



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: April 2025. Please always refer to online 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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## Purpose

The purpose of this manual is to:

1. Provide a framework for DPI to make decisions, including activating, deactivating, and resourcing response, and recovery activities.
2. Describe the interactions between state and national arrangements.
3. 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 with the potential to adversely impact the economy, environment or the NSW community.

## 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 Department of Regional NSW (Regional NSW) and 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.

## Roles and responsibilities

### Agencies

#### Department of Primary Industries

- NSW combat agency for biosecurity emergencies resulting from animal, plant, aquatic pest and disease incursions (excluding locusts).
- 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.
- Coordinates and controls response to locust incursions.
- 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)

- 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 NSW Minister for Agriculture for emergency response and recovery.
- Appoints Primary Industries Recovery Coordinator/s.

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

- 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, cost recovery, 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](#).
- Appoints the State Emergency Director, when required.

### DPI Hazard Owners

A Hazard Owner (as listed in Table 3) is the DPI role accountable for the response and initial recovery operations in their area of responsibility, unless a 'state of emergency' is declared. Responsibilities include:

- 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 hazard and determine the response type and level.
- Appoint a State Incident Controller, for Level 2 and 3 emergencies, in conjunction with DPI Director Emergency Operations.
- Provide a hazard owner's intent to the State Incident Controller within 24 hrs of response activation and keep current throughout the response.
- Provide an emergency response plan to the State Incident Controller within 72 hours of response activation.
- Manage programs.
- Manage any retained resources purchased during responses.
- 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.

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

Hazard Owner	Hazard Responsibility
AASFA Coordinator (AASFAC)	Support combat agencies for any responses involving agriculture or animals (excluding wildlife)
Chief Animal Welfare Officer (CAWO)	Animal welfare responses
Chief Executive Officer, Food Authority	Foodborne disease, chemical and physical hazards in food
Chief Plant Protection Officer (CPPO)	Plant disease or plant pest responses
Chief Veterinary Officer (CVO)	Animal (including aquatic) disease, pests of animals, and aquatic pests (marine fish and vegetation, and freshwater fish and invertebrates) responses
Chief Invasive Species Officer (CISO)	Invasive plant and animal pest responses (including terrestrial and aquatic weeds)

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

- Performs the role and function of the AASFA Coordinator (AASFAC).
- Represents DPI on the State Emergency Management Committee (SEMC).
- 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.
- Appoints State Incident Controller in conjunction with the Hazard Owner.
- Manages the Emergency Management Unit.

### 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

### State Emergency Management Committee (SEMC)

- Established under the [SERM Act 1989](#) to provide strategic and operational advice to the Minister for Emergency Services to inform relevant Cabinet committees.
- DPI is represented at the quarterly SEMC meetings by the DPI Director Emergency Operations.

