



Queensland Government

Roma District Disaster Management Plan



Version 2.2 August 2023


Endorsement and Authorisation

The Roma District Disaster Management Plan is endorsed under the authority of the District Disaster Management Group.

This plan has been developed in accordance with the *Disaster Management Act 2003 (DM Act)* and the following documents to provide for effective disaster management in the Roma Disaster District:

- the State Disaster Management Plan
- Queensland Emergency Management Assurance Framework
- Guidelines for District Disaster Management Groups
- Strategic Policy Framework

The plan will be maintained by the District Disaster Coordinator and will be reviewed annually unless otherwise required.



.....
A/Superintendent Tim MOWLE
District Disaster Coordinator
Roma District Disaster Management Group

Dated: 17th August 2023

EMAF Component 4: Planning <ul style="list-style-type: none">• Key Outcome 4.1 and 4.2• Indicators 4 (c)

Document Control

Amendments

This District plan is a controlled document. The controller of the document is the District Disaster Coordinator (DDC). Any proposed amendments to this plan should be forwarded in writing to:

A/Senior Sergeant Chris MITCHELL
Executive Officer
Roma District Disaster Management Group
PO Box 222
Roma QLD 4455

Any changes to the intent of the document must be endorsed by the Roma District Disaster Management Group (DDMG).

A copy of each amendment is to 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

No / Ref	Issue Date	Comment	Inserted by	Date
1	15/08/2022	MOG/DDC update	C. MITCHELL	15/8/2022
2	17/08/2023	DDC Update	C.MITCHELL	17/08/2023

Distribution

This plan has been distributed in accordance with the distribution list at Annexure A.

In compliance with section 56 of the DM Act, A copy of the plan is available on the Queensland Police Service website: www.police.qld.gov.au

This plan is also available for inspection free of charge to members of the public. All applications are to be made to the Executive Officer via address above or email to DDC.Roma@police.qld.gov.au.

EMAF Component 4: Planning

- Key Outcome 4.1
- Indicators 4 (e)

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PART A - BUSINESS

1. Governance

1.1 Authority to Plan

This district disaster management plan is prepared under the provision of Section 53 of the Disaster Management Act 2003.

1.2 Purpose

This plan details the arrangements within the Roma Disaster District to provide whole-of-government planning and coordination capability to support local governments in disaster management.

EMAF Component 4: Planning
Key Outcome 4.2
Indicators 4 (a)

1.3 Objectives

The objective of the Roma District Disaster Management Plan is to facilitate the implementation of effective and efficient disaster management strategies and arrangements including:

- The development, review and assessment of effective disaster management for the district including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster;
- Compliance with the Queensland Disaster Management Committee's (QDMC) Strategic Policy Framework; the State Disaster Management Plan; the District Disaster Management Guidelines; and any other Guidelines relevant to district level disaster management.
- The development, implementation and monitoring priorities for disaster management for the district.

EMAF Component 4: Planning
• Key Outcome 4.1 and 4.2
• Indicators 4 (c)

1.4 Strategic Policy Statement

Disaster management and disaster operations in the Roma disaster district are consistent with the [Queensland Disaster Management 2016 Strategic Policy Statement](#). This is achieved by:

- Ensuring a comprehensive, all hazards, all agencies approach by achieving the right balance of prevention, preparedness, response and recovery;

- Supporting the mainstreaming of disaster preparedness and mitigation into relevant areas of activity of government, non-government, small business and corporations;
- Aligning disaster risk reduction, disaster mitigation, disaster resilience and climate change adaptation policy and actions with international and national reforms;
- Promoting a transparent, systematic and consistent approach to disaster risk assessment and management, based on the National Emergency Risk Assessment Guidelines and the Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines;
- Recognising the commitment of stakeholders and the need for collaboration across all levels of government, community, industry, commerce, government owned corporations, private and volunteer organisations, and local communities in all aspects of disaster management;
- Emphasising building and maintaining sincere relationships, trust, teamwork, consultative decision-making and shared responsibilities among stakeholders; and
- Promoting community resilience and economic sustainability through disaster risk reduction.

EMAF Component 1: Hazard Identification and Risk Assessment and 4: Planning

- Key Outcomes 1.2, 4.1 & 4.2
- Indicators 1 (a) and 4 (c)

1.5 Scope

This plan details the arrangements necessary to undertake disaster management within the Roma Disaster District in support of the two local governments; Maranoa Regional and Balonne Shire Councils. This entails the use of any State and Commonwealth government department and/or agencies and all resources available for the prevention of, preparedness for, response to and recovery from, the effects of disasters or events having a community consequence, whilst utilising an all hazards approach.

EMAF Component 4: Planning

- Key Outcome 4.2
- Indicators 4 (a)

1.6 Disaster Management Priorities

The priorities for the Roma Disaster Management Group are to:

- Improve community (including business) disaster planning/mitigation and preparation;
- Manage training of DDMG members in line with the Queensland Disaster Management Training Framework.
- Encourage and support the integration of effective disaster risk reduction initiatives into strategic and corporate plans at appropriate levels of government, community organisations, industry and commerce.
- Monitor and evaluate the disaster management arrangements to:

- streamline arrangements;
- develop clear accountability, including defined roles and responsibilities at all levels of the disaster management arrangements;
- improve the communication flow process; and
- develop whole-of-government, media and community engagement arrangements.

EMAF Components 2: Hazard Mitigation and Risk Reduction, 3: Capability Integration and 4: Planning

- Key Outcomes 2.3, 3.2, 4.1 & 4.2
- Indicators 2 (b), 3 (f) and 4 (b), (c), (d) (f)

2. Roma District Disaster Management Group

2.1 Establishment

The Roma District Disaster Management Group (DDMG) is established in accordance with section 22; 'Functions' of the Act which incorporates the Maranoa Regional and Balonne Shire Council areas.

2.2 Role

The Roma District Disaster Management Group is comprised of representatives from regionally based Queensland government agencies, government owned corporations, non-government organisation, industry and commerce and key community representatives, who can provide and coordinate whole-of-Government support and resource gap assistance to disaster affected communities.

The Roma DDMG performs a 'middle management' function within Queensland Disaster Management Arrangements (QDMA) by providing coordinated state government support when requested by the Local Disaster Management Groups (LDMG's).

2.3 Functions

Functions (s23 of the DM Act) Under the DM Act, the Roma District Disaster Management Group has the following functions for which it is established—

- (a) To ensure that disaster management and disaster operations in the district are consistent with the State group's strategic policy framework for disaster management for the State;
- (b) To develop effective disaster management for the district, including a district disaster management plan, and regularly review and assess that disaster management;
- (c) To provide reports and make recommendations to the State group about matters relating to disaster management and disaster operations in the district;
- (d) To regularly review and assess the disaster management of local groups in the district;
- (e) To ensure that any relevant decisions and policies made by the State group are incorporated in its disaster management, and the disaster management of local groups in the district;
- (f) To ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster;
- (g) To coordinate the provision of State resources and services provided to support local groups in the district;
- (h) To identify resources that may be used for disaster operations in the district;
- (i) To make plans for the allocation, and coordination of the use, of resources mentioned in paragraph (h);

(j) To establish and review communications systems in the group, and with and between local groups in the district, for use when a disaster happens;

(k) To ensure information about an event or a disaster in the district is promptly given to the State group and each local group in the district;

(l) to prepare, under section 53, a district disaster management plan;

(m) to perform other functions given to the group under this Act;

(n) to perform a function incidental to a function mentioned in paragraphs (a) to (m).

EMAF Component 4 Planning
Key outcome 4.1
Indicator 4 (c)

2.4 Functional Lead Agencies

Function	Lead agency	Roles and Responsibilities as detailed in the <u>State Disaster Management Plan 2016</u>
Transport	Department of Transport and Main Roads (DTMR)	Arrangements for the provision of transport resources for the transportation modes of road, rail, air and sea, and transport engineering to support disaster response and recovery operations.
Human and Social Recovery	Department of Communities, Housing & Digital Economy (DCHDE)	Arrangements for the coordination of human and social recovery services including: <ul style="list-style-type: none"> • Information on the range of recovery services available; • Information of the physical effects of a disaster; • Personal support services; • Financial assistance to eligible applicants under the following schemes: <ul style="list-style-type: none"> • Disaster Relief Assistance; • Associations Natural Disaster Relief; • Special Benefits; • Provision of counselling and mental health services; • Longer term accommodation services; and • Facilitation of community participation in the redevelopment of social networks and community infrastructure.
Health	Department of Health (Q-Health)	Arrangements for the provision of medical and health resources to support disaster response and recovery operations through: <ul style="list-style-type: none"> • Command, control and coordination of medical resources; • Public health advice and warnings; • Transportation of patients; • Psychological and counselling services; and

		<ul style="list-style-type: none"> Ongoing medical and health services required during the recovery period.
Building and Engineering Services	Department of Energy & Public Works (Q-Build)	Arrangements for the provision of resources and services pertaining to all engineering disciplines which may be required to assist disaster response and recovery operations.
Emergency Supply	Queensland Fire and Emergency Services	QFES coordinates, with the support of PSBA, the acquisition and management of emergency supplies and services in support of disaster operations - by the SDCC Watch Desk outside of activation of the SDCC, and by the Logistics Capability when the SDCC is activated.
Communications	Dept of Environment & Science	Arrangements for the re-establishment of electronic communication links either within a disaster affected area or within areas outside the affected area, and the provision of special communication facilities to support State and Disaster District level operations mounted in support of an affected area.

