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# National Recovery and Resilience Agency submission: Inspector-General of Emergency Management investigation into the effectiveness of 2019 North and Far North Queensland monsoon event recovery efforts, February 2022

The National Recovery and Resilience Agency welcomes this review from the Inspector-General of Emergency Management, Queensland, into the effectiveness of recovery efforts following the 2019 North and Far North Queensland monsoon event (the 2019 Monsoon Trough). The National Recovery and Resilience Agency, led by the Hon Shane L Stone AC QC, will continue to stand side-by-side with the people of North Queensland to support their long term recovery.

The review is focused on highlighting good practice and will close out Recommendation 12 from the Queensland Government's [2019 Monsoon Trough Rainfall and Flood Review](#), which states:

*Recommendation 12 – The progress of recovery for this event be reviewed incrementally over the next 2 to 3 years, with a formal, independent report provided on the effectiveness of the recovery after 3 years.*

The 2019 Monsoon Trough (25 January – 14 February 2019) caused extensive damage to both the natural and man-made environments with an estimated social and economic cost of \$5.68 billion<sup>1</sup>.

The flow-on effect to local business, communities, economies and the environment were, and remain significant. Beyond the immediate impacts from the flood water, there were many other impacts, including:

- Business disruption, as primary producers restock and rebuild, tourism and other trading
- Infrastructure and transport disruptions and impacts
- Environmental damage to productive land, waterways and coastal ecosystems, and
- Physical and mental health, family and community social cohesion impacts.

Of the 14 Local Government Areas (LGAs) most impacted by the Monsoon Trough, several were previously drought affected and have since been impacted by COVID-19 creating a range of compounding challenges.

For many, the recovery continues.

## Background context

On 1 March 2019, the North Queensland Livestock Industry Recovery Agency (NQLIRA) was established to coordinate and ensure the timely and effective delivery of the Australian Government's response to the 2019 Monsoon Trough. The Agency was tasked with developing a long-term strategy to help rebuild the Queensland Livestock Industry and guide the regions' recovery. Under the NQLIRA executive orders, the

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<sup>1</sup> Deloitte Access Economics 'The social and economic cost of the North and Far North Queensland Monsoon Trough (2019)', June 2019



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Agency was required to: ‘to design, develop, consult on and coordinate the delivery of a long-term plan for the recovery and reconstruction of these areas’

NQLIRA’s “locally led, locally understood and locally implemented” approach was led by Coordinator-General the Hon Shane L Stone AC QC who deployed staff to assist people with their immediate needs, while also delivering a longer-term plan for the region to aid recovery and be better prepared for future natural disasters.

On 5 December 2019, NQLIRA’s role was expanded to include leading a national response to the severe drought conditions affecting farmers and rural communities across Australia. To account for the expanded mandate the NQLIRA was re-named the National Drought and North Queensland Flood Response and Recovery Agency.

On 5 May 2021, the Prime Minister, the Hon Scott Morrison MP, announced the establishment of the National Recovery and Resilience Agency (NRRA) in response to a key recommendation from the Royal Commission into National Natural Disaster Arrangements:

*Recommendation 3.5 Establishing a standing resilience and recovery entity: The Australian Government should establish a standing entity that will enhance national natural disaster resilience and recovery, focused on long-term disaster risk reduction.*

The Royal Commission called for a national approach, where there is greater cooperation and coordination across governments and agencies; a greater sharing of resources across jurisdictions; an agile emergency response and recovery capability, with skills and technology that can be used across the country; and the data, systems and research to help us manage and mitigate disaster risk, efficiently and effectively.

Establishment of the NRRA provides, for the first time in Australia’s history, a single, enduring national Agency with responsibility for coordinating and aligning Australia’s national capability to build resilience, better prepare for disasters, and recover from all hazards.

