

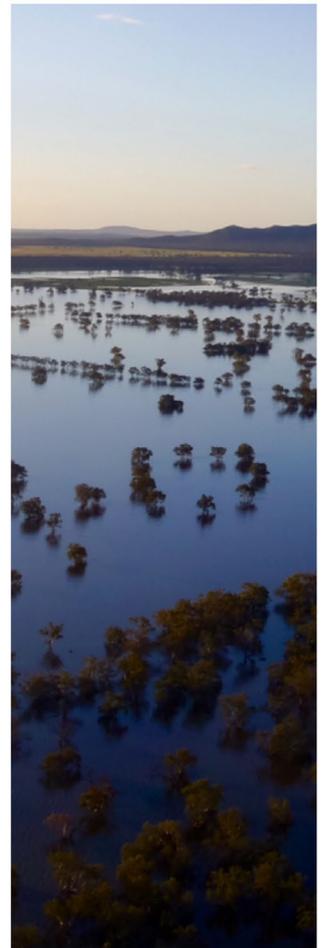


DEPARTMENT OF PRIMARY INDUSTRIES

# Emergency response and recovery manual

Protocol for responding to and recovering from biosecurity, food safety and other emergencies impacting agriculture and animals

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### **Review**

Next review: November 2023. Please always refer to the Intranet for the most current version.

Amendments will be made on an as needed basis to ensure document is reflective of contemporary emergency management response and recovery operations.

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# Introduction

Emergencies in NSW are managed, according to the [NSW State Emergency Management Plan \(EMPLAN\)](#), using an all-hazards approach, which is based on the principle that those systems and methods of operation which work for one hazard are most likely to work for other hazards. It does not, however, prevent the development of specific plans and arrangements for hazards that require specialised approaches, such as national arrangements.

**Emergency** is defined in the [State Emergency and Rescue Management \(SERM\) Act 1989](#). In summary, an emergency is due to an actual or imminent occurrence which endangers, or threatens to endanger people, animals, property, or the environment, and which requires a significant and co-ordinated response.

NSW Department of Primary Industries (DPI) is the combat agency for the management of biosecurity emergencies and food safety incidents in NSW. It is also the support agency for natural disasters and other emergencies that impact agriculture and animals. Local Land Services (LLS) is a key partner in participating in emergency responses and recovery activities.

## Scope

The scope of this manual is to:

1. Identify roles in DPI and LLS with key emergency management responsibilities.
2. Provide a framework for DPI to make decisions, including activating, deactivating and resourcing response and recovery activities.
3. Describe the interactions between state and national arrangements.
4. Outline the common traits for all-hazards emergencies and where variations apply.

This manual is to be used, in conjunction with state and national plans, policies and guidelines, to respond to any emergency or potential emergency impacting food safety, agriculture and animals in NSW.

## Work health, safety and wellbeing

Work health, safety and wellbeing is everyone's responsibility. Ensuring people have a safe place to work is a top priority, as is public safety.

Safety hazards need to be identified, risks assessed, and decisions made on appropriate controls.

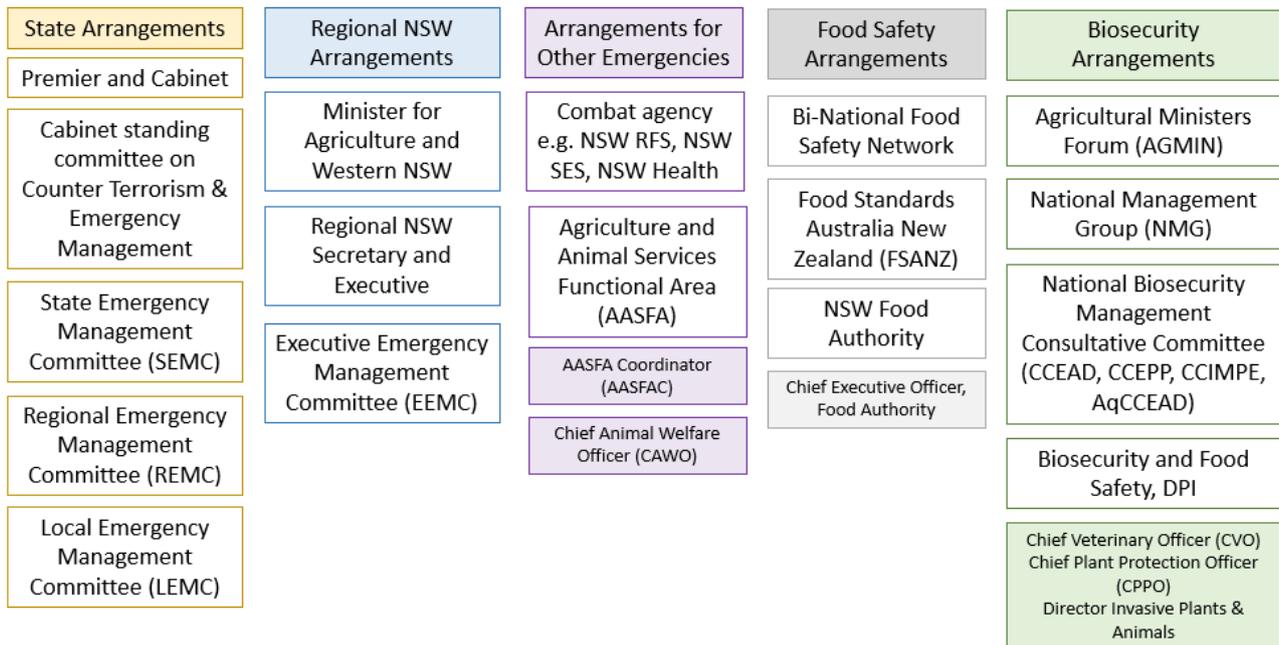
All staff are expected to undertake emergency management training to effectively and safely carry out their designated roles and responsibilities.

DPI is responsible for providing and maintaining, as far as reasonably practicable, a work environment that is safe and without risks to the health of all incident personnel, including responders, support agency personnel, contractors, visitors, and the community.

Response and recovery personnel are required to comply with Regional NSW and specific emergency management work health and safety processes to ensure the safety and wellbeing of all. Staff and their families are supported by the provision of an Employee Assistance Program. It can be accessed 24 hours a day, every day, by calling 1300 360 364.

# Governance

Figure 1: National, state, and departmental emergency management arrangements



## Biosecurity emergencies

The national emergency response deeds and agreements outline the pre-agreed approach to the management and funding of responses, including the potential for owner reimbursement costs. They also formalise industry participation in decision making, confidentiality requirements, and industry contributions towards the costs related to approved responses.

Under the deeds and arrangements (including non-deed arrangements under the [National Environmental Biosecurity Response Agreement \(NEBRA\)](#)), the [Hazard Owner](#) will brief relevant government, industry and technical stakeholders who have strategic responsibility or interest in directing the response and recovery activities, for example, a National Biosecurity Management Consultative Committee (NBMCC). During the investigation and alert phase, the relevant NBMCC is responsible for recommending whether (or not) they support a response based on assessment of available intelligence and, subsequently, the development of a proposed response plan. DPI can continue without NBMCC support when it is in the state's best interests.

The National Management Group (NMG) is responsible for endorsing a response plan and budget, thereby activating agreed cost sharing arrangements to fund the response. The Hazard Owner maintains responsibility for ensuring agreed response outcomes are implemented on behalf of the NMG.

The specific actions taken by the relevant NBMCC and NMG during the investigation and alert phase are described in national response agreement/s and supporting documentation.

The national [Interstate Deployment Arrangements for Biosecurity Responses](#) provide guidance for coordinating the deployment of Australian jurisdictional staff for biosecurity incidents.

To action the response plan, the [NSW Biosecurity \(animal and plant\) Sub Plan](#) is activated, enabling the use of NSW resources, structures and networks.

## Food safety incidents

For food safety incidents, governments work together to coordinate their response through the [Bi-National Food Safety Network](#). This network is made up of Food Standards Australia New Zealand (FSANZ), the Department of Health, the Department of Agriculture, Fisheries and Forestry, and the food enforcement agencies of all Australian states and territories and New Zealand, including DPI.

The network provides a process for early communication and information sharing. When a national response is needed, the [National Food Incident Response Protocol](#) is triggered. This protocol provides an agreed process for a timely, consistent, and coordinated response to national food incidents. FSANZ has several key coordination roles under this arrangement including National Food Incident Coordinator, Risk Assessment Coordinator and Communications Controller.

Whenever food products need to be removed from the supply chain, FSANZ coordinates recalls in consultation with the food business and state/territory governments.

Where food safety incidents exceed the capacity of DPI, the [NSW Food Safety Sub Plan](#) is activated enabling the use of NSW resources, structures and networks. The DPI Hazard Owner for food safety incidents is the Chief Executive Officer, Food Authority.

