

Evaluation of the Community Recovery Fund for the Southern Tasmania Extreme Weather Event

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Acknowledgments

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List of Acronyms

AARC	Affected Area Recovery Committee
CRF	Community Recovery Fund
CRO	Community Recovery Officer
CRR Grants	Community Recovery and Resilience Grants
DHHS	Tasmanian Department of Health and Human Services
DPAC	Tasmanian Department of Premier and Cabinet
DPIPWE	Tasmanian Department of Primary Industries, Parks, Water and Environment
GIS	Geographic Information Systems
IPPG	Institute for Public Policy and Governance
KEQ	Key evaluation question
LGA	Local government area
National M&E Framework	National Monitoring and Evaluation Framework for Disaster Recovery Programs
NDRRA	Natural Disaster Relief and Recovery Arrangements
NGO	Non-government organisation
OSEM	Office of Security and Emergency Management
PIU	Public Information Unit within DPAC
RIA	Rapid Impact Assessment
RPN	Recovery Partners Network
RU	Recovery Unit established within OSEM to manage recovery from STEWE
SREMC	Southern Regional Emergency Management Committee
SRSRC	Southern Regional Social Recovery Committee
SES	Tasmanian State Emergency Service
STEWE	Southern Tasmania Extreme Weather Event
TFS	Tasmania Fire Service
THS	Tasmanian Health Service
TRRA	Tasmanian Relief and Recovery Arrangements
UTS	University of Technology Sydney

Executive Summary

This report evaluates the system-level outcomes of the Community Recovery Fund (CRF) established to fund recovery from the Southern Tasmania Extreme Weather Event (STEWE) in May 2018. The required outcomes of the CRF's activities and projects were:

1. Communities and businesses are prepared for and resilient to future disasters:
 - a. communities and businesses have an increased understanding of flood and storm risks;
 - b. communities have access to information to make informed choices when purchasing insurance; and
 - c. communities have an improved understanding of the role of the SES and the purpose of the 132 500 emergency number.
2. Community access to sporting, recreational, heritage, emergency service and natural assets of importance are restored.
3. Bushfire risk management and response infrastructure is restored.
4. Community infrastructure is restored with consideration to changing needs and best practice.
5. Communities have access to advice and appropriate recovery assistance and support.

Guided by a set of Key Evaluation Questions (KEQs), this evaluation draws on the following sources of data:

- Interviews with stakeholders from government, recovery committees and NGOs
- Interviews with grant recipients
- Online survey of people affected by STEWE
- General community survey
- Document and administrative data analysis

The following table lists the KEQS that guide the following chapters and summary answers to each of them:

Key evaluation questions (KEQs) for the STEWE CRF	
KEQs: Governance and community engagement	1. <i>To what extent were the governance arrangements effective, transparent and accountable?</i> While the governance arrangements of the CRF were a steep learning curve to begin with, the establishment of the Affected Area Recovery Committees (AARCs) and the Recovery Unit (RU) helped all involved to understand them. The Category C application process was generally seen as conducted fairly and councils and NGOs appreciated the willingness of RU staff to explain the application process and assist applicants. 2. <i>How involved was the community in governance structures and decision-making?</i> The community was involved in the design of the CRF to the extent that community needs assessment fed into the Category C application through the AARCs, which had members from state and local government, NGOs and affected communities. AARC members also represented the community in CRF governance and decision-making. AARC members were able to provide feedback to the State Recovery Committee about which applicants they thought should be granted a CRR Grant. .

KEQs: Implementation	3. <i>How timely was the CRF implementation in the context of changing community needs?</i> Most stakeholders reported recovery activities were implemented in a timely way, though some reported delays. There were several external factors that impacted on the timeliness of the delivery of certain programs under the CRF including a change of Prime Minister and bushfires in the intervening period. One of the major effects of the delay in delivery of the CRF projects was a reported loss of 'meaningfulness' of the projects once they were delivered.
KEQs: Effectiveness of built infrastructure recovery	4. <i>To what extent have the CRF-funded projects contributed to the restoration of community facilities and recreational assets?</i> Damaged community facilities, emergency services infrastructure and recreational assets have been largely restored thanks to CRF funding. The process of choosing the community facilities to be recovered under CRF funding and the time allocated to restore recreational assets were seen as reasonable and effective. While those processes were seen as positive and timely, there were some concerns about early assessment and short timeframes to submit applications for funding.
KEQs: Effectiveness of social recovery	5. <i>To what extent have the CRF-funded projects under the Community Recovery and Resilience Grants (CRR) program fostered the community's capacity to respond to future disasters?</i> The recovery and resilience projects funded under the CRR Grants program were critical in helping individuals to prepare for future disasters, understand future risks and identify trusted sources of information that can be relied upon in the next extreme weather event. However, due to some delays in the delivery of the projects, there was less community engagement with the projects than initially expected.
KEQs: Effectiveness in raising awareness	6. <i>How well informed is the community with respect to the importance of having adequate insurance to help prepare for, and respond to, natural disasters, as well as the process and options for choosing, buying and managing an insurance policy?</i> As the CRF-funded Insurance Awareness Campaign had not begun by the time we commenced data collection, we were not able to test its effectiveness. Instead we asked general questions to understand insurance uptake. The online and general community surveys found that a vast majority of respondents had a combined home and contents insurance policy during the 2018 extreme weather event. Of those respondents that did not have either a combined home and contents policy, business, or another policy in place at the time of the event, nine per cent have purchased a combined home and contents insurance policy since the May 2018 extreme weather event. 7. <i>After the 132 500 awareness campaign has concluded, to what extent has the community improved their understanding of the role of the SES and the purpose of the 132 500 emergency number?</i> Nineteen per cent of respondents to the general community survey had seen the SES awareness advertisement. The vast majority of respondents who had seen the ad believed that they now knew when to call the SES number instead of Triple Zero as a result of exposure to the campaign. Overall, the campaign had a positive effect on those people that were exposed to the ads, with some respondents planning for a severe weather event, talking to friend and family about the ad, or saving the SES number on their phones.

These answers are covered in greater detail under broader headings, below.

Governance and community engagement

There was general consensus among those interviewed that, as it was the first time a CRF had been established in Tasmania, understanding governance processes and working with the CRF was a steep learning curve to begin with. Generally, stakeholders understood people's and agencies' roles within the CRF as time went on, even if they hadn't been clear from the beginning.

Documentation of the governance process started very early in the recovery process and this provided a helpful reference for the duration of the recovery. The establishment of the RU within the Office of Security and Emergency Management (OSEM) also assisted role clarity and there was consensus that RU staff members were very good at explaining CRF processes and roles if AARC members or others were confused or had questions.

The RU collaborated with councils and NGOs to compile community needs information and to complete the Category C application to establish a CRF. Councils and agencies generally felt that these information-sharing systems, while often informal, were transparent and effective in enabling completion of the application in a short timeframe. Some learnings were the need to document informal agreements, clarify CRF reporting processes upfront, and consider introducing a cross-agency communication system beyond the use of basic Excel spreadsheets to speed up the process. There were some concerns about the reliance on councils to conduct all needs assessment, especially as some were small, rural councils with limited capability in this area.

As part of the CRF, Community Recovery and Resilience Grants (CRR Grants) were available to councils and NGOs to conduct medium to long-term recovery activities, such as community awareness and resilience-building projects and initiatives. CRR Grant recipients were generally positive about the grant application process and the support provided to them by the RU to understand the process. Some areas for improvement mainly related to providing formal assistance to help people with grant applications, longer timeframes for councils to assess community needs, and better recognition that in rural communities, resilience is also related to the environment people live in.

Stakeholders generally had positive views regarding the level of information and advice shared with the community and councils with respect to the CRR Grants. Information about the CRR Grants was communicated to the community through the AARCs and, affected councils. This was viewed in a positive light, as councils have established community networks and are able to distribute messages to the relevant communities quickly and easily.

The community was involved in the design of the CRF to the extent that community needs assessment fed into the Category C application through the AARCs, which had members from state and local government, NGOs and members of the community. AARC members also represented the community in CRF governance and decision-making. The community was also involved in decision making about who received CRR Grants, as community members who sat on AARCs were able to give feedback to the State Recovery Committee about which organisations they thought should be granted a CRR Grant.

Implementation of the Community Recovery Fund

Generally, stakeholders reported recovery activities were implemented in a timely way, though some reported delays. There were several external factors that had an impact on the timeliness of the establishment of the CRF and delivery of certain programs under the CRF including the change of Prime Minister, which delayed the approval of the CRF, and then subsequent bushfires, which delayed the delivery of some projects. One of the major effects of the delay in delivery of the CRF projects was a reported loss of 'meaningfulness' of the projects once they were delivered, and less engagement in the projects from the community than initially expected. There were concerns about delays in provisions of CRF funding for councils, which appears to be an inherent part of the CRF claims process and could have been ameliorated by an application for an advance payment under the Natural Disaster Relief to Local Government Policy. The fact that no councils made an application under this Policy or mentioned it in interviews indicates there is not a huge amount of awareness of the provision within the Policy to provide advance payments.

For the period of recovery following the STEWE, the Community Recovery Officer (CRO) was the essential connector between government and the community and therefore was in a unique position to be able to assess community needs and report that back to the RU. There were also some learnings about the skillset needed for the role, which included the benefits of having some experience working with local government, especially in community development.

Effectiveness of built infrastructure recovery through the CRF

The process of choosing the community facilities to be recovered under CRF funding and the time allocated to restore recreational assets were seen as reasonable and effective. Councils were also able to incorporate contingency allowances into their budget and costs estimates, in order to account for uncertainty during assessments of damages. While those processes were seen as positive and timely, there were some concerns about early assessment and short timeframes to submit applications for funding. It was mentioned that the application process was new to councils and the cost assessment for some assets could have been underestimated, although councils were advised to include contingencies into their budgets. OSEM then applied a further 15% contingency – refer to Table 2. Overall, the fund had a positive impact on restoring community facilities and infrastructure, and there were few complaints or negative feedback about facilities that were being repaired.

Community capacity to respond to future disasters

The recovery and resilience projects that were funded under the CRR Grants program were critical in helping individuals to prepare for future disasters, understand future risks and identify trusted sources of information that can be relied upon in the next extreme weather event. More specifically, some projects aimed to provide practical information on how to prepare emergency kits and 'grab and go' bags, create an evacuation plan and understand emergency numbers to call during floods or any other extreme weather event.

In addition to projects that prepared individuals for future disasters, resilience projects had outcomes that included connecting with the community, making people feel they were not isolated, sharing experiences through storytelling, increasing understanding of the river systems and accepting that disasters are part of the current environment. Overall, the recovery and resilience projects were seen as essential in helping the community to connect with other members and network.

The participation of key players during workshops and roadshows, such as Tasmania Fire Service, SES, TasNetworks, Australian Red Cross and The Salvation Army, were seen positively by stakeholders. Other positive aspects mentioned were the clear and detailed grant application process, community consultation, the regional approach to projects, collaboration with other councils, and opportunities to build relationships across councils and agencies.

Despite positive feedback from stakeholders about recovery and resilience projects, the online survey of people affected by STEWE found that only a few individuals had participated in volunteer activities associated with flood awareness or resilience programs or disaster preparedness training, events or committees. Few respondents had prepared disaster response kits at home or work.

SES emergency number

The SES 132 500 awareness campaign, funded under the CRF and included as part of the awareness and resilience-building program, was aimed at educating the public on when to call the SES number in an emergency and safety during severe weather. The campaign was created due to an understanding that there was confusion in the community about which number to call in an emergency, which became clear during the STEWE.

The general community phone survey found that 19% of respondents had seen the campaign video ad. Of those respondents that had seen the ad, the vast majority recalled seeing it on television. Overall, the campaign had a positive effect on those people that were exposed to the ads, with some respondents planning for a severe weather event, talking to friend and family about the ad, or saving the SES number on their phones.

Importantly, the vast majority of respondents believed that they now know when to call the SES number instead of Triple Zero as a result of exposure to the campaign. More than three quarters of respondents had a better understanding of the types of emergencies SES can respond to and two-thirds were made aware of the existence and purpose of the SES emergency number.

1. Introduction

The Office of Security and Emergency Management (OSEM) in the Tasmanian Department of Premier and Cabinet (DPAC) engaged the Institute for Public Policy and Governance (IPPG) at the University of Technology Sydney (UTS) to conduct two evaluations in relation to the response to the Southern Tasmanian Extreme Weather Event (STEWE), which occurred in May 2018 in Hobart and surrounds.

This report evaluates the recovery programs specifically funded under the Commonwealth Government's Community Recovery Fund (CRF) provided to the Tasmanian Government in response to the STEWE. As this is the first CRF to be established in Tasmania, the findings set out in this report will be critical in ensuring learnings from the STEWE are considered in the design, development and implementation of future disaster recovery funding measures.

1.1. Background: The Southern Tasmania Extreme Weather Event (STEWE)

On Thursday 10 and Friday 11 May 2018, the STEWE occurred in southern Tasmania, causing significant damage and disruption to the Hobart City, Kingborough, Derwent Valley, Glenorchy City, Huon Valley and Clarence City local government areas (LGAs). The event damaged homes, businesses, essential services, vehicles and community infrastructure.

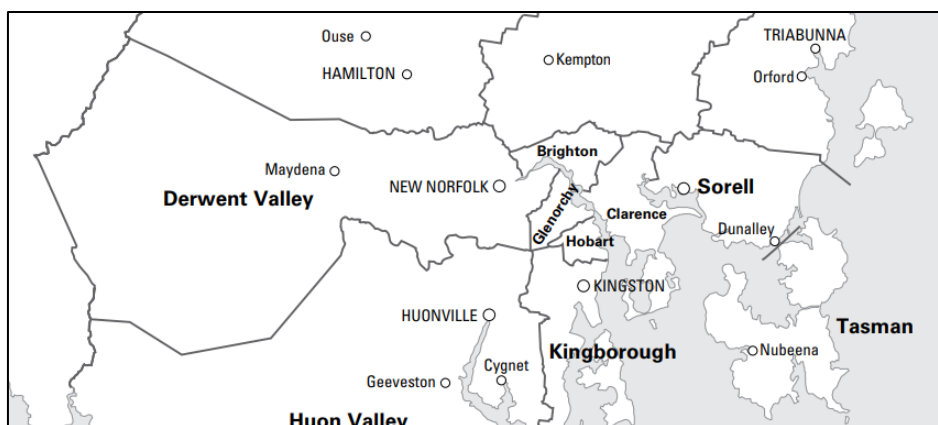
In the 24 hours up to 9am on 11 May 2018, more than 120mm of rain fell in Hobart and the surrounding suburbs – the highest recorded levels in the city since 1960 and the second highest recorded May rainfall in a single day in Tasmania. Over the same period, *kunanyi*/Mount Wellington recorded 236mm of rain, the highest rainfall ever recorded on the mountain.

The extreme rainfall caused flash flooding in downstream rivulets, including the Hobart Rivulet, which runs through the Hobart CBD. Several other catchments also experienced significant flooding, leading to overland flooding in many areas. The storm and flash flooding caused widespread power outages, inundated properties and swept away cars, while wind gusts of up to 89 km per hour took down trees, roofs and sheds.

The Tasmanian State Emergency Service (SES) received 427 requests for assistance with an additional 110 requests logged by the Tasmania Fire Service. Hobart City Council received more than 800 calls in 24 hours, compared to the 100 calls it would normally average in a day.

Affected municipal councils reported more than \$28 million in damages, while the cost of restoring state-owned assets was approximately \$4.7 million. The total cost of the STEWE is estimated at more than \$135 million. As at 12 October 2018, the Insurance Council of Australia (ICA) reported almost 8,900 claims totalling approximately \$99.6 million in value arising from STEWE. Ninety per cent of claims were residential claims and the remaining 10 per cent were commercial.

Figure 1: Map of LGAs affected (excluding some of the Huon Valley)



1.2. Impacts of the STEWE on the economy, infrastructure, environment and society

The record rainfall and flooding had impacts on the economy, infrastructure, environment and community of the areas affected, the details of which are set out below.

1.2.1. Impact on infrastructure and the built environment

The STEWE caused extensive damage to roads, bridges, essential public infrastructure and community assets. Community facilities and recreational assets owned by community groups and organisations were also damaged, including walking tracks, parks, playgrounds and sporting facilities. Significant damage to fire trails, walking tracks and the Pinnacle Road on *kunanyi* / Mount Wellington resulted in access to the mountain being closed to the public until 29 May 2018. Numerous community sporting events were cancelled or disrupted, with at least 14 leagues, clubs and schools affected. Other community facilities incurred significant damage, including the Hobart City Hall, the Hobart City Council's Youth Arts & Recreation Centre and several community halls, senior citizens clubs and sports clubs.

The extreme weather caused significant damage to parts of the University of Tasmania's Sandy Bay campus, with the University's engineering, law and corporate affairs buildings and the ground floors of some of the student accommodation, flooded, with total damage of approximately \$15 million. The Tasmanian Museum and Art Gallery also sustained about \$900,000 worth of damage to heritage elements of the building. This is just a sample of public buildings damaged.

On 11 May 2018, 32 Tasmanian Department of Education schools closed for the day due to either loss of power, flooding or the inability of staff to attend schools. Many Tasmanian Government agencies and other organisations advised staff to remain at home. During the event, more than 40,000 customers across Tasmania were affected by power outages. While power was restored to over 25,000 customers within eight hours, around 1,400 residential properties and 221 businesses experienced outages for longer than 24 hours. The majority of power outages occurred in Sandy Bay, South Hobart, Taroona, Mt Nelson, Kingston and Blackmans Bay.

Residential properties within the greater Hobart area suffered damage, ranging from damaged fences to completely flooded houses. There were 4,878 residential building claims and 2,902 residential contents claims lodged with the Insurance Council of Australia, but there were also many people that were not insured adequately or at all, so the real number of damaged properties is unknown. Impacts to properties and infrastructure occurred in a dispersed and irregular geographic pattern rather than being concentrated in a discrete area. Two temporary relocation (evacuation) centres were established and many people were forced to seek emergency accommodation or temporary accommodation with neighbours, friends and family.

Some communities in the Collinsvale, Molesworth and Lachlan areas of the Derwent Valley were isolated for up to six days due to roads and bridges being washed away. The SES sent teams to assess residents' needs and provided a helicopter resupply on 13 May 2018.

1.2.2. Social impact

While there were no reports of personal injury to individuals as a result of the STEWE, many individuals and families were displaced from their homes and had to seek temporary accommodation. Furthermore, residents suffered substantial residential and personal property losses. Several communities were temporarily isolated due to damage to roads or bridges. There were also associated psychological effects on those who were in the affected areas, including distress and trauma.

While a few of the affected communities are relatively privileged and wealthy, some of the worst impacts and damage occurred in areas with high levels of disadvantage. According to the Australian Bureau of Statistics *SIEFA Index of relative socio-economic disadvantage* (2016):

- the Derwent Valley LGA ranks fifth for socio-economic disadvantage in Tasmania and falls in the twelfth percentile nationally;
- the Glenorchy City LGA ranks eighth in Tasmania and falls in the fourteenth percentile nationally; and
- several ABS statistical areas within the Kingborough LGA (6102215, 6102227, 6102229, 6102213, 6102203) fall in the first quintile (less than 20 percentile) nationally.

Other notable vulnerable groups affected by the extreme weather event include:

- Students, including international students, a high concentration of whom reside around the University of Tasmania campus in the heavily impacted Sandy Bay area.
- Tenants and displaced people needing longer term temporary accommodation; given the private rental market in the greater Hobart area is operating at a very high level of occupancy. Short stay accommodation (for example, hotels and motels) is also very busy, making it extremely difficult to source short or medium term temporary accommodation or access alternative longer term rentals.
- Children and youth, who have been particularly impacted by school and recreational centre closures, and the loss of recreational parks and playgrounds. Some of the worst impacts occurred in areas where young children have higher than average levels of developmental vulnerability, including South Hobart, New Town, Molesworth and Kingston Beach (Australian Early Development Census 2015).

1.2.3. Economic impact

A number of businesses in the Hobart CBD, the Kingston town centre and affected suburbs incurred significant damage. The Insurance Council of Australia advised that there have been 850 commercial insurance claims totalling approximately \$32.9 million (as at 12 October 2018).

A large number of businesses were affected by the STEWE, with some suffering significant flood damage and substantial stock losses. Channel Court Shopping Centre in Kingston and the Brookfield Shed in Margate were among the worst affected, with businesses in these two locations closed for many months. An estimated 60 jobs were directly affected by the STEWE either through loss of employment or reduced hours (although it was difficult to obtain accurate figures about jobs affected). Approximately 75 businesses sought advice or assistance from Business Tasmania in the aftermath of the event and some businesses took months to re-open because of the time spent repairing premises.

