



# Evaluation Report

## 2021-22 Tourism Recovery and Resilience

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## Abbreviations and symbols

The following abbreviations and symbols are used throughout this report:

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|                 |  |
|-----------------|--|
| <b>\$</b>       | dollars  |
| <b>%</b>        | per cent   |
| <b>BRTI</b>     | Building Resilient Tourism Infrastructure Grants                         |
| <b>DCSODSFB</b> | Department of Customer Services, Open Data and Small and Family Business |
| <b>DETSI</b>    | Department of Environment, Tourism, Science and Innovation               |
| <b>DRFA</b>     | Disaster recovery funding arrangements                                   |
| <b>GST</b>      | Goods and Services Tax   |
| <b>LGA</b>      | Local Government Area  |
| <b>LTO</b>      | Local Tourism Organisation   |
| <b>n</b>        | Sample size  |
| <b>NEMA</b>     | National Emergency Management Agency                                     |
| <b>Q</b>        | question   |
| <b>QFD</b>      | Queensland Fire Department   |
| <b>QG</b>       | Queensland Government  |
| <b>QRA</b>      | Queensland Reconstruction Authority                                      |
| <b>QUT</b>      | Queensland University of Technology                                      |
| <b>RTO</b>      | Regional Tourism Organisation  |
| <b>SDRC</b>     | Solving Disaster Resilience Challenges with Open Innovation              |
| <b>SEQ</b>      | South East Queensland  |
| <b>TEQ</b>      | Tourism Events Queensland  |
| <b>TBR</b>      | Tourism Business Resilience Program                                      |
| <b>TIRG</b>     | Tourism and Industry Resilience Grants                                   |

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*Note: Departmental names and acronyms are current as at November 2024>.*



## Relevant terms

The following terms are used throughout this report:

|  |  |
|--|--|
| <b>2021-22 Southern Queensland Floods</b>            | <p>The term includes four of the nine significant weather events that occurred during the 2021-22 season. These were:</p> <ul style="list-style-type: none"> <li>• Central, Southern and Western Queensland Rainfall and Flooding, 10 November – 3 December 2021</li> <li>• Ex-Tropical Cyclone Seth, 29 December 2021 – 10 January 2022</li> <li>• South East Queensland Rainfall and Flooding, 22 February – 5 April 2022</li> <li>• Southern Queensland Flooding, 6 – 20 May 2022.</li> </ul>                     |
| <b>Appropriateness</b>                               | The extent to which a package's design and delivery respond to an identified need, in a given context.   |
| <b>Category C exceptional circumstances packages</b> | Assistance for severely affected communities in addition to Categories A and B, is usually considered once the impacts of the disaster on affected communities have been assessed. Category C assistance is requested in writing by the Premier of Queensland and approved by the Prime Minister.  |
| <b>Delivery agent</b>                                | The Department of Environment, Tourism, Science and Innovation (DETSI) formally known as the Department of Tourism, Innovation and Sport (DTIS) was responsible for delivering the Tourism Recovery and Resilience package.  |
| <b>Disaster Recovery Funding Arrangements</b>        | Joint Commonwealth and State Government funding administered by QRA, to assist Queensland communities to recover from disasters, such as the Southern Queensland Floods.   |
| <b>Economic recovery and resilience objectives</b>   | <p>The key objectives for the economic line of recovery and resilience in relation to the 2021-22 Southern Queensland Floods were to:</p> <ul style="list-style-type: none"> <li>• re-establish business operations, primary production and supply chains in flood-affected regions</li> <li>• increase business and consumer confidence across industries in flood-affected regions</li> <li>• support flood-affected businesses and industries to enhance their capability to respond to future events.</li> </ul> |
| <b>Effectiveness</b>                                 | The extent to which a package is responsible for achieving its objectives.   |
| <b>Efficiency</b>                                    | <p>The extent to which a package delivers:</p> <ul style="list-style-type: none"> <li>• at the lowest possible cost</li> <li>• to areas of greatest need</li> <li>• in better or lower cost ways over time (i.e. continuously improves)</li> </ul>   |
| <b>Evaluability assessment</b>                       | The evaluability assessment for the Tourism Recovery and Resilience Package, 2021-22.  |
| <b>Evaluation</b>                                    | The Tourism Recovery and Resilience Package Evaluation 2024.   |
| <b>Evaluation framework</b>                          | The evaluation framework for the 2021-22 Southern Queensland Floods.   |

|  |  |
|--|--|
| <b>Evaluation plan</b>                 | The evaluation plan for the Tourism Recovery and Resilience Package, 2021-22.  |
| <b>Evaluation report</b>               | This report. The final evaluation report for the Tourism Recovery and Resilience Package Evaluation 2024.  |
| <b>Grant recipients</b>                | Eligible applicants who were approved for funding under either the: <ul style="list-style-type: none"> <li>• Building Resilient Tourism Infrastructure program</li> <li>• Tourism and Industry Resilience Grants sub-program.</li> </ul>   |
| <b>Line of recovery and resilience</b> | There are five functional lines of recovery – human and social, economic, environment, building, and roads and transport.  |
| <b>Logic models</b>                    | Logic models visualise how a program or group of programs operate to produce change. The following logic models informed the measurement approach for the Tourism Recovery and Resilience Package, 2021-22: <ul style="list-style-type: none"> <li>• the 2021-22 Southern Queensland Floods logic model</li> <li>• the Economic line of recovery and resilience logic model.</li> </ul> See Appendix C – Evaluation methodology. |
| <b>Objectives</b>                      | Clear, measurable statements of what a package, program or evaluation intends to achieve.  |
| <b>Outcomes</b>                        | Intended or unintended positive or negative results that are directly or indirectly related to a package's activities.   |
| <b>Package</b>                         | The Tourism Recovery and Resilience Package, 2021-22, developed in response to 2021-22 Southern Queensland Floods.   |
| <b>Portfolio</b>                       | The disaster funding portfolio of Category C and D exceptional circumstances packages developed for the 2021-22 Southern Queensland Floods.  |
| <b>Programs</b>                        | The four programs that comprise the Tourism Recovery and Resilience Package, 2021-22: <ul style="list-style-type: none"> <li>• Building Resilient Tourism Infrastructure Grants</li> <li>• Regional Tourism Product, Experience and Infrastructure South East Queensland Platform</li> <li>• Tourism Business Resilience Program</li> <li>• Solving Disaster Resilience Challenges with Open Innovation.</li> </ul>              |
| <b>Program applicants</b>              | Tourism stakeholders who applied to the then Department of Tourism, Innovation and Sport for funding under the 2021-22: <ul style="list-style-type: none"> <li>• Building Resilient Tourism Infrastructure program</li> <li>• Tourism and Industry Resilience Grants sub-program.</li> </ul>   |
| <b>Stakeholders</b>                    | Individuals, groups or communities who can affect or be affected by a program (or its evaluation) over time.   |
| <b>Triangulation</b>                   | The use of multiple methods or data sources to address an evaluation question.   |

## Executive summary

In 2022, under disaster recovery funding arrangements (DRFA), the State and Commonwealth Governments committed \$21 billion over two years for Category C and D exceptional circumstances packages to provide relief, recovery and reconstruction measures for the 2021-22 Southern Queensland Floods.

Within this portfolio, the Tourism Recovery and Resilience package was designed to assist tourism stakeholders to become more resilient to disaster events. It comprised of four programs Building Resilient Tourism Infrastructure Fund (BRTI program), Regional Tourism Product, Experience and Infrastructure Platform (SEQ platform), Tourism Business Resilience Program (TBR program), and Solving Disaster Resilience Challenges with Open Innovation (SDRC program).

This evaluation report presents key findings and opportunities for improvement identified as part of the Tourism Recovery and Resilience Package Evaluation 2024.

## Key findings

### Design strengths

Tourism stakeholders indicated that:

- eligibility criteria and available funding for the grant programs were considered appropriate for targeted tourism stakeholders
- the package used evidence of community need and lessons learnt from similar packages to inform its design
- package scope remained consistent with the original design and aligned with broader recovery and resilience objectives.

### Design opportunities

Stakeholder feedback identified the following opportunities for future package design:

- improved internal governance and project management of future grants programs
- improved processes for progress reporting and data extraction.

### Package costs

The package funded:

- 12 Tourism and Industry Resilience Grants (TIRG) projects costing \$220,653
- 32 BRTI projects costing \$3,239,489
- an online platform costing \$947,589
- crisis communications exercises and workshops costing \$259,540
- Cohort 4 of Queensland Connects costing \$446,909.

### Implementation strengths

Tourism stakeholders highlighted the following package implementation strengths:

- grant application processes were efficient
- grant administrators were responsive in dealing with applicant queries or concerns
- all but two BRTI projects were delivered within DRFA timeframes and budget
- strong relationships and networks were built among tourism stakeholders for the SEQ platform and SDRC program.

### Implementation opportunities

Stakeholder feedback identified the following opportunities to improve package implementation and experience:

- pre-events and/or champions could be valuable to generate greater awareness and uptake of programs involving workshops, exercises or training
- tailoring program design to regional needs and stakeholder availability
- ensuring early identification of risks and issues that may affect implementation.

### Outcomes

Reallocations of funding within the package reportedly supported the achievement of desired community outcomes. Tourism stakeholders across the programs indicated they were:

- better able to identify local disaster risk
- better prepared to communicate and respond during future disasters
- supported by more resilient and sustainable tourism infrastructure.



