

Queensland Reconstruction Authority



Operation Queensland

The Community, Economic and
Environmental Recovery and Reconstruction

Implementation Plan

2011–2013







Message from the Premier

Queensland, given the size and magnitude of disasters, is in uncharted waters. For us to prevail we need a plan and direction. This Plan is the one that delivers the how in the process to rebuild a stronger more resilient Queensland.

This Operation QUEENSLANDER – Implementation Plan – sits beneath the overarching State Plan.

The task of rebuilding a better Queensland has grown from what originally was a flood response in the bottom half of the state to now take in virtually all of the state, given the impacts of cyclones and more flooding.

The enormous task demands a well planned and managed response.

The Queensland Reconstruction Authority leads that task. The Authority's responses will vary, given differing impacts and needs across regional, rural and metropolitan areas, but they will all be built on a simple model.

In keeping with the Authority's approach to devolve decision making as far as possible to those who know and understand local conditions best, local plans will be built on six lines of recovery – human and social, economic, environment, building recovery, roads and transport, and community liaison and communication.

These will all be brought together to ultimately develop a stronger better Queensland.

Cooperation in the implementation will be essential and at all times people will be the number one priority.

Supporting that will be the need for assurances by all on value for money, accountability and for the rebuild to take place in a timely manner.

This plan, in sync with the Authority's overall direction, offers Queenslanders, the nation's taxpayers, generous donors – be they at local, national or international level and taking in support from personal, corporate and government levels, a guide as to how their financial support will be used.

The Queensland Government acknowledges that support and generosity and in return we will carefully, judiciously and fairly set about rebuilding a better state.

A large, stylized handwritten signature in white ink that reads "Anna Bligh". The signature is fluid and cursive, with a prominent loop at the end of the last name.

Anna Bligh MP
Premier of Queensland and Minister for Reconstruction



Photo by Hugh O'Brien



Message from the Major General

This Operation QUEENSLANDER – Implementation Plan sets how the Authority, working across all levels of government, will rebuild a stronger more resilient Queensland.

For us to begin the reconstruction work necessary in the months and years ahead we need a plan and this sets out the structures and principles upon which we will work.

We have to synchronise our efforts, resources, and priorities to ensure that the complex tasks ahead proceed as smoothly, painlessly and efficiently as possible.

Building a stronger, more resilient Queensland will take time and patience.

This plan is another element in ensuring that tax payers get the best possible value for their contribution and that Queensland gets as much work completed as possible out of the available money.

In a relatively short period of time the Authority has been given its own legislated framework, it is building the team to undertake its tasks and its presence across the state is building.

This plan will inform, but not direct, local plans which will be built on six lines of recovery – human and social, economic, environment, building recovery, roads and transport, and community liaison and communication.

These will all be brought together to ultimately develop a stronger better Queensland.

Councils have been prioritising their needs and evaluations will determine how and when funds and works are placed across the state.

We confront an enormous, but not insurmountable task. For us to prevail we need to work cooperatively with the end goal of a stronger better Queensland.

A handwritten signature in white ink, appearing to read 'Mick Slater', written in a cursive style.

Major General Mick Slater
Chair Queensland Reconstruction Authority



Photo by Michael Marston

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Introduction

This Implementation Plan brings together the six lines of reconstruction that are the framework of Operation QUEENSLANDER (the State Plan).

Each line of reconstruction is developed by its own sub-committee after input from key stakeholders, government, industry and community.

The sub-committees identify the issues within their field, and then use their skills, expertise and experience to formulate a response.

To rebuild a community there needs to be an agreed understanding of the issue, from both the perspective of those to receive any help and from those to provide it.

In between there needs to be a priority developed on what is the most important element – knowing that the Authority's core priority is people first.

It would be unfair to build an expensive new road in an area that benefits few, but it could be important to have that road if it means jobs aplenty for those who live or work on or near it.

Through working collaboratively with a community that overwhelmingly wants change, it can accelerate changes to rebuild new communities allowing affected residents to be in their own homes far quicker than the norm.

Improved liveability, contributes to happier, healthier Queenslanders. Already, in less than two months the lines of reconstruction are working in partnership with state, federal and local governments, industry, non-government organisations and communities to deliver that liveability.

Be it by securing work programs, land management and waterways clean-up packages, national tourism campaigns, buy local and donations programs, targeted health, financial counselling and disability support programs – they all mean we are rebuilding our state in a planned and confident way.

Fast tracking the Grantham reconstruction area captures elements of all the lines of reconstruction. The Authority, through a planned, coordinated manner, has shown all it has listened, learned and aims to deliver what a community in need wants.

But it's not just in response, that the Authority is working through its lines of reconstruction. Through these it is working to improve Queensland's disaster preparedness and mitigation strategies for key social groups, industries and eco-systems.

This will mean our economy and environment are better able to withstand future natural disasters.

Fast facts: Queensland's reconnection, rebuilding and improvement*

Australian Government Disaster Recovery Payments	646,800 claims, \$745 million paid
Disaster Income Recovery Subsidy	60,800 claims, \$62 million paid
Personal hardship and assistance	More than \$29 million has been paid
Community wellbeing	\$39 million approved to support community recovery, people with a disability, mental health and financial wellbeing
Small businesses and primary producers grants	More than \$30 million approved
Sport and recreation services	Over \$14 million in one-off funding approved (for infrastructure and/or equipment) to assist organisations to re-establish sport and recreation services
Insurance claims reported by Insurance Council Australia	109,390 claims for an estimated reserve value of \$3.18 billion

	November 2010 – March 2011	As at 12 April 2011
Roads	9170 kilometres of Queensland's state-owned road network affected	6627 kilometres of Queensland's state-owned road network recovered
Rail	4748 kilometres of Queensland's state-owned rail network affected	4422 kilometres of Queensland's state-owned rail network recovered
Bridges and culverts	89 state-owned bridges and culverts with major damage statewide	64 state-owned bridges and culverts recovered statewide
Schools	411 Queensland schools affected	410 Queensland schools recovered and operating from original location
National Parks	139 National Parks affected statewide	46 National Parks recovered statewide
Power	More than 460,000 homes and businesses have had their power reconnected	
Evacuation centres	6812 people housed in evacuation centres	
Property impact	133,949 residential buildings affected and 146,339 buildings affected	
Premier's Disaster Relief Appeal fund	More than \$253 million donated to Premier's Disaster Relief Appeal with over \$55 million distributed to those most in need	

*as at 12 April 2011

Operation QUEENSLANDER – A plan in motion

Western rail line reopens ahead of schedule

The January 2011 flooding caused significant damage to the Western rail line through the Toowoomba Range. This vital train line connects freight trains to towns all the way out to Quilpie, as well as the South Western line, which connects Toowoomba to Thallon via Warwick.

Each week about 100 trains carrying nearly 200,000 tonnes of freight travel from south-west Queensland over the Toowoomba Range to primary industry processors, the Port of Brisbane, and other markets.

The flooding caused damage to more than 260 individual sites that required repairs in the Toowoomba Range alone, including sections of track that had to be entirely rebuilt.

Near the historical Spring Bluff section, land slips and wash outs created a 25 metre deep drop.

By 28 March 2011, a mammoth reconstruction effort resulted in the Western rail line reopening three months earlier than originally forecast. Works of this complexity and scale would normally take more than six months to complete.

More than 150 Queensland Rail workers and more than 100 Thiess contractors toiled day and night since January to reopen the train line and ensure essential services carrying coal, grain, livestock and general freight could be moved.

More than 30 kilometres of track was entirely resurfaced, using 2266 new sleepers. The total amount of rock and ballast hauled into the Range for this project would fill nearly 227 Olympic sized swimming pools.

The \$30 million reconstruction effort in such a short period of time shows the tremendous rebuilding spirit in Queensland.



Before (above) and after (below) at the historic Spring Bluff section



Local business offers shade to kids

Community groups and sporting clubs are getting back on their feet thanks to the generosity of corporate Australia.

One organisation to benefit is the Tully Kindergarten, who lost large trees that provided crucial shade from the harsh Far North Queensland sun. The trees were uprooted during Tropical Cyclone Yasi and without them the garden became very hot for the children.

In came the help of the Costa Group, a major Australian grower and supplier of bananas that employs more than 180 workers in Far North Queensland. Costa Group gave \$6000 in funding for shade sails to be installed, providing the shade required that was lost after the cyclone.

Local business Fiveways Upholstery is undertaking the kindergarten building project, ensuring work flowing from the reconstruction is also providing a much needed boost to the local economy.

The partnership between the Costa Group, Fiveways Upholstery and the Tully Kindergarten is a great example of how corporate organisations can ‘join forces’ with community organisations to rebuild Queensland.

A Join Forces program, developed by the Queensland Reconstruction Authority, is linking with the Prime Minister’s Business Taskforce and its affiliated corporate members, to uncover the needs of Queensland’s local clubs and groups and match them with the generosity of corporate Australia.

Grantham on fast-tracked road to reconstruction

On 10 January 2011, severe flooding in the Lockyer Valley caused devastating damage throughout the region resulting in loss of life and property.

In Grantham, assessments of the damage show 119 homes sustained significant damage, 19 houses were damaged beyond repair and 10 were completely destroyed.

By the end of March 2011, the Grantham community were progressing along the path toward reconstruction.

The town is set to be the first designated reconstruction area under the Authority’s powers.

A community-led master planning process involving residents and community representatives, the Lockyer Valley Regional Council and the Authority is well advanced.

The Authority has held close discussions with the Lockyer Valley Regional Council to determine the community’s needs in the reconstruction effort, so that Grantham can emerge a stronger, more resilient community.

A series of almost 100 individual meetings with affected residents, and community meetings attended by many locals focused on discussions and ideas for the future.

Community preferences have shown around half of the affected residents have a desire for relocation to higher ground, while others are looking to rebuild on their current property and a small proportion have indicated an intention to leave Grantham.

The community’s preferred master plan for Grantham will be supported through the preparation of a regulation to declare Grantham a reconstruction area in accordance with the *Queensland Reconstruction Authority Act 2011*. This will enable urban development that could normally take years to be completed within months.





Section one: Operation QUEENSLANDER – Implementation Plan

The Operation QUEENSLANDER Implementation Plan outlines how the Queensland Reconstruction Authority (the Authority) will work with the six lines of reconstruction sub-committees to implement the State Community, Economic and Environmental Recovery and Reconstruction Plan 2011–2013 (the State Plan) to reconnect, rebuild and improve Queensland, its communities and economy (refer to Annex A).

Overview

The natural disasters that struck Queensland between November 2010 and February 2011 had catastrophic impacts, with the whole of Queensland declared as disaster affected.

In response to these events, Operation QUEENSLANDER was initiated to rebuild a stronger, more resilient Queensland and Queenslanders. Operation QUEENSLANDER draws together the individual, community, industry, not-for-profit, corporate, state, Commonwealth and international assistance resources to align and synchronise the immense spectrum of reconstruction activities.

Operation QUEENSLANDER is a plan in motion. This Implementation Plan documents the reconstruction of Queensland so far and the roadmap for reconstruction in the coming months and years. It includes actions and metrics for each of the lines of reconstruction sub-committees and demonstrates that Queensland is rebuilding and getting back to business. The Implementation Plan also outlines the resourcing,

project control, and reporting mechanisms through which the Authority will support line of reconstruction activities.

The Commonwealth and Queensland Governments provide funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) on a cost sharing basis to help pay for natural disaster relief and recovery costs. Current cost sharing arrangements: Commonwealth Government up to 75 per cent, Queensland Government 25 per cent (refer to Annex B).



