



Evaluation Report

Tourism Recovery Program Community Recovery Package

Queensland Bushfires
September – December 2019

November 2022

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Introduction

The 2019 bushfire season in Queensland was catastrophic. At the height of the season, Queensland Fire and Emergency Services (QFES) was dealing with more than 90 bushfires at one time.

The Southern Queensland Bushfires and the Stradbroke Bushfires both occurred in September, and the Eastern Queensland Bushfires burnt throughout November and December. Additionally, fires in other parts of the state resulted in the merging of the bushfire events into one disaster event - Queensland Bushfires, September - December 2019. More than seven and a half million hectares burnt state-wide, resulting in the activation of the Disaster Recovery Funding Arrangements (DRFA) for 23 of the 77 Local Government Areas (LGAs).

A Community Recovery Package was announced as a joint Commonwealth and State funded program through the Disaster Recovery Funding Arrangements under Category C. The package included the Tourism Recovery Program.

The purpose of the Tourism Recovery Program is to support the long-term recovery of areas of the state with local economies that rely heavily on tourism (including vulnerable tourism operators) impacted by the Queensland bushfires.

The Department of Innovation and Tourism Industry Development (DITID) now Department of Tourism, Innovation and Sport (DTIS) and the Department of Employment, Small Business and Training (DESBT) led implementation of the Program with administrative support from the Queensland Reconstruction Authority (QRA). The program concluded in June 2022.

This evaluation requires conduct in accordance with [A Monitoring and Evaluation Framework for Disaster Recovery Programs \(2018: 2\)](#). The framework allows for examination of the effectiveness, efficiency, appropriateness and implementation of the grants. It also considers if the grants supported disaster affected communities to become more sustainable and resilient.

Developed for the Queensland Reconstruction Authority (QRA), The Deloitte Overarching Disaster Recovery Evaluation Framework has also been reviewed and incorporated within this evaluation.

In conclusion, the evaluation of the Tourism Recovery Program was shown to contribute to the recovery of the communities and local economies impacted by the Queensland Bushfires. Detailed findings were documented in response to key evaluation questions.

Recommendations have been provided to improve the effectiveness of a Tourism Recovery Program in future, with the evaluation of grants being an important contribution to improve subsequent disaster programs in government.

Publishing of this report will occur on the Australian Institute of Disaster Resilience Knowledge Hub.

Program Implementation

Summary

Scope

As part of the DRFA Category C assistance, a total of \$5 million was available under the Tourism Recovery Program across 2020/21 and 2021/22. This funding was split between the Tourism Marketing Campaign (\$1.5 million), Tourism Recovery Officer Program (\$500,000), and Tourism Recovery Fund (\$3 million).

Tourism Marketing Campaign

The purpose of the Tourism Marketing Campaign is to support the recovery of areas of the state with local economies that rely heavily on tourism through the following:

- Regional Tourism Marketing Campaign
- Wine Tourism Marketing Program
- Go Local Marketing Campaign.

Eligible applicants include tourism organisations and businesses that are based in or operate from areas of the state with local economies that rely heavily on tourism and have been impacted by the Bushfires.

Regional Tourism Marketing Campaign

The key objective of the Regional Tourism Marketing Campaign is to ensure short and long-term sustainability of the tourism industry by:

- boosting immediate visitation to the region through a range of marketing initiatives including a joint (Tourism and Events Queensland, Brisbane marketing campaign and the Visit Sunshine Coast and Southern Queensland Country Tourism) drive.

Wine Tourism Marketing Program

The key objective of the Wine Tourism Marketing Program is to ensure long term sustainability of the wine tourism industry which will assist wine related tourism businesses such as wineries and cellar doors operating within regions impacted by the Bushfires.

Go Local Marketing Campaign

The key objective of the Go Local Marketing Campaign is to increase revenue and support for the local economy (across Scenic Rim, Southern Downs, Noosa and Sunshine Coast regions), which will ensure long-term sustainability of the local community through:

- promoting products and services of local small businesses and to increase the number of tourists shopping locally
- encouraging locals to Go Local (shop locally) and make a direct investment in the future of their local economy, local jobs and their local communities.

Tourism Recovery Officer Program

The purpose of the Tourism Recovery Officer (TRO) Program is to support the long-term recovery of tourism businesses in areas of the state that rely heavily on tourism (including vulnerable tourism operators) impacted by the Queensland bushfires.

The key outcome of the TRO program is to ensure long-term sustainability of the tourism industry in the hardest hit areas of Southern Downs and Scenic Rim regional council areas. Objectives include:

- effective liaison and management of the recovery and resilience processes for the tourism sector including linking in with state and national programs
- bushfire-affected tourism businesses receive information on how to navigate the government support available to them as well as assistance to apply for grant funding under relevant programs
- referring tourism representatives experiencing distress associated with the Bushfires and the recovery process to the relevant service providers for assistance.

In addition, the TRO program will provide support to the Queensland wine industry and Queensland Wine Industry Association (QWIA) to build greater capacity and capability within the association and the broader wine industry in the Southern Downs and Scenic Rim.

Tourism Recovery Fund for Local Government

The purpose of the Tourism Recovery Fund (the Fund) for Local Government is to support the recovery of tourism operators and businesses in Scenic Rim and Southern Downs regional council areas impacted by the Queensland Bushfire event.

The key objective of the Fund is to ensure long-term sustainability of the tourism industry. The Fund aimed to complement other initiatives and activities undertaken by the Tourism Recovery Officers, including the wine industry Tourism Recovery Officer and the Tourism Marketing Program. The Fund also aims to support community-led initiatives that build on the strength and capacity of tourism operators to be more resilient to future events.

The Fund is available to Scenic Rim Regional Council and Southern Downs Regional Council to undertake eligible projects and initiatives in consultation with the Department of Innovation and Tourism Industry Development.

Cost

The total funding was allocated to the delivery programs as follows.

Tourism Recovery Program component	Budget	Actual
Tourism Marketing Campaign	\$1,500,000	\$1,500,409
Regional Tourism Marketing Campaign	\$750,000	\$750,000
Wine Tourism Marketing Program	\$150,000	\$150,409
Go Local Marketing Campaign	\$600,000	\$600,000
Tourism Recovery (Tourism Recovery Officers and Tourism Recovery Fund)	\$3,500,000	\$3,442,892
Scenic Rim Regional Council (SRRC)	\$125,000	\$1,625,000
Southern Downs Regional Council (SDRC)	\$125,000	\$1,605,000
Tourism Recovery Officer for the Scenic Rim and Southern Downs Wine Industry	\$250,000	\$212,892
Total	\$5,000,000	\$4,943,301

Time

Planned timeframes were set to the delivery programs as follows.

Tourism Recovery Program component	Target date
Tourism Marketing Campaign	
Regional Tourism Marketing Campaign	Mar-20 to Jun-21
Wine Tourism Marketing Program	Mar-20 to Apr-22
Go Local Marketing Campaign	Mar-20 to Apr-22
Tourism Recovery Officer Program	

Scenic Rim Regional Council (SRRC)	Mar-20 to Apr-22
Southern Downs Regional Council (SDRC)	Mar-20 to Apr-22
Tourism Recovery Officer for the Scenic Rim and Southern Downs Wine Industry	Mar-20 to Apr-22
Tourism Recovery Fund	Mar-20 to Jun-22

Governance activity

Project Reference Groups

Regional Tourism Marketing Campaign and Wine Tourism Marketing Program

The Department of Innovation and Tourism Industry Development (DITID) leveraged existing governance arrangements and structures where possible. The DITID project team was supported by a Project Reference Group to provide insight and advice regarding project development, delivery and promotion. The Project Reference Group included representatives from:

- DITID now DTIS
- Tourism and Events Queensland (TEQ)
- Queensland Wine Industry Association (QWIA)
- Representatives from other government agencies and stakeholder groups, where required.

Go Local Marketing Campaign

The Department of Employment, Small Business and Training (DESBT) sought to use existing resources and governance arrangements where possible to maximise the funding available for campaign/project delivery. DESBT was supported by a Project Reference Group to provide insight and advice regarding project development and delivery and promotion. The Project Reference Group included:

- DESBT
- Scenic Rim Regional Council (SRRC)
- Southern Downs Regional Council (SDRC)
- Noosa Shire Council (NSC)
- Sunshine Coast Regional Council (SCRC)
- DITID now DTIS
- Representatives from other government agencies and stakeholder groups, where required.

Tourism Recovery Officer Program

DITID leveraged existing governance arrangements and structures where possible. Agreements were established with the SRRC and SDRC for the employment of Tourism Recovery Officer(s) to be based in their regions. The DITID project team was supported by the establishment of a Project Reference Group to provide insight and advice regarding project development, delivery and promotion of activities in the Wine Development Recovery Package. The Project Reference Group included:

- DITID now DTIS
- QWIA
- SRRC
- SDRC
- Representatives from other government agencies and stakeholder groups, where required.

Tourism Recovery Fund for Local Government

DITID leveraged existing governance arrangements and structures where possible. DITID was supported by a Project Reference Group that provided insight and advice regarding project development, delivery and promotion. The Project Reference group included representatives from:

- DITID now DTIS
- SRRC
- SDRD
- Representatives from other government agencies and stakeholder groups, where required.

Program reviews

QRA conducted regular program reviews which incorporated financial and progress assessments of the Tourism Recovery Program. The DRFA program as a whole portfolio was reviewed by QRA in detail three times each year, for a total of nine reviews throughout the program. These reviews included a program briefing from the DCDSS Director of Community Recovery directly to QRA's Executive Leadership Team.

QRA provided quarterly progress reports on all Category C packages, including the Tourism Recovery Program, to Emergency Management Australia (EMA) – as the Commonwealth and State jointly funded the program. These reports were made available for evaluation.

Progress monitoring

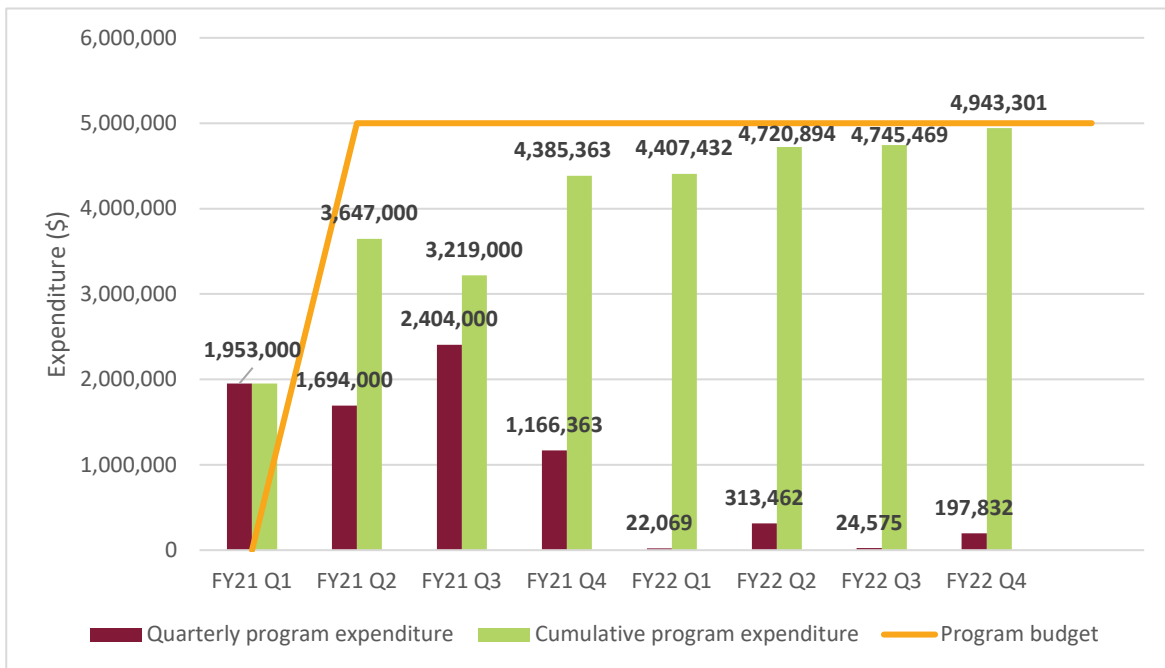
Quantitative

Expenditure

Tourism Recovery Program

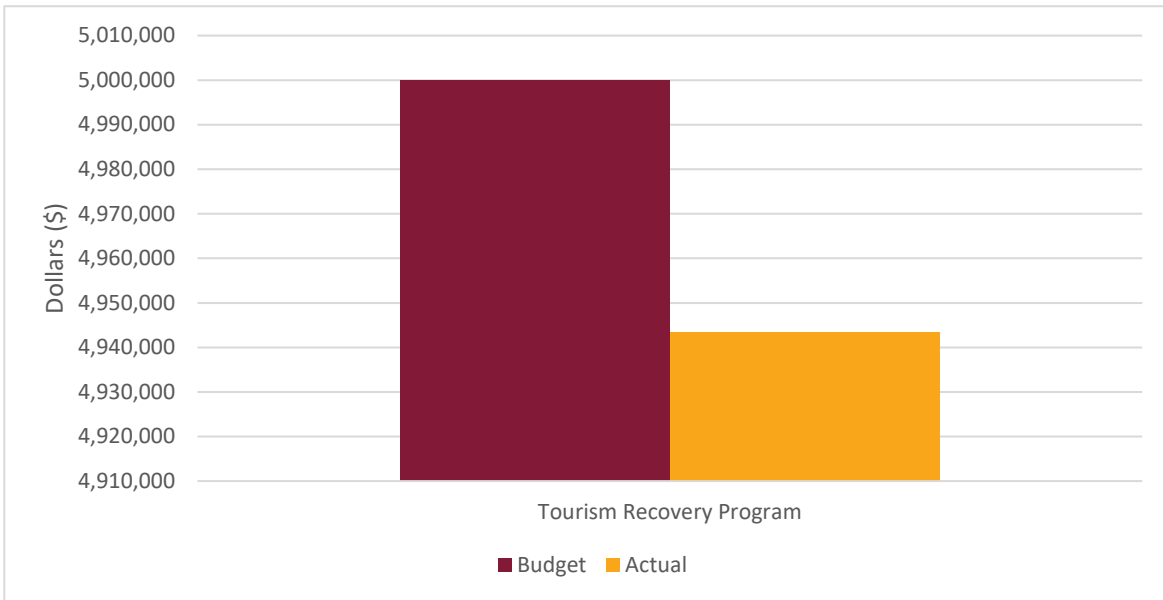
Expenditure over time

The following graph shows quarterly and cumulative expenditure for the Tourism Recovery program. The orange line demonstrates program budget.



