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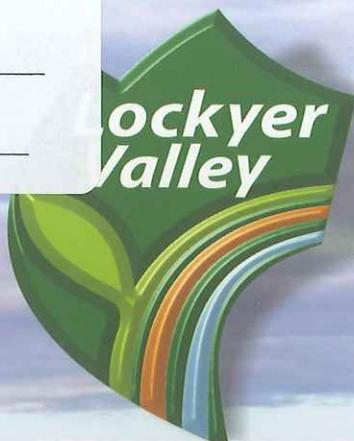
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REGIONAL COUNCIL

LOCKYER VALLEY COMMUNITY RECOVERY PLAN





REGIONAL COUNCIL

LOCKYER VALLEY COMMUNITY RECOVERY PLAN

The Lockyer Valley Regional Council wishes to acknowledge the significant loss of life and property as a result of the devastating flood events in December 2010/January 2011 and the tragic event of 10 January in particular. We commit to public memorials to the loved ones lost to our families and communities so that they will never be forgotten.

As we start to rebuild our lives, our community and our assets we will focus our efforts on the following legacy -

- **A strong, safe, healthy, self sufficient and responsible community**
- **The Lockyer Valley is the region of choice for vibrant rural living**
- **Bringing the Lockyer Valley together as one**
- **A compassionate and caring community**
- **Modern, robust infrastructure**
- **Comprehensive, whole of region mobile phone coverage**
- **A disaster warning system for the Lockyer Valley**
- **Significant infrastructure vital to grow our regional economy**
- **A sustainable food bowl for Australia**
- **A strong resilient Lockyer Valley Regional Council organisation**

FOREWORD

On 10 January 2011 flash flooding was experienced in Toowoomba where it had swept away people and cars and inundated homes and businesses, shocking townsfolk. The torrential rain caused severe flooding on the escarpment and in the Lockyer Valley, causing unprecedented damage throughout the region. It washed away houses in the upper Lockyer Valley region then gathered strength and became a huge surge in the Lockyer Creek.

Its speed and volume devastated everyone and everything in its path. The towns and localities inundated by the Lockyer Creek and its tributaries were Spring Bluff, Murphys Creek, Postmans Ridge, Withcott, Flagstone Creek, Helidon, Grantham, Gatton, Forest Hill, Mulgowie, Laidley, Mount Sylvia, Black Duck Creek, Junction View, East Haldon, Glenore Grove, Crowley Vale, Brightview, Regency Downs and Lockrose. The impact of the devastation was especially tragic in Postmans Ridge, Murphys Creek and Grantham. Media coverage of the disaster showed our residents being plucked to safety from their rooftops by helicopter rescue teams, emergency services and their neighbours.

The floods led to death and devastation. They have had a terrible impact on most people in the Lockyer Valley. Our community of 37,000 people was left reeling. Everyone could see or learn of the physical impacts - scarred creeks and watercourses, inundated fields, house and businesses destroyed, widespread debris, 800 cars swept downstream and left in paddocks. At last count, over 120 homes were lost, left structurally unsound or significantly damaged. People's lives and belongings were destroyed.

Most people heard other people's stories of tragedy and acts of heroism. No-one could be unaffected.