A number of agricultural enterprises were also affected, particularly in the Derwent Valley and Huon Valley areas. Flooding caused debris to block creeks, waterlog paddocks and damage crops, and washed away tonnes of harvested apples.

1.2.4. Environmental impact

The extreme rainfall caused flash flooding in downstream rivulets, including the Hobart Rivulet, which runs through the Hobart CBD. Significant flooding was also experienced in a number of other catchments including Lachlan River, Sorell Creek, New Town Rivulet, Kangaroo Bay Rivulet, Browns River and North West Bay Rivulet, causing overland flooding in many areas.

With respect to environmental impacts, flooding resulted in the discharge of untreated sewage into the Derwent River, the pollution of waterways from chemicals, fuels and other waste, riverbank erosion and the accumulation of large deposits of debris and litter throughout the riverine environments. Flooding in Derwent Valley and Huon Valley caused debris to block creeks, waterlog paddocks, wash away topsoil and damage crops, affecting a large number of businesses and agricultural enterprises in those areas.

1.3. Community awareness and resilience issues

The STEWE revealed deficiencies in community awareness about a number of topics. The severity of the storm and the flash flooding it caused caught many communities unprepared and highlighted the need for community awareness and resilience projects in affected communities. Issues arising from the emergency included:

- a lack of public understanding of the role of the SES and the 132 500 number resulted in the SES receiving some life-threatening emergency '000' calls and other people seeking information available on public websites, diverting communications officers from more important calls;
- low levels of insurance literacy within affected communities, including a low level of awareness of flood-related insurance issues and the need to insure private roads and bridges; and
- limited community awareness of flood-prone areas, flash flood risks, and a lack of community flood emergency planning and resilience in significantly impacted communities.

1.4. Tasmanian Government response to the STEWE

1.4.1. Immediate emergency response

Tasmania's emergency services immediately responded to the storm. At 4am on Friday 11 May 2018, the Southern Regional Emergency Management Committee (SREMC) convened a meeting at short notice to coordinate ongoing response arrangements. Tasmania Police, the SES and the Tasmania Fire Service (TFS) were involved in rescues of motorists and relocation of vulnerable people, and logged hundreds of calls for assistance. The SES and the TFS undertook Rapid Impact Assessment (RIA) from 11–13 May 2018. The RIA data was spatially-enabled and uploaded to a common operating platform managed by the Land Tasmania GIS team within the Department of Primary Industries, Parks, Water and Environment (DPIPWE) who provide mapping and location-based services.

As standing members of the SREMC, officers from OSEM were actively involved in relief activities from early in the 'response' phase. Transition from the 'response' phase to the 'recovery' phase occurred on 22 May 2018 (just over a week after the storm occurred), when Southern Regional Emergency Management Controller Peter Edwards formally handed over responsibility for the recovery coordination activities from the SREMC to the State Recovery Advisor.

This report does not focus on the emergency response to the storm. It evaluates the long-term recovery led by the Office of Security and Emergency Management and discusses emergency response in so far as it may have affected the recovery phase.

1.4.2. General recovery efforts

DPAC is the lead agency for disaster recovery at the state level and is responsible for whole-of-government recovery planning and coordination. The recovery process for the STEWE-affected communities involved a range of initiatives and activities, including:

- Reconstruction of infrastructure and the built environment
- Restoration of emotional and social wellbeing in the community
- Enabling financial assistance to affected communities

The following activities occurred in relation to the STEWE:

- A temporary, event-specific Recovery Unit (RU) was established within OSEM to manage and coordinate STEWE whole-of-government recovery efforts. The RU was the single point of contact within the Tasmanian Government for key issues related to the STEWE. It worked closely with other state recovery partner agencies and affected councils to

determine community needs. The RU was operational for six months, from May to November 2018, at which point remaining activity transitioned into OSEM.

- State Government agencies with recovery responsibilities were asked to nominate Agency Liaison Officers to serve as the key contact and coordination point within their own agency.
- A STEWE Interim Recovery Plan was drafted by OSEM in May 2018 and guided the activity of the RU. A final Recovery Plan was prepared in November 2018 by the RU and the implementation of the Plan is the responsibility of OSEM, overseen by the State Recovery Committee.
- The joint Commonwealth-State Natural Disaster Relief and Recovery Arrangements (NDRRA) and the Tasmanian Relief and Recovery Arrangements (TRRA) were activated in May 2018. Financial assistance was made available to eligible individuals, families, small businesses, non-profit organisations and councils affected by the STEWE under those arrangements.
- Two Affected Area Recovery Committees (AARCs) were established to coordinate recovery activities at the regional and local level through information sharing and collective decision-making:
 - o Greater Hobart Recovery Committee for the Glenorchy City, Hobart City and Kingborough LGAs (with Clarence City observing); and
 - o Derwent Valley Recovery Committee for the Derwent Valley LGA.

The Huon Valley Council determined there was no need for an AARC in its community.

1.5. Community Recovery Fund

The severity of the STEWE's impact prompted the Tasmanian Government to apply to the Australian

Government to activate a Community Recovery Fund (CRF) under Category C of the Natural Disaster Relief and Recovery Arrangements (NDRRA). While responsibility for disaster relief and recovery is primarily the role of states, the NDRRA was set up to alleviate the financial burden on the states and to facilitate the early provision of assistance to disaster-affected communities. The NDRRA is the primary mechanism by which the Australian Government provides disaster relief and recovery funding to states and territories and it is administered by the Commonwealth Department of Home Affairs. Category C funding is only available when the impacts of a disaster are severe, and its provision requires agreement from the Prime Minister.

On 20 September 2018, the Tasmanian and Australian Governments announced that \$9.67 million would be available under the CRF to assist affected communities to recover from the STEWE. The intention of the CRF was to focus on supporting recovery in the four most affected LGAs: Hobart City, Kingborough, Glenorchy City, and Derwent Valley.

This is the first CRF to be established in Tasmania, an indication of the severity of the storm's impact. The focus of the CRF is on social, built and environmental recovery. Projects funded under the CRF assist the restoration of local and state government-owned recreational infrastructure and community facilities, such as walking tracks, mountain bike trails, parks, playgrounds and sporting grounds, as well as community awareness, recovery and resilience-building programs. The CRF is managed by DPAC and includes the following projects:

Table 1: Projects funded under the Community Recovery Fund

Project	Organisation	Funding
Employment of a Community Recovery Officer and associated costs.	DPAC	\$60,000
Restoration of community facilities and recreational assets, emergency services infrastructure, and heritage assets to enable community access and ensure public safety.	Relevant councils and Tasmanian	\$8.5 million

	Government agencies	
Community recovery, awareness and resilience-building programs, including:		
1. SES 132 500 Awareness Campaign to educate the public on when to call 132 500 in an emergency and safety during severe weather	DPFEM (State Emergency Service)	\$120,000
2. Insurance Awareness and Education Project to help the community better understand insurance coverage	DPAC (Communications and Protocol Unit)	\$300,000
3. Community Recovery and Resilience Grants program, available to local government agencies, non-government organisations and/or businesses for community recovery, awareness and/or resilience-building projects to benefit the four most affected LGAs	DPAC	\$500,000
4. Monitoring and evaluation of the effectiveness of the Community Recovery Fund	DPAC	\$190,000

The restoration of community facilities and recreational assets fund was allocated based on the estimated restoration costs provided by councils and Tasmanian Government agencies as shown in the following table:

Table 2: Budget for the restoration of community facilities and recreational assets

Assets	Total CRF Budget	Aus Gov Contribution	Tas Gov Contribution	Local Gov Contribution
Local government owned assets				
Hobart City Council	\$3,208,000	\$1,604,000	\$802,000	\$802,000
Glenorchy City Council	\$557,059	\$278,530	\$139,265	\$139,265
Kingborough Council	\$824,377	\$412,189	\$206,094	\$206,094
Derwent Valley Council	\$780,000	\$390,000	\$195,000	\$195,000
Contingency funds (15%)	\$805,415	\$402,708	\$201,354	\$201,354
Total	\$6,174,851	\$3,087,426	\$1,543,713	\$1,543,713
State government owned assets				
Parks and Wildlife Service (Department of Primary Industries, Parks, Water and Environment)	\$1,090,100	\$545,050	\$545,050	N/A
Tasmanian Museum and Art Gallery (Department of State Growth)	\$900,000	\$450,000	\$450,000	N/A
Contingency funds (15%)	\$298,515	\$149,258	\$149,258	N/A
Total	\$2,288,615	\$1,144,308	\$1,144,308	N/A
Total all governments	\$8,463,466	\$4,231,733	\$2,688,020	\$1,543,713

Source: Governance and Reporting Arrangements

The restoration of community infrastructure, facilities and recreational assets were planned to be completed and expenditure incurred prior to 30 June 2020.

The overall **objectives** of the CRF were to:

- support community recovery, community development, community resilience; and capacity building for the future;
- restore community facilities and functions which support wellbeing, health and social networks; and
- improve the community's awareness of flood and storm risks and ability to support their own recovery.

The required **outcomes** of the CRF's activities and projects were:

1. Communities and businesses are prepared for and resilient to future disasters.
 - o communities and businesses have an increased understanding of flood and storm risks;
 - o communities have access to information to make informed choices when purchasing insurance; and
 - o communities have an improved understanding of the role of the SES and the purpose of the 132 500 emergency number.
2. Community access to sporting, recreational, heritage, emergency service and natural assets of importance are restored.
3. Bushfire risk management and response infrastructure is restored.
4. Community infrastructure is restored with consideration to changing needs and best practice.
5. Communities have access to advice and appropriate recovery assistance and support.

This evaluation report covers administration of the CRF only, and does not evaluate the Tasmanian Government's other recovery activities (including financial assistance to affected individuals and businesses).

2. Methodology

This evaluation report has been developed in accordance with the *National Monitoring and Evaluation (M&E) Framework for Disaster Recovery Programs* (the National M&E Framework), developed in 2016 and revised in 2018.¹

The National M&E Framework provides a consistent approach to the evaluation of any individual disaster recovery program. The document frames the objective of disaster recovery programs as helping communities reach a point at which they are:

- sustainable, i.e. have the capability and capacity to manage their own recovery without government disaster-related assistance; and
- resilient, i.e. are better able to withstand and recover from future disasters.

Framework outcomes are divided into those that are sustainability-focused and those that are resilience-focused. As explained in the National M&E Framework, resilience and sustainability are separate objectives of disaster recovery programs. A sustainable community has the capability to manage its own recovery without government disaster-related assistance. A resilient community is better able to withstand a future disaster.

2.1. Program logic and evaluation plan

For the purposes of this evaluation, IPPG developed a program logic to help to understand the objectives of the CRF, the steps needed to get there, and to assist in evaluating whether those steps and objectives were achieved.

In developing the CRF program logic, IPPG first analysed all the outcomes and objectives of the establishment of the CRF in terms of their alignment with National M&E Framework outcomes and objectives. For example, the objective of improving the community's awareness of flood and storm risks and ability to support their own recovery aligned with the following Framework outcomes (among others):

- Community members are aware of the risks of future disasters (overarching resilience outcome)
- Community members can respond to their own needs and can support the needs of other members of the community (social sustainability outcome)
- The community is aware of the risks of future disasters to natural and cultural heritage assets (economic resilience outcome)
- Local businesses have information they need to continue recovering from the disaster (economic sustainability outcome).

Second, IPPG identified all of the recovery activities that were funded under the CRF. These were placed in the centre of the program logic diagram and connected to the various Framework outcomes that had been previously identified. Third, IPPG organised the Framework outcomes in terms of 'enabling' outcomes (i.e. an outcome that 'needs to be achieved to create the conditions for other outcomes to follow'²) and 'ultimate' outcomes (the ideal scenario after full recovery).

A draft program logic was then presented to and tested with DPAC including members of the RU in a collaborative outcomes workshop in Hobart in May 2019. The program logic was amended and provided for final review to DPAC. The final program logic is set out in Appendix B.

Based on this program logic, and on the evaluation needs determined by DPAC, IPPG produced a set of key evaluation questions (KEQs) that have formed the basis of the research and guided

¹ Argyrous, G. (2016) *A Monitoring and Evaluation Framework for Disaster Recovery Programs* (National M&E Framework), Australia and New Zealand School of Government <<https://knowledge.aidr.org.au/media/5967/a-monitoring-and-evaluation-framework-for-disaster-recovery-programs-v2.pdf>>.

² National M&E Framework, page 35.

this report. These questions align with the questions set out in DPAC's Project Specifications document at the proposal stage of the project. The KEQs are set out in section 2.5 of this report.

IPPG drafted a detailed evaluation plan which set out its proposed methodology for conducting both evaluations, including the sources of data it would use to inform its findings. The final version of the plan was provided to DPAC in June 2019.

2.2. Data sources

The Community Recovery Fund evaluation consisted of mix research methods, such as qualitative interviews with stakeholders and quantitative surveys with the community to provide insights into the effectiveness of the CRF and projects aimed at restoring community facilities and recreational assets and building resilience. Table 3 outlines the evaluation data sources and instruments used throughout the evaluation.

Table 3: Research instruments and data sources used in the Community Recovery Fund evaluation

Data sources	Data collection methods	Sample	Purpose
Stakeholder interviews	Qualitative face-to-face interviews Interviews conducted: 7 October to 27 November 2019	N=13 interviews	To better understand the CRF governance and management
Grant Recipient interviews	Qualitative face-to-face interviews Interviews conducted: 6 to 19 November 2019	N=8 interviews	To test the effectiveness of specific projects funded by the Community Recovery and Resilience (CRR) Grants
Online survey of people affected by STEWE	Quantitative online survey – 15 minutes Survey conducted: 18 November 2019 to 8 January 2020	N=37 respondents	To obtain perspectives from people affected by the STEWE on the effectiveness of the CRF and some aspects of the general recovery effort
General community survey	Quantitative telephone survey – 10 minutes Survey conducted: 7 to 11 February 2020	N=403 respondents	To test the effectiveness of a public awareness campaign about the State Emergency Service and the purpose of the 132 500 number on the general public in Tasmania
Document analysis	Review and open code thematic	Executive briefs, AARC minutes and reports, CRO reports and local government documents	To better understand the general governance arrangements for the CRF and the government infrastructure underpinning its administration

2.2.1. Stakeholder interviews

IPPG sub-contracted a local social research company based in Hobart, RDS Partners, to conduct interviews with two groups of people involved with the CRF:

- **Stakeholder interviews** – 13 interviews with members of the AARCs and representatives of state and local government agencies who were familiar with the CRF and its administration to some extent; and

- **Grant Recipient interviews** – eight interviews with recipients of CRR Grants under the CRF, most of whom were affected councils but some of whom were not-for-profit organisations.

The Stakeholder interviews focused on aspects of the governance and management of the CRF and were designed to test the effectiveness of specific measures under the CRF, including projects aimed at restoring community facilities and recreational assets and projects under the community grants program. The Grant Recipient interviews were undertaken with recipients of the CRR Grants and were aimed to test the effectiveness of those Grants in contributing to community resilience.

DPAC worked with IPPG to identify appropriate people to interview for the purposes of both sets of qualitative interviews. The interviews were voluntary and relied on stakeholders agreeing to engage in a thirty-minute face-to-face or telephone interview; all interviews were conducted face-to-face with the exception of one stakeholder who preferred telephone.

Interviewees came from Tasmanian Government agencies, councils and NGOs that played a role in the STEWE. Since the recovery process involved a small number of people, in order to ensure the confidentiality of respondents, we are unable to provide details about stakeholders' positions and roles that may identify them. The interview discussion guide for these interviews are set out in the appendices (Appendix D and Appendix E respectively). The discussion guide sought to elicit frank reflections on the administration of the CRF, whether positive or negative.

Prior to the interview, stakeholders were sent a participant information sheet and consent form (Appendix C). The interviews were audio-recorded and transcribed. IPPG analysed all 21 interviews in the qualitative data analysis software program NVivo in accordance with a coding framework that closely followed the key evaluation questions set up in the Evaluation Plan. Coding occurred across thematic lines, with one person conducting all coding, which ensured consistency of coding approach.

2.2.2. Online survey of people affected by the STEWE

The online survey of people affected by STEWE was developed by IPPG in partnership with DPAC (Appendix F). The survey was designed to obtain the perspective of community members that experienced damage to residential or business properties and included questions about access to information during and after the event, types of assistance and support available, awareness of financial assistance grants, home and business insurance policies and awareness of community facilities and recreational assets recovered.

DPAC staff collated a list of email addresses of people and businesses affected by STEWE that contacted councils and Tasmanian Government agencies. In addition to this list, a post in the TasALERT with the survey link and research objectives was posted on the 21 November 2019. Councils were also invited to post a survey link on their websites and Facebook pages.

Completion of the survey was voluntary and a total of 37 people completed the survey.

2.2.3. General community phone survey

The general community phone survey was developed by IPPG in partnership with DPAC OSEM (Appendix G). The purpose of the survey was to measure awareness of the SES 132 500 campaign in affected areas and the rest of Tasmania. The SES campaign ran from 27 October 2019 to 19 January 2020. Prior to commencing the evaluation, the general community phone survey was also intended to measure engagement with the insurance awareness and education project. The insurance campaign was delayed due to the 2019/2020 bushfires so the phone survey instrument did not cover questions about the insurance awareness campaign. However, it did cover general questions about insurance coverage, especially for floods.

For the purposes of this survey, a sub-contractor of IPPG, Micromex, spoke to 400 individuals, 200 of whom lived in affected LGAs and 200 of whom lived in the rest of Tasmania. The sample was structured in such a way to better understand whether there was any appreciable difference

in SES awareness between those in affected areas (whose attentions might be more likely to be caught by disaster-related advertising campaigns) and those outside of the affected area. Completion of the survey was voluntary.

2.2.4. Document analysis

As part of the evaluation, relevant documentation associated with the STEWE and the Tasmanian Government's general recovery efforts were analysed and reported to supplement and complement qualitative interviews and surveys, in order to better understand the CRF effectiveness and governance arrangements. The administrative data used to inform the development of this report are from:

- AARC meeting agendas and minutes
- Communications materials including:
 - o Recovery talking points
 - o Fact sheets
 - o Media articles
 - o Media coverage
 - o Media releases
 - o Recovery newsletters
- Photos of damage caused by the STEWE
- Information about the Community Recovery Officer position and a report on this position
- Information about financial assistance measures
- Communications with Insurance Council of Australia
- STEWE interim and final Recovery Plans
- Recovery Working Group meeting agendas and minutes
- State Emergency Management Committee debrief documents
- State Recovery Committee meeting agendas and minutes
- Policies under the TRRA.

This information was used to cross-check information gleaned from the interviews and provided context and background for findings emerging from the interviews.

2.3. Ethics

IPPG received ethics approval for the data collection for this project through the University of Technology Sydney Human Research Ethics Committee approval process, approval number UTS HREC REF NO. ETH19-3424: *Disaster Recovery Efforts Tasmania*. IPPG staff comply with all applicable research ethics laws and guidelines including the Australian Code for the Responsible Conduct of Research (2018) and the National Statement on Ethical Conduct in Human Research 2007. This included the provision of participant information sheets to all stakeholders that provided all relevant details of the project, information about how stakeholders' responses would be captured in the report and information about how IPPG would store their transcripts. The participant information sheet for this project is set out in Appendix C.

2.4. Limitations of this evaluation

This report is bound by some limitations with respect to the data analysed. The data was largely derived from interviews with stakeholders and community members, which raises issues of reliability and memory, especially as the STEWE occurred over 12 months before the interviews were conducted. Relying on qualitative data also raises the possibility of exaggerating the

opinions of individuals with strong views about the subject of the report. In addition, we acknowledge that interviewed stakeholders generally have an ongoing role in disaster recovery and may have vested interests or bias based on their roles.

Throughout the report, we have generally only reported on issues where they were raised by more than one stakeholder. However, where we considered a comment particularly pertinent and it was raised by only one stakeholder, we have included it noting that it was the view of one stakeholder alone. The implication here is that single opinions, even where strongly felt, should not be afforded too much weight.

A limitation of the online survey is the small sample size, which meant that it was not possible to make comparisons across key subgroups (i.e. local area, individual or business affected, home owner or renter). Furthermore, community members had to rely on their memory about an event that occurred 18 months previously and while other extreme weather events were taking place, such as the national bushfires in 2019/2020.

The general community survey only targeted LGAs affected by STEWE and given that, awareness and understanding of the SES campaign was limited to those areas, as opposed to the whole of Tasmania.

