools were closed across South East Queensland at the peak of the event, affecting more than 411,000 state school students.
 - 269 schools reported some level of damage.
 - All state schools were open by 16 March 2025 for normal school operations.
 - Major riverine flooding event in Central Queensland, North Queensland and Darling Downs South West regions – March and April 2025.
 - 24 schools were closed in the Central Queensland, North Queensland and Darling Downs regions during the event, affecting more than 1000 state school students.
 - 17 schools reported some level of damage.

Department of the Environment, Tourism, Science and Innovation

In 2024-25, the Department of the Environment, Tourism, Science and Innovation (DETSI) maintained its operational plans, response capacity and business continuity arrangements; and participated in multi-agency exercises including for bushfire response, cyclone preparedness, biosecurity risk management including for Highly Pathogenic Avian Influenza (HPAI) (state & national), maritime environmental emergencies (state & national), and chemical, biological and radiological scenarios.

DETSI took part in reviewing the State Disaster Management Plan and Queensland Recovery Plan, along with hazard specific contingency planning documents including the Queensland Bushfire Plan; State of Queensland Multi-Agency Response Plan to Chemical Biological Radiological incidents, and associated subplans; the National Plan for Maritime Environmental Emergencies; the Queensland Coastal Contingency Action Plan; and the Department of Primary Industries' Biosecurity Plans including threat specific HPAI plans.

DETSI continued to provide representation and support to disaster management groups for the state and disaster districts and led proceedings for the State Environment Functional Recovery and Resilience Group (EnvFRRG), Tourism Disaster Networks and the Coastal Hazard Inundation Committee.

DETSI supported several state and national contingency planning committees, including in association with bushfire, chemical biological and radiological incident management, maritime environmental emergencies including for oiled wildlife as the lead combat agency, and biosecurity.

The Environmental Services and Regulation Division within DETSI proactively engaged with a range of regulated sites and councils with risk exposure to extreme wet weather, including high risk waste management and other hazardous sites.

Queensland Parks and Wildlife Service (QPWS) works year-round with partner organisations to implement a range of on-ground bushfire hazard mitigation activities including planned burning, road and fire line maintenance, mechanical treatment of vegetation in high-risk areas and communication with national park users and neighbours and the broader community.

In preparation for the 2025-26 bushfire season, QPWS undertook a coordinated, statewide approach to deliver its planned burn program and reduce bushfire risk. In 2024-25, QPWS completed 637 planned burns and other mitigation activities totalling 968,884 hectares and undertook bushfire risk reduction treatments totalling 1,018 hectares in Protection Zones. QPWS delivered the largest planned burn program in its history, exceeding its annual target of 637,210 hectares by 331,674 hectares, achieving 152% of the target. In 2024-25 QPWS responded to 241 bushfires that burnt about 748,746 hectares of QPWS managed areas.

The Tourism Division within DETSI encouraged business preparation and resilience, provided regular tourism industry updates and support to disaster management groups, and participated in the State Economic Functional Recovery and Resilience Group.

The Science Division within DETSI maintained the expanded state-wide network of 95 monitoring locations providing local measurement of PM2.5 concentrations during bushfire smoke exposure events. A further three industry-operated stations reported PM2.5 data to the department, for a current total of 98 monitoring locations.

Work is currently underway on a new monitoring station in Rockhampton. This will complete the network expansion program, which commenced in 2020-21 following the severe 2019-20 summer bushfires.

The Science Division also:

- Maintains the storm tide and wave monitoring network and provided technical advice on storm tide to the SDCC during cyclonic events this higher risk weather season.
- Undertook post ex-TC Alfred field investigations to examine coastal erosion at several South East Queensland beaches and updated the Tropical Cyclone Storm Tide Warning-Response System Handbook.
- Continued to deliver monthly post-fire burnt area extent mapping derived from Sentinel-2 satellite imagery (made publicly available through the Queensland Spatial Catalogue) and 'The Long Paddock' website: the latter enabling a land holder to request a fire scar report at lot on plan scale.

In conjunction with the Queensland Reconstruction Authority, DETSI continued to ensure the efficacy of planning and implementation activities of the EnvFRRG, working with stakeholders to streamline collection of impact information and expand the scope of recovery and resilience funding programs (for example for coastal hazard mitigation, environmental clean-up, continued ecotourism accessibility and environmental steward support, and improving water catchments and associated ecological processes and cultural values).

DETSI administers exceptional environment and tourism relief measures (funded under the DRFA) related to Northern and Central Queensland Monsoon and Flooding December 2022 – April 2023, Tropical Cyclone Jasper and Associated Rainfall December 2023 and South Queensland Severe Storms and Rainfall December 2023 – January 2024.

Since November 2024, following Tropical Cyclone Jasper, the Wet Tropics Management Authority (WTMA) has assessed and approved permits to re-establish roads (for example Bloomfield Track, Barron Gorge Road, Palmerston Highway) and the Bloomfield River boat ramp and pontoon.

WTMA has also helped to update the Department of Transport and Main Roads Road Maintenance Code of Practice, and Environmental Management Plans (EMPs) for Tablelands Regional Council, Douglas Shire Council and the Australian Government Department of Defence. The additional disaster recovery actions and protocols

included in these documents seek to protect environmental and cultural values of the Wet Tropics World Heritage Area during disaster recovery operations.

The DETSI Advance Queensland Regional Futures initiative is supporting Noosa Shire Council to establish a Fire Air Traffic Management command centre for bushfire resilience. This project is helping to save lives, infrastructure and communities through operational deployment of new technologies to improve response times and readiness for event clusters through improved coordination and proactive planning, as well as seeking to inform legislative changes to enable drones and planes to fly in air space at the same time.

Department of Families, Seniors, Disability Services and Child Safety

The Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS), through the Community Recovery branch, responded to five (5) extreme weather events across 31 Queensland Local Government areas (LGAs) and delivered human and social supports and services, including:

- Southwest Queensland Bushfires November 2024
- Burnett and Wide Bay Rainfall and Flooding December 2024 – January 2025
- North Queensland Floods January – February 2025
- Ex Tropical Cyclone Alfred March 2025
- Western Qld Rainfall and Flooding March 2025

Across these events, Community Recovery:

- Opened 127 Community Recovery Hubs, Pop-up Hubs and Support Services, supporting 51,032 visitors.
- Delivered over 55,654 instances of psychological first aid.
- Deployed over 356 Queensland Government Ready Reserves and engaged more than 1,600 additional contractors to support the recovery actions
- Received over 146,000 calls to the 24/7 Community Recovery Hotline (1800 173 349).
- Established a dedicated Community Recovery Lifeline Hotline (1800 116 671) which received 3,158 calls.
- Received over 3.2 million visitors to the Community Recovery event webpages (www.qld.gov.au/disasterhelp).

Community Recovery also provided personal financial assistance through jointly funded state/Commonwealth DRFA. 572,228 grant applications were received throughout the 2024-25 higher risk weather season, with 365,728 payments totalling over \$150 million, benefitting 684,800 people.

Community Recovery continues to provide medium and long-term support services to people affected by the events, through our funded Support Services Sites and recovery partners such as UnitingCare Queensland Lifeline, Lifeline Darling Downs, and South West Queensland, Australian Red Cross, St Vincent de Paul, GIVIT, Centacare NQ, Centacare FNQ, Queensland Disaster Chaplaincy Network, The Salvation Army and more. Ongoing support services are located within several affected areas and are targeted to meet the needs of each community.

