2023/24
LOCAL RECOVERY AND RESILIENCE SUB PLAN

Background

Townsville City Council's vision is to recover rapidly and build a community more resilient to future disasters enabled by inclusive communication following a disaster event. This is enabled by the work lead by the the Local, Recovery & Resilience Group (LRRG) and its four (4) taskforce groups:

- Human Social

- Economic

- Natural Environment

- Built Environment

The recovery and resilience themes that the LRRG is committed to;

- Response: enusure community safety and well-being

- Rebuilding: bring the community forward to a new improved normal

- Restoration: work together to repair and re-establish community linkages across the lines of recovery.

- Resilience: embed the principle in all activities to mitigate, improve and build betterment for the community.

There are many key stakeholders who are involved in the LRRG including the local community, lead state government agencies, community groups, non-government organisations / associations, local businesses and trader associations, service providers and other invested parties.

This aim of this Local Recovery & Resilience Sub Plan is to enable key members to provide a locally-led approach that 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.

Endorsement

The preparation of this Local Recovery and Resilience Sub Plan has been undertaken in accordance with the *Disaster Management Act 2003* (the Act), to provide for effective disaster recovery in the local government area.

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

Van Ta Placidi
Acting Local Recovery Coordinator
Local Recovery and Resilience Group
Date: 10 / 10 / 2023

Wayne Preedy ESM
Local Disaster Coordinator
Townsville Local Disaster Management Group
Date: 10 / 10 / 2023

Cr Jenny Hill
Chair
Townsville Local Disaster Management Group
Date: 10 / 10 / 2023

Consultation

This plan was distributed to the Townsville Local Recovery and Resilience Group and the Townsville Local Disaster Management Group Full Committee for consultation and review. The table below reflects the feedback received from the group.

Organisation	Name of consulted	Date distributed	Comments received
Townsville City Council (LDC, TLDMG)	Wayne Preedy ESM Matt Richardson Mat Green	11 May 23	12 May 23
Townsville City Council (LRC, TLDMG)	Ryan Hall Van Ta Placidi	11 May 23	13 Jun 23
Queensland Police Service (XO, Townsville DDMG)	Brenton Webb		
Townsville Local Disaster Management Group			
Townsville Local Recovery & Resilience Group	Mark Molachino – Chair LRRG Margaret Lessells – QFES EMC Libby Preedy – THHS Sharon Galeano	11 May 23 12 Jun 23 12 Jun 23 23 Aug 23	12 Jun 23 24 Aug 23
Townsville City Council	Zac Dawes Nadine Turner	11 May 23 11 May 23	12 May 23 12 May 23
Queensland Reconstruction Authority	Jade Christensen Siobhan Hessing	12 Jun 23 12 Jun 23	

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:

> Local Disaster Coordinator
> Townsville City Council
> PO Box 1268
> Townsville, QLD 4810

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.

A copy of each amendment will be forwarded to those identified in the distribution list. On receipt, the amendment is to be inserted into the document and the Amendment Register updated and signed.

Amendment Register

Amendment		Plan Updated		
Version No.	Issue Date	Inserted by	Action	Date
01 Initial Plan	March 2018	Wayne Preedy (LDC) Eber Butron (LRC)	Initial Plan	12 Mar 2018
02	June 2018	Wayne Preedy (LDC)	Revised plan following consultation	15 Jun 2018
03	January 2019	Wayne Preedy (LDC)	Minor amendments	22 Jan 2019
04	March 2021	Wayne Preedy (LDC)	Revised Plan following consultation	08 Mar 2021
05	June 2022	Wayne Preedy (LDC)	Annual Review	30 June 2022
06	June 2023	Wayne Preedy (LDC) Ryan Hall (LRC)	Annual Review	30 June 2023

Abbreviations List

DoH	Department of Housing
DTATSIPCA	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
DDMG	District Disaster Management Group
DM Act	Queensland Disaster Management Act 2003
DRFA	Disaster Recovery Funding Arrangements
FRG	Functional Recovery Group
LDC	Local Disaster Coordinator
LRC	Local Recovery Coordinator
LRGs	Local Recovery Groups
LRRG	Local Recovery and Resilience Group
NEMA	National Emergency Management Agency
QDFG	Queensland Disaster Funding Guidelines
QFES	Queensland Fire and Emergency Services
QPS	Queensland Police Service
QRA	Queensland Reconstruction Authority
QRIDA	Queensland Rural & Industry Development Authority
SDRA	State Disaster Relief Arrangements
TCC	Townsville City Council
THHS	Townsville Hospital and Health Service
TLDMG	Townsville Local Disaster Management Group
WRR	TCC Water Resource Recovery

Distribution

Distribution of this plan is controlled by maintaining two (2) versions of each document – one (1) containing personal details and one (1), where personal details have been removed. The Townsville Local Disaster Management Group ensures compliance to the *Information Privacy Act 2009* by allowing only the version, which excludes personal details, to be made available to the public.

Contents

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 on hierarchy or trigger points for activation.

Townsville Local Disaster Management Plan (TLDMP)

Evacuation & Transport Sub Plan
- Tsunami Response Sub Plan
- Shelters & 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 Working Group Sub Plan
- Townsville District Functional Health Plan

Local Recovery & Resilience Sub Plan

Operating Procedures (Internal Documents)

- Evacuation Centres SOP
- North Shore Place of Refuge 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

- Environmental Health SOP

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 LDCC SOP - COVIDSafe
- Townsville Local Disaster Management Group (TLDMG) SOP

TCC Emergency Response Plan (ERP)
- TCC Emergency Operations Coordination Centre (EOCC) SOP

These documents can be found here > https://serve.townsville.qld.gov.au/planning-and-management/disaster-management/tldmg/tldmg-plans-and-studies

Part One – Overview

1.1 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, 2023).

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/mitigation, 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. [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline – Section 6 Recovery.](#)

Resilience is defined as " A system 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, 2023)

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), Monsoon Event (2019), 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.

1.2 Objectives

The objectives of the *TLDMG Local Recovery and Resilience Sub Plan* are to;
- Detail the strategic framework for recovery planning of the LRRG

- 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

- Outline the roles and responsibilities of government and non-governement partners for the coordinated delivery of recovery services

1.3 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 and assistance.

1.4 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;](#)
- [Disaster Relief Funding Arrangements (DRFA);](#)
- [Queensland Disaster Funding Guidelines (QDFG) 2021;](#)
- [Queensland Strategy for Disaster Resilience, 2017;](#)
- [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline;](#)
- [Queensland Recovery Plan, 2023;](#)
- [Standard for Disaster Management in Queensland – July 2021](#)

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.

1.5 Plan Testing and Review

The Local Recovery Coordinator and Local Disaster Coordinator will be responsible for reviewing and updating this plan by the 30 June each year in consultation with relevant internal and external stakeholders. Assessment of the plan may be achieved through operational activation, feedback received or by the conduct of exercises. The LRC is to brief the TLDMG on the results of such reviews/exercises.

The LDC/LRC is responsible to ensure that all agencies and members of the LRRG are aware of these procedures

Part Two - Administration and Governance

2.1 National Principles of Disaster Recovery

Queensland and Townsville have adopted the National Principles of Disaster Recovery, as detailed in the *Queensland Recovery Plan 2023*, *Australian Disaster Resilience Handbook Collection: Community Recovery, Handbook 2*, and the *National Principles of Disaster Recovery*, 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.**

Details of the agencies and organisations available to provide assistance with recovery support and local recovering planning are at Annexure A.

2.1.1 Understanding the context

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

Recovery should:
- acknowledge existing strengths and capacity, including past experiences
- appreciate the risks and stressors faced by the community, which have been addressed previously as part of Townsville City Council's All Hazards Studies (2009/2010);
- be respectful of and sensitive to the culture and diversity of the community
- support those who may be facing vulnerability
- recognise the importance of the environment to people and to their recovery
- be acknowledged as requiring a long-term, sustained effort as needed by the community, and
- acknowledge the impact upon the community may extend beyond the geographical boundaries where the disaster occurred.

2.1.2 Recognising complexity

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

Recovery should:
- disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies
- information on impacts is limited at first and changes over time
- affected individuals and the community have diverse needs, wants and expectations, which can evolve rapidly

- responsive and flexible action is crucial to address immediate needs
- existing community knowledge and values may challenge the assumptions of those outside of the community
- conflicting knowledge, values and priorities among individuals, the community and organisations may create tensions
- emergencies create stressful environments where grief or blame may also affect those involved
- over time, appropriate support for individuals and communities, from within and outside, can cultivate hope and individual and collective growth.

2.1.3 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:
- assist and enable individuals, families and the community to actively participate in their own recovery
- recognise that individuals and the community may need different levels of support at various times
- be guided by the communities' priorities
- channel effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience
- build collaborative partnerships between the community and those involved in the recovery process
- recognise that new community leaders often emerge during and after a disaster, who may not hold formal positions of authority
- recognise that different communities may choose different paths to recovery.

2.1.4 Ensuring coordination of all activities

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

Recovery should:
- have clearly articulated and shared goals based on desired outcomes
- be flexible, taking into account changes in community needs or stakeholder expectations
- be guided by those with experience and expertise, using skilled, authentic and capable community leadership · be at the pace desired by the community, and seek to collaborate and reconcile different interests and time frames
- reflect well-developed community planning and information gathering before, during and after a disaster
- have clear decision-making and reporting structures and sound governance, which are transparent and accessible to the community
- demonstrate an understanding of the roles, responsibilities and authority of organisations involved and coordinate across agencies to ensure minimal service provision disruption

- be part of an emergency management approach that integrates with response operations and contributes to future prevention and preparedness

2.1.5 Employing effective communication

Successful recovery and resilience is built on effective communication with affected communities and other stakeholders.

Recovery should:
- recognise that communication should be two-way, and that input and feedback should be encouraged
- ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of communication channels and networks
- establish mechanisms for coordinated and consistent communications between all service providers, organisations and individuals and the community
- ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent
- identify trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity.

2.1.6 Acknowledging and building capacity

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

Recovery should:
- assess capability and capacity requirements before, during and after a disaster
- support the development of self-reliance, preparation and disaster mitigation
- quickly identify and mobilise community skills, strengths and resources
- develop networks and partnerships to strengthen capacity, capability and resilience
- provide opportunities to share, transfer and develop knowledge, skills and training
- recognise that resources can be provided by a range of partners and from community networks
- acknowledge that existing resources may be stretched, and that additional resources may be sought
- understand that additional resources may only be available for a limited period, and that sustainability may need to be addressed
- understand when and how to step back, while continuing to support individuals and the community as a whole to be more self-sufficient when they are ready
- be evaluated to provide learning for future disaster and improved resilience.