Photo by Hugh O'Brien

Figure 1: Operation QUEENSLANDER construct

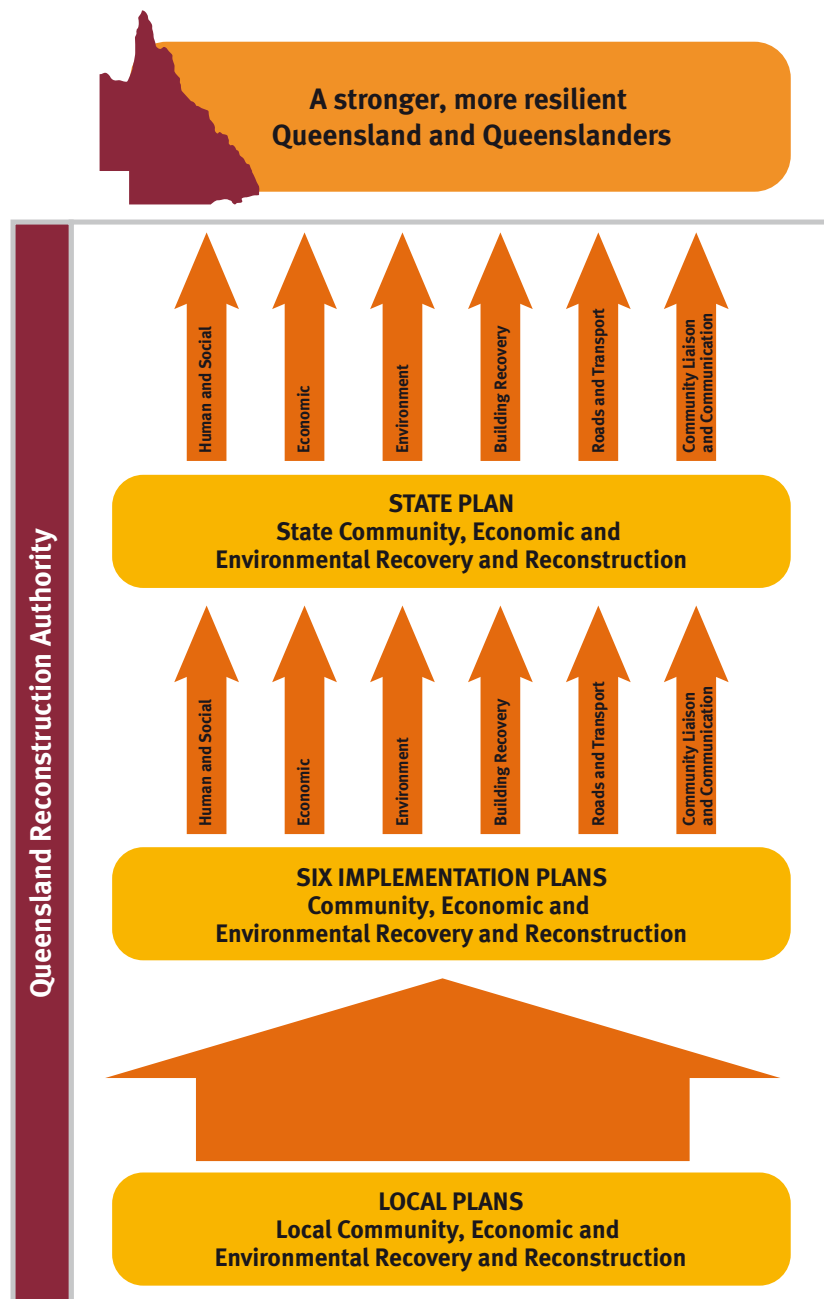


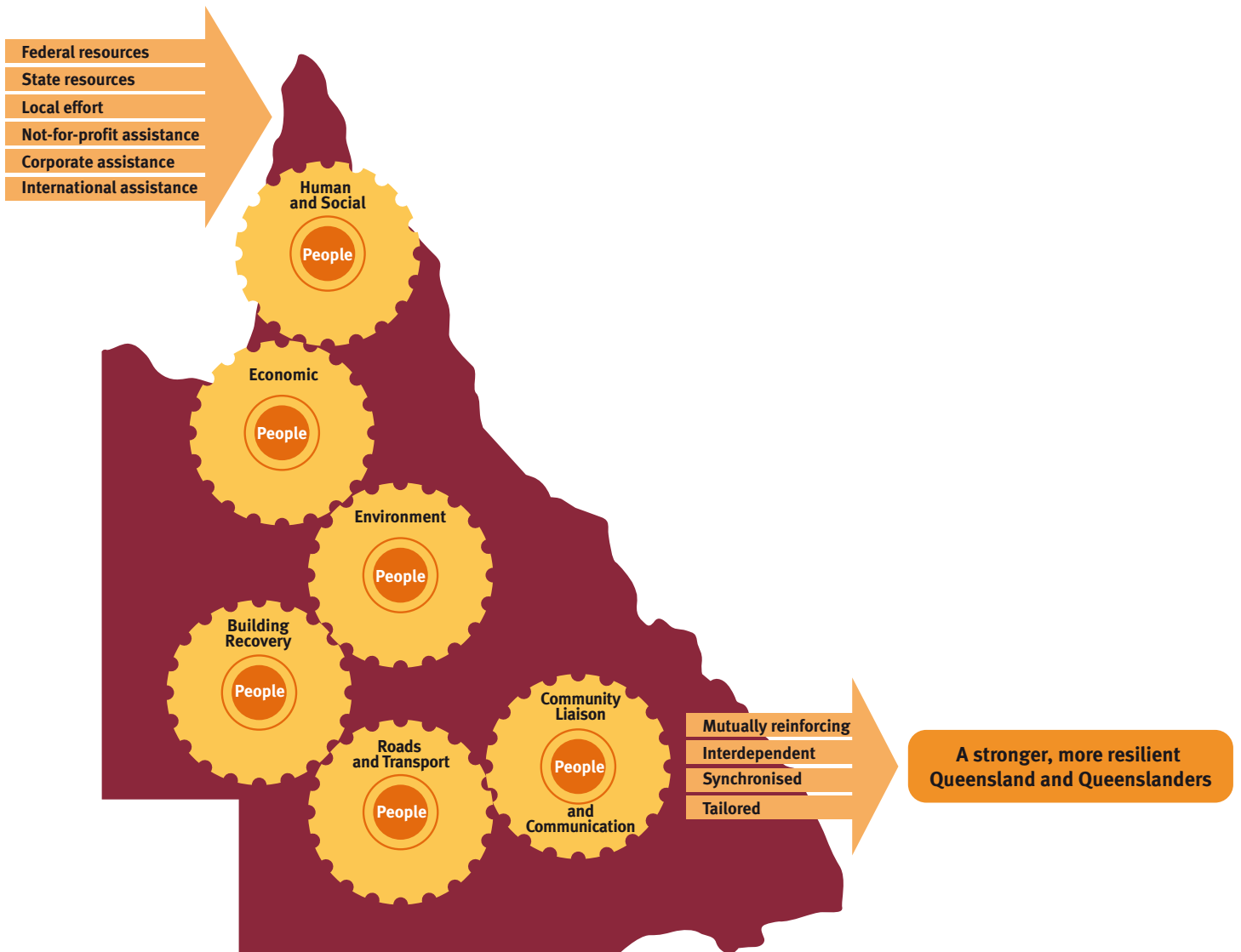
Figure 1 illustrates Operation QUEENSLANDER’s inter-relationships between the State Plan, Implementation Plan and local plans. The State Plan was released on 23 March 2011 and provides the road map for reconstruction, based on six interdependent lines of reconstruction (refer Figure 2):

- **Human and Social** – restoring local health, social, education and community services and providing counselling and specialised mental health services in disaster affected communities.
- **Economic** – restoring a competitive and sustainable Queensland economy. The plan outlines a number of tasks to achieve this aim, including a buy local campaign.
- **Environment** – the natural disasters have taken a huge toll on the natural environment and issues such as contaminated land and the rehabilitation of reserves, parks, waterways and wildlife must be managed.

- **Building Recovery** – the reconstruction must be carried out with efficiency, create a more resilient environment and offer value-for-money to taxpayers and provide jobs to locals as much as possible.
- **Roads and Transport** – repairing our infrastructure and make it more cyclone and flood resistant in the future.
- **Community Liaison and Communication** – consulting and communicating with our communities every step of the way.

Each line of reconstruction has developed a detailed implementation plan, through their line of reconstruction sub-committee, to achieve the key tasks directed within the State Plan (Annex A).

Figure 2: Queensland reconstruction framework





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Section two: Operation QUEENSLANDER – Strategic objectives, timelines and milestones

Strategic objectives

The strategic objectives of the Authority are outlined in the State Plan. These objectives and their outcomes are:

1. Maintain the self-confidence of Queensland
 - Community needs are recognised and met in the rebuilding and recovery effort.
 - Communities, industry, businesses and individuals have increased capability and confidence to play their part in preventing, preparing for, responding to and recovering from natural disasters.
2. Build a resilient Queensland and support resilient Queenslanders
 - The social, economic and environmental consequences of a natural disaster are reduced markedly, including loss of life, injury, loss of property, damage to infrastructure and damage to ecosystems.
 - The speed of recovery from a future natural disaster is increased.
3. Enhance preparedness and disaster mitigation
 - Queensland's social structures, economy, built and natural environment are better able to withstand the impact of a future natural disaster.
4. Continue implementation of Toward Q2: Tomorrow's Queensland
 - Queensland's communities and economy are rebuilt and the social, economic and environmental wellbeing of Queensland and Queenslanders is improved as a result of reconstruction efforts.
 - Reconstruction is sufficiently advanced and integrated with other strategic plans including the Queensland Infrastructure Plan and Queensland Regionalisation Strategy to make an orderly transition of responsibilities from the Authority to other agencies by February 2013.

Annex C provides more details on the Authority's strategic objectives.

Operation QUEENSLANDER has the aspirational goal to improve the social and community wellbeing of Queensland communities. Local communities lie at the heart of this goal and Operation QUEENSLANDER aims to invigorate confidence that each community will be better prepared to meet future adversities.

Timeline

Operation QUEENSLANDER is timed to the end of 2013 and outlines three phases for the reconstruction efforts including stakeholder engagement:

- Phase one: recovery, January 2011 – June 2011
- Phase two: reconstruction, June 2011 – December 2012
- Phase three: transition, December 2012 – December 2013

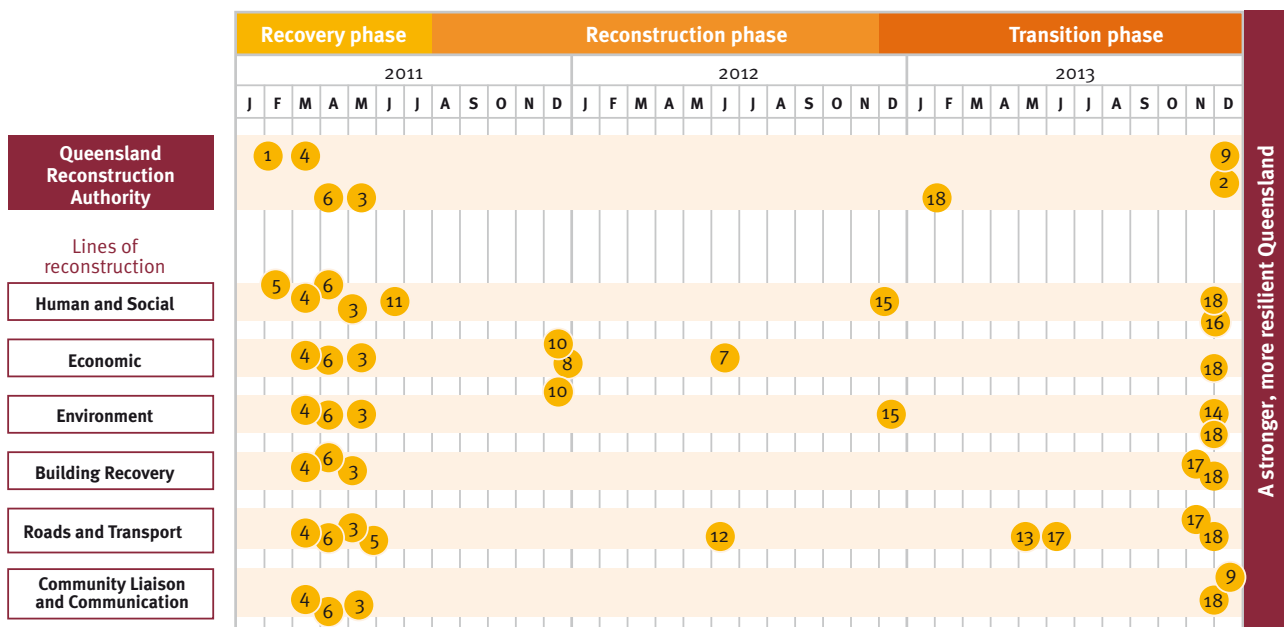
Key strategic milestones

The State Plan specifies key strategic milestones against which reconstruction progress will be measured (refer to Figure 3). The Implementation Plan outlines the key tasks that the Authority and each of the six lines of reconstruction will need to complete in order to achieve these milestones.

Figure 3: State Plan timeline and key strategic milestones

Campaign plan

Mission statement: Reconnect, rebuild, and improve Queensland, its communities and economy



Key strategic milestones:

1. Queensland Reconstruction Authority established
2. Reconstruction funding secured
3. Community liaison and communication plan for reconstruction implemented
4. State Community, Economic and Environmental Recovery and Reconstruction Plan (the State Plan) released
5. Critical infrastructure and services re-opened
6. Implementation and local plans, and cross-cutting planning commenced
7. 'Jobs and Skills' package produced to support community recovery
8. Tourism visitation numbers to Queensland restored
9. Government reporting requirements met
10. Key industry sector, particularly mining and agriculture, production achieves optimum capacity
11. Key social services operating at optimum capacity
12. Flood resilience of critical infrastructure restored and enhanced
13. Critical transport infrastructure restored and enhanced for flood immunity
14. Ecosystems services restored
15. Additional health and community services delivered
16. Appropriate housing for all displaced households provided
17. Endorsed statewide rebuilding program completed
18. Remaining tasks transitioned to normal government business.



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Section three: Implementation Plan

In consultation with the Authority, the lines of reconstruction sub-committees have developed six implementation plans (Annex A) that explain how the key tasks identified in the State Plan will be achieved.

Structure

The implementation plans for each line of reconstruction include:

- key tasks – as identified in the State Plan
- intent, why, how and outcome statement
- details – the actions which need to be undertaken to achieve the key tasks
- timeline – a timeline for the completion of tasks.

Cross-cutting planning

In conjunction with the six lines of reconstruction sub-committees, the Authority will monitor reconstruction activities for potential cross-cutting planning opportunities. Cross-cutting planning will be achieved through continual input by representatives from the six lines of reconstruction sub-committees and attendance at Authority level working group meetings.

Where cross-cutting issues are unable to be resolved through the lines of reconstruction sub-committees, or working groups, or by the best endeavours of all parties through consultation and negotiation by the Authority, issues will be escalated to a Reconstruction Control Group (RCG) for resolution.

As outlined in the State Plan, the Department of Employment, Economic Development and Innovation (DEEDI) and the Authority will co-chair RCGs to resolve issues that cut across lines of reconstruction. These RCGs will bring together levels of government, peak bodies and other significant participants as required to clarify emerging issues, make decisions and coordinate actions across lines of reconstruction. Cross-cutting issues will be identified either within the Authority, within one or more of the six lines of reconstruction sub-committees, by other government departments, or by local government.

Link with local plans

The Implementation Plan will inform, but not direct, the development of local plans by outlining the key tasks being undertaken via the line of reconstruction sub-committees. The development of local plans, while not mandatory, are complementary to the disaster management plans required under section 57 of the *Disaster Management Act 2003*.

The Authority will utilise local plans to understand community recovery and reconstruction priorities and to facilitate assistance. Local plans will also become an important reference for the line of reconstruction sub-committees as they execute their key tasks.

In developing the framework for local plans, the Authority acknowledges the extensive planning which local governments are now undertaking under both the *Local Government Act 2009* and *Sustainable Planning Act 2009* and will encourage local governments to utilise their existing planning and community engagement processes, where possible, to assist in developing local plans.

The Authority will review and, where appropriate, provide feedback to local government authorities and lines of reconstruction sub-committees on issues raised in local plans.

Operating principles

The State Plan articulates 10 principles for guiding the conduct of the Authority (Annex D). Several of these principles are important for the Implementation Plan:

Principle one: People are the highest priority

Individuals, families and communities were significantly impacted by the disasters experienced by Queensland between November 2010 and February 2011. A central focus of the reconstruction effort is to support Queenslanders to recover from the set-backs and rebuild lives, community networks and structures. The Authority will support the efforts of people in rebuilding communities. Decisions will always be made with the awareness that people are at the heart of the needs and the solutions to the reconstruction effort. Compassion and communication will be the hallmarks of the Authority's work.

Principle four: The Queensland Reconstruction Authority prioritises the requirements for economic growth, development and rebuilding while considering the Ecologically Sustainable Development Principles.

Few Queenslanders would disagree that where infrastructure has been significantly damaged that options to improve the asset or service should be considered when it comes to rebuilding. This is particularly important as the state moves towards the government's Toward Q2 vision for 2020 and other strategic plans. The Authority will in all instances consider the alternatives that may be possible to build back a strong, green, smart, healthy and fair Queensland.

Principle eight: Decisions are to be made at the most relevant level, recognising that community led processes are a significant factor in successful community recovery, reconnection and rebuilding.

The Authority's approach to the reconstruction effort recognised that recovery starts locally and that community led processes are a significant factor in successful reconstruction and recovery. It acknowledges that local communities know best what their needs and priorities are and how best to work to recover across the range of social, environmental and economic experiences. Experience shows that local communities recover more quickly when they take the lead themselves in getting back to work following a disaster. Advice from local government has been and will continue to be sought and used to assist in developing priorities and opportunities throughout the reconstruction effort. Local government remains the key facilitator for determining community requirements and understanding community opinion.



