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

STATE RECOVERY PLAN 2017-2019

Operation Queensland Recovery

Updated – May 2019
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 TC 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.

Annastacia Palaszczuk MP
Premier and Minister for the Arts
Flooding in the Albert and Logan region
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.

Jackie Trad MP
Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning

Recover, reconnect and rebuild more resilient Queensland communities
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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)

Recover, reconnect and rebuild more resilient Queensland communities
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.

Photo courtesy of Rockhampton Regional Council
In the attached map, yellow represents Cyclone Debbie impacted areas, while red indicates areas impacted by flooding. The legend explains the categories of impact with A, B, C, and D denoting varying degrees of severity. Additionally, the map includes the localized government areas across Queensland that have been activated under the North Queensland Reconstruction Authority (NDRRA) due to severe tropical cyclone Debbie and associated rainfall from 28 March to 6 April 2017. Users are advised to verify the accuracy of the map due to potential issues with reliance on digital representations.
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.
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.

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.

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.

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.
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.
STC Debbie Timeline

Timeline of Queensland disaster events
22 March 2017 to 11 April 2017

Weather disturbance developing off the eastern tip of PNG.

300 customers in Proserpine and Airlie Beach without power, with restoration to be completed by 12 April.

Weather disturbance developing off the eastern tip of PNG.

Tropical depression formed drifting south.

Declaration of critical incident.

STC Debbie named as Category 2 cyclone travelling south south-west and gradually intensifying towards the QLD coast.

Emergency Alert campaigns delivered to coastal areas in Palm Island, Townsville, Burdekin, Whitsunday and Mackay shires.

STC Debbie intensifies to Category 4 cyclone with the strongest wind gusts reaching 225-280km per hour.

STC Debbie makes landfall at Airlie Beach as a Category 4 cyclone with 185-260km/hour wind gusts and 150-250mm rainfall totals with 400mm in isolated areas.

Reports of STC Debbie heavily impacting the Whitsunday and Mackay regional council areas.

Downgraded to Ex-STC Debbie moving south-southeast as a severe tropical low.

QFES DART commences RDA.

Interstate assistance arrives from NSW and the ACT to support in RDA.

QLD Government orders every school in the region to close from Agnes Waters in the north to the NSW border in the south and west to Nanango.

Over 65,000 customers in Nth QLD without power.

Over 170,000 customers in SE QLD without power.

SRC appointed.


Ergon has de-energised approximately 260 residential/business customers in Rockhampton.

State deployment of QFES damage assessment teams. Stand up of Mackay DDMG.

Stand up of Townsville DDMG.

SDCC activated.


Fitzroy River in Rockhampton peaks at major flood level (8.9m).

Ex-STC Debbie located offshore from the Gold Coast moving slowly away from the east coast with gale force winds extending along the south coast to Double Island Point.

Widespread areas of significant flooding occurring in the Logan and Albert River catchments.

Fitzroy River in Rockhampton rising with peaks expected at Yaamba and Rockhampton.

Over 170,000 customers in SE QLD without power.

State Recovery Plan 2017-2019 Operation Queensland Recovery


Over 65,000 customers in Nth QLD without power.

STC Debbie downgraded to a Category 3 cyclone by afternoon.

Over 7,000 customers with Telstra fixed phone line disruptions.

Food supplies commence.

QLD Government closes schools from Ayr to Proserpine.

Disasters in Queensland, the Focus of Critical Infrastructure Response Plan

Operation Queensland Recovery

State Recovery Plan 2017-2019
Significant events in Queensland:

**Timeline of Queensland disaster events: 22 March 2017 to 11 April 2017**

- **April 30**: Over 65,000 customers in North Queensland (Nth Qld) without power.
- **April 31**: QLD Government orders every school in the region to close from Agnes Waters in the north to the NSW border in the south and west to Nanango.
- **May 1**: STC Debbie named as Category 2 cyclone travelling south-south-west and gradually intensifying towards the QLD coast. STC Debbie intensifies to Category 4 cyclone with the strongest wind gusts reaching 225-280km per hour.
- **May 3**: STC Debbie makes landfall at Airlie Beach as a Category 4 cyclone with 185-260km/hour wind gusts and 150-250mm rainfall totals with 400mm in isolated areas. Reports of STC Debbie heavily impacting the Whitsunday and Mackay regional council areas.
- **May 4**: Over 16,000 customers in Proserpine and Airlie Beach without power, with restoration to be completed by 12 April.
- **May 7**: Ex-STC Debbie located offshore from the Gold Coast moving slowly away from the east coast with gale force winds extending along the south coast to Double Island Point. Widespread areas of significant flooding occurring in the Logan and Albert River catchments. Fitzroy River in Rockhampton rising with peaks expected at Yaamba and Rockhampton. 13,600 customers without power in Nth QLD (Bowen, Proserpine, Collinsville, Alligator Creek, Cannonvale, Sarina and Airlie Beach).
- **May 11**: Fitzroy River in Rockhampton peaks at major flood level (8.9m).
- **May 17**: SRC appointed.
- **May 21**: Queensland Government closes schools from Ayr to Proserpine.
- **May 22**: Ex-STC Debbie downgraded to a Category 3 cyclone by afternoon.
- **May 23**: Queensland Government reopens schools.
- **May 24**: Ergon has de-energised approximately 260 residential/business customers in Rockhampton.
- **May 25**: Over 7,000 customers with Telstra fixed phone line disruptions.
- **May 26**: Food supplies commence.
- **May 27**: Intercoastal assistance arrives from NSW and the ACT to support in RDA.
- **May 28**: QLD Government orders every school in the region to close from Agnes Waters in the north to the NSW border in the south and west to Nanango.
- **May 30**: At this point, 588 properties deemed uninhabitable in central and Nth QLD and 76 properties deemed uninhabitable in SE QLD.
- **May 31**: Fitzroy River in Rockhampton peaks at major flood level (8.9m).

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Recover, reconnect and rebuild more resilient Queensland communities.
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.

Recovery lines of operation

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post impact and early recovery</td>
<td>Recovery and reconstruction</td>
<td>Transition</td>
</tr>
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</table>

- **LINE OF RECOVERY 1**: Human and social
- **LINE OF RECOVERY 2**: Economic
- **LINE OF RECOVERY 3**: Environment
- **LINE OF RECOVERY 4**: Building
- **LINE OF RECOVERY 5**: Roads and transport

Desired outcome: Business as usual/resilient and ready
Recover, reconnect and rebuild more resilient Queensland communities
Disaster-affected communities are best placed to understand and identify their own needs for recovery.