To assist in the ongoing recovery of communities from the Far North Queensland Flooding, ex-TC Alfred and Western Queensland Floodings, DFSDSCS has funded Community Recovery Officer (CRO) positions in the most impacted areas under DRFA Category A to support communities with transitioning from short to medium- and long-term recovery and resilience activities. These CRO positions based in local councils or with the Regional Organisation of Councils are working within local communities to identify recovery needs, develop community recovery programs and provide community capacity building where required.

Preparedness Activities

Community Recovery undertook a series of preparedness activities to prepare for the 2024–2025 higher risk weather season, including:

- Undertaking lessons learnt processes from the 2023–24 season, to inform future practice.
- Reviewing and refreshing communication materials and conducting preparedness activities, including through Get Ready Week.
- Reviewing local options for potential Recovery Hubs and/or coordination centres within regional disaster districts, including through collaboration with local government.
- Reviewing and updating ICT stock and implementing continuous system improvements to ensure scalability and availability of grants processing systems.
- Reviewing and updating procedures, guides, templates, and website content.
- Developing and maintaining Memorandums of Understanding (MoU) and Service Level Agreements with key providers and agencies.

Corporate activities

DFSDSCS has a strong focus on ensuring timely and effective administration of finance, human resources, property and procurement processes associated with disaster responses. In the 2024–2025 higher risk weather season, DFSDSCS delivered human resource advice and wellbeing support to serve the community during a response. DFSDSCS maintained a Queensland Government Ready Reserve pool; trained and ready for deployment as needed.

Department of Housing and Public Works

During the 2024-25 disaster season, the Department of Housing and Public Works (DHPW) supported responses to the severe weather events including North and Far North Tropical Low, Tropical Cyclone Alfred, and the Western Queensland Surface Trough and Associated Rainfall. Over 570 DHPW staff contributed to response and recovery efforts during the 2024-25 severe weather season.

In preparation for the 2024-25 severe weather season DHPW:

- reviewed and updated the Disaster Management and Business Continuity Plans
- event reporting processes
- undertook an Executive Leadership Team disaster exercise.

As part of the response and recovery operations DHPW:

- Provided officers that supported statewide response for all three events through provision of Liaison Officers at the SDCC.
- QBuild played a pivotal role in the rectification of customer state owned assets including schools and social housing, to assist with community recovery efforts.
- Working in close collaboration with government agencies and emergency management teams, QBuild conducted comprehensive assessments, identified critical repair priorities, and coordinated the delivery of high-quality rectification works across the impacted state-owned assets.
- QBuild has engaged over 550 contractors to support recovery efforts across the three events.
- During this season, the department implemented a range of accommodation solutions to meet the housing recovery needs of impacted communities providing accommodation to over 330 households.
- Housing staff have supported over 1400 community members attending community recovery hubs across the three events.

Following the 2024-25 severe weather season DHPW also undertook a comprehensive lessons management process designed to capture critical insights and drive continuous improvement. This process involved detailed after-action reviews, feedback from regional leaders, and constructive engagement with key operational teams. Lessons learnt from this process have been documented and will be worked through prior to the 2025-26 higher risk weather season.

DHPW continues to support communities affected by previous disaster events through accommodation solutions such as the Tara and Gympie Recovery Accommodation Parks, temporary emergency mobile accommodation in

Douglas, Cook, and Bulloo Shires, and flexible housing solutions for those impacted by the 2021-22 flooding events.

Department of Justice

In 2024-25, the Department of Justice (DoJ) Conducted an annual review and update of the following documents, including update of critical services:

- DoJ Disaster Management Plan
- Communications Disaster Management Plan
- Local Area Manager Disaster Toolkit
- Business Continuity Management Policy
- ICT Disaster Recovery Plan

Annual review and scenario testing of Business Continuity Plans was undertaken across all business areas in DoJ. This included preparations for extreme weather events and consideration of ICT capability/capacity.

DoJ membership on the SDCG continues. DoJ also contributed to the SDCC, ensuring currency of key contacts and reporting requirements with other member agencies and the SDCC Response Team. DoJ nominated appropriately experienced staff to work at the SDCC and public information roles (where required and where available).

The District Disaster Management Group Introductory Training has been undertaken by DoJ's primary and secondary representatives for the Brisbane District.

DoJ media and communication officers undertake online training courses on Queensland Disaster Management Arrangements and District Disaster Coordination Centre Public Information Capability.

DoJ facilitates and promotes the Community Recovery Ready Reserves Workforce program; providing essential human and social recovery support to the community during disaster recovery (coordinated by DFSDSCS as the lead agency).

Department of Local Government, Manufacturing and Water

The Department of Local Government, Manufacturing and Water (DLGWV) undertakes a review of its Disaster Management Framework and Plans each year.

DLGWV's Dam Safety Regulator ensured all Emergency Action Plans for referable dams were approved and in place before the start of the 2024-25 higher risk weather season.

DLGWW activated its emergency management plans for the North Queensland Floods, ex-TC Alfred and the Western Queensland Flooding. The department also provided intelligence reporting and advice to the SDCC on referable dams and drinking water quality issues during these events.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development

The Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (NRMMRRD) manages risks on unallocated state land, referable dams, and abandoned mine sites across Queensland.

NRMMRRD is actively involved in the SDCG, DDMGs and Functional Recovery and Resilience Groups (FRRGs), and the department provided support during disaster activations by working within the SDCC.

In 2024–25, the Lands Division focused on fire and pest management, maintaining land and assets, disaster recovery, and land rehabilitation and compliance projects.

Key disaster preparedness actions included hazard reduction burns, maintaining 1760 kilometres of fire trails, clearing obstructive vegetation, and meeting biosecurity obligations under the *Biosecurity Act 2014*. NRMMRD assisted landholders with vegetation management, offering support for risk reduction before disasters and recovery after storms, fires, or floods.

Recovery efforts addressed severe weather impacts in northern and western Queensland, as well as the aftermath of ex-TC Alfred.

NRMMRD is undertaking a comprehensive internal review of existing emergency and disaster management processes, focusing on integrating risk-based planning approaches. The department is also aligning tactical management plans such as referable dam emergency action plans with contemporary hazard management methodologies to enhance preparedness and coordination functions.

Department of Primary Industries

During the 2024-25 financial year, there were three disaster events where the Department of Primary Industries (DPI) activated its Local Control Centre (LCC) and State Coordination Centre (SCC).

- North and Far North Tropical Low
- Tropical Cyclone Alfred and Associated Severe Weather
- Western Queensland Surface Trough and Associated Rainfall and Flooding

The DPI LCC and SCC were stood up for 51 days across these three events and progressed 14 DRFA packages, with a combined value of \$338 million.

DPI coordinated regular meetings of the Agriculture Disaster Taskforce during the three events to ensure the sharing of intelligence and provide clear and consistent key messages.

North and Far North Tropical Low event

162 Disaster Impact Surveys were completed for this event, showing cropping as the largest impacted industry (45 per cent), followed by livestock (33 per cent). There were impacts to multiple sectors including aquaculture, horticulture cropping and livestock, as well as reports of perished and displaced cattle.

This event led to changes to the definition of re-planting and primary producer under the DRFA for Queensland.