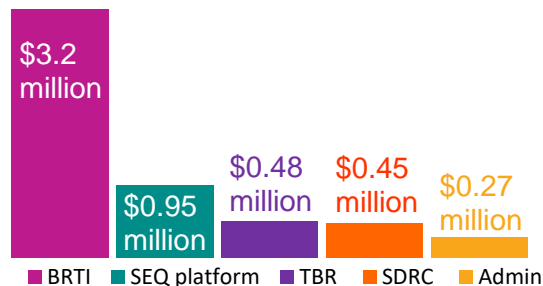
## Tourism Recovery and Resilience Package – Key Findings



**\$5.38 million**  
in funding across four programs



**Delivered within  
scope, timeframes  
and budget**



### Program design and implementation

#### BRTI program



**32 projects funded  
with 30 completed**

For purposes including flood risk mitigation, battery, solar and generator installation and new or improved infrastructure.



Well defined assessment processes and appropriate grant value

Regional challenges and industry volatility are important considerations for future programs

#### TBR program



**223 crisis communication  
participants** across nine locations



**12 TIRG projects**  
funded for disaster planning, resilience and capability



Efficient, clear and accessible TIRG application process



Appropriate grant value  
DETSI was responsive and flexible

Opportunities to improve governance, project management and reporting processes for grant programs

#### SEQ Platform

Sourced variety of data and expertise Platform was supported by:

- user story and engagement workshops
- end user testing
- presentation to government agencies

**300+  
registered  
users**



#### SDRC program

Leveraged expertise and existing evidence base

DETSI Regional Engagement Team was critical in leading recruitment

Built enduring relationships that were likely to continue for other projects



### Package outcomes



Greater awareness of local disaster risk



Improved communication skills before, during and after disasters



Improved business and industry preparedness and resilience



More resilient and sustainable tourism infrastructure

*This page is snapshot only and should be read in conjunction with the full Final Evaluation Report.*

## Introduction

In 2022, under disaster recovery funding arrangements (DRFA), the State and Commonwealth Governments committed \$21 billion over two years for Category C and D exceptional circumstances packages to provide relief, recovery and reconstruction measures for the 2021-22 Southern Queensland Floods.

Within this portfolio, the Tourism Recovery and Resilience package (Tourism package), administered by the Department of Tourism and Sport (DETSI; formerly, the Department of Tourism, Innovation and Sport) completed activities in the 2023-24 financial year, and undertook final acquittal and close out activities in July 2024.

The Queensland Reconstruction Authority (QRA) conducted an evaluation of this package, in accordance with DRFA guidelines. This Final Evaluation Report outlines the key results and opportunities for improvement measured as part of the Tourism Recovery and Resilience Package Evaluation 2024.

## Package overview

### Purpose

The \$7 million Category C Tourism package was comprised of four programs:

- Building Resilient Tourism Infrastructure Fund (\$4.48 million) – **BRTI program**
- Regional Tourism Product, Experience and Infrastructure Platform (\$1 million) – **SEQ platform**
- Tourism Business Resilience Program (\$1.07 million) – **TBR program**
- Solving Disaster Resilience Challenges with Open Innovation (\$450,000) – **SDRC program**.

These programs were designed to provide targeted support to the tourism industry in areas affected by the 2021-22 Southern Queensland Floods (see **Appendix A – Southern Queensland Floods**)

This support included boosting infrastructure, mapping and planning tourism offerings and resilience planning initiatives with the intent of building long-term sustainability of the tourism industry.

### Objectives and outcomes

According to the funding request form, the objectives of each program were to:



#### BRTI program

Assist tourism businesses to build their resilience and improve their response to natural disasters, through innovative engineering solutions.



#### SEQ platform

Develop a platform to enable key stakeholders to use current tourism data to develop new products and infrastructure and appropriately respond to natural disasters.



#### TBR program

Assist tourism businesses and critical tourism stakeholders to prepare for and respond to natural disasters more effectively.



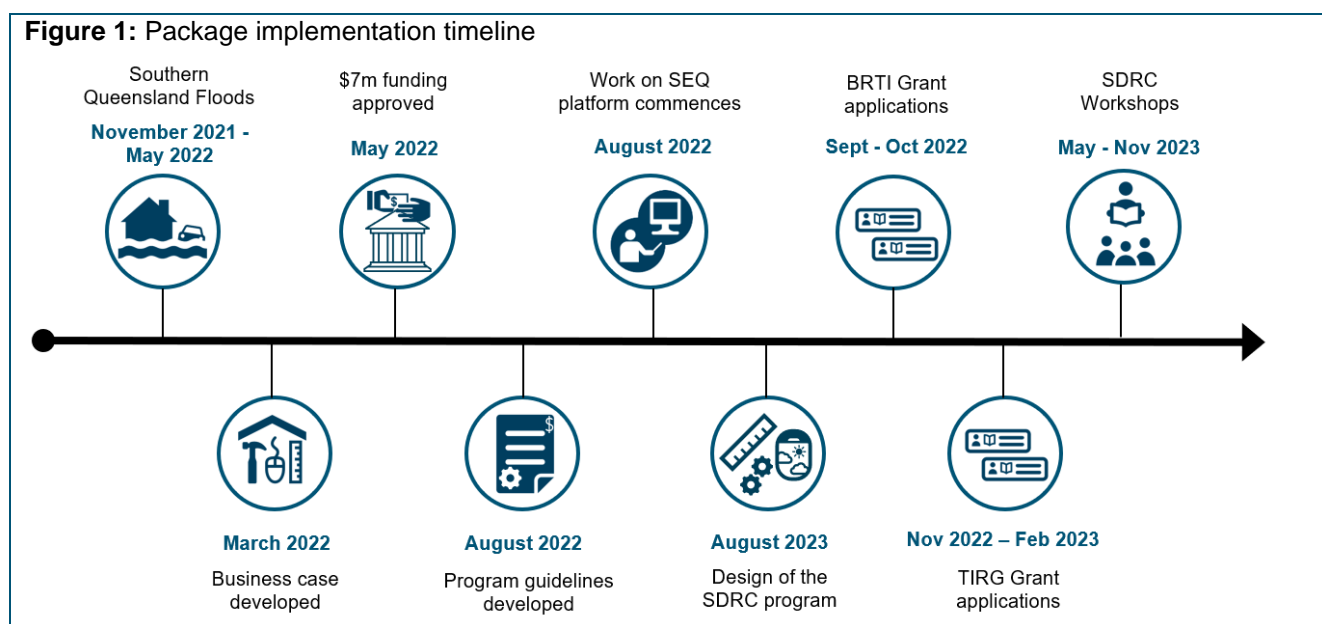
#### SDRC program

Assist tourism stakeholders to find solutions to identified disaster risk and resilience issues likely to impact the tourism industry in Brisbane, Sunshine Coast and Gold Coast.

### Implementation milestones

The funding request for the package was initiated by the administering agency, the then Department of Tourism, Innovation and Sport (now known as the Department of Environment, Tourism, Science and Innovation (DETSI)) in consultation with QRA and the National Emergency Management Agency (NEMA).

The written request by the Premier of Queensland was approved by the Prime Minister of Australia in early 2022. All four programs ceased project related activities by the end of the 2023-24 financial year, with an estimated final cost of \$5.38 million (see **Figure 1**).

**Figure 1: Package implementation timeline**

## Evaluation overview

### Objectives

As per the Evaluation Framework for the 2021-22 Southern Queensland Floods, the objectives for measurement were to examine whether the 2021-22 Tourism package:

- responded to community needs over time (appropriately and efficiently)
- contributed (effectively) to the achievement of package, and recovery and resilience objectives.

The evaluation sought to identify what aspects of the programs:

- worked, for whom, why, how, in what circumstances and at what cost
- could be improved for future package design and implementation.

### Evaluation design

The evaluation design incorporated several different design elements, including:

- design, process and outcome measurement
- analysis and triangulation of multiple sources of data
- case-based and placed-based approaches
- literature review and evidence scan
- continuous monitoring, and controlling for, threats to validity.

## Evaluation questions

Evaluation questions relating to the appropriateness, efficiency and effectiveness of the package were developed to support the evaluation. See **Appendix C – Evaluation methodology** for a full list of evaluation questions.

## Approach to final reporting

In preparation for the package's evaluation, QRA's evaluation team:

- reviewed key package documentation to understand the recovery need, eligibility criteria and what information informed package design and implementation
- undertook an evaluability assessment
- developed an evaluation plan
- conducted an evidence scan of similar packages and their evaluations
- developed logic models to depict intended and unintended pathways to outcomes
- collected secondary data from a variety of publicly available and State agency sources
- interviewed program design and delivery stakeholders within DETSI and QRA
- conducted a short survey of the grants' administration teams.

## Evaluability assessment

The evaluation team undertook an evaluability assessment (EA) of the package, which looked at the:

- package's design, implementation, assumptions and confounding factors
- evaluation's proposed scope, design and evaluation questions
- evidence that could be derived from the evaluation.

The EA determined that the evaluation questions were adequately defined and results could be verifiable with a rigorous evaluation design.

## Logic models

Central to the evaluation of the Tourism package was the logic model for:

- the 2021-22 Southern Queensland Floods
- packages within the economic line of recovery and resilience (which included the Tourism package).

These conceptual models were developed by QRA to guide measurement activities for the 2021-22 Southern Queensland Floods and understand how packages are intended to work.

The logic model for the economic line of recovery and resilience provided a high-level representation of how inputs and activities of economic packages within the 2021-22 portfolio (including the Tourism package) could be converted into outputs and outcomes.

The model:

- recognised many factors could directly or indirectly contribute to outcomes or influence how change occurs
- identified the assumptions that underpin it, as well as the possible unintended outcomes that could result from package activities.

## Data collection

Data collection included qualitative and quantitative secondary data, and qualitative primary data from key stakeholders.