2.5. Key Evaluation Questions

IPPG developed a series of key evaluation questions for this evaluation, which are heavily based on the questions articulated by DPAC in the Project Specifications document (Attachment 1 to the RFQ) but have been amended slightly and grouped into categories to better align with the KEQ domains in the National M&E Framework. The key evaluation questions that guide the following chapters are set out below:

Table 4: Key evaluation questions – Community Recovery Fund

Key evaluation questions (KEQs) for the STEWE CRF	
Governance and community engagement	1. To what extent were the governance arrangements effective, transparent and accountable? 2. How involved was the community in governance structures and decision-making?
Implementation	3. How timely was the CRF implementation in the context of changing community needs?
Effectiveness of built infrastructure recovery	4. To what extent have the CRF-funded projects contributed to the restoration of community facilities and recreational assets?
Effectiveness of social recovery	5. To what extent have the CRF-funded projects under the Community Recovery and Resilience Grants program fostered the community's capacity to respond to future disasters?
Effectiveness in raising awareness	6. How well informed is the community with respect to the importance of having adequate insurance to help prepare for, and respond to, natural disasters, as well as the process and options for choosing, buying and managing an insurance policy? 7. After the 132 500 awareness campaign has concluded, to what extent has the community improved their understanding of the role of the SES and the purpose of the 132 500 emergency number?

These questions informed the interview guides for the stakeholder interviews and surveys, and are each investigated under the headings in Chapters 3-6 below.

3. Governance and community engagement

This chapter is principally concerned with answering two KEQs associated with the governance of the CRF:

- KEQ1: *'To what extent were the governance arrangements effective, transparent and accountable?'* and
- KEQ2: *'How involved was the community in governance structures and decision-making?'*

The two KEQs above generally align with one of the key intended outcomes of the CRF as articulated by DPAC, which was to 'support community recovery, community development, community resilience, and capacity building for the future'.³

The CRF governance arrangements referred to in this chapter of the report are the following: DPAC is the lead agency for whole-of-government coordination of disaster recovery in Tasmania. While other agencies aided with the STEWE recovery in line with their portfolio responsibilities (eg: DHHS/THS were responsible for social recovery), DPAC, and specifically the RU within OSEM, played a coordinating role with respect to the CRF.

It was DPAC's responsibility to coordinate all elements of the application for funding under the CRF, as well as the distribution of funds. It was up to councils, NGOs and Tasmanian Government agencies (like the Tasmanian Parks and Wildlife Service) to assess their own needs and apply for a specific amount of funding under the CRF to do specific works or fund particular programs. DPAC received, assisted with, compiled and submitted, all elements of the CRF funding application, which required input from multiple local governments.

The CRF was approved by the Prime Minister in September 2018. There was then a separate process whereby local governments and NGOs could apply for funding for resilience-focused projects under the Community Recovery and Resilience Grants (CRR Grants) program, which were a specified portion of the CRF. The RU and the AARCs provided advice to the State Recovery Committee on the projects that they recommended be funded under a CRR Grant and the successful grant applicants were announced in late 2018.

3.1. Effectiveness, transparency and accountability of governance arrangements

3.1.1. Clear and defined roles and governance arrangements in relation to the CRF

Government accountability in a disaster recovery process depends on clarity of roles and governance arrangements. Generally, stakeholders were satisfied that they understood the roles of each agency in relation to the CRF.⁴ Those who understood everyone's roles generally reported that RU staff explained the governance structures well and worked in collaboration with local councils to clarify roles and assist with grant applications.

Generally, the establishment of the AARCs and their regular meetings were seen by stakeholders as essential to understand and refine roles and governance arrangements. A large number of stakeholders said they understood people's roles within the CRF once the AARCs started meeting and as time went on, even if they hadn't been clear from the beginning. There was general consensus among those interviewed that the CRF was 'a bit of a steep learning curve to begin with' as it was the first time a CRF had been established in Tasmania and one stakeholder

³ Tasmanian Department of Premier and Cabinet, *Project Specifications*, RFQ Reference SPAC-OSEM-RF1-2018.

⁴ That is, six out of fourteen stakeholders said governance arrangements were clear. The remaining stakeholders said either they became clear over time (four stakeholders) or something else.

reported feeling that they were 'a little bit unprepared' as compared with everyone else on the committee. This was a minority opinion.

One stakeholder mentioned that documentation of the governance process started very early in the recovery process and this provided a helpful reference. To adapt to the nature of the funding model, a number of stakeholders reported that some governance processes were developed *during* the recovery process but that the clarity of the CRF governance structure assisted them to do this.

'I guess because they hadn't done a Cat C application before, we were doing some of it on the fly and working out process as we went, but the governance structure itself is in place through the [A]ARCs and our engagement with certain people in other agencies, that kind of thing, so that structure was already around it'

(Stakeholder interview)

The establishment of the RU also assisted role clarity and there was consensus that RU staff members were very good at explaining CRF processes and roles if AARC members or others were confused or had questions. Several stakeholders mentioned that they valued having OSEM's Recovery Funding Coordinator available to answer questions and explain the CRF and its governance structure.

'At one point we got a bit confused, so I just phoned him, and he come down [and] met with my group that I was working with here, my staff, and explained everything. And from there it was easy for us to put together what our issues were and what we needed'

(Stakeholder interview)

In summary, overall, there was satisfaction among stakeholders that the role of each agency involved in the CRF was relatively clear, if not at the very beginning, then at least as time went on and as the AARCs met regularly. Stakeholders were satisfied with the level of information and assistance provided to them by the RU to help to clarify governance arrangements and about the RU's collaborative approach.

Recommendation 1

Use past practices as a model for future recovery efforts. This could involve writing up the STEWE CRF approach as a template for future recovery efforts or CRFs and creating indicators to demonstrate success or alignment with the STEWE approach.

3.1.2. Information gathering and sharing – Category C application

This section reviews how the RU and the AARCs gathered information about community needs after the STEWE to determine the various projects and initiatives to include in the application for a CRF under Category C of the NDRRA.⁵ It also touches on internal and cross-agency communications and how these were used once needs information had been gathered. This point generally goes to the overall enabling sustainability outcome set out in the National M&E Framework that '[t]here is improved collaboration and information sharing across communities and councils'.⁶

Based on Stakeholder interviews, it seems that information was gathered about community needs for the purposes of the CRF application through a mix of formal and informal means. That is, through regular meetings of the AARCs and careful minuting of those meetings, the exchange of documents between agencies, informal phone and face-to-face conversations between the RU and affected councils and other agencies and organisations applying for CRF funding, and requests by the RU for councils to provide formal cost estimates of damage to community infrastructure. The process for compiling information for the application occurred in the following way:

⁵ For an explanation of Category C funding, see section 1.5 above

⁶ That is, it will assist a community to develop the capacity to manage its own recovery without government disaster-related assistance. For an explanation of the difference between 'sustainability' outcomes and 'resilience' outcomes, see section 2 above.

- The RU collated community impact information and cost estimates on damaged community facilities and infrastructure from councils and AARCs
- The RU prepared the Category C application
- The application was then sent back to the AARCs for further consideration of the merits of each of the CRF measures
- Sent to the State Recovery Committee for approval
- Approved by the Premier
- Approved by Tasmanian Cabinet

The application was completed in a relatively short timeframe.

Generally, stakeholders felt that information-gathering and information-sharing processes were very transparent and worked well. Government stakeholders liked the mix of formal and informal processes because this provided plenty of opportunity to ask questions and to receive up to date information from councils. Overall, stakeholders were also positive about the role of the AARCs in allowing all key stakeholders to have input into the Category C application:

'So there's a regional committee which was established by DPAC and that actually worked – everyone worked together to put together a common application and that was – and without the support of DPAC that wouldn't have happened obviously – but the councils supported each other as well so there was a high level of cooperation and support, it was really effective'

(Stakeholder interview)

In addition, there was an appreciation among stakeholders for the RU's collaboration with other agencies including Home Affairs who is responsible for federal oversight of the NDRRA.

Having said that, a number of stakeholders identified opportunities for learning and improvement. A number of stakeholders mentioned that understanding what the CRF covered or could provide funding for, was a learning process. One stakeholder noted that it was generally understood the CRF would generally cover restoration of community and recreational facilities infrastructure⁷, but there was less understanding about what the CRR Grants covered and their purpose.

Another area for improvement identified by a stakeholder was the absence of a file note / minuting system for informal meetings or decisions made outside of the formal AARC meetings. This stakeholder provided that having a record of AARC meetings was very beneficial but that they wished they had equivalent records of all other informal conversations where decisions were made.

In terms of internal communications systems to share community needs information, one stakeholder provided that 'there really wasn't one' because it was difficult to harmonise communications systems across agencies:

'we were using Excel spreadsheets which were not ideal and we couldn't – systems overlap across agencies. So that information sharing was a little bit difficult, but a lot of our interactions were face-to-face through the A[A]RCs, or telephone, email'

(Stakeholder interview)

This quote demonstrates that collecting information about community needs was often done in informal ways through face-to-face communications. There were benefits to this approach. According to stakeholders, DPAC staff would offer to go out to councils and NGOs to explain the CRF application process to council staff which ensured that those applying for CRF funding truly understood the application process. This was seen as adding a personal element and allowing for council staff to ask questions they may not in an email or over the phone.

However, the lack of formality possibly contributed to some confusion about process – one stakeholder mentioned they were not told about the quarterly reporting required as part of the CRF funding until '12 months down the track'. This appeared to relate to the asset restoration funding. They provided that next time it would be beneficial for the coordinating agency to 'really

⁷ See the breakdown of CRF funding in Table 1 above.

explain the full reporting and financial process upfront or early on in the process'. We note this was reported by one stakeholder only and that reporting processes and timing were provided the CRF Reporting and Governance Arrangements document. This suggests there may have been a lack of engagement with the information provided to funding recipients or a level of miscommunication between the RU and funding recipients.

One driving factor for the information-gathering process was the tight timeframe to submit the CRF application. Some stakeholders said this meant things felt rushed and one Tasmanian Government stakeholder provided that they would have liked to be able to get out and interview people and assess the situation on the ground themselves, but there was not really time to do that and that wasn't the arrangement in place.

In summary, interviews indicated that DPAC worked in collaboration with councils and NGOs to compile needs information and complete the CRF application and that councils and agencies generally felt that these information-sharing systems, while often informal, were transparent and effective in enabling completion of the application in a short timeframe. Some learnings were the need to document informal agreements, clarify CRF reporting processes upfront, and consider introducing a cross-agency communication system beyond the use of basic Excel spreadsheets.

Recommendation 2

Clarify to all key stakeholders early on in the disaster recovery process, the range of assistance available, the criteria for access, and the reporting required against that assistance.

Recommendation 3

Consider the development of a whole-of-government case management system that can be used across all government agencies to formalise referrals and information sharing during recovery.

Recommendation 4

Ensure all formal and informal conversations with those in affected communities are formally recorded so that their situations can be consistently updated and tracked over time.

3.1.3. Effectiveness of government and AARCs in identifying community impact and needs

When thinking about the governance of the CRF, a key question is whether the Tasmanian Government was able to identify community needs with respect to the restoration of recreational assets and community recovery and resilience, so that appropriate projects were funded under the CRF. One of the overarching recovery outcomes set out in the National M&E Framework is that 'the community can express its changing disaster recovery needs'. We note that as this evaluation covers the CRF only, references to 'needs assessment' for this evaluation report relate to two specific needs only:

1. restoration needs for community and recreational infrastructure (like bridges, walking tracks, fire trails and playgrounds); and
2. community recovery and resilience needs covered by the CRR Grants (like emergency preparedness training, resilience studies, flood studies and emergency noticeboards).

The AARCs were designed as the primary formal mechanism for conducting needs assessment to feed into the design of the CRF. AARC members were identified in consultation with the affected councils and included staff of the relevant affected councils (especially emergency/recovery management staff), state government representatives, NGO or business representatives, members of affected communities, the CRO appointed for the recovery and RU staff. NGOs were invited to attend AARC meetings if they had a connection to the community or role in the emergency.

The AARCs did not appear to undertake needs assessment themselves but the meetings served as a platform where members of the committees could bring issues of which they were aware to

discuss with the group in an informal way. The issues were discussed under the general domains of social, economic, infrastructure, and environmental recovery. Often there would also be a separate discussion about financial assistance through grants and specific emergency funds, and any other business. Once the topics had been discussed, actions were decided upon or the information was passed on to the RU or to the state government agency responsible for that recovery domain.

The range of different types of people on the AARCs generally had the advantage of bringing local knowledge and proximity to residents and households, which appears to have aided needs assessment. This meant that the AARCs could act as a central point of information transfer. AARCs relied on needs assessment carried out by local and state government to understand the recovery requirements of affected communities. Local and state government staff, NGO staff and the CRO brought needs assessment material to AARC meetings for discussion, including identification of community facilities and infrastructure that had been damaged. Community members who sat on the AARCs were also able to provide needs information to the committees.

Stakeholders were largely happy with the manner in which needs assessment was dealt with by the AARCs. However, it was identified that there was quite a high reliance by the AARCs on councils to conduct needs assessment in their communities. This increased over time as fewer people came to AARC meetings but council staff continued to attend. Council needs assessment appears to have been done in a relatively ad hoc way, and differently in each council. It included fielding calls from affected people, door-knocking in affected communities, and sending out press releases via newsletters, the radio, and online outlets calling for affected people to report their needs. Means of providing information to the community, such as recovery expos, also played a role in identifying needs from the community.

One council stakeholder mentioned in the days following the storm multiple recovery requests and reports came in to the council from different sources, ranging from stormwater problems to inundation of homes and businesses. According to this stakeholder, the information was 'kind of going all over the place in the organisation'. That is, their system for collating information about affected infrastructure was limited. This person reported that the STEWE was a learning opportunity for their council about the need to 'be better at managing and prioritising when something of that nature happens that's huge'. Indeed, there was some concern among those interviewed about the reliance on councils to conduct almost all needs assessment.

'I think state government is expecting a lot from councils, to expect them to broker all community participation and engagement in this process, if that makes sense; we're really expecting them to do a fair bit of legwork.'

(Stakeholder interview)

The reliance on councils might have been the result of the tight timeframe but it is possibly a source of weakness in the needs assessment process, particularly in respect of smaller, more under-resourced councils. One stakeholder expressed concern that the lack of a systematic approach might have meant issues were missed.

'it appeared to me that most of the reaction to determine who needed help was based on contact made to councils or someone like that. My bridge has gone all the way, places flooded or damaged or whatever, like that. But ... I didn't see any evidence of a systematic review of impacts in the area.'

(Stakeholder interview)

In conclusion, there were some concerns about the reliance on councils to conduct much of a lot of the needs assessment, especially as some were small, underfunded rural councils. There may be scope to consider a different approach to needs assessment in the future.

Recommendation 5

Consider methods of supporting councils further to conduct needs assessment.

Recommendation 6

Ensure consistent communication between OSEM and councils throughout the year to develop trust, build relationships and ensure smooth collaboration during disaster recoveries.

3.1.4. Understanding the grants process – CRR Grant recipients

The third round of interviews was conducted with recipients of CRR Grants. The interviewees tended to be community development or emergency management officers in councils and there were also two representatives from NGOs that received grant funding. Applications for the CRR Grants program closed on 9 November 2018 and 21 applications totalling \$691,192 were received. The list of successful grants is set out in this report at Appendix I.

As part of the CRF, the CRR Grants program was available to eligible organisations, which included councils, non-government organisations and businesses with an ABN. The \$500,000 grants program focused on medium to long-term recovery activities, such as the restoration of community facilities and functioning, and increasing disaster preparedness through community awareness and resilience-building projects and initiatives. One of the requirements of the grants program was that projects must benefit communities in one or more of the most affected LGAs; Derwent Valley, Glenorchy City, Hobart City and Kingborough.

In interviews, grant recipients were overwhelmingly positive about the grant application process and the support provided to them by the RU during it. One grant recipient said (referring to the RU) that 'they bent over backwards for us' and another provided that they felt very supported by the RU team and that they always said to grant recipients 'if you've got issues give us a call'. A third (council) stakeholder said OSEM's Recovery Funding Coordinator 'was amazing through the whole process'. Among the grant recipients interviewed, no one said that they did not understand the grant process.

Generally, stakeholders felt that the CRR Grant application and subsequent grant reporting was straightforward and that the RU assisted them to navigate it where necessary. Some grant recipients were assisted by the fact that they were already accustomed to completing grant applications so they did not find the process challenging. Another mentioned that they appreciated the RU letting all the recipients know when their reporting period was coming up.

In terms of areas for improvement, one stakeholder said it might have been useful to receive some feedback on their application during the process but that they understood that in this case, due to the short timeframe and the size of the grants, this was not possible. Some stakeholders also indicated that the tight timeframe to submit the application made the process difficult, although we note that the CRR Grants application was open for a period of six weeks. Others said the approval process seemed delayed, which were likely to be related to the major bushfires that occurred in Tasmania at the end of 2018 and took up a lot of DPAC's time and energy.

Recommendation 7

Develop a plan for managing a disaster recovery process in the event that other disasters occur subsequently.

3.1.5. Feedback on the CRR Grants – criteria

One stakeholder had quite detailed feedback on the nature of the CRR Grants available under the CRF. Under the Australian Government's NDRRA guidelines, environmental initiatives are explicitly excluded from being eligible for funding under Category C assistance.⁸ As a consequence, the CRR Grants also specifically excluded environmental initiatives.⁹ One stakeholder questioned the availability of money to help businesses to recover,¹⁰ and for

⁸ Australian Attorney-General's Department (2015) *Guideline 3 – Category C interim assessment framework, Natural Disaster Relief and Recovery Arrangements*, clause 17 <<https://www.disasterassist.gov.au/Documents/Natural-Disaster-Relief-and-Recovery-Arrangements/Guideline-3-Category-C-Interim-Assessment-Framework.pdf>>.

⁹ Recovery Unit, Office of Security and Emergency Management (2018) *Guidelines for Community Recovery and Resilience Grants (STEW 2018)*. We note on page 2 of the Guidelines under the heading 'Exclusions', it is noted that '[g]rants will not be provided for... environmental initiatives', among other things.

¹⁰ We note that there was in fact no grant money available for businesses in the CRF and therefore we believe this stakeholder is referring to the small business and NGO recovery grants available under the Tasmanian Relief and Recovery Arrangements that were activated in May 2018.

community resilience, but the absence of funds to support individuals living in rural areas to clean up the environment around them.

'I actually think there needs to be a recognition that in rural communities, resilience is also about the environment that people live in. I think it's really strange, we have like a two-legged stool for emergency recovery... So that you can get project[s] for economic things like business incentives and covering loss of that sort of thing, and the cessation of business... And there's grants for building community resilience... But in those rural communities is that people are actually facing, it's been a natural disaster, and natural implies is an environment involved... it's very clear, [the grant covers] no environmental activities. Because it's not politically palatable. But I think it needs to be.'

(Grant Recipient interview)

We note that the CRF included \$8.5 million for the restoration of infrastructure, many of which were state and local government parks, reserves and fire trails. However, the exclusion of environmental initiatives is notable, and this stakeholder also made the point that funding for preventing future environmental damage may also be of value, especially in the context of a growing number of climate change-related extreme events.

'And I actually think this is more about managing for the future and climate change. So we know that more extreme events will happen. We're already seeing it. So what we need to do is have people forearmed with the right information and we also need to make sure that what people are doing is not making the system more unstable for those downstream ... Well, what I can see, if that person in the next flood is then impacted by what's been done upstream, they've certainly got a legal case for liability ... So I think that's a time-bomb, a ticking time-bomb, and I think you're seeing it more and more.'

(Grant Recipient interview)

Recommendation 8

Request that the Australian Government consider including environmental initiatives in Category C funding through National Disaster Recovery Funding Arrangements reform processes. Community involvement in governance structures and decision making

This section of the report addresses KEQ2: *'How involved was the community in governance structures and decision-making?'* The community was involved in the design of the CRF to the extent that community needs assessment fed into the Category C application through the AARCs, which had members from state and local government, NGOs, and members of the community. AARC members also represented the community in CRF governance and decision-making. The community was also involved in decision making about who received CRR Grants; community members who sat on AARCs were able to make recommendations to the State Recovery Committee about which organisations they thought should be granted a CRR Grant.

IPPG ensured that the interview questionnaire included questions about the CRR Grants, which was the process that involved the community to the greatest extent. That is, questions were asked about:

- the manner and appropriateness of communication about the CRR Grants to relevant groups; and
- the fairness and accountability of the process of assessing the CRR Grant applications.

3.1.6. Communication of the Community Recovery and Resilience Grant program to relevant groups

Effective recovery programs involve appropriate communication of assistance and funding available. Stakeholders consulted generally had positive views regarding the level of information and advice shared with the community and councils with respect to the CRR Grants. Information about the CRR Grants was communicated to the community through the AARCs and, as NGOs and other organisations generally stopped coming to the AARC meetings after a while, in practice it was the affected councils who communicated with the community about the funding. This was generally viewed in a positive light, as councils have established community networks and are able to distribute messages to the relevant communities quickly and easily.