2.2 Functional Recovery Groups

As outlined in the diagram below, Functional Recovery Groups (FRGs) coordinate and support the planning and implementation of Queensland's whole-of-community recovery activities across the five lines of recovery of Human and Social, Building, Roads and Transport, Economic and Environment; supporting local government to fulfil its recovery objectives.
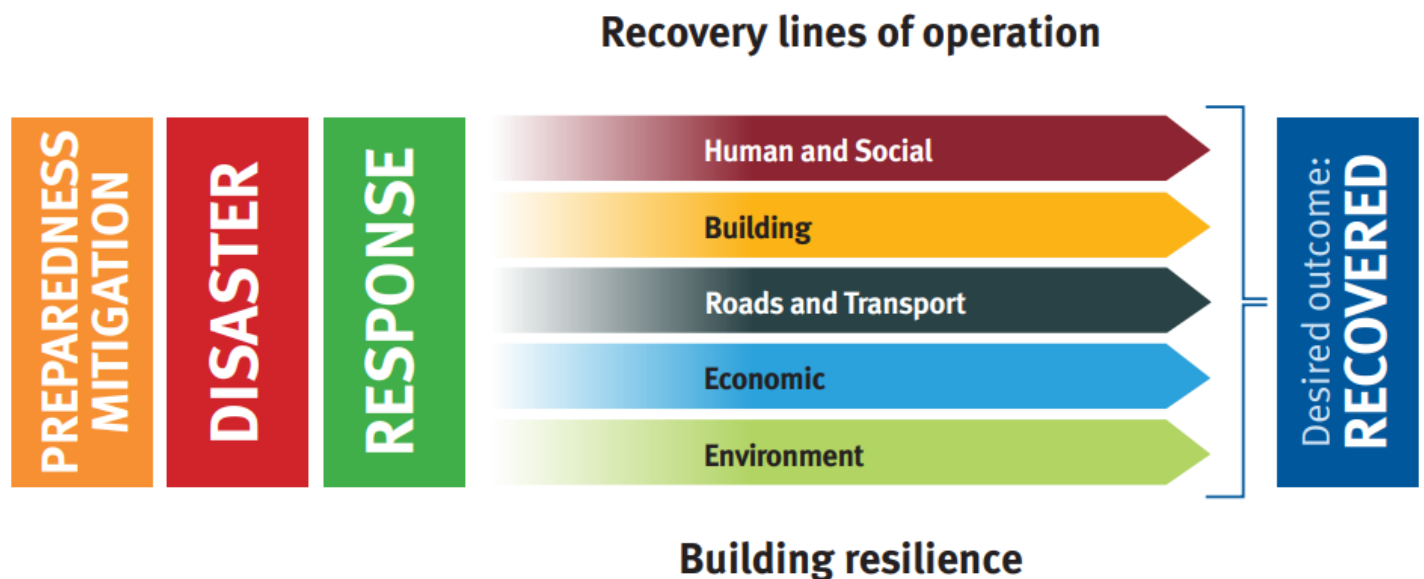
With the knowledge that communities have the best understanding of their needs and what their path to recovery should look like, Local Recovery Groups (LRGs) led by councils in impacted areas should be established to identify and prioritise their objectives in rebuilding and reconnecting after an event.

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.

This diagram outlines the reporting framework which informs roles and responsibilities across levels of government in recovery.
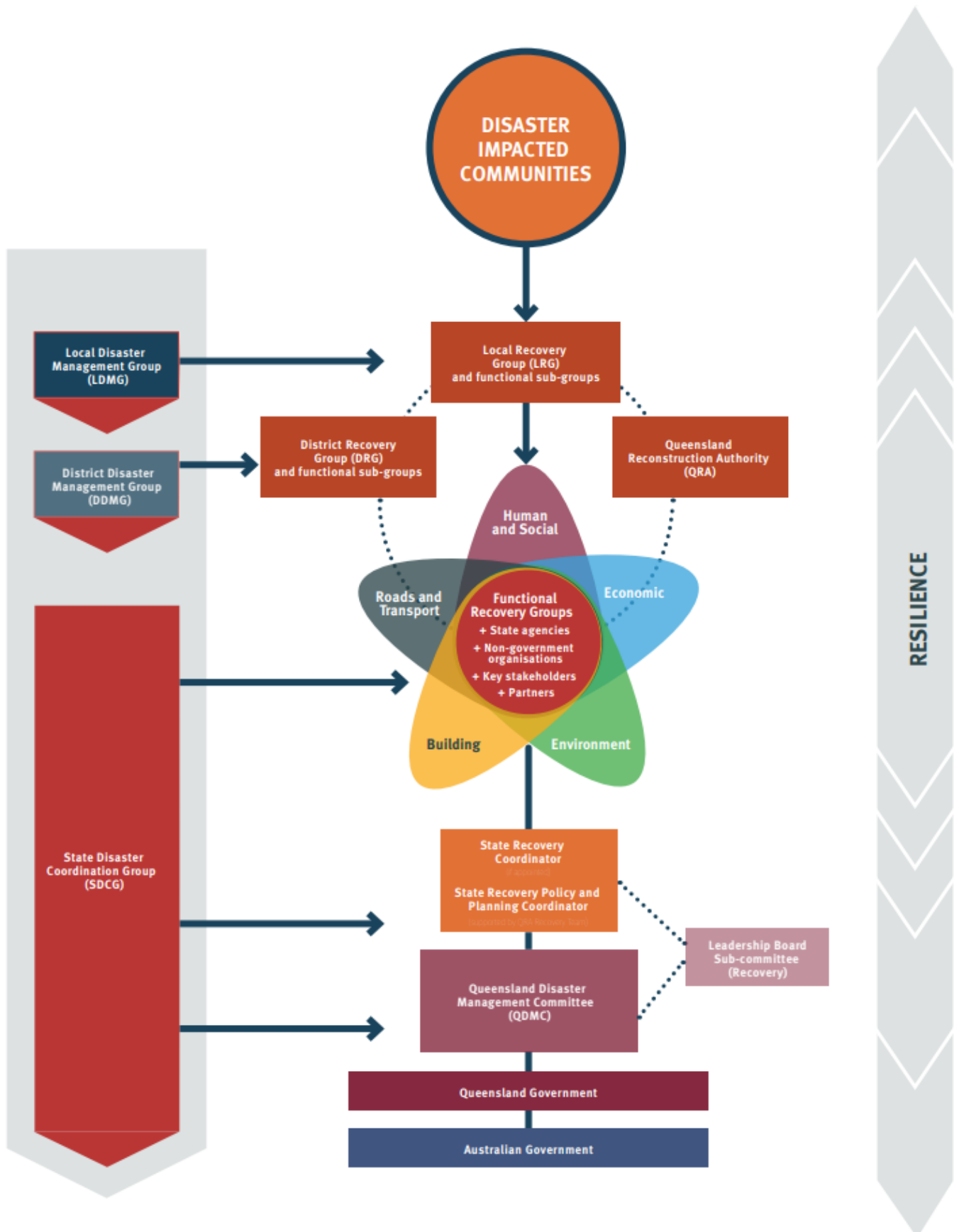
2.3 Key Elements of Recovery

The Local Recovery and Resilience Sub Plan incorporates the following five (5) 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. **Human and Social Recovery** – includes personal support, psychological services, temporary accommodation (not evacuation Centres), financial assistance and repairs to dwellings. Department of Treaty, Aboriginal and Torres Strait Islander Partnership, Communities and the Arts (DTATSIPCA) becomes the functional lead agency for community recovery in a disaster event once local resources have been exhausted. DTATSIPCA 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 Energy & Public Works (DEPW) for buildings and Department of Transport and Main Roads (DTMR) for roads and highways,

4. **Environmental Recovery** – includes recovery as it relates to environmental parks, coastlines, waterways, wildlife and pollution. A number of State Government departments led by Department of Environment & Sciences 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 economic, business, industry and worker impacts. The Department of State Development, Infrastructure Local Government & 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.

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.

2.4 Communities contributing to their own recovery

Community members are often the first responders during an emergency and take actions to save and protect themselves, their families and their communities. 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.

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.

2.5 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:
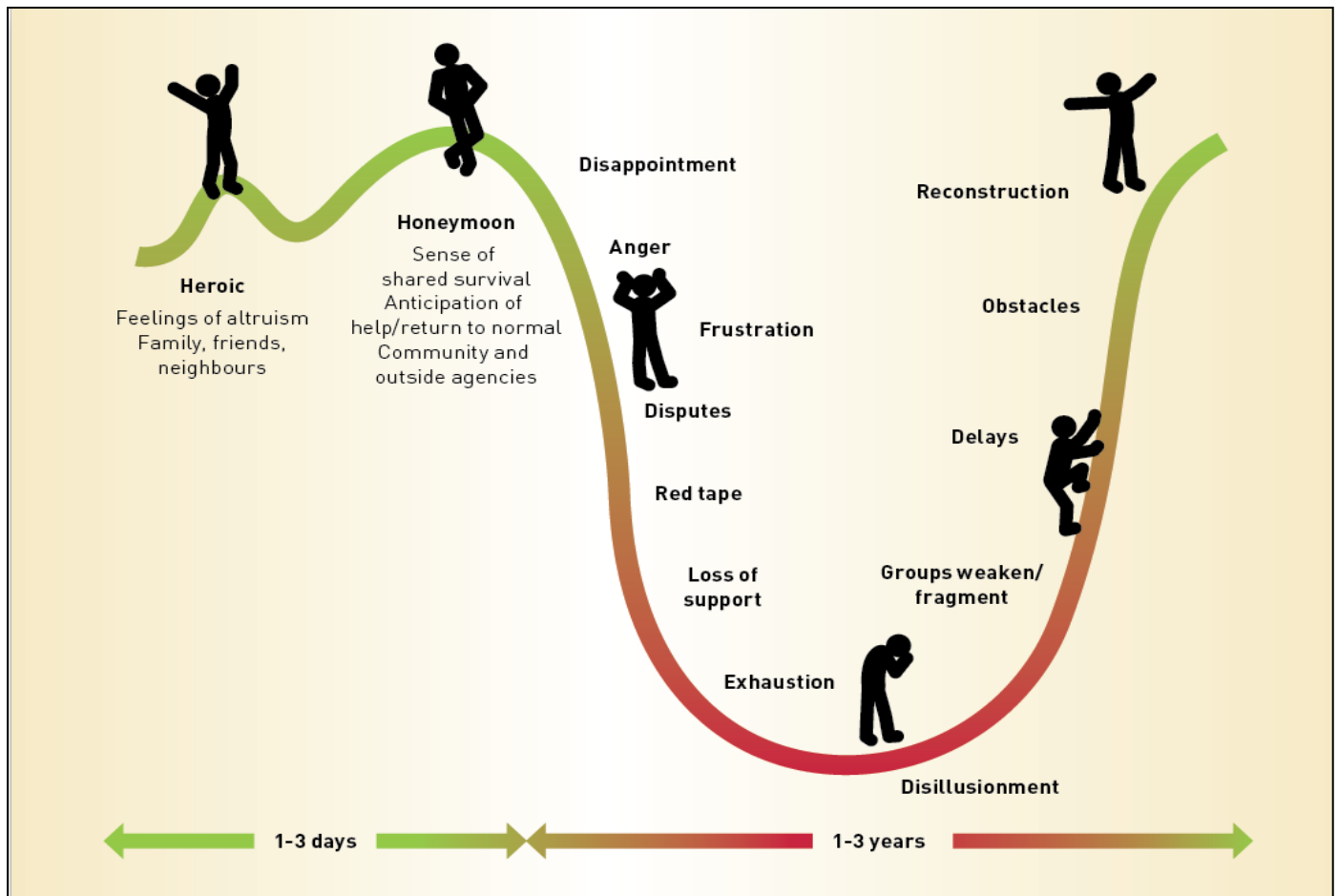
Disappointment

Reconstruction

Honeymoon
Sense of
shared survival
Anticipation of
help/return to normal
Community and
outside agencies

Anger

Heroic
Feelings of altruism
Family, friends,
neighbours

Obstacles

Frustration

Disputes

Delays

Red tape

Loss of
support

Groups weaken/
fragment

Exhaustion

Disillusionment

1-3 days   1-3 years

[Source: Australian Disaster Resilience Handbook Collection: Community Recovery, Handbook 2](#)

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.

2.6 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.

Disaster management and disaster operations in the Townsville local government area are consistent with the *Queensland Disaster Management 2016 Strategic Policy Statement*.

Part Three – Stages of Recovery and Transition Points

3.1 Stages of Recovery

Stage 1: Immediate (Post-impact relief and emergency repairs)

Stage 2: Short/Medium term (Re-establishment, rehabilitation and reconstruction

Stage 3: Long Term (Restoration, rebuilding, reshaping and sustainability

Figure 1: Stages of recovery.

3.2 Stage 1: Immediate Recovery

Immediate recovery aims to address and support the immediate needs of individualsand 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 wellas 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
2. Needs assessments.