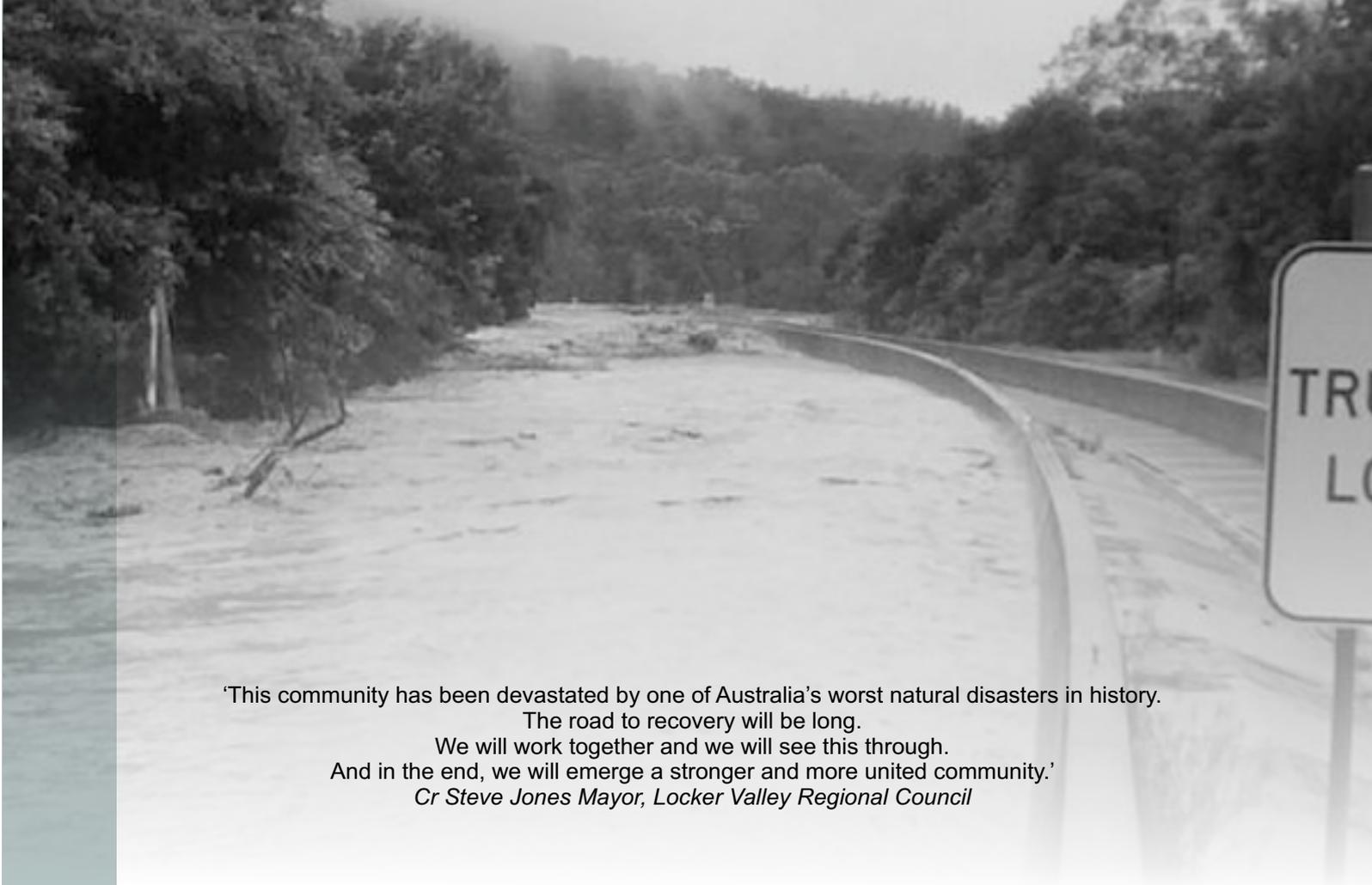
This Lockyer Valley Community Recovery Plan has been developed by the Lockyer Valley Regional Council. It will be discussed with the community and with stakeholders and amended over the coming weeks as a result of the suggestions of all who are consulted. I would like to acknowledge the partnerships we are forging with many non-government agencies and organizations, state and federal governments and the Queensland Reconstruction Authority to implement this plan.

It will be our roadmap for seeing a way forward. It's a long road ahead and we will walk it together.



Cr Steve Jones
Mayor
Lockyer Valley Regional Council

February 23, 2011



'This community has been devastated by one of Australia's worst natural disasters in history.
The road to recovery will be long.
We will work together and we will see this through.
And in the end, we will emerge a stronger and more united community.'
Cr Steve Jones Mayor, Locker Valley Regional Council

From **Policy Challenges in Supporting Community Resilience**
Bach, Doran, Gibb, Kaufman and Settle. November 2010

'We find amidst the hardships revealed in every experience we review elements of an optimism among those affected by disasters that humbles the sometimes tortured calculations of governments trying to figure out what needs to be done.

No one who has experienced a real tragedy is naive enough to believe survivors do not need help - and often massive help.

But communities find ways to succeed in normal times and they are persistently effective during the worst moments of emergencies and their aftermath.

It would come as little surprise that the best policy opportunities for authorities promoting resilience consist of finding ways to become part of these local, neighbourly activities.'

INTRODUCTION

How is this plan organised?

The Lockyer Valley Community Recovery Plan is organised under the following seven headings:

- Recovery Coordination and Management
- Community Engagement and Communications
- Economy
- Human and Social
- Infrastructure
- Natural Environment
- Housing

These categories reflect overall strategic aims for our organisation (Recovery Coordination and Management), how we will engage with and help our community (Community Engagement and Communication), the four main sub-areas of recovery (Economy, Human and Social, Infrastructure and Natural Environment), and a separate infrastructure category to address the widespread loss of housing experienced by our residents (Housing).

How will this plan be used?

The current version of the *Lockyer Valley Community Recovery Plan* will be used as the basis for consultation with our community, particularly those affected by the floods.