Tropical Cyclone Alfred and Associated Severe Weather

225 Disaster Impact Surveys were completed for this event, showing livestock as the largest impacted industry (43 per cent) followed by horticulture (26 per cent) and cropping (23 per cent). Widespread and extended power disruption and road closures led to supply chain issues across multiple sectors including poultry, piggeries, horticulture and aquaculture.

Western Queensland Surface Trough and Associated Rainfall and Flooding

193 Disaster Impact Surveys were completed for this event, with stock losses estimated at >215,000. Substantial impacts were also experienced across private roads and fences (cluster, exclusion, wild dog barrier and internal).

A significant component of the DPI response centred on the coordination of emergency fodder. This involved a \$12 million DRFA package that included approximately 900 flights and the delivery of 2600 bales of hay.

Disaster preparedness

In 2024-25, DPI's disaster preparedness activities included:

- Biosecurity Emergency Response Group (BERG) – Biosecurity Queensland's (BQ) formal capability development program was re-established.
- Exercise Inceptum – Undertook a three-day exercise which tested BERG's ability to establish strong response foundations in the early stages of a biosecurity emergency.
- Exercise Wingspan – Undertook a two-day exercise which tested functional roles at a management level of a biosecurity emergency response using a high pathogenicity avian influenza (bird flu) scenario.
- Training Delivery – In areas including epidemiology, infected premises management, surveillance and tracing management, incident controller, lessons management and exercise management.

- Exercise Raintree – Participated in the Northern Australia Coordination Network exercise designed to support Northern Australian livestock industry preparedness for an emergency animal disease incursion. The 3-day exercise simulated a lumpy skin disease outbreak on a cattle station in the Northern Territory near the Western Australia border.
- High Pathogenicity Avian Influenza (HPAI) Preparedness – DPI is coordinating the Queensland Government's preparedness to respond to a HPAI outbreak. The HPAI Preparedness Steering Group includes Queensland Health, Department of the Environment, Tourism, Science and Innovation, Department of the Premier and Cabinet, Queensland Police Service, Office of Industrial Relations and promotes cross-sectoral preparedness and response arrangements specific to a HPAI incursion.
- Advancing response readiness framework – BQ released a framework to assist stakeholders to identify and strengthen their biosecurity response capability at a Partners' Forum on 1 May 2025. The framework set out six pillars of response readiness: a response ready workforce; robust planning, systems and governance; sustained resource management; connection with stakeholders; and continuous improvement.
- Exercise Safeguard 22 May 2025 – A full-day familiarisation workshop designed to bring together a broad network of Queensland's disaster recovery stakeholders. The workshop aimed to deepen their understanding of the unique nature and impacts of biosecurity incidents, while strengthening cross-sector collaboration and enhancing the capability of disaster response and recovery agencies. This initiative is critical to safeguarding Queensland against future plant and animal pests and diseases.
- Disaster Management Conference 27-29 May 2025 – Chief Biosecurity Officer and Deputy Director-General Rachel Chay participated in a panel session at the Local Government Association of Queensland's (LGAQ) Disaster Management Conference. BQ staff were present throughout the event to engage on biosecurity as part of disaster preparedness.
- Exercise Convergence – BQ participated in the NEMA-led Exercise Convergence, which placed significant focus on bird flu as one of the polycrisis factors in national incident management. Key learnings for biosecurity from this exercise highlighted the intersections between biosecurity incident management systems and the national disaster management system, as well as the potential social and cultural consequences that may arise from a biosecurity incident.
- Exercises – Biosecurity Grants Program – The peacetime exercises grants have strengthened Queensland's readiness and response capabilities through realistic and scenario-based exercises that simulate biosecurity incursions. They align with disaster management principles by fostering preparedness, collaboration, and rapid response strategies, ensuring stakeholders can effectively manage and mitigate the impacts of biosecurity threats, which are critical components of broader disaster resilience and recovery efforts. The three successful grant recipients delivered the following exercises:

- The Biosecurity Awareness Workshop, held by Canegrowers Australia on 24–25 March 2025, focused on understanding biosecurity threats to the sugarcane industry and managing responses. Participants engaged in a scenario-based exercise to enhance their knowledge and skills in supporting biosecurity measures.
- The Mango Biosecurity Preparedness Workshop, hosted by the Australian Mango Industry Association on 7–8 May 2025, focused on enhancing the mango industry's resilience to exotic pest incursions. It brought together industry and government to strengthen biosecurity preparedness through discussions on movement protocols, business and regional biosecurity plans, and the national biosecurity plan.
- The Northwest Queensland Biosecurity Exercise, held by LGAQ on 14 May 2025, aimed to enhance stakeholders' preparedness, response, and recovery capabilities. It focused on identifying risks, fostering collaboration, and simulating incident responses to strengthen the region's biosecurity framework.
- Industry Biosecurity Readiness Response Training – BQ conducted 12 workshops to enhance industry awareness and preparedness for biosecurity emergencies, engaging over 130 representatives from plant, animal, and environmental sectors across Queensland. By equipping peak bodies with the skills to respond to pest or disease outbreaks, and transitioning the training into an eLearning course, this initiative strengthens disaster management by building capacity for rapid and coordinated responses to biosecurity threats.

These biosecurity preparedness activities are vital in the disaster management space as they strengthen Queensland's ability to prevent, prepare for, respond to, and recover from biosecurity threats, which can have significant economic, environmental, and social impacts. By fostering collaboration between industry, government, and communities, they build resilience, enhance risk identification, and ensure rapid, coordinated responses to emergencies.

It takes all stakeholders to invest in biosecurity response readiness to enhance operational efficiency, reduce risk and minimise impacts. This proactive approach leads to faster response times, lower recovery costs, improved performance outcomes, and greater resilience.

Disaster season debrief and reviews

Across the three major events a series of debriefs were conducted utilising online surveys and face-to-face with DPI staff. The post event debriefs were instrumental in understanding what worked well and what could be improved, and support preparedness in outyears.

Department of Sport, Racing and Olympic and Paralympic Games

Following extraordinary weather events (including ex-TC Alfred), the Sport and Recreation Disaster Recovery Program (SRDRP) was activated to provide up to \$5000 funding to eligible organisations for immediate clean-up and to help re-establish facilities and activities. In 2024-25, 442 not-for-profit sport and active recreation organisations were approved SRDRP funding for a total of over \$2.06 million.

Through the Australian and Queensland Government jointly funded Sport and Recreation Recovery Grant, the Department of Sport, Racing and Olympic and Paralympic Games (DSROPG) is supporting recovery efforts of sport and active recreation organisations and local governments. Total funding of \$14.805 million was shared across 10 local government areas, with 22 not-for-profit organisations and three local councils approved grants to assist with clean-up/repair/replacement of disaster-damaged equipment and facilities.

In March 2025, \$30 million was announced under DRFA to support clubs and councils through disaster recovery following the North and Far North Queensland Tropical Low in February 2025. Additional submissions to the QRA have been made in consideration of the TC Alfred activation in March 2025, and the Western Queensland Trough and Associated Rainfall and Flooding event in April 2025.

During 2024-25, the Community and Recreational Assets Recovery and Resilience Program has seen progressive delivery of the \$109.93 million program of works across 198 sites. 175 projects have been completed, with 23 remaining projects to be completed before 31 December 2025.