The CRR Grants were advertised in a variety of media, in acknowledgement of the fact that some people are more likely to rely on social media for information and others are more likely to access traditional media. Information about the CRR Grants was distributed through Facebook and Twitter, the TasALERT website, print media, community association meetings, a grants distribution list provided by the Department of Communities, Sports and Recreation, the Recovery Newsletter and through community groups in affected LGAs and members of the Recovery Partners Network. The general consensus was that the promotion of the grants was sufficiently comprehensive that you would have to be a 'fairly disengaged [organisation] not to know' about them. Generally, stakeholders reported that councils' outreach was of a high quality.

One stakeholder had concerns that perhaps there was a conflict of interest involved in the promotion of the CRR Grants program in the sense that councils were both promoting the grants program, and also able to apply for it themselves (and in fact were the major beneficiary of the grants program and the NDRRA in general). This problem was mitigated by the fact that the grants program was advertised through multiple channels as described above.

3.1.7. Assessing Community Resilience and Recovery Grants – fairness and process

This question aims to assess the perceived fairness and accountability of the CRR Grants process. For clarity, we set out a summary of the manner in which the CRR Grants were assessed in the following paragraphs. The RU developed assessment approval criteria and guidelines for the Grants in collaboration with councils, the AARCs and Tasmanian Government agencies. The CRR Grants program under the CRF was available to councils and NGOs and/or businesses for community recovery, awareness and/or resilience-building projects that would benefit one or more of the four most affected LGAs. Successful CRR Grant projects are listed at Appendix I.

AARCs had an opportunity to provide feedback on grant applications to the State Recovery Committee, which was the ultimate decision maker.¹¹ Applications were reviewed in session during AARC meetings and members gave their feedback on each application. Affected councils that submitted multiple applications were given the opportunity to advise which of their applications were their highest priority, with the understanding that not all of their applications would be successful in receiving funding. The RU then developed a recommendations document, with each of the applications assessed against the approval criteria and given an overall ranking. The document incorporated feedback from the AARC and advice from officers of relevant state government agencies.

The State Recovery Committee formally assessed the applications and made final decisions on the allocation of the CRR Grants, based on the comments from the combined Greater Hobart and Derwent Valley AARC meeting and the recommendations from the RU.

The consensus was that the CRR Grant application process was relatively simple to complete, and the assessment and approval process was conducted in a fair manner, with the RU staff able to provide information to applicants and help them to understand the application forms. Stakeholders considered the approval process was conducted independently.

Most stakeholders agreed that the process to assess grants projects was approved in a timely manner, given competing priorities, such as the bushfires that occurred in Tasmania later in 2018. They were also satisfied with the collaborative nature of the process, with DPAC providing a lot of assistance in helping applicants to understand the process. One grant recipient from an affected council felt that the government supported and assessed the process in a manner that considered the public interest of the projects considered.

¹¹ AARC meeting minutes said grant selection process would be 'community-led' but that the State Recovery Committee was the final decision maker: Meeting minutes, Combined Greater Hobart and Derwent Valley Recovery Committees, 20 November 2018.

'So I think that in the end, it actually worked quite well because we were all there with the right mindset of actually we're not there for us; if your project's better, because your community need that more, then that's okay.'

(Grant Recipient interview)

One stakeholder thought it might have been beneficial to offer more formal grant application training for the smaller community groups that may not have experience applying for grants. This stakeholder noticed that not many applications were received from small community groups, which indicates it might have been beneficial to have some more formal grant application training.

There were several advantages to the process identified by stakeholders:

- The value of the applications was similar to the value of the fund (about \$500,000) which meant very few applicants missed out on funding
- The ability for the AARCs, the RU and other state government representatives to be involved in the recommendations to the State Recovery Committee meant that there was broad representation on the recommendations
- The accumulation of trust that had occurred between the members of the AARCs and between councils and knowing the needs that existed in the affected communities, made the application, recommendation and approval process relatively smooth
- Most of the applicants were AARC members, which meant that there was an understanding among the applicants of the eligibility criteria
- In the assessment process, the AARC was able to identify projects that could be incorporated into others or operate together (for example, the New Town Community Association's proposal was incorporated into the roadshows project)

Some concerns were raised about the types of grants available, which may relate more to the inherent nature of the CRF in general. For example, some stakeholders noted that environmental initiatives were not eligible for CRR Grant funding (see section 3.1.5 above).

One stakeholder mentioned that the projects that were eventually funded (see Appendix I) were the kinds of projects that wouldn't have otherwise been funded, which they saw as a positive outcome and possibly the result of the value of the applications being similar to the value of the fund.

Stakeholders provided that the quarterly reports that grant recipients had to submit as part of the grant process were straightforward and grant recipients appreciated the reminders from the RU to complete and submit the reports before the deadline. In addition, stakeholders were generally satisfied with the guidelines around CRF applications.

Stakeholders interviewed about this question acknowledged that there was some difficulty involving the community in decisions about the CRR Grants and that essentially it was a government-run process. In a sense, one way in which the community influenced the grants approval process was the extent to which government assessed proposed projects met community needs.

'I think the real challenge was around how we would engage the community through the fund in guiding the priorities, the projects we wanted to deliver, so in identifying the needs and the things that were going on on the ground we wanted to address and then also giving the community, as much as we can, input into what eventuated out. And I think that was particularly challenging. I think all jurisdictions are finding it challenging, it's in this event because everything was so dispersed in terms of the impacts it was hard because we didn't have a discrete community that we were working with so we had lots of discrete communities and trying to cover them all.'

(Stakeholder interview)

In addition, the fact that the AARCs had the opportunity to provide feedback to the State Recovery Committee about CRR Grants worthy of receiving grants, was a way in which the community was involved in decision-making, as council, state government and NGO staff, as well as independent community members, sat on the AARCs.

Based on our interviews, both government and grant recipient stakeholders seemed satisfied with the accountability and fairness of the CRR Grant process.

Recommendation 9

Consider offering formal grant application training to councils and non government agencies to assist with future disaster recovery processes.

Recommendation 10

Use the CRR Grant Guidelines and assessment criteria as a model for future CRF applications and processes.

4. Implementation of the Community Recovery Fund

This chapter deals with the manner in which the activities that formed part of the CRF were implemented. This chapter largely responds to the following two KEQs:

- KEQ3: 'How timely was the CRF implementation in the context of changing community needs?' and
- KEQ4: 'To what extent have the CRF-funded projects contributed to the restoration of community facilities and recreational assets / emergency services infrastructure?'

This chapter addresses:

- timeliness – i.e. did the CRF actions occur at the right time to meet community needs?
- the role of the Community Recovery Officer (CRO) to:
 - o support community recovery and resilience at the right time to meet community needs; and
 - o contribute to the restoration of community facilities and recreational assets / emergency services infrastructure.

4.1. Timeliness of the CRF implementation in the context of changing community needs

This section addresses KEQ3: '*How timely was the CRF implementation in the context of changing community needs?*', which aligns with a number of stated objectives of the CRF, including objective 1: 'support community recovery, community development, community resilience; and capacity building for the future'.

Most stakeholders reported recovery activities were implemented in a timely way, though some reported delays. There were two major external factors that impacted on the timeliness of the delivery of certain programs under the CRF, which are covered below.

Change of Prime Minister

Interviews indicated that the RU worked quickly to complete the majority of the Category C application in time. It was submitted on 20 July 2018. However, in the intervening period, there was a change in Prime Minister. Many stakeholders acknowledged that this slowed down the approval process, as Category C funding requires personal sign off by the Prime Minister. The CRF was then not approved until September 2018.

Bushfires

As mentioned previously in this report, there were severe bushfires in Tasmania at the end of 2018. There were then a series of widespread bushfires across Australia from mid-2019 to early 2020. The national bushfires delayed the delivery of the insurance awareness campaign because DPAC considered it would be inappropriate to run a campaign of that nature during a moment of national crisis. This delayed that campaign in particular (most other CRF projects had concluded by early 2020).

4.2. Impacts: Delayed delivery of projects

One of the major effects of the delay in delivery of the CRF projects was a reported loss of 'meaningfulness' of the projects once they were delivered. A number of stakeholders mentioned that the timing of some projects – in some cases almost two years after the STEWE happened –

meant that the link between the event and the action was somewhat lost. The key learning from this was summarised by one stakeholder in this way:

'I think that to do it as soon as possible after the event would have been more of value for what we were trying to achieve ... So if you are trying to change behaviours, the longer you take, I think the less likely you are to achieve that outcome.'

(Stakeholder interview)

This raises issues about the impacts that intervening disasters can have on recovery activities from a major disaster. A grant recipient stakeholder mentioned that one of their CRR Grant projects did not receive the level of engagement that was expected, and indicated this was likely due to the delay in delivery and also due to the disasters in the intervening period, saying it was 'difficult to get people there when they've forgotten about the event'. However, one stakeholder actually thought that the severity of the subsequent bushfires helped to focus minds on resilience, which was beneficial to engagement with CRF projects.

A general concern was raised by some stakeholders about delays in receiving CRF funding when money had been spent by councils. This delay appears to be an inherent part of the CRF claims process as claims need to be assessed by both State auditors and Commonwealth auditors.

Short term funding shortfalls are likely in a CRF application process as it takes time to draft and submit an application and, in the meantime, councils and state governments must undertake urgent works to make infrastructure safe and clean up disaster areas. These comments were only raised by two stakeholders and in fact there is a Tasmanian Government policy in place to prevent this problem from happening. The Natural Disaster Relief to Local Government Policy allows for advance payments to councils for costs associated with disaster relief, recovery and restoration where the council can demonstrate 'that they have taken all reasonable steps to mitigate the potential impact of natural disasters in their municipal area'.¹² However, stakeholders interviewed who raised funding shortfalls as an issue did not mention this policy or seem to be aware of it. DPAC notes that no affected council made an application for an advance payment under this Policy after the STEWE.

The lack of awareness of the Policy suggests that communication of its existence to local governments may not have been sufficient. And it also seems to be the case that funding shortfalls can still occur – one stakeholder acknowledged the complex nature of the CRF application process and suggested that having a 'pool' of money available to regions who have recently experienced disasters that they can draw on would be beneficial:

'the application process from the Commonwealth and state is long. We need to streamline it where we can; we probably can't everywhere. Part of it is trying to build maybe more flexibility into the package and the design itself to adjust to changing needs which is also difficult because ... the Commonwealth wants fairly good clarity on exactly what the money's for at the time and we know we might need to change what it's for later, so it's just that balance... And the grants allowed us to do that but I think we could have even had a bit more flexibility. My dream would just be to have a bit of a pool of money that we can spend if we need to on things that arise.'

(Stakeholder interview).

While some stakeholders expressed frustration about the delays, most said their projects were implemented in a timely way. In the case of CRR Grant recipients, most said the delay to the grant application was not a huge problem and that they understood it was largely out of the control of DPAC. In fact, two stakeholders noted that because many of the projects funded under the CRF were resilience-focused, it was not a disadvantage that they took some time as resilience is a long-term project.

Recommendation 11

Consider a communications campaign or other process to make councils aware of the advanced payment provisions of the Natural Disaster Relief to Local Government Policy to prevent funding shortfalls.

¹² Office of Security and Emergency Management, Tasmanian Department of Premier and Cabinet, *Tasmanian Relief and Recovery Arrangements Natural Disaster Relief to Local Government Policy*, November 2018.

4.3. Role of the Community Recovery Officer

Because the CRO was a position funded specifically under the CRF, this section addresses the following aspects of the CRO's work (that derive from KEQ 3 and KEQ 4): the extent to which the CRO was able to:

- support community recovery and resilience at the right time to meet community needs; and
- contribute to the restoration of community facilities and recreational assets / emergency services infrastructure.

A specified amount of the funding under the CRF was for the employment of a full-time Community Recovery Officer for approximately six months. The CRO was employed to support 'community recovery after a major emergency event, by working with the community to identify needs, develop local recovery programs, assist in accessing information and resources and provide leadership and community capacity building'.¹³ In his role, the CRO had responsibility for facilitating consultation with the community to assess needs, representing the Tasmanian Government in key committees and working groups, monitoring and evaluating the effectiveness of local recovery programs and initiatives, and establishing cooperative networks across government, non-government and community groups within the affected areas.

The CRO played a significant role in supporting councils and the community, as the officer accepted referrals from the community and councils, as well as distributing targeted information. The CRO assisted affected councils on an as-needed basis. In the early stages of recovery, the CRO spent his time in the Derwent Valley for five weeks to assist with public enquiries.

4.3.1. Role of the CRO in assessing community needs and contributing to the recovery

For the period of recovery following the STEWE, the CRO was the essential connector between government and the community and therefore was in a unique position to be able to assess community needs and report that back to the RU.

The majority of stakeholders interviewed were positive about the CRO's ability to effectively assess community needs, and attributed this to a number of different factors relating to both the role and the character of the person who acted in the position. This included:

- the fact that the CRO went into the community relatively soon after the event;
- the CRO physically visited many communities door to door and worked with community members to understand their needs and identify gaps in assistance;
- the CRO was 'tenacious and resourceful' in figuring out methods to help people; and
- the CRO was quick to respond to people if someone had requested assistance.

One stakeholder noted that in specific communities that did not have effective community engagement at the local government level, it was very useful to have an 'objective' person come in from state government to 'case manage' certain situations.

Physically visiting members of the community was cited as being especially important for vulnerable or disabled community members with limited mobility:

'For people who have low literacy and are disabled or something and can't easily leave their home, trying to deal with a bureaucracy to get an understanding of whether their bridge is privately owned or not is incredibly difficult. It's difficult for us and we're within government sometimes to get clarity on some of these issues. So for dealing with those people I think his support was pretty profound and he delivered for numerous individuals really good outcomes.'

(Stakeholder interview)

¹³ Department of Premier and Cabinet, *Statement of Duties – Community Recovery Officer*, May 2018.

One stakeholder said that all the information the CRO collected about the effects on a region, when put all together, helped the government to observe the commonalities and differences across the region, which informed the development of the recovery package. For this reason, those interviewed considered that the role of the CRO was important and valuable and contributed to the recovery effort.

Another stakeholder mentioned that the CRO's case management experience was valuable, but that in future disaster recoveries, community development experience would be highly valued in a CRO position.

Overall, stakeholders generally provided that the CRO was 'critical in on the ground community needs assessment' and that they 'acted as a really important conduit between various players, between councils, council [emergency management] coordinators, the recovery unit, and other government agencies'.

4.3.2. The CRO's duration of employment

The CRO was employed for a period of eight months, from 29 May 2018 to 31 January 2019. The appointment was originally for six months but the position was extended in order to ensure community grants were administered in the context of the RU winding up.

In interviews, three stakeholders considered the length of the CRO's employment to be appropriate and two did not have an opinion about it. Three stakeholders saw the short-term nature of the role as a drawback for disaster resilience into the longer term. One stakeholder mentioned that the short period of the position meant that the institutional knowledge and expertise developed as part of the role was lost, which was a 'pity'.

'I think that the individual who did that role, he did a really great job, was learning as he went, it would be really good to see some planning around maintaining that capability. It would be really great, that in a perfect world that that experience is built on and utilised in the next event. It would be great if we had some continuity of personnel.'

(Stakeholder interview)

Whatever the arrangement, this stakeholder said, 'you need a CRO really from the point of impact, ideally, right through to the end of the community recovery fund projects.' Another stakeholder echoed these concerns, saying that there was a role for a CRO position within the state government on an 'ongoing' basis, in the context of natural disasters becoming more common.

'I think the issue now is that emergency events are becoming more and more normal and ... I suppose that emergency, well, events, impactful events, whether they be bushfires, high wind, climate driven events, are going to be both more frequent and of greater magnitude, and I think they're becoming the new normal, so in fact the structures of response and recovery need to become normalized ... There needs to be an ongoing role... I think that you almost need to have the machinery of recovery ready, ongoing.'

(Stakeholder interview)

A state government stakeholder echoed this sentiment, saying they 'would like that role to have a bit more of a long-term community development resilience building role'. In fact a theme that came up regularly in the interviews was the need for continuity in delivering general disaster recovery services. The existence of temporary committees and units funded by CRFs or other funding did not acknowledge the fact that disasters are becoming more intense and more frequent.

4.3.3. Understanding of the CRO role

The majority of stakeholders felt they understood the role of the CRO, although a number did not. A few stakeholders mentioned that as the CRO was quite a new role there was a lack of the clarity about its purpose and key actions at the beginning of the CRO's tenure, even though there was a statement of duties attached to the position.

Of those with an understanding of the role, stakeholders had a consistent view that the nature of the role developed over time. Whether intended or not, the role developed into a 'case manager' position as it became clear that individuals had fallen through the gaps in government or NGO assistance.

A stakeholder working within the Tasmanian Government indicated that in the beginning there was a mismatch between what affected local governments expected the role to be and what the RU intended for the role. While the RU was keen for the CRO to 'provide support around planning, developing documentation ... and building resilience within communities' and within councils, over time it became clear that in some LGAs there was not a great deal of interest in that kind of assistance.

Agencies responsible for social recovery (including the Tasmanian Health Service) initially had concerns there was overlap between their work and that of the CRO, including in providing counselling services, but the RU clarified early on that the CRO role did not provide counselling. A state government stakeholder provided that in the future the role would benefit from working in partnership with social workers from the beginning and generally for there to be stronger ties between the CRO and all state agencies. Two stakeholders also mentioned that in the future the role would benefit from being occupied by someone with some experience working with local government, especially in community development.

Recommendation 12

Increase the capability within DPAC to continue to provide community recovery services in a consistent manner in light of the fact that natural disasters may grow in number and frequency.

Recommendation 13

Ensure that CROs work closely in partnership with agencies responsible for the range of disaster recovery activities.

Recommendation 14

When recruiting for a CRO role for disasters, consider including community development and/or local government experience as a desirable criteria.

5. Effectiveness of built infrastructure recovery

This chapter addresses KEQ4: 'To what extent have the CRF-funded projects contributed to the restoration of community facilities and recreational assets?'. This part draws on stakeholders' views of the restoration of community facilities and recreational assets and the subsequent ability for community members to access these facilities.

5.1. Processes to restore community facilities and recreational assets

As set out in section 1.2.1, the STEWE caused significant damage to community facilities and recreational assets ('non-essential public assets') which included fire trails, walking tracks, parks, playgrounds and sporting facilities. The Tasmanian Government applied for, and was granted, funding for restoration of these assets under Category C of the NDRRA, via the CRF. Category C allows state governments to receive financial assistance from the Australian Government where a community is severely affected by an eligible disaster and needs assistance to restore community facilities and activities, and increase community resilience.

As part of the CRF, the Tasmanian Government assisted the restoration of local and state government-owned community facilities, recreational assets, emergency services infrastructure and heritage assets. Stakeholders interviewed were mostly positive about the process of selecting the assets that were damaged by STEWE and the time allocated to restore recreational assets. Furthermore, one local government stakeholder mentioned that having both the funding to restore community and emergency services infrastructure (\$8.5 million in total under the CRF – see Table 1) and the CRR Grants program (\$500,000 in total – see Table 1) rolled out simultaneously provided the 'emotional' support the community needed to get through the recovery period.

The process for councils and agencies to assess damage to community facilities and recreational assets and estimate associated costs was completed early in the recovery phase and continued until the week commencing 2 July 2018. Overall, stakeholders had positive views of the relevant councils' assessments of the storm damage. One stakeholder from the RU noted that some councils went out into the community and recorded the damage and estimated costs on a spreadsheet that was broken down into different categories – that is, councils were being proactive and using systems they had available at the time. Affected councils also appreciated the CRO's visits and assistance with the assessment, as some found it confusing and difficult to determine which facilities and infrastructure may be eligible for funding under a CRF.

It is important to note that councils were able to incorporate contingency allowances into their budget and costs estimates (as indicated in Table 2 above), in order to account for uncertainty during assessments of damages. Indeed, some stakeholders interviewed affirmed that costs for the community recovery application were mostly indicative and based on 'best guesses'. One stakeholder from an affected council mentioned that this process was new to them and short timeframes to submit applications for funding.

The early assessment and short timeframes to submit impact information and cost estimates caused concerns for some councils, as they were not in a position to collect detailed estimates of costs from engineers and experts in the area. One stakeholder provided:

'The timeframes around this and the Commonwealth's expectations for the level of detail were probably more detailed than I expected and I understand their funding drivers but councils would come to us and say, 'We've got half a million dollars damage to fire trails', and they've gone out there and just – they've basically put a rough estimate, maximum estimate; they're not stupid, they're not going to underestimate. But then the Commonwealth would want us to apportion costs to individual fire trails. Now, it's two weeks after the emergency, they've gone out there and done a rough assessment, they haven't got engineering, they haven't got a clear estimate of costs, so they're doing they're best.'