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Photo by Hugh O'Brien

Section four: Project control

For Queensland, the requirement for reconstruction of essential public infrastructure and associated social, economic and environmental systems is unprecedented. The Authority recognises the challenge of coordinating the numerous reconstruction activities and multiple funding sources while ensuring the appropriate governance arrangements are in place. Within the Authority a Project Control Branch has been established to provide centralised and structured leadership and advice in managing and controlling multiple programs and projects.

The primary objective of the Project Control Branch is to establish and implement a governance framework for the provision of funding for reconstruction projects, and to ensure value for money is achieved.

One of the most important elements of the project control governance framework will therefore be the establishment of effective risk management systems and processes. A risk management based approach will inform key aspects of the governance arrangements, including the value-for-money assurance processes.

Governance framework

The governance framework sets out the processes the Authority will utilise to support the reconstruction works.

It extends across Natural Disaster Relief Recovery Arrangements (NDRRA) (refer to Annex B for extract of NDRRA Determination 2011) and other funding sources, and will apply to both state agencies and local governments. The focus of these processes is to balance the need for responsiveness with a requirement to ensure a value-for-money outcome is achieved.

The governance framework is supported by a number of processes to provide guidance on funding compliance and prioritisation, procurement and overall process management.

The key elements of the governance framework are:

- risk management
- funding eligibility
- compliance assessment and prioritisation of projects
- value-for-money assurance
- reporting.

Risk management

Given the scale of the program expected to be conducted by the Authority, it is critical that attention is paid to those activities that are at most risk of not delivering value-for-money outcomes. This applies for individual reconstruction projects as well as broader activities across the lines of reconstruction. As part of the governance framework, the value-for-money strategy and assurance processes will address these risks which have been identified through:

- leveraging learnings from other programs of similar scale and complexity
- drawing on the experience of the six lines of reconstruction sub-committees through their established project delivery processes and systems
- drawing on appropriate external expertise.

Funding eligibility

The Authority will be coordinating and monitoring funding from a range of sources.

NDRRA funding will represent a large proportion of the funding committed to the reconstruction effort. While this is not the sole source of funding, the NDRRA directive and processes that align with it will inform the basis for monitoring the expenditure of funds allocated through the Authority. Refer to Annex B for extract of NDRRA Determination 2011.

Compliance assessment and prioritisation of projects

The Authority's approach to reconstruction across Queensland will be to devolve decision making as far as possible to those who understand local conditions and needs. Where there is a requirement for the Authority to make decisions regarding priority for allocation of funding and other resources, the Authority will use the strategic objectives, principles, key strategic milestones, and other pertinent information to inform the decision making process.

Local governments will provide the Authority with a list of their reconstruction projects and advise the Authority on their priority allocation for these projects.

The Authority will work collaboratively with the six lines of reconstruction sub-committees and local government to discuss their priority reconstruction projects, and ensure that these projects align with broader government reconstruction priorities identified in the State Plan.

The Authority will assess projects against funding criteria to confirm compliance of reconstruction activities with various requirements.

Value-for-money assurance

The primary accountability for the identification and implementation of priority reconstruction projects will be with the relevant lines of reconstruction and local governments (via local plans). The key role of the Authority will be to provide monitoring and coordination support to individual projects and stakeholders to ensure that value-for-money and cross-cutting planning activities are achieved. Specific value-for-money assurance processes will be embedded in the compliance assessment, prioritisation and reporting processes. Based on the risk based approach, the value-for-money assurance processes will include, appropriate performance benchmarking, industry and market performance monitoring and management, and cross project coordination.

In undertaking its value-for-money assessments the Authority will have regard to achieving a balance between delivery cost for restoration of essential public infrastructure, and the wider economic cost of delays in restoration of key assets.

The Authority will maintain regular dialogue with the Queensland Audit Office and the Australian Government Reconstruction Inspectorate in relation to value-for-money assessments.

Project reporting

The Authority reporting processes will capture project performance against key reporting criteria as well as providing the information to enable effective coordination and value-for-money assurance. The reporting processes aim to:

- ensure that project-level risks are identified, assessed, and where appropriate, reported to the Authority where higher level management support is required
- provide the Authority with the ability to identify specific issues with individual projects and identify where targeted consultation and assistance may be required
- allow the Authority to report overall performance of the reconstruction program across the six lines of reconstruction sub-committees and local governments in its monthly reporting to the Board and to the state and federal governments
- provide a mechanism for verification of individual project outcomes
- satisfy audit requirements including independent verification of project outcomes
- ensure that reporting to the Authority addresses:
 - people – community recovery/social fabric restoration
 - economy – specific benefits that reconstruction projects are delivering for communities and the regional economy
 - responsiveness – ability to achieve project benefits in the shortest practicable timeframe
 - value-for-money – leveraging of existing procurement processes utilised by state agencies and local governments including centralised monitoring and reporting.
- ensure that lessons are learnt and applied throughout the reconstruction effort to improve project and program outcomes.



Photo by Hugh O'Brien

Section five: Reporting

Reporting metrics

The State Plan contains key tasks for the six lines of reconstruction. To support the measurement of these tasks, the Authority will provide a monthly report to its Board. Reporting of progress will take place against a series of headline metrics (refer to Figure 4).

As progress is achieved across the recovery, reconstruction and transition phases, the monthly headline metrics for each of the six lines of reconstruction will be reviewed and modified as required to ensure they remain relevant to the activities associated with that particular phase.

Each line of reconstruction sub-committee will utilise a detailed set of metrics (refer to Annex A) as internal management and delivery tools but these will not be routinely reported by the Authority. As reconstruction progresses, lines of reconstruction sub-committees will review and modify metrics to ensure they remain relevant.



Figure 4. Metrics for monthly reporting during the recovery phase as at April 2011

Headline metrics (monthly reporting) as at April 2011				
Human and Social (H&S)	Financial assistance for individuals and households affected by the disasters <i>(H&S key tasks 2)</i>	Housing assistance where applicant was a victim of the disasters <i>(H&S key task 2, 9)</i>	Schools and community infrastructure (open) <i>(H&S key task 8)</i>	Financial assistance for charities and not-for-profit organisations that suffered damage <i>(H&S key task 2, 8)</i>
Economic (Econ)	Small business and primary producer grants data (applications and acquittals) <i>(Econ key task 1, 11)</i>	Coal export tonnage <i>(Econ key task 1, 16)</i>	Percentage (%) growth employment <i>(Econ key task 5, 13, 14)</i>	Tourism vistingation numbers <i>(Econ key task 1, 5, 15)</i>
Environment (Env)	Percentage (%) of impacted resource projects operating within environmental authorities and discharge limits <i>(Env key task 12)</i>	National parks open for conservation management <i>(Env key task 4)</i>	Percentage (%) of impacted water treatment and sewerage plants (repairs completed and approved regulatory standards) <i>(Env key task 15)</i>	Natural resources management data <i>(Env key task 1, 3, 6, 7)</i>
Building Recovery (BR)	Insurance data (number of claims, estimated reserved value and claims paid) <i>(BR key task 2)</i>	Power data (Ergon and Energex) <i>(BR key task 2)</i>	Government buildings restored and operational <i>(BR key task 3)</i>	Residential housing data <i>(BR key task 2)</i>
Roads and Transport (R&T)	Percentage (%) of state-owned road network damaged and repaired <i>(R&T key task 1)</i>	Total state-owned bridges and culverts damaged and repaired <i>(R&T key task 1)</i>	Percentage (%) of state-owned rail network damaged and repaired <i>(R&T key task 1, 2)</i>	Number of ports accessible <i>(R&T key task 1)</i>
Community Liaison and Communication (CL&C)	Join Forces program data <i>(CL&C key task 6)</i>	Data on communication with the Authority <i>(CL&C key task 2)</i>	Data on the number of visits to the Authority website <i>(CL&C key task 6)</i>	

The monthly reports are available online at www.qldreconstruction.org.au/reports/

Recovery phase reporting (January 2011 – June 2011)

For the recovery phase, key reportable monthly headline metrics have been identified (see Figure 4). These metrics are expected to change as the reconstruction progresses. During this phase, these metrics will be reported at a whole-of-state or regional level. Regional level reporting will be based on five Queensland regions South East, Southern, Central, North and Far North (refer to Figure 5).

Reconstruction phase reporting (June 2011 – December 2012)

During the reconstruction phase the monthly headline metrics will continue to be reported and granularity of reporting will increase to address:

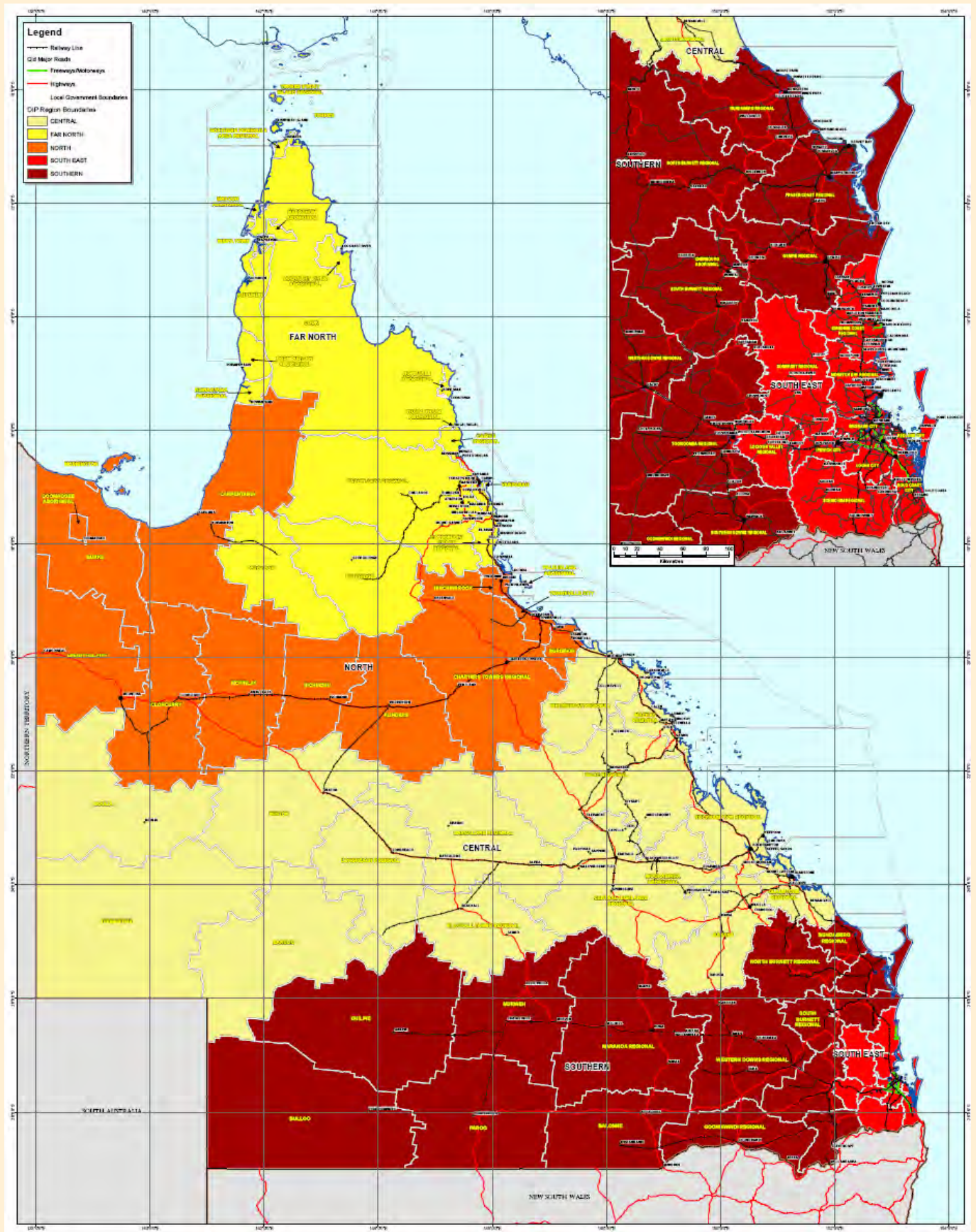
- progress by infrastructure type
- progress at a local authority or agency level
- expenditure by funding source.

This information will be derived from specific projects and funding applications collected where feasible from local government and other responsible agencies.

Transition phase reporting (December 2012 – December 2013)

Transition phase reporting will be developed toward the completion of the reconstruction phase.

