



STATE RECOVERY PLAN 2017-2019

# Operation Queensland Recovery

*Working to recover, reconnect and rebuild more resilient Queensland communities following the effects of Severe Tropical Cyclone Debbie*

Medical and Emergency Services staff unload supplies from a CH-47 Chinook helicopter from the 5th Aviation Regiment to support residents in Proserpine affected by STC Debbie.





## Message from the Premier and Minister for the Arts

Queensland is certainly no stranger to natural disasters and Mother Nature has once again put us to the test with Severe Tropical Cyclone Debbie causing heartache to thousands and more than a billion dollars in damage to industry and infrastructure across the state.

From the beautiful Whitsundays to the Tweed border, almost half of the state felt the fury of the Category 4 system and associated torrential rainfall and flooding.

It is no surprise that in the aftermath, we have seen neighbours helping neighbours and complete strangers lending a hand to those affected to get them back on their feet. It is instinctive in the hearts of Queenslanders to help each other and just as we have always done, we will continue to work together to rebuild and recover.

Through many years of consecutive disasters, we have learned a number of hard-fought lessons about preparedness, responsiveness and resilience. We've proven the value in building back better and helping communities and individuals take a lead in their own recovery.

But for all we have learned, every disaster event is different and we can never be completely prepared for the unpredictability of natural disasters. Nevertheless, we are well placed to respond.

Brigadier Christopher Field AM, CSC, is leading the recovery effort and is supported by the Queensland Government and Deputy Premier as Minister for the Queensland Reconstruction Authority to ensure there is a comprehensive, community-focussed and local government led recovery. We've done it before and Queenslanders can rest assured we will work shoulder to shoulder with impacted communities to rebuild again.

There is hard work ahead of us but Queenslanders can be confident that we will bounce back, in every way. Operation Queensland Recovery puts us firmly on the path to reconnecting and rebuilding our communities, our economy and our environment.

A handwritten signature in black ink, which appears to read 'Annastacia'.

**Annastacia Palaszczuk MP**  
**Premier and Minister for the Arts**





## Message from the Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning

All of Queensland braced for the worst as Severe Tropical Cyclone Debbie crossed the North Queensland coast at Airlie Beach on 28 March 2017.

The effects of the slow moving system continued across various parts of the state concluding with the major flooding of the Fitzroy River in Rockhampton and flooding in South East Queensland.

Thousands of people evacuated their homes, schools were closed, communities were isolated and power and water were cut. The multi-billion dollar agricultural and tourism industries were heavily affected while infrastructure across the state was destroyed.

From sad experience, Queenslanders know about recovery; we've done it time and again. Cyclone Larry in 2006, the 2011 floods, Yasi, Oswald, Marcia and now Debbie. All familiar names attached to terrible storms that brought heartache to so many. We know we can't stop these events from occurring but we can be ready. We can be smarter, more agile, adaptable and well prepared.

As the only state in Australia with a permanent disaster recovery organisation, Queensland is well-placed to help communities recover from natural disasters. The Queensland Reconstruction Authority will work closely with councils and state agencies activated for Natural Disaster Relief and Recovery Arrangements (NDRRA) assistance to help communities get back on their feet sooner.

Queensland will implement a range of flood mitigation measures to help make Queensland communities stronger and more disaster resilient.

Through each and every challenge our state has faced, Queenslanders have shown their ability to look out for each other.

Operation Queensland Recovery provides the scaffold with which we will rebuild. It outlines the framework for recovery, the guiding principles that will define our success and the enduring partnerships that will work together to ensure those affected are cared for and that no one is left behind.

A handwritten signature in black ink, appearing to read 'Jackie Trad', written over a vertical line.

**Jackie Trad MP**

**Deputy Premier, Minister for Transport and Minister  
for Infrastructure and Planning**



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*The State Recovery Plan 2017-2019 – Operation Queensland Recovery was current, as at 4 May 2017.*

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Version 1.0

ISSN 978-0-9873118-4-9

*Cover Image: Ruby, a resident of Hydeaway Bay, Queensland retrieves her dog Jasper from a neighbour's house as the Australian Army conducts welfare checks after STC Debbie.*

*Photo courtesy of the Australian Defence Force (ADF)*



## Section one: The state's challenge

### Introduction

When Severe Tropical Cyclone (STC) Debbie crossed the Queensland coast at Airlie Beach as a Category 4 system, it hit coastal communities with torrential rain and wind gusts up to 265km per hour, destroying or damaging homes and businesses and changing the lives of those impacted. As STC Debbie degenerated into a low pressure system, it swamped remote, rural, coastal and urban communities from the north coast to the central west, down to the South East Queensland border. It inundated homes, destroyed infrastructure and tragically, took lives. More than a week after STC Debbie crossed the coast, its destructive force was still being felt, with widespread flooding in the Fitzroy basin and across Rockhampton and surrounding areas.

By the time the havoc wreaked by STC Debbie had abated, 35 councils had been activated for disaster assistance with thousands of Queenslanders facing a long road to recovery.



## Overview

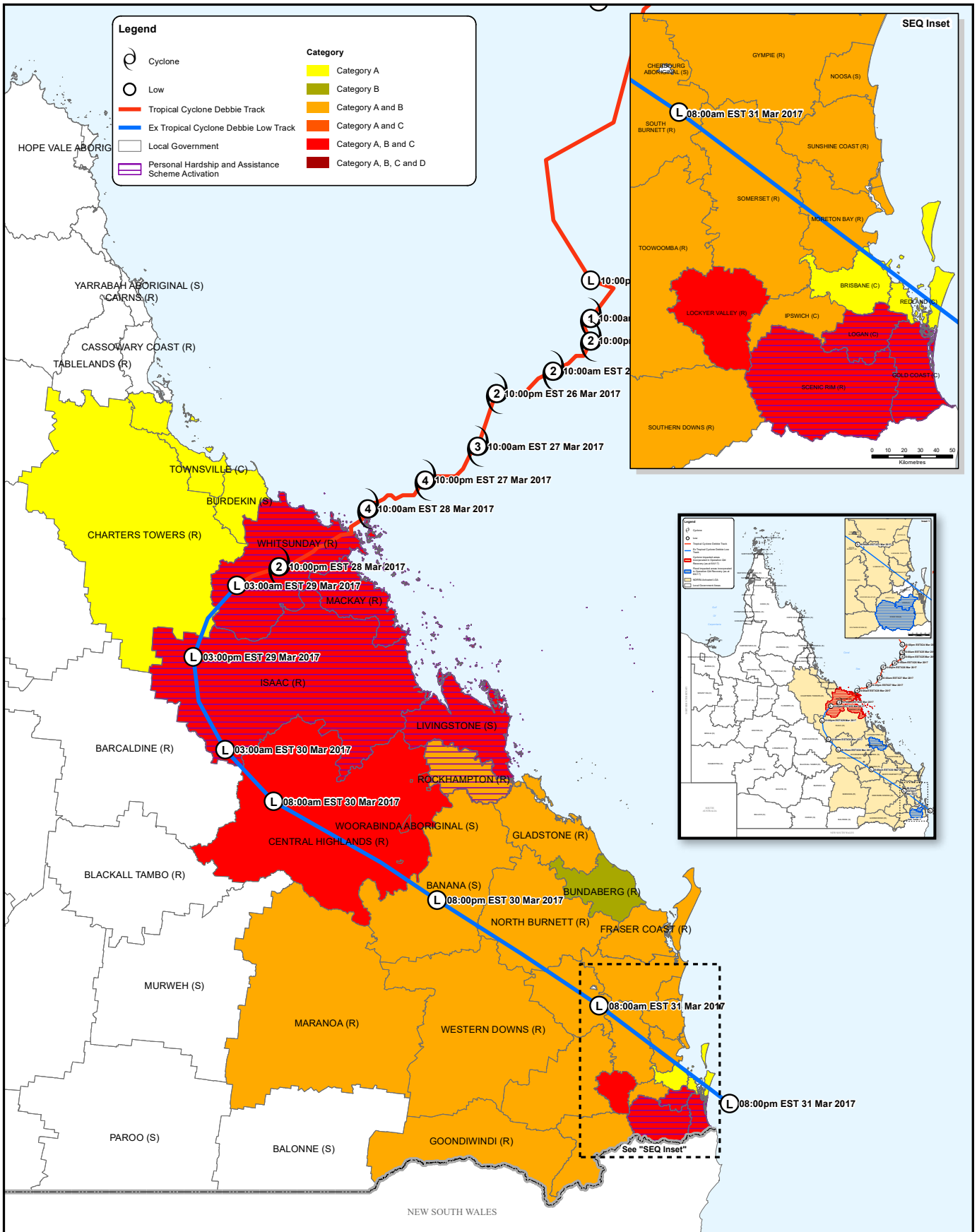
The first tropical cyclone advice was issued by the Bureau of Meteorology (BOM) on 24 March 2017, creating a watch zone along the Queensland Coast from Cape Tribulation to Proserpine.

Rapidly escalating to a Category 2 system, STC Debbie began moving slowly south south-west down the Queensland coast towards Townsville and Bowen, increasing in intensity the longer the system stayed over water. STC Debbie reached Category 4 before crossing the Queensland coast at Airlie Beach on Tuesday 28 March 2017 around midday.

The BOM recorded cyclonic winds up to 265km per hour at Hamilton Island and 165km per hour at Proserpine. Rainfall of 150 – 250mm was recorded across the region with isolated falls in excess of 400mm. Over 1000mm fell at Mount William and Clarke Range in the Pioneer River Catchment with Kinchant Dam near Mackay and Middle Creek Dam near Sarina spilling excess water. After crossing the Queensland Coast, STC Debbie was downgraded to a low pressure system and proceeded inland over Collinsville before swinging south-east. Throughout Wednesday and Thursday (29 and 30 March 2017), ex-STC Debbie continued to deliver substantial rain and destructive winds of 125km per hour across southern Queensland resulting in significant flooding and damage, before moving into northern New South Wales.

*Rockhampton Airport was inundated by flood waters, re-opening for business on 13 April  
Photo courtesy of Rockhampton Regional Council*





Queensland Reconstruction Authority  
 1800 110 841  
 www.qldreconstruction.org.au

**Qld Local Government Areas activated under NDRRA**  
**Severe Tropical Cyclone Debbie & associated rainfall and flooding**  
**28 March – 6 April 2017 (as at 21/4/17)**

Scale - 1:5,000,000 (at A3)

Disclaimer:  
 Users must satisfy themselves that this map is accurate and suitable for their purposes. The Queensland Reconstruction Authority does not accept responsibility for any loss or damage that may arise from the use of or reliance on this map.

## Queensland's preparation

With STC Debbie gaining momentum in the Coral Sea, Local and District Disaster Management Groups and the State Disaster Coordination Centre (SDCC) were activated. Queensland's Disaster Management Committee, led by the Premier, also endorsed the pre-deployment of generators and emergency personnel into Townsville, Mackay and Rockhampton.

The Australian Defence Force (ADF) deployed HMAS Choules and HMAS Melville while aerial support was placed on standby. Joint Task Force 661 was also established.

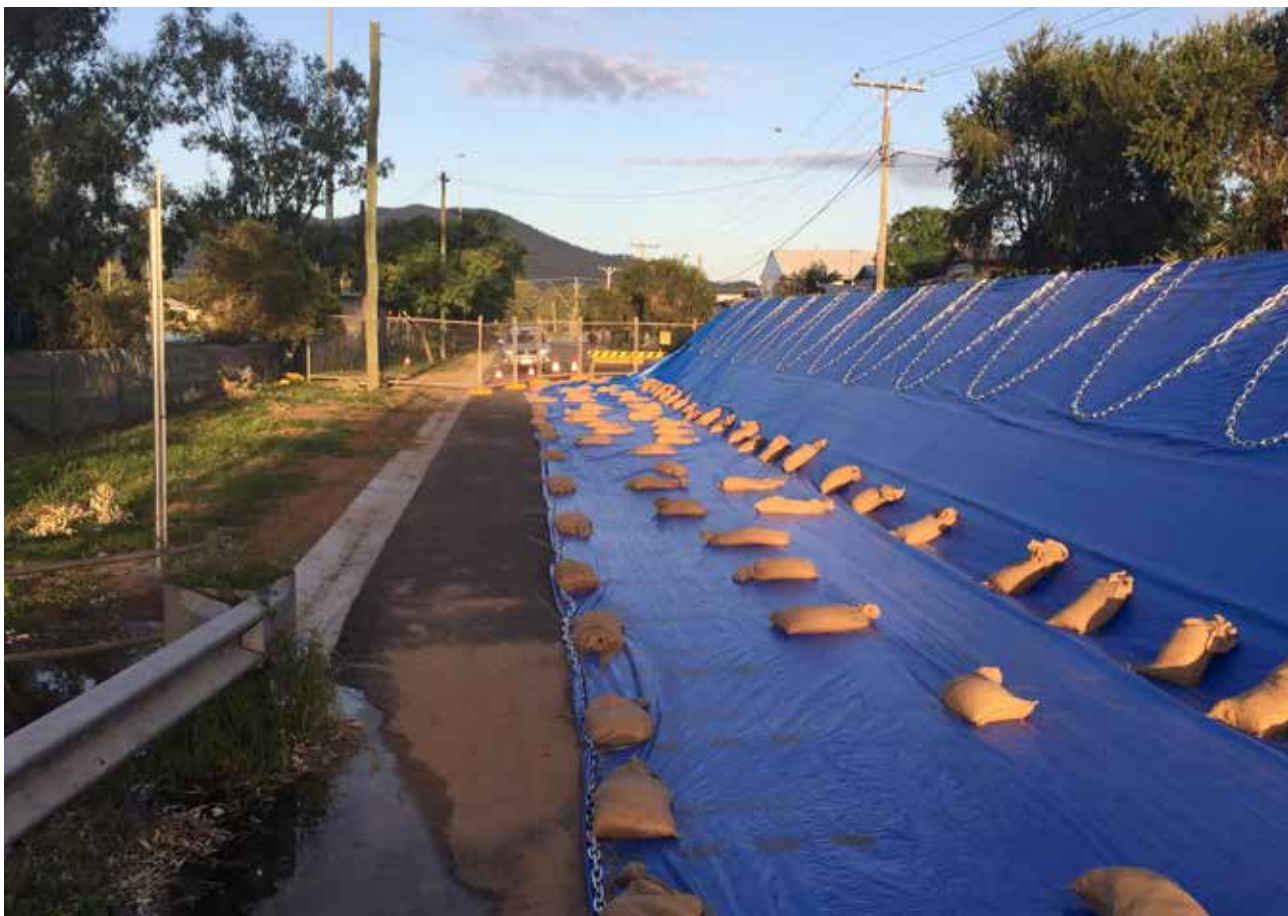
Taking no chances with public safety, the Queensland Government announced that in preparation for impact, schools in the initial impact zone between Ayr and Proserpine would be closed from 27 March 2017 and schools from Agnes Waters to the Queensland/New South Wales border would be closed from 30 March 2017.

Local governments in the direct line of STC Debbie implemented a range of social media messaging and direct contacts for communities.

In Rockhampton, letterbox drops were completed in areas expected to flood and Rockhampton Regional Council and emergency response agencies released social media and media messages to alert residents. Council fees at the Gracemere landfill site were cancelled to encourage residents to rid their yard of debris prior to the waters rising.

In Rockhampton North, a one kilometre temporary levee was installed at Rodboro and Ellis Streets, with the structure successfully holding back flood waters and protecting homes that would normally have been inundated.

During preparation for STC Debbie and the related weather events, the Queensland Police Service (QPS) and Queensland Fire and Emergency Services (QFES), including State Emergency Service volunteers, undertook comprehensive communication strategies to advise people that were likely to be impacted ahead of localised severe weather. This included Emergency Alerts and door knocks.



North Rockhampton flood levee

## Queensland's recovery

The Queensland Government was focussed on the state's recovery well before STC Debbie made landfall. Recovery experience from recent years shows communities that are well prepared and supported before a disaster occurs are more resilient and able to recover faster. We know and recognise from this experience that communities are best placed to develop and implement local plans that meet their recovery needs.

To ensure the road to recovery commenced swiftly, government agencies had staff on the ground, ready to assist councils, communities and individuals in the impact zone and to help them plan for their long-term recovery.

On 28 March 2017, Townsville-based Army Brigadier Christopher Field was appointed as State Recovery Coordinator to lead the recovery efforts and ensure a state recovery plan was developed to recover, reconnect and rebuild more resilient Queensland communities.

On 10 April 2017, it was announced Brigadier Field would be supported in the north by Queensland Fire and

Emergency Services Acting Assistant Commissioner Kevin Walsh and Queensland Police Service Superintendent Charysse Pond in the south east region.

Operation Queensland Recovery provides the framework for a community-led approach to recovery, supported by local governments and state agencies focussed on empowering tailored, local solutions to ensure communities are resourced and able to lead their own recovery and build resilience for future events.

Through the implementation of local recovery plans, stakeholders will be connected and gain a full understanding of each other's needs. Operation Queensland Recovery will help Queensland and Queenslanders get back on track faster and build a safer and more resilient state.

The state has rebuilt before and will do it again.

With Operation Queensland Recovery, the journey has already begun.



*The Deputy Premier and Brigadier Field discuss the recovery effort with Queensland Fire and Emergency Services in the Whitsundays*

## Queensland's challenge

### Human and Social

The human and social impact from STC Debbie's destructive path across Queensland has been extreme.

More than 63,000 calls have been made to the Community Recovery Hotline and 315 emergency housing assistance requests have been received. As at 4pm on 28 April 2017, the Online Grants Portal had received 106,624 applications. The total value of all grants paid through the Department of Communities, including Recovery Debit Cards (RDC), is \$25 million.