Section three: Implementation of The Plan
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
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.
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

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*Hoack Road Bridge in the Scenic Rim was damaged by high velocity floodwaters in Christmas Creek*
Queensland Disaster Funding Assistance

Non-NDRRA assistance schemes

Donors
- Individuals
- Companies
- Other States
- Nations

Australian Government
Funding assistance for impacted communities
Disaster Allowance

NDRRA assistance sources

Donors
- Individuals
- Companies
- Other States
- Nations

Natural Disaster Relief & Recovery Arrangements (NDRRA) assistance schemes

Category A
Personal Assistance Assistance scheme (PAAS)
Essential services, safety & reconnection scheme
Restoration of essential public assets (REPA)
Concessional loans/grants for NGOs up to $105,000
Essential working capital loans (primary producer, small business, NGOs) up to $100,000
Freight subsidies (primary producers) up to $5,000

Category B
Emergency assistance for impacted communities
Disaster Recovery Assistance scheme (DRAAS)
Safety inspections for essential services
Restoration of essential public assets (REPA)
Concessional loans (primary producer, small business) up to $250,000
Transport of stock, fodder & fencing

Category C
Personal Assistance Assistance scheme (PAAS)
Essential services, safety & reconnection scheme
Restoration of essential public assets (REPA)
Concessional loans/grants for NGOs up to $105,000
Essential working capital loans (primary producer, small business, NGOs) up to $100,000
Freight subsidies (primary producers) up to $5,000

Category D
Emergency assistance for impacted communities
Disaster Recovery Assistance scheme (DRAAS)
Safety inspections for essential services
Restoration of essential public assets (REPA)
Concessional loans (primary producer, small business) up to $250,000
Transport of stock, fodder & fencing

Queensland Government
Communities, Child Safety & Disability Services
Queensland Reconstruction Authority (QRIDA)
Agriculture & Fisheries Queensland Reconstruction Authority

Donors
- Individuals
- Companies
- Other States
- Nations

Queensland Disaster Funding Assistance

State agencies
- Queensland Government
- Local Government
- State Agencies & Departments
- Small Business
- Primary Producers
- Charities and Not-for-Profit Groups

Figure A
Recover, reconnect and rebuild more resilient Queensland communities
Annex A: Local Recovery Plans
Whitsunday Regional Council Local Recovery Plan

Recover, reconnect and rebuild more resilient Queensland communities

Most of the Whitsunday region is Back in Business and on the way to getting Back to Normal. Recovery operations are transitioning to Business as Usual. The Council is supporting our community at this stage 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.

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.

*Transition from formal recovery operations on 30th April 2019 yet still supporting our communities in on-going recovery.

Human Social
- Community Education, Resilience and Recovery events held.
- $70,000,000.00 in Immediate Hardship and Essential Services Grants.
- 172 SAGC applications processed in the region.
- 5157 indicative people affected through Emergency relief.
- Key Emergency Service Providers emergency funding to support the Whitsundays i.e., Red Cross, Salvation, Volunteers Whitsundays.
- Funding for Community Development Officer Recovery for 2 years.
- Mental Health and Well-being resilience sessions held for coping mechanisms.

Economic
- Agricultural production losses of more than $100 million.
- Sugar exports are also expected to decline in 2017-19, current projections are around $300 million of losses.
- Estimate of industry impacts Mackay-Whitsunday -$304, 100,000.
- Lost about $2 million a day while the tourism sector was not operational.
- $7641 insurance claims processed for the TC Debbie – 22% being in the Whitsunday Region.

Environmental
- Clean-up of Whitsaven Beach carried out by 4QD Parks and Wildlife.
- Cyclone Debbie Bushfire Taskforce operational.
- Revegetation and bush fire Plan in locations carried out.
- Sand replenishments. Strongly Beach has received 1000m3. Arlie Beach has received 1259m3 and Beacons Beach is currently receiving 4000m3. 
- Approx. 95 marine vessels were damaged by Cyclone Debbie. 10 vessels damaged yet to be salvaged.
- Canopy of the rainforest on hills regrowing, but has not yet achieved a ground projection cover to that which was present before Cyclone Debbie.
- Fossil geocrinologists and river engineers to investigate large creks for erosion.

Infrastructure (Building, Roads and Transport)
- Insurance claims for our 1912 parks and gardens assets damaged underwater.
- Hamilton Island to Daydream Island reef rebuild complete.
- Hayman Island expected reopening in July 2019.
- Iconic community assets received funding and planning underway.
- Damage to bridges, culverts, roads, shade sails, park Softfall, rock walls repairs proceeding nearing completion.
- Demolition stage of the $22 million Shute Harbour Restoration complete.
- Andromache Bridge – Replace existing timber bridge with new concrete bridge nearing completion.
- Infect Bridge – Replace existing bridge nearing completion.
- Funding received for Shute Harbour Revitalisation, Proserpine Entertainment Centre and Proserpine Administration Building and Disaster Coordination Centre.

This local recovery plan has been endorsed by Whitsunday Regional Council for public release.

This is a live document managed by the Whitsunday Regional Council and is correct as at 15/05/2019. The Whitsunday Local Recovery Plan can be accessed at www.whitsunday.qld.gov.au

29
Mackay Regional Council Local Recovery Plan

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

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 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.
- 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.

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.

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
Recover, reconnect and rebuild more resilient Queensland communities
**Local Recovery Narrative**

**Recovery Narrative**

- **Damage and Impacts**: 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.

**Human and Social**

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**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**

- **Human and Social**: 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.

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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.

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 reinvestigate 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.

This Plan has been endorsed by the Livingstone Shire Council for public release. This is a live document managed by the Livingstone Shire Council and is correct as at 9 May 2019. The Livingstone Shire Local Recovery & Resilience Plan can be accessed at www.livingstone.qld.gov.au

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 Marica.

Human and Social
- Community still recovering (financially and psychological wellbeing) from STC Marica two years prior to STC Debbie and the associated Fitzroy Flood event.
- Short term isolation (and loss of power) for some communities including Stanage Bay, Ogmore 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 roadways.
- Significant impact on rectification works (protective wall) at Great Keppel Island (required after STC Marica).
- Telstra Tower at Stockyard Point damaged.
- Damage to Heflow Airfield.
- Damage to flood monitoring stations.

This Plan has been endorsed by the Livingstone Shire Council for public release
This is a live document managed by the Livingstone Shire Council and is correct as at 9 May 2019. The Livingstone Shire Local Recovery & Resilience Plan can be accessed at 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.

Values
- Communication – we actively promote clear, concise and open discussion between staff, Council and communities.
- Respect – we act respectfully towards each other, accepting every 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.
- Integrity – 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.
- A/Local Recovery Coordinator – Mrs Debra Moore, A/General Manager Customer & Regional Prosperity.
- Key Stakeholders: community groups, non-government organisations/non-government agencies, local businesses, government agencies and authorities and other connected parties.
- 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.

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.
- Ongoing community support.

Economic
- Agricultural economic loss due to loss of crops, top soil, live stock, paddock feed, hay and sludge 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.
- Bromelton 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.
- 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.