## Animal welfare emergencies

For animal welfare emergencies in NSW not covered by current biosecurity emergencies, food safety incidents or other emergencies (e.g. natural disasters), the Chief Animal Welfare Officer will provide strategic direction. This may include activation of a business crisis plan in circumstances caused by an animal establishment business failure.

## Natural disasters and other emergencies

The combat agency responsible for each hazard, as listed in EMPLAN, can activate functional areas to assist in resolving the emergency. DPI is responsible for reducing the impact of emergencies on agriculture (primary industries) and animals, and operates under [NSW Agriculture and Animal Services Functional Area Supporting Plan](#), and is partnered with LLS and assisted by supporting organisations.

Key services delivered by the AASFA are:

- a. Emergency care of animals at evacuation sites
- b. Provision of emergency feed and water
- c. Surveillance and relocation of animals (excluding wildlife)
- d. Assessment, veterinary care and humane destruction of affected animals
- e. Disposal of animal carcasses
- f. Assessing the damage to primary production

## Legislation and plans

Legislation, state emergency management plans, and emergency response agreements detail DPI's role in responding to emergency events. All impose certain obligations and provide powers to enable certain response actions. The frameworks that apply vary with the nature of the incident (including the type of event, where it is found and the parties most affected).

A listing of the state legislation is available at [Appendix 1](#).

A listing of the state emergency management plans is available at [Appendix 2](#).

A listing of national response agreements is available at [Appendix 3](#).

# Roles and responsibilities

## Agencies

### Department of Primary Industries

- NSW combat agency for biosecurity emergencies resulting from animal, plant, aquatic pest and disease incursions
- NSW combat agency for food safety related emergencies
- Supports all NSW combat agencies when agriculture and animals (excluding wildlife) are impacted, as the Agriculture and Animal Services Functional Area (AASFA).

### Local Land Services

- Provides resources (personnel and physical resources) for biosecurity, food safety and AASFA responses
- Contributes to prevention and preparedness for biosecurity, food safety, natural disaster, and other emergencies
- Works with impacted land managers to deliver on-ground recovery/resilience projects.

### Regional NSW

- Provides personnel, physical resources, Corporate Services, and other support.

## Executive roles

### Director General, DPI (DG DPI)

- Accountability for the effective management of emergencies under the [SERM Act 1989](#).
- Represents NSW on the National Management Group (NMG) and the national [Agriculture Senior Officials Committee \(AGSOC\)](#).
- Manages communications to the NSW Secretary of Regional NSW and the Minister for Agriculture and Western New South Wales for emergency response and recovery.
- Chairs the Executive Emergency Management Committee (EEMC).
- Ensures delivery of Schedule 5 - Emergency Management of the DPI/LLS Memorandum of Understanding (MOU).
- Appoints Primary Industries Recovery Coordinator/s.

### Chief Executive Officer, LLS (CEO LLS)

- Member of the EEMC.
- Ensures delivery of Schedule 5 – Emergency Management of the DPI/LLS MOU.

### Deputy Director General, Biosecurity & Food Safety (DDG BFS)

- Member of the EEMC.
- Branch executive responsibility for the effective management of biosecurity and food safety responses and recovery, and agricultural and animal support services for natural disasters and other emergencies in NSW on behalf of the DG DPI.
- Responsible for expenditure, recuperation, and reporting of costs for cost-shared, non-cost shared and partially cost-shared responses and recovery activities.
- Represents DG DPI on the National Management Group (NMG) when required.
- DPI representative on the [National Biosecurity Committee](#).

## Director, Emergency Management, Biosecurity & Food Safety, DPI

- Member of the EEMC.
- Performs the role and function of the AASFA Coordinator (AASFAC).
- Represents DPI on the State Emergency Management Committee (SEMC) or delegates the responsibility.
- Coordinates, in conjunction with the relevant Hazard Owner, after action reviews (AARs) for all responses, and ensures integration into Lessons Management framework.
- May fill the State Director Emergencies or deputy role during emergencies.
- Manages Emergency Management Unit which provides:
  - training to personnel from Regional NSW and participating/supporting organisations
  - staff for key roles to initiate response operational phase for Level 2 and 3 responses
  - mentoring and emergency management expertise
  - damage assessments and reporting.

## Director, Emergency Management, LLS

- Key operational contact for LLS and responsible for delivering on behalf of LLS, the outcomes in Schedule 5 – Emergency Management of the DPI/LLS MOU.
- May fill the State Director Emergencies or deputy role during emergencies.

## State Emergency Director

- Support role activated when there are simultaneous emergencies across multiple hazards or in Level 3 emergencies. A deputy may also be appointed.
- Provides resourcing support to the State Incident Controller/s and Hazard Owner/s.
- Reports to Executive on risks, including DPI's ability to fulfill its obligations.

# Committees

## DPI Executive Emergency Management Committee (EEMC)

- Provide executive support to emergency response and recovery activities.
- Provide oversight for prevention and preparedness planning and activities.
- Prioritisation and allocation of DRNSW resources at the State level.
- Manages corporate risk associated with emergency responses - work health, safety and wellbeing, financial, operational and business continuity.
- Comprised of senior representatives from Regional NSW.

## State Emergency Management Committee (SEMC)

- Established under the [SERM Act 1989](#) to ensure NSW has a system to cope with emergencies.
- DPI is represented at the quarterly SEMC meetings by the DPI Director Emergency Management.

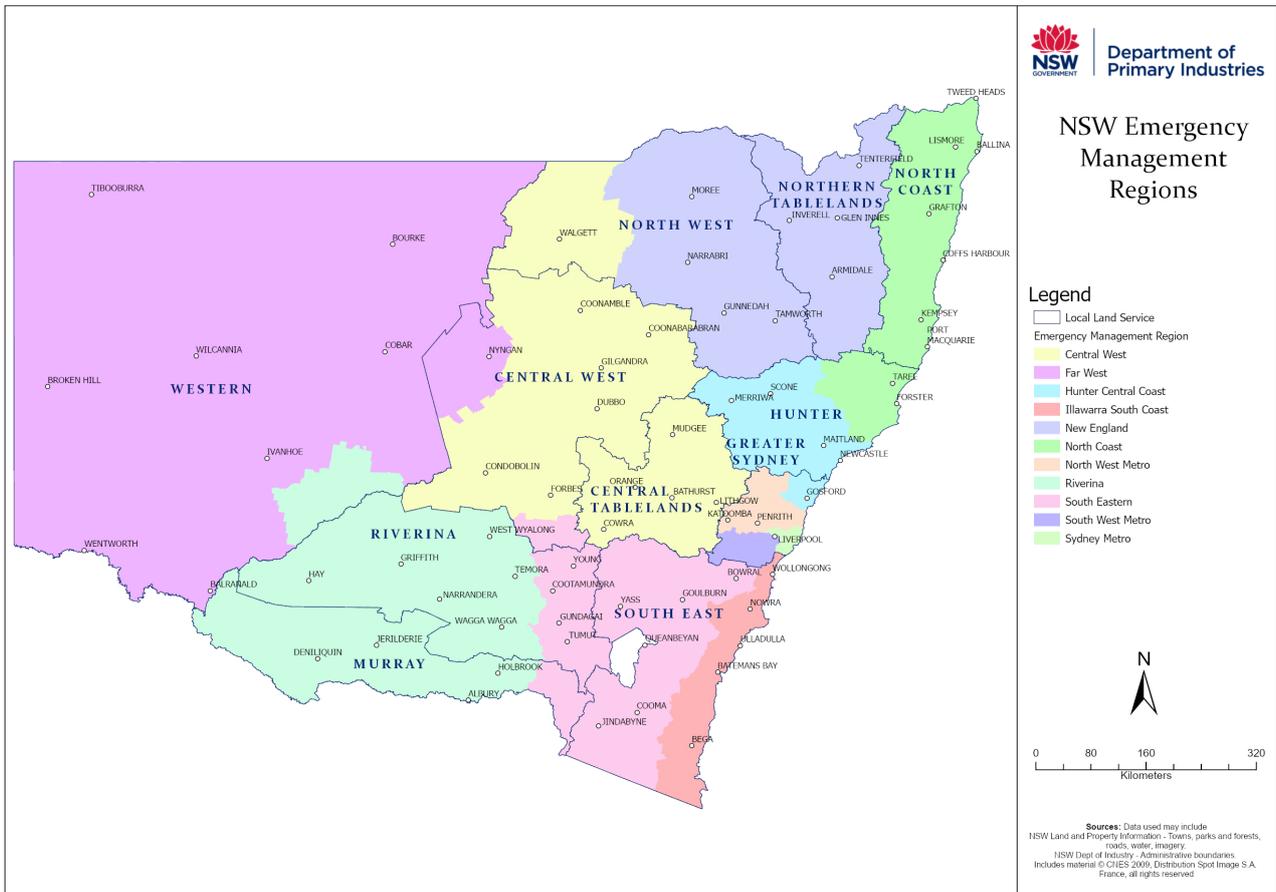
## Regional Emergency Management Committee (REMC)

- 11 [emergency management regions in NSW](#) made up of local government councils, which do not always align with LLS regions (Figure 2).
- REMC role is outlined in EMPLAN.
- DPI is represented at quarterly meetings by the [REMC representatives](#) from DPI and LLS.