## Evidence scan

The evaluation team conducted an evidence scan and document review of:

- programs with similar objectives and target stakeholders to the Tourism package
- the social, economic and personal factors that may have enabled, or created barriers for, community outcomes
- previous evaluations of similar programs implemented in Queensland and other Australian jurisdictions.

This information supported the assessment of the appropriateness of the package's design in meeting needs of flood-affected communities.

## Secondary data collection

Secondary data analysed by the QRA evaluation team included:

- data collected and reported by organisations such as Tourism and Events Queensland, Regional Tourism Organisations and Tourism Australia
- publicly available information on government websites (such as QRA, DETSI and relevant Councils)
- close-out submissions and progress reporting from DETSI to QRA
- previous evaluation reports published on the Australian Institute Disaster Resilience's Knowledge Hub
- interim evaluation reporting (on packages within the economic line of recovery and resilience)
- case studies on grant recipients collated by DETSI (five for BRTI and 12 for TIRG)
- news media, social media and Queensland Ministerial media releases.

## Interviews

In October 2024, QRA's evaluation team gathered qualitative feedback from semi-structured interviews with program design and delivery stakeholders from DETSI and QRA (n = 3).

To ensure perspectives were captured accurately for reporting, stakeholders were given the opportunity to review the evaluation team's notes, clarify any statements or supply additional information.

Topics discussed included:

- program and package design, governance and implementation
- barriers and enablers that affected uptake of the programs
- what worked well and what could be improved for future package design.

## Survey

In October 2024, QRA's evaluation team conducted a short survey of the package's grants' teams, who were unable to attend the scheduled interview with program design and delivery stakeholders.

Questions were developed by the evaluation team and informed by qualitative discussions with program design and delivery stakeholders. The survey asked questions on the following key themes (see **Table 9**):

- the grants' administration process
- suggestions for improvement
- level of grant funding available
- other general feedback.

The survey form was issued via email to program design and delivery stakeholders, to disseminate to the grants administration teams. They were given two weeks to complete the attached form.

Due to staff turnover (and the fact that the package had closed) only three grants' administrators were able to participate (two from the TIRG program team and one from the BRTI program team).

## Findings

### Interpretation

Data reported represent a point-in-time assessment of the Tourism package, based on what could be gathered and analysed by the evaluation team, post-program implementation.

Due to evaluation timeframes, it was not possible to measure disaster preparedness and resilience in response to future events. Instead, stakeholder perceptions of their resilience were captured post-program participation.

In this section:

- 'qualitative feedback' refers to perspectives of program design and delivery stakeholders interviewed by the evaluation team
- 'interim reporting' refers to findings from an interim evaluation conducted by Scyne Advisory on the economic line of recovery and resilience
- 'final reporting' refers to data and information presented by DETSI in the package's close-out submission.

### Package design

#### Establishing need for the package

Tourism is a key economic driver for many Queensland communities. As outlined in the package's funding request form, prior to the flooding events in 2022, Queensland's tourism industry was already experiencing a downturn as a result of COVID travel restrictions. COVID affected both staff recruitment and retention, and decreased visitors to affected regions and customers to businesses within those regions.

Furthermore, climate change was expected to have ongoing impacts for the tourism industry, with many tourism operators and businesses without the resources or resilience capabilities to respond to extreme weather events.



The 2021-22 Southern Queensland Floods was felt to have exacerbated existing impacts, with the possibility of some businesses being unable to recover without government support.

Event-specific recovery needs identified in the request form included:

- small local economies in many flood-affected areas relied heavily on tourism, which was impacted while clean up and reconstruction efforts took place.
- media coverage focussing on severe impacts of the flooding events was seen to amplify poor visitor sentiment.

Evidence of tourism industry impacts across flood-affected regions included:

- a decrease in visitor bookings
- event cancellations
- trade interruptions and closures
- loss of stock and damage to event premises
- increased requests for support from tourism businesses.

## Design and development process

The package was designed by DETSI, informed by consultation with Regional Tourism Organisations and impacted tourism businesses in South East Queensland. Several programs within the package had been rolled out for previous events or adapted from other QG policy. The rationale for those programs are included below.

### Previous Tourism packages

A Tourism Recovery Package was rolled out for two earlier Queensland events:

- 2019 North and Far North Queensland Monsoon Trough
- 2019 Queensland Bushfires.

Both packages were designed to focus on the key aspects of the tourism industry impacted by the relevant disaster. Two of the programs from the 2019 events were implemented as part of the 2021-22 Tourism package:

- Tourism Business Resilience Program
- Regional Queensland Tourism Product and Expanded Infrastructure Program.

In their funding request form, DETSI committed to leveraging lessons learnt from the evaluations to support design and delivery of the 2021-22 package.

It is not clear from information provided in program design documents (e.g. funding request form, emails related to package development or QRA and FRRG recovery reporting) how findings from the 2019 tourism package evaluations were considered in developing the 2021-22 Tourism Recovery and Resilience Package.

### SEQ platform expansion rationale

The package's request form proposed expanding the existing North and North-West Queensland Platform from 39 LGAs to 60 LGAs, incorporating flood-affected areas from the 2021-22 Southern Queensland Floods.

The long-term goal being the creation of a statewide Tourism Resilience Platform, with coverage across all 77 LGAs in Queensland. The proposal was supported by the:

- Queensland Fire Department (QFD), formerly Queensland Fire and Emergency Services
- State Disaster Coordinator Centre
- Inspector General of Emergency Management.

DETSI proposed that the exercise would be both cost-effective and represent value for money for the following reasons:

- the project would leverage expertise, evidence and build on an existing platform
- the population characteristics of SEQ (including concentration, visitor numbers and large proportion of impacted tourism-related businesses).

## TBR program rationale

### *Crisis Communications*

An industry-led Tourism Crisis Communication Toolkit was developed by Articulous Communications in 2019 to:

- improve communication practices
- provide opportunities for tourism businesses to know, understand and prepare for localised risks.

This included the delivery of scenario-based exercises for tourism stakeholders through workshops.

Participant feedback on the Crisis Communications Toolkit developed for the 2019 North and Far North Queensland Monsoon Trough, suggested that the toolkit, workshops and exercises helped Regional Tourism Organisations and Local Disaster Management Groups better prepare for, respond to and build community resilience before and after disasters.

Based on the reported benefits of the 2019 program, and evidence to suggest it met the needs of its targeted stakeholders, a similar program was proposed for the 2021-22 Southern Queensland Floods.

## SDRC program rationale

In the package's request form, DETSI proposed adapting the Queensland Connects regional entrepreneurship acceleration program (sponsored by Advance Queensland) for the Tourism industry.

It was felt the program would be a unique opportunity for stakeholders to collaborate and build on their existing understanding of disaster risks, "to explore, assess, develop and deliver innovative solutions to some of the high priority, enduring or complex challenges facing Queensland."

The program was designed to focus on regions:

- disproportionately exposed to increasing disaster risks
- without current capacity or capability to appropriately address identified risks
- where innovative solutions might have the greatest impact.

The program concept and scope were agreed between DETSI, QFD and QUT.

The design was strongly aligned to a similar Northern Territory program (whose focus was on developing disaster resilience and preparedness, in line with the DRFA).

## Eligibility

The original request form outlined the 37 LGAs that were activated for the 2021-22 Southern Queensland Floods.<sup>1</sup> By the time the Guidelines were developed two additional LGAs had been activated for relief measures (See **Table 7** in **Appendix A – Southern Queensland Floods**).

Eligibility for the grants programs can be found in **Table 8**, in **Appendix B – Summary of Tourism Programs**.

Program design and delivery stakeholders indicated that package eligible criteria were appropriate for the needs of tourism operators and businesses.

## Scope

There were no scope changes in terms of design intent for any of the programs within the package during the development or service delivery phases. The recovery needs and objectives remained unchanged until the close of the package.

<sup>1</sup> This was later increased to 39 LGAs (with the addition of Rockhampton and Livingstone) across the four significant weather events.

## Implementation

### Promotion of programs

A media statement for the 2021-22 Southern Queensland Floods exceptional circumstance portfolio was released in May 2022, which included the \$7 million Tourism package.<sup>2</sup>

The package itself was announced by media release on 17 September 2022, to coincide with the opening of the BRTI grants process.<sup>3</sup>

### Delivery model

According to the package request form, the intention was for the package to be delivered in partnership with industry and local governments to ensure the programs met local needs. Details of how each program within the package was developed and/or implemented is included below.

### SEQ platform expansion data

Key tourism assets and infrastructure were sourced from the Australian Tourism Data Warehouse, Tripadvisor and Smith Travel Research.

To assess the exposure of tourism assets to natural hazards and climate change, historical weather observations and climate projections were sourced for each LGA.

Data were provided by the Commonwealth Scientific and Industrial Research Organisation, the Bureau of Meteorology and the Queensland Government's Queensland Future Climate Dashboard Assessment Report.

Socio-economic data was also compiled from the Australian Bureau of Statistics.

Data captured had several limitations:

- data were reliant on the collection and reporting practices of providers
- data were not complete (and may not account for all known tourism assets or climate variables)
- the spatial and informational accuracy of data provided could not be guaranteed
- annual updates were required to maintain the platform.

Market and economic modelling were undertaken by SGS Economics to understand past and expected travel behaviours, as well as tourism demand and impacts.

### SDRC development

The existing Queensland Connects project had drawn leaders from five stakeholder groups to collaborate and identify initiatives to address systemic opportunity or needs. It used MIT's best-practice methodology and consisted of a series of workshops and action phase where action-based strategies were developed to address the identified need or opportunity.

