LOCAL RECOVERY AND RESILIENCE SUB PLAN
Endorsement

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

Wayne Preedy ESM
Local Disaster Coordinator
Townsville Local Disaster Management Group

Date: 10 / 04 / 2019

Cr Jenny Hill
Chair
Townsville Local Disaster Management Group

Date: 10 / 04 / 2019
## Consultation

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Name of consulted</th>
<th>Date plan distributed</th>
<th>Date comments received</th>
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<tr>
<td>Townsville City Council (LDC, TLDMG)</td>
<td>Wayne Preedy ESM</td>
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<td>Core and Advisory Members and Deputies</td>
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<td>Townsville Local Recovery &amp; Resilience Group</td>
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Background

Queensland is certainly no stranger to natural disasters and Mother Nature has once again put us to the test with Severe Tropical Cyclone Debbie causing heartache to thousands and more than a billion dollars in damage to industry and infrastructure across the state. From the beautiful Whitsundays to the Tweed border, almost half of the state felt the fury of the Category 4 system and associated torrential rainfall and flooding.

It is no surprise that in the aftermath, we have seen neighbours helping neighbours and complete strangers lending a hand to those affected to get them back on their feet. It is instinctive in the hearts of Queenslanders to help each other and just as we have always done, we will continue to work together to rebuild and recover.

Through many years of consecutive disasters, we have learned a number of hard-fought lessons about preparedness, responsiveness and resilience. We’ve proven the value in building back better and helping communities and individuals take a lead in their own recovery.

But for all we have learned, every disaster event is different and we can never be completely prepared for the unpredictability of natural disasters. Nevertheless, we are well placed to respond.

Brigadier Christopher Field AM, CSC, is leading the recovery effort and is supported by the Queensland Government and Deputy Premier as Minister for the Queensland Reconstruction Authority to ensure there is a comprehensive, community-focused and local government led recovery. We’ve done it before and Queenslanders can rest assured we will work shoulder to shoulder with impacted communities to rebuild again.

There is hard work ahead of us but Queenslanders can be confident that we will bounce back, in every way. Operation Queensland Recovery puts us firmly on the path to reconnecting and rebuilding our communities, our economy and our environment.

Document Control

Amendment Control

The *Local Recovery and Resilience Sub Plan* is a controlled document. The controller of the document is the Townsville Local Disaster Coordinator (LDC). Any proposed amendments to this plan should be forwarded in writing to:

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<td>PO Box 1268</td>
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<td>Townsville, QLD 4810</td>
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The LDC may approve inconsequential amendments to this document. The LDC will ensure that any changes to the content of the document will be submitted to the Townsville Local Disaster Management Group (TLDMG) for approval and be endorsed by the Townsville City Council.

Amendment Register

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Abbreviations List

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<td>DCDSS</td>
<td>Department of Communities, Disability Services and Seniors</td>
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<td>DDMG</td>
<td>District Disaster Management Group</td>
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<td>Functional Recovery Group</td>
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<td>Local Disaster Coordinator</td>
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<td>Local Recovery Coordinator</td>
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<td>LRRG</td>
<td>Local Recovery and Resilience Group</td>
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<td>QFES</td>
<td>Queensland Fire and Emergency Services</td>
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<td>QPS</td>
<td>Queensland Police Service</td>
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<td>QRA</td>
<td>Queensland Reconstruction Authority</td>
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<td>TCC</td>
<td>Townsville City Council</td>
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<td>THHS</td>
<td>Townsville Hospital and Health Service</td>
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<td>TLDMG</td>
<td>Townsville Local Disaster Management Group</td>
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<tr>
<td>TWW</td>
<td>Townsville Water and Waste</td>
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Plan Matrix

Townsville Local Disaster Management Plan Matrix

Please note: This matrix depicts plans and procedures, which have been grouped based on their relationship to one another rather than an hierarchy or trigger points for activation.

Townsville Local Disaster Management Plan (TLDMP)

- Evacuation & Transport Sub Plan
  - Tsunami Response Sub Plan
  - Shelters and Evacuation Centres Sub Plan

- Community Education & Marketing Sub Plan
  - Community Information & Warnings Sub Plan

- Impact Assessment Sub Plan
  - Asbestos Containing Material (ACM) Sub Plan
  - Resupply Sub Plan
  - Financial Management Sub Plan

- Environmental Health Sub Plan
  - Townsville District Functional Health Plan

- Recovery & Resilience Sub Plan

Operating Procedures (Internal Council Processes)

- Evacuation Centres SOP
- Places of Refuge SOP
- Public Cyclone Shelter SOP
- Animal Management SOP

- TCC Communications Operating Procedure for Disasters
- Bushfire Mitigation Operations Plan
- Impact Assessment Operating Procedure

- Magnetic Island Disaster Management Group (MIDMG) SOP
  - Magnetic Island Evacuation Centre SOP

- Rollingstone Disaster Management Group (RDMG) SOP

- Townsville Local Disaster Coordination Centre (LDCC) SOP

- Townsville City Council Emergency Response Plan (ERP)

- TCC Emergency Response Plan - Communication Plan Operational Response
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Part One – Administration and Governance

1.1 Authority

This Sub Plan forms a sub plan to the **Townsville Local Disaster Management Plan (TLDMP)** and is developed under the authority of the **Queensland Disaster Management Act 2003 (DM Act)**. This Sub Plan has been developed under the guidance of the following documents:

- **Australian Disaster Resilience Handbook Collection: Community Recovery, Handbook 2**;
- **Natural Disaster Relief and Recovery Arrangements, 2017**;
- **State Disaster Relief Arrangements**;
- **Queensland Strategy for Disaster Resilience, 2017**;
- **Queensland Disaster Relief and Recovery Arrangements – Guidelines, July 2017**;
- **Queensland Recovery Guidelines**;
- ** Queensland Recovery Plan, 2017**;
- **State Recovery Plan 2017–2019 – Operation Queensland Recovery**;
- **Townsville Local Disaster Management Plan**; and,
- LDMG plans from other Queensland Local Government Areas that have recently experienced significant recovery (e.g. Whitsundays Regional Council, Livingstone Shire Council).

This Sub Plan will be managed in accordance with the administrative and governance processes outlined within the TLDMP including approval, document control, distribution and review and renew.

1.2 Scope

The **Local Recovery & Resilience Sub Plan** applies to emergency/disaster events occurring within the Townsville City Council local government area whereby local resources are sufficient to deal with the process of recovery.

In the event that local resources are insufficient or overwhelmed to deal with the recovery process a request may be made to the District Disaster Management Group (via the Townsville LDMG) for additional resources, assistance and/or activation of the District Disaster Community Recovery Plan.

In the event that the **District Disaster Community Recovery Plan** / Committee are activated, the Local Recovery & Resilience Group (LRRG) may be required to assist the District Disaster Community Recovery Committee in undertaking recovery operations as determined by the Chair of the District Disaster Community Recovery Committee.

1.3 Purpose

Disaster Recovery is defined as “the coordinated process of supporting disaster-affected communities’ psychosocial (emotional and social), and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration (including regeneration of the natural environment, associated
infrastructure and heritage sites and structures, and the management of pollution and contamination).” (Queensland Recovery Plan, 2017).

Community recovery from disasters can be a complex and often lengthy process, with different communities recovering at different rates.

The recovery element of the comprehensive approach to disaster management – prevention, preparedness, response and recovery (PPRR) – can be the most complicated and protracted. The best outcomes are achieved by ensuring recovery strategies align with community need and are informed by the affected community.

This requires a collaborative, coordinated, adaptable and scalable approach where the responsibility for disaster recovery is shared among all sectors of the community including individuals, families, community groups, businesses and all levels of government.

A locally-led approach supports the rapid restoration of services essential to human wellbeing and presents an opportunity to build resilience and improve community circumstances and preparedness beyond their pre-disaster status.

Queensland takes an all hazards approach to recovery, as identified in the Act (Queensland Government Disaster Management Guidelines – Recovery).

Resilience is defined as “a continuous process of learning from experience, reassessment and adaptation. In the disaster management context, resilience can be considered as a system’s or community’s ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances” (Queensland Recovery Plan, 2017). 100 Resilient Cities has another definition, “To survive, adapt and thrive in the face of challenges”.

A community that is prepared for disasters by having necessary arrangements in place to deal with them will be a more resilient community, and one that will return to an acceptable level of functionality more quickly than a community that is not prepared.