2.5 Supporting Lead Agencies

Agency	Roles and Responsibilities
Queensland Ambulance Service	As contained in section 3D: 'Service's Functions' of the <i>Ambulance Service Act 1991</i> including the provision of ambulance services during rescue and other related activities, transport of persons requiring attention at medical or health care facilities, participate in counter disaster planning, coordinate volunteer first aid groups.
Queensland Fire and Emergency Services	As contained in section 8B: 'Functions of the service' of the <i>Fire and Emergency Services Act 1990</i> including the protection of persons, property and the environment from fire and hazardous materials, protection and extrication of persons trapped in vehicles, building or elsewhere.
Queensland Police Service	As contained in section 2.3: 'Functions of the service' of the <i>Police Service Administration Act 1990</i> including the preservation of peace and good order, the prevention of crime, upholding the law generally, and rendering help as may be reasonable sought by members of the community.

EMAF Component 4: Planning

- Key Outcomes 4.1, 4.2 & 4.3
- Indicators 4(d) – further evidenced through meeting minutes, reports and emails

EMAF Component 4: Planning and Component 8: Control

- Key Outcomes 4.1, 4.2, 8.1
- Indicator 4 (a), 8(b)(c)(d)(f)

2.6 Membership

The DDMG is comprised of persons and representatives as nominated in section 24 of the Act 'Membership';

- Chairperson – District Disaster Coordinator
- Deputy Chairperson
- Executive Officer
- A representative of each local government within the district and;
- Persons representing departments whom the QDMC in consultation with the DDC considers appropriate to be represented on the group.

The core membership of the Roma District Disaster Management Group is comprised of the following;

- Queensland Police Service
- Queensland Fire and Emergency Services
 - Emergency Management
 - Fire and Rescue Service
 - Rural Fire Service
 - State Emergency Service
- Queensland Ambulance Service
- Department of Communities, Child Safety and Disability Services
- Department of Health
- Department of Housing and Public Works
- Department of Transport & Main Roads
- Department of Environment and Heritage Protection
- Department of Agriculture and Fisheries
- Maranoa Regional Council
- Balonne Shire Council

Representatives of the following departments / agencies may be invited to attend DDMG meetings and assist in disaster operations in an advisory and co-operative disaster capacity as required:

- Department of Education, Training and Employment
- Department of Natural Resources and Mines (DNRM)
- Department of National Parks, Recreation, Sport and Racing
- Australian Red Cross
- Ergon
- Telstra
- Australian Broadcasting Commission
- Australian Defence Forces – MJOSS/SQ
- Bureau of Meteorology
- Life Flight – Roma Helicopter Rescue Service
- Department of Infrastructure, Local Government and Planning
- Queensland Reconstruction Authority

The Roma DDMG Contact list is updated at DDMG meetings and is included as Annexure B to this plan.

In order to be effective during operations, member administration and activation processes should include:

- immediately informing their agency of the DDMG’s activation and reinforcing their role as the designated single point of contact between the DDCC and their agency;
- maintaining a close liaison with all members of the DDMG including participating in briefings/meetings of the DDMG and operating from the DDCC as required;
- when possible, assessing the likelihood of extended operations and the possible need to implement DDMG member relief arrangements; and
- ensuring appropriate agency specific disaster cost management arrangements are established quickly and utilised effectively, including the collation of financial documentation to ensure costs are captured for reimbursement, where eligible.

EMAF Component 3: Capability Integration and 8: Control

- Key Outcomes 3.1 and 8.1
- Indicators 3 (d), 8 (f)

2.7 Roles and Responsibilities

A detailed itemisation of the roles and responsibilities of member agencies are outlined within the State Disaster Management Plan 2016 – Annexure B (Agencies Roles and Responsibilities). The Roma District Disaster Management Group adopts the itemisation of these roles and responsibilities at the district level.

State Disaster Management Plan

<http://www.disaster.qld.gov.au/Disaster-Resources/Documents/Queensland-State-Disaster-Management-Plan-2016.pdf>

EMAF Component 4: Planning and 8: Control

- Key Outcomes 4.1, 8.1
- Indicators 4 (b)(d)(f), 8(b)(c)

2.8 Business and Meetings

Reporting requirements within the Roma Disaster District shall in accordance with s. 38 of the DM Act, and Queensland’s District Disaster Management Group Guidelines. The DDMG may conduct its business, including its meetings, in a way it considers appropriate.

Reporting requirements within the Roma Disaster District shall be consistent with the requirements of Queensland’s District Disaster Management Group Guidelines as follows:

[DDMG Guidelines](#)

[Disaster Management Act 2003](#)

EMAF Component 4: Planning

- Key Outcomes 4.3
- Indicators 4 (c) (f)

3. Capacity Building

3.1 Post Disaster Assessment

The review of operational activities undertaken during a disaster is a key component in ensuring capability development and the continuous improvement of disaster management arrangements.

Post-disaster reviews are conducted to:

- assess disaster operations undertaken for a given disaster including actions, decisions or processes;
- document those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant doctrine for use in the next operation and;
- assess capability and consider where additional training and/or exercises may enhance capacity.

The review of operations is to be conducted through four formats;

1. Hot Debrief - Undertaken immediately after operations are complete to give participants the opportunity to share learning points while the experience is still fresh in their minds. During protracted events multiple hot debriefs may be appropriate.
2. Post-event debrief - Conducted days or weeks after the event when participants have had the opportunity to take a considered view of the effectiveness of the operation. Debriefs will be coordinated by the Executive Officer and depending on the scale of the event may employ an external facilitator not involved in the event.
3. Post event analysis Report - A post event analysis will be prepared as a cooperative panel approach between QFES and the QPS. This process is designed to look for district and state level issues that can be maintained or improved across the QDMA and should support the notion of continuous improvement.
4. Continuous Improvement - The Executive Officer will maintain a continuous improvement register. The register will record learnings from exercises, reviews, audits and operational events to ensure there is a level of accountability in implementing lessons identified so that actual change occurs.

Guidelines and reporting requirements relating to post disaster assessments are contained within Section 9.9.4 of the DDMG Guidelines at; <http://disaster.qld.gov.au/Disaster-Resources/Documents/Queensland%20District%20Disaster%20Management%20Guidelines.pdf>

EMAF Component 3: Capability Integration and 4: Planning

- Key Outcomes 3.3, 4.1
- Indicators 3 (g) (h) & 4 (c)

3.2 Training

Disaster management training has been identified as an essential means through which agencies can develop and maintain their disaster management capabilities and capacity. Training and education can provide the knowledge, skills and attitudes required to address the issues of disaster management through prevention, preparedness, response and recovery. Furthermore, training is important in ensuring that all agencies can seamlessly integrate their arrangements and contribute to an effective and coordinated disaster management response.

The Roma QFES Emergency Management Coordinator (EMC) is responsible for delivering disaster management training within the district with the help of coordination by the Local Government Disaster Management Officers and maintaining a calendar for training conducted within the district. This process enables the Roma District to collaborate on dates for training, exercising and meetings.

Agencies and organisations represented on the DDMG have the responsibility of providing suitable opportunities for DDMG representatives (including deputies) to attend required training. In addition, each agency also has a responsibility to conduct relevant internal training/exercising of their staff and where appropriate, offer other agencies the opportunity to participate.

To enhance knowledge and disaster management capabilities DDMG representatives (including deputies) are encouraged to complete training courses beyond their relevant minimum requirements of the Queensland Disaster Management Training Framework.

EMAF Component 3: Capability Integration and 4: Planning

- Key Outcomes 3.1, 3.2, 3.3 & 4.1
- Indicators 3(c)(d)(e)(f)(g) & 4(f)

3.3 Exercises

Exercises are a key component of disaster management strategies and are conducted with the objective of:

- practicing the coordination procedures during an event including;
- activation of Disaster Management Groups;
- activation of District Disaster Coordination Centres;
- information management including dissemination of information in respect to threats and warnings, requests for assistance and providing situation reports
- enhancing the interoperability of agency representatives;
- evaluating emergency plans;
- identifying planning and resource issues;
- promoting awareness;
- developing competence;
- evaluating risk treatment strategies;
- validating training already conducted;
- identifying performance gaps and areas for the potential improvement in the skills of agency representatives involved in disaster management; and
- evaluating equipment, techniques and processes in general.

The DDMG will conduct at least one exercise annually, to include all core members of the DDMG. Additionally, on an annual basis, functional committees will exercise their respective sub-plans, independent of the aforementioned disaster district exercise.