As a first step, the former National Drought and North Queensland Flood Response and Recovery Agency and the former National Bushfire Recovery Agency merged following the announcement. On 1 July 2021, the NRRA assuming responsibility for the disaster risk reduction and recovery functions previously situated in the Department of Home Affairs, and the Rural Financial Counselling Service Program, formerly managed by the Department of Agriculture, Water and the Environment.

Three years on from the devastating 2019 Monsoon Trough, the NRRA continues to work alongside the communities most affected as they recover and prepare for future disasters.

Almost \$900 million has been delivered to assist those impacted as they continue to rebuild and recover after the 2019 event<sup>2</sup>. Please see **Attachment A** for a summary of committed and expended funds for the recovery from the 2019 North Queensland Monsoon Trough event. As part of the 2020–21 budget, the Australian Government announced \$60 million for five new grant programs with a focus on locally-led initiatives to further help the region recover and build resilience see **Attachment B**. These programs supplement additional grant funding specifically targeting primary producers to help restock, replant crops and permanent plantings and replace damaged on-farm infrastructure. For example, the recent completion

<sup>2</sup> <https://recovery.gov.au/about-us/media-centre/keeping-queensland-communities-connected>



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of a \$30 million program to boost the flood resilience of key Queensland roads impacted by the flooding is evidence the Australian Government and NRRRA are committed to long-term prosperity of the region.

## Lessons learnt

There were a multitude of lessons to be learnt following the 2019 North Queensland Monsoon Trough, and the Royal Commission observed that successful recovery processes are based on a number of elements (Paragraph 21.13). It is important to:

- understand the context of the community
- recognise the complex and dynamic nature of natural disasters and the communities they have impacted
- use community-led approaches that are responsive and flexible, and engage communities and empower them to move forward
- ensure a planned, coordinated and adaptive approach is used, based on continuing assessment of impacts and needs
- ensure effective communication with affected communities and other stakeholders, and
- recognise, support and build on community, individual and organisational capacity.

The following are key insights from the NRRRA based on involvement with the 2019 North Queensland Monsoon Trough event:

### Get into the impacted areas as soon as practical – “turn up”

In the case of the 2019 Monsoon Trough event, the Coordinator-General and Agency staff visited the impacted region quickly to see the damage for himself. We turned up within days – not weeks. The Coordinator-General was supported on the visits by local authorities and in consultation and with cooperation from the Queensland Government. This first hand insight and early assessment of the damage enabled informed action to occur and the development of a response that was tailored to the needs of those impacted.

### Agency structured to support timely and effective recovery

In the case of the NQLIRA, and subsequently the NRRRA, a three pronged approach emerged:

1. The Coordinator-General led efforts – he and Agency staff were visiting and talking to impacted local governments, primary producers and local communities, drawing attention to the issues, advocating for action and support, in consultation with the state government
2. Regional Recovery Officers followed up – these officers establishing a presence in local communities, engaging and connecting deeply to identify the needs, both immediate and longer term (noting these officers have now been renamed ‘Recovery Support Officers’)
3. The ‘Canberra’ team implemented – the staff located in Canberra progressed the longer term, strategic support required, such as policy, risk management and development of funding programs.

This approach was underpinned by authentic on-the-ground engagement that centred on listening to the need of the local communities that had been impacted.



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## Immediate funding activation

The swift activation of the Disaster Recovery Funding Arrangements (DRFA)—in particular the \$75,000 tax free grants to primary producers under Category C assistance—enabled primary producers to start the recovery process as soon as possible. In turn, this provided a substantial contribution to the local economy of the towns in the affected regions—and in the words of many “it gave people hope”. This then provided financial capacity for individuals to start the recovery process. The importance of this contribution should not be lost. As many primary producers in this area had also been struggling from years of drought, often with limited income.

Initial recipients of the primary producer grants who had expended the full \$75,000 were also eligible to apply for assistance under the Restocking, Replanting and On-farm Infrastructure Grants (RRIG) to a maximum co-contribution grant of \$400,000. This approach ensured that those who had experienced significant damage beyond \$75,000 were eligible to apply for the RRIG in order to support those hardest hit by the 2019 flood event.

