

# Strategic overview of emergency preparedness

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Emergency Management






































**Queensland**  
Government

# Hazards: 2020-2025

 Qld monsoonal flooding  
 SEQ flooding  
 SWQ flooding  
 Central, Wst & Sth QLD flooding  
 SEQ flooding  
 Wst QLD flooding  
 Sth QLD heavy rainfall & flooding  
 SW Qld flooding  
 Wst Qld flooding  
 Whitsunday flooding  
 NQ floods

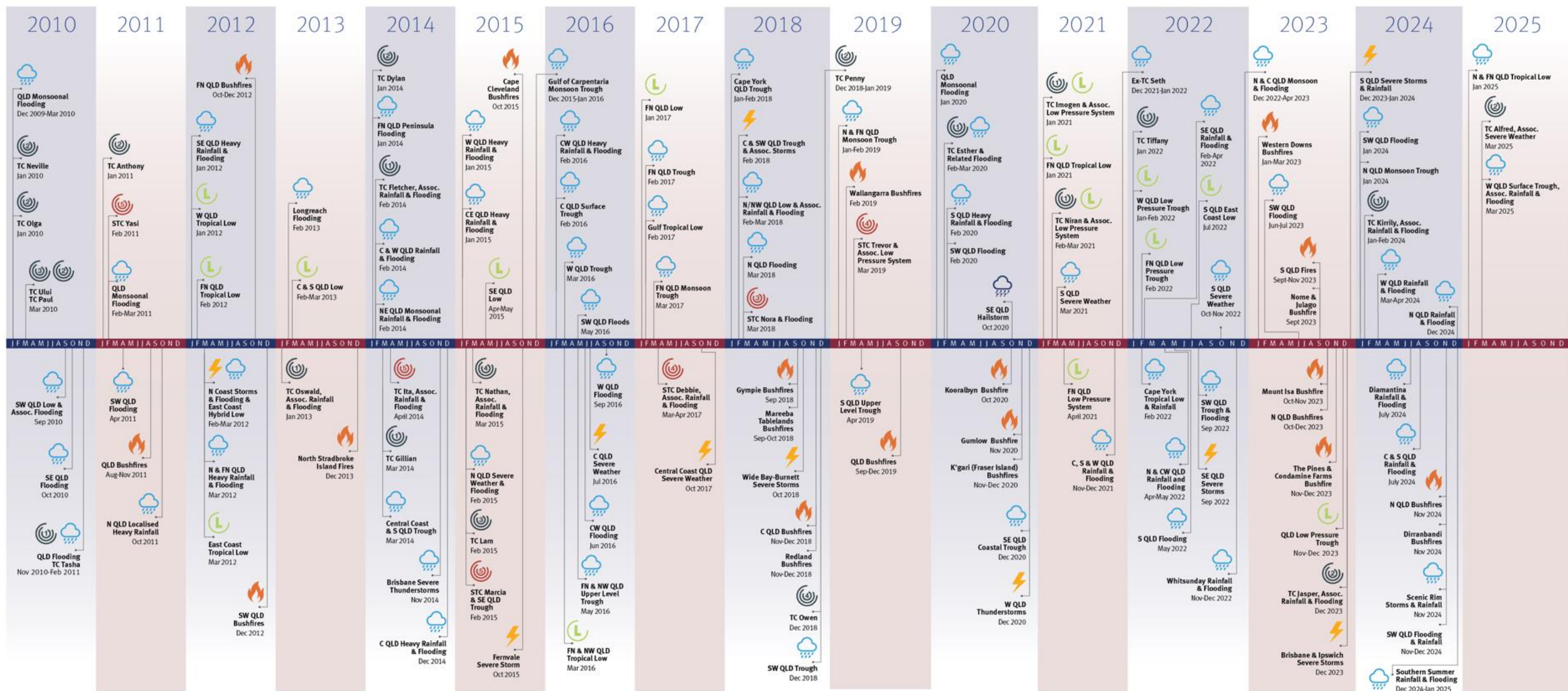
 COVID-19 Pandemic  
 Japanese Encephalitis outbreak  
 Fire ants continue to spread  
 Monkey Pox outbreak  
 Bird flu outbreak  
 Melioidosis outbreak