Department of State Development, Infrastructure and Planning

The Department of State Development, Infrastructure and Planning's (DSDIP) Coordinator-General owns land in State Development Areas (SDAs) across Queensland. SDAs are clearly defined areas of land established by the Coordinator-General to promote economic development in Queensland. They typically take the form of one of the following:

- Industrial hubs for development requiring larger footprints strategically located close to ports or major rail and road networks.
- Infrastructure corridors for the co-location of infrastructure.
- Major development sites and public works.

The land owned by the Coordinator-General in three SDAs is actively managed with regard to fire risk, with inspections undertaken and appropriate fire management and mitigation actions implemented. The Office of the Coordinator-General has engaged a Bushfire management consultancy to prepare 10-year bushfire management plans for all Coordinator-General owned land in SDAs.

Gladstone SDA

The majority of Coordinator-General land is currently under licence for cattle grazing, which manages fuel loads in those areas. Coordinator-General employees liaise with relevant licence holders to undertake controlled burns and maintain fire breaks.

If required, Coordinator-General employees establish contracts with local Rural Fire Brigade to undertake hazard reduction-controlled burns. External contractors maintain strategic firebreaks around residential properties owned by the Coordinator-General.

Townsville SDA

If required, the local Rural Fire Brigade or contractors undertake hazard reduction-controlled burns. Coordinator-General employees liaise with relevant adjoining landowners to undertake controlled burns and maintain fire breaks. External contractors maintain strategic firebreaks around residential properties adjoining the SDA.

Abbot Point SDA

A large part of Coordinator-General land is covered by the Kaili Valley Wetlands which requires minimal management. Parts of the remaining land are currently under licence for cattle grazing which manages high fire fuel loads.

Coordinator-General employees liaise with relevant licence holders to be fire prepared, undertake controlled burns and maintain fire breaks. Strategic fire breaks are maintained by a local indigenous contractor.

Applicable events

In 2024-25, the Planning Minister declared five (5) applicable events for TC Alfred, Ex-TC Alfred and rain and flood events. The applicable events and subsequent declaration of use and extension of period notices ensured the impacted communities, local governments and other assessing authorities were able to respond to the impacts of the events.

The following events, listed in chronological order, were declared an applicable event during 2024-25:

- North Queensland Rain and Flood Event: affecting 11 LGAs (6 February 2025 - 30 April 2025).
- North West and Far North Queensland Rain and Flood Event: affecting 18 LGAs (12 February 2025 - 30 April 2025).
- TC Alfred Event (South East Queensland): affecting 21 LGAs (5 March 2025 - 19 March 2025).
- Ex-TC Alfred Recovery Event (South East Queensland): affecting 21 LGAs (20 March 2025 – 4 April 2025).
- Fraser Coast Recovery Event: for the Fraser Coast LGA, in response to Ex-Tropical Cyclone Alfred (24 April 2025 - 29 August 2025).

Economic Functional Recovery and Resilience Group

DSDIP supports the Queensland Government's disaster management arrangements by leading the Economic Functional Recovery and Resilience Group (EFRRG). The EFRRG provides strategic advice to the Queensland Government on the economic impacts of disaster events, informs economic recovery and resilience efforts, and facilitates the restoration of economic activity to pre-disaster levels.

The EFRRG was activated on 3 February 2025 in response to the North and Far North Tropical Low and remained stood-up to support state-level disaster coordination throughout subsequent weather events including:

- TC Alfred and associated severe weather (1-16 March 2025)
- Western Queensland Surface Trough and Flooding (21 March-19 May 2025)

The EFRRG facilitated the emergency resupply of essential foods to Cairns as part of an interim response to the severe flooding that disrupted road and rail freight routes during the North and Far North Tropical Low event.

Associated activities included:

- Working closely with grocers to better understand the status of food supply and explore additional options for emergency resupply.
- Nine (9) chartered flights were organised between 5 and 15 February 2025 to deliver essential food supplies to Cairns.
- Escorted convoys of heavy vehicles were prioritised to move essential freight when the Ollera Creek Bridge temporarily reopened.
- Alternative freight options, including sea freight, were explored to ensure continued resupply.

The EFRRG held a number of meetings for each weather event to discuss economic impacts and recovery priorities with impacted local governments and key industry peak bodies. The EFRRG also supported the SRRG to address matters raised by the appointed State Recovery Coordinators for each of the three disaster events.

The EFRRG member agencies worked directly with the QRA to develop DRFA packages, covering financial assistance for primary producers, small businesses, tourism and sports infrastructure.

The EFRRG supported the Planning Minister's declaration of Applicable Events to enable 24/7 food deliveries to several affected LGAs.

ShapingSEQ

ShapingSEQ 2023 (ShapingSEQ), the South East Queensland Regional Plan is the long-term vision for managing the growth expected in the SEQ region by 2046. Priority Action 9 under ShapingSEQ is a pilot project that is funded by the DRFA. This pilot project is to deliver Stage 1 of the Resilience Policy Maturity Framework involving:

- Collating the best available hazard and risk mapping.
- Developing a regionally consistent definition of intolerable risk in collaboration with key state agencies, SEQ Local Governments and industry.
- Identifying 'no-go' development areas for refining the Urban Footprint – areas of intolerable risk that cannot be mitigated to an acceptable or tolerable risk level for any land use.

Work on Priority Action 9 commenced in late 2024 and is expected to be completed in early 2026.

Emergency housing

The planning framework under the *Planning Act 2016* further supports the state or a local government to deliver suitably located emergency housing on a temporary basis in response to an event (as defined under the *Disaster Management Act 2003*) without needing to seek a planning approval to change the use of the premises.

The Office of Industrial Relations

The Office of Industrial Relations (OIR) responded to two extreme weather events across the state encompassing the four regions within OIR, communicating advice and guidance on risk management preceding, during and post extreme weather events, to workplaces across Queensland. OIR ensured key messaging in the advice was tailored and specific to the region and extreme weather events.

Information released relating to ex-TC Alfred in South East Queensland covered construction worksite preparation, flying debris hazards, electrical and crane safety. Flood hazard information for Western Queensland included risks unique to rural communities, carcass disposal, livestock management and vehicle operations.

Other activities performed by OIR in 2024-25 included:

- Providing workplace health and safety advice and response in relation to risk specific to ex-TC Alfred and the Greater Brisbane region.
- Conducting 215 direct proactive workplace interactions in the lead up to ex-TC Alfred.
- Responding to over 170 complaints from the public relating to concerns of risk posed by workplaces in the lead up to, and during ex-TC Alfred.
- Delivering social media and updated content on the WorkSafe Queensland website to provide information to industry and the public, in the lead up to the extreme weather event.
- Communicating specialised advice and guidance for the management of tower cranes to the construction sector.

- Provided advice regarding electrical licensing requirements and potential workforce readiness in Queensland to assist with recovery efforts from TC Alfred. This included direct engagement with the insurance industry.
- Providing advice and guidance on risk management for the Western Queensland floods to local communities and the agricultural sector through the WorkSafe website and social media communications.
- Facilitating community and industry recovery through suspension of directed compliance actions in declared disaster areas.

Department of Trade, Employment and Training

Inter-Agency Response Management

Disaster and incident response is covered under the Inter-Agency Agreement between the Department of Trade, Employment and Training (DTET) and QBuild. This includes QBuild providing disaster and incident response, recovery and reporting, and Rapid Damage Assessments and Inspections.

DTET worked closely with QBuild and TAFE to manage the closures and repairs of TAFE campuses affected by the severe weather impacts of Tropical Cyclone Jasper and ex-TC Alfred in sites across North Queensland and Far North Queensland, including the establishment of a recovery process.