Under the DM Act, the TLDMG is responsible for disaster recovery operations in collaboration with identified functional lead agencies. Recovery arrangements need to be flexible to suit local needs, and to use resources effectively. Recovery arrangements also need to:

- acknowledge that recovery is a complex social and developmental process rather than just remedial in nature;
- recognise that recovery should be consequence – driven and conditions – needs based and presents an opportunity to support the community to improve beyond what existed pre-disaster, including building resilience for future events; and,
- support community self-determination and participation in the recovery process.

An event that requires significant recovery (e.g. Tropical Cyclone Yasi (2011), or the Vincent mini tornado event (2012)) also provides the opportunity to make a community more resilient for future events. For example in an event that causes significant damage to community infrastructure, the reconstruction phase could consider integrating improved mitigation measures (e.g. flood risk reduction measures) to reduce the risk of a future event damaging the infrastructure.
Recovery recognises that communities throughout the state are different and have varying levels of capacity and capability.

### 1.3.1 Psychosocial Effects of Disasters on Community and Staff

Individuals and communities may be affected by traumatic incidents at any time. Regardless of the scale of the event and the number of people affected the nature of the emotional response of the individuals involved is likely to be similar. There is certain predictability about the reactions of communities and individuals to disasters. At the community level, it is not uncommon to witness the following phases:

![Diagram showing the phases of the psychosocial effects of disasters on community and staff.](source)

It is important to note that while these reactions are talked about as ‘phases’ this does not mean that they will occur for all people at the same time or in a sequential manner.

Strong feelings such as shock, fear, anger, helplessness, sadness, shame and guilt are often expressed throughout these phases by individuals that have experienced a disaster.

It is also important to recognise that emergency services personnel, recovery workers and administrators including council staff will be affected in similar ways. The most common mistake in determining staffing requirements is to underestimate the duration of recovery operations and the high stress these workers will perform under. Overloading of staff will occur if adequate arrangements have not been made to perform their normal duties.

It is therefore essential that council Managers be aware of the strains that may be placed upon them and their staff, and that suitable arrangements are made to provide the necessary support if required. Managers should
consider the capacity of their staff to work under pressure in a rapidly changing environment, prior to appointing them to a disaster recovery role.

It is important that we understand the functional areas of recovery and the phases when each may or may not be implemented, for example it may be that only the Human & Social aspect of recovery is required for our community. The below diagram from the Queensland Reconstruction Authority “Operation Queensland Recovery 2017” State Plan demonstrates this.

With the knowledge that communities have the best understanding of their needs and what their path to recovery should look like, Local Recovery Groups (LRGs) led by councils in impacted areas should be established to identify and prioritise their objectives in rebuilding and reconnecting after an event.

Membership of LRGs should include representatives from local governments, state agencies, community groups and businesses. Supported by Functional Recovery Groups (FRGs), these local groups should develop Local Recovery Plans which will remain dynamic documents that can be adapted and updated to meet the emerging needs and priorities of the impacted communities. (See example below)
1.4 Recovery Functions

Townsville City Council Councillors will chair Recovery sub groups aligned to functional areas of recovery. Townsville has opted for a model based on “four” functional sub groups. They are as follows:

- Human & Social;
- Economic;
- Built Environment (including buildings, roads & bridges, and ports); and,
- Natural Environment.

LRRG and Functional Sub Group structures are detailed in Section 2.2.4 of this document.

Each Recovery Group Chair will be supported by a senior council staff member with a background in that element as a Coordinator (e.g. Human Social Coordinator is Team Manager, Community Engagement).

Terms of Reference for each Functional Recovery Sub Group will be drafted pre-event and reviewed by sub group members when the recovery group “is activated to Alert status”.

The Local Recovery and Resilience Sub Plan incorporates the following six (6) key elements of recovery.

1. **Recovery Coordination and Management** – 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 council goes on and will need to be resourced. Council has an expectation that a significant portion of resourcing community recovery will come from Federal and State Government resources.

2. **Community Recovery** – includes personal support, psychological services, temporary accommodation (not evacuation Centres), financial assistance and repairs to dwellings. The Department of Communities, Disability Services & Seniors (DCDSS) becomes the functional lead agency for community recovery in a disaster event once local resources have been exhausted. DCDSS require a Request for Assistance through the Townsville District Disaster Management Group (DDMG) for activation.

3. **Infrastructure Recovery** – includes government structures, transport, essential services and communications. A number of separate State Government departments and non-government organisations will have key functional responsibilities for their respective element of infrastructure recovery in a disaster event, such as Department of Housing & Public Works (DHPW) for buildings and Department of Transport and Main Roads (DTMR) for roads and highways,

4. **Environmental Recovery** – includes recovery as it relates to parks, waterways and wildlife. A number of State Government departments led by Department of Environment & Heritage Protection and non-government organisations will have key functional responsibilities for elements of environmental recovery in a disaster event.

5. **Economic Recovery** - includes recovery as it relates to business impact, industry impact and worker impact. The Department of State Development, Manufacturing and Infrastructure & Planning is the functional lead agency for economic recovery.
Experience has demonstrated that effective recovery management following a disaster depends on planned procedures, trained employees, identified resources and planned distribution processes.

The Local Recovery and Resilience Sub Plan provides the strategic framework for recovery planning, outlining roles and responsibilities of government and non-government partners for the coordinated delivery of recovery services following a disaster.

Recovery commences as soon as possible after the disaster event and includes activities and services needed to restore the emotional, social, economic and physical well-being of an affected community.

1.5 Principles

Queensland and Townsville have adopted the national principles of disaster recovery, as detailed in the Australian Disaster Resilience Handbook Collection: Community Recovery, Handbook 2, and the Queensland Recovery Plan recovery principles, which recognise that successful recovery relies on:

- understanding the context;
- recognising complexity;
- using local, community-led approaches;
- ensuring coordination of all activities;
- employing effective communication; and
- acknowledging and building capacity.
- identifying lessons and building resilience.

Each of these principles will be incorporated into the development of Local Recovery Plans and used as a measure against which to assess performance of The Plan, which is also consistent with the IGEM Emergency Management Assurance Framework. Details of the agencies and organisations available to provide assistance with recovery support and local recovering planning are at Annexure A.

1.5.1 Understanding the context

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

Recovery should:

- appreciate the risks faced by individuals and communities, which have been addressed previously as part of Townsville City Council’s All Hazards Studies (2009/2010);
- acknowledge existing strengths and capacity, including past experiences; we should also learn from others, who have experienced recent recovery activities, to ensure our methodologies are consistent with current practice and are not outdated and inconsistent with current policy and processes.
- 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.
1.5.2 Recognising complexity

Successful recovery acknowledges the complex and dynamic nature of events and communities that are impacted by events.

Recovery should recognise that:
- information on impacts is limited at first and changes over time; community and our political masters require patience whilst we gather accurate information about what has happened, which is often difficult when they are emotionally attached to the event;
- 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;
- community and recovery leaders may require to adopt an “Improvise, Adapt and Overcome” posture early on after the impact of an event to “regain the initiative” and gain momentum from small successes such as a tarp on their roof, restoration of power, fresh drinking water, etc.;
- events 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 tension; a single point-of-truth is essential to ensuring the community accurately informed;
- events create stressful environments where grief or blame may also affect those involved;
- the achievement of recovery is often long and challenging;
- existing community knowledge and values may challenge the assumptions of those outside the community; and,
- the four functions of recovery and building community resilience (built environment, economic, human-social and natural environment) often overlap, and recovery arrangements must consider the interrelationship between these functions.

1.5.3 Using community-led approaches

Successful recovery is responsive and flexible, engages communities and empowers them to move forward. It also involves the identification of “champions” in the local community and allows local governments to work with these individuals to harness their specific skillsets, knowledge and experiences in order to support their community.

Recovery should:
- centre on the community to enable those affected by an event 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.

Involving the local community will lead to ownership and assist them in setting themselves and our community up for success.

1.5.4 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, using skilled and trusted leadership (i.e. You don’t have to do it alone, if required bring in people from other areas, who have recently experienced recovery to advise and guide you. Good leadership is also about recognising when you perhaps do not have the technical knowledge and/or experience, but others do. That is ok, it is not a weakness but rather demonstrates humility.);

• 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;

• ensure you track/record key decisions and financial assurances from outside agencies (state and federal) as people’s memories may differ after an event has passed, and your community will remember what was “promised” to them;

• 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; however, outcomes must be realistic;

• 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;

• focus on all dimensions; seeking to collaborate and reconcile different interests and time frames; and,

• utilise existing arrangements and partnership agreements to assist with the management of recovery-specific activities (e.g. Memorandum of Understanding between TCC and GIVIT for the management of Offers of Assistance).

1.5.5 Employing effective communication

Successful recovery and resilience 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.

