



**TOWNSVILLE
LOCAL DISASTER
MANAGEMENT GROUP**



Logistics Sub Plan

Local Disaster Management Plan (LDMP) Sub Plan

V2 July 2025



This plan is to be read in conjunction with the Townsville Local Disaster Management Plan (LDMP)

Executive Summary

This Logistics Sub Plan has been developed by the Townsville Local Disaster Management Group (TLDMG) to ensure the timely acquisition and deployment of resources to support frontline disaster response and recovery operations in the Townsville City Council (TCC) local government area.

Section 1 provides an overview of the plan including the aim and objectives, ownership, functional responsibility and the support agencies required to implement the plan. It also provides links to other key documents that inform this plan.

Section 2 relates to how the plan is activated, who needs to be notified and includes a visual aid flowchart as a quick reference guide.

Section 3 provides detail on the logistical planning available to support LDMG operations. The role of the Logistics Officer is identified as well as detail on how to manage logistics during small- and large-scale events. This section identifies requirements for emergency supply, emergency transportation, managing financial donations, offers of assistance and spontaneous volunteers. This section also outlines the processes involved in making formal Requests for Assistance (RFA) to the District Disaster Management Group (DDMG) and accessing the LGAQ Council 2 Council (C2C) Program.

Section 4 provides an overview of resupply operations, and the processes required to undertake resupply to isolated communities, isolated rural properties and stranded persons.

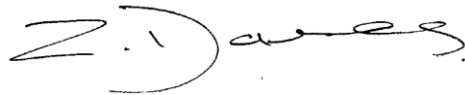
Appendices A-C provide supporting information as quick reference guides including a Logistics Officer checklist, the QDMA RFA form and the RFA process map.

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Endorsement

This plan is recommended for distribution by the Townsville Local Disaster Management Group.



Zac Dawes
Local Disaster Coordinator
Townsville Local Disaster Management Group
Date: 15 July 2025



Cr Andrew Robinson
Chair
Townsville Local Disaster Management Group
Date: 15 July 2025

Version Control & Record of Amendments

Amendment		Plan Updated		
Version No.	Issue Date	Inserted by	Action	Date
01 Initial Plan	August 2024	Deloitte Z Dawes	V1 for adoption	September 2024
2	July 2025	Z Dawes	Annual Review	July 2025

Consultation

A consultative process is used when developing the LDMP and associated Sub Plans. Prior to adoption, the Sub Plan is released for consultation with all core members and advisors of the LDMG and the working group members. The key stakeholders to be consulted in the development of Sub Plans varies for each plan and is determined by TCC. Updates to plans are based on stakeholder feedback and records are maintained by TCC on the stakeholders that were consulted and those that provided feedback.

1. Overview of Plan

1.1. Aim & Objectives of Plan

The aim of the Logistics Sub-Plan is to detail the logistics and resupply arrangements to meet the resource needs of disaster-affected communities in the TCC area. The key objectives are to:

- provide arrangements for the efficient supply and coordination of local resources and detail the processes required to formally request additional resources via the Queensland Disaster Management Arrangements (QDMA)
- provide appropriate transportation resources before and after an event
- detail resupply arrangements and ensure individuals, rural properties and communities can be resupplied with food and essential goods for extended isolation.

1.2. Context & Assumptions

Timely acquisition and deployment of services and supplies is critical to the efficient response to, and recovery from, a disaster.

Resources to undertake disaster operations are to be obtained from within the Townsville Local Government Area (LGA). wherever possible. When local resources have been exhausted or are inadequate, requests for assistance outside the Townsville LGA area are directed to the Townsville District Disaster Management Group (DDMG) for action. External assistance requests are coordinated by the LDC on behalf of the TLDMG. This will be delegated to a Logistics Officer in large scale events.