Budget vs actual expenditure

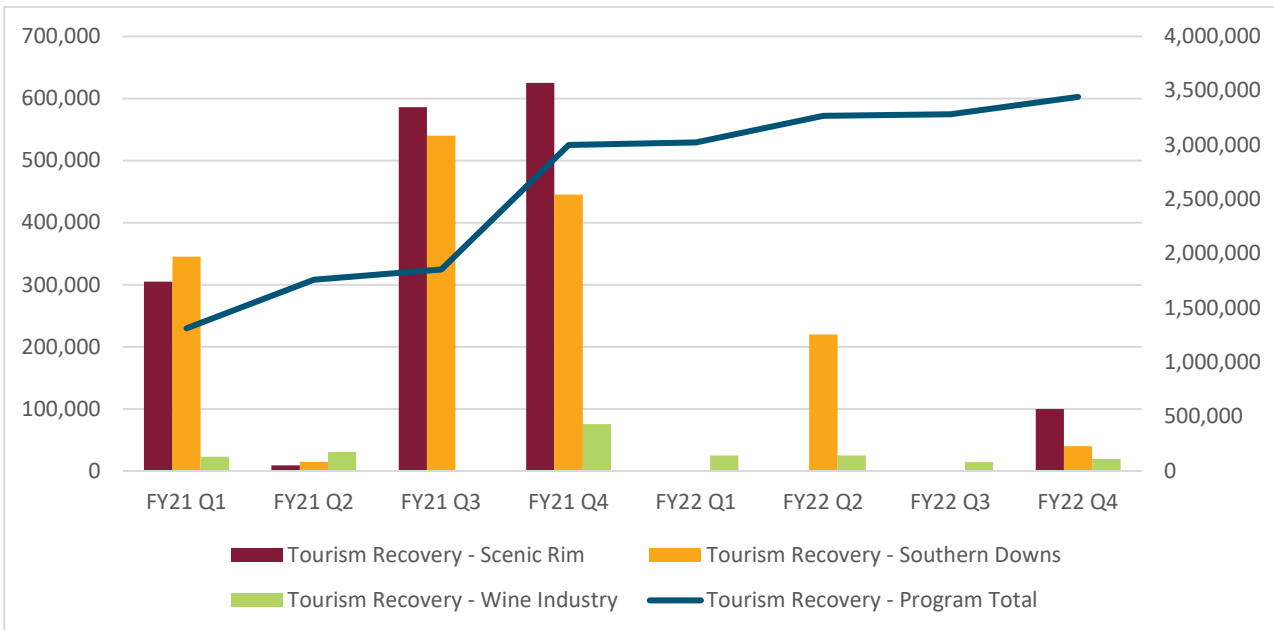
The following graph shows total expenditure for the Tourism Recovery program compared to the total program budget. The program budget was \$5 million and the total expenditure was \$4.94 million, leaving a difference of \$56,699 in unspent funds.



Tourism Recovery (Tourism Recovery Fund and Tourism Recovery Officers)

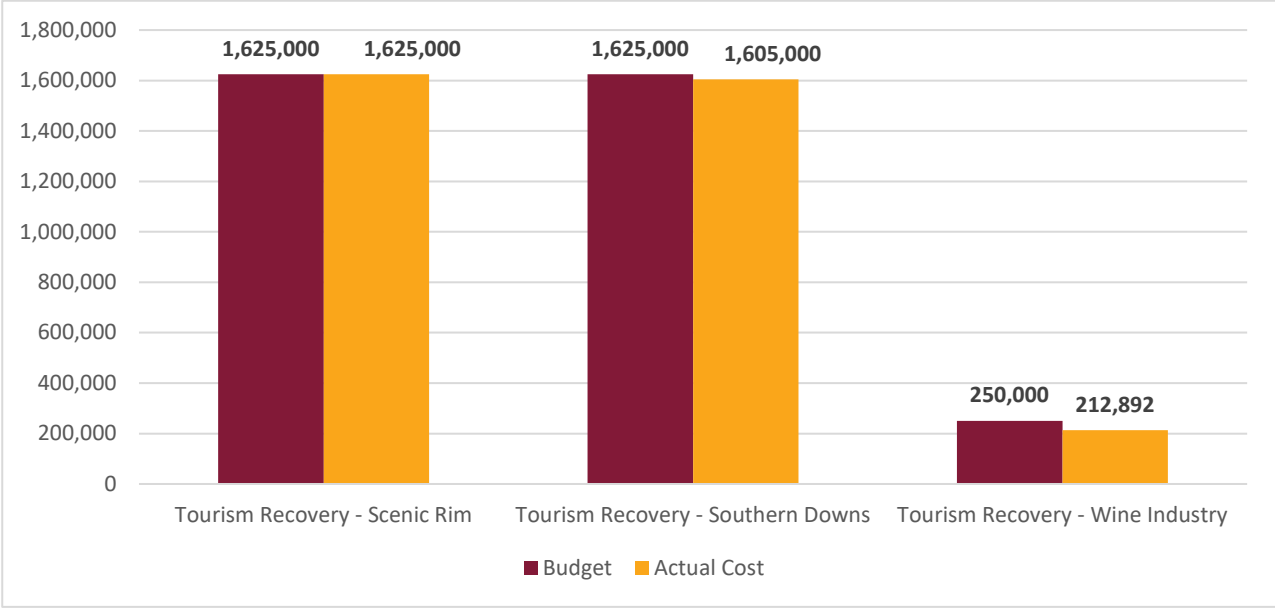
Expenditure over time

The following graph shows expenditure over time for Tourism Recovery activities in Scenic Rim, Southern Downs and the Wine Industry. Total cost includes the Tourism Recovery Fund and Tourism Recovery Officers.



Budget vs actual expenditure

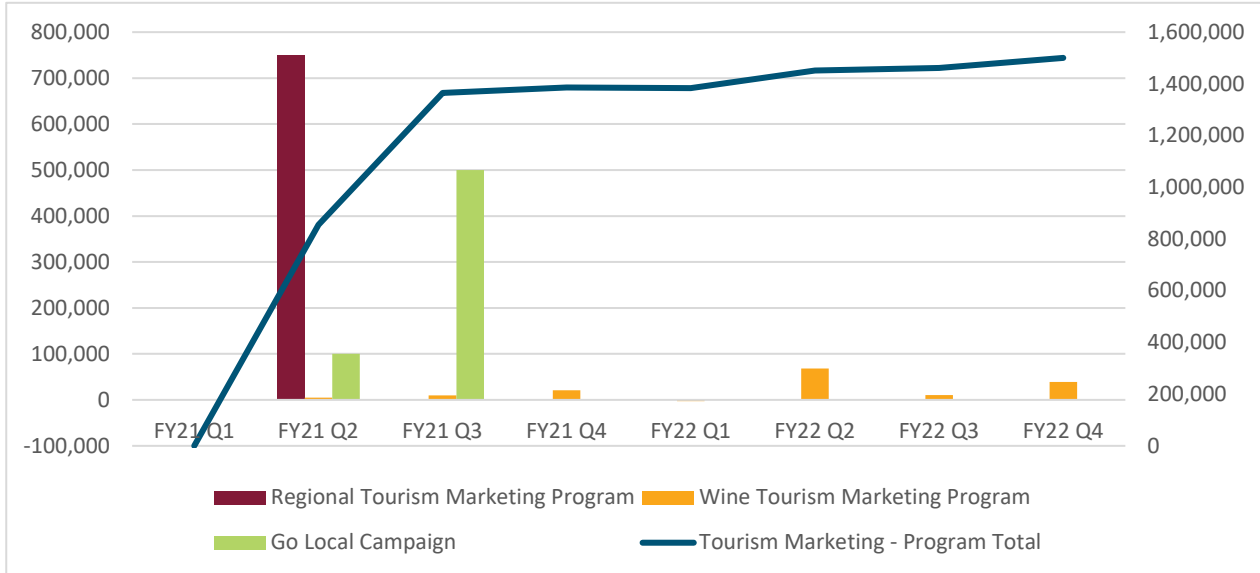
The following graph shows expenditure against the budget for Tourism Recovery activities in Scenic Rim, Southern Downs and the Wine Industry. Expenditure includes associated costs for the Tourism Recovery Fund and Tourism Recovery Officers.



Tourism Recovery Marketing Program

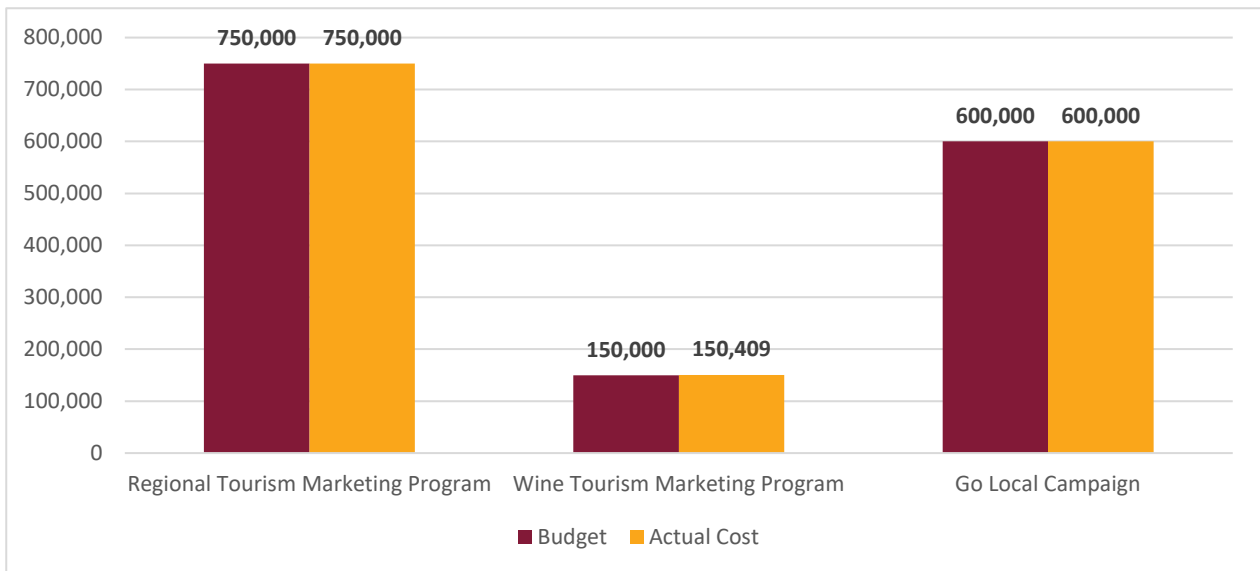
Expenditure over time

The following graph shows expenditure for the Regional Tourism Marketing Program, Wine Tourism Marketing Program and Go Local Campaign for each quarter. The blue line demonstrates total expenditure for Tourism Marketing over the program.



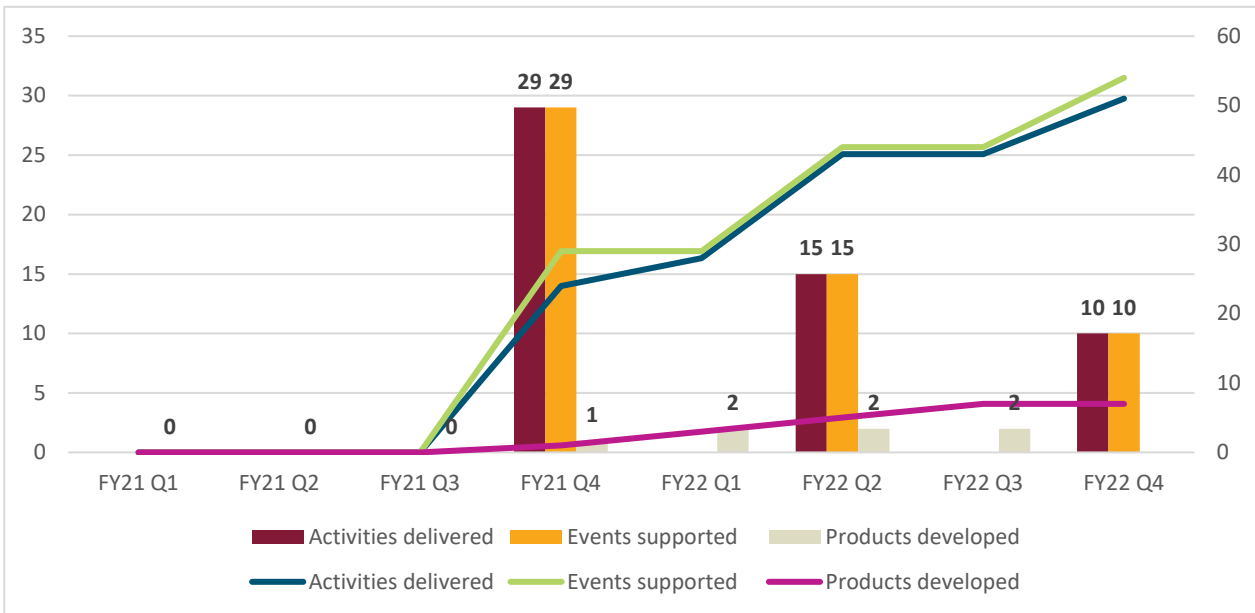
Budget vs actual expenditure

This graph represents the budget and actual expenditure for the Regional Tourism Marketing Program, Wine Tourism Marketing program and the Go Local campaign.