Figure 5: Regions and local government area boundaries used by the Queensland Reconstruction Authority for reporting

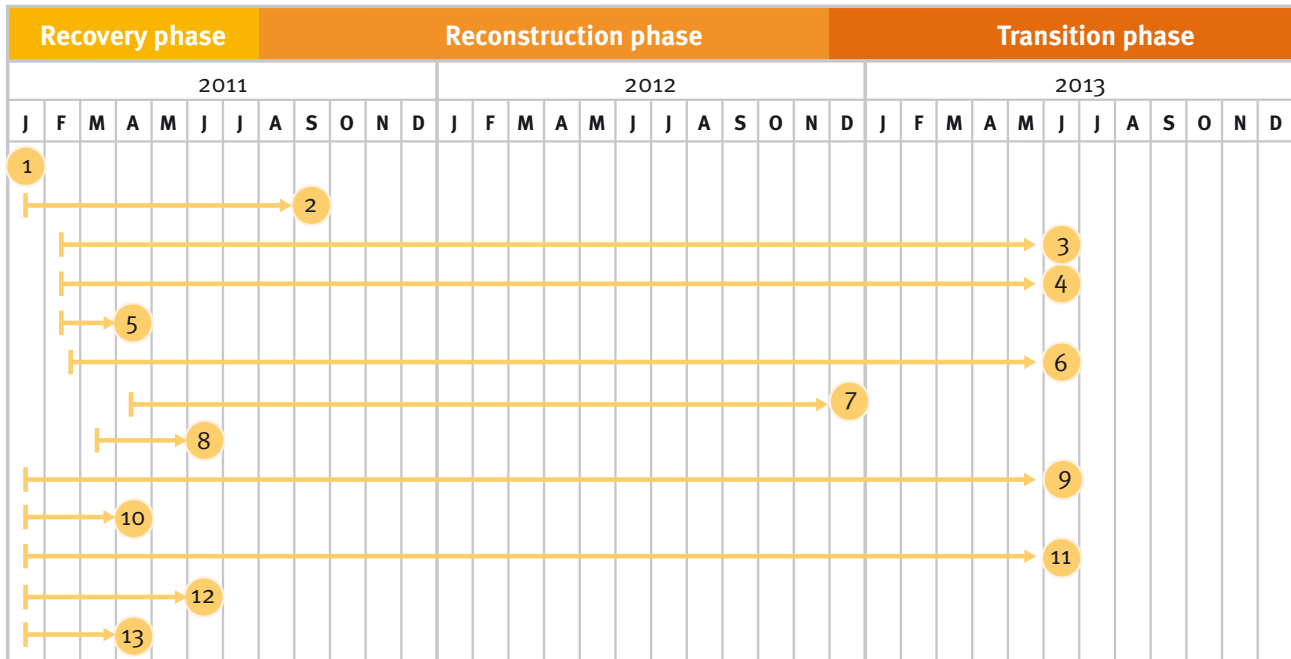




Annex A: The lines of reconstruction sub-committee implementation plans



Human and Social line of reconstruction



Key tasks:

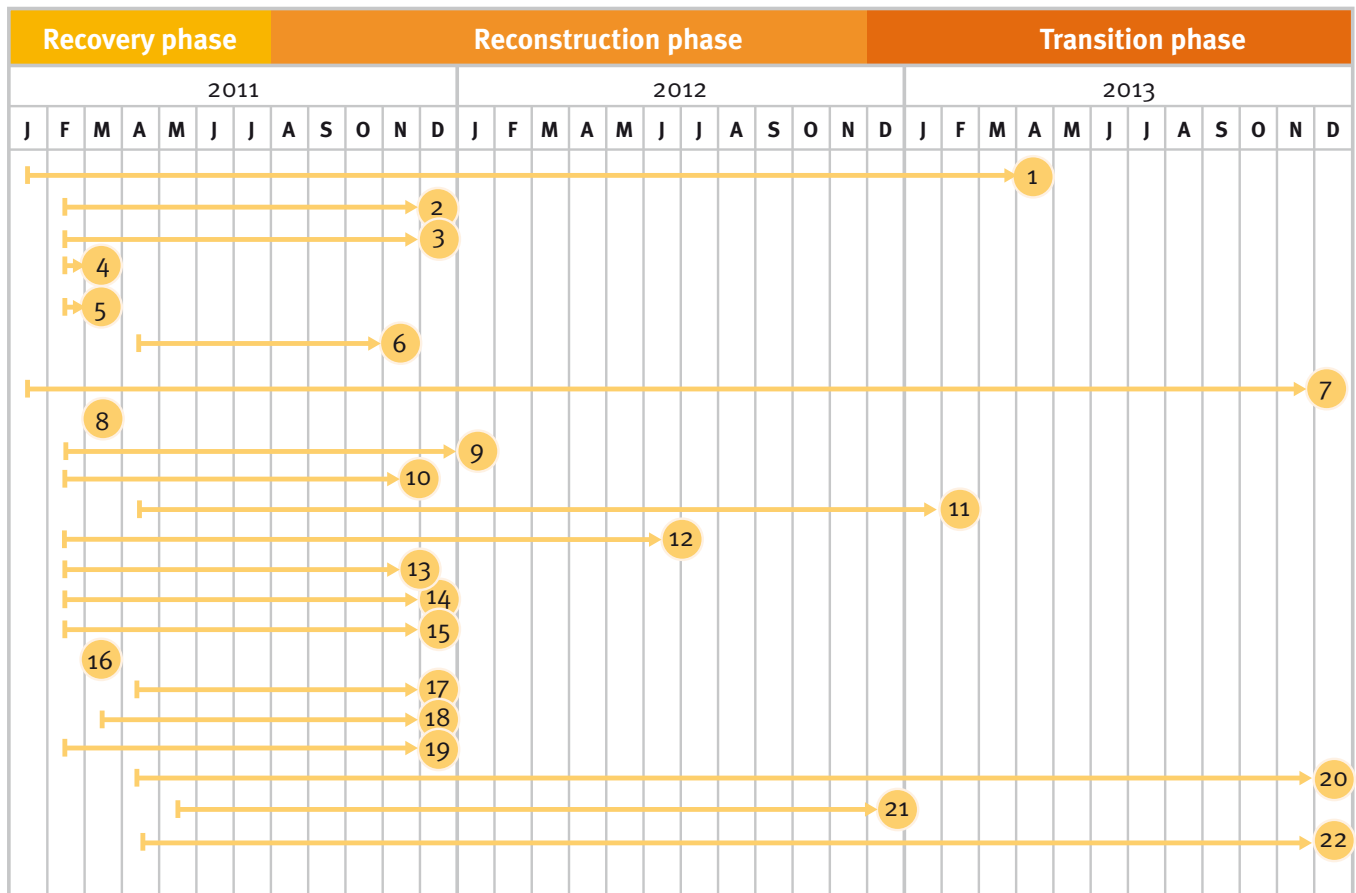
1. Critical health, social, education and community services restored and maintained
2. Emergency assistance payments, Natural Disaster Relief and Recovery Arrangements (NDRRA) grants and other relevant funding sources activated and processed
3. Public information and advice on community and public health issues provided
4. Reconstruction communication strategy to manage community expectation and inform communities contributed to
5. Federal and Queensland Government funding for additional costs associated with flood related service delivery sought
6. Community development support, including community engagement and capacity building activities provided
7. Development, implementation and monitoring of both cross-cutting planning and local community and economic recovery and reconstruction plans supported
8. Local health, social, education and community services transitioned to
9. Displaced householders connected to housing assistance and support mechanisms
10. Community recovery and coordination centres and outreach teams established, managed, and monitored
11. Additional services including counselling, personal support and specialised mental health services provided
12. Coordination of volunteer efforts supported and monitored
13. Subordinate implementation plans to achieve key tasks at project level developed by April 2011

Intent:	The human and social line of reconstruction will restore and strengthen local human services and community capacity, through provision of direct assistance to individuals and communities, and supporting communities to drive and participate in their own recovery.
Why:	To assist individuals and communities recover from the effects of the disaster, recognising that individuals, families and communities have been disrupted and, in some cases, devastated.
How:	<p>A three stage approach will be adopted. Each stage is complementary and will be undertaken in parallel. Stage one will focus on the immediate and crisis needs of individuals, families and communities. Stage two will provide direct support to the most vulnerable individuals and families and engage community members, government and non-government partners in planning the rebuild of local services, community capacity and physical infrastructure. Stage three will focus on rebuilding and strengthening local services, community capacity and physical infrastructure.</p> <p>The key services to be delivered will be: information and assessment; personal support services; financial assistance and counselling; mental health and counselling services; health services; education and training services; alternate emergency accommodation; housing and homelessness services; and community development services.</p> <p>A community development approach to all phases of recovery will be adopted – engaging individuals, families and communities in the recovery effort and building local human and social capacity. Flexibility is critical to ensure activities are tailored to needs and effective coordination will be essential to maximise resources.</p>
Outcome:	The capacity and resilience of the individuals, families and communities of Queensland has been restored.

Key tasks

Human and Social tasks	Details	Timeline
1. Restore and maintain critical health, social, education and community services.	Deploy additional staff and source alternative sites and additional resources where necessary	Jan 2011
2. Activate and process emergency assistance payments, NDRRA grants and other relevant sources of relief.	Assess need, activate assistance arrangements and commence processing grants	Jan 2011 – Sep 2011
3. Provide public information and advice on community and public health issues.	Disseminate information through appropriate channels	Feb 2011 – Jun 2013
	Promote and disseminate disaster and mental health information and resources	
4. Contribute to a reconstruction communication strategy to manage community expectation and inform communities.	Develop communication strategies that provide information on social, health, education and community services and issues	Feb 2011 – Jun 2013
5. In conjunction with Queensland Treasury, seek federal and state funding for additional costs associated with disaster related service delivery.	Assess need and identify funding sources, including NDRRA	Feb 2011 – Apr 2011
	Negotiate additional funding, including preparing bids	
6. Provide community development support, including community engagement and capacity building activities.	Provide additional resources to support community engagement and community development	Feb 2011 – Jun 2013
	Provide timely advice and information to communities	
	Provide mental health training and education to non-government organisations and local, state and Commonwealth government agencies	
	Support community based mental health activities	
7. Support the development and implementation of both cross-cutting planning and local community, economic and environmental recovery and reconstruction plans.	Support delivery of plans	Apr 2011 – Dec 2012
	As required, adapt and prioritise services to meet need.	
8. Transition local health, social, education and community services to normal.	Support processes for re-establishing services, e.g. source funding, source alternate sites where necessary	Mar 2011 – Jun 2011
	Monitor and adapt services to address emerging issues	
9. Connect displaced householders to housing assistance and support mechanisms.	Monitor and adapt services and products to address emerging issues	Jan 2011 – Jun 2013
10. Establish, manage and monitor community recovery and coordination centres, and outreach teams.	Identify additional government and NGO staff required for deployment	Jan 2011 – Apr 2011
11. Provide additional services including counselling, personal support, and specialised mental health services.	Mobilise resources, including deploy and employ additional government and NGO staff	Jan 2011 – Jun 2013
	Provide additional community based mental health support and counselling	
	General and area specific counselling	
	Deploy additional specialist mental health services	
12. Support and monitor coordination of volunteer effort.	Monitor and adapt services to address emerging issues	Jan 2011 – Jun 2011
	Work with Volunteering Queensland to coordinate volunteer efforts	
13. Develop subordinate implementation plans to achieve key tasks at project level.	Develop Implementation plan/s	Jan 2011 – Apr 2011

Economic line of reconstruction



Key tasks:

1. Queensland's competitive and sustainable economy restored
2. The prioritisation of the Queensland Reconstruction Authority's reconstruction projects contributed to
3. Consultation with economic stakeholders and peak industry bodies maintained
4. A 'buy local' campaign to restore trade and support employment developed for government consideration
5. Local governments worked with to establish local recovery committees
6. Local government capacity and the need for economic support assessed and responded to
7. Online social networking tools used to share information and build 'self-help' communities
8. Business advisors engaged through intermediaries and industry partners to provide face-to-face advice
9. A 'Fair Go Reconstruction' hotline is provided to check offers of reconstruction services and associated complaints
10. Advice on Natural Disaster Relief and Recovery Arrangements (NDRRA) measures provided
11. The Queensland Regionalisation Strategy and Queensland Infrastructure Plan are progressed
12. A 'Jobs and Skills' package produced
13. Jobs Assist services are expanded to disaster affected communities
14. A marketing campaign providing positive messages about Queensland's economy and major industries is implemented and provided to investors and trading partners
15. Partnerships with industry bodies are established to provide systemic, sectoral support
16. Tailored, simple packages of information specific to business needs are provided
17. Measurement and evaluation mechanisms specific to the economic line of reconstruction are established
18. Reductions in planning, regulatory and other obstacles that impact unnecessarily on business confidence and recovery are coordinated
19. Supply chain disaster recovery plans developed
20. Resolution of cross-cutting issues coordinated
21. Development and implementation of local community and economic recovery and reconstruction plans supported
22. Project land and infrastructure development activities aligned to economic reconstruction priorities

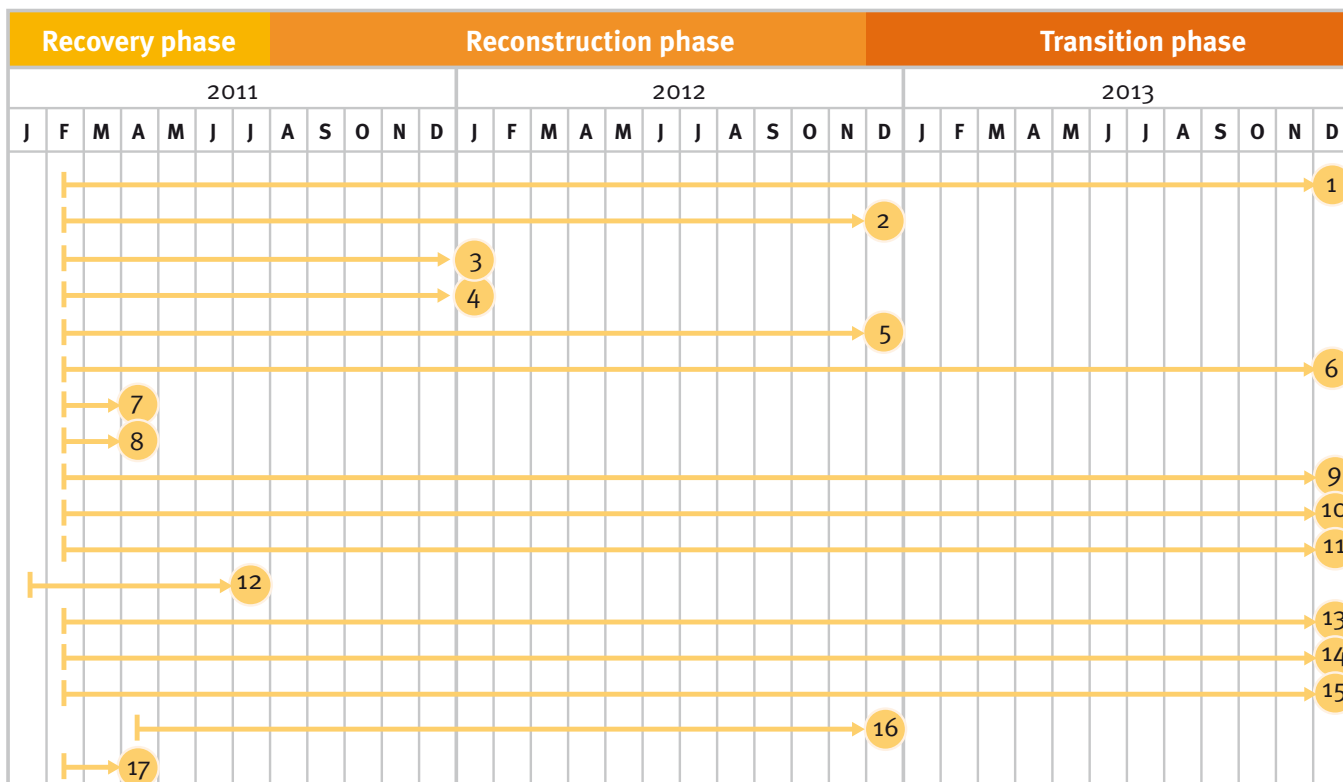
Intent:	The economic line of reconstruction will set the conditions to facilitate the rapid restoration of a competitive, sustainable Queensland economy.
Why:	To (re)create the conditions for business success and help businesses address the economic challenges they face.
How:	The economic line of reconstruction will take short term action, focusing on measures to return businesses back to operation, as well as longer-term activities that will focus on growing businesses and improving economic conditions.
Outcome:	The economic line of reconstruction has enabled the growth of a competitive and sustainable Queensland economy.