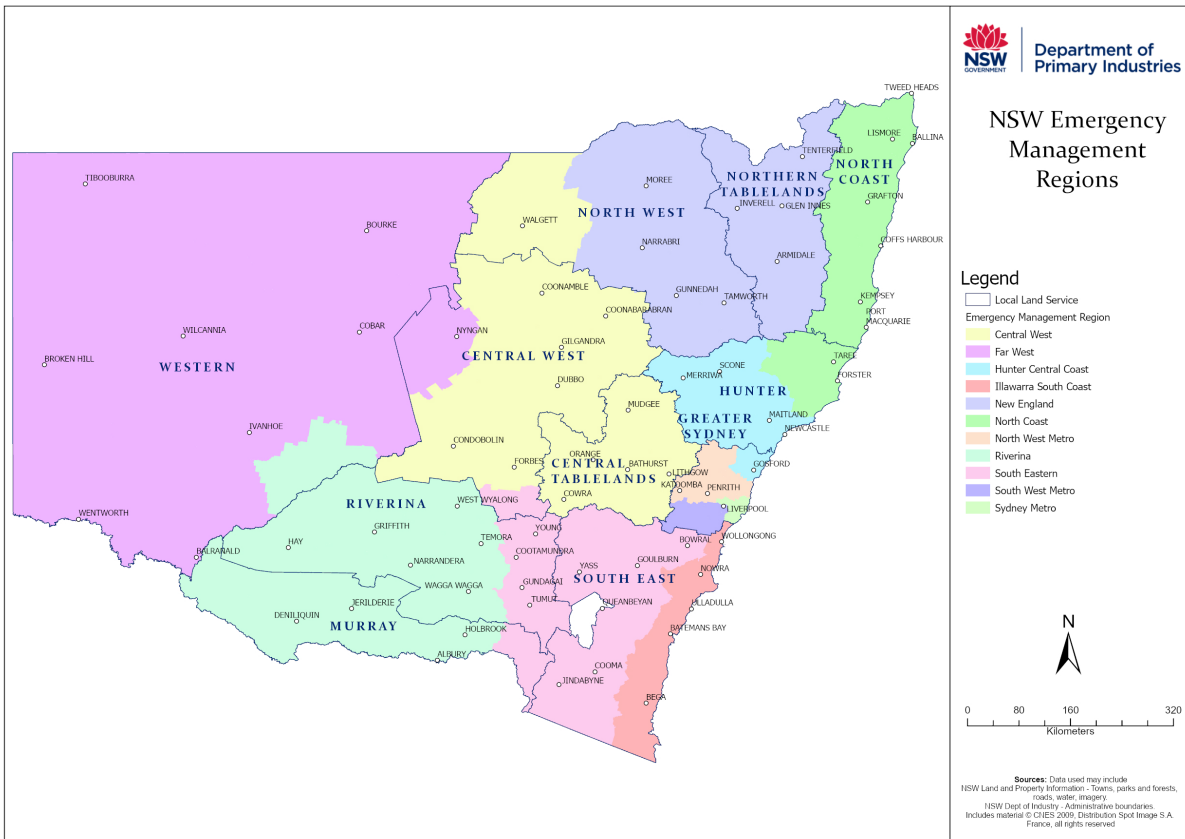
### Regional Emergency Management Committee (REMC)

- 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/or LLS.

### Local Emergency Management Committee (LEMC)

- Based on the Local Government areas (or combined areas).
- LEMC role is outlined in EMPLAN.
- DPI is represented at quarterly meetings by the [LEMC representatives](#) from Regional NSW (including DPI and/or LLS).

Figure 1: NSW emergency management regions and Local Land Services regions



## 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) and [Australian Veterinary Plan \(AUSVETPLAN\)](#) management manuals.

## Recovery roles

Recovery roles and responsibilities are described in detail in the NSW primary industries, animals, food safety and related hazards recovery framework (currently being endorsed).

### AASFA Functional Area Coordinator

- Overall responsibility for developing and maintaining appropriate risk management measures across the PPRR spectrum including for the coordination of support and resources for recovery operations and providing immediate relief. Immediate relief refers to the provision of essential support to meet the basic and immediate needs and safety of people and animals affected by, or responding to, an emergency.

### Primary Industries Recovery Coordinator

- Provides leadership and coordination of recovery activities related to primary industries, animals, food safety, and related hazards.
- Manage resources, liaise with stakeholders, participate in recovery meetings, and report outcomes to the DPI Executive and other agencies.

### Recovery Committee Member or Chair

- Provides strategic direction and guidance to the recovery efforts at the local, regional, or state level, depending on the scale and context of the event.

- Establish subcommittees, identify, and implement recovery needs and actions, and ensure compliance with legislation and agreed arrangements.

### Agency Liaison Officer

- Ensures effective coordination of recovery activities between the response IMT and the recovery coordination team.
- Establish a recovery function within the IMT, lead immediate stages of recovery incident resolution, and draft initial impact and needs assessment and recovery plan.

### Manager Recovery Support Program

- Leads and manages the NSW Rural Recovery Support Service to support rural enterprises, communities, and agricultural businesses and individuals to recover from adverse events and build resilience.
- Provide operational leadership in the development and implementation of well-designed people and business focused programs and new social science-based programs.

## Options to manage reported risk

NSW DPI is required to manage risks associated with biosecurity, food safety, animal welfare, and natural disasters.

The majority of risks are handled within the respective business units using existing arrangements such as programs.