3.2.1 Impact Assessment

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

- The geographical extent of the area impacted;
- Human effects and casualties, including:
    - o dead, injured and missing
    - o numbers of evacuees or displaced and where they have moved to;
- Damage including:
    - o Details of the numbers of properties impacted and the type of structural damageincluding whether or not they are habitable
    - o Critical infrastructure and lifelines such as power, water, transport, communications;
    - o Impacts on agriculture and food supply chains
    - o Impacts to key economic resources such as industrial premises
    - o 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.

3.2.2 Needs Assessment

Needs assessments deal with the type, amount and priorities of assistance required by an affectedcommunity 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 furtherdamage and provide an indication of their urgency;
- Needs that can be met from within the affected community and those that can only bemet 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.

Activation to the immediate/short-term recovery stage (i.e. 'stand up' level of activation) must be carefully managed. When this occurs, it will be based on acombination 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 beenidentified and engaged
- Local community organisations have been identified and engaged.

*NOTE: Recovery activities may commence concurrently whilst response activities (such as some of the above) are still being conducted.

It is important that functional lead agencies recognise their responsibilities and engage the appropriatesupport 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 agenciesshould 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.

3.2.3 Transition from Immediate Recovery to Short/Medium-term Recovery

The transition from immediate recovery to short/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.

3.3 Stage 2: Short/Medium-term Recovery

Short/Medium term recovery continues the coordinated process of supporting affected communities in thereconstruction 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 recovery to short/mediumterm 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 transitionduring meetings. Information from functional agencies, recovery sub-groups, community representatives and other identified sources as well as progress reports, can be used to inform thesediscussions.

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

The State Recovery Group 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 intothe plan.

3.3.1 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 thefunction 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 therequirements of affected individuals and communities, should be reflected in relevant functional leadagency recovery plans, and included in the plan on a page 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 stillensuring 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 recoverystructure;
- 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 transitionof 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-eventstate).

3.4 Stand Down

The transition from formal recovery structures for the impacted individuals and community is part of theplanning 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 outstandingtasks 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 OperationalPlans and reports from functional recovery groups.

Part Four – Local Recovery and Resilience Group Structure

4.1 TLDMG Functional Recovery Groups

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 task forces. They are as follows:

- Human & Social;
- Economic;
- Infrastructure (incorporating Building and Roads & Transport); and,
- Environmental

The LRRG and Functional task force structures are detailed in Section 4.3.4 of this document.

Each Recovery Sub Group Chair will be Chaired by a local government elected official and supported by a senior council staff member with a background in that element as a Coordinator (e.g. Human Social Coordinator is General Manager, Community & Lifestyle).

Terms of Reference for each Functional Recovery Sub Group will have been and will be reviewed by sub group members when the recovery group "is activated to Alert status" (Appendix I).

4.2 Local Recovery Coordinator (LRC)

The Local Recovery Coordinator (LRC) holds a position as a Core Member of the TLDMG and is responsible for the coordination of recovery at the local level. Indicative duties of the LRC include:

- coordinating and chairing the local recovery group, reporting to the LDMG
- liaising with functional lead agency representatives at the local and district levels
- liaising with the District Disaster Management Group (DDMG)
- working with identified agencies and the community to develop the local event-specific recovery plan
- coordinating the short to medium-term recovery to address the immediate effects of the disaster and develop longer-term measures as appropriate
- ensuring the local event-specific recovery plan addresses all relevant functional areas of recovery – human and social, economic, environment, building, and roads and transport
- performing the role of conduit between community and government
- developing and implementing effective strategies for community participation and partnership in the recovery process
- providing advice to state government on the needs and responses of the affected individuals, communities and other sectors
- undertaking a post-operations debrief and providing a final report to the LDMG at the conclusion of recovery operations

- providing or delegating the responsibility for ongoing recovery reporting on the progress of the event-specific recovery plan.

4.3 Local Recovery and Resilience Group (LRRG)

4.3.1 Roles and Responsibilities

Just as the TLDMG 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 / District Recovery Groups.

4.3.2 Membership

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

Meeting frequency:	At least twice per year		
Membership:	**Organisation**	**Responsible Person**	**LRRG Position**
	Townsville City Council	Deputy Mayor	Member – Chair
	Townsville City Council	Councillor	Member – Deputy Chair
	Townsville City Council	Chief Planning and Development Officer	Member – LRC, TLDMG
	Townsville City Council	Director Community Environment and Lifestyle	Member – Deputy LRC, TLDMG
	Townsville City Council	Councillor	Member – Chair, Economic Task Force
	Townsville City Council	General Manager Commercial and Financial Services	Member – Coordinator, Economic Task Force
	Townsville City Council	Councillor	Member – Chair, Environmental Task Force
	Townsville City Council	Chief Sustainability Officer	Member – Coordinator, Environmental Task Force
	Townsville City Council	Councillor	Member – Chair, Human Social Task Force
	Townsville City Council	General Manager, Community & Lifestyle	Member – Coordinator, Human Social Task Force
	Townsville City Council	Councillor	Member – Chair, Infrastructure Task

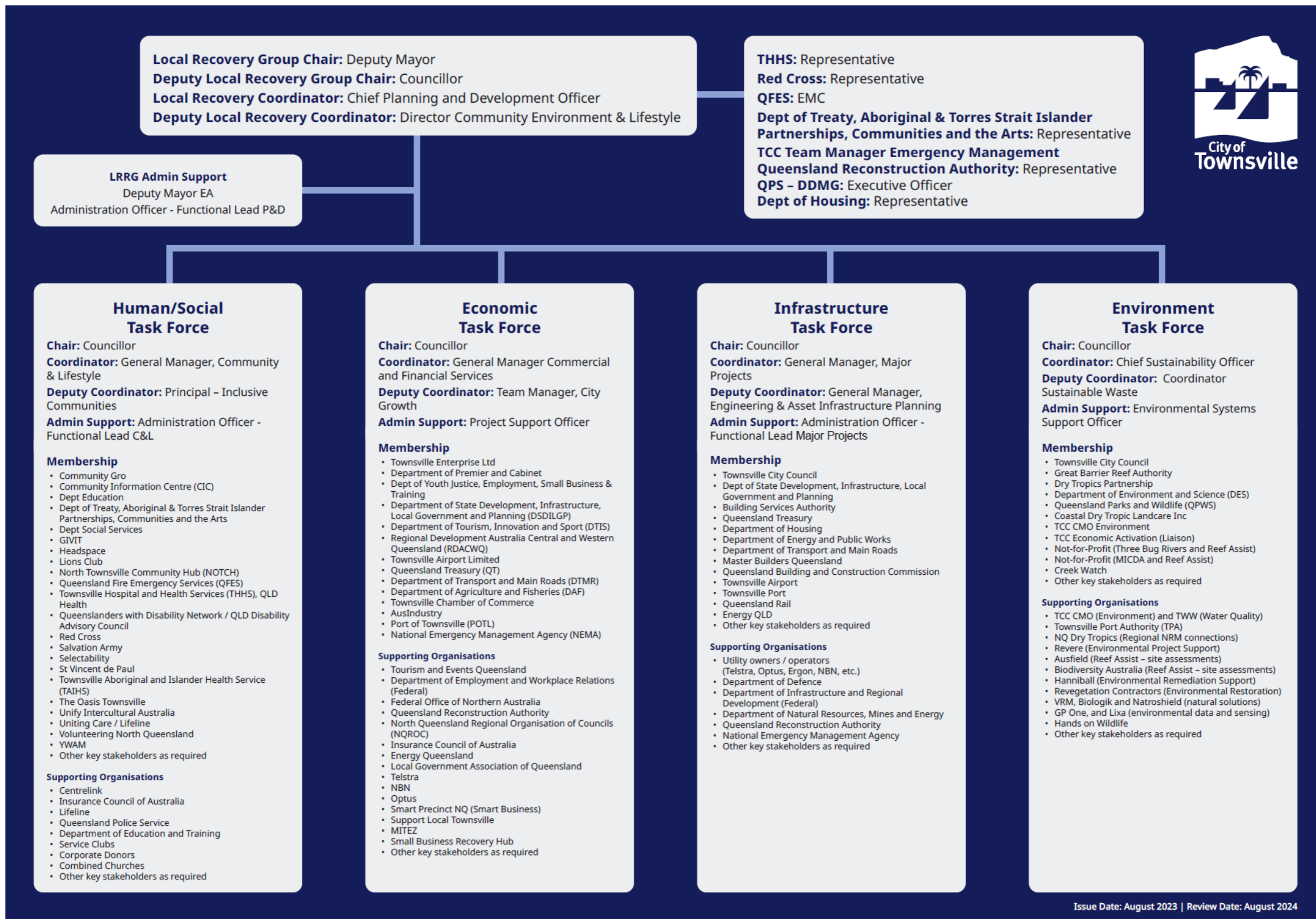|			
			Force
	Townsville City Council	General Manager, Major Projects	Member – Coordinator, Infrastructure Task Force
	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communiites and the Arts	Representative	Member
	Department of Housing	Representative	Member
	Australian Red Cross	Representative	Member
	Queensland Fire & Emergency Services (QFES)	Emergency Management Coordinator	Member
	Townsville Hospital & Health Service (THHS)	Representative	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	Representative	Advisor
Responsibilities:	The LRRG is required 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 agencyservice provision and plan for a coordinated approach to the recovery andcommunity resilience building process; - community consultation to allow the community to be part of the recovery andcommunity resilience building process; coordination of recovery management and information management process atthe local level.		

Refer to Annexure B for the LRRG Contact List.

4.3.3 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 least twice annually to perform planning, review and renew activities associated with the arrangements outlined within this Sub Plan.

4.3.4 LRRG and Sub Group Structure

Local Recovery Group Chair: Deputy Mayor
Deputy Local Recovery Group Chair: Councillor
Local Recovery Coordinator: Chief Planning and Development Officer
Deputy Local Recovery Coordinator: Director Community Environment & Lifestyle

THHS: Representative
Red Cross: Representative
QFES: EMC
Dept of Treaty, Aboriginal & Torres Strait Islander Partnerships, Communities and the Arts: Representative
TCC Team Manager Emergency Management
Queensland Reconstruction Authority: Representative
QPS – DDMG: Executive Officer
Dept of Housing: Representative

LRRG Admin Support
Deputy Mayor EA
Administration Officer - Functional Lead P&D

City of Townsville

Human/Social Task Force

Chair: Councillor

Coordinator: General Manager, Community & Lifestyle

Deputy Coordinator: Principal – Inclusive Communities

Admin Support: Administration Officer - Functional Lead C&L

Membership
- Community Gro
- Community Information Centre (CIC)
- Dept Education
- Dept of Treaty, Aboriginal & Torres Strait Islander Partnerships, Communities and the Arts
- Dept Social Services
- GIVIT
- Headspace
- Lions Club
- North Townsville Community Hub (NOTCH)
- Queensland Fire Emergency Services (QFES)
- Townsville Hospital and Health Services (THHS), QLD Health
- Queenslanders with Disability Network / QLD Disability Advisory Council
- Red Cross
- Salvation Army
- Selectability
- St Vincent de Paul
- Townsville Aboriginal and Islander Health Service (TAIHS)
- The Oasis Townsville
- Unify Intercultural Australia
- Uniting Care / Lifeline
- Volunteering North Queensland
- YWAM
- Other key stakeholders as required

Supporting Organisations
- Centrelink
- Insurance Council of Australia
- Lifeline
- Queensland Police Service
- Department of Education and Training
- Service Clubs
- Corporate Donors
- Combined Churches
- Other key stakeholders as required

Economic Task Force

Chair: Councillor

Coordinator: General Manager Commercial and Financial Services

Deputy Coordinator: Team Manager, City Growth

Admin Support: Project Support Officer

Membership
- Townsville Enterprise Ltd
- Department of Premier and Cabinet
- Dept of Youth Justice, Employment, Small Business & Training
- Department of State Development, Infrastructure, Local Government and Planning (DSDILGP)
- Department of Tourism, Innovation and Sport (DTIS)
- Regional Development Australia Central and Western Queensland (RDACWQ)
- Townsville Airport Limited
- Queensland Treasury (QT)
- Department of Transport and Main Roads (DTMR)
- Department of Agriculture and Fisheries (DAF)
- Townsville Chamber of Commerce
- AusIndustry
- Port of Townsville (POTL)
- National Emergency Management Agency (NEMA)