Key tasks

Economic tasks	Details	Timelines
1. Rapid restoration of a competitive and sustainable Queensland economy.	Prioritise and align departmental effort to drive economic recovery	Jan 2011 – Apr 2013
2. Contribute to the Authority's prioritisation of reconstruction projects.	Provide support for reconstruction actions and work of reconstruction control groups as required	Feb 2011 – Dec 2011
3. Maintain consultation with economic stakeholders and peak industry bodies.	Establish Economic Recovery Group and supporting groups and work with relevant industry groups	Feb 2011 – Dec 2011
4. Develop for government consideration a 'buy local' campaign to help restore trade and support employment.	'Buy local' campaign developed and promoted	Feb 2011 – Mar 2011
5. Work with local governments to establish local recovery committees.	Support local government to establish committees where required	Feb 2011 – Mar 2011
6. Assess local government capacity and respond to the need for economic support.	Identify support needed by local governments and work with local governments to respond to economic needs	Apr 2011 – Nov 2011
7. Use online social networking tools to share information and build 'self-help' communities.	Provide information and resources through social media channels to enable business to share information	Jan 2011 – Dec 2013
8. Engage business advisors through intermediaries and industry partners to provide face-to-face advice.	Work with partners to deliver support to businesses	Mar 2011
9. 'Fair Go Reconstruction' – provide a hotline to check offers of reconstruction services and associated complaints.	Raise awareness of unethical practices and promote channels for complaint	Mar 2011 – Jan 2012
10. Advise on NDRRA measures.	Activate and report on NDRAA assistance and the Rural Resilience Package	Feb 2011 – Nov/Dec 2011
11. Progress the Queensland Regionalisation Strategy and Queensland Infrastructure Plan.	Implement the Queensland Regionalisation Strategy and Queensland Infrastructure Plan	Apr 2011 – Feb 2013
12. Produce 'Jobs and Skills' package to support community recovery and the retention of workers and help address long-term skills needs.	Develop and implement a Jobs and Skills package	Apr 2011 – Jun/Jul 2012
13. Expand the Jobs Assist services to disaster affected communities.	Establish and deliver Flood and Cyclone Recovery Business Program to assist small to medium businesses	Feb 2011 – Nov/Dec 2011
14. Implement a marketing campaign providing positive messages about Queensland's economy and major industries to investors and trading partners.	Deliver 'Back in Business' international and national marketing messages	Feb 2011 – Dec 2011
15. Provide systemic, sectoral support by establishing partnerships with industry bodies.	Build on established industry and regional networks to support economic recovery planning	Feb 2011 – Dec 2011
16. Provide tailored, simple packages of information specific to business needs.	Develop and launch online information for business	Mar 2011
17. Establish measurement and evaluation mechanisms specific to the economic line of reconstruction.	Evaluate economic recovery programs to inform future responses	Apr 2011 – Dec 2011
18. Coordinate plans to reduce the burden on businesses by removing planning, regulatory or other obstacles that impact unnecessarily on business confidence and recovery.	Waive fees, where possible, for applications directly related to disaster recovery (e.g. reproducing destroyed documents and temporary premises approvals)	Mar 2011 – Dec 2011
	Provide extensions of time for gaming tax payments on a case by case basis	
19. Develop supply chain disaster recovery plans.	Support development of industry supply chain recovery plans and align with reconstruction efforts	Feb 2011 – Dec 2011

Economic tasks	Details	Timelines
20. Coordinate, through the raising of reconstruction control groups, the resolution of cross-cutting issues.	Identify and address cross-cutting issues	Apr 2011 – Dec 2013
21. Support the development and implementation of local community, economic and environmental recovery and reconstruction plans.	Work with local government to support development and implementation of local plans	May 2011 – Dec 2012
22. Align project, land and infrastructure development activities to complement economic reconstruction priorities.	Seek to amend where appropriate the planning and development programs for industrial land in flood affected areas Develop re-aligned land and infrastructure plan	Apr 2011 – Dec 2013

Environment line of reconstruction



Key tasks:

1. Rehabilitation of the natural environment and community assets including reserves, parks, waterways and wildlife coordinated and prioritised
2. Strategies to reduce future impacts on the natural environment in both urban and rural landscapes, focusing on long-term resilience and sustainability in the reconstruction effort, implemented
3. Development of sustainable, disaster resilient environment infrastructure supported
4. Damaged infrastructure on state protected areas restored
5. Ecological assessment and restoration of protected areas, ecosystems and species conducted
6. Assessment and reconstruction of soil health and biodiversity in upland areas and flood plains conducted
7. Community involvement in the recovery of landscapes and ecosystems facilitated
8. Waste and contaminated land management conducted
9. Input to whole of state environment elements of the state reconstruction operational plans provided
10. Event impacts on the natural environment and natural resources assessed
11. Current and potential environmental and natural resource issues monitored and advice provided
12. Recovery of coal and coal seam gas mining facilitated to mitigate environmental harm
13. Communities, Aboriginal and Torres Strait Island people, environmental bodies and interest groups engaged in the consultation and decision making processes
14. Environmental consequences of reconstruction operations mitigated through planning, monitoring, assessment and advice
15. The expeditious repair of water and sewerage infrastructure supported by facilitating environmental and planning approval processes
16. Development and implementation of both cross-cutting planning and local community and economic recovery and reconstruction plans supported
17. Subordinate implementation plans to achieve key tasks at project level developed by April 2011

Intent:	Over the coming 36 months, the environment line of reconstruction will work together to recover, and conserve and build resilience in disaster-affected terrestrial, aquatic and marine ecosystems and natural resources across the state.
Why:	To ensure short, medium and long-term quality of life for Queenslanders through recovery and conservation of disaster-affected terrestrial, aquatic and marine ecosystems and natural resources, and ensure that reconstruction activities do not cause further environmental harm.
How:	Reconstruction will occur across the nine categories of: water and sewerage infrastructure; mining and industry; marine health; wildlife; riparian ecosystems; protected areas; landscapes; waste and contamination management; and across the five themes of: water and sewerage infrastructure; mining and industry; environmental values; waste; and cross line of reconstruction activities. Activities will be delivered across the three stages of response, recovery and mitigation. Stage one (response) will aim to resolve critical environmental recovery issues (immediate, urgent and high priority recovery actions). Stage two (recovery) will support the sustainable recovery of the natural and cultural environment (medium-term recovery, reparations, and reconstruction). In stage three (mitigation), actions will be delivered to the environment line of reconstruction will realign relevant recovery activities to ensure full implementation of recovery plans, and to foster sustainable and resilient natural systems.
Outcome:	Disaster impacts will be mitigated or stabilised in aquatic and terrestrial ecosystems, priority wildlife species will be conserved and protected, protected areas will be restored to previous ecosystem health and community access levels or naturally recovering, and Queensland's community will be serviced by recovered water and waste systems.

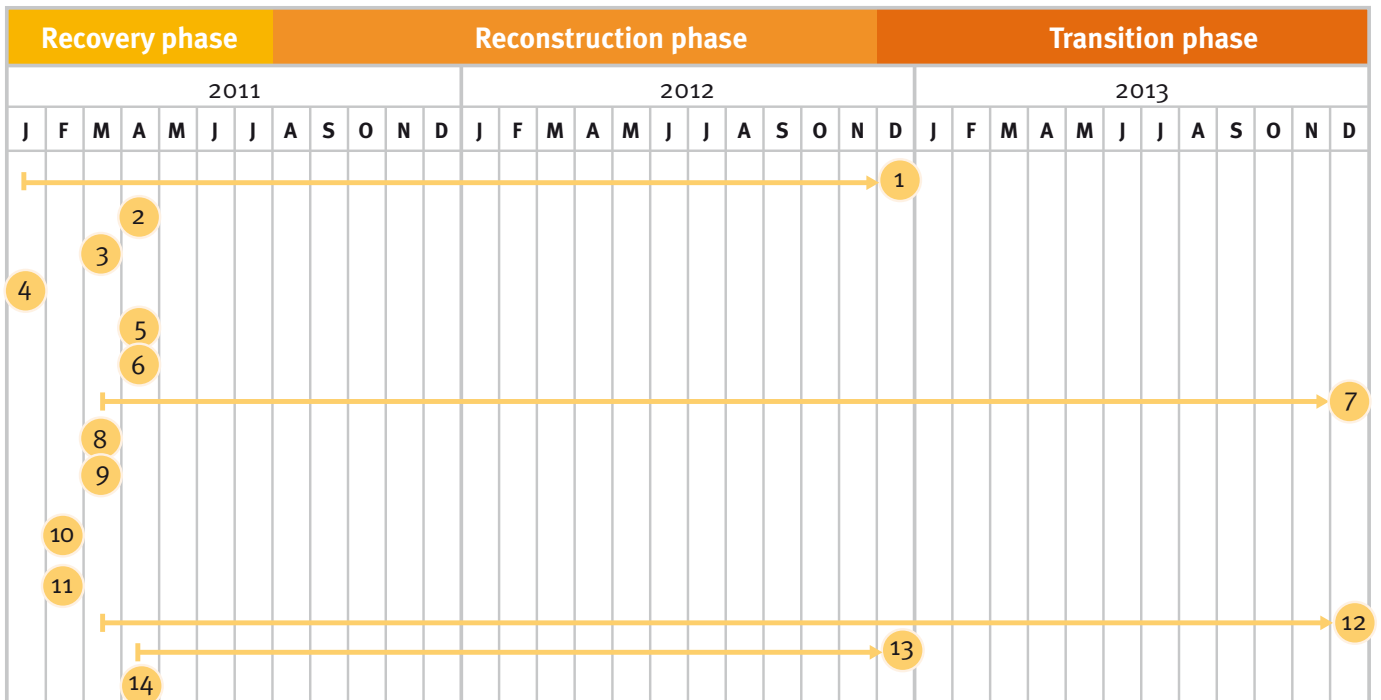
Key tasks

Environment tasks	Details	Timelines
1. Coordinate and prioritise rehabilitation of the natural environment and community assets including reserves, parks, waterways and wildlife.	Undertake management intervention where required to reduce identified threats and aid recovery of threatened plants individuals/populations	Feb 2011 – Dec 2013
	Restore infrastructure to pre-flood levels of service as per current standards, building codes and guidelines	
	Support regional natural resource management (NRM) bodies, local government and other industry and community groups to deliver 'acute' and longer term recovery activities	
2. Implement through planning, monitoring, assessment and advice, strategies to reduce future impacts on the natural environment in both urban and rural landscapes, focussing on long-term resilience and sustainability in the reconstruction effort.	Assess impact on species/ecosystems/key habitat areas and implement species/habitat impact mitigation plans	Feb 2011 – Dec 2012
	Assess and progressively report on ecological impact to inform the development and/or modification of policy decisions and management practices	
	Assess the extent and severity of flood and cyclone damage on marine ecosystems and species, and undertake actions that mitigate further damage and support natural recovery	
3. Support the development of sustainable, disaster resilient environment infrastructure.	Business and industry to partner with the Queensland Government to maximise sustainability and community resilience outcomes in reconstruction	Feb 2011 – Jan 2012
	Support regional NRM bodies, local government and other industry and community groups to deliver 'acute' and longer term recovery activities	
	Develop design options and standards to inform reconstruction of urban areas on flood prone areas, and to minimise damage in future floods	
4. Restore damaged infrastructure on state protected areas.	Assess and restore National Parks infrastructure to pre-disaster levels of service as per current standards, building codes and guidelines, and improve infrastructure resilience	Feb 2011 – Jan 2012
	Assess Nature Refuges and undertake remedial actions	
5. Conduct ecological assessment and restoration of protected areas, ecosystems and species.	Assess impact on species/ecosystems/key habitat areas and implement species/habitat impact mitigation plans	Feb 2011 – Dec 2012
	Mitigate to the greatest possible extent, the risks associated with increased fuel loads and pest species on the QPWS estate	
	Assess the loss of remnant vegetation and impacts on riparian and mangrove vegetation, and provide reports to inform management actions	
	Assess Nature Refuges and undertake remedial actions to restore and improve resilience	
	Develop and deliver priority Unallocated State Land works to repair and re-establish fire trails and recovery actions related to debris, pest and weed management	
	Mitigate the immediate and ongoing impacts of Tropical Cyclone Yasi on cassowary populations, manage human/cassowary interactions, reduce risks to cassowaries	
	Deliver post-natural disaster projects in accordance with Invasive Plant and Animals Disaster Recovery Framework	

Environment tasks	Details	Timelines
6. Assess and reconstruct soil health and biodiversity in upland areas and flood plains.	Assess the broad extent and severity of landscape damage (soil and ground cover) to inform land management strategies	Feb 2011 – Dec 2013
	Rehabilitate identified areas, including assessing damage and completing projects, involving Landcare and other community groups in restoring priority ecosystems and through contracts with regional NRM groups	
	Conduct assessments of high priority impacted groundwater bores to inform planning and management actions	
	Assess the physical damage to waterways and landscapes in the Lockyer, Bremer and mid-Brisbane catchments; complete medium to long term rehabilitation works to improve Moreton Bay flood resilience	
7. Facilitate community involvement in the recovery of landscapes and ecosystems.	Provide advice on indigenous land issues and cultural heritage	Feb 2011 – Apr 2011
	Business and industry to partner with the Queensland Government to maximise sustainability and community resilience outcomes in reconstruction	
8. Conduct waste and contaminated land management.	Survey waste facility status to inform and prioritise future infrastructure capacity planning and ensure long term planning for waste management	Feb 2011 – Apr 2011
	Assess environmental and safety risks associated with uncontrolled locations of hazardous materials in priority locations	
9. Provide input to whole of state environment elements of the state reconstruction implementation plans.	Store and catalogue imagery captured during and after the disaster events and make it as widely accessible as is possible within licensing constraints	Feb 2011 – Dec 2013
	Assess and report on ecological impact to inform the development and/or modification of policy decisions and management practices	
	Support regional NRM bodies, local government and other industry and community groups to deliver 'acute' and longer term recovery and resilience activities	
10. Assess event impacts on the natural environment and natural resources.	Assess the loss of remnant vegetation and impacts on riparian and mangrove vegetation, and provide reports on recovery to inform management actions	Feb 2011 – Dec 2013
	Assess the extent and severity of flood and cyclone damage (marine ecosystems and species), and undertake actions that mitigate further damage and support natural recovery	
11. Monitor and provide advice on current and potential environmental and natural resources issues.	Provide environment and natural resource advice	Feb 2011 – Dec 2013
	Provide advice and financial assistance to the owners of heritage registered properties to restore properties	
12. Ensure the environmentally safe recovery of coal seam gas and coal mines.	Investigate flood related breaches of Environmental Authority (EA) conditions, implement Transitional Environmental Programs and review EA conditions	Jan 2011 – Jul 2011
13. Ensure communities, Indigenous people, environmental bodies and interest groups are effectively engaged in consultation and decision making processes.	Provide advice on indigenous land issues and cultural heritage	Feb 2011 – Dec 2013
	Engage members of Environment sub-committee in reconstruction	

