

25 March 2011

By Email:

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Commissioner Holmes
Queensland Floods Commissioner of Inquiry
400 George Street
BRISBANE QLD 4001

Dear Commissioner Holmes

Re: Requirement to Provide Written Information to the Queensland Floods Commission of Inquiry

I refer to your requirement dated 18 March 2011.

I tender this letter with attachments as a written response to your requirement referred to above.

The response to Question 1 is set out in Schedule 1 of this letter.

The response to Question 2 is set out in Schedule 2 of this letter.

The response to Question 3 is set out in Schedule 3 of this letter.

The response to Question 4 is set out in Schedule 2 of this letter.

You will note that Schedule 2 provides a table which lists the incident, nature of disruption, extent of disruption, and the immediate management response and recovery operations in relation to the incidents. The response was formatted in this way because I believe that it will be easier for you to follow. The nature of disruption, extent of disruption and immediate management response and recovery commentary are tied to each incident.

In relation to Question 5, I am presently completing the report referred to in that question. On 4 February 2011 the Chief Executive Officer of Queensland Rail directed that I conduct a review and debrief report on Queensland Rail's response to the Queensland flooding and Cyclone Yasi which occurred between December 2010 and February 2011.

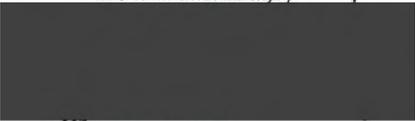
The terms of reference requested that the report be submitted to the Chief Executive Officer by 28 March 2011, unless otherwise agreed. The Chief Executive Officer has agreed to extend the time to Friday, 29 April 2011 to enable me to continue the consultation program that I have undertaken to date in order to conduct a detailed review. I am happy to provide you with a copy of the report upon its completion.

In relation to Question 6, I have made observations and recommendations and those are contained in Schedule 4.

In relation to Question 7, I have made observations and recommendations and they are contained in Schedule 5.

You will note that in relation to the observations and recommendations, I have indicated that I will advise you if those recommendations or observations change following the conclusion of the consultation program and the preparation of the report.

Yours faithfully /


Greg Ford
Chief Safety and Environmental Officer
Queensland Rail

SCHEDULE 1

1. Please provide a brief overview of the organisational and operational structure of the rail system in Queensland

1.1 Organisational Structure

(a) Introduction

The Department of Transport and Main Roads (**DTMR**) oversees the provision of rail services and infrastructure in Queensland. The Department holds the perpetual lease over all rail corridor land in Queensland (9550 km) and is the custodian and protector of these corridors. The Department sub-leases the corridor to rail operators.¹ The rail operators, in turn, own the infrastructure. This unusual separation of the ownership of the land, the lessee of the corridor and the ownership of the infrastructure arises from the provisions of the *Transport Infrastructure Act 1994 (Qld)*.

There are two main operators of rail services in Queensland, these are:

- (i) Queensland Rail Limited; and
- (ii) QR Limited National Limited.

Prior to 1 July 2010, the operations of both these organisations fell under a single entity, QR Limited, which was owned by the Queensland Government.

In 2009, the Premier of Queensland, Anna Bligh, announced the corporate restructure of QR Limited, and its subsidiaries, QR Network Pty Ltd and QR Passenger Pty Ltd.

(b) QR National Limited

On 1 July 2010, the commercial freight and coal haulage operations, including the operation and management of the Central Queensland coal network infrastructure, were separated from Queensland Rail Limited (described below) and brought together to create the organisation known as QR National and with its parent company being QR Limited, a Government-Owned Corporation.

On 21 September 2010, QR National Limited was interposed as the holding company of QR Limited.

¹ <http://www.qrnational.com.au/Corporate/Pages/AboutQRNational.aspx> as at 23 March 2011.

On 22 November 2010, QR National Limited was listed on the Australian Securities Exchange after a successful Initial Public Offering. The Queensland Government remains a cornerstone investor in QR National Limited holding up to 40% ownership. As at 23 November 2010, the Queensland Government's shareholding was 34% with a 6% market stabilisation mechanism authorised by ASIC, but not yet utilised.²

QR National Limited is governed by the *Corporations Act 2001* (Cth).

QR National Limited has a 9 member Board of Directors and a 16 member Executive Leadership Team.

(c) Queensland Rail Limited

On 1 July 2010, a new Government Owned Corporation called Queensland Rail Limited was created, which incorporated the core public passenger business and assets, the metropolitan rail networks, the regional non-dedicated coal freight networks and selected services businesses.

Queensland Rail Limited is owned by the Queensland Government. It is a public company limited by shares and a Government Owned Corporation under section 5(a) of the *Government Owned Corporations Act 1993* (Qld).

Queensland Rail Limited has a 7 member Board of Directors and a 10 member Executive Leadership Team.

1.2 Operational Structure

(a) Queensland Rail Limited

Queensland Rail Limited:

- (i) Is a rail business that operates suburban and long distance passenger trains;
- (ii) It does not operate freight trains or rolling stock; and
- (iii) It owns an extensive rail network throughout Queensland made up of 7,195km of narrow gauged track, approximately 3km of standard gauged track and approximately 36km of dual gauge track.

² Queensland, *Parliamentary Debates*, Legislative Assembly, 11 November 2010, 4098 – 4099 (Hon AP Fraser, Treasurer and Minister for Employment and Economic Development).

Queensland Rail Limited operates almost all the passenger services in Queensland with the exception of Air-Train the NSW XPT and some smaller heritage/tourist passenger services.

Queensland Rail Limited's suburban and long distance passenger services include:

- (i) City Network: This connects much of South East Queensland and covers approximately 300km of track and encompasses 143 stations. It extends from the centre of Brisbane south to Beenleigh and Robina on the Gold Coast, north to Ferny Grove, Shorncliffe, Doomben, Caboolture and Gympie, east to Cleveland and west to Ipswich and Rosewood and Richlands;
- (ii) QueenslandRail Travel (formerly Traveltrain) Network: This rail network plays an important role in connecting regional Queensland. The services extend from Brisbane north to Cairns and west to Charleville, Longreach and Mt Isa; and
- (iii) Tourist Trains: This component of Queensland Rail Limited's business includes two tourist train services (Kuranda Scenic Rail) and a fleet of steam locomotives and wooden carriages which are available for special events and charters.

In addition to its passenger services, Queensland Rail Limited manages Rail Operator access to the Queensland Rail network. This is done in accordance with an Access Undertaking approved by the Queensland Competition Authority. Only operators who are accredited by the Department and have agreed access arrangements may access the network.

(b) QR National Limited

QR National Limited is a coal rail transport provider and it owns 2,300km of heavy haul rail infrastructure. This rail network is known as the Central Queensland coal network and includes the Newlands, Goonyella, Blackwater and Moura rail systems.

QR National Limited also provides bulk freight, intermodal freight and regional freight services on its network.

(c) Dual Use Infrastructure

When Queensland Rail Limited and QR National Limited were created on 1 July 2010, a series of interface agreements were entered into. These agreements enabled both organisations to use a small track network in central Queensland for services which ran across the same track infrastructure.

(d) Other Operators

There are small sugar cane gauge railways which are owned by the regional mills that they service.

There are also some heritage operators which operate on tracks they own rather than tracks owned by Queensland Rail Limited.

Australian Rail Track Corporation Limited (ARTC) manage the standard gauge from NSW border to Acacia Ridge.

SCHEDULE 2 INDEX TO INCIDENTS

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
GENERAL				
(1)	Queensland flood event 2010/2011	Widespread flooding across Queensland from December 2010 to February 2011 (please refer to Annexure A of this Schedule for detailed maps of the Queensland Rail network which may be useful in understanding the location of each incident recorded herein)	<p>From December 2010 to February 2011, all Queensland Rail lines were affected by the Queensland flood event . The impact of the floods on the rail network was severe in many cases and the extent of disruption caused to rail operations was significant.</p> <p>Queensland Rail has strategies and processes to deal with flooding, cyclones and natural disasters and manages such events on a constant basis and in an organised manner. The flood event represented a far more significant event than the usual inundations dealt with by Queensland Rail.</p> <p>Of particular note:</p> <ol style="list-style-type: none"> 1. The Toowoomba / Murphy's Creek floods destroyed the Toowoomba Range rail corridor almost entirely. 2. The North Queensland floods resulted in significant and ongoing flooding across various rail corridors in North Queensland and lengthy line closures (as opposed to the annual wet season which may result in line closures of several days only). 3. The Brisbane / Ipswich floods of January 2011, the most significant South East 	<p>Queensland Rail's response to the floods disaster reflected its core value, safety.</p> <p>During December 2010, there was widespread localised flooding across Regional Queensland. These incidents (detailed below) increased in severity during December 2010 and it became clear to Queensland Rail that they represented more significant weather events than the annual North Queensland wet season which is managed by Queensland Rail each year.</p> <p>Broadly speaking, Queensland Rail managed the flood disaster by:</p> <ol style="list-style-type: none"> 1. Implementing its usual preparation and response methods in relation to the North Queensland wet season. 2. As the flood disaster worsened, engaging its Executive Leadership Team and creating specialised Task Forces to implement a range of management decisions in relation to the floods disaster. <p>By 10 January 2011, Queensland's flood event had worsened and there was evidence of significant rain fall in Toowoomba.</p> <p>Queensland Rail's Chief Executive Officer convened an urgent meeting of Queensland Rail's Executive Leadership Team in response to the worsening flood event and a determination was made to centrally convene and implement a disaster management strategy in relation to each flood incident suffered by the rail network.</p> <p>The Chief Executive Officer and the Executive Leadership Team chose to implement an "All Hazards Approach" in adopting a flood management and recovery strategy. The All Hazards Approach concerned arrangements which provided for the management of a large</p>

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			<p>Queensland floods since 1974, caused the short term closure of the Ipswich rail line and called on significant Queensland Rail resources in terms of urgent asset protection and line reparation.</p> <p>4. The sheer scale of line inundation and damage across Queensland caused by the floods.</p>	<p>range of possible effects arising from a wide number of risks and incidents.</p> <p>This All Hazards Approach was highly useful for the management of the floods because it allowed for risks to be managed (at a macro level) in a similar manner.</p> <p>The flood management and recovery strategy was beneficial because:</p> <ol style="list-style-type: none"> 1. It allowed Queensland Rail's Executive Leadership Team and key personnel to remain in the field where they could be best utilised and for the effective and expert management of the evolving and ongoing Queensland flood event. 2. It also provided the various decision makers within Queensland Rail with ongoing access to experts and the people with relevant information so that decisions could be made from a fully informed and updated basis. <p>Queensland Rail's strategy in responding to the floods also reflected a belief that visible leadership was the most effective way of ensuring that the business reacted to a multitude of significant incidents occurring across the State in a very short timeframe.</p> <p>In short, a management decision was made to put Queensland Rail's leadership in the right place to make the right decisions at the right time.</p> <p>From 10 January 2011, as the flood event worsened, the Executive Leadership Team convened mandatory meetings at 8am and 4pm each day. Meetings were convened every 2 hours when necessary. The key priorities for disaster management were:</p> <ol style="list-style-type: none"> 1. <i>Safety is our overarching priority;</i> 2. <i>We are to look after our people and their families;</i> 3. <i>We are to look after our customers;</i> 4. <i>We are to do all things necessary to ensure Queensland Rail has the ability to recover quickly from the floods."</i>

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				<p>Management decisions during the flood event were made in accordance with these key priorities.</p> <p>In terms of specific responses to the flood event, the Chief Executive Officer and the Executive Leadership Team implemented the following:</p> <ol style="list-style-type: none"> 1. Measures to ensure that employees were safe and emergency assistance was available to any employee and their family impacted by the floods. 2. Measures to ensure all employees were paid whether they could attend work or not. 3. A special edition of the employee magazine “In the Loop” was issued to provide an insight into the size and scale of the floods and how Queensland Rail was affected and how the organisation responded. This magazine forms Annexure B of this Schedule. 4. Communication lines were opened with employees such that work rosters could be amended and the necessary workforce was ready to attend to urgent asset protection and reparation works during the disaster. 5. Adoption of an All Hazards Approach and application of Risk Register such that rail lines could be made operational within the shortest and safe timeframe. 6. Creation of the Regional Disaster Recovery Taskforce to ensure the most efficient management of incidents in regional areas. 7. Creation of the South East Queensland Recovery Taskforce to ensure the most efficient management of incidents in the metropolitan area. <p>As a result of the above:</p> <ol style="list-style-type: none"> 1. Full operational status was returned to the SEQ Network within 6 hours of complete line closure at 4.00am on 13 January 2011 (with the exception of the Darra to Rosewood corridor which was more significantly affected and was operational within 6 days).

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				<ol style="list-style-type: none"> 2. The Toowoomba Range line will be completely rebuilt well ahead of schedule (which required an urgent tender process and very extensive earthworks and geotechnical planning). 3. Significant and widespread line damage across North Queensland was almost entirely repaired by 28 February 2011. 4. No significant safety incidents (no deaths or serious injury to any Queensland Rail customers or Queensland Rail staff). 5. The benefits of the quick return to operational status have been widespread, ranging from the ability of the Wesley Hospital at Auchenflower to continue to operate during the flood event, to the resumption of commercial mining operations in Regional Queensland.

SOUTH EAST QUEENSLAND

(2)	Flooding	South East Queensland flooding generally	Widespread impact across metropolitan rail network (canvassed in detail below)	<p>General response</p> <ol style="list-style-type: none"> 1. Immediate reference of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team. 2. After 10 January 2011, extra-ordinary general meetings of Executive Leadership Team convened in response to worsening flooding across Queensland. 3. On 13 January 2011: <ol style="list-style-type: none"> a. Creation of SEQ Recovery Task Force. b. Appointment of David Cameron (General Manager of SEQ Network) as Chair of SEQ Recovery Task Force. c. Appointment of key Queensland Rail executives to taskforce. 4. Delegation of some decision making powers in relation to SEQ flood recovery matters from Executive Leadership Team to SEQ Recovery Task Force. 5. Executive Leadership Team responsible for high level decisions and SEQ Recovery Team responsible for keeping Executive
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				<p>Leadership Team informed.</p> <p>Management response</p> <p>On Tuesday, 11 January 2011, recognition by Chief Executive Officer and Senior Leadership Team that:</p> <ol style="list-style-type: none"> 1. Potential for Brisbane/Ipswich flood event later that week. 2. Urgent need to take steps to achieve asset protection. 3. Urgent need to take steps to ensure safety of staff and customers. 4. Urgent need to prepare potential flood damage and minimise damage. 5. Urgent need to prepare as an organisation to recover from any flood damage and resume normal services as a matter of priority. 6. Queensland Rail employees would be effected by the flood disaster both personally and professionally and that it was critically necessary to implement wide ranging human resources processes to ensure that: <ol style="list-style-type: none"> a. Any employees and their families requiring disaster assistance as a result of the floods would need to be assisted in accordance with Queensland Rail key priorities for flood. b. Communication with employees through the flood event could be achieved as this was critical; and c. The co-ordination of employees and implementation of the key priorities and strategy for dealing with the floods was effectively managed (essential in ensuring that the network was recovered safely and quickly). 7. The floods would require ongoing and urgent management by key senior leaders within Queensland Rail to ensure prompt and effective implementation of recovery strategies. 8. The impact closure of corridors would have on passengers in time of disaster and need to limit any necessary closures to an absolute

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				<p>minimum.</p> <p>Creation of SEQ Recovery Task Force by Queensland Rail reflected the recognition of the above matters and also was a means to ensure that key leaders within various Queensland Rail departments were all working towards and committed to the urgent reparation of passenger rail network. In particular, the following steps were taken to ensure urgent recovery:</p> <ol style="list-style-type: none"> 1. Identification of key Queensland Rail leaders necessary to provide expertise and leadership in relation to all facets of the recovery of the network. 2. Ensuring that all necessary personnel were made available to the SEQ Recovery Task Force so that all matters related to the recovery of the network received urgent and expert attention. 3. Implementation of processes to ensure that rostered staff available 24 hours per day in relation to the recovery efforts. 4. Relaxation of decision making powers and delegation of such powers from the Chief Executive Officer and the Executive Leadership Team to the SEQ Recovery Task Force so that effective and urgent decision making practises employed. 5. Processes put in place requiring regular reporting from the SEQ Recovery Taskforce to the Executive Leadership Team such that high level decisions could be made on a regular and informed basis. <p>Asset protection response</p> <ol style="list-style-type: none"> 1. Early identification of assets to protect across the network. 2. Early identification of steps to be taken to best protect assets including: <ol style="list-style-type: none"> a. Need to relocate rolling stock to higher ground. b. Need to remove assets from yards and areas likely to flood.

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				<ul style="list-style-type: none"> c. Need to protect assets in low lying areas unable to be moved. d. Need to take further protective steps such as the isolation of electrical equipment in areas likely to be effected by flood. <ul style="list-style-type: none"> 3. Identified the need to ensure that employees: <ul style="list-style-type: none"> a. Available to achieve proper asset protection in accordance with Queensland Rail strategy. b. Employees be subsequently available to repatriate assets and make network operation as quickly and safely as possible after the flood event. 4. Recognition of critical need to protect assets to ensure urgent rectification of rail services after the floods for south east Queensland customers. <p>Infrastructure response</p> <ul style="list-style-type: none"> 1. Recognition by Network SEQ and Executive Leadership Team that flood event would cause damage to network and that the urgent nature of the restoration of the network would require intensive utilisation of local work crews. 2. Prior to flood event (river peaking): <ul style="list-style-type: none"> a. Identification of flood prone areas of rail network; b. Implementation of Queensland Rail flood management strategy and key priorities in relation to flood; c. Network Group assistance with asset protection; d. Network Group preparation of flood prone areas for flood event; e. Ongoing amendment of work rosters to ensure employee availability 24 hours per day during and after flood event. 3. After flood event, application of Safety Processes and Risk Registries to incident including:

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				<ul style="list-style-type: none"> a. Identification of safe timeframes for inspections. b. Identification of safe method of inspection. c. Assessors despatched to inspect entire line as soon as safe. d. Identification of steps necessary to make lines safe for reparation works. e. Engagement of full risk processes in relation to reparation works. f. Engagement of any necessary safety and/or management personnel. g. Implementation of any necessary site entry exercises, site induction exercises and/or site safety wear requirements. h. Issuing Safety Critical Alerts where necessary. <p>Progress of works</p> <ul style="list-style-type: none"> 1. Reparation works commenced 4am Thursday, 13 January 2011. 2. Reparation works completed and all lines operational by 10am Thursday, 13 January 2011 (except for Darra to Rosewood section of Ipswich line which was not operational until Wednesday 19 January 2011). <p>Operation response</p> <ul style="list-style-type: none"> 1. Implementation of processes to ensure that staff available to recover and repatriate assets moved for flood event and recommence operation of rail network as soon as possible after flood event including: <ul style="list-style-type: none"> a. Ongoing communication with Operational staff to ensure train crews available to recommence operation as early as possible. b. Ongoing communication with customers and other stakeholders to ensure public awareness of available services and network position at any given time. c. Implementation of strategy and safety processes in relation to

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				<p>recommencing operations including obtaining clearances and safety certifications as network lines became available for operation.</p> <ol style="list-style-type: none"> 2. Bus shuttle service provided for train crews during disaster period. 3. Provision of meals and other necessities to staff as needed. <p>Customer response</p> <ol style="list-style-type: none"> 1. Early recognition of critical importance of keeping customers and stakeholders updated as to network status and implementation of communication processes. 2. Early recognition of importance of rail network to public, particularly during time of disaster (i.e. such that emergency services workers and employees providing public services were able to travel to and from work to assist public in a time of disaster). 3. Processes put in place whereby communication of rail availability made publically available (via internet, media announcements and third party announcements e.g. TransLink). 4. Implementation of State Government decision to provide free public transport during the flood event until 21 January 2011. <p>Staff</p> <ol style="list-style-type: none"> 1. Early recognition by Chief Executive Officer, Executive Leadership Team and Chief Human Resources Officer of the importance of effectively managing and supporting staff during a time of disaster. 2. Implementing various safety/human resources strategies and processes including: <ol style="list-style-type: none"> a. Safety processes including: <ol style="list-style-type: none"> i. Adherence to risk processes for those entering corridors, ensuring employees equipped with appropriate protection to ensure not exposed to contaminated water or additional hazards.