### Economic

STC Debbie had a considerable effect on the Queensland economy, with economic losses, particularly in the farming and tourism sectors in North Queensland, yet to be fully quantified.

The Insurance Council of Australia (ICA) declared STC Debbie as catastrophic and as at 21 April 2017 they advised that members had received more than 50,000 claims.

Agriculture plays a key role in facilitating economic activity throughout the North Queensland region, as well as the rest of the state. The National Farmers' Federation has cited industry groups estimating damage to crops of up to \$1 billion.

While tourism businesses and operators are still assessing the impact of STC Debbie, considerable damage has already been recorded in a number of iconic tourism 'hotspots', including Hamilton Island and Daydream Island in the Whitsundays, as well as Airlie Beach.

Queensland's mining industry was also affected, with estimates of the impact to Queensland coal exports potentially being upwards of \$1.5 billion.

Power outages, flooding and damage have also had a disastrous impact on small businesses, with the economic impact of losses from this sector still to be fully realised.



### Environment

The current effects on the natural environment from STC Debbie have been wide and diverse. The impacts to the environment are still being realised but include damage to and loss of flora and fauna, poor or reduced water quality for Moreton Bay and the Great Barrier Reef, stream bank and gully erosion. On 9 April 2017, 12 days after STC Debbie crossed the coast, six SunWater dams and 15 Seqwater dams were spilling excess water over their spillway. Road access had to be restored to three sewage treatment plants in Rockhampton. A major debris clean-up was continuing at Whitehaven Beach while damaged camping areas across the state were cleared in the lead-up to Easter 2017.





Eungella Dam Road  
Photo courtesy of Mackay Regional Council

## Building

The effects of STC Debbie on buildings has resulted in damage and disruption to essential services, as well as considerable impacts to building infrastructure including commercial property, housing, education and health facilities.

As at 4pm on 21 April 2017, 10,763 rapid damage assessments had been undertaken by the Queensland Fire and Emergency Services with 2,360 properties assessed as damaged across the state and 944 properties assessed as uninhabitable. A further 1,810 initial damage assessments had been undertaken by the Department of Housing and Public Works (DHPW) on government owned assets with 698 assessed as damaged.

DHPW is progressing rectification works on a total of 1,718 government sites with over 300 contractors engaged to complete 5,713 tasks from Ayr down to the South-East Queensland border.

Clarke Creek State School suffered substantial damage due to flood water inundation. DHPW coordinated rectification works and the school was made ready for the commencement of Term 2 on 18 April 2017. DHPW undertook works to ensure that all schools within the impacted area could be opened for Term 2. DHPW is continuing to work closely with the Department of Education and Training (DET) to ensure damage to all facilities is rectified as quickly and efficiently as possible.

Hospitals remained open, with minimal structural damage recorded. Patients from nursing homes in Bowen, Townsville, Mackay and Proserpine were evacuated as a precaution and to provide increased capacity.

## Roads and Transport

The ability to access communities and the disruption to critical supply chains (both in and out of the impacted areas) remains a major issue. The restoration of these networks is a key priority for the Roads and Transport Functional Recovery Group (see Annex D). Rockhampton and Proserpine airports were closed, with only limited access to emergency aircraft. The Aurizon coal rail lines suffered significant damage and closed on 28 March 2017 and Port Alma in Rockhampton was also closed. Rail lines and roads across Queensland were cut due to flooding, including the Bruce Highway near Rockhampton and Tamborine-Oxenford Road on the Gold Coast. Damage to local road networks in Isaac, Mackay, the Whitsundays and Scenic Rim will have an ongoing impact on the ability for communities to access facilities and function effectively.

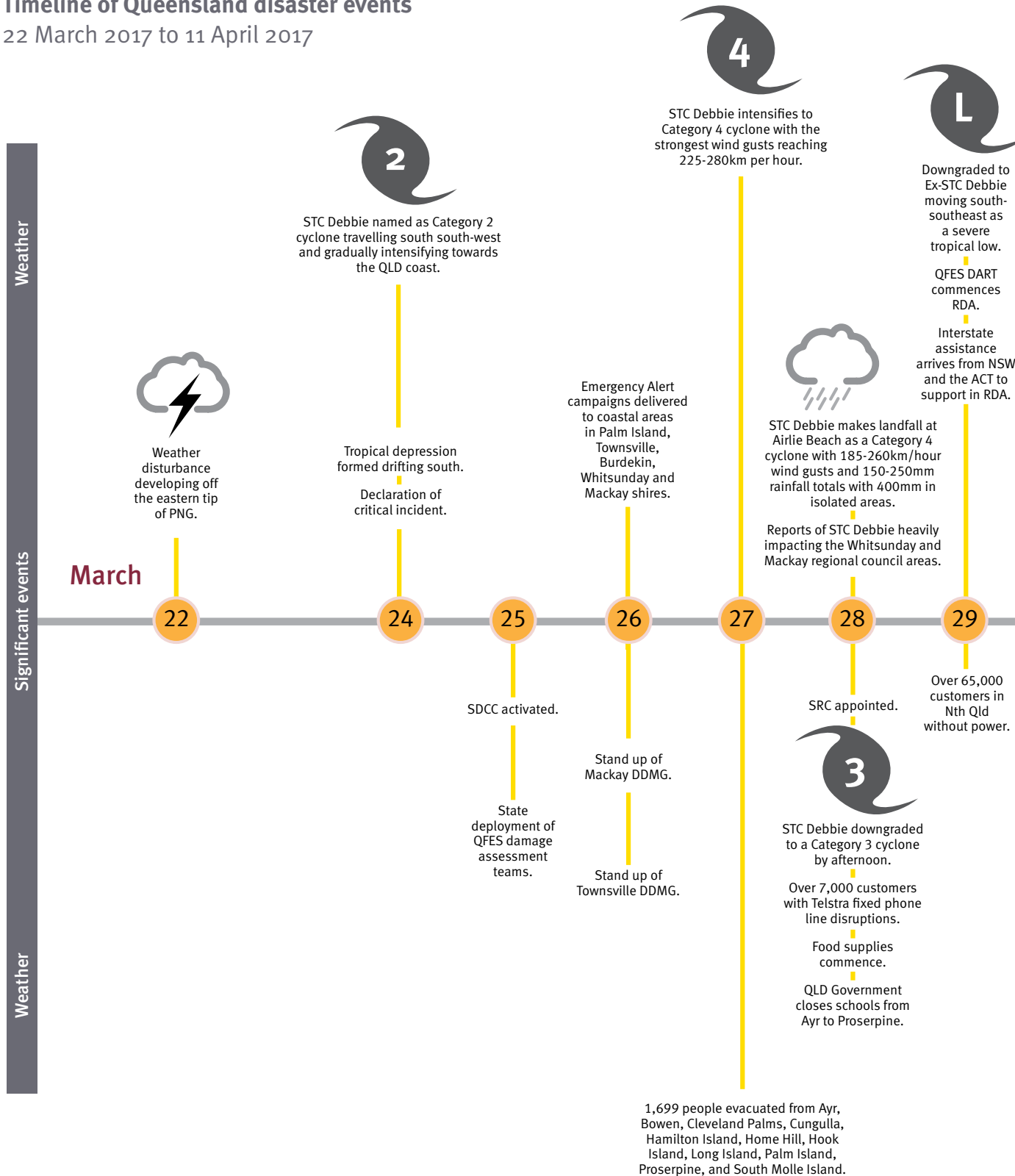


Damage to Marlborough – Sarina Road, Sarina

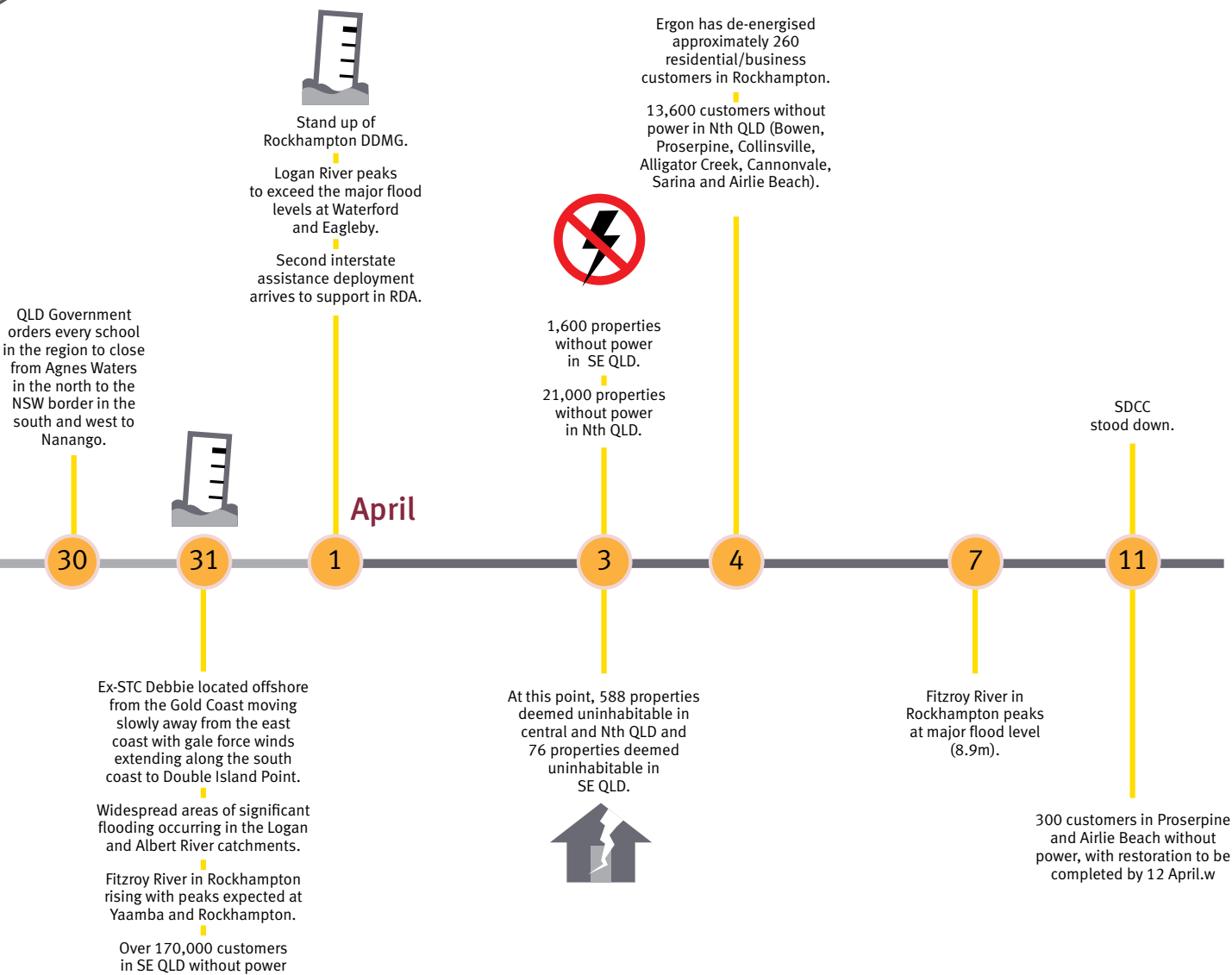
# STC Debbie Timeline

## Timeline of Queensland disaster events

22 March 2017 to 11 April 2017









## Section two: Reconstructing Queensland



### Source of Strength

Queensland's source of strength is our communities' bias for resilience. Queenslanders listen and understand each other's perspectives. Together, they work to provide each other a hand up in time of need.

## Operation Queensland Recovery – The Plan

### Aim

Operation Queensland Recovery – The Plan will support communities affected by the impacts of STC Debbie by providing them with the framework to recover from its devastation, restore essential infrastructure and functionality, learn from experience and adapt to new circumstances.

### Mission

The Queensland Government will work with local governments and communities to facilitate locally-led efforts to recover, reconnect and rebuild stronger communities following the impacts of STC Debbie.

### Objectives

- Operation Queensland Recovery – The Plan, will provide the blueprint for coordination of the state-wide recovery effort, including reconstruction and rebuilding of local communities, their economies and their environment in a way that will make them stronger and more able to quickly recover in the future.
- The Plan lifts the confidence of Queenslanders by prioritising restoration of essential services to communities. The Plan will focus on getting impacted individuals, communities and businesses back on track as soon as possible.
- With the interests of Queenslanders at its heart, The Plan will provide the foundation for a comprehensive state plan for community and economic recovery and reconstruction to restore infrastructure, grow the economy and jobs and rehabilitate the environment.
- The Plan will build on existing recovery approaches that recognise communities are best placed to design and implement local plans that meet their own needs. It will harness the capability of government agencies with their expertise, knowledge of local government, non-government organisations, private enterprise and local community and recovery groups. The Plan will connect people, communities and stakeholders through a consultative and open planning process and strive to ensure impacted people get the resources and support they need to recover and return to their full potential.
- The Plan will operate within Queensland’s disaster management arrangements and use an agreed performance monitoring, review and assurance process to ensure an enduring legacy of resilient communities.

## Role of the Queensland Reconstruction Authority (QRA)

The QRA, as Australia’s only state-based permanent disaster recovery organisation, is well placed to oversee implementation of The Plan. The Plan provides a clear testament to the Queensland Government’s commitment to building a more disaster-resilient state and helping Queenslanders withstand the challenges of future disasters and bounce back stronger.

Assurance measures set by, and monitored through, the QRA will ensure optimal and appropriate use of financial and other resources to maintain confidence in Queensland’s disaster and emergency management arrangements.



Shute Harbour, Airlie Beach

## Monitoring Success

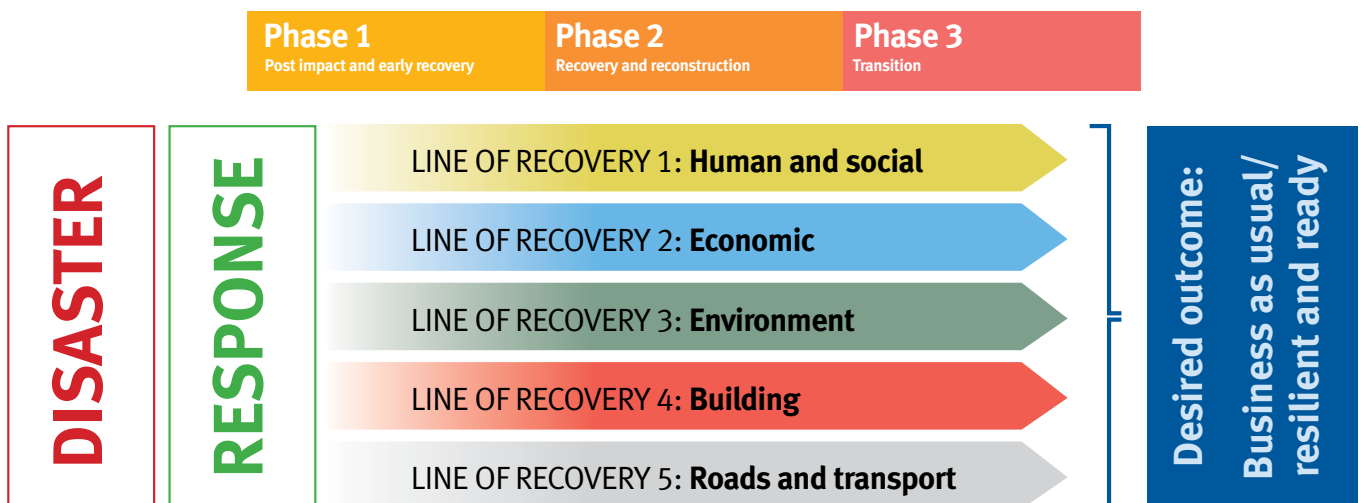
Operation Queensland Recovery will ensure recovery, reconstruction and rebuilding is completed and community connections, preparedness and resilience are enhanced. Operation Queensland Recovery will ensure the state of Queensland is not only back on track, but prepared for future challenges. Operation Queensland Recovery will ultimately ensure a stronger and more resilient Queensland for all Queenslanders. At the state level, Operation Queensland Recovery will be measured by the Functional Recovery Groups' achievements, using agreed metrics as stipulated in Annex C.

It is important to note that these metrics may expand according to changed priorities during different phases of the recovery.

In addition to the state-led monitoring process, at the local level, Local Recovery Groups will be able to inform and reflect upon the work of the Functional Recovery Groups (FRGs) and outcomes.

Five Functional recovery Groups (FRGs) coordinate and support the planning and implementation of Queensland's whole-of-community recovery activities across the lines of recovery of Human and Social, Economic, Environment, Building and Roads and Transport.

## Recovery lines of operation





Clarke Range, the Great Dividing Range  
Photo courtesy of Mackay Regional Council



Disaster-affected communities are best placed to understand and identify their own needs for recovery.

## Section three: Implementation of The Plan



*The clean-up effort begins – Mackay  
Photo courtesy of Mackay Regional Council*

# Concept of Operations

Operation Queensland Recovery is guided by the Queensland Government’s *Interim Queensland Recovery Plan* and emphasises the key role of local governments in leading local recovery efforts, including reconstruction of communities and restoration of emotional, social and economic wellbeing.

Operation Queensland Recovery consists of three phases, is implemented locally and is tracked at the state level. The phases are:

- Phase 1 – Post impact and early recovery
- Phase 2 – Recovery and reconstruction
- Phase 3 – Transition to business as usual

## Functional Recovery Groups: Lines of Recovery

The Plan is delivered locally with support from Functional Recovery Groups (FRGs) and the QRA, and oversight from the Queensland Disaster Management Committee.

Five FRGs are responsible for supporting the delivery of recovery efforts across impacted communities. The FRGs leverage existing strong partnerships between local and state government to ensure close collaboration and coordination during the management of recovery activities.