Damage and Impacts

LINES OF RECOVERY

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 repair completed.

Economic
8. Eat Local Week Apr-Jul 2017-19
9. Tourism Advisory Committee impact assessment completed.
11. First post flood crops harvested.

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.
17. Resilient Rivers Catchment Management Strategy developed and implemented.

Infrastructure
18. Utility services restored.
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 Bromelton State Development Plan.

To be reached
Achieved

This Plan has endorsed by Scenic Rim Regional Council for public release.
This is a live document managed by the Scenic Rim Regional Council and is correct as at 31 January 2019. The Scenic Rim Recovery Plan can be accessed at www.scenicrim.qld.gov.au
Recover, reconnect and rebuild more resilient Queensland communities

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.

**Human and Social**
- 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.
- The Recovery Plan will address these themes through short, medium and long term strategies.

**Economic**
- At least 31 horticultural and nursery properties inundated, resulting in complete loss of current crops – estimated net production loss is $1.7M (according to a State Government press release).

**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**
- 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.

**Local Recovery Group**
- Local Recovery Coordinator – Ms Marion Lewis, 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.
- Lines of 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.

**Local Recovery Plan**

**DAMAGES AND IMPACTS**

### 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**

### Human and Social
- Roads and Transport
- • 302 recreational parks, playgrounds and public open spaces were closed during school and Easter holiday periods.
- • Rail and bus networks interrupted for up to five days.
- • Access to Logan Hospital interrupted for three days whilst Loganlea Rd was inundated.
- • 177 wildlife assistance referral requests for outlook actioned by the 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.
- • 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.
- • At least 38 homes are uninhabitable with approximately 200 inundated above habitable flood levels.
- • Long term psycho-social impacts are as yet unknown.

### Economic
- • Activated 31 March 2017.
- • Horticultural crops replaced, first crops harvested, farm connectivity assured (TMR led).
- • Infrastructure (Building, Roads and Transport).
- • 25. Chardon Bridge replacement project commenced.
- • 24. Alan Wilke bridge repaired and detoured roads reinforced (Gold Coast City led).
- • 23. Pump stations repaired and improvement innovations reviewed.
- • 22. Chardon Bridge replacement project commenced.
- • 21. Roads and transport reopened (some TMR led).
- • 20. Local roads repaired and made more flood resilient.
- • 18. Logan and Albert River catchments assessed for erosion and other damage.
- • 17. Logan and Albert River catchments assessed for erosion and other damage.
- • 16. Flood related waste cleaned.
- • 15. Logan and Albert River catchments assessed for erosion and other damage.
- • 14. Waterway monitoring program commenced.
- • 13. Post flood mosquito and pest control completed.
- • 12. Inspect all food businesses that were without power to ensure food safety.
- • 11. Inventor confidence in Logan restored and improved.
- • 10. Logan business disaster preparedness and resilience initiatives activated.
- • 9. Economic assessment completed and full impact known and understood.
- • 8. Horticultural crops replaced, first crops harvested, farm productivity restored.
- • 7. Logan and Albert River catchments assessed for erosion and other damage.
- • 6. Flood commemorated at 12 month anniversary, e.g. as part of the Logan River Festival.
- • 5. Community recovery communications initiated and where applicable improved.
- • 4. Support impacted members of the community. Community resilience is strengthened.
- • 3. Community recovery communications initiated.
- • 2. Charity and volunteer groups support is organised, coordinated and effective.
- • 1. Community impact assessments completed.

**Environment**
- • 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.
- • 7. Bush care sites and walking trails revegetated and/or repaired.
- • 6. Inspect all food businesses that were without power to ensure food safety.
- • 5. Logan business disaster preparedness and resilience initiatives activated.
- • 4. Support impacted members of the community. Community resilience is strengthened.
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**Post Impact and Early Intervention**

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**A stronger and more resilient City of Logan**

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

Recover, reconnect and rebuild more resilient Queensland communities

35
## 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.

## Human and Social
- Impacted suburbs included Tallebudgera Valley, Bonogin, Cedar Creek, Lowood, Starylnon, Tatala, Mudgeeraba, Springfield, Albion, Cumumbin Valley and Worongary.
- Springfield, 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.

##损害和影响
- 免费路边收集损坏的住宅物品，免费清理由 GIWIT 提供的受创居民。
- 捐赠（白色商品、燃料、水瓶、交通物品）被提供给受创居民。

##经济
- 森林破坏导致的经济损失。
- 旅游业面临的挑战。

<table>
<thead>
<tr>
<th>线路名称</th>
<th>状态</th>
<th>描述</th>
</tr>
</thead>
<tbody>
<tr>
<td>04.04.2017</td>
<td>1</td>
<td>恢复和重建</td>
</tr>
<tr>
<td>03.03.2018</td>
<td>2</td>
<td>恢复和重建</td>
</tr>
<tr>
<td>03.06.2019</td>
<td>3</td>
<td>恢复和重建</td>
</tr>
<tr>
<td>23.04.2017</td>
<td>4</td>
<td>恢复和重建</td>
</tr>
<tr>
<td>10.05.2018</td>
<td>5</td>
<td>线路恢复终点chied</td>
</tr>
</tbody>
</table>

##本地恢复目标
1. 通过谨慎的规划和设计，实现更有效的社区参与。
2. 恢复被破坏的基础设施，如道路和桥梁。
3. 恢复受损的社区，与邻近社区共享。
4. 恢复被隔离的社区（斯普林菲尔德、南斯特拉布鲁克岛、雪松溪）。

##州恢复计划 2017-2019 Operation Queensland Recovery

- 这个计划已经获得公开发布。
- 这是一个由黄金海岸市管理的文件，并在2017年4月26日星期三发布。
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).
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
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, aeromedical 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
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
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
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
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
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
www.qldtraffic.qld.gov.au
Ph: 13 QGOV (13 74 68)

**Department of Tourism, Major Events, Small Business and the Commonwealth Games**
DTESB 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. DTESB works collaboratively with government agencies to develop strategies and opportunities to promote a more prosperous Queensland, focussed on job creation and economic diversity. DTESB 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
Ph: 13 QGOV (13 74 68)

**Local Government Association of Queensland (LGAQ)**
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
Ph: 1300 542 700

**Volunteering Queensland (VQ)**
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
Ph: 1800 994 100

Recover, reconnect and rebuild more resilient Queensland communities
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
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
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
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  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
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
Ph: 1800 811 700

UnitingCare Community
www.uccommunity.org.au
Ph: 1800 001 953

St Vincent de Paul Society
www.vinnies.org.au
Ph: 07 3010 1002

Salvation Army
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
Flood waters in Rockhampton

Recover, reconnect and rebuild more resilient Queensland communities
Annex C: QRA Support
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 focuses 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: Recovery case studies
Road to recovery

Sarina Range

Reconstruction of critical infrastructure and restoration of community wellbeing have been vital to the recovery of the Sarina Range district following the impacts of Severe Tropical Cyclone Debbie in 2017.