DTET also updated its Business Continuity Plans as part of its Response and Recovery Management Program.

DTET runs the tripartite Natural Disaster Desktop Exercise with DTET, DHPW and TAFE Queensland to assess the robustness of the tripartite Disaster and Safety Management Process ahead of the higher risk weather season. This exercise was most held on 1 November 2024.

DTET Regional Disaster Management Activities

Following ex-TC Alfred; Burnett and Wide Bay Rainfall and Flooding; and the North Queensland and Far North Queensland Tropical Low Event, relevant DTET Regional Offices contacted employers, industry groups, small businesses and apprentices/trainees to provide support and assistance to impacted stakeholders.

DTET Regions attended Community Recovery Hubs and actively participated in DDMGs, LDMGs and economic recovery subgroups.

Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism

In 2024-25, the Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (DWATSIPM) participated in multi-agency preparedness exercises including for bushfire, biosecurity, and ICT scenarios.

The department also completed review and scenario testing of business continuity across all areas of DWATSIPM, incorporating lessons learnt from the 2023-24 higher risk weather season.

DWATSIPM also continued as a member of the SDCG and contributed to the SDCC, advocating for Aboriginal and Torres Strait Islander peoples and culturally and linguistically diverse peoples impacted in disaster activations as well as ensuring reporting requirements were met.

The department continued to provide connections to local and district disaster groups and participated in the Human and Social Functional Recovery and Resilience Group, as well as the CCN to support public information sharing where appropriate.

DWATSIPM maintained a Queensland Government Ready Reserve pool, trained and deployed as needed.

Department of Youth Justice and Victim Support

The Department of Youth Justice and Victim Support (DYJVS) stood up its disaster management team twice as required under the Disaster Management Plan in response to:

- February 2025 North Queensland Flood Event
- March/April 2025 South East Queensland ex-TC Alfred / Queensland Weather Event

The department also:

- Participated in SDCG and LDMG meetings for relevant events and undertook lessons management after each relevant event.
- Ensured policies, plans and assets were properly maintained in line with disaster preparation requirements, with business continuity plans addressing the specific needs of the buildings and their respective sites.
- Participated in PRISM-GOV the whole-of-government cyber exercise to inform future reviews of departmental business continuity plans.

Queensland Corrective Services

Queensland Corrective Services' (QCS) review and update of its Disaster and Emergency Management Framework (DEMF) and Disaster and Emergency Management Arrangements (DEMA) in 2024-25 has improved its disaster management capabilities. The framework provides clear guidance and unified goals, enhancing emergency preparedness and response. Incorporating best practices from consultation with other state government agencies, the revised DEMF improves coordination, clarifies roles, and strengthens efficiency. This empowers QCS to respond swiftly and effectively during crises, ensuring continuity in critical operations.

QCS demonstrates its commitment to community resilience by involving low-risk prisoners in critical response and recovery operations. During the North and Far North Tropical Low in January-February 2025, prisoners were integral to bolstering response and recovery efforts. The Innisfail Work Camp supported the SES and Cassowary Coast Council with preparedness and sandbagging activities, while Townsville Men's Low Custody prisoners significantly contributed to the restoration of the Billabong Sanctuary. These initiatives exemplify QCS' dedication to leveraging its resources effectively, fostering rehabilitation, and encouraging community engagement among low-risk prisoners.

In response to ex-TC Alfred in February-March 2025, Maryborough Correctional Centre maintained its commitment to disaster preparedness by filling and delivering over 5000 sandbags to Fraser Coast Regional Council. Notably, sandbags were also delivered by Fraser Coast Regional Council to Noosa Shire Council to support additional communities. Through the SDCC Cleanup Coordination Working Group, QCS actively engaged with the group to propose utilising low-risk prisoners from Numinbah Correctional Centre and Palen Creek Correctional Centre to assist with cleanup efforts. Although assistance was not required from the respective regional councils, QCS continues to pursue and promote this initiative offering low-risk prisoners to assist with response and recovery activities.

During ex-TC Alfred, various correctional centres expressed interest in filling sandbags to assist local communities. QCS has actively engaged with external stakeholders to formalise an agreement between correctional centres and local councils. The project will initially focus on supporting Brisbane City Council's sandbagging efforts with assistance from prisoners at Wolston Correctional Centre and Brisbane Women's Correctional Centre. QCS will then aim to expand this initiative to additional correctional centres in cooperation with local councils once an official agreement is established. QCS envisions prisoners contributing both to replenishing stockpiles post-event and preparing sandbags prior to imminent weather events. Furthermore, there is interest in prisoner industries supporting local councils and communities through various other projects, with suggestions being welcomed from council or community members. QCS is exploring opportunities to enhance its role in disaster prevention and preparedness activities to support local communities and councils.

Queensland Fire Department

The 2024–25 bushfire season, which ran from 1 August 2024 to 1 March 2025, was of lesser intensity than 2023–24, with Queensland Fire Department (QFD) crews responding to approximately 30 per cent fewer vegetation fires.

Over this period, aircraft were dispatched 882 times resulting in 3524.7 flying hours for bushfire events.

Ahead of the 2024–25 bushfire season, QFD worked with key partners to undertake mitigation activities as well as working with landowners to support the delivery of key mitigation burns. Area Fire Management Groups met extensively across Queensland to plan mitigation activities for the 2024–25 bushfire season. Bushfire Risk Mitigation Plans were prepared for over 70 LGAs.

QFD also undertook significant training in a variety of incident management roles which enhanced incident management capability for the 2024–25 bushfire season. This included 17 QFD staff and one volunteer successfully trained as Level 3 Incident Controllers; 53 staff and six volunteers trained as Level 2 Incident Controllers; and a further 172 QFD staff and volunteers trained in other key incident management roles, including logistics, planning, operations, and public information functions.

Situational awareness improved over the 2024–25 higher risk weather season through the use of RPAS. RPAS were used for delivery of supplies and life preservers, gathering intelligence on impacted areas and assessing risk for responding crews. To enhance response capability during Ex-TC Alfred, QFD successfully sought a disaster relief exemption from the Civil Aviation Safety Authority regarding the use of RPAS. The time-limited exemption allowed for operations over populated areas for the purposes of gathering intelligence on impacted residences and areas, to investigate damaged or compromised structures and for broad area damage assessment. This also allowed the ability to be in close proximity to persons in life threatening situations so supplies or life preservers could be delivered.

As part of QFD's aerial firefighting capability, QFD continued to contract a Large Aerial Tanker, based in Bundaberg, through the National Aerial Firefighting Centre, between September and November 2024. QFD has the ability to extend contracts to align with continuation of high fire risk.

During the 2024–25 higher risk weather season, as well as responding to many less significant events, QFD supported the response to the three significant events – North and Far North Tropical Low, Tropical Cyclone Alfred and the Western Queensland Surface Trough. Response activities included: swiftwater floodwater rescue, incident management and coordination, and heightened general weather-related response; completing damage assessments to support initial response and recovery planning; completing debris removal tasks and washouts of affected properties; and providing emergency accommodation facilities for emergency workers in affected areas.

During the 2024–25 higher risk weather season, to enhance responsiveness, Queensland Fire and Rescue (QFR) embedded technical rescue liaison officers within Incident Control Centres and Fire Communication Centres to

work closely with Incident Management Teams to allocate resources effectively and position swiftwater floodwater rescue crews strategically. Additionally, the SES were embedded within Firecom for the Tropical Cyclone Alfred event to support and prioritise effective and efficient tasking across agencies. QFD-contracted aircraft also supported the response and recovery to severe weather events during the 2024–25 higher risk weather season.