This is in accordance with the needs and priorities identified by communities and the state and includes those outlined in Local Recovery Group Plans. The role of the FRGs is to coordinate, link and facilitate recovery activities at the state level and across different functional group areas.

These FRGs were activated during the Response Phase of the

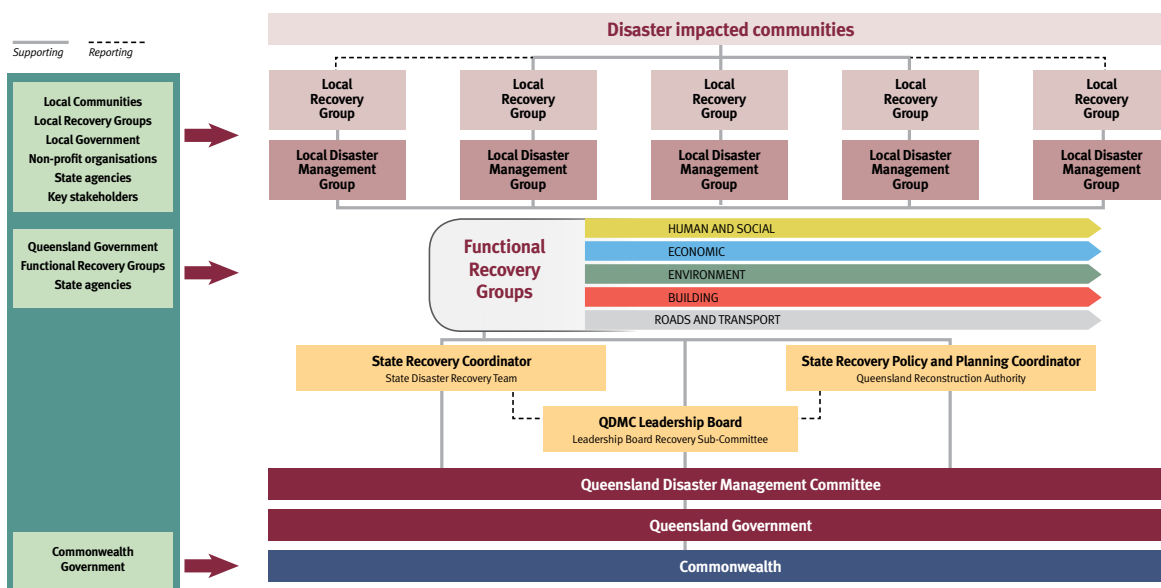
disaster in preparation for the Recovery. This ensured comprehensive coverage and facilitation of issues and emerging trends at the state level to assist in the recovery of impacted communities.

A Leadership Board Sub-Committee (Recovery) was formed in early April 2017 comprising Chairs of FRGs. The Leadership Board Sub-Committee reports through the Leadership Board to the Queensland Disaster Management Committee. This is in line with the governance structure outlined in the *Interim Queensland Recovery Plan*.

Operation Queensland Recovery recognises that communities throughout the state are different and have varying levels of capacity and capability. They may recover at different rates and it is acknowledged that many communities have already begun recovering. Through the QRA, the state government supports local recovery, reconstruction and resilience-building activities and projects across the three phases of the recovery operation.

## Local Recovery Groups

With the knowledge that communities have the best understanding of their needs and what their path to recovery should look like, Local Recovery Groups (LRGs) led by councils in impacted areas have been established to identify and prioritise their objectives in rebuilding and reconnecting after STC Debbie. Membership of LRGs can include representatives from local governments, state agencies, community groups and businesses. Supported by the FRGs, these local groups are currently developing Local Recovery Plans which will remain dynamic documents that can be adapted and updated to meet the emerging needs and priorities of the impacted communities. Local Recovery Plans will be published on council websites as they are endorsed by LRGs and the relevant councils.





## Section four: Supporting concepts



*A Regional Liaison Officer providing support to local disaster management*



## Principles

Operation Queensland Recovery incorporates the national principles of disaster recovery, as detailed in the *Emergency Management Australia – Handbook Number 2 – Community Recovery*, and recovery principles identified in the *Interim Queensland Recovery Plan*.

The principles include:

- understanding the context
- recognising complexity
- using community-led approaches
- ensuring coordination of all activities
- employing effective communication
- acknowledging and building capacity
- re-establishing (and building) resilience as soon as possible.

Each of these principles will be incorporated into the development of Local Recovery Plans and used as a measure against which to assess performance of The Plan, which is also consistent with the Emergency Management Assurance Framework. Details of the agencies and organisations available to provide assistance with recovery support and local recovering planning are at Annex B.



*The ADF supporting the recovery effort  
Photo courtesy of the ADF*

## Queensland legislation and policy

Disaster recovery in Queensland is carried out in accordance with the *Queensland Disaster Management Act 2003* and the *Queensland Reconstruction Authority Act 2011*.

The Queensland Government also has a number of integrated plans and frameworks that inform state, district and local disaster management and recovery phases including:

- Queensland Disaster Management 2016 Strategic Policy Statement
- The Emergency Management Assurance Framework
- Disaster Recovery Coordinator Guide
- Interim Queensland Recovery Plan
- Queensland Policy for Offers of Assistance
- Queensland District Disaster Management Guidelines
- Queensland Local Disaster Management Guidelines
- Queensland Evacuation Guidelines for Disaster Management Groups
- Local Disaster Management Group Public Information and Warnings Sub Plan Guide.

## Reporting

Regular recovery status reporting will record and monitor recovery progress of key recovery tasks.

The Minister responsible for recovery and reconstruction will report to the Queensland Disaster Management Committee (QDMC) on recovery progress and achievement of key milestones in the recovery efforts. These reports will be developed by QRA with input from all Functional Recovery Groups and the State Recovery Coordinator. Public reporting of these recovery achievements will be published on the QRA website, along with other statutory public reporting requirements relating to NDRRA funding.

## Resources

Assistance is provided through various sources in Queensland to assist with the recovery of impacted communities. Figure A outlines disaster funding assistance that could be made available.

One source of funding is the Australian/State funded NDRRA which have been activated for this event. Further information on the program, activated areas and relief measures is available as follows:

- Queensland Disaster Relief and Recovery Arrangements Guidelines
- NDRRA Activation Summary

Both can be accessed at QRA website – [www.qldreconstruction.org](http://www.qldreconstruction.org)



*Haack Road Bridge in the Scenic Rim was damaged by high velocity floodwaters in Christmas Creek*





## Annex A: Local Recovery Plans

*Fitzroy River peaking at 8.8m – 6 April 2017*

# Whitsunday Regional Council Local Recovery Plan



Most of the Whitsunday region is *Back in Business* and on the way to getting *Back to Normal*. The power is back on for over 95% of premises. All major roads as well as the Whitsunday Coast Airport are open. Emergency response has concluded. Recovery operations commenced 2 April and are well underway. We are supporting our community to return operations *Back to Normal*. In key areas, where cost effective, we are seeking to increase resilience and make the community *Stronger than Before*. In key selected cases, we are seeking to bring forward iconic initiatives to renew elements of the region, making it *Better than Ever*.



Mayor:  
Cr Andrew Willcox



LRG Chair:  
Cr John Collins



CEO:  
Mr Barry Omundson

## RECOVERY NARRATIVE

### Values

- **Accountability** – being open, diligent and ethical in our decisions and actions.
- **Unity** – working together to get things done.
- **Trust** – in our team mates, our service partners and our customers.
- **Community** – building pride, strength and confidence amongst our region, residents and ratepayers.
- **Continuous improvement** – always looking for solutions and ways to do things better.

### Local Recovery Group

- Established 3 April 2017.
- Chaired by Deputy Mayor – Cr John Collins.
- Four sub-groups: Human and Social • Economic • Environment • Infrastructure (combine Building, Roads and Transport).
- Key Stakeholders: Community groups, non-government organisations/agencies, local businesses (Growers, Commerce and Tourism), Federal and State authorities and other connected parties.
- Themes for Recovery: There are four themes that link to the phases within the Lines of Recovery. These themes are:
  - **Responded** – *Counter Disaster Operations*. Protection of life, community safety and emergent works.
  - **Restored** – *Back in Business*. Getting the community functioning again and eventually *Back to Normal*.
  - **Resilient** – *Stronger than Before*. Increasing the resilience of infrastructure, lowering community risk and enhancing future disaster response.
  - **Renewed** – *Better than Ever*. Taking the opportunity to bring a smarter future forward, realise community aspirations and strengthen the regional economy.

## DAMAGE AND IMPACTS

### Human and Social

- 4,357 premises directed to evacuate due to storm surge threat.
- 33% of all urban premises damaged; 208 properties severely damaged or destroyed; estimated 800 residents displaced.
- 6,450 applications for assistance for hardship or loss of possessions.
- Asbestos threat from aged building damage.
- All schools and daycare centres suffered external, internal damage and materials loss.
- Increased community feelings of isolation, loss, anxiety and fear.

### Economic

- Cane industry sustained \$250M damage; other horticultural loss of \$100M.
- Lost plantings equating to delay in production and employment.
- Tourism disruption – average 3 week's trade lost.
- Two of three iconic island resorts inoperable for 12 months.

- Regional brand damage; market uncertainty.
- Substantial damage to tourism infrastructure and national parks.
- 740 businesses reported as unable to operate (power, water, supply chain) for at least six and up to 15 days due to outages.
- Subsequent need to reduce staff numbers, impacting community employment.

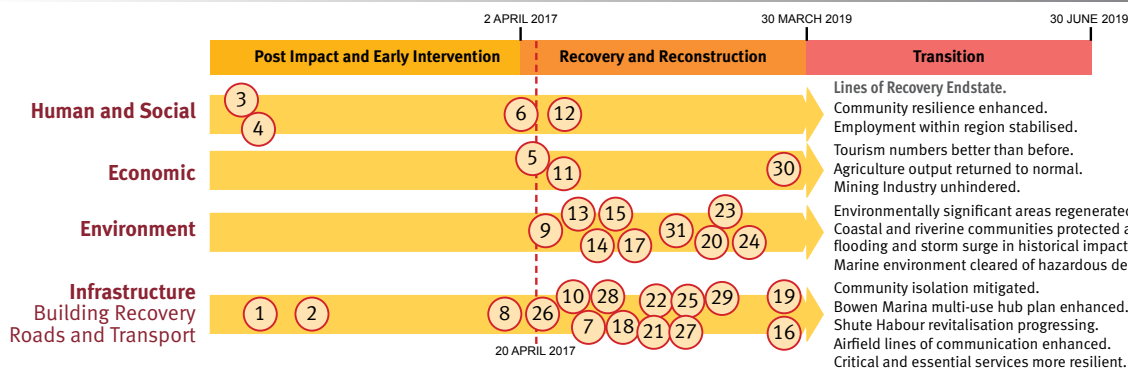
### Environment

- Widespread destruction of mature vegetation and major defoliation to remnant forest.
- Consequential increased noxious weed, erosion and landslip vulnerability.
- Significant damage to inshore Great Barrier reefs from turbulence and debris.
- 100,000m<sup>3</sup> green waste collected to date.
- 2,000 tonnes hard rubbish generated.
- 80+ marine vessels run aground, sunk or missing.
- Significant riparian and littoral erosion, siltation and debris build up.
- Sewage overflows in low lying areas.

### Infrastructure (Building, Roads and Transport)

- Bruce Highway north and south and Shute Harbour Road cut for three days, isolating all major communities from supply, hospital and airport.
- Lack of highway access exacerbated all other impacts to the local community.
- Whitsunday Coast Airport closed for six days due to damage and access constraints.
- Three bridges damaged or destroyed.
- Sea ports closed for three days; Shute Harbour destroyed.
- Substantial road damaged (under assessment).
- Iconic community assets destroyed or damaged – Showground Pavilion; Airlie Foreshore; Airlie Lagoon and Bicentennial Walkaway; Council Library and Chamber buildings; PCYC; Entertainment Centre.
- Potable water unavailable to Airlie Beach, Cannonvale and Jubilee Pocket (four days x 10,000 residents).
- Power disrupted to 65,000 premises – restored to 95% within 16 days.

## LINES OF RECOVERY



A stronger and more resilient Whitsundays

The objectives and timeframes stated are indicative and dependent on confirmation of priority and potential future funding arrangements which are yet to be determined.

## LOCAL RECOVERY OBJECTIVES

1. Road transport and airport reopened (Responded).
2. Temporary essential services restored (power, water, waste, telecoms) (Responded).
3. Community recovery hubs established (Responded).
4. Emergency funding (personal hardship etc) made available (Responded).
5. Green and hard waste (including asbestos) removed (Responded).
6. Displaced households settled in temporary accommodation (Responded).
7. Houses and commercial properties repaired (Restored).
8. Essential services (power, water, waste, telecoms) repaired and restored (Restored).
9. Vessel salvage plan developed by Maritime Safety Queensland (MSQ) (Restored).
10. Infrastructure impact assessments completed (Restored).
11. Tourism advertising campaign 'Back in Business' commenced (Restored).
12. Community support mechanisms implemented (Restored).
13. Airlie Lagoon drained, repaired and reopened (Restored).
14. Foreshore and parks cleared and repaired (Restored).
15. All vessels salvaged by MSQ (Restored).
16. Road transport network repaired (Restored).
17. Revegetation and bush fire risk mitigated (Restored).
18. Repair of school infrastructure to more resilient standard (Resilient).
19. Bruce Highway and Shute Harbour Road made more resilient (Resilient).
20. Wilson and Conway Beaches protected (Resilient).
21. Review of large vessel landing options completed (Resilient).
22. Critical infrastructure (energy supply) assured and resilience improved (Resilient).
23. Bowen Foreshore and Don River stabilised, restored and protected (Resilient).
24. Rock Wall repair and improvement – Bowen, Wilson Beach, Shute Harbour (Renewed).
25. Water and sewer increased resilience for Airlie Beach and Cannonvale (Renewed).
26. Proserpine Show Pavilion rebuilt by Show Society (Renewed).
27. Collinsville Motorpark repair and redevelopment completed (Renewed).
28. Whitsunday Coast Airport runaway and terminal made more resilient and improved (Renewed).
29. Bowen Marina multi-use redevelopment completed (Renewed).
30. Shute Harbour revitalisation completed (Renewed).
31. Airlie Foreshore masterplan completed (Renewed).

This Plan has been endorsed for public release.

This is a live document managed by the Whitsunday Regional Council and is correct as at 20 April 2017. The Whitsunday Local Recovery Plan can be accessed at [www.whitsunday.qld.gov.au](http://www.whitsunday.qld.gov.au)

# Mackay Regional Council Local Recovery Plan

Successful recovery relies upon: community led approaches, coordination of all activities, effective communication and acknowledging and building capacity.



Mayor:  
Cr Greg Williamson



Deputy Mayor:  
Cr Amanda Camm



CEO:  
Mr Craig Doyle



LRG Chair:  
Cr Kevin Casey

## RECOVERY NARRATIVE

Our Corporate Plan and Priorities drive us to ensure a healthy, connected and sustainable community which is clearly open for business.

This Recovery Plan operates through four recovery committees and aims to return us to full community function as soon as possible. The Plan is informed by our eight priority focus areas.

- **Community Pride** – Supportive and inclusive recovery agenda
- **Regional Identify** – Satellite communities as important focus areas
- **Health and Wellbeing** – Services and facilities to ensure focus
- **Environment** – Assess and recover from event impact
- **Lifelong Learning** – Community involvement and informed outcomes
- **Economy** – Assisting recovery for the regional sectors
- **Infrastructure** – Optimise public asset availability
- **Organisational** – Efficient, effective, innovative actions from staff

### Local Recovery Group

- Stood up 3 April 2017.
- Chaired by Mayor, Cr Greg Williamson and Deputy Chair Cr Kevin Casey.
- Four sub groups: Human and Social • Economic • Infrastructure • Environment.
- Recovery Implementation Plan, Version 1.0, Draft March 2017.
- Report to Mackay Local Disaster Management Group and Mackay District Disaster Management Group.
- Recovery strategies are focused on:
  - short term (up to four weeks)
  - medium term (four weeks to two years)
  - long term (greater than two years).
- Key stakeholders and clients include: Mackay community, State Government agencies and Non Government Organisations.

## PRIORITISED RECOVERY STRATEGIES

### Human and Social

- Financial and structural assistance to communities.
- Temporary accommodation for residents with uninhabitable homes.
- Mental and health wellbeing.
- Continuation of Recovery Hubs, Information Centres and Outreach Teams.
- Community engagement strategies for remote communities.
- Recovery of communities to some sense of normalcy.

### Economic

- Private business assistance and business continuity planning.
- Tourism assistance to operators and business continuity planning.
- Agriculture – cane industry, livestock and other primary producer assistance.
- Mining sector strategies – alternative options due to rail network issues.

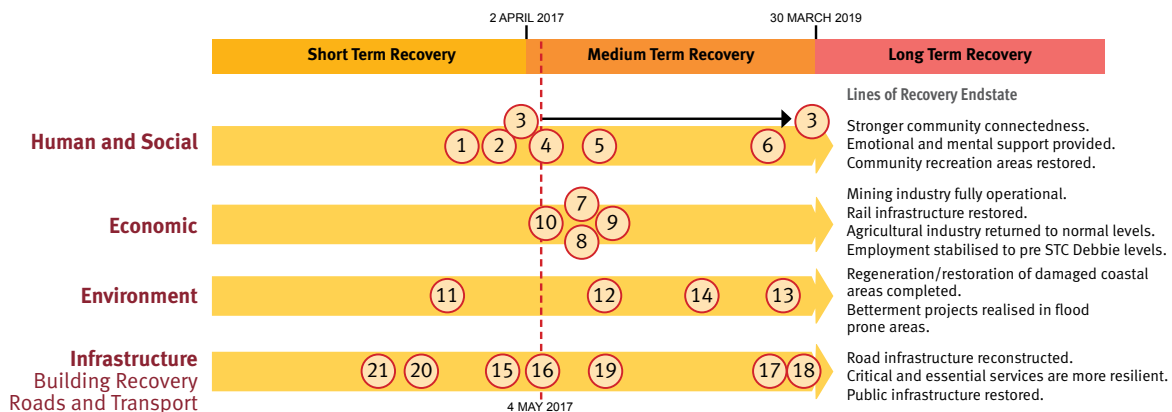
### Environment

- Clean up of green waste and hard waste.
- Vector control strategies for insect control.
- Beach erosion restoration and rehabilitation.
- Finalisation of work to essential services, water and sewerage.