As a result of Category 4 cyclone in March 2017, Marlborough-Sarina Road (which connects the Sarina Range to Mackay and nearby towns) suffered two major landslips, forcing its closure and isolating approximately 500 people who live on the top of the range.

The road closure extended travel times on average by up to one hour each way when travelling to Mackay, with locals having to use unsealed roads in other parts of the range. The commute was not feasible for 30 students who attended Swayneville State School, with the Department of Education forced to split the school at the bottom of the range into two campuses; with a temporary campus erected on top of the mountain.

Reconstruction of the road was complex due to the extent of the landslips, with more than 10,500 dump trucks full of debris and excavated material removed from the site, and a 50-metre stretch of road requiring excavation to a depth of six metres.

The construction of a reinforced soil wall, completed in September 2018, was the first of its kind in Queensland, and enabled the re-opening of the road to one lane of traffic.

Full restoration of the road was completed in December 2018 at a cost of $30 million, funded by the Commonwealth and State through the Natural Disaster Relief and Recovery Arrangements (NDRRA).

While the Marlborough-Sarina Road was being repaired, a Community Development Officer was appointed to the region through funding from the NDRRA’s Community Recovery Fund (Category C) to assist with the recovery and reconnection of the district’s people.

A series of assistance measures were developed to overcome fear for property and life arising from the disaster, anxiety about safety on unsealed roads, and financial stress related to increased travel costs.

Programs ranged from first aid courses, delivered by the Red Cross, to access to Queensland Health’s Post Disaster Mental Health program and support for community events to alleviate feelings of broad-scale isolation.

A centerpiece of the recovery effort was a mural created by students and teachers of Swayneville State School. Two of the panels were painted by the 30 students at the ‘top campus’ and the third by the children at the ‘bottom campus’, as a way of facilitating an ongoing connection between the separated students.

The seven-metre mural now serves as a teaching aid and a permanent reminder of the community’s resilience and recovery from Severe Tropical Cyclone Debbie.
Major transport infrastructure restored

Alan Wilke Bridge reopened to traffic ahead of schedule

It was just five months from destruction to reconstruction for the Alan Wilke Bridge, which was reopened to traffic ahead of schedule after the Albert River, swollen by flood waters from Severe Tropical Cyclone (STC) Debbie, broke its banks and caused extensive damage.

The bridge, which provides a critical thoroughfare between the City of Gold Coast and Logan City Council was one of the worst damaged roadways in South East Queensland.

On 30 March 2017 high velocity floodwaters caused $2 million of damage to the bridge, destroying pavement and washing away the connection to the eastern approach on the Gold Coast embankment.

Its closure had a major impact on the regional community, adding significantly to the travel times for residents, businesses and students.

Extensive work to rebuild the bridge included replacing rock protection at river piers, rebuilding the bridge approach, installing a steel-reinforced concrete relieving slab, reconnecting the bridge to the road and sealing the road with asphalt.

The City of Gold Coast fast-tracked earthworks in mid-May 2017 while road pavement and bridge repair works started in June 2017 and the bridge was reopened to traffic in August 2017.

The Alan Wilke Bridge project was part of a major reconstruction program undertaken across the Gold Coast Region which included repairs to 243 different locations, 81 structures and 6.2 kilometres of damaged pavement. In addition, silt and debris was cleared from 44 locations.

Eligible works were jointly funded by Commonwealth and State governments under the Natural Disaster Relief and Recover Arrangements (NDRRA).
Crossing cut by floodwater restored as a priority

Restoration of a vital link over the Coomera River on the Gold Coast was a priority rebuild for the City of Gold Coast following ex-cyclone Debbie.

The John Muntz Causeway was severely damaged by floodwaters on 30 March 2017, closing Tamborine Oxenford Road, which connects the residential communities of Upper Coomera to the Pacific Motorway, and provides an alternative route for tourists visiting Tamborine Mountain.

According to RACQ estimates, the bridge was crossed by more than 15,000 motorists a day.

The original causeway was damaged in the South-East Queensland heavy rainfall and flooding event in January 2012 and a new bridge and causeway were constructed in 2014-15.

During the March 2017 flooding, the Coomera River reclaimed approximately 25 metres of river embankment, causing the collapse of western approaches to Tamborine-Oxenford Road.

Reconstruction commenced on 18 April 2017 and works to the bridge approach and embankment were completed ahead of schedule.

The road reopened on 30 June 2017, with additional works completed in September 2018, at a total cost of $3.8 million.

Other major reconstruction projects completed in the aftermath of ex-cyclone Debbie included repair of 118 site works on Lamington National Park Road, 72 sites on the Gold-Coast Springbrook Road and 22 sites on the Beechmont Road, which required innovative solutions to transport mass loads due to steep climbs and tight bends.

These projects reconnected communities and restored safe and efficient travel routes for all motorists.
Taking care of community

Elderly couple rebuilds after flood destroys home of 27 years

When floodwaters from ex-STC Debbie inundated the house of an elderly couple in their mid-seventies, community organisations and government agencies worked together to bridge the gap and help them rebuild their lives on the Logan property which had been their home for 27 years.

The wife, who relied on a wheelchair, and her husband could see the water rising and although they managed to move furniture to higher places in the house, they lost everything as the water rose to the top of the internal doors.

Although the Department of Communities, Disability Services and Seniors (DCDSS) had arranged for a house with disability access and facilities for the couple, the family felt compelled to stay. They used their lifesavings to acquire a $53,000 portable home with two bedrooms, kitchen/living, bath/laundry and moved it to the highest non-flooded area on the property. As their only income was the pension, the owner built a deck under the supervision of a registered builder, to provide further room for the couple on the property.

To further assist with recovery efforts, the family received support through a coordinated approach from the Queensland Government, St Vincent de Paul Society and the Salvation Army.

Training regional health professionals to deal disaster trauma

A crucial part of disaster recovery is supporting clinicians on the frontline. The widespread nature of STC Debbie meant expertise was needed in regions in Queensland’s far north and west.

To support clinicians helping those affected, Dr Vanessa Cobham, a world-renowned authority on treating trauma in young people and senior clinical psychologist for Children’s Health Queensland, ran a series of workshops in the Proserpine/Whitsunday region in October 2017.

The workshops focused on cognitive behaviour therapies and followed a school-based screening program that had been conducted earlier in the year.

The training in psychological recovery skills enabled 25 clinicians, in hardest-hit regions, to help young people suffering distress as a result of the cyclone.

The program also offered assistance to parents and other family members.

Support for impacted communities from mental health professionals was provided through the NDRRA’s Community Recovery Fund (Category C).
Logan community centres better prepared for disaster

The importance of access to relevant, local information during and after a disaster event was underscored by the number of people who reached out to council community centres in the Logan region for support during, and after, Severe Tropical Cyclone Debbie.