## Local Emergency Management Committee (LEMC)

- Based on the Local Government Authority areas (or combined areas)
- LEMC role is outlined in EMPLAN.

- DPI is represented at quarterly meetings by the **LEMC representatives** from LLS, DPI or Regional NSW personnel. DPI is only represented on a LEMC when there is a potential impact on AASFA stakeholders, such as primary producers.



## DPI Hazard Owners

A Hazard Owner (as listed in Table 1) is the DPI role accountable for the response and initial recovery operations in their area of responsibility, unless a ‘state of emergency’ is declared.

**Table 1: DPI Hazard Owners and their hazard**

Hazard Owner	Hazard Responsibility
AASFA Coordinator (AASFAC)	Support all combat agencies for any emergency involving agriculture or animals
Chief Animal Welfare Officer (CAWO)	Animal welfare emergencies
Chief Executive Officer, Food Authority	Foodborne disease, chemical and physical hazards in food
Chief Plant Protection Officer (CPPO)	Plant disease or plant pest emergencies
Chief Veterinary Officer (CVO)	Animal (including aquatic) disease & pests of animals’ emergencies
Director, Invasive Plants & Animals	Invasive plant and animal pest emergencies (including terrestrial and aquatic weeds)

Specifically, Hazard Owners are required to:

- set the strategic response and recovery outcomes or intent for the emergency and ensure outcomes are consistent with agreed outcomes from state/or national committees
- undertake a risk assessment of the threat and determine the incident level (see [Appendix 4](#))
- appoint a State Incident Controller, depending on the incident level
- appoint a Primary Industries Recovery Coordinator, where relevant
- maintain effective communication with DPI and LLS Senior Executives, national/state committees and agencies, and other key stakeholders, e.g. Industry representatives
- oversee financial expenditure
- represent DPI on relevant state and/or national committees.

## Response roles

State Incident Controller is responsible for operational management of response activities to meet the outcome or intent set by the Hazard Owner.

DPI emergency response roles for all hazards are detailed in the [DPI emergency response roles guide](#). Roles are based on the Australasian Inter-Service Incident Management System (AIIMS).

## Recovery roles

Recovery is coordinated by a Primary Industries Recovery Coordinator. See [Appendix 7](#) for the role description.

Various Regional NSW and NSW Department of Planning and Environment agencies, as listed in [Appendix 5](#), have responsibilities in assisting the recovery of impacted primary industries and animals.

# Response

## Response levels

Incidents vary in scale, complexity, duration, and number of agencies and resources involved.

AIMS classifies an incident to give some sense of its potential consequence and impact ([Appendix 6](#)). The level can trigger actions including notifications, resource activation and agency readiness levels. Escalation from one level to the next occurs when criteria in the higher level is triggered.

**Table 2: Incident classifications (from AIMS)**

Level	Description (from AIMS)	Examples
1	Generally able to be resolved through the use of local or initial response resources only.	Food safety incidents Anthrax incident Localised storm event
2	More complex due to size, resources, risk or consequence, with the need for resources beyond the initial response and/or sectorisation of the incident and/or establishment of functional sections, i.e., Incident Management Team (IMT) officers appointed.	White Spot Disease Khapra Beetle Avian Influenza
3	Degrees of complexity and consequence that may require the establishment of significant resources and structures for the effective management of the situation. Usually requires the delegation of all functions.	African Swine Fever (multi-region) State-wide bush fires

## Response structure and centres

This response structure, based on AIMS, can be applied to any size emergency, and provides the basis for a flexible and scalable response. Refer to the [DPI emergency response roles manual](#) for examples of organisational charts.

The State Incident Controller determines the size and structure of the SCC and the number and location of LCCs required to address the Hazard Owner's strategic outcomes. Refer to Table 2.

**Table 3: Types and triggers for response centres**

Centre	Purpose	Triggers for establishing
<b>State Coordination Centre (SCC)</b>	Coordinate resources, information and communications state-wide, inter-state and nationally. Responsibility of State Incident Controller.	Threat confirmed and response activated for Level 2 and 3 responses.
<b>Local Control Centre (LCC)</b>	Manage all activities and personnel deployed to resolve the emergency and achieve planned objectives in the designated area. Responsibility of Incident Controller (IC).	State Incident Controller determines need for control of field operations within a designated area. When a LCC exceeds their span of control in managing FCPs e.g. establish a second LCC when the first LCC has greater than five FCPs.

Centre	Purpose	Triggers for establishing
<b>Forward Command Post (FCP)</b>	<p>Manage field activities and provide links to the local community in a designated area.</p> <p>Responsibility of Officer-in-Charge (OIC).</p>	<p>State Incident Controller, in discussion with Local IC (if appointed) determines need when field operations:</p> <ol style="list-style-type: none"> <li>1. are &gt; 1 hour travel time from the LCC</li> <li>2. exceeds capacity of LCC or another FCP</li> <li>3. are limited in size and duration.</li> </ol>
<b>Emergency Operations Centre (EOC)</b>	<p>Multi-agency centre to control operations (when there is no combat agency) or coordinate support at a local (LEOC), regional (REOC) or state level (SEOC). Attended by Agency Liaison Officers.</p> <p>Responsibility of relevant Emergency Operations Controller (EOCON)</p>	<p>Whenever there is an emergency operation and local, regional, or state level support resources may be required.</p>

## Response – Level 1

Level 1 responses are usually conducted as part of business as usual, using existing procedures and local resources. The risk is reported and investigated locally to determine resources required to respond.

For localised natural disaster events, not requiring an IMT and limited to local personnel; costs are still eligible for reimbursement under the Disaster Assistance Guidelines. In these circumstances, the DPI Emergency Management Unit must be notified for cost reimbursement and agricultural damage assessment report (if seeking a declaration).

## Response phases – Level 2 and 3

### Phase 1 – Risk reported

1. Threat is identified and reported.
2. Hazard Owner is notified.
3. Hazard Owner notifies [Executive](#) and key stakeholders (as per Hazard Owner checklist) which may include national and international committees and/or agencies.

### Phase 2 – Investigation and alert

Initial investigation and related activities are usually managed under 'normal business' arrangements. However, the response may be initiated simultaneously. The goal of early activation is to contain and minimise impact.

1. Threat assessment: The extent of the threat is assessed through investigation (usually part of normal business).
2. The Hazard Owner:
  - a. manages the investigation
  - b. requests creation of response cost codes
  - c. determines potential budget impacts
  - d. develops a response plan which includes response outcome, a feasibility assessment and cost benefit analysis (CBA) – refer to [Appendix 4](#). The preparation of a CBA should not inhibit the progression of a response.

(NB: This step is not required for incidents involving AASFA).

3. The Hazard Owner assesses the risk and incident classification level ([Appendix 6](#)) and appoints a State Incident Controller to manage any subsequent response.
4. The State Incident Controller initiates the standby protocol by:
  - a. determining the response structure and identifying key roles required
  - b. notifying Biosecurity Systems Unit to initiate systems for the response
  - c. initiating request for activation of LLS staff (refer to LLS procedure - Emergency response staff activation) and [Appendix 8](#) (for request form)
  - d. identifying personnel to fill key roles
  - e. contacting identified personnel to inform them of potential emergency response, likely timeframe and location.
5. The Hazard Owner resolves the threat or activates a response. For Biosecurity responses refer to [Appendix 4](#) for considerations.

### Phase 3 – Operational

1. Response activation: multi-agency response is activated by the Hazard Owner when the threat is (or highly likely to be) confirmed. This triggers the activation of the state sub plan or supporting plan.
2. The Hazard Owner
  - a. notifies the Executive, and DPI Communications
  - b. notifies state/national committees, including the SEMC via the Director Emergency Management or delegate
  - c. informs high level stakeholders
  - d. appoints a Primary Industries Recovery Coordinator (see [Appendix 7](#) for the role description).
3. The State Incident Controller is responsible for operational delivery of objectives necessary to achieve the defined outcome, e.g. from the Hazard Owners response plan for Biosecurity emergencies. The State Incident Controller oversees/manages all operational activities and

personnel deployed to resolve the emergency. Specifically, the State Incident Controller will:

- a. establish and manage the State Coordination Centre (SCC)
  - b. activate a coordination management team (CMT)
  - c. activate/notify supporting agencies
  - d. implement the response plan
  - e. appoint Incident Controller/s. If no LCC is required, then the State Incident Controller also assumes Incident Control function.
4. The Incident Controller
- a. establishes and manages the Local Control Centre (LCC)
  - b. establishes Forward Command Posts (if required)
  - c. appoints FCP Officer in Charge (OIC/s)
  - d. develops and implements an Incident Action Plan (IAP).