We will also ask our key partner organizations to review the plan and give us feedback.

Each strategy in this plan highlights what needs to be done in a broad sense. Action plans will be developed which sit under each of those broad aims.

We have developed the draft plan just six weeks after the floods to provide a framework for action on matters that must be done now as well as those which influence the future of the Lockyer Valley.

We want to fulfil our responsibilities to our residents and businesses as we face the difficult task of rebuilding assets and lives. We want to support and nurture our communities to be safe, secure and self sufficient; restore our built and natural environments; and grow our regional economy including the key horticultural sector. We will also take an opportunity to develop our future disaster awareness and preparedness.

Our legacy will be a strengthened community and economy and an improved Lockyer Valley region, united into the future.

How will we measure the success of this plan?

The success of this plan will be measured by the following:

- Continued oversight of the recovery by formal structures such as the Council Recovery Group and subcommittees and establishment of a Community Recovery Reference Group
- A well-resourced Lockyer Valley Regional Council organization, able to handle the increased responsibilities and workload
- Funding from a variety of sources to meet needs
- Community engagement plans that ensure active participation of community, business, farming and environmental groups in the recovery plans
- Establishment of community hubs and enhanced services in affected areas
- Key partnerships maintained for identified outcomes
- Projects developed and delivered to address needs and capture opportunities
- Community health and wellbeing programs and services delivered for all sectors of our community, businesses and primary producers
- Community memorials that speak to the heart and ensure commemoration of what was lost

Abbreviations

LVRC	Lockyer Valley Regional Council
DOCS	Department of Communities
DEEDI	Department of Employment Economic Development and Innovation
QRA	Queensland Reconstruction Authority
CEO	Chief Executive Officer - Lockyer Valley Regional Council
NDRRA	Natural Disaster Relief and Recovery Arrangements



Rebuilding and Recovery Principles

The Lockyer Valley Community Recovery Plan is based on the following key principles:

Our goals are **significant positive outcomes** for our community, for their ongoing safety, security and self-sufficiency.

We will **respect the differing needs** of the villages and locations, businesses and industries, cultures and interest groups in the Lockyer Valley.

Recovery efforts will be **underpinned by shared goals and core values** of integrity, transparency, respect, equity and fairness, and mutually beneficial partnerships between all levels of government, non-government organisations, philanthropic bodies and our community.

Our recovery plans are **relevant to our local Lockyer Valley community**.

Solutions are **led by and take account of input from our community members**.

We are planning for economic growth, a sustainable environment and appropriate development and rebuilding our assets, infrastructure and housing to **pre-disaster levels or better**.

Lockyer Valley Regional Council will **source and manage the resources** – including staff and funds – to rebuild and recover.

Regular and timely communications are keys to recovery.

The experiences from the Jan 2011 disaster will make us **better prepared and able to respond effectively in the future**.

Key Factors for Success

To be successful we will:

- Place *people* as our top priority
- Understand and take account of the Lockyer Valley *context*
- Recognise the *complexities and inter-relatedness* of all aspects of recovery
- Use *community-led approaches*
- Ensure *coordination* for maximum effect, avoidance of duplication, filling gaps and ensuring that nothing and no one falls through the cracks
- *Communicate effectively*
- *Acknowledge and build capacity* within our organization and with our community to lead and participate in recovery
- *Ensure a legacy* for the Lockyer Valley arising from the flood disaster

See Appendix 1 for a summary of relevant information from the National Principles for Disaster Recovery.



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Significant volumes of water rushed through the Lockyer Valley depositing large amounts of debris in it's wake.



RECOVERY COORDINATION AND MANAGEMENT

CONTEXT

This section recognises that the community recovery effort in the Lockyer Valley requires the leadership of the Lockyer Valley Regional Council.

The Lockyer Valley Regional Council will work with others particularly the community, our residents, farmers and businesses, and major stakeholders, particularly the Queensland Reconstruction Authority, in our community recovery. The Council is there for the community now and into the future.

Our community recovery will need advocacy from Council, primarily from the Mayor.

The recovery will need to be properly organised, resourced and funded. Some of the ordinary business of Council will need to be re-prioritised. Life in the community and in Council goes on and will also need to be resourced. Council has an expectation that the lion's share of resourcing for community recovery will come from Federal and State Government resources.

This section also recognises the need to deal with impact that the disaster has had on the Council itself.