To improve its future response to disaster, Logan City Council worked closely with community organisations to develop Disaster Preparedness and Community Recovery: A Guide for Community Centres.

Produced to overcome issues of limited disaster preparedness and availability of information pertinent to the Logan area, the Guide has since been used for community neighbourhood association workshops and is now available on the council’s website at www.logan.qld.gov.au.

A significant aspect of the project was bringing together a broad-range of people to share their experiences from the flooding, and restore confidence in the community in readiness for future weather events.

In addition to providing advice on how organisations and centres can better support clients during and after an event, the Guide also assists organisations to plan for disasters by providing guidance on the development of a Business Continuity Plan.

The Guide, relevant to community centres across Logan, covers all phases of disaster management. It assists centres to support the local community through the recovery phase with localised information on recovery hubs, disaster funding, in addition to the roles of government agencies and organisations involved in disaster recovery.

Development of the Guide was funded through the NDRRA Community Recovery Fund (Category C).
Annex E: 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 TC Debbie.
Recover, reconnect and rebuild more resilient Queensland communities

## 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.

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

### Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Measure</th>
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</table>
| Communities are supported by additional psychological first aid/counselling/financial aid/counselling services | • Number of new clients receiving personal support/psychological first aid services as a direct result of STC Debbie.  
• Number of hours of service provision from funded personal support/psychological first aid services as a direct result of STC Debbie.  
• Number of new clients receiving support from funded counselling services as a direct result of STC Debbie.  
• Number of hours of service provision from funded counselling services as a direct result of STC Debbie.  
| | • Number of hours of service provision from funded financial aid/financial counselling services as a direct result of STC Debbie.  
• Number of new clients receiving financial aid/and or financial counselling services as a direct result of STC Debbie.  
• Number of hours of service provision from funded financial aid/financial counselling services as a direct result of STC Debbie. |

| Communities are provided with Personal Hardship Assistance Scheme (PHAS) within activated zones | • Number of received calls at hotline, number of referred calls returned.  
• Number of registrations, status and total value provided with:  
  - Immediate Hardship Assistance (IHA)  
  - Immediate Hardship Assistance – Essential Services Grant (IHA-ESG)  
  - Essential Household Contents Grants (EHCG)  
  - Essential Services Safety Reconnection Scheme Grants (ESSRSG). |
| NFP Organisations are provided with Grant and Loan assistance within activated zones | • Direct Client Service Delivery:  
  - Total number of outreach visits  
  - Total number of clients receiving personal support through outreach visits  
  - Total number of phone calls to clients  
  - Estimated cumulative total of direct client face to face service contact hours  
  - Total number of referrals of clients to services.  
• Natural Disaster Assistance (Concessional Loan and Grant Packages) for NFP Organisations  
• Essential Working Capital Loan Scheme for NFP Organisations  
• Special Disaster Assistance (Clean up and Recovery grants) for NFP Organisations  
| Communities are provided clinical/mental health services supported through local Hospital and Health Services (PHS) or HHS mental/health teams | • Number of additional community FTE staff established.  
• Number of new clients receiving support from clinical/mental health services provided by the HHS as direct result of STC Debbie.  
• Number of hours of service provision from clinical/mental health services provided by the HHS as direct result of STC Debbie. |
| Communities are able to access Offers of Assistance | • Number of registered offers of donated goods and services  
• Number of requests for donated goods and services  
• Number of successful matches.  
• Number of Large Corporate Offers  
• Total Value of Monetary Donations/Appeals  
• Total Value and Number of Activities supported by Appeal funds  
• Total Value and Number of Activities supported by Appeal funds  
• Number of new ELC/EYOF offers of Volunteering  
• Number of requests for volunteers  
• Number of Volunteering matches  
• Number of Volunteering Activities supported |
**Economic**

**Chair** Director-General Department of State Development  
**Roles and Responsibilities** Provide strategic advice to the Queensland Government and relevant stakeholders on the economic impacts of an event and the proposed response to advance economic recovery.

<table>
<thead>
<tr>
<th>Task</th>
<th>Timing</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Maintain consultation with economic stakeholders and peak industry bodies.</td>
<td>Completed</td>
<td>Economic Functional Recovery Group convened - DSDMIP</td>
</tr>
</tbody>
</table>
| 2. Restore vital supply chain infrastructure for key industries.  
  • Expedite maintenance dredging approvals to allow for additional siltation to be cleared.  
    - DTMR  
  • Expedite approvals for restoration of rail infrastructure  
    - DTMR | Completed | DTMR working with DEHP, North Queensland Bulk Ports Corporation and Great Barrier Reef Marine Park Authority to expedite maintenance dredging approvals. Marine Park Permit and Sea Dredging Permit required by July to allow for maintenance dredging in late 2017 and mid-April 2018. April 2017 – Aurizon provided an indicative estimate to have rail infrastructure re-opened by mid-May. This estimate will be refined as further surveys and assessments are conducted. |
| 3. Support local government capacity to deliver economic recovery tasks  
  • Provide targeted support to councils on economic recovery planning  
    - DSD  
  • Engage with and provide support to impacted businesses through community hubs.  
    - DSD  
  • Work with affected councils to ensure recovery works are fast-tracked under the planning and development assessment framework, which might include temporary changes to their local planning schemes to allow for faster development.  
    - DILGP | Completed | DSDMIP to liaise with affected local governments to assist with preparation of economic recovery plans. Recovery plans developed and actioned. DSDMIP staff deployed to work in community hubs. Advice provided. |
| 4. Provide economic recovery support to primary producers and business.  
  • Deploy staff to support affected businesses/industry and local governments.  
    - DSD  
    - DTESB  
  • Primary Producer and industry surveys and assessments undertaken to inform NDRRA case for primary producers  
    - DAF  
  • Deploy staff and mobile offices to support affected primary producers, including holding workshops and field days.  
    - DAF  
  • Facilitate access to business advisers and support e.g. Farm financial counsellors and QRAA.  
    - DAF  
  • Implement mentoring and other programs for disaster recovery.  
    - DTESB  
  • Instigate a “use local, buy local” campaign to help restore trade and support employment.  
    - DTESB  
  • Support small businesses retaining staff.  
    - DTESB | Completed | Regional Economic Recovery teams were deployed to regions/engaged with affected businesses to survey business and industry to inform DESBT’s NDRRA. Survey of impacted agricultural businesses and industry completed to inform case for NDRRA activations for primary producers - 11 April 2017. Staff deployed to provide information on Cat B and C applications including counsellors and QRAA staff available, including with mobile offices. Counsellors and QRAA staff available, including mobile offices. Delivered through the Mentoring for Growth program. Developed and delivered a targeted program to support recovery of impacted small businesses - included print, digital/social media and radio advertising. |
<table>
<thead>
<tr>
<th>Task</th>
<th>Timing</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Gather and provide regional intelligence through targeted surveys on the extent of impact of affected businesses.</td>
<td>- DTESB - DSD</td>
<td></td>
</tr>
<tr>
<td>• Collate survey information and prepare business case for NDRRA Category C/D activation.</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>• Collate industry intelligence and business cases for Cat C/D</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>- DTESB</td>
<td>- DAF</td>
<td></td>
</tr>
<tr>
<td>6. Provide NDRRA Category B/C/D assistance to primary producers and small business.</td>
<td>Various levels of Category B have been activated for: Central Highlands, Gladstone, Gold Coast, Isaac, Livingstone, Lockyer, Logan, Mackay, Rockhampton, Scenic Rim, Whitsunday, Woorabinda. 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 For small business, QRAA is responsible for processing applications and making payments. DTESB and DSD officers will provide assistance to small businesses to complete the applications.</td>
<td>Completed</td>
</tr>
<tr>
<td>7. Support community recovery through the retention of workers and help address long-term skills needs.</td>
<td>Additional $10 million funding provided for disaster recovery training initiative 13 April 2017. Development of strategies and implementation. Queensland Agricultural Workforce Network deployed (DAF).</td>
<td>Completed</td>
</tr>
<tr>
<td>• Promote Back to Work program to local regional businesses.</td>
<td>- Treasury/ DSD</td>
<td></td>
</tr>
<tr>
<td>• Skilling Queenslanders for Work Community Recovery Package.</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>- DET</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>• Engage the Commonwealth regarding flexibility in visa eligibility to assist in retention of seasonal workers.</td>
<td>- DAF</td>
<td></td>
</tr>
<tr>
<td>• 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.</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>- DAF</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>8. Implement a marketing campaign providing positive messages about Queensland’s agricultural sector.</td>
<td>$1 million campaign to get farmers back on their feet (seeking matching funding from the Commonwealth).</td>
<td>Completed</td>
</tr>
<tr>
<td>- DAF</td>
<td>Completed</td>
<td></td>
</tr>
</tbody>
</table>
**Economic – continued**