## Phase 4 – Stand down

1. The Hazard Owner declares the response is over in consultation with the State Incident Controller when any of these occur:
  - a. investigation/alert phase is negative
  - b. response outcomes have been met, including proof of freedom conditions for biosecurity emergencies
  - c. response outcomes are no longer feasible, cost effective or beneficial, requiring move to normal business programme management
  - d. declared over by national or state authority.
2. The Hazard Owner:
  - a. informs [Executive](#), and high-level stakeholders
  - b. ensures the completion of response summary data
  - c. contributes to an AAR within 45 days of stand down, in conjunction with the Director Emergency Management
  - d. develops and implements transition to management plan (in consultation with State and Local Incident Controllers), when required.
3. The Incident Controller/s develop and implement demobilisation plan/s, using the IAP template or similar. Demobilisation plan/s are required for SCC, LCCs and FCPs that were activated for emergency response and recovery activities, to ensure:
  - a. records are complete and archived
  - b. personnel are available for demobilisation and post response/recovery/management tasks are assigned
  - c. facilities are returned to pre-response conditions
  - d. resources (excluding personnel) are accounted for and returned/replaced/disposed of/stored
  - e. financial records are reconciled or assigned for on-going management
  - f. stakeholders are informed of response/recovery status and new contact details (if relevant).

## Recovery

Recovery from emergencies assists individuals and communities to manage the re-establishment of those elements of society necessary for their wellbeing. The process involves cooperation between all levels of government, non-government organisations, community agencies and the private sector. Recovery across biosecurity, primary industries and animal portfolios involves significant planning, organisation, and operational implementation.

NSW recovery arrangements are outlined in the [NSW Recovery Plan](#) which supports the development and implementation of tailored recovery operations following emergencies and outlines the responsibilities, authorities and mechanisms for disaster recovery in NSW.

Resilience NSW leads recovery under the Recovery Plan and is responsible for appointing a State and/or Regional Recovery Coordinator, as required. The DPI Director General will ensure primary industries is represented by appointing a Primary Industries Recovery Coordinator/s ([Appendix 7](#)) for the state and/or regional recovery committee/s.

Recovery is undertaken within business-as-usual arrangements for each agency/organisation and as a result, recovery activities are generally not cost shared. DPI and LLS may have representatives on regional and local recovery committees. The scope of recovery operations encompasses:

- analyse impact and determine ongoing recovery needs
- identify, engage, involve, and empower impacted communities
- identify, acquire, and manage human and physical resources
- manage engagement and communications
- conduct recovery operations including attending recovery centres and recovery committees
- identify recovery needs and develop and implement tailored recovery initiatives, recovery workshops and other recovery programs
- process emergency financial assistance
- monitor and evaluate outcomes to determine effectiveness and improvements needed.

To adequately plan for recovery operations the following activities assist with development and preparedness of recovery services to community:

- risk assessment and treatment
- community profiling and analysis
- planning operational and resource requirements
- communication and engagement with partners/stakeholders (including government and non-government organisations (NGOs))
- recovery activity planning.

## Initial recovery operations

Following onset of an event and when response operations are underway, an officer for recovery should be appointed and be part of the State Coordination or Local Control Centre. AIMS recommends this officer is part of the IMT and is a Deputy Incident Controller (Recovery). Regardless of overall position within an IMT (if any), the officer with responsibility for recovery should determine initial recovery actions including:

- identifying key stakeholders (including community) and engage partners in recovery
- liaising with Resilience NSW and State Emergency Recovery Controller (SERCON)
- identify and coordinate the implementation of immediate relief and recovery needs
- liaise with response IMT
- prepare for transition from response to recovery including developing initial recovery plans.

For an overview of activities involved in initial recovery operations see [Appendix 9](#) for immediate and short-term needs.

## Transition from response to recovery

Planning for and conduct of relief and recovery activities should commence and integrate with response activities. Dependent on the extent of an event, emergency response will transition from response to recovery.

Decisions relating to transitioning from response to recovery will consider:

- any emergency risks remaining
- the nature of the hazard and DPI's role as combat/supporting agency
- if the powers available to response agency personnel (which may be available only during an emergency response) are still required
- if the impact and consequences of the emergency are known
- the services required by the affected community
- resources required for recovery operations.

When the emergency response activities have concluded, recovery activities are likely to continue. The response and recovery teams will work cooperatively during the period of transition and provide each other with appropriate support. The following activities and tasks should be undertaken for transition:

- a briefing report from State Incident Controller to Primary Industries Recovery Coordinator
- handover communication arrangements
- identification of resources for transfer from response to recovery for continuity of services.

## Recovery operations

For significant events, recovery committees at state, regional and/or local levels may be established by Resilience NSW. DPI, LLS or other Regional NSW agencies provide representation for primary industries on the committee. A subcommittee for primary industries may be established if demand requires it. This committee is made up of relevant stakeholders involved in planning and implementing recovery services in the area. Note that recovery works with normal business responsibilities not emergency responsibilities, hence some areas of primary industries responsibilities may be included under other committees e.g. forestry may be included in industry subcommittees. Refer to [Appendix 5](#) for the list of agencies/divisions/units with recovery responsibilities.

Depending on the emergency event, the IMT will collaborate with a Recovery Coordinator appointed by Resilience NSW and a Primary Industries Recovery Coordinator (if required).

Following transition from response to recovery, when responsibility for recovery rests with SERCON, the DPI Director General will appoint a Primary Industries Recovery Coordinator responsible for working with recovery authorities to coordinate recovery services to community.

The Primary Industries Recovery Coordinator will coordinate staff to:

- determine impact and need for recovery services
- attend and represent at recovery centres and committees
- community consultation, engagement, and communication
- contribute to/lead recovery action planning
- develop and implement recovery services, including workshops, field days, gatherings and publications which assist in developing community and business recovery and resilience
- ensure assistance to primary producers is administered e.g. financial assistance/grants.

## Recovery committees

In accordance with the Recovery Plan, the local or State governments will establish a recovery committee to coordinate recovery. The role of the recovery committee is to:

- assess impacts
- work with community to establish needs
- coordinate activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of impacted communities and improve health and wellbeing.

The recovery committee will guide decisions about priorities, resource allocation and management in establishing a recovery action plan.

The Primary Industries Recovery Coordinator will represent agriculture and animals/primary industries on recovery committees. A recovery committee develops recovery actions plans, including strategies and tactics, that provide effective delivery of recovery focused programs, services, and activities to affected individuals and communities. It is likely that the recovery action plan will include activities across all recovery environments aimed at restoring and rebuilding communities and providing services that are needed to do this.

Strategies may be divided into recovery environments (i.e. social, environment, built, economic) and the responsibility for implementation is given to the appropriate sub-committee. Sub-committees are made up of expert representation from community, private sector, and NGOs.

The Primary Industries Recovery Coordinator will likely chair the agriculture and animals/primary industries (or relevant) sub-committee and develop appropriate action plans for the sector.

Local and state committees may be implemented simultaneously. The Primary Industries Recovery Coordinator should ensure agriculture and animals/primary industries action plans are communicated, coordinated and are complementary where necessary.

## Recovery centres

In immediate days following an emergency, SERCON coordinating with local/regional government representatives, may establish recovery centres to provide “one stop shops” for community to access a range of recovery services from government and non-government services including welfare, insurance, legal, agricultural and small business advice and assistance.

Primary Industries will usually be represented at a recovery centre by DPI Rural Recovery and/or Local Land Services team members. At recovery centres animal owners and primary producers can access information and support to help them recover from a disaster. Outreach and alternative options may also be required as many farming communities will not access a formal Recovery Centre.