Resource management, particularly of human and material resources, is an area that can cause extreme problems in the response to a major event, unless processes are planned in advance and further developed at the time of an event. As well as an influx of requests for human and material assistance, the Logistics Officer will need to implement processes to manage resources, both requested and otherwise, that may start to arrive in the affected area. The majority of events will be managed by Townsville City Council's (TCC) business as usual (BAU) stores and other logistics procedures. However, larger-scale events may require specific logistics planning and processes to be applied. If additional warehousing facilities need to be established, TCC will work with external providers to manage these facilities on its behalf.

TCC will implement processes to channel support towards local charitable organisations and will work closely with organisations such as GIVIT and Volunteering Queensland to access support in managing logistical issues.

1.3. Ownership

This sub-plan is owned by the Local Disaster Coordinator (LDC) on behalf of the Townsville Local Disaster Management Group (TLDMG). All significant amendments must be approved by the TLDMG.

The LDC will ensure the:

- master document is retained with relevant supporting documents
- level of circulation of the sub-plan is determined by the TLDMG and details are recorded of copyholders
- sub-plan is updated and reviewed on at least an annual basis, or after activation, whichever is the sooner
- sub-plan is tested and exercised as determined by the TLDMG.

1.4. Functional Responsibility & Support Agencies

The role of the Logistics Officer will be undertaken by staff from Townsville City Council.

The LDC is to ensure that all agencies and members of the TLDMG are aware of these arrangements.

Member organisations of the TLDMG are support agencies to this sub-plan. These local and state organisations are also support agencies:

- Department of Housing and Public Works
- Department of Transport and Main Roads
- Transport operators (road, air)
- Hire companies
- Retailers
- Suppliers and contractors
- Community groups, service clubs and charities
- GIVIT
- Volunteering Queensland
- Queensland Reconstruction Authority
- Australia Post

1.5. Links with Other Documents

This sub-plan is interdependent on, and should be read in conjunction with, the Local Disaster Management Plan (LDMP). It links directly to all other sub-plans including the TLDMG Emergency Contact Lists. This plan also links to:

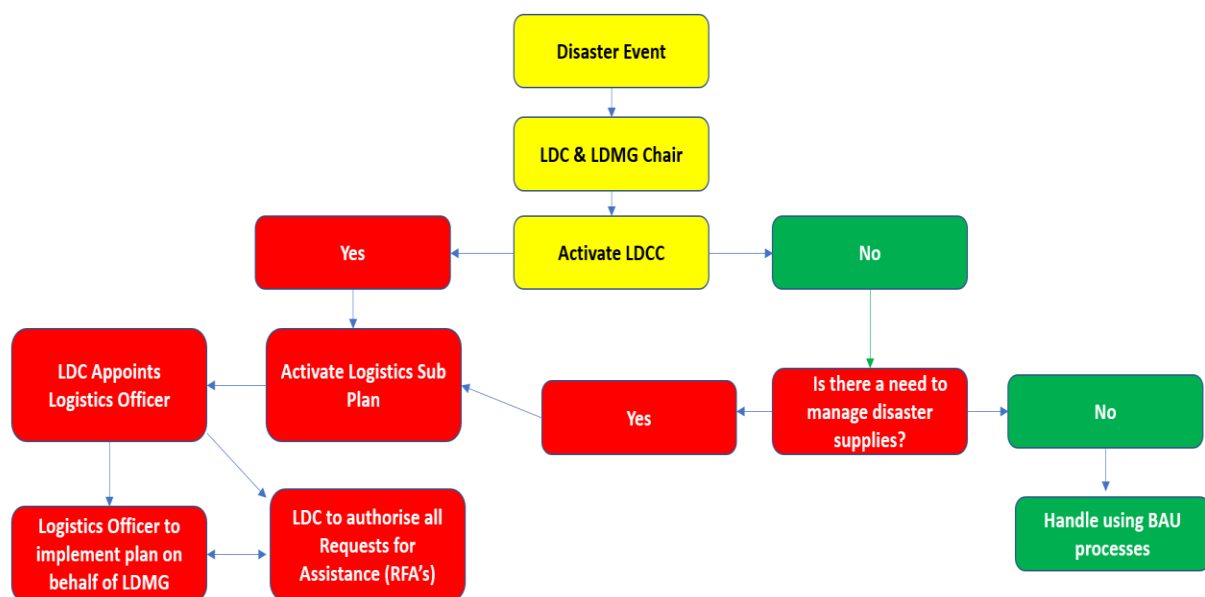
- TCC Procurement Process
- [Manual M.1.205 Queensland Resupply](#)
- RFA Reference Guide RG.1.196
- [Queensland Policy for Offers of Assistance](#)
- [Managing Offers of Assistance Manual M.1.202.](#)