Rapid financial assistance was also vital in reducing stressors and mental health impacts for affected individuals.

The Category C DRFA provided the opportunity for the employment of Industry Recovery Officers (IRO) in the affected local government areas, which were supported by the Queensland Department of Agriculture and Fisheries (QDAF). IROs were local to the areas where they were positioned – providing impacted primary producers a level of confidence.

## Clear programs informed by community need

The range of programs developed in response to the 2019 North Queensland Monsoon Trough event have been designed to incorporate the principles of:

- Locally led, locally understood and locally implemented approach
- Ensuring broad coverage; in terms of eligible groups, activities and areas of focus
- Ensuring agility and flexibility in program design and funding models, for example each subsequent round was created to deliver against areas of unmet or emerging needs
- Complementing rather than duplicating, activities being undertaken across all levels of government
- Community informed and flexible enough to meet evolving community needs
  - \$1.75 billion was identified for authorised deposit-taking institutions (ADI) loans for primary producers. Due to the positive response of the commercial banking sector, the ADI scheme was put on hold as it was no longer considered necessary
- Commitment to long term recovery, acknowledging that recovery doesn't stop when the funding stops – the recovery continues
- Effective Commonwealth and state government partnership:
  - A National Partnership Agreement (NPA) with the Queensland Government
  - The NPA made available \$300 million of Commonwealth funding to the 14 most flood-affected LGAs and a further five grant programs—outlined below—covering a broad scope of councils, individuals, communities and businesses
  - The Commonwealth and Queensland Government both made 50 per cent contributions for Disaster Recovery Funding Agreements to quickly get financial support in place for primary producers, small businesses and not-for-profit organisations.





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## After the Flood: A strategy for long-term recovery developed

After extensive consultation throughout the region, the Agency developed [After the flood: A strategy for long-term recovery](#) (the Strategy). The Strategy is a blueprint, mapping a prosperous and secure future for North and North-West Queensland, and was released as part of the Australian Government's 2020-21 budget on 6 October 2020 and was accompanied by \$60 million of funding for five locally led support initiatives. The Strategy, and the accompanying support initiatives, covers the 14 most flood-affected LGAs of Burdekin, Burke, Carpentaria, Charters Towers, Cloncurry, Douglas, Etheridge, Flinders, Hinchinbrook, McKinlay, Richmond, Townsville, Whitsunday and Winton.

The Strategy details five strategic priority areas, which guide investment in actions that support the long-term recovery and prosperity of the affected communities, strengthens their preparedness for future challenges, and helps the regions adapt and transform in an ever-changing environment.

To support these efforts, the Agency established two [Implementation Working Groups \(IWGs\)](#) – one for the North East (12 members), and one for the North West (13 members) – to ensure local voices remain central to the Strategy's implementation. Community members are appointed for 12 month terms and are sought through an Expression of Interest process. Since establishment of the IWGs in December 2020, a total of 10 IWG meetings have been held – five in the North West, three in the North East and two virtually, due to COVID-19 restrictions.

These groups ensure the steps taken to support recovery and resilience continue to best serve their communities and champion the diversity of the region. They are also another way the Australian Government can keep in touch with local needs and issues.

To formalise the implementation of the Strategy, the IWGs developed an Implementation Plan. The Implementation Plan details the purpose of and key considerations associated with implementation of the Strategy and the five grant programs that support it. It is a living document and will be reviewed following IWG meetings and updated to reflect the region's evolving priorities.

In line with Portfolio Budget Statements 2021-22 Budget Related Paper No. 1.11, the NRRRA has responsibility to lead Commonwealth action and national efforts to improve preparedness for, reduce risks associated with, and support all-hazards relief and recovery from, disasters and emergencies of all kinds, including by providing strategic leadership, policy advice and program delivery, community outreach and stakeholder engagement.