## References and further information

[Emergency management – response and recovery policy](#)

[NSW Department of Primary Industries website](#)

[Regional Recovery Programs](#)

[NSW Recovery Plan](#)

[Resilience NSW Handbook 2- Community Recovery- Australian Disaster Resilience Handbook Collection](#)

## Glossary and acronyms

Term	Description
<b>After action review (AAR)</b>	Formal debriefs conducted after the emergency response to assess the conduct or results of the operation. Can be conducted at crew/work group, agency, and interagency levels. Refer to the guide <a href="#">Briefing, debriefing and handovers in emergencies</a> . Director Emergency Management, in conjunction with Hazard Owners, are responsible for conducting AARs within 45 days of stand down.
<b>Agriculture/ Aquaculture</b>	Agriculture and aquaculture are production and primary processing of foods, fibres and by-products from plants and animals. Agriculture and aquaculture involve cultivation of crops including horticultural products, raising of livestock or aquatic species and planting of trees for wood products. For the purposes of emergency management this also includes aquatic/marine systems, like aquaculture and fisheries.
<b>Aquatic consultative Committee on Emergency Animal Disease (AqCCEAD)</b>	<a href="#">AqCCEAD</a> shares information and makes decisions on the management of an emergency aquatic animal disease incident until it decides the disease or threat no longer exists, or a national response is no longer required.
<b>Australasian Inter-service Incident Management System (AIIMS)</b>	AIIMS is a system that enables Australian agencies to come together to resolve incidents through an integrated and effective response. It is flexible, adaptable and scalable, and forms the basis for establishing a common operating picture within all-hazards—all agencies' environments.
<b>Agriculture and Animal Services Functional Area (AASFA)</b>	Responsible for the control and coordination arrangements for the use of all agricultural resources available within the State in response to, and initial recovery from, the impact and effects of any emergency, impacting agriculture and animals (excluding wildlife).
<b>Agriculture and Animal Services Functional Area Coordinator (AASFAC)</b>	AASFA Coordinator, is the AASFA Hazard Owner, and according to EMPLAN, is responsible for the coordination of Functional Area support and resources for emergency response and recovery operations.
<b>Area of Operation</b>	Defined geographic location that encompasses the active incident response area.
<b>Animal</b>	All animals including livestock (sheep, cattle, goats, pigs, horses etc.), companion animals (dogs, cats, aviary birds etc) and wildlife (terrestrial, aquatic, and marine).
<b>Aquatic Animal</b>	Includes fish, molluscs, invertebrates, crustaceans, and ornamental fish that may be found in the NSW aquatic environment or aquaculture facilities, aquarium facilities, whole and retail and seafood outlets.
<b>Biosecurity</b>	The protection of the economy, environment and human health from the negative impacts associated with entry, establishment or spread of exotic pests (including weeds) and diseases.

Term	Description
<b>Biosecurity and Food Safety (BFS)</b>	A branch within the Department of Primary Industries.
<b>Biosecurity matter</b>	Biosecurity matter means any living thing (other than a human), a part or product of a living thing (other than a human), a disease, prion, contaminant, a disease agent, or anything declared by regulations to be biosecurity matter.
<b>Consultative Committee Emergency Animal Disease</b>	<a href="#">CCEAD</a> is a coordinating body providing the technical link between industry, the Australian Government, and state and territory governments for decision making during animal health emergencies.
<b>Consultative Committee Emergency Plant Pests</b>	<a href="#">CCEPP</a> is Australia's key technical body for coordinating national responses to emergency plant pest (EPP) incursions and assessing the technical feasibility of their eradication.
<b>Consultative Committee Introduced Marine Pest Emergencies</b>	CCIMPE is responsible for providing technical advice to the National Management Group (NMG) and has a role in coordinating the national response, while the affected state/territory is responsible for implementing response actions.
<b>Combat agency</b>	The agency identified in EMPLAN as the agency primarily responsible for controlling the response to a particular emergency.
<b>Command</b>	Direction of an agency/organisation in performance of roles and tasks. Authority to command is established by legislation or by agreement with the agency/organisation. Command relates to agencies/organisations only and operates vertically within the agency/organisation. People are commanded.
<b>Control</b>	Overall direction of activities, agencies or individuals concerned. Control operates horizontally across all agencies/organisations, functions, and individuals. Situations are controlled. (As per SERM Act and EMPLAN)
<b>Control measures</b>	The collective term used to describe the eradication, containment or suppression of a pest or disease.
<b>Containment</b>	Application of control/emergency measures in and around an infested / infected area to prevent the further spread of a pest or disease.
<b>Coordination</b>	Bringing together of agencies and individuals to ensure effective emergency or rescue management but does not include control of agencies and individuals by direction. (As per SERM Act and EMPLAN)
<b>Cost Sharing</b>	The process of government and industry jointly funding the costs arising from the implementation of a Response Plan. Described in the emergency response deeds.
<b>Chief Animal Welfare Officer</b>	CAWO is the Hazard owner for animal welfare emergencies (not covered by current biosecurity emergencies, food safety incidents or other emergencies (e.g. natural disasters)).
<b>Chief Veterinary Officer</b>	CVO is the Hazard Owner for animal (including aquatic) disease or pest emergencies.

Term	Description
<b>Chief Plant Protection Officer</b>	CPPO is the Hazard Owner for plant disease or plant pest emergencies.
<b>Director, Invasive Plants and Animals</b>	Hazard Owner for invasive plant and animal pest emergencies (including terrestrial and aquatic weeds).
<b>Department of Primary Industries (DPI)</b>	A department within Regional NSW. According to NSW State EMPLAN, is the combat agency for biosecurity emergencies (animal, plant and fish disease emergencies) and provides functional area support to combat agencies when agriculture and animal impacts occur.
<b>Emergency</b>	<p>Emergency means, according to the <a href="#">State Emergency and Rescue Management Act 1989</a>, an emergency due to an actual or imminent occurrence (such as fire, flood, storm, earthquake, explosion, terrorist act, accident, epidemic or warlike action) which:</p> <ul style="list-style-type: none"> <li>(a) endangers, or threatens to endanger, the safety or health of persons or animals in the State, or</li> <li>(b) destroys or damages, or threatens to destroy or damage, property in the State, or</li> <li>(c) causes a failure of, or a significant disruption to, an essential service or infrastructure,</li> </ul> <p>being an emergency which requires a significant and co-ordinated response.</p> <p>For the purposes of the definition of emergency, property in the State includes any part of the environment of the State. Accordingly, a reference in this Act to:</p> <ul style="list-style-type: none"> <li>(a) threats or danger to property includes a reference to threats or danger to the environment, and</li> <li>(b) the protection of property includes a reference to the protection of the environment.</li> </ul>
<b>Emergency animal disease (EAD)</b>	An infectious disease of animals (including mammals, birds, and aquatic animals) that does not normally occur in Australia. Examples include foot and mouth disease, White Spot disease of crustaceans, rabies, equine and avian influenza.
<b>Emergency Animal Disease Response Plan (EADRP)</b>	EADRP is a strategic response plan, required under EADRA, which is initially prepared by the CVO. It is required to invoke national cost-sharing, is recommended by the CCEAD, and approved by the NMG. It is the plan from which the Incident Action Plans (IAPs) are developed for control centre/s.
<b>Emergency Operations Controller (EOCON)</b>	Police Officer appointed by the Commissioner of Police, as the Emergency Operations Controller for State, regional, or local emergency management area.

Term	Description
<b>Emergency pests and diseases</b>	<p>Pests and diseases that are:</p> <ul style="list-style-type: none"> <li>a) exotic to Australia and it is considered to be in the national interest to be free of the pest/ disease</li> <li>b) a variant of an established pest or disease (that can be distinguished by investigative and diagnostic methods) which if established in Australia, would have a regional or national impact</li> <li>c) a serious pest or disease of unknown or uncertain origin</li> <li>d) a severe outbreak of a known established pest or disease and is considered to be of regional or national significance with serious social or trade implications.</li> </ul> <p>Emergency pests and diseases are biosecurity matter under the <i>Biosecurity Act 2015</i>.</p>
<b>Emergency plant pest (EPP)</b>	A foreign or exotic emergency plant pest which meets definition as outlined in the Emergency Plant Pest Response Deed.
<b>Emergency zone</b>	Principal area or areas requiring measures to be implemented under the emergency order to isolate an emergency zone or biosecurity matter, prevent the spread of the biosecurity matter, and eradicate the biosecurity matter (if practicable). An emergency zone may be any specified premises, area or the whole or any specified part of the State.
<b>NSW State Emergency Management Plan (EMPLAN)</b>	<a href="#">EMPLAN</a> provides a strategic overview of emergency management in New South Wales and is supported by Sub Plans and Supporting Plans which detail the response to specific hazards and roles and responsibilities of specific NSW government agencies.
<b>Established pests and diseases</b>	Pests and diseases affecting plants or animals, including humans that are known to occur in a particular country or region.
<b>Eradication</b>	The elimination of a pest or disease from a geographic area (or production system) that is sufficiently isolated to prevent re-establishment.
<b>Food Standards Australian and New Zealand (FSANZ)</b>	<a href="#">FSANZ</a> is a statutory authority in the Australian Government Health portfolio which develops food standards for Australia and New Zealand.
<b>Forward Command Post (FCP)</b>	<p>Centre for managing field activities, gathering intelligence, and providing links to the local community in emergencies for a designated area.</p> <p>Responsibility of Officer-in-Charge (OIC).</p>
<b>Functional Area Coordinator</b>	Is, according to <a href="#">EMPLAN</a> , the nominated coordinator of a Functional Area, tasked to coordinate the provision of Functional Area support and resources for emergency response and recovery operations, which, by agreement of Participating and Supporting Organisations within the Functional Area, has the authority to commit the resources of those organisations.
<b>Host</b>	A plant or animal species that, under certain conditions, is capable of sustaining a pest, disease, or infectious agent.