2. Activation & Notification Procedures

2.1. Activation of the Plan

This sub-plan will be activated by the LDC and TLDMG Chair whenever there is a need to manage the receipt and delivery of disaster services and supplies into the TCC area. The plan will be automatically activated if the Local Disaster Coordination Centre (LDCC) moves to stand up.

2.2. Notification Flowchart



2.3. Notification Process

Once this sub-plan is activated, the LDC will need to determine whether they will retain responsibility for the logistics function or delegate responsibility to a Logistics Officer.

The implementation of the sub-plan will be managed by the Logistics Officer who will report to the LDC. The LDC will authorise requests for assistance (RFA) to the District Disaster Management Group (DDMG).

This sub-plan has been developed as an operational guide with pre-determined strategies to reflect the area's profile and needs and can be adapted to the specific circumstances of the event. Refer operational checklist at [Appendix A](#).

3. Emergency Logistics

3.1. Logistics Planning

The TLDMG has undertaken significant planning for disaster logistics operations. A risk-based approach to planning has been adopted based on local hazard exposure and community need. Key suppliers and other stakeholders have been identified and documented.

3.2. Logistics Officer

A Logistics Officer may be appointed to support the TLDMG and/or LDCC. If a Logistics Officer is not appointed, this role is undertaken by the LDC.

The Logistics Officer has overall responsibility of the procurement, delivery and receipt of services and supplies, ensuring requests are to an acceptable level of quality, in the quantities required, and at the places and times they are needed.

3.3. Management of Logistics Function During Operations

3.3.1. Small Scale Events

In smaller events, logistics requirements can be managed by BAU operations from TCC stores at the Garbutt Operations Centre.

3.3.2. Large Scale Events

If the LDCC is activated, the Logistics Team will manage logistical demands relating to the event. Townsville is a major logistics supply centre. A large number of bulk warehouses, including cold stores, are located in the Townsville urban area and serve outlets across the North Queensland region and beyond.

Outsourcing may be considered in major events where there is a magnitude of issues, or where in-house storage and warehousing capacity is exceeded. There are specialist logistics companies who can provide a service or the [Department of Housing & Public Works](#) could be engaged via a RFA to provide a district-wide logistics management service.

3.4. Emergency Supply

Emergency supply relates to the acquisition and management of emergency supplies and services in support of disaster operations.

The Logistics Officer will have access to various resource lists to procure emergency supplies.

A Logistics Contact List is available in [Guardian IMS](#) which references and includes aviation providers and airstrips, bedding suppliers, construction contractors, chemical/cleaning specialists, food stocks/stores/outlets, general hardware, fuel, refrigeration, transport providers, waste management and water suppliers. The Emergency Supply Register also includes a list of pre-qualified suppliers for plant and equipment and hire.

There is also the [Townsville Yellow Pages](#) phone directory of local businesses by category.

Local resources must be exhausted before making a RFA to the DDMG. Refer to [Section 3.6](#).

3.5. Emergency Transportation

The TLDMG may be required to coordinate transportation resources to support disaster operations. Transport resources may be needed for:

- emergency services personnel and other agencies
- persons requiring assistance to evacuate or return home
- people requiring mobility assistance
- medical, food, equipment, resources and supplies.