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				<ul style="list-style-type: none"> ii. Safety Control Alert issued about around the clean up task. b. Fatigue management to ensure asset protection and network recovery achieved in an entirely safe manner. c. Fatigue management for non-shift workers and for shift workers (ensuring overtime limits are adhered to). <ol style="list-style-type: none"> 3. Recognised the importance of and ensured the delivery of remuneration payments in accordance with individual contracts or normal work roster (including temporary employees) during the floods. 4. Amended local work rosters created to ensure the available workforce best utilised. 5. Implementation of Queensland Rail processes and statements to support employees during time of disaster including regular communications to employees. 6. Employees kept updated in relation to assistance available to them, status of network and employee/rostering issues. 7. Natural Disaster Leave and Emergency Services Leave: <ul style="list-style-type: none"> a. To ensure employees were able to attend to personal matters, protect their own properties and assist family, friends and colleagues when necessary. b. Employees released to attend to Emergency Services commitments. 8. Disaster Accommodation: <ul style="list-style-type: none"> a. To provide and fund emergency accommodation for employees and their families where necessary and renewable on a weekly basis where necessary. 9. Safety Management and Fatigue Management: <ul style="list-style-type: none"> a. To ensure that all reparation works and actions taken in

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				<p>relation to the flood disaster are carried out with Queensland Rail's five safety principles being upheld at all times during the management of the incident – these being:</p> <ul style="list-style-type: none"> i. Safety is the core QR value. ii. All injuries can be prevented. iii. Management is accountable for creating and maintaining a safe workplace. iv. We are all responsible for preventing injuries. v. Working safely is a condition of employment. <ul style="list-style-type: none"> b. To ensure that employee safety protected at all times during the recovery process and ensure that those employees available to attend work not placed at risk. <p>10. Staff Support Services – Natural Disaster:</p> <ul style="list-style-type: none"> a. Natural Disaster Hotline: <ul style="list-style-type: none"> i. Hotline staffed 24 hours a day, 7 days a week for employee related enquires about the flood event and related assistance. b. Rail Recovery Payment: <ul style="list-style-type: none"> i. Chief Executive Officer approves the purchase of up to \$1,000 of household items for employees who have been significantly affected by the flood event including electrical equipment, whitegoods, furniture, clothing and groceries. <p>11. Assistance with Property Rebuild/Repair/Clean Up:</p> <ul style="list-style-type: none"> a. Queensland Rail tradespeople to assist employees impacted by the flood event by undertaking an assessment of the property to establish reparation works required to make properties safe for re-entry. <p>12. Leave Options:</p> <ul style="list-style-type: none"> a. Employees able to access Natural Disaster Leave of up to 3

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				<ul style="list-style-type: none"> days per annum. b. Employees able to access annual leave. c. All employees provided with one additional day of leave to assist those impacted by the floods. <p>13. Case Management of Flood Affected Employees:</p> <ul style="list-style-type: none"> a. Established database of all employees impacted by floods to determine their needs and organise relevant assistance (eg crisis accommodation, repairs to house, etc) b. Executive Leadership Team and Senior Leadership Team visited flood affected employees to ensure employees were getting the right amount of support and providing strong visible leadership <p>14. Housing and Storage:</p> <ul style="list-style-type: none"> a. Disaster Accommodation (one week plus possibility of extension): <ul style="list-style-type: none"> i. Accommodation made available to employees (and their immediate dependents) if their residential home rendered uninhabitable by the floods. b. Employee Hosted Accommodation and Storage: <ul style="list-style-type: none"> i. Employee may offer to provide fellow employees with accommodation and/or storage. c. Donated Household items: <ul style="list-style-type: none"> i. Employee donations of required household items managed via the Organisation Wellbeing and Culture unit. <p>14. Flexible Work Options/Childcare and Eldercare Referral Services:</p> <ul style="list-style-type: none"> a. Implementation of flexible work arrangements (such as, part time, working from home, condensed working weeks and staggered/flexible start and finish times) for employees

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				<p>affected by the floods.</p> <p>b. Engagement of API Australia to provide Childcare and Aged Care Referral services to all employees.</p> <p>15. Employee Support Services:</p> <p>a. Confidential counselling services available to all employees and their immediate family members.</p> <p>b. Counsellor available 24 hours 7 days a week for emergencies and critical incidents.</p> <p>16. Natural Disaster Employee Donation scheme:</p> <p>a. Established to provide financial assistance on a needs-basis to employees affected.</p> <p>b. Employees had option to elect to donate the additional day of leave provided by the CEO, donate up to 5 days annual leave or donate a specified amount via payroll deduction.</p> <p>17. Cashing Out/Donating Leave:</p> <p>a. To allow employees to donate leave entitlements to assist affected colleagues and/or to facilitate cash payments to be utilised during the disaster.</p> <p>18. Donation of additional leave day:</p> <p>a. If employees had not utilised their additional leave day for volunteering purposes, they had option to donate their additional leave to the Natural Disaster Employee Donation scheme or a particular Queensland Rail employee.</p> <p>19. Cashing out a Portion of Long Service Leave</p> <p>a. Employees covered by a Workplace Agreement affected by the floods could elect to cash out a proportion of their Long Service Leave entitlements (subject to certain restrictions).</p> <p>20. Financial Hardship – Cashing Out All or Part of Long Service Leave:</p>

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				<ul style="list-style-type: none"> a. Employees requiring additional financial support during the floods, but subject to meeting the requirements under the <i>Industrial Relations Act 1999</i> (Qld), had the ability to cash out all or part of their Long Service Leave.
(3)	Flood	Damage to Roma Street to Rosewood line	<p>Operational impact</p> <ol style="list-style-type: none"> 1. 12.01.2011: Hourly service halting at Darra Station, line closed from Darra to Rosewood due to flooding. Line closed overnight. 2. 13.01.2011: Roma Street to Darra line recovered during morning and hourly services recommenced terminating at Darra due to continued flooding. 3. 14.01.2011 to 16.01.2011: Hourly services terminating at Darra continued. Line beyond Darra remains closed due to flood damage. 4. 17.01.2011 to 18.01.2011: Usual timetable resumed Roma Street to Darra. Line beyond Darra remains closed due to flood damage. 5. 19.01.2011: Line operational and open, normal operations and operating hours from evening. <p>Infrastructure damage</p> <ol style="list-style-type: none"> 1. Goodna Track Sectioning Cabin damaged due to flooding. 2. Goodna Station designated internally as a disaster zone. 	<p>General/Management Response</p> <ol style="list-style-type: none"> 1. Immediate referral of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team. 2. Reference of matter to SEQ Recovery Task Force. <p>Infrastructure Response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment Processes to incidents including: <ul style="list-style-type: none"> a. Identification of safe timeframes for inspections. b. Identification of safe method of inspection. c. Assessors despatched to inspect entire line as soon as safe after event. d. Identification of steps necessary to make site safe for reparation works. e. Engagement of full risk processes in relation to reparation works. f. Engagement of any necessary safety and/or management personnel. g. Implementation of any necessary site entry exercises, site induction exercises and/or site safety wear requirements. 2. Utilisation of local work crews to assist and repair damage when safe and in accordance with risk processes as follows: <ul style="list-style-type: none"> a. Aerial inspections. b. Clearing of mud, debris and oil at Goodna Station. c. Ballasting between Ipswich and Rosewood. d. Repair of small washouts at Thagoona and major washouts at

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			<ul style="list-style-type: none"> 3. Washouts (small and major) at various sections of track. 4. Cable damage at Bridge 25 (between Goodna and Redbank) impeding road where ducting missing. 5. Scouring around various piers along line. 6. Flooded equipment at Goodna, Wacol, Redbank, East Ipswich and Ipswich. 7. Significant areas of fencing down along corridor. 8. Power outages at several stations. 9. Flooding of Ipswich Yard. <p>Asset damage</p> <ul style="list-style-type: none"> 1. Significant graffiti of stowed rolling stock during flood event. 2. Electrical safety issues at Ipswich Head Office preventing operation of building. <p>Customer</p> <ul style="list-style-type: none"> 1. Passenger services restricted as above. 2. Freight services similarly restricted. <p>Staff</p> <ul style="list-style-type: none"> 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding. 	<ul style="list-style-type: none"> Rosewood. e. Repair of wayside systems and power systems required in various locations. f. Minor damage to various bridges repaired. g. Substantial washout and repairs required at Goodna Station including significant repair/replacement of flooded equipment. h. Significant electrical repairs/battery replacement. i. Corinda Depot used as temporary emergency base for field personnel. <p>Asset Protection Response</p> <ul style="list-style-type: none"> 1. Removal of all rolling stock and equipment from Ipswich Yard prior to flood event. 2. Rolling stock moved to higher ground between Milton and Sherwood. 3. Security guards engaged to protect rolling stock and stations without power; 4. Isolation of various electrical stations prior to flood event. 5. Sandbagging of assets within flood zone (i.e. assets that could not be moved to higher ground). 6. Removal of various items of equipment to higher ground from flood zone. 7. Urgent repairs undertaken on rolling stock damaged by graffiti. Queensland Rail has provided its support to the Queensland Police Service and has determined to prosecute those responsible to the full extent of the law (including civil claims for damages). The community expressed a very low tolerance of looting and vandalism at time of Natural Disaster. <p>Customers</p>

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<ol style="list-style-type: none"> 1. Implementation of communication processes as referred to above. 2. Bus services provided between Darra and Rosewood to supplement rail services ceasing at Darra (all closed stations serviced with the exception of Gales or Goodna Station which were inaccessible). <p>Staff</p> <ol style="list-style-type: none"> 1. Refer to staff strategies and processes listed above. 2. Network Projects and Network Business Engineering staff deployed to assist with reparation works.
(4)	Flooding	Damage to Roma Street to Varsity Lakes line	<p>Operational impact</p> <ol style="list-style-type: none"> 1. 12.01.2011: Hourly service. Line closed overnight. 2. 13.01.2011: Line recovered during morning and hourly services recommenced. 3. 17.01.2011: Line operational and open, normal operations and operating hours recommence. <p>Infrastructure damage</p> <ol style="list-style-type: none"> 1. Clapham Yard water logged, interlocking needs reinstalling. 2. No power at Yeerongpilly, South Bank, South Brisbane, Rocklea and Tennyson Stations or Acacia Ridge Yard. 3. Damage to signalling. 4. Cleaning and replacement of key components required at Moolabin Yard. <p>Customer</p> <ol style="list-style-type: none"> 1. Passenger services restricted as above. 	<p>General/Management Response</p> <ol style="list-style-type: none"> 1. Immediate referral of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team. 2. Reference of matter to SEQ Recovery Task Force. <p>Infrastructure Response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilisation of local work crews to assist and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> a. Aerial inspections. b. Signal cabling tested and reparation works carried out. c. Reparation works to Clapham Yard. d. Generator power provided to Southbank, South Brisbane and Rocklea until power services restored. e. Interlocking reinstalled. <p>Customers</p> <p>Implementation of communication processes as referred to above.</p> <p>Staff</p>

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
			2. Freight services and freight services similarly restricted. Staff 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding.	Refer to staff strategies and processes listed above.
(5)	Flooding	Damage to Roma Street to Gympie North line	Operational impact 1. 12.01.2011: Hourly service. Line closed overnight. 2. 13.01.2011: Line recovered during morning and hourly services recommenced. 3. 17.01.2011: Line operational and open, normal operations and operating hours recommence. Infrastructure damage 1. Scouring underneath North Pine bridge. 2. Minimal flooding at Mayne Yard. Asset damage Damage to substation at Mayne Yard. Customer 1. Passenger services restricted as above. 2. Freight services similarly restricted. Staff 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding.	General/Management Response 1. Immediate referral of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team. 2. Reference of matter to SEQ Recovery Task Force. Infrastructure Response 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilisation of local work crews to assist and repair damage when safe and in accordance with risk processes as follows: a. Aerial inspections. b. Back up generators sourced to allow skeleton operations to run and to power up Mayne yard until power restored. c. Removal of debris under North Pine Bridge. d. Full repairs to North Pine Bridge to be carried out at a later date. Mayne Yard 1. Pre-flood identification as potential area for significant inundation. 2. 12.01.2011: a. Significant works commenced to evacuate Mayne Yard of all rolling stock and all moveable assets and equipment. b. Works start to relocate certain assets to higher ground within

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<p>Mayne Yard and to sandbag and otherwise protect immovable assets within Mayne Yard (particularly electrical substation).</p> <p>3. 12.01.2011 to 13.01.2011: Significant protective works at Mayne Yard continue:</p> <ul style="list-style-type: none"> a. Rolling stock removed and stored on various lines. b. Sandbagging of substation completed. c. Removal of equipment completed. d. Electrical equipment isolated. <p>Customers Implementation of communication processes as referred to above.</p> <p>Staff Refer to staff strategies and processes listed above.</p>
(6)	Flooding	Damage to Cleveland line	<p>Operational impact</p> <ul style="list-style-type: none"> 1. 12.01.2011: Hourly service. Line closed overnight. 2. 13.01.2011: Line recovered during morning and hourly services recommenced. 3. 17.01.2011: Line operational and open, normal operations and operating hours recommence. <p>Infrastructure damage</p> <ul style="list-style-type: none"> 1. Signal blackout at Manly. 2. Coorparoo – LS072 Automatic Wwarning System faulty but does not cause any signification operational impact. <p>Customer</p> <ul style="list-style-type: none"> 1. Passenger services restricted as above. 	<p>General/Management Response</p> <ul style="list-style-type: none"> 1. Immediate referral of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team. 2. Reference of matter to SEQ Recovery Task Force. <p>Infrastructure Response</p> <ul style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilisation of local work crews to assist and repair damage when safe and in accordance with risk processes as follows: <ul style="list-style-type: none"> a. Aerial inspections. b. Signalling blackout at Manly rectified. c. Faulty Coorparoo – LS072 AWS reprogrammed and rectified. <p>Customers Implementation of communication processes as referred to above.</p> <p>Staff</p>

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
			2. Freight services similarly restricted. Staff 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding.	Refer to staff strategies and processes listed above.
(7)	Flooding	Damage to Ferny Grove line	Operational impact 1. 12.01.2011: Hourly service. Line closed overnight. 2. 13.01.2011: Line recovered during morning and hourly services recommenced. 3. 17.01.2011: Line operational and open, normal operations and operating hours recommence. Infrastructure damage 1. None or insignificant damage. Customer 1. Passenger services restricted as above. 2. Freight services similarly restricted. Staff 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding.	General/Management Response 1. Immediate referral of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team. 2. Reference of matter to SEQ Recovery Task Force. Infrastructure Response 1. Application of Risk Assessment strategies and processes referred to above. Customers Implementation of communication processes as referred to above. Staff Refer to staff strategies and processes listed above.
(8)	Flooding	Damage to Shorncliffe line	Operational impact 1. 12.01.2011: Hourly service. Line closed overnight.	General/Management Response 1. Immediate referral of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team.

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
			<ol style="list-style-type: none"> 2. 13.01.2011: Line recovered during morning and hourly services recommenced. 3. 17.01.2011: Line operational and open, normal operations and operating hours recommence. <p>Infrastructure damage None or insignificant damage.</p> <p>Customer</p> <ol style="list-style-type: none"> 1. Passenger services restricted as above. 2. Freight services similarly restricted. <p>Staff</p> <ol style="list-style-type: none"> 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding. 	<ol style="list-style-type: none"> 2. Reference of matter to SEQ Recovery Task Force. <p>Infrastructure Response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. <p>Customers Implementation of communication processes as referred to above.</p> <p>Staff Refer to staff strategies and processes listed above.</p>
(9)	Flooding	Damage to Doomben line	<p>Operational impact</p> <ol style="list-style-type: none"> 1. 12.01.2011: Hourly service. Line closed overnight. 2. 13.01.2011 to 16.01.2011: Line recovered during morning and operational. Railbus operating public holiday schedule and no train services (as is usual on a public holiday schedule). 3. 17.01.2011: Line operational and open, normal operations and operating hours recommence. <p>Infrastructure damage None or insignificant damage.</p>	<p>General/Management Response</p> <ol style="list-style-type: none"> 1. Immediate referral of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team. 2. Reference of matter to SEQ Recovery Task Force. <p>Infrastructure Response Application of Risk Assessment strategies and processes referred to above.</p> <p>Customers Implementation of communication processes as referred to above.</p> <p>Staff Refer to staff strategies and processes listed above.</p>

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)	
			<p>Customer</p> <ol style="list-style-type: none"> 1. Passenger services restricted as above. 2. Freight services similarly restricted. <p>Staff</p> <ol style="list-style-type: none"> 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding. 		
(10)	Flooding	Damages to Airport line	<p>Operational impact</p> <ol style="list-style-type: none"> 1. 12.01.2011: Hourly service. Line closed overnight. 2. 13.01.2011: Line recovered during morning and hourly services recommenced (half-hourly from Roma Street to Airport). 3. 17.01.2011: Line operational and open, normal operations and operating hours recommence. <p>Infrastructure damage</p> <p>None or insignificant damage.</p> <p>Customer</p> <ol style="list-style-type: none"> 1. Passenger services restricted as above. 2. Freight services similarly restricted. <p>Staff</p> <ol style="list-style-type: none"> 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding. 	<p>General/Management Response</p> <ol style="list-style-type: none"> 1. Immediate referral of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team. 2. Reference of matter to SEQ Recovery Task Force. <p>Infrastructure Response</p> <p>Application of Risk Assessment strategies and processes referred to above.</p> <p>Customers</p> <p>Implementation of communication processes as referred to above.</p> <p>Staff</p> <p>Refer to staff strategies and processes listed above.</p>	

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
REGIONAL QUEENSLAND				
(11)	Flooding	Regional Queensland flooding generally	Widespread impact across regional rail network (canvassed in detail below)	<p>General Response</p> <ol style="list-style-type: none"> 1. In December 2010, widespread flooding in Regional Queensland dealt with in accordance with Queensland Rail's usual course during the wet season with implementation of recovery strategies and risk assessment processes. 2. On 10 January 2011, extra-ordinary general meetings of Executive Leadership Team convened in response to worsening flooding across Queensland in January 2011. 3. On 13 January 2011: <ol style="list-style-type: none"> a. Creation of Regional Recovery Task Force. b. Appointment of [REDACTED] (Acting Chief Network Officer) as Chair of Regional Recovery Task Force and appointment of key Queensland Rail executives to Task Force. 4. Delegation of some decision making power in relation to regional flood recovery matters from Executive Leadership Team to Regional Recovery Task Force. 5. Executive Leadership Team responsible for high level decisions and Regional Recovery Task Force responsible for keeping Executive Leadership Team informed. <p>Management response</p> <ol style="list-style-type: none"> 1. Recognition by Chief Executive Officer and Senior Leadership Team that: <ol style="list-style-type: none"> a. Potential for significant Regional flooding and associated impact upon rail network. b. Urgent need to take steps to ensure safety of staff and customers. c. Urgent need to take steps to achieve asset protection.

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<ul style="list-style-type: none"> d. Urgent need to prepare for potential flood damage and minimise damage. e. Urgent need to prepare as an organisation to recover from any flood damage and resume normal services as a matter of priority. <ol style="list-style-type: none"> 2. Recognition by Chief Executive Officer and Senior Leadership Team that Regional Queensland Rail employees would be affected by the flood event both personally and professionally and that it was critically necessary to ensure that: <ul style="list-style-type: none"> a. Any employees and their families requiring disaster assistance as a result of the floods would be assisted in accordance with Queensland Rail processes. b. Communication with employees through the flood event would be critical. c. Coordination of employees and application of Queensland Rail processes ensuring that the network was recovered safely and quickly. 3. Recognition that the flood event would require ongoing and urgent management by key senior leaders within Queensland Rail to ensure prompt and effective recovery. 4. Recognition of impact of closure of corridors on passengers in time of disaster and need to limit any necessary closures to an absolute minimum. <p>Infrastructure Response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment process to all incidents by Regional Recovery Task Force including: <ul style="list-style-type: none"> a. Identification of safe timeframes for inspections. b. Identification of safe method of inspection. c. Assessors despatched to inspect entire line as soon as safe

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<p>after event.</p> <ul style="list-style-type: none"> d. Identification of steps necessary to make site safe for reparation works. e. Engagement of full Risk Register and processes in relation to reparation works. f. Engagement of any necessary safety and/or management personnel. g. Implementation of any necessary site entry exercises, site induction exercises and/or site safety wear requirements. <p>Asset Protection</p> <p>Where possible, active pre-flood steps taken to ensure asset protection (canvassed in detail below).</p> <p>Customer</p> <ul style="list-style-type: none"> 1. Immediate recognition of importance of communication lines with customers and stakeholders. 2. Ongoing updates and discussions held with customers in relation to line closures, anticipated operational dates and potential alternative solutions. 3. Alternative solutions put in place where possible (canvassed in detail below). <p>Staff</p> <ul style="list-style-type: none"> 1. Recognition of the personal and professional impact of the floods disaster on Regional employees and their families. 2. Full implementation of Human Resources processes (as referred to above in relation to South East Queensland).

REGIONAL QUEENSLAND: North Coast Line				
(12)	Flooding	Damage to Nambour to Parana line	Operational Impact Burnett River Bridge at Bundaberg closed	General Response Immediate reference of matter to Chief Executive Officer [REDACTED]

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
			<p>28.12.2010. Fully opened 02.01.2011.</p> <p>Infrastructure Damage</p> <ol style="list-style-type: none"> 1. One instance of land slip. 2. Scours at bridges. 3. Debris against piers. <p>Customer</p> <p>No freight transport, coal transport or passenger transport available during period of line closure.</p>	<p>and Executive Leadership Team.</p> <p>Infrastructure Response</p> <ol style="list-style-type: none"> 1. Tim Ripper (Acting Chief Network Officer) responsible for overall supervision of matter. 2. Application of Risk Assessment processes to incident including: <ol style="list-style-type: none"> a. Identification of safe timeframes for inspections. b. Identification of safe method of inspection. c. Assessors despatched to inspect entire line as soon as safe after event. d. Identification of steps necessary to make site safe for reparation works. e. Engagement of full Risk Assessment processes in relation to reparation works. f. Engagement of any necessary safety and/or management personnel. g. Implementation of any necessary site entry exercises, site induction exercises and/or site safety wear requirements. h. Utilised local work crews to repair damage when safe and in accordance with risk processes. i. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Customer response</p> <p>Executive Leadership Team identified and liaised with customers and other parties impacted upon by line closure identified and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p>
(13)	Flood and	Damage to Townsville to	Operational impact	General/Management Response

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
	cyclone	Cairns line	<ol style="list-style-type: none"> Line closed 23.12.2010 to 29.12.2010 due to flooding. Line fully reopened 29.12.2010. Line closed from 1.2.2011 due to cyclone Yasi <p>Infrastructure damage</p> <ol style="list-style-type: none"> Minor debris affecting 8km of track. Isolated defects on track. Vegetation and power lines disbursed over track. Power outages resulting in no active protection at crossings. Disabled signage/signalling (physical damage and power outages). Telecommunications disabled at control sites and no power available. <p>Customer</p> <p>No freight transport, coal transport or passenger transport available.</p> <p>Staff</p> <ol style="list-style-type: none"> Staff unable to attend work as a result of flooding/cyclone. Staff and families being personally impacted upon by flooding/cyclone. 	<p>Reference of matter to Regional Recovery Taskforce.</p> <p>Infrastructure response</p> <ol style="list-style-type: none"> Implementation of Risk Assessment Processes as detailed above. Utilised local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> Aerial inspections. Clearing of vegetation and maintenance to standing signs. Repair of washouts. Repair of level crossings. Delays encountered whilst awaiting restoration of power to level crossings and signals. Local resources sufficient to meet repair needs in terms of personnel and equipment. Limited additional deployment necessary. <p>Customer response</p> <ol style="list-style-type: none"> Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted by line closure and in relation to anticipated re-opening timeframes. Alternative arrangements included bus services for passengers between Townsville and Cairns (arranged by Queensland Rail). Arrangements by other organisations / agencies: <ol style="list-style-type: none"> Freight trucked from Townsville to Cairns (carriage of supermarket supplies and household items to Townsville as significant issue for local community). Shipments to Townsville Port. <p>Staff</p> <ol style="list-style-type: none"> Implementation of Human Resources strategies and processes as referred to above.