### 1.5.6 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.

### 1.5.7 Communities contributing to their own recovery

Community members are the first responders during an emergency and take actions to save and protect themselves, their families and their communities. These actions are emergent behaviours (Drabek & McEntire 2003). In responding, disaster-affected communities spontaneously begin their own recovery processes. It is the role of formal recovery agencies to provide structured support, communication and coordination to assist these efforts.

Disaster-affected people, households and communities understand their needs better than any of the professional, government, non-government or corporate supporters. They have the right to make their own choices about their own recovery.

There is increasing recognition that the processes used by government and other key recovery agencies to interact with communities are critical and can impact either positively or negatively on the capacity of individuals and groups to manage their own recovery process. Individuals and communities have inherent strengths, assets and resources, which should be actively engaged within the emergency and recovery phase.

Because trauma emanates from profound powerlessness, interventions should emphasise empowerment, meaning they need to emphasise strengths, mobilise the community’s capabilities, and help the community to become self-sufficient (Harvey 1996, cited in Norris et al 2008, p 143)
Supporting self-help and strengthening the resources, capacity and resiliency already present within individuals and communities are the keys to successful recovery. Empowering communities to create their own solutions can improve overall social cohesion, and this is critical to sustainable recovery outcomes. *(Australian Disaster Resilience Handbook Collection: Community Recovery, Handbook 2)*

### 1.5.8 Identifying lessons and building resilience

Following an event, effective recovery arrangements should help re-establish resilience within individuals and communities as soon as possible.

Communities that are resilient typically have the following characteristics:

- trust;
- social cohesion;
- supporting attitudes and values;
- leadership;
- a sense of community;
- good communication and information;
- collective efficacy;
- community involvement;
- resource dependency;
- social capital;
- existing norms; and,
- engagement with government.

Other elements that support a community’s resilience include the sustainability of social and economic life, including the ability to withstand disruption.

The following assets need to be considered when assessing community resilience to disasters:

- **human capital**: labour power, health, social wellbeing, nutritional status, education, skills and knowledge;
- **social capital**: those stocks of social trust, interconnectedness, norms, and social and economic networks that people can draw upon to solve common problems and support community functioning—social capital is mediated through networks and group membership (formal and informal);
- **physical capital**: houses, vehicles, equipment, infrastructure, information technology, communications, livestock, assets, etc.;
- **natural capital**: access to land, water, wildlife, flora, forest
- **financial capital**: savings, tradeable commodities, access to regular income, insurance, net access to credit
- **political capital**: individual/group/community ability to influence policy and the processes of government—political capital is underpinned by the mutual communication between government and citizens, which allows citizens to participate in the formulation of policy and the provision of government services *(ILO & FAO 2009)*.

*(Source: Australian Disaster Resilience Handbook Collection: Community Recovery, Handbook 2)*
The objectives of building community resilience are to:

- minimise loss of life and injury
- minimise economic losses;
- minimise any reduction of quality of life through enhancing resilience of the community infrastructure to perform during and after the event, emergency response strategies that effectively cope with and contain losses as well as recovery strategies that enable communities to return to acceptable levels of functioning as rapidly as possible; and
- Better position the community to cope with any future disasters

Successful recovery should have an emphasis on:

- Developing strategies (i.e. community education activities) with individuals and communities to prepare them for possible events and outline how they will recover from such events. These strategies and arrangements should be detailed in relevant plans;
- Putting in place strategies/arrangements described in the relevant plan as soon as possible to ensure a rapid recovery, and to re-establish resilience as soon as possible;
- Engaging communities to build individual skills and trust through the transfer of problem solving and planning skills, and through the development of sustainable networks; and
- Working with leaders and their networks to understand what could be improved after an event, to increase an individual’s and a community’s resilience for the next event.

### 1.6 Plan Testing and Review

This sub plan will be reviewed annually by the Local Disaster Coordinator (LDC) and Local Recovery Coordinator (LRC) of the TLDMG and reissued as necessary. Assessment of the plan and response capability may be achieved through operational activation or by the conduct of exercises. The LDC is to brief the TLDMG on the results of such reviews/exercises.
Part Two – Local Recovery & Resilience Group Structure

2.1 Local Recovery Coordinator (LRC)

The TLDMG may determine that it is necessary to appoint a Local Recovery Coordinator (LRC) to coordinate recovery at the local level. The LRC is appointed by the Chair, TLDMG.

2.2 Local Recovery and Resilience Group (LRRG)

2.2.1 Meetings

The Local Recovery and Resilience Group (LRRG) shall convene upon the activation of this Sub Plan.

The LRRG will also conduct business meetings at a minimum every six (6) months to perform planning, review and renew activities associated with the arrangements outlined within this Sub Plan.

2.2.2 Membership

The LRRG consists of the following members or their nominated delegate:

<table>
<thead>
<tr>
<th>Meeting frequency:</th>
<th>At least twice per year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Membership:</strong></td>
<td></td>
</tr>
<tr>
<td>Organisation</td>
<td>Responsible Person</td>
</tr>
<tr>
<td>Townsville City Council</td>
<td>Deputy Mayor (Cr Les Walker)</td>
</tr>
<tr>
<td>Townsville City Council</td>
<td>Councillor (Cr Mark Molachino)</td>
</tr>
<tr>
<td>Townsville City Council</td>
<td>Director, Planning &amp; Community Engagement</td>
</tr>
<tr>
<td>Townsville City Council</td>
<td>General Manager, Planning</td>
</tr>
<tr>
<td>Townsville City Council</td>
<td>Councillor (Cr Mark Molachino)</td>
</tr>
<tr>
<td>Townsville City Council</td>
<td>Director, Infrastructure &amp; Operations</td>
</tr>
<tr>
<td>Townsville City Council</td>
<td>Councillor (Cr Verena Coombe)</td>
</tr>
<tr>
<td>Townsville City Council</td>
<td>TCC City Economist</td>
</tr>
<tr>
<td>Townsville City Council</td>
<td>Councillor (Cr Colleen Doyle)</td>
</tr>
<tr>
<td>Townsville City Council</td>
<td>Team Manager, Community Engagement</td>
</tr>
</tbody>
</table>
Organisation | Responsible Person | LRRG Position
--- | --- | ---
Townsville City Council | Councillor (Cr Ann-Maree Greaney) | Member – Chair, Natural Environment Sub Group
Townsville City Council | Principal, Sustainability | Member – Coordinator, Natural Environment Sub Group
Department of Communities, Disability Services & Seniors (DCDSS) | District Community Recovery Coordinator | Member – Human Social Sub Group
Department of State Development | Senior Staff Member | Member – Economic Sub Group
Department of Housing & Public Works | Senior Staff Member | Member – Built Environment Sub Group
Department of Transport & Main Roads | Senior Staff Member | Member – Built Environment Sub Group
Department of Environment & Heritage Protection | Senior Staff Member | Member – Natural Environment Sub Group
Australian Red Cross | Representative | Member
Queensland Fire & Emergency Services (QFES) | Emergency Management Coordinator | Member
Townsville Hospital & Health Service (THHS) | EPCM Coordinator | Member
Townsville City Council | Team Manager, Emergency Management | Advisor – LDC, TLDMG
Queensland Police Service (QPS) | Senior Sergeant | Advisor – Executive Officer, DDMG (or Deputy)
Queensland Reconstruction Authority | Director, Recovery | Advisor
Key Community Group Representatives as required | Advisor
Key Business Representatives as required | Advisor
Key Agency Representatives as required | Advisor

Responsibilities: The role of the LRRG is to meet twice per year regardless of disaster events, as well as during and after an event has occurred and as determined by the Chair, TLDMG. The LRRG provides:
- a forum for agencies to discuss the effect of the event/disaster on agency service provision and plan for a coordinated approach to the recovery and community resilience building process;
- community consultation to allow the community to be part of the recovery and community resilience building process;
- coordination of recovery management and information management process at the local level.
2.2.3 Roles and Responsibilities

Just as the LDMG has the role of coordinating disaster response activities in the local government area, the LRRG has the role of coordinating disaster recovery activities in the local government area, in liaison with functional lead agencies and the State Recovery Group.