The SDRC program (Cohort 4 of Queensland Connects) supplemented the funding received through the Tourism package with \$100,000 in funding from Advance Queensland. Local government, universities and corporate partners made in-kind co-contributions (estimated to equal \$100,000).

Potential teams and members were identified by DETSI's Regional Engagement team in consultation with a cross-agency reference group of disaster resilience experts. The five team streams for the SDRC program were drought and heatwave, inundation, community capacity, connectivity and communication. DETSI's involvement was considered critical in leading the recruitment of program participants.<sup>4</sup>

<sup>2</sup> Media release, 18 May 2022, [More support for Queensland's flood recovery](#).

<sup>3</sup> Media release, 17 September 2022, [New funding helps tourism build back better](#)

<sup>4</sup> Rapid Review of Queensland Connects Program

## Grants application process

For both grants programs, applicants were required to apply through the Smartygrants Grants Management system, using the relevant Project Application Form. The grants portal could be accessed through DETSI's website.

For the TIRG program, applicants were required to provide:

- evidence of their eligibility
- detail of eligible activities to be delivered, including evidence to support estimated cost
- evidence the project could be completed by 30 June 2024.

For the BRTI program, applicants were required to provide:

- evidence of their eligibility
- a detailed project plan
- evidence the project could commence within three months of approval and could be completed by 30 June 2024.

### TIRG program

The TIRG program was administered by DETSI in a single round, with applications accepted between November 2022 and February 2023.

Up to \$20,000 (excluding GST) was available for eligible projects. Grant recipients were advised of the outcome of their application on 21 March 2023, with all projects to be completed no later than 30 June 2024.

Feedback from TIRG grant recipients (n = 12) indicated:

- the application process was 'seamless', 'straightforward', 'clear' and 'accessible'
- DETSI was 'responsive', 'supportive' and 'flexible' in dealing with queries and concerns.

"The process from grant application through to practical completion of our project was incredibly positive. From the outset, [DETSI] provided valuable guidance and support, assisting us in navigating the grant application process with clarity and ease."

*TIRG grant recipient*

### BRTI program

The BRTI program was administered by DETSI in a single round, with applications accepted between 12 September and 28 October 2022. Grants of \$20,000 to \$150,000 (excluding GST) were available for eligible projects. Grant recipients were advised of the outcome of their application on 18 January 2023, with all projects to be completed no later than 30 June 2024.

Due to the volatile nature of the construction industry (fluctuating economic trends, rising inflation and supply chain issues), DETSI requested applications for the BRTI program to be developed within a short timeframe, so that approved projects could be delivered within the agreed program schedule.

Interim evaluation reporting indicated short application timeframes may have resulted in a lack of detailed analysis on factors that could affect the delivery of proposed projects.

Program design and delivery stakeholders received feedback that grant recipients experienced increased costs, which they had to finance themselves, seek alternative sources of funding or reduce the scope of their projects.

"I think that a longer lead time for submission would be beneficial as we could have had more time to research all parts and labour required."

*BRTI grant recipient*

"Inflation [blew] out the costs which meant we needed to reduce the scope of the project to match the grant received but still keep the integrity of the project."

*BRTI grant recipient*

## Grants administration process

Interim reporting revealed that both grant programs within the package had well-documented processes for assessing applications including:

- an assessment plan, which defined the assessment process, roles and responsibilities
- an assessment matrix, with guidelines for factors that constitute a 'strong fit', 'moderate fit', 'marginal fit', and 'inadequate fit' project, ensuring consistency across scoring of applications
- a four-step process, which included initial assessment, an application quality review, panel recommendation and approval by the Deputy Director-General, DETSI.

**Table 1** outlines the assessment panel composition for the BRTI and TIRG programs.

**Table 1:** Assessment panel composition

|                    | BRTI                           | TIRG                                       |
|--------------------|--------------------------------|--|
| <b>Number</b>      | 3 members                      | 4 members                                  |
| <b>Composition</b> | 1. DESBT<br>2. DESBT<br>3. QFD | 1. DETSI<br>2. DETSI<br>3. DETSI<br>4. TEQ |

**Note:** The relevant teams from the then Department of Employment, Small Business and Training (DESBT) now fall within the new Department of Customer Service, Open Data, Small and Family Business.

Grant administrators surveyed by QRA's evaluation team indicated that for both the TIRG and BRTI programs:

- the guidelines and assessment processes worked well
- the grant value was appropriate for the:
  - level of interest in the programs
  - community needs identified in the applications received
  - mix of tourism organisations / businesses that applied for the grants.

## Costs and delivery timeframes

The package was delivered within timeframes and budget. No extension of time requests were made and no funds were allocated to, or away from, the package.

In July and August 2023, requests were made to reallocate funds within the package due to:

- the former Prime Minister's letter to the former Queensland Premier on 18 May 2022 agreeing to the flexibility to request funding reallocations within the package (subject to approval at the officer level)
- an underspend of the BRTI, associated with ineligible projects proposed during the open grants process
- growth in key activities and stakeholders associated with the SDRC meant that additional funding was required to meet community needs
- the perceived value in developing QR codes and specialist resources for tourism organisations, as well as including additional workshops for a wider cohort of stakeholders to enhance recovery outcomes (within the TBR program's Crisis Communications sub-program).

In September 2023, NEMA approved the reallocation of:

- \$250,000 from BRTI to SDRC
- \$270,000 from BRTI to TBR the program.

NEMA denied the request to reallocate \$375,000 from BRTI to SEQ Platform, citing reasons for the reallocation included scope changes beyond the allowable time limit and outside flood-affected LGAs, as well as incurring costs that do not align with the intent of DRFA.

The Tourism package guidelines were updated to reflect the approved reallocations and re-endorsed in October 2023 (see **Table 2**).



**Table 2:** Changes to package funding

| Program      | Approved funding | Funding after reallocation |
|--------------|------------------|----------------------------|
| BRTI         | \$5 million      | \$4.48 million             |
| SEQ platform | \$1 million      | \$1 million                |
| TBR          | \$0.8 million    | \$1.07million              |
| SDRC         | \$0.2 million    | \$0.45 million             |

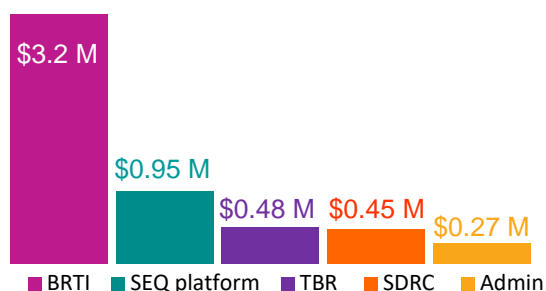
Source: Funding request form and Package Guidelines

Overall delivery costs for the package were \$5,379,601 (GST exclusive), with an underspend of \$1,620,399.

Program-specific delivery costs (GST exclusive) were as follows:

- BRTI – \$3,239,489
- SEQ Platform – \$947,589
- TBR program – \$480,193
- SDRC program – \$446,909.

Overall administrative costs for the package totalled \$265,423 (see **Figure 2**).

**Figure 2:** Package delivery costs

In interim reporting, program design and delivery stakeholders indicated they had exceeded the allocated 5% administrative costs associated with the package, and had to contribute funding from their own agency to cover administrative activities.

## Regional considerations

Program design and delivery stakeholders highlighted that regional areas were more likely to seek extensions of time for grant-funded projects, as fewer resources/skilled workers were available to undertake these types of projects.

“[A] lesson for us is how overwhelmed skilled tradespeople are with the current demand for their time, given the skills shortage which is particularly acute in regional areas. We were fortunate in having strong relationships with our architect who recommended us to the solar company and with a local electrician who wanted to work with us.

Despite these relationships, we had to be patient because of how busy they are, slowing down our timeframes, not just on this project, but the delivery of our entire tourism experience.

*BRTI grant recipient*

As the funding was capped there was no ability to adjust grant value once approved or in response to cost escalations. Identification of these issues early was crucial to request any extension to the program’s allowable time limit.

## Community outcomes

### Package uptake

#### Utilisation of BRTI program

The BRTI program received 55 applications from tourism businesses, with 32 projects approved across 19 LGAs. Assessments and decisions relating to these applications were made in January 2023 and announced by media release in February 2023.<sup>5</sup>

A full list of approved projects has been provided in **Table 10 of Appendix D – List of Grant Recipients**.

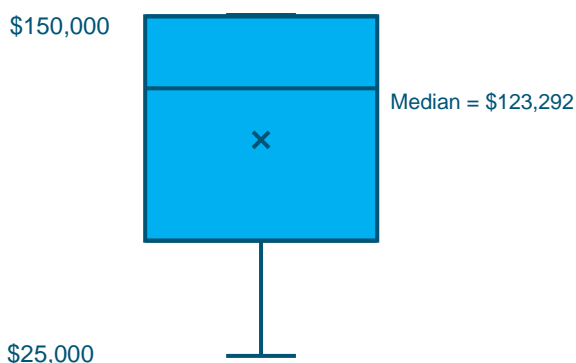
Approved projects (see

**Figure 3**)<sup>6</sup>:

- involved 10 Regional Tourism Operators
- received \$3,239,489 (GST exclusive) in grant funding (ranging between \$25,920 and \$150,000) with a median grant value of \$123,292
- cost \$3,778,082 (GST exclusive; with grant recipients contributing \$538,593).

<sup>5</sup> Media release, February 2023, [Better natural disaster resilience for Queensland tourism operators](#)

<sup>6</sup> One of the projects was eventually terminated and was not included in the calculation of total program costs.