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<ol style="list-style-type: none"> 2. Implementation of fatigue management processes including: <ol style="list-style-type: none"> a. Enforced work group breaks to ensure fatigue management. b. Employees redirected to work out of areas to which they had access. c. Limited staff dispatched from Brisbane to assist.
(14)	Flooding	Damage to NCL Rockhampton (Rocklands) to Mackay line	<p>Operational impact</p> <ol style="list-style-type: none"> 1. Line closed 30.12.2010. 2. Line fully reopened 18.01.2011. <p>Infrastructure damage</p> <ol style="list-style-type: none"> 1. Power outages resulting in no active protection at crossings. 2. Disabled signage/signalling (power outages). 3. Rockhampton rail yard flooded and inoperable. 4. Limited track damage at Glen Geddes. 5. Overhead power line damage and boom gate damage. <p>Customer</p> <p>No freight transport, coal transport or passenger transport available.</p> <p>Staff</p> <ol style="list-style-type: none"> 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding. 	<p>General/Management Response</p> <p>Reference of matter to Regional Recovery Taskforce.</p> <p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilised local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> a. Aerial inspections. b. Clearing of vegetation and maintenance to standing signs. c. Repair of washouts. d. Ballasting and resurfacing. e. Restoration and replacement of electrical equipment. f. Reparations to boom gates / crossings. g. Delays encountered whilst awaiting restoration of power to level crossings and signals. 3. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Customer response</p> <p>Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p>

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				Staff <ol style="list-style-type: none"> 1. Implementation of Human Resources strategies and processes as referred to above. 2. Implementation of fatigue management processes including: <ol style="list-style-type: none"> a. Enforced work group breaks to ensure fatigue management. b. Employees redirected to work out of areas to which they had access.
REGIONAL QUEENSLAND: Maryborough Branches				
(15)	Flooding	Damage to Monto Branch	Operational impact Limited. Infrastructure damage <ol style="list-style-type: none"> 1. Land slides. 2. Track damage from water inundation. 	Line is deemed to be a 'seldom used' line due to low usage.
(16)	Flooding	Damage to Maryborough West to Maryborough line	Operational impact <ol style="list-style-type: none"> 1. Line closed from 08.01.2011. 2. Line fully reopened 20.01.2011. Infrastructure damage Mary River flooding causing line inundation and limited damage.	General/Management Response Reference of matter to Regional Recovery Taskforce. Infrastructure response <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilised local work crews to repair damage when safe and in accordance with risk processes. 3. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. Customer response Executive Leadership Team identified and liaised with customers and other parties impacted upon by line closure identified and in relation to anticipated re-opening timeframes. Alternative arrangements made

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<p>where possible.</p> <p>Staff</p> <ol style="list-style-type: none"> 1. Refer to staff strategies and processes listed above. 2. Implementation of fatigue management processes including: <ol style="list-style-type: none"> a. Enforced work group breaks to ensure fatigue management. b. Employees redirected to work out of areas to which they had access.
REGIONAL QUEENSLAND: Moura Other				
(17)	Flooding	Damage to Dakenba to Biloela line	<p>Operational impact</p> <p>Closed from late December 2010 to 2 January 2011.</p> <p>Infrastructure damage</p> <p>Limited damage to bank supporting line.</p>	<p>General/Management Response</p> <p>Immediate reference of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team.</p> <p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Implementation of Risk Assessment Processes as detailed above. 2. Utilised local work crews to repair damage when safe and in accordance with risk processes. 3. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Customer response</p> <p>Executive Leadership Team identified and liaised with customers and other parties impacted upon by line closure identified and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p> <p>Staff</p> <p>Refer to staff strategies and processes listed above.</p>
(18)	Flooding	Damage to Earlsfield to Koorngoo line	<p>Operational impact</p> <p>Limited.</p> <p>Infrastructure damage</p>	<p>Line is deemed to be a 'seldom used' line due to low usage.</p>

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
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Track damage from water inundation.

REGIONAL QUEENSLAND: Tablelands

(19)	Flooding	Damage to Mareeba to Forsayth and Normanton to Croydon	<p>Operational impact</p> <ol style="list-style-type: none"> 1. Line closed late December 2010 to 10.01.2001. 2. Normanton to Croydon closed from 21.12.21010 until present. Currently remains underwater. <p>Infrastructure damage</p> <p>Minor localised scouring and washouts that are normal for Northern wet season.</p> <p>Customer</p> <p>No schedules services until February or March 2011 so no customer impact.</p>	<p>General/Management Response</p> <p>Reference of matter to Regional Recovery Taskforce.</p> <p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilise local work crews to repair damage when safe and in accordance with risk processes. 3. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Staff</p> <p>Refer to staff strategies and processes listed above.</p>
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REGIONAL QUEENSLAND: Central West

(20)	Flooding	Damage to Emerald to Longreach line	<p>Operational impact</p> <p>Line closed from 23.12.2010 to 18.02.2011.</p> <p>Infrastructure damage</p> <ol style="list-style-type: none"> 1. Nogoia, Belyando and Thompson Rivers flooded over line. 2. Washouts / flooding of line and of Jericho, Alpha and Emerald rail yards. <p>Asset damage</p> <ol style="list-style-type: none"> 1. No damage to rolling stock. 2. Limited damage to assets at Jericho, Alpha and Emerald rail yards. <p>Customer</p>	<p>General/Management Response</p> <ol style="list-style-type: none"> 1. Reference of matter to Regional Recovery Taskforce. <p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilise local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> a. Aerial inspections. b. Clearing of vegetation and maintenance to standing signs. c. Repair of washouts. d. Repair of level crossings. e. Delays encountered whilst awaiting restoration of power to
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No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
			<ol style="list-style-type: none"> No freight transport, coal transport or passenger transport available. <p>Staff</p> <ol style="list-style-type: none"> Staff unable to attend work as a result of flooding. Staff and families personally impacted upon by flooding. 	<ol style="list-style-type: none"> level crossings and signals. Significant washouts requiring pigstyting and ballast train repairs. Delays encountered in reparation works as a result of forced closure of Townsville Control Centre (evacuated for 2.5 days during Cyclone Yasi). Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Asset protection</p> <ol style="list-style-type: none"> Rolling stock removed from Jericho and Alpha Yards and moved to higher ground for flood protection. Infrastructure removed from and/or protected from flooding at yards. <p>Customer response</p> <ol style="list-style-type: none"> Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible. Implementation of communication processes as referred to above. <p>Staff</p> <ol style="list-style-type: none"> Refer to staff strategies and processes listed above. Implementation of fatigue management processes including: <ol style="list-style-type: none"> Enforced work group breaks to ensure fatigue management. Employees redirected to work out of areas to which they had access.
(21)	Flooding	Damage to Emerald to Clermont line	<p>Operational impact</p> <p>Line closed from 23.12.2010 to 08.02.2011.</p> <p>Infrastructure damage</p>	<p>General/Management Response</p> <p>Reference of matter to Regional Recovery Taskforce.</p> <p>Infrastructure response</p>

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
			<ol style="list-style-type: none"> Theresa Creek flooded over line. Washouts of various sections and ongoing flooding of tracks in some areas. Storage of rolling stock on elevated sections of track during flooding (resulting in track not being usable until subsidence of flooding). <p>Asset damage None.</p> <p>Customer No freight transport, coal transport or passenger transport available.</p> <p>Staff</p> <ol style="list-style-type: none"> Staff unable to attend work as a result of flooding. Staff and families being personally impacted upon by flooding. 	<ol style="list-style-type: none"> Application of Risk Assessment strategies and processes referred to above. Utilised local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> Aerial inspections. Clearing of vegetation and maintenance to standing signs. Repair of washouts. Repair of level crossings. Delays encountered whilst awaiting restoration of power to level crossings and signals. Washouts requiring pigstyting and ballast train repairs. Delays encountered in reparation works as a result of forced closure of Townsville Control Centre (evacuated for 2.5 days during Cyclone Yasi). Drain repairs necessary. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Asset protection Rolling stock (>500 QR National Coal wagons) stored on track beyond Clermont resulting in closure of line.</p> <p>Customer response Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p> <p>Staff Refer to staff strategies and processes listed above.</p>
(22)	Flooding	Line damage to Wurba	Operational impact	To be assessed in the future (no future rail traffic or track utilisation)

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
		Junction to Springsure	Line closed since November 2010. Infrastructure damage Flooding and line damage/washouts.	scheduled at present).
REGIONAL QUEENSLAND: Western System				
(23)	Flooding	Damage to Miles to Charleville line	<p>Operational impact</p> <ol style="list-style-type: none"> Line closed 27.12.2010. Line reopened 06.01.2011. <p>Infrastructure damage</p> <p>Washouts in various areas.</p> <p>Customer</p> <p>No freight transport, coal transport or passenger transport available.</p>	<p>General/Management Response</p> <p>Immediate reference of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team.</p> <p>Infrastructure response</p> <ol style="list-style-type: none"> Application of Risk Assessment strategies and processes referred to above. Utilised local work crews to repair damage when safe and in accordance with risk processes. Only minor works required as follows: <ol style="list-style-type: none"> Scouring. Minor washout repairs. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Customer response</p> <p>Executive Leadership Team identified and liaised with customers and other parties impacted upon by line closure identified and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p> <p>Staff</p> <p>Refer to staff strategies and processes listed above.</p>
(24)	Flooding	Damage to Westgate to Quilpie line	<p>Operational impact</p> <ol style="list-style-type: none"> Line closed 24.12.2010. Line reopened 10.01.2011.. 	<p>General/Management Response</p> <p>Immediate reference of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team.</p>

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
			<p>Infrastructure damage</p> <ol style="list-style-type: none"> 1. Warrego River flooded rail bridge. 2. Minor scouring / damage to line. <p>Customer</p> <p>No freight transport, coal transport or passenger transport available.</p>	<p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilised local work crews to repair damage when safe and in accordance with risk processes. Only minor works required such as scouring. 3. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Customer response</p> <p>Executive Leadership Team identified and liaised with customers and other parties impacted upon by line closure identified and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p>
(25)	Flooding	Damage to Glenmorgan Branch line	<p>Operational impact</p> <ol style="list-style-type: none"> 1. Line closed 19.12.2010. 2. Line reopened 17.03.2011 (all washouts repaired). <p>Infrastructure damage</p> <ol style="list-style-type: none"> 1. Myall Creek and Condamine River flooded line. 2. Numerous washouts found and flood damage to line. <p>Customer</p> <p>No freight transport, coal transport or passenger transport available.</p>	<p>General/Management Response</p> <ol style="list-style-type: none"> 1. Immediate reference of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team. 2. Reference of matter to Regional Recovery Taskforce. <p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilised local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> a. Aerial inspections. b. Clearing of vegetation and maintenance to standing signs. c. Repair of washouts. d. Repair of level crossings. e. Washouts requiring pigstyng and ballast train repairs. f. Delays encountered in reparation works as line remained

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<p>flooded until mid February 2011.</p> <p>3. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary.</p> <p>Customer response</p> <p>Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes.</p> <p>Staff</p> <p>Refer to staff strategies and processes listed above.</p>
REGIONAL QUEENSLAND: South Western System				
(26)	Flood	Damage to Toowoomba to Warwick line	<p>Operational impact</p> <p>Line closed 26.12.2010 to 18.02.2011.</p> <p>Infrastructure damage</p> <ol style="list-style-type: none"> Line damage caused by flooding/washouts in numerous areas. Formation slump and security fence damage. <p>Customer</p> <p>No freight transport, coal transport or passenger transport available.</p> <p>Staff</p> <ol style="list-style-type: none"> Staff unable to attend work as a result of flooding. Staff and families being personally impacted upon by flooding. 	<p>General/Management Response</p> <ol style="list-style-type: none"> Immediate reference of matter to Chief Executive Officer (██████████) and Executive Leadership Team. Reference of matter to Regional Recovery Taskforce. <p>Infrastructure response</p> <ol style="list-style-type: none"> Application of Risk Assessment strategies and processes referred to above. Utilised local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> Aerial inspections. Clearing of vegetation and maintenance to standing signs. Repair of washouts. Repair of level crossings. Washouts requiring pigstyting and ballast train repairs. Cutting out track for formation repairs near Hendon. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary.

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<p>Customer response Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p> <p>Staff Refer to staff strategies and processes listed above.</p>
(27)	Flooding	Damage to Warwick to Goondiwindi line	<p>Operational impact</p> <ol style="list-style-type: none"> 1. Line closed 07.01.2011. 2. Line reopened 07.03.2011 (speed restrictions remain in place). <p>Infrastructure damage</p> <ol style="list-style-type: none"> 1. MacIntyre River flooding line. 2. Minor washouts/track damage as a result of flooding. <p>Customer No freight transport, coal transport or passenger transport available.</p> <p>Staff</p> <ol style="list-style-type: none"> 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding. 	<p>General/Management Response</p> <ol style="list-style-type: none"> 1. Immediate reference of matter to Chief Executive Officer [REDACTED] and Executive Leadership Team. 2. Reference of matter to Regional Recovery Taskforce. <p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilise local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> a. Aerial inspections. b. Clearing of vegetation and maintenance to standing signs. c. Light ballast scouring and minor washout repairs. d. Clean out of drains. 3. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Customer response Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p> <p>Staff</p>

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
(28)	Flooding	Damage to Goondiwindi to Thallon line	<p>Operational impact Line closure 6 January 2011 to mid March 2011.</p> <p>Infrastructure damage</p> <ol style="list-style-type: none"> 1. Flooding of Weir River and Moonie River causing flooding over line. 2. MacIntyre River flooding causing flooding of line either side of Goondiwindi. 3. Minor washouts/track damage as a result of flooding. <p>Customer No freight transport, coal transport or passenger transport available.</p> <p>Staff</p> <ol style="list-style-type: none"> 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding. 	<p>Refer to staff strategies and processes listed above.</p> <p>General/Management Response</p> <ol style="list-style-type: none"> 1. Immediate reference of matter to Chief Executive Officer (Paul Scurrah) and Executive Leadership Team. 2. Reference of matter to Regional Recovery Taskforce. <p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilised local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> a. Aerial inspections. b. Clearing of vegetation and maintenance to standing signs. c. Light ballast scouring and minor washout repairs. 3. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Customer response Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p> <p>Staff Refer to staff strategies and processes listed above.</p>
(29)	Flooding	Damage to Warwick to Wallangarra line	<p>Operational impact Line closed 06.01.2011 to 14.02.2011.</p> <p>Infrastructure damage Washouts, line damage and slippages as a result of flooding.</p>	<p>General/Management Response</p> <ol style="list-style-type: none"> 1. Immediate reference of matter to Chief Executive Officer (██████████) and Executive Leadership Team. 2. Reference of matter to Regional Recovery Taskforce. <p>Infrastructure response</p>

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
			<p>Customer No freight transport, coal transport or passenger transport available.</p> <p>Staff</p> <ol style="list-style-type: none"> 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding. 	<ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilised local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> a. Aerial inspections. b. Clearing of vegetation and maintenance to standing signs. c. Repair of washouts. d. Ballast train repairs. 3. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Customer response Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p> <p>Staff Refer to staff strategies and processes listed above.</p>
(30)	Flooding	Damage to Wyreema to Millmerran line	<p>Operational impact Line closed 6 December 2011.</p> <p>Infrastructure damage</p> <ol style="list-style-type: none"> 1. Condamine River flooding line. 2. Minor washouts/line damage. 	<p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Immediate reference of matter to Chief Executive Officer [REDACTED] and Executive Leadership Team. 2. Implementation of Risk Assessment Processes as detailed above. 3. Local work crews attending to minor repairs in accordance with usual operating processes. 4. Repairs completed to Brookstead (including Cambooya and Nobby/Clifton) with remaining repairs pending. 5. Remaining repairs are lower priorities than other corridors due to no services currently scheduled to operate.

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
REGIONAL QUEENSLAND: West Morton Coal System				
(31)	Flooding	Damage to Ebenezer Branch	<p>Operational impact Line closed from 26.12.2010 to 28.12.2010 then 06.01.2011 to 20.11.2011.</p> <p>Infrastructure damage</p> <ol style="list-style-type: none"> Repeated flooding of Bremer River and flooding of line. Line damage and land slips. <p>Customer No freight transport, coal transport or passenger transport available</p> <p>Staff</p> <ol style="list-style-type: none"> Staff unable to attend work as a result of flooding. Staff and families being personally impacted upon by flooding. 	<p>General/Management Response</p> <ol style="list-style-type: none"> Immediate reference of matter to Chief Executive Officer [REDACTED] and Executive Leadership Team. Reference of matter to Regional Recovery Taskforce. <p>Infrastructure response</p> <ol style="list-style-type: none"> Application of Risk Assessment strategies and processes referred to above. Utilised local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> Aerial inspections. Clearing of vegetation and maintenance to standing signs. Repair of washouts. Repair of level crossings. Washouts requiring pigstyng and ballast train repairs. Repair of land slips. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Customer response Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes.</p> <p>Staff</p> <ol style="list-style-type: none"> Refer to staff strategies and processes listed above. Amended local work rosters created to ensure the available workforce best utilised.
(32)	Flooding	Damage to Rosewood to	Operational impact	General response

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
		Toowoomba line	<ol style="list-style-type: none"> Line closed from 27 December 2010 due to heavy rain and land slips. Further and more significant damage caused to line from 10 January 2011. Anticipated re-opening date of 28 March 2011. <p>Infrastructure damage</p> <ol style="list-style-type: none"> Extreme line damage on Toowoomba Range, Murphy's Creek, Grantham, Forrest Hill and Rosewood/Grandchester due to torrential rain. Major washouts between Harlaxton/Forrest Hill and Rosewood/Jondaryan. Washouts east of Grantham. Kings Bridge washed away. Heavy rain and land slides on corridor from Rosewood to Miles. <p>Customer</p> <p>No freight transport, coal transport or passenger transport available.</p> <p>Staff</p> <ol style="list-style-type: none"> Staff unable to attend work as a result of flooding. Staff and families being personally impacted upon by flooding. 	<ol style="list-style-type: none"> Immediate reference of matter to Chief Executive Officer () and Executive Leadership Team. Reference of matter to Regional Recovery Taskforce. <p>Management response</p> <ol style="list-style-type: none"> Recognition from severe weather event on 10 January 2011 and destruction of Toowoomba Range line that required significant and urgent response. Also recognition that the matter would require ongoing and urgent management by key senior leaders within Queensland Rail to ensure prompt and effective application of Disaster Recovery strategies and processes. Recognition of impact of closure of corridor on natural resources clients and their workforce (i.e. various mines forced to temporarily layoff work force until able to recommence export operations via rail). Creation of Regional Recovery Task Force by Queensland Rail reflected the recognition of the above matters and also a means to ensure that key leaders within various Queensland Rail departments were all working towards and committed to the urgent reparation of the rail corridor. In particular, the following steps were taken to ensure urgent recovery: <ol style="list-style-type: none"> Identification of key Queensland Rail leaders necessary to provide expertise and leadership in relation to all facets of the recovery of the line. Ensuring that all necessary personnel were made available to the Regional Recovery Task Force so that all matters related to the recovery of the line received urgent and expert attention. Implementation of Human Resources strategies and processes to ensure that rostered staff available 24 hours per day in relation to the recovery efforts.