Priority Tasks	Deadlines	Responsible Officer & Partners
Undertake advocacy for the community to federal and state governments.	From February 2011	Mayor and CEO
Establish the Council Community Recovery Committee and appropriate subcommittees.	From February 2011	Deputy Mayor and Councillors
Establish a Recovery Coordination Team within the LVRC organisation, headed up by a Director Community Recovery to: <ul style="list-style-type: none"> • Run the secretariat to support council recovery committee and subcommittees • Identify actions, tasks and required resources • Liaise with the Queensland Reconstruction Authority (QRA), State Government and others as appropriate • Manage community outreach and community development 	March 2011	CEO

Priority Tasks	Deadlines	Responsible Officer & Partners
Establish a daily SITREP meeting with CEO and directors	From February 2011 onwards	CEO
Establish a regular update meeting for Councillors	From February 2011	Mayor
Establish a Media and Communications Secretariat within CEO's office for Mayor and CEO. This Secretariat will be responsible for the communications component of Community Engagement as well.	March 2011	CEO
Establish a comprehensive Council database to provide accurate information and support the recovery plan	From February 2011	Director Finance and Information Services
Work towards a strong and resilient LVRC with resources and staff to meet the challenges of community recovery.	March 2011	CEO and Directors
Establish and resource a Major Projects Unit within Engineering Operations to action the recovery plan in 21 geographic areas of Lockyer Valley.	July 2011	Director Engineering Operations
Develop and deliver an HR strategy for backfilling of positions and succession planning.	March 2011	Director Corporate Governance
Provide health and wellbeing and counselling support for all members of the organisation to address extraordinary circumstances, stress and workloads	From January 2011	CEO
Identify and source funding to cover the maximum percentage of costs associated with implementation of the recovery plan.	From February 2011	Director Finance and Information Services
Encourage the outplacement of a QRA liaison officer to LVRC	From February 2011	CEO
Ensure all responsible authorities and partners take all necessary actions for rebuilding and recovery of the Lockyer Valley	From February 2011	CEO



Rail tracks were undermined
Creeks were clogged with debris



COMMUNITY ENGAGEMENT AND COMMUNICATIONS

CONTEXT

This section recognises the need for advice to Council from the community on all aspects of the community recovery. It is important that all sections of the community are represented and their voices are listened to and good suggestions heeded.

A resident who acts as a liaison point for the community will be appointed for each affected community.

The short and long term welfare of residents, farmers and businesses will benefit from being able to understand what happened during the disaster and its impacts. All will benefit from getting regular, up-to-date and accurate information.

It is widely believed that when the flood events occurred, the absence of adequate telecommunication systems in parts of the Lockyer Valley proved to be a major problem. The adequate coverage and reliability of telecommunications across the whole of the Lockyer Valley must be addressed in the next year.

As we look forward, we must also have due emphasis on remembering loved ones lost. Council will organise appropriate memorials in consultation with the community, and commemorative services on the anniversary of the disaster.

Priority Tasks	Deadlines	Responsible Officer & Partners
<p>Establish a Locker Valley Community Recovery Reference Group to be chaired by the Mayor.</p> <p>Membership to include local community representation and Councillors.</p>	May 2011	CEO
<p>Establish a physical community hub in each affected village and area.</p>	July 2011 ongoing	Director Community Recovery
<p>Establish a liaison point for residents in each flood-affected village in the Lockyer Valley.</p>	March 2011	CEO
<p>Develop and implement a Media and Communications strategy Strategy to include:</p> <ul style="list-style-type: none"> • Mayoral weekly letters • CEO organisational updates • Newsletters • Web and Internet sites/releases • Visits to schools • Community meetings • Media releases • Use of social media • Utilise Page 2 in the Gatton Star and other print media • Radio interviews/coverage • Information coordinated from other agencies, as appropriate 	March 2011	Media Manager Mayor and CEO

Priority Tasks	Deadlines	Responsible Officer & Partners
Develop a Community Engagement Strategy	March 2011	Director Community Recovery Media Manager
Lobby for comprehensive whole of region mobile phone coverage in Lockyer Valley and for a Disaster Warning System using state of the art telecommunications, SMS, and other warning facilities.	October 2011	CEO Director Engineering Operations Telecommunication companies Bureau of Meteorology
Produce a professional multi-media presentation explaining what happened during the floods and other events in December 2010/January 2011, the aftermath and response, with a view to local and national usage. Commission a video production of the above and produce a factual book of the events including collected photos.	March 2011	CEO
Develop a program and resources for community members, businesses and primary producers for flood awareness and preparedness	October 2011	Director Community Recovery EMQ DERM
Develop a schools flood awareness and education program.	October 2011	Director Community Recovery Education Queensland
Ensure that appropriate memorials are established to remember loved ones lost in the flood events.	January 2013	Mayor and Councillors, CEO, Community Recovery Reference Group
Ensure careful consideration of community and family sensitivities, community input to any plans and seek guidance as appropriate.		
"One Year On" commemorative services to be held throughout the Lockyer Valley.	January 2012	Mayor, Councillors CEO Community Recovery Reference Group



Community infrastructure was damaged – Murphys Creek Rural Fire Brigade shed

ECONOMY

CONTEXT

This section recognises that the local economy will have suffered a significant setback as a result of the disaster. Our farms and businesses will benefit from local support as well as significant infrastructure to support our economy.