Supporting Organisations
- Tourism and Events Queensland
- Department of Employment and Workplace Relations (Federal)
- Federal Office of Northern Australia
- Queensland Reconstruction Authority
- North Queensland Regional Organisation of Councils (NQROC)
- Insurance Council of Australia
- Energy Queensland
- Local Government Association of Queensland
- Telstra
- NBN
- Optus
- Smart Precinct NQ (Smart Business)
- Support Local Townsville
- MITEZ
- Small Business Recovery Hub
- Other key stakeholders as required

Infrastructure Task Force

Chair: Councillor

Coordinator: General Manager, Major Projects

Deputy Coordinator: General Manager, Engineering & Asset Infrastructure Planning

Admin Support: Administration Officer - Functional Lead Major Projects

Membership
- Townsville City Council
- Dept of State Development, Infrastructure, Local Government and Planning
- Building Services Authority
- Queensland Treasury
- Department of Housing
- Department of Energy and Public Works
- Department of Transport and Main Roads
- Master Builders Queensland
- Queensland Building and Construction Commission
- Townsville Airport
- Townsville Port
- Queensland Rail
- Energy QLD
- Other key stakeholders as required

Supporting Organisations
- Utility owners / operators (Telstra, Optus, Ergon, NBN, etc.)
- Department of Defence
- Department of Infrastructure and Regional Development (Federal)
- Department of Natural Resources, Mines and Energy
- Queensland Reconstruction Authority
- National Emergency Management Agency
- Other key stakeholders as required

Environment Task Force

Chair: Councillor

Coordinator: Chief Sustainability Officer

Deputy Coordinator: Coordinator Sustainable Waste

Admin Support: Environmental Systems Support Officer

Membership
- Townsville City Council
- Great Barrier Reef Authority
- Dry Tropics Partnership
- Department of Environment and Science (DES)
- Queensland Parks and Wildlife (QPWS)
- Coastal Dry Tropic Landcare Inc
- TCC CMO Environment
- TCC Economic Activation (Liaison)
- Not-for-Profit (Three Bug Rivers and Reef Assist)
- Not-for-Profit (MICDA and Reef Assist)
- Creek Watch
- Other key stakeholders as required

Supporting Organisations
- TCC CMO (Environment) and TWW (Water Quality)
- Townsville Port Authority (TPA)
- NQ Dry Tropics (Regional NRM connections)
- Revere (Environmental Project Support)
- Ausfield (Reef Assist – site assessments)
- Biodiversity Australia (Reef Assist – site assessments)
- Hanniball (Environmental Remediation Support)
- Revegetation Contractors (Environmental Restoration)
- VRM, Biologik and Natroshield (natural solutions)
- GP One, and Lixa (environmental data and sensing)
- Hands on Wildlife
- Other key stakeholders as required

Issue Date: August 2023 | Review Date: August 2024

Part Five – Plan Activation & Concept of Operations

5.1 Activation of Sub Plan

The LDC and/or Chair TLDMG is responsible for activating the Local Recovery and Resilience Group. The LRC will activate the Local Recovery and Resilience Sub Plan following consultation with the LDC.

5.1.1 Activation Levels

The actual activities and service will vary across the four (4) different levels of activation, being:

Response Alert			Triggers	Actions	Communications
	Response Lean Forward	Recovery Alert	▪ Response phase at 'lean forward' level of activation	▪ Potential actions and risks identified ▪ Information sharing commences ▪ LRC in contact with LDCC/LDC ▪ Initial advice to all recovery stakeholders	▪ LRC and LRRG members on mobile remotely
Response Stand Up	Recovery Lean Forward		▪ Response phase at 'stand up' level of activation	▪ Monitoring of response arrangements ▪ Analysis of hazard impact or potential impact ▪ Relief and recovery planning commences	▪ LRC and LRRG members on mobile and monitoring email remotely ▪ Ad hoc reporting
			▪ Immediate relief arrangements are required during response phase	▪ Deployments for immediate relief commenced by recovery functional agencies	
	Recovery Stand Up		▪ Immediate relief arrangements continue	▪ LRRG activated ▪ Recovery plan activated ▪ Deployments for immediate relief response ▪ Action plans for four functions of recovery activated as required ▪ Community information strategy employed	▪ LRC and LRRG members present at Walker St or alternate location, on established land lines and/or mobiles, monitoring emails
Response Stand Down			▪ Response phase moves to 'stand down' level of activation. Medium term recovery commences.	▪ 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	▪ LRC and LRRG members involved in medium term recovery continue as required ▪ Regular reporting to LDMG/LDC

Recovery	**Stand Down**	• LRRG arrangements are finalised. Community returns to normal activities with ongoing support as required.	• 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 LRRG members resume standard business and after hours contact arrangements • Functional lead agencies report to LRC/LRG as required

NOTE: activation may not occur in a sequential manner through these levels, depending upon the needs of the community and the extent/speed of the event.

The local levels of activation for disaster arrangements are outlined in Annexure C.

5.2 Use of Sub Plan during Operations

5.2.1 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.

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

5.3 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 for response, recovery agencies will move to 'lean forward' or 'stand up' level of activation (depending on nature of event and community needs) 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 recovery;
- Short/Medium-term recovery; and
- Long-term recovery

It is important to note that response and 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.

5.4 Event-specific Recovery Plans

The Local Recovery and Resilience Sub Plan 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:

5.4.1 Local Recovery and Resilience Implementation Plan

The *Local Recovery & Resilience Implementation Plan* will be developed in the early stages of transition from response to recovery by the Local Recovery Coordinator in consultation with the Local Recovery and Resilience Plan. This plan will serve as an event-specific plan. Refer to Annexure E for an example *Local Recovery & Resilience Implementation Plan – Table of Contents*.

5.4.2 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.

5.4.3 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 may 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 stored by the relevant functional groups for corporate governance.

5.4.4 Functional Action Plan Considerations

When developing the *Local Recovery and Resilience Implementation Plan* and *Functional 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 andproject 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 andevaluation of recovery operations.

When developing Functional Action plans, the following should be considered:

- Council is not responsible for providing food, money and other items, to community members.

- The TLDMG and LRRG will liaise with local and major suppliers and QFES regarding resupply in line with standing arrangements and policy guidelines.

5.4.4.1 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 householdloss and damage.

5.4.4.2 Economic Action Plan

- Assess impact on key economic assets including impact on Commerce and Tourism;
- 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 food stuff 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.);
- DRFA funding relief measures;

5.4.4.3 Infrastructure Action Plan

- Damage to housing stock, commercial and industrial buildings and structures, rural structures,and infrastructure facilities;
- Queensland Rural & Industry Development Authority (QRIDA)
- 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.
- Manage and dispose of waste

5.4.4.4 Environmental 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 and restoration of the natural and cultural heritage environment;including river recovery and beach restoration.
- Stainability, resilience and recovery

- Preservation of community assets (e.g. reserves and parks)
- Environmental amelioration and remediation
- Monitor and assess the environmental consequences.

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.

5.5 Communication Plan

The LRRG, should develop a communication plan in consultation with TLDMG Communications. This will include:

- Information on event-specific recovery plan:
- planned measures in place;
- progress of recovery operations 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.

Part Six – 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):

• 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	• Mundingburra	• 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	• Nome	• 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	

Information on Townsville's Community Profiles is available on council's public website – Townsville Community Profiles – Townsville City Council

Annexure Index

A	Agencies and Organisations Available to Provide Recovery Support
B	Local Recovery and Resilience Group Contact List
C	Townsville Local Levels of Activation for Disaster Operations
D	Disaster Operations Timeline (Phases of Recovery Aligned to Response)
E	Example – Local Recovery & Resilience Implementation Plan – Table of Contents
F	Example – Plan on a Page
G	Example – Economic Recovery Action Plan
H	Funding Sources
I	Subgroup Terms of Reference
J	Potential Recovery Hub Locations

Annexure A – Agencies and Organisations Available to Provide Recovery Support

Effective recovery requires collaboration between local, state and federal governments, community and non-government agencies in consultation with impacted communities.

Agencies that play a part in assisting with the recovery of impacted communities include, but are not limited to the following:

Queensland Government

Department of Agriculture and Fisheries (DAF)

DAF provides a range of services to primary producers affected by natural disasters, including advice on disaster preparedness for agricultural industries, response and recovery, and animal welfare. DAF supports preparedness activities such as training exercises for industry, develops and promotes bulletins on climatic conditions and runs climate focussed events.

A critical role DAF plays during the recovery phase involves staff working with producers to determine the extent of impact an event has had on agricultural production. Agency staff work with the Queensland Reconstruction Authority and other Queensland Government agencies to inform the appropriate level of disaster activation required to aid recovery.

DAF staff administer disaster assistance in the form of subsidies to primary producers and is responsible for the legislation enabling Queensland Rural Industry and Development Authority to provide other forms of disaster assistance such as loan and grant schemes.

www.daf.qld.gov.au
13 25 23

Department of Communities, Housing and Digital Economy (DCHDE)

The Director-General of DCHDE chairs the Human and Social Functional Recovery Group.

DCHDE has lead responsibility for the delivery of human and social recovery support services following a disaster event. Human and social recovery is the emotional, social, physical and psychological health and wellbeing of individuals, families and communities following a disaster.

Human and social recovery generally aims to address a range of needs including:

- access to timely information
- assistance to reconnect with families, friends and community networks
- enabling people to manage their own recovery through access to information and a range of services and/or practical assistance
- access to financial assistance for those individuals and households who are most vulnerable and do not have the means to finance their own recovery
- engagement and access to emotional, psychological and mental health support at individual, family and community levels (psychosocial support)

- assistance to maintain a sense of equilibrium in their life, come to terms with their reality and move forward into a new and possibly changed reality
- ensuring Queenslanders have access to housing and homelessness assistance after the closure of evacuation centres by facilitating immediate and longer term temporary accommodation solutions.

www.qld.gov.au/disasterrecovery
Community Recovery Hotline: 1800 173 349

Department of Employment, Small Business and Training (DESBT)

DESBT delivers programs that recognise the important relationship between employment outcomes, strong small business and a skilled workforce to the wellbeing of Queenslanders and their communities.

www.desbt.qld.gov.au
13 QGOV (13 74 68)

Department of Environment and Science (DES)

DES has an important role as stewards of Queensland's natural environment and cultural and built heritage, to ensure these unique assets are protected and sustainably managed for future generations to enjoy. In responding to natural disasters and threats to the environment, DES seeks to identify environmental impacts and will assist in prioritising environmental recovery actions, in addition to protecting urban and natural areas through fire management in parks and forests.

www.des.qld.gov.au
13 QGOV (13 74 68)

Department of Energy and Public Works (EPW)

EPW coordinates frontline government building damage assessments across impacted areas. EPW also coordinates the repairs to government owned buildings.

www.epw.qld.gov.au
13 QGOV (13 74 68)

Department of Transport and Main Roads (TMR)

TMR is responsible for the delivery and maintenance of the integrated transport network across Queensland. TMR 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 or call 13 19 40
13 QGOV (13 74 68)

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.

- *Rural Fire Service* – Response to, and management of landscape fires across the state in localised and disaster situations.