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<ul style="list-style-type: none"> d. Delegation of certain decision making powers from the Chief Executive Officer and the Executive Leadership Team to the Regional Recovery Task Force so that effective and urgent decision making practises employed. e. Fast-tracking of tendering process in relation to sourcing of contractors for reparation works. f. Processes relating to expenditure approval and works approvals fast tracked. <p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes to incident by Regional Recovery Task Force including: <ul style="list-style-type: none"> a. Identification of safe timeframes for inspections. b. Identification of safe method of inspection. c. Assessors despatched to inspect entire line as soon as safe after event. d. Identification of steps necessary to make site safe for reparation works. e. Engagement of full Risk Assessment processes in relation to reparation works. f. Engagement of any necessary safety and/or management personnel. g. Implementation of any necessary site entry exercises, site induction exercises and/or site safety wear requirements. 2. Recognition by Regional Recovery Task Force that works required and the urgent nature of the reparations called for: <ul style="list-style-type: none"> a. The utilisation of local and non local work crews. b. Contractors to be engaged in relation to some works. 3. Progress of works:

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<ul style="list-style-type: none"> a. Week 1: <ul style="list-style-type: none"> i. Recognition of severity of event. ii. Recognition that Toowoomba Range line almost entirely destroyed. iii. Risk assessment protocols allowed access only by helicopter inspection. b. Week 2: <ul style="list-style-type: none"> i. Risk assessment protocols allowed limited inspection of damage by foot. ii. Access roads repaired or built by foot. c. Week 3: <ul style="list-style-type: none"> i. Risk assessment protocols allowed further inspection by rectified access roads. ii. Fast tracked appointment of Golders Associates as geotechnical consultants for reparation works (task to stabilise and remediate the slopes). iii. Fast tracked tender issued to appoint contractor to conduct major earth works and provide related equipment. Thiess selected on basis that: <ul style="list-style-type: none"> A. It could mobilise more quickly than other tenders; B. Had better access to required equipment; and C. Was a cost effective option. iv. Inducted >500 staff to work on site (including induction in relation to safety protocols) supplementary Queensland Rail work crews drawn from all over Queensland including, Maryborough, Charleville, Cairns, Townsville and Goondiwindi. v. Comprehensive risk assessment conducted in relation to work site with particular emphasis on access issues and

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<p>the management of the site.</p> <p>d. Week 4:</p> <ul style="list-style-type: none"> i. Full vehicle access up and down Toowoomba range achieved. ii. Gate-keepers placed on all site entry points and corridor management experts from Cairns, Townsville, Toowoomba and Brisbane placed on site to ensure management of site in accordance with risk processes, fatigue management strategies and other operational processes. iii. Workforce deployed onto worksite. <p>e. Weeks 5 – 10:</p> <ul style="list-style-type: none"> i. Thiess fully mobilised (week 5) and attending to earthworks 24 hours per day. ii. Shifts of up to 300 Queensland Rail employees attending to operations. iii. Over 45,000 on the corridor during this timeframe (50 trucks mobilised and 25 excavators). <p>f. Week 11:</p> <ul style="list-style-type: none"> i. Railway reinstated and finalising testing prior to re-opening corridor (scheduled to re-open 28 March 2011). <p>Customer response</p> <ul style="list-style-type: none"> 1. Executive Leadership Team identified customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes. In particular: <ul style="list-style-type: none"> a. Upon the destruction of the range line, recognition by Queensland Rail Chief Executive Officer and Executive Leadership Team that natural resources customers west of Toowoomba would be significantly affected by extended

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
				<p>closure of rail corridor.</p> <p>b. Immediate contact made with affected customers by Executive Leadership Team:</p> <p>i. Recognised it was critical to keep communication lines open with customers.</p> <p>ii. Established regular briefings as to works progress and anticipated reopening date for rail corridor for customers:</p> <p>A. At first instance the anticipated reopening date was advised as 18 April 2011.</p> <p>B. This date was revised to 8 April 2011 as works progressed.</p> <p>C. Ultimately was revised to 28 March 2011 towards the conclusion of works.</p> <p>c. Ongoing communications with customers allowed customers to manage their workforce and operations by:</p> <p>i. Making informed decisions based upon progress of works.</p> <p>ii. In some instances, allowing customers to continue to operate and stock pile product for transport when line re-opened.</p> <p>iii. In other instances, allowing customers to temporarily suspend workforce/works.</p> <p>Staff Refer to staff strategies and processes listed above.</p>
(33)	Flooding	Damage to Toowoomba to Macalister line	<p>Operational impact Line closed from 27.12.2010 to 11.02.2011.</p> <p>Infrastructure damage</p>	<p>General/Management Response</p> <p>1. Immediate reference of matter to Chief Executive Officer [REDACTED] and Executive Leadership Team.</p>

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
			<ol style="list-style-type: none"> 1. Washouts and line damage as a result of flooding. 2. Resurfacing and welding work required. 3. On-going intermittent flooding and washouts. <p>Customer No freight transport, coal transport or passenger transport available.</p> <p>Staff</p> <ol style="list-style-type: none"> 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding. 	<ol style="list-style-type: none"> 2. Reference of matter to Regional Recovery Taskforce. <p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred to above. 2. Utilised local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> a. Aerial inspections. b. Clearing of vegetation and maintenance to standing signs. c. Repair of washouts. d. Repair of level crossings. e. Ballast train repairs. f. Resurfacing and thermite welding required. 3. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Customer response Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p> <p>Staff Refer to staff strategies and processes listed above.</p>
(34)	Flooding	Damage to Macalister to Miles line	<p>Operational impact Line closed from 27.12.2010 to 07.02.2011.</p> <p>Infrastructure damage</p> <ol style="list-style-type: none"> 1. Charlie's Creek flooded and line flooding. 2. Major washouts and line damage. <p>Customer</p>	<p>General/Management Response</p> <ol style="list-style-type: none"> 1. Immediate reference of matter to Chief Executive Officer (██████████) and Executive Leadership Team. 2. Reference of matter to Regional Recovery Taskforce. <p>Infrastructure response</p> <ol style="list-style-type: none"> 1. Application of Risk Assessment strategies and processes referred

No	Incident	Nature of Disruption	Extent of Disruption	Immediate Management, Response and Recovery Operations (including coordination of personnel and equipment)
			<p>No freight transport, coal transport or passenger transport available.</p> <p>Staff</p> <ol style="list-style-type: none"> 1. Staff unable to attend work as a result of flooding. 2. Staff and families being personally impacted upon by flooding. 	<p>to above.</p> <ol style="list-style-type: none"> 2. Utilised local work crews to assess and repair damage when safe and in accordance with risk processes as follows: <ol style="list-style-type: none"> a. Aerial inspections. b. clearing of vegetation and maintenance to standing signs. c. repair of washouts. d. washouts requiring pigstyng and ballast train repairs. e. weldings, stress testing and restressing required in relation to major washouts. 3. Local resources sufficient to meet repair needs in terms of personnel and equipment. No additional deployment necessary. <p>Customer response</p> <p>Executive Leadership Team identified and liaised with customers, stakeholders and other parties impacted upon by line closure and in relation to anticipated re-opening timeframes. Alternative arrangements made where possible.</p> <p>Staff</p> <p>Refer to staff strategies and processes listed above.</p>

ANNEXURE "A" TO SCHEDULE 2

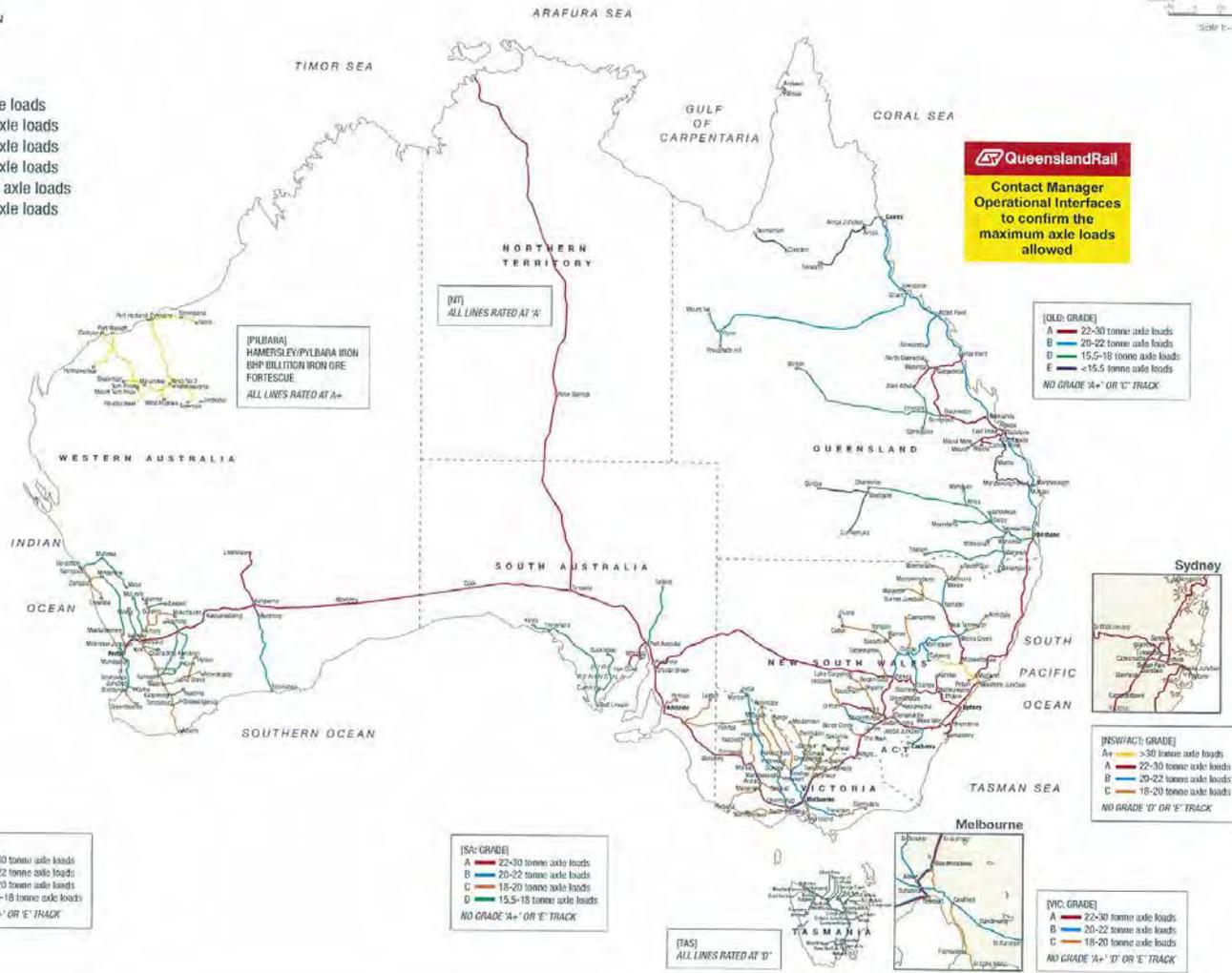
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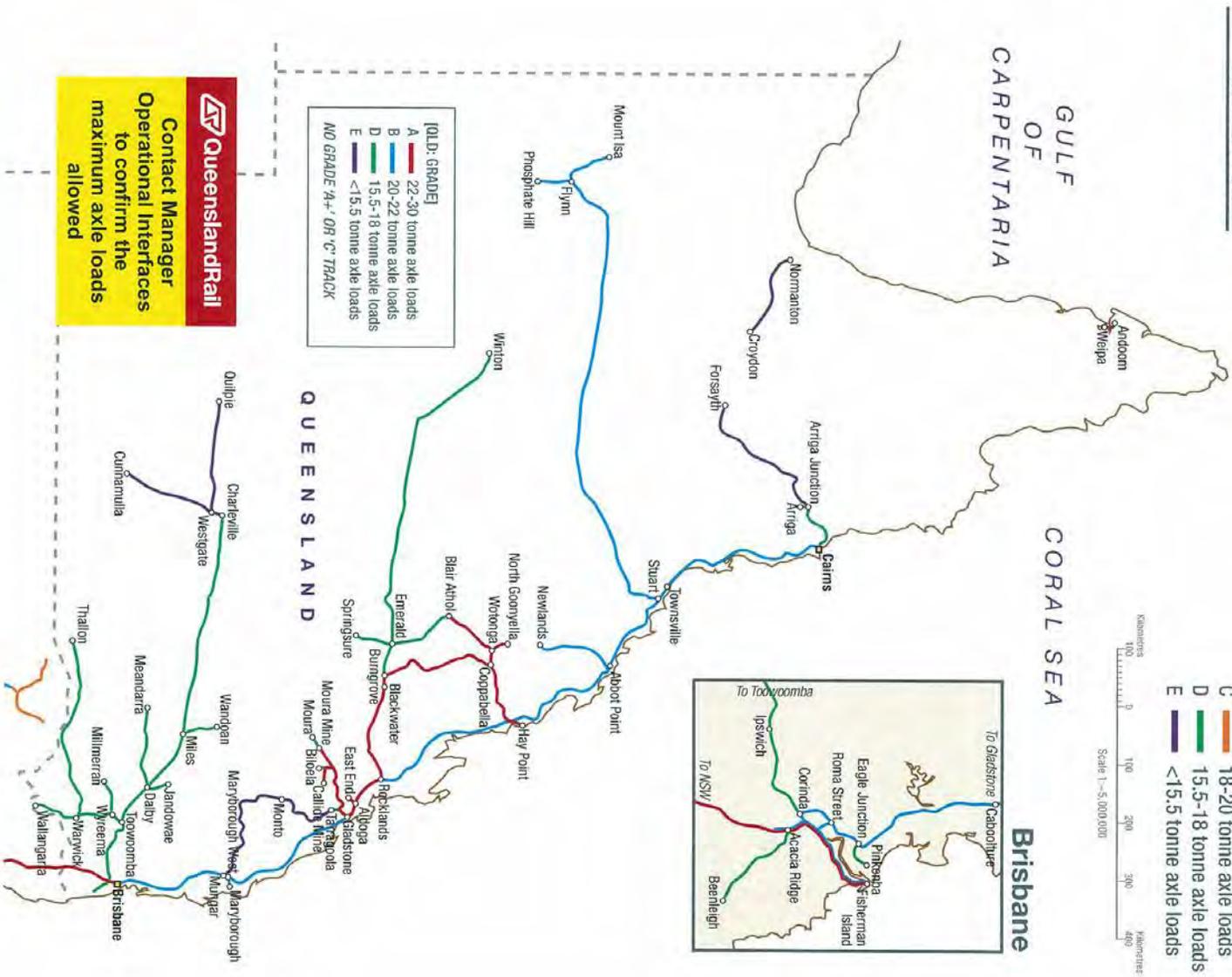
November 2010

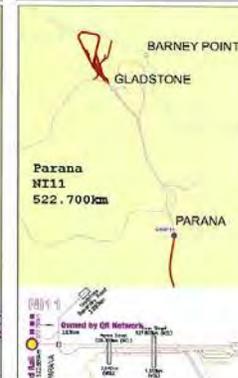
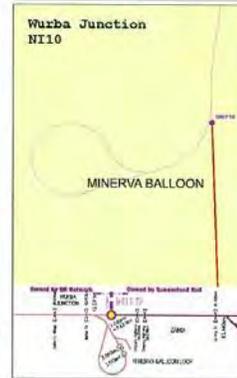
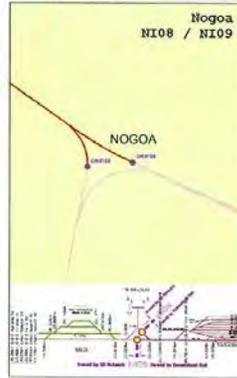
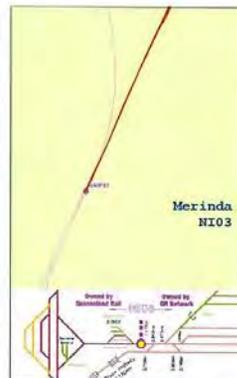


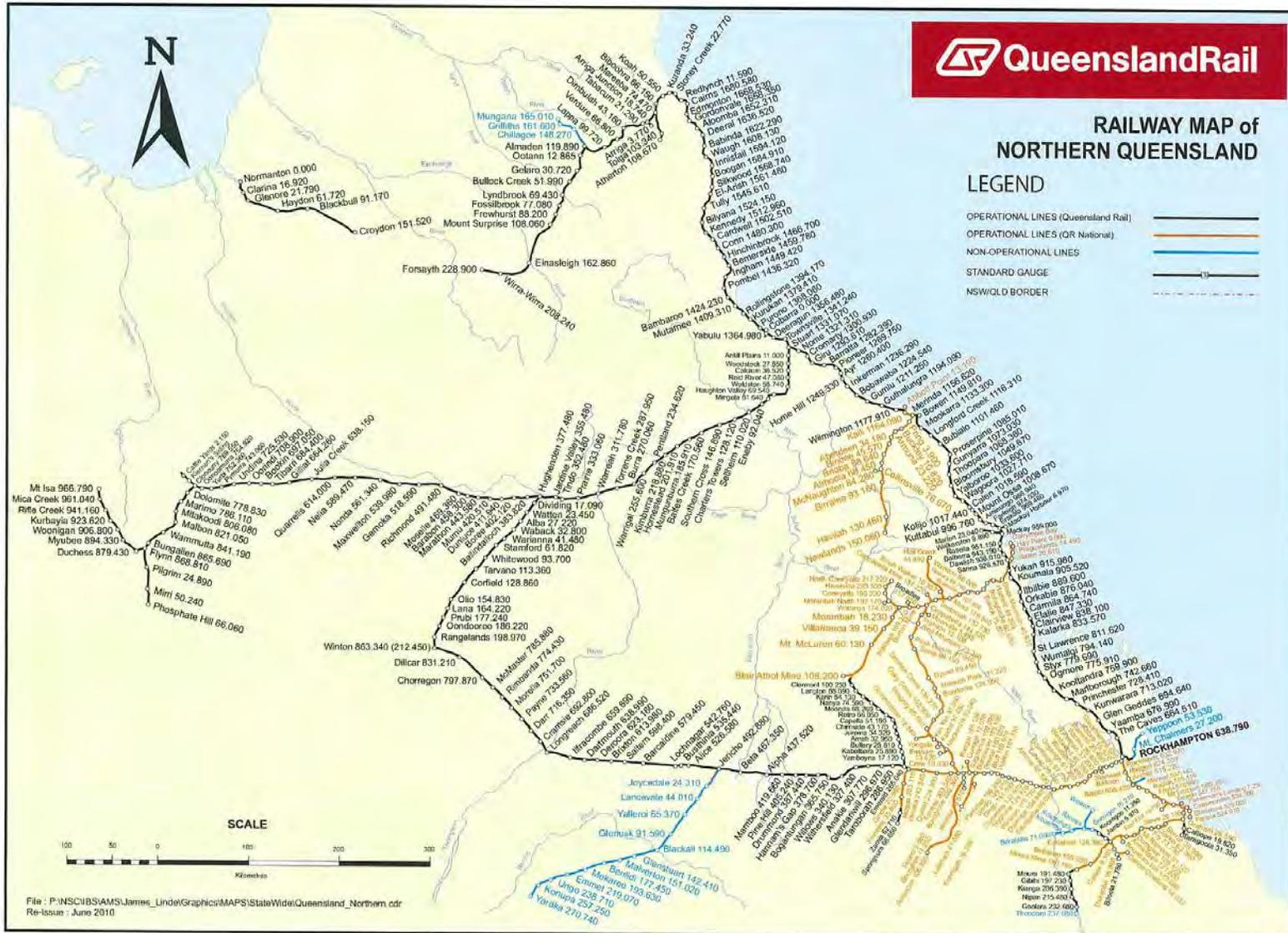
[GRADE]

- A+ >30 tonne axle loads
- A 22-30 tonne axle loads
- B 20-22 tonne axle loads
- C 18-20 tonne axle loads
- D 15.5-18 tonne axle loads
- E <15.5 tonne axle loads









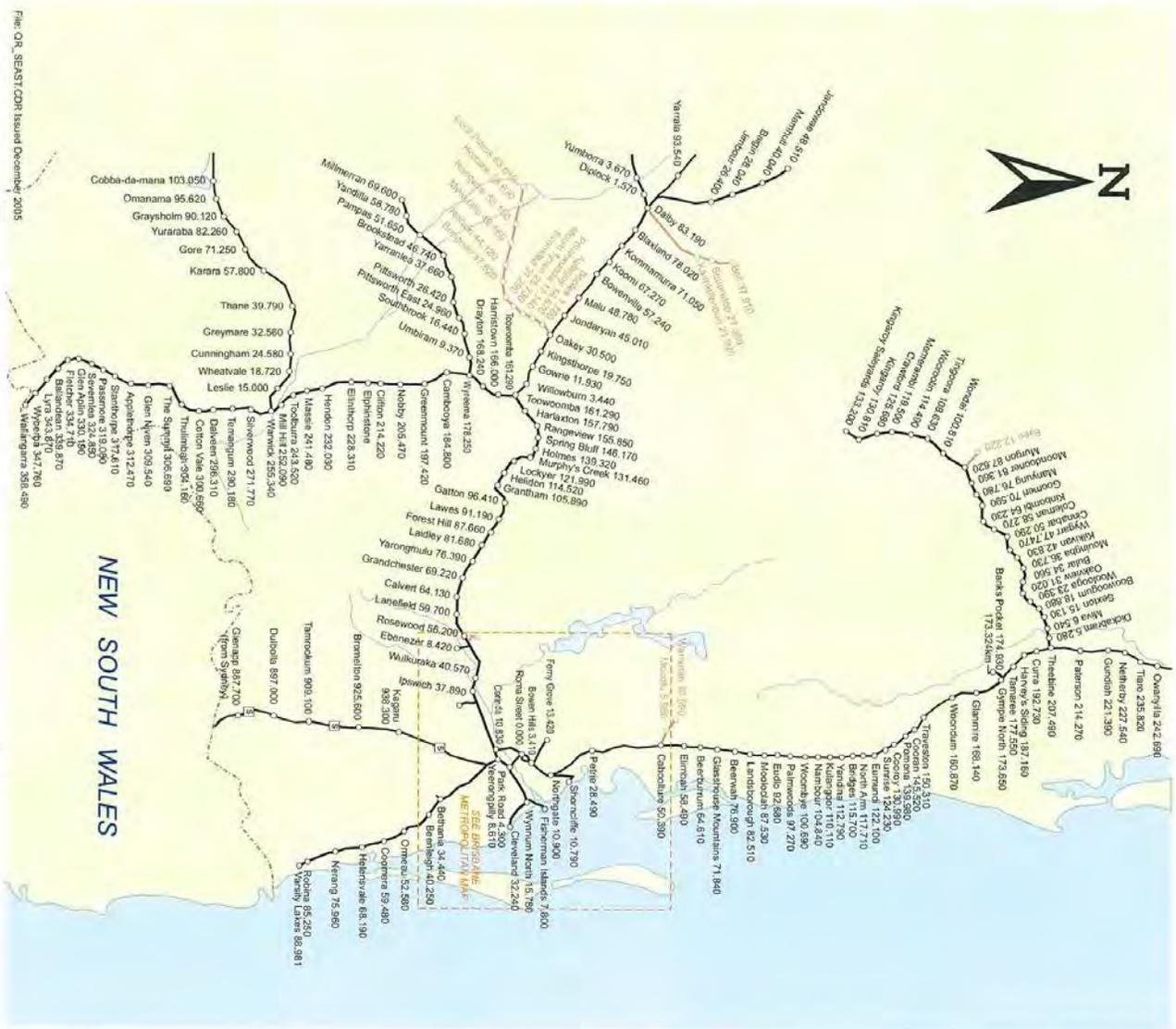
QueenslandRail

RAILWAY MAP

OF

SOUTHERN REGION

SOUTH EAST AREA



ANNEXURE "B" TO SCHEDULE 2

Employee magazine
Issue 03 - February 2011

In the Loop

Check out our online version
on the Queensland Rail portal



QueenslandRail

SPECIAL FLOOD EDITION

Queensland Rail Limited ABN 71 132 181 090 QR36333_0111

Welcome to this special flood edition of In the Loop.

This magazine was put together to give our people an insight into the size and scale of the floods that have wreaked havoc on two-thirds of the state since Christmas.

The task ahead for Queensland Rail is enormous, but read on to hear how we're responding – both by repairing vital infrastructure and also through the generosity for which our company is renowned.

Accompanying this magazine is a special edition DVD. To view the DVD online go to the *In the Loop* page on the portal. Alternatively you can email [redacted] or phone [redacted] to request a copy.

Front Laver: Track Planner Cec Carter inspects damage in Emerald

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Barbecues raise much needed funds

Queensland Rail held several barbecues across the state to thank employees for their efforts during the recovery and to raise funds for those affected.



Customers contribute to relief appeal

Queensland Rail employees collected donations from customers for the Premier's Flood Relief Appeal at stations around the City network throughout January.