**Figure 3: Approved grant funding**

**Base:** Grant recipients of the BRTI program (n=31)

**Source:** DETSI grants data

Projects were approved for a variety of purposes such as:

- flood-risk mitigation
- battery, solar or generator installation
- other new or improved infrastructure for preparedness and /or resilience.

Of the 23 projects not supported, the following reasons were listed for DETSI declining grant funding:

- applications did not meet grant guidelines
- were ineligible for other reasons (such as, not being located in an eligible LGA or not meeting the intent of the BRTI program).

Two projects were not completed by the program end date (30 June 2024). See **Unintended outcomes** for more information.

### Utilisation of SEQ Platform

The online platform was designed and developed by a wide range of stakeholders and delivered in partnership with AECOM. The development and implementation of the platform was supported by:

- user story and engagement workshops
- end user testing
- presentations to QG agencies and LGAs.

It was launched in December 2023 and by late 2024 had at least 300 registered users including State government agencies, regional tourism organisations and local councils.<sup>7</sup>

<sup>7</sup> [Case study - Strengthening Queensland tourism's climate resilience](#)

### Utilisation of SDRC program

A kick off workshop was held in Brisbane in May 2023 to bring team members together and confirm the key challenges to be addressed through the process. Workshops were also held in Longreach (July 2023), Cairns (September 2023) and Brisbane (November 2023). Key activities delivered by SDRC program teams are included in **Table 3**.

**Table 3:** Summary of SDRC key activities

| Team                        | Focus  |
|-----------------------------|--|
| <b>Drought and heatwave</b> | Created the Queensland Drought Resilience Alliance to build community and economic resilience                                    |
| <b>Inundation</b>           | Developed a flood resilience education tool for students and young people  |
| <b>Community capacity</b>   | Led initiatives to incorporate local Indigenous knowledge into disaster preparedness strategies                                  |
| <b>Connectivity</b>         | Developed a Connectivity Compass <sup>8</sup> to benchmark connectivity and identify targeted solutions for regional communities |
| <b>Communication</b>        | Analysed opportunities to use artificial intelligence to improve disaster preparedness and management.                           |

**Source:** Rapid Review of the Queensland Connects Program

### Utilisation of TBR program

#### *Crisis Communications*

A contractor – Articulous – was procured to deliver the program. Key activities included:

- engaging with key regional stakeholders (e.g. local and district disaster management groups, emergency service organisations, local governments and regional tourism organisations)
- undertaking workshops with key stakeholders in each impacted tourism region
- delivering a crisis communications toolkit.

<sup>8</sup> The Connectivity Compass can be found at: [www.connectivitycompass.au](http://www.connectivitycompass.au)

In 2023 and 2024, Articulous facilitated crisis communication exercises at nine locations to 223 participants (see **Table 4** and **Table 5**).

**Table 4:** Tourism crisis communication exercises

| Date     | Location   | Participants |
|----------|------------|--------------|
| 24/10/23 | Scenic Rim | 38           |
| 14/11/23 | Gympie     | 39           |
| 20/3/24  | Gold Coast | 30           |
| 10/6/24  | Brisbane   | 14           |

**Table 5:** Tourism operator disaster resilience workshops

| Date    | Location            | Participants |
|---------|---------------------|--------------|
| 23/4/24 | Longreach           | 14           |
| 28/5/24 | Yeppon              | 14           |
| 29/5/24 | Moreton Bay         | 1            |
| 13/6/24 | Noosa Hinterland    | 12           |
| 14/6/24 | Noosa – Hastings St | 45           |

Tourism operators were shown crisis communication tips to help communicate and manage their reputation before, during and after a disaster event. They were taken through real-life practical scenarios and shown how to access the resources they needed to respond.

To better support participants, funding was reallocated from the BRTI program to the TBR program for the following activities:

- QR code resources were co-designed and tailored to local regions and industries
- Indigenous officers were engaged for program delivery in regional areas (and Far North Queensland)
- a video presentation (case study) was developed that could be undertaken in-person or via Teams link.

### *TIRG program*

The TIRG program received 15 applications, with 12 projects receiving between \$15,750 and \$20,884<sup>9</sup> in grant funding.

Two applications were not recommended to the assessment panel and one application was ineligible.

Approved projects totalled \$220,653 and included:

- disaster planning, resilience and/or crisis communications workshops for tourism operators across the regions
- continuity planning, mentoring services and toolkits for local tourism businesses
- other training, capability building and resilience activities for tourism businesses.

These were announced by media release in May 2023.<sup>10</sup>

A full list of approved projects has been provided in **Appendix D – List of Grant Recipients, Table 11**.

## Program-level outcomes

The overarching objectives of the four programs within the Tourism package aligned with the broader resilience and recovery objectives for the economic line of recovery and resilience (in the context of the Queensland tourism industry). These were:

- re-establish business operations, primary production and supply chains in flood-affected regions
- increase business and consumer confidence across industries in flood-affected regions
- support flood-affected businesses and industries to enhance their capability to respond to future events.

In particular, the Tourism package was designed to contribute to the third objective.

The extent to which outcomes were achieved against the objectives of the four Tourism package programs are outlined below.

<sup>9</sup> DETSI had the discretion to increase the value of the grant (above \$20,000) if the project demonstrated significant community value and/or merit

<sup>10</sup> Media release, May 2023, [12 Queensland Projects supported through Tourism Industry Resilience Grants](#)

## BRTI program objective



### BRTI program

Assist tourism businesses to build their resilience and improve their response to natural disasters, through innovative engineering solutions

According to the program design and delivery stakeholders, the BRTI program met recovery needs by funding 32 projects that supported a more sustainable and resilient tourism industry. Infrastructure was strengthened and built with regard to local disaster risks, changing recovery needs and in accordance with wise-practice principles for mitigating disaster impact.

DETSI received feedback from BRTI recipients who were grateful for the funding and the outcomes they had experienced. Funding had supported recipients to:

- keep their attractions open
- ensure continued power supply to caravan parks and accommodation venues during outages
- redesign and extend roads, carparks, pathways and low-lying areas, making them more resilient to future flooding.

## SEQ Platform objective



### SEQ platform

Develop a Platform to enable key stakeholders to use current tourism data to develop new products and infrastructure and appropriately respond to natural disasters

Program design and delivery stakeholders indicated great feedback had been received from stakeholders using the SEQ Platform.

The platform reportedly assisted key stakeholders to identify disaster risk, as well as opportunities to improve the resilience of existing regional tourism products, experiences and infrastructure and ensure the tourism industry was more diverse and resilient in future.

## TBR program



### TBR program

Assist tourism businesses and critical tourism stakeholders to prepare for and respond to natural disasters more effectively

### Crisis Communication

Of the 223 tourism operators who participated in 2023-24 workshops, 174 completed a live polling survey on their experiences with Crisis Communication exercises and toolkits.

Key outcomes reported were:

- improved relationships between key agencies and the tourism sector
- better coordination in messaging and response between stakeholders
- better awareness among tourism operators of the need to prepare for and communicate during disasters.

"Simple and concise with good tips and strategies identified."

*Feedback on Crisis communication toolkit*

"It provided insights on how we can better communicate or prepare for crisis situations."

*Crisis communication exercise participant*

It would be beneficial to have further discussions between tourism operators and emergency services so they have an understanding of challenges operators face on the ground such as poor communications."

*Crisis communication exercise participant*

### TIRG program

Feedback collected from TIRG workshops, training, webinars and courses indicated participants felt better prepared to respond to future disaster events and the sessions had been useful to support their business planning and practices.

Benefits to tourism businesses reported by TIRG grant recipients included:

- greater awareness of preparedness and resilience techniques, particularly among smaller tourism operators
- better continuity planning and business practices to assist tourism businesses when adverse conditions occur
- commitment to increased collaboration and communication among stakeholders during disaster events
- more resilient and sustainable infrastructure design and development practices.

Some TIRG grant recipients requested participants to provide feedback on the support they received as a result of grant funding.

"The mentor program has been instrumental in strengthening the resilience of our business. Through our mentor, we have gained critical skills and strategies to not only recover from extreme weather events but also succeed in the face of economic challenges. This support has ensured our business and community remains strong, adaptable, and prepared for whatever the future may bring"

*Feedback on the Balonne Shire Council Mentoring Program*

This toolkit provides our tourism operators with the knowledge and capability to develop more products and experiences to entice visitors to experience the seasonal wonders of the region beyond the traditional April to October period, which will strengthen our rural and remote communities and create lasting economic benefit for our region."

*Feedback on the Savannah Way Operator Resilience Toolkit*

Opportunities to improve the grant funded workshops, training, webinars and courses were also shared with facilitators, grant recipients and DETSI.

These included, identifying:

- that pre-events and 'champions' may be valuable to generate awareness among tourism businesses and increase uptake
- that some businesses are too time poor to attend available training, engage with mentors or do follow-up surveys
- the need to better understand challenges and opportunities tourism operators face within, and across, regions and allowing them to co-design training that best supports their needs.

### SDRC program objective



**SDRC program**

Assist tourism stakeholders to find solutions to identified disaster risk and resilience issues likely to impact the tourism industry in Brisbane, Sunshine Coast and Gold Coast.

Although additional workshops and resourcing were needed to deliver the program (supported by the reallocation of \$250,000 from BRTI to the SDRC program) the Rapid Review of Queensland Connects identified that the SDRC program:

- built strong relationships and integrated multiple perspectives
- broadened and strengthened the cross-sector/regional networks of participants
- increased ownership of disaster preparedness and empowered community-led solutions
- promoted integration of Indigenous knowledge
- enhanced strategic thinking and evidence-based strategy development.