2.2.4 LRRG and Sub Group Structure

Local Recovery Group Chair: Cr Les Walker
Deputy Local Recovery Group Chair: Cr Mark Molachino
Local Recovery Coordinator: Director, Planning & Community Engagement
Deputy Local Recovery Coordinator: General Manager, Planning

Management and Administration Support
- Planning/Reporting
- Logistics/Finance
- Administration
- NDRRA Claims

<table>
<thead>
<tr>
<th>Human/Social Sub Group</th>
<th>Economic Sub Group</th>
<th>Built Environment Sub Group</th>
<th>Natural Environment Sub Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: Cr Colleen Doyle</td>
<td>Chair: Cr Verena Coombe</td>
<td>Chair: Cr Mark Molachino</td>
<td>Chair: Cr Ann-Maree Greaney</td>
</tr>
<tr>
<td>Coordinator: Team Manager, Community Engagement</td>
<td>Coordinator: City Economist</td>
<td>Coordinator: Director, Infrastructure &amp; Operations</td>
<td>Coordinator: Principal, Sustainability</td>
</tr>
</tbody>
</table>

Membership
- Townsville City Council
- Department of Communities, Disability Services & Seniors
- Queensland Health
- Australian Red Cross
- Salvation Army
- St Vincent de Paul
- Townsville Enterprise Ltd
- Local Community Organisations and Community Support Centres
- Other key stakeholders as required

Supporting Organisations
- CQWIT & Corporate Donors
- Insurance Council of Australia
- Queensland Police Service
- Queensland Fire and Emergency Services
- Lifeline
- Department of Education, Training and Employment
- Department of ATSIC Partnerships
- Regional Organisation of Councils

Membership
- Townsville City Council
- Townsville Enterprise Ltd
- Regional Development Australia AgForce Queensland
- Insurance Council Australia
- State Departments (Premier and Cabinet, Agriculture and Fisheries, Transport and Main Roads, State Development, Natural Resources and Mines, Infra. Local Gov. and Planning, Tourism, Major Events and Small Business and Queensland Treasury)
- Chamber of Commerce

Supporting Organisations
- Department of Infrastructure and Regional Development ('Federal')
- State Departments (Science, IT & Innovation and Energy and Water Supply & Energy)
- Baz-Aid
- Regional Organisation of Councils & LGAQ
- Australian Bureau of Statistics
- Queensland Rural Adjustment Authority
- Queensland Reconstruction Authority

Membership
- Townsville City Council
- Townsville City Council - GM TWQ
- Department of Infrastructure, Local Government & Planning
- Building Services Authority
- Queensland Treasury
- Department of Housing and Public Works
- Department of Transport and Main Roads
- Master Builders Queensland
- Queensland Building and Construction Commission
- Other key stakeholders as required

Supporting Organisations
- Utility owners / operators (Ipswich, Gympie, Rockhampton, etc.)
- Department of Defence
- Department of Infrastructure and Regional Development ('Federal')
- Department of Natural Resources, Mines and Energy
- Queensland Reconstruction Authority
- Regional Organisation of Councils

Membership
- Townsville City Council
- Townsville City Council - GM TWQ
- Conservation Council
- Catchments
- Landscape
- Local Marine Advisory Committee
- Department of Communities, Disability Services & Seniors
- Queensland Health
- Australian Red Cross
- Salvation Army
- St Vincent de Paul
- Townsville Enterprise Ltd
- Local Community Organisations and Community Support Centres
- Other key stakeholders as required

Supporting Organisations
- Department of Agriculture & Fisheries
- Department of ASSL Partnerships
- Department of Energy and Water Supply
- Queensland Health & Environmental Advisors
- Chemical and Hazardous Substances Advisors
- Environmental Interest Groups
- Other interested groups

A Local Recovery and Resilience Group Contact List can be found at Annexure B.

2.3 Functional Responsibility

The LDC is to ensure all agencies and members of the LRRG are aware of these procedures.
Part Three – Plan Activation & Concept of Operations

3.1 Activation of Sub Plan

The Townsville Local Disaster Management Group (TLDMG) Executive comprising the Chairperson (Mayor Jenny Hill), Deputy Chairperson (Councillor Kurt Rehbein) and the Local Disaster Coordinator (Team Manager Emergency Management) represents the TLDMG during the pre-impact stage of an event. Initial activation of the Local Recovery & Resilience Sub Plan is at the discretion of the Chairperson, TLDMG or their delegate.

The actual activities and services will vary across the five (5) different levels of activation, being:

1. Preparedness
2. Alert
3. Lean Forward
4. Stand Up
5. Stand Down/Debrief.

Refer to Annexure C.

3.2 Use of Sub Plan during Operations

3.2.1 Transition from Response

This Sub Plan reflects that recovery extends beyond just restoring physical assets or providing welfare services (refer to Annexure D – Disaster Operations Timeline (Phases of Recovery Aligned to Response)). Recovery and resilience building activities should commence immediately following the impact of an event whilst response activities are still in progress. Key decision and activities undertaken during the response may directly influence and shape the recovery process.

To ensure that appropriate recovery and resilience building activities are initiated as soon as possible after the impact of the event, the Director, Planning and Community Engagement or delegate will become the LRC initially during the immediate response phase.

During the response and recovery phase, the LRC is to attend TLDMG meetings and, where necessary, District Disaster Management Group meetings to gain situational awareness.

Depending on the nature and extent of the event, and associated recovery activity, it may be necessary to make a separate temporary appointment to the role of LRC for a longer period of time which will need to
be assessed on a case by case basis in terms of duration and skill set required.

3.3 Levels of Activation for Recovery

Agencies responsible for recovery will be in the ‘alert’ level of activation when an event is imminent to ensure the recovery strategy and arrangements are in place. Commencement of impact assessment, review of preparedness arrangements and consideration of existing plans may occur at this time.

In the initial ‘stand up’ level of activation of response, recovery agencies will move to ‘lean forward’ level of activation of recovery and begin to gather information about the event (from impact assessments, if they have been conducted and situation reports etc.). At this time agencies involved in recovery operations may be reviewing intelligence from response agencies. Discussions regarding possible service delivery arrangements, operational governance requirements and operational planning will be occurring.

When information has been received that requires agencies involved in recovery to provide resources to an individual or community, recovery transitions to the ‘stand up’ level of activation of recovery.

During the ‘stand up’ level of activation of recovery, three broad stages exist, including:

- Immediate/short–term recovery;
- Medium–term recovery; and
- Long–term recovery

It is important to note like response, recovery needs to be scalable and adaptable. It may simply be a small number of households in a particular geographic location require recovery assistance rather than us focussing on a whole of community approach.

The medium and long term strategies not only focus on recovery but also on building community resilience. It is important to recognise that individuals, groups and communities may be at different stages of recovery simultaneously and recovery arrangements should reflect the non– linear nature of the process.

3.4 Local Recovery & Resilience Implementation Plans, Plans on a Page & Action Plans

The LRRP is the overarching “peace time” plan for recovery that establishes the framework (e.g. groups, processes, etc.) for how recovery will be undertaken. The following plans are event–specific and will be developed as an event unfolds:

3.4.1 Local Recovery & Resilience Implementation Plan

The Local Recovery & Resilience Implementation Plan will be developed in the early stages of transition from response to recovery. This plan will serve as an event–specific plan. Refer to Annexure E for an example Local Recovery & Resilience Implementation Plan – Table of Contents.
3.4.2 Plans on a Page

“Plans on a Page” provide a visual representation of our needs and priorities, as well as desired outcomes (i.e. what we are working to achieve) in relation to a specific event. These plans are developed in conjunction with Queensland Reconstruction Authority (QRA) Liaison Officers and all of the agencies involved in recovery. Refer to Annexure F for examples.

3.4.3 Functional Recovery Action Plans

Functional Action Plans will be developed by each Functional Sub Group (i.e. Economic, Human–Social, etc.) for a specific event. The action plans will list the tasks to be performed by each Functional Sub Group, the agencies and/or individuals responsible for the tasks and timeframes for completion. An example Economic Recovery Action Plan can be found at Annexure G.

At each subsequent meeting of the LRRG, the Local Recovery and Resilience Implementation Plan and action plans for each Functional Sub Group will be reviewed, with the Local Recovery and Resilience Implementation Plan being updated with new information. The revised Implementation Plan should consider:

- emerging issues;
- additional actions that may be required;
- roles and responsibilities;
- arrangements for ongoing coordination across the functions; and
- progress against the original requirements.

Copies of completed action plans must be submitted to the LRRG. Copies of the Local Recovery and Resilience Implementation Plan and Functional Recovery Action Plans should be included in relevant agency and group event files.

3.4.4 Functional Action Plan Considerations

When developing the Local Recovery & Resilience Implementation Plan and Functional Recovery Action Plans, the LRRG and the respective Functional Sub Group should consider the following:

- issues identified from information gathered by impact assessments;
- arrangements outlined in existing functional plans;
- how to allocate actions and responsibilities across the four recovery functions to inform the development of action plans;
- arrangements for overall coordination of recovery operations;
- how to develop strategies for recovery with the affected community which detail the vision, goals and project outcomes of the recovery strategy;
- identifying the main short, medium and long-term priorities;
• developing project timeframes, costs, funding priorities and funding strategies (see Annexure H);
• advertising and disseminating public information about the Action Plans;
• determining appropriate community engagement and communication strategies; and,
• transitional and exit strategies, as well as strategies for conducting a debrief and evaluation of recovery operations.