Over \$40,000 was raised from these donations alone.



out & about

To see more images, check out the out and about gallery on the In the Loop portal page.



Flood images

These are just some of the astonishing photos our people have taken during and after the floods. You can view all the photos by region on the Disaster Information page on the portal.



CEO visits affected areas

CEO Paul Scurrah has visited flood affected areas including Ipswich and Rockhampton to inspect damage and meet with affected employees. He will continue to visit our hardest hit areas over the coming weeks.



CEO's column



CEO Paul Scurrah thanks Apprentice Carpenter Tess Elliott for her assistance during the rebuild of Goodno station.

Just before Christmas arrived, it became clear that Queensland was going to experience some tough times as the threat of floods became real.

In the days and weeks that ensued, around three quarters of the state was declared a disaster area.

Many of the flood affected parts of Queensland are the heartland of our company—Bundaberg, Rockhampton, Emerald, Toowoomba, Ipswich and Brisbane, to name just a few.

We wanted to bring you this special edition of In the Loop to show you how the disaster unfolded, how we were affected and above all, how we are responding.

Dozens of our employees have been personally affected by these floods. I want to reinforce to you that the Queensland Rail community is behind you and as a company we will support you through this difficult time.

Whether you need volunteers to help clean up your home, some financial assistance to purchase items for your home or a shoulder to cry on, we have mobilised our resources and we are here for you.

To our employees who haven't been personally affected but who have so actively volunteered your time to help others, I thank you.

I've seen countless examples of the generosity of spirit for which our company is renowned in the past seven months. Nothing has touched me more than the outpouring of offers of support from our people wanting to help their colleagues, communities and fellow Queenslanders.

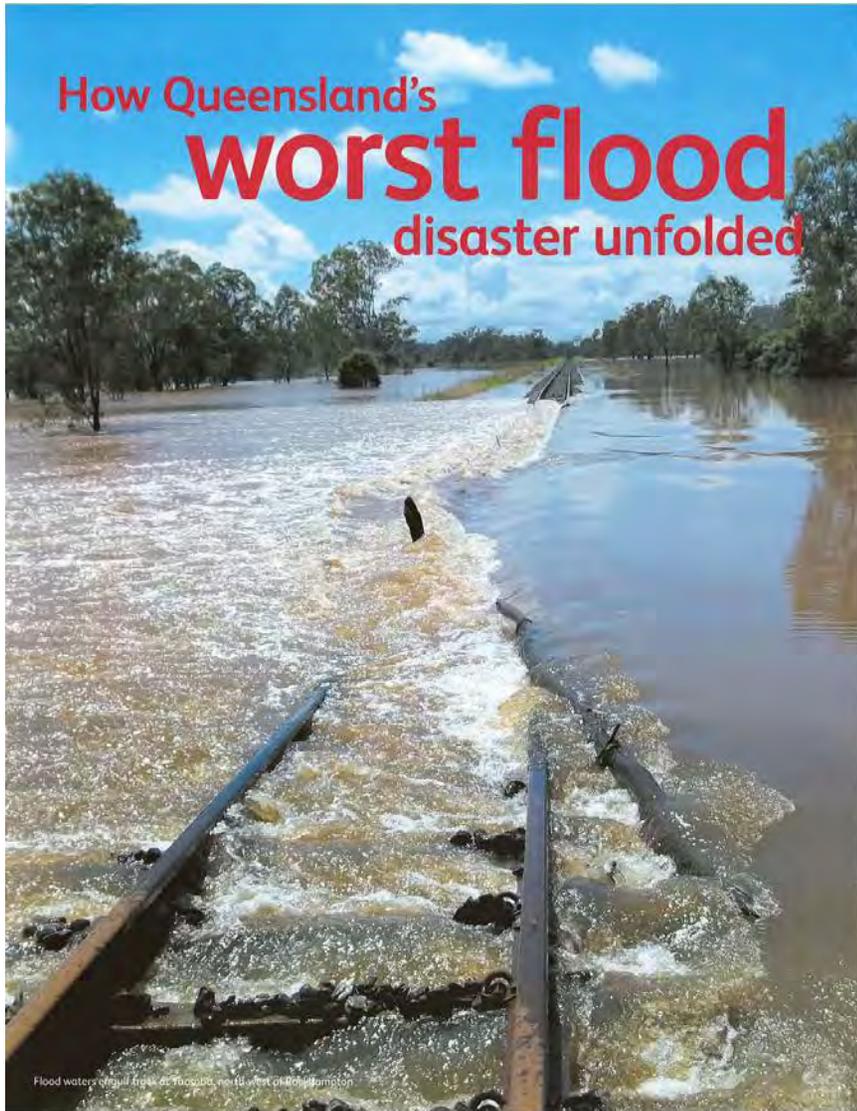
We are harnessing this enthusiasm through a range of activities in our company, and I look forward to sharing more stories of this great spirit in the coming weeks and months.

Our fellow Queenslanders are relying on us to get our company up and running so we can restore some normality after this tragedy. We have the people, the know-how and the enthusiasm to make a real contribution to Queensland in the wake of this tragedy.

In the meantime, no matter where you live or how you are contributing to getting our state back to normal, please remember to stay safe and encourage your family and friends to do the same.



Paul Scurrah



Employees enjoy the barbecue at A block, Mayne

Many Queensland Rail people have already registered with HR to volunteer.

Cathy said employees were also given the opportunity to donate up to five days' annual leave to the Premier's Flood Relief Appeal.

General Manager Corporate Social Responsibility Bernard McKittrick said CSR has been coordinating fundraising efforts to assist flood victims.

"Barbeques were held around the state to help raise funds for employees who have been directly affected by the floods," Bernard said.

"We have also directed donations from Casual Friday, taken between now and March, to flood victims.

"Our people have been paounding the pavement at stations on Friday mornings throughout January, collecting donations for the Premier's Flood Relief Appeal from the public.

"Amazingly, more than \$40,000 was raised from public donations alone."

Thank you to all those who have given time and money to Queensland's flood recovery.

Together we have made a significant difference to the lives of those affected by this disaster.

How Queensland Rail is helping flood-affected employees and communities:

- Recovery purchase of \$1000 for household items
- Assistance with flood-affected property rebuild/repair/clean-up
- Ability to cash out up to five days of annual leave
- Ability to cash out a portion of long service leave
- In cases of financial hardship, ability to apply to cash out all or part of long service leave
- Access to natural disaster leave of three days per annum
- Crisis accommodation of one week
- Employee-hosted storage and accommodation for people and pets
- Flexible work options
- Referral to alternative childcare and eldercare services
- Counselling through Employee Support services on 1300 649 237
- Queensland Rail Employee Flood Hotline—1300 773 899 (not for operational information)
- Fundraising towards the Premier's Flood Relief Fund
- Information about external support, assistance and initiatives
- One extra day of annual leave for all employees to assist in recovery work
- Organising volunteer teams to assist in recovery.

For more information, visit the Disaster Information site on the portal.



Employees cook sausages for the barbecue at P Block, Moyno



Mobile Customer Care Representative Danna Melenevycz collects donations at Central station

Queensland Rail responds

“Queensland Rail will be providing employees significantly impacted by the flooding with \$1000 worth of household items”

Queensland's climate has been making an impact on our rail network and on our people since our beginnings in 1865.

Over the past 145 years, floods, droughts and cyclones have all played a part in the history of our company.

Whenever disaster has struck, railway employees have risen to the occasion, safeguarding life and property and working to restore vital services to affected communities.

Queensland Rail has always organised disaster relief appeals, and our people continue to give generously in times of emergency.

The recent flooding was no exception, with our people giving their time and money to help those in need.

As well as the efforts employees have made of their own accord, several initiatives have been put in place by the HR team and Corporate Social Responsibility (CSR) to assist affected colleagues and communities.

Chief Human Resources Officer Cathy Heffernan said Queensland Rail is working with flood-affected employees to provide assistance.

“Queensland Rail will be providing employees significantly impacted by the

flooding with \$1000 worth of household items such as white goods, furniture, clothing and groceries,” Cathy said.

“Affected employees should discuss their needs with their manager, HR manager or HR case manager.

“Our tradespeople will also be available to assist those with property damage by undertaking an assessment of required work needed to get the property ready for rebuilding and to make it safe for people to enter.

“They will assist with tasks including cleaning, preliminary electrical work and other trades.”

CEO Paul Scurrah also announced that every Queensland Rail employee would be granted an additional day of annual leave which can be used to assist with flood recovery.

Cathy Heffernan said her team is coordinating a squad of Queensland Rail volunteers who want to use their leave to help where they can.

“We will liaise with the SEQ and Regional Recovery Taskforces to ensure volunteers and equipment are provided to the areas they are needed most,” she said.

“We will focus our volunteer efforts on helping our flood affected colleagues and the communities in which we operate.”



Track damage Spring Bluff

Even as heavy rain battered the state for most of December, Queenslanders were unprepared for the enormity of the events about to unfold.

By the end of the flood disaster, 75 per cent of the state would be declared a natural disaster zone, thousands of homes would be damaged or destroyed, and more than 20 people would lose their lives.

Regional Queensland was the first to feel the effects when, on 27 December 2010, a state of disaster was declared in Chinchilla, Theodore and Dalby.

Bundaberg, Emerald, the Central Highlands and Woorabinda quickly followed as rivers continued to rise.

Rockhampton became isolated from the rest of the state, cut off by road, rail and air.

Residents faced a dire situation as supermarkets began to run out of food.

On 10 January 2011, after weeks of constant rain, a devastating wall of water smashed into Toowoomba and the Lockyer Valley without warning.

Cars, homes and people were suddenly washed away by what was dubbed an ‘inland tsunami’.

Track in the area suffered severe damage, with operations on the Western and South-Western Systems suspected to be suspended for months.

As the shock of this event set in, the Brisbane region braced for a disaster of its own.

Brisbane and Ipswich suffered flooding levels similar to the 1974 flood.

Flood damage saw the line between Sherwood and Ipswich cut until the following Tuesday.

In the days that followed, water engulfed over 70 Brisbane suburbs, inundating thousands of homes and businesses and leaving many cut off and without power.

The CBD became a ghost town with people asked to avoid the area for several days.

Queensland Rail continued to operate where possible on the City network, running reduced services to help volunteers reach affected areas so the clean-up could begin.

Many of our people joined the thousands of volunteers who pulled on their gum boots to help those who had lost everything.

Our people worked tirelessly around the state, clearing debris and repairing our infrastructure in order to return our vital rail services as quickly as possible.

Services on the North Coast line between Gladstone and Mackay were finally restored on Wednesday 19 January after being cut for nearly a month.

To date, 55,000 people have registered with Volunteering Queensland to help with the clean-up and more than \$200 million dollars has been raised for the Premier's Disaster Relief Appeal.

As the clean-up continues, we can all be proud that even though Queensland has been devastated by flooding, this disaster has not dampened our compassionate and generous spirit.



Track damage Spring Bluff

Flashback to '74 as South East Queensland begins recovery



The Q Recovery Taskforce at Goodna station during their inspection of the Ipswich line prior to its reopening.

Queensland Rail employees were hard at work during the flood crisis to ensure the busy City network continued services to flood-affected suburbs and the CBD.

Train services were used to evacuate people from affected areas and transport volunteers to assist with clean-up and recovery.

Despite the network being heavily affected by flooding from Tuesday 10 to Sunday 16 January, reduced services continued on almost all lines.

There were fears flood waters would inundate the Mayne yard, and our people worked through the night on Tuesday 10 January sandbagging buildings and moving rollingstock to higher ground along the suburban line.

Thankfully, Mayne was not affected and the yard quickly returned to normal operations.

The Ipswich line was worst hit by the fast rising flood waters, with services cut between Sherwood and Rosewood for a week.

More than 40 km of track was affected, and stations including Goodna and Gailes suffered significant flood damage.

The opening of our new station at Richlands was moved forward to further assist affected customers in the western suburbs.

The interior and subway adjoining the Ipswich Transit Centre were completely inundated and clean-up crews removed several swimming pools worth of water before starting the arduous process of clearing out mud and gutting offices.

Elevators were one of the hardest hit facilities at the transit centre and several City network stations. The process of replacing damaged electrical and hydraulic systems is time consuming, but

crews are working as quickly as possible to have these up and running to improve station access for customers.

More than 200 of our people were needed to repair the damage and get services back up and running for our Ipswich line customers.

The old adage about an army marching on its stomach was never truer than during this time. To keep the workers going over the critical post-flood period, a team of more than 30 volunteers came together at Redbank, working 12-hour shifts to cook and deliver food to those working.

Senior Asset Planner Angela Grice coordinated the cooking volunteers and said the food production lines were going non-stop over the three days of critical weekend work.

"I've never seen men eat so much food," she said.



Workers assist with the tamping of ballast on track near Rowwood.

With the many physical hazards posed by flood recovery work, it is a revealing fact that fatigue has been identified as the number one risk for Queensland Rail workers involved in clean up and restoration.

Network's General Manager Safety, Gary Maher, said fatigue is such an issue because of the caring nature of our people in wanting to do the right thing.

"They go into a different mode and try to become supermen and superwomen. Add to this what people feel are community expectations, and you have a recipe for accidents," he said.

Many people, particularly those personally affected by the floods, are also suffering from emotional issues and stress which reduce sleep quality and increase fatigue.

Gary's team in Network has developed a comprehensive Safety Management Plan, incorporating treatments for the many hazards created by flood recovery work, including fatigue.

"To make sure that people were managing hazards from the beginning of works, we released a number of critical safety alerts," he said.

"In order to develop the Safety Management Plan, we conducted a risk assessment to prioritise and develop treatment for the hazards. We had to make this easy for supervisors to use, and consider the needs of contractors."

Manager Fitness for Work Narelle Banks said working while fatigued can put you and those around you at serious risk of injury or death.

"Fatigue leads to decreased alertness, poor judgment and decisions, slowed reaction times and higher error rates," she said.

"Compared with an eight-hour shift, accident rates increase after 12 hours at work and research shows that those who work more than 60 hours a week are more at risk of injury or illness.

"It is important that if you notice the signs of fatigue in yourself or those around you that you take measures to protect yourself and others."

Signs to look out for include blurred vision, irritability, difficulty keeping your eyes open, head nodding and a drowsy, relaxed feeling.

You may also fall asleep at work or experience micro-sleeps.

"You can manage fatigue by ensuring you are fit for work when you arrive, which means making sure you have had enough sleep," Narelle said.

"However, once you are fatigued, sleep is the only remedy and you should avoid working or volunteering until you have had a chance to sleep."

Gary said Queensland Rail's safety practitioners and coaches are looking out for the signs of fatigue and assisting line supervisors to manage fatigue effectively.

"The safety coaches program has proved to be invaluable when helping our recovery workers to be aware of hazards and to help monitor their safety."

Queensland Rail's fatigue management processes are based on local risk assessments and allow some flexibility in the event of emergency or unplanned events; however, the guidelines include strict parameters to protect workers.

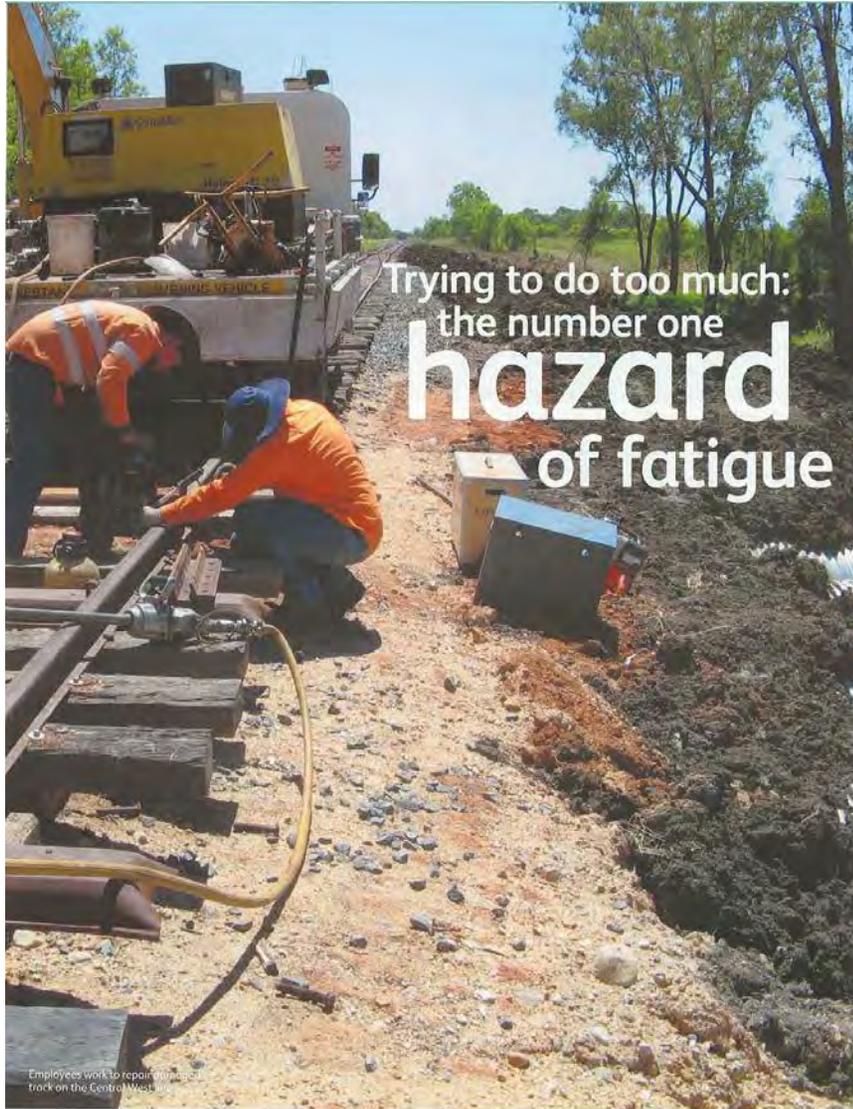
Gary said his team had looked to provide the support and extra resources needed to help prevent fatigue.

"When you are assisting in recovery as a worker or volunteer, please pace yourself and take care of yourself."



Workers relay cable at Goodna station.

"It is important that if you notice the signs of fatigue in yourself or those around you that you take measures to protect yourself and others."



Trying to do too much:
the number one
hazard
of fatigue

Employees work to repair damaged track on the Central West line.

The SEQ Recovery Taskforce inspects clean-up work at Goodno station



Flood devastation in South bank Queensland

The volunteer team worked over the weekend and provided food on site, as well as delivering much needed meals, water, personal protective equipment and essential supplies like sunscreen to teams on track where possible.

Angela said it wasn't just Queensland Rail employees, but their spouses that pitched in.

"It showcases the wonderful culture of our people as well as their families."

Head of the SEQ Recovery Taskforce, General Manager Network SEQ Dave Cameron, said the recovery teams did a remarkable job in getting normal services resumed as safely and soon as possible on the Ipswich and Rosewood lines.

The SEQ Recovery Taskforce was set up specifically to maintain and recover City

network services as quickly and safely as possible for our customers.

"Our people worked tirelessly as soon as they were able to obtain access to track and facilities as the floodwaters receded," he said.

There are still some sections that will continue to need work in the coming weeks and possibly months, but resumption of services to the worst hit areas so quickly is testament to the dedication of our people.

And their efforts weren't restricted to just Queensland Rail property—our teams also assisted with community clean-ups where they could, and continue to support and help employees that were directly affected by the floods.

"There have been so many incredible examples of people going above and

beyond the call of duty—far too many to mention individually," Dave said.

"We have had employees coming back to work early to assist in the recovery, along with others that have personally assisted and supported workmates whose homes and lives have been affected by these floods.

"We've still got some work to do, but we wouldn't be where we are now without the incredible effort put in by different teams right across the City network."

CEO Paul Sciarra and Executive General Manager Corporate and External Affairs Martin Ryan visit a day care centre our employees helped clean up



"Nothing was where it should have been in the office; everything was wet, covered in mud and stank"

Rebuild of Goodna station shows dedication

The flooding in Ipswich on Tuesday 11 January and the days following swept through Goodna station and the surrounding areas.

Considerable damage left the station closed for a week.

A team of dedicated Queensland Rail workers, coordinated by Building Projects Coordinator Matt Traves, descended upon the station and nearby homes and businesses to clean up and repair what they could.

"Nothing was where it should have been in the office; everything was wet, covered in mud and stank," Matt said.

"All the office furniture and equipment, ticketing machines, CCTV, communications equipment and two vending machines were destroyed.

"Basically anything that wasn't one and a half metres above the floor was a total write-off."

Before the station could be re-opened to the public, it had to be water blasted and disinfected.

"Ipswich City Council advised there was disease present and containment was a high priority," Matt said.

Everything that was damaged had to be removed and replaced, including doors, shelving, carpets and cupboards.

Given the extent of the damage, the expected completion date of 28 January highlights the dedication of the workers involved.

"Over the first two days, there were more than 100 employees each day, and over the next week between 30 to 50 staff members contributed to the rebuild each day," Matt said.

"The priority given to this job by the different areas of Queensland Rail made the station operational in record time."

In addition to the incredible work these teams did to repair Goodna station, many of those involved also assisted flood victims in the Goodna community.

"Television coverage did not show the full impact of the floods," Matt said.

"Several properties around the station were completely destroyed.

"The staff on site assisted where possible, including helping with the removal of the internal linings of the adjacent day care centre buildings.



Employees work to repair Goodna station after flooding

"I would like to personally thank all those who worked on site at Goodna station during the recovery.

"The locals were also very grateful to our people for their assistance and their dedication to getting train services up and running as soon as possible."