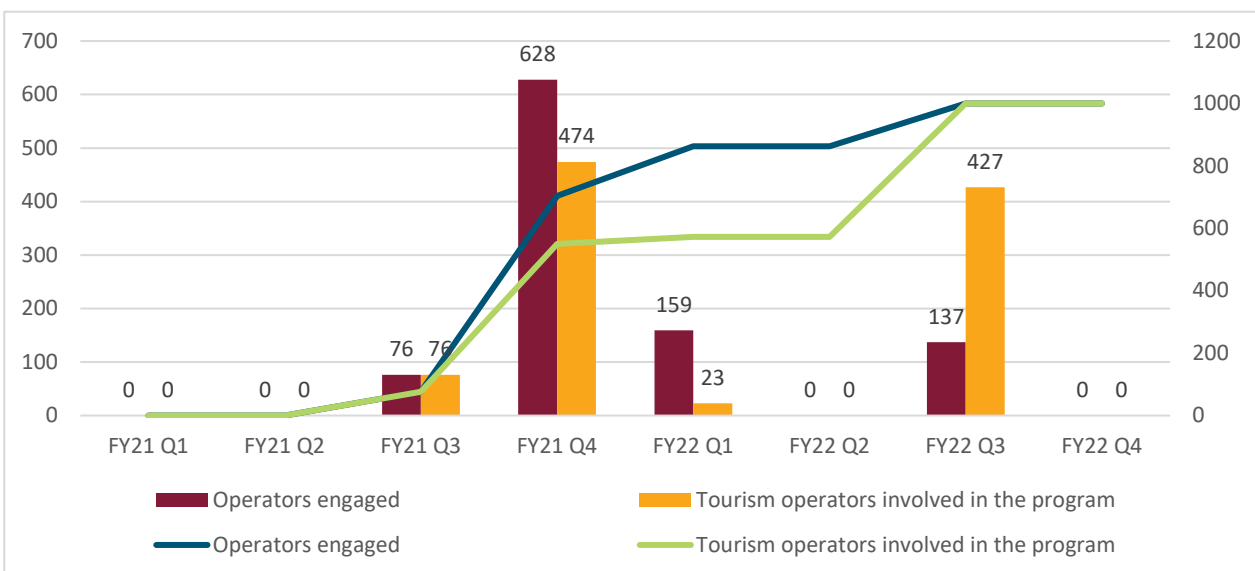
Activities delivered and events supported

The following graph represents the quarterly number of activities delivered and events supported through the Tourism Recovery Program. A total of 51 activities and 54 events were supported over the program.



Tourism Operators engaged and involved in the program

The following graph shows the quarterly number of operators that engaged with the program or were involved in program activities. The program engaged over 1000 operators over its lifetime.



Qualitative

Staffing

The Tourism Recovery Program included the deployment Tourism Recovery Officers to severely impacted LGAs that rely on tourism to support the local economy. A Tourism Recovery Officer was also deployed to support industry recovery across impacted regions. The Tourism Recovery Officer initiative deployed a total of three staff members over the lifetime of the program including:

- One officer to support tourism recovery in Scenic Rim Regional Council
- One officer to support tourism recovery in Southern Downs Regional Council
- One officer to support wine industry recovery across impacted regions.

The Tourism Recovery Officers were implemented for a duration of three months commencing April 2020 and finishing in June 2020.

The Tourism Recovery Officer for Southern Downs Regional Council was vacant between May 2020 and June 2020.

Tourism recovery support	April 2020	May 2020	June 2020
Scenic Rim Regional Council	Position filled	Position filled	Position filled
Southern Downs Regional Council	Position filled	Position vacant	Position vacant
Wine Industry	Position filled	Position vacant	Position vacant

The Tourism Recovery Officer for Southern Downs Regional Council was vacant between May 2020 and June 2020. Note that both the Southern Downs Regional Council and Wine Industry Tourism Recovery Officers positions were filled in 2021 and 2022.

Campaign message reach

Regional Tourism Marketing Campaign

The Regional Tourism Marketing Campaign aimed to improve short and long-term sustainability of the tourism industry in impacted areas. The campaign objective was to boost visitation through a joint partnership between Tourism and Events Queensland, Brisbane Marketing, Visit Sunshine Coast and Southern Queensland Country Tourism.

The campaign was in market for approximately eight weeks commencing in March 2020. The campaign was temporarily stopped after its first week in market due to Covid-19 but recommenced in June 2020 until mid-July 2020.

The total campaign investment, inclusive of ad serving and production was \$654,000.

The campaign used the following marketing channels to promote messages:

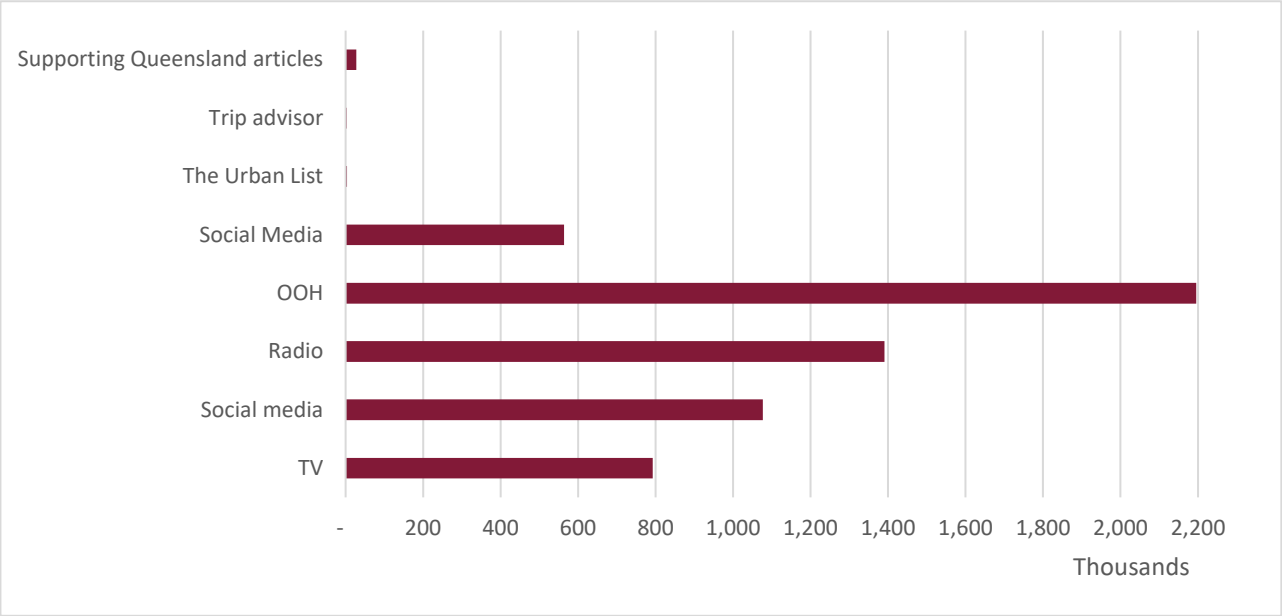
- television
- radio
- social media
- out of home (OOH)
- websites (The Urban List, Trip Advisor, Supporting Queensland).

The following table outlines the number of people reached through marketing channels over the lifetime of the campaign.

Campaign channel	Number of people reached*
Television	792,721
Radio	1,077,097
Social media	1,640,698
OOH	2,195,000
The Urban List	143,330
Trip Advisor	3,000
Supporting Queensland	27,621
Total estimated reach	5,879,467

**Reach refers to the estimated total number of people who have seen the campaign’s content. It does not indicate engagements or actions taken by viewers as a result of seeing the campaign.*

The following graph shows the number of people reached through marketing channels over the lifetime of the campaign (as demonstrated in the table above).



Go Local Marketing Campaign

The Go Local Marketing Campaign aimed to increase revenue and support for the local economy in four impacted regions:

- Noosa
- Scenic Rim
- Southern Downs
- Sunshine Coast.

The campaign aimed to encourage sustainability by promoting products and services of local small businesses to increase the number of residents and tourists to shop locally.

Councils implemented a range of locally led initiatives to meet the needs of their small business economies. Highlights include:

- Tourism Noosa's *Explore More: Discover Noosa's Villages* campaign showcased all of Noosa's seaside, coastal and hinterland villages to strengthen visitor and local connection to businesses, and increase exploration, visitation and spend. As a result of the campaign, every village recorded an increase in the percentage of total Noosa visitors coming to their village. Average daily rate also increased in every village by an average of 11% (year on year from February 2021 to February 2022).
- Scenic Rim Regional Council developed a 10-year strategic roadmap and three-year action plan for their agribusiness and agritourism industries, based on consultation with over 60 local stakeholders. The roadmap and action plan chart a course for economic growth through sustainable development and industry diversification. A 'Shop Scenic Rim' closed loop gift card program was also launched and promoted, with 70 local businesses now participating.
- Southern Downs Regional Council implemented economic recovery and capability development programs for small businesses: 148 local businesses received three hours of free marketing and branding support on topics of their choice (social media, graphic design, website development etc); 25 local artisans participated in business growth programs to help turn their hobby into a business; and 10 businesses were supplied videography, photography, recruitment packages and media services to attract and retain skilled workers to the region.
- Sunshine Coast Regional Council's Retail Activation Program aimed to improve utilisation and presentation of vacant retail spaces across the Sunshine Coast, through pop-up activations and window decals reducing visible 'For Lease' signs. Council engaged retail marketing experts for a series of educational resources on key trends and best practice retail frameworks, and digital marketing experts to provide social media and omni-selling training to 12 local retail businesses.

Intrastate visitation

Tourism and Events Queensland delivered a [Domestic Tourism Snapshot for Queensland in June 2022](#), providing information about domestic and international visitation to Queensland. The report also includes information about intrastate visitation to some areas impacted by the Queensland Bushfires including Sunshine Coast and Southern Downs (within the Southern Queensland Country region).

The report does not consider visitation to Scenic Rim or other tourism areas impacted by the bushfire event, however, does provide useful insight into changes in visitation numbers compared to other key tourism locations in Queensland from YE 2019 to June 2022 as displayed in the following table.

Location	Visitors	Annual change	Change vs YE Dec 2019
Brisbane	4,146,000	0.0%	-9.6%
Gold Coast	1,906,000	-4.5%	-5.9%
Sunshine Coast	3,133,000	-0.8%	6.9%
Southern Queensland Country	2,019,000	10.3%	12.6%
Southern Great Barrier Reef	1,87,800	-3.7%	-7.1%
Townsville	976,000	17.2%	-8.4%
Tropical North Queensland	1,519,000	2.0%	1.2%
Total intrastate	17,192,000	1.6%	-3.3%

The previous table outlines the change in intrastate visitors reported at June 2022 compared to YE December 2019. Three of the seven areas included in the report experienced an increase in intrastate visitors as follows:

Location	Change vs YE Dec 2019	Impacted by 2019 Queensland Bushfires	Eligible under the Tourism Recovery Program
Sunshine Coast	6.9%	Yes	Yes
Southern Queensland Country	12.6%	<ul style="list-style-type: none"> • Toowoomba • Lockyer Valley • Southern Downs • South Burnett 	<ul style="list-style-type: none"> • Southern Downs
Tropical North Queensland	1.2%	No	No

The remaining four areas included in the TEQ report experienced a decrease in intrastate visitors between December 2019 and June 2022. The Queensland Bushfires took place between September and December 2019. The Tourism Recovery Program was administered between March 2020 and June 2022 which falls within the Tourism and Events Queensland reporting period.

Two of the three areas that experienced an increase in visitors included areas eligible under the Tourism Recovery Program – Sunshine Coast and Southern Downs (reported within Southern Queensland Country). Further, the Regional Tourism Marketing Campaign delivered through the

Tourism Recovery Program targeted Brisbane residents with the aim to encourage long weekend trips to impacted areas, including the Sunshine Coast and Southern Downs. TEQ reported record numbers of Brisbane residents who visited the Sunshine Coast and Southern Queensland Country from December 2019 to June 2022.

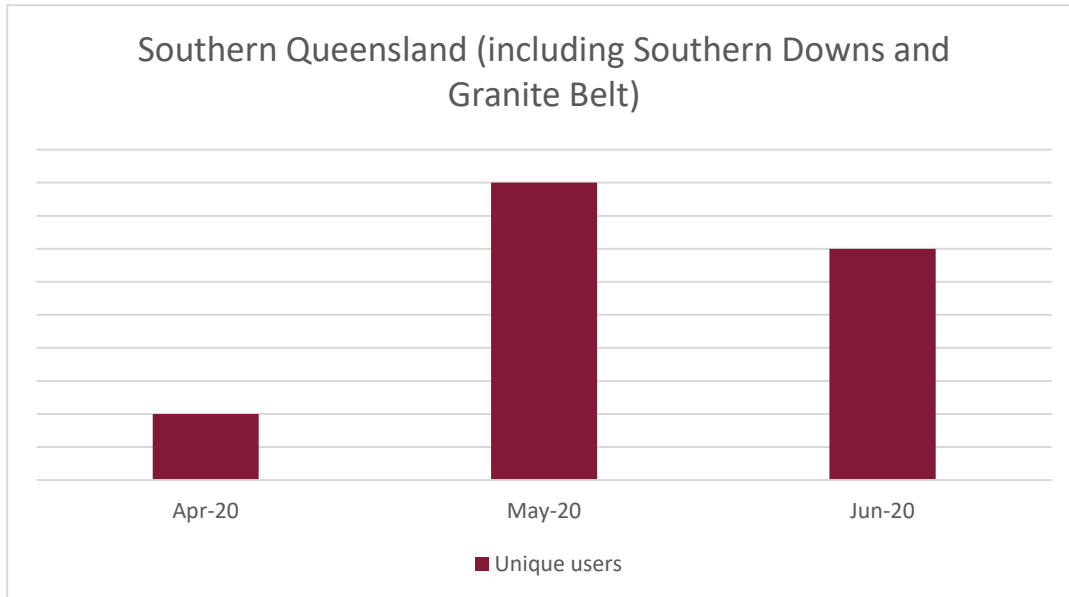
These numbers indicate areas eligible for support under the Tourism Recovery Program experienced a larger increase in intrastate visitors compared to areas that did not receive support under the program. It could be assumed the Tourism Recovery Program may have supported an increase in intrastate visitation between December 2019 and June 2022.