When developing Functional Action plans, the following should be considered:
• Council has limited staffing resources trained in social welfare as well as community welfare support is not a normal role of council to undertake; however, there are support agencies located within the council area of responsibility that are able to assist.
• Council is not responsible for providing food, money and other items, etc. to community members.
• The LDMG and LRRG will liaise with local and major suppliers and QFES regarding resupply in line with standing arrangements and policy guidelines.

3.4.4.1 Human Social Action Plan
• Social impact and needs assessment and monitoring;
• Restoration of community support services and networks (individuals and households);
• Personal support and information;
• Physical health and emotional support;
• Psychological, spiritual, cultural and social wellbeing support;
• Temporary accommodation;
• Financial assistance to meet immediate individual needs and uninsured/underinsured household loss and damage.

3.4.4.2 Economic Action Plan
• Assess impact on key economic assets;
• Work with insurance sector to ensure adequacy and a speedy process of insurance cover payments;
• Work with chamber of commerce and Townsville Enterprise Limited;
• Re-establish essential foodstuffs businesses and encourage local services;
• Facilitate business assistance, access to funds, loans and employer subsidies;
• Consider intangible effects of an event (e.g. Loss of business confidence and quality of life, etc.);
• Commerce;
• Tourism;
• NDRRA relief measures;
• Queensland Rural Adjustment Authority (QRAA).

3.4.4.3 Built Environment Action Plan
• Damage to housing stock, commercial and industrial buildings and structures, rural structures, and infrastructure facilities;
• Building safety inspection services and securing damaged buildings and structures;
• Demolition of unsafe buildings and structures;
• Repair and rebuilding of housing stock;
• Disposal of hazardous materials and debris;
• Recovery of utilities (water, power, telecommunications) infrastructure (normally undertaken by infrastructure owners/operators);
• Restoration of public schools, public building infrastructure, sporting facilities and public playgrounds;
• Restoration of damaged dam structures;
• Recovery of road and other transport infrastructure;
• Repair and reconstruction activities, where appropriate;
• Mitigation measures (e.g. Flood risk reduction) when planning for rebuilding and reconstruction.

3.4.4.4 Natural Environment Action Plan

• Assess the impact of the event on the natural (e.g. Water quality, ecological impact and pollution) and cultural (e.g. Heritage conservation including indigenous cultural heritage) environment;
• Provide advice on potential environmental issues (e.g. Water quality and sewerage, etc.) and monitoring current issues (e.g. Monitoring pollution and animal welfare);
• Rehabilitation of the cultural environment;
• Preservation of community assets (e.g. reserves and parks);
• Manage and dispose of waste;
• Monitor and assess the environmental consequences of cleanup operations.

Council has limited capacity to provide for environmental recovery and, therefore will require considerable assistance from outside the local area to manage any environmental damage. State government agencies may provide this assistance.

3.5 Communication Plan

The LRRG, should develop a communication plan. This will include:

• communication to the community regarding the recovery strategy;
• planned measures in place; and
• sources of recovery related information for individuals and communities.

The communication plan will also outline strategies for engaging with affected individuals and communities, building on existing links with community and cultural leaders and/or networks. This will ensure effective recovery–related issues and possible strategies for their resolution are identified, and service delivery arrangements are in place.

The communication plan needs to identify communication pathways between recovery groups at each level, sub–groups, stakeholders and the media. It also needs to consider requirements for each stage of recovery operations, transitional arrangements.

The communication planning strategy should be incorporated in the relevant LDMP and functional lead
agency recovery plans. The communication planning strategy should be consistent across all plans, so the strategy is executed smoothly during operations.

Communication plans should also consider the requirements outlined in the Queensland Government arrangements for coordinating public information during a crisis.
Part Four – Phases of Recovery and Transition Points (from Queensland Recovery Guidelines)

4.1 Immediate/short-term Recovery (Relief)

Immediate/short-term recovery (relief) aims to address and support the immediate needs of individuals and the community affected by an event. This may occur while essential services are being restored to the level where response agencies are no longer required to maintain them.

Immediately after an event there is a need to identify what the impact has been and what needs to be done to ensure the safety of life and property and return the community to normal. A post disaster survey and assessment can provide information regarding the degree of disruption experienced, as well as the services and needs required by individuals and communities affected by an event. This information can be used to set priorities and make management decisions relating to response and the transition to recovery. This includes providing services such as:

- the immediate provision of shelter, food, and clothing;
- the restoration of affected utilities and communications; and/or
- clearance of debris and other hazards resulting from an event

There are two types of assessments that can be conducted concurrently (Attorney-General’s Department, 2001, *Emergency Management Australia Manual 14 Post Disaster Survey and Assessment)*:

1. Impact assessments; and

Impact assessments examine the ways in which the event has affected the community. The information gathered can include:

- The geographical extent of the area impacted;
- Human effects and casualties, including:
  - dead, injured and missing
  - numbers of evacuees or displaced and where they have moved to;
- Damage including:
  - Details of the numbers of properties impacted and the type of structural damage including whether or not they are habitable
  - Critical infrastructure and lifelines such as power, water, transport, communications;
  - Impacts on agriculture and food supply chains
  - Impacts to key economic resources such as industrial premises;
  - Details of key public buildings damaged or destroyed;
- Identification of secondary hazards that may pose a threat in the immediate future;
- Environmental health and sanitation threats;
- Availability of food supplies;
• The capacity of local government and emergency management structures to manage the local response and recovery; and
• Government, community and other organisations operating in the area and their activities.

Needs assessments deal with the type, amount and priorities of assistance required by an affected community after a disaster or emergency. Their purpose is to identify:
• Needs of the affected community to save and sustain life and reduce the risk of further damage and provide an indication of their urgency;
• Needs that can be met from within the affected community and those that can only be met with outside assistance; and
• Specialised needs of the affected community for recovery, the resources available to meet those needs from within the community and the external assistance that may be needed.

The transition from the ‘alert/lean forward’ level of activation to this immediate/short-term recovery stage (i.e. ‘stand up’ level of activation) must be carefully managed. When this occurs will be based on a combination of the following criteria:
• The emergency/disaster is contained;
• Search and rescue groups cease activity;
• Public safety measures are in place and work effectively;
• No further hazard or secondary event is likely in the near future;
• Initial rehabilitation has commenced;
• Damage to community infrastructure has been assessed and/or restoration has commenced;
• Temporary accommodation and services have been provided;
• Local organisations which can provide services and/or a hub for services have been identified and engaged;
• Local community organisations have been identified and engaged.

It is important that functional lead agencies recognise their responsibilities and engage the appropriate support during this period. Arrangements for immediate/short-term recovery should be addressed in functional lead agency recovery plans.

During the 'lean forward' level of activation of recovery, functional lead agencies should consider possible support requirements. In the ‘stand up’ level of activation of recovery, functional lead agencies should confirm this support (consistent with responsibilities in State, district and local plans). Where necessary, functional lead agencies should take steps to engage the appropriate services required and implement arrangements outlined in functional recovery sub-plans.
4.2 Transition from Immediate/short-term Recovery (Relief) to Medium-term Recovery

The transition from immediate/short-term recovery to medium-term recovery occurs during the ‘stand down’ level of activation for response. Medium-term recovery aligns with the ‘stand up’ level of activation for recovery.

4.3 Medium-term Recovery

Medium-term recovery continues the coordinated process of supporting affected communities in the reconstruction of physical infrastructure, restoration of the economy and of the environment, and support for the emotional, social, and physical wellbeing of those affected.

Potential indicators for transition from immediate/short-term recovery to medium-term recovery may include:

- the immediate needs of affected individuals have been met;
- recovery structures are in place; and/or,
- recovery plans for medium and long-term arrangements have been developed

Recovery groups at local/district and State level should discuss the potential indicators for transition during meetings. Information from functional agencies, recovery sub-groups, community representatives and other identified sources as well as progress reports, can be used to inform these discussions.

The recovery activities of this stage will assist the affected community to return to a state of normality although the community is likely to experience changes resulting from the event.

The SRG and local/district level recovery groups should review their Operational and Action Plans to ensure the medium-term recovery strategy is in place and recovery is coordinated across the four recovery functions. Through the review of these plans, the groups should be able to determine the progress being made against the plan, and consider any emerging issues that could be incorporated into the plan.