In response to the North and Far North Tropical Low:

- QFD responded to 1160 incidents, rescuing 121 persons and evacuating 169 persons across the state
- QFR crews completed 3001 damage assessments (1791 no damage, 538 minor, 377 moderate, 217 severe and 78 infrastructure)
- Rural Fire Service Queensland (RFSQ) volunteers completed 115 washouts
- 198 QFD staff and volunteers were deployed from their home region to support operations for this event
- QFD-contracted aircraft undertook 152.6 flying hours (2 February 2025-14 February 2025).

In response to Tropical Cyclone Alfred:

- QFD responded to 1907 incidents, rescuing 85 persons and evacuating 99 persons across the state
- QFR crews completed 4910 damage assessments (3892 no damage, 573 minor, 257 moderate, 41 severe, 4 destroyed and 143 infrastructure)
- RFSQ volunteers completed 88 washouts
- 140 QFD staff and volunteers were deployed from their home region to support operations for this event
- QFD-contracted aircraft undertook 36.2 flying hours (5 March 2025 - 13 March 2025).

In response to the Western Queensland Surface Trough:

- QFD responded to 317 incidents, rescuing 28 persons and evacuating 99 persons across the state
- QFR crews completed 288 damage assessments (64 no damage, 65 minor, 80 moderate, 56 severe and 23 infrastructure)
- RFSQ volunteers completed 304 washouts
- 184 QFD staff and volunteers were deployed from their home region to support operations for this event
- QFD-contracted aircraft undertook 619.3 flying hours (23 March 2025 - 22 April 2025).
- Other disaster management activities

QFD continued to implement the Queensland Bushfire Plan (a hazard-specific plan under the Queensland State Disaster Management Plan). In 2024–25, QFD commenced a review of the Queensland Bushfire Plan, which will be completed during 2025–26.

QFD delivered an annual bushfire preparedness campaign, to raise the community's awareness of their bushfire risk and encourage action to prepare themselves and their property. The 2024 campaign ran from June to September 2024, and included advertising on television, digital and social media, billboards, buses, online video and search engine marketing.

QFD maintains the AUS-1 Disaster Assistance Response Team (AUS-1 DART), which is the Queensland Urban Search and Rescue (USAR) Team, for immediate deployment to international disasters. This DART capability can also be deployed to respond to disasters within Queensland or more broadly within Australia, such as cyclones and floods.

To maintain capability and readiness for potential deployment, AUS-1 DART has undertaken a comprehensive range of training and exercises. In the lead up to the 2024–25 higher risk weather season, the following courses and exercises occurred:

- DART Exercise 2024 – 22–26 August 2024
- USAR Course – 19 August–12 September 2024
- Asia Pacific Earthquake Response Exercise – 23–26 October 2024
- Four DART Workshops – between 4 and 29 November 2024.

A program of training has also been undertaken for swiftwater floodwater rescue, including for the use of motorised swiftwater rescue craft. More than 4585 QFR permanent and auxiliary firefighters, plus 243 RFSQ volunteer firefighters, with a land-based swiftwater rescue qualification (Level 1). Ahead of the 2024–25 higher risk weather season, several courses for swiftwater rescue were conducted, including:

- Instructors Workshop
- Two Swiftwater Technician Courses
- 10 Swiftwater Technician Workshops.

Several Motorised Swiftwater Rescue Craft (MSRC) training courses were also run, including:

- Two MSRC Phase 1 Courses
- Two MSRC Phase 2 Courses
- One MSRC Instructors Workshop
- Eight MSRC Workshops.

In August 2024, QFD published the Critical Infrastructure Disaster Risk Assessment for Queensland (CInDRA). The CInDRA is a detailed assessment based on the critical infrastructure failure chapter of the 2023 State Disaster Risk Report. The CInDRA assesses climate and disaster risk for four critical infrastructure sectors: energy, water, transport and communications. These sectors were chosen as they represent the lifeline infrastructure that is crucial during and directly after a disaster event. Understanding risks to these critical infrastructure sectors allows the Queensland Government to better prepare for disasters, through informed planning, training exercises, and community engagement initiatives in regard to critical infrastructure.

Queensland Health

The State Health Emergency Coordination Centre (SHECC) was activated three times in 2024-25 and supported affected Hospital and Health Services with response and recovery to affected communities. Events that the SHECC activated for included North and Far North Tropical Low in February 2025, TC Alfred in March 2025, and the Western Queensland Surface Trough in March and April 2025.

Across the 2024-25 season Queensland Health and the Queensland Ambulance Service (QAS):

- Scaled up virtual emergency care services to 24/7 to support continuity of care during the disaster response.
- Scaled up provision of health care through mobile health clinics.
- Deployed staff to support impacted communities and health facilities.
- Focused on increasing disaster management capability and capacity through the development and deployment of targeted education and training programs.

QAS activated the QAS State Major Incident and Disaster Plan (SMID Plan) to provide assurance that frontline service delivery will be maintained during major incidents and disasters. The Chief Operating Officer, QAS as Incident Controller was responsible for the broader assurance over the severe weather events.

The QAS leveraged well-established and tested Incident Management Systems, maintaining its ability to deliver service to the community whilst concurrently providing counter disaster operations to a large geographical area across the state. This was done using demand surge strategies, deployment frameworks, and virtual models of health care within the QAS Clinical Hub.

The QAS also operationalised its disaster management capability, including newly procured Mobile Container Clinics (MCCs), ensuring deployable assets were prepositioned to areas of high-risk. This ensured business continuity for the provision of pre-hospital emergency response to Queensland communities in affected areas.

From January 2025 to April 2025, the QAS provided response activities across all three severe weather events. The QAS post-event review process observed that the QAS was well-positioned to respond to the concurrent events across all levels of the organisation. This was executed through, but not limited to:

- Utilisation of a centralised, coordinated approach through the QAS State Operations Coordination Centre (SOCC). The immediate availability of the SOCC ensured early strategic reporting and the provision of high-level, real-time intelligence and mission status updates.
- Enhanced collaboration between agencies through existing engagement pathways, which ensured QAS remained agile and responsive to the communities' requirements.
- Strategic collaboration and executive consultation undertaken through the SDCG and QDMC.
- Key representation at LDMGs and DDMGs, ensuring joint agency coordination at local, district, and state levels and enabling the early identification of agency risks and impacts.
- Early identification of additional staff and the dynamic deployment of staff from outlying areas, ensuring preparedness for any surges in demand to the local areas.
- Deployment of the State Response Team to provide the appropriate distribution of knowledge and skills (i.e., administration, clinical, and managers) to the areas of Far Northern, Northern, Central West, and Southeast Queensland Regions in support of the three events.

Queensland Reconstruction Authority

The Queensland Reconstruction Agency (QRA) is the state's lead agency responsible for disaster recovery and resilience policy. QRA Coordinates the Queensland Government's program of infrastructure renewal and recovery within disaster-affected communities. QRA undertook a variety of disaster management activities, summarised below, to prepare for, respond to and lead recovery efforts over the 2024-25 higher risk weather season.