### Infrastructure (Building, Roads and Transport)

- Restoration of council road network – estimated cost \$30 million.
- Restoration of State road networks in conjunction with Department of Transport and Main Roads (DTMR). DTMR is the lead agency for the state road network.
- Restoration of parks and places of cultural significance.
- Clean up of creek and other water tributaries.

## LINES OF RECOVERY



A stronger and more resilient Mackay

## LOCAL RECOVERY OBJECTIVES

1. Financial and structural assistance to communities
2. Temporary accommodation for residents with uninhabitable homes.
3. Mental and health wellbeing of residents.
4. Continuation of Recovery Hubs, Community Recovery Information Centres and Outreach teams to the community.
5. Community engagement strategies for remote communities.
6. Recovery of communities to some sense of normalcy.
7. Private business assistance and business continuity planning.
8. Tourism assistance to operators and business continuity planning.
9. Agriculture – cane industry, livestock and other primary producer assistance.
10. Mining sector strategies – alternative options due to rail network.
11. Clean up of green waste and hard waste.
12. Vector control strategies for insect control.
13. Beach erosion restoration and rehabilitation.
14. Clean up of creek and other water tributaries.
15. Impact assessments completed.
16. Restoration of essential services.
17. Restoration of council road networks – estimated cost \$30 million.
18. Restoration of State road networks.
19. Restoration of parks and places of cultural significance.
20. Finalisation of works to water and sewage treatment plants.
21. Seabed surveys and repair to navigational channels in Hay Point and Mackay Harbour.

This Plan has been endorsed for public release.

This is a live document managed by the Mackay Regional Council and is correct as at 4 May 2017. The Mackay Regional Council Recovery Plan can be accessed at [www.mackay.qld.gov.au](http://www.mackay.qld.gov.au)

# Isaac Regional Council Local Recovery Plan



As an organisation we are unwavering in our commitment to securing a prosperous and resilient future for our people.



Mayor:  
Cr Anne Baker



CEO:  
Mr Gary Stevenson

## RECOVERY NARRATIVE

### Values

- **Professionalism** – we will display accountability, openness, transparency and integrity.
- **Continuous improvement** – all aspects of the organisation’s operations are encouraged through a progressive and creative approach.
- **Excellence** – the manner in which we approach all aspects of the business for the Isaac Region ensures the highest possible outcome will be achieved.
- **Procedural consistency** – there is a consistent approach to the way in which Council conducts its business across the region.
- **Customer focus** – we identify and meet the needs of all customers in a responsive and equitable manner.
- **Team work and coordination** – we work together to achieve a common goal.
- **Safety and wellbeing** – we are all committed to working safely and caring for each other’s wellbeing.

### Local Recovery Group

- Established 2 April 2017.
- Chaired by Mayor, Cr Anne Baker.
- Group combines Human and Social, Economic, Environment and Infrastructure (Building, Roads and Transport) lines of recovery.
- Key stakeholders: lead state government agencies, community groups, non-government organisations/agencies, local businesses and trade associations, service providers and other invested parties.
- Four recovery themes:
  1. **Response:** Ensure community safety.
  2. **Rebuilding:** Bring the community forward to a new normal.
  3. **Restoration:** Working together to repair and re-establish the community linkages across all lines of recovery.
  4. **Resilience:** Embed the principle in all activities to mitigate, improve and build betterment for the community.

## DAMAGE AND IMPACTS

### Human and Social

- 14 households destroyed/uninhabitable.
- Significant number of parks and public spaces unsafe/unavailable.
- 41 requests for “Temporary Emergency Accommodation”.
- 17 home contents damaged or destroyed.
- Community wellbeing: feeling of isolation, loss, anxiety and fear.

### Economic

- Mining and resource industry impacts due to ceasing operations, isolation of staff, damage to assets and delay in railway damage being rectified to access coal port terminals for exports.
- Agriculture industry – livestock and cropping – loss of earnings at a significant level.
- Extended disruptions to transport routes for product freight to saleyards/market, particularly the cattle producers facing long term delays in repairs to roads to allow heavy vehicle access.
- Loss of local services and supplies e.g. Lotus Creek Service Station.
- Aquaculture industry – loss of earnings at a significant level.
- Loss of income/profits to small businesses – power outages, damage, staff isolation.

### Environment

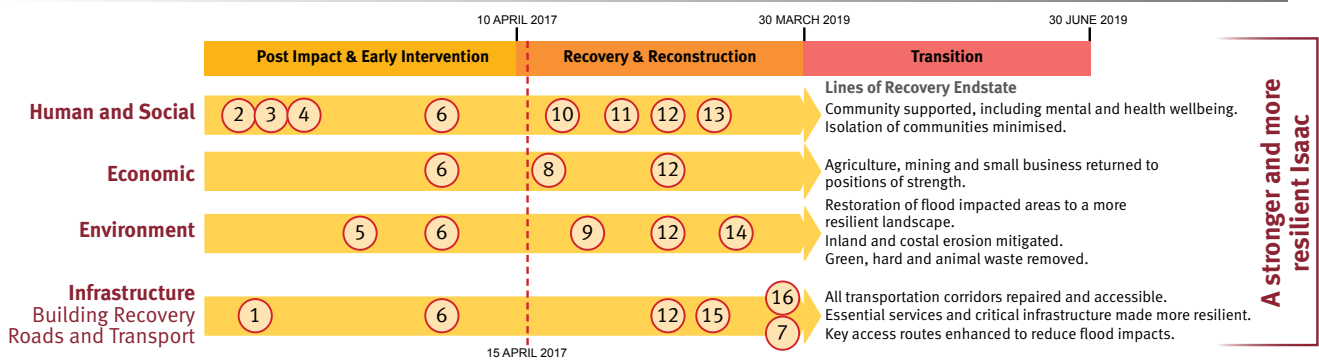
- Coastal erosion evident at the Carmila and Clairview Beach fronts.
- Upper Fitzroy River Basin and coastal river catchment erosion.
- Significant green waste generated.
- Significant hard waste generated.
- Sewage overflow.

- Biosecurity concerns within the aquaculture and agriculture industries.
- Public health concerns including mosquitos and water quality.
- Loss and disposal of wildlife and livestock.

### Infrastructure (Building, Roads and Transport)

- All townships, outlying areas and key transport routes were isolated for varying lengths of time due to flooding, bridge floodway damage including, but not limited to:
  - Marlborough-Sarina Rd. Still limited access to local 4WD traffic only
  - Peak Downs Hwy
  - Sutton Developmental Rd
  - Croydon-St Lawrence Rd cut at Main Creek Bridge, still limited access Fitzroy Developmental Rd cut for 72 hours due to flooding at two crossings
  - Carmila West Rd cut due to extensive damage and remains not trafficable
  - May Downs Rd was inundated across an extended chainage due to flooding for up to 14 days and road remains closed
  - Collaroy Killarney Rd and Carfax Rd sustained damage yet to be assessed.
- Bridges along key roads damaged.
- Power disconnected to homes – full power restored after a number of days.
- Telecommunications disrupted and offline for a significant number of days.
- Moranbah Airport closed to normal operations for a number of days.
- Water and sewage treatment plants effected.
- Six river height monitoring stations damaged.
- Council’s Wide Area Network (WAN) directly impacted, impeding response and business continuity.

## LINES OF RECOVERY



A stronger and more resilient Isaac

## LOCAL RECOVERY OBJECTIVES

1. Essential services (power, water, waste, telecommunications) repaired and restored.
2. Displaced households settled in temporary accommodation.
3. Emergency funding (personal hardship etc.) granted/approved.
4. Community support mechanisms implemented.
5. Green and hard waste removed and adequately processed.
6. Impact assessments completed.
7. Coordinated reconstruction and betterment for the extensive road transport network, state and local controlled.
8. Priority restoration and improved resilience of supply chain (key transport routes for primary producers and resource sector, e.g. Marlborough-Sarina Rd, May Downs Rd and Peak Downs Highway).
9. Carmila and Clairview foreshore rehabilitation and erosion mitigation works implemented.
10. Long term repairs and improvements to telecommunication infrastructure.
11. Improved resilience of the energy supply infrastructure is achieved.
12. Develop and implement strategies for greater flood resilience in the Upper Fitzroy River and Coastal Catchments.
13. Restoration of community facilities to the Lotus Creek and Clarke Creek communities.
14. Empower local businesses to improve their resilience to disasters.
15. Confidence in the tourism market is restored.
16. Establishment of evacuation and response infrastructure for at risk communities.

This Plan has been endorsed for public release.

This is a live document managed by Isaac Regional Council and is correct as at 15 April 2017. The Isaac Recovery Plan can be accessed at [www.isaac.qld.gov.au](http://www.isaac.qld.gov.au)

# Rockhampton Regional Council Local Recovery Plan



The recovery objectives of the flood event resulting from Ex-Severe Tropical Cyclone Debbie are: to identify appropriate recovery measures; allocate responsibility for actions and tasks to Council and key agencies; and establish timeframes for actions.

## RECOVERY NARRATIVE

### Values

- Councillors and staff of Rockhampton Regional Council (RRC) are committed to creating a great Council that is efficient, flexible and focused in the delivery of services for our community.
- Our values and behaviours are: Accountability; Customer Focus; People Development; One Team; and Continuous Improvement.

### Local Recovery Group

- Activated 3 April 2017.
- Chaired by Mayor, Cr Margaret Strelow.
- Coverage over all lines of recovery: Human and Social • Economic • Environment • Infrastructure (Building Recovery and Roads and Transport).
- The Local Recovery Plan for Flood Event Resulting from Tropical Cyclone Debbie has been developed.
- Primary line of recovery is Infrastructure, with the major focus on continued flood mitigation strategy for North and South Rockhampton.
- Key stakeholders include: Department of Human Services (Cwth), Department of Communities, Child Safety and Disability Services, Queensland Fire and Emergency Services, Queensland Police Service, Department of Agriculture and Fisheries, Workplace Health and Safety, Department of Housing and Public Works, Department of Justice and Attorney-General, Salvation Army, OzCare, Anglicare Central Queensland, UnitingCare Community, Multicultural Development Association, Red Cross, and St Vincent de Paul.

Mayor & RRG Chair:  
Cr Margaret Strelow



CEO:  
Mr Evan Pardon



## DAMAGE AND IMPACTS

### Human and Social

- Rockhampton community endured the initial rain event as a direct result of ex-STC Debbie and then the major flooding, with the Fitzroy River peaking on 6 April 2017 at 8.9m.
- Approximately 1,500 homes impacted, with approx 315 sustaining damage.
- Flooding in low lying areas including, but not limited to, Depot Hill, Port Curtis, Berserker, Park Avenue and Pink Lily.
- 42 local parks, sporting grounds, including Callaghan Park Racecourse, inundated and closed.
- Some sporting fixtures suspended for approximately six weeks.
- Evacuation centre established with minimal uptake of services.

### Economic

- Small businesses impacted due to flooding and redirection of road traffic in the areas of Gladstone Rd, Lower Dawson Rd and Lakes Creek Rd.
- Airport closure from 4 to 13 April 2017 affecting airport and associated small businesses.
- Tourism numbers impacted over the Easter holiday period, with a high number of cancellations of hotel rooms, caravan and camp sites.
- Indirect business reduction in central business district of Rockhampton.
- Numerous small businesses, rural producers, Teys and JBS Meatworks & Hastings Deering impacted.

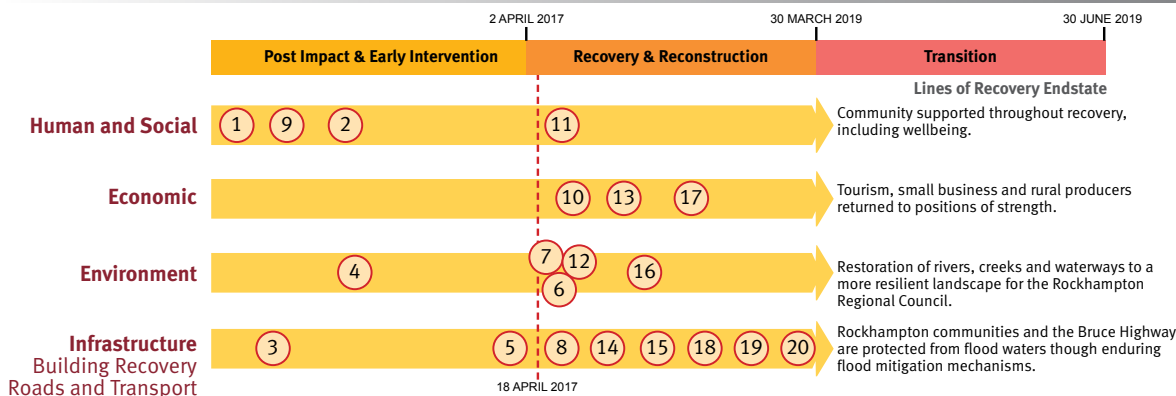
### Environment

- Silt and mud covered streets and parks.
- A significant amount of green and hard waste generated – continuing to be assessed.
- Erosion primarily on Fitzroy River with the caravan park, Sir Raymond Huish Drive, Wharf Street, Bowlin Road and Moores Creek requiring further assessment.
- Sewage release to mitigate overflow at plant.
- Inundation in Depot Hill, Pink Lily, Airport and other low lying areas.
- Further landslips on Pilbeam Drive, Mount Archer.

### Infrastructure (Building, Roads and Transport)

- Inundation and damage to Rockhampton Airport runway/apron-closed for 10 days.
- Power isolated to flood inundated areas (proactively).
- Bruce Highway closed for five days.
- Rural roads damaged – still under assessment.
- Multiple road closures during flood event.
- North Rockhampton Stage 1 temporary levees were effective in reducing infrastructure damage with future improvements identified.

## LINES OF RECOVERY



A stronger and more resilient Rockhampton

## LOCAL RECOVERY OBJECTIVES

1. Establish an evacuation centre at Robert Schwarten Pavilion (Showgrounds).
2. In partnership with the relevant agencies, provide access to support services.
3. Essential services (primarily power and road access) restored to affected areas.
4. Green and hard waste removal and management.
5. Provide shuttle bus service between Gladstone and Rockhampton airports during closure.
6. Cleaning and removal of flood water silt, mud and debris.
7. Fitzroy River parks and pathways cleared, cleaned and reopened.
8. Public carparks cleaned and reopened.
9. Community Recovery Hub established at the Showgrounds.
10. Economic assessment completed and full impact known.
11. Facilitate and coordinate community events including ANZAC Day services, the River Festival and race days.
12. Cleaning and clearing of sporting fields to resume sporting fixtures.
13. Work in partnership with the local Chamber of Commerce to assess small business impact and relevant business continuity strategies.
14. Assessment and prioritisation of impacted roads and bridges at local and state level.
15. Survey and rectification of Rockhampton Airport runway/apron.
16. Erosion assessment along the Fitzroy River and subsequent rectification.
17. Support the recovery of businesses and enhance the resilience of the Rockhampton economy.
18. Sporting and community clubs implement disaster recovery assistance.
19. South Rockhampton flood mitigation (flood levee) – protection of Depot Hill, Port Curtis, Rockhampton CBD and Bruce Highway with a combination of permanent and temporary levees as assessed.
20. Review and implement (where applicable) other mitigation projects as per Flood Management Strategy.

This Plan has been endorsed for public release.

This is a live document managed by the Rockhampton Regional Council and is correct as at 18 April 2017. The Rockhampton Local Recovery Plan can be accessed at [www.rockhampton.qld.gov.au](http://www.rockhampton.qld.gov.au)



# Livingstone Shire Council Local Recovery & Resilience Plan

Livingstone will recover rapidly and build a community more resilient to future disasters and with greater capacity to grow and prosper. Our recovery will be founded on a community led approach, enabled by inclusive communication.

**RECOVERY NARRATIVE**

**Values**

- Livingstone Shire Council is focussed on continual improvements in overall service delivery at an operational level to provide ratepayers with the best possible value for money, as well as the implementation of long-term plans to reinvigorate the Shire's economy and reinforce business confidence.
- Livingstone Shire promotes a positive culture in the workplace with all staff demonstrating high standards of accountability, teamwork, community, potential and positivity. These values and behaviours set the standard for Council and are embodied throughout the organisation.

**Local Recovery Group**

- Established for Severe Tropical Cyclone Debbie and the Fitzroy River Flood Event on 10 April 2017.
- Chaired by the Mayor, Cr Bill Ludwig.
- The lines of recovery and resilience are organised by Taskforces:
  - Community Development
  - Regional and Economic Development
  - Built Environment
  - Environment and Regulatory.
- The Severe Tropical Cyclone Debbie and Fitzroy River Flood Event Implementation Plan was approved by the RRG Chair on 10 April 2017.
- Key stakeholders include: Department of Communities, Child Safety and Disability Services; Queensland Police Service; Queensland Health; Taskforce representatives; and key agency, community groups, and business representatives as required.