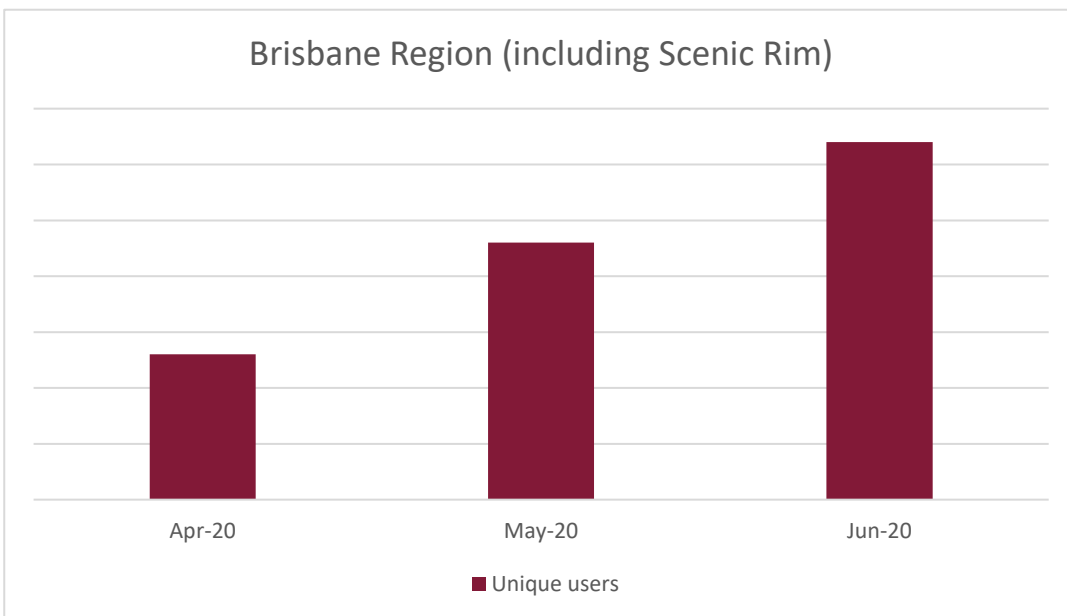
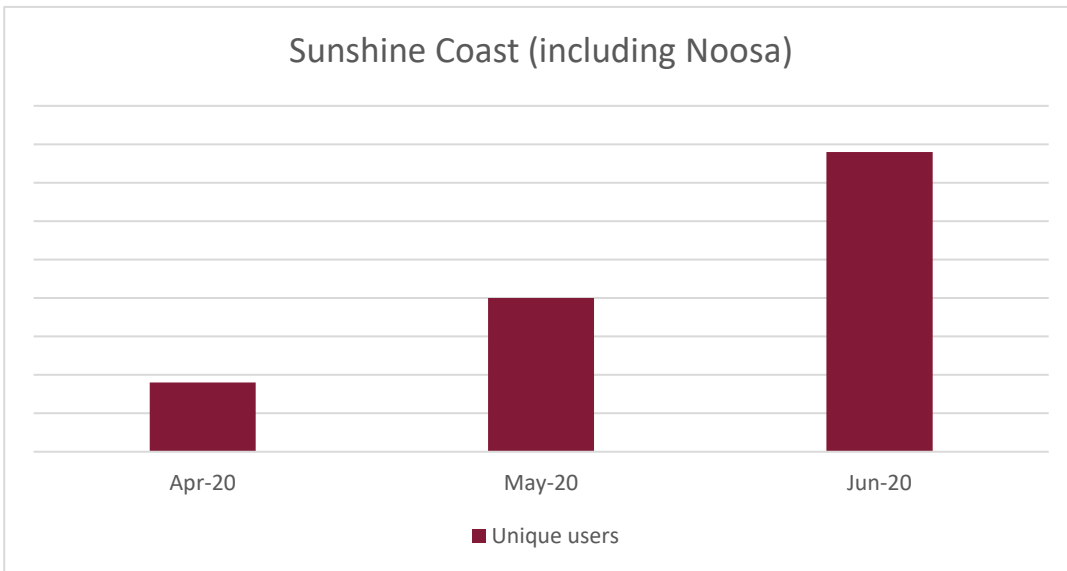
It should be noted this evaluation did not have access to TEQ visitation reports from June 2021 and does not consider likely decreased visitation numbers in YE December 2019 due to the Queensland Bushfire event compared to previous years. Further information would be required to substantiate these conclusions.

Destination searches

The Regional Tourism Marketing campaign promoted campaign messages on Trip Advisor and The Urban list in addition to widespread advertising across television, radio, social media and OOH.

Promotional messages on Trip Advisor aimed to encourage Brisbane residents to take a long weekend in the Southern Downs, Scenic Rim, Sunshine Coast and Noosa. It also aimed to drive traffic to tourism operator listings and websites. TEQ reported Trip Advisor achieved 3,000 page views and most target areas experienced an increase in destination searches during the campaign as displayed in the following tables.





It is assumed destination searches would have increased as COVID restrictions eased however the majority of the South East Queensland Drive destinations experienced an increase in searches during the campaign in June 2020. Southern Downs was the only destination that did not see further uplift in June, however TEQ reported the region experienced an uplift in searches in May 2020 which may have corresponded with the easing of Covid-19 restrictions, providing the ability to travel 150km for day trips.

Similarly, campaign messages promoted on the Urban List aimed to promote visitations to impacted regions and obtain ‘pledges’ from Brisbane residents to explore and support Queensland. The 20for20 challenge received 3,571 pledges over the program’s lifetime and a mid-campaign survey conducted by the Urban List found 70% of respondents had already booked a holiday in Queensland.

Progress reporting

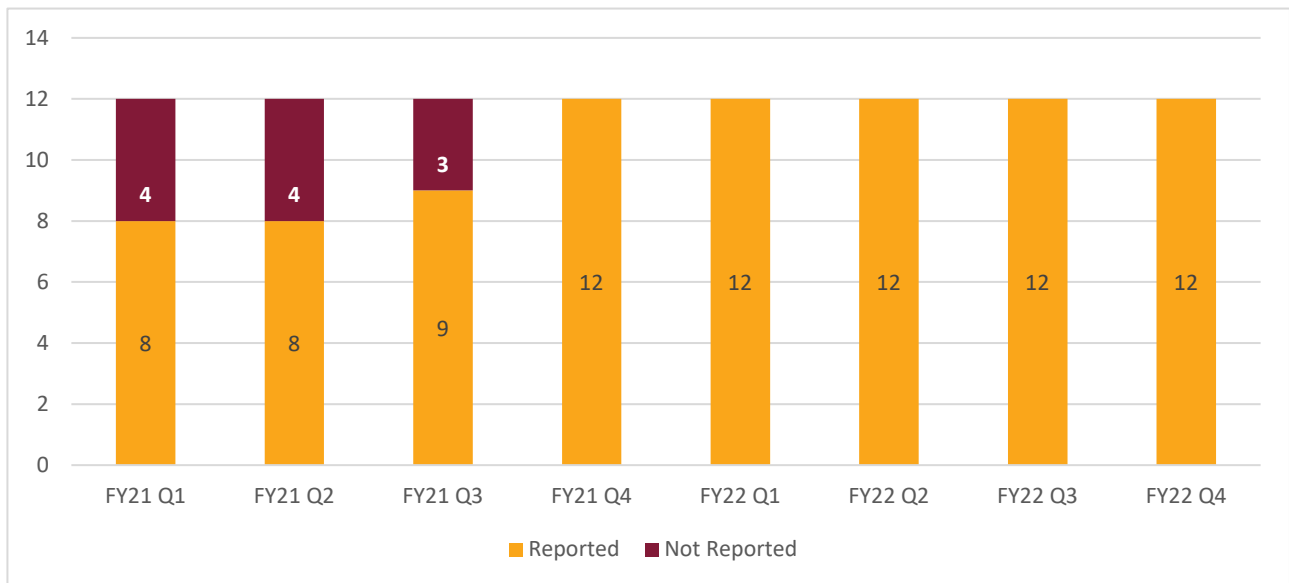
A total of eight quarterly progress reports were coordinated by QRA and included information about the Tourism Recovery Program using information provided by DITID.

The reports provided information about:

- Cumulative expenditure
- Tourism Recovery Officer staffing
- Progress of activities
- Program outcomes
- Program outputs
- Projects.

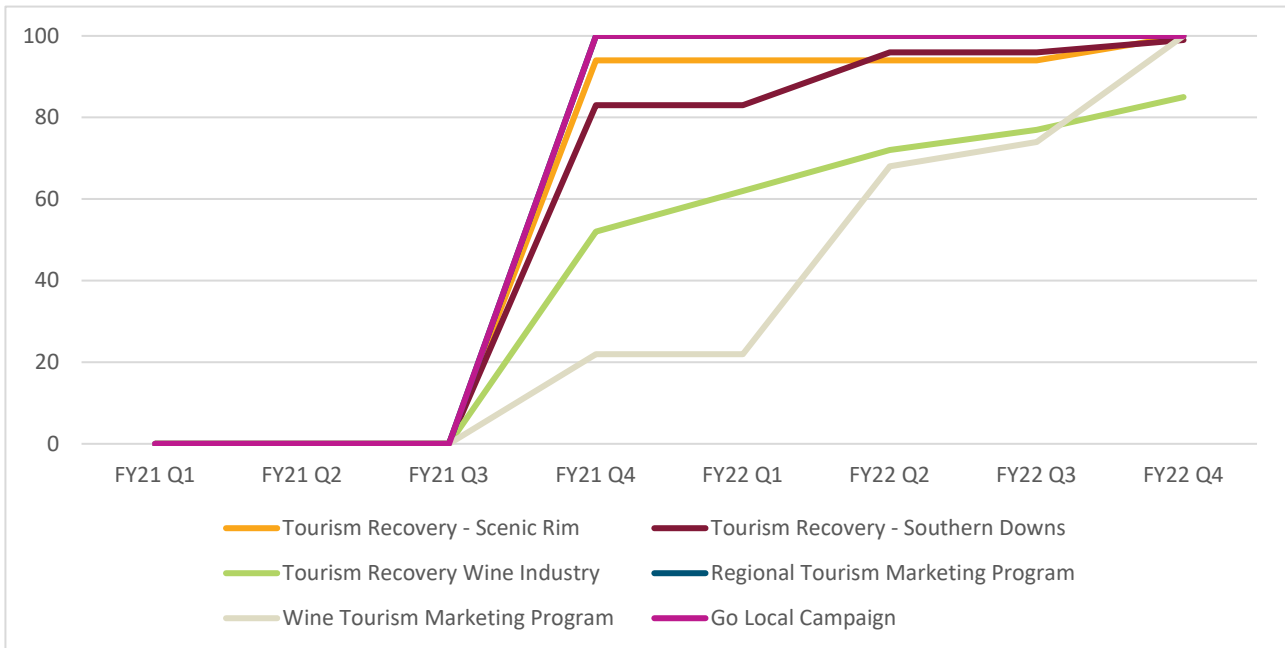
Two reporting styles were adopted over the program. Between FY21 Q1 and FY21 Q3, reporting was delivered as a table with key statistics, expenditure and a short narrative update for each initiative. Between FY21 Q4 and the final report in FY22 Q4, the delivery mode was changed to present data in a dashboard format. The initial transition of reporting lead to discrepancies in data, however reporting dashboards delivered between FY21 Q4 and the end of the program remained clear and consistent.

The following table represents the number of activities mentioned in each progress report. The red columns show activities that were not reported on, but that were included in subsequent reports for the remainder of the program.



Progress of program components over time

The following graph demonstrates the progress of each program component over time, as percentage complete (%). The table shows progress for all activities slowed between FY21 Q4 and FY22 Q1. This may have been due to Covid-19 lockdowns in June 2021.



Eligibility

Tourism Marketing Campaign

- Noosa Shire Council
- Scenic Rim Regional Council
- Southern Downs Regional Council
- Sunshine Coast Regional Council.

Tourism Recovery Officers

- Scenic Rim Regional Council
- Southern Downs Regional Council
- Wine industry.

Tourism Recovery Fund

Funds were delivered by the Department of Innovation and Tourism Industry Development (DITID) to:

- Scenic Rim Regional Council
- Southern Downs Regional Council.

Through agreement with DITID, SRRRC and SDRC allocated funding to eligible projects and initiatives impacted by the Queensland Bushfires event.

Tourism Recovery Fund – Scenic Rim Regional Council

Scenic Rim Regional Council planned to deliver nine initiatives supported by the Tourism Recovery Fund for Local Government.

The initiatives aimed to:

- Create a unified industry across the region
- Raise the profile of the region within target markets
- Boost the region’s key strengths in ecotourism and agri-tourism.

The initiatives included:

- Richest Place on Earth Marketing Campaign.
 - Richest Place on Earth destination marketing campaign was successful, with increased visitation to the Scenic Rim region
 - Resilience building program
 - Industry capacity and capability program
 - Refresh of the Visit Scenic Rim website
 - Rationalisation of destination marketing structure
 - Business case for new Canungra Visitor Information Centre
 - Scenic Rim “Eat Local” 10th anniversary event
 - Emerging tactical business development opportunities.