Get Ready Queensland

Get Ready Queensland (GRQ) is a year-round, all-hazards resilience initiative run by QRA to help Queenslanders prepare for disasters. GRQ Week launched in October 2024 to help Queenslanders prepare for storm, flood, fire, and cyclone seasons. A total of 19 community events were delivered across the state, from South East Queensland to the Far North and Central West, with Johnathon Thurston's visit to Wujal Wujal a standout highlight.

Councils and stakeholders amplified the campaign with more than 240 social media posts, while new resources such as the Online Household Emergency Plan tool and Livestock Plan supported both household and rural preparedness.

GRQ Week 2024 achieved record reach and impact, strengthening community connections and setting a new benchmark for regional engagement, with 226 media reports and a total media reach of 2.6 million.

The “Weather doesn’t plan, but you can” campaign, featuring GRQ ambassador Johnathan Thurston ran from October to November 2024 and achieved significant reach and engagement:

- Over 15 million online impressions
- 2.1 million completed video views
- 154,000 active visitors to the GRQ website between October and December 2024
- A key feature of the campaign was the launch of the new Online Household Emergency Plan tool, designed to guide Queenslanders through the process of preparing for severe weather events. In 2024-25, over 40,000 households across every LGA in Queensland actively initiated their emergency plan using the online tool, a milestone achievement in driving statewide preparedness at the household level. The tool provides step-by-step guidance, pre-populated localised information, and tailored checklists and contacts to support household preparedness.

The If It’s Flooded, Forget It campaign ran from November to March reminding Queenslanders of the dangers of driving through floodwater. A comprehensive media plan was developed to reach audiences across the state on television, social media and online as well as ensuring drivers receive timely reminders while they’re on the road, through outdoor advertising placements, audio and at petrol stations. QRA continued to amplify and extend the Is It’s Flooded, Forget It messaging across the state throughout severe weather events. This included:

- Additional radio advertising including bespoke content targeting First Nations audiences.
- A range of organic and geo-targeted social media content.
- If It’s Flooded Forget It messaging on Virtual Messaging Signs on state-controlled roads.
- Distribution of communication amplification kits to leverage local and state government communication channels.

The 2024 Queensland State of Preparedness Report, commissioned by QRA, provides valuable insights into community attitudes and behaviours. Key findings include that 76 per cent of Queenslanders reported experiencing a disruption to their lifestyle or routine due to severe weather in the past two years. The report also identifies key barriers to preparedness and opportunities to enhance community resilience.

Regional support

QRA’s Regional Liaison Officers and Resilience and Recovery Officers jointly provide tailored liaison and recovery support to local governments and state agencies across Queensland

Their responsibilities include:

- Providing technical advice on disaster recovery funding, including helping councils prepare submissions, manage services in Management and Reporting System, and monitor delivery and acquittal of reconstruction works.
- Facilitation of Disaster Funding Arrangements Training under the Queensland Disaster Management Training Framework.
- Supporting 60 local councils to support the development and updating of Local Resilience Action Plans (LRAPS) as part of QRA's broader regional resilience strategy, identifying over 4,400 actions statewide.
- Working with 20 local governments to co-develop Event Specific Local Resilience and Recovery Action Plans (ESRRAPs).
- Collaboration with local stakeholders to support coordinated recovery and resilience-building efforts aligned with community needs.

Disaster Recovery Funding Arrangements

In 2024-25, 73 of Queensland's 78 LGAs accessed immediate financial assistance under the DRFA to support disaster recovery from 17 disaster events. Assistance included Personal Hardship Assistance, Essential Services Safety and Reconnection, Counter Disaster Operations, and reconstruction of essential public assets. More than 900 individual relief measures were activated with the current DRFA Category A and B damage estimated at \$2.4 billion.

In addition, a suite of Category C and D exceptional circumstances packages valued at more than \$712 million was developed in response to:

- North and Far North Tropical Low (29 January – 28 February 2025).
- Tropical Cyclone Alfred and Associated Severe Weather (1 – 16 March 2025).
- Western Queensland Surface Trough and Associated Rainfall and Flooding (21 March – 19 May 2025).

Recovery Operations

The Premier, as chair of the QDMC, appointed State Recovery Coordinators (SRC) and Deputy State Recovery Coordinators to provide strategic advice to impacted communities for three significant disaster events:

- Andrew Cripps and Inspector Paul Algie - *North and Far North Tropical Low*
- Colonel Justin O'Connor (retired) and Peter Matic - *Tropical Cyclone Alfred and Associated Severe Weather*
- Stuart Mackenzie OAM and Chief Superintendent Troy Pukallus - *Western Queensland Surface Trough and Associated Rainfall and Flooding*.

All SRCs worked closely with local governments, community groups and industry on the specific recovery needs of the impacted communities and provided strategic advice to support development of a State Recovery and Resilience Plan (SRRP). The SRRP acknowledges the 17 disaster events activated for DFRA assistance and focuses on the three most impactful events.

QRA has completed a season debrief survey with the lead agencies for the FRRGs on recovery activities undertaken during the 2024-25 higher risk weather season. The debrief focused on strategic and systems level reflections for state recovery operations from the three largest disasters of the 2024-25 higher risk weather season. The findings of the survey will be briefed to SRRG members, the State Recovery Policy and Planning Coordinator and Leadership Board ahead of 2025-26 higher risk weather season.

Reconstruction Monitoring

In June 2025 QRA conducted the final assessments on properties still identified as damaged from Tropical Cyclone Jasper, the 2023 South East Queensland Severe Storms and Tropical Cyclone Kirrily. Initial assessments were also undertaken on properties affected by the 2024-25 North Queensland summer flood event and ex-TC Alfred. During the June Reconstruction Monitoring operation, QRA, Community Recovery and NEMA representatives visited over 3,400 homes and businesses across the state. Results will be disseminated to relevant councils and state agencies.

Monitoring and Evaluation

Monitoring and evaluation ensures QRA's Category C and D packages are appropriate, efficient, and effective in meeting recovery and resilience objectives. The QRA Evaluation Strategy 2024–2027 outlines principles and practices for assessing disaster recovery investments, supporting evidence-informed decision-making and continuous improvement.

- Evaluation activities include performance reporting, final evaluations, and targeted interim evaluations where needed. In 2024-25 QRA completed four evaluation reports: 2021–22 Sport and Recreation Recovery Grant
- 2021–22 Rural Landholder Recovery Grant
- 2021–22 Medium to Large Business Recovery Loans Scheme
- 2021–22 Tourism Recovery and Resilience Package

Queensland Treasury

Queensland Treasury (QT) continued to provide high level financial and economic management advice as well as energy emergency management support as required.

Energy

Throughout 2024-25 QT's Energy Division actively participated in the SDCG, as well as the National Electricity Market Emergency Management Forum (NEMEMF), the National Gas Emergency Response Advisory Committee (NGERAC) and the National Energy Emergency Management Working Group to maintain a proactive posture and readiness to respond to major energy disruptions. The Division's participation in these forums also support the Energy and Climate Change Ministerial Council.

In September 2024, the division took part in the NEMEMF/NGERAC "Exercise Lighthouse" to explore emerging risks and issues in the National Electricity Market and East Coast Gas Market. The team also took part in "Exercise Wackett", led by Powerlink, to test Queensland's power system emergency management arrangements in preparation for the 2024-25 higher risk weather season.

In October 2024, in preparation for the 2024-25 higher risk weather season, the division obtained assurance statements from government owned energy businesses in relation to their annual preparedness for disasters.