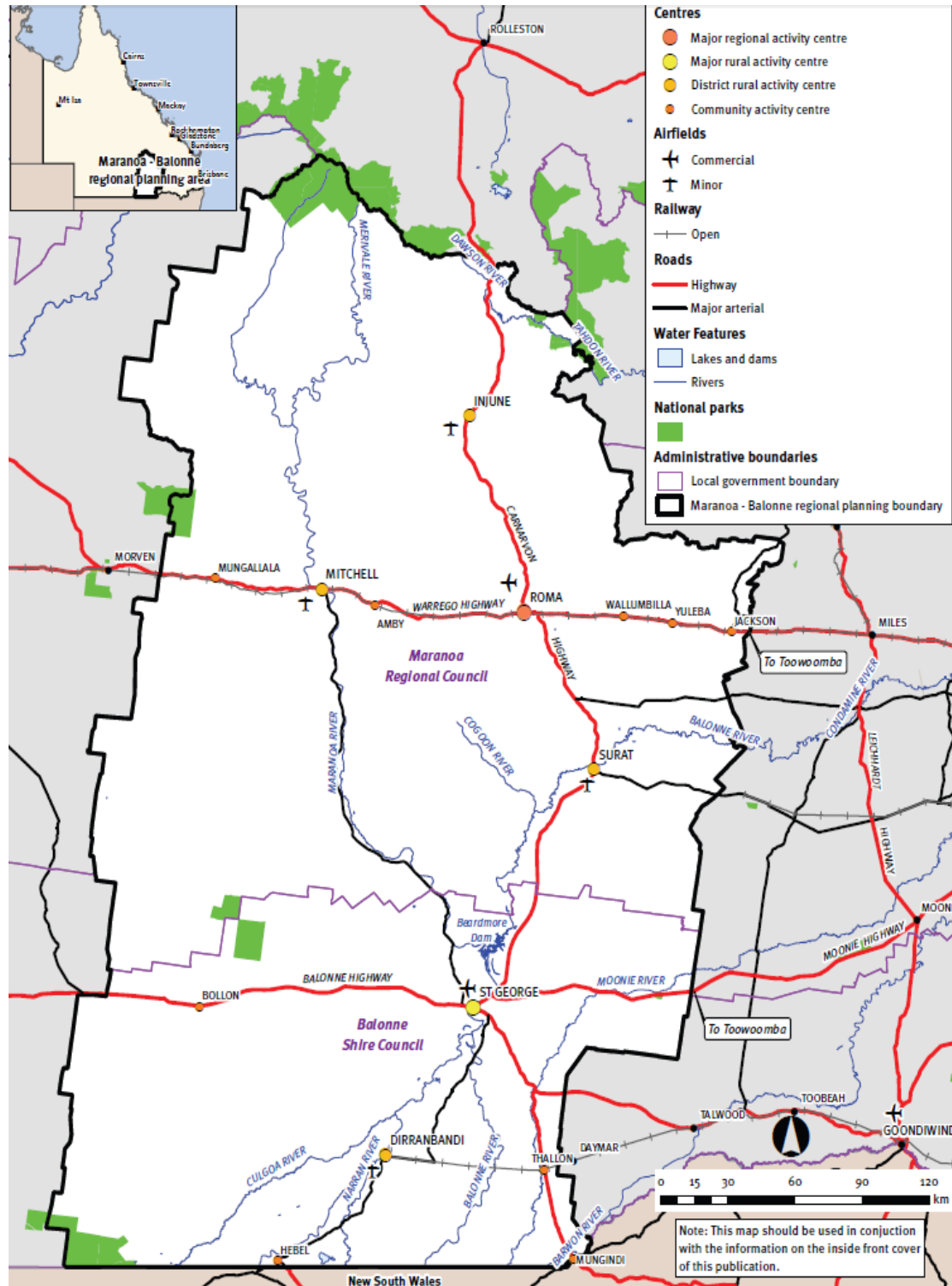
EMAF Component 3: Capability Integration and 4: Planning

- Key Outcomes 3.2, 3.3 & 4.1
- Indicators 3 (b), (e) (g) & 4 (e)

4. Disaster Risk Assessment

4.1 Community Context

The Roma Disaster District comprises the local government areas of the Maranoa Regional and Balonne Shire Council. These aforementioned councils are required to form a Local Disaster Management Group in accordance with s29 of the Act.



4.2 Geography

The Roma Disaster District is located in South West Queensland and covers an area of 89,969 square kilometres. It is bounded by the Dalby and Warwick Disaster Districts to the east, the Charleville Disaster District to the West, the Rockhampton and Gladstone Disaster Districts to the north and the Queensland – New South Wales state border to the south.

The Roma Disaster District takes in the catchments of Maranoa and Balonne Rivers, and includes two bioregions—the Southern Brigalow Belt and the Mulga Lands. Before European settlement the region was covered by extensive forests and woodlands with grasslands on clay floodplains.

The District is considered an ecological transition zone between the tropical north and temperate south, providing significant habitat for a range of species.

The major water assets of the district include the Maranoa, Balonne and Moonie Rivers, the Great Artesian Basin, and alluvial aquifers, wetlands and water storages. Nationally important wetlands include the Balonne River floodplain, Myola-Mulga Downs salt lake and claypans of the Balonne.

4.3 Climate and Weather

The climate of the Roma Disaster District is characterised by high summer temperatures and cooler winter temperatures, with some winter frosts. Rainfall is typically low and unreliable, generally less than 500mm per annum, seasonal in the north and becoming less seasonal towards the south.

Extreme regional rainfall events are generally associated with rain depressions associated with cyclonic activity, while local extreme rainfall events are generally associated with storms. Rainfall is not easily predictable in Western Queensland, with only the north west having a predictable wet season. In both the central and south west, rainfall is sporadic and far from predictable. Hence the mean annual rainfall is, in some senses, not a good measure of rainfall in any particular year.

The normal rainfall regime over most of the west consists of droughts of long duration alternating with floods. This regime better reflects the actual rainfall in the west than a regime of average rainfall with the occasional positive or negative variation from the average.

The mean summer maximum of Western Queensland is generally in the 36° to 40° range. The summer minima are similarly distributed, with most of the area in the 21° to 24° range. In winter a greater range is observed and the prevalence of frosts also increases from north to south.

4.4 Demography

In 2011, the estimated resident population of Maranoa–Balonne was 17,796. Maranoa–Balonne is home to almost 1600 Indigenous people, representing 9.5 per cent of the region's total population. This percentage is considerably higher than the 3.3 per cent who make up Queensland's total population. The region has a significantly lower proportion of people born overseas than the Queensland average, with 3.6 per cent born outside Australia, compared with 17.9 per cent across the state.

LGA	Population (2011 Census)
Maranoa	13076
Balonne	4720

4.5 Administrative Centres

4.5.1 Roma

The major regional activity centre of Maranoa–Balonne is Roma. Roma provides a secondary administration focus for Maranoa–Balonne that supports administrative activities, particularly by state government, delivered from the principal regional activity centre of Toowoomba.

Many government departments are based in Roma. Several resource development companies coordinate their regional operations in Roma and banking and financial services are delivered from this centre. The operation of a daily, high demand passenger air service to and from Brisbane reflects a high level of activity by service providers. Roma is strategically located at the intersection of the Warrego Highway (national network) and Carnarvon Highway (strategic freight route). There is also a significant east–west rail link. These links are critical to national and state freight movement, but also especially important for Roma’s saleyards, the largest in the southern hemisphere.

Roma is a focal point for subregional and regionally significant concentrations of employment and urban development. The economy is robust and diverse and not entirely dependent on fluctuations in agriculture and climate. Significant opportunities exist for employment with a range of state and local government service providers, along with considerable levels of urban and rural residential development in and around Roma.

4.5.2 St. George

St George, with a population of approximately 2500 fluctuates in response to changing labour needs of the rural sector. St George provides the business and administrative services required to support major dryland and irrigated cropping activities in the lower Balonne. It provides an important hub for delivery of health services and senior schooling services for the surrounding centres of Dirranbandi, Thallon and Hebel. The town is also a significant point for coordinating service delivery to Aboriginal populations in southern Queensland. St George’s airport services regular commercial flights connecting to Brisbane and centres further west.

4.5.3 Mitchell, Injune, Surat, Darranbandi

These centres provide essential functions for surrounding districts. Their population range is generally between 300 and 2000. They provide weekly and essential services, such as grocery shopping and postal services, to populations at a reasonable travelling distance of one to two hours. They offer limited local government and health services, which may include a local general practitioner or visiting specialist medical services.

These centres have educational facilities, some to Year 12, and police stations that often have more than one officer. In some cases, a Queensland Government Agents Program office (providing multiple government services) is also located in the centres. The centres have good

access to a major rural activity centre, or a major regional activity centre, and may have an airport that services emergency and charter requirements.

Of these centres, Mitchell has the largest population and, based on its location and opportunities, the potential to grow. Mitchell is a thriving community and a key delivery point for a number of remote health services. Residents take advantage of the centre's proximity to Roma for higher order services, including senior schooling. Mitchell is also an important step off point for tourists making day trips and provides linkages to key tourism attractions such as the Mount Moffatt section of Carnarvon National Park. The all-weather, sealed airstrip and airport facilities provide 24-hour access and departure opportunities for aircraft.

Injune, with its close proximity to major coal seam gas deposits, has experienced a considerable increase in traffic flow in recent years, due to energy industry exploration and travel by construction workforces. The accommodation policies of construction and mining companies will influence activity levels and demand for services and accommodation in Injune and, to a lesser extent, the other district rural activity centres. To date, companies have concentrated on accommodating workers in single person quarters on site.

Accommodation providers use council facilities for waste and sewage disposal. Subcontractors seem to be the main 'new' users of local accommodation, retail and, occasionally, health services.

Surat's strong links with Cobb and Co provide a focus for tourism. The Cobb and Co Changing Station Complex and other historic buildings, including the restored timber town hall, are key attractions. Surat has a state school offering education to Year 10, a hospital with visiting services, an industrial estate, and motel, hotel and caravan park accommodation. Demand for accommodation and additional services has fluctuated recently, in line with the status of gas pipeline construction projects.

Dirranbandi is a hub for delivery of local government and other services to key cropping areas in the south of the region. It provides a gateway to the Culgoa Floodplains National Park and New South Wales. Cubbie Station, believed to be the largest privately owned cotton property in the southern hemisphere, is also located here. Dirranbandi's population shows major fluctuations, in response to seasonal conditions and the agricultural cycle of surrounding cropping enterprises.