In the event that emergency transportation is required to support evacuation operations in a disaster event, the Evacuation & Transport Working Group will be activated and supported by the LDCC Operations Team - refer [Evacuation Sub Plan](#).

The TLDMG will work collaboratively to supply and coordinate emergency transportation requirements. Every effort will be made to provide suitable transport resources and suitably qualified operators. Refer to Emergency Contact Lists in Guardian IMS.

3.5.1. Fuel Supplies

Townsville has significant bulk fuel facilities located within the port area. These facilities provide fuel to a very large catchment including Mount Isa. Resupply of fuel is by tanker from either Brisbane or Singapore.

The Logistics Team will monitor fuel supply during an event and will advise the LDC of emerging issues.

Consideration will also be given to priority fuel provision for transport vehicles involved in disaster response. Fuel trucks with metered output should be considered for the maintenance of fuel supplies.

3.6. QDMA Requests for Assistance (RFA)

When the TLDMG requires additional logistics support and/or resources to meet operational requirements, they must seek assistance through a formal request to the DDMG.

The Logistics Officer is responsible for preparing, submitting, tracking and monitoring the status of RFAs. RFAs are to be approved by the LDC.

The TLDMG must clearly articulate the resource capability required or the problem and outcome they need on the RFA template. The request must provide sufficient details about description, quantity and delivery time to ensure an efficient and timely response.

If the DDMG is unable to fulfil the request, it will be escalated to the State Disaster Coordination Centre (SDCC) for action.

RFAs should be prepared in Guardian and a RFA form is available at Appendix B if Guardian is unavailable. The [RFA Reference Guide RG.1.196](#) has further information.

3.7. Council to Council (C2C) Support Program

Relationships with neighbouring Councils are effective and requests for support shall be coordinated between the relevant LDCs. If required, the Joint Council Disaster Management MOU (refer Guardian references) will be activated. The DDMG should be advised if this MOU is being implemented, to assist the state-wide coordination of resources.

The LGAQ C2C Support Program is a streamlined method for providing assistance between Councils within Queensland's disaster management arrangements. Requests for C2C support are made through the RFA process to the DDMG via the TLDMG.

The C2C program also acknowledges the desire of unaffected Councils to provide support.

3.8. Managing Offers of Assistance

The [Queensland Policy for Offers of Assistance](#) recognises the public may offer assistance to disaster-affected individuals and communities in the form of financial donations, volunteering, and goods and services.

Offers of assistance can provide significant support and aid local businesses and community to recover. However, if not appropriately managed the TLDMG may become quickly overwhelmed with these offers.

Type of Donation	Managed By				
	GIVIT	St Vincent de Paul	TCC ERG (via LDCC)	DRA	VNQ
Food	Y				
Goods, clothing, toys and bedding	Y	Y			
Offer to volunteer to assist	Y			Y	Y
Services, plant and equipment	Y		Y		

Donations will be managed in accordance with:

- Australian Government *National Guidelines for Managing Donated Goods*; and
- Queensland State Recovery Office *Tools to Assist with Managing Donated Goods*.

Offers of assistance will be managed in accordance with the [Managing Offers of Assistance Manual M.1.202](#). Public messaging around offers of assistance needs to be clear and consistent.

3.8.1. Financial Donations

Financial donations may be offered spontaneously or in response to disaster appeal funds. TCC will direct financial donations to local charities and relief organisations. If TCC establishes an appeal fund, this will be outsourced to an organisation such as GIVIT or Australian Red Cross.

3.8.2. Goods & Services

Solicited and unsolicited goods and services may be offered by the community, businesses, organisations and corporate entities. During large scale disasters, consideration will be given to working with [GIVIT](#) who match donated goods to need and provide virtual warehousing solutions.