From November 2024 to 1 April 2025 the Division actively monitored Queensland's Power System, provided a weekly Queensland Power System Outlook Report to the Jurisdictional Designated Officer, the Treasurer in his capacity as Minister for Energy and departmental executives, and monitored supply/demand balances on the advice of the Australian Energy Market Operator and Powerlink.

From January to April 2025 the Division and EQL activated and liaised with the SDCC in response to three severe weather events in Queensland – flooding in northern Queensland, ex-TC Alfred and flooding in western Queensland.

Following these events, Energy Division has commenced a work program to assess opportunities and strategies to uplift electricity asset resilience and contemplate both network and non-network solutions. Phase 1 focusses on the distribution network, which is most at-risk from impact from a disaster. This work is consistent with the objectives of the 2024-25 State Recovery and Resilience Plan as it relates to electricity supply and telecommunications.

The Energy Division also held its annual power system emergency exercise, which incorporated a disaster and primary communication outages, to test our preparedness for a complex multi-sector impact at scale.

Gas and Sustainable Fuels

The QT Future Fuels team was the liquid fuels liaison for the SDCC, National Coordination Mechanism, and the fuel industry for the North Queensland and Western Queensland flood events, TC Alfred and the Western Queensland flood event. This included coordinating information on fuel terminal closures, bulk fuel storage availability and retail service station closures, and providing supporting information for an Applicable Event declaration under the *Planning Act 2016*.

Climate Science Analytics and Adaptation

QT is responsible for overarching climate adaptation and climate risk management for Queensland. QT is also responsible for providing comprehensive climate modelling and projections for the state. This includes delivering downscaled climate projections to improve Queensland's disaster preparedness, response, and recovery capability as recommended by the Royal Commission into National Natural Disaster Arrangements (Recommendation 4.5). QT continues to explore ideas to better support data informed policy development relating to climate adaptation in support of the SRRG.

QT supports disaster management planning and preparedness functions by delivering the Queensland Future Climate Program and Dashboard. This program conducts ongoing monitoring of climate change research, science, and modelling advances, and identifies opportunities for climate adaptation to be incorporated into planning and development decisions to support resilience. The Dashboard also provides accessible regional information regarding the implications of climate change on extreme weather events to ensure that this can be integrated into both business continuity and disaster management planning.

QT leads the Queensland Government's engagement on national climate policies, including the National Adaptation Plan and National Climate Risk Assessment and is responsible for coordinated integration of climate adaptation, resilience, and risk management into policy, planning, legislative reform, and implementation in Queensland.

Department of Transport and Main Roads

The Department of Transport and Main Roads (TMR) continues to support whole-of-government disaster management through the QDMC, SDCG, SRRG, and as Chair of the Roads and Transport Functional Recovery and Resilience Group (Roads and Transport FRRG). The Roads and Transport FRRG met jointly with the Economic Functional Recovery and Resilience Group during the higher risk weather season across the three significant events which impacted the state in 2025.

With several significant high risk weather events occurring during 2024-25, TMR maintained a high level of commitment to and participation in disruptive event response. Trained TMR Liaison Officers attend the SDCC, with staff also supporting the Public Information Capability (PIC) and whole-of-government CCN.

Support continued for Community Recovery. TMR has 199 registered Ready Reserves, 31 Ready Reserves were deployed, with 69 total deployments to support recovery efforts for Tropical Cyclone Alfred, North and Far North Tropical Low and Western Queensland Surface Trough and Associated Rainfall and Flooding.

Delivery of TMR's annual department-wide pre-season awareness training with the QPS, QFD, Queensland Health, local councils, Queensland Rail and other stakeholders was a key priority during the year. Exercises were

earthquake or tsunami focussed, and tested TMR's response and communication protocols between internal and external stakeholders, including collaboration with cross-border stakeholders where applicable.

The program ensures TMR remains well placed to manage disruptive events and to facilitate ongoing collaboration and sectoral networking, knowledge sharing and improving interoperability amongst key stakeholders and partner agencies.

TMR continued delivery of its preventative bushfire fuel mitigation activities under its Fire Risk Management Program (the Program). The Program is an annually funded rolling program from 1 July to 30 June, which is informed by an annual risk assessment process. TMR works collaboratively with QFD on activities to prepare for and mitigate Bushfire Season. Fuel mitigation activities are undertaken in conjunction with external agencies and adjoining landholders including local governments, RFSQ, QPWS and private landholders and contractors.

In 2024-25, approximately 11,716 km of bushfire fuel mitigation activities have been completed in the state-controlled road corridor. These mitigation activities are comprised of regular programs of slashing and mowing, shoulder grading, weed management, fire break construction and maintenance, stock grazing, physical fuel removal and prescribed burning. 257 prescribed burns have been recorded as completed in the state-controlled road corridor, affecting approximately 1,400 km of road corridor.

Maritime Safety Queensland

Maritime Safety Queensland (MSQ) continued to provide strategic and specialist advice on the prevention of, preparedness for and response to maritime emergencies and disasters including marine pollution incidents and response to extreme weather events.

MSQ continued its annual training activities to maintain Queensland's ship-sourced oil spill response capability. This included delivering Phase Two of Exercise Dumaresq, in collaboration with the Australian Maritime Safety Authority and Transport for New South Wales. This exercise focused on training and testing cross border marine pollution response scenarios, with Phase Two delivering a field exercise with staging areas in both Queensland and New South Wales. The exercise saw over 200 hundred participants from all levels of government joined by multiple stakeholders to test their response skills and build relationships.

MSQ delivered a number of desktop marine pollution response exercises across Queensland at its Marine Operations Bases. These exercises tested scenarios relevant to the region and involved regional staff to ensure preparedness is maintained, should an incident or extreme weather event occur.

In a state prone to severe weather, it's vital MSQ maintains effective maritime disaster strategies, and ex-TC Alfred provided another example of MSQ's ability to stand up. MSQ worked closely with impacted port stakeholders, recreational boaters and LDMGs to ensure both commercial and recreational stakeholders prepared for the cyclone, and that our waterways returned to business as usual as soon as weather permitted, and it was safe to do so.

Queensland Rail

Queensland Rail (QR) has effective emergency and disaster management processes and plans that are regularly tested to respond to disasters and rail-based emergencies. During 2024-25 QR attended exercises with external agencies, such as disaster management groups, local government, state government departments, and emergency services. The main objective of these exercises is to test QR plans, discuss interoperability with external agencies and develop understanding on QR's response and recovery process to either a rail emergency or severe weather events.

QR undertakes higher risk weather season preparedness activities annually. These activities include maintenance and mitigation, resource allocation and locating of stores and equipment, staff response and recovery training, the review and update of relevant plans and liaising with external agencies to ensure minimal disruption to customer and freight services. Preparation activities also include the conduct of regular bushfire and fuel mitigation activities in coordination with RFSQ, external agencies, adjoining landholders and other government departments.

Rail Liaison Officers (RLOs) were provided by QR to the affected disaster management groups, TMR and the SDCC during declarations of disaster in 2024-25. RLOs provided regular updates on the response and recovery activities on the impacted rail network. Regular updates were also provided to customers whose services were disrupted due to the severe weather events. QR assisted in providing additional support to communities and necessary essential services using the rail bus during flooding in North Queensland.

QR is continuing research in innovative areas to facilitate means to assess damaged infrastructure remotely to provide information to inform recovery planning.