Tourism Recovery Fund – Southern Downs Regional Council

Southern Downs Regional Council planned to deliver 11 initiatives supported by the Tourism Recovery Fund for Local Government.

The initiatives aimed to:

- Create a unified industry across the region
- Raise the profile of the region within target markets
- Boost the region’s key strengths in ecotourism and agri-tourism.

The initiatives included:

- Tourism app and brochures
- Two additional music and arts events
- Local events grants program
- Out of region familiarisation tours

- Children's event
- Medial familiarisation tours to region
- Promotion of region at SEQ markets
- Bus branding program
- Event equipment upgrade
- Image suite development
- Business advice service.

Evaluation findings

Governance

Transparent and accountable governance

G2 - Has the governance structure ensured recovery programs are monitored on a regular basis?

The Department of Innovation and Tourism Industry Development (DITID) now the Department of Tourism, Innovation and Sport (DTIS) leveraged existing governance arrangements where possible for the Tourism Recovery Program. The table below outlines governance for each Tourism Recovery Program initiative. The Tourism Recovery program consisted of four Project Reference Groups. Membership of each group is outlined in the following table.

Program / initiative	Project Reference Group membership
<p>Regional Tourism Marketing Campaign</p> <p>Wine Tourism Marketing Program</p>	<ul style="list-style-type: none"> • DITID now DTIS • Tourism and Events Queensland (TEQ) • Queensland Wine Industry Association (QWIA) • Representatives from other government agencies and stakeholder groups, where required.
<p>Go Local Marketing Campaign</p>	<ul style="list-style-type: none"> • DESBT • Scenic Rim Regional Council (SRRC) • Southern Downs Regional Council (SDRC) • Noosa Shire Council (NSC) • Sunshine Coast Regional Council (SCRC) • DITID now DTIS • Representatives from other government agencies and stakeholder groups, where required.
<p>Tourism Recovery Officer Program</p>	<ul style="list-style-type: none"> • DITID now DTIS • QWIA • SRRC • SDRC • Representatives from other government agencies and stakeholder groups, where required.
<p>Tourism Recovery Fund</p>	<ul style="list-style-type: none"> • DITID now DTIS • SRRC

- | | |
|--|--|
| | <ul style="list-style-type: none"> • SDRD • Representatives from other government agencies and stakeholder groups, where required. |
|--|--|

A total of eight quarterly progress reports were coordinated by QRA and included information on the Tourism Recovery Program – using data provided by DITID.

The Tourism Recovery program guidelines reference reporting requirements for the program including:

- actual expenditure reported against the approved capped amount
- percentage of activities completed
- milestones, planned and actual start and finish dates
- any variances in activities, cost or time
- quantitative and qualitative outcomes as provided for in the Monitoring and Evaluation Framework
- outcomes of ongoing engagement and updates by managers (or delegates) at meetings/videoconferences with QRA and DITID.

The evaluation found that the progress reports delivered by QRA met most of the requirements as stated in the guidelines. The reports provided updates on:

- actual expenditure reported against the approved capped amount
- percentage of activities completed (excluding reports FY21 Q1-3)
- quantitative and qualitative outcomes as provided for in the Monitoring and Evaluation Framework
- Program outcomes

Finding 1: The Governance structure enabled regular reporting on the Tourism Recovery program.

The reports provide a high-level overview of activities, giving excellent oversight of the general progress of the program. Future reporting should also seek to include detailed information on:

- outcomes of ongoing engagement and updates by managers (or delegates) at meetings/videoconferences with QRA and DITID
- milestones, planned and actual start and finish dates
- any variances in activities, cost or time.

There is also an opportunity for future programs to provide Tourism Recovery Officers with reporting training and tools to capture engagements and community feedback, in line with other recovery programs such as the North West Queensland Beef Recovery Package and Community Development Program.

Recommendation 1: Provide training and a reporting template for Tourism Recovery Officers to deliver regular updates on engagements and activities.

Two reporting styles were adopted over the lifetime of the program. Between FY21 Q1 and FY21 Q3, reporting was delivered as a table with key statistics, expenditure and a short narrative update for each initiative. Between FY21 Q4 and the final report in FY22 Q4, the delivery mode was changed to present data in a dashboard format. The initial transition of reporting lead to discrepancies in data, however reporting dashboards delivered between FY21 Q4 and the end of the program remained clear and consistent.

Adopting consistent reporting methods will ensure accurate oversight of issues and opportunities over the course of a program to support program improvements and accurate evaluations.

Recommendation 2: Adopt consistent reporting methods over the program's lifetime.

The Tourism Recovery Program demonstrates the value of pre-existing relationships between state agencies, community and tourism operators to result in effective program governance. This leadership flows through to effective engagement with target communities in disaster recovery efforts. The Queensland tourism industry provides an example of linkages that are important resources in timely and engaged disaster recovery efforts.

Recommendation 3: A review and analysis of government agency, business and community organisation linkages and relationships (in the Queensland tourism sector) should be considered – to deliver lessons learned for community engagement across other industry and community sectors.

Community engagement

Engagement with program

C1 - To what extent did the community have access to and were engaged in the program?

The Tourism Recovery Program specified the affected community were *tourism-related businesses and individuals in the affected areas*.

Engagement with this target audience occurred across all initiatives. Engagement was delivered by Tourism and Events Queensland, The Department of Innovation and Tourism Industry Development, and the Department of Employment, Small Business and Training.

Governance forums – including advisory groups – used established processes and relationships to govern the Tourism Recovery Program.

Finding 2: Governance forums ensured appropriate access to, and engagement with, program initiatives.

The program delivered a total of 51 activities and supported 54 events across impacted areas. Over the lifetime of the program, more than 1,000 tourism operators were involved with many likely to have been engaged in more than one activity or event.

In the broader target market, advertising used to promote visitation to impacted regions reached more than 14 million people.

Finding 3: The program achieved a high level of engagement by tourism operators and target markets.

Recommendation 4: Conduct surveys with tourism operators following events and activities, to capture the value and engagement of initiatives as well as assist with identifying gaps in support for the tourism sector.

Recommendation 5: Capture case studies from tourism operators, to demonstrate the value of Tourism Recovery initiatives.

In June 2022, Tourism and Events Queensland delivered a [Domestic Tourism Snapshot for Queensland](#) which provides insight into Queensland visitation.

The report provides information about intrastate visitation, including to some areas impacted by the Queensland Bushfires; Sunshine Coast and Southern Downs (within the Southern Queensland Country region).

The Tourism Recovery marketing campaign took place between March 2020 and June 2021 and aimed to encourage Brisbane residents to visit Bushfire impacted areas. TEQ reported record numbers of Brisbane residents who visited the Sunshine Coast and Southern Queensland Country between December 2019 and June 2022, which is within the timeframe of the Tourism Recovery Marketing Campaign.

It is important to note COVID-19 restrictions were in place regarding travel outside of Queensland, however of the seven tourism areas included in the TEQ report, only three experienced an increase in intrastate visitation at June 2022, compared with visitation numbers at December 2019. Two of the three areas that experienced an increase in visitation were promoted in the Tourism Recovery Marketing program.

Finding 4: Sunshine Coast and Southern Queensland Country experienced record numbers of visitors from Brisbane residents at June 2022, compared to at December 2019.

Similarly, campaign messages promoted on the Urban List aimed to promote visitations by obtaining ‘pledges’ from Brisbane residents to explore and support Queensland. The *zoforzo Challenge* received 3,571 pledges over the lifetime of the program and a mid-campaign survey conducted by the Urban List found that 70% of respondents had already booked a holiday in Queensland.

Finding 5: The Tourism Recovery marketing campaign encouraged Brisbane residents to consider travel to bushfire-impacted regions.

Recommendation 6: Future programs could conduct market research to determine the effectiveness of program activities in increasing visitors to target areas.

Effectiveness

Sustainable community

E1 - To what extent did the disaster recovery program produce a sustainable community?

It is the intent of all disaster recovery program guidelines to articulate objectives and outcomes that reflect the Australian government’s *Monitoring and Evaluation Framework for Disaster Recovery Programs*. This framework provides definitions and clarity around sustainable and resilient community recovery.

The program logic for the Tourism Recovery Program provides a rational pathway or connection between overarching objectives of the national framework and particular objectives of a disaster recovery program – to assist with evaluating the effectiveness of the program.

The Tourism Recovery Program Guidelines reference several success measures for the program including:

- increases of visitation to impacted regions
- increases to visitor nights to impacted regions
- increased expenditure to impacted regions
- economic impact of expenditure locally above baseline data.

The Tourism Recovery Program delivered activities aligned to four recovery outcomes in the National Framework, as shown in the following table.

Overarching program activity	Recovery outcome	Alignment
Tourism Recovery Marketing Program	Consumer and business confidence levels support business operations (in and outside of the community).	Promote intrastate travel to target regions.
Wine Tourism Marketing Program	Consumer and business confidence levels support business operations (in and outside of the community).	Support increased engagement for wine tourism industry.
Go Local campaign	Consumer and business confidence levels support business operations (in and outside of the community).	Promote income for local economies.
Tourism Recovery grants	Local businesses have information to continue recovering from the disaster. Key industry sectors in the community are restored.	Provide tailored activities to meet community recovery needs. Provide tourism operators with funding for activities and events.
Tourism Recovery Officers	Local businesses have information to continue recovering from the disaster.	Provide tailored activities to meet community recovery needs.

The activities shown in the previous table are aligned to the macro-economic domain of sustainable community recovery, through planning and funding to support ongoing tourism operations in the short and medium term.

Finding 6: All components of the Tourism Recovery Program were aligned to sustainability outcomes.

The Tourism Recovery Program also aligned to state recovery objectives as shown in the following diagram.



Initial recovery efforts supported immediate outcomes, providing assistance to small businesses and the tourism industry through promotional activities and events. This drove customers to target areas and business development services to support capacity and capability of tourism operators.

The Tourism Recovery Program reflects a regard for community sustainability as a foundational objective. Over the lifetime of the program, 51 activities and events were delivered, engaging more than 1,000 tourism operators. Further, marketing campaign messages to attract customers to target regions

reached more than 14 million people. In particular, the Regional Tourism Marketing adopted a variety of communication channels to promote campaign messages, including the Urban List.

The Urban List campaign activity aimed to promote target areas and obtain ‘pledges’ from Brisbane residents to explore and support Queensland. The *20for20 Challenge* received 3,571 pledges over the lifetime of the program and a mid-campaign survey conducted by the Urban List found that 70% of respondents had already booked a holiday in Queensland. This evidence supports the conclusion that program objectives and activities provided support for tourism businesses to operate in line with broader economic trends – a key sustainable recovery objective within the National Framework. Community feedback and case studies would further substantiate these observations.

Finding 7: The Tourism Recovery Program promoted visitation to target regions.

Recommendation 7: Capture community feedback and/or case studies to identify support gaps and assist with evaluating the effectiveness of program activities in delivering recovery outcomes.

Consistent with the previous findings, Tourism and Events Queensland delivered a [Domestic Tourism Snapshot for Queensland](#) report on intrastate visitation. The report included seven areas, two of which were impacted by the Queensland Bushfires. The full report provides an overview of seven tourism areas in Queensland and found three of the sampled regions experienced an increase in intrastate visitation.

Location	Change vs YE Dec 2019	Impacted by 2019 Queensland Bushfires	Eligible under the Tourism Recovery Program
Sunshine Coast	6.9%	Yes	Yes
Southern Queensland Country	12.6%	<ul style="list-style-type: none"> Toowoomba Lockyer Valley Southern Downs South Burnett 	<ul style="list-style-type: none"> Southern Downs
Tropical North Queensland	1.2%	No	No

The remaining four areas included in the TEQ report experienced a decrease in the number of intrastate visitors between December 2019 and June 2022. The Queensland Bushfires took place between September and December 2019. The Tourism Recovery Program was administered between March 2020 and June 2022 which falls within the Tourism and Events Queensland reporting period.

This data indicates that areas eligible for support under the Tourism Recovery Program experienced a larger increase in intrastate visitors compared to areas that did not receive support under the program.

It could be assumed that the Tourism Recovery Program may have supported an increase in intrastate visitation between December 2019 and June 2022.

Further evidence is required to substantiate this conclusion, however it supports the premise the Tourism Recovery Program promoted sustainable communities.

Finding 8: The Tourism Recovery Program supported sustainable recovery in target areas.

Further evidence is required to meet measures outlined in the program’s guidelines including:

- increased visitor nights to impacted regions
- increased expenditure to impacted regions
- economic impact of expenditure locally above baseline economic data.

Recommendation 8: In addition to current close-out data, define program success measures and capture baseline data to assist with evaluating the effectiveness of program activities.

Resilient community

E2 - To what extent did the disaster recovery program produce a resilient community?

Similar to E1, program logic is foundational in establishing the effectiveness and accuracy of resilience objectives. While the Tourism Recovery Program predominately aligned to sustainability objectives, there is evidence of resilience activities across all program components.

Specific initiatives clearly articulated a resilience objective. For example, CrisisReady workshops focused on supporting tourism operators to build capacity and capability to respond to future events. 24 tourism operators from 22 businesses registered for the CrisisReady workshops. Following the workshops, participants reported they were better informed and understood the processes involved in preparing for, and recovering from, a crisis.

Finding 9: CrisisReady workshops improved tourism operators’ understanding of activities – improving their ability to prepare for, and recover from, future disasters.

Furthermore, the Australian Tourism Data Warehouse (ATDW) worked with Scenic Rim and Wine Tourism businesses and operators to improve their ATDW listing and other tourism sales and marketing content – improving visibility of the region’s offerings to target markets. ATDW also supported Scenic Rim tourism operators to undertake development opportunities to build confidence and capability in digital marketing. The program also delivered financial competency sessions to suppliers and businesses to improve tourism operators’ ability to manage the impacts of future events.