A ballast regulator re-profiles ballast on the line near Rosewood



Workers re-lay CCTV cables at Goodna station



A contractor inspects damaged track in Emerald

Tips for volunteers assisting with the clean-up

- Seek medical attention if you have any symptoms out of the ordinary.
- Wear waterproof shoes or boots with good grip.
- Wear protective, waterproof gloves.
- Wear leather heavy-duty gloves when necessary for increased protection against sharps and manual handling type injuries.
- Wear long-sleeve shirts and trousers, and a broad-brimmed hat if outdoors.
- Wear eye protection—safety glasses are preferred, and sunglasses when out in the sun.
- Wear sunscreen and insect repellent.
- Wear a dust mask when working where dry dust has accumulated.
- Cover all cuts, abrasions and wounds with waterproof dressings before you commence work.
- Shower thoroughly with soap after exposure to affected areas.
- Wash your hands with soap and clean water before you handle or eat food, provide first aid assistance, or smoke a cigarette.
- If you cut yourself during relief work, report this immediately to a first-aider.
- Open all doors and windows to dry out affected properties as quickly as possible.
- Clean walls and floors with soap and water.
- Food contact surfaces should be cleaned with soap and water and then bleach and water (one cup of bleach to a bucket of water).
- Wash clothes in hot water with disinfectant.
- Discard items that can't be washed or that are absorbent, such as mattresses and upholstered furniture.
- Remove mould with a chlorine bleach solution (one cup of bleach per four litres of water).
- Report all hazardous substances and potentially unstable structures to your relief coordinator.



Electrician Jason Ilaby gives the SEQ Recovery Taskforce a safety briefing at Goodna station

Stay safe in the flood clean-up

If you are volunteering, working or living in flood-affected areas, it is important that you take steps to protect yourself from the hazards presented by these conditions.

While fatigue has been identified as the number one risk for those involved in the recovery, other hazards are present.

Slips, trips and falls can occur on slippery surfaces and uneven ground. Damaged buildings or piles of rubbish may be unstable—advice should be sought from your coordinator about structural integrity of buildings or rubbish piles.

Flood waters can be polluted by biological waste, including syringes, or hazardous chemicals. This increases the risk of infection, dermatitis, conjunctivitis and serious disease. Melioidosis is one

specific illness caused by bacteria which can be harboured in mud and dirty water. It can enter the body through cuts or sores, or by inhaling dust or droplets of water.

To reduce your risk of illness or injury, you should always wear the correct personal protective equipment (PPE) and avoid walking through flood waters.

Be sure to wash with soap and water after contact with flood water or mud and keep cuts and abrasions clean and covered.

As flood waters rise, snakes and spiders may take refuge from the water in houses.

Be vigilant for the risk they pose and if you come across a snake, do not try to remove it yourself.

Mosquitoes and sandflies can also be prevalent in flood-affected areas so be sure to wear long sleeves and pants and apply insect repellent.

Avoid heat stress and sunburn by drinking plenty of fresh water, wearing sunscreen and appropriate clothing, and avoiding prolonged sun exposure.

Always follow safe manual handling procedures when looking to lift heavy objects, and look to use mechanical devices when required.

For more information about the hazards present in flood recovery work and how to manage them, please refer to the safety information on the portal.



Worksite Safeworking Officer Lid Cohen and Worksite Safeworking Officer Supervisor Trevor Leschke with the new stove Trevor received from Queensland Rail



Truckworkers from the Mayne Network Projects Team assist with the clean up at Trevor's house

Employees pitch in to help work mate

The widespread nature of the SEQ floods meant many Queensland Rail people bore the brunt of the devastation firsthand.

And few more so than Worksite Safeworking Officer Supervisor Trevor Leschke, a 40-year employee of Queensland Rail.

Living in Goodna, one of the suburbs hardest hit by the floods, Trevor's high-set home was almost completely inundated, with only the very top of his roof left above the floodline.

Trevor said he had never experienced anything like the floods that swept into his home of 25 years during that fateful week in January.

On Tuesday 11 January, Trevor came home early in anticipation of flooding in his neighbourhood but said he was taken aback at how high the water level was and how quickly it was rising.

Remarkably, Trevor's first thoughts were to ensure his Queensland Rail vehicle was moved to higher ground.

By the time Trevor had returned to his house, the water had risen so quickly he was unable to retrieve anything from inside, including vital medication.

Sadly, Trevor was also unable to save his beloved birds from their aviary.

For two days Trevor was trapped by the flood waters and slept in his car while waiting for waters to recede. He even

helped rescue the children of other families that had been stranded by the flood waters.

In the days following, Trevor's colleagues rallied around him, organising temporary accommodation, raising money to buy new furnishings and getting together to start the long process of helping him clean his house—literally—from top to bottom.

When he finally gained access to his house, Trevor couldn't believe the extent of the damage.

"It really shocked me," Trevor said.

"Everything was upside down. The force of the water even blew the doors open."

The SEQ Recovery Taskforce is coordinating the support effort and Trevor has received great support through the donation of his own workmates' time and money.

Trevor's close friend and workmate, Graeme Angus, is coordinating the work conducted by his team mates and liaising with the taskforce.

Also lending Trevor a hand are Kieran O'Brien, Chris Brown, Woody Cohen, Peter Starr, Barry Hamilton, Johnny Springall, Marco Barazza, Paul Jeffs, and many generous team mates from the Network Projects division at Mayne and other divisional work crews.

Trevor took great pains to say he'd been amazed at the help he'd received from far too many people to thank personally.

"You couldn't name all the people that have helped," Trevor said.

"I'm that proud of everybody it's not funny. I didn't expect this in my wildest dreams.

"What I want to say is thank you to all the people that have helped me through Queensland Rail, but how do you say it?"

"I'm so overwhelmed by everything and appreciate it so much."

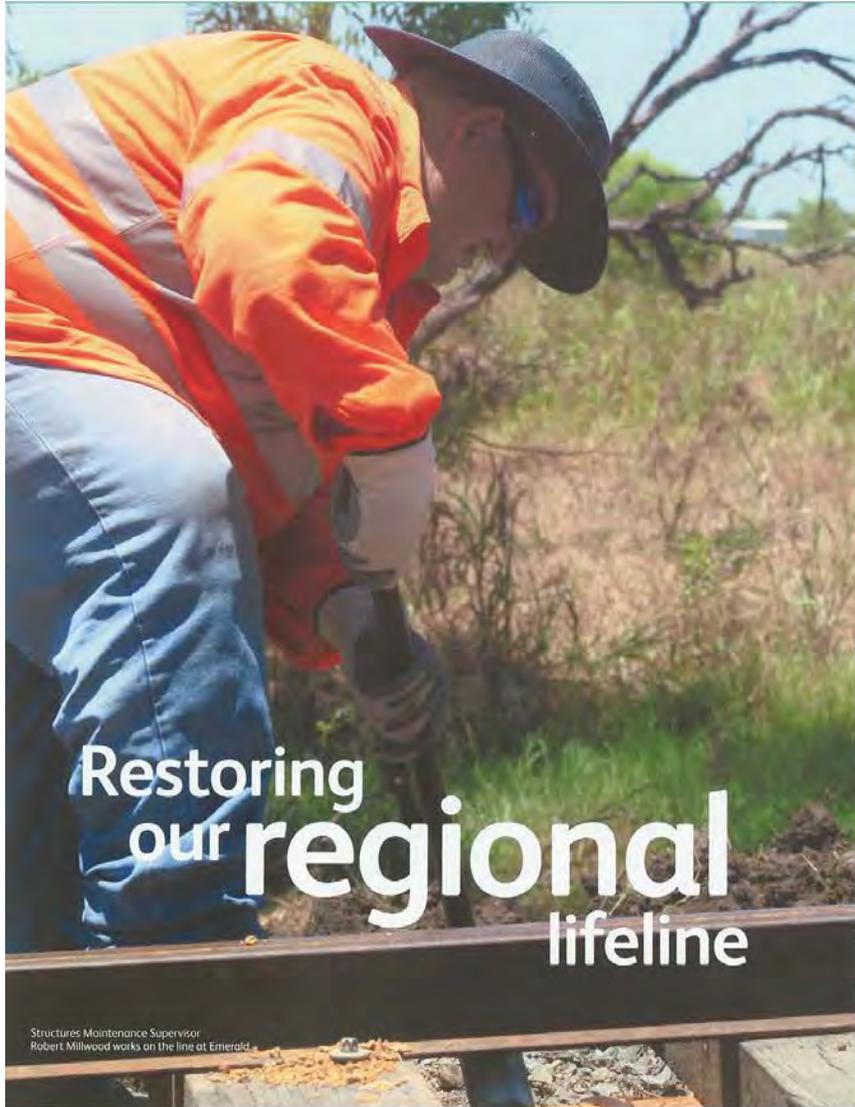
This mammoth effort has included cleaning Trevor's house and yard, providing clothing, accommodation, new doors, fridge, kitchen, bed and a TV

Trevor said he's also received several offers of counselling support, but said the best people for him to talk to has been his mates.

As Graeme puts it "This just proves we can be a family for each other"

Despite the hardships Trevor has experienced, he still has his sense of humour, laughing when he recalls seeing his postman slipping and sliding in the mud to deliver his mail in the aftermath of the floods.

"Can you believe he got through the mud to deliver my rates bill?"



Restoring our regional lifeline

Structures Maintenance Supervisor
Robert Millwood works on the line at Emerald



Volunteers begin the clean-up operation around buildings in the university area of St Lucia, west of Brisbane in Queensland, after floodwaters receded leaving behind widespread property damage.

Signs that someone might need help

There are key signs to look for which may indicate that someone needs extra help. These include:

- Still feeling upset or fearful most of the time
- Showing changed behaviour, compared to before the trauma
- Not functioning in normal activities
- Having worsening relationship issues
- Using alcohol or drugs to cope
- Feeling jumpy or having disturbed sleep
- Dwelling on the event
- Seeming unable to enjoy life; appearing numb or withdrawn
- Taking risks, doing dangerous or self-destructive things
- Seeming suicidal
- Losing hope or interest in the future
- Avoiding things that bring back memories of what happened, to the point where day-to-day tasks cannot be carried out.

"If you notice a friend, family member or colleague suffering from any of these symptoms, you should encourage them to speak to someone," Gayle said.

"It is normal to feel a level of distress following a traumatic event.

"However, if these feelings continue for longer than four weeks, it is important to talk to a doctor or psychologist."

The Employee Support service on 1300 649 237 is available for face-to-face and phone counselling. All requests for assistance, and any issues discussed during the consultations, are held in the strictest confidence. No problem is too small.

Information about financial and practical assistance from community and government agencies is accessible via the Queensland Rail portal under the heading *Disaster Information*.

Additional support and information is available through:
www.qld.gov.au/floods

Lifeline 13 11 14
www.lifeline.org.au

Beyond Blue 1300 224 636
www.beyondblue.org.au

Kids Helpline 1800 551 800
www.kidshelp.com.au

Coping in times of crisis



Spending time with family and friends is important in times of crisis.

“It is normal to feel a level of distress following a traumatic event.”

The recent floods have disrupted the lives of thousands of Queenslanders, and caused great distress to many, including our own people.

Disasters have a community-wide significance, and as the floodwaters recede and the clean-up begins, we will all go through a process of adjustment and recovery.

Queensland Rail counsellor Gayle White said that after a traumatic experience, people may have difficulty coping, and may take time to come to terms with what has happened.

“It is important to understand that not everyone reacts the same way and some people may even have a delayed response to these events,” she said.

“Because people cope with trauma in different ways, it is normal for people to feel a wide range of emotions.

“Reactions may include strong feelings of fear, sadness, guilt or anger, difficulty sleeping and concentrating, feeling overwhelmed or detached, constant tearfulness, bad dreams related to the event and questioning of personal beliefs.”

During this time, depression, anxiety or stress may develop.

“Thankfully, for most people these reactions fade with the support of family, friends and the workplace,” Gayle said.

“And there are ways you can promote recovery.”

If you have any symptoms of emotional stress, Gayle recommends you do the following:

- Spend time with family and friends and people who care.
- Try to get back into a routine—for example work or study.
- Try to be healthy—limit caffeine intake, keep up the exercise and maintain a healthy diet.
- Give yourself time and don’t expect to have the answers.
- Limit the amount of media coverage you watch, listen to or read.
- Realise you are not alone—use your resources and social supports and accept help when it is offered.
- De-stress yourself by doing activities that help you relax and enjoy, or take a break.
- Learn to accept what you can, and cannot, change.



Damaged track between Barcaldine and Alpha on the south-west line.

Making the most of the flood in Toowoomba



Queensland Rail has always been especially vital to the regional communities in which we operate.

For many, we are the main supply line for goods and an important means of transportation to and from Brisbane.

The dedication of our team meant services on the North Coast line were restored quickly, reinstating rail services through flood-hit Rockhampton and bringing relief to northern communities whose local supermarkets had been depleted for weeks.

The devastating flooding around Queensland has hit our regional communities hard, with many isolated for some time and rail services still cut to the south-west and central-west.

Worst affected was Queensland Rail’s Western line, a vital route for local coal, freight and Traveltrain customers. Track and access roads over the Toowoomba Range were subject to extreme damage, including the destruction of bridges, landslides and washouts. Dangerous conditions made the track inaccessible, with the first inspections by helicopter and foot.

Tim Ripper, who is leading the Regional Recovery Taskforce, said the recovery work needed on the Western line was not traditional for Queensland Rail.

“The difficulties accessing the track, the need for geotechnical analysis in planning our scope of works, the unstable conditions and extremely steep

incline make this work very complex and challenging,” Tim said.

Detailed analysis is being undertaken to understand the timeframes which may be involved in restoration work.

The Australian Defence Force, acknowledging the importance of the line, has offered assistance.

Tim said the taskforce was keeping affected rail operators and direct stakeholders updated on recovery progress.

“We have arranged weekly customer forums until the Western line is restored, as we recognise how the speed and planning of recovery work affects their ability to manage their businesses. For example, local mines will stockpile coal based on our recovery timeframes,” he said.

“Safety must always come first in recovery work, and our customers value this as much as we do.”

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Employees repair track in the central-west.

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During the flooding, Scott's street was only accessible by boat.



Scott's house during flooding in December

Flood puts life on hold

Effects of regional flooding

- Western, South Western, Central West and North Coast lines were affected.
- All Traveltrain services, with the exception of the Inlander, have been affected.
- Thousands of Traveltrain customers affected.
- Freight and coal services affected.
- The North Coast line restored Wednesday 19 January.
- Western and South Western lines restoration may be late March/early April.
- Central West line expected to be restored during March.
- Mount Isa line and Tablelands suffering minor seasonal flooding.
- Tablelands line closed beyond Mareeba expected to be restored late February, when required by operator.



Flooding caused significant damage to track at Cornet River, near Emerald

Fitter and Turner Scott Witton-Oates had more than a few things on his mind when he took his partner to get her tonsils removed a few weeks ago. Scott was already dealing with all the problems arising from the flooding of his house in Rockhampton, and had been staying with relatives for several weeks. Scott and his family left their house on 28 December and will not be able to return there for some time. Fortunately, they had time to save their possessions before leaving. Scott said the main issue is the damage under the house and the thick contaminated, pungent mud covering his yard. "It will be a little while before I let my son run around on that grass," he said. Scott's workmates at the Traveltrain Maintenance Depot in Gracemere have been keeping in touch to offer support. "They have let me know about the \$1000 grant from Queensland Rail, and offered the use of a bobcat which will be great for getting rid of the mud," he said. Tilt Train Manger, Traveltrain Operations, Grant Nawrath said his team at the Gracemere Depot did a great job during the floods.



Scott's backyard was completely inundated

"Half our people were not able to get from Rockhampton out to work at Gracemere," Grant said. "So those who lived locally had to take on the workload between them." Grant said some employees had to drive from Gracemere to Gladstone several days in a row in order to access and maintain the Tilt Train. "We had some warning before the flood waters came, so we prepared by sending two people off to Brisbane to make sure we could maintain the services for customers," he said.

"For a little while there, the Tilt Train was the only service running between Bundaberg, Maryborough and Gympie, with the airports and the roads closed. "It was unfortunate that some staff members were flooded or isolated for up to 12 days, but the team did exceptional work to keep things running." In the meantime, Scott is continuing to live with relatives while he looks after his recuperating partner and his son, and cleans up his house. The family hope to be back at home in a few weeks so life can finally return to normal.



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Coping in times of crisis



Spending time with family and friends is important in times of crisis.

“It is normal to feel a level of distress following a traumatic event.”

The recent floods have disrupted the lives of thousands of Queenslanders, and caused great distress to many, including our own people.

Disasters have a community-wide significance, and as the floodwaters recede and the clean-up begins, we will all go through a process of adjustment and recovery.

Queensland Rail counsellor Gayle White said that after a traumatic experience, people may have difficulty coping, and may take time to come to terms with what has happened.

“It is important to understand that not everyone reacts the same way and some people may even have a delayed response to these events,” she said.

“Because people cope with trauma in different ways, it is normal for people to feel a wide range of emotions.

“Reactions may include strong feelings of fear, sadness, guilt or anger, difficulty sleeping and concentrating, feeling overwhelmed or detached, constant tearfulness, bad dreams related to the event and questioning of personal beliefs.”

During this time, depression, anxiety or stress may develop.

“Thankfully, for most people these reactions fade with the support of family, friends and the workplace,” Gayle said.

“And there are ways you can promote recovery.”

If you have any symptoms of emotional stress, Gayle recommends you do the following:

- Spend time with family and friends and people who care.
- Try to get back into a routine—for example work or study.
- Try to be healthy—limit caffeine intake, keep up the exercise and maintain a healthy diet.
- Give yourself time and don’t expect to have the answers.
- Limit the amount of media coverage you watch, listen to or read.
- Realise you are not alone—use your resources and social supports and accept help when it is offered.
- De-stress yourself by doing activities that help you relax and enjoy, or take a break.
- Learn to accept what you can, and cannot, change.



Damaged track between Barcaldine and Alpha on the south-west line

Making the most of the flood in Toowoomba



Queensland Rail has always been especially vital to the regional communities in which we operate.

For many, we are the main supply line for goods and an important means of transportation to and from Brisbane.

The dedication of our team meant services on the North Coast line were restored quickly, reinstating rail services through flood-hit Rockhampton and bringing relief to northern communities whose local supermarkets had been depleted for weeks.

The devastating flooding around Queensland has hit our regional communities hard, with many isolated for some time and rail services still cut to the south-west and central-west.

Worst affected was Queensland Rail’s Western line, a vital route for local coal, freight and Traveltrain customers. Track and access roads over the Toowoomba Range were subject to extreme damage, including the destruction of bridges, landslides and washouts. Dangerous conditions made the track inaccessible, with the first inspections by helicopter and foot.

Tim Ripper, who is leading the Regional Recovery Taskforce, said the recovery work needed on the Western line was not traditional for Queensland Rail.

“The difficulties accessing the track, the need for geotechnical analysis in planning our scope of works, the unstable conditions and extremely steep

incline make this work very complex and challenging,” Tim said.

Detailed analysis is being undertaken to understand the timeframes which may be involved in restoration work.

The Australian Defence Force, acknowledging the importance of the line, has offered assistance.

Tim said the taskforce was keeping affected rail operators and direct stakeholders updated on recovery progress.

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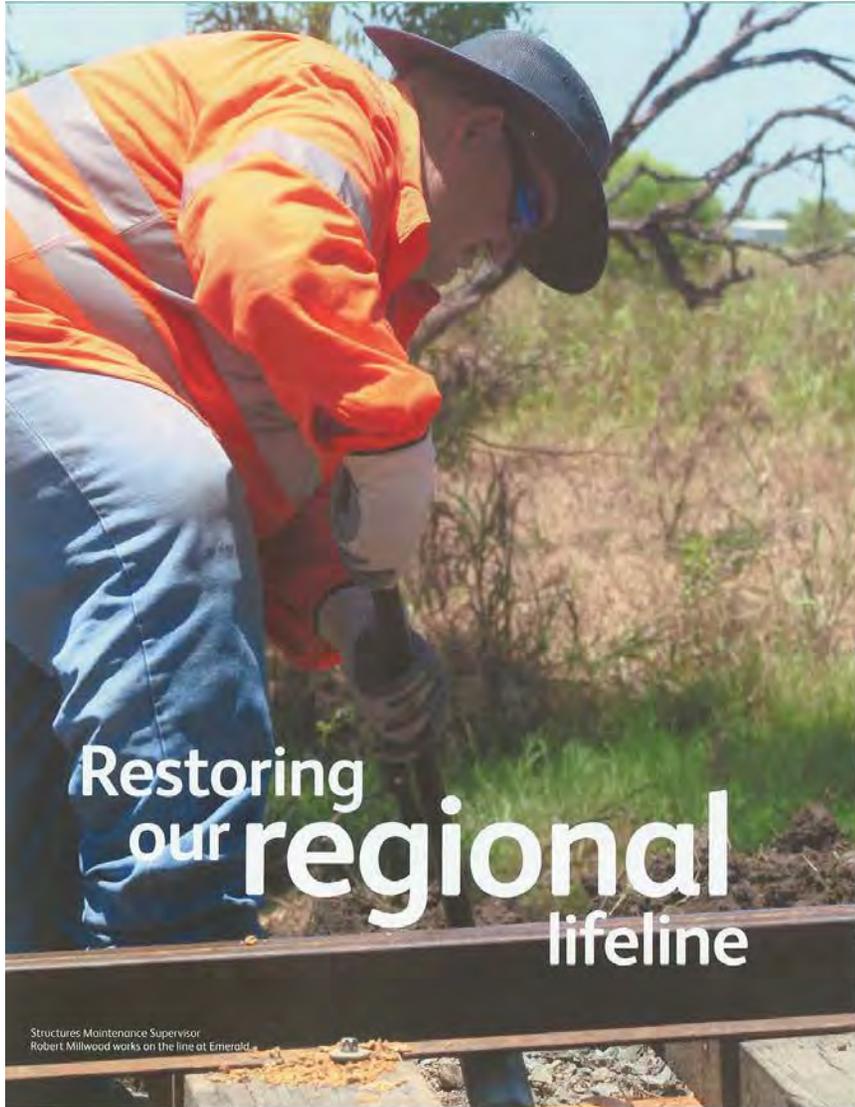
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Restoring our regional lifeline

Structures Maintenance Supervisor
Robert Millwood works on the line at Emerald



Volunteers begin the clean-up operation around buildings in the university area of St Lucia, west of Brisbane in Queensland, after floodwaters receded leaving behind widespread property damage.

Signs that someone might need help

There are key signs to look for which may indicate that someone needs extra help. These include:

- Still feeling upset or fearful most of the time
- Showing changed behaviour, compared to before the trauma
- Not functioning in normal activities
- Having worsening relationship issues
- Using alcohol or drugs to cope
- Feeling jumpy or having disturbed sleep
- Dwelling on the event
- Seeming unable to enjoy life; appearing numb or withdrawn
- Taking risks, doing dangerous or self-destructive things
- Seeming suicidal
- Losing hope or interest in the future
- Avoiding things that bring back memories of what happened, to the point where day-to-day tasks cannot be carried out.