<table>
<thead>
<tr>
<th>Task</th>
<th>Timing</th>
<th>Comment</th>
</tr>
</thead>
</table>
| 9. Implement a marketing campaign providing positive messages about Queensland’s tourism market.  
  - TEQ  
  - Tourism Australia | Completed | 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 included support for impacted areas such as the Whitsundays and sent 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. | Completed | 5 April 2017 – closing date extended. Round 3 Building our Regions complete. |
|   • 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 | Completed |  
|   • Investigate opportunities for Building our Regions to support recovery priorities.  
  - DSD | Completed |  
|   • Continue to support affected councils with the delivery of mitigation, resilience, infrastructure and maintenance projects under DILGP funding programs.  
  - DILGP |  
  As per the Project Agreement and Schedule between the State and Federal Governments, Queensland has submitted Progress Reports each March and October to Austrade. The Project Agreement expires 30 June 2020. |
|   • 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 |  
|   • Safety inspections of tourism moorings in the Whitsundays.  
  - DTMR | Completed | 11 projects worth a total of $7 million have been approved under the joint state and federal government funding. All projects are to be completed by 31 December 2019. Projects that have received funding:  
  1. Hill Inlet Lookout Upgrade and Expansion  
  2. Island Short Walks (Border, Haslewood and Langford)  
  3. Peter Faust Dam Tourism Infrastructure Development (Lake Proserpine)  
  4. Indigenous Bush Tucker Trail and Paddock to Plate Venue (Flagstaff Hill)  
  5. Auditorium @ Bougainvillea Marquee, Hamilton Island  
  6. Restoration and relocation Catalina Flying Craft to Bowen (Feasibility Study) – COMPLETED  
  7. Whitsunday Skyway Feasibility Study  
  8. Bowen Visitor Information Centre – Interpretive Centre – COMPLETED  
  9. Underwater Tourism Infrastructure in the Whitsundays  
  10. Inclusive Family Friendly Water Play Attraction  
  11. Coral Gardening Edu-Tourism | | | |
## 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.

<table>
<thead>
<tr>
<th>Task</th>
<th>Timing</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Coordinate and prioritise rehabilitation of riparian and coastal land.</td>
<td>Completed - moved to BAU</td>
<td>Tasks include coordination of actions to address: Stream bank and gully erosion in priority catchments, Coastal erosion at key locations, Catchment Management Strategy development and enhancement.</td>
</tr>
<tr>
<td>2. Implement through planning, monitoring, assessment and advice, strategies to reduce current and future impacts on ecosystems and habitats.</td>
<td>Completed - moved to BAU</td>
<td>Ecosystem and habitat impacts can include: Damage to the Great Barrier Reef, Large scale vegetation damage, Seagrass damage due to sediment, Paddock scale soil loss, Debris and litter impacts, Invasive plants and animals.</td>
</tr>
<tr>
<td>3. Monitor and provide advice on current and potential water quality issues.</td>
<td>Completed</td>
<td>Water quality issues will be tracked and reported in relation to: The Great Barrier Reef lagoon, Moreton Bay, NIAM indicator (contaminated water).</td>
</tr>
<tr>
<td>4. Ensure the recovery actions for mining and industry are environmentally safe.</td>
<td>Completed</td>
<td>Recovery actions include: Discharging water from coal mines, Pollution escaping to the environment from industrial sites.</td>
</tr>
<tr>
<td>5. Support the expeditious repair of water and sewage infrastructure.</td>
<td>Completed</td>
<td>Water and Sewage infrastructure includes: Gauging stations and water quality monitoring sites, Sewage treatment plants and pump stations, Dams and weirs (SunWater and SEQWater assets).</td>
</tr>
<tr>
<td>6. Facilitate resolution of waste management issues.</td>
<td>Completed</td>
<td>Tasks can include: Ensuring the community access to emergency dump sites for green construction and general waste, Green and hard waste removed, waterways cleared of debris and flood associated contaminants, Impacts on landfill and waste transfer facilities are resolved, Contaminated waste (e.g. asbestos) streams are managed, Environmental clean up activity.</td>
</tr>
<tr>
<td>7. Conduct ecological assessment and recovery actions for impacted wildlife and species.</td>
<td>Completed</td>
<td>Recovery action may be required for: Sea turtles and dugongs, Flying fox roosts, Other specific threatened species, Human safety due to movement of estuarine crocodiles.</td>
</tr>
<tr>
<td>8. Restore damaged infrastructure on state owned and managed land.</td>
<td>Completed</td>
<td>Infrastructure repairs will be needed on: The protected area estate (National Parks) managed by NPSR, Unallocated State Land managed by DNRM.</td>
</tr>
<tr>
<td>9. Assess impacts to environmental infrastructure on private land.</td>
<td>Completed</td>
<td>Impacts on private land can include: Riparian fencing installed under Cane and Grazing BMP programs, Riparian fencing on Nature Refuges.</td>
</tr>
<tr>
<td>10. Assess event impacts on built heritage and cultural heritage sites.</td>
<td>Completed</td>
<td>Sites on the Qld Heritage Register and A&amp;T Cultural Heritage sites need to assess for impacts.</td>
</tr>
<tr>
<td>11. Provide input to environment elements of the state recovery plans.</td>
<td>Completed</td>
<td>Input provided as required.</td>
</tr>
<tr>
<td>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.</td>
<td>Completed</td>
<td>Relevant community groups will be engaged as required.</td>
</tr>
<tr>
<td>13. Develop subordinate implementation plans to achieve environment tasks.</td>
<td>Completed</td>
<td>Plans will be developed on an as needs basis.</td>
</tr>
</tbody>
</table>