Term	Description
<b>Infected Premises (IP)</b>	Premises (or locality) at which an emergency pest or disease is confirmed or believed to exist, or in the case of animals an infective agent of that emergency disease. Infected premises are subject to emergency or control measures.
<b>Incident</b>	According to EMPLAN means a localised event, either accidental or deliberate, which may result in death or injury, or damage to property, which requires a normal response from an agency, or agencies.
<b>Incident Action Plan (IAP)</b>	IAP is a plan which specifies the incident objectives, states the activities to be completed and covers a specified timeframe, called an operational period.
<b>Incident Management Team (IMT)</b>	IMT is the group of incident management personnel comprising of the Incident Controller and other personnel appointed to be responsible for the functions as detailed in AIIMS, including control, operations, planning, intelligence, logistics, finance, public information, and investigations.
<b>Incident Controller (IC)</b>	IC has responsibility for the management of activities and personnel deployed to resolve the incident in the designated area. Provides leadership to achieve agreed, planned, and documented objectives. Responsible for the Local Control Centre (LCC).
<b>Incursion</b>	An isolated occurrence of a pest or disease recently detected in an area, not known to be established, but expected to survive for the immediate future.
<b>Invertebrate</b>	An animal lacking a backbone, such as an arthropod, mollusc, annelid, coelenterate, etc.
<b>Local Control Centre (LCC)</b>	Control centre from which all field operations aimed at controlling the particular emergency are run.
<b>Local Land Services (LLS)</b>	NSW government Executive Agency within Regional NSW. LLS are the principal participating organisation delivering AASFA. LLS are also responsible for supporting DPI in delivering biosecurity and food safety responses and recovery.
<b>Memorandum of Understanding (MOU)</b>	A document that describes the general principles of an agreement between parties but does not amount to a substantive contract and is not legally binding.
<b>Monitoring and surveillance</b>	Activities to investigate the presence or prevalence of a pest or disease in a given plant or animal population and its environment.
<b>Movement control</b>	Restrictions placed on movement of animals, animal products, plants, plant products, fodder, fittings, vehicles, machinery, or people to prevent spread of pest or disease.
<b>National Environmental Biosecurity Response Agreement (NEBRA)</b>	NEBRA is delivered under the Intergovernmental Agreement on Biosecurity. It sets out emergency response arrangements, including cost-sharing arrangements, for responding to biosecurity incidents that primarily impact on the environment and/or social amenity and where the response is for the public good.

Term	Description
<b>National Management Group (NMG)</b>	A group chaired by the Secretary of the Commonwealth Department of Agriculture, Fisheries and Forestry (DAFF). Membership comprises senior officials from the Australian, state and territory governments and industry. The group is responsible in biosecurity emergencies for endorsing the response plan and budget (up to 1% of Australia's GDP).
<b>Outbreak</b>	A recently detected pest or disease, including an incursion or a sudden significant increase of an established pest population in an area.
<b>Pest Free Area</b>	An area in which a specific pest or disease does not occur as demonstrated by scientific evidence, and in which, where appropriate, this condition is being officially maintained.
<b>Proof of freedom</b>	Collection and analysis of surveillance data and supporting technical data to demonstrate area disease/pest free status over an agreed minimum timeframe, as approved by the relevant Consultative Committee. The NMG, on advice from the Consultative Committee, will formally declare reinstatement of area freedom. Required to reassure stakeholders including business, community, and government agencies that eradication of a pest/pathogen/contaminant has been achieved to allow the reinstatement of trade for NSW and Australia.
<b>Regional NSW</b>	A NSW government department responsible for two functional areas and two combat agencies, as described in NSW State EMPLAN.
<b>Response Plan</b>	An integrated plan, developed by the Hazard Owner of one or more states or territories that: outlines the strategic response to a specific emergency pest or disease outbreak.
<b>State Coordination Centre (SCC)</b>	Operations centre from which State-wide emergency pest or disease actions are coordinated and/or controlled, and in which all policy decisions are taken or confirmed.
<b>State of Emergency</b>	A state of emergency declared by the Premier under Section 33(1) of the <i>State Emergency and Rescue Management Act 1989</i> .
<b>Supporting plan</b>	A plan detailing role, type and extent of resources committed, and internal procedures for a supporting functional area or agency.
<b>Surveillance</b>	A program of investigation, designed to establish presence, extent of, or absence of a specified pest or disease, or presence, abundance, and distribution of specified species of interest.
<b>Tracing</b>	The process of locating animals, animal products, plants, plant products, vehicles, people, or things which may be implicated in the spread of an emergency pest or disease.

# Appendices

## Appendix 1: State legislation

Document	Description
<i>NSW State Emergency and Rescue Management Act 1989 (SERM Act)</i>	Governs the response to and recovery from an emergency in NSW and defines an emergency.
<i>Biosecurity Act 2015</i>	Provides a framework for the prevention, elimination and minimisation of biosecurity risks posed by biosecurity matter, dealing with biosecurity matter, carriers and potential carriers, and other activities that involve biosecurity matter, carriers, or potential carriers.
<i>Local Land Services Act 2013</i>	Contains provisions for preparedness, response and recovery for animal pest and disease and plant pest and disease emergencies and other emergencies impacting on primary production or animal health and safety, and for reporting and control of plague locusts by private and public land managers.
<i>Fisheries Management Act 1994</i> and <i>Fisheries Management Amendment Act 2015</i>	Contains provisions for detection and reporting, emergency declaration, containment and eradication or destruction of noxious fish and marine vegetation and declared diseases. Also includes Fisheries Management (General) Regulation 2019 and Fisheries Management (Aquaculture) Regulation 2017.
<i>Food Act 2003</i>	Contains provisions for ensuring that food for sale is both safe and suitable for human consumption. It also prohibits any misleading conduct surrounding food. The Act also gives effect to the Food Standards Code.
<i>Prevention of Cruelty to Animals Act 1979 (POCTA)</i>	The objectives of POCTA are to prevent cruelty to animals and to promote the welfare of animals. POCTA includes offences for cruelty to animals and carrying out prohibited activities.

## Appendix 2: State emergency management plans

Document	Description
<a href="#">NSW State Emergency Management Plan (EMPLAN)</a>	<p>The State Emergency Management Plan (EMPLAN) describes the New South Wales approach to emergency management, the governance and coordination arrangements and roles and responsibilities of agencies. The Plan is supported by hazard specific sub plans and functional area supporting plans.</p>
<a href="#">Biosecurity (Animal and Plant) Emergency Sub Plan</a>	<p>Details control and coordination arrangements for response to, and initial recovery from, a biosecurity emergency in New South Wales relating to animals and plants (not humans).</p>
<a href="#">Agriculture and Animal Services Functional Area Supporting Plan</a>	<p>Details the control and coordination arrangements for agricultural and animal (excluding wildlife) resources available within the State in response to, and recovery from the impact and effects of an emergency.</p>
<a href="#">Food Safety Emergency Sub Plan</a>	<p>The Food Safety Emergency Sub Plan details the emergency management arrangements to deal with a food related emergency in New South Wales, whether resulting from deliberate action, an accident, or natural causes.</p>
<a href="#">NSW Recovery Plan</a>	<p>Outlines the strategic intent, responsibilities, authorities, and the mechanisms for disaster recovery in New South Wales. The Recovery Plan, which will be supported by guidelines, allows for the development and implementation of a planned recovery following a natural disaster or other emergency. The Plan is a NSW Government plan which informs the general community, business, government, emergency services, functional areas and those working in disaster recovery.</p>
<a href="#">NSW state plans</a>	<p>Additional sub plans for other hazards, supporting plans for other functional areas, and regional plans are part of EMPLAN. Agreements and arrangements between the different agencies involved in Emergency Management are documented in these plans. These plans are then endorsed by the appropriate emergency management committee.</p>

## Appendix 3: National response agreements

Document	Description
<a href="#">Emergency Animal Disease Response Agreement (EADRA)</a>	A legal agreement between Animal Health Australia, the Commonwealth, all state and territory governments and national animal industry body signatories (23 in total). It covers the management and funding of responses to 66 separate emergency animal diseases (EAD), including the potential for owner reimbursement costs. It also formalises the role of animal industries' participation in the decision making, as well as their contribution towards the costs related to approved responses.
<a href="#">Emergency Plant Pest Response Deed (EPPRD)</a>	A legal agreement between Plant Health Australia, the Commonwealth, all state and territory governments and national plant industry body (including bees) signatories (49 in total). It covers the management and funding of responses to emergency plant pest (EPP) incidents, including the potential for owner reimbursement costs for growers. It also formalises the role of plant industries' participation in decision making, as well as their contribution towards the costs related to approved responses.
<a href="#">National Environmental Biosecurity Response Agreement (NEBRA)</a>	A legal agreement between the Commonwealth and all state and territory governments (nine in total). It covers emergency response arrangements, including cost-sharing arrangements, for responding to biosecurity incidents that primarily impact the environment and/or social amenity and where the response is for the public good.
<a href="#">Inter-Governmental Agreement on Biosecurity (IGAB)</a>	An agreement between the Commonwealth and all state and territory governments that aims to strengthen the working partnership between governments, improve the national biosecurity system, and minimise the impact of pests and disease on Australia's economy, environment and the community.
<a href="#">AQUAVETPLAN</a>	Australian Aquatic Veterinary Emergency Plan – the national contingency planning framework for the management of aquatic pest and disease emergencies in Australia.
<a href="#">AUSVETPLAN</a>	Australian Veterinary Emergency Plan – the national contingency planning framework for the management of animal disease emergencies in Australia.
<a href="#">PLANTPLAN</a>	Australian Emergency Plant Pest Emergency Plan – the national contingency planning framework for the management of plant pest emergencies in Australia.
<a href="#">EMPPlan</a>	Emergency Marine Pest Plan – the national strategic plan outlining national marine pest biosecurity priorities including a framework for improvements for marine pest preparedness and response capacity.
<a href="#">National Food Incident Response Protocol (NFIRP)</a>	Preparedness and response to food incidents (or food safety emergencies) in Australia is coordinated by FSANZ under the NFIRP. The NFIRP provides guidance to Australian food regulators for consistent and coordinated responses to food incidents.