To support this outcome, the NRRRA's Corporate Plan 2021-22 to 2024-25 outlines how the Agency will continue to stand shoulder to shoulder with people in the regions to develop and implement strategies for the long-term viability and prosperity of regional and remote Australia. Implementation of the Strategy directly supports meeting performance measure 2.2: *Delivery of measures underpinning the Strategy for long-term recovery in those areas impacted by 2019 North Queensland monsoon event.*

## Monitoring and Evaluation

Each of the targeted grant programs are accompanied by individual Monitoring and Evaluation Plans with a plan in place to undertake evaluation of each program once complete. These Monitoring and Evaluation



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Plans were developed using the National Monitoring and Evaluation framework for recovery programs as well as through consultation with the grant administrators from the Queensland Government— QRIDA and the Queensland Reconstruction Authority (QRA).

The Monitoring and Evaluation Plans were developed alongside individual grant guidelines to ensure clear alignment between the intended program outcomes and those detailed in the grant guidelines. Additionally a Steering Committee established under the National Partnership Agreement monitors the ongoing implementation of the grant programs.

A Monitoring and Evaluation Plan associated with the Strategy's implementation is in development. Additionally, an Interim Evaluation (2022) and Final Evaluation Report (2024) are planned and aim to consider:

- the design of the Strategy and how it was developed
- the Strategy's implementation and how well it has achieved its objectives, and
- the five grant programs that were specifically designed to support the implementation of the Strategy.

## Strong Partnerships

During the 2019 North Queensland Monsoon Trough event, it was critical the Agency connected into and leveraged efforts already underway. Connecting into the Queensland Government and affected local government counterparts to ensure that efforts were complementary, integrated and timely. In order to do this effectively, especially when time is critical, preplanning and having established relationships becomes paramount.

We acknowledge the productive relationship between the Agency and our Queensland Government counterparts, in particular QRA, the Queensland Rural and Industry Development Authority (QRIDA) and QDAF. QRA and QRIDA were important delivery partners.

Importantly, the Agency had strong confidence in the regions' local governments, which enabled us to partner with councils to quickly deliver programs and engage with the communities.

## Establish a range of mechanisms to facilitate community-led outcomes

The NRRA is focussed on establishing effective community engagement mechanisms that build trust and empowered those impacted to actively participate in their own disaster recovery decision-making. To achieve this, a range of actions were taken following the 2019 Monsoon Trough that proved effective, including:

- Establishing a National Partnership Agreement Steering Committee – the steering committee was critical for:
  - sharing information and being a sounding board
  - developing effective actions strategies and programs
  - ensuring delivery remained on track
  - providing an avenue for the escalation of issues in a timely manner, and
  - providing oversight grant programs to support the flood affected region.
- Ensuring a broad cross section of people served on the steering committee and had clear roles



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- Ensuring listening was balanced with action – it was critical to listen to the needs of the community, but also ensure this listening translates into action
- Incorporating the lived experience into efforts and actions
- Having a range of programs on offer to enable people to self-select what is most appropriate for their circumstances
- Providing opportunities for communities to build social connection
- Remembering that programs may not have immediate success – they may need time
- Putting effective transition mechanisms and exit planning activities in place, for example:
  - Consideration should be given to ensuring that all funding does not cease at the same time
- Ensuring a focus on practical assistance for communities, such as face-to-face grant writing workshops to help build skills and capacity in communities
- Ensuring adequate and enduring information is available, for instance:  
<https://recovery.gov.au/programs/queensland-monsoon-trough>

## Response vs recovery

The different requirements needed during the response phase and recovery phase should be acknowledged and planned for. Additionally, we note that recovery takes time, hence the reason why NQLIRA was established for five years and now why we have NRRA as an enduring Agency.