4.4 Transition to long-term Recovery

Recovery can continue for a very long time after an event. It is important that functional lead agencies and recovery groups have arrangements in place locally to continue to address individual and community recovery needs.

Functional lead agencies should identify appropriate exit strategies for those agencies supporting the function during medium-term recovery, and should ensure arrangements are in place to sufficiently
manage long-term recovery. These arrangements for long-term recovery, which are informed by the requirements of affected individuals and communities, should be reflected in relevant functional lead agency recovery plans, and included in the Operational and Action plans for the event.

Transitional arrangements must be continually planned for to allow return to normal business for agencies and so the ‘stand down’ level of activation of recovery operations can be completed, while still ensuring the longer–term recovery needs of individuals and communities are addressed.

Considerations will include:

- A full assessment of work remaining in each function;
- Decisions on the retention of, and education about, a modified, scaled-down recovery structure;
- Decisions on tasks to be transferred to mainstream governance activity;
- Documented, revised roles and responsibilities, and a broad timeframe; and
- Working with local organisations, community organisations, cultural groups and their leaders (identified in the immediate/short–term stage of recovery) to plan the transition of ongoing support and activities to the appropriate sources of support in the local community

It is important that functional lead agencies put in place arrangements to ensure recovery continues until individuals and communities have returned to a normal state (i.e. a similar functioning to pre–event state).

### 4.5 Stand Down

The transition from formal recovery structures for the impacted individuals and community is part of the planning process and is staged and conducted in conjunction with an appropriate public information strategy.

Organisational arrangements are wound down at this time and responsibility for completing outstanding tasks and actions should be assigned to the relevant agency or authority and formally acknowledged.

Recovery groups should identify, during discussions throughout recovery operations, triggers for commencing stand–down. These discussions should be informed by the review of Recovery Operational Plans and reports from functional recovery groups.
Part Five – Region Overview

This plan details the arrangements necessary to undertake disaster management within the Townsville City Council local government area. This area adjoins Hinchinbrook Shire Council to the north, Burdekin Shire Council to the south and Charters Towers Regional Council to the west. The Townsville City Council local government area includes the areas of (refer to map below):

<table>
<thead>
<tr>
<th>Townsville Local Disaster Management Group</th>
<th>VERSION 3.0</th>
<th>April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Recovery and Resilience Sub Plan</td>
<td>V3.0</td>
<td>2019</td>
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</tbody>
</table>

- Acheron Island
- Condon
- Lynam
- Reid River
- Aitkenvale
- Cordelia Rocks
- Majors Creek
- Rollingstone
- Alice River
- Cosgrove
- Mount Elliot
- Roseneath
- Alligator Creek
- Cranbrook
- Mount Louisa
- Ross River
- Annandale
- Crystal Creek
- Mount Low
- Rosslea
- Arcadia
- Cungulla
- Mount St John
- Rowes Bay
- Balgal Beach
- Currajong
- Mount Stuart
- Saunders Beach
- Barringha
- Deeragun
- Mundaring
- Shaw
- Beach Holm
- Douglas
- Murray
- Shelly Beach
- Belgian Gardens
- Florence Bay
- Mutarnee
- South Townsville
- Black River
- Garbutt
- Mysterton
- Stuart
- Blue Hills
- Granite Vale
- Nelly Bay
- Thuringowa Central
- Bluewater
- Gulliver
- Nemo
- Toolakea
- Bluewater Park
- Gumlow
- North Ward
- Toomulla
- Bohle
- Heatley
- Oak Valley
- Toonpan
- Bohle Plains
- Herald Island
- Oonoonba
- Town Common
- Bramble Rocks
- Hermit Park
- Pallarenda
- Townsville City
- Brookhill
- Hervey Range
- Paluma
- Vincent
- Burdell
- Horseshoe Bay
- Picnic Bay
- West End
- Bushland Beach
- Hyde Park
- Pimlico
- West Point
- Calcium
- Idalia
- Pinnacles
- Woodstock
- Cape Cleveland
- Jensen
- Railway Estate
- Wulguru
- Castle Hill
- Julago
- Rangewood
- Yabulu
- Clemant
- Kelso
- Rasmussen
- Cluden
- Kirwan
- Rattlesnake Island
### Annexures

<table>
<thead>
<tr>
<th>Annexure</th>
<th>Description</th>
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<tbody>
<tr>
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<td>Agencies and Organisations Available to Provide Recovery Support</td>
</tr>
<tr>
<td>Annexure B</td>
<td>Local Recovery and Resilience Group Contact List</td>
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<tr>
<td>Annexure C</td>
<td>Townsville Local Levels of Activation for Recovery Arrangements</td>
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<tr>
<td>Annexure D</td>
<td>Disaster Operations Timeline (Phases of Recovery Aligned to Response)</td>
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<tr>
<td>Annexure E</td>
<td>Example – Local Recovery &amp; Resilience Implementation Plan – Table of Contents</td>
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</tr>
</tbody>
</table>
Annexure A – Agencies and Organisations Available to Provide Recovery Support

**Recovery support and collaboration**

Effective recovery requires collaboration between local, state and federal governments, community and non-government agencies in consultation with impacted communities. There are numerous agencies across the lines of recovery that play a part in assisting with the recovery of impacted communities. These agencies include, but are not limited to, those listed below.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| **Department of Human Services (DHS)**                                | DHS provides assistance to those adversely affected by SRD Debbie through the provision of Disaster Recovery Payments (DRP) or Disaster Recovery Allowance (DRA).  
  Ph: 132 850                                                        |
| **Department of Communities, Child Safety and Disability Services (DCCSDS)** | DCCSDS delivers support to strengthen and support the wellbeing of Queenslanders, particularly those who are vulnerable and most in need. DCCSDS seeks to deliver integrated and coordinated human and social recovery services including Immediate Hardship Assistance, Essential Services Hardship Assistance, Structural Assistance and Essential Services Safety.  
  www.communities.qld.gov.au  
  Ph: Community Recovery Hotline 1800 173 349                        |
| **Queensland Health (QH)**                                            | QH is at the forefront of the Queensland Government’s responsibilities for planning and managing public health emergencies and disaster events. During a disaster, QH provides hospital response, aeromedical transport to support the Queensland Ambulance Service, and the provision of information, advice and services to the community and partner agencies.  
  www.health.qld.gov.au  
  Emergency: 000  Ph: 13HEALTH (13 43 25 84)                        |
| **QRAA**                                                              | QRAA administers financial assistance to disaster affected primary producers, businesses and non-profit organisations under the Natural Disaster Relief and Recovery Arrangements (NDRRA).  
  www.qraa.qld.gov.au  
  Ph: 1800 623 946                                                    |
| **Department of State Development (DSD)**                            | DSD exists to deliver Queensland’s economic prosperity by championing the interests of business and industry. DSD seeks to identify and address issues and risks that affect ongoing economic impacts and rate of recovery.  
  www.statedevelopment.qld.gov.au  
  Ph: 07 3452 7100                                                    |
| **Department of Environment and Heritage Protection (DEHP)**          | DEHP is committed to a vision of a healthy and resilient environment for a sustainable and prosperous Queensland. DEHP seek to identify early environmental impacts after an event and will assist in prioritising environmental recovery actions.  
  www.epq.qld.gov.au  
  Ph: 1300 130 372                                                   |
| **Department of Housing and Public Works (DHWP)**                    | DHWP delivers a range of services to ensure in-need Queenslanders have access to housing and homelessness assistance. After a disaster, DHWP will assist by facilitating immediate and longer-term temporary accommodation solutions, and will coordinate building damage assessments across impacted areas.  
  www.hpw.qld.gov.au  
  Ph: 13 QGOV (13 74 68)                                             |
| **Department of Transport and Main Roads (DTMR)**                   | DTMR is responsible for the delivery and maintenance of the integrated transport network across Queensland. DTMR will continue to provide the latest information regarding disruptions and closures across the road, rail, aviation and maritime networks.  
  www.tmr.qld.gov.au  
  www.qldtraffic.qld.gov.au  
  Ph: 13 QGOV (13 74 68)                                             |
| **Department of Tourism, Major Events, Small Business and the Commonwealth Games** | DTESB is focussed on the success of Queensland’s tourism industry and small business to create a diverse Queensland economy that grows jobs now and creates jobs in the future. DTESB works collaboratively with government agencies to develop strategies and opportunities to promote a more prosperous Queensland, focussed on job creation and economic diversity. DTESB is responsible for identifying the impact on small business post disaster, and assists in the development and implementation of recovery activities.  
  www.dtesb.qld.gov.au  
  Ph: 13 QGOV (13 74 68)                                             |
| **Local Government Association of Queensland (LGAQ)**                | LGAQ is the peak body for local government in Queensland and is responsible for advising, supporting and representing councils. LGAQ provides direct advice and support to councils following any major event at the political, strategic and/or operational levels. This support is provided through the expertise of the LGAQ, subsidiary companies and the facilitation of “Council-to-Council” (C2C) support. LGAQ recognises the range of needs of councils and their LDMGs and seeks to provide specific support based on the capability of each council.  
  lgaq.asn.au  
  Ph: 1300 542 700                                                   |
| **Volunteering Queensland (VQ)**                                     | VQ is the state peak body solely dedicated to advancing and promoting volunteering. VQ links people who want to volunteer before and after disasters with organisations across the community who need valuable assistance. People with the required skills and availability are referred into areas of the community that require assistance the most.  
  volunteeringqld.org.au  
  Ph: 1800 994 100                                                   |
Queensland Fire and Emergency Services (QFES)
QFES is the primary provider of fire and emergency services in Queensland. QFES aims to protect people, property and the environment through the delivery of emergency services; awareness programs; response capability and capacity; and, incident response and recovery for a safer Queensland.
www.qfes.qld.gov.au
Emergency: 000
Non-Emergency: 13 QFES (13 74 68)