Environment tasks	Details	Timelines
14. Mitigate environmental consequences of reconstruction operations through planning, monitoring, assessment and advice.	Develop design options and standards to inform reconstruction of urban areas on flood prone areas, and to minimise damage in future floods	Feb 2011 – Dec 2013
	Provide information about environment and natural resource legislation relating to reconstruction activities	
15. Support the expeditious repair of water and sewerage infrastructure by facilitating environmental and planning processes.	Assess damage to and repair water treatment plants and associated infrastructure, gauging stations and dams and weirs; implement resilience programs	Feb 2011 – Dec 2013
	Ensure all Emergency Action Plans (EAPs) for relevant referable dams are current or action has been taken to ensure reporting compliance	
	Review potential flood mitigation and water supply options for suitability and resilience	
16. Support the development and implementation of both cross-cutting planning and local community and economic recovery and reconstruction plans.	Identify and assess cross-cutting issues	Apr 2011 – Dec 2012
	Support the development of plans to resolve cross-cutting issues	
	Monitor progress with the plans for and resolution of cross-cutting issues	
17. Develop subordinate implementation plans to achieve key tasks at project level.	Sub-implementation plans developed for nine categories: water and sewerage infrastructure; mining and industry; marine health; wildlife; riparian and coastal ecosystems; protected areas; landscapes; waste and contamination management; cross reconstruction activities	Feb 2011 – Apr 2011

Building Recovery line of reconstruction



Key tasks:

- Solutions for temporary and long-term accommodation developed and implemented
- Damage to building stock, particularly housing, assessed
- Government building assets returned to an operational state
- Repair of identified iconic buildings facilitated
- Repair/rebuild approach for community assets determined
- Medium to long-term demolition, repair and rebuilding program coordinated and prioritised
- Reconstruction supply chain activities supported, monitored and advised upon
- Department of Communities Structural Assistance Grant assessments supported and contractor engagement strategy developed
- Appeal Fund process supported and contractor engagement strategy developed
- Community access to independent building repair advice facilitated
- Action required to address any regulatory impediments to building recovery identified and recommended
- Progress of building recovery program monitored and reported on
- Development and implementation of both cross-cutting planning and local community and economic recovery and reconstruction plans supported
- Subordinate implementation plans to achieve key tasks at project level developed by April 2011

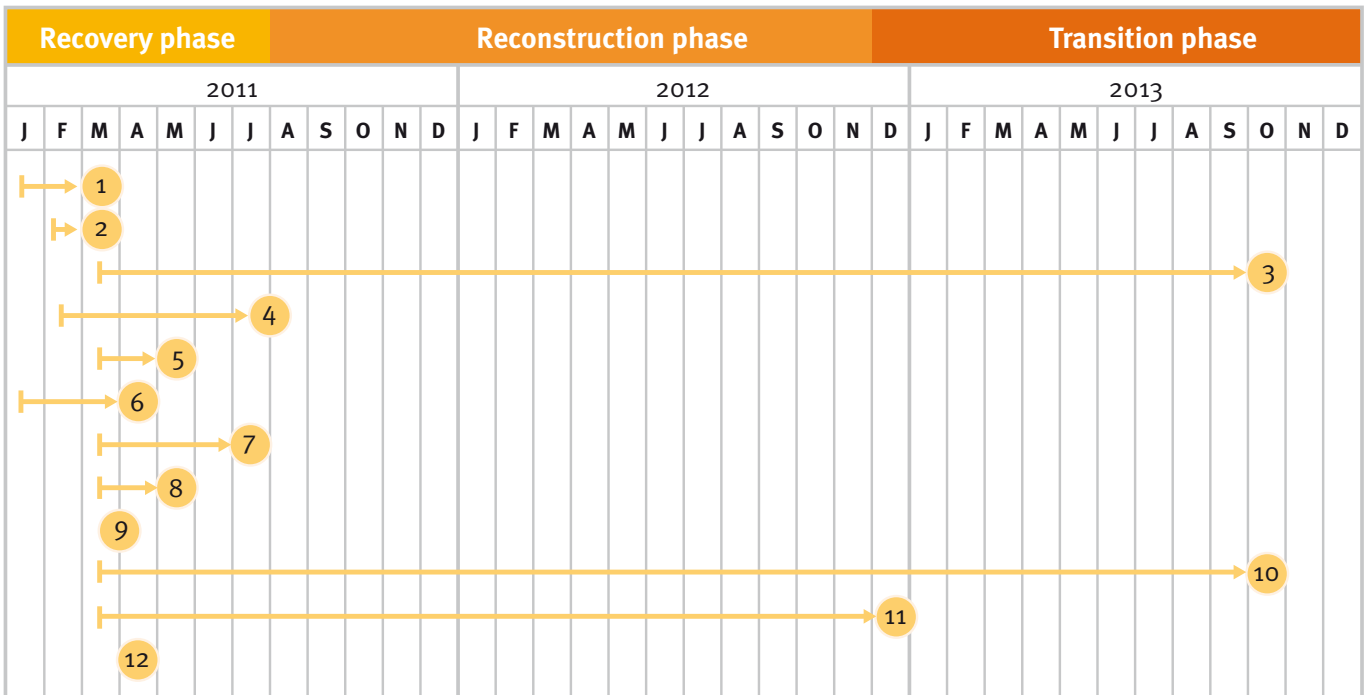
Intent:	The building recovery line of reconstruction will coordinate planning and implementation of the statewide rebuilding program.
Why:	To meet identified building recovery requirements, with a particular focus on housing, and maximise the efficiency of resource allocation.
How:	This will be achieved by firstly assessing the damage to building stock and developing an overall recovery works program. The program will include Queensland Government assets, iconic buildings, community assets, residential accommodation, business facilities, and other building types as directed by the Queensland Reconstruction Authority. The focus will be on four distinct areas: Regional Queensland, South East Queensland (excluding Lockyer Valley), Lockyer Valley and North Queensland cyclone affected areas. While a consistent approach to all four areas will be taken, the specific needs of each area will determine whether a specialist focus will be required. Throughout the process, alternative building methods and materials will be promoted to enhance resilience and sustainability.
Outcome:	Queensland building stock has been returned to a habitable state, and long-term building recovery processes are continued under normal departmental, local government and private sector control.

Key tasks

Building Recovery tasks	Details	Timelines
1. Develop and implement solutions for temporary and long-term accommodation.	Temporary housing needs are identified and prioritised by Human and Social line of reconstruction	Jan 2011 – Dec 2012
	Existing government facilities are utilised where possible	
	Liaise with local authorities throughout process	
	Identify private sector leasing options	
	Supply of transportable solutions as necessary	
2. Conduct assessment of damage to building stock, particularly housing.	Identify data available from multiple sources: QFRS, DoC, DPW, local councils, Local Disaster Recovery Groups, ICA	Apr 2011
	Queensland Reconstruction Authority to determine data metrics and develop database	
	Essential to inform the development of Building Recovery Strategy and Program	
	Develop method for future assessments (e.g. deficiencies in current process, mechanism to achieve, resources to perform)	
3. Repair government building assets to allow functional operations.	To assist with re establishment of normality in the community and provide access to essential services government buildings need to be functional	Mar 2011
	Define government assets in scope	
	DPW deployed to repair, facilitate resumption of operations in original site or relocate services as a matter of priority	
4. Facilitate the repair of identified iconic buildings.	Iconic buildings identified	Jan 2011
	DPW works with owning agencies to facilitate contractors and oversee process	
	Early recovery of iconic buildings helps lift morale and provides a sense of normality	
5. Determine repair/rebuild approach for community assets.	Key assets identified through local community recovery plans	Apr 2011
	Recovery plans established with asset owners	
	Early recovery of key community assets helps lift morale and provides a sense of normality	
6. Coordinate and prioritise medium to long-term demolition, repair and rebuilding.	Recovery works strategy developed	Apr 2011
	Overall program required to identify public works programming issues such as peak demand, resource availability, priority setting if necessary	
7. Support, monitor and advise reconstruction supply chain activities.	Maintain close liaison with building industry through sub-committee mechanism	Mar 2011 – Dec 2013
	Standing agenda item on each Building Recovery sub-committee meeting	
8. Support the Department of Communities Structural Assistance Grant assessments and develop contractor engagement strategies.	Streamlined process identified early by DoC	Mar 2011
	Contractor engagement strategy developed by DoC and DPW	
	Permanent repairs undertaken by determining eligibility and scope	
9. Support the Appeal Fund process and contractor engagement strategies.	Streamlined process identified early to provide for a quicker recovery	Mar 2011
10. Facilitate community access to independent building repair advice.	Ensure community has access to advice on the proper building processes together with access to independent support	Feb 2011
	Utilise BSA and their network	

Building Recovery tasks	Details	Timelines
11. Identify and recommend action, where necessary, to address any regulatory impediments to successful building recovery.	DLGP to review building regulations to remove impediments to timely rebuilding process DLGP to review new guidelines	Feb 2011
12. Monitor and report on the progress of Building Recovery program.	Provide reports on regular basis	Mar 2011 – Dec 2013
13. Support the development and implementation of both cross-cutting planning and local community, economic and environmental recovery and reconstruction plans.	Identify and assess cross-cutting issues Support the development of plans to resolve cross-cutting issues Monitor progress with the plans for and resolution of cross-cutting issues	Apr 2011 – Dec 2012
14. Develop subordinate implementation plans to achieve key tasks at project level.	Sub-implementation plans developed for four distinct areas: <ul style="list-style-type: none"> • Regional Queensland • SEQ (excluding Lockyer Valley) • Lockyer Valley • Areas affected by TC Yasi Sub-implementation plans endorsed by Building Recovery sub-committee, reviewed and reported on as directed by the Authority	Apr 2011

Roads and Transport line of reconstruction



Key tasks:

1. People and communities reconnected
2. Transport access for local economies, agriculture and the resource sector ensured
3. Transport reconstruction plan implemented and continually monitored and reviewed
4. Restoration projects and activities developed
5. Strategic restoration goals, balancing improvement and other strategic needs, established
6. Regional needs against restoration goals assessed
7. Regional restoration projects and activities developed
8. Regional restoration activities moderated to develop statewide projects and action
9. Natural Disaster Relief and Recovery Arrangements (NDRRA) submission prepared
10. Existing Queensland Transport and Roads Investment Program (QTRIP) reviewed to accommodate NDRRA program
11. Development and implementation of both cross-cutting planning and local community and economic recovery and reconstruction plans supported
12. Subordinate implementation plans to achieve key tasks at project level developed by April 2011

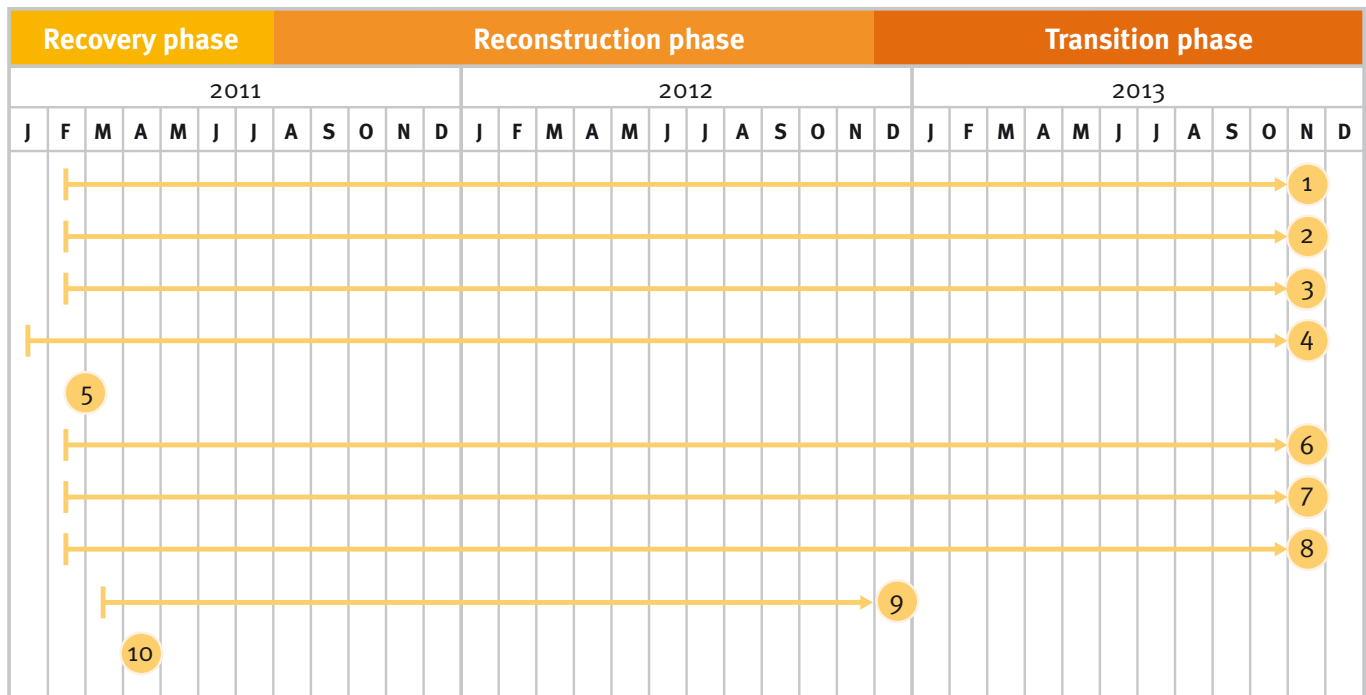
Intent:	The roads and transport infrastructure line of reconstruction will manage the recovery and reconstruction of Queensland’s integrated transport environment in order to reconnect Queensland communities and economies.
Why:	To reconnect people and to enable the vital re-supply of communities and to aid local, regional and state economic recovery.
How:	The roads and transport line of reconstruction will reconnect Queensland communities and economies using a three-stage approach. Stage one (incident response) includes management of the impacts of the disaster by ensuring public safety on roads and other transport modes. Stage two (network recovery) is approximated at 60 days duration and is a multi-modal approach that will deliver transport solutions for the community, business and industry and ensure that all modes complement each other. Stage three (network restoration) will involve the prioritisation of works statewide based on safety, social and economic outcomes.
Outcome:	The roads and transport line of reconstruction seamlessly transitioned to the final stage of the reconstruction, a statewide road and transport infrastructure work program has been delivered and the Queensland transport network has been restored to a condition acceptable under current engineering standards.