Where existing arrangements are either not in place or requiring scaling up, a response is required to manage the risk as either:

1. an incident (Level 1)
2. an emergency (Level 2 or Level 3).

## Existing arrangements/programs

Existing arrangements use the Hazard Owner Unit's existing relationships, budgets, and resources. An example is a program, which are usually long-term and ongoing to manage risks that are unable to be eradicated or are endemic. An incident or emergency response may transition to a program if the hazard owner determines that the risk requires long term, ongoing management.

## Emergency response

### Level 1 - Incident

Level 1 incidents are usually conducted as part of business as usual, using existing procedures and local resources and under AIIMS principles. The risk is reported and investigated locally to determine resources required to respond. These incidents are not recorded in WebEOC.

Level 1 natural disaster and other responses where DPI is a supporting agency, where an IMT is not required 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). These responses may be recorded in WebEOC to track expenditure.

### Level 2 and 3 - Emergency

Level 2 or 3 emergencies use AIIMS principles to manage the risk and impacts of complex situations requiring significant coordination and increased resources under NSW emergency management and/or national arrangements. These responses are recorded in WebEOC.



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.

NSW Department of Primary Industries (DPI) is the combat agency for the management of biosecurity (excluding locusts) and food safety emergencies in NSW. It is also the support agency for natural disasters and other emergencies as the functional area for agriculture and animal services (excluding wildlife). Local Land Services (LLS) is a key partner in participating in emergency responses and recovery activities and is responsible for coordination and control of locusts in NSW.

**Table 2: DPI risk management options**

Characteristic	Existing arrangements/ Program	Incident	Emergency
AIIMS#	Not applicable	Level 1	Levels 2 and 3
Working arrangements	Normal	Routine but may require coordination across multiple business units	Emergency management arrangements
Time	On going (long term for program)	Short term and sporadic	Short to medium term
Additional resources	Low - within Regional NSW or program specific staff	Low - within Regional NSW	High – outside organisation
Coordination other agencies	No – use existing relationships	No – use existing relationships	Yes - coordination across other agencies (outside existing relationships)

# Australasian Inter-Service Incident Management System

More details on incident classification levels according to AIIMS are in [Appendix 1](#).

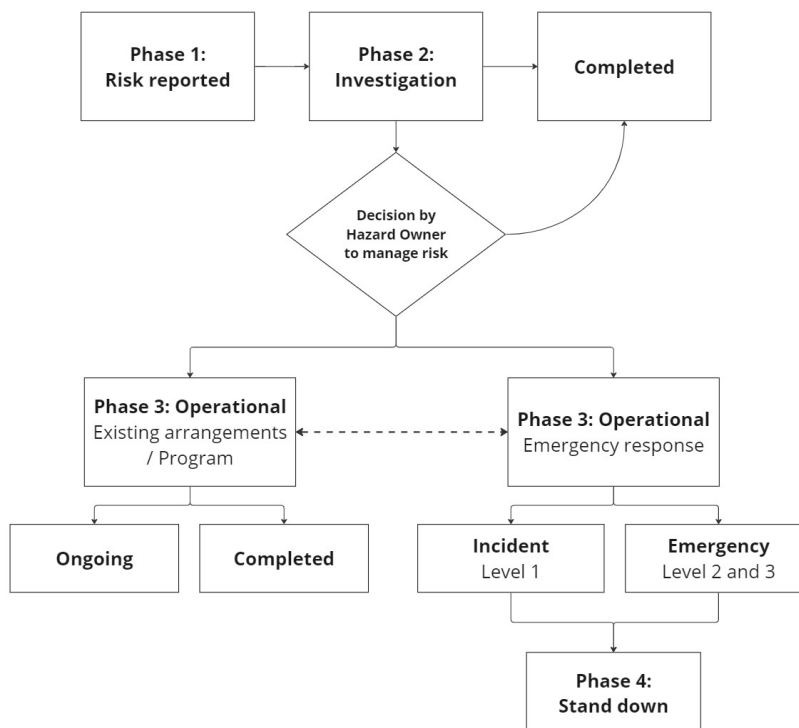
# Phases to manage reported risk

DPI risks are managed according to their level of importance, resource requirements and other factors. Management of reported risks occurs in four distinct phases.