- *Fire and Rescue Service* - Response to, and management of fire and hazardous materials incidents, events and disasters. Response to life threatening and non-life threatening emergency situations including storm, cyclone, severe weather and flooding, earthquake, hazardous materials incidents, industrial extrication and road crash incident extrications. Fire and Rescue Service is the provider of damage assessment capability following natural and man-made disasters, working in collaboration with QRA to provide quality data collection.
- State Emergency Service (SES) - For assistance in non-life threatening emergency situations during floods and storms. SES can provide temporary emergency assistance to help people protect themselves and their property from further damage in circumstances such as damaged walls, windows or roofs, trees down blocking access, rising flood water, and any storm damage that may be a threat to life or property.

www.qfes.qld.gov.au
Emergency: 000
Non-Emergency: 13 GOV
SES: 132 500

Queensland Health (QH) and Queensland Ambulance Service (QAS)

Queensland Health leads the planning and management for public health emergencies as well as being the primary agency for biological, heatwave, pandemic and radiological hazards.

In all disasters, Queensland Health prioritises continuity of healthcare to the community as well as the provision of information and public health advice to partner agencies and the community. This is supported by pre-hospital response through the Queensland Ambulance Service as well as aeromedical services. Recovery activities are focused on medical services as well as public health (water, sanitation, food safety etc) and mental health support.

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 pre-hospital response through the Queensland Ambulance Service, aero-medical 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
13HEALTH (13 43 25 84)

Queensland Reconstruction Authority (QRA)

QRA is charged with managing and coordinating the Queensland Government's program of infrastructure renewal and recovery within disaster-affected communities, with a focus on working with our state and local government partners to deliver best practice expenditure of public reconstruction funds.

In line with QRA's vision to build a more disaster resilient Queensland, QRA is the state's lead agency responsible for disaster recovery, resilience and mitigation policy. In this role, QRA works collaboratively with other agencies and key stakeholders to improve risk reduction and disaster preparedness.

www.qra.qld.gov.au
1800 110 841

Queensland Rural and Industry Development Authority (QRIDA)

QRIDA provides Queensland farmers with grants and concessional loans for a range of purposes including buying their first property, improving farm productivity and sustainability, and overcoming drought and other natural disasters. Under the Disaster Recovery Funding Arrangements (DRFA), QRIDA administers financial assistance to primary producers, small businesses and non-profit organisations to help them recover from disaster events.

www.qrida.qld.gov.au
1800 623 946

Australian Government

Department of Human Services (DHS)

DHS provides assistance to those adversely affected by natural disasters through the provision of Disaster Recovery Payments (DRP) or Disaster Recovery Allowance (DRA).

www.humanservices.gov.au
www.disasterassist.gov.au
132 850

Local Government

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.

www.lgaq.asn.au
1300 542 700

Non-government organisations (NGOs)

A number of NGOs are now actively committed to the strengthening and extending of emergency aid services throughout Queensland communities affected by natural disasters.

Australian Red Cross

www.redcross.org.au
1800 811 700

BlazeAid

www.blazeaid.com.au

GIVIT

www.givit.org.au

Good Shepheard Microfinance

www.goodshepherdmicrofinance.org.au

Lifeline

www.lifeline.org.au
13 11 14

Orange Sky

www.orangesky.org.au
07 3067 5800

Royal Flying Doctor Service

www.flyingdoctor.org.au
Emergency: 1300 My RFDS (1300 69 7337)
Non-Emergency: 07 3860 1100

RSPCA QLD

www.rspcaqld.org.au
1300 Animal (1300 264 625)

Rural Aid

www.ruralaid.org.au
1300 327 624

Salvation Army

www.salvos.org.au
13 SALVOS (13 72 58)

St Vincent de Paul Society

www.vinnies.org.au
07 3010 1002 or 1300 vinnies (1300 131 812)

UnitingCare Queensland

www.unitingcareqld.com.au
07 3253 4000

Volunteering Queensland (VQ)

www.volunteeringqld.org.au
07 3002 7600

Insurance

The Australian Financial Complaints Authority (AFCA)

The AFCA provides consumers and small business with fair, free and independent dispute resolution for financial complaints.

www.afca.org.au
1800 367 287

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
1300 728 228

Agriculture

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 Queensland's farming and agriculture businesses.

www.agforceqld.org.au
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
07 3837 4720

Annexure B – LRRG Contact List

This page has been intentionally left blank as it contains personal information as defined under the *Information Privacy Act 2009*.

Annexure C – Local Levels of Activation for Disaster Operations

Alert	A heightened level of vigilance and preparedness due to the possibility of an event in the area of responsibility. Some action may be required and the situation should be monitored by staff capable of assessing and preparing for the potential hazard.
Lean Forward	An operational state prior to 'Stand Up', characterised by the heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on standby – prepared but not activated.
Stand Up	The operational state following 'Lean Forward' where resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated. LDMG is activated with / without LDCC being activated (depending on needs of the event)
Stand Down	Transition from responding to an event back to normal core business and/or recovery operations. The event no longer requires a coordinated operational response.

Annexure D – Disaster Operations Timeline (Phases of Recovery Aligned to Response)
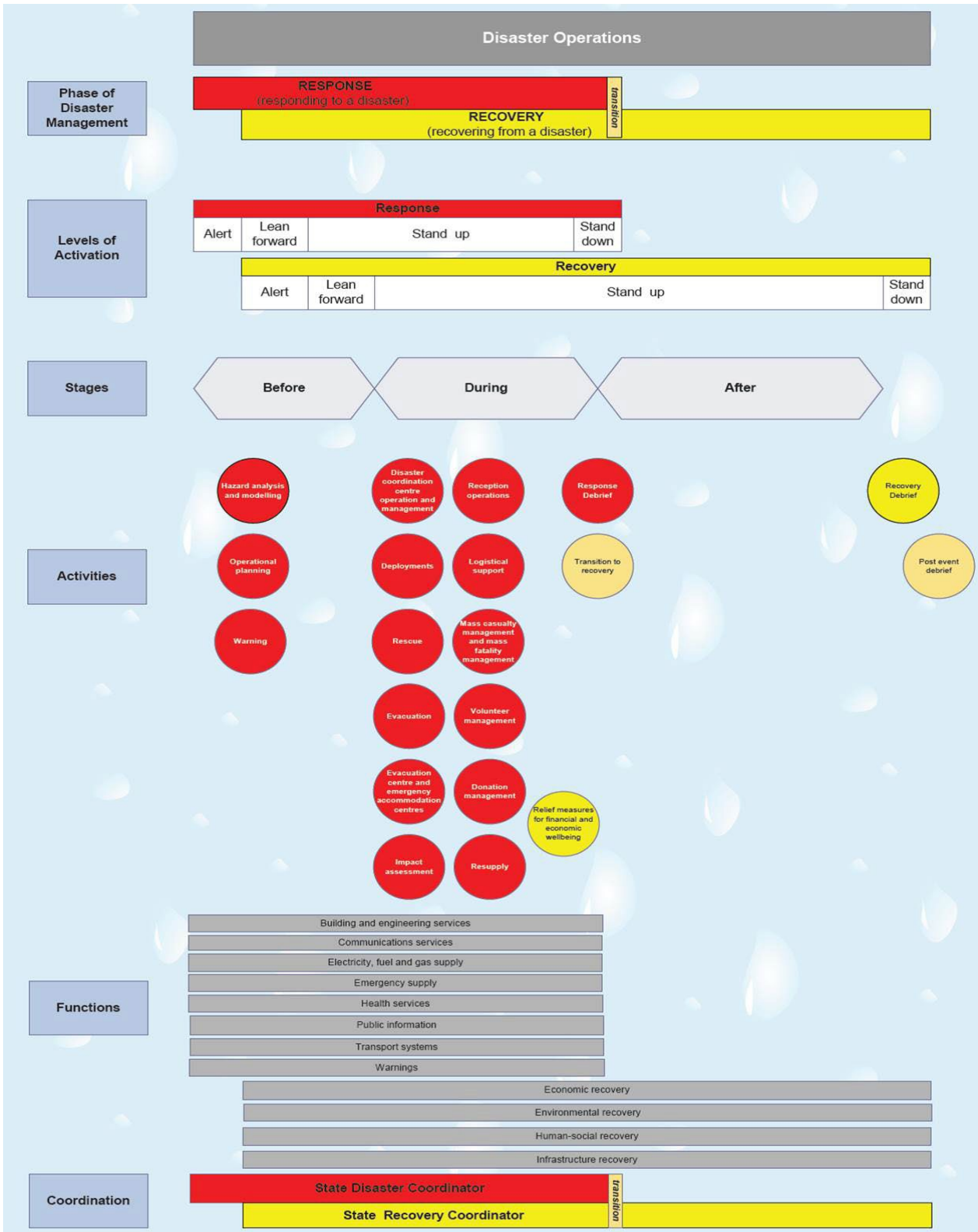
Annexure E – Example – Local Recovery & Resilience Implemenataion Plan – Table of Contents

Table of Contents

Annexure F – Example Plans on a Page

Townsville City Council
Local Recovery and Resilience Plan

Recovery narrative

Council vision statement
Townsville will recover rapidly and build a community more resilient to future disasters enabled by inclusive communication.
The Townsville Monsoon Trough Rainfall and Flood Recovery and Resilience Plan was endorsed by the Local Recovery and Resilience Group on the 28 February 2019.

Council values

Service	We commit to excellence
People	We value each other
Integrity	We do the right thing
Respect	We learn through listening
Enjoyment	We enjoy ourselves

Recovery and Resilience
Established: 04 February 2019   Chaired by: Cr Les Walker, Deputy Mayor Townsville City Council

Recovery and Resilience Taskforces
Human Social, Economic, Natural Environment, Built Environment.

Key stakeholders
The local community, lead state government agencies, community groups, non-government organisations/non-government associations, local businesses and trader associations, service providers and other invested parties.

Recovery and Resilience themes
1. Response: ensure community safety and well-being.
2. Rebuilding: re-establish bring the community forward to a new improved normal.
3. Restoration: work together to repair and re-establish community linkages across the lines of recovery.
4. Resilience: embed the principle in all activities to mitigate, improve and build betterment for the community.

Recovery objectives
1. Essential services - Power, water, waste, telecommunications – damage assessment - repaired and restored
2. Displaced households – settled in suitable temporary accommodation
3. Coordinate the provisions of basic needs (accommodation, financial assistance, personal requirements) to support community recovery
4. Support the health, safety and wellbeing of community members including the provision of psychosocial condolence activities to aid recovery and build resilience
5. Emergency funding (personal hardship etc.) – granted/approved
6. Community support – mechanisms implemented
7. Green and hard waste – removed and adequately processed
8. Council damage impact assessments
9. Road transport network – coordinated restoration and betterment planning for the extensive road transport network for state and local controlled roads
10. Key transport routes – priority restoration and improved resilience to the key transport routes for primary producers and resource sector
11. Environmental assessment, rehabilitation and restoration
12. Clean up of Natural Environment – creeks and rivers
13. Restoration of Council infrastructure – roads, parks, buildings, sewer, waste and water.
14. Flood resilience – develop and implement strategies for greater flood resilience
15. Restoration of community facilities to the Townsville communities
16. Build resilience through amplifying sustainability and climate adaptation
17. Empower local businesses to improve their resilience to disasters
18. Restore confidence in the tourism market
19. Rebuild Council buildings – Civic Theatre and Riverway Arts Centre
20. Rebuild Council creeks, waterways, estuaries and coastal environments
21. Rebuild Council stormwater and add mitigation to minimise future impacts
22. Economic Recovery and Resilience Projects

Damage and Impacts
- Loss of power to over 16,000 residences
- Loss of power to sewer pump stations leading to overflows of sewage
- Closure of Rooney's and Bowen Road bridge, and numerous road closures
- Closure of highway south and north of Townsville
- Severe damage to cycle/pedestrian bridges and assets across Townsville
- Economic impacts including operation of businesses, particularly through Charters Towers Road Business District
- Impacts to private accommodation providers
- Impacts to numerous council buildings including Civic Theatre, Riverway Arts Centre and Lagoons, and Townsville Stadium
- Impact to Councils water and sewerage infrastructure
- Flood Impacts to 3299 residential properties (QFES Damage Assessment)
- Impacts to Council and DTMR road infrastructure
- Impacts to Councils stormwater infrastructure
- Impacts to Councils open space and parks
- Social impacts including mental, emotional and physical issues associated with event
- Lack of basic needs, physical displacement, psychosocial issues, financial stress and health risks
- Damage to social infrastructure (hard and soft), family and community disruption, decline in physical and mental health, decline in community capacity, threat to community cohesion, connectivity and confidence, damage to city's visual amenity
- Water quality issues (debris/pollution, algal blooms and fish kills) across local systems including artificial lakes (Idalia), natural wetlands and creek systems and temporary water stored in drainage systems
- Environmental impacts of wildlife displacement, erosion of Ross River bank and loss of instream/riparian vegetation, sand deposition in lower river sections, significant coastal erosion, deposition on beaches (both organic and inorganic), marine and estuary ecosystem damage and contamination, urban wetland function damage
- Damage to Civic Theatre and loss of events/shows

Lines of Recovery and Resilience

|	Post impact & early intervention up to 31 March						Recovery and resilience Post 31 March											
Human Social		2	3	4	5	6	8			14	15					22		Community supported, including mental and health wellbeing. No communities isolated.
Economic					5		8			14		17	18		22			Ensure work with all stakeholders to promote tourism and business opportunities for the whole of the region.
Natural Environment							8	11	12	14	16		20	22				Restoration of flood impacted areas to a more resilient landscape and the replanting of vegetation to ensure protection of unique ecosystems.
Built Environment	1					7	8	9	10	13	14	15	19	21	22			Community supported, including mental and health wellbeing. No communities isolated.