Key tasks

Roads and Transport tasks	Details	Timelines
1. Reconnect people and communities.	Identify communities isolated by the events	Jan 2011 – Mar 2011
	Assess level of damage and feasible and appropriate recovery works	
	Assign resources by priority to recovery works	
	People and communities reconnected with access restrictions	
	Undertake recovery works	
2. Ensure transport access for local economies, agriculture and the resource sector.	Identify logistics chains broken by the events by industry sector and local economies	Feb 2011 – Mar 2011
	Assess level of damage and feasible and appropriate recovery works	
	Assign resources by priority to recovery works	
	Access to key economic sectors restored	
	Undertake recovery works	
3. Continue to implement, monitor and review the transport reconstruction plan.	Establish the Transport Network Reconstruction Program (TNRP) State Program Office	Mar 2011 – Oct 2013
	Develop TNRP Strategic Plan and associated management plans and guidelines	
	Review performance of the TNRP	
4. Develop restoration projects and activities.	Establish regional project offices	Feb 2011 – Aug 2011
	Develop and amend packaging, prioritisation and programs of work packages based on appropriate contracting and delivery strategies, excepting inaccessible areas	
5. Establish strategic restoration goals, balancing reconstruction and improvement and other strategic needs.	Engage with key stakeholders to ensure TNRP projects will complement or have neutral effects on other planned reconstruction programs and projects	Mar 2011 – May 2011
	Integrate reconstruction projects with flood immunity improvement opportunities at key locations where greater value can be achieved through packaging work	
6. Assess regional needs against restoration goals.	Develop a regional assessment of reconstruction priorities and needs	Jan 2011 – Apr 2011
	Engage with local and regional communities and industry groups to understand their needs and perspective on project priorities ensuring needs identified contribute to reconstruction goals	
	Balance regional needs across the state restoration program	
7. Develop regional restoration projects and activities.	Design restoration projects to meet current engineering standards	Mar 2011 – Jul 2011
	Optimise regional packaging of contracts through appropriate delivery mechanisms	
8. Moderate regional restoration activities to develop statewide projects and action.	Market sounding and construction industry capability assessment by region and statewide	Mar 2011 – May 2011
	Undertake the moderation of regional reconstruction activities against statewide goals	
	Develop a statewide program of aggregated reconstruction projects prioritised against strategic reconstruction goals	
	Incorporate agreed flood immunity improvements into statewide and regional contract schedules and packages	

Roads and Transport tasks	Details	Timelines
9. Prepare NDRRA submissions as required.	Prepare NDRRA submissions from detailed network inspections	Mar/Apr 2011
	Develop funding approval submissions and submit to the Authority (excepting damaged sections that remain inaccessible – to be submitted progressively)	
	Future activities include developing claims submissions for works delivered	
10. Review existing Queensland Transport and Roads Investment Program (QTRIP) (capital works plans) to accommodate the NDRRA program.	Reassess existing priorities of QTRIP infill and business programs against TNRP reconstruction locations	Mar 2011 – Oct 2013
	Review QTRIP to accommodate program requirements and emerging needs	
11. Support the development and implementation of both cross-cutting planning and local community economic and environmental recovery and reconstruction plans.	Monitor and review outcomes delivered by the TNRP to community, industry and the state	Mar 2011 – Dec 2012
12. Develop subordinate implementation plans to achieve key tasks at project level.	Develop regional project plans aligned to the TNRP Plan (excepting damaged sections that remain inaccessible – to be developed progressively)	Apr 2011

Community Liaison and Communication line of reconstruction



Key tasks:

1. People and communities connected through regular sharing of information
2. Strategic communication and information advice to the Queensland Government and the Queensland Reconstruction Authority provided
3. Developing sentiments identified and advice provided on reinforcement and response measures
4. Community liaison and communication activities coordinated
5. Long-term messages and themes for public dissemination developed and recommended
6. Online resources coordinated through a single URL
7. Media and communities engaged as key milestones are achieved
8. Measures of progress and effectiveness monitored and reported upon
9. Development and implementation of both cross-cutting planning and local community and economic recovery and reconstruction plans supported
10. Subordinate implementation plans to achieve key tasks at project level developed by April 2011

Intent:	The community Liaison and Communication line of reconstruction will gain the confidence of Queenslanders throughout the reconstruction effort by providing an honest, regular, and consistent source of coordinated public information.
Why:	To foster public, corporate and stakeholder confidence in the reconstruction plan, the Authority and the Queensland Government.
How:	The Community Liaison and Communication line of reconstruction will gain public confidence by developing and implementing a communication and community engagement plan, establishing, maintaining and promoting a central source of consistent and accurate data, monitoring public sentiment through daily media and information monitoring, and addressing emergent issues.
Outcome:	The public's confidence in the management of the disaster reconstruction effort and the subsequent outcomes for Queensland communities and economies has been maintained.

Key tasks

Community Liaison and Communication tasks	Details	Timelines
1. Reconnecting people and communities through the regular sharing of significant information, including cross-department coordination and local councils.	Use multiple coordinated communication channels to share information with the public	Feb 2011 – Nov 2013
2. Provide strategic communications and information advice to the Queensland Government and the Queensland Reconstruction Authority.	Respond as required	Feb 2011 – Nov 2013
3. Identifying developing sentiments within communities and provide advice on the most appropriate reinforcement and response measures.	Respond as required	Feb 2011 – Nov 2013
	Identify issues to be included in line of reconstruction communication plans Identify whole-of-government issues to be included in an overarching communication plan	
4. Coordinate communication and community liaison activities.	Regular community visits program	Jan 2011 – Nov 2013
	Regular information sharing	
	Develop and implement a coordinated communication program	
5. Develop and recommend ongoing and long-term messages and themes for public dissemination.	Communication plans developed by each line of reconstruction and coordinated centrally	Feb/Mar 2011
	Regular updates undertaken by Authority staff	
	Provide regular media updates	
	Draft and publish regular column by Authority Chair	
6. Coordinate online resources through a single URL.	Develop and launch Queensland Reconstruction Authority website	Feb 2011 – Nov 2013
	Establish a strong web presence with regular updates and feedback capability	
	Coordinate donations through the central website	
7. Engage media and communities as key milestones are achieved.	Provide information as needs arise	Feb 2011 – Nov 2013
	Activities and opportunities identified by each line of reconstruction and coordinated centrally	
8. Monitor and report measures of progress and effectiveness.	Respond to activities of other departments	Feb 2011 – Nov 2013
9. Support the development and implementation of both cross-cutting planning and local community and economic recovery and reconstruction plans.	Identify and assess cross-cutting issues	Mar 2011 – Dec 2012
	Monitor progress of plan and resolution of cross-cutting issues	
10. Develop subordinate implementation plans to achieve key tasks at project level.	Develop supporting communication activities relevant to each key milestone	Apr 2011



Annex B: Natural Disaster Relief and Recovery Arrangements Overview

Overview

The Commonwealth and Queensland Governments provide funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) on a cost sharing basis to help pay for natural disaster relief and recovery costs. Current cost sharing arrangements: Commonwealth Government up to 75 per cent, Queensland Government 25 per cent.

Types of assistance available under NDRRA

A **Category A** measure is a form of emergency assistance that is given to individuals to alleviate their personal hardship or distress arising as a direct result of a natural disaster.

The assistance may be for one or more of the following:

- emergency food, clothing or temporary accommodation
- repair or replacement of essential items of furniture and personal effects
- essential repairs to housing, including temporary repairs and repairs necessary to restore housing to a habitable condition
- demolition or rebuilding to restore housing to a habitable condition
- removal of debris from residential properties to make them safe and habitable
- extraordinary counter disaster operations of direct assistance to an individual (for example, operations to protect a threatened house or render a damaged house safe and habitable)
- personal and financial counselling aimed at alleviating personal hardship and distress arising as a direct result of the natural disaster
- extraordinary costs associated with the delivery of any of the above forms of assistance (for example, costs of evacuation or establishment and operation of evacuation centres and recovery centres, being costs which exceed the costs that a state could reasonably have expected to incur for these purposes).

A **Category B** measure is assistance of one of the following types:

- restoration or replacement of certain essential public assets damaged as a direct result of a natural disaster
- loans, subsidies or grants listed in *NDRRA Determination 2011* to alleviate the financial burden of costs incurred by certain businesses, primary producers, voluntary non-profit bodies and individuals as a direct result of a natural disaster
- counter disaster operations for the protection of the general public.

A **Category C** measure is a community recovery package designed to support a holistic approach to the recovery of regions, communities or sectors severely affected by a natural disaster. The package comprises one or more of the following funds/grants:

- A community recovery fund in circumstances where a community is severely affected and needs to restore social networks, community functioning and community facilities. Expenditure from the fund is aimed at community recovery, community development and community capacity building, and is administered by the state government in

close collaboration with local government bodies or other community bodies.

- Recovery grants for small businesses where the business sector is severely affected and the community risks losing essential businesses. Grants to small businesses are aimed at covering the cost of clean-up and reinstatement, but not at providing compensation for losses.
- Recovery grants for primary producers where the farming sector is severely affected, with threats to viability and disruption of production likely to extend beyond the current season. Grants to primary producers are aimed at covering the cost of clean-up and reinstatement, but not at providing compensation for losses.

A **Category D** measure is an act of relief or recovery carried out to alleviate distress or damage in circumstances that are, in the opinion of the Minister, exceptional.

Source: Commonwealth of Australia, Natural Disaster Relief and Recovery Arrangements – Determination 2011, Version 1.



Annex C: Strategic objectives in detail



Strategic objective one: Maintain the self-confidence of Queensland

Intent	To ensure communities, industry, businesses and individuals continue to play an active role in the reconstruction of Queensland and in building their resilience to natural disasters.
Why	To be successful, reconstruction and resilience efforts must be a shared responsibility across governments, communities, industry, businesses and individuals.
How	<p>Each community will lead their own rebuilding and recovery efforts.</p> <p>The Authority will:</p> <ul style="list-style-type: none"> • engage disaster-affected communities by monitoring reconstruction efforts across Queensland, including the repair and rebuilding of infrastructure and other property • draw together government, community, industry, businesses, individuals and donor resources • monitor equitable distribution of financial assistance to affected communities • work closely with affected communities to ensure each community's needs are recognised in the rebuilding and recovery effort • be candid with the public so our decisions can be easily understood • vigorously employ project management and control processes to ensure projects represent value-for-money • to identify what can be done to recover and reconstruct Queensland and improve Queensland's resilience to natural disasters.
Outcome	<p>Community needs are recognised and met in the rebuilding and recovery effort.</p> <p>Communities, industry, businesses and individuals have increased capability and confidence to play their part in preventing, preparing for, responding to and recovering from natural disasters.</p>

Strategic objective two: Build a resilient Queensland and support resilient Queenslanders

Intent	To ensure Queensland's reconstruction and resilience programs, land use planning decisions and infrastructure projects are integrated, meet state and community needs, and align with national arrangements.
Why	Infrastructure projects, planning arrangements and programs enhance resilience to reduce the financial, economic, social and environmental costs of natural disasters to Queensland and Queenslanders.
How	<p>Working with the lines of reconstruction sub-committees, and taking into account government direction, the Authority will:</p> <ul style="list-style-type: none"> • understand initiatives that improve Queensland's resilience to future natural disasters • consider priorities for community infrastructure, other property, community services and environmental issues needed for the protection, rebuilding and recovery of disaster-affected communities • make recommendations on the need for the declaration of projects and reconstruction areas under s29(b)(ii) of the <i>Queensland Reconstruction Authority Act 2011</i>.
Outcome	<p>The financial, economic, social and environmental consequences of a natural disaster are reduced markedly, including risk of loss of life, injury, loss of property, damage to infrastructure and damage to ecosystems.</p> <p>Increased speed of recovery from a future natural disaster.</p>

Strategic objective three: Enhance preparedness and disaster mitigation

Intent	To identify and act on opportunities to improve disaster preparedness and mitigate the impact of natural disasters on Queensland and Queenslanders.
Why	Improved preparedness, mitigation strategies and infrastructure will reduce the financial, economic, social and environmental impacts of natural disasters.
How	<p>The Authority will:</p> <ul style="list-style-type: none"> • monitor any review of construction standards to understand the impact of future natural disasters on public and private infrastructure • make assessments of potential betterment projects • work with the lines of reconstruction sub-committees to improve Queensland’s disaster preparedness and mitigation strategies for communities, industry, businesses and individuals • provide advice for land use planning.
Outcome	Queensland’s social structures, economy, built and natural environment are better able to withstand the impact of a future natural disaster.

Strategic objective four: Continue implementation of *Toward Q2: Tomorrow’s Queensland*

Intent	To ensure Queensland’s reconstruction efforts align with and support <i>Toward Q2</i> , <i>QIP</i> , <i>QRS</i> and other strategic plans.
Why	Realising Q2 ambitions will help Queensland and Queenslanders become strong, green, smart, healthy and fair.
How	<p>The Authority will:</p> <ul style="list-style-type: none"> • work across all levels of government • report monthly on reconstruction effort, with these reports publicly available on the Authority’s website • work with the lines of reconstruction sub-committees to decide priorities for infrastructure and services for the protection, rebuilding and recovery of affected communities and will ensure that these priorities align with the Q2 vision and ambitions.
Outcome	<p>Queensland’s communities and economy are rebuilt and the social, economic and environmental wellbeing of Queensland and Queenslanders is improved as a result of reconstruction efforts.</p> <p>Reconstruction is sufficiently advanced to make an orderly transition of responsibilities from the Authority to other agencies.</p>

Queensland Reconstruction Authority tasks

In addition to the key tasks designated in the State Plan the Authority will conduct the following:

1. The Authority produces a Guide to Local Plans and invites Local Governments to submit their plans to the Authority.
Apr 2011 – Jun 2011
2. The Authority monitors Local Councils in developing Local Plans on behalf of their communities. **Feb 2011 – Sept 2011**
3. The Authority develops and implements a State Plan.
Mar 2011 – ongoing
4. The Authority works with lead agencies to develop and progress the Implementation Plan. **Apr 2011 – ongoing**
5. The Authority monitors each Line of Reconstruction sub-committees to ensure that relevant priorities identified in Local Plans are considered. **Feb 2011 – ongoing**
6. The Authority works to match donations with disaster-affected communities. **Feb 2011 – ongoing**
7. The Authority provides input to the Queensland Budget process for funding reconstruction and resilience efforts.
Mar 2011 – ongoing
8. The Authority assesses submissions on NDRRA and non-NDRAA funding for Queensland projects. **Mar 2011 – ongoing**
9. The Authority works to coordinate funding and sequencing NDRRA and other projects. **Apr 2011**
10. The Authority receives an unqualified audit opinion from the Queensland Audit Office. **Ongoing**
11. The Authority makes recommendations on the need for the declaration of projects and reconstruction areas under s29(b)(ii) *Queensland Reconstruction Authority Act 2011*.
Feb 2011 – ongoing
12. The Authority will report monthly to the Minister, with reports publicly available on the Authority's website.
Monthly from Mar 2011
13. The Authority will produce an annual report.
Oct 2011 and Oct 2012
14. The Authority will regularly engage with the public to discuss progress in the reconstruction effort (e.g. speeches, community forums). **Ongoing**
15. The Authority will ensure that Toward Q2 ambitions and other key strategies are considered in reconstruction and transition planning. **Ongoing**
16. The Authority will establish a transition project and recommendations to ensure the smooth transition of its responsibilities to other agencies. **Oct 2012**



Annex D: Queensland Reconstruction Authority principles



Principles

The Authority will conduct its directed responsibilities through adherence to the following principles:

1. People are the highest priority.
2. Queensland's main effort is rebuilding and reconnecting communities, within a strong and resilient social, economic and environmentally aware framework.
3. The Authority has the authority to approve, verify, monitor, assist and influence the expenditure of reconstruction funds in accordance with budgetary priorities in Queensland and Queensland/Commonwealth financial partnering processes.
4. The Authority prioritises the requirements for economic growth, development, and rebuilding while considering the Ecologically Sustainable Development Principles.
5. The Authority optimises resource usage and prioritises reconstruction.
6. The Authority does not make policy, but leads the implementation of Queensland's reconstruction.
7. Lines of reconstruction sub-committees detail reconstruction costs directly to the Authority.
8. Decisions are to be made at the most relevant level, recognising that community led processes are a significant factor in successful community recovery, reconnection and rebuilding.
9. Information given to the Authority may be available to the Commission of Inquiry, subject to Right to Information and commercial in confidence provisions.
10. The Authority provides input in to the national review of Natural Disaster Relief and Recovery Arrangements (NDRRA).