3.8.3. Spontaneous Volunteers

Spontaneous volunteers are unsolicited individuals and groups who arrive following a disaster to help the community. Spontaneous volunteers often want to assist immediately but may not be prepared (or insured) for the risks and conditions. Refer to the [Communities Responding to Disasters: Planning for Spontaneous Volunteers](#).

During large scale disasters, consideration will be given to working with Disaster Relief Australia, [Volunteering Queensland](#), [Volunteer North Queensland](#) and other local community and church groups to assist with processes to ensure spontaneous volunteers are properly registered and insured so they can provide the required support to the community in a way that is safe and builds resilience.

3.9. Distribution Points

Areas may need to be designated for the purpose of distributing materials (e.g. bottled water, sandbags). Distribution points should have a police presence, where possible, to maintain public order and safety at the site. Where QPS are unavailable, security guard services may be considered in line with Council procurement processes. Minimum security resources required at the site include 2 x officers and 1 x vehicle.

Ideally, distribution points should be hardstand and operate on a one way in, one way out system with identified ingress and egress routes. Sufficient room should exist for through traffic. Temporary fencing can be utilised to manage ingress and egress at distribution points i.e. orderly funnelling in and funnelling out.

Consideration can also be given to mobile distribution if appropriate (e.g. bottled water on a flatbed truck). Multi-purpose distribution points can also be considered if appropriate (e.g. sandbag and bottled water at the same location; or bottled water at waste centres).

3.10. Financial Management

Each agency will use its own financial management arrangements during disasters. Refer to the [Financial Management Sub Plan](#). Eligible expenditure may be recoverable from the [Disaster Recovery Funding Arrangements](#).

4. Resupply Operations

4.1. Resupply Preparation

The size and geographic diversity of the TCC area and the nature of the hazards guarantees that some communities will be temporarily isolated by the effects of one or more hazards. The hardship imposed upon the communities concerned could require a response from the TLDMG.

Most events that isolate communities in the TCC area occur on a seasonal basis and their effects on access routes can be predicted with reasonable accuracy. Communities that are likely to be affected by such events are expected to prepare well in advance for both the event and the expected period of isolation.

TCC should consider conducting community education programs and coordinating preparation activities. Refer to section 2.4 of [Manual M.1.205 Queensland Resupply](#). They should be encouraged to prepare for periods of isolation rather than rely on resupply.

Resupply is a last resort measure and is not a substitute for preparation. Resupply is expensive and requires significant planning and effort. The community is responsible for looking after their health and wellbeing, and this does not change during periods of isolation. This sub-plan does not compromise the fundamental responsibility of individuals in relation to preparedness, self-help and mutual assistance.

There may be times when, despite preparation, access to essentials of life such as food and medication is compromised by isolation from the normal supply system.

It is the policy of the State that a set of procedures exists to ensure that communities are not economically disadvantaged by isolation and that food supplies and basic commodities can be provided to rural and remote communities which are vulnerable to isolation for extended periods of time.

Under the Queensland Resupply arrangements, the State Government will pay additional transport costs for delivering items essential for survival to isolated communities. [Manual M.1.205 Queensland Resupply](#) is a toolkit to the [Prevention, Preparedness, Response and Recovery \(PPRR\) Disaster Management Guideline](#). It ensures a fair, equitable and consistent approach to resupply, and outlines the roles and responsibilities of different levels of the disaster management system.

It is essential that the correct procedures are applied when conducting resupply operations to facilitate financial accountability and reimbursement.

4.2. Resupply Execution

Ensure that the *Essential Goods Guidance* is used to determine if goods are considered essential to maintaining human and domestic animal life and/or health until normal resupply operations can recommence. Refer to section 2.3 of the [Manual M.1.205 Queensland Resupply](#).

The need for resupply falls in one of three categories:

4.2.1. Isolated Community Resupply

This resupply occurs when people residing in a community have access to retail outlets, but those outlets are unable to maintain the level of essential goods required due to normal transport routes being inoperable as a result of a disaster event. In this scenario the State government contributes to the cost of transporting goods by alternate methods.