(Stakeholder interview)

There were some problems associated with restoring heritage infrastructure, as identified in the meeting minutes of an AARC dated September 2018. One stakeholder mentioned that it was a major challenge to find experts and the right advice, guidance and direction to safely restore heritage sites that were damaged by the floods. Furthermore, stakeholders raised questions about the possibility of fully repairing heritage buildings, as some would have to be built taking into consideration future extreme weather events. Ultimately, it was noted that there is a gap in this area to hire professionals with expertise on heritage sites and knowledge about preserving clay concrete wall from the twentieth century.

Following interviews with stakeholders, some areas for consideration and improvement regarding built infrastructure recovery were identified. Those improvements mainly related to assessment, timeframes and the application process (some of which, we note, was out of the control of the Tasmanian Government). Some issues that came up in the interviews were the possible need for longer timeframes for councils to assess damages and costs incurred after disasters. Although this would have to be balanced against the possibility of the limits of timeframes for assessments. There was a perception from a limited number of stakeholders outside councils that there were some difficulties in councils about where fire trails were located and the cost for repair. Finally, stakeholders mentioned that the CRF application process could be streamlined where possible and could have more flexibility in the package and design to adjust to changing needs.

Recommendation 15

In the event of a Category C funding application, provide early communication and assistance to councils to identify community facilities and infrastructure that might be eligible for funding.

Recommendation 16

Provide supporting materials such as fact sheets or guidelines to assist Councils to better understand the process they need to undertake to assess damage and repairs.

Recommendation 17

Consider establishing a register of heritage and conservation professionals to circulate to councils and relevant agencies and to draw upon in the future.

5.2. Community access to facilities and recreational assets

Stakeholders agreed that the restoration of access to community facilities and recreational assets was critical to community recovery and resilience in the short-term. One stakeholder mentioned that some facilities perform a key role in community well-being and social cohesion, especially during stressful times.

The restoration of community facilities and recreational assets was timely and encouraged the community to return to their normal life and routines after the event:

'Because it was targeted around things like sporting grounds, parks, playgrounds, all those areas where people congregate or their normal routine like walking tracks, things like that, so they're walking tracks and they're out there being active. I think getting the application through fairly – councillors were out there doing their restoration fairly quickly, so I think life, to some extent, did get back to normal fairly quickly. But I think as far as the fund itself, I think it did have a positive impact and we didn't really have a lot of – we didn't get a lot of feedback or complaints that things weren't up and running.'

(Stakeholder interview)

Overall, stakeholders interviewed mentioned that the CRF had a positive impact on restoring community facilities and infrastructure, and there were not many complaints or negative feedback about restored facilities. One stakeholder commented that assessments from councils for the financial assistance under the CRF went through to the AARCs fairly quickly around mid-July 2018. Minutes from AARC meetings from September and October 2018 noted that most parks were restored and a majority of assets in the Hobart City LGA were completed by that point.

Stakeholders' views about the restoration of the built environment were captured in the online survey of people affected by STEWE. The survey instrument is set out at Appendix F and the demographic information about survey respondents is at Appendix H. For further information on the survey, see section 2.2.2. The following tables, unless otherwise indicated, are drawn from the data for that survey. For each table, specific questions are indicated, and answers of 'not applicable', 'don't know', or 'can't say' were removed from the analysis, unless otherwise indicated.

A majority of respondents were aware of damages to parks, reserves, playgrounds, walking/bike tracks and trails, and sportsgrounds.

Table 5: Awareness of damage to community facilities and recreational assets in the community

Forms of damage (Question 21)	Yes (n=34)
Access to parks, reserves and playgrounds	23
Access to walking/bike tracks and trails	21
Access to sportsgrounds	18
Access to community centres and local halls	11

Among those respondents that were aware of the damages to community facilities and recreational assets, most affirmed that those facilities had been restored, with 22 respondents mentioning that parks, reserves and playgrounds were now restored, followed by sportsgrounds and walking/bike tracks and trails (Table 6). While three respondents mentioned that some facilities have not yet been restored, they were not able to identify those specific facilities.

Table 6: Awareness of facilities that have been restored

Restoration (Question 22)	Facilities (n=9 to 23)
Access to parks, reserves and playgrounds	22
Access to walking/bike tracks and trails	16
Access to sportsgrounds	18
Access to community centres and local halls	9

Recommendation 18

Future recovery programs should build on the approach to raising awareness of restoration efforts undertaken in this recovery program.

Recommendation 19

Future recovery efforts could aim to restore those assets and facilities considered most critical to community wellbeing first, to enable communities to get back to their daily lives as quickly as possible.

6. Effectiveness of social recovery

This chapter focusses on social recovery through restoration projects and recovery and resilience grants funded under the CRF. This section will address KEQ6: *'To what extent have the CRF-funded projects under the Community Recovery and Resilience Grants program fostered the community's capacity to respond to future disasters?'*

6.1. Community preparedness and resilience

6.1.1. Community capacity to respond to future disasters

As mentioned above at section 3.1.4, as part of the CRF, the CRR Grants program was available to eligible organisations, which included councils, non-government organisations and businesses with an ABN. An important part of the recovery process was to identify projects and initiatives that would assist communities to improve their disaster preparedness and resilience to future events. Projects which raised awareness of potential risks and provided communities with the tools to effectively manage those risks could significantly reduce the impacts of future events. Successful applicants and the relevant projects are listed in Appendix I.

Stakeholders interviewed agreed that the recovery and resilience projects were critical in helping individuals to prepare for future disasters, understand future risks and identify trusted sources of information that could be relied upon in the next extreme weather event. More specifically, some projects aimed to provide practical information on how to prepare emergency kits and 'grab and go' bags, create an evacuation plan and understand emergency numbers to call during floods or any other extreme weather event. In relation to the latter point, magnets and keyring with numbers to call were distributed during some events and workshops.

In addition to practical projects that helped individuals to prepare for future disasters, some resilience projects included connecting people with the community, making people feel they were not isolated, sharing experiences through storytelling, increasing understanding of the river systems and accepting that disasters are part of the current environment. One stakeholder suggested that meetings and events helped the community to connect with other members and network:

'Some good results from that; apparently one of the communities – I think it's Lenah Valley – want to continue meeting as a group to continue that kind of work that they're doing, so that was all about trying to get that understanding in those communities.'

(Grant Recipient interview)

There was a recognition among some stakeholders interviewed that the CRR Grant projects were relevant to all hazards and helped the community to become more generally aware of preparedness and resilience. One stakeholder mentioned the following in relation to the projects:

'I think a lot of the projects were about education, so with the road shows, and so on, it's all about education and very timely, although as a result of flooding it also can be all hazards so therefore coming into the bushfire season you can create it as all hazards, but help resilience, help people be aware of things and to think about these things... So in relation to fire and flood, the only difference, sometimes in preparedness is part of your preparedness might be having an evacuation plan; the only difference between fire and flood is which direction you're going'.

(Stakeholder interview)

Despite positive feedback from stakeholders about recovery and resilience projects, the online survey of people affected by STEWE found that only a few individuals had participated in volunteer activities associated with flood awareness or resilience programs (4 mentions) and disaster preparedness training, events of committees (3 mentions). Importantly, only nine respondents had prepared disaster response kits at home or work. It is important to note the small sample size and its limitations due to community members' reliance on their memory about an event that had occurred 18 months previously.

Table 7: Participation in activities associated with disaster preparedness and resilience

Activities (Question 20)	Responses (n=37)
Prepared disaster response kits at home or work	9
Participated in volunteer activities associated with flood awareness or resilience programs	4
Provided support to family or neighbours on how to access personal support services	4
Participated in disaster preparedness training, events or committees	3
Provided support to family or neighbours on how to prepare for future disasters	3
Other*	6

*Other: took part in HCC's Stories of Resilience; looked at the better prepared Rivulet's levy; contacted the Council to repair/stabilise creek bank; have been impacted by bushfire and had no time to participate in those activities

Personal experiences with the STEWE meant that respondents increased their capacity and capability to deal with future disasters and had a better understanding of disaster-related health risks (30 and 28 respondents respectively agreed with the statements) – it is important to note that those that answered 'don't know' / 'can't say' were removed from the analysis. Despite this, 20 respondents disagreed that the STEWE made them feel more resilient.

Table 8: Personal responses to the 2018 extreme weather event (STEWE)

Responses (Question 4)	Not at all agree (n=37)	Somewhat agree (n=37)	Completely agree (n=37)
I have increased my capacity and capability to deal with future disasters	7	20	10
I have a better understanding of disaster-related health risks	9	19	9
I feel more resilient after the 2018 extreme weather event	20	12	4

One stakeholder from an affected council mentioned that there had been some 'resilience fatigue' in the community, whereby individuals have been through a number of different natural disasters, meaning they cannot afford to live in their house, make repairs or purchase an insurance policy. This stakeholder suggested that the cumulative psychological effect of 'resilience fatigue' is likely to be substantial and has possibly been overlooked.

'So we had members of our community who had water – people who are very financially resilient, normally would be, 12 months later still don't live at their house and knowing that it could happen again potentially. And then we've had other people who are – just got back to their house, their children have been displaced from their – had their education disrupted. So I think all those cumulative effects are probably a little bit under the radar and I think there is probably – there's work maybe there for – all I'm saying is I think it's an ongoing function.'

(Stakeholder interview)

Positive aspects of the community recovery and resilience projects mentioned by stakeholders were associated with the participation of key players during workshops and roadshows, such as Tasmanian Fire Service, SES, TasNetworks, Australian Red Cross and The Salvation Army. Other positive aspects mentioned were clear and detailed grant application process, community consultation, the regional approach to projects, collaboration with other councils, and opportunities to build relationships across councils and agencies. In contrast, some areas for improvement mainly related to formal assistance to help people with the grant application, longer timeframes for councils to assess community needs, and better recognition that in rural communities resilience is also related to the environment people live in.

Recommendation 20

Ensure grant application materials are clear, and formal assistance is provided early in the process.

Recommendation 21

Consider strategies to prevent 'resilience fatigue' and help to support communities through multiple rolling disasters.

Recommendation 22

Consider strategies to encourage more community participation in future disaster recovery initiatives. This could include prioritising grant applications that demonstrate partnerships with other community organisations.

6.1.2. Insurance awareness and literacy

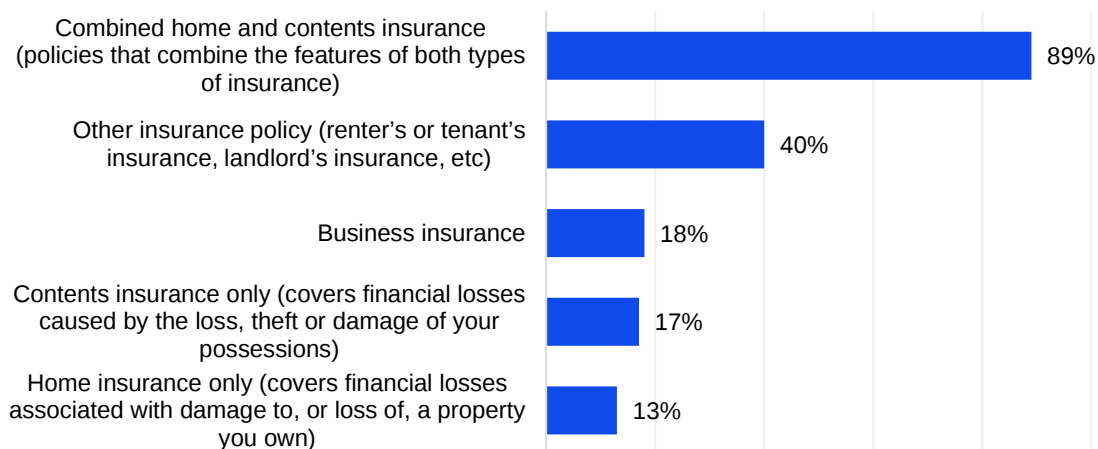
The Tasmanian Recovery Working Group meeting minutes from 24 October 2018 stated that the Insurance Council of Australia (ICA) had declared the STEWE to be the largest natural disaster to impact Australia in 2018. The ICA advised that by 12 September 2018, 8,864 claims had been lodged (8,013 domestic and 851 commercial) at an estimated insured value of \$99.6 million. Despite the relatively small percentage of commercial claims (10%) the estimated cost was approximately \$32.9 million (33% of the total insured value).

An insurance awareness and education project was included in the CRF to help the community better understand insurance coverage. However, following the 2019/2020 national bushfires, the campaign was delayed and assessment was not included in this evaluation report. Instead, the online and general community survey assessed respondents' insurance policies in place at the time of the event and changes to their coverage following the STEWE.

The online and general community surveys found that a vast majority of respondents had a combined home and contents insurance policy during the 2018 extreme weather event (89% of the total sample and 31 respondents from the online survey of people affected by STEWE). Further, 40% had other insurance policies.

It is important to note that less than one in five respondents had either contents insurance (17%) or home insurance only (13%) when the extreme weather event occurred in May 2018.

Figure 2: Insurance policies in place



Source: General community phone survey, 2020 and online survey of people affected by the STEWE, 2019, Question 15

Sample: N= 37 from online survey and N=403 from general community survey; N=429

Of those respondents that did not have either a combined home and contents policy, business, or another policy in place at the time of the event (n=212), nine per cent have purchased a combined home and contents insurance policy since the May 2018 extreme weather event.

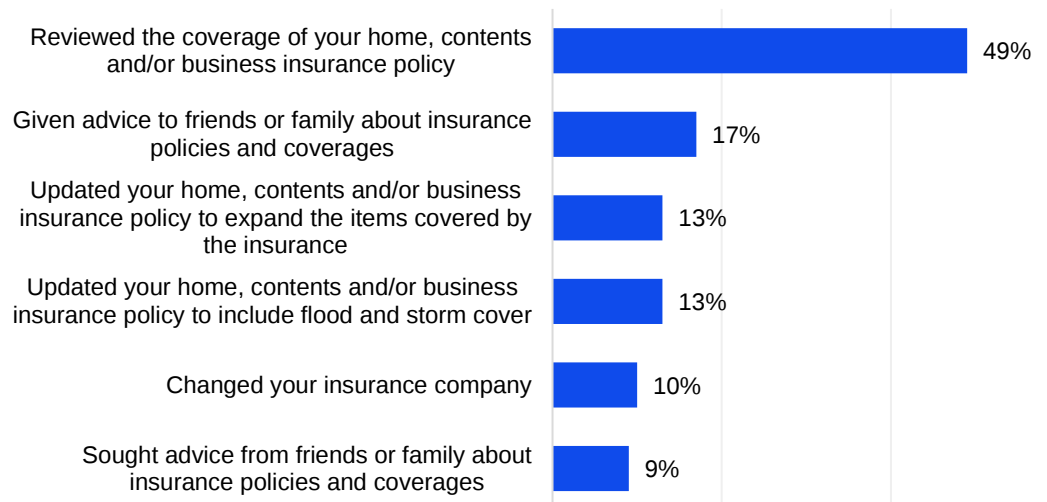
Figure 3: Updated insurance policy since the May 2018 extreme weather event

Type of insurance (Question 18)	Policy purchased (%)	Total (n=212)
Combined home and contents insurance policy	9%	47
Home insurance policy only	6%	32
Contents insurance policy only	3%	35
Another insurance policy (renter's or tenant's insurance, landlord's insurance, etc)	3%	212

Source: General community phone survey, 2020 and online survey of people affected by the STEWE, 2019

In contrast, of those respondents that had any insurance policy at the time of the event (n=437), around half (49%) were more likely to have reviewed the coverage of their home, contents and/or business insurance policy. Further, 13% of respondents updated their home and contents policy to expand items covered or include flood and storm cover. One in ten respondents (10%) changed their insurance company and 17% advised friends or family about insurance policies and coverage.

Table 9: Actions associated with insurance policy/policies



Source: General community phone survey, 2020 and online survey of people affected by the STEWE, 2019, Question 19

In the online survey of people affected by STEWE, those respondents that had insurance policies in place at the time of the extreme weather event, 25 of 34 respondents made a claim. A small number of respondents didn't make a claim (n=9) and the main reason was that their insurance policy did not cover flood and storm damage.

Table 10: Reasons for not making an insurance claim

Reason for not claiming (Question 17)	Reasons (n=9)
My insurance policy did not cover flood and/or storm damage	5
It was too much work to claim against the policy	2
Other*	4

*Other reasons for not making a claim: damage from the creek was on council property, difficulties in adding value to water-damaged leftover building supplies.

In the general community survey, 43% of respondents that were directly affected by the extreme weather event made a claim to their insurance company associated with any damage. Those that did not make a claim (57%) stated that the damages from the floods did not require one (68%). Another reason for not claiming the damage to the insurance was the amount of work to claim against the policy (17%).

One stakeholder interviewed recognised that people in rural communities had recurrent issues associated with the environment and insurance coverage was limited to those individuals. Besides, communities in rural areas had limited time and resources to make claims to their insurance company.

Recommendation 23

Ensure the Insurance Awareness Campaign encourages the public to review insurance cover with respect to floods where appropriate, targeted to households living in flood prone areas.

Recommendation 24

Work with the Insurance Council of Australia to monitor uptake of house and contents insurance in coming years to measure effectiveness of Insurance Awareness Campaign.

6.2. The perceived role of the SES emergency assistance number

According to the State Emergency Management Committee debrief minutes on the 22 June 2018, concerns were raised about the need for more public education to identify the difference between a call for assistance and life in danger emergency calls. That is, as mentioned at section 1.3, after the STEWE the Tasmanian Government identified a lack of public understanding about the role of the SES and the 132 500 number, which resulted in the SES receiving some life-threatening emergency '000' calls and other people seeking information available on public websites, diverting communications officers from more important calls.

In that context, the SES 132 500 awareness campaign, funded under the CRF, was included as part of the awareness and resilience-building program. The SES 132 500 awareness campaign was aimed at educating the public on when to call the SES number in an emergency and safety during severe weather.

Overall, the community had some knowledge of the purpose of the SES number and the fact that it is mostly used during severe weather events. The general community survey included an open question asking respondents in which situations it would be appropriate to call the SES emergency number. A majority of respondents were able to correctly attribute the instances when they would call the SES number, with nearly a third of respondents (32%) mentioning that they would call the number in case of floods, water leaking in the house or flooded roads. A further 27% of respondents would call the number if their roof was blown off or if there were major holes in their roof. Others included damages to the house (12%) and fallen trees on the property, roads or powerlines (11%).

However, some respondents would mistakenly call the SES number when they should call Triple Zero – 14% of respondents would call SES in case of bushfires or general fires threatening properties, three per cent believed it was appropriate to call the SES number in life-threatening

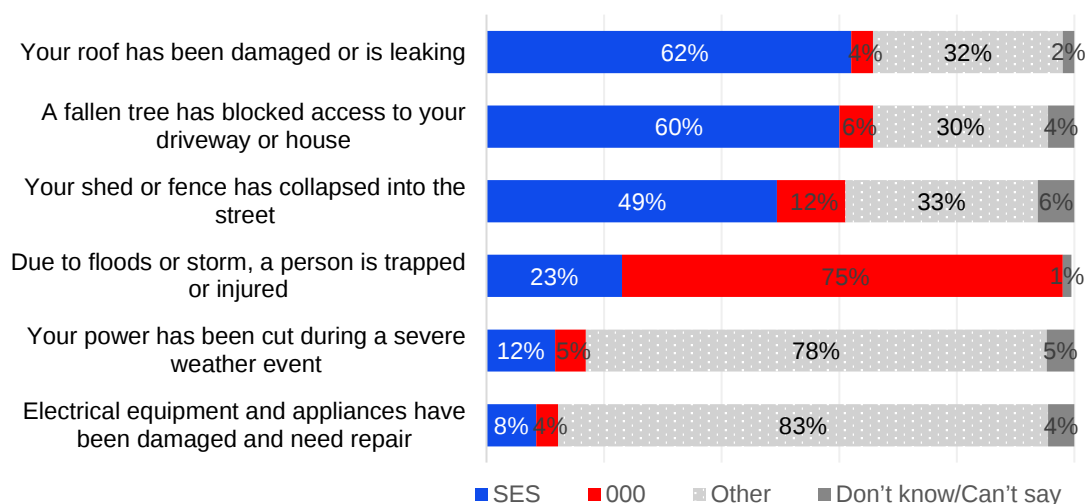
situations and one per cent mentioned emergencies involving car accidents, such as drivers trapped inside the car or accidents on the road.