I learnt a lot about entrepreneurial ecosystems and ways of thinking to really dig deep into identifying problems before we moved into solution mode. Once I understood that process, I found it really beneficial.

*Team champion from Cohort 4*



## Unintended outcomes

### BRTI program

Qualitative feedback indicated there had been instances of contractors being hired without the ability (skills, resources or time) to take on the relevant project. Grant recipients indicated to DETSI that although contractors had been hired to complete agreed works, limited progress was made within agreed timeframes.

As such, two projects were not completed by the due date (30 June 2027) and recipients had to return unspent grant funding (totalling \$180,000, including GST) to DETSI.

Both these projects experienced delays due to their shared contractor ‘disappearing.’ It was determined that planned works were outside the scope of the contractor’s abilities – although they never advised the grant recipients this was the case.

Had the grant recipients been made aware of the contractor’s limitations upfront, they would have been able to seek the services of a different contractor earlier and might have been able to seek an extension of time, if required.

### SDRC program

The SDRC program brought together stakeholders who would not ordinarily work together in a cohesive way. The establishment of ongoing functions (such as the Queensland Drought Resilience Alliance) meant that these networks were likely to provide evidence-based resilience advice and support ongoing connections, well-beyond the delivery timeframes of the SDRC program.

Reportedly, these connections were also supporting:

- other projects and activities outside of Queensland Connects
- the future roll-out and expansion of parts of Cohort 4’s work across natural hazards across the state.

The real power was in the bringing together of people for the teams. Ultimately, we had a cohesive team that is likely to stay together well into the future.

*Team champion from Cohort 4*

Queensland Connects enabled the development of invaluable connections that we wouldn’t normally have an opportunity to make.

*Team champion from Cohort 4*

## Future considerations

This section highlights limitations of the 2021-22 Tourism Recovery and Resilience Package evaluation and what could be considered in the design, implementation and evaluation of similar future packages.

### Package design

#### Current Tourism packages

At the time of reporting, a Tourism Recovery Package had been rolled out for two subsequent Queensland events:

- 2022-23 Northern and Central Monsoon and Flooding event (\$1.15 million)
- 2023-24 TC Jasper (\$29.15 million).

Evaluations of these packages are planned in 2026.

Both packages were quite different to the 2021-22 Tourism package and included marketing campaigns and visitor incentives rather than focusing on tourism operators and businesses. However, insights from the 2021-22 grant programs could provide useful information for the Tourism Immediate Infrastructure and Business Support Program (within the 2023-24 package).

## Grants programs

Program design and delivery stakeholders highlighted ways future grants programs could be improved, including:

- stronger internal governance processes
- creating a built-in contingency within package timeframes to support project-specific extensions of time (i.e. finishing the grants process nine months ahead of the package's end date)
- improved processes for progress reporting and data extraction, for example:
  - grant recipient expenditure ledger
  - traffic light reporting to highlight risks and issues early
  - greater emphasis on project management.

Key stakeholders also indicated they would benefit from greater detail in package guidelines on what evidence was required to support program expenditure. Relevant information could then be requested from grant recipients from the time of their application's approval (and written into their contracts), so DETSI would not need to request this information retrospectively.

These changes would support DETSI's capability to progress report against and acquit future DRFA funding.

## TBR program

Program design and delivery stakeholders indicated they were keen to build preparedness and resilience capabilities 'at every level.' Qualitative feedback suggested there was an oversaturation of publicly available information for interested stakeholders, which might make the source of truth difficult to identify.

According to key stakeholders, future TBR program design should emphasise:

- bringing council organisations along for the journey, through clear and consistent communication
- maintaining strong stakeholder networks to support information sharing and feedback
- making program information accessible to support program awareness and uptake.

Business capability and resilience workshops were also planned for future package design.

Future evaluation could examine the appropriateness, efficiency and/or effectiveness of these changes in improving the service delivery experience of key stakeholders.

## Package implementation

### Crisis Communication exercises

Participants in the TBR Crisis Communication sub-program expressed a desire for:

- regular disaster resilience training and crisis communication exercises to account for industry changes and turnover
- additional case studies outlining best practice in preparing for, responding to and recovering from disaster events.

Although these suggestions are outside the scope of DRFA guidelines, a separate funding source could be considered to offer ongoing support in regions affected by compounding disaster events. Crisis communication skills and capabilities have the potential for broader application than just disaster preparedness and resilience.

## Evaluation

### Community perspectives

Available data enabled reporting on the design and delivery stakeholder perspectives across programs within the package. This was supplemented by qualitative information provided by program participants and grant recipients.

Future evaluations would benefit from collecting package enquiry data and complaints information to better understand:

- interest in, and awareness of, the package
- experiences accessing funding and support.

## **Outcome measurement**

The 2021-22 Tourism packaged aimed to assist tourism businesses to be more resilient to disaster events. The true test of disaster preparedness and resilience is response and recovery outcomes resulting from future disasters impacting the same tourism businesses affected by the 2021-22 Southern Queensland Floods.

Such measurement was beyond DRFA funding timeframes for evaluation activities.

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## Appendix A – Southern Queensland Floods

**Table 6:** Category C and D packages for 2021-22 Southern Queensland Floods

|    | Package   | Completion date  |
|----|---|------------------|
| 1  | Medium to Large Business Recovery Loans Scheme    | 30 June 2024     |
| 2  | Rural Landholder Recovery and Resilience Package  | 30 June 2024     |
| 3  | Tourism Recovery and Resilience Package           | 30 June 2024     |
| 4  | Sport and Recreation Recovery Grant               | 30 June 2024     |
| 5  | Small Business Recovery and Resilience Package    | 30 June 2025     |
| 6  | Industry Recovery and Resilience Officers Package | 31 December 2025 |
| 7  | Clean Up Grants                                   | 31 December 2025 |
| 8  | Flexible Funding Grants                           | 31 December 2025 |
| 9  | Local Recovery and Resilience Grants              | 31 December 2025 |
| 10 | Community and Recreational Assets                 | 31 December 2025 |
| 11 | Betterment  | 31 December 2025 |
| 12 | Community Health and Wellbeing                    | 30 June 2026     |
| 13 | Accommodation Support                             | 30 June 2026     |
| 14 | Community Development                             | 30 June 2026     |
| 15 | Flood Risk Management                             | 30 June 2026     |
| 16 | Resilient Homes Fund                              | 30 June 2026     |
| 17 | Environmental Recovery Package                    | 31 December 2026 |



**Table 7:** Activated Local Government Areas for 2021-22 Southern Queensland Floods**LGAs activated for Category C and D exceptional circumstances packages**

- |                                     |  |
|-------------------------------------|--|
| 1. Balonne Shire Council            | 21. Toowoomba Regional Council         |
| 2. Banana Shire Council             | 22. Western Downs Regional Council     |
| 3. Brisbane City Council            | 23. Barcaldine Regional Council        |
| 4. Bundaberg Regional Council       | 24. Barcoo Shire Council               |
| 5. Cherbourg Aboriginal Shire       | 25. Blackall-Tambo Regional Council    |
| 6. Fraser Coast Regional Council    | 26. Boulia Shire Council               |
| 7. Gold Coast City Council          | 27. Carpentaria Shire Council          |
| 8. Goondiwindi Regional Council     | 28. Central Highlands Regional Council |
| 9. Gympie Regional Council          | 29. Diamantina Shire Council           |
| 10. Ipswich City Council            | 30. Flinders Shire Council             |
| 11. Lockyer Valley Regional Council | 31. Gladstone Regional Council         |
| 12. Logan City Council              | 32. Isaac Regional Council             |
| 13. Moreton Bay Regional            | 33. Kowanyama Aboriginal Shire Council |
| 14. Noosa Shire Council             | 34. Livingstone Shire Council          |
| 15. North Burnett Regional Council  | 35. Longreach Regional Council         |
| 16. Scenic Rim Regional Council     | 36. Maranoa Regional Council           |
| 17. Somerset Regional Council       | 37. Murweh Shire Council               |
| 18. South Burnett Regional Council  | 38. Redland City Council               |
| 19. Southern Downs Regional Council | 39. Rockhampton Regional Council       |
| 20. Sunshine Coast Regional Council |  |

**Source:** Activation Summary, 2021-22 Southern Queensland Floods

## Appendix B – Summary of Tourism Programs




**Table 8:** Program summaries for the 2021-22 Tourism Recovery and Resilience Package

| Program  | Objectives  | Eligibility   | Administration  |
|--|---|---|---|
| Building Resilient Tourism Infrastructure Grants   | Assist tourism businesses to deliver activities and infrastructure that build resilience, reduce risk, support business continuity, accelerate recovery and recommence operations following future events.  | Queensland based businesses with a tourism-related focus in one of the 39 eligible LGAs, that was directly impacted by the Southern Queensland Floods | Open grants process administered by DETSI, with \$20,000 to \$150,000 (excluding GST) available for eligible projects.<br><br>One grant application could be submitted per business location (LGA).                             |
| Regional Tourism Product, Experience and Infrastructure South East Queensland Platform   | Develop a SEQ Platform by: <ul style="list-style-type: none"> <li>expanding the Regional Tourism Product to the 39 LGAs affected by the Southern Queensland Floods</li> <li>mapping existing tourism products, experiences and infrastructure against disaster metrics to identify gaps for development</li> <li>building local industry resilience to future natural disasters.</li> </ul> | N/A   | DETSI procured a contractor to extend existing platform to include eligible LGAs.   |
| Tourism Business Resilience Program: <ul style="list-style-type: none"> <li>Crisis Communications (sub-program)</li> <li>Tourism and Industry Resilience Grants (sub program)</li> </ul> | Deliver crisis communication workshops for eligible tourism businesses, undertake regional planning exercises with key agencies, improve communication and response, and help plan for and recover from future disaster events.<br><br>Assist Regional and Local Tourism Organisations to deliver local disaster resilience planning and capability building activities.                    | Regional and Local Tourism Organisation located in one of the 39 eligible LGAs  | DETSI procured a contractor to extend Crisis Communications sub-program to include eligible LGAs.<br><br>Open grants process administered by DETSI, with grants up to \$20,000 (excluding GST) available for eligible projects. |
| Solving Disaster Resilience Challenges with Open Innovation.   | Use an innovation acceleration model to identify shared disaster risk and resilience issues and innovation solutions.   | N/A   | Partnership between DETSI (including the former Department of Environment and Science), the Queensland Fire Department (formerly the Queensland Fire and Emergency Services) and Queensland University of Technology.           |