This operation ensures essential goods are available to the community through the normal retail facilities within that community. This maintains the safety and wellbeing of humans and domestic animals during the period of isolation.

There are template letters to retailers in Chapter 3 of the [Manual M.1.205 Queensland Resupply](#).

4.2.2. Isolated Rural Property Resupply

Isolated rural properties are groups of individuals isolated from retail facilities due to inoperable transport routes. This may include primary producers, outstations or small communities that have no retail facilities.

The aim of resupply operations to isolated rural properties is to maintain access to essential goods, including medications.

Isolated rural property owners are responsible for placing and paying for their orders with retailers. The LDCC and DDCC facilitate and meet the cost of transport only. Resupply to isolated rural properties may continue for some time after resupply to isolated communities is no longer required.

The TLDMG should ensure all rural properties are aware of resupply processes, protocols and contacts.

There are template letters to isolated properties in Chapter 4 of the [Manual M.1.205 Queensland Resupply](#).

4.2.3. Resupply of Stranded Persons

This type of resupply provides essential goods to individuals who are isolated from retail facilities due to inoperable transport routes and are not at their normal place of residence e.g. stranded travellers and campers.

The resupply or evacuation of stranded people is coordinated by Queensland Police Service (QPS). QPS may also use the resources of the LDCC. QPS decides whether to resupply or evacuate. If the LDCC is not activated, QPS will resupply or evacuate stranded individuals and report through the normal police reporting system. Refer to Chapter 5 of the [Manual M.1.205 Queensland Resupply](#).

Appendix A: Logistics Officer Operational Checklist

DUTY CARD		LOGISTICS OFFICER
Reports to:	Local Disaster Coordinator	Tick
RESPONSIBILITIES		
• Maintain watching brief / state of readiness and receive initial information from LDC.		
• Commence operations log in Guardian and maintain records of all logistics activities.		
• Regularly review Guardian for tasks and to maintain situational awareness.		
• Implement Logistics Sub-Plan.		
• Implement systems to obtain, record, manage and track movement of human and physical resources, facilities, services and materials.		
• Undertake staff rostering.		
• Determine what premises are suitable for use as warehousing and storage.		
• Identify required transportation resources (i.e. forklifts, EWP's, buses, etc.).		
• Monitor fuel stocks and instigate priority fuel supply planning to ensure continuity.		
• Capture expenditure associated with the operation to ensure maximum reimbursement under DRFA.		
• Prepare RFAs to the DDMG for authorisation by the LDC.		
• Purchase equipment and supplies and organise catering.		
• Coordinate resupply operations.		
• Manage personnel in the Logistics Team (briefings, debriefings, welfare requirements). Potential units include supply, communications support, finance, facilities and catering.		
• Contribute to Incident Action Plan and Situation Reports.		
• Participate in debriefs.		

Appendix B: QDMA RFA Form

Event		Date		Time (24hr)	
Request forwarded to	TLDMG ☐	DDMG ☐	SDCC ☐	Council to Council ☐	
Task tracking no					
To					
From		Phone		Mobile	
Requesting officer's name, organisation and 24hr contact details: (must be the person who has <u>detailed knowledge</u> of the request and is able to answer <u>any</u> questions)					
Name		Phone		Mobile	
Organisation		Email			
Delivery address: physical street address (include landmarks, GPS coordinates as required)					
Co-ordinates: X Long: Y Lat:					
On-site contact person and phone no: (must be available to accept delivery)					
Name		Phone		Mobile	
Priority to be delivered on-site by <u>detail time and date</u> (urgent or ASAP is not acceptable)					
Date		Time			
Details of Request: be specific about the required outcome OR clearly detail the resources required. Do Not use acronyms, state unit quantities only and list skill sets for human resources. Refer to the Request for Assistance checklist below.					