## Appendix 4: Assessment to progress a Biosecurity response from Phase 2 to Phase 3

Following the suspect detection and diagnosis of a potential threat, the Hazard Owner must determine if an incident response is required. Steps are detailed in the following checklist.

Key issues to be considered include the status of the risk, expected impact, capacity to manage, contain or eradicate. In some circumstances this may require a cost/benefit analysis of the management of the risk.

When completing the checklist please enter your determination in the smartsheet report. This report captures the critical decision-making steps and provides a summary of the issues considered and the reasoning behind why an incident response has occurred, or if not required, why a response was not undertaken following detection.

Step	Consideration	Actions
Legal obligations	DPI is legally obliged to respond under the Biosecurity Act or other legislation/deed.	DPI must respond if the threat is listed as Prohibited Matter, Prohibited Dealing or where a State policy or procedure indicates a response is required.
State obligations	Impact on the State.	DPI must respond if: <ol style="list-style-type: none"> <li>1. a National or State Committee assesses the threat as having an impact</li> <li>2. Hazard Owner assesses there is, or suspects there is, an exotic pest or disease which could have a likely impact on the economy, environment, or community</li> </ol>
Technical feasibility	Technical feasibility in preventing, eliminating, minimising, or managing the threat.  The need to prevent, eliminate, minimise, or manage the suspected threat until further intelligence is known.	National/State guidelines have been considered.
Cost benefit analysis	A National or State CBA been undertaken.  If the threat has been categorised as an exotic pest or disease under the NEBRA, EADRA, EPPRD or other cost sharing agreement, a CBA is not required.	Use an existing CBA where available.  If a CBA does not exist and is required, use rapid analysis to assess potential economic impact. DPI Performance Data and Insights Analysis identifies the value of industry affected by threat and assess against expected cost of response.
Risk analysis	Risk analysis must be completed.	Risk analysis required to understand other potential risks e.g. political, reputation. If no existing analysis, DPI risk assessment tool to be completed.

## Appendix 5: Primary industries recovery responsibilities

Agency/Unit	Role
<b>Hazard owner</b>	<ul style="list-style-type: none"> <li>• Responsibility for recovery staff whilst response still poses a risk</li> <li>• Determine end of response in conjunction with State Incident Controller and Primary Industries Recovery Coordinator</li> <li>• Ensure State Incident Controller handover to Primary Industries Recovery Coordinator</li> </ul>
<b>DPI - Emergency Management Unit</b>	<ul style="list-style-type: none"> <li>• Coordinate natural disaster damage assessment (in conjunction with response where available)</li> <li>• Compile <a href="#">natural disaster applications and damage assessment reports</a>, and progress agricultural natural disaster declaration applications</li> <li>• Ensure results are available to recovery agencies/divisions for impact assessment</li> <li>• Liaise with Resilience NSW regarding damage reporting for declaration of natural disaster events</li> </ul>
<b>Local Land Services</b>	<ul style="list-style-type: none"> <li>• Conduct damage assessment (in conjunction with response where available)</li> <li>• Provide representation on local and regional recovery committees</li> <li>• Work with impacted land managers to deliver on-ground recovery/resilience projects in animal biosecurity and welfare, plant biosecurity, invasive species management, agricultural production, land management and natural resource management</li> </ul>
<b>DPI - Rural Assistance Authority (RAA)</b>	Statutory authority administering financial assistance, grants, and loan programs.
<b>DPI - Recovery Support Service</b>	<ul style="list-style-type: none"> <li>• Provides intensive case management support to primary producers, rural life stylers and rural communities to ensure all affected individuals, families - and through this communities, receive appropriate assistance</li> <li>• Provides intensive one-on-one support</li> <li>• Seeks to listen, learn and link clients with understanding what support is available and assist in applying for such support</li> <li>• Liaises closely with other Recovery Support Services, local councils, non-government organisations and charities to promote a coordinated and collaborative approach</li> </ul>
<b>DPI - Engagement</b>	<ul style="list-style-type: none"> <li>• Induct, coordinate, and support DPI employees to staff recovery centres and mobile recovery points - covering DPI/RAA information and support</li> <li>• Connect individual and industry enquiries where they need to continue on to – i.e. information or further support such as to the Resilience/Recovery program</li> <li>• Augmented RAA Outreach program when required</li> </ul>
<b>DPI – Strategic Programs &amp; Partnerships</b>	<ul style="list-style-type: none"> <li>• Establish website community information</li> <li>• Develop print materials, external social messaging and internal DPI staff as needed</li> <li>• Maintain information and relationship flow with Minister's Office</li> <li>• Maintaining clear information flow</li> <li>• Activating all the communications channels that can assist two-way information flow</li> <li>• Manage media enquiries</li> <li>• Maintain relationship flow with Minister's Office</li> </ul>
<b>DPI Agriculture</b>	Provides livestock and plant systems technical and policy support and industry liaison.
<b>DPI Fisheries</b>	<ul style="list-style-type: none"> <li>• Provides fisheries technical and policy support</li> <li>• Threatened and endangered species rescue and recovery</li> <li>• Industry liaison</li> </ul>

Agency/Unit	Role
<b>DPI Forestry</b>	<ul style="list-style-type: none"> <li>• Provide forestry technical and policy support</li> <li>• Industry liaison</li> <li>• Specialist forest biosecurity staff available to work specifically with affected industry members or forestry areas on forest health concerns</li> <li>• Plantations team provide advice and support on compliance and regulatory aspects of affected plantation forest</li> </ul>
<b>DPI Animal Welfare</b>	<ul style="list-style-type: none"> <li>• Identify areas in which animal welfare outcomes can be improved during and after emergencies by engaging with frontline personnel/stakeholders</li> <li>• Develop/contribute to the development of policies and procedures to ensure animal welfare is prioritised appropriately</li> <li>• Develop policies/procedures/crisis plans, in consultation with industry, to mitigate risks to livestock welfare in a biosecurity emergency with particular focus on intensive livestock industries</li> </ul>
<b>DPI Animal Biosecurity (including aquatic)</b>	<ul style="list-style-type: none"> <li>• Develop and implement Transition to Management programmes/recovery plans to support business continuity</li> <li>• Provide data, develop and implement market access mechanisms to support business continuity and minimise negative financial impacts</li> <li>• Provide technical advice and investigate research opportunities on emerging animal biosecurity issues (e.g. risk of residues)</li> <li>• Assist with stakeholder education / workshops</li> </ul>
<b>DPI Plant Biosecurity</b>	<ul style="list-style-type: none"> <li>• Develop and implement Transition to Management programmes/recovery plans in order to support business continuity</li> <li>• Oversee and administer Owner Reimbursement Cost processes in accordance with an approved response plan</li> <li>• Assist to make available effective farm chemical controls post incursion.</li> <li>• Provide data, develop, and implement market access mechanisms to support business continuity and minimise negative financial impacts during and post-response</li> </ul>
<b>DPI Invasive Plants &amp; Animals</b>	<ul style="list-style-type: none"> <li>• Develop and implement Transition to Management programmes/recovery plans in order to support business continuity</li> <li>• Provide technical advice and investigate research opportunities on emerging invasive pest issues</li> <li>• Assist with stakeholder education / workshops</li> </ul>
<b>NPWS</b>	Wildlife recovery tasks
<b>Regional NSW</b>	Community recovery beyond primary production
<b>DPI Food Safety</b>	Assist with food safety assessment, testing and surveillance activities during, and post incident to monitor effectiveness of interventions and support market access for food products

## Appendix 6: Incident classification levels

The Hazard Owner and State Incident Controller determine the classification level (summarised from AIIMS).