Mayor & RRG Chair:  
**Cr Bill Ludwig**



CEO:  
**Chris Murdoch**



**DAMAGE AND IMPACTS**

**Human and Social**

- Community still recovering (financially and psychological wellbeing) from STC Marcia two years prior to STC Debbie and the associated Fitzroy Flood event.
- Short term isolation (and loss of power) for some communities including Stange Bay, Ogmoo and Stockyard Point.
- Inundation at Yaamba, Nerimbera and Rossmoya.
- 101 properties affected in Yaamba.
- 71 properties affected in Belmont.
- 111 properties affected in Nerimbera.

**Economic**

- Small business impacts due to flooding and reduced foot traffic and tourist numbers.
- Secondary effects of Rockhampton Airport closure from 4 to 13 April 2017.
- Tourism numbers impacted during the two week school holidays were down up to 45% and the Easter Long Weekend down about 20-30% on bookings
  - A survey of businesses indicated 25% lost \$50,000 to \$200,000 in revenue, with 50% suffering losses of between \$10,000 and \$50,000 dollars, and another 25% of businesses surveyed losing up to \$10,000 in trade.

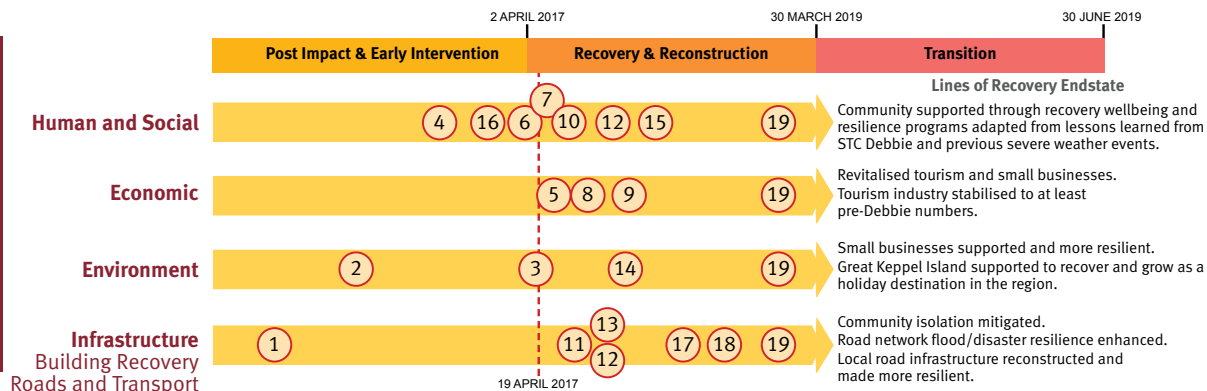
**Environment**

- Severe beach erosion on both the mainland, creeks and Great Keppel Island.
- Debris on the beaches and in waterways.
- Loss of pasture for grazing.
- Increase in feral pig numbers and parthenium weed.
- Damage to state forest roads.

**Infrastructure (Building, Roads and Transport)**

- Multiple road closures and subsequent damage to roads and floodways.
- Significant impact on rectification works (protective wall) at Great Keppel Island (required after STC Marcia).
- Telstra Tower at Stockyard Point damaged.
- Damage to Hedlow Airfield.
- Damage to flood monitoring stations.

**LINES OF RECOVERY**



**A stronger and more resilient Livingstone**

**LOCAL RECOVERY OBJECTIVES**

1. Essential services (primarily power) restored to impacted areas.
2. Green and hard waste removal and management.
3. Removal of debris from beaches, particularly Emu Park and Zilzie.
4. Identification and management of personal hardship cases.
5. Community messaging that "we are open for business".
6. Assess human, health and social impacts.
7. In partnership with the relevant agencies, provide access to psychosocial support services.
8. Assess economic impact on key assets, e.g. tourism, small business and agriculture.
9. Mitigate impacts to key economic asset groups with support for recovery and resilience activities.
10. Seek funding for extension of Community Development Officers obtained after STC Marcia.
11. Assess resilience of critical infrastructure.
12. Local road infrastructure assessed and essential repairs undertaken.
13. Facilitate support to the restoration of Hedlow Airport runway.
14. Erosion assessment and prioritisation of rectification works across Livingstone coastal areas.
15. Plan and undertake relevant public meetings, including community organisations and leaders.
16. Develop partnerships and outside support as necessary.
17. Facilitate support to complete existing infrastructure development on Great Keppel Island, including Putney Beach protective wall.
18. Facilitate support to complete Putney Beach erosion mitigation strategies.
19. Continue implementation of long-term resilience strategies.

**This Plan has been endorsed for public release.**

*This is a live document managed by the Livingstone Shire Council and is correct as at 19 April 2017. The Livingstone Shire Local Recovery & Resilience Plan can be accessed at [www.livingstone.qld.gov.au](http://www.livingstone.qld.gov.au)*

# Scenic Rim Regional Council Local Recovery Plan



The Scenic Rim is back in business. We are a resilient community. We will rebuild as a community, we have empathy for those of our community that have been negatively impacted and we will leave no one behind as we move forward.

## RECOVERY NARRATIVE

### Values

- **Communication** – we actively promote clear, concise and open discussion between staff, Council and communities.
- **Respect** – we act respectfully towards each other, accepting each person’s individuality and their role.
- **Quality** – we have pride in whatever we do and strive to do it well.
- **Staff worth** – our actions demonstrate that our people matter.
- **Trust** – we build strong relationships that we believe in and rely on.
- **Teamwork** – we work cooperatively to achieve common goals, drawing on the strengths of each other, in a supportive and safe environment.
- **Honesty** – we act with integrity and when we ask an honest question, we get an honest answer.
- **Accountability** – we accept ownership of our role and responsibility for our actions.

### Local Recovery Group

- Established 7 April 2017.
- Local Recovery Coordinator – Mr Tony Magner, Director Regional Services.
- Key Stakeholders: community groups, non-government organisations/non-government agencies, local businesses, government agencies and authorities and other connected parties.
- Recovery Functions: The Scenic Rim Regional Council Recovery Sub Plan involves four key functions: **Human and Social, Economic, Environment** and **Infrastructure** (Building, Roads and Transport).
- Based on the magnitude of the flooding and ability for the Council to lead the recovery, the functions of Roads and Transport and Building have been amalgamated into one function called **Infrastructure**.



## DAMAGE AND IMPACTS

### Human and Social

- Rural communities most heavily impacted have been particularly resilient and helped each other during the post impact and immediate recovery phase.
- Several communities were isolated during the flooding.
- Farmers lost significant lengths of fencing.
- Approximately 20 homes were inundated and remain uninhabitable.
- At least 81 homes were damaged.
- Numerous parks and recreational facilities damaged through inundation. Impact on sporting and cultural activities has not yet been fully assessed.

### Economic

- Agricultural economic loss due to loss of crops, top soil, live stock, paddock feed, hay and silage storage and fences. The value of this loss is yet to be assessed.
- Tourism impacted through reduced access to locations across the region. For example, O’Reilly’s Rainforest Retreat loss of business due to lack of road access because of land slips and flooding.
- Small Business: Wide ranging impact on businesses due to loss of power and employees being dislocated from work.
- Bromleton Intermodal Facility impacted through closure of Beaudesert - Boonah Road, causing at least two day’s delay in freight movement.

### Environment

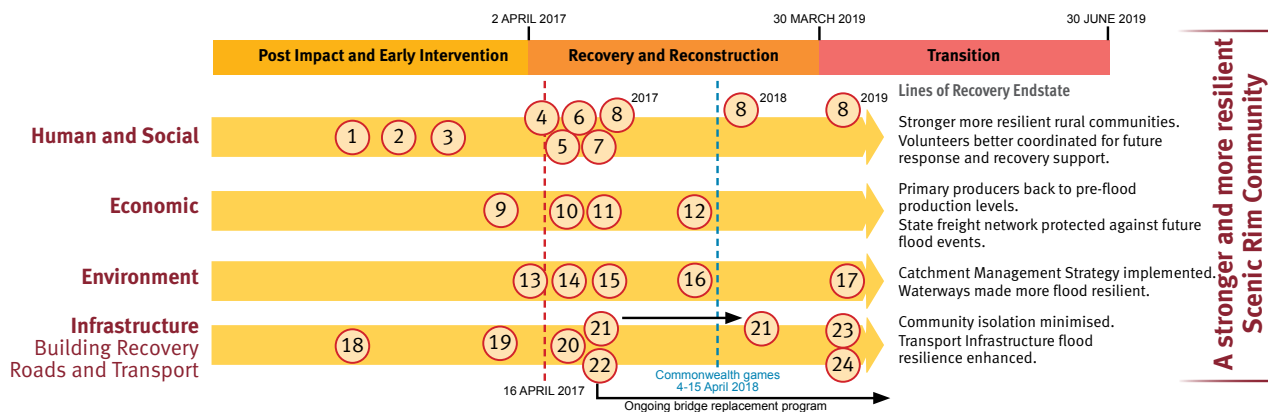
- The speed and magnitude of the flooding has impacted on catchments and waterways.
- River bank and land slippage occurred in many waterways across the three catchments. Assessments of impacts on agricultural land and waterways is not yet complete.

- Flood management practices impacted on stream flow dynamics, resulting in increased frequency of flooding leading to loss of top soil and downstream pollution.
- National, state and local parks and walking trails damaged, impacting on public access.

### Infrastructure (Building, Roads and Transport)

- Significant impact on roads, bridges and floodways.
- National/State level: Beaudesert-Boonah Rd (Coulson’s Crossing) cut for at least two days, Mt Lindesay Highway North cut for up to two days, South cut for at least one day, and Cunningham Highway cut for up to one day.
- Seven bridges confirmed damaged leading to isolation, however, assessments of all 145 bridges not yet complete.
- Significant degradation of at least 350 local roads and 200 major culverts, impacting on community connectivity and increasing sense of isolation.

## LINES OF RECOVERY



## LOCAL RECOVERY OBJECTIVES

### Human and Social

1. Outreach teams deployed into towns and remote communities.
2. Communities and housing impact assessments completed.
3. Community interaction and engagement strategy commenced.
4. Volunteer and charity groups coordinated and organised.
5. Hardship funding for impacted individuals, primary producers and businesses distributed.
6. Rural counselling strategy developed and implemented.
7. Fencing repairs completed.
8. Eat Local Week Apr-Jul 2017-19 conducted including flood commemoration.

### Economic

9. Tourism Advisory Committee impact assessment completed.
10. Net loss of agricultural production understood.
11. First post flood crops harvested.
12. Tourism infrastructure recovered by mid Feb 18 in preparation for Commonwealth Games visitors.

### Environment

13. Green and hard waste removed including debris and flood associated contaminants from built environment.
14. Damage to national parks, public spaces and trails understood.
15. Plan developed to rehabilitate parks, waterways and damaged vegetation.
16. National, state and local parks rehabilitated by mid February 2018 in preparation for Commonwealth Games visitors.

17. Resilient Rivers Catchment Management Strategy developed and implemented.

### Infrastructure

18. Utility services restored.
19. Transport infrastructure impact damage assessment completed.
20. Emergent works on roads, bridges and culverts completed.
21. Local roads, bridges and culverts repaired.
22. Timber bridge replacement program continuing.
23. National and State roads including Mt Lindesay Highway (Nth/Sth) and Cunningham Highway flood resilience enhanced.
24. Flood resilience of Beaudesert – Boonah Road improved to enable the Bromleton State Development Plan.

This Plan has been endorsed for public release.

This is a live document managed by the Scenic Rim Regional Council and is correct as at 16 April 2017. The Scenic Rim Recovery Plan can be accessed at [www.scenicrim.qld.gov.au](http://www.scenicrim.qld.gov.au)

# City of Logan Local Recovery Plan



The City of Logan is a resilient community and we will rebuild as a community. We have empathy for those within our community who have been negatively impacted and we will assist and support those who need it as we move forward to get back to business as usual as soon as possible.

## RECOVERY NARRATIVE

### Values

- Community first** – Working together to know our customers’ needs so that we deliver what matters and what makes a difference. We make decisions with empathy and recognise our community’s needs are at the core of every decision we make now and into the future.
- Our people** – We respect, care about, support and develop our people. We provide a safe workplace where people can explore opportunities, enjoy themselves and achieve high levels of personal job satisfaction.
- Integrity** – We are honest and open by saying what we believe, doing what we say and giving permission for others to do the same. We take responsibility, individually and as a team, for all that we do.
- Excellence** – We create an environment where people are clear about expectations and accountable for achieving excellent outcomes. We foster innovation and creativity with a focus on continuous improvement.
- Leadership** – We encourage leadership aligned to our values at all levels of our organisation. We work together to best use our skills and knowledge to pursue challenges and to deliver excellent services to our customers and our community.

### Local Recovery Group

- Activated 31 March 2017.
- Local Recovery Coordinator – Ms Marion Lawie, Community Engagement Program Leader.
- Four sub groups: • Human and Social • Economic • Environment • Infrastructure.
- Key Stakeholders: A full stakeholder analysis has been completed. The key stakeholders include Logan City residents and businesses, community groups, primary producers, non-government organisations/non-government agencies, state and federal agencies and authorities and other connected parties.
- Themes for Recovery: The impacts on the Logan community are addressed through four themes: **Human and Social** (Community), **Economic, Environment and Infrastructure** (Building, Roads and Transport).
- The Recovery Plan will address these themes through short, medium and long term strategies.



## DAMAGE AND IMPACTS

### Human and Social

- Flooding – although the number of directly impacted people through inundation is small, the impact on those directly inundated has been devastating.
- At least 38 homes are uninhabitable with approximately 200 inundated above habitable flood levels.
- Long-term psycho-social impacts are as yet unknown.
- 1,179 welfare assistance referral requests for outreach actioned by Department of Communities, Child Safety and Disability Services.
- 15,000 properties without power for up to seven days.
- Events including March 2017 Eats ‘n’ Beats cancelled.
- Rail and bus networks interrupted for up to five days.
- Access to Logan Hospital interrupted for three days whilst Loganlea Rd was inundated.
- 302 recreational parks, playgrounds and public open spaces were closed during school and Easter holiday periods.
- Rural properties lost water and wastewater services due to flooding of water tanks and lack of electricity to operate pumps.
- Increased risk to public health through increased pests such as mosquitoes.

### Economic

- At least 31 horticultural and nursery properties inundated, resulting in complete loss of current crops – estimated net production loss is \$17M (according to a State Government press release).

- At least 50 lay offs of agricultural labour staff.
- 49 businesses were directly inundated with 74 indirectly impacted that council is aware of. The broader impact on small businesses is not yet known.
- Loss of momentum in business attraction, confidence and impact on Logan’s economic development activities.

### Environment

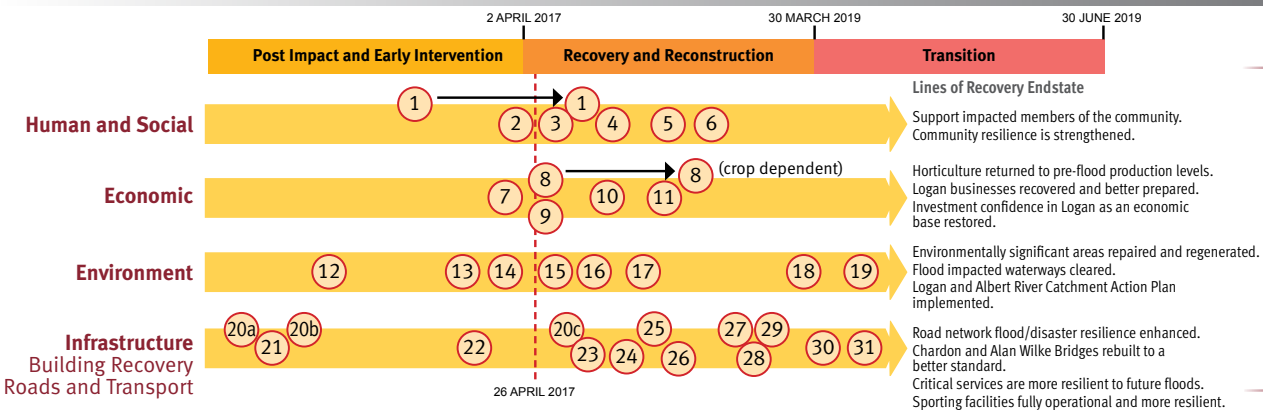
- 3,000 tonnes of green and hard waste removed from flood affected areas.
- 55 wastewater pumping stations were either inundated without power or in overflow mode for extended periods.
- Erosion of rivers and waterways including bank instability issues.
- Animal management issues due to displaced pets and livestock (risks to animal and human safety).
- Increased risk to public health through increased pests such as mosquitoes.
- Loss of power to homes and businesses resulting in food safety risks.

### Infrastructure (Building, Roads and Transport)

- Beenleigh Railway Station inundated and inoperable for four days and bus network disrupted for five days, causing considerable delays to the SE Queensland public transport network.

- 111 roads closed for up to five days until cleared of debris.
- Alan Wilke and Chardon Bridges cut, dislocating a great deal of the community and placing more stress on other roads already operating at capacity.
- At least 12 roads damaged by floodwaters, impacting on community connectivity.
- 46 sport and recreation facilities were impacted. 21 fields currently closed due to contamination. 27 sites require infrastructure repair. Most sites operational within 4-6 weeks, with final sites in three months. There will be significant impact on local autumn/winter sports competitions.
- Water filling station at Jimboomba was damaged impacting those who cannot access town water.
- Beenleigh Wastewater Treatment Plant (WWTP) inoperable for 36 hours. All WWTPs were in wet weather bypass mode for extended periods.
- Significant damage sustained to five wastewater pump stations with 55 either inundated, without power or in overflow mode for extended periods.
- ENERGEX infrastructure damaged resulting in loss of power to 15,000 properties for up to seven days.
- Damage to seven flood gauges resulting in degradation of the network.