 Latitude financial breach  
 Optus data breach  
 Qld public service phishing attack  
 Qld & Aus Gov / HWL Ebsworth breach  
 Medibank hack  
 Qld public service phishing attack  
 Kooralbyn bushfire  
 Gumlow bushfire  
 Mt Isa bushfire  
 K'gari bushfire  
 Western Downs bushfires  
 Pines & Condamine farm fires  
 NQ fires

 SEQ hailstorm  
 SEQ Coastal trough  
 FNQ tropical low  
 SEQ severe storms  
 Cape York tropical low  
 Nth & Central QLD Monsoon  
 Wst QLD storms  
 Sth Qld storms  
 Sth QLD severe weather  
 NQ monsoon trough  
 Mice plague  
 Varroa mite emergency order  
 Fall armyworm  
 Fruit fly outbreak  
 TC Esther  
 TC Imogen  
 Ex-TC Seth  
 TC Tiffany  
 TC Niran  
 TC Kirrily  
 TC Alfred  
 TC Jasper



# Natural disaster events in Queensland



January 2010 – March 2025

## The Changing Face of Crises – Complicated vs Complex

Complicated problems originate from causes that can be individually distinguished. They can be addressed piece by piece for each input to the system there is a proportionate output. The relevant systems can be controlled and the problems they present admit permanent solutions.

Complex problems result from networks of multiple interacting causes that cannot be individually distinguished. They cannot be addressed in a piecemeal way, and they are such that small inputs may result in disproportionate effects. The problems they present cannot be solved once and forever but need to be systematically managed.

*Poli, R. (2022). Working with the future: Ideas and tools to govern uncertainty. EGEA spa). As cited in the Crisis Appreciation and Strategic Planning (CASP), NEMA, November 2024*

# Preparedness

## Traditional Crisis Management

- Risk assessments based on historical events
- Scenario based emergency planning
- Training to test plans and procedures
- Early warning systems based on monitoring, forecasting, warning, communication and
- Linked with emergency response.

## Contemporary Crisis Management

- Risk assessment through horizon scanning, risk radars and forward-looking analysis to detect emerging threats.
- Frequent updates and different time scales, international analysis sharing and multi-disciplinary approaches.
- Capability-based planning and network building
- Strategic crisis management training to enhance agility and adaptability and develop and strengthen partnerships
- Strategic engagement from government.

## Planning

- Planning is a continuous ongoing process
- Planning aims to mitigate problems and challenges through different mediums.
  - partnerships with those who have ownership / vested interest,
  - situational awareness – resource availability – vulnerabilities, impacting factors
  - communication
- Planning does not guarantee success, yet it is absolutely necessary to create the optimum opportunity for success.

## Plans

- A plan(s) is the documentation of planning discussions at a point in time.
- Plans are NOT set and forget, need to be dynamic.
- Require regular review – exercise – communicating *up and out / down and in*.
- Are the right people empowered to make decisions to operationalise the plan and broad enough to allow for leadership / initiative to shine through in a VUCA environment.
- What is the intent of the plan.
- Who is the plan aimed at Practitioner / Industry / Market / Community?



# Queensland Reconstruction Authority – recovery & resilience

## Current statewide program

! 57 events

🏛️ 76 councils with an active program

\$ \$12.1 billion

### 2020-21

! 11 events  
🏛️ 50 councils  
\$ \$735 million  
🕒 30/6/2023  
✓ 99% complete  
(remainder under EOTs)



### 2021-22

! 9 events  
🏛️ 66 councils  
\$ \$5.1 billion  
🕒 30/6/2024  
✓ 85% complete  
(remainder under EOTs)



### 2022-23

! 8 events  
🏛️ 57 councils  
\$ \$1.4 billion  
🕒 30/6/2025  
✓ 62% complete



### 2023-24

! 13 events  
🏛️ 67 councils  
\$ \$3.7 billion  
🕒 30/6/2026  
✓ 20% complete



### 2024-25

! 16 events  
🏛️ 70 councils  
\$ \$1.2 billion  
🕒 30/6/2027  
✓ 0% complete



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# Questions

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