Criteria	Level 1 - small	Level 2 - medium	Level 3 - large
Examples	Natural disasters – very localised (small number of properties)	White Spot Disease Avian Influenza Bushfires and floods - regional	African Swine Fever (state-wide)  Varroa mite
Delegation	OIC responsible for all functions, i.e. no IMT	Some functions delegated, i.e. IMT in place	Most functional sections activated
IAP	Unwritten	Written	Written
Complexity & consequence	Managed by local resources with local impacts	Growing complexity with impacts beyond area of operations	Most complex with impacts across communities
Resourcing	Initial responders, local resources, first response agencies	Additional neighbouring resources, routine multi-agency	Regional or state resources, most government agencies
Duration	Less than a week	1 to 4 weeks (approx.)	More than 4 weeks
Potential impacts	Low – disruption at the business level; regional media coverage	Moderate – cases of business impact/failure; state media coverage	High – significant disruption to sector; national media coverage

## Appendix 7: Primary Industries Recovery Coordinator role description

Responsibilities
<p>Reporting line: State or Regional Recovery Coordinator (if appointed by Resilience NSW)</p> <p>Responsible for the state-wide coordination and oversight of primary industries recovery activities. This may be limited to a regional area.</p> <p>Primary Industries Recovery Coordinator provides leadership to ensure effective coordination of recovery activities and achieve the outcome or intent established by the State/Regional Recovery Coordinator.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> <li>1. Liaise with the Agency Liaison Officer – Recovery (part of the response structure) and delegate tasks as required</li> <li>2. Identify primary industries recovery requirements, actions and plans and ensure communication between all relevant levels of committees</li> <li>3. Identify key stakeholders (including agencies, community, and industry) and engage partners in recovery (<a href="#">Appendix 5</a>)</li> <li>4. Manage transition from response to recovery including development of a recovery plan/s and handover of responsibility</li> <li>5. Liaise with Resilience NSW and State Emergency Recovery Controller (SERCON)</li> <li>6. Identify and coordinate the implementation of immediate relief and recovery needs including provision of primary industries representation on regional/local committees and in recovery centres</li> <li>7. Ensure recovery activities are conducted as per jurisdictional and national legislation agreed arrangements, considering the economic, commercial, and social implications of the actions taken</li> <li>8. Report to executives and other stakeholders on implementation and progress of recovery activities</li> </ol>
Response Phase 2 – Investigation and alert
<ol style="list-style-type: none"> <li>1. Obtain a briefing from the Hazard Owner and Incident Controller/s.</li> </ol>
Response Phase 3 - Operational
<ol style="list-style-type: none"> <li>1. Analyse response data, determine impacts and likely recovery needs to stakeholders, communities, and industries.</li> <li>2. Develop and implement recovery plan/s.</li> <li>3. Participate in the SCC and/or LCC IMTs or liaise with response personnel to determine impact to primary producers, communities and industries.</li> </ol>
Response Phase 4 – Stand down
<ol style="list-style-type: none"> <li>1. Implement transition/demobilisation plan including:             <ol style="list-style-type: none"> <li>a. handover from Incident Controller/s</li> <li>b. transfer of communication arrangements from response to recovery personnel</li> <li>c. receipt of resources from response to recovery for continuity of services</li> </ol> </li> </ol>
Recovery (continuation of Phase 3 Operational)
<ol style="list-style-type: none"> <li>1. Continue implementation of recovery plan and lead recovery personnel.</li> <li>2. Manage resources (physical and personnel) and ensure a safe work environment is established and maintained for personnel involved in recovery activities.</li> <li>3. Liaise with agencies, industry and other organisations directly or through their designated liaison personnel.</li> <li>4. Lead primary industries sub-committee recovery meetings.</li> <li>5. Report outcomes to stakeholders including Executive, Resilience NSW and industry</li> </ol>

## Appendix 8: DPI request for LLS resources

<b>Details of hazard (including geographic area of operation)</b>			
Hazard Owner		Start date	
Hazard area	<input type="checkbox"/> Animal Biosecurity <input type="checkbox"/> Invasive Species <input type="checkbox"/> Food Safety <input type="checkbox"/> Other	<input type="checkbox"/> Plant Biosecurity <input type="checkbox"/> Environmental Biosecurity <input type="checkbox"/> AASFA	
1. Is the response an emergency or program/project?		<input type="checkbox"/> Emergency	<input type="checkbox"/> Program/project
2. Is the hazard a prohibited matter?		<input type="checkbox"/> Yes	<input type="checkbox"/> No
3. Has a risk assessment been done?		<input type="checkbox"/> Yes	<input type="checkbox"/> No
4. If so, what is the risk?		<input type="checkbox"/> Low	<input type="checkbox"/> Medium
		<input type="checkbox"/> High	<input type="checkbox"/> Very High
		<input type="checkbox"/> Extreme	
5. What is the level of the response? (refer to the ERRM for level criteria)		<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2
		<input type="checkbox"/> Level 3	
6. What is the expected percentage level of contribution from LLS staff to the response?			%
7. Is overtime to be paid?		<input type="checkbox"/> Yes	<input type="checkbox"/> No

Staff are required for:  SCC  LCC  FCP

Staff are expected to work:  Weekdays  Weekend/Public Holidays

Duration:  Less than 1 month  1-3 months  3+ months

Roles to be filled	Number (approx.)	Comments
Field Crew		
IMT support		
IMT		
Other		

State Incident Controller: \_\_\_\_\_ Date of request: \_\_\_\_\_

## Appendix 9: Recovery prioritisation

### Identifying, planning, and implementing recovery needs

Recovery can take months to years. The needs of the community will change as time progresses and the recovery environments evolve. Recovery priorities must similarly change to address these evolving needs. Recovery prioritisation will identify the needs of the community and the processes needed to facilitate recovery. Prioritisation will occur through identifying:

1. Immediate relief needs over the first 10 days
2. Short-term needs of the community during the first 12 weeks
3. Medium-term community needs over the first 12 months
4. Ongoing recovery and resilience needs.

The below tables indicate recovery actions to consider as part of identifying, planning, and implementing recovery needs.

#### Immediate relief (approximately 0 – 10 days)

The actions identified in the immediate relief and recovery stage are centred on ensuring the essential needs of affected residents and community are rapidly identified and met.

Recovery environment	Priority
Social	<ul style="list-style-type: none"> <li>Ensure safety and wellbeing of evacuated producers, animal owners &amp; animals</li> <li>Coordinate and conduct damage and impact assessments</li> <li>Conduct recovery needs assessments</li> <li>Develop a co-ordinated communications and Public Information Strategy</li> <li>Monitor emerging issues and effectiveness of communications</li> <li>Identify the local networks in place including Rural Support Networks, Industry Groups and farming groups</li> <li>Provide information to primary producers on support available</li> </ul>
Built	Identify isolated communities
Economic	Assess logistics/transport supply impacts
Environment	Coordinate support to primary producers, animal holding establishments and the community.

#### Short-term (approximately 10 days – 8-12 weeks)

The actions identified during short term recovery are centred on returning affected persons to their homes. Structures are implemented to make arrangements for sustained recovery.

Recovery environment	Priority
Social	<ul style="list-style-type: none"> <li>Conduct recovery needs assessments</li> <li>Participate at local / regional recovery committees</li> <li>Communicate public information</li> <li>Connect affected people to recovery support services</li> <li>Participate at Recovery Centres and coordinate outreach</li> <li>Conduct, collate and report damage and impact assessments</li> <li>Plan and deliver targeted recovery workshops</li> <li>Engage with community and industry leaders</li> <li>Determine support available including government and NGOs i.e. BlazeAid</li> </ul>

Recovery environment	Priority
Economic	Conduct economic impact assessment and modelling Provide financial assistance to eligible businesses and individuals
Environment	Supply emergency fodder and water Develop and implement primary industry recovery plan

### Medium-term (approximately 3 – 12 months)

The actions identified during medium term recovery are centred on preparing a community to return to normal.

Recovery environment	Priority
Social	Implement arrangements for individual and community services and activities Arrange ongoing outreach services
Economic	Conduct economic impact assessment and modelling Provide financial assistance to eligible businesses and individuals Seek investment and development opportunities
Environment	Create and improve plans for remediation of priority areas for agriculture Develop long term plans for air, water, land and soil, plants and animal's evaluation and restoration Conduct ongoing soil and water quality monitoring

### Disaster resilience (long-term recovery planning)

Supporting fundamental principles for emergency management includes ensuring community is better prepared and resilient for future emergencies. Long-term recovery planning will take into account emergency management activities that mitigate hazards, build community resilience and decrease vulnerability. This involves increasing capacity to prevent, mitigate, prepare for, respond to and recover from impacts of future events. Building resilience will require planning for strategic mitigation including consideration of:

- Property, farm, and business continuity planning
- Improvements to existing infrastructure
- Land use planning requirements now and in the future
- Emergency planning requirements
- Community engagement, resilience, and capacity building.