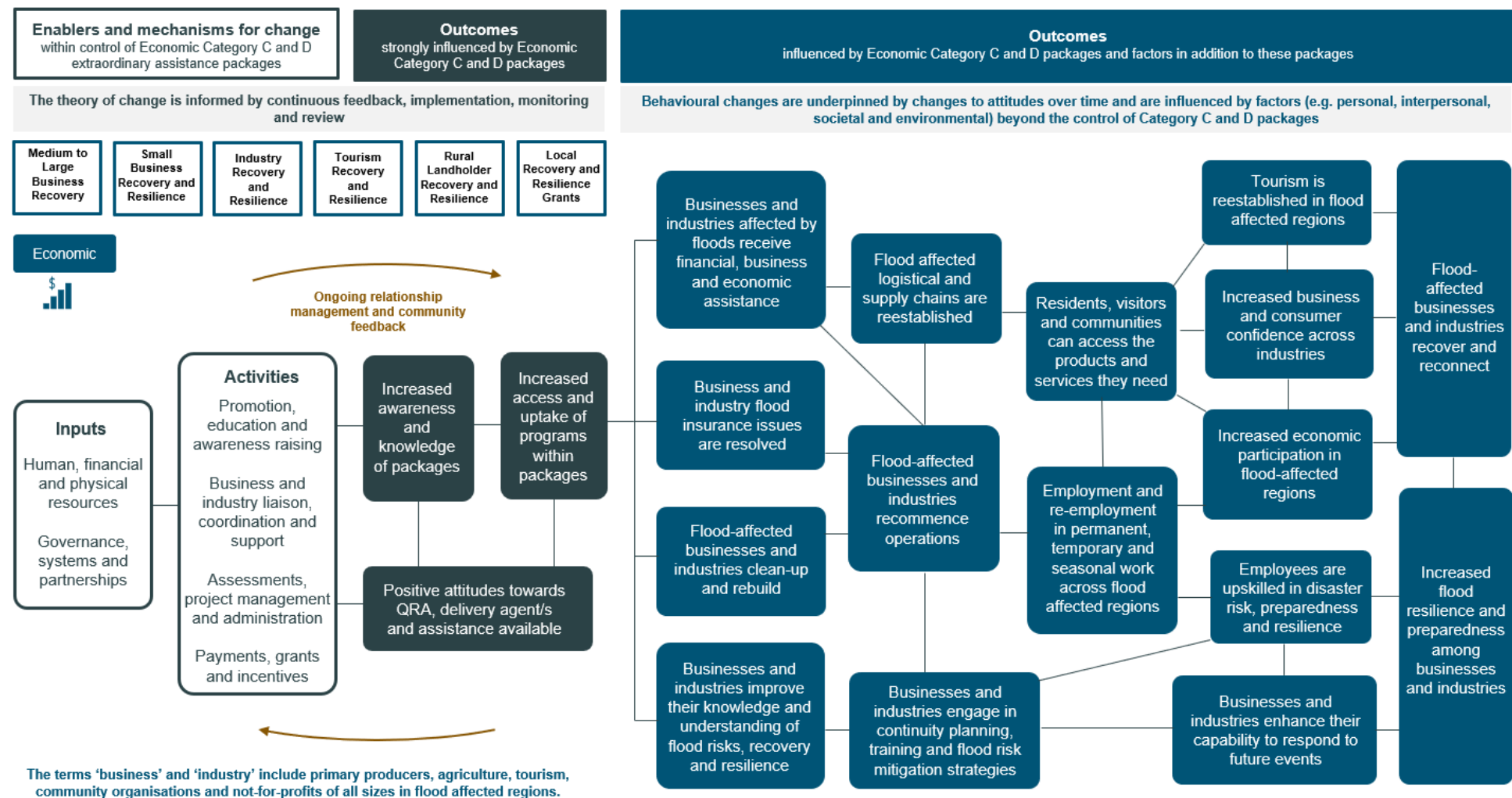
**Source:** Adapted from Package Guidelines, 2021-22 Tourism Recovery and Resilience Package

## Appendix C – Evaluation methodology

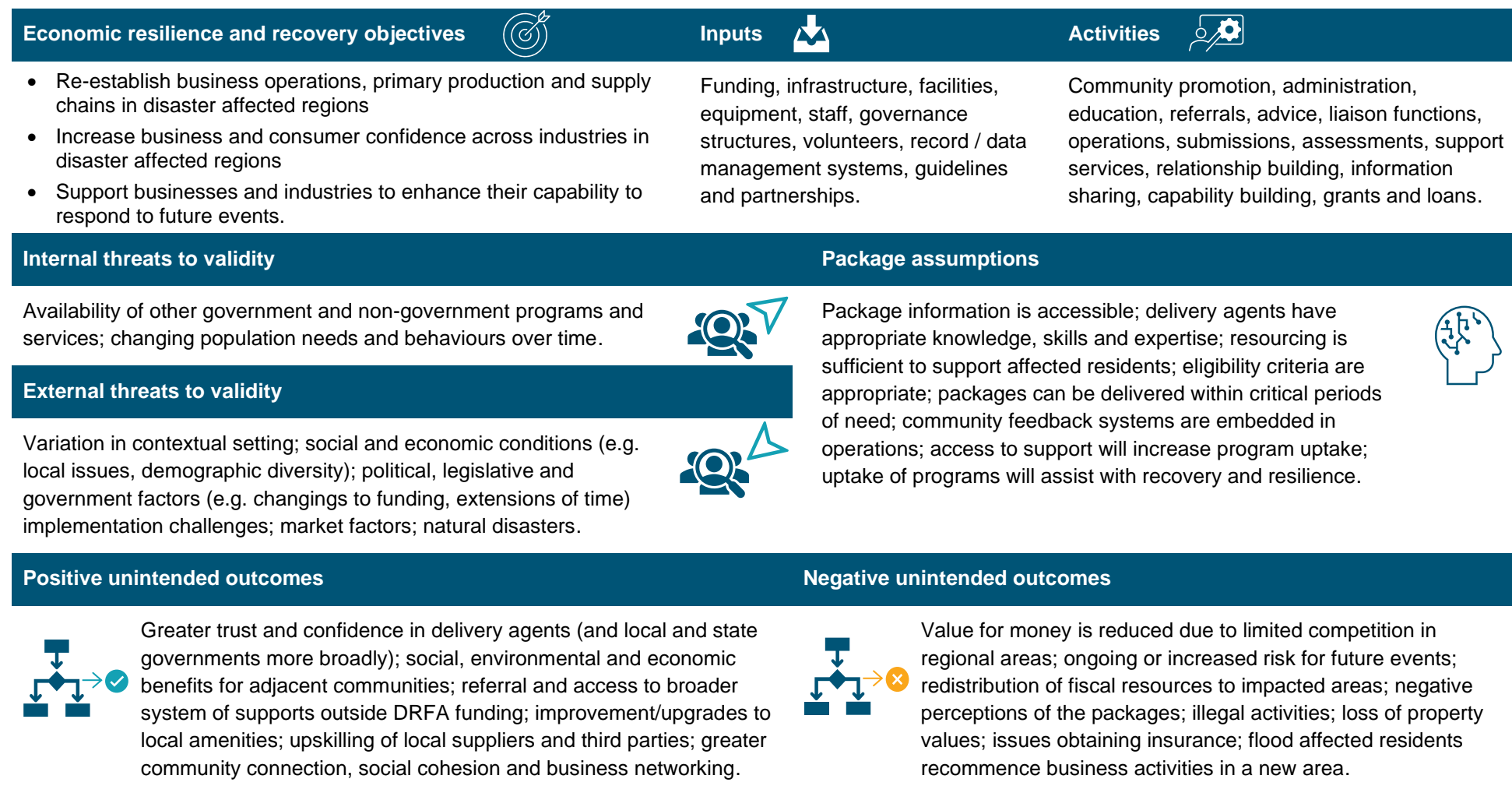
**Figure 4:** Key evaluation questions

| Appropriateness  |  | Effectiveness   |  |
|--|--|---|--|
| <div></div> <div><p>To what extent was the package designed to meet the needs of tourism stakeholders affected by the Southern Queensland Floods?</p><p>What were the strengths, weaknesses, opportunities and barriers to the Tourism package’s design and implementation?</p><p>How does the package compare to similar packages implemented for other disasters? Were previous evaluation findings considered in package design?</p></div> |  | <div></div> <div><p>What aspects of the tourism package’s design and implementation worked well? What aspects could be improved?</p><p>Did any expected or unexpected factors (e.g. economic, social, political or environmental) positively or negatively affect package delivery or outcomes?</p><p>To what extent did the programs within the package achieve their objectives and contribute to intended community outcomes?</p></div> |  |
| Efficiency   |  |   |  |
| <div></div>   |  | <div><p>To what extent did the package meet expectations for timeliness, user friendliness and quality?</p><p>What aspects of the package’s design (e.g. governance, collaboration, service delivery model) contributed to its efficiency?</p></div>  |  |