4.5.4 Yuelba, Wallubmilla, Mungallala, Bollon, Thallon, Amby, Hebel, Mungindi, Jackson

These centres provide hubs for essential services and social interaction for residents in rural and remote locations. They are characterised by low populations of generally fewer than 300 residents. In Maranoa–Balonne, these centres provide a limited range of services, such as a single convenience store, a service station and a public bar. Most of these centres have limited educational facilities, few links to locally delivered health services and limited access to other government services. They may have a single-officer police station. The centres may provide important road travel centres for transport and tourism services.

4.6 Health Care

Queensland Health operate hospitals at Dirranbandi, Injune, Mitchell, Mungindi, Roma, St. George, Surat and Wallumbilla.

4.7 Aged Care

Westhaven Nursing Home – McDowall St Roma, Pinaroo Roma – 51 Bowen St, Roma, Churches of Christ Care Warrawee Aged Care Services – 276 Alfred St, St George

4.8 Emergency Services Organisations

4.8.1 Queensland Police

The Queensland Police Service (QPS) is the law enforcement agency responsible for policing the Australian state of Queensland. Within the Roma Disaster District, Queensland Police have stations located at Bollon, Dirranbandi, Dulacca, Injune, Miles, Mitchell, Mungallala, Mungindi, Roma, St. George, Surat, Taroom, Thallon, Wallumbilla, Wandoan, and Yuleba.

4.8.2 Queensland Ambulance

The QAS operates as a statewide service within Queensland Health, and is accountable for the delivery of pre-hospital ambulance response services, emergency and non-emergency pre-hospital patient care and transport services, inter-facility ambulance transport, casualty room services, and planning and coordination of multi-casualty incidents and disasters. Within the Roma District, Queensland Ambulance have stations located at Dirranbandi, Injune, Mitchell, Roma, St. George, and Surat.

4.8.3 Queensland Fire and Emergency Services (Urban)

The Queensland Fire and Emergency Services (QFES) is the primary provider of fire and emergency services in Queensland. The Roma Command includes the urban towns of Roma, Injune, Surat, Wallumbilla, Wandoan and Taroom. There are six (6) urban fire stations with Auxiliary crews within the Roma Command with an establishment of 78 firefighters. The Mitchell auxiliary station is in the Maranoa Regional Council, however is part of the Charleville Command. The Goondiwindi Command encompasses the towns of Goondiwindi, Millmerran, Texas, Yelarbon (Warwick DDMG) , St George, Dirranbandi and Bollon (Roma DDMG).

4.8.4 Queensland Fire and Emergency Services (Rural)

The Rural Fire Service cover all the areas outside the 'urban footprint' in fire operations and provide assistance in other emergencies under the umbrella of QFES as one organisation as required. Within the Roma District the rural fire service has units based at Amby, Dargal Road, Hebel, Orange Hill, Thallon, Wallumbilla, and Yuleba.

4.8.5 State Emergency Service

The Queensland State Emergency Service (SES) is a "not-for-profit, community, volunteer, emergency service organisation that is enabled by both State and local governments. The Roma SES Area has (5) SES Groups these being within the Maranoa Regional Council, (3) SES Groups – Roma, Wallumbilla, Mitchell and within the Balonne Shire, (2) SES Groups located at St George and Thallon.

4.9 Transport

4.9.1 Road

Major roads in Roma Disaster District carry a higher than average proportion of commercial heavy vehicles and tourism traffic, such as caravans and campervans. Increases in traffic volume on some major routes are exceeding 10 per cent per year. Traffic growth can be expected to continue, given increased resources development in the Surat Basin.

4.9.2 Rail

Rail use has declined in the region, although it still plays a major role in transporting freight to ports, particularly the cartage of cattle and grain. Passenger rail services will also play a role in the development of the region's tourism industry.

4.9.3 Air

Air transport has experienced an increase in passenger and freight volumes and this is expected to continue in the future. Passenger services currently operate from Brisbane to Roma and St George, from Roma to Charleville and from St George to Cunnamulla and Thargomindah.

4.10 Industry

4.10.1 Primary Production

The economy of Maranoa–Balonne has traditionally been supported by agricultural activities, predominantly dryland cropping of grains and irrigated farming of crops such as cotton and grazing. A transition from wool to beef cattle production has taken place over the last two decades. Feedlot production of beef cattle to capitalise on local grain supplies is becoming more prominent.

The region's agricultural production is typically worth more than \$500 million annually, with crops representing 30 per cent of that value and the remainder being stock production or disposals. It should be noted that these proportions fluctuate, dependent on seasonal conditions and cropping opportunity.

4.10.2 Energy and Mineral Resource Development

The Surat Energy Resources Province, of which the region is a part, contains extensive thermal coal and coal seam gas deposits that are largely undeveloped, but have the potential to support largescale energy and industry development. Coal seam gas developments are of greatest significance to Maranoa–Balonne, with extensive fields located in the region. Proposals for development of Gladstone export facilities for liquefied natural gas are underpinned by Maranoa–Balonne's extensive coal seam methane deposits. Electricity generation, carbon dioxide sequestration, coal gasification and gas to liquid conversions have all been flagged as potential development opportunities for Surat Basin resources.

4.11 Hazards

Each Local Government has conducted an assessment of the threats to their area as well as having identified any appropriate mitigation strategies that may be implemented. The role of the DDMG and DDCC is not to deal with these individual threats but to assist the LDMGs in implementing the arrangements of their respective Local Disaster Management Plans. Some of the hazards that are common to most of the Local Government areas include, but are not limited to:

- Major Flooding
- Bushfire
- Major Transport Incident (road, rail, air)
- Hazardous Materials Incident
- Emergency Diseases (human)
- Emergency Diseases (animal)
- Emergency Diseases (plant)
- Insect/vermin plague
- Urban Structural Fire
- Earthquake
- Failure of Critical Infrastructure
- Dam Failure
- Terrorist related event

EMAF Component 1: Hazard Identification and Risk Assessment

- Key Outcomes 1.1
- Indicators (a, c, d)

4.12 Risk Management

4.12.1 Risk Management Process

Risk management processes conducted by the group are to be undertaken in accordance with the National Emergency Risk Assessment Guidelines and comply with Risk Management Standard AS/NZS ISO 31000:2009.

The Roma DDMG will form a Disaster Risk Management Sub Group which will meet at least annually to review the Roma Disaster District Risk Management Plan. This group will comprise of identified stakeholders and be chaired by the XO of the DDMG. Also sitting on the Group will be a suitable representative of each of the local Government Areas and the QFES EMC in order to provide input into the risks transferred or shared between the local government areas and the District Disaster Management Group.

EMAF Component 1: Hazard Identification and Risk Assessment

- Key Outcomes 1.1
- Indicators (a, c, d)

4.12.2 Risk Assessment

The DDMG has undertaken a risk assessment and developed a district risk register incorporating risk identification, risk analysis and risk evaluation in accordance with the process outlined in the National Risk Assessment Guidelines.

The risks identified in the district risk register are not a duplication of those risks identified in the Local Disaster Management Group's risk register and seeks to only address those risks that will significantly impact on the local government area to such a degree that the risk requires transferring to, or sharing with, the District.

Those risks and their evaluation and analysis are contained in Annexures C of this plan.

The Risk Assessment provided in Annexure C is a preliminary risk assessment based on the results of an ongoing review of the all Councils ongoing Disaster Hazard Risk Assessments in an effort to identify residual risk. As at July 2016, QFES are undertaking a proof of concept review to better conceptualise these residual risks and appropriate processes for reflecting this within the State Risk Register. A further review will be undertaken by the DDMG dependent upon the outcome of the QFES proof of concept.

EMAF Component 1: Hazard Identification and Risk Assessment, 2: Hazard Mitigation and Risk Reduction and 3: Capability Integration

- Key Outcomes 1.1, 1.2, 1.3, 2.1, 2.2 and 3.1, 3.2, 3.3
- Indicators 1 (a) (b) (d) (g) (e) (f), 2 (e) (f) (g) (i) and 3 (a) (d) (f)

4.12.3 Risk Treatment

Risks outlined in the District Risk Register are analysed by members of the Roma DDMG with a view to identifying strategies for risk treatment. These strategies are contained in the District Risk Treatment Plan (detailed in Annexure E of this plan).

The allocation of responsibility for the implementation of risk treatment strategies, monitoring and reporting shall be determined by members of the DDMG under the guidance of the DDC. The District Risk Treatment Plan is to be presented to the Charleville DDMG for ratification. To progress any treatment options, the DDMG is to request relevant responsible agencies to incorporate specified risk treatment strategies into their agency corporate planning processes for recognition and implementation.

In instances where the applications of treatment strategies at district level are identified as not being adequate and residual risks remain, the DDMG is to determine whether risk transfer or risk sharing with the QDMC is a treatment option. In those instances the DDMG is to document and notify the QDMC of these with a view to transferring or sharing the risks.

A review of the district risk treatment plan shall be conducted in conjunction with any district risk assessment review process.