- Phase 1: Risk reported      Risk is reported to DPI and is captured in a case management system.
- Phase 2: Investigation      Report is assessed and either completed (as no further action is required) or investigated under ‘normal business’ arrangements. If results are negative, the report is completed. If the risk is confirmed a decision from the Hazard Owner is required to go to Phase 3 or ‘completed’.
- Phase 3: Operational      Management of risk via existing arrangements, or emergency response (either incident or emergency).
- Phase 4: Stand down      The Hazard Owner assesses the risk as being managed.

Details on actions for each phase are in [Appendix 2](#).

**Figure 2: Phases to manage reported risk**



# Emergency response arrangements

## Biosecurity responses

The national emergency response deeds and arrangements outline the pre-agreed approach to the management and funding of responses, including the potential for owner reimbursement costs. The deeds and arrangements 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 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.

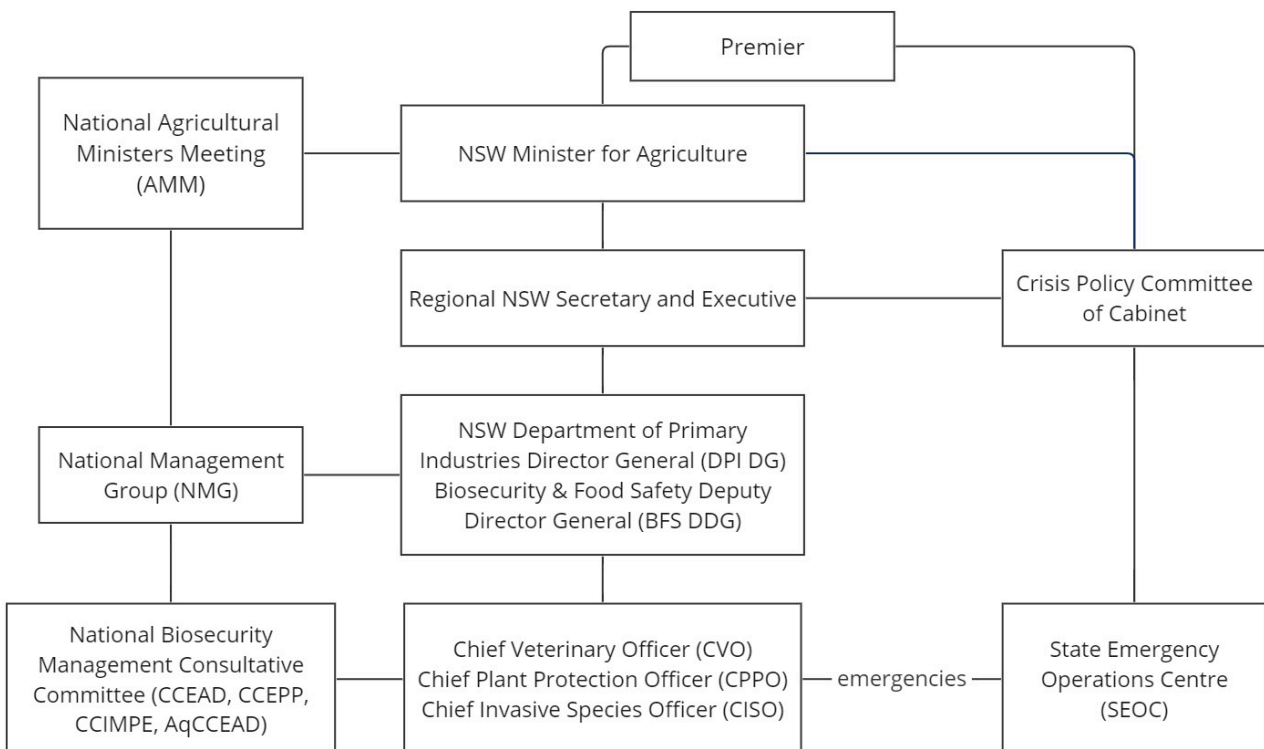
DPI can continue without NBMCC support where it is in the state’s best interest. For some prohibited matter, deeds and agreements are not in place, and the Hazard Owner advises the response type and level, in consultation with DPI executive. The National Management Group (NMG) is responsible for endorsing 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 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 always activated, and enables the use of NSW emergency management resources, structures and networks.