Note: Number indicators correspond to Recovery Objectives
Note: Same objectives will be ongoing over the entire period of recovery

Townsville City Council Local Recovery and Resilience Plan | Page 1/3

TOWNSVILLE CITY COUNCIL

Townsville City Council
Local Recovery and Resilience Plan

Damage – locations

Townsville Flood boundaries February 2019
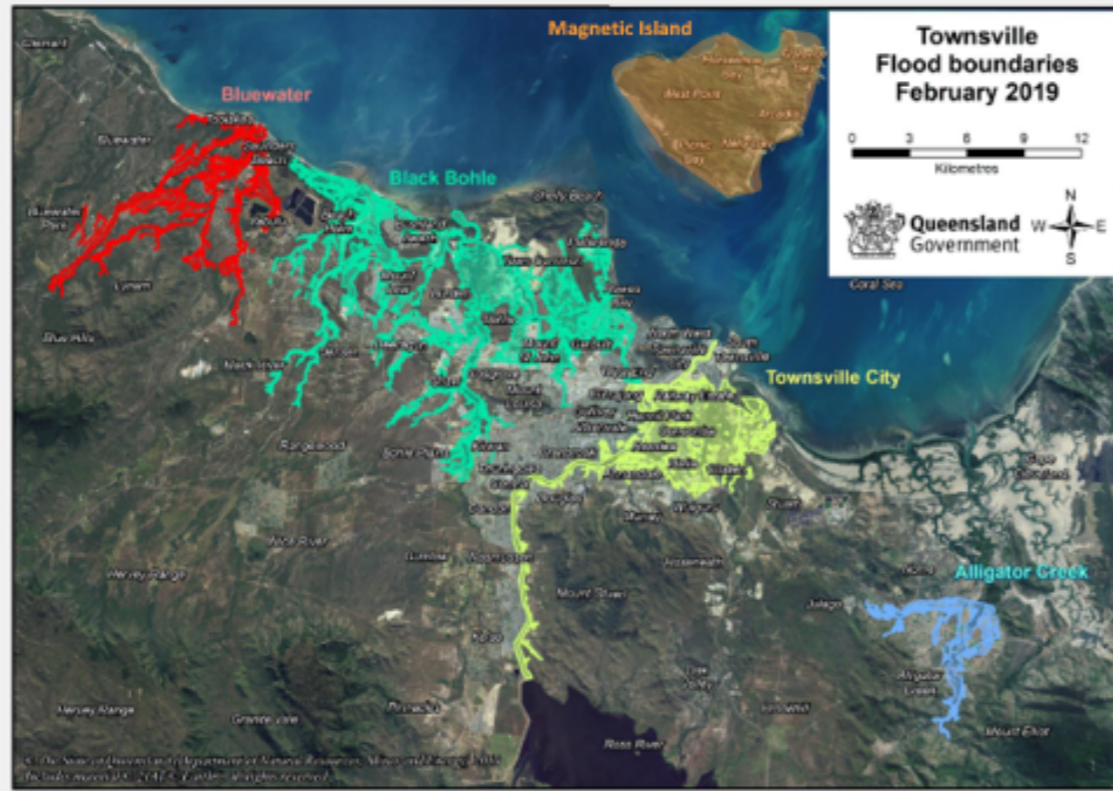
Note: Indicative only and subject to further analysis

Activations for Disaster Recovery Funding Assistance

For details of activations and assistance measures visit **www.qra.qld.gov.au/activations**

Disaster relief measure	Activation date
Essential Services Safety and Reconnection Scheme	01/02/2019
Personal Hardship Assistance Scheme (PHAS)	01/02/2019
Counter Disaster Operations	01/02/2019
Reconstruction of Essential Public Assets	01/02/2019
Disaster Assistance (Small Business) Loans	03/02/2019
Disaster Assistance (Essential Working Capital) Loans Scheme for Small Business	03/02/2019
Disaster Assistance (Not-for-profit) Loans	06/02/2019
Disaster Assistance (Essential Working Capital) Loans Scheme for Not-for-profit	06/02/2019
Disaster Assistance (Primary Producers) Loans	06/02/2019
Disaster Assistance (Essential Working Capital) Loans Scheme for Primary Producers	06/02/2019
Freight Subsidies for Primary Producers	06/02/2019
Special Disaster Assistance Recovery Grants for Primary Producers	07/02/2019
Special Disaster Assistance Recovery Grants for Small Business	15/02/2019
Special Disaster Assistance Recovery Grants for Not-for-profit	15/02/2019

Recovery Plan Strategies

Human and Social
- Understand the impact of the event as the base for informed recovery activities:
  - Work with partners to develop and implement an information management strategy to collect, manage, utilise, maintain and distribute data and information
- Facilitate accommodation to meet needs
- Facilitate provision of financial support
- Facilitate provision of personal needs (clothing/food/transport/medicine)
- Facilitate provision of psychosocial support
- Facilitate restoration of personal belongings
- Support the health, safety and wellbeing of community members
- Community engagement
- Restoration of social infrastructure
- Conduct activities to aid recovery and build community resilience
- Support GIVIT in relation to donations
- Learn from the recovery experience
- Support community and sporting organisations

Economic
- Coordinate economic recovery
- Determine impact to businesses
- Develop effective communications through economic community
- Determine and support DRFA funding eligibility
- Determine and deliver business support needs
- Financial counselling/business support programs
- Maximise use of local supply
- Stimulate the economy

Natural Environment
- Impact assessments:
  - Environmental assessment of river floodplain
  - City waterways, wetlands and GPT impact assessments
  - Coastal environment
  - Debris, rubbish and pollutant remediation
  - Pest plant and feral animal assessment
- Immediate response:
  - Debris, rubbish and pollutant remediation
  - Treatment and environmental amelioration of waterways and wetlands
  - Environmental management plans and permits
- Environmental resilience and adaptation:
  - Long term ecological restoration, resilience and adaptation activities and projects
  - Sustainability resilience planning
  - River recovery and restoration (including wildlife and pest management)
  - Coastal areas and beach restoration

Built Environment
- Restore essential public infrastructure
- Address flood waste management
- Complete rapid damage assessment
- Facilitate property washouts
- Recovery and resilience of TCC assets
- Facilitate Oonoonba State School reopening

Townsville City Council
Local Recovery and Resilience Plan

Recovery Reporting *(vertical sidebar label)*

Recovery reporting as at 31 March 2019

Human and Social
- Engage with affected residents and develop an information management strategy
  - Number of homes visited and surveyed
- Working with Department of Housing and Public Works
  - EHAR requests – 798 applications received
  - Bond loans and rental grants – 190 applications received
- Supporting DCDSS to facilitate Hardship Grants to the community
  - Community Recovery Hubs closed and replaced with Community Recovery Referral and Information Centres
- 199 Sport and Recreation Clubs have reported damage
  - Systematic check-in with Sport and Recreation Clubs to recover

Economic
- Natural Disaster Business Survey results
  - 550 respondents
  - 76% directly impacted
  - $39M estimated damage
- Successfully ran 4 Barbie in the Burbs events
- Working with small businesses to access financial assistance
- Working with DESBT to continue operations at the Small Business Recovery hub
- Supported with State Economic Analyst to determine economic impact
- Engagement with Insurance Agencies
- Engagement with the local building industry

Natural Environment
- Environmental assessments of river floodplain conditions
- Clean up of waterways continues
- Coastal environment impact assessments
- Debris, rubbish and pollutant remediation – 10 major sites cleaned up
- Reduced risks of severe algal bloom and fish kills along lower Ross River floodplain
- Remediation Ross Dam Spillway fish kill (est. 150,000 fish) and avoided 90 tonnes of regulated waste disposal
- Pest plant and feral animal assessment – 220m3 of river weed removed from Port area
- Facilitating wildlife rescue (600 wallabies, possums and birds) and crocodile survey
- Community clean-up activities
  - 30 public sites for Clean Up Australia Day
  - 2km Louisa Creek cleaned of debris and rubbish, led by Team Rubicon Australia
- Community sanitiser distribution of 200,000 litres

Built Environment
- Completing damage impact assessments
- Response activities for transport, parks, drainage assets, buildings, CCTV, water and waste assets and flood waste management
- Hard waste collection completed
- QFES damage assessment and wash outs completed
- Coordination of rebuilding assets across the city
- 1,600kms of sealed road network – 80% of damage assessment completed
- 2,000 segments of road network progressed to emergent works and works to rectify
- Wastewater – emergent works completed on more than 600 electrical, mechanical and pipe assets
- Over 200 assets identified for restoration works
- Property – Inspection of over 350 buildings
- Property – Over 100 emergent works completed and further 100 reconstruction works identified
- Open Space – Over 400 parks assessed equating to over 8,000 furniture, fencing, electrical, play equipment and structural assets

Projects to Achieve *(vertical sidebar label)*

Economic Recovery and Resilience Projects to Achieve (Subject to DRFA Funding)

Category D Initiatives
- Townsville Tourism Package (Iconic Project)
- Defence Industry (Iconic Project)
- Smart Precinct NQ (Iconic Project)
- City Investment Package with 'Tradies' and Community Organisation Resilience Scheme (CORS) (Iconic Project)
- Economic Recovery Adaptability and Resilience Centre
- Wastewater Pipes Resilience Scheme
- Wastewater Pump Stations Resilience Scheme
- Water Mains Resilience Scheme
- Ross River Parks and Open Space Recovery
- River Channel and Beach Recovery (Townsville's Floodplain Part A)
- Riverbank and Overland Flow Path Resilience (Townsville's Floodplain Part B)
- Building Aquifer Resilience (Townsville's Floodplain Part C)
- Riverbank and Overland Flow Path Resilience (Townsville's Floodplain Par D)