EMAF Component 1: Hazard Identification and Risk Assessment and 2: Hazard Mitigation and Risk Reduction

- Key Outcomes 1.1, 1.2, 1.3, 2.2 and 2.3
- Indicators 1 (a) (c) and 2 (e) (i) (j) (k)

PART B - OPERATIONS

5. Response Strategy

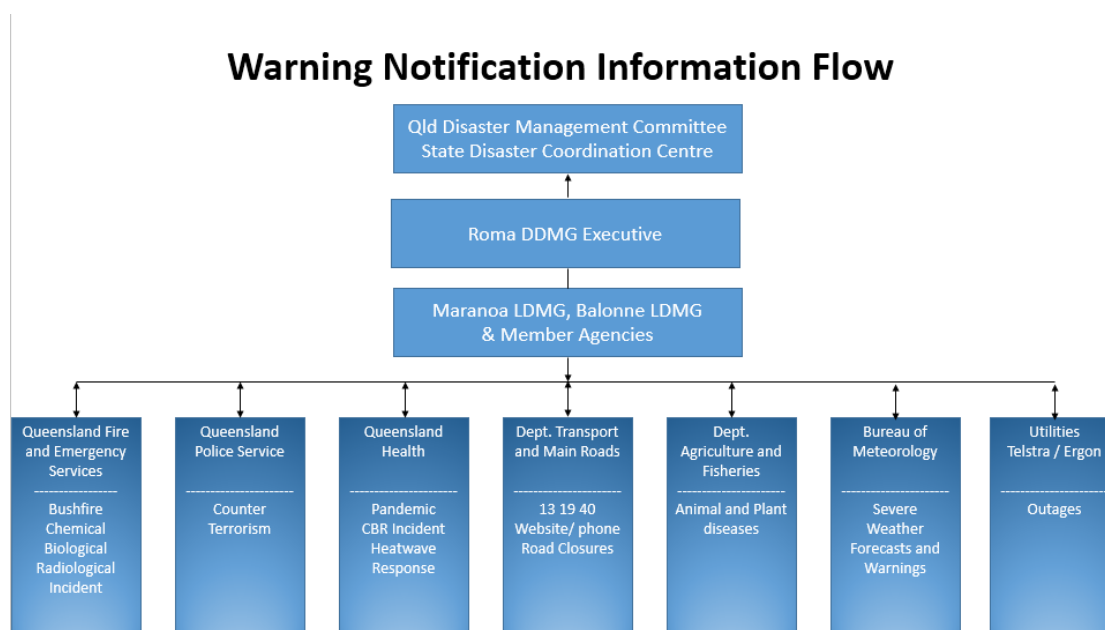
5.1 Warning Notification and Dissemination

The Roma DDMG has a responsibility to ensure warnings are disseminated to members of the LDMG, DDMG, QDMC, member agencies and the community. Multiple means of communication are used and agencies are responsible for communicating within their organization as per the QDMA structure.

This process takes into consideration, rapid onset events and will utilise all available communication means including email and text message.

The warning notification process is reviewed annually with contact lists updated quarterly by exception, as roles and positions change.

The following diagram represents information flow of warning notification/s from a District level only. This flow chart does not diminish from the methodology local governments use to manage warnings in their respective areas.



Methods of communication:

Include (but not limited to) Email, text, teleconference, video conference, Facebook, fax, HF radio.

EMAF Components 5: Public Engagement, 6: Communications Systems, 7: Warnings, 8: Control, and 10: Cooperation and Coordination

- Key Outcomes 5.1, 6.2, 7.2, 8.1, 10.1

- Indicators 5 (b), (d) (f), 6 (a) (d), 7(b) (c) (e) (g), 8 (b) (c) (d), 10(b)

5.2 Emergency Alert

Emergency Alert (EA) is one of the tools that can be used to warn communities of an impending emergency and is a critical element of emergency response. The Queensland Emergency Alert Guidelines govern the use of EA in Queensland.

These guidelines are located at;

<http://disaster.qld.gov.au/Disaster-Resources/Documents/Queensland%20Emergency%20Alert%20Guidelines.pdf>

The Emergency Alert (EA) is a national telephone warning system that provides Australian emergency authorities with an enhanced ability to warn the community in the event of an emergency. The warning system is another tool available for organisations to issue emergency warnings where EA will be issued via landline and mobile telephones.

As the use of EA can be time critical for a community. The process for requesting an EA does not involve a bureaucratic approval process. EA provides the capability to send warning messages to mobile telephones based on the geographical location of the device. A polygon detailing the, at risk area can be developed to target all devices within the specific area.

QFES is the lead functional agency for the management and administration of EA in Queensland.

Each local government has pre-prepared Emergency Alerts for hazards in their area. Furthermore each LDMG has the key responsibility for developing and submitting for approval all Emergency Alerts to be disseminated during an event.

EMAF Component 5: Public Engagement, 6: Communication Systems; 7: Warnings, 8: Control, and 10: Coordination and Cooperation

- Key Outcomes 5.1, 6.2, 7.1, 7.2, 8.1, and 10.1
- Indicators 5 (b) (d) (f), 6 (a), 7 (b) (c) (e), 8 (b) (c) (d) (e), and 10 (a) (b)

5.3 Activation and Triggers for Response

The authority to activate the Roma District Disaster Management Plan is vested in the Chairperson/Disaster District Coordinator, or in that person's absence the Deputy Chairperson. This should occur following consultation with one or more of the following; the Chair of the QDMC and/or DDMG; the Chair of a LDMG; a member of the DDMG and/or a member of a response agency.

The DDC should determine when, and to what extent, the DDMG should activate in support of an event, and may bypass initial levels of activation where appropriate to the event. Activation is scalable and does not necessarily mean the convening of all members of the

DDMG or the activation of the DDCC. Activation activities can be as minimal as the provision of information to DDMG members regarding the risks associated with a potential or imminent hazard impact.

EMAF Component 4: Planning, 8: Control, 9: Command, 10: Cooperation and Coordination, and 11: Operational Information and Intelligence

- Key Outcomes 4.1, 8.1, 8.2, 9.1, 10.1, and 11.2
- Indicators 4 (f), 8 (b) (c), 9 (c), 10 (a) (b), and 11 (d)

The four levels of activation, as defined in the SDMP, are detailed tabled below.

Level of Activation	Definition
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 threat.
Lean forward	An operational state prior to 'stand up' characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on stand-by; prepared but not activated.
Stand up	The operational state following 'Lean Forward' whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.
Stand down	Transition from responding to an event back to normal core business and/or recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

5.4 District Disaster Coordination Centre

5.4.1 DDCC Venues

The Roma District Disaster Coordination Centre Operating Procedures (Refer Appendix F) should be reviewed for comprehensive guidelines on the establishment and management of the Centre.

The **primary** District Disaster Coordination Centre (DDCC) is located at:

Roma Police Station
42 Queen Street
Roma QLD 4455

A **secondary** DDCC is located at:

South West Police District Office

**Cnr Bowen and Spencer St
Roma QLD 4455**

These venues are fully equipped with computers, fax machine, photocopier, telephones, and welfare facilities. Both buildings are equipped with a generator as an alternate power supply in the event main electricity power supply is disrupted.

5.4.2 Staffing of the DDCC

The **Centre structure** will consist of:

- DDC
- Deputy DDC
- Executive Officer
- Operations Officer
- Planning Officer
- Intelligence Officer
- Administration and Logistics

The **Support Team** will include:

- Telephonists
- Registry Officer
- Agency Liaison Officers will attend the DDCC as required (eg, QFES, QAS, DAFF, DNRM, QHealth, and DHPW).

Overall management of the District Disaster response is the responsibility of the DDC. Management of the DDCC is the responsibility of the appointed XO.

The minimum staffing level required to operate the Centre is at the discretion of the DDC. In general there will be two teams working opposing shifts who will staff the Centre.

DDCC staff will be drawn from the Roma Police Patrol Group and personnel from various participating Government and non-Government Departments / Agencies.

In the event that the activation continues for an extended period of time, fatigue management principles will apply. Coordination centre staff will be sourced in the first instance from within Roma Police Patrol Group, requests for additional QPS staff will be managed internally in conjunction with the stand up of a Police Operations Centre (POC).

Member and advisory agencies will be required to manage fatigue of their staff in line with internal agency, policy and procedures.

5.5 Operational Reporting

5.5.1 District Situation Reports (SITREPS)

Once the Roma DDCC receives all local and agency SITREPs, it is the responsibility of the XO to maintain the SITREP update board (13) on DIEMS so that the SDCC is provided with real time/accurate situational awareness and reporting to enable the preparation of the 'State

Update'. Details should include all relevant information/issues surrounding the disaster situation and planning projections into the future.

- (a) The DDCC shall advise the SDCC Watch desk once the DDMG is activated;
- (b) Once activated, the DDMG will provide real time situational reporting on the event and disaster management operations of local and district groups via the SITREP update board.

EMAF Component 4: Planning, 6: Communication Systems, 8: Control, 9: Command, 10: Cooperation and Coordination, 11: Operational Information and Intelligence, and 12: Resource Management

- Key Outcomes 4.1, 4.2, 6.1, 6.2, 8.1, 8.2, 9.1, 9.2, 10.1, 11.1, 11.2, and 12.1, 12.2
- Indicators 4 (a), 6 (b,d,f), 8 (b,c,d,e,f), 9 (d,e), 10 (a,b,c,d), 11 (a,b,c,d,e) 12 (a,b,c,d,e)

5.5.2 Disaster Declaration

Where the District Disaster Coordinator considers it is necessary for a disaster declaration within the Roma Disaster District, the DDC will, subject to availability, take reasonable steps to consult with the district group and each local government whose area is in, or partly in, the declared area for the disaster situation.

Where possible and if time permits, the DDC will also discuss the outcome of any consultation with members of the Roma District Disaster Management Group during an extra-ordinary meeting of the group.

The Executive Officer is responsible for preparing relevant documentation on behalf of the District Disaster Coordinator for consideration by the Minister for Police and Emergency Services.