Overall, 96% of survey respondents had never called the SES number, while 4% had previously called the number. Among those respondents that have called the SES number at least once (18), the emergency that prompted them to call was a property that was flooded or in danger of flooding (5 responses), fallen tree blocking access (3), roof damaged or leaking (2), collapsed shed or fence (2) and other reasons associated with windows and insurance coverage.

Respondents to the general community survey were presented with potential incidents involving severe weather events and asked which services they would be more likely to call in response (n=403 respondents). A majority of respondents were able to identify the correct service to call in case their roof has been damaged or was leaking (62%), a fallen tree has blocked access to the driveway or house (60%) and a shed or fence has collapsed (49%).

However, nearly one quarter would call the SES in the event of a person trapped or injured during a flood or storm, while Triple Zero is the correct service to assist with this emergency. A small number of respondents would call the SES if the power has been cut during a severe weather (12%) and damaged electrical equipment (8%).

Figure 4: Incidents due to severe weather events and services that would be able to assist



Source: General community phone survey, 2020, Question 6

6.2.1. SES emergency assistance number campaign awareness

The SES 132 500 awareness campaign funded under the CRF was created due to some confusion over which number to call in an emergency during the STEWE. On many occasions during the May 2018 severe weather event, members of the public called the SES number for non-emergency information, while the Triple Zero (000) was also called in incidents affecting property rather than life. Furthermore, while the public may see the SES' role as storm and flood assistance, in such events people may not know how to contact SES and might assume they needed to do this by calling Triple Zero.

According to the SES awareness campaign creative brief, the main objectives of the communication campaign were to:

- Promote the SES 132 500 emergency number
- Increase the general public's understanding of the types of emergencies to which the SES responds
- Inform the public when SES should and shouldn't be called

- Ensure that SES 132 500 becomes part of the general vernacular
- Cement the SES as the state's flood and storm emergency assistance provider

The SES communication campaign ran from 27 October 2019 to 19 January 2020 and included the following media channels: television, YouTube, Facebook and bus exteriors.

To assess awareness of this campaign, the following description of it was read out to respondents in the general community phone survey and, following that, specific questions about the advertising were asked:

'The SES campaign uses animation of a house and its surrounding to show things that could happen during severe weather events, such as storms, flood or cyclones. The prominent colours of the ad are blue and orange.

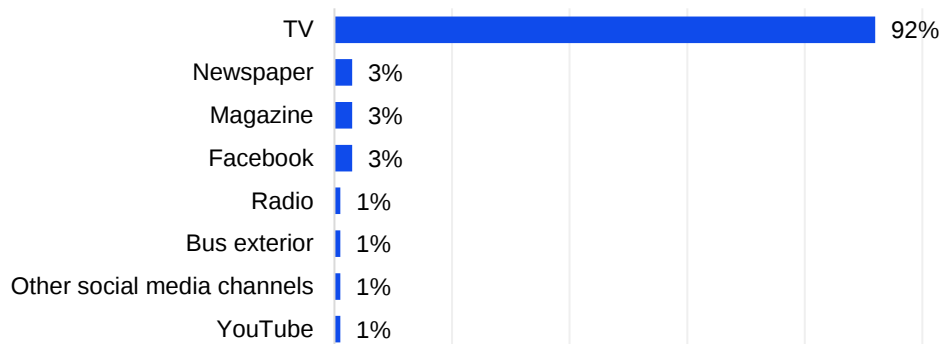
The ad asks a few questions associated with things that could happen in the house or around it due to extreme weather events. Those questions contain 3 words and the first letter of each word is displayed in a way that the letters 'SES' appear vertically.

Examples of some of the questions that are shown in the ad are: 'Sofa Extra Soggy?', 'Shed Everywhere on Street?', 'Seeing Every Star?'.

The ad ends with the letters SES and the 132 500 number.'

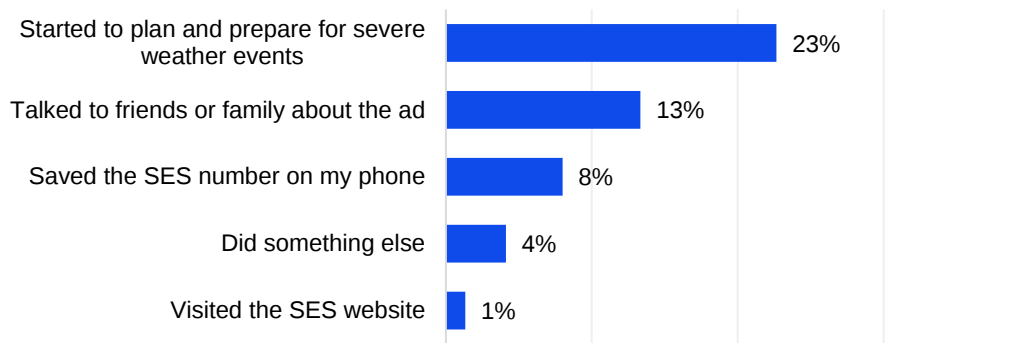
Following the campaign description, the general community phone survey found that 19% of respondents had seen the ad, and 81% had never seen it. And of those respondents that had seen the ad (n=75), the vast majority recalled seeing the ad on television (92%).

Figure 5: Media respondents have seen the SES campaign



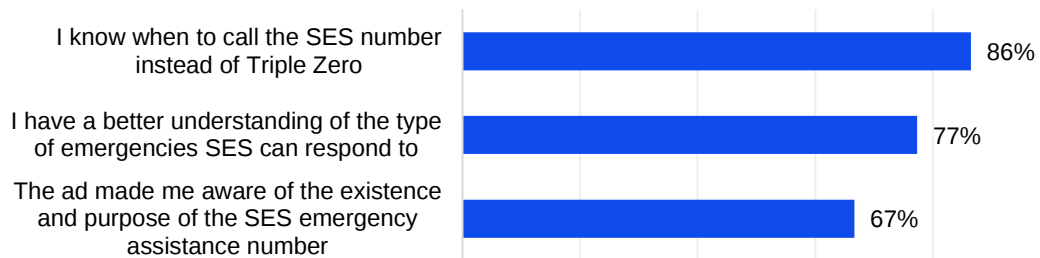
Source: General community phone survey, 2020, Question 10

Overall, the campaign had a positive effect on those people that were exposed to the campaign, with some respondents planning for a severe weather event, saving the SES number on their phones, and having a better understanding of the purpose of the SES number and when to call it. Nearly one quarter of respondents (23%) started to plan and prepare for severe weather events following exposure to the SES campaign. More than one in ten respondents (13%) talked to friends or family about the ad and 8% saved the SES number on their phones.

Figure 6: Call to action after exposure to the SES campaign

Source: General community phone survey, 2020, (Question 11)

The vast majority of respondents (86%) affirmed that they now know when to call the SES number instead of Triple Zero as a result of exposure to the campaign. More than three quarters of respondents (77%) have a better understanding of the type of emergencies SES can respond to and 67% were made aware of the existence and purpose of the SES emergency number.

Figure 7: Campaign exposure and level of understanding of the SES number

Source: General community phone survey, 2020, Question 12

Recommendation 25

Consider extending the SES awareness campaign over a longer period of time in order to provide regular reinforcement of the information.

Appendix A: List of Recommendations

Recommendation 1

Use past practices as a model for future recovery efforts. This could involve writing up the STEWE CRF approach as a template for future recovery efforts or CRFs and creating indicators to demonstrate success or alignment with the STEWE approach.

Recommendation 2

Clarify to all key stakeholders early on in the disaster recovery process, the range of assistance available, the criteria for access, and the reporting required against that assistance.

Recommendation 3

Consider the development of a whole-of-government case management system that can be used across all government agencies to formalise referrals and information sharing during recovery.

Recommendation 4

Ensure all formal and informal conversations with those in affected communities are formally recorded so that their situations can be consistently updated and tracked over time.

Recommendation 5

Consider methods of supporting councils further to conduct needs assessment.

Recommendation 6

Ensure consistent communication between OSEM and councils throughout the year to develop trust, build relationships and ensure smooth collaboration during disaster recoveries.

Recommendation 7

Develop a plan for managing a disaster recovery process in the event that other disasters occur subsequently.

Recommendation 8

Request that the Australian Government consider including environmental initiatives in Category C funding through national Disaster Recovery Funding Arrangements reform processes.

Recommendation 9

Consider offering formal grant application training to councils and non government agencies to assist with future disaster recovery processes.

Recommendation 10

Use the CRR Grant Guidelines and assessment criteria as a model for future CRF applications and processes.

Recommendation 11

Consider a communications campaign or other process to make councils aware of the Natural Disaster Relief to Local Government Policy to prevent funding shortfalls.

Recommendation 12

Increase the capability within DPAC to continue to provide community recovery services in a consistent manner in light of the fact that natural disasters are growing in number and frequency.

Recommendation 13

Ensure that CROs work closely in partnership with agencies responsible for the range of disaster recovery activities.

Recommendation 14

When recruiting for a CRO role for disasters, consider including community development and/or local government experience as a desirable criteria.

Recommendation 15

In the event of a Category C funding application, provide early communication and assistance to councils to identify community facilities and infrastructure that might be eligible for funding.

Recommendation 16

Provide supporting materials such as fact sheets or guidelines to assist Councils to better understand the process they need to undertake to assess damage and repairs.

Recommendation 17

Consider a register of heritage and conservation professionals to circulate to councils and relevant agencies and to draw upon in the future.

Recommendation 18

Future recovery programs should build on the approach to raising awareness of restoration efforts undertaken in this recovery program.

Recommendation 19

Future recovery efforts could aim to restore those assets and facilities considered most critical to community wellbeing first, to enable communities to get back to their daily lives as quickly as possible.

Recommendation 20

Ensure grant application materials are clear, and formal assistance is provided early in the process.

Recommendation 21

Consider strategies to prevent 'resilience fatigue' and help to support communities through multiple rolling disasters.

Recommendation 22

Consider strategies to encourage more community participation in future disaster recovery initiatives. This could include prioritising grant applications that demonstrate partnerships with other community organisations.

Recommendation 23

Ensure the Insurance Awareness Campaign encourages the public to review insurance cover with respect to floods where appropriate, targeted to households living in flood prone areas.

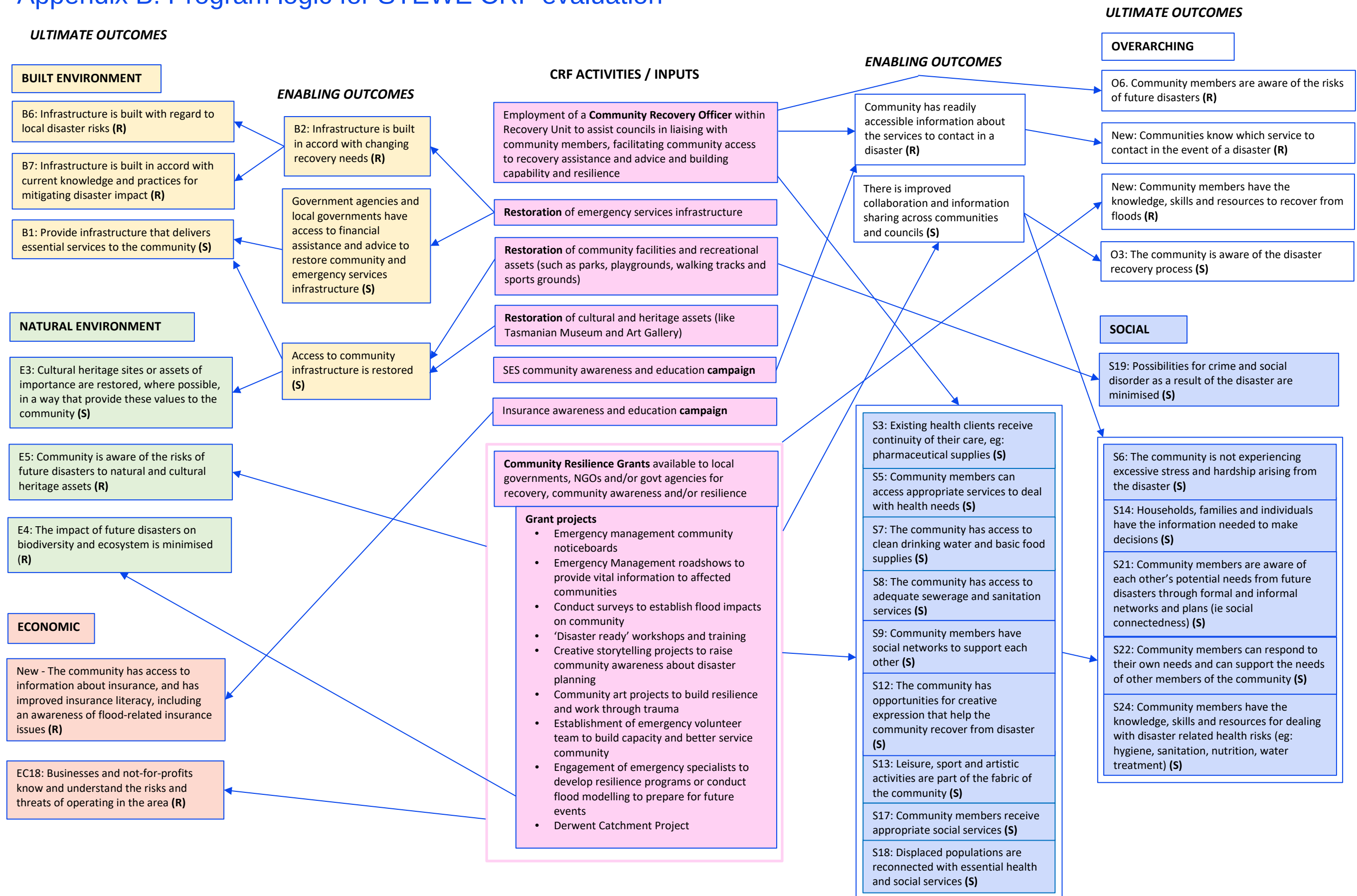
Recommendation 24

Work with the Insurance Council of Australia to monitor uptake of house and contents insurance in coming years to measure effectiveness of Insurance Awareness Campaign.

Recommendation 25

Consider extending the SES awareness campaign over a longer period of time in order to provide regular reinforcement of the information.

Appendix B: Program logic for STEWE CRF evaluation



Appendix C: Participant information sheet

PARTICIPANT INFORMATION SHEET ***Evaluation of the Disaster Recovery Efforts and Community Recovery Fund***

WHO IS DOING THE RESEARCH?

RDS Partners has been engaged to conduct the research on behalf of UTS Institute for Public Policy and Governance.

WHAT IS THIS RESEARCH ABOUT?

This research is to evaluate the Tasmanian Government's Community Recovery Fund (CRF) in response to the Southern Tasmania Extreme Weather Event (STEWE) that occurred near Hobart in May 2018. The evaluation will assess the management and coordination of assistance to affected communities, including the governance, implementation and effectiveness of the STEWE Community Recovery Fund.

FUNDING

Funding for this project has been received from the Office of Security and Emergency Management, Tasmanian Department of Premier and Cabinet.

WHY HAVE I BEEN ASKED?

You have been invited to participate in this study because you are a representative of state or local government agency that have been involved in the STEWE recovery efforts. Your contact details were obtained by the Office of Security and Emergency Management, Tasmanian Department of Premier and Cabinet.

IF I SAY YES, WHAT WILL IT INVOLVE?

If you decide to participate, I will invite you to participate in a 30 minute semi-structured interview that will be audio recorded and transcribed with your consent. You are able to withdraw from the interview at any time.

ARE THERE ANY RISKS/INCONVENIENCE?

There are no risks/inconvenience.

DO I HAVE TO SAY YES?

Participation in this study is voluntary. It is completely up to you whether or not you decide to take part.

WHAT WILL HAPPEN IF I SAY NO?

If you decide not to participate, it will not affect your position in relation to the Community Recovery Fund and other recovery efforts.

CONFIDENTIALITY

By signing the consent form you consent to take part in the research and for the team to collect personal information about you. Your responses will remain anonymous, confidential and private. Your information will only be used for the purpose of this research project.

The research results will be publicly available as a report with aggregated findings on the Tasmanian Government general recovery efforts and the Community Recovery Fund. In any publication, information will be provided in such a way that you cannot be identified.

WHAT IF I HAVE CONCERNS OR A COMPLAINT?

If you have concerns about the research that you think we or the Office of Security and Emergency Management can help you with, please feel free to contact XXXX.

NOTE:

This study has been approved by the University of Technology Sydney Human Research Ethics Committee [ETH19-3424]. If you have any concerns or complaints about any aspect of the conduct of this research, please contact the Ethics Secretariat on ph.: +61 2 9514 2478 or email: Research.Ethics@uts.edu.au, and quote the UTS HREC reference number. Any matter raised will be treated confidentially, investigated and you will be informed of the outcome.

Appendix D: Stakeholder interview guide – Stakeholder interviews

The handling of an interview guide

- As an open method of exploration, in-depth interviews are not completely standardised. Questions in the interview guide cover relevant subjects and leave enough room for discussions in the sense of an open approach.
- The questions mentioned below are not necessarily meant to be asked as written, but to guide the conversation with the participant.
- [FOR INTERVIEWER ONLY: Reference to “activity #1”, “activity #2”, etc, is a reference to an activity funded under the CRF and set out at Appendix A.]

Interviews target

20 interviews with members of the AARCs and representatives of state and local government agencies, to answer questions about the governance and management of the CRF

Introduction

My name is... and I am calling from RDS Partners, for the University of Technology Sydney Institute of Public Policy and Governance. Thank you for agreeing to participate in the evaluation of the STEWE Community Recovery Fund. Can you please confirm that:

- You understand the purpose of the study, what you will be asked to do, and any risks/benefits involved.
- You have read the Participant Information Statement.
- You understand that being in this study is completely voluntary and you do not have to take part.
- You understand that once your interview responses have been submitted and de-identified, that they cannot be withdrawn.
- You understand that personal information about yourself that is collected over the course of this interview will be stored securely and will only be used for purposes that you have agreed to.
- You understand that the results of this study may be published, and that publications will not contain your name or any identifiable information about yourself.
- You understand that your responses will be anonymous.
- You understand that as your response is anonymous, you cannot change your response following interview completion.

A few things to note before we start...

- This interview will be a relaxed discussion that shouldn't take more than 25-30 minutes.
- No right or wrong answers, just your views and experiences. If there is anything we start talking about that you want to skip, just let me know.
- Confidential – all your comments are completely confidential, and none of your responses will be linked to any identifying details.
- Would it be OK if I audio record this discussion? Although I will be taking notes, recording our conversation means that I won't miss anything you say. The recording itself will be deleted at the end of the research.
- Participating in this is totally voluntary. If you choose to not continue, or feel like withdrawing at any point, it will not affect you negatively in any way.
- Any questions?

Initial exploration

In this interview we want to completely focus on the Community Recovery Fund or CRF established for the Southern Tasmania Extreme Weather Event which happened in 2018, which we will refer to as STEWE. As you probably know, the CRF was the first one established in Tasmania. We want to understand your views about the recovery efforts funded by the CRF and how the CRF supported community recovery. We also want to know about the governance structures around the CRF and their effectiveness.

Structure of the interview: we'll start by talking about the governance and communications, then shift our focus to the implementation of the CRF.

I'll be asking about specific funded activities, and I have a list of them here.

Before we start...

- Can you please tell me what your role was in relation to the CRF?
- What were your main responsibilities while in this role?

Governance and community engagement

We are interested in the governance arrangements and accountability across all CRF activities.

[KEQ 1: To what extent were the governance arrangements effective, transparent and accountable?]

1. Was your role (in relation to the CRF) clear to you? Was the role of the other agencies clear to you?
PROMPT ON: What helped you understand the process and your role in the CRF? Were there internal communication systems in place to share information about the CRF activities? What internal systems were in place? How effective were those systems?
2. How did the government or AARCs gather information about community needs to determine the various projects and initiatives to include in the CRF application?
EXTRA INFORMATION: "projects to include in the CRF application" means projects that will be jointly funded by the Tasmanian and Australian Governments under the National Disaster Relief and Recovery Arrangements.
PROMPT ON: Did other agencies and local governments provide/shared key data on damage which resulted from STEWE to help inform the CRF application? Were your views considered and included in developing the CRF application?
3. What happened to that information once you gathered it?
PROBE: Was information comprehensively passed to OSEM or were you aware of information that was not considered in the development of the CRF?

Activity #1: the Community Recovery Officer

4. To what extent do you think that people involved in the recovery understood the role of the Community Recovery Officer (CRO)?
5. How did the CRO position contribute to the government's recovery efforts?