Recommendation 9: Ensure governance structures enable information sharing between impacted regions to leverage ideas and successes for resilience-building activities across impacted regions.

Summary of findings

Activities delivered through the Tourism Recovery Program aligned to resilience objectives in the National Monitoring and Evaluation Framework including:

- Businesses and not-for-profits understand the risks and threats of operating in the area.

Finding 10: The program delivered activities aligned to resilience objectives in the National Monitoring and Evaluation Framework.

Structured effort towards the resilience objective demonstrated an understanding of planning importance for disaster impacts. This enabled communities to be empowered to make decisions on how to best manage, and prepare for, future events.

Recommendation 10: The Tourism Recovery Program should maintain clarity of purpose in future rollouts of resilience enhancing activities following disaster events.

Efficiency

Value for money

H6 - Did the program achieve value for money relative to the disaster recovery context?

The Tourism Recovery Program provided a budget of \$5 million across three components:

1. Tourism Marketing Campaign (\$1.5 million)
2. Tourism Recovery Officer program (\$500,000)
3. Tourism Recovery Fund (\$3 million).

According to progress reporting, the program underspent by \$56,699 with the total program expenditure reported at \$4.94 million.

Finding 11: The Tourism Recovery Program was delivered within budget.

The Queensland Bushfires Recovery Plan estimates the cost of tourism disruption in Scenic Rim at \$9.9 million. The program invested approximately 16% of the total estimated economic cost of damage with at least \$1.6 million spent on recovery in Scenic Rim alone.

Recommendation 11: Future programs should seek to define the broader economic cost of disaster events.

Over its lifetime, the Tourism Recovery Program achieved substantial activity and reach. The program delivered 51 activities, supported 54 events and engaged more than 1,000 tourism operators. Further, marketing and advertising activity delivered through the program reached more than 14 million people.

Finding 12: Program expenditure appears to be relative to the event cost.

Implementation

External factors

18 - To what extent was the recovery process affected by external factors that may have had an impact on the community's ability to recover?

Impacted tourism operators could begin their recovery after the bushfires ended in December 2019. However only months later, the impacts of the bushfires were compounded by COVID-19 lockdowns and restrictions. Tourism Research Australia referred to the national lockdown in April 2020 as a “[low point](#)” for the industry. Not only were tourism businesses managing the impact of significant bushfires, the nature of the pandemic also meant they were among the top impacted industries by COVID-19.

Finding 13: The COVID-19 pandemic compounded impacts of the Queensland Bushfires on tourism operators.

A key objective of the Tourism Recovery Program was to attract visitors from Brisbane to bushfire-impacted areas, however restrictions and lockdowns prevented non-essential travel, restricted business operations and limited the provision of recreational activities.

The Tourism Recovery Marketing campaign was launched in March 2020 and aimed to keep bushfire impacted regions of Scenic Rim, Southern Downs, Sunshine Coast and Noosa front of mind for Brisbane residents planning a weekend away. The campaign was in-market for one week before it was cancelled across all communication channels in response to COVID-19 restrictions.

Finding 14: The COVID-19 pandemic interrupted the delivery of campaign messages to target areas.

While the marketing campaign experienced interruptions due to COVID-19, Tourism and Events Queensland leveraged pent up demand for intrastate travel by releasing campaign activity in June 2020 with re-aligned messages to echo TEQ's broader “Good to Go” tourism message. While the message was effective in aligning bushfire-impacted tourism regions to promote consistent messaging to Brisbane audiences planning intrastate travel, it may have led to Scenic Rim, Sunshine Coast, Noosa and Southern Downs competing with non-bushfire impacted tourism areas for visitors.

Despite these challenges, a visitation [report](#) delivered by TEQ shows Sunshine Coast and Southern Queensland country experienced an a greater increase in intrastate visitors than other sampled tourism areas at June 2022, compared with visitor numbers at December 2019.

Progress reporting also shows while some activities were impacted by COVID-19 restrictions, other activities continued to progress. For example, Southern Downs Regional Council delivered a Local Events Funding program through the Tourism Recovery Fund. The program aimed to support event organisers and businesses by providing funding to deliver events in the region. The first funding round offered \$190,000 to event organisers and was heavily oversubscribed with 16 applications totalling \$280,000. The oversubscription of funding may have been due to event organisers seeking funding following reduced income due to COVID-19.

Finding 15: COVID-19 did not appear to have significant impacts on progress delivery for non-advertising program activities.

Recommendation 12: There is an opportunity for Tourism Recovery Officers to provide regular reporting on interactions with industry and community – enabling program activities to meet changing needs of the community in response to external influences.

Conclusion

The evaluation has concluded the Tourism Recovery Program contributed to the recovery and resilience of the communities impacted by the Queensland Bushfires disaster. Key findings of the evaluation are provided below.

Governance

1. The Governance structure enabled regular reporting on the Tourism Recovery program.

Community engagement

2. Governance forums ensured appropriate access to, and engagement with, program initiatives.
3. The program achieved a high level of engagement by tourism operators and target markets.
4. Sunshine Coast and Southern Queensland Country experienced record numbers of visitors from Brisbane residents at June 2022, compared to at December 2019.
5. The Tourism Recovery marketing campaign encouraged Brisbane residents to consider travel to bushfire-impacted regions.

Effectiveness

6. All components of the Tourism Recovery Program were aligned to sustainability outcomes.
7. The Tourism Recovery Program promoted visitation to target regions.
8. The Tourism Recovery Program supported sustainable recovery in target areas.
9. CrisisReady workshops improved tourism operators' understanding of activities – improving their ability to prepare for, and recover from, future disasters.
10. The program delivered activities aligned to resilience objectives in the National Monitoring and Evaluation Framework.

Efficiency

11. The Tourism Recovery Program was delivered within budget.
12. Program expenditure appears to be relative to the event cost.

Implementation

13. The COVID-19 pandemic compounded impacts of the Queensland Bushfires on tourism operators.
14. The COVID-19 pandemic interrupted the delivery of campaign messages to target areas.
15. COVID-19 did not appear to have significant impacts on progress delivery for non-advertising program activities.

Recommendations

The following recommendations are provided to improve the effectiveness of future disaster recovery programs:

RECOMMENDATION 1

Provide training and a reporting template for Tourism Recovery Officers to deliver regular updates on engagements and activities.

RECOMMENDATION 2

Adopt consistent reporting methods over the program's lifetime.

RECOMMENDATION 3

A review and analysis of government agency, business and community organisation linkages and relationships (in the Queensland tourism sector) should be considered – to deliver lessons learned for community engagement across other industry and community sectors.

RECOMMENDATION 4

Conduct surveys with tourism operators following events and activities, to capture the value and engagement of initiatives as well as assist with identifying gaps in support for the tourism sector.

RECOMMENDATION 5

Capture case studies from tourism operators, to demonstrate the value of Tourism Recovery initiatives.

RECOMMENDATION 6

Future programs could conduct market research to determine the effectiveness of program activities in increasing visitors to target areas.

RECOMMENDATION 7

Capture community feedback and/or case studies to identify support gaps and assist with evaluating the effectiveness of program activities in delivering recovery outcomes.

RECOMMENDATION 8

In addition to current close-out data, define program success measures and capture baseline data to assist with evaluating the effectiveness of program activities.

RECOMMENDATION 9

Ensure governance structures enable information sharing between impacted regions to leverage ideas and successes for resilience-building activities across impacted regions.

RECOMMENDATION 10

The Tourism Recovery Program should maintain clarity of purpose in future rollouts of resilience enhancing activities following disaster events.

RECOMMENDATION 11

Future programs should seek to define the broader economic cost of disaster events.

RECOMMENDATION 12

There is an opportunity for Tourism Recovery Officers to provide regular reporting on interactions with industry and community – enabling program activities to meet changing needs of the community in response to external influences.

Appendices

Appendix A – Background

2019 North and Far North Queensland Monsoon Trough

Impacts

The 2019 bushfire events impacted 23 of the 77 local government areas.

The 2019 bushfire season in Queensland was catastrophic. At the height of the season, Queensland Fire and Emergency Services (QFES) was dealing with more than 90 bushfires at one time. More than seven and a half million hectares burnt state-wide, resulting in the activation of the Disaster Recovery Funding Arrangements (DRFA) for 23 Local Government Areas (LGAs).

The Southern Queensland Bushfires and the Stradbroke Bushfires both occurred in September, and the Eastern Queensland Bushfires burnt throughout November and December. The fires impacted the 14 LGAs of Bundaberg, Gladstone, Gold Coast, Gympie, Ipswich, Livingstone, Lockyer Valley, Noosa, Redland, Scenic Rim, Somerset, Southern Downs, Sunshine Coast and Toowoomba.

The fires resulted in impacts across the five lines of recovery (Human and Social, Economic, Built, Environment and Roads and Transport) and have exacerbated existing drought related challenges in a number of communities.

Additionally, fires in other parts of the state saw another nine LGAs activated under the DRFA resulting in the merging of the bushfire events into one disaster event - Queensland Bushfires, September - December 2019. The nine LGAs are Brisbane, Cook, Fraser Coast, Mareeba, North Burnett, Rockhampton, South Burnett, Townsville and Whitsunday.

Response

Human and Social

During the bushfire events there were 11,938 instances of psychological first aid provided to residents within these communities, whilst there were over 12,000 residents financially assisted with EHA grants. A number of key community supports, health and wellbeing recovery impacts and issues have been identified across locations and interest groups.

Building

The Queensland Building and Construction Commission (QBCC) and the Insurance Council of Australia (ICA), either directly or via member organisations, deployed staff to provide advice and assistance at recovery hubs in the immediate aftermath of the fires. The insurance industry prioritised claims from these events, providing confidence and reassurance to the community. Support continues to be

provided to impacted local governments and disaster management groups including provision of information and factsheets to assist with the appropriate clean up and repair of sites.

QBCC also opened the Bushfire Rebuild Register to ensure that impacted residents had access to the details of suitably qualified and certified tradespeople in their local area. 291 licensed tradespeople made themselves available to support the repair and recovery of impacted areas.

Roads and Transport

TMR is undertaking slope stabilisation works and geotechnical inspections for further treatment to bushfire-damaged state roads in South East Queensland.

Critical reconstruction work undertaken included:

- Slope stabilisation works
- Facilitation of limited access traffic control
- Emergency works to temporary road closures
- Tree clearing, installing temporary barriers and replacing damaged signage
- Preliminary geotechnical and structural assessments which identified some long-term slope stability issues, which will require complex design solutions and permanent batter slope protection works.

Economic

The 2019 Queensland Bushfires have had a considerable on-the-ground effect on local businesses and economies with detailed, quantified assessments of capital damage and economic loss underway.

In response to the September bushfires, the Tourism Industry Development Division of the former Department of Innovation and Tourism Industry Development (DITID) drafted a Southern Queensland Tourism Recovery Package which focuses primarily on supporting tourism recovery in the Southern Downs and Scenic Rim regions.

For the November bushfires, the central Queensland office of the Department of Employment, Small Business and Training (DESBT) communicated with Livingstone Shire Council and the former DSDMIP's Rockhampton regional office to determine the impact of the fires on small businesses.

Environment

Fire scar mapping was undertaken across the state with a mosaic of the data forming a state-wide perspective. Fire scar mapping and historical fire information is important for improving our understanding and management of fire, and its interactions with climate variability, vegetation and land use. Further fine scale analysis of fire extent, severity and field surveys are needed to confirm distribution and level of impact for priority species and locations, including on Minjerriba (Nth Stradbroke Island). Appropriate recovery actions will then be determined.

Consequences

Queensland's 2019-20 bushfire season in numbers



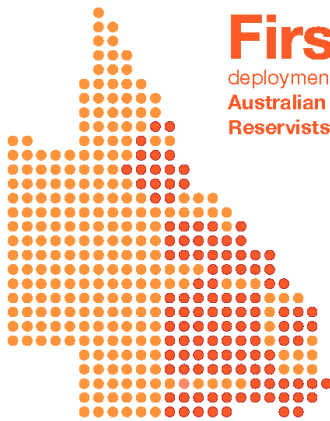
* Data based on situational reports from the fire ground at a point in time, and reliant upon the accuracy of individual updates.

ECONOMIC



more than **7.7Mha** burnt state wide

300,000 emergency alerts issued



First deployment nationally of **Australian Defence Force Reservists** to assist

OVER **230ha** high value horticulture crops impacted

29 properties in the horticulture industry impacted



est. **\$17.9M** impact on agriculture industry in the Shire of Livingstone

8500ha grazing land impacted

56 Binna Burra Lodge staff directly affected through loss of employment
 56 workers from Binna Burra sourced alternative employment

est. **\$1,133,700** Total direct and indirect impact on small business

100-150 interstate and international personnel assisting the Queensland firefighting effort at any one time

Almost 70 small local businesses surveyed nominated a direct or indirect business impact

est. **\$732,500** Direct impacts to small business

est. **\$9.9M** Tourism disruption in the **Scenic Rim**

more than **3000** bushfires have occurred in Queensland this season

23 activated LGAs covering an area of **7.7M ha** = **4%** Queensland's land mass APPROX

9,362 Contents Claims **89%** closed average value **\$11,364**

est. **\$5.2M** Impact to **Southern Downs** agriculture industry

13,252 Residential Building Claims **84%** closed average value **\$59,077**

4,577 Domestic Motor Claims **98%** closed average value **\$11,810**

37 beef producers experienced impacts to their stock

ROADS + TRANSPORT



APPROX. **340 km** state road network impacted

Recovery Package

State recovery planning

2019 Queensland Bushfires – State Recovery Plan

Former Police Commissioner Ian Stewart was appointed to the role of State Recovery Coordinator (SRC) on 18 September 2019 to lead recovery. The role has involved development of this 2019 Queensland Bushfires – State Recovery Plan 2019-2022 (Recovery Plan).