Forty percent of our economy is based on horticulture. The Lockyer Valley is widely recognised as being in the top 10 most fertile valleys of the world. The seeds of weeds brought down by the flood could undermine the quality of crops. Farmhouses used for backpackers' accommodation vital to harvesting have been swept away or rendered structurally unsound. The future of the Lockyer Valley as a food bowl for Australia needs to be secured.

Other infrastructure important to the future resilience of the economy, such as transport and tourism is identified for support.

Priority Tasks	Deadlines	Responsible Officer & Partners
Market a "Buy Local" campaign to support local business and producers	March 2011	Manager Regional Development
Produce a local directory of suppliers and distribute widely	April 2011	Manager Regional Development
Develop opportunities to cooperate with private enterprise to deliver projects identified by Council. Drive the development of priority infrastructure projects which would enhance the Lockyer Valley economy such as transport infrastructure, accommodation and other facilities.	July 2011 December 2014	Land Asset Management Committee Direct Corporate Governance Manager Regional Development DEEDI
Utilise prominent people, including Lockyer Valley Legends, to champion and market the Lockyer Valley	September 2011 and ongoing	Manager Regional Development Media Manager
Develop a Council financial relief package for flood affected businesses including: <ul style="list-style-type: none"> • Appropriate rebates • Establishment of a "Lockyer Valley Recovery Trust" to attract and distribute donations. • Other measures as appropriate. This Trust should consolidate pre-existing funds 	March 2011	Director Finance & Information Services Director Community Recovery
Employ local people in the flood recovery effort in the Lockyer Valley. Identify and apply for funding through identified job creation schemes offered by the state and federal governments.	From May 2011	Director – Corporate Governance
Advocate to QRA, State and Federal Governments on assistance to primary producers	From February 2011	Mayor and CEO
Develop and fund appropriate projects to ensure the Lockyer Valley's position as the sustainable food bowl for Australia. Finance/funds and resources to be sourced widely for these projects	July 2012	Mayor and CEO Director Community Recovery Manager Regional development DEEDI



Impacts on our primary producers were significant

HUMAN AND SOCIAL

CONTEXT

This section recognises that some people and businesses have been particularly hard hit by the disaster. Some residents have lost their loved ones, homes and possessions. Lives will need to be rebuilt. Assistance is required. People have donated money and goods which needs to be distributed fairly to those affected. Council will monitor the donated money and goods and their fair distribution. Ideally help will be there just when people need the help. Matching of volunteers to tasks also needs to happen.

Lockyer Valley Regional Council acknowledges the help of a number of key not-for-profit and government agencies in this endeavour.

We also acknowledge that we need to let residents get back on their own feet. Our residents are not victims and are in charge of their own lives. The way assistance is provided can be important to recovery and re-building lives and families.

This section also recognises that most people will need someone to talk to about what's happened to them. Kindergartens, schools, GPs, churches, service and sporting clubs, local pubs, and men's sheds will be important places for mixing with others and sharing experiences. Most people will recover from the trauma. But we know from previous disasters that about 15 percent of people might need ongoing professional counselling for a while in order to fully recover. Our goal is that all our residents fully recover.

HUMAN AND SOCIAL

Priority Tasks	Deadlines	Responsible Officer & Partners
Establish an outreach team of community recovery workers located within the communities affected by the flood.	April 2011	CEO Director Community Recovery
Establish a psycho-social team to provide grief and family counselling and provide support to residents, business people and primary producers.	March 2011	DOCS Queensland Health
Develop a local Mental Health and Well Being Recovery Plan.	July 2011	DOCS Queensland Health
Ensure privacy issues and sharing of residents' information between agencies and community recovery workers are addressed.	April 2011	Director Corporate Governance Director Community Services DOCS Queensland Health
Develop a Council financial relief package to flood effected residents including: <ul style="list-style-type: none"> • Appropriate rebates • Establish a "Lockyer Valley Recovery Trust" to attract and distribute donations. This Trust should consolidate pre-existing funds • Other measures as appropriate. 	March 2011	Director Finance & Information Services Director Community Recovery Director Community Services
Establish a network of rural financial counsellors.	July 2011	DOCS Queensland Health Director Corporate Governance
Set up a Councillor group to monitor fair and equitable distribution of donated goods.	April 2011 ongoing	Lifeline Red Cross Local op shops
Support establishment of a fair and equitable process for distribution of donated goods.	May 2011	CEO Lifeline Red Cross
Arrange for sale or other dispersal of unneeded donated goods	May 2011	Local op shops Lifeline Red Cross
Strengthen community-based entry points to reach flood affected people eg. playgrounds, kindergartens, churches, service clubs, business associations.	May 2011	Director Community Recovery