Activity #2: restoration of community and emergency services infrastructure

6. We're now going to talk about the financial assistance for the restoration of community infrastructure, facilities and recreational assets. Can you tell me about your experience with the process and your observations of the effectiveness of the process?
PROBE ON: Was the process clear and easy to follow? Were you provided with consistent information about the process?
7. In what ways did this process contribute to the government's recovery efforts?

8. What could have been changed about the process to improve the effectiveness of the CRF?

[KEQ 2: How involved was the community in governance structures and decision-making?]

Activity #5: Community Recovery and Resilience Grants

9. How was the Community Recovery and Resilience Grants program communicated to relevant groups? Was assistance provided to complete the grants application? If yes, what kind of assistance was provided? Was the project deadline appropriate?
10. What was the assessment process for the Community Recovery and Resilience Grant applications?
PROMPT ON: How were applications considered and selected? Who assessed and considered the applications?
11. Do you think the application and selection process for the Community Recovery and Resilience Grant program was fair and accountable to the needs of affected communities?

CRF implementation

[KEQ 3: How timely was the CRF implementation in the context of changing community needs? / KEQ 4: To what extent have the CRF-funded projects contributed to the restoration of community facilities and recreational assets / emergency services infrastructure?]

12. From your perspective, how was the Recovery Unit able to understand and assess community needs [with respect to the CRF-funded projects you were involved with]?
PROBE ON: What did the Recovery Unit do to understand community needs? How did the Recovery Unit get information about community needs in a timely way? Were there ongoing assessment processes? Did other government departments and local government feed in damage information they had collected?
13. Do you think the various activities under the CRF were implemented in a timely way to meet community needs? What was the impact of that?
PROBE ON: Can you think of examples of projects that were implemented too early or too late for any reason?
[ONLY FOR LOCAL GOVERNMENT INTERVIEWS] How did timeframes align with local government needs for funding certainty?

Activity #1: Community Recovery Officer

14. Do you think the CRO position allowed for effective and/or fast community needs assessment and provision of critical information to affected communities? In what ways? Can you give us some examples?
15. What are your views around the length of time that the CRO was in the position?

INFO for interviewer: the position was originally six months but got pushed to eight months. The CRO was in the role from May 2018 to January 2019.]

Activity #2: Community facilities and emergency services infrastructure

16. How was the Recovery Unit able to assess community needs specifically in regard to community facilities and emergency services infrastructure?
PROBE ON: What did the Recovery Unit do to understand community needs? How did the Recovery Unit get information about community needs in a timely way? Were there ongoing assessment processes? Did other government departments and local government feed in damage information they had collected?

17. How did the CRF-funded projects contribute to the restoration of facilities and recreational assets? Has damaged infrastructure been fully repaired? Has it been returned to its original condition or been built with regard to future disaster risks?

[KEQ 5. To what extent have the CRF-funded projects under the Community Resilience Grants program fostered the community's capacity to respond to future disasters?]

Activity #5: Community Recovery and Resilience Grants

18. To what extent do you think the Community Recovery and Resilience Grants **will help** the community to respond to future disasters?
PROBE ON: Do you think the community has a better awareness of risks of future disasters to natural assets?

Overall and close

- Thanks for your participation.
- Do you have any other comments on the CRF?
- Thanks again for your participation and time.

Appendix E: Stakeholder interview guide – Grant recipient interviews

The handling of an interview guide

As an open method of exploration, in-depth interviews are not completely standardised. Questions in the interview guide cover relevant subjects and leave enough room for discussions in the sense of an open approach.

The questions mentioned below are not necessarily meant to be asked as written, but to guide the conversation with the participant.

Interviews target

10 interviews with grant recipients regarding processes to ensure activities meet community expectations about the CRF

Introduction

My name is... and I am calling from RDS Partners, on behalf of the University of Technology Sydney Institute of Public Policy and Governance. Thank you for agreeing to participate in the evaluation of the STEWE Community Recovery Fund. Can you please confirm that:

- You understand the purpose of the study, what you will be asked to do, and any risks/benefits involved.
- You have read the Participant Information Statement.
- You understand that being in this study is completely voluntary and you do not have to take part.
- You understand that once your interview responses have been submitted and de-identified, that they cannot be withdrawn.
- You understand that personal information about yourself that is collected over the course of this interview will be stored securely and will only be used for purposes that you have agreed to.
- You understand that the results of this study may be published, and that publications will not contain your name or any identifiable information about yourself.
- You understand that your responses will be anonymous.
- You understand that as your response is anonymous, you cannot change your response following interview completion.

A few things to note before we start...

- This interview will be a relaxed discussion that shouldn't take more than 25-30 minutes.
- No right or wrong answers, just your views and experiences. If there is anything we start talking about that you want to skip, just let me know.
- Confidential – all your comments are completely confidential, and none of your responses will be linked to any identifying details.
- Would it be OK if I audio record this discussion? Although I will be taking notes, recording our conversation means that I won't miss anything you say. The recording itself will be deleted at the end of the research.
- Participating in this is totally voluntary. If you choose to not continue, or feel like withdrawing at any point, it will not affect you negatively in any way.
- Any questions?

Initial exploration

In this interview we want to completely focus on the Community Recovery Fund or CRF established for the Southern Tasmania Extreme Weather Event which happened in 2018, which we will refer to as STEWE. As you probably know, the CRF was the first one established in Tasmania.

As a grant recipient, we want to understand your views about projects that were aimed at community recovery, development, resilience and/or capacity building for the future.

Before we start...

- Was there a project under the Community Recovery and Resilience Grants you were involved with?
- Can you please tell me about the project? What was the objective? To what extent do you think the project reached its objective?

Social recovery and community resilience

[KEQ 5: To what extent have the CRF-funded projects under the Community Recovery and Resilience Grants program fostered the community's capacity to respond to future disasters?]

1. In what ways has your CRF-funded project improved the community's understanding about the risks of future disasters?
2. In what ways has your CRF-funded project improved community members' knowledge, skills or resources to recover from future disasters?
3. What were some of the key elements that contributed to the success of your project?
4. What could have been done better with respect to your project improving the community's resilience?

Governance and community engagement

[KEQ 1: To what extent were the governance arrangements effective, transparent and accountable? / KEQ 2: How involved was the community in governance structures and decision-making?]

5. How was your relationship with DPAC/the AARC? Did you feel you understood how the grant assessment process worked? Was DPAC/the AARC transparent about processes and responsive to questions?
PROBE ON: How was the approval process administered?
6. What was the timing for the approval process like?
7. What could have been improved?

[KEQ 3: How timely was the CRF implementation in the context of changing community needs?]

8. Were the projects implemented at the right time to meet your needs and the community's needs?

Overall and close

- Thanks for your participation.
- Do you have any other comments on the CRF?
- Thanks again for your participation and time.

Appendix F: Online survey instrument

You are invited to take part in a research study to evaluate the Tasmanian Government's general recovery efforts in response to the **Southern Tasmania Extreme Weather Event** (STEWE) that occurred in Southern Tasmania on 10 and 11 May 2018. The event in Southern Tasmania was the wettest day in Hobart since 1960 and the second-highest recorded May rainfall in a single day for the State.

The evaluation is being conducted by the *University of Technology Sydney Institute for Public Policy and Governance* on behalf of the Office of Security and Emergency Management, Tasmanian Department of Premier and Cabinet. This evaluation will be used to improve recovery programs following future emergencies.

The survey will take approximately **10-15 minutes** to complete and completion of this survey is entirely voluntary. Your responses will remain anonymous and confidential. Information collected from participants will only be used for the purpose of this evaluation and will be analysed in an aggregated form.

For more information about this survey and research, please refer to the [Participant Information Statement](#).

If the subject matter of this questionnaire causes you concern or distress, you can find advice and support by calling Lifeline Australia on 13 11 14. You can also go to www.dhhs.tas.gov.au/mentalhealth/mhs_tas for a list of support services

Consent page

In giving my consent to participate in the following survey I state that:

- I have read the Participant Information Statement.
- I understand the purpose of the study, what I will be asked to do, and any risks/benefits involved.
- I understand that being in this study is completely voluntary and I do not have to take part.
- I understand that my questionnaire responses cannot be withdrawn once they are submitted.
- I understand that the information collected from this survey will be stored securely and will only be used for purposes that I have agreed to. I understand that information about me will only be told to others with my permission, except as required by law.
- I understand that the results of this study may be published, and that publications will not contain my name or any identifiable information about me.
- I understand that my responses will be anonymous.
- I understand that as my response is anonymous, I cannot change my response following survey submission.

If you agree with the above, please check the "I Agree" box below.

I Agree ☐

Screening questions

Q1. What was your postcode at the time of the Southern Tasmania Extreme Weather Event (on 10 and 11 May 2018)?

Please type your postcode _____

Q2. Were you or your business affected by the **Southern Tasmania Extreme Weather Event** that occurred in Hobart and surrounding suburbs in May 2018? By 'affected' we mean any of the following: you experienced damage to residential or business properties (including buildings, driveways, bridges, fences); damage to motor vehicles, essential household items or belongings; or temporary isolation due to damaged roads and bridges.

(SINGLE RESPONSE)

1. Yes
2. No [TERMINATE]
3. Don't know [TERMINATE]
4. Prefer not to answer [TERMINATE]

TERMINATE SURVEY TEXT:

Thank you for your interest in completing this survey. Unfortunately, you do not qualify for this study, as we are only collecting information from community members that have been impacted by the Southern Tasmania Extreme Weather Event of May 2018.

Q3. Will you be answering this survey as a resident whose property was affected by the 2018 floods or as a business owner whose business was affected?

(SINGLE RESPONSE)

1. Resident whose property was affected
2. Business owner whose business was affected
3. Both resident and business owner
4. Prefer not to answer

Accessing information

This survey will only focus on the Southern Tasmania Extreme Weather Event (STEWE) and the recovery of impacted individuals and businesses.

Q4. Thinking about your personal experience with the 2018 extreme weather event, please indicate to what extent you agree or disagree with each statement below. (RANDOMISE STATEMENTS)

	<i>Not at all agree</i>	<i>Somewhat agree</i>	<i>Completely agree</i>	<i>Don't know / Can't say</i>
1. I feel more resilient after the 2018 extreme weather event	0	1	2	99
2. I have a better understanding of disaster-related health risks	0	1	2	99
3. I have increased my capacity and capability to deal with future disasters	0	1	2	99

Q5. In the days following the extreme weather event, did you access information about any road closures, school closures, flooded areas, power outages, or available financial assistance and support through any of the sources listed below? (RANDOMISE STATEMENTS)

	<i>No</i>	<i>Yes</i>	<i>Don't know / Can't say</i>
1. Your local council	0	1	99
2. TasALERT website and social media channels	0	1	99
3. Recovery fact sheets	0	1	99
4. 'Recovery News' newsletter	0	1	99
5. Television or radio news	0	1	99
6. Recovery expos	0	1	99
7. Calls to the Tasmanian Government	0	1	99
8. Own network/friends and family	0	1	99
9. Other (please specify)			

ONLY SHOW STATEMENTS SELECTED IN Q5 – CODE 1

Q6. And how helpful was the information received for your recovery? (RANDOMISE STATEMENTS)

	<i>Not at all helpful</i>	<i>Somewhat helpful</i>	<i>Very helpful</i>	<i>Don't know / Can't say</i>
1. Your local council	0	1	2	99
2. TasALERT website and social media channels	0	1	2	99
3. Recovery fact sheets	0	1	2	99
4. 'Recovery News' newsletter	0	1	2	99
5. Television or radio news	0	1	2	99
6. Recovery expos	0	1	2	99
7. Calls to the Tasmanian Government	0	1	2	99

8. Own network/friends and family	0	1	2	99
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ASK ALL

Q7. Still thinking about the days following the extreme weather event, what type of **assistance and support** was important for you? Please select all that apply. (RANDOMISE STATEMENTS)

	<i>No</i>	<i>Yes</i>	<i>Don't know / Can't say</i>	<i>Not applicable</i>
1. Financial assistance	0	1	99	98
2. Reconnection of electricity supply	0	1	99	98
3. Advice on insurance claims	0	1	99	98
4. Counselling and personal support services	0	1	99	98
5. Emergency accommodation	0	1	99	98
6. Information about potential health risks	0	1	99	98
7. Clean up assistance	0	1	99	98
8. Information about your rights as a tenant	0	1	99	98
9. Other (please specify)				

ONLY SHOW STATEMENTS SELECTED IN Q7 – CODE 1

Q8. And did you receive that assistance?

	<i>No</i>	<i>Partially</i>	<i>Yes</i>	<i>Not applicable</i>
1. Financial assistance	0	1	2	98
2. Reconnection of electricity supply	0	1	2	98
3. Advice on insurance claims	0	1	2	98
4. Counselling and personal support services	0	1	2	98
5. Emergency accommodation	0	1	2	98
6. Information about potential health risks	0	1	2	98
7. Clean up assistance	0	1	2	98
8. Information about your rights as a tenant	0	1	2	98

Awareness of grants and support

In this section, we will talk about financial assistance provided by the Government to meet short to medium-term needs of affected people and businesses.

Q9. Were you aware of the financial assistance grants that were made available by the Tasmanian Government for eligible affected individuals and businesses after the 2018 extreme weather event? (SINGLE RESPONSE)

1. Yes, I was aware of the financial assistance grants
2. No, I wasn't aware

ASK Q10 IF CODE 1 IN Q9

Q10. How did you become aware of the financial assistance grants that were available? (MULTIPLE RESPONSE – RANDOMISE OPTIONS)

	<i>No</i>	<i>Yes</i>
1. Recovery Information Hotline (1800 567 567)	0	1
2. TasAlert website or social media channels	0	1
3. Face-to-face recovery expos	0	1
4. Meetings with local councils	0	1
5. Visits from the Community Recovery Officer	0	1
6. Factsheets	0	1
7. Newspaper ads	0	1
8. 'Recovery News' Newsletter	0	1

9. Other (please specify)	
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ASK Q11 IF CODE 1 IN Q9

Q11. Did you apply for any of the grants listed below?

	No	Yes	Don't know / Can't say	Not applicable
1. Temporary Living Expenses Grant – up to \$9,200 per household for alternative accommodation and travel-related expenses	0	1	99	98
2. Replacement of Household Items Grant – up to \$6,000 (plus \$1,000 per household member up to \$9,200) to replace essential household items	0	1	99	98
3. Repair and Restoration Grant – up to \$9,200 per household to assist with clean-up, repairs and rebuilding	0	1	99	98
4. Individuals in Need Grant – up to \$5,000 per household for clean-up and disposal, repairs/replacement of household items, essential repairs to houses, renting or leasing temporary accommodation (for people ineligible for the other grants)	0	1	99	98
5. Small Business Recovery Grants of up to \$10,000 for clean-up, restoration, stock replacement and repairs	0	1	99	98
6. Not for Profit Recovery Grants of up to \$2,000 to assist with clean-up and repair of premises and the repair or replacement of damaged equipment	0	1	99	98

ASK Q12 IF CODE 1 IN Q11

Q12. What was the outcome of the grants you applied for? (SINGLE RESPONSE)

1. Grant received
2. Grant denied
3. Don't know / Can't say

ASK Q13 IF CODE 1 IN Q12

Q13. And how timely was the outcome of the grant? (SINGLE RESPONSE)

1. Grant was received in a reasonable timeframe
2. Grant was received later than expected
3. Grant was received too late to be any help
4. Don't know / Can't say

ASK Q14 IF CODE 0 FOR ALL OPTIONS IN Q11

Q14. Why didn't you apply for any of the grants available? (SINGLE RESPONSE)

1. Did not meet the eligibility criteria
2. Did not require any financial assistance
3. Other (please specify)
4. Don't know / Can't say

Insurance awareness

[KEQ 6 CRF: How well informed is the community with respect to the importance of having adequate insurance to help prepare for, and respond to, natural disasters, as well as the process and options for choosing, buying and managing an insurance policy?]

Indicators: Insurance awareness and literacy / Community members aware of the importance of insurance]

The following questions relate to home and business insurance policies.

Q15. During the 2018 extreme weather event, did you have any of the following insurance policies in place? (DO NOT RANDOMISE)

	No	Yes	Don't know / Can't say	Not applicable
1. Home insurance only (covers financial losses associated with damage to, or loss of, a property you own)	0	1	99	98
2. Contents insurance only (covers financial losses caused by the loss, theft or damage of your possessions)	0	1	99	98

3. Combined home and contents insurance (policies that combine the features of both types of insurance)	0	1	99	98
4. Business insurance	0	1	99	98
5. Other insurance policy (renter's or tenant's insurance, landlord's insurance, etc)	0	1	99	98

ASK Q16 IF CODE 1 IN Q15

Q16. Did you make a claim to your insurance company associated with any damage from the 2018 extreme weather event? (SINGLE RESPONSE)

1. Yes, I made a claim
2. No, I didn't make a claim
3. Don't know / Can't say

ASK Q17 IF CODE 2 IN Q16

Q17. Why didn't you make a claim to your insurance company? (SINGLE RESPONSE)

1. My insurance policy did not cover flood and/or storm damage
2. It was too much work to claim against the policy
3. Other (please specify)
4. Don't know / Can't say

ASK Q18 IF CODE 0 IN Q15

Q18. Since the 2018 extreme weather event, have you done any of the following? (DO NOT RANDOMISE)

	No	Yes	Not applicable	DISPLAY LOGIC
1. Bought a home insurance policy only	0	1	98	IF CODE 0 – STAT. 1
2. Bought a contents insurance policy only	0	1	98	IF CODE 0 – STAT. 2
3. Bought a combined home and contents insurance policy	0	1	98	IF CODE 0 – STAT. 3
4. Bought a business insurance policy	0	1	98	IF CODE 0 – STAT. 4
5. Bought another insurance policy (renter's or tenant's insurance, landlord's insurance, etc)	0	1	98	IF CODE 0 – STAT. 5

ASK Q19 IF CODE 1 IN Q15

Q19. Since the 2018 extreme weather event, have you done any of the following associated with your insurance policy/policies? (DO NOT RANDOMISE STATEMENTS)

	No	Yes
1. Reviewed the coverage of your home, contents and/or business insurance policy	0	1
2. Updated your home, contents and/or business insurance policy to include flood and storm cover	0	1
3. Updated your home, contents and/or business insurance policy to include certain items	0	1
4. Changed your insurance company	0	1
5. Sought advice from friends or family about insurance policies and coverages	0	1
6. Given advice to friends or family about insurance policies and coverages	0	1

Actions taken to reduce the impact of future disasters

Q20. Following the 2018 extreme weather event, have you or any of your employees (if answering on behalf of a business) participated in the following activities? (RANDOMISE STATEMENTS)

	No	Yes
1. Participated in disaster preparedness training, events or committees	0	1
2. Participated in volunteer activities associated with flood awareness or resilience programs	0	1

3. Provided support to family or neighbours on how to prepare for future disasters	0	1
4. Provided support to family or neighbours on how to access personal support services	0	1
5. Prepared disaster response kits at home or work	0	1
6. Other (please specify)		

Community assets and recreational facilities

[KEQ 7 General recovery: How effective was the Tasmanian Government in identifying and addressing recovery needs? / KEQ 4 CRF: To what extent have the CRF-funded projects contributed to the restoration of community facilities and recreational assets?

Indicators: Community satisfaction with access to community facilities]

In this last section of the survey we will ask about community infrastructure, facilities and recreational assets in your area.

Q21. Were you aware of damage to the following community facilities and recreational assets in your community? (RANDOMISE STATEMENTS)

	No	Yes	Not applicable
1. Access to parks, reserves and playgrounds	0	1	98
2. Access to sportsgrounds	0	1	98
3. Access to community centres and local halls	0	1	98
4. Access to walking/bike tracks and trails	0	1	98

ONLY SHOW STATEMENTS SELECTED IN Q21 – CODE 1

Q22. Have those facilities been restored?

	No	Yes	Don't know / Can't say
1. Access to parks, reserves and playgrounds	0	1	99
2. Access to sportsgrounds	0	1	99
3. Access to community centres and local halls	0	1	99
4. Access to walking/bike tracks and trails	0	1	99

ASK Q23 IF CODE 0 IN Q22

Q23. Please identify and list the facilities that have not been restored. (OPEN TEXT)

Q24. Do you have any further feedback for the Tasmanian Government? (OPEN TEXT)

Demographics

To finalise, we have a few questions about yourself. This information will help us to understand whether any demographic groups were particularly badly impacted by the extreme weather event.