This Recovery Plan acknowledges the existing challenges and inherent resilience of impacted communities and will provide a framework for communities to recover, rebuild and reconnect. Recovery will be delivered across the five lines of disaster recovery – Human and Social, Building, Roads and Transport, Economic and Environment. The Recovery Plan focuses on phase two of the recovery phases – Recovery and Reconstruction.

The aim of the Recovery Plan is to outline support for local governments and communities impacted by the 2019 Queensland Bushfires to enable them to reach a state of ‘recovered.’ The Recovery Plan identifies impacts and develops strategies and outcomes required to restore functionality of community. It aligns capacity and capability to deliver those outcomes.

The Recovery Plan will support communities affected by the impacts of the 2019 Queensland Bushfires, providing them with the framework to access support, recover from its devastation, restore essential infrastructure and functionality, capture lessons and acknowledge the impacts of drought on current circumstances and through their recovery journey.

Roles and responsibilities

Local government

Local government is responsible for ensuring recovery occurs in affected community. This responsibility stems from the Disaster Management Act 2003. In this plan, this responsibility is demonstrated through the inclusion of local recovery plans.

Queensland Reconstruction Authority

QRA is the lead agency for coordination and development of disaster recovery, resilience and mitigation policy in Queensland. QRA supports the delivery of recovery and reconstruction projects for communities impacted by the 2019 Queensland Bushfires from a state perspective by providing coordination and facilitation of communication across the five FRGs to achieve whole-of-community outcomes. QRA also administers funding assistance on behalf of the Commonwealth and Queensland governments under the DRFA. QRA will provide regular reports outlining recovery progress across local governments, informed by the FRGs at a state level.

State Recovery Policy and Planning Coordinator

The Chief Executive Officer of the QRA also fulfils the role of the SRPPC. The SRPPC works with the SRC to ensure a smooth transition between response and recovery, as well as overseeing recovery operations including state-level preparedness and recovery policy, planning and capability development.

State Recovery Coordinator

The SRC works in partnership with the SRPPC to coordinate recovery activities for the 2019 Queensland Bushfires, reports regularly to the QDMC, and provides strategic advice to government agencies undertaking disaster recovery work.

Deputy State Recovery Coordinator

The Deputy SRC provides local support to the SRC or acts as the SRC in the SRC's absence. The Deputy SRC also provides Queensland Government with critical insights on how to best assist communities on their road to recovery.

Recovery support and collaboration

Effective recovery requires collaboration between local, state and federal governments, community and non-government agencies in consultation with impacted communities. Other agencies that play a part in assisting with the recovery of impacted communities are listed in Annex A, including their purpose and contact details.

Functional recovery groups

FRGs coordinate and support the planning and implementation of Queensland's whole-of-community recovery activities across the five lines of recovery – Human and Social, Building, Roads and Transport, Economic, and Environment – supporting local government to fulfil its recovery objectives. The FRGs leverage existing strong partnerships between local and state government to ensure close collaboration and coordination during the management of recovery activities. Activities are in accordance with the needs and priorities identified by communities and the state and includes those outlined in local recovery plans. The Recovery Plan is delivered locally with support from FRGs and QRA, with oversight from the Queensland Disaster Management Committee.

National Bushfire Recovery Agency

The Agency is responsible for administering a National Bushfire Recovery Fund which is supporting recovery efforts across Australia over the next two years. An initial \$2 billion has been allocated to this fund, which is in addition to other services and support available under existing natural disaster support mechanisms. The Agency works shoulder to shoulder with and for communities and collaborates with all levels of government, industry experts, business and charity sectors.

Department of Home Affairs – Emergency Management Australia (EMA)

EMA plans and coordinates Australian Government disaster recovery assistance to Queensland and contributes a significant portion of funding to Queensland to help individuals and communities recover from disasters with financial support.

Human and social recovery plan

Impact summary

The human and social impacts from the 2019 Queensland Bushfires have been evident, with community disruption, infrastructure damage, psycho-social impacts and financial hardship affecting the local government areas of Bundaberg, Gladstone, Livingstone, Lockyer Valley, Noosa, Scenic Rim, Somerset, Southern Downs, Sunshine Coast and Toowoomba. Several areas have been evacuated or impacted by bushfires more than once, and this has had significant psychological impact upon the community members in the impacted areas. During the bushfire events there were 11,938 instances of psychological first aid provided to residents within these communities, whilst there were over 12,000 residents financially assisted with EHA grants.

This highlights some of the compounding psychological impacts that the fires have had on the affected communities. Concerns regarding air quality were also raised, with air toxicity levels being some of the highest recorded since 2009 in certain areas. It should also be noted that many of these communities

have also been subject to ongoing drought conditions and in recent years, some have been impacted multiple times by cyclones, floods or bushfires.

- Over 3700 claims for Australian Government Disaster Recovery Payments (AGDRP) and Disaster Recovery Allowances were lodged by bushfire affected people in Queensland and New South Wales (across all bushfire events) resulting in \$4,593,400 being paid.
- Over 12,796 donated goods for the 2019 Queensland Bushfires have been provided through GIVIT.
- Significant financial hardship support is also being provided by emergency relief service providers and charities such as Uniting Care QLD, GIVIT and Salvation Army, who have held public appeals for Queensland and New South Wales bushfire relief. This has been particularly targeted to people who fall outside the grant eligibility criteria and/or who have significant damage/losses.

Southern Queensland Bushfires

A number of key community supports, health and wellbeing recovery impacts and issues have been identified across locations and interest groups.

Financial hardship:

- 3538 EHA grants paid with a total of \$1,443,600 paid to assist 8095 residents.
- 22 Essential Household Contents grants paid with a total value of \$29,035.
- Four Structural Assistance Grants paid with a total value of \$25,400.
- Three ESSR scheme grants paid with a total value of \$13,290.
- In total, \$1,511,325 has been distributed under the jointly funded state and Commonwealth PHA and ESSR schemes to impacted communities throughout the event to date.

Housing and accommodation:

- 87 properties were assessed as damaged with 21 having severe or total destruction.
- DHPW received 49 applications for emergency housing assistance, all 49 applications have been finalised and closed.

Provision of a range of social, emotional and psychological support services:

- Partner agencies (Uniting Care QLD – Lifeline and Red Cross) have provided 5738 instances of psychological first aid.
- 1398 phone calls were made to the community recovery hotline.
- 3484 visitors attended the four community recovery hubs.
- 271 outreach visits were conducted to provide support to impacted communities.

Partner agency referrals:

- Many of these communities were already impacted by drought further compounding the impacts of the bushfires. This was particularly noticeable with the unusually high numbers of farmers seeking financial, emotional and practical support. Referrals to a range of existing community and welfare services, and to the extraordinary disaster-specific partner agencies were crucial in providing the level of additional support that was required by these communities.
- During outreach and hub operations, over 475 referrals were issued to partner agencies working in conjunction with Community Recovery.

Community disruption:

- A total of 18 state schools were closed during this event.

- There was disruption of community social events, volunteering and community services activities (due to impacts upon volunteers and staff), impacts on sporting or service facilities, road closures, and impact on financial capacity of business to support events and/or community members to attend.

Community concerns:

- The ongoing drought continued to be a concern for residents, not only for water preservation but potential of further bushfire danger from the extreme hot and dry weather.
- Air toxicity was also a concern raised by community members based on the smoke-filled haze affecting much of the state during this event. Residents with asthma or respiratory problems were most adversely affected, with children and the elderly also being of concern.

Eastern Queensland Bushfires

A number of key community supports, health and wellbeing recovery impacts and issues have been identified across locations and interest groups.

Financial hardship:

- 1799 EHA grants paid with a total of \$721,620 paid to assist 4080 residents.
- 37 Essential Household Contents grants paid with a total value of \$66,340.
- 11 Structural Assistance Grants paid with a total value of \$133,640.
- 13 ESSR scheme grants paid with a total value of \$64,489.
- In total, \$988,939 has been distributed under the jointly funded state and Commonwealth PHA and ESSR schemes to impacted communities throughout the event to date.

Housing and accommodation:

- 48 properties were assessed as damaged with 29 having severe or total destruction.
- DHPW received 33 applications for emergency housing assistance. 31 applications have now been finalised and closed. DHPW continues to manage the remaining two applications.

Provision of a range of social, emotional and psychological support services:

- Partner agencies (Uniting Care QLD – Lifeline, Queensland Health and Red Cross) have provided 6200 instances of psychological first aid.
- 1129 phone calls were made to the community recovery hotline.
- 1843 visitors attended the three community recovery hubs and five pop-up hubs.
- 836 outreach visits were conducted to provide support to impacted communities.

Partner agency referrals:

- Many of these communities had recently been impacted by the Southern Queensland Bushfires, which has added another layer of complexity with the compounding and cumulative impacts evidenced by the level of personal support required. Referrals to a range of existing community and welfare services and to the extraordinary disaster specific partner agencies were crucial in providing the level of additional support that was required by these communities.
- During outreach and hub operations, over 475 referrals were issued to partner agencies working in conjunction with Community Recovery.

Community disruption:

- A total of three state schools were closed during this event.
- During this event many people were evacuated on more than one occasion, leaving residents in a constant state of heightened vigilance, resulting in individual and community fatigue.

- Disruption of community social events, volunteering and community services activities (due to impacts upon volunteers and staff), impacts upon sporting or service facilities, road closures, and impact on financial capacity of business to support events and/or community members to attend.

Stradbroke Bushfires

- An evacuation centre housed up to 25 residents over the four day peak of the fires.
- Evacuated residents were provided with psychological first aid and counselling through community champions who are trained Red Cross Volunteers.

Community concerns

- The cumulative impacts of multiple events over the last couple of years has begun to deteriorate communities' wellbeing with many communities stating they are 'worn down'. These complications have caused anger, frustration and a genuine level of concern in communities.
- Extremely high referral rates were recorded by partner agencies during this event which further supports the conclusion that the cumulative impact is taxing resilience.
- and exceeding community resources.
- Air toxicity was a concern raised by community members based on the smoke-filled haze affecting much of the state during this event. Residents with asthma or respiratory problems, children and the elderly were most adversely affected.
- Concern for wildlife and loss of habitat as well as farming/livestock was also an additional reported stressor.

Recovery outcomes

Sustainability

- Adequate housing is available to community members at appropriate times in the recovery process.
- Community members have access and are able to meet health needs (including mental health) arising from the disaster.
- Community members have access to psychosocial support.
- Households, families and individuals can act autonomously to contribute to the recovery process.
- Community members have access to education services.
- Community members have access to appropriate and coordinated social services.
- Community members feel sufficiently safe and secure following a disaster to engage in social activities and interactions with other members of the community.

Resilience

- The community has improved capacity and capability to respond to future disasters.
- The Community Recovery Package delivered targeted support to individuals and families to recover from the 2019 Queensland Bushfires, as well as building community capacity to more effectively respond to future events.

Program

Program guidelines

Eligibility criteria

Regional Tourism Marketing Program

Eligible participants

This Campaign will target tourism and tourism-related businesses in the following local government areas, impacted by the Bushfires:

- Noosa Shire Council
- Scenic Rim Regional Council
- Southern Downs Regional Council
- Sunshine Coast Regional Council.

Eligible costs

Eligible costs must be directly related to delivering Campaign activities and include:

- Associated agency costs, including paid media and creative
- Leveraging strategic partnerships
- PR/Familiarisation activity.

The list above identifies the most common examples and is not intended to be prescriptive or comprehensive.

Ineligible costs

Ineligible costs include, but are not limited to:

- costs of preparing DRFA funding applications, reports or associated supporting material
- remuneration of permanent or executive officers
- unsupported on-cost charges and non-specific indirect and overhead costs
- profit margins of Qld government agencies and local governments
- legal costs
- in-kind contributions
- cash prizes or commercial gifts
- core business for an organisation
- purchase of core business capital equipment such as office equipment
- duplication of existing initiatives
- ongoing costs for administration, operation or maintenance.

The list above identifies the most common examples and is not intended to be prescriptive or comprehensive.

Wine Tourism Marketing Program

Eligible participants

This program will be targeted to wine industry related tourism and tourism-related businesses such as wineries and cellar doors in regions impacted by the Bushfires. The impacted Local Government Areas (LGAs) are:

- Noosa Shire Council
- Scenic Rim Regional Council
- Southern Downs Regional Council
- Sunshine Coast Regional Council.

Eligible costs

Eligible costs must be directly related to delivering program activities and may include:

- extraordinary State agency and local government wages such as overtime, additional allowances of officers undertaking eligible program activities
- costs associated with travel, allowances and accommodation
- contractor costs, temporary employees or consultants
- IT and creative agency costs (eg graphic design, IT architecture/website/app design)
- printing of materials to promote wine-related tourism
- promotion and marketing of wine-related tourism (including social media advertising)
- venue and equipment hire, catering.

Ineligible costs

- costs of preparing DRFA funding applications, reports or associated supporting material
- remuneration of permanent or executive officers
- unsupported on-cost charges and non-specific indirect and overhead costs
- profit margins of Qld government agencies and local governments
- legal costs
- in-kind contributions
- cash prizes or commercial gifts
- core business for an organisation
- purchase of core business capital equipment such as office equipment
- duplication of existing initiatives
- ongoing costs for administration, operation or maintenance.

Go Local Marketing Campaign

Eligible participants

This program will be targeted to small businesses in regions impacted by the Bushfires. The impacted local government areas (LGAs) are:

- Noosa Shire Council (NSC)
- Scenic Rim Regional Council
- Southern Downs Regional Council
- Sunshine Coast Regional Council (SCRC).

Priority will be placed on supporting retail and/or service businesses that support the tourism industry.

Eligible costs

Eligible costs must be directly related to delivering the Campaign activities and include:

- extraordinary State agency and local government wages such as overtime, additional allowances of officers undertaking eligible program activities
- costs associated with travel, allowances and accommodation
- contractor costs, temporary employees or consultants
- IT and creative agency costs (eg graphic design, technology, online booking system, IT architecture/website/app design)
- printing of materials to promote tourism related events
- promotion and marketing of tourism related events (including social media advertising)
- venue and equipment hire, catering.