For those in the 2019 Monsoon Trough event impacted regions, community feedback received by the Agency suggests recovery is progressing but it will continue to take time. Feedback has also highlighted additional recovery challenges due to the compounding effects of additional events, such as COVID.

## Building Back Better and Risk Reduction

In addition to recovery, the NRRA works with key stakeholders to champion disaster risk reduction in line with recommendation 3.5 of the Royal Commission into National Natural Disaster Arrangements:

*Recommendation 3.5 Establishing a standing resilience and recovery entity  
The Australian Government should establish a standing entity that will enhance national natural disaster resilience and recovery, focused on long-term disaster risk reduction.*

Guided by the National Disaster Risk Reduction Framework (NDRRF) and international principles under the Sendai Framework for Disaster Risk Reduction 2015-2030, we are working to ensure Australians build resilience across the social, economic, built environment and natural environment domains. Since the 2019 Monsoon Trough, the Australian Government has invested in range of programs such as the \$600 million Preparing Australia Program to support risk mitigation and limit the impact of future disasters. Through the Emergency Response Fund, \$100 million has been committed under the National Flood Mitigation Infrastructure Program and \$50 million has been committed to a new Coastal and Estuarine Risk Mitigation Program.

Together with the states and territories, we have jointly committed \$261 million over five years from 2019-20 for the Disaster Risk Reduction Package, to reduce the risk and impact of disasters, in line with the priorities of the NDRRF.



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The Australian Government is also investing in enhanced climate and data information capabilities to support decision-making through the \$210 million Australian Climate Service, as well as \$4.5 million under the National Capability Package to support recovery and resilience planning. We are also integrating the “Building Back Better” principle into our recovery investments, demonstrated in the jointly funded Commonwealth-State/Territory Disaster Recovery Funding Arrangements betterment funds.

## Concluding comments

Every year, Australian communities face devastating losses caused by natural hazard disasters. Bushfires, floods, storms, and other natural hazards all have significant impacts on individuals, communities, the economy, and the environment.

In addition to focusing on recovery, the NRRA is increasing the focus on disaster resilience and risk reduction. This will ensure communities exposed to natural hazards are best placed to resist, absorb, accommodate and adapt to, and sometimes transform as part of recovering from the effects of a hazard.

In 2014, the Productivity Commission estimated that Australia was spending 97% of disaster funding on mopping up and just 3% on getting ready. We are striving to embed ‘building back better’ into everything we do, and the Agency is shifting Australia’s focus from ‘cleaning up’ after a disaster, to mitigating risks and preventing them from materialising in the first place.

The NRRA’s focus is not just about making infrastructure more robust. It’s about learning from our past experiences, so that we as a nation are able to better prevent and mitigate future disasters across all domains. This ensures the essential services associated with the provision of water, food, health, education, transport, and communication are there to support us before, during, and after emergencies.

The NRRA is still has a strong presence in the region. We are still rolling out programs and have continual engagement with those impacted by the 2019 North Queensland Monsoon Trough through the RSO network, the Rural Financial Counselling Service and contributions of the Implementation Working Groups has informed our work; however, it is clear that events are still raw. The NRRA will continue to work closely with local communities, who are often best placed to understand the risks they face, to help them to prepare for, minimise the impact of, and recover from natural hazard induced disasters.

The importance of mitigating the risks and impacts to people and property will remain a priority for the NRRA. While the recovery from the 2019 Monsoon Trough, and other catastrophic events, will take time, the NRRA will ensure it has a continuous improvement approach based on the lessons learnt.