## LINES OF RECOVERY



A stronger and more resilient City of Logan

## LOCAL RECOVERY OBJECTIVES

### Human and Social

- Community impact assessments completed.
- Charity and volunteer groups support is organised, coordinated and effective.
- Community recovery communications initiated.
- Suitable temporary housing solutions for displaced households implemented.
- Community psycho-social needs are supported, met and monitored.
- Flood commemorated at 12 month anniversary, e.g. as part of March 2018 Eats ‘n’ Beats or 2018 Volunteers event.

### Economic

- Logan Growers’ representatives and advocacy groups established.
- Horticultural crops replaced, first crops harvested, farm production returned to pre-flood production levels.
- Economic assessment completed and full impact known and understood.

- Logan business disaster preparedness and resilience initiatives activated.
- Investor confidence in Logan restored and improved.

### Environment

- Inspect all food businesses that were without power to ensure food safety standards are met.
- Post flood mosquito and pest control completed.
- Water way monitoring program commenced.
- Bush care sites and walking trails assessed.
- Flood related waste cleared.
- Logan and Albert River catchments assessed for erosion and other damage.
- Logan and Albert River catchments stabilised and made resilient to stormwater erosion.
- Bush care sites and walking trails revegetated and/or repaired.

### Infrastructure

- Utilities restored: a-water, b-wastewater, c-power (Energex led).

- Roads and public transport reopened (some TMR led).
- Chardon Bridge replacement project commenced.
- Pump stations repaired and improvement innovations reviewed.
- Alan Wilke bridge repaired and detoured roads reinforced (Gold Coast City led).
- Sporting facilities (grounds and infrastructure) assessed, repaired and where applicable improved.
- Beenleigh Waste Water Treatment Plant (WWTP) and Jimboomba WWTP restored to full treatment / operational capability.
- River flood gauge network repaired and reviewed.
- Local roads repaired and made more flood resilient.
- Chardon Bridge replacement complete, made more flood resilient and open to traffic.
- Assess Logan Hospital business continuity (QHealth led).
- SE QLD rail and bus networks improved; resilience and connectivity assured (TMR led).

This Plan has been endorsed for public release.

This is a live document managed by the Logan City Council and is correct as at 26 April 2017. The Logan City Recovery Plan can be accessed at [www.logan.qld.gov.au](http://www.logan.qld.gov.au)

Recover, reconnect and rebuild more resilient Queensland communities

# City of Gold Coast Local Recovery Plan

The Gold Coast is back in business. We are resilient and have a strong sense of community pride. We help our neighbours and look out for one another. We work together with our partners to rebuild our community. Our world-renowned beaches and majestic hinterland areas are open for residents, tourists and visitors to enjoy. Preparations for the Gold Coast 2018 Commonwealth Games are on track and when the eyes of the world are on us in 2018, we'll be ready.

Mayor:  
**Cr Tom Tate**



CEO:  
**Mr Dale Dickson**



Local Recovery  
Coordinator:  
**Ms Alison Ewens**



Local Recovery  
Coordinator:  
**Mr Alton Twine**



RECOVERY NARRATIVE

**Values**

- Lifestyle is at the heart of what makes us tick. It's the reason the city's population continues to grow, and it influences the way we live, work and play. Our attitudes, environment, architecture and industry have combined to produce a city that is uniquely Gold Coast – a city unlike any other. We are **"Inspired by lifestyle. Driven by opportunity"**. The City of Gold Coast is actively working towards this City Vision by implementing the strategies and programs of work in our corporate plan, Gold Coast 2020.

**Local Recovery Group**

- Stood up on 30 March 2017.
- Local Recovery Coordinator: Ms Alison Ewens.
- Key Stakeholders: Community groups, local business, representatives from State and Federal government departments.
- Recovery Themes: **Human and Social • Economic • Environment • Infrastructure** (Building, Roads and Transport)
- Recovery Functions: Support for affected individuals and communities, reconstruction of physical infrastructure, the economy and environment.

DAMAGE AND IMPACTS

**Human and Social**

- Impacted suburbs included Tallebudgera Valley, Bonogin, Cedar Creek, Luscombe, Stapylton, Yatala, Mudgeeraba, Springbrook, Alberton, Currumbin Valley and Worongary.
- Springbrook, South Stradbroke Island and Cedar Creek communities were isolated.
- In excess of 300 properties were affected. A number of residents were initially unable to return to their homes. Libraries were utilised as 'safe spaces' for people unable to travel home. Five evacuation centres were activated.
- Although the number of directly impacted properties was relatively small, the impact on these properties has been significant.
- Rural residential properties lost water and wastewater services due to flooding of water tanks and lack of electricity to operate pumps.
- Community recovery outreach was undertaken to identify local needs for 16 areas and to advocate for support services.
- Gold Coast Health outpatient services and surgeries disrupted.

- Free kerb-side collection for damaged household goods and free tipping was provided.
- Donations (white goods, fuel, bottled water, trade services) were provided through GIVIT to affected residents.

**Economic**

- Gold Coast tourism disrupted. There has been a decline of 3.5 percentage points in occupancy rates from 84.5% to 81.0%.
- A number of small/home businesses in the northern Gold Coast were severely impacted.
- Equipment, inventory and crops were damaged/lost. Community recovery outreach was also provided to assist with business continuity.

**Environment**

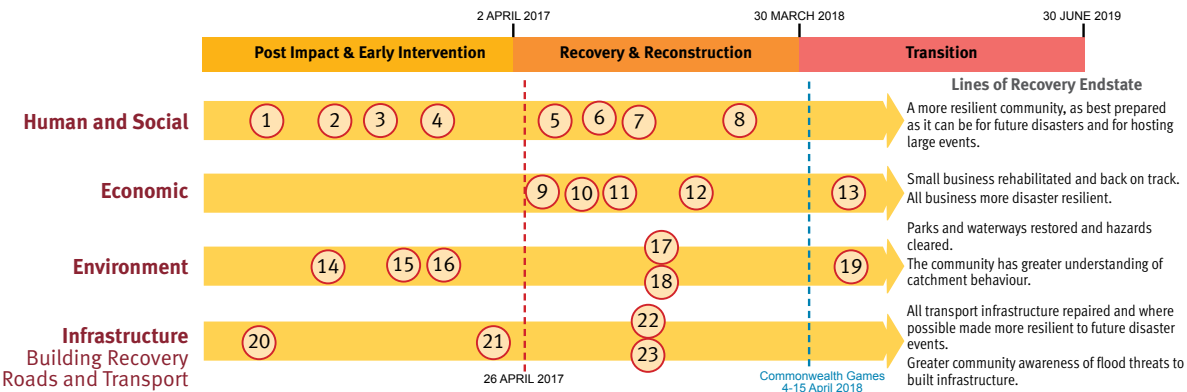
- 3,000m<sup>3</sup> of green, hard waste and hazardous materials has been collected to date.
- 100 sporting sites were closed for four days. seven sites remained closed for 14 days due to damage from storm water. Sporting

- activities were subsequently cancelled.
- Emergence of high populations of mosquito larvae throughout mangrove/saltmarsh areas of the city.
- Recreational waterways were contaminated by run-off from catchments.
- Water quality testing of beaches and canals required.
- Parks, open space, reserves, and fire trails damaged and not accessible.
- Over 400 flood clean up tasks identified.

**Infrastructure (Building, Roads and Transport)**

- In excess of 85 local and state roads were closed due to flooding or major damage.
- Impacted infrastructure includes 21 bridges, 18 road surfaces, and waterway infrastructure.
- 23 landslips occurred affecting road traffic and community access.
- Eight primary bridges were damaged impacting on community connectivity.

LINES OF RECOVERY



A stronger and more resilient Gold Coast

LOCAL RECOVERY OBJECTIVES

**Human and Social**

1. Outreach teams deployed to reassure, to inform, and to gain information from residents.
2. Personal hardship assistance scheme administered across 16 impacted communities.
3. Community hotlines staffed and community engagement strategy commenced.
4. Psycho-social needs understood and plans implemented to service these needs.
5. Effectiveness of emergency alert system reviewed and changes implemented as required.
6. Disaster management plans and procedures reviewed to incorporate lessons learned.
7. Disaster management lessons captured and shared with neighbouring communities.
8. Resilience of isolated communities (Springbrook, South Stradbroke Island, Cedar Creek) reinforced.

**Economic**

9. Business disaster preparation, response and recovery initiative implemented.
10. Gold Coast 2018 Commonwealth Games planning and testing program reviewed.
11. GOLDOC, whole of government, and inter-agency testing of Gold Coast 2018 Commonwealth Games contingencies conducted.
12. Gold Coast 2018 Commonwealth Games disaster management preparations completed.
13. Gold Coast 2018 Commonwealth Games successfully delivered.

**Environment**

14. Green waste, hard waste, and hazardous materials removed.
15. 1,800 hectares of mosquito breeding grounds treated.

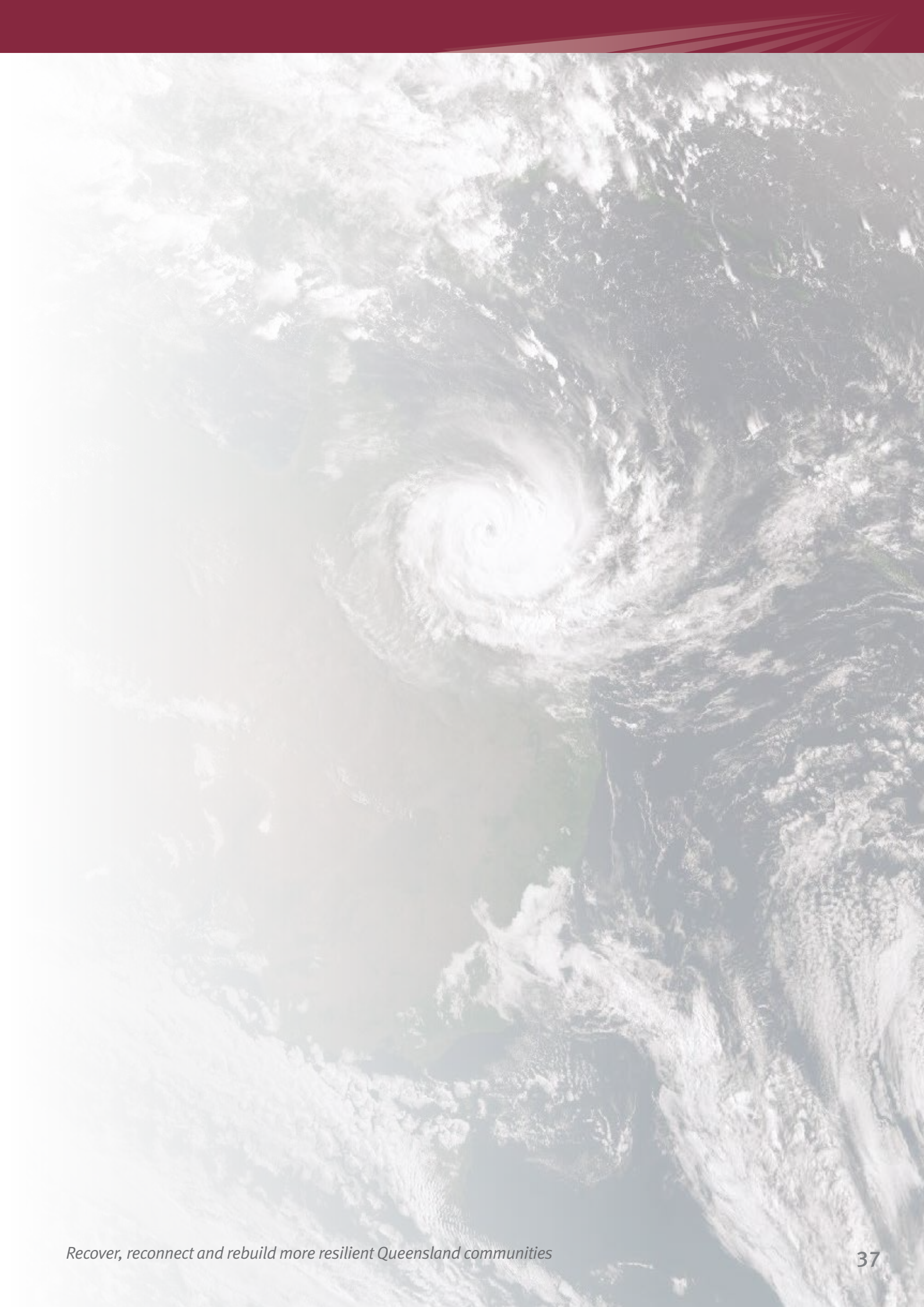
16. Recreational waterways surveyed and opened.
17. Sports fields, public spaces and parks repaired and opened.
18. Fire trails cleared and fire hazards reduced.
19. Catchment management strategy (incorporating more accurate flood modelling) developed and implemented.

**Infrastructure**

20. Impacted roads cleared of flood debris and made safe.
21. Infrastructure project management team mobilised: design, construction and procurement activities commenced.
22. Local roads, culverts and bridges repaired and made more resilient to future disasters.
23. State owned transport infrastructure repaired and made more resilient to future disasters.

This Plan has been endorsed for public release.

This is a live document managed by the City of Gold Coast and is correct as at Wednesday 26 April 2017





## Annex B: Recovery Support



*Boats washed ashore in the Whitsundays*

## Recovery support and collaboration

Effective recovery requires collaboration between local, state and federal governments, community and non-government agencies in consultation with impacted communities. There are numerous agencies across the lines of recovery that play a part in assisting with the recovery of impacted communities. These agencies include, but are not limited to, those listed below.

### Department of Human Services (DHS)

DHS provides assistance to those adversely affected by STC Debbie through the provision of Disaster Recovery Payments (DRP) or Disaster Recovery Allowance (DRA).

[www.humanservices.gov.au](http://www.humanservices.gov.au) [www.disasterassist.gov.au](http://www.disasterassist.gov.au)  
Ph: 132 850

### Department of Communities, Child Safety and Disability Services (DCCSDS)

DCCSDS delivers support to strengthen and support the well-being of Queenslanders, particularly those who are vulnerable and most in need. DCCSDS seek to deliver integrated and coordinated human and social recovery services including Immediate Hardship Assistance, Essential Services Hardship Assistance, Structural Assistance and Essential Services Safety.

[www.communities.qld.gov.au](http://www.communities.qld.gov.au)  
Ph: Community Recovery Hotline 1800 173 349

### Queensland Health (QH)

QH is at the forefront of the Queensland Government's responsibilities for planning and managing public health emergencies and disaster events. During a disaster, QH provides pre-hospital response, aero-medical transport to support the Queensland Ambulance Service, and the provision of information, advice and services to the community and partner agencies.

[www.health.qld.gov.au](http://www.health.qld.gov.au)  
Emergency: 000  
Ph: 13HEALTH (13 43 25 84)

### QRAA

QRAA administers financial assistance to disaster affected primary producers, businesses and non-profit organisations under the Natural Disaster Relief and Recovery Arrangements (NDRRA).

[www.qraa.qld.gov.au](http://www.qraa.qld.gov.au)  
Ph: 1800 623 946

### Department of State Development (DSD)

DSD exists to deliver Queensland's economic prosperity by championing the interests of business and industry. DSD seeks to identify and address issues and risks that affect ongoing economic impacts and rate of recovery.

[www.statedevelopment.qld.gov.au](http://www.statedevelopment.qld.gov.au)  
Ph: 07 3452 7100

### Department of Environment and Heritage Protection (DEHP)

DEHP is committed to a vision of a healthy and resilient environment for a sustainable and prosperous Queensland. DEHP seek to identify early environmental impacts after an event and will assist in prioritising environmental recovery actions.

[www.ehp.qld.gov.au](http://www.ehp.qld.gov.au)  
Ph: 1300 130 372

### Department of Housing and Public Works (DHPW)

DHPW delivers a range of services to ensure in-need Queenslanders have access to housing and homelessness assistance. After a disaster, DHPW will assist by facilitating immediate and longer-term temporary accommodation solutions, and will coordinate building damage assessments across impacted areas.

[www.hpw.qld.gov.au](http://www.hpw.qld.gov.au)  
Ph: 13 QGOV (13 74 68)

### Department of Transport and Main Roads (DTMR)

DTMR is responsible for the delivery and maintenance of the integrated transport network across Queensland. DTMR will continue to provide the latest information regarding disruptions and closures across the road, rail, aviation and maritime networks.

[www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)  
[www.qldtraffic.qld.gov.au](http://www.qldtraffic.qld.gov.au)  
Ph: 13 QGOV (13 74 68)

### Department of Tourism, Major Events, Small Business and the Commonwealth Games

DTEB is focussed on the success of Queensland's tourism industry and small business to create a diverse Queensland economy that grows jobs now and creates jobs in the future. DTEB works collaboratively with government agencies to develop strategies and opportunities to promote a more prosperous Queensland, focussed on job creation and economic diversity. DTEB is responsible for identifying the impact on small business post disaster, and assists in the development and implementation of recovery activities.

[www.dtesb.qld.gov.au](http://www.dtesb.qld.gov.au)  
Ph: 13 QGOV (13 74 68)

### Local Government Association of Queensland

LGAQ is the peak body for local government in Queensland and is responsible for advising, supporting and representing councils. LGAQ provides direct advice and support to councils following any major event at the political, strategic and/or operational levels. This support is provided through the expertise of the LGAQ, subsidiary companies and the facilitation of 'Council-to-Council' (C2C) support. LGAQ recognises the range of needs of councils and their LDMGs and seeks to provide specific support based on the capability of each council.