Department of Agriculture and Fisheries (DAF)
DAF can provide advice on various financial support arrangements available to primary producers including freight subsidies, disaster loans, essential working capital loans and leasehold rent relief.
www.daf.qld.gov.au
Ph: 13 25 23

AgForce Queensland
AgForce is a non-government organisation that seeks to secure the productivity, profitability and sustainability of the agribusiness sector. AgForce provides direction and solutions to overcome challenges and build on opportunities within the Queensland’s farming and agriculture businesses.
www.agforceqld.org.au
Ph: 07 3236 3100

Queensland Farmers’ Federation (QFF)
QFF engages in a broad range of economic, social, environmental and regional issues of strategic importance to the productivity, sustainability and growth of Queensland’s agricultural sector.
www.qff.org.au www.farmerdisastersupport.org.au
Ph: 07 3837 4720

Insurance Council of Australia (ICA)
ICA is the representative body of the general insurance industry in Australia. It aims to promote insurance protection and security to the community and provides a range of practical information to support consumers.
www.insurancecouncil.com.au
Ph: 1300 728 228

Charity Organisations
A number of charity organisations are now actively committed to the strengthening and extending of emergency aid services throughout Queensland communities affected by TC Debbie.

Australian Red Cross
www.redcross.org.au
Ph: 1800 811 700

UnitingCare Community
www.ucommunity.org.au
Ph: 1800 001 953

St Vincent de Paul Society
www.vinnies.org.au
Ph: 07 3010 1002

Salvation Army
www.salvos.org.au
Ph: 13 SALVOS (13 72 58)

GIVIT
Donate by texting the keyword DEBBIE to 0437 371 371
www.givit.org.au

# Annexure B – LRRG Contact List

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Organisational Role</th>
<th>LRRG Membership</th>
<th>LRRG Position</th>
<th>Name</th>
<th>Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MEMBERS</strong></td>
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<tr>
<td>TOWNSVILLE CITY COUNCIL (TCC)</td>
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<tr>
<td>Deputy Mayor</td>
<td>Member</td>
<td>Chair, LRRG</td>
<td></td>
<td></td>
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<tr>
<td>Councillor</td>
<td>Member</td>
<td>Deputy Chair, LRRG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director, Planning &amp; Community Engagement</td>
<td>Member</td>
<td>LRC, TLDMG</td>
<td></td>
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</tr>
<tr>
<td>General Manager, Planning</td>
<td>Member</td>
<td>Deputy LRC, TLDMG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Councillor</td>
<td>Member</td>
<td>Chair, Built Environment Sub Group</td>
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</tr>
<tr>
<td>Acting Director, Infrastructure &amp; Operations</td>
<td>Member</td>
<td>Coordinator, Built Environment Sub Group</td>
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<tr>
<td>Councillor</td>
<td>Member</td>
<td>Chair, Economic Sub Group</td>
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<tr>
<td>City Economist</td>
<td>Member</td>
<td>Coordinator, Economic Sub Group</td>
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<tr>
<td>Councillor</td>
<td>Member</td>
<td>Chair, Human Social Sub Group</td>
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<tr>
<td>Organisation</td>
<td>Organisational Role</td>
<td>LRRG Membership</td>
<td>LRRG Position</td>
<td>Name</td>
<td>Contact Details</td>
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</tr>
<tr>
<td>Team Manager, Community Engagement</td>
<td>Member</td>
<td>Coordinator, Human Social Sub Group</td>
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<tr>
<td>Councillor</td>
<td>Member</td>
<td>Chair, Natural Environment Sub Group</td>
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<tr>
<td>Principal, Sustainability</td>
<td>Member</td>
<td>Coordinator, Natural Environment Sub Group</td>
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<tr>
<td>AUSTRALIAN RED CROSS</td>
<td>Community Partnership &amp; Development Officer</td>
<td>Member</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEPARTMENT OF COMMUNITIES, DISABILITY SERVICES &amp; SENIORS (DCDSS)</td>
<td>District Community Recovery Coordinator</td>
<td>Member</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEPARTMENT OF ENVIRONMENT &amp; HERITAGE PROTECTION (DEHP)</td>
<td>Senior Staff Member</td>
<td>Member</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>DEPARTMENT OF HOUSING &amp; PUBLIC WORKS (DHPW)</td>
<td>Senior Staff Member</td>
<td>Member</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEPARTMENT OF STATE DEVELOPMENT (DSD)</td>
<td>Senior Staff Member</td>
<td>Member</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>DEPARTMENT OF TRANSPORT &amp; MAIN ROADS (DTMR)</td>
<td>Senior Staff Member</td>
<td>Member</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>QUEENSLAND FIRE &amp; EMERGENCY SERVICES (QFES)</td>
<td>Emergency Management Coordinator</td>
<td>Member</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisation</td>
<td>Organisational Role</td>
<td>LRRG Membership</td>
<td>LRRG Position</td>
<td>Name</td>
<td>Contact Details</td>
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<tr>
<td>TOWNSVILLE HOSPITAL &amp; HEALTH SERVICE (THHS)</td>
<td>EPCM Coordinator</td>
<td>Member</td>
<td></td>
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</tr>
<tr>
<td>TOWNSVILLE CITY COUNCIL</td>
<td>Team Manager, Emergency Management</td>
<td>Advisor</td>
<td>LDC, TLDMMG</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QUEENSLAND POLICE SERVICE (QPS)</td>
<td>Senior Sergeant</td>
<td>Advisor</td>
<td>Executive Officer, DDMG (or Deputy)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QUEENSLAND RECONSTRUCTION AUTHORITY (QRA)</td>
<td>Director, Recovery</td>
<td>Advisor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Director, Resilience</td>
<td>Advisor</td>
<td></td>
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</tr>
<tr>
<td>Key Community Group Representatives as required</td>
<td>Advisor</td>
<td>TBA</td>
<td></td>
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<tr>
<td>Key Business Representatives as required</td>
<td>Advisor</td>
<td>TBA</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Key Agency Representatives as required</td>
<td>Advisor</td>
<td>TBA</td>
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</table>
## Annexure C – Townsville Local Levels of Activation for Recovery Arrangements

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<tr>
<th>Response</th>
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<tbody>
<tr>
<td>Alert</td>
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<td><strong>Lean Forward</strong></td>
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<tr>
<td>Recovery Alert</td>
</tr>
<tr>
<td><strong>Response Stand Up</strong></td>
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<tr>
<td>Recovery Stand Up</td>
</tr>
<tr>
<td><strong>Response Stand Down</strong></td>
</tr>
<tr>
<td>Recovery Stand Down</td>
</tr>
</tbody>
</table>

### Triggers
- Response phase at ‘lean forward’ level of activation
- Response phase at ‘stand up’ level of activation
- Immediate relief arrangements continue
- Response phase moves to ‘stand down’ level of activation. Medium term recovery commences.
- LRG arrangements are finalised. Community returns to normal activities with ongoing support as required.