Category C Initiatives
- Stuart and Hervey Range Landfill Resilience
- Northern Australia Festival of the Arts (NAFA)
- Team Townsville Fund Raising Event
- Resilience through a Smart Townsville – Technological Connectivity with Real Time Responsiveness
- Central Park Redevelopment (Iconic Project)
- Riverway Precinct Community Facility Resilience (Iconic Project)
- Murray Sporting Complex (Iconic Project)
- Mount Louisa Resilience
- Storm Water Resilience Scheme
- Tidal Flow Prevention Scheme
- Flood Prevention Scheme
- Community Resilience Flexible Funding Programs
- Educational Resilience Programs
- Resilience Program – Disaster Event Staging Areas
- Repair and Make Resilient – Mt Stuart Mountain Bike Network
- Repair – Replace Ross River Recreational Pontoons
- Townsville North Queensland Eco-Tourism Trails Recovery and Resilience Package
- Mental Health Recovery and Resilience
- Amplify Reconstruction Resilience and Sustainability Package
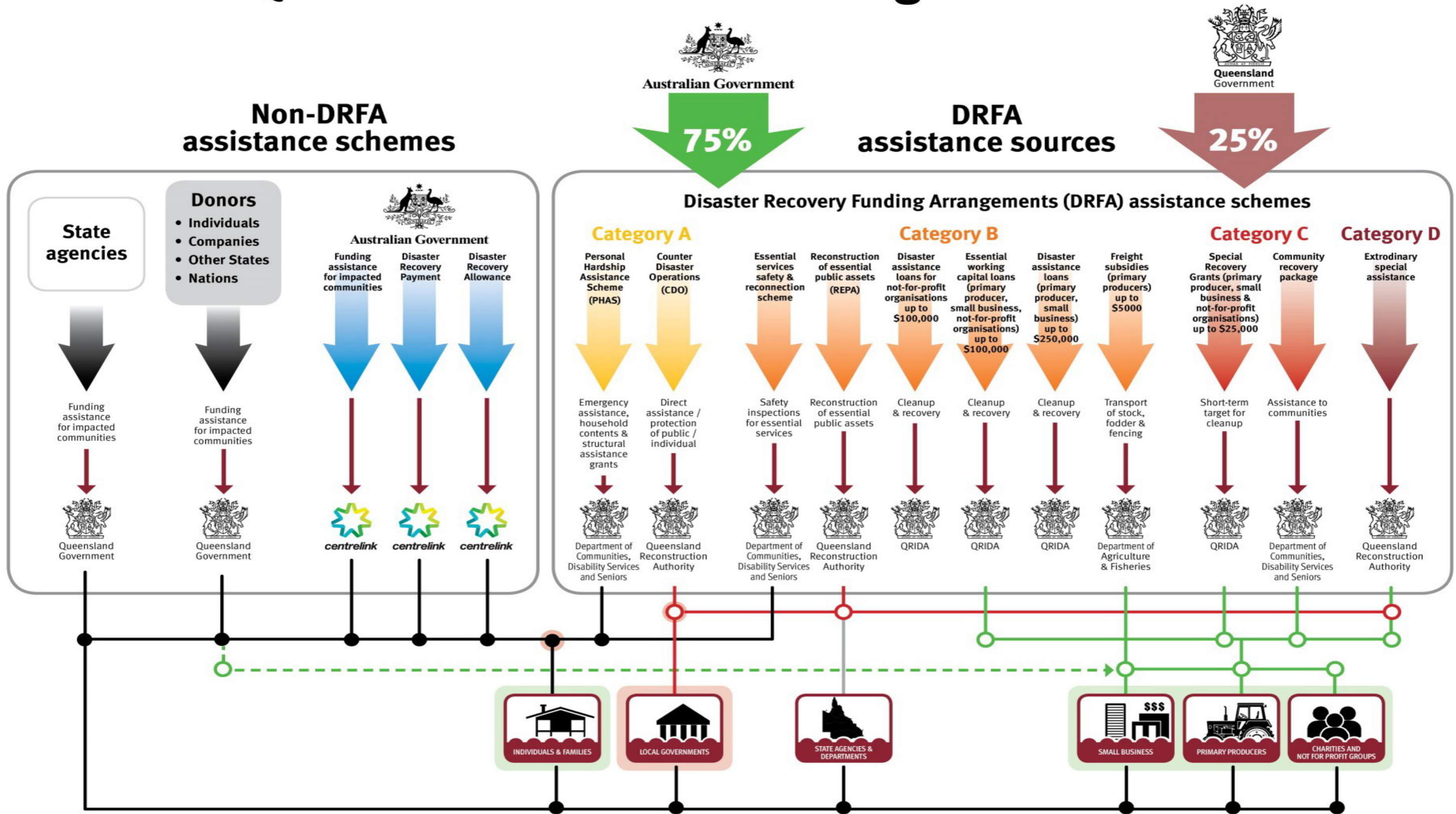- Community Development Program

Annexure G – Example Template – Economic Recovery Action Plan

Economic Sub Group									
Strategies	**Tasks**	**Short Term**	**Medium Term**	**Long Term**	**Agencies**	**Contact Officer**	**Additional Resources Required**	**Due Date**	**Status**
Impact Assessments	Chamber to Contact businesses on their database	☐	☐	☐					
	Review the results of the Chamber of Commerce business impact assessment	☐	☐	☐					
	Conduct business impact survey	☐							
	Review the results of the business impact assessment	☐							
	Assessment of impact to major industries	☐	☐	☐					
	Assessment of impact to tourism industry – ask TEL to give a brief report on the number flights cancelled, etc. and likely cost	☐	☐	☐					
	Assessment of impact to aquaculture industry	☐	☐	☐					

	Assessment of impact to estimate loss of income	☐	☐	☐					
Special Allocation Assistance	Debris clean-up program for rural areas	☐	☐	☐					
	Road restoration – structural restoration – Private and Roads not maintained by Council	☐	☐	☐					
	Washouts/Structural Damage	☐	☐	☐					

Annexure H – Funding Sources

Queensland Disaster Funding Assistance

Annexure I – Subgroup Terms of References

Refer to following pages.

Human Social Recovery Subgroup

Terms of Reference 2023

Lead Agency Membership

Role
Chair
Deputy Chair
Coordinator
Secretariat
Deputy Coordinator
Community Development Team Leader
Community Development Officer
Aboriginal and Torres Strait Islander Liaison Officer
Community Engagement
Emergency Management

Organisations Membership

Agency
Community Gro
Community Information Centre (CIC)
Dept Education
Dept of Housing (DH)
Dept Social Services
GIVIT
Headspace
Lions Club
North Townsville Community Hub (NOTCH)
Queensland Fire & Emergency Services (QFES)
Townsville Hospital and Health Service (THHS), QLD Health
Queenslanders with Disability Network / QLD Disability Advisory Council
Red Cross
Salvation Army
Selectability
St Vincent de Paul
Townsville Aboriginal and Islander Health Service (TAIHS)
The Oasis Townsville
Unify Intercultural Australia
UnitingCare (Lifeline)
Volunteering North Queensland (VNQ)
YWAM

Other Supporting Organisations

Agency
Centrelink
Combined Churches
Corporate Donors

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATIPCA)
Department of Education
Insurance Council of Australia
Lifeline
Queensland Police Service
Service Clubs
Others as required

Aim

To coordinate planning and implementation of recovery in the areas of

- safety and well-being,
- physical and psychological health, and
- social aspects.

Purpose

The Human and Social Recovery Sub-Group provides a multi-agency coordinated response to individuals and families in Townsville who have been disaster-affected.

Responsibilities

- Assess the impact of the event on human and social aspects.

- Manage financial and welfare support.

- Coordinate information provision and personal support.

- Coordinate psychological and counselling services.

- Coordinate ongoing medical and health services.

- Coordinate public health advice warnings and directions to combatants and the community.

- Coordinate temporary accommodation.

- Coordinate short term accommodation and repairs to dwellings.

- Provide specialist and outreach services.

- Coordinate case management, community development, support and referral to assist affected people, families, and groups.

- Coordinate One Stop Shops and Recovery Centres.

- Coordinate/support re-opening of education facilities.

- Work with Council and community leadership groups to enable learning from their experiences to better prepare for the future events.

- Provide advice and support to officers, agencies and volunteers working on long term recovery and resilience programs to ensure that the activities address community needs and align with local recovery plans.

- Provide strategic oversight of the Funded Community Development Officers and the

development, implementation, and monitoring of the Community Development Plan

- Facilitate collaboration and integration of Human and Social Recovery and Resilience initiatives including those funded under the appropriate Cat C Funding (https://www.chde.qld.gov.au/about/initiatives/category-c-funding).

Reporting Responsibilities

- Chair and Coordinator to attend meetings of the Local Recovery & Resilience Group and provide reports as required.

- Inform and review reports to the District Human and Social group and other agencies as required

Sub Task Groups

Sub task groups are groups that are formed for the purpose of specialised information and experience. These groups will be formed upon the decision of this Human Social Recovery Sub-Group.

Meetings

This Sub-Group will meet quarterly throughout each calendar year.

Extra-ordinary (operational) meetings will occur within 24 hours of an event.

Face to face meetings is the preference of the Membership, with an online option should face to face not be a viable option for one or more members.

Agendas are to be distributed to the membership 7 days prior to the meeting, time permitting.

Agendas and Minutes of meetings are to be made available to the Local Recovery & Resilience Group and distributed to the Membership within 7 business days from meeting, unless out of scheduled meeting. Our of schedule meeting minutes to be distributed within 48 hours.

HUMAN & SOCIAL RECOVERY SUBGROUP

Members Contact List

This page has been intentionally left blank as it contains personal information as defined under the *Information Privacy Act 2009.*

Economic Recovery Sub-Group

Terms of Reference 2023

Lead Agency Membership

Names have been intentionally left blank as it contains personal information as defined under the *Information Privacy Act 2009.*

Refer to Annexure A for contact details.

Name	Role
	Chair
	Coordinator
	Deputy Coordinator
	Administration Officer
	Members

Membership Organisations

Actively participate in the meetings and facilitating in the work that needs to be completed.

Subject matter expert and key decision maker.

Refer to Annexure B for contact details.

Name	Agency
	Townsville Enterprise Limited (TEL)
	Department of Premier and Cabinet
	Department of Youth Justice, Employment, Small Business & Training
	Department of State Development, Infrastructure, Local Government and Planning (DSDILGP)
	Department of Tourism, Innovation and Sport (DTIS)
	Regional Development Australia Central and Western Queensland (RDACWQ)
	Townsville Airport Limited
	Queensland Treasury (QT)
	Department of Transport and Main Roads (DTMR)
	Department of Agriculture and Fisheries (DAF)
	Townsville Chamber of Commerce
	AusIndustry
	Port of Townsville Limited (POTL)
	National Emergency Management Agency (NEMA)

Other Supporting Organisations

Communication and provision of information as requested.

Refer to Annexure C for contact details.

Agency
Tourism and Events Queensland (TEQ)
Department of Employment and Workplace Relations (Federal)

Federal Office of Northern Australia
Queensland Reconstruction Authority (QRA)
North Queensland Regional Organisation of Councils (NQROC)
Insurance Council of Australia
Energy Queensland
Local Government Association of Queensland (LGAQ)
Telstra
NBN
Optus
Smart Precinct NQ (Smart Business)
Support Local Townsville
MITEZ
Small Business Recovery Hub

Aim

To coordinate, plan, implement, monitor, and report on economic recovery measures within the Townsville City Council Local Government Area (LGA).

Purpose

The Economic Recovery Sub-Group provides a multi-agency coordinated response to businesses in Townsville who have been disaster affected.

Responsibilities

- Form and convene Economic Recovery Sub-Group
- Assess impact on key economic assets (e.g., large employers, retail, transport, energy, wholesale, manufacturing, tourism, health, etc.)
- Assess supply chain issues (e.g., transportation, cold storage) that are a barrier to economic activity
- Determine availability of business recovery assistance mechanisms
- Develop and implement effective communication measures with industry/business (communication plan and strategy)
- Develop Recovery Action Plan, incorporating:
  - Introduction and purpose of the plan
  - Disaster overview
  - Economic impact assessment
  - Economic recovery objectives
  - Action plan
  - Key organisations and personnel
- Convene meetings of the Economic Recovery Sub-Group as determined by the Chair

- Coordinate and facilitate access to business advice and assistance through the Small Business Recovery Centre or other agencies
- Identify issues and advocate on behalf of business
- Work with insurance sector to ensure speedy response and recovery
- Assess broader regional impacts with other affected local government areas and opportunities for collaboration/partnership
- Monitor and review Economic Recovery Action Plan
- Develop a plan for resilience
- Provide advice and regular reports to the Local Recovery and Resilience Group (LRRG), including regular community and media information on recovery progress
- Develop a final report for inclusion in the Local Recovery and Resilience Group report

Reporting Responsibilities

- Chair and Coordinator to attending meetings of the Local Recovery and Resilience Group and provide reports as required.
- Inform and review reports to the Economic Recovery Sub-Group and other agencies as required.