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**Attachment A – Funding committed and expended by the Australian Government for the recovery from the 2019 North Queensland Monsoon Trough.**

Australian Government Flood Recovery Measures as at <u>7 January 2022</u> (unless otherwise stated)	Funding (\$) committed (since 2018-19)	Funding (\$) expended by Australian Government	Financial Years (of allocated funding)
Restocking, Replanting and On-farm Infrastructure grants (a matched co-contribution from applicant is required)*	\$240m	\$240m	2018/19 - 2021/22
Resilient Kids*	\$2m	\$2m	2020/21– 2023/24
Recovery and Resilience Grants*	\$20m	\$20m	2020/21– 2023/24
Telecommunications and Energy Improvement (financial or in-kind contribution required from applicant with no set value required)*	\$15m	\$15m	2020/21 – 2022/23
Economic Diversification (financial or in-kind contribution required from applicant with no set value required)*	\$9m	\$9m	2020/21 – 2022/23
Managing Disaster Risk (financial or in-kind contribution required from applicant with no set value required)*	\$12m	\$12m	2020/21 – 2022/23
Grant administration*	\$2m	\$2m	2020/21 – 2022/23
RIC loan product (AgRebuild) [program closed] <sup>3</sup>	\$1 billion	\$187.6m	2018/19 - 2019/20
Emergency Hardship Assistance (Cat. A)	\$100m		2018/19 - 2020/21

<sup>3</sup> AgRebuild program administered by the Regional Investment Corporation closed 30 June 2021 and no further loans will be distributed under this program.



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Australian Government Flood Recovery Measures as at <u>7 January 2022</u> (unless otherwise stated)	Funding (\$) committed (since 2018-19)	Funding (\$) expended by Australian Government	Financial Years (of allocated funding)
Essential Household Contents Grant (Cat. A)			2018/19 - 2020/21
Counter Disaster Operations (Cat. A)			2018/19 - 2019/20
Counter Disaster Operations (Cat. B)			2018/19 - 2019/20
Disaster Assistance (Primary Producer) Loans (Cat. B)			2018/19 - 2019/20
Disaster Assistance (Small Business) Loans (Cat. B)			2018/19 - 2019/20
Disaster Assistance (Not-for-profit organisations) Loans (Cat B)			2018/19 - 2019/20
Special Disaster Assistance Recovery grants for primary producers (Cat C)			2018/19 - 2019/20
Special Disaster Assistance Recovery grants for small businesses (Cat C)			2018/19 - 2019/20
Special Disaster Assistance Recovery grants for not-for-profit organisations (Cat C)			2018/19 - 2019/20
Disaster Recovery Payment	Demand driven	\$118.1m	2018/19 - 2019/20
Disaster Recovery Allowance	Demand driven	\$1.4m	2018/19 - 2019/20
Extraordinary fodder supply	\$1m	\$1m	2018/10 – 2019/20
<b>Sub-total</b>	<b>\$1.4 billion</b>	<b>\$708.1m</b>	



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Australian Government Flood Recovery Measures as at <u>7 January 2022</u> (unless otherwise stated)	Funding (\$) committed (since 2018-19)	Funding (\$) expended by Australian Government	Financial Years (of allocated funding)
Radars and rain gauges	\$28.1m	\$13.4m	2018/19 – 2023/24
Flood mapping and warning system	\$4.8m	\$4.8m	2019/20 – 2020/21
<b>Sub-total</b>	<b>\$32.9m</b>	<b>\$18.2m</b>	
Mental Health Support	\$6.8m	\$6.8m	2018/19 – 2021/22
<b>Sub-total</b>	<b>\$6.8m</b>	<b>\$6.8m</b>	
Special Circumstances funding	\$4m	\$4m	2018/19 – 2019/20
Flood relief supplement for isolated children	\$0.5m	\$0.5m	2018/19 – 2019/20
<b>Sub-total</b>	<b>\$4.5m</b>	<b>\$4.5m</b>	
Prickly Acacia Weed Management	\$5m	\$5m	2019/20 -2023/24
Riparian and coastal recovery program	\$20.9m	\$20.9m	2019/20 – 2021/22
Weeds and pest management	\$2.1m	\$2.1m	2019/20 – 2021/22
<b>Sub-total</b>	<b>\$28m</b>	<b>\$28m</b>	
Betterment Fund	\$51m	\$51m	2019/20 – 2020/21
Water and Sewerage infrastructure	\$3.3m	\$3.3m	2019/20 – 2020/21
Clean-up and repair of community assets (local governments and state agencies)	\$2.6m	\$2.6m	2018/19-2020/21
Clean-up & repair of community assets (not for profit sport & recreational organisations)	\$6.7m	\$6.7m	2018/19-2020/21
<b>Sub-total</b>	<b>\$63.6m</b>	<b>\$63.6m</b>	