### Metrics and Measures

<table>
<thead>
<tr>
<th>Metric</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of national parks reopened to the public</td>
<td>GPRM has used dashboard reporting to capture information on the parks and forests (protected areas) impacted, broken down by: Total number of protected areas affected, % of affected total number of protected areas affected, Total hectares of protected areas affected, Region.</td>
</tr>
<tr>
<td>Restoration of infrastructure on DNRM-managed State Land</td>
<td>Kilometres of high priority access track, fire trails and fire breaks repaired and re-established.</td>
</tr>
<tr>
<td>Restoration of critical infrastructure to support flood warning and monitoring and water resource management</td>
<td>Number of water resource monitoring sites damaged, under repair and operational.</td>
</tr>
<tr>
<td>Water quality recovery – Fitzroy catchments discharging to the Reef</td>
<td>Data collected and analysed to assess recovery of waterways: Ambient monitoring (monthly), Nutrients, Chlorophyll-a, Total suspended solids, Conductivity, Turbidity, Pesticides, Nitrate, Chlorophyll-a, Nutrients.</td>
</tr>
</tbody>
</table>

Recover, reconnect and rebuild more resilient Queensland communities
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.

<table>
<thead>
<tr>
<th>Task</th>
<th>Timing</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop and implement solutions for temporary and long-term accommodation.</td>
<td>Completed</td>
<td>308 applications for Emergency Housing Assistance were received by impacted members of the community. A range of options were provided including emergency accommodation in hotels and motels, rent assistance, bond loans and support into the rental market.</td>
</tr>
<tr>
<td>2. Initiate immediate Rapid Damage Assessment.</td>
<td>Completed</td>
<td>Rapid damage assessment of frontline government infrastructure was completed by 30 April 2017.</td>
</tr>
<tr>
<td>3. Finalise detailed building assessment on government building infrastructure.</td>
<td>Completed</td>
<td>Government asset owners were able to prioritise the delivery of repairs based on the building assessments undertaken by HPW.</td>
</tr>
<tr>
<td>4. Repair or demolish and rebuild government owned building assets.</td>
<td>Completed</td>
<td>Asset owning government entities developed and delivered strategies to repair and restoration of damage to decrease impact on service delivery.</td>
</tr>
<tr>
<td>5. Determine repair/rebuild approach for community assets.</td>
<td>Completed</td>
<td>Repair and rectification strategies were developed between QRA and local authorities.</td>
</tr>
<tr>
<td>6. Support, monitor and advise reconstruction supply chain activities.</td>
<td>Completed</td>
<td>No significant issues were identified. QBCC website continues to highlight local licenced trade/contractors.</td>
</tr>
<tr>
<td>7. Support the Department of Communities, Child Safety and Disability Services (DCCSDS) Structural Assistance Grant assessments.</td>
<td>Completed</td>
<td>Structural Assistance Grant assessments were completed, and reports provided to the then DCCSDS.</td>
</tr>
<tr>
<td>8. Facilitate community access to independent building repair advice.</td>
<td>Completed</td>
<td>QBCC developed factsheets and provided information sessions for impacted community members and homeowners rebuilding after a disaster.</td>
</tr>
<tr>
<td>9. Identify and recommend action, where necessary, to address any regulatory impediments to a successful building recovery.</td>
<td>Completed</td>
<td>No significant issues identified. QBCC developed and published factsheets regarding the permit requirements for rebuilding &amp; repairing after a cyclone. Circulation to and awareness of stakeholders at local and state government level was progressed.</td>
</tr>
<tr>
<td>10. Support local and district recovery groups as necessary with reconstruction and funding arrangements.</td>
<td>Completed</td>
<td>QRA worked with local authorities to support eligible infrastructure rectification.</td>
</tr>
<tr>
<td>11. Consider ongoing opportunities to develop building infrastructure resilience.</td>
<td>Completed</td>
<td>Lessons learnt were incorporated into the Household Resilience Program.</td>
</tr>
<tr>
<td>12. Input into general communication strategy in relation to building and electrical health and safety messages.</td>
<td>Completed</td>
<td>Proactive communication on asbestos and electrical safety messaging was distributed.</td>
</tr>
</tbody>
</table>

**Metric**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Measure</th>
</tr>
</thead>
</table>
| Provision of immediate and long-term temporary accommodation | • Timely procurement of adequate numbers of accommodation units.  
• Number of households assisted into temporary accommodation. |
| Provision of assistance and advice to support the repair and restoration of State-owned public buildings | • Number of significantly affected State-owned public buildings and extent of damage.  
• Number of significantly affected State-owned public buildings repaired/restored to service. |
| Provision of building advice and information to support the community in its recovery | • QBCC website updated with factsheets relevant to natural disaster recovery.  
• Regular status updates by industry associations to the Building Recovery Group (BRG). |
| Provision of advice to the recovery supply chain including contractors, subcontractors and material suppliers | • Regular status updates by industry associations to BRG. |
# 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.