Efforts will be made to build on any existing Go Local related campaigns and stakeholder resources and materials to maximise the impact of the funding. Emphasis will also be placed on securing materials, services or supplies from local small businesses wherever possible.

Ineligible costs

- costs of preparing DRFA funding applications, reports or associated supporting material
- remuneration of permanent or executive officers
- unsupported on-cost charges and non-specific indirect and overhead costs
- profit margins of Qld government agencies and local governments
- legal costs
- in-kind contributions
- cash prizes, donations or commercial gifts
- core business for an organisation
- purchase of core business capital equipment such as office equipment
- duplication of existing initiatives

- ongoing costs for administration, operation or maintenance.

Tourism Recovery Officers

Eligible program activities

Tourism Recovery Officers for SRRC and SDRC will:

- ensure tourism businesses are provided with information and support to assist with recovery and resilience initiatives
- assist tourism operators to identify and apply for funding under relevant programs that will increase their recovery and resilience to future disaster events
- assist with managing required reporting and monitoring processes for DITID and QRA as required, including linking in with state and national programs
- drive and deliver a visitor economy strategy, working collaboratively with a broad range of tourism industry groups and representatives
- mentor and support tourism operators to help them grow their businesses and tap into opportunities
- analyse and interpret tourism data and trends, and help develop destination marketing collateral and campaigns to drive visitation
- promote disaster recovery and resilience information and identify and share ideas/projects from other destinations that could be applied in the Southern Downs and/or Scenic Rim
- work in conjunction with, and complement, other tourism related recovery measures, such as the DRFA Category C funded Tourism Marketing Campaign and the Regional Tourism Bushfire Recovery Grants
- ensure their work supports and aligns with the relevant Local Recovery Plans
- engage with other key workers involved in community recovery at a local level and establish links with officers funded under other components of the bushfires Category C Community Recovery Fund.

Tourism Recovery Officer – wine industry capability across Scenic Rim and Southern Downs will:

- support the wine industry in the impacted regions to assist in their recovery and resilience to future disaster events
- ensure wine growers, distributors and cellar door businesses are provided with information and support to assist with recovery and resilience initiatives
- assist businesses in the wine industry of impacted areas to identify and apply for funding under relevant programs that will increase their recovery and resilience to future disaster events
- identify and share ideas/projects from other wine regions that could be applied in the Southern Downs and/or Scenic Rim
- provide support to the QWIA to build greater capacity and capability within their association.

This program will be targeted to wine growers, distributors, cellar doors and wine tourism-related businesses in regions impacted by the bushfires. The impacted areas are:

- Scenic Rim Regional Council
- Southern Downs Regional Council.

Eligible costs

Eligible costs must be directly associated with the delivery of the TRO program and may include:

- extraordinary State agency and local government wages such as overtime, additional allowances of officers undertaking eligible program activities
- costs associated with travel, allowances and accommodation
- contractor costs, temporary employees or consultants
- IT and creative agency costs (e.g. graphic design, web design, online booking systems, social media, IT architecture, app design)
- printing of materials to promote tourism related events
- promotion and marketing of tourism related events (including social media advertising)
- venue and equipment hire, catering
- costs associated with the delivery of training, education and capacity building programs, including:
 - facilities hire
 - planning and facilitation
 - design and publication of materials
 - advertising such as radio, print media and billboard space.

Any purchase of new assets must align with Section 8.4.6 in the *Queensland Disaster Relief and Recovery Guidelines, November 2018*.

Ineligible costs

Examples of ineligible costs include:

- costs of preparing DRFA funding applications, reports or associated supporting material
- remuneration of permanent or executive officers or employees for work not directly related to the Tourism Recovery Officers Program
- unsupported on-cost charges and non-specific indirect and overhead costs
- core business activities
- profit margins of Queensland government agencies and local governments
- legal costs
- in-kind contributions
- donations, cash prizes or commercial gifts

- purchase of core business capital equipment such as office equipment
- duplication of existing initiatives available under other recovery measures or programs, including costs already approved through other funding streams
- ongoing costs for administration, operation or maintenance.

Tourism Recovery Fund

Eligible participants

Funds will be directed to SRRC and SDRC following approval by DITID. Through agreement with DITID, SRRC and SDRC will be able to allocate funding to eligible projects/initiatives that have been directly or indirectly impacted by the bushfire event.

Eligible costs

Eligible costs must be directly associated with eligible initiatives may include:

- extraordinary local government wages such as overtime, additional allowances of officers undertaking eligible program activities
- costs associated with travel, allowances and accommodation
- contractor costs, temporary employees or consultants
- costs related to keynote speakers addressing topic of resilience
- IT and creative agency costs (e.g. graphic design, IT architecture/website/app design)
- marketing, graphic design and technology/web design/on-line booking system
- printing of materials to promote funded projects
- venue and equipment hire, catering, transportation hire for events
- direct funding support to cover costs for new or existing community events where sponsorship has been withdrawn/not available due to the bushfire impact
- costs associated with the delivery of training and education programs to build capacity or resilience, including:
 - facilities hire
 - planning and facilitation
 - design and publication of materials
 - advertising such as radio, print media and billboard space.
- costs associated with upgrading existing event infrastructure e.g. park facilities, amenities (eg toilets), event venues to build capacity and capability and increase resilience
- costs associated with resilience-orientated business planning and/or business continuity plans
- coaching on diversification options as part of a business growth strategy.

Ineligible costs

Examples of ineligible costs include:

- core business of the applicant/any joint applicant or an organisation
- new infrastructure

- house raising, relocation costs or land acquisition costs
- purchase of core business capital equipment such as motor vehicles and office equipment, vehicle and office equipment leasing, unless directly related to the delivery of the project
- costs of internal furnishings or supplies
- in-kind contributions
- remuneration of executive officers or permanent council staff
- duplication of existing initiatives available under other recovery measures or programs, including costs already approved through other funding streams
- catering and official opening expenses (excluding permanent signage)
- statutory fees and charges, costs associated with obtaining regulatory and/or development approvals, legal costs
- costs of temporary works, other than works required to enable completion of proposed projects
- ongoing costs for administration, operation, non-specific indirect and overhead costs, maintenance or management, including on-cost charges
- general business operating costs (including bookkeeping/accounting and tax returns)
- costs of preparing DRFA funding applications, reports or associated supporting material
- unsupported on-cost charges and nonspecific indirect and overhead costs
- profit margins of Queensland government agencies and local governments
- cash prizes or commercial gifts
- grants to cover loss of income
- consequential losses
- fees for services provided by related parties (such as companies with common shareholdings or directorship with the applicant, and employees or immediate family of the applicant)
- shareholder or franchise fees
- purchase of stock.

Appendix B – Evaluation plan

Program outcomes

The Queensland Bushfires State Recovery Plan 2019–2022 identified high level recovery outcomes organised around the five functional lines of recovery. The community recovery outcomes that relate to the Tourism Recovery Program are as follows:

- Businesses and industries in the local economy operate and trade in line with broader economic trends.
- Business and not-for-profit organisations have adequate mitigation practices in place for risks and threats.
- The economy is sufficiently flexible and adaptable to shocks.

Program logic

A program logic has been developed as a diagram.

The diagram shows the logical relationship for how:

- outputs can be measured against indicators
- indicators relate to the program strategies
- program strategies achieve recovery objectives
- the recovery objectives align to the recovery objective of sustainable and resilient communities.

Program monitoring data

Quantitative

The quantitative data planned for regular and ongoing monitoring is the:

- number of people reached
- number of engaged tourism operators
- number of activities delivered
- total value of grants.

Qualitative

The qualitative data planned for regular and ongoing monitoring is:

- effectiveness.

Financial

The financial data planned for regular and ongoing monitoring is the:

- total expenditure to date.

State reporting

Recovery reporting

The quantitative and qualitative monitoring data and financial progress reports were referenced by QRA to inform the requirements of progress reports prepared as part of the Queensland Bushfires State Recovery Plan 2019–2022.

Community Recovery Package reporting

The quantitative and qualitative monitoring data and financial progress reports were reviewed, aggregated and summarised by QRA; then submitted to EMA as part of the DRFA Category C Community Recovery Package reporting arrangements.

Program reviews

QRA conducted regular program reviews of all DRFA funded programs, including a comprehensive program review three times each year. The Tourism Recovery Program was incorporated in this review, with time allocated for DITID representatives or QRA liaison officers to brief the QRA Executive team on the program and progress.

Program evaluation

Key evaluation questions

Key evaluation questions (KEQs) give focus to different aspects of a disaster recovery program. A list of KEQs is provided in the framework, which has been considered and sampled in the evaluation of the Flexible Funding Grants Program. Additional KEQs have been developed by QRA to support further evaluative activity specific to this program.

KEQs have been sampled based on:

- relevance to this program
- availability of monitoring data
- coverage of all five evaluation aspects of a disaster recovery program.

KEQs sampled for this evaluation are indicated with a tick (ü).

Governance

To evaluate the governance of disaster recovery programs, the following KEQs were sampled to assess whether the governance structure helped to achieve recovery outcomes.

Governance key evaluation questions		Sampled
G1	Has the governance structure taken a long-term perspective on outcomes and recognised the complexity of the process?	
G2	Has the governance structure ensured recovery programs are monitored on a regular basis?	✓
G3	Has the governance structure ensured programs are adaptive to changing needs and impact?	
G4	Has the governance structure ensured recovery plans clearly define roles and responsibilities for disaster recovery?	
G5	Has the governance structure ensured governance procedures conform to legislation, policies, and other plans?	
G6	Has the governance structure established community-managed funds and other resources for disaster recovery?	
G7	Is there a shared understanding among stakeholders regarding disaster recovery responsibilities, authority and decision-making?	
G8	Has the governance structure ensured that governance is transparent and accountable?	
G9	Has the governance structure managed unintended consequences that might flow from recovery activities?	
G10	Has the governance structure coordinated response and relief efforts with the recovery process so that the two ‘work together’?	

Community engagement

To evaluate the community engagement on disaster recovery programs, the following KEQs have been sampled to assess whether the engagement process appropriately drew from the community to ensure the community was integral to the recovery process.

Community engagement key evaluation questions	Sampled
C1 To what extent did the community have access to and were engaged in the program?	✓
C2 Has community engagement occurred in a timely and on-going way that provides adequate representation of community views?	
C3 Is there shared vision of a sustainable and resilient community that is understood by the community?	
C4 Has there been joint planning between community actors and emergency teams and structures?	
C5 Do organisations have capacity to develop and manage community volunteers for disaster recovery?	
C6 Are recovery plans developed through participatory processes?	
C7 Does the community have the capacity and formal avenues to lobby and challenge external agencies on disaster recovery plans, priorities, and actions?	
C8 Is there inclusion/representation of vulnerable groups in community decision-making and management of disaster recovery?	
C9 Are agreed plans and management arrangements well understood by the community and all disaster management agencies?	
C10 Has information been developed and disseminated in multiple media, multi-lingual formats, alternative formats; is appropriate to a diverse audience, user-friendly; and accessible to under-served populations?	
C11 Do community members have information they need to continue recovering from the disaster?	
C12 Are evolving community needs assessed and prioritised during the recovery process to inform recovery activities?	
C13 Are governance processes appropriately inclusive and representative of the affected community?	

Effectiveness

To evaluate the effectiveness of disaster recovery programs, the following KEQs have been sampled to assess whether the program was effective in achieving the overarching recovery outcomes.

Effectiveness key evaluation questions		Sampled
E1	To what extent did the disaster recovery program produce a sustainable community?	✓
E2	To what extent did the disaster recovery program produce a resilient community?	✓
E3	Was there any trade-off between achieving resilient outcomes and sustainable outcomes?	
E4	To what extent did program activities and resources allow positive interaction among the recovery domains (lines of recovery / other programs)?	

Efficiency

To evaluate the effectiveness of disaster recovery programs, the following KEQs have been sampled to assess whether the program was efficient in its implementation.

Efficiency key evaluation questions		Sampled
H1	How cost effective was the program?	
H2	To what extent did the program achieve the right balance between centralisation of some activities to achieve economies of scale while at the same time being responsive to local needs and conditions?	
H3	Did the program prevent price escalation stemming from the level of demand and competition between organisations?	
H4	How well did the program balance the need to optimise between cost of restoring essential public assets and the cost of delaying such projects?	
H5	How appropriate were the price benchmarks used to evaluate service providers?	
H6	Did the program achieve value for money relative to the disaster recovery context?	✓

Equity

To evaluate the equity of disaster recovery programs, the following KEQ has been sampled to assess whether the program was equitable in its implementation.

Equity key evaluation questions	Sampled
Q1 To what extent was program delivered across different stakeholder, regions and social groups?	

Implementation

To evaluate the effectiveness of disaster recovery programs, the following KEQs have been sampled to assess whether the implementation of the program was appropriate.

Implementation key evaluation questions	Sampled
I1 To what extent was the program delivered as intended?	
I2 Was the program consistent with the National Principles for Disaster Recovery?	
I3 To what extent has the program been implemented according to the recovery plan?	
I4 Did the speed of the recovery process compromise quality of services?	
I5 Did the recovery program meet community needs as they changed over time and in response to changes in disaster impact?	
I6 To what extent did program activities and resources effectively encourage interaction between outcome domains?	
I7 Where disaster recovery involved several separate components or projects, how well coordinated were these with each other?	
I8 To what extent was the recovery process affected by external factors that may have had an impact on the community's ability to recover?	✓

Dissemination of findings

The evaluation will be shared with relevant Queensland Government departments and agencies.

A copy of the evaluation report will be uploaded to the National Disaster and Evaluation Database hosted at the Australian Disaster Resilience Knowledge Hub.



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