Sub Task Groups

Sub task groups are groups that are formed for the purpose of specialised information and experience. These groups will be formed upon the decision of this Economic Recovery Sub-Group.

Meetings

The Lead Agency Members of the Economic Recovery Sub-Group will meet quarterly throughout each calendar year. Agendas are to be distributed to the membership 7 days prior to the meeting, time permitting.

Out of schedule meetings will occur within 24 hours of an event.

Face to face meetings is the preference of the Membership, with an online option should face to face not be a viable option.

Agendas and minutes of meetings are to be made available to the Local Recovery and Resilience Group and distributed to the membership within 48 hours of meeting.

Annexure A – Lead Agency Contact Details

This page has been intentionally left blank as it contains personal information as defined under the *Information Privacy Act 2009.*

Annexure B – Membership Organisations Contact Details

This page has been intentionally left blank as it contains personal information as defined under the *Information Privacy Act 2009.*

Annexure C – Other Supporting Organisations Contact Details

This page has been intentionally left blank as it contains personal information as defined under the *Information Privacy Act 2009.*

Natural Environment Recovery Sub-Group

Terms of Reference 2023

Lead Agency Membership

Names have been intentionally left blank as it contains personal information as defined under the *Information Privacy Act 2009.*

Name	Role
	Chair
	Coordinator
	Deputy Coordinator
	Deputy Coordinator
	Integrated Environmental Management
	Sustainable Electrical Networks and Logistics
	Landscape and Water Recovery
	Environmental Data Integrator
	Environmental Meeting Administrator
	Subject Matter Expert – Contractor
	Team Manager – Open Space and Environment

Organisations Membership

Name	Agency
	Great Barrier Reef Authority
	Dry Tropics Partnership (with Kara-Mae Coulter-Atkins)
	Department of Environment & Science (DES) – Regulatory
	Queensland Parks & Wildlife (QPWS)
	Coastal Dry Tropics Landcare Inc
	TCC CMO Environment
	TCC Economic Activation (Liaison)
	NFP (three Big Rivers and Reef Assist)
	NFP (MICDA and Reef Assist)
	Creek Watch (with Geoff Collins)

Other Supporting Organisations

Communication and provision of information as requested.

Refer to Annexure C for contact details.

Agency
TCC CMO (Environment) and TWW (Water Quality)
Townsville Port Authority (TPA)
NQ Dry Tropics (Regional NRM Connections)
North Queensland Conservation Council
Revere (Environmental Project Support)
Ausfield (Reef Assist – site assessments)

Biodivesity Australia (Reef Assist – site assessments)

Hannibal (Environmental Remediation Support)

Revegetation Contractors (Environmental Restoration)

VRM Biologik, and Natroshiled (natural solutions)

GP One, and Lixa (environmental data and sensing)

Hands on Wildlife

Aim

To coordinate rapid recovery of the Natural Environment

Purpose

To coordinate and recover our cities natural environments, resilience, and sustainability to Rebuild and Grow Townsville environmentally.

Responsibilities

1. **Immediate assessment** of natural environments impacted by flood, wind, sea, or other impact (rivers, landscapes, estuaries, and coastlines)

2. **Monitor and advise** on emergent environmental pollutions, risks, and wildlife

3. **Develop Natural Mitigation Strategies** to reduce impacts and build resilience

4. **Environmental amelioration of risks** of fire/odour/leachates, & fish kills/algae

5. **Monitor and assess** environmental costs and benefits

6. **Determine and support** environmental permits. licences and regulations

7. **Develop and apply** for NEMA-QRA DRFA and other funding opportunities

8. **Restore and regenerate** natural restoration in landscapes, & geomorphology

9. **Identify, advocate, and partner** cross-sector and 1st Nation's recovery solutions

10. **Prepare, build, and communicate** community partnership and government environmental recovery capacity and response

Reporting Responsibilities

- Chair and Coordinator attend LRRG and provide relevant reports

- Hold meetings, and

- Prepare relevant reports, recovery funding applications, and agreements, and

- Liaise with **State Government Environmental Functional Group**

Sub Task Groups – as required

- Environmental remediation

- Wildlife rescue and recovery,

- Sustainable Systems/Electrical, and

- Natural restoration, regeneration, and recovery

Meetings

- Meetings established on initiation of a recovery response – LRRG

- Meetings twice daily, daily, alternative days and/ weekly/monthly (depending on need)

- Liaison/informal meetings as required and following events

- Face to face meetings where possible

- Agendas will be provided, and

- Minutes of meetings made available to LRRG

Note: Council environmental response meets weekly.
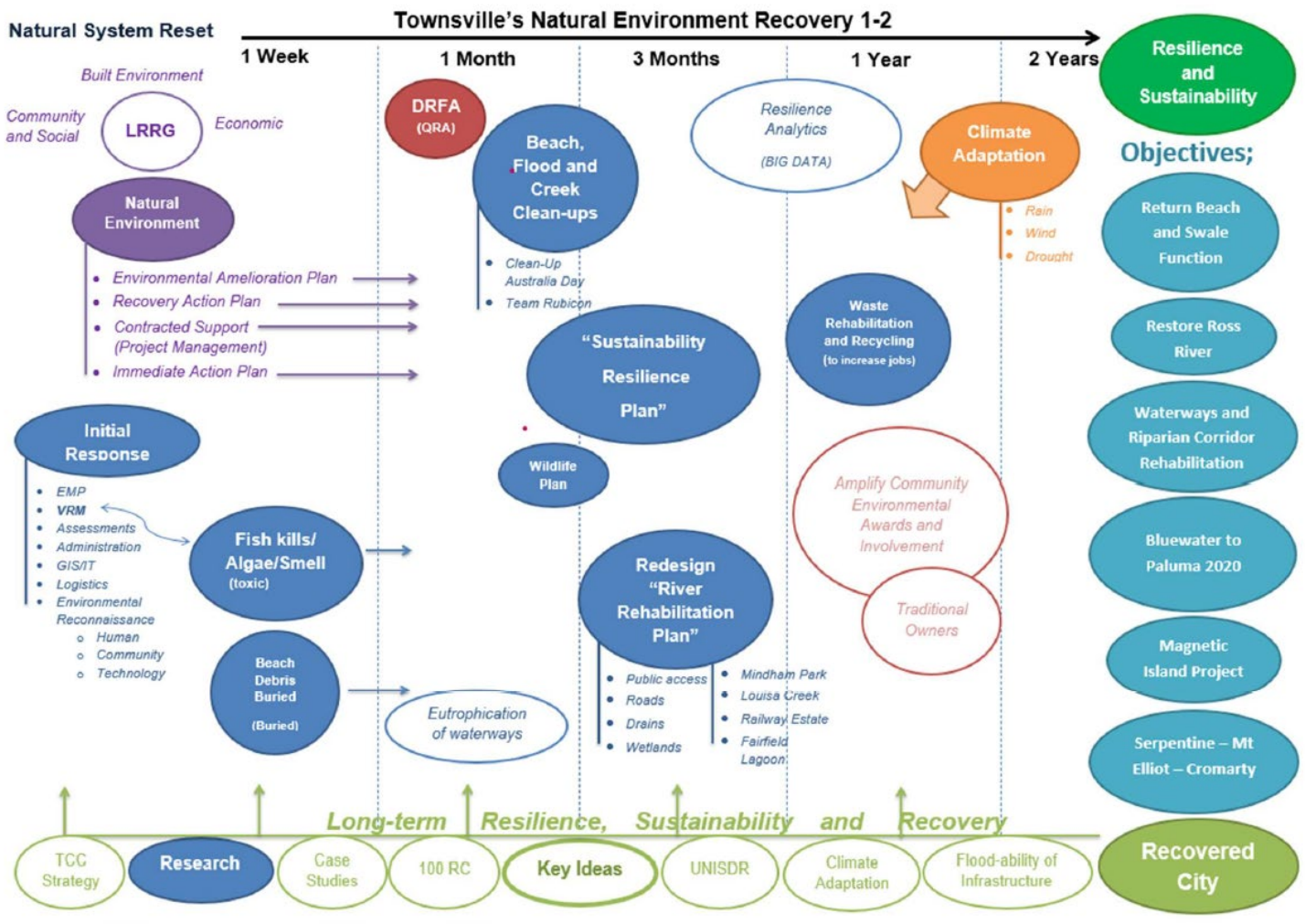
City of
Townsville

Infrastructure Recovery Sub-Group

Terms of Reference 2023

Lead Agency Membership

Names have been intentionally left blank as it contains personal information as defined under the *Information Privacy Act 2009.*

Name	Role
	Chair
	Coordinator

Organisations Membership

Name	Agency
	Department of State Development, Infrastructure Local Government and Planning
	Building Services Authority – known as the QBCC
	Queensland Treasury
	Department of Housing
	Department Energy and Public Works
	DTMR (Member Only)
	Master Builders QLD
	Department of Education
	QBCC
	TAPL
	Townsville Port
	TEL
	Queensland Rail
	Energy QLD
	Other key stakeholders as required

Other Supporting Organisations

Agency
Department of Defence
Utility owners / operators
Department of State Development, Infrastructure and Regional Development
Department of Resources
Queensland Reconstruction Authority
National Emergency Management Agency
Others as required

Aim

To coordinate planning and implementation of recovery in the area of Infrastructure (buildings, roads and transport).

Purpose

Infrastructure recovery Sub-Group provides a multi-agency coordinated response to individuals and families in Townsville who have been disaster-affected

Responsibilities

- Ensure agencies and partners are prepared for disaster recovery operations.

- Coordinate the effective and efficient delivery of state and local-controlled road and transport network recovery and reconstruction activities.

- Engage directly with industry, key roads and transport stakeholders and the community on the recover and reconstruction phases following disasters.

- Assess damage to buildings across the impacted areas to obtain information describing the extent and severity of damage and insurance losses to assist recovery efforts and monitor recovery progress.

- Assess damage and coordinate the demolition, securing, clean up, repair and restoration State and local-owned buildings and facilities (public schools, government buildings, government employee housing, public housing).

- Monitor building / residence repair and reconstruction progress and standard of work to identify and remove emerging issues and obstacles to recovery.

Reporting Responsibilities

- Provide information and advice to impacted homeowners and community members regarding how to clean-up, move back-in and organise the assessment, repair or rebuilding of their homes/properties.

- Provide advice and support regarding timely safety inspections and reconnection of utilities by providers, as required.

- Provide advice and coordinate the clean-up and disposal of hazardous building material and debris from public areas as required.

- Provide information and assistance to local and district recovery groups and local governments regarding building reconstruction and recovery steps, activities and funding arrangements.

- Provide information and advice to the building industry supply chain (contractors and suppliers) regarding rebuilding materials, skills and trades, codes required for repair/rectification and rebuilding work.

- Provide information regarding how to improve the resilience of a building to future impacts from natural hazards.

Sub Task Groups

Sub task groups are groups that are formed for the purpose of specialised information and experience. These groups will be formed upon the decision of this Infrastructure Social Recovery.

Meetings

This Sub-Group will meet quarterly throughout each calendar year.

Out of schedule meetings will occur within 24 hours of an event.

Face to face meetings is the preference of the Membership, with an online option should face to face not be a viable option.

Agendas are to be distributed to the membership 7 days prior to the meeting, time permitting.

Agendas and Minutes of meetings are to be made available to the Local Recovery & Resilience Group and distributed to the Membership within 48 hours of meeting.

City of Townsville

Annexure J – Potential Recovery Hub Locations

This page has been intentionally left blank as it contains personal information as defined under the *Information Privacy Act 2009*