"If you notice a friend, family member or colleague suffering from any of these symptoms, you should encourage them to speak to someone," Gayle said.

"It is normal to feel a level of distress following a traumatic event.

"However, if these feelings continue for longer than four weeks, it is important to talk to a doctor or psychologist."

The Employee Support service on 1300 649 237 is available for face-to-face and phone counselling. All requests for assistance, and any issues discussed during the consultations, are held in the strictest confidence. No problem is too small.

Information about financial and practical assistance from community and government agencies is accessible via the Queensland Rail portal under the heading *Disaster Information*.

Additional support and information is available through:
www.qld.gov.au/floods

Lifeline 13 11 14
www.lifeline.org.au

Beyond Blue 1300 224 636
www.beyondblue.org.au

Kids Helpline 1800 551 800
www.kidshelp.com.au



Electrician Jason Ilaby gives the SEQ Recovery Taskforce a safety briefing at Goodna station

Stay safe in the flood clean-up

If you are volunteering, working or living in flood-affected areas, it is important that you take steps to protect yourself from the hazards presented by these conditions.

While fatigue has been identified as the number one risk for those involved in the recovery, other hazards are present.

Slips, trips and falls can occur on slippery surfaces and uneven ground. Damaged buildings or piles of rubbish may be unstable—advice should be sought from your coordinator about structural integrity of buildings or rubbish piles.

Flood waters can be polluted by biological waste, including syringes, or hazardous chemicals. This increases the risk of infection, dermatitis, conjunctivitis and serious disease. Melioidosis is one

specific illness caused by bacteria which can be harboured in mud and dirty water. It can enter the body through cuts or sores, or by inhaling dust or droplets of water.

To reduce your risk of illness or injury, you should always wear the correct personal protective equipment (PPE) and avoid walking through flood waters.

Be sure to wash with soap and water after contact with flood water or mud and keep cuts and abrasions clean and covered.

As flood waters rise, snakes and spiders may take refuge from the water in houses.

Be vigilant for the risk they pose and if you come across a snake, do not try to remove it yourself.

Mosquitoes and sandflies can also be prevalent in flood-affected areas so be sure to wear long sleeves and pants and apply insect repellent.

Avoid heat stress and sunburn by drinking plenty of fresh water, wearing sunscreen and appropriate clothing, and avoiding prolonged sun exposure.

Always follow safe manual handling procedures when looking to lift heavy objects, and look to use mechanical devices when required.

For more information about the hazards present in flood recovery work and how to manage them, please refer to the safety information on the portal.



Worksite Safeworking Officer Lid Cohen and Worksite Safeworking Officer Supervisor Trevor Leschke with the new stove Trevor received from Queensland Rail



Truckworkers from the Mayne Network Projects Team assist with the clean up at Trevor's house.

Employees pitch in to help work mate

The widespread nature of the SEQ floods meant many Queensland Rail people bore the brunt of the devastation firsthand.

And few more so than Worksite Safeworking Officer Supervisor Trevor Leschke, a 40-year employee of Queensland Rail.

Living in Goodna, one of the suburbs hardest hit by the floods, Trevor's high-set home was almost completely inundated, with only the very top of his roof left above the floodline.

Trevor said he had never experienced anything like the floods that swept into his home of 25 years during that fateful week in January.

On Tuesday 11 January, Trevor came home early in anticipation of flooding in his neighbourhood but said he was taken aback at how high the water level was and how quickly it was rising.

Remarkably, Trevor's first thoughts were to ensure his Queensland Rail vehicle was moved to higher ground.

By the time Trevor had returned to his house, the water had risen so quickly he was unable to retrieve anything from inside, including vital medication.

Sadly, Trevor was also unable to save his beloved birds from their aviary.

For two days Trevor was trapped by the flood waters and slept in his car while waiting for waters to recede. He even

helped rescue the children of other families that had been stranded by the flood waters.

In the days following, Trevor's colleagues rallied around him, organising temporary accommodation, raising money to buy new furnishings and getting together to start the long process of helping him clean his house—literally—from top to bottom.

When he finally gained access to his house, Trevor couldn't believe the extent of the damage.

"It really shocked me," Trevor said.

"Everything was upside down. The force of the water even blew the doors open."

The SEQ Recovery Taskforce is coordinating the support effort and Trevor has received great support through the donation of his own workmates' time and money.

Trevor's close friend and workmate, Graeme Angus, is coordinating the work conducted by his team mates and liaising with the taskforce.

Also lending Trevor a hand are Kieran O'Brien, Chris Brown, Woody Cohen, Peter Starr, Barry Hamilton, Johnny Springall, Marco Barazza, Paul Jeffs, and many generous team mates from the Network Projects division at Mayne and other divisional work crews.

Trevor took great pains to say he'd been amazed at the help he'd received from far too many people to thank personally.

"You couldn't name all the people that have helped," Trevor said.

"I'm that proud of everybody it's not funny. I didn't expect this in my wildest dreams.

"What I want to say is thank you to all the people that have helped me through Queensland Rail, but how do you say it?"

"I'm so overwhelmed by everything and appreciate it so much."

This mammoth effort has included cleaning Trevor's house and yard, providing clothing, accommodation, new doors, fridge, kitchen, bed and a TV

Trevor said he's also received several offers of counselling support, but said the best people for him to talk to has been his mates.

As Graeme puts it "This just proves we can be a family for each other"

Despite the hardships Trevor has experienced, he still has his sense of humour, laughing when he recalls seeing his postman slipping and sliding in the mud to deliver his mail in the aftermath of the floods.

"Can you believe he got through the mud to deliver my rates bill?"

CEO Paul Sciarra and Executive General Manager Corporate and External Affairs Martin Ryan visit a day care centre our employees helped clean up



"Nothing was where it should have been in the office; everything was wet, covered in mud and stank"

Rebuild of Goodna station shows dedication

The flooding in Ipswich on Tuesday 11 January and the days following swept through Goodna station and the surrounding areas.

Considerable damage left the station closed for a week.

A team of dedicated Queensland Rail workers, coordinated by Building Projects Coordinator Matt Traves, descended upon the station and nearby homes and businesses to clean up and repair what they could.

"Nothing was where it should have been in the office; everything was wet, covered in mud and stank," Matt said.

"All the office furniture and equipment, ticketing machines, CCTV, communications equipment and two vending machines were destroyed.

"Basically anything that wasn't one and a half metres above the floor was a total write-off."

Before the station could be re-opened to the public, it had to be water blasted and disinfected.

"Ipswich City Council advised there was disease present and containment was a high priority," Matt said.

Everything that was damaged had to be removed and replaced, including doors, shelving, carpets and cupboards.

Given the extent of the damage, the expected completion date of 28 January highlights the dedication of the workers involved.

"Over the first two days, there were more than 100 employees each day, and over the next week between 30 to 50 staff members contributed to the rebuild each day," Matt said.

"The priority given to this job by the different areas of Queensland Rail made the station operational in record time."

In addition to the incredible work these teams did to repair Goodna station, many of those involved also assisted flood victims in the Goodna community.

"Television coverage did not show the full impact of the floods," Matt said.

"Several properties around the station were completely destroyed.

"The staff on site assisted where possible, including helping with the removal of the internal linings of the adjacent day care centre buildings.



Employees work to repair Goodna station after flooding

"I would like to personally thank all those who worked on site at Goodna station during the recovery.

"The locals were also very grateful to our people for their assistance and their dedication to getting train services up and running as soon as possible."



A ballast regulator re-profiles ballast on the line near Rosewood



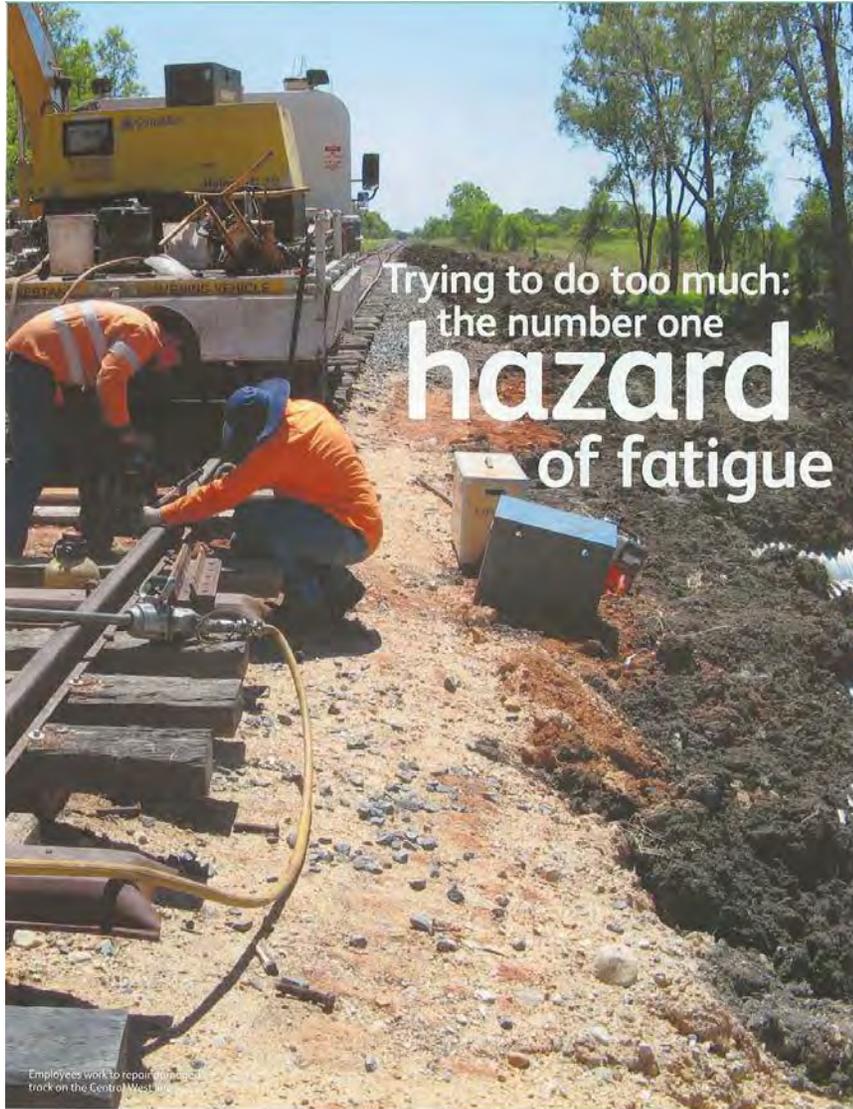
Workers rebuy CCTV cables at Goodna station



A contractor inspects damaged track in Emerald

Tips for volunteers assisting with the clean-up

- Seek medical attention if you have any symptoms out of the ordinary.
- Wear waterproof shoes or boots with good grip.
- Wear protective, waterproof gloves.
- Wear leather heavy-duty gloves when necessary for increased protection against sharps and manual handling type injuries.
- Wear long-sleeve shirts and trousers, and a broad-brimmed hat if outdoors.
- Wear eye protection—safety glasses are preferred, and sunglasses when out in the sun.
- Wear sunscreen and insect repellent.
- Wear a dust mask when working where dry dust has accumulated.
- Cover all cuts, abrasions and wounds with waterproof dressings before you commence work.
- Shower thoroughly with soap after exposure to affected areas.
- Wash your hands with soap and clean water before you handle or eat food, provide first aid assistance, or smoke a cigarette.
- If you cut yourself during relief work, report this immediately to a first-aider.
- Open all doors and windows to dry out affected properties as quickly as possible.
- Clean walls and floors with soap and water.
- Food contact surfaces should be cleaned with soap and water and then bleach and water (one cup of bleach to a bucket of water).
- Wash clothes in hot water with disinfectant.
- Discard items that can't be washed or that are absorbent, such as mattresses and upholstered furniture.
- Remove mould with a chlorine bleach solution (one cup of bleach per four litres of water).
- Report all hazardous substances and potentially unstable structures to your relief coordinator.



Trying to do too much:
the number one
hazard
of fatigue

Employees work to repair damaged track on the Central West line.

The SEQ Recovery Taskforce inspects clean-up work at Goodno station.



Flood devastation in South bank Queensland.

The volunteer team worked over the weekend and provided food on site, as well as delivering much needed meals, water, personal protective equipment and essential supplies like sunscreen to teams on track where possible.

Angela said it wasn't just Queensland Rail employees, but their spouses that pitched in.

"It showcases the wonderful culture of our people as well as their families."

Head of the SEQ Recovery Taskforce, General Manager Network SEQ Dave Cameron, said the recovery teams did a remarkable job in getting normal services resumed as safely and soon as possible on the Ipswich and Rosewood lines.

The SEQ Recovery Taskforce was set up specifically to maintain and recover City

network services as quickly and safely as possible for our customers.

"Our people worked tirelessly as soon as they were able to obtain access to track and facilities as the floodwaters receded," he said.

There are still some sections that will continue to need work in the coming weeks and possibly months, but resumption of services to the worst hit areas so quickly is testament to the dedication of our people.

And their efforts weren't restricted to just Queensland Rail property—our teams also assisted with community clean-ups where they could, and continue to support and help employees that were directly affected by the floods.

"There have been so many incredible examples of people going above and

beyond the call of duty—far too many to mention individually," Dave said.

"We have had employees coming back to work early to assist in the recovery, along with others that have personally assisted and supported workmates whose homes and lives have been affected by these floods.

"We've still got some work to do, but we wouldn't be where we are now without the incredible effort put in by different teams right across the City network."

Flashback to '74 as South East Queensland begins recovery



The Q Recovery Taskforce at Goodna station during their inspection of the Ipswich line prior to its reopening.

Queensland Rail employees were hard at work during the flood crisis to ensure the busy City network continued services to flood-affected suburbs and the CBD.

Train services were used to evacuate people from affected areas and transport volunteers to assist with clean-up and recovery.

Despite the network being heavily affected by flooding from Tuesday 10 to Sunday 16 January, reduced services continued on almost all lines.

There were fears flood waters would inundate the Mayne yard, and our people worked through the night on Tuesday 10 January sandbagging buildings and moving rollingstock to higher ground along the suburban line.

Thankfully, Mayne was not affected and the yard quickly returned to normal operations.

The Ipswich line was worst hit by the fast rising flood waters, with services cut between Sherwood and Rosewood for a week.

More than 40 km of track was affected, and stations including Goodna and Gailes suffered significant flood damage.

The opening of our new station at Richlands was moved forward to further assist affected customers in the western suburbs.

The interior and subway adjoining the Ipswich Transit Centre were completely inundated and clean-up crews removed several swimming pools worth of water before starting the arduous process of clearing out mud and gutting offices.

Elevators were one of the hardest hit facilities at the transit centre and several City network stations. The process of replacing damaged electrical and hydraulic systems is time consuming, but

crews are working as quickly as possible to have these up and running to improve station access for customers.

More than 200 of our people were needed to repair the damage and get services back up and running for our Ipswich line customers.

The old adage about an army marching on its stomach was never truer than during this time. To keep the workers going over the critical post-flood period, a team of more than 30 volunteers came together at Redbank, working 12-hour shifts to cook and deliver food to those working.

Senior Asset Planner Angela Grice coordinated the cooking volunteers and said the food production lines were going non-stop over the three days of critical weekend work.

"I've never seen men eat so much food," she said.



Workers assist with the tamping of ballast on track near Rowwood.

With the many physical hazards posed by flood recovery work, it is a revealing fact that fatigue has been identified as the number one risk for Queensland Rail workers involved in clean up and restoration.

Network's General Manager Safety, Gary Maher, said fatigue is such an issue because of the caring nature of our people in wanting to do the right thing.

"They go into a different mode and try to become supermen and superwomen. Add to this what people feel are community expectations, and you have a recipe for accidents," he said.

Many people, particularly those personally affected by the floods, are also suffering from emotional issues and stress which reduce sleep quality and increase fatigue.

Gary's team in Network has developed a comprehensive Safety Management Plan, incorporating treatments for the many hazards created by flood recovery work, including fatigue.

"To make sure that people were managing hazards from the beginning of works, we released a number of critical safety alerts," he said.

"In order to develop the Safety Management Plan, we conducted a risk assessment to prioritise and develop treatment for the hazards. We had to make this easy for supervisors to use, and consider the needs of contractors."

Manager Fitness for Work Narelle Banks said working while fatigued can put you and those around you at serious risk of injury or death.

"Fatigue leads to decreased alertness, poor judgment and decisions, slowed reaction times and higher error rates," she said.

"Compared with an eight-hour shift, accident rates increase after 12 hours at work and research shows that those who work more than 60 hours a week are more at risk of injury or illness.

"It is important that if you notice the signs of fatigue in yourself or those around you that you take measures to protect yourself and others."

Signs to look out for include blurred vision, irritability, difficulty keeping your eyes open, head nodding and a drowsy, relaxed feeling.

You may also fall asleep at work or experience micro-sleeps.

"You can manage fatigue by ensuring you are fit for work when you arrive, which means making sure you have had enough sleep," Narelle said.

"However, once you are fatigued, sleep is the only remedy and you should avoid working or volunteering until you have had a chance to sleep."

Gary said Queensland Rail's safety practitioners and coaches are looking out for the signs of fatigue and assisting line supervisors to manage fatigue effectively.

"The safety coaches program has proved to be invaluable when helping our recovery workers to be aware of hazards and to help monitor their safety."

Queensland Rail's fatigue management processes are based on local risk assessments and allow some flexibility in the event of emergency or unplanned events; however, the guidelines include strict parameters to protect workers.

Gary said his team had looked to provide the support and extra resources needed to help prevent fatigue.

"When you are assisting in recovery as a worker or volunteer, please pace yourself and take care of yourself."



Workers relay cable at Goodna station.

"It is important that if you notice the signs of fatigue in yourself or those around you that you take measures to protect yourself and others."



Employees cook sausages for the barbecue at P Block, Moyno



Mobile Customer Care Representative Danna Melenczyk collects donations at Central station

Queensland Rail responds

"Queensland Rail will be providing employees significantly impacted by the flooding with \$1000 worth of household items"

Queensland's climate has been making an impact on our rail network and on our people since our beginnings in 1865.

Over the past 145 years, floods, droughts and cyclones have all played a part in the history of our company.

Whenever disaster has struck, railway employees have risen to the occasion, safeguarding life and property and working to restore vital services to affected communities.

Queensland Rail has always organised disaster relief appeals, and our people continue to give generously in times of emergency.

The recent flooding was no exception, with our people giving their time and money to help those in need.

As well as the efforts employees have made of their own accord, several initiatives have been put in place by the HR team and Corporate Social Responsibility (CSR) to assist affected colleagues and communities.

Chief Human Resources Officer Cathy Heffernan said Queensland Rail is working with flood-affected employees to provide assistance.

"Queensland Rail will be providing employees significantly impacted by the

flooding with \$1000 worth of household items such as white goods, furniture, clothing and groceries," Cathy said.

"Affected employees should discuss their needs with their manager, HR manager or HR case manager.

"Our tradespeople will also be available to assist those with property damage by undertaking an assessment of required work needed to get the property ready for rebuilding and to make it safe for people to enter.

"They will assist with tasks including cleaning, preliminary electrical work and other trades."

CEO Paul Scurrah also announced that every Queensland Rail employee would be granted an additional day of annual leave which can be used to assist with flood recovery.

Cathy Heffernan said her team is coordinating a squad of Queensland Rail volunteers who want to use their leave to help where they can.

"We will liaise with the SEQ and Regional Recovery Taskforces to ensure volunteers and equipment are provided to the areas they are needed most," she said.

"We will focus our volunteer efforts on helping our flood affected colleagues and the communities in which we operate."



Track damage Spring Bluff

Even as heavy rain battered the state for most of December, Queenslanders were unprepared for the enormity of the events about to unfold.

By the end of the flood disaster, 75 per cent of the state would be declared a natural disaster zone, thousands of homes would be damaged or destroyed, and more than 20 people would lose their lives.

Regional Queensland was the first to feel the effects when, on 27 December 2010, a state of disaster was declared in Chinchilla, Theodore and Dalby.

Bundaberg, Emerald, the Central Highlands and Woorabinda quickly followed as rivers continued to rise.

Rockhampton became isolated from the rest of the state, cut off by road, rail and air.

Residents faced a dire situation as supermarkets began to run out of food.

On 10 January 2011, after weeks of constant rain, a devastating wall of water smashed into Toowoomba and the Lockyer Valley without warning.

Cars, homes and people were suddenly washed away by what was dubbed an 'inland tsunami'.

Track in the area suffered severe damage, with operations on the Western and South-Western Systems suspected to be suspended for months.

As the shock of this event set in, the Brisbane region braced for a disaster of its own.

Brisbane and Ipswich suffered flooding levels similar to the 1974 flood.

Flood damage saw the line between Sherwood and Ipswich cut until the following Tuesday.

In the days that followed, water engulfed over 70 Brisbane suburbs, inundating thousands of homes and businesses and leaving many cut off and without power.

The CBD became a ghost town with people asked to avoid the area for several days.