### Actions
- Appointment of LRC as appropriate
- Potential actions and risks identified
- Information sharing commences
- LRC in contact with LDCC/LDC
- Initial advice to all recovery stakeholders
- Monitoring of response arrangements
- Analysis of hazard impact or potential impact
- Relief and recovery planning commences
- Deployments for immediate relief commenced by recovery functional agencies
- LRG activated at LDCC or alternate location
- Recovery plan activated
- Deployments for immediate relief response
- Action plans for four functions of recovery activated as required
- Community information strategy employed
- Participate in response debrief
- Transition arrangements from ‘response and recovery’ to ‘recovery’ activated including handover from LDC to LRC
- Action plans for four functions of recovery continue
- Community information strategies continue
- Consolidate financial records
- Reporting requirements finalised
- Participate in recovery debrief
- Participate in post event debrief
- Post event review and evaluation
- Long term recovery arrangements transferred to functional lead agencies
- Return to core business
- LRC and LRG members resume standard business and after hours contact arrangements
- Functional lead agencies report to LRC/LRG as required

### Communications
- LRC and LRG members on mobile remotely
- LRC and LRG members on mobile and monitoring email remotely
- Ad hoc reporting
- LRC and LRG members present at LDCC or alternate location, on established land lines and/or mobiles, monitoring emails
- LRC and LRG members involved in medium term recovery continue as required
- Regular reporting to LDMG/LDC
Annexure D – Disaster Operations Timeline (Phases of Recovery Aligned to Response)

(Source: Queensland Recovery Guidelines)
Annexure E – Example – Local Recovery & Resilience Implementation Plan – Table of Contents

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</table>
Annexure F – Example – Plan on a Page

Townsville Local Disaster Management Group
Version 3.0
April 2019

Local Recovery and Resilience Sub Plan

Whitsunday Regional Council Local Recovery Plan

Most of the Whitsunday region is Back in Business and on the way to getting Back to Normal. The economic impact on the local area has been significant, with many businesses and industries being impacted. However, the community is resilient and is working together to recover and move forward.

Recovery Narrative

- Back in Business: The community is working together to recover and move forward.
- Restored: The community is working to restore normalcy.
- Resilient: The community is working to become stronger than before.

Regional and Local Recovery

- Regional and Local Recovery: The community is working together to restore normalcy.
- Local Recovery: The community is working to restore normalcy.

Human and Social

- 4,357 properties directed to evacuate due to storm surge threat.
- 37% of all urban properties damaged; 108 properties severely damaged or destroyed; estimated 400 properties permanently damaged.
- A substantial number of properties have been affected.
- A substantial number of people have been affected.

Economic

- Agriculture: The agricultural sector has been severely affected.
- Tourism: The tourism industry has been severely affected.
- Infrastructure: The infrastructure has been severely affected.

Environment

- Environmental impact assessments have been conducted.
- Environmental impact assessments have been completed.
- Environmental impact assessments have been approved.

Local Recovery Objectives

- Local Recovery Objectives: The community is working together to recover and move forward.
- Local Recovery Objectives: The community is working to become stronger than before.

This Plan has been endorsed for public release.

This is a living document managed by the Whitsunday Regional Council and is current as at 20 April 2019. The Whitsunday Local Recovery Plan can be accessed at www.whitsunday.qld.gov.au
Livingstone Shire Council Local Recovery & Resilience Plan

Livingstone will recover rapidly and build a community more resilient to future disasters and with greater capacity to grow and prosper. Our recovery will be founded on a community led approach, enabled by inclusive communication.

Values
- Livingstone Shire Council is focussed on continual improvements in overall service delivery at an operational level to provide ratepayers with the best possible value for money, as well as the implementation of long-term plans to reinvigorate the Shire’s economy and reinstate business confidence.
- Livingstone Shire promotes a positive culture in the workplace with all staff demonstrating high standards of accountability, teamwork, communication, and positive spirit.

Local Recovery Group
- Established for Severe Tropical Cyclone Debbie and the Fitzroy River Flood Event on 10 April 2017.
- Chairperson: Mayor, Bill Ludwig
- The lines of recovery and resilience are organised by Taskforces:
  - Community Development
  - Regional Economic Development
  - Built Environment
  - Environment and Resilience.
- The Severe Tropical Cyclone Debbie and Fitzroy River Flood Event Implementation Plan was approved by the RRG Chair on 16 April 2017.
- Key stakeholders include: Department of Communities, Child Safety and Disability Services; Queensland Police Service; Queensland Health, Taskforce representatives; and key agency, community groups, and business representatives as required.

Human and Social
- Communities are supporting financially and psychologically through recovery, including with welfare programs, and support services adapted from lessons learned from previous recovery and resilience initiatives.
- Short term isolation and loss of power for some communities including Stannage Bay, Kogmore and Stockyard Point.
- The invitation to Yamba, Benaraby and Rockymount.
- 161 properties affected by the floods.
- 71 properties affected in Benaraby.
- 113 properties affected in Benaraby.

Economic
- Small business impacts due to flooding and reduced foot traffic and tourist numbers.
- Secondary effects of Rockhampton Airport closure from 4 to 11 April 2017.
- Tourism numbers impacted during the two week school holidays were down up to 45% and the Easter Long Weekend down about 20-30% on bookings.

Environment
- Significant environmental impacts include erosion and damage to vegetation.
- Debris in the streets and in the waterways.
- Increased level of fine dust and contaminants.
- Increase in feral pig numbers and pest animal control.
- Damage to state forest roads.

Infrastructure (Building, Roads and Transport)
- Multiple road closures and subsequent damage to roads and footways.
- Significant impact on rectification works (protective wall at Great Keppel Island) (required after STC Maroochydore).
- Teaketa Tower at Stockyard Point damaged.
- Damage to Helicopter artillery.
- Flooding to flood monitoring stations.

Post Impact & Early Interventions

Recovery & Reconstruction

Transition

Lines of Recovery

Human and Social
- Lines of recovery existing
- Community support through recovery and resilience programs adapted from lessons learned from previous recovery and resilience initiatives.
- Revitalised tourism and small businesses.
- Tourism industry stabilised at least $25 million per annum.

Economic
- Lines of recovery developed
- Tourism industry supported with assistance grants.
- Community isolation mitigated.

Environment
- Lines of recovery developed
- Local government and non-government organisations and leaders.
- Local road infrastructure assessed and identified for repair and reconstruction.
- Support to local industry.

Infrastructure
- Lines of recovery developed
- Support to local industry.
- Support to local industry.
- Support to local industry.

Local Recovery Objectives

1. Essential services (electricity, water, and gas) restored to impacted areas.
2. Green and hard waste removed.
3. Removal of debris from beaches, particularly Lime Park and Wulagi.
4. Identification and management of personal hardship cases.
5. Community targeting “we are open for business”.
6. Assess human, health and social impacts.
7. In partnership with the relevant agencies, provide access to psychosocial support services.
8. Assist economic impact on key assets, e.g. tourism, small business and agriculture.
9. Mitigate impacts to key economic asset groups with support for recovery and resilience activities.
10. Seek funding for restoration of Community Development Officers obtained after STC Maroochydore.
11. Assess resilience of critical infrastructure.
12. Local road infrastructure assessed and essential repairs undertaken.
13. Facilitate support to the restoration of Helicopter artillery.
14. Tender assessment and prioritisation of rectification works across Livingstone coastal areas.
15. Plan and undertake relevant public meetings, including community organisations and leaders.
16. Develop partnerships and outside support as necessary.
17. Facilitate support to complete existing infrastructure development on Great Keppel Island, including Putney Beach protective wall.
18. Facilitate support to complete Putney Beach erosion mitigation strategies.

This Plan has been endorsed for public release. This is a live document managed by the Livingstone Shire Council and is correct as at 19 April 2017. The Livingstone Shire Local Recovery & Resilience Plan can be accessed at [www.livingstone.qld.gov.au](http://www.livingstone.qld.gov.au)
## Annexure G – Example Template – Economic Recovery Action Plan

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<th>Economic Sub Group</th>
<th>Strategies</th>
<th>Tasks</th>
<th>Short Term</th>
<th>Medium Term</th>
<th>Long Term</th>
<th>Agencies</th>
<th>Contact Officer</th>
<th>Additional Resources Required</th>
<th>Due Date</th>
<th>Status</th>
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<td></td>
<td>Review the results of the Chamber of Commerce business impact assessment</td>
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<td>Conduct business impact survey</td>
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<td>Assessment of impact to major industries</td>
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<td>Assessment of impact to tourism industry – ask TEL to give a brief report on the number flights cancelled, etc. and likely cost</td>
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<td>Assessment of impact to aquaculture industry</td>
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<td>Assessment of impact to ???. estimated loss of income</td>
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<td><strong>Special Allocation Assistance</strong></td>
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<td>Debris clean-up program for rural areas</td>
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<td>Road restoration – structural restoration – Private and Roads not maintained by Council</td>
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<td>Washouts/Structural Damage</td>
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Annexure H – Funding Sources  (Effective from 1 November 2018)

Queensland Disaster Funding Assistance

Source: Queensland Reconstruction Authority