[lgaq.asn.au](http://lgaq.asn.au)  
Ph: 1300 542 700

### Volunteering Queensland

VQ is the state peak body solely dedicated to advancing and promoting volunteering. VQ links people who want to volunteer before and after disasters with organisations across the community who need valuable assistance. People with the required skills and availability are referred into areas of the community that require assistance the most.

[volunteeringqld.org.au](http://volunteeringqld.org.au)  
Ph: 1800 994 100

### **Queensland Fire and Emergency Services (QFES)**

QFES is the primary provider of fire and emergency services in Queensland. QFES aims to protect people, property and the environment through the delivery of emergency services; awareness programs; response capability and capacity; and, incident response and recovery for a safer Queensland.

[www.qfes.qld.gov.au](http://www.qfes.qld.gov.au)

**Emergency: 000**

**Non-Emergency: 13 GOV (13 74 68)**

### **Department of Agriculture and Fisheries (DAF)**

DAF can provide advice on various financial support arrangements available to primary producers including freight subsidies, disaster loans, essential working capital loans and leasehold rent relief.

[www.daf.qld.gov.au](http://www.daf.qld.gov.au)

**Ph: 13 25 23**

### **AgForce Queensland**

AgForce is a non-government organisation that seeks to secure the productivity, profitability and sustainability of the agribusiness sector. AgForce provides direction and solutions to overcome challenges and build on opportunities within the Queensland's farming and agriculture businesses.

[www.agforceqld.org.au](http://www.agforceqld.org.au)

**Ph: 07 3236 3100**

### **Queensland Farmers' Federation (QFF)**

QFF engages in a broad range of economic, social, environmental and regional issues of strategic importance to the productivity, sustainability and growth of Queensland's agricultural sector.

[www.qff.org.au](http://www.qff.org.au) [www.farmerdisastersupport.org.au](http://www.farmerdisastersupport.org.au)

**Ph: 07 3837 4720**

### **Insurance Council of Australia (ICA)**

ICA is the representative body of the general insurance industry in Australia. It aims to promote insurance protection and security to the community and provides a range of practical information to support consumers.

[www.insurancecouncil.com.au](http://www.insurancecouncil.com.au)

**Ph: 1300 728 228**

## **Charity Organisations**

A number of charity organisations are now actively committed to the strengthening and extending of emergency aid services throughout Queensland communities affected by STC Debbie.

### **Australian Red Cross**

[www.redcross.org.au](http://www.redcross.org.au)

**Ph: 1800 811 700**

### **UnitingCare Community**

[www.uccommunity.org.au](http://www.uccommunity.org.au)

**Ph: 1800 001 953**

### **St Vincent de Paul Society**

[www.vinnies.org.au](http://www.vinnies.org.au)

**Ph: 07 3010 1002**

### **Salvation Army**

[www.salvos.org.au](http://www.salvos.org.au)

**Ph: 13 SALVOS (13 72 58)**

### **GIVIT**

Donate by texting the keyword DEBBIE to

0437 371 371

[www.givit.org.au](http://www.givit.org.au)





*Flood waters in Rockhampton*



## Annex C: QRA Support



*Road damage in Logan*

## Queensland Reconstruction Authority (QRA)

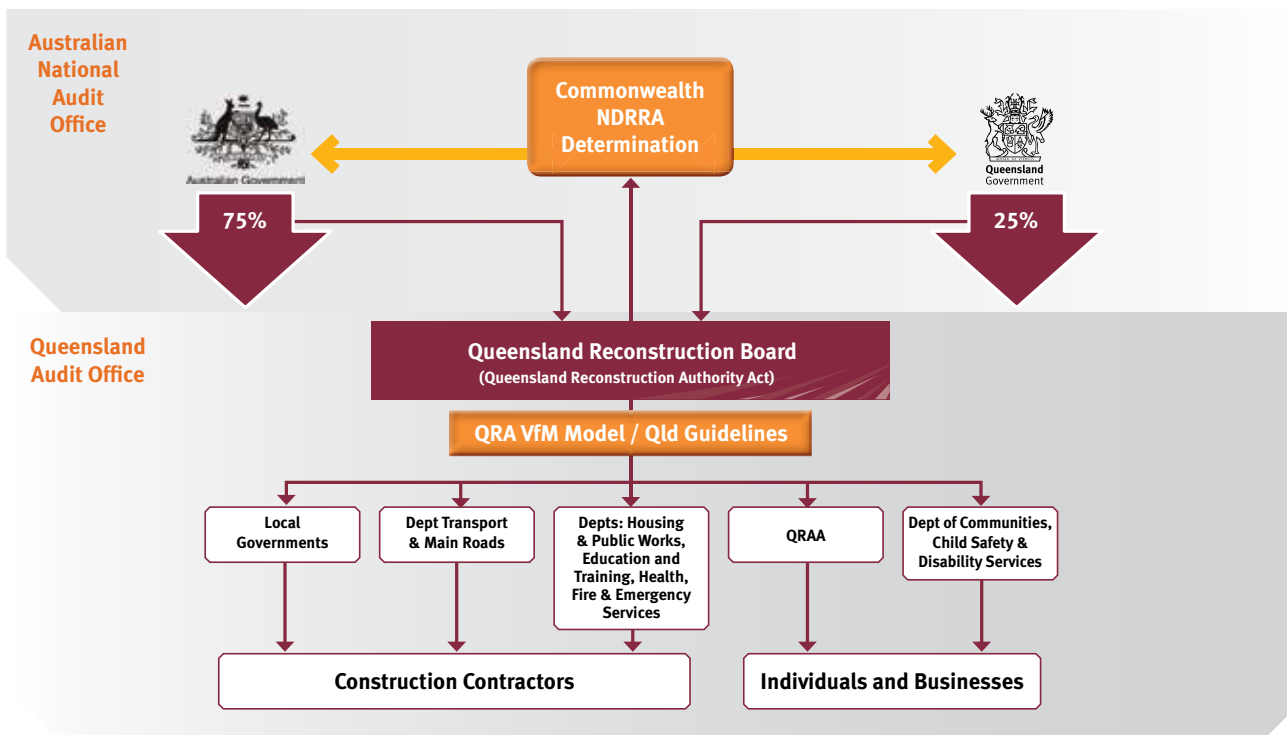
In response to the disaster events of 2010/11, the Queensland Government established the QRA under the Queensland Reconstruction Authority Act 2011. The QRA is the lead agency responsible for disaster recovery, resilience and mitigation policy. The QRA manages and coordinates the state's program of essential public asset reconstruction within disaster-affected communities. The QRA focusses on working with state and local government partners to deliver value for money and best practice expenditure and acquittal of public funds. The QRA also leads Queensland Government disaster and flood risk policy and implementation, including the review of Queensland's flood warning gauge network, supported by key agencies.

The QRA developed and maintains the *Interim Queensland Recovery Plan*, which provides information and guidance to stakeholders on governance, planning and operational issues relating to disaster recovery. The *Interim Queensland Recovery Plan* was prepared under the authority of the Queensland Disaster Management Committee, in accordance with section 18(b) of the Queensland Disaster Management Act 2003 to support the State Disaster Management Plan.

The purpose of the *Interim Queensland Recovery Plan* is to:

- ensure recovery operations are integrated across entities, locally coordinated and appropriate to the scale of the disaster event.
- ensure optimum recovery outcomes for disaster-impacted communities.
- describe the approach to deliver effective recovery and reconstruction to support communities.
- inform the development of state recovery arrangements.
- outline recovery requirements and operations at the state level, including the transition from response to recovery.
- drive a collaborative approach to recovery across all levels of government and whole-of-community.
- clarify the roles and responsibilities of lead agencies in recovery.
- outline the roles and responsibilities of the State Recovery Policy and Planning Coordinator (SRPPC) and Disaster Recovery Coordinator/s (DRC).

The QRA's vision is to build a more disaster resilient Queensland.



## Governance

QRA reports to the Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning. QRA also reports to the Queensland Reconstruction Board, chaired by Major General Richard Wilson AO (Ret'd), comprised of state, federal and local government nominees. The governance framework of the *Queensland Reconstruction Authority Act 2011* recognises the exceptional circumstances of reconstruction programs and the need for rapid decision-making to occur. The framework enables funds to be paid promptly to project delivery agents while fulfilling the audit requirements of the *Australian Government's NDRRA Determination 2012 (Version 2)*.

## Emergency Management Assurance Framework

The Emergency Management Assurance Framework is a commitment by Queensland's disaster management stakeholders to position Queensland as the most disaster-resilient state in Australia. The framework supports accountability by ensuring all stakeholders meet their legislative responsibilities, builds consistency across all levels of the disaster management arrangements and reinforces a shared responsibility for delivering better disaster management outcomes for the community.

The framework establishes the Standard for Disaster Management in Queensland (the Standard) and is founded on six shared responsibilities, good practice guidance and clear accountabilities. The Standard describes the attributes of effective disaster management, outlines to stakeholders the required outcomes against the Standard and provides indicators that will contribute to the likelihood of disaster management entities achieving these outcomes. The Standard also forms the basis of assurance activities undertaken by the Office of the Inspector-General Emergency Management (Office of the IGEM). The Standard is created under section 16N (1) of the *Disaster Management Act 2003*.

The QRA ensures that all documentation produced aligns with the framework.

## Natural Disaster Relief and Recovery Arrangements

### Funding

The Natural Disaster Relief and Recovery Arrangements (NDRRA) is funded by the Australian and Queensland Governments and is intended to assist the recovery of communities whose social, financial and economic wellbeing has been severely affected by a natural disaster or terrorist event.

The NDRRA is able to provide grant and loan assistance to disaster-affected community members, small businesses, non-profit organisations, primary producers and local and state governments for relief and recovery from the impact of natural disasters and terrorist events.

### Value for Money (VfM)

The QRA operates in the extraordinary context of disaster events that often cover much of Queensland, and where speed of reconstruction will be paramount. This objective must be balanced with the QRA's role in assuring that the monies being managed lead to optimal Value for Money (VfM) outcomes and demonstrate VfM to key stakeholders. The QRA provides overarching coordination and monitoring of the reconstruction effort to ensure VfM is achieved across the NDRRA program.

## Extraordinary funding under NDRRA

There are a range of Category A and B assistance measures available to the state under the NDRRA to assist communities to recover following natural disasters. More than 30 local government authorities have been activated for assistance under NDRRA following STC Debbie.

Queensland can request extraordinary funding from the Australian Government to assist in its recovery in the form of Category C and Category D assistance under NDRRA.

Since 2011, extraordinary Category C and D applications for funding have been approved by the Prime Minister and Premier to help Queensland recover following natural disasters, including for community, economic and environmental recovery, as well as local council packages for key projects and for the Queensland Betterment Fund.

The Queensland Reconstruction Authority has requested Category C assistance packages and will develop a Category D exceptional circumstances business case to further help communities recover following STC Debbie.

## Assurance and Audit

In order to provide the necessary certification that only eligible expenditure is acquitted to the Commonwealth, the QRA processes all completed works through its close-out functions. Delivery agent spend is certified as eligible state expenditure and included in the Commonwealth Claim once works have been completed and close-out documentation has been submitted and assessed for eligibility.

The close-out process involves reviews of completed works by the Compliance, Value for Money, Assurance and Monitoring & Delivery teams. The QRA conduct on-the-ground inspections of a sample of delivered works in conjunction with expert independent verifiers to ensure compliance with the approved scope. As well as completing transaction reviews of the entities expenditure on a sample basis, the QRA conducts overarching audit submissions to ensure the submissions are in line with the relevant NDRRA Guidelines.



*Central Highlands farming land was inundated by flood waters.*



## Annex D: Functional Recovery Groups



*Governor-General of Australia, His Excellency General The Honourable Sir Peter Cosgrove AK MC (Retd) meets with State Emergency Services personnel helping with the clean up of Bowen, Queensland in the wake of STC Debbie.*

## Human and Social

**Chair** Director-General Department of Communities, Child Safety and Disability Services

**Roles and Responsibilities** Lead and coordinate planning and implementation of the Human and Social recovery function in Queensland.

Task	Timing	Comment
1. Connect displaced householders to housing assistance and support mechanisms	March 2017 – March 2019	DHPW
2. Restore and maintain critical health, services	March 2017 – Sept 2017	QH
3. Provide additional specialised mental health services	March 2017 – March 2019	QH
4. Provision of public health information, advice and assistance	March 2017 – as required	QH
5. Provide additional personal support and counselling services	March 2017 – March 2019	DCCSDS
6. Provide multi-channel and multi-human and social agency information to the public	March 2017 – March 2019	All H&S agencies
7. Provide appropriate human and social recovery information based on timing/stage of each communities recovery	April 2017 onwards	DCCSDS to contribute to QRA led strategy
8. Engage community members in recovery planning and implementation	April /May 2017	DCCSDS in collaboration with LDMG's and QRA
9. Work collaboratively with each LDMG to realise local human and social recovery priorities and objectives and to support cross cutting recovery solutions	March 2017 onwards	All FRG's
10. All schools resume at start of Term 2	April 2017	
11. Activate and administer applications for PHAS and ESSR and NFP grant and loan measures	March 2017 – March 2018	DCCSDS
12. Activate NFP grant and loan measures	March 2017	DCCSDS with administration by QRAA
13. Return to operation any owned/leased properties utilised by department and/or NGO's	March/April 2017	DHPW/DCCSDS
14. Establish and manage Community Recovery Hubs, Information Centres and/or Outreach Services as appropriate to local needs	March 2017 – May 2017	DCCSDS supported by all H&S recovery partners
15. Purchase additional support Volunteering QLD can provide to local groups as required	March 2017 – May 2017	DCCSDS supported by Volunteering QLD
16. GIVIT to coordinate the matching of goods and services	March 2017 onwards	QRA supported by GIVIT, Red Cross, UCC, Salvation Army and St. Vincent de Paul
17. Subject to Cat C support community coming together at local community events and activities	April 2017 onwards	DCCSDS /funded partners to support each LDMG with planned events and activities
18. Subject to Cat C – community development program is implemented in affected areas	May 2017 – March 2019	DCCSDS

Metric	Measure
Communities are supported by additional psychological first aid/counselling /financial aid/counselling services	<ul style="list-style-type: none"> <li>Number of new clients receiving personal support/psychological first aid services as a direct result of STC Debbie.</li> <li>Number of hours of service provision from funded personal support/psychological first aid services as a direct result of STC Debbie.</li> <li>Number of new clients receiving support from funded counselling services as a direct result of STC Debbie.</li> <li>Number of hours of service provision from funded counselling services as a direct result of STC Debbie.</li> <li>Number new clients receiving financial aid/ and or financial counselling from funded services</li> <li>Number of hours of service provision from funded financial aid/financial counselling services as a direct result of STC Debbie.</li> </ul>
Communities are provided with Personal Hardship Assistance Scheme (PHAS) within activated zones	<ul style="list-style-type: none"> <li>Number of received calls at hotline, number of referred calls returned.</li> <li>Number, status and total value of individuals/ families provided with:                             <ul style="list-style-type: none"> <li>Immediate Hardship Assistance (IHA)</li> <li>Immediate Hardship Assistance – Essential Services Grant (IHA-ESG)</li> <li>Essential Household Contents Grants (EHCG)</li> </ul> </li> <li>Structural Assistance Grants (SAG)</li> <li>Essential Services Safety Reconnection Scheme Grants (ESSRSG).</li> </ul>
NFP Organisations are provided with Grant and Loan assistance within activated zones	<ul style="list-style-type: none"> <li>Direct Client Service Delivery:                             <ul style="list-style-type: none"> <li>Total number of outreach visits</li> <li>Total number of clients receiving personal support through outreach visits</li> <li>Total number of phone calls to clients</li> </ul> </li> <li>Estimated cumulative total of direct client face to face service contact hours</li> <li>Total number of referrals of clients to services.</li> </ul>
Communities are provided clinical mental health services supported through local Hospital and Health Services (HHS) clinic mental health teams	<ul style="list-style-type: none"> <li>Number of organisations, status and total value provided                             <ul style="list-style-type: none"> <li>Natural Disaster Assistance (Concessional Loan and Grant Packages) for NFP Organisations</li> <li>Essential Working Capital Loan Scheme for NFP Organisations</li> <li>Special Disaster Assistance (Clean up and Recovery grants) for NFP Organisations</li> </ul> </li> <li>Number of additional community FTE staff established.</li> <li>Number of new clients receiving support from clinical mental health services provided by the HHS as direct result of STC Debbie.</li> <li>Number of hours of service provision from clinical mental health services provided by the HHS as direct result of STC Debbie.</li> </ul>
Communities are able to access Offers of Assistance	<ul style="list-style-type: none"> <li>Number of registered offers of donated goods and services</li> <li>Number of requests for donated goods and services</li> <li>Number of successful matches</li> <li>Number of Large Corporate Offers</li> <li>Total Value of Monetary Donations/Appeals</li> <li>Total Value and Numbers of People supported by Appeal funds</li> <li>Total Value and Number of Activities supported by Appeal funds</li> <li>Number of new EVCREW offers of Volunteering</li> <li>Number of requests for Volunteers</li> <li>Number of Volunteering matches</li> <li>Number of Volunteering Activities supported</li> </ul>