**Source:** Evaluation plan, 2021-22 Tourism Recovery and Resilience Package

**Figure 5: Logic Model – Economic line of recovery and resilience, 2021-22 Southern Queensland Floods**

**Source:** Queensland Reconstruction Authority 2024

**Figure 6:** Theory of change – Economic line of recovery and resilience, 2021-22 Southern Queensland Floods**Source:** Queensland Reconstruction Authority 2024



**Table 9:** Survey questions for BRTI and TIRG grants administrators

| BRTI questions   | TIRG questions   |
|--|--|
| <p>What was your experience with the TIRG process?</p> <ul style="list-style-type: none"> <li>• What worked well?</li> <li>• What would you do differently?</li> </ul> <p>What, if any, suggestions would you make to improve the administration or decision-making related to the TIRG program?</p> <p>Do you believe the value of the Grant (up to \$20,000) was appropriate for the:</p> <ul style="list-style-type: none"> <li>• level of interest</li> <li>• needs identified</li> <li>• mix of RTOs and Tourism organisations who applied?</li> </ul> <p>Is there any other feedback you wish to provide about the TIRG program?</p> | <p>What was your experience with the BRTI Grants process?</p> <ul style="list-style-type: none"> <li>• What worked well?</li> <li>• What would you do differently?</li> </ul> <p>What, if any, suggestions would you make to improve the administration or decision-making related to the BRTI Grant?</p> <p>Do you believe the value of the Grant (\$20,000 to \$150,000) was appropriate for the:</p> <ul style="list-style-type: none"> <li>• level of interest</li> <li>• type of projects</li> <li>• mix of tourism businesses who applied?</li> </ul> <p>Is there any other feedback you wish to provide about the BRTI program?</p> |

**Source:** Questionnaire, Grants administrator survey

## Appendix D – List of Grant Recipients

**Table 10:** List of successful applications for Building Resilient Tourism Infrastructure Fund

| Business name                       | Project description  | Location                      |
|-------------------------------------|--|-------------------------------|
| Amaze World                         | New bridge with improved accessible pathways and ramp, stabilisation of creek bank and flood barriers for cafe and storeroom.                                  | Tanawha                       |
| Australia Zoo                       | Flood mitigation improvements to the entrance road area.   | Beerwah                       |
| Bedourie Hotel                      | Solar panel installation and battery storage.  | Bedourie                      |
| Boulia Hotel                        | Supply and installation of an off-grid solar power system with grid back-up to address power loss during flooding and supply issues.                           | Boulia                        |
| Cali Beach                          | Installation of an all-seasons operable roof system to enable business operation during adverse weather.   | Surfers Paradise              |
| Childers Eco-lodge                  | Construction of pit drains, gravel path and buffer to divert water away from buildings.  | Apple Tree Creek              |
| Criterion Hotel Dalby               | Mobile flood barrier, downpipe riser, and installation of sewerage reflux valves to mitigate flood impacts.  | Dalby                         |
| Currumbin Wildlife Sanctuary        | Equipment purchases including racking in maintenance workshop, a generator and industrial cleaners.  | Currumbin                     |
| Esk Caravan Park                    | Stabilisation of embankment to protect infrastructure during extreme weather events.   | Esk                           |
| Glasshouse Plantation               | Solar generation and storage to provide energy reliability and resilience.   | Glass House Mountains         |
| Goomburra Valley Campground         | A permanent concrete causeway across the Dalrymple Creek to secure access to all campsites following heavy rain.   | Goomburra                     |
| K'gari Adventures                   | Increased battery storage to provide a sustainable and robust power platform.  | K'gari Fraser Island          |
| Kingsley Grove Estate               | Sewerage treatment works, back-up power storage, road access improvements and larger refrigeration units for disaster resilience.                              | Goodger                       |
| Lady Elliot Island Eco Resort       | Installation of 40 new lithium-phosphate batteries in aluminium weather-protective cabinets to increase resilience of the power system against weather events. | Coral Sea, Great Barrier Reef |
| Lone Pine Koala Sanctuary           | Stabilisation of Cinema Lawn to reduce the impacts of future natural disasters and support business continuity.  | Fig Tree Pocket               |
| Maleny Botanic Gardens & Bird World | Improvements to onsite dams to reduce future flooding and landslides.  | Wootha                        |

| Business name                     | Project description   | Location                |
|-----------------------------------|---|-------------------------|
| Movie World                       | Rain warning and mitigation works, including radar level sensors, increased dam capacity, and portable pumps.   | Oxenford                |
| Nindigully Pub                    | Installation of solar power system and generator to ensure continuity of power supply.  | Thallon                 |
| North Stradbroke Island Golf Club | Purchase and installation of additional solar panels, storage batteries, and a diesel generator to power bores and backup batteries.                            | North Stradbroke Island |
| One Tree Canoe Adventures         | Installation of a floating pontoon to allow for fluctuations in river levels, stabilisation of riverbank to mitigate erosion, and restoration of riparian zone. | Vernor                  |
| Pethers Rainforest Retreat        | Installation of concrete single-access road, bridge, internal driveway and carpark.   | Tamborine Mountain      |
| Riverlife                         | Flood impact mitigation through installation of industrial external lift and internal hoist equipment, with staff training.                                     | Kangaroo Point          |
| Sirromet Winery                   | Flood levy bank and improved drainage to improve business resilience to extreme weather events.   | Mount Cotton            |
| Summer Land Camels                | Roof for reception area and bitumen entrance resurfacing for all-weather access.  | Harrisville             |
| Tangalooma Island Resort          | New drainage and pump system to reduce the impact of flooding on the resort.  | Moreton Island          |
| The New Royal Hotel Rubyvale      | Implementing a sustainable food storage plan by the implementation of a walk-in freezer room.   | Rubyvale                |
| Town House Motor Inn              | Disaster preparation infrastructure including flood barriers, pump, trailer, cameras and upgrades to evacuation/emergency plans and manuals.                    | Goondiwindi             |
| Traveller's Rest 1770             | New boardwalk to enable all-weather accessible walks and tours in bushland on site.   | Round Hill              |
| Wolston Farmhouse                 | Wolston Farmhouse Carpark resurfacing.  | Wacol                   |
| Woodfordia                        | Flood resilience initiatives including sealing high-traffic roadways and paths, low-scale engineering and landscaping solutions.                                | Woodford                |
| Worendo Cottages                  | Installation of a solar power system as the main power source for all accommodation on the property.  | Darlington              |

**Source:** DETSI

**Table 11:** List of successful applications for Tourism Industry Resilience Grant

| Business name  | Project description   |
|--|---|
| Discovery Coast Tourism and Commerce Inc.                              | The program will provide tangible assistance directly to local businesses, for their planning, responding to, and recovery from future disasters thorough a workshop and individual mentoring.  |
| Fraser Coast Tourism and Events  | Deliver a disaster planning, resilience and crisis communication workshop for tourism businesses that helps tourism operators to prepare for, respond to and recover from a range of disasters and crises. The training will take participants through real life scenarios and show them how to access and use disaster checklists and templates provided in the Small Business Disaster Hub.           |
| Gladstone Area Promotion and Developments Limited                      | The purpose of the plan is to provide a framework to prepare for respond and recover from emergency situations that may have a significant impact on Gladstone region tourism businesses.   |
| Gold Coast Tourism Corporation Ltd (trading as Destination Gold Coast) | With tourism a primary pillar of the Gold Coast economy, this project will support the long-term sustainability of the tourism industry in the region through disaster resilience planning and capability building via the delivery of a Crisis Communications Program.   |
| Lockyer Chamber of Commerce Industry and Tourism                       | This business capability development program, Floods to Flourish, adopts a storytelling approach which will assist businesses to develop and articulate their values and purpose, supporting them to recover from a disaster.   |
| Moreton Bay Regions Industry & Tourism                                 | The objective of the proposed project is to increase the tourism sectors knowledge and skills by providing access to practical training and tools to build resilience and support disaster recovery.  |
| Outback Queensland Tourism Association                                 | Businesses will be supported to enhance their preparedness, response, and resilience to future disasters. They will receive assistance to develop and implement strategies and plans which will support them to become sustainable and robust.  |
| Roma Commerce and Tourism Inc.   | This project will strengthen business capabilities, reduce risk, and support tourism operators to become more resilient against future disasters by providing a Human Resource Practical Toolkit & Masterclass including proformas, templates and video presentations. Business will have the skills to retain existing and recruit new staff after a disaster so they can re-open and recover quicker. |
| Southern Queensland Country Tourism                                    | This program will help participants identify current risks and threats to their business and create a plan which is activated when required. Operators will have a business continuity plan that provides the blueprint and strategy for business to continue to operate, serve customers and earn revenue during an interruption.  |
| Straddie Chamber of Commerce Inc.                                      | Deliver a series of four workshops to build the capability of local tourism businesses through completing a plan on a page to build a business continuity plan.   |
| Tourism Tropical North Queensland Limited                              | This project will co-design key steps to support tourism operators in Far North Queensland develop new products and experiences to attract visitors to the Gulf Savannah region during low season, or when weather impacts visitor access.  |
| Visit Sunshine Coast   | This program will help build local tourism industry resilience and capabilities through support to develop strategic plans and skills to better equip them to prepare, respond, recover, and communicate effectively in a disaster or crises.   |

**Source:** DETSI

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