Ensure volunteering is supported and integrated with recovery initiatives.	April 2011	Director Community Recovery
Strengthen and build the capacity of Lockyer Valley community organisations to be safe, secure and self sufficient.	April 2011	Director Community Recovery



Damage at Kapernick Bridge
Homes were destroyed



INFRASTRUCTURE

CONTEXT

This section recognises that community infrastructure is vital to the Lockyer Valley residents and businesses. Roads and bridges are critical to our economy as our businesses and primary producers get back on their feet and move goods to market. Residents need access to their homes.

Community facilities such as our halls, parks and recreation facilities are vital to our community's life. Public amenities, particularly for young families and older people, make life a bit easier. Damaged infrastructure needs to be replaced after the extent of destruction has been assessed. This needs to be done as quickly as possible. In some cases it will be like-for-like replacement; in others more resilient and better quality infrastructure built to current standards will be required.

This needs to be run as a program with appropriate resources and assistance from in-house and from the private sector through the tendering out of work. Funding will be required from the Federal and State Governments.

Priority Tasks	Deadlines	Responsible Officer & Partners
Assess the replacement and refurbishment of all asset classes, including the following: <ul style="list-style-type: none"> • Roads • Bridges • Drainage structures • Parks and recreational facilities • Toilets • Community halls and buildings • Council buildings • Other 	March 2011	Director Engineering Operations Director Community Services
Establish project plans to deliver and/or reinstate: <ul style="list-style-type: none"> • Roads • Bridges • Drainage structures • Parks and recreational facilities • Toilets • Community halls • Council buildings • Other 	July 2012	Director Engineering Operations Director Community Services
Identify and allocate funding necessary to replace and refurbish assets. From federal government, state government, philanthropic trusts (identify needs and costs, attract funds)	March 2011 ongoing	CEO Director – Community Recovery Director Engineering Operations
Provide access at least to 4WD standard to every property	February 2011	Director Planning, Building and Environment Services
Clean up all debris from creeks and waterways, bridges and culverts as a priority	July 2011	Director Engineering Operations



Impacts on our roads and drainage infrastructure were widespread



NATURAL ENVIRONMENT

CONTEXT

The natural environment has suffered as a result of the flood. The Lockyer Creek and its tributaries, variously measured at between 80 and 160 kms long, have been scoured out. There are dangerous overhangs, debris which may be missiles in another flood and large trees which can act as unwanted barriers and cause flooding. The creeks need to be cleaned up. Long term management plans for waterways and floodplains need to be in place.

Over 800 vehicles are in other people's paddocks swept from upstream. These issues have a psychological impact on residents. They act as a daily reminder of the disaster. They lessen the amenity of places of great beauty.

Drums of unknown origin are stranded in our creeks and may cause pollution or explode. Waste needs to be collected and properly disposed of completely.

Priority Tasks	Deadlines	Responsible Officer & Partners
<p>Clean up the Lockyer Creek and its tributaries so that debris is removed. The creeks must be cleaned up to ensure that they do not contain excess debris which is hazardous, could cause further erosion, or lead to flooding in the future.</p> <p>Establish a taskforce to:</p> <ul style="list-style-type: none"> • Work with DERM on reference guidelines and advice • Achieve a blanket approval for clean-up • Achieve NDRRA funding for the clean-up 	October 2011	Director Planning, Building and Environment Services
Investigate & clean-up all issues of pollution and weed control arising from the floods with a focus on Parthenium and Giant Rat's Tail Grass.	May 2011	Natural Environment Coordinator
<p>Establish a clean-up Lockyer Day on an annual basis:</p> <ul style="list-style-type: none"> • Seek a notable personality such as Ian Kiernan to champion the action • Seek corporate sponsorship for 2011 and beyond. 	August 2011	Director Community Services
Ensure all waste generated by the disaster events and currently stockpiled at transfer stations is collected and disposed of in accordance with current statutory requirements.	April 2011	Director Community Services Director Planning, Building and Environment Services