## Economic – continued

Task	Timing	Comment
<p>5. Build business case for NDRRA activations for small businesses and primary producers.</p> <ul style="list-style-type: none"> <li>Gather and provide regional intelligence through targeted surveys on the extent of impact of affected businesses. <ul style="list-style-type: none"> <li>DTESB</li> <li>DSD</li> </ul> </li> <li>Collate survey information and prepare business case for NDRRA Category C/D activation. <ul style="list-style-type: none"> <li>DTESB</li> </ul> </li> <li>Collate industry intelligence and business cases for Cat C/D <ul style="list-style-type: none"> <li>DAF</li> </ul> </li> </ul>	<p>Complete</p> <p>Complete</p> <p>Complete</p>	<p>On the ground surveying - 31 March 2017 – 06 April 2017</p> <p>Direct phone engagement - 03 April 2017</p> <p>Engagement with industry - 30 March 2017</p> <p>Development of survey - 30 March 2017</p> <p>Category C applications for small businesses completed (DTESB) - 10-12 April 2017</p> <p>Collation and analysis of survey responses. - 05 - 06 April 2017.</p> <p>Development of Business Case through to Queensland Reconstruction Authority completed - 13 April 2017</p> <p>Agriculture Coordination Group established (29 March – 18 April) to collate industry intelligence and business cases for Category C/D (DAF)</p> <p>Category C applications for primary producers completed for Mackay-Whitsunday, Central Queensland (Clarke-Creek area) and South East Queensland (DAF) - 10-11 April 2017</p>
<p>6. Provide NDRRA Category B/C/D assistance to primary producers and small business.</p>	<p>Complete when eligibility for NDRRA assistance to primary producers and small business has expired or when all applications have been considered</p> <p>Cat C expires 13 October for primary producers.</p> <p>QRRA established online form for Category C.</p>	<p>Various levels of Category B have been activated for: Central Highlands, Gladstone, Gold Coast, Isaac, Livingstone, Lockyer, Logan, Mackay, Rockhampton, Scenic Rim, Whitsunday, Woorabinda.</p> <p>Cat C for primary producers activated for Whitsunday, Mackay, Scenic Rim and Logan, and parts of Isaac, Central Highlands, Woorabinda, Livingstone, Gold Coast and Lockyer Valley</p> <p>For small business, QRRA is responsible for processing applications and making payments.</p> <p>DTESB and DSD officers will provide assistance to small businesses to complete the applications.</p>
<p>7. Support community recovery through the retention of workers and help address long-term skills needs.</p> <ul style="list-style-type: none"> <li>Promote Back to Work program to local regional businesses. <ul style="list-style-type: none"> <li>Treasury/ DSD</li> </ul> </li> <li>Skilling Queenslanders for Work Community Recovery Package. <ul style="list-style-type: none"> <li>DET</li> </ul> </li> <li>Engage the Commonwealth regarding flexibility in visa eligibility to assist in retention of seasonal workers. <ul style="list-style-type: none"> <li>DAF</li> </ul> </li> <li>Develop strategies for retention of seasonal workers in affected regions e.g. backpackers and section 457 visa holders or the new Temporary Skill Shortage (TSS) visa from March 2018. <ul style="list-style-type: none"> <li>DAF</li> </ul> </li> </ul>	<p>Underway</p> <p>Package to be rolled out 2016-2017</p> <p>Underway</p> <p>Underway</p>	<p>Additional \$10 million funding provided for disaster recovery training initiative 13 April 2017.</p> <p>Development of strategies and implementation.</p> <p>Queensland Agricultural Workforce Network deployed (DAF).</p>

## Economic – continued

Task	Timing	Comment
8. Implement a marketing campaign providing positive messages about Queensland's agricultural sector. - DAF	Campaign announced April 2017	\$1 million campaign to get farmers back on their feet (seeking matching funding from the Commonwealth).
9. Implement a marketing campaign providing positive messages about Queensland's tourism market. - TEQ - Tourism Australia	Campaign announced – April 2017  Roll-out underway	Major domestic and international campaign, delivered in partnership between TEQ and Tourism Australia, featuring print, digital and television commercial to encourage travellers to holiday in Queensland. The campaign activity will include support for impacted areas such as the Whitsundays and will send a clear message to consumers that Queensland is ready to welcome visitors.
10. Where possible align infrastructure development programs and activities to complement economic reconstruction priorities.  <ul style="list-style-type: none"> <li>• DSD – Extend the closing date for submission of detailed applications for Round 3 of the Building our Regions program from April 07 to 28 April 2017. - DSD</li> <li>• Investigate opportunities for Building our Regions to support recovery priorities. - DSD</li> <li>• Continue to support affected councils with the delivery of mitigation, resilience, infrastructure and maintenance projects under DILGP funding programs. - DILGP</li> </ul>	Complete  Underway  Underway and ongoing	5 April 2017 – closing date extended.
11. Restore damaged tourist infrastructure  <ul style="list-style-type: none"> <li>• Secure and implement a \$7 million Tourism Recovery Fund to repair and rebuild existing tourism infrastructure significantly damaged by the cyclone, and to develop new resilient tourism infrastructure that offsets key tourism assets lost through the cyclone, primarily in the Whitsundays. - DTESB - DNPSR - Whitsundays Regional Council - Tourism Whitsundays - Queensland Tourism Industry Council - Australian Government</li> <li>• Safety inspections of tourism moorings in the Whitsundays. - DTMR</li> </ul>	Underway          Complete	Hydrographic surveys of impacted marinas – completed April 2017.

Metric	Measure
Tourism Industry Impact	<ul style="list-style-type: none"> <li>• Tourism visitation numbers reported by Tourism and Events Queensland (TEQ) quarterly.</li> </ul>
Agricultural Production – Gross Value of Production (GVP)	<ul style="list-style-type: none"> <li>• Queensland AgTrends provides GVP forecasts for each of Queensland's major primary industry commodities. Initial forecasts for the financial year are published in the second quarter and updated in the last quarter. [DAF]</li> </ul>
NDRRA financial assistance to primary producers and small business	<ul style="list-style-type: none"> <li>• Number of NDRRA applications approved for primary producers and small business under each relevant activated category.</li> <li>• Amount of NDRRA payments made to primary producers and small business under each relevant activated category.</li> </ul>

## Environment

**Chair** Director-General Department of Environment and Heritage Protection

**Roles and Responsibilities** Lead and coordinate planning and implementation of the environmental function of recovery in Queensland.

Task	Timing	Comment
1. Coordinate and prioritise rehabilitation of riparian and coastal land.	December 2017	Tasks include coordination of actions to address: <ul style="list-style-type: none"> <li>Stream bank and gully erosion in priority catchments</li> <li>Coastal erosion at key locations.</li> <li>Catchment Management Strategy development and enhancement.</li> </ul>
2. Implement through planning, monitoring, assessment and advice, strategies to reduce current and future impacts on ecosystems and habitats.	July 2017	Ecosystem and habitat impacts can include: <ul style="list-style-type: none"> <li>Damage to the Great Barrier Reef</li> <li>Large scale vegetation damage</li> <li>Seagrass damage due to sediment</li> <li>Paddock scale soil loss</li> <li>Debris and litter impacts</li> <li>Invasive plants and animals.</li> </ul>
3. Monitor and provide advice on current and potential water quality issues.	Ongoing	Water quality issues will be tracked and reported in relation to: <ul style="list-style-type: none"> <li>The Great Barrier Reef lagoon</li> <li>Moreton Bay</li> <li>NIAM indicator (contaminated water).</li> </ul>
4. Ensure the recovery actions for mining and industry are environmentally safe.	Ongoing	Recovery actions include: <ul style="list-style-type: none"> <li>Discharging water from coal mines</li> <li>Pollution escaping to the environment from industrial sites.</li> </ul>
5. Support the expeditious repair of water and sewage infrastructure.	June 2017	Water and Sewage infrastructure includes: <ul style="list-style-type: none"> <li>Gauging stations and water quality monitoring sites</li> <li>Sewage treatment plants and pump stations</li> <li>Dams and weirs (SunWater and SEQWater assets).</li> </ul>
6. Facilitate resolution of waste management issues.	May 2017	Tasks can include: <ul style="list-style-type: none"> <li>Ensuring the community access to emergency dump sites for green construction and general waste</li> <li>Green and hard waste removed, waterways cleared of debris and flood associated contaminants</li> <li>Impacts on landfill and waste transfer facilities are resolved</li> <li>Contaminated waste (e.g. asbestos) streams are managed</li> <li>Environmental clean up activity.</li> </ul>
7. Conduct ecological assessment and recovery actions for impacted wildlife and species.	July 2017	Recovery action may be required for: <ul style="list-style-type: none"> <li>Sea turtles and dugongs</li> <li>Flying fox roosts</li> <li>Other specific threatened species</li> <li>Human safety due to movement of estuarine crocodiles.</li> </ul>
8. Restore damaged infrastructure on state owned and managed land.	December 2017	Infrastructure repairs will be needed on: <ul style="list-style-type: none"> <li>The protected area estate (National Parks) managed by NPSR</li> <li>Unallocated State Land managed by DNRM.</li> </ul>
9. Assess impacts to environmental infrastructure on private land.	July 2017	Impacts on private land can include: <ul style="list-style-type: none"> <li>Riparian fencing installed under Cane and Grazing BMP programs</li> <li>Riparian fencing on Nature Refuges.</li> </ul>
10. Assess event impacts on built heritage and cultural heritage sites.	May 2017	Sites on the Qld Heritage Register and A&TSI Cultural Heritage sites need to assess for impacts.
11. Provide input to environment elements of the state recovery plans.	Ongoing	Input provided as required.
12. Ensure communities, Aboriginal and Torres Strait Islander people, Natural Resource Management bodies and local government are effectively engaged in the consultation and decision making processes.	Ongoing	Relevant community groups will be engaged as required.
13. Develop subordinate implementation plans to achieve environment tasks.	Ongoing	Plans will be developed on an as needs basis.

### Metric

Number of national parks reopened to the public

### Measure

• QPWS has used dashboard reporting to capture information on the parks and forests (protected areas) impacted, broken down by:
 

- Total number of protected areas affected
- % affected of total number of protected area
- Total hectares of protected areas affected
- Region
- Number of protected areas remaining closed
- Number of protected areas partially open
- Number of protected areas fully open.

Restoration of infrastructure on DNRM-managed State Land

• Kilometres of high priority access track, fire trails and fire breaks repaired and re-established.

Restoration of critical infrastructure to support flood warning and monitoring and water resource management

• Number of water resource monitoring sites damaged, under repair and operational.

Water quality recovery – Fitzroy catchments discharging to the Reef

• Data collected and analysed to assess recovery of waterways:
 

- Ambient monitoring (monthly)
  - conductivity
  - turbidity
  - chlorophyll-a
  - nutrients.
- Events monitoring (as required)
  - nutrients
  - pesticides
  - total suspended solids.

NOTE: Metrics and measures being developed in consultation with Functional Recovery Groups

## Building

**Chair** Director-General Department of Housing and Public Works

**Roles and Responsibilities** Coordinate efficient and effective information exchange, issues identification and resolution between state agencies, local government, building industry and insurance providers.

Task	Timing	Comment
1. Develop and implement solutions for temporary and long-term accommodation.	March 2017 – March 2018	Refer Human and Social Recovery Group action: Connect displaced householders to housing assistance and support mechanisms
2. Initiate immediate Rapid Damage Assessment.	Completion end of April 2017	QRA and Queensland Health rapid assessments complete. DHPW Government initial assessments being finalised.
3. Finalise detailed building assessment on government building infrastructure.	Anticipated completion end of June 2017	Being implemented.
4. Repair or demolish and rebuild government owned building assets.	March 2017 – March 2018	Repair and rectification strategies being developed with asset owning agencies.
5. Determine repair/rebuild approach for community assets.	March 2017 – March 2018	Initial impact assessments completed. Repair and rectification strategies to be developed with QRA and local authorities.
6. Support, monitor and advise reconstruction supply chain activities.	Ongoing	Well advanced. QBCC website reflects list of local licenced trade/contractors.
7. Support the Department of Communities, Child Safety and Disability Services (DCCSDS) Structural Assistance Grant assessments.	Ongoing	Being developed in conjunction with DCCSDS as demand requires.
8. Facilitate community access to independent building repair advice.	Ongoing	Multi agency support and advice being provided through Recovery Hubs.
9. Identify and recommend action, where necessary, to address any regulatory impediments to a successful building recovery.	Ongoing	Being addressed as issues arise.
10. Support local and district recovery groups as necessary with reconstruction and funding arrangements.	Ongoing	Being implemented with QRA and local authorities as requirements are known.
11. Consider ongoing opportunities to develop building infrastructure resilience.	April 2018	Local Government planning schemes and Building Code being considered as issues are identified.
12. Input into general communication strategy in relation to building and electrical health and safety messages.	Ongoing	Proactive communication on asbestos and electrical safety has been completed. Other issues are being address as they are identified.

Metric	Measure
Provision of immediate and longer-term temporary accommodation	<ul style="list-style-type: none"> <li>Timely procurement of adequate numbers of accommodation units.</li> <li>Number of households assisted into temporary accommodation.</li> </ul>
Provision of assistance and advice to support the repair and restoration of State-owned public buildings	<ul style="list-style-type: none"> <li>Number of significantly affected State owned public buildings and extent of damage.</li> <li>Number of significantly affected State owned public buildings repaired/ restored to service.</li> </ul>
Provision of building advice and information to support the community in its recovery	<ul style="list-style-type: none"> <li>QBCC website updated with factsheets relevant to natural disaster recovery.</li> <li>Regular status updates by industry associations to the Building Recovery Group (BRG).</li> </ul>
Provision of advice to the recovery supply chain including contractors, subcontractors and material suppliers	<ul style="list-style-type: none"> <li>Regular status updates by industry associations to BRG.</li> </ul>

NOTE: Metrics and measures being developed in consultation with Functional Recovery Groups

## Roads and Transport

**Chair** Director-General Department of Transport and Main Roads

**Roles and Responsibilities** Coordinate the efficient and effective delivery of road transport recovery activities.

Task	Timing	Comment
1. Reconnect people and communities.	5 June 2017	Based on end of emergent works period, as per funding deadline.
2. Ensure transport access for local economies, agriculture and the resource sector.	5 June 2017	Based on end of emergent works period, as per funding deadline.
3. Develop restoration projects and activities.	30 September 2017	Phase 1 submissions developed.
4. Prepare NDRRA submissions as required.	30 September 2019	Ongoing until finalisation of 2017 events program, as per NDRRA funding deadline.
5. Review existing Queensland Transport and Roads Investment Program (QTRIP) (capital works plans) to accommodate the NDRRA program.	30 November 2017	To occur at a district level through QTRIP October Review process.
5. Develop subordinate implementation plans to achieve key tasks at project level.	30 November 2017	Projects to be established in TMR systems.
6. Implement transport reconstruction plan (practical completion of works).	30 June 2019	As per NDRRA funding deadline.

Metric	Measure
Damaged State-controlled roads to be reconstructed arising from STC Debbie	<ul style="list-style-type: none"> <li>• Total length of damaged roads (km).</li> <li>• Total length of damaged roads under reconstruction (km).</li> <li>• Total length of damaged roads reconstructed (km).</li> <li>• Number of structures damaged.</li> <li>• Number of structures under reconstruction.</li> <li>• Number of structures reconstructed.</li> </ul>

# Glossary

ADF	Australian Defence Force
A&TSI	Aboriginal and Torres Strait Islander
BMP	Best Management Practice
CDO	Counter Disaster Operations
CEO	Chief Executive Officer
DAF	Department of Agriculture and Fisheries
DCCSDS	Department of Communities, Child Safety and Disability Services
DDMG	District Disaster Management Group
DEHP	Department of Environment and Heritage Protection
DET	Department of Education
DHPW	Department of Housing and Public Works
DHS	Department of Human Services
DILGP	Department of Infrastructure, Local Government and Planning
DNPSR	Department of National Parks, Sport and Racing
DNRM	Department of Natural Resources and Mines
DPC	Department of Premier and Cabinet
DRC	Disaster Recovery Coordinator
DSD	Department of State Development
DTESB	Department of Tourism, Major Events, Small Business and the Commonwealth Games
DTMR	Department of Transport and Main Roads
EHCG	Essential Household Contents Grants
EMA	Emergency Management Australia
ESSRSG	Essential Services Safety Reconnection Scheme Grants
EST	Eastern Standard Time
FAA or the Act	Financial Accountability Act 2009
FPMS	Financial and Performance Management Standard 2009
FRG	Functional Recovery Group/s
GVP	Gross Value of Production
HHS	Hospital and Health Services
H&S	Human and Social (Functional Recovery Group)
ICA	Insurance Council of Australia

IGEM	Inspector-General Emergency Management
IHA	Immediate Hardship Assistance
LDMG	Local Disaster Management Group
LGA	Local Government Authority
LGAQ	Local Government Authority Queensland
LRG	Local Recovery Group/s
NDDRA	Natural Disaster Relief and Recovery Arrangements
NGOs	Non-government organisation
PHAS	Personal Hardship Assistance Scheme
PNG	Papua New Guinea
QAO	Queensland Audit Office
QBCC	Queensland Building and Construction Commission
QFES	Queensland Fire and Emergency Services
QFF	Queensland Farmers' Federation
QH	Queensland Health
QPS	Queensland Police Service
QPWS	Queensland Parks and Wildlife Service
QRAA	Queensland Rural Adjustment Authority
QRA	Queensland Reconstruction Authority
QTRIP	Queensland Transport and Roads Investment Program
REPA	Restoration of Essential Public Assets
SAG	Structural Assistance Grants
SDCC	State Disaster Coordination Centre
SDRA	State Disaster Relief Arrangements
SEQ	South East Queensland
SES	State Emergency Service
SRPPC	State Recovery Policy and Planning Coordinator
STC	Severe Tropical Cyclone
TEQ	Tourism and Events Queensland
VfM	Value for Money
VQ	Volunteering Queensland



STATE RECOVERY PLAN 2017-2019

# Operation Queensland Recovery

*Working to recover, reconnect and rebuild more  
resilient Queensland communities following the  
effects of Severe Tropical Cyclone Debbie*