The State Community, Economic and Environmental Recovery and Reconstruction Plan (State Plan), p8.



Annex E: Glossary and abbreviations



Glossary

The Authority is developing a more comprehensive glossary that will cover all definitions, acronyms and abbreviations used throughout the suite of plans for **Operation QUEENSLANDER**. This will be available on the Authority's website at www.qldreconstruction.org.au/state-plan/glossary.

Betterment	In relation to an asset, means the restoration or replacement of the asset to a more disaster-resilient standard than its pre-disaster standard. <i>Source: Natural Disaster Relief and Recovery Arrangements Determination, 2007.</i>																		
Commission of Inquiry	An independent examination of the 2010–11 floods. The Commission will inquire into and report on a range of topics including: <ul style="list-style-type: none"> • preparation and planning by federal, state and local governments, emergency services and the community • private insurers and their responsibilities • all aspects of the response to the 2010/2011 flood events, particularly measures taken to inform the community and protect life, private and public property • measures to manage the supply of essential services • adequacy of forecasts and early warning systems • implementation of systems operation plans for dams • land use planning. <i>Source: www.floodcommission.qld.gov.au/about-the-commission</i>																		
Community led recovery	A community led recovery is where communities determine their own recovery priorities and work with key stakeholders to drive the processes to meet their own priorities. <i>Source: Queensland Reconstruction Authority Developing Definition</i>																		
Concept of Operations	A verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept of operations frequently is embodied in campaign plans and operation plans; in the latter case, particularly when the plans cover a series of connected operations to be carried out simultaneously or in succession. The concept is designed to give an overall picture of the operation. It is included primarily for additional clarity of purpose. <i>Adapted from Australian Defence Force doctrine.</i>																		
Controlled release	The release of a pre-determined quantity of water over a set period of time to reduce flood impact. <i>Source: Queensland Water Infrastructure</i>																		
Cyclone categories	A series of categories with descriptions that provide information concerning effects due to winds typical of cyclones. <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="text-align: left;">Category</th> <th style="text-align: left;">Strongest gust (km/h)</th> <th style="text-align: left;">Typical effects (indicative only)</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>less than 125</td> <td>Negligible house damage. Damage to some crops, trees and caravans. Craft may drag moorings.</td> </tr> <tr> <td>2</td> <td>125–169</td> <td>Minor house damage. Significant damage to signs, trees and caravans. Heavy damage to some crops. Risk of power failure. Small craft break moorings.</td> </tr> <tr> <td>3</td> <td>170–224</td> <td>(eg. Winifred) Some roof and structural damage. Some caravans destroyed. Power failure likely.</td> </tr> <tr> <td>4</td> <td>225–279</td> <td>(eg. Tracy) Significant roofing loss and structural damage. Many caravans destroyed and blown away. Dangerous airborne debris. Widespread power failures.</td> </tr> <tr> <td>5</td> <td>More than 280</td> <td>(eg. Yasi) Extremely dangerous with widespread destruction</td> </tr> </tbody> </table> <i>Source: Emergency Management Australia Manual 3 – Glossary</i>	Category	Strongest gust (km/h)	Typical effects (indicative only)	1	less than 125	Negligible house damage. Damage to some crops, trees and caravans. Craft may drag moorings.	2	125–169	Minor house damage. Significant damage to signs, trees and caravans. Heavy damage to some crops. Risk of power failure. Small craft break moorings.	3	170–224	(eg. Winifred) Some roof and structural damage. Some caravans destroyed. Power failure likely.	4	225–279	(eg. Tracy) Significant roofing loss and structural damage. Many caravans destroyed and blown away. Dangerous airborne debris. Widespread power failures.	5	More than 280	(eg. Yasi) Extremely dangerous with widespread destruction
Category	Strongest gust (km/h)	Typical effects (indicative only)																	
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5	More than 280	(eg. Yasi) Extremely dangerous with widespread destruction																	
Disaster declaration	The Minister may declare a disaster situation for the State, or a part of the State, if satisfied: <ol style="list-style-type: none"> (a) a disaster has happened, is happening or is likely to happen, in the State; and (b) it is necessary, or reasonably likely to be necessary, for a district disaster coordinator or a declared disaster officer to exercise declared disaster powers to prevent or minimise any of the following: <ol style="list-style-type: none"> (i) loss of human life; (ii) illness or injury to humans; (iii) property loss or damage; (iv) damage to the environment. <i>Source: Disaster Management Act 2003, Section 69</i>																		
Ecologically sustainable development	Using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased. <i>Source: Australia's National Strategy for Ecologically Sustainable Development (1992).</i>																		

Economy of effort	The prudent allocation and application of resources to achieve mission success in the midst of myriad tasks. Achieved through synergies, synchronisation and concurrent activity. <i>Adapted from Australian Defence Force doctrine.</i>
Emergent works	In the context of NDRRA emergent works refers to: <ul style="list-style-type: none"> • Necessary during the course of a disaster to protect eligible public assets or to restore essential services and maintain public safety. This could include earthmoving, rock placing, sandbagging, installation of tarpaulins, erection of warning signs/barriers, pothole patching, removal of silt and debris, cleaning and removal of an asset or stores to prevent damage; • Immediate post-disaster repairs to an eligible asset to enable it to operate/be operated at a reasonable level of efficiency – this would include clean up costs, removal of silt, debris etc. and temporary repairs. <i>Source: Queensland Disaster Relief and Recovery Guidelines 2009-2010, p. 58.</i>
Evacuation	The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return. <i>Source: Emergency Management Australia Manual 3 – Glossary</i>
Federal Reconstruction Inspectorate	The Reconstruction Inspectorate formed to increase scrutiny and accountability of rebuilding projects. The Reconstruction Inspectorate will report directly to the Natural Disaster Recovery Cabinet sub-committee; chaired by The Honourable John Fahey, former Federal Finance Minister appointed by Prime Minister Julia Gillard on 07 February 2011. <i>Source: http://www.pm.gov.au/press-office/australian-government-reconstruction-inspectorate</i>
Flash flooding	A flood that rises quite rapidly with little or no advance warning, usually as a result of an intense rainfall over a small area or, possibly, an ice jam, a dam failure, etc. <i>Source: Emergency Management Australia Manual 3 – Glossary</i>
Flood	The overflowing by water of the normal confines of a stream or other body of water, or the accumulation of water by drainage over areas which are not normally submerged. <i>Source: Emergency Management Australia Manual 3 – Glossary</i>
Flood immunity (in relation to roads)	Average recurrence interval (ARI) of a flood at the point of overtopping the crown level or highest point of the road if superelevated. <i>Source: Department of Transport and Main Roads -Road Drainage Manual</i>
Join Forces program	The Join Forces website connects flood and cyclone-affected sporting clubs, community groups and other not-for-profits with corporate and private sponsors who can help with the huge task of rebuilding, and getting their club or group up and running again. www.qldreconstruction.org.au/joining-forces
La Niña	The opposite of an El Niño event, during which waters in the west Pacific are warmer than normal, trade winds or Walker circulation is stronger and, consequently, rainfalls heavier in Southeast Asia. <i>Source: Emergency Management Australia Manual 3 – Glossary</i>
Line of reconstruction	A thematic model linking key reconstruction milestones in time and space on the path to achieving the mission. <i>Source: Queensland Reconstruction Authority Developing Definition</i>
Maintenance of momentum	To acquire and retain the initiative. A spirit of boldness or a readiness to exploit opportunities. <i>Adapted from Australian Defence Force doctrine.</i>
Mitigation	Measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment. <i>Source: Emergency Management Australia Manual 3 – Glossary</i>
National Partnership Agreement for Natural Disaster Reconstruction and Recovery	An agreement between the Commonwealth of Australia and The State of Queensland dated February 2011 subject to the provisions of the Intergovernmental Agreement on Federal Financial Relations to provide support for reconstruction and recovery of communities affected by the 2010–2011 floods and Tropical Cyclone Yasi (Cyclone Yasi).
Natural Disaster Relief and Recovery Arrangements (NDRRA)	The Commonwealth Government provided funding arrangement to assist payment for natural disaster relief and recovery costs. <i>Source: Natural Disaster Relief and Recovery Arrangements Determination, 2007.</i> Primary mechanism used by the Queensland Government for providing assistance to communities affected by natural disaster events.
Preparedness	Arrangements to ensure that, should an emergency occur, all those resources and services which are needed to cope with the effects can be efficiently mobilised and deployed. <i>Source: Emergency Management Australia Manual 3 – Glossary</i>
Premier's Disaster Relief Appeal	A Trust Fund established to assist those who have suffered a loss due to natural disaster. All money raised by the fund will be directed to address the greatest need. The Premier's Disaster Relief Appeal Fund is audited by the Queensland Auditor-General. <i>Source: www.thepremier.qld.gov.au/initiatives/disaster_recovery/</i>

Queensland Reconstruction Authority	A Queensland Government body to coordinate and manage the rebuilding and recovery of affected communities, including the repair and rebuilding of community infrastructure and other property and appropriately measure to ensure Queensland and its communities effectively and efficiently recover from the impacts of disaster events. <i>Queensland Reconstruction Authority Act 2011</i>
Reconstruction	Actions taken to re-establish a community after a period of rehabilitation subsequent to a disaster. <i>Source: Emergency Management Australia Manual 3 – Glossary</i>
Recovery	The coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing. <i>Source: Emergency Management Australia Manual 3 – Glossary</i>
Resilience	The capacity to prevent, mitigate, prepare for, respond to and recover from the impacts of disasters. <i>Source: National Partnership Agreement on Natural Disaster Resilience.</i> Note that the COAG National Strategy for Disaster Resilience (2009) explicitly did not define the term, rather it focused on ‘characteristics’. These were: <ul style="list-style-type: none"> • function well while under stress • successful adaptation • self-reliance • social capacity
Response	Actions taken in anticipation of, during, and immediately after an emergency to ensure that its effects are minimised, and that people affected are given immediate relief and support. Measures taken in anticipation of, during and immediately after an emergency to ensure its effects are minimised. <i>Source: Emergency Management Australia Manual 3 – Glossary</i>
Selection and maintenance of the aim	Specific action is never an end in itself and must always be viewed as a means to an end. The end, therefore, must always be kept clearly in sight and the aim of action must be selected carefully and articulated clearly. This cardinal principle applies equally at each of the strategic, operational and tactical levels. <i>Adapted from Australian Defence Force doctrine.</i>
Stakeholder	A person, group, or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization’s actions, objectives, and policies. Key stakeholders in a business organization include creditors, customers, directors, employees, government (and its agencies), owners (shareholders), suppliers, unions, and the community from which the business draws its resources. <i>Source: www.businessdictionary.com/definition/stakeholder.html</i>
State Disaster Management Group	Established under the Disaster Management Act 2003 and is the peak disaster management policy and decision-making body in Queensland, directly responsible for outcomes to the Premier. <i>Source: www.disaster.qld.gov.au/about/</i>
Supersaturation (with respect to water)	State of a sample of moist air whose mixing ratio is greater than the saturation mixing ratio with respect to water at the same temperature and pressure. <i>Source: www.virtuallab.bom.gov.au/euromet/courses/glossary/supersat.htm</i>
Unity of effort	The resources and energies of all those individuals and organisations working to a common goal being harnessed and maximised for mission accomplishment. <i>Adapted from Australian Defence Force doctrine.</i>
Valid data	Evidence that is reliable (i.e. is able to be repeated and is verifiable) and which is relevant to the question being answered
Whole-of-government	Whole of government denotes public service agencies working across portfolio boundaries to achieve a shared goal and an integrated government response to particular issues. Approaches can be formal and informal. They can focus on policy development, program management and service delivery. <i>Source: Australian Government 2004, Connecting Government: Whole of Government Responses to Australia’s Priority Challenges, Canberra, p.1.</i>
Whole-of-state	A whole of state approach is a state government led approach which recognises that in addition to government efforts, industry and community support may be required as a cohesive state based effort to achieve the desired outcome. <i>Source: Australian Government 2004, Connecting Government: Whole of Government Responses to Australia’s Priority Challenges, Canberra, p.1.</i>

Abbreviations

ARI	Average recurrence interval
DRCC	Disaster Recovery Committee of Cabinet
Implementation Plan	The Community, Economic and Environmental Recovery and Reconstruction Implementation Plan
Local Plans	Local Community, Economic and Environmental Recovery and Reconstruction Plans (developed by each Local Government Area)
LoR	Line of Reconstruction
NDRRA	Natural Disaster Relief and Recovery Arrangements
NRM	Natural Resource Management
QIP	Queensland Infrastructure Plan
QRS	Queensland Regionalisation Strategy
State Plan	The State Community, Economic and Environmental Recovery and Reconstruction Plan
The Authority	Queensland Reconstruction Authority
The Inquiry	Commission of Inquiry
TNRP	Transport Network Reconstruction Program



For more information

Web: www.qldreconstruction.org.au
Email: info@qldra.org.au
Phone: **1800 110 841**