NATURAL ENVIRONMENT

Continued

Priority Tasks	Deadlines	Responsible Officer & Partners
Develop long term management plans for waterways and floodplains.	December 2011	Director Planning, Building and Environment Services
Establish a native trees revegetation program through a program of providing trees to residents.	From July 2011	Natural Environment Coordinator
Remove or arrange for the disposal of all damaged vehicles deposited on properties down stream during the flood	April 2011	Director Community Services
Lobby/facilitate action by DERM for the de-silting of weirs on our creeks to replenish underground water supply	November 2011	Mayor and CEO Director Planning, Building and Environment Services DERM



The natural environment and wildlife were badly affected



HOUSING

CONTEXT

This section recognises the importance of the task of rebuilding housing. Houses are not just shelter. They represent people's accumulated wealth and often the family's identity.

Council has adopted a policy of supporting people to re-build safely on their properties where appropriate. This is a very sensitive matter and will require flood studies to be done and consultation with a range of agencies, including the Queensland Reconstruction Authority to see if a new 1 in 100 flood level is required in affected areas.

Some owners will want to re-build and others won't. Some tenants will want to move back to communities and others won't want to return. The Council and the Department of Community Services will work through these issues with residents and home owners on a systematic and timely basis.

It is acknowledged that for those home owners with insurance, rebuilding may take time. For those home owners not covered by insurance there will be particular financial hardship and challenges.

Priority Tasks	Deadlines	Responsible Officer & Partners
Support residents on an individual basis who have lost housing and business premises Through: <ul style="list-style-type: none"> • Face to face interviews • Ongoing liaison and advice • Assistance in the rebuilding process where possible Interviews to be completed in liaison with DOCS staff and Lifeline	From February 2011	Director Community Services DOCS Lifeline
Council to adopt a policy supporting residents to safely return and rebuild on their properties where appropriate.	February 2011	Mayor and Council
Assess the damage to housing stock, commercial and industrial buildings, and other structures <ul style="list-style-type: none"> • Housing Stock • Other 	March 2011	Director Planning, Building and Environment Services
Identify and manage the demolition of unsafe structures	October 2011	Director Planning, Building and Environment Services
Following demolition of privately-owned unsafe buildings and structures, coordinate removal of debris and waste.	April 2011	Director Planning, Building and Environment Services

Priority Tasks	Deadlines	Responsible Officer & Partners
Council to undertake work to develop a position on any revision to 1 in 100 flood levels for affected areas. Work required will include: <ul style="list-style-type: none"> • Flood and hydrology study • Discussions with State Government and QRA • Recommendations arising from the flood Commission of Inquiry's interim report due in August 2011 	May 2011 August 2011	Director Planning, Building and Environment Services Rebuilding / Housing Co-ordinator
Integrate/apply State Planning Framework emergency legislation and changes to the local planning scheme.	As mandated	Director Planning, Building and Environment Services
Investigate and resolve planning and building issues that will have an impact on refurbishment of existing and construction of new housing in flood affected areas. Provide advice to all affected property owners.	April 2011	Director Planning, Building & Environment Services
Investigate sites at Grantham and other affected communities for safe rebuilding, in conjunction with the Queensland Reconstruction Authority.	From March 2011	Director Planning, Building and Environment Services

Excerpt from a property assessment 21-22 January 2011

Assessment **Unsafe**

Property Description: Single storey, slab-on-ground and steel posts, fibre cement clad, sheet roof.

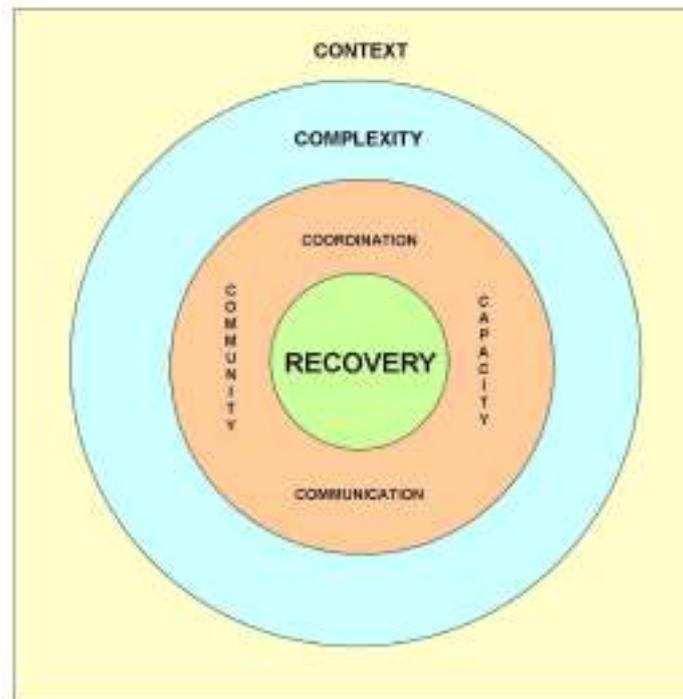
Major structural damage to many parts of house.