If circumstances prevent such processes to be undertaken the District Disaster Coordinator will act independently to declare the disaster and subsequently seek verbal approval in accordance with the Disaster Management Act 2003 and report the decision subsequently to the DDMG and the LDMG.

5.6 Functional Plans

The State Disaster Management Plan 2015 (State Plan) outlines that functional plans address the functions of disaster management where government departments and agencies have a functional lead agency role. The plans and procedures are developed by the functional lead agency.

The functional plans detail arrangements relating to supporting activities undertaken by functional lead agencies of the DDMG. Functional plans include:

5.6.1 Disaster Operations Functional Plan Register

Functional Group	Responsible person/Lead agency	Key Accountabilities
Transport	Department of Transport (Queensland Transport)	As detailed in the Queensland State Disaster Management Plan including arrangements for the provision of transport resources for the transportation modes of road, rail, air and sea, and transport engineering to support disaster response and recovery operations.
Health	Queensland Health	As detailed in the Queensland State Disaster Management Plan including arrangements for the provision of medical and health resources to support disaster response and recovery operations through: <ul style="list-style-type: none"> • Command, control and coordination of medical resources; • Public health advice and warnings; • Transportation of patients; • Psychological and counselling services; and • Ongoing medical and health services required during the recovery period.
Building and Engineering Services	Department of Public Works and Housing (DHPW)	As detailed in the Queensland State Disaster Management Plan including arrangements for the provision of resources and services pertaining to all engineering disciplines which may be required to assist disaster response and recovery operations.
Emergency Supply	Queensland Fire and Emergency Services (QFES)	QFES coordinates, with the support of PSBA, the acquisition and management of emergency supplies and services in support of disaster operations - by the SDCC Watch Desk outside of activation of the SDCC, and by the Logistics Capability when the SDCC is activated
Communications	Dept of Science, Information Technology and Innovation	As detailed in the Queensland State Disaster Management Plan including arrangements for the re-establishment of electronic communication links either within a disaster affected area or within areas outside the affected area, and the provision of special communication facilities to support State and Disaster District level operations mounted in support of an affected area.
Human and Social Community Recovery	Department of Communities, Child Safety	As detailed in the Queensland State Disaster Management Plan including arrangements for the coordination of human and social community recovery services including:

	and Disability Services	<ul style="list-style-type: none"> · Information on the range of recovery services available; · Information of the physical effects of a disaster; · Personal support services; · Financial assistance to eligible applicants under the following schemes: <ul style="list-style-type: none"> · Disaster Relief Assistance; · Associations Natural Disaster Relief; · Special Benefits; · Provision of counselling and mental health services; · Longer term accommodation services; and · Facilitation of community participation in the redevelopment of social networks and community infrastructure.
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EMAF Component 4: Planning
Key Outcomes 4.1, 4.2, 4.3

- Indicators 4 (a)

5.7 Hazard Specific Arrangements

Whilst Queensland has adopted an all hazards approach to the development of disaster management arrangements, it is important to acknowledge that some hazards have characteristics that may require a hazard specific approach.

There may be a range of hazard specific plans developed by the relevant hazard specific primary agency the DDMG needs to consider as supporting references to the main DDMP.

These may include:

- Plant and Animal Disease;
- Terrorism;
- Bushfire; and
- Influenza Pandemic.

These plans address specific hazards where government departments and agencies have a primary management responsibility. The primary agency has responsibility to ensure that an effective hazard specific plan is prepared.

All hazard specific plans are to address the hazard actions across all PRR phases and include information on how the QDMA links with the hazard specific arrangements and provides support to the primary agency in the management of the hazard specific event.

Specific planning is required for these arrangements as their coordination and operational procedures can be different to those of the QDMA.

Coordination centres and the structures within them can be outside the local, district and State coordination centres and the passage of information and resources may be managed using different processes.

A generic hazard specific arrangements structure and linkages and communication flow to the broader QDMA is outlined in the SDMP.

Primary agencies also have a role in ensuring State hazard specific plans link to national hazard specific plans and arrangements and that appropriate communication and relationships with counterparts at the national level are maintained.

EMAF Component 4: Planning, 1: Hazard Identification and Risk Assessment

Key Outcomes 4.1, 4.2, 4.3, 1.1

- Indicators 4 (a), 1 (c)

Specific Hazard	Primary Agency	State and National Plans
Animal and plant disease	Department of Agriculture, Fisheries and Forestry	Queensland Veterinary Emergency Plan Australian Veterinary Emergency Plan
Biological (human related)	Queensland Health	State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Bushfire	Queensland Fire and Emergency Services	Wildfire Mitigation and Readiness Plans (Regional)
Chemical	Queensland Fire and Emergency Service	State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Influenza Pandemic	Queensland Health	Queensland Pandemic Influenza Plan National Action Plan for Human Influenza Pandemic
Ship-Sourced Pollution	Department of Transport and Main Roads (Maritime Safety Queensland)	Queensland Coastal Contingency Action Plan National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances
Radiological	Queensland Health	State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents
Terrorism	Queensland Police Service	Queensland Counter-Terrorism Plan National Counter-Terrorism Plan

The following threat specific documents should be read as complementing the Roma District Disaster Management Plan:

- Department of Agriculture, Fisheries – Emergency Animal Disease.
- Queensland Biosecurity Strategy
- Queensland Fire and Emergency Services (Rural) – Wildfire Contingency Plan.
- Emergency Action Plan (Beardmore Dam)

5.8 Request for Assistance

The Roma District Disaster Management Group does not possess any resource reserves. All resources within the disaster district are owned and managed by the various local governments, government departments, corporate entities or private business operators. Resource lists are included in each Local Disaster Management Plan, all of which form appendices to this district plan.

Where resources or services are not available within their jurisdiction, or if available, have been or are likely to be expended, an LDMG may request assistance from the DDMG to provide such resources. Requests shall be in the approved Request for Assistance (RFA) form.

RFA's may be received by:

- Email
- Fax
- Within Guardian
- DIEMS

Upon receipt of an RFA, it will be prioritised accordingly by the DDC, Deputy Chair or Executive Officer in consideration of RFA's received from other impacted LDMG's. The DDMG shall make all reasonable endeavours to locate the required resource or service from within the disaster district.

Resources and services acquired by the DDMG and appropriated to a LDMG may be recalled and reallocated at the discretion of the DDC.

In the event the required resource or service is not available elsewhere in the disaster district, the DDMG shall forward a request, in the required form, to the QDMC.

In acquiring resources, the DDMG will enter into normal contractual arrangements at commercial rates. Normal accepted practices in terms of purchase and acquisition apply.

Appropriate approvals shall be obtained prior to the incurrence of any financial expenses.

The Executive Officer shall ensure that accurate records are maintained in respect to requests for assistance, resource acquisition and allocation and financial expenditures.

EMAF Component 8: Control

Key Outcomes 8.1

- Indicators 8 (a), (b), (c), (d)

5.9 Request for Supplies and Equipment

The District Disaster Management Group as an entity does not possess any resource reserves. All resources within the disaster district are owned and managed by the Maranoa Regional Council, Balonne Shire Council, government departments, corporate entities or private business operators. Available resources which may be necessary for disaster response activities may be requested from these entities as required. A copy of local disaster management plans are available on the respective council websites or from the respective council offices.

Where a resource or service which is required to conduct disaster response activities is not available within the jurisdiction of the LDMG, the LDMG may request assistance from the DDMG to provide such resources.

5.9.1 Resupply

Due to the nature of some disasters there will be occasions where areas within the disaster district become isolated for a lengthy period of time, requiring the need to resupply provisions to that area.

Local Disaster Management Groups, who require assistance in the form of resupply of provisions, shall request the assistance from the DDMG in arranging this resupply. Such requests shall be in the approved form (Request for Assistance).

Efforts should be made in the first instance to provide the requested resupply of provisions from within the capability and capacity of the DDMG. Where a DDC organises a resupply operation from within District resources they should ensure that suitable measures have been activated under SDRA or NDRRA to ensure cost recovery. Should such measures NOT be activated, then they should seek State approval under this policy to ensure financial cover is available.

Where a DDC receives an RFA for resupply operations which is outside of the capability or capacity of the DDMG, the RFA is to be forwarded to the SDCC to enable the provision of the request from the LDMG.

The Queensland Resupply Guidelines outline in detail the governance and operational process relating to the resupply of essential goods to communities within Queensland and are located at; [Queensland Resupply Guidelines](#)

The [Queensland Resupply Guidelines](#) outline the governance and operational process relating to the resupply of essential goods to communities within Queensland

5.9.2 Emergency Supply

During a disaster related event, in particular, a rapid onset event, the situation may arise whereby members of the community require the supply of essential items and goods to maintain their health and well-being until more permanent arrangements may be made.

QFES coordinates, with the support of PSBA, the acquisition and management of emergency supplies and services in support of disaster operations - by the SDCC Watch Desk outside of activation of the SDCC, and by the Logistics Capability when the SDCC is activated

5.10 Financial Management

Due to the nature of many disaster situations, finance operations will often be conducted with compressed time constraints and other pressures, necessitating the use of non-routine procedures. Expenditure is on a cost-recovery basis, and must meet current [Government Disaster Relief and Recovery Arrangements Guidelines](#) to be considered for reimbursement.

No purchase is to be made for the DDMG without consultation with and approval of the DDC, Deputy DDC or the XO.'

Where members of the DDMG are coordinating purchases for their agencies/departments, they are to comply with their respective agency purchasing policies.