Request for Assistance Checklist: Ensure the following information is included in the request if applicable:

- Transport needed
- Hazardous situations
- Special handling requirements (forklift)
- Access issues
- Requesting officer
- Priority
- Skill sets clearly stated

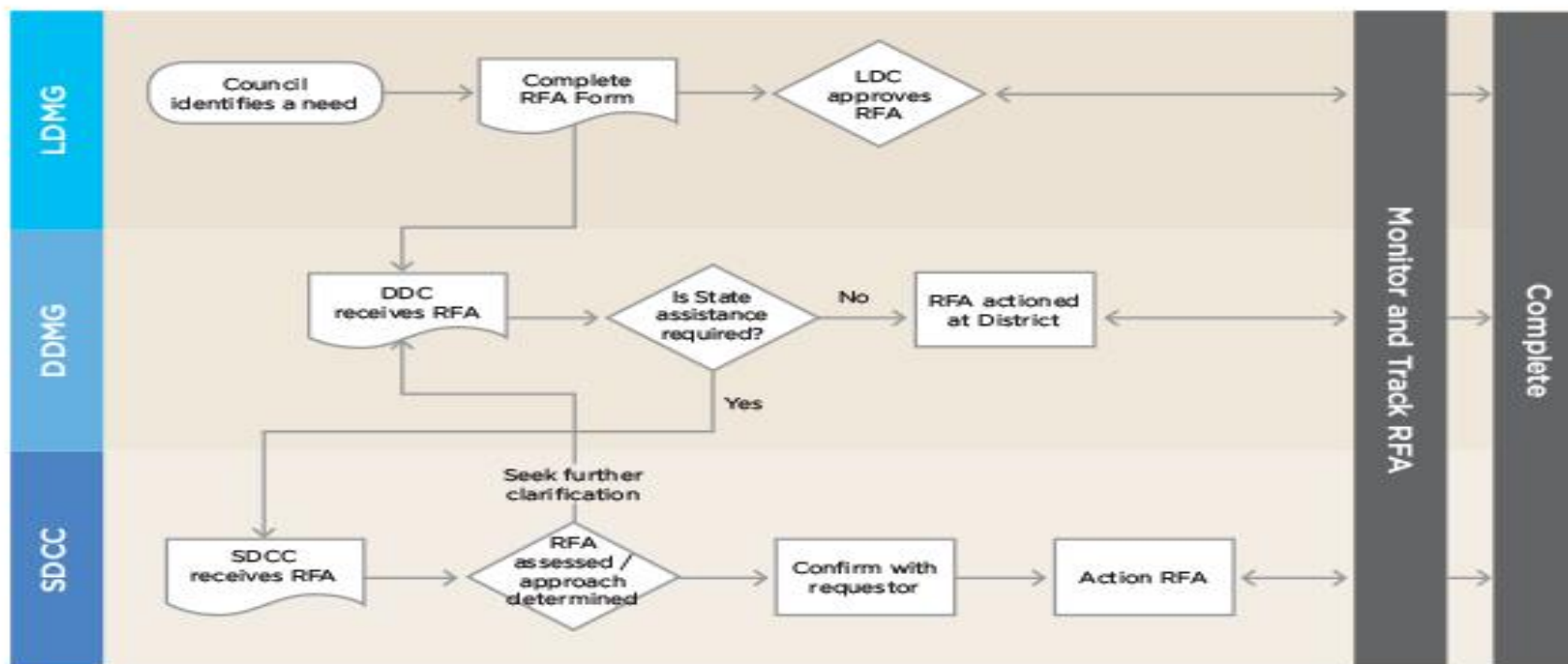
Authorising Officer

Name		Position			
Signature		Date		Time	

DDC Authorisation

Name		Position			
Signature		Date		Time	

Appendix C: RFA Process Map





**TOWNSVILLE
LOCAL DISASTER
MANAGEMENT GROUP**