ONLY ASK THIS SECTION IF CODE 1 OR 3 IN Q3

Q25. What is your age? (NUMERIC)

Q26. Which category best describes your household? (SINGLE RESPONSE)

1. Single person without dependent children
2. Single parent with dependent children
3. Couple without dependent children
4. Couple with dependent children
5. Multiple-family household
6. Other (please specify)
7. Prefer not to answer

Q27. Which of the following best describes your living situation? (SINGLE RESPONSE)

1. Own my home outright (no mortgage)
2. Own my home and paying a mortgage
3. Renter (private rental market)
4. Renter (public or community housing)
5. Involved in a rent-buy scheme
6. Live rent-free / life tenure
7. Other (please specify)
8. Prefer not to answer

Q28. Do you care for family or friends who have a disability, mental illness, drug or alcohol dependency, chronic condition, dementia, terminal or serious illness, or who needs care due to ageing? (SINGLE RESPONSE)

1. Yes
2. No
3. Prefer not to answer

Q29. Do you speak a language other than English at home? (SINGLE RESPONSE)

1. Yes
2. No
3. Prefer not to answer

Q30. Are you of Aboriginal or Torres Strait Islander origin? (SINGLE RESPONSE)

1. Yes, Aboriginal
2. Yes, Torres Strait Islander
3. Yes, both Aboriginal and Torres Strait Islander
4. No
5. Prefer not to answer

SUBMIT ANSWERS

Thanks for completing the survey and submitting your answers.

If the subject matter of this questionnaire has caused you concern or distress, you can find advice and support by calling Lifeline Australia on 13 11 14. You can also go to https://www.dhhs.tas.gov.au/mentalhealth/mhs_tas for a list of support services.

Appendix G: Phone survey instrument

Information and consent page

Good evening, my name is and I'm calling on behalf of *University of Technology Sydney* from a company called Micromex. We are conducting a survey in relation to the extreme weather and floods that occurred in May 2018. Would now be a good time to share your opinions?

If no, when would be a more suitable time for me to call back?

If yes, Before we start I would like to check that you live in Tasmania, and that you are aged 18 or over?

If no, I'm sorry but you don't qualify for the interview.

If yes, I need to advise you that my supervisor may monitor this call for quality control purposes and that all of your details will be kept strictly confidential.

Background

- To give you some background on the survey, the Tasmanian Department of Premier and Cabinet commissioned a research study to evaluate the Tasmanian Government's recovery efforts in response to the **Southern Tasmania Extreme Weather Event**. The extreme weather event occurred in Southern Tasmania on 10 and 11 May 2018 and caused major floods and damage in Hobart and surrounding areas.
- The purpose of this survey is to understand community awareness of recent campaigns.

Sampling notes

Sample size:

N= 400 from affected LGSs (Hobart City, Kingborough, Derwent Valley, Glenorchy City, Huon Valley, Clarence City)

Screen out:

- Respondents who are under 18 years old

Screen out questions

[READ OUT] We'd like to start with some questions about yourself.

Q1. How old are you?

- Under 18 **[TERMINATE]**
- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65+ years
- Prefer not to answer **[TERMINATE]**

TERMINATE SURVEY TEXT:

Thank you for your time and interest in answering the survey. Unfortunately, you do not qualify for this study, as we are only interviewing people that are at least 18 years old.

Q2. What was the postcode of your residence at the time of the extreme weather event in May 2018?

[TYPE POSTCODE AND ASK FOR CORRESPONDENT SUBURB FROM DROPDOWN MENU – IPPG TO SUPPLY LIST]

Awareness of STEWE

[READ OUT] Now I want to talk about the severe storm that occurred in May 2018 which led to flash flooding, extensive damage to roads, bridges, recreational assets and residential properties.

Q3. Were you or your business directly affected by the 2018 extreme weather event? By 'affected' I mean that you experienced damage to any residential or business properties (including buildings, driveways, bridges, fences); damage to motor vehicles, essential household items or belongings; or temporary isolation due to damaged roads and bridges. [SINGLE RESPONSE]

- 1 Yes
 0 No
 99 Don't know
 98 Prefer not to answer **[DO NOT READ OUT]**

[ASK Q4 IF CODE 1 IN Q3]

Q4. Now I will read out some of the financial assistance grants that were made available by the Tasmanian Government. For each of the grants, please tell me if you 'didn't know about the grant', 'knew and applied', 'knew, but wasn't eligible' or if the grant was 'not relevant' to you.

[READ GRANTS IN THE ORDER IT APPEARS AND ASK EACH COLUMN]

	<i>Didn't know about the grant</i>	<i>Knew and applied</i>	<i>Knew but wasn't eligible</i>	<i>Not relevant</i>	<i>Don't know / Can't say</i>
1. Temporary Living Expenses Grant – up to \$9,200 per household for alternative accommodation and travel-related expenses	0	1	2	3	99
2. Replacement of Household Items Grant – up to \$6,000 (plus \$1,000 per household member up to \$9,200) to replace essential household items	0	1	2	3	99
3. Repair and Restoration Grant – up to \$9,200 per household to assist with clean-up, repairs and rebuilding	0	1	2	3	99
4. Individuals in Need Grant – up to \$5,000 per household for clean-up and disposal, repairs/replacement of household items, essential repairs to houses, renting or leasing temporary accommodation (for people ineligible for the other grants)	0	1	2	3	99
5. Small Business Recovery Grants of up to \$10,000 for clean-up, restoration, stock replacement and repairs	0	1	2	3	99
6. Not for Profit Recovery Grants of up to \$2,000 to assist with clean-up and repair of premises and the repair or replacement of damaged equipment	0	1	2	3	99

Awareness and understanding of the SES emergency assistance number

Q5. The State Emergency Service (SES) in Tasmania has an emergency number, which is 132 500. In which situations do you believe it is appropriate to call this number?

[OPEN TEXT]

Q6. Now I will read a number of incidents that could happen due to severe weather events. For each of those I would like you to tell me which service would you be more likely to call. Would you call... the Tasmania State Emergency Service (SES) or Triple Zero (000) or another service?

[RANDOMISE STATEMENTS – READ OUT STATEMENTS AND EACH COLUMN]

	<i>SES</i>	<i>000</i>	<i>Other</i>	<i>Don't know / Can't say</i>
1. Due to floods or storm, a person is trapped or injured	1	2	4	99
2. A fallen tree has blocked access to your driveway or house	1	2	4	99
3. Your roof has been damaged or is leaking	1	2	4	99
4. Your power has been cut during a severe weather event	1	2	4	99
5. Electrical equipments and appliances have been damaged and need repair	1	2	4	99
6. Your shed or fence has collapsed into the street	1	2	4	99

Q7. Have you ever called the State Emergency Service 132 500 number? [SINGLE RESPONSE]

- 1 Yes, I have called the number
 0 No, I've never called the number
 99 Can't remember **[DO NOT READ OUT]**
 98 Prefer not to answer **[DO NOT READ OUT]**

[ASK Q8 IF CODE 1 IN Q7]

Q8. What was the emergency that prompted you to call the State Emergency Service 132 500 number?

[OPEN ENDED – PRE CODED OPTIONS INCLUDED]

1. Fallen tree blocking access
2. Tree threatening to fall on the property or driveway
3. Property flooded or in danger of flooding
4. Medical emergency
5. Roof damaged or leaking
6. Collapsed shed or fence
7. Car accident
8. Windows of house blown in
9. Insurance coverage or policies
10. Power outage
11. Other (please specify)
12. Can't remember

SES campaign awareness

- [READ OUT] I would now like to ask you about advertising that you may have seen or heard recently about the Tasmania State Emergency Service (SES).
- The SES campaign is very recent and we understand that some people might not have seen it yet. [READ AD DESCRIPTION]

I will start by reading a description of the campaign.

The SES campaign uses animation of a house and its surrounding to show things that could happen during severe weather events, such as storms, flood or cyclones. The prominent colours of the ad are blue and orange.

The ad asks a few questions associated with things that could happen in the house or around it due to extreme weather events. Those questions contain 3 words and the first letter of each word is displayed in a way that the letters 'SES' appear vertically.

Examples of some of the questions that are shown in the ad are: 'Sofa Extra Soggy?', 'Shed Everywhere on Street?', 'Seeing Every Star?'.

The ad ends with the letters SES and the 132 500 number.

Q9. From this description, do you recall seeing an ad for the SES recently? [SINGLE RESPONSE]

- 1 Yes, I've seen the ad before
- 0 No, I've never seen the ad before
- 99 Don't know / Can't say

ASK Q10 TO Q12 IF CODE 1 IN Q9

Q10. And where have you see this ad? [MULTIPLE RESPONSE – DO NOT READ OUT]

1. TV
2. YouTube
3. Facebook
4. Other social media channels
5. Bus exterior
6. Outdoor
7. Magazine
8. Newspaper
9. Other (please specify)
10. Don't know / Can't say

Q11. Did you do any of the following after seeing the ad? Please answer yes or no as I read each one.

[DO NOT RANDOMISE STATEMENTS – READ OUT]

	Yes	No	Don't know / Can't say
1. I visited the SES website	1	0	99
2. I saved the SES number on my phone	1	0	99

3. I talked to friends or family about the ad	1	0	99
4. I discussed or shared the ad on social media	1	0	99
5. I started to plan and prepare for severe weather events	1	0	99
6. I did something else (please specify)	1	0	99

Q12. Please tell me if any of the following statements apply to you in response to being exposed to the ad? Please answer yes or no as I read each one. [RANDOMISE STATEMENTS – READ OUT]

	Yes	No	Don't know / Can't say
1. The ad made me aware of the existence and purpose of the SES emergency assistance number	1	0	99
2. I have a better understanding of the type of emergencies SES can respond to	1	0	99
3. I know when to call the SES number instead of Triple Zero	1	0	99

Insurance awareness

[READ OUT] Now I want to talk about insurance policies that you may or may not have.

Q13. During May 2018 when the extreme weather event occurred, did you have any of the following insurance policies in place? [DO NOT RANDOMISE – READ OUT]

	No	Yes	Don't know / Can't say	Not applicable
1. Combined home and contents insurance [IF SELECTED, DISABLE OPTIONS 2 AND 3]	0	1	99	98
2. Home insurance only (covers financial losses associated with damage to, or loss of, a property you own) [IF SELECTED, DISABLE OPTIONS 1 AND 3]	0	1	99	98
3. Contents insurance only (covers financial losses caused by the loss, theft or damage of your possessions) [IF SELECTED, DISABLE OPTIONS 1 AND 2]	0	1	99	98
4. Business insurance	0	1	99	98
5. Other insurance policy (renter's or tenant's insurance, landlord's insurance, etc)	0	1	99	98

ASK Q14 IF CODE 1 IN Q13

Q14. Did you make a claim to your insurance company associated with any damage from the May 2018 extreme weather event? [SINGLE RESPONSE]

- 1 Yes, I made a claim
- 0 No, I didn't make a claim
- 99 Don't know / Can't say

ASK Q15 IF CODE 0 IN Q14

Q15. Why didn't you make a claim to your insurance company? [SINGLE RESPONSE – DO NOT READ OUT – PRE CODED ANSWERS]

- 1 My insurance policy did not cover flood and/or storm damage
- 2 It was too much work to claim against the policy
- 3 I did not have any damage requiring a claim
- 4 Other (please specify)
- 99 Don't know / Can't say

ASK Q16 IF CODE 0 IN Q13

Q16. Since the May 2018 extreme weather event, have you done any of the following? Please answer yes or no as I read each one. (DO NOT RANDOMISE)

	No	Yes	Not applicable	DISPLAY LOGIC
1. Bought a combined home and contents insurance policy	0	1	98	Q13 STAT 1 = 0 OR

				Q13 STAT 2= 1 OR Q13 STAT 3= 1
2. Bought a home insurance policy only	0	1	98	Q13 STAT 3 = 1
3. Bought a contents insurance policy only	0	1	98	Q13 STAT 2 = 1
4. Bought a business insurance policy	0	1	98	Q13 STAT 4 = 0
5. Bought another insurance policy (renter's or tenant's insurance, landlord's insurance, etc)	0	1	98	Q13 STAT 5 = 0

ASK Q17 IF CODE 1 IN Q13

Q17. Since the May 2018 extreme weather event, have you done any of the following associated with your insurance policy/policies? Please answer yes or no as I read each one. (DO NOT RANDOMISE STATEMENTS)

	No	Yes
1. Reviewed the coverage of your home, contents and/or business insurance policy	0	1
2. Updated your home, contents and/or business insurance policy to include flood and storm cover	0	1
3. Updated your home, contents and/or business insurance policy to expand the items covered by the insurance	0	1
4. Changed your insurance company	0	1
5. Sought advice from friends or family about insurance policies and coverages	0	1
6. Given advice to friends or family about insurance policies and coverages	0	1

Demographics

[READ OUT] To finalise, I have a few questions about yourself.

Q18. Which category best describes your household? [SINGLE RESPONSE]

1. Single person without dependent children
2. Single parent with dependent children
3. Couple without dependent children
4. Couple with dependent children
5. Multiple-family household
6. Other (please specify)
7. Prefer not to answer

Q19. Which of the following best describes your living situation? [SINGLE RESPONSE]

1. Own my home outright (no mortgage)
2. Own my home and paying a mortgage
3. Renter (private rental market)
4. Renter (public or community housing)
5. Involved in a rent-buy scheme
6. Live rent-free / life tenure
7. Other (please specify)
8. Prefer not to answer

Q20. Do you care for family or friends who have a disability, mental illness, drug or alcohol dependency, chronic condition, dementia, terminal or serious illness, or who need care due to ageing? [SINGLE RESPONSE]

- 1 Yes
- 0 No
- 98 Prefer not to answer

Q21. Do you speak a language other than English at home? [SINGLE RESPONSE]

- 1 Yes
- 0 No
- 98 Prefer not to answer

Q22. Are you of Aboriginal or Torres Strait Islander origin? [SINGLE RESPONSE]

- 1 Yes, Aboriginal
- 2 Yes, Torres Strait Islander
- 3 Yes, both Aboriginal and Torres Strait Islander
- 0 No
- 98 Prefer not to answer

Thank you for your time.

Appendix H: Profile of survey respondents

Online survey

Table 11: Demographic profile of the online survey

Will you be answering this survey as a resident whose property was affected by the 2018 floods or as a business owner whose business was affected?	n
Resident whose property was affected	21
Business owner whose business was affected	4
Both resident and business owner	11
Prefer not to say	1
Total	37
Which category best describes your household?	n
Single person without dependent children	4
Single parent with dependent children	1
Couple without dependent children	13
Couple with dependent children	7
Multiple-family household	1
Other	5
Total	31
Which of the following best describes your living situation?	n
Own my home outright (no mortgage)	12
Own my home and paying a mortgage	20
Total	32
Do you care for family or friends who have a disability, mental illness, drug or alcohol dependency, chronic condition, dementia, terminal or serious illness, or who needs care due to ageing?	n
Yes	7
No	24
Total	31
Do you speak a language other than English at home?	n
Yes	2
No	30
Total	32
Are you of Aboriginal or Torres Strait Islander origin?	n
Yes, Aboriginal	1
No	32
Total	33

Telephone survey

Table 12: Demographic profile of telephone respondents

What was the postcode of your residence at the time of the extreme weather event in May 2018?	%
Hobart City	20%
Clarence City	17%
Kingborough	17%
Glenorchy City	17%
Huon Valley	16%
Derwent Valley	13%
Total (n=403)	100%
Were you or your business directly affected by the 2018 extreme weather event? By 'affected' I mean that you experienced damage to any residential or business properties (including buildings, driveways, bridges, fences); damage to motor vehicles, essential household items or belongings; or temporary isolation due to damaged roads and bridges	%
Yes	20%
No	80%
Total (n=403)	100%
Which category best describes your household?	%
Single person without dependent children	27%
Single parent with dependent children	5%
Couple without dependent children	47%
Couple with dependent children	12%
Multiple-family household	6%
Other	2%
Total (n=400)	100%
Which of the following best describes your living situation?	%
Own my home outright (no mortgage)	71%
Own my home and paying a mortgage	19%
Renter (private rental market)	5%
Renter (public or community housing)	3%
Live rent-free/life tenure	2%
Total (n=397)	100%
Do you care for family or friends who have a disability, mental illness, drug or alcohol dependency, chronic condition, dementia, terminal or serious illness, or who needs care due to ageing	%
Yes	20%
No	80%
Total (n=403)	100%
Do you speak a language other than English at home?	%
Yes	6%
No	94%
Total (n=403)	100%
Are you of Aboriginal or Torres Strait Islander origin?	%
Yes, Aboriginal	1%
No	98%
Total (n=403)	100%

Appendix I: Successful Community Recovery and Resilience Grant projects

Table 13: Successful Community Recovery and Resilience Grant projects and recipients

Building an Outreach Support Capability	Australian Red Cross	This project involves the procurement of data tablets, development of a standardised outreach form for recovery teams, and the provision of outreach training to local government, agency and community organisation personnel, to build social recovery capacity after an event.
Building Community Capacity to Respond in an Emergency – Australian Red Cross Training	Hobart City Council (in partnership with Kingborough, Derwent Valley and Glenorchy City Councils)	Delivery of three 'Disaster Ready' workshops and two 'Communicating in Recovery' workshops facilitated by the Australian Red Cross, for community organisations and leaders in the areas most affected by the Southern Tasmania Extreme Weather Event.
Stories of Resilience: Community Flood Recovery Through Storytelling	Hobart City Council (in partnership with Kingborough and Glenorchy City Councils)	A combined research and creative project to raise community awareness about key issues in disaster planning, preparedness, response and recovery, by conducting interviews with community members affected by the extreme weather event. A podcast series, photo gallery and short films will be produced.
Emergency Management Roadshows	Kingborough Council (in partnership with Hobart City, Derwent Valley and Glenorchy City Councils)	Conduct a 'roadshow' visiting each of the four most affected municipalities to provide vital and consistent information to communities on the services available to them during and after a flood or other disaster.
Vulnerable Communities - Flood Studies and Management Plans	Hobart City Council	Undertake flood management studies and modelling for the Hobart Rivulet at South Hobart and the CBD, and Lipscombe Rivulet at Sandy Bay. The studies will form the basis for flood mitigation capital works to increase protection against future flooding and increase the resilience of communities, businesses, and heritage assets.
Emergency Management Community Noticeboards	Derwent Valley Council	Provision of all-weather notice boards for the communities of Lachlan and Molesworth, which are both mobile blackspots and therefore difficult areas to disseminate emergency information. The notice boards will allow Council, emergency services and community groups to post essential information for the community during and following future events.
Building Resilience and Recovery for Children and Young People: A Community Art Project	Hobart City Council	Engagement of local artists, supported by the Australian Red Cross Recovery Team, to work with the children and families from schools, playgroups and early learning centres along the Hobart Rivulet that were significantly impacted by the event.
Kingborough Emergency Volunteer Team	Kingborough Council	Establish an emergency volunteer team within the Kingborough municipality to build capacity and better service the community directly following an emergency.

Kingston CBD Resilience Program	Kingborough Council	Engage a recognised emergency management or disaster specialist to investigate the impacts of the event in the Kingston CBD and develop a resilience program to protect against or reduce the severity of impacts from future events.
Community Survey of May 2018 Event	Kingborough Council	Conduct a survey of Kingborough residents to obtain real data and specific local knowledge of the impacts of the Southern Tasmania Extreme Weather Event that cannot be obtained otherwise. This will support modelling and allow Council to prioritise projects, policies and strategies to provide protection and minimise impacts of future events.
Forces of Nature	Hobart City Council	Create a public art work to enhance the recovery of the Hobart Rivulet community who experienced or may still be experiencing trauma as a result of the extreme weather event.
Whitewater Creek Flood Study	Kingborough Council	Engage a recognised flood modelling consultant to complete a flood study and modelling for Whitewater Creek, to enable Council to establish appropriate development controls for planning applications abutting or close to the creek.
Laying the Foundations for Resilience: A Community Self-Assessment Pilot	Hobart City Council	Community working groups will be established in South Hobart, New Town, Sandy Bay and Lenah Valley to assess the resilience of their respective areas, identify gaps and develop a plan to rectify these gaps.
Blackmans Bay Resilience Program	Kingborough Council	Detailed investigation into the characteristics of the catchment, the natural, underground and impeded flow paths, the likely cause of the severe flooding downhill of the Blackmans Bay State School, possible options to improve, mitigate, relieve or ameliorate flooding impacts, and a possible strategy to reduce flooding impacts.
Building a More Resilient Derwent Valley Community	The Derwent Catchment Project Inc	Increase the Derwent Valley community's resilience and capacity to respond to future events by: • developing a series of fact sheets and short videos, and hosting workshops demonstrating how to manage flood and extreme weather events; • comprehensive mapping and survey of each river system to identify work required to increase resilience for future events; • public consultation on issues arising from the mapping survey and action plans; and • building local networks and increasing the community's knowledge and understanding of how to respond to flood events and their associated impacts.



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