Prior to any purchase being considered it must be determined whether a Standing Offer Agreement (SOA) is in existence regarding the goods/services. Where it is ascertained that an SOA does exist, the arrangements of that SOA are to be complied with.

A receipt is to be obtained for all purchases conducted by the DDMG.

Full details of all expenses/purchases incurred by the DDMG during a disaster are to be recorded.

Reimbursement is not an automatic process, and requires solid evidence of disaster-related expenditure. Some disaster events may not be claimable. Members of the DDMG should be aware that the preferred method of acquisition for plant and equipment is to hire as opposed to purchase. This is because capital acquisitions are generally not covered by the NDRRA.

Each agency is responsible for claiming their own reimbursement of funds relating to disaster operational expenses.

The OPSO will be responsible for the recording and payments of all financial management.

All expenses are to be recorded within a cost recovery calculator with tax invoices retained for all transactions.

The DDMG should predetermine event-related financial management arrangements to ensure costs are appropriately endorsed and captured from the onset of operations. The DDC, in consultation with the DDMG Executive Team, is responsible for establishing and maintaining financial management procedures for the DDCC.

Each support agency is responsible for providing their own financial services and support to its response operations relevant to their agency.

All processes are performed in accordance with the Queensland Government Financial Management Practice Manual and therefore in compliance with section 46M of the Financial Administration and Audit Act 1977 and other prescribed requirements.

EMAF Component 12: Resource Management

Key Outcomes 12.1, 12.2, 12.3

- Indicators 12 (a), (b), (c), (d), (e)

6. Recovery Strategy

The Roma District Recovery Strategy may be activated upon direction from the DDC or the QDMC. This recovery strategy provides a framework for the coordination of recovery operations within the district and is supported by the procedures outlined in the [Queensland Recovery Guidelines](#)

Disaster recovery is the coordinated process of supporting affected individuals and communities in the reconstruction of the physical infrastructure, restoration of the economy and the environment and support for the emotional, social and physical wellbeing of those affected. The Queensland approach is based on the nationally agreed principles for recovery.

Responsibility for activating and coordinating financial relief and recovery measures from a whole-of-government perspective lies with the Minister for Police, Fire and Emergency Services. Direct support for this role is provided by QFES at the state level.

6.1 Transition Triggers

The triggers to activate recovery are contained with Section 5 of the Queensland Recovery Guidelines.

Response Alert		Triggers	Actions	Communications
Response Lean Forward	Recovery Alert	<ul style="list-style-type: none"> Response phase at 'lean forward' level of activation 	<ul style="list-style-type: none"> Appointment of State Recovery Coordinator (SRC) as appropriate Potential actions and risks identified Information sharing commences SRC in contact with SDCC/SDC Initial advice to all recovery stakeholders 	<ul style="list-style-type: none"> SRC and State Recovery Group members on mobile remotely Ad hoc reporting
Response Stand Up	Recovery Lean Forward	<ul style="list-style-type: none"> Response phase at 'stand up' level of activation Immediate relief arrangements are required during response phase 	<ul style="list-style-type: none"> Monitoring of response arrangements Analysis of hazard impact or potential impact Relief and recovery planning commences Deployments for immediate relief commenced by recovery functional agencies 	<ul style="list-style-type: none"> SRC and SRG members on mobile and monitoring email remotely Regular reporting
	Recovery Stand Up	<ul style="list-style-type: none"> Immediate relief arrangements continue Medium term recovery commences. Response phase moves to 'stand down' level of activation. 	<ul style="list-style-type: none"> SRG activated at SDCC or alternate location Recovery plan activated Deployments for immediate relief response Action plans for four functions of recovery activated as required Community information strategy employed Participate in response debrief Transition arrangements from 'response and recovery' to 'recovery' activated including handover from SDC to SRC Action plans for four functions of recovery continue Community information strategies continue 	<ul style="list-style-type: none"> SRC and SRG members present at SDCC or alternate location, on established land lines and/or mobiles, monitoring emails SRC and SRG members involved in medium term recovery continue as required Regular reporting to SDMG/SDC
Response Stand Down				

6.2 Immediate/Short Term Recovery

Disaster recovery is the coordinated process of supporting affected individuals and communities in the reconstruction of the physical infrastructure, restoration of the economy and the environment and support for the emotional, social and physical wellbeing of those affected. The Queensland approach is based on the nationally agreed principles for recovery.

Responsibility for activating and coordinating financial relief and recovery measures from a whole-of-government perspective lies with the Minister for Police, Fire and Emergency Services. Direct support for this role is provided by QFES at the state level.

As disaster response and immediate/short term recovery occurs concurrently, the activation of the strategy will commence with immediate/short term recovery actions undertaken within the response phase. The concept of operations for immediate/short term recovery are located in Section 5.3 of the Queensland Recovery Guidelines.

The immediate/short term recovery phase occurs concurrently to response operations. Immediate/short term recovery activities of the DDMG will typically include:

- support to LDMGs to ensure the conduct of rapid damage and need assessment;
- support to LDMGs to ensure the provision of immediate community services (e.g. health services, food, clothing and shelter, financial relief);
- support to LDMGs to ensure the restoration of critical utilities and services; and
- support to LDMGs to ensure the provision of temporary housing.

The immediate to short-term recovery phase covers immediate community recovery service provision to meet identified individual personal and community needs, and to restore services to the level where Local Government and the normal responsible agencies can manage the continuing recovery process.

During this phase, the District Recovery Committee, if activated, may also prepare an Event Specific Community Recovery Operational Plan which will assist in determining priorities and the requirement for medium/long term recovery, the type of recovery assistance that will be required from the DDMG and the timeframe for the transition to the medium/long term recovery.

6.3 Medium/Long Term Recovery

The DDMG will utilise the following as triggers to commence the process of transition from immediate/short term to medium/long term recovery:

- emergency is contained;
- no further hazard or secondary threats are likely in the near future;
- response organisations cease their activities;
- public safety measures are in place and work effectively;
- evacuation centres have closed; or
- initial rehabilitation has commenced.

The appointment of the Recovery Coordinator should take place at the latest during the transition phase and preferably during the response/short term recovery phase of the event.

The level of district support required in the medium/long term recovery phase will be dependent on the recovery structure advised by the SDMG for each specific event. The concept of operations for medium/long term recovery are located in Section 5.5 and 5.6 of the Queensland Recovery Guidelines.

6.4 Roma District Human and Social Recovery Committee

The Roma District Human and Social Recovery Group meets every three months

- Attend local sub group meetings as required
- Participation in exercises
- Contacts updated every meeting

Roma District Human and Social Recovery Plan is available to view by contacting the Roma District Executive Officer to arrange a copy.

6.5 Parameters and Constraints

The Roma District Disaster Community Recovery Plan outlines in detail the parameters and constraints for effective coordination of recovery operations within the district. It is attached as Operational Plan 3 to this plan.

As part of the disaster recovery phase, the Chair of the Community Recovery Committee may establish a Community Recovery Coordination Centre. The Coordination Centre is established to coordinate:

- Community recovery operations; planning; logistics and communications;
- Administration within the region responding to the disaster;
- Delivery of Outreach Services; and
- Multi-agency situational awareness.

It is recognised that with large disasters multiple Disaster Districts neighbouring to the Roma District and within the region may be affected and could require simultaneous recovery. This may place a strain on functional lead agencies and other member agencies and organisations to provide staff from within district resources to sit on multiple Recovery Groups or within multiple coordination centres. This may require deployment of staff from outside the district and does not restrict the Chair of the District Community Recovery Committee from forming one coordination centre to address the recovery of multiple districts within the Government Region.

6.6 Operational and Action Plans

Where an LDMG undertakes recovery as the result of an event, a Recovery Group Implementation Plan is to be developed and forwarded to the DDC for review and approval.

6.7 Considerations for Recovery

When developing Operational and Action Plans lead functional agencies and recovery committees should consider the following:

- Issues identified from information gathered by impact assessments;
- Arrangements outlined in existing functional plans;

- How to allocate actions and responsibilities across the four recovery functions to inform the development of action plans;
- Arrangements for overall coordination of recovery operations;
- How to develop strategies for recovery with the affected community which detail the vision, goals and project outcomes of the recovery strategy;
- Identifying the main short, medium and long-term priorities;
- Developing project timeframes, costs, funding priorities and funding strategies;
- Advertising and disseminating public information about the Action Plans;
- Determining appropriate community engagement and communication strategies;
- Transitional and exit strategies; and
- Strategies for conducting a debrief and evaluation of recovery operations

EMAF Component 14: Recovery

Key Outcomes 14.1, 14.2

- Indicators 14 (a), (b), (c), (d)

7. Recovery Lead Agencies

Function	Lead Agency
Economic	Department of State Development, Infrastructure and Planning
Environmental	Department of Environment and Heritage Protection
Human and social	Department of Communities, Child Safety and Disability Services
Infrastructure	<p>Transportation infrastructure (Department of Transport and Main Roads)</p> <p>Building Recovery (Department of Housing and Public Works)</p> <p>Telecommunications (Telecommunications providers Energy infrastructure)</p> <p>Electricity, gas, fuel (Department of Energy and Water Supply)</p> <p>Water Supply and Sewerage Infrastructure (Department of Energy and Water Supply)</p> <p>Water Entities (Local government)</p>
NDRRA and SDRA coordination (coordination function)	Queensland Reconstruction Authority
Recovery coordination and monitoring (coordination function)	<p>Department of Infrastructure, Local Government and Planning</p> <p>Queensland Reconstruction Authority</p>

8. Review and Assurance

8.1 Review and Renew Plan

In accordance with section 55 of the Act the District Disaster Management Plan shall be reviewed annually. This review shall be conducted by members of the DDMG identified by the DDC and shall be conducted as follows:

- April-July Review conducted;
- September - Draft amendments formally submitted to DDMG for approval;
- October - Approved amendments (or new plans, if appropriate) are disseminated to all stakeholders.