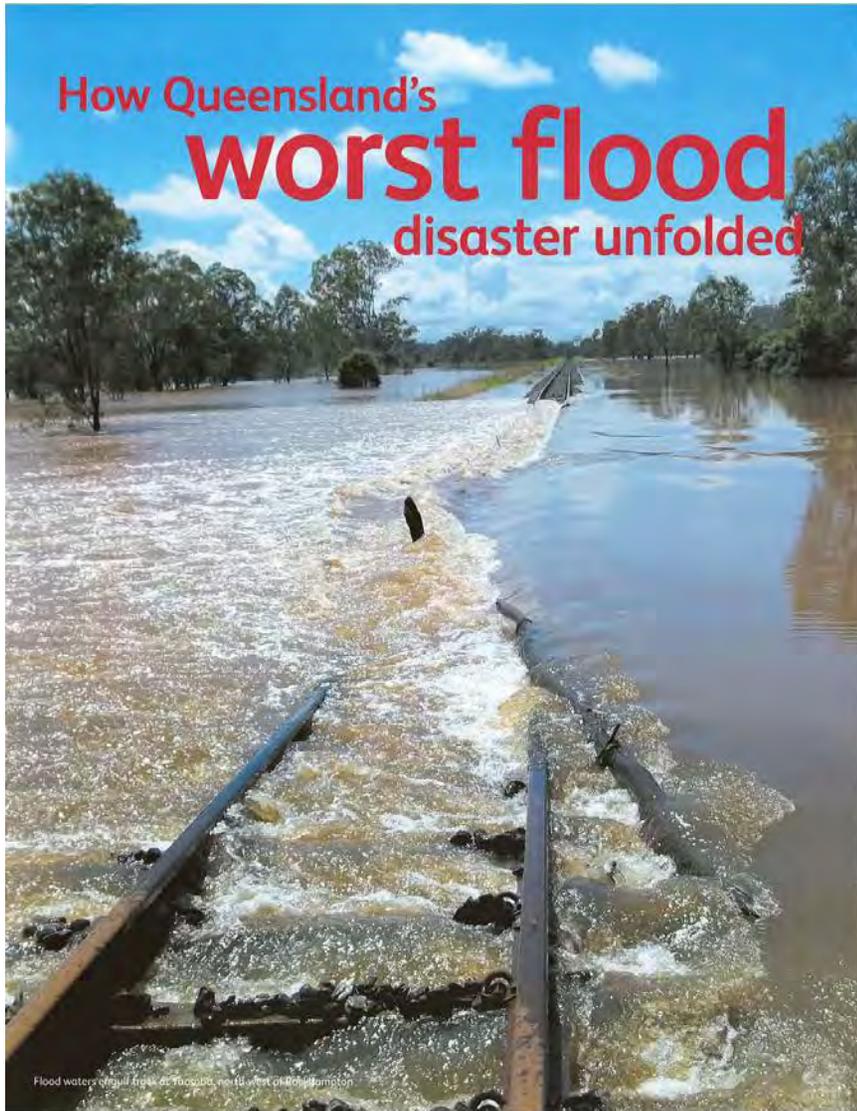
Queensland Rail continued to operate where possible on the City network, running reduced services to help volunteers reach affected areas so the clean-up could begin.

Many of our people joined the thousands of volunteers who pulled on their gum boots to help those who had lost everything.



Track damage Spring Bluff





Employees enjoy the barbecue at A block, Mayne

Many Queensland Rail people have already registered with HR to volunteer.

Cathy said employees were also given the opportunity to donate up to five days' annual leave to the Premier's Flood Relief Appeal.

General Manager Corporate Social Responsibility Bernard McKittrick said CSR has been coordinating fundraising efforts to assist flood victims.

"Barbeques were held around the state to help raise funds for employees who have been directly affected by the floods," Bernard said.

"We have also directed donations from Casual Friday, taken between now and March, to flood victims.

"Our people have been paounding the pavement at stations on Friday mornings throughout January, collecting donations for the Premier's Flood Relief Appeal from the public.

"Amazingly, more than \$40,000 was raised from public donations alone."

Thank you to all those who have given time and money to Queensland's flood recovery.

Together we have made a significant difference to the lives of those affected by this disaster.

How Queensland Rail is helping flood-affected employees and communities:

- Recovery purchase of \$1000 for household items
- Assistance with flood-affected property rebuild/repair/clean-up
- Ability to cash out up to five days of annual leave
- Ability to cash out a portion of long service leave
- In cases of financial hardship, ability to apply to cash out all or part of long service leave
- Access to natural disaster leave of three days per annum
- Crisis accommodation of one week
- Employee-hosted storage and accommodation for people and pets
- Flexible work options
- Referral to alternative childcare and eldercare services
- Counselling through Employee Support services on **1300 649 237**
- Queensland Rail Employee Flood Hotline—**1300 773 899** (not for operational information)
- Fundraising towards the Premier's Flood Relief Fund
- Information about external support, assistance and initiatives
- One extra day of annual leave for all employees to assist in recovery work
- Organising volunteer teams to assist in recovery.

For more information, visit the **Disaster Information site** on the portal.

out & about

To see more images, check out the out and about gallery on the In the Loop portal page.



Flood images

These are just some of the astonishing photos our people have taken during and after the floods. You can view all the photos by region on the Disaster Information page on the portal.



CEO visits affected areas

CEO Paul Scurrah has visited flood affected areas including Ipswich and Rockhampton to inspect damage and meet with affected employees. He will continue to visit our hardest hit areas over the coming weeks.



CEO's column



CEO Paul Scurrah thanks Apprentice Carpenter Tess Elliott for her assistance during the rebuild of Goodno station.

Just before Christmas arrived, it became clear that Queensland was going to experience some tough times as the threat of floods became real.

In the days and weeks that ensued, around three quarters of the state was declared a disaster area.

Many of the flood affected parts of Queensland are the heartland of our company—Bundaberg, Rockhampton, Emerald, Toowoomba, Ipswich and Brisbane, to name just a few.

We wanted to bring you this special edition of In the Loop to show you how the disaster unfolded, how we were affected and above all, how we are responding.

Dozens of our employees have been personally affected by these floods. I want to reinforce to you that the Queensland Rail community is behind you and as a company we will support you through this difficult time.

Whether you need volunteers to help clean up your home, some financial assistance to purchase items for your home or a shoulder to cry on, we have mobilised our resources and we are here for you.

To our employees who haven't been personally affected but who have so actively volunteered your time to help others, I thank you.

I've seen countless examples of the generosity of spirit for which our company is renowned in the past seven months. Nothing has touched me more than the outpouring of offers of support from our people wanting to help their colleagues, communities and fellow Queenslanders.

We are harnessing this enthusiasm through a range of activities in our company, and I look forward to sharing more stories of this great spirit in the coming weeks and months.

Our fellow Queenslanders are relying on us to get our company up and running so we can restore some normality after this tragedy. We have the people, the know-how and the enthusiasm to make a real contribution to Queensland in the wake of this tragedy.

In the meantime, no matter where you live or how you are contributing to getting our state back to normal, please remember to stay safe and encourage your family and friends to do the same.



Paul Scurrah

Welcome to this special flood edition of In the Loop.

This magazine was put together to give our people an insight into the size and scale of the floods that have wreaked havoc on two-thirds of the state since Christmas.

The task ahead for Queensland Rail is enormous, but read on to hear how we're responding – both by repairing vital infrastructure and also through the generosity for which our company is renowned.

Accompanying this magazine is a special edition DVD. To view the DVD online go to the *In the Loop* page on the portal. Alternatively you can email [redacted] or phone [redacted] to request a copy.

Front Laver: Track Planner Cec Carter inspects damage in Emerald

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Barbecues raise much needed funds

Queensland Rail held several barbecues across the state to thank employees for their efforts during the recovery and to raise funds for those affected.



Customers contribute to relief appeal

Queensland Rail employees collected donations from customers for the Premier's Flood Relief Appeal at stations around the City network throughout January.

Over \$40,000 was raised from these donations alone.



Employee magazine
Issue 03 – February 2011

In the Loop

Check out our online version
on the Queensland Rail portal

 Queensland Rail



SPECIAL FLOOD EDITION

Queensland Rail Limited ABN 71 132 181 090 QR3633_3_0111

SCHEDULE 3

3. “Any measures implemented by Queensland Rail in the 12 months prior to the 2010/2011 flood events that were designed to mitigate the effect of any flooding, including an assessment of the performance of those measures.”

3.1 **Measures**

3.1.1 **How Queensland Rail Ltd’s new Corporate Plan addressed risk**

In the period just prior to 1 July 2010, Queensland Rail Limited (**Queensland Rail**) prepared a new 5 year corporate plan which included as a key component, a range of risk identification and risk mitigation strategies which were designed to:

- (a) Maintain a safe operating environment and culture which had as its key objective zero harm to all employees, customers and members of the public and the protection of the company’s assets from damage which may result in a reduction of services.
- (b) Refine and develop the existing frameworks in line with recent structural organisational changes.
- (c) Develop and implement a leading practice risk management framework for Queensland Rail operations.

As a result of those overarching objectives, Queensland Rail approved and implemented a Risk Management Policy and a Safety Policy that reflected its commitment and philosophy to managing all relevant risks.

3.1.2 **1 July 2010 – Queensland Rail implements Risk Management Frameworks**

Following the creation of Queensland Rail on 1 July 2010, Queensland Rail management approved two separate Risk Management Framework documents namely:

- (a) “Board Directive – Risk Management Framework” which addressed the management of non-safety risks (**General Risk Framework**).
- (b) A framework document titled “Rail Safety Accreditation” (**Safety Risk Framework**) which incorporates a comprehensive risk register. This document was required by law to be submitted to DTMR to maintain

Queensland Rail's accreditation from DTMR Queensland Rail's wide range of rail operating activities.

These two overarching risk management documents provide the basis for the management of all risks within Queensland Rail. The General Risk Framework is aligned to AS/NZ31000:2009 Risk Management – Principles and Guidelines and the Corporate Governance Guidelines for Government Owned Corporations.

As mentioned above, the Safety Risk Framework has been prepared in accordance with the guidelines and requirements of the Department as applicable to the safe operation as a Railway Manager and Railway Operator.

With respect to General Risk Framework and Safety Risk Framework, all business units within Queensland Rail are required to provide reasonable management assurance that the risks are being managed effectively. Internal Audit is responsible for providing independent assurance to the Chief Executive Officer of Queensland Rail and the Board of Queensland Rail as to the adequacy of the General Risk Framework and Safety Risk Framework and effectiveness of key organisational controls at the enterprise and functional levels.

Risks are actively managed, monitored and reported upon at the enterprise and functional levels by a series of cascading risk management registers developed in accordance with the requirements of the relevant Frameworks.

3.1.3 Cascading Risk Registers also implemented on 1 July 2010

Each subsidiary risk register is in a detailed table format and includes the following features:

- a. Identification of each identified risk
- b. Analysis of the risk
- c. Risk owner
- d. Risk category
- e. Risk description
- f. Hazard/Cause
- g. Consequences
- h. List of controls
- i. Effectiveness of control
- j. Network control owners
- k. Score rating for consequence and likelihood
- l. Colour coded overall risk assessment

m. Final evaluation and recommendation for monitoring and review.

The list of controls require the appropriate Queensland Rail staff to cross-reference the risk to comprehensive safety manuals to control/manage each potential hazard/risk.

3.1.4. “All Hazards Approach”

Due to the nature and extent of Queensland Rail’s operations, its activities are exposed to a multitude of potential hazards and risks. Queensland Rail’s general approach to these risks is to adopt an “All Hazards Approach”. The “All Hazards Approach” concerns arrangements which provide for the management of a large range of possible effects arising from a wide range of risks and incidents. This concept is useful when a business is exposed to a large range of risks which can cause similar problems and be managed (at a macro level) in a similar manner.

The General Risk Framework and Safety Risk Framework were both adopted Queensland Rail in July 2010 utilising the “All Hazards Approach”.

3.1.5. Application of Queensland Rail’s risk management systems to the flood events

The various risk management systems, subsidiary risk registers and associated safety codes relevant to the entire operations of Queensland Rail under the “All Risks Approach” run into many thousands of pages. To assist the Commission (and pending finalisation of Queensland Rail’s report on the 2010/2011 flood crisis), it would be appropriate to illustrate the application of two relevant safety management systems which were adopted and implemented by Queensland Rail on 1 July 2010. These were utilised in the lead up to the flood event on the Toowoomba range, which lead to the planned closure of Toowoomba to Brisbane rail line the day before major damage was suffered by the rail line in that region.

Attached is:

- (a) Page 18 of 60 - “Safety Management Systems – SAF/STD/0080/CIV” (effective date 1/7/2010) (“SMS - 80”). Comprising part of section 1.3.5 – “Register of Hazard Locations”; and
- (b) Page 31 of 44 - Safety Management System – SAF/STD/0077/CIV (effective date 1/7/2010) (“SMS – 77”). Comprising part of section 1.8 “Unscheduled Inspections”.

In accordance with SMS-80, Queensland Rail staff in the Toowoomba area who were delegated with the ongoing responsibility for track inspections had, prior to the flood event in January 2011, registered a number of sites in their area that were at risk in the event of significant rain or flooding events.

These staff were delegated with the responsibility for recording the impacts of previous flood and other events and were required to record Hazardous Locations in a Site Hazard Register.

SMS-77 and SMS-80 required the relevant Queensland Rail staff to consider whether or not operational restrictions should be applied in response to certain events including heavy rainfall, inundation, floods, washaways, ingress of underground water, earth movements, subsidence, slips and loss of track support such as collapsing soils, culvert structure failure, erosion etc.

Local Queensland Rail staff in the Toowoomba region, who were responsible for track safety inspections, were also required to monitor predicted weather events. As a result of their knowledge of the existence of potential dangers associated with the site hazards on the Toowoomba range track and the anticipated major storm event the following day, local Queensland Rail staff, acting in accordance with Queensland Rail safety systems, decided to close the rail line the day before major damage was sustained to the line thereby averting potential danger to customers and staff of Queensland Rail.

3.2 Assessment of Performance

- (a) There were no deaths or serious injury to any Queensland Rail customers or Queensland Rail staff as a result of the 2010/2011 flood events.
- (b) Due to the early assessment and identification of train lines that were at risk during the 2010/2011 flood events, no trains were running on lines when direct flood damage was occasioned to the lines. Due to ongoing and systemised task inspections, no Queensland Rail rolling stock was damaged or derailed while operating, notwithstanding widespread damage to rail lines.
- (c) Due to the early movement of suburban passenger stock stabled at the Mayne holding yard and elsewhere there was no direct flood damage to any Queensland Rail rolling stock.
- (d) Queensland Rail services continued to operate in the Brisbane area during the flood event and in some cases were the only means of

transport for employees to reach key community facilities (e.g. medical staff at the Wesley Hospital Toowong).

- (e) By 10.00am 13 January 2011, all Brisbane CBD train lines were reopened with the exception of the Ipswich line which was only running between the Brisbane CBD and Darra station.

SCHEDULE 4

6. Any observations or recommendations by Mr Greg Ford that could be made about the adequacy and timeliness of Queensland Rail's preparation for the 2010/2011 flood events?

6.1 General Comment

(a) Continuing Review

Queensland Rail's Mission Statement is "to be a vibrant learning organisation where safety comes first and our people and customers are central to everything we do". As stated in the response to Question 5, I have not concluded my report to the Chief Executive Officer about how Queensland Rail can take on learnings from the flood events and tropical cyclone Yasi.

To assist the Commissioner, I have made a number of observations but wish to advise that these observations could change, be varied, amended, added to or withdrawn as further information comes to hand. A final set of recommendations will be provided to the Commission as soon as possible.

(b) Observations to Date

The organisation emerged from the 2010/2011 flood events with no death or serious injury to any Queensland Rail customers or staff, no damage or derailment to Queensland Rail rolling stock and with services reopened ahead of reasonably expected timeframes. To the extent that the organisation got it right, it was as a result of the processes (policies and management plans in existence) and the knowledge, experience and capabilities of our people. Because of the nature and unpredictability of natural disasters, there will always be a need for good people to exercise reasonable judgment, however our mission statement has at its heart, a commitment to being a learning organisation. For us to achieve that mission statement, we must capture and enshrine into our processes and procedures the knowledge gained by our people as a result of the flood event.

The observations below relate to matters where I believe that we can, as an organisation, capture and document these learnings to ensure the organisation continues to learn.

6.2 Recommendations

(a) Communications

Whilst we have a very capable communications team, we should review our existing communications plan to ensure it captures the learnings of this incident. By way of example, the communications team were responding numerous and competing requests for information from media, regulators, the Department and others. The organisation moved to a communication strategy which responded at

9.00am and 4.00pm with reliable, regular information that was consistent to all stakeholders including the public. Once this change occurred, the demands for information, external of the regular twice daily briefings, almost disappeared with the same level of completion.

(b) Flood Maps

We should give consideration to the development and distribution of flood maps. Whilst there is some flood mapping available, and the Brisbane City Council has flood maps relevant to the city, there are parts of our network where we do not have maps developed.

(c) Flood Impacts on Infrastructure and Assets

We need to record and better understand the flood impact on our infrastructure and assets. We need to capture details of the potential impact on our infrastructure and assets and better understand, and record, that information.

By way of example, Mayne Yard (large rolling stock storage facility) was evacuated and rolling stock was moved to higher ground. Large pieces of equipment like wheel lathes cannot be moved.

We should record information which assists us in making prompt decisions about when and what steps should be taken to protect vulnerable assets (eg relocate or sandbag) , and to make informed decisions in relation to the location of future assets (ie well above known flood levels).

(d) Emergency and Crisis Management Frameworks

Review and reconsider the emergency and crisis management frameworks to ensure that they pick up on the learnings gained from managing an enduring multi-focussed natural disaster event.

(e) Safe Stowage of Assets

Our rolling stock assets were safely placed out of harms way but on many occasions the organisation got it right because of people's knowledge not because of process. The organisation is to capture that knowledge and enshrine it as part of our plans and processes.

(f) Accountability

In South-East Queensland, there had been many changes in transport deliveries structure since previous flood events. External stakeholders like the Department, Translink, and bus companies, as well as Queensland Rail, have public transport responsibilities. Whilst these responsibilities appear to have been managed appropriately, there may well be a benefit in the stakeholders recording the

learnings and developing stakeholder protocols that clearly define accountabilities..

(g) Flood Proofing

Undertake a review to consider the feasibility of flood proofing certain assets. For example, Mayne Yard in Brisbane.

(h) Security

Certain of our rolling stock was marked with graffiti when stowed on the network in order to protect it from flooding. In some circumstances it was not possible or safe due to flooding in surrounding areas, to provide security patrols to guard these assets. Whilst this flood event vandalism is unacceptable and presently in the hands of the police, consideration should be given to mitigation measures and the learnings documented and recorded.

(i) Placement of Additional Resources

Consideration should be given to placing supplies of sandbags, bagging machines and other equipment at certain locations.

I have not undertaken a review of the adequacy, or otherwise, of those resources but a review should be undertaken.

SCHEDULE 5

7. Any observations or recommendation that could be made by Mr Greg Ford about the adequacy and timeliness of Queensland Rail's response to the 2010/2011 flood events?

7.1 General Comment

(a) Continuing Review

Queensland Rail's Mission Statement is "to be a vibrant learning organisation where safety comes first and our people and customers are central to everything we do". As stated in the response to Question 5, I have not concluded my report to the CEO about how Queensland Rail can take on learnings from the flood events and tropical cyclone Yasi.

To assist the Commissioner, I have made a number of observations but wish to advise that these observations could change, be varied, amended, added to or withdrawn as further information comes to hand. A final set of recommendations will be provided to the Commissioner as soon as possible.

(b) Observations to Date

The organisation has emerged from the 2010/2011 flood events with no death or serious injury to any Queensland Rail customers or staff, no damage or derailment to Queensland Rail rolling stock and with services reopened ahead of reasonably expected timeframes. To the extent that the organisation got it right, it was as a result of the processes (policies and management plans in existence) and the knowledge, experience and capabilities of our people. Because of the nature and unpredictability of natural disasters, there will always be a need for good people to exercise reasonable judgment however our mission statement has at its heart, a commitment to being a learning organisation. For us to achieve that mission statement, we must capture and enshrine into our processes and procedures the knowledge gained by our people as a result of the flood event.

The observations below relate to matters where I believe that we can, as an organisation, capture and document these learnings to ensure the organisation continues to learn.

7.2 Recommendations

7.2.1 The company's response to its staff has resulted in a very positive outcome with staff, stakeholder and unions acknowledging the positive nature of the commitment and decisions made by the organisation.

Queensland Rail should not try to reinvent these good staff practices and they should be recorded and enshrined in process for review and decision at appropriate times.

- 7.2.2 Queensland Rail needs to review its communications strategy to ensure that a single spokesperson and a person who is the sole authority as to what is communicated (existing practice) is in place early in any future crisis and that regular (twice daily) information briefings are provided to all stakeholders and media in a consistent way.
- 7.2.3 Queensland Rail should refine its customer communication plan on the basis of the positive customer feedback received as a result of the flood recovery activities. The Toowoomba line has been closed for some time and is having a significant impact on customers. The Toowoomba line staff commenced a weekly briefing to customers explaining the issues that were being faced. The response of customers I have interviewed has been extremely positive. This positive and frequent customer engagement approach should be refined, recorded and utilised throughout the organisation given the very positive response from stakeholders.
- 7.2.4 Continue to reinforce that safety should be the first priority of the organisation. During the course of my review, I have enquired as to whether we, as an organisation, put productivity ahead of safety. The overwhelming response was “no, not at all”

A relevant example was the way that we assisted our 83 staff who had damage to property. Previously we may have adopted a philosophy of “let’s just get out there and get stuck into it”.

In this instance, we had qualified people look at individual’s homes to make sure there were no asbestos issues. We sent qualified electricians to do inspections to make sure it was safe before anything else happened. We provided pre-start briefs to identify what hazards were being faced.

These learnings need to be captured so that they are not dependant on any individual/Chief Executive Officer, Executive Leadership Team, or the like.

- 7.2.5 We can develop processes to assist in prioritising trains based on the needs of the Community. People in North Queensland needed to get their fruit, vegetables and other food and essential items. The prioritising of trains carrying those provisions ahead of passenger and other freight was appropriate. This is an issue that should not be entirely left to judgement but should be consistent and documented.
- 7.2.6 Emergency procurement was undertaken and has resulted in the rail network being brought back on-line in a fast and efficient manner. Normal procurement processes were abridged or expedited for the purpose of dealing with the emergencies. An abridged tender process was applied to ensure that appropriate and expedient outcomes were obtained. It appears that this process has been a positive one and a review is to be undertaken to ensure appropriate processes are documented for this type of emergency procurement.
- 7.2.7 It appears that Queensland Rail’s representation on committees, particularly local disaster management groups and district disaster management groups,

was undertaken in a satisfactory way. We need to capture some learnings. We need to identify people who we consider have the right skill sets to participate in those groups and ensure that they know their accountabilities and the people within the organisation with whom they need to communicate in order to ensure the Queensland community receives clear and consistent communication from Queensland Rail. The appointment and operation processes need to be documented.