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<b>Australian Government Flood Recovery Measures as at <u>7 January 2022</u> (unless otherwise stated)</b>	<b>Funding (\$) committed (since 2018-19)</b>	<b>Funding (\$) expended by Australian Government</b>	<b>Financial Years (of allocated funding)</b>
Local Council Grants (Cat D)	\$11m	\$11m	2018/19 – 2019/20
Tourism Recovery Package	\$2.5m	\$2.5m	2019/20-2020/21
Business and industry support	\$5m	\$5m	2019/20-2020/21
North West Qld Beef Recovery Package	\$7m	\$7m	2019/20-2020/21
Flexible grants program	\$7.8m	\$7.8m	2019/20 – 2021/22
Community Health and Wellbeing	\$3.0m	\$3.0m	2019/20 – 2021/22
Monitoring & evaluation - Cat C and D funding	\$0.3m	\$0.3m	2019/20 – 2021/22
Community information and education	\$0.4m	\$0.4m	2019/20 – 2021/22
Community development program	\$2.6m	\$2.6m	2019/20 – 2020/21
<b>Sub-total</b>	<b>\$41.5m</b>	<b>\$41.5m</b>	
<b>TOTAL</b>	<b>\$1.58 billion</b>	<b>\$868.5m<sup>4</sup></b>	

<sup>4</sup> This figure has been calculated using the true figures for each line item, not the rounded figures displayed in this table.





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## Attachment B—Overview of five new grant programs with a focus on locally-led initiatives to help the region recover and build resilience.

1. **Resilient Kids** (\$2 million over 4 years from 2020–21) – this program provides practical help for school-aged children to better take care of their mental wellbeing and strengthen their resilience. This program is administered by the Queensland Rural and Industry Development Authority (QRIDA).
2. **Recovery and Resilience Grants** (\$20 million over 4 years from 2020–21) – this program is broken up into two streams; Stream one provides \$857,000 to the 14 most flood-affected LGAs (\$12 million in total) with a forward focus on locally-led initiatives to strengthen community hubs, building facilities, enhancing tourism and creating jobs throughout the region. Stream one is administered by the Queensland Reconstruction Authority (QRA). Stream two (\$8 million in total) is focused on land management to support locally-led initiatives to improve land conditions through increased biodiversity, improved management of natural resources and ultimately increase the sustainability and viability of the region. Stream one is administered by the QRIDA.
3. **Economic Diversification Grants** (\$9 million over 3 years from 2020–21) – this program has two streams; agriculture and non-agriculture and is designed to support emerging industries, expansion of small-scale industries or value-adding of existing industries, including tourism, to create job opportunities and further strengthen North Queensland’s economy. This program is administered by QRIDA.
4. **Telecommunications and Energy Improvement** (\$15 million over 3 years from 2020–21) – this program supports projects that trial and adapt new technologies to improve access to reliable and cost-effective telecommunications connectivity or energy supply. This program is administered by QRIDA.
5. **Managing Disaster Risk** (\$12 million over 3 years from 2020–21) – this program was designed to support individuals, enterprises, industries and communities to improve their understanding of disaster risk and improve disaster risk management planning through information sharing, improved data collection and improved communication tools. Funding under this program is awarded under the Queensland Resilience and Risk Reduction Fund (QRRRF) grant opportunity and is administered by QRA.