The Sub-plans of the Disaster Districts Functional Committee's shall be reviewed annually by the same members and shall be conducted as follows:

- April-July Functional Committee reviews Sub-plan;
- August - Draft amendments submitted to DDMG for consideration and approval;
- October - Approved amendments (or new sub-plans if appropriate) are disseminated to all stakeholders.

The effectiveness of the DDMP and Sub-plans shall be reviewed and assessed against the IGEM Emergency Management Prioritisation Tool. [Link](#)

The DDMP and Sub-plans may be reviewed at any other time should it become apparent that urgent amendment is required to effect the operational effectiveness of DDMG activities.

8.2 External Assessment

The Inspector-General Emergency Management (IGEM) is responsible for providing the Premier, Government and people of Queensland an assurance of public safety, through the establishment and implementation of an assurance framework to direct, guide and focus work of all agencies, across all tiers of Government to the desired outcomes of the disaster and emergency management arrangements for Queensland.

The Office of the Inspector-General Emergency Management supports the IGEM through planning, developing and conducting a range of review and assessment projects consulting stakeholders, to enable confidence in Queensland's disaster and emergency management arrangements.

The Emergency Management Assurance Framework (the Framework) has been established by IGEM to support accountability and build consistency across all levels of the disaster management arrangements and reinforces a shared responsibility for delivering better disaster management outcomes for the community.

The framework establishes the Standard for Disaster Management in Queensland and is founded on six shared responsibilities, good practice guidance and clear accountabilities.

The Standard describes the attributes of effective disaster management, outlines to stakeholders the required outcomes against the Standard and provides indicators that will contribute to the likelihood of disaster management entities achieving these outcomes. The Standard also forms the basis of Assurance Activities undertaken by the Office of the IGEM.

IGEM utilise the Framework and the Standard to continually conduct assurance activities around the disaster management operations of disaster management groups to ensure quality and continuous improvement.

The Roma District Disaster Management Group will ensure its disaster management operations and planning adhere to the principles of the Framework and Standard.

Comprehensive information in relation to the requirements and components of the Framework and the Standard may be found at;
<https://www.igem.qld.gov.au/index.html>

8.3 Review of Local Disaster Management Arrangements

In accordance with section 23 of the Act; the LDMG Guidelines, Strategic Policy Framework and Emergency Management Assurance Framework, it is a function of the DDMG to regularly review and assess the disaster management of local groups in the district.

All review and assessments of local disaster management arrangements conducted by the DDMG will be undertaken in accordance with the direction provided by IGEM.

The DDMG Executive Officer and EMC attends all meetings of the Maranoa and Balonne LDMG's. These meetings discuss the minutes, agendas, business arising, general business and member agency reports.

The main purpose of the Executive Officer attendance at these meetings is to discuss emerging disaster management priorities across the district, deal with exceptions of local and district group members as they arise and general collaboration and networking. Additionally, this provides the XO and EMC the opportunity to overview sub plan development and contribute to local sub groups and disaster management projects.

Annexure Index

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Annexure A – Definitions

Advisor	A person invited to participate in the business of the DDMG in an advisory capacity on an as-needed basis.
Chairperson	The person appointed by Governor in Council as the Chairperson of the DDMG.
Deputy Chairperson	The person appointed by Governor in Council as the Deputy Chairperson of the DDMG.
Disaster	A serious disruption to the community, caused by the impact of an event, that requires a significant coordinated response by the state and other entities to help the community recover from the disruption (s. 13, DM Act).
Disaster District	A defined area established to assist local governments with disaster management and operations
Disaster Management	Arrangements about managing the potential adverse effect of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster (s. 14, DM Act).
Disaster Management Group	One of or a number of any of the following: the SDMG, DDMGs or LDMGs.
Disaster Management Strategic Policy Framework	A strategic tool which identifies principles that guide the development and implementation of policy and initiatives to achieve disaster management priorities.
Disaster operations	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event (s. 15, DM Act).
District Disaster Management Group	The group established in accordance with s. 22 of the DM Act to provide coordinated State Government support and resources to LDMGs on behalf of local governments. The specific functions of the DDMG are outlined in s. 23 of the DM Act.
District Disaster Management Plan	A plan that documents planning and resource management to counter the effects of a disaster within the disaster district.
Event	<p>(1) Any of the following:</p> <ul style="list-style-type: none"> a. a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening b. an explosion or fire, a chemical, fuel or oil spill, or a gas leak c. an infestation, plague or epidemic (<i>example of an epidemic – a prevalence of foot-and-mouth disease</i>) d. a failure of, or disruption to, an essential service or infrastructure e. an attack against the state f. another event similar to an event mentioned in (a) to (e). <p>(2) An event may be natural or caused by human acts or omissions. (s. 16, DM Act).</p>
Executive Officer DDMG	The person appointed by the Commissioner, Queensland Police Service as the Executive Officer (XO) of the DDMG.

Executive Team	The Chairperson, Deputy Chairperson and Executive Officer.
Extraordinary Meeting	A meeting convened by the Chairperson in response to an operational event both inside and outside the disaster district.
Local Disaster Management Group	The group established in accordance with s. 29 of the Disaster Management Act to support the disaster management and operational activities of local governments. The specific functions of the LDMG are outlined in s. 30 of the DM Act.
Local Disaster Management Plan	A plan that documents agreed arrangements that are in place to deal with disaster events within its area of responsibilities.
Member	A person officially appointed as a member of the DDMG. Members have voting rights to validate the business of the group.
Minister	Minister for Police, Corrective Services and Emergency Services.
Ordinary Meeting	A DDMG meeting which is scheduled and convened on a regular basis at an agreed time (set by the Chairperson) to discuss routine business of the group.
Queensland Disaster Management Arrangements	Whole-of-Government arrangements to ensure the collaborative and effective coordination of planning, services, information and resources for comprehensive disaster management.
Quorum	A quorum for a meeting of a disaster management group is the number equal to— (a) one-half of its members for the time being holding office plus 1; or (b) if one-half of its members for the time being holding office is not a whole number, the next highest whole number. (Sect 40 DM Act). Representatives from the following agencies are mandatory – DDC, DDC Disaster Management Executive Officer, LDMG, EMQ, QFRS and the relevant combatant authority involved.
State Disaster Management Plan	A planning tool for disaster managers which provides an overview of Queensland’s all-hazards disaster management arrangements, including agency roles and responsibilities at each tier of the arrangements.
State Disaster Management Group	The group established in accordance with s. 17 of the <i>Disaster Management Act (2003)</i> who is responsible for disaster management and operational arrangements for the state of Queensland. The specific functions of the SDMG are outlined in s. 18 of the <i>Disaster Management Act (2003)</i> .

Annexure B – Distribution List

Agency	Position	Hardcopy	eCopy
Queensland Police	District Disaster Coordinator	✓	✓
Queensland Police	Deputy District Disaster Coordinator	✓	✓
Queensland Police	Executive Officer	✓	✓
Queensland Police	Deputy Executive Officer		✓
Queensland Police	District Disaster Coordination Centre	✓	✓
Queensland Fire and Emergency Services	Inspector Urban		✓
Queensland Fire and Emergency Services	Inspector Rural		✓
Queensland Fire and Emergency Services	Emergency Management Coordinator	✓	✓
Queensland Fire and Emergency Services	Area Controller State Emergency Service		✓
Queensland Ambulance	Superintendent – Executive Manager		✓
Maranoa Regional Council	Mayor / Chair LDMG		✓
Maranoa Regional Council	Local Disaster Coordinator	✓	✓
Balonne Shire Council	Mayor / Chair LDMG		✓
Balonne Shire Council	Local Disaster Coordinator	✓	✓
Queensland Health	Regional Manager/Director		✓
Dept. Transport and Main Roads	Regional Manager/Director		✓
Dept. Communities, Child Safety and Disability Services	Regional Manager/Director		✓
Dept. Housing and Public Works	Regional Manager/Director		✓
Dept. Agriculture and Fisheries	Regional Manager/Director		✓
Dept. National Parks, Sport and Racing	Regional Manager/Director		✓
Dept. Environment and Heritage	Regional Manager/Director		✓
Dept. Education and Training	Regional Manager/Director		✓
Dept. Infrastructure, Local Government and Planning	Regional Manager/Director		✓
Ergon	Regional Manager/Director		✓
Telstra	Regional Manager/Director		✓
Red Cross	Regional Manager/Director		✓
ABC Toowoomba	Regional Manager/Director		✓
Australian Defence Force	JOSS/LO		✓

Annexure C - Roma District Disaster Management Group Member Register

Copies of the Roma DDGM Contact Register will be provided to authorised persons upon application. All inquiries should be forwarded to:

Sergeant Mark LEWER
Executive Officer
Roma District Disaster Management Group
PO Box 222
Roma QLD 4455

Annexure D – Roma District Disaster Coordination Centre Instructions

Copies of the Roma DDCC Instructions will be provided to authorised persons upon application. All inquiries should be forwarded to:

Sergeant Mark LEWER
Executive Officer
Roma District Disaster Management Group
PO Box 222
Roma QLD 4455

Annexure E – Roma District RISK REGISTER