<table>
<thead>
<tr>
<th>Task</th>
<th>Timing</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reconnect people and communities.</td>
<td>Completed</td>
<td>Based on end of emergent works period, as per funding deadline.</td>
</tr>
<tr>
<td>2. Ensure transport access for local economies, agriculture and the resource sector.</td>
<td>Completed</td>
<td>Based on end of emergent works period, as per funding deadline.</td>
</tr>
<tr>
<td>3. Develop restoration projects and activities.</td>
<td>Completed</td>
<td>Phase 1 submissions developed.</td>
</tr>
<tr>
<td>4. Prepare NDRRA submissions as required.</td>
<td>Due for completion 30 September 2019</td>
<td>Ongoing until finalisation of 2017 events program, as per NDRRA funding deadline.</td>
</tr>
<tr>
<td>5. Review existing Queensland Transport and Roads Investment Program (QTRIP) (capital works plans) to accommodate the NDRRA program</td>
<td>Completed</td>
<td>Occurred at district level through QTRIP October review process.</td>
</tr>
<tr>
<td>6. Develop subordinate implementation plans to achieve key tasks at project level.</td>
<td>Completed</td>
<td>Projects established in TMR systems.</td>
</tr>
<tr>
<td>7. Implement transport reconstruction plan (practical completion of works).</td>
<td>Due for completion 30 June 2019</td>
<td>As per NDRRA funding deadline.</td>
</tr>
</tbody>
</table>

## Metric

- Damaged State-controlled roads to be reconstructed arising from TC Debbie

## Measure

- Total length of damaged roads (km).
- Total length of damaged roads under reconstruction (km).
- Total length of damaged roads reconstructed (km).
- Number of structures damaged.
- Number of structures under reconstruction.
- Number of structures reconstructed.
## Glossary

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADF</td>
<td>Australian Defence Force</td>
</tr>
<tr>
<td>A&amp;TSI</td>
<td>Aboriginal and Torres Strait Islander</td>
</tr>
<tr>
<td>BMP</td>
<td>Best Management Practice</td>
</tr>
<tr>
<td>CDO</td>
<td>Counter Disaster Operations</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>DAF</td>
<td>Department of Agriculture and Fisheries</td>
</tr>
<tr>
<td>DCCSDS</td>
<td>Department of Communities, Child Safety and Disability Services</td>
</tr>
<tr>
<td>DDMG</td>
<td>District Disaster Management Group</td>
</tr>
<tr>
<td>DEHP</td>
<td>Department of Environment and Heritage Protection</td>
</tr>
<tr>
<td>DET</td>
<td>Department of Education</td>
</tr>
<tr>
<td>DHPW</td>
<td>Department of Housing and Public Works</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Human Services</td>
</tr>
<tr>
<td>DILGP</td>
<td>Department of Infrastructure, Local Government and Planning</td>
</tr>
<tr>
<td>DNPSR</td>
<td>Department of National Parks, Sport and Racing</td>
</tr>
<tr>
<td>DNRM</td>
<td>Department of Natural Resources and Mines</td>
</tr>
<tr>
<td>DPC</td>
<td>Department of Premier and Cabinet</td>
</tr>
<tr>
<td>DRC</td>
<td>Disaster Recovery Coordinator</td>
</tr>
<tr>
<td>DSD</td>
<td>Department of State Development</td>
</tr>
<tr>
<td>DTESB</td>
<td>Department of Tourism, Major Events, Small Business and the Commonwealth Games</td>
</tr>
<tr>
<td>DTPR</td>
<td>Department of Transport and Main Roads</td>
</tr>
<tr>
<td>EHCG</td>
<td>Essential Household Contents Grants</td>
</tr>
<tr>
<td>EMA</td>
<td>Emergency Management Australia</td>
</tr>
<tr>
<td>ESSRSR</td>
<td>Essential Services Safety Reconnection Scheme Grants</td>
</tr>
<tr>
<td>EST</td>
<td>Eastern Standard Time</td>
</tr>
<tr>
<td>FAA or the Act</td>
<td>Financial Accountability Act 2009</td>
</tr>
<tr>
<td>FPMS</td>
<td>Financial and Performance Management Standard 2009</td>
</tr>
<tr>
<td>FRG</td>
<td>Functional Recovery Group/s</td>
</tr>
<tr>
<td>GVP</td>
<td>Gross Value of Production</td>
</tr>
<tr>
<td>HHS</td>
<td>Hospital and Health Services</td>
</tr>
<tr>
<td>H&amp;S</td>
<td>Human and Social (Functional Recovery Group)</td>
</tr>
<tr>
<td>ICA</td>
<td>Insurance Council of Australia</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
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</tr>
<tr>
<td>IGEM</td>
<td>Inspector-General Emergency Management</td>
</tr>
<tr>
<td>IHA</td>
<td>Immediate Hardship Assistance</td>
</tr>
<tr>
<td>LDMG</td>
<td>Local Disaster Management Group</td>
</tr>
<tr>
<td>LGA</td>
<td>Local Government Authority</td>
</tr>
<tr>
<td>LGAQ</td>
<td>Local Government Authority Queensland</td>
</tr>
<tr>
<td>LRG</td>
<td>Local Recovery Group/s</td>
</tr>
<tr>
<td>NDRRA</td>
<td>Natural Disaster Relief and Recovery Arrangements</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non-government organisation</td>
</tr>
<tr>
<td>PHAS</td>
<td>Personal Hardship Assistance Scheme</td>
</tr>
<tr>
<td>PNG</td>
<td>Papua New Guinea</td>
</tr>
<tr>
<td>QAO</td>
<td>Queensland Audit Office</td>
</tr>
<tr>
<td>QBCC</td>
<td>Queensland Building and Construction Commission</td>
</tr>
<tr>
<td>QFES</td>
<td>Queensland Fire and Emergency Services</td>
</tr>
<tr>
<td>QFF</td>
<td>Queensland Farmers’ Federation</td>
</tr>
<tr>
<td>QH</td>
<td>Queensland Health</td>
</tr>
<tr>
<td>QPS</td>
<td>Queensland Police Service</td>
</tr>
<tr>
<td>QPWS</td>
<td>Queensland Parks and Wildlife Service</td>
</tr>
<tr>
<td>QRRA</td>
<td>Queensland Rural Adjustment Authority</td>
</tr>
<tr>
<td>QRA</td>
<td>Queensland Reconstruction Authority</td>
</tr>
<tr>
<td>QTRIP</td>
<td>Queensland Transport and Roads Investment Program</td>
</tr>
<tr>
<td>REPA</td>
<td>Restoration of Essential Public Assets</td>
</tr>
<tr>
<td>SAG</td>
<td>Structural Assistance Grants</td>
</tr>
<tr>
<td>SDCC</td>
<td>State Disaster Coordination Centre</td>
</tr>
<tr>
<td>SDRA</td>
<td>State Disaster Relief Arrangements</td>
</tr>
<tr>
<td>SEQ</td>
<td>South East Queensland</td>
</tr>
<tr>
<td>SES</td>
<td>State Emergency Service</td>
</tr>
<tr>
<td>SRPPC</td>
<td>State Recovery Policy and Planning Coordinator</td>
</tr>
<tr>
<td>STC</td>
<td>Severe Tropical Cyclone</td>
</tr>
<tr>
<td>TEQ</td>
<td>Tourism and Events Queensland</td>
</tr>
<tr>
<td>VfM</td>
<td>Value for Money</td>
</tr>
<tr>
<td>VQ</td>
<td>Volunteering Queensland</td>
</tr>
</tbody>
</table>
Working to recover, reconnect and rebuild more resilient Queensland communities following the effects of Severe Tropical Cyclone Debbie

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

UPDATED – MAY 2019