Back corner walls/columns missing and roof collapse in some areas. Veranda columns with major impact damage. Internal walls and brace walls destroyed.

Conclusion/Comments: House not fit for occupation. Demolition warranted.

Appendix 1

The following summary is derived from the National Principles for Disaster Recovery.
Diagram showing the relationship between the six principles –



Understanding Context and Complexity are fundamental to delivering effectively

Understanding the context

Successful recovery is based on an understanding of the community context.

Recovery should:

- appreciate the risks faced by communities;
- acknowledge existing strengths and capacity, including past experiences;
- be culturally sensitive and free from discrimination;
- recognise and respect differences; and
- support those who may be more vulnerable; such as people with disabilities, the elderly, children and those directly affected.

Recognising complexity

Successful recovery acknowledges the complex and dynamic nature of emergencies and communities. Recovery should recognise that:

- information on impacts is limited at first and changes over time;
- affected individuals and communities have diverse needs, wants and expectations, which are immediate and evolve rapidly; quick action to address immediate needs is both crucial and expected;
- disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies;
- conflicting knowledge, values and priorities among individuals, communities and organisations may create tensions;
- emergencies create stressful environments where grief or blame may also affect those involved;
- the achievement of recovery is often long and challenging and existing community knowledge and values may challenge the assumptions of those outside the community.

Using community-led approaches

Successful recovery is responsive and flexible, engaging communities and empowering them to move forward.

Recovery should:

- centre on the community, to enable those affected by a disaster to actively participate in their own recovery;
- seek to address the needs of all affected communities;
- allow individuals, families and communities to manage their own recovery;
- consider the values, culture and priorities of all affected communities;
- use and develop community knowledge, leadership and resilience;
- recognise that communities may choose different paths to recovery;
- ensure that the specific and changing needs of affected communities are met with flexible and adaptable policies, plans, and services; and
- build strong partnerships between communities and those involved in the recovery process.

Ensuring coordination of all activities

Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs. Recovery should:

- be guided by those with experience and expertise, using skilled and trusted leadership;
- reflect well-developed planning and information gathering;
- demonstrate an understanding of the roles, responsibilities and authority of other organisations and coordinate across agencies to ensure minimal service disruption;
- be part of an emergency management approach that integrates with response and contributes to future prevention and preparedness;
- be inclusive, using relationships created before and after the emergency;
- have clearly articulated and shared goals based on desired outcomes;
- have clear decision-making and reporting structures;
- be flexible, take into account changes in community needs or stakeholder expectations;
- incorporate the planned introduction to and transition from recovery-specific actions and services; and
- focus on all dimensions; seeking to collaborate and reconcile different interests and time frames.

Employing effective communication

Successful recovery is built on effective communication with affected communities and other stakeholders. Recovery should:

- ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent;
- recognise that communication with a community should be two-way, and that input and feedback should be sought and considered over an extended time;
- ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and channels;
- establish mechanisms for coordinated and consistent communication with all organisations and individuals; and
- repeat key recovery messages because information is more likely to reach community members when they are receptive.

Acknowledging and building capacity

Successful recovery recognises, supports and builds on community, individual and organisational capacity. Recovery should:

- assess gaps between existing and required capability and capacity;
- support the development of self-reliance;
- quickly identify and mobilise community skills and resources;
- acknowledge that existing resources will be stretched, and that additional resources may be required;
- recognise that resources can be provided by a range of stakeholders;
- understand that additional resources may only be available for a limited period, and that sustainability may need to be addressed;
- provide opportunities to share, transfer and develop knowledge, skills and training;
- understand when and how to disengage; and
- develop networks and partnerships to strengthen capacity.



Damage and debris to bridges and roads affected transport and public access





Properties are now dangerously close to newly scoured creek edges

Photo Credits

Aurecon Engineering staff;
J Holstein;
LVRC Engineering Operations staff;
J Goltz.

Jude Munro and Associates for Lockyer Valley Regional Council
Art & Design - Illustrators ink





REGIONAL COUNCIL

The Lockyer Valley Regional Council wishes to acknowledge the significant loss of life and property as a result of the devastating flood events in December 2010/January 2011 and the tragic event of 10 January in particular. We commit to public memorials to the loved ones lost to our families and communities so that they will never be forgotten.