**Figure 3: Biosecurity national, state and department emergency arrangements**



## Food safety

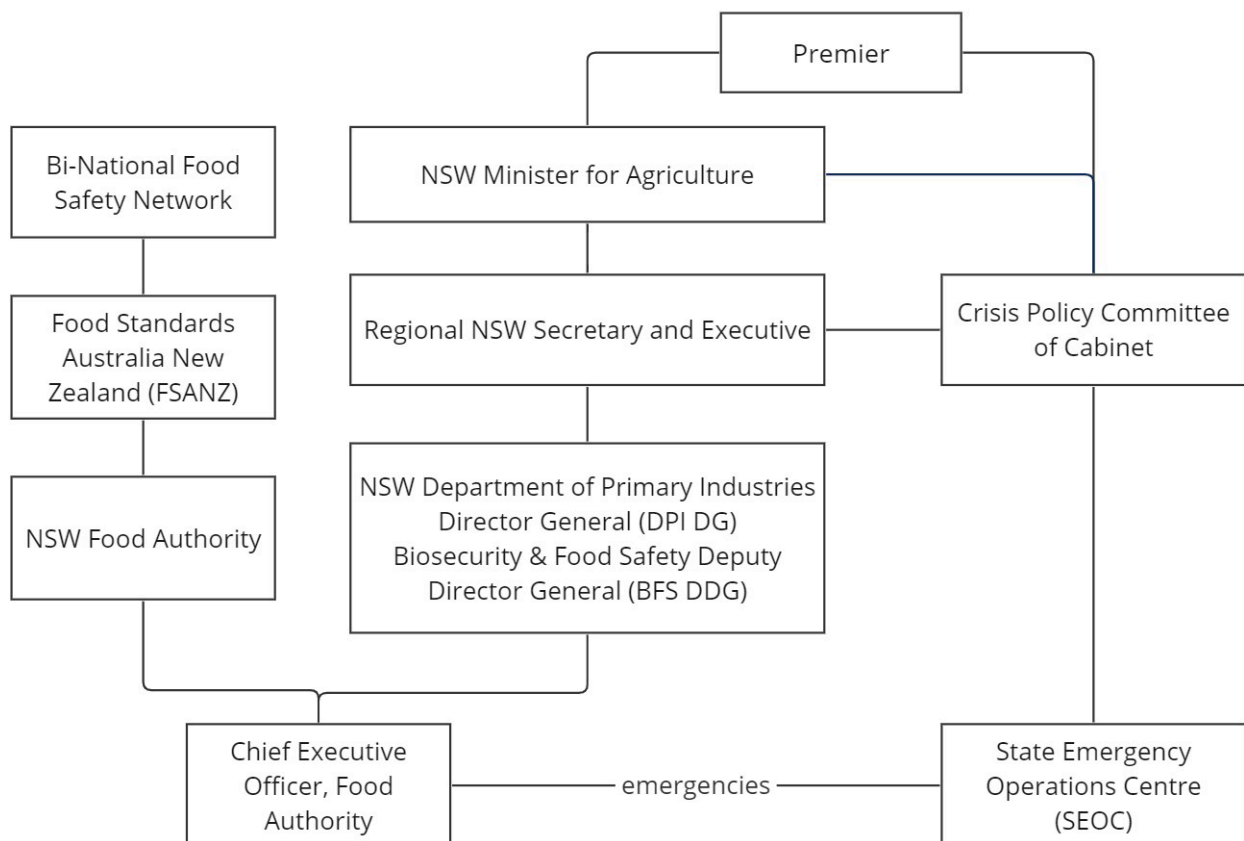
For food safety incidents, governments work together to coordinate their response through the [Bi-National Food Safety Network](#). This network is made up of Food Standards Australia New Zealand (FSANZ), the Department of Health, the Department of Agriculture, Fisheries and Forestry, and the food enforcement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

**Figure 4: Food safety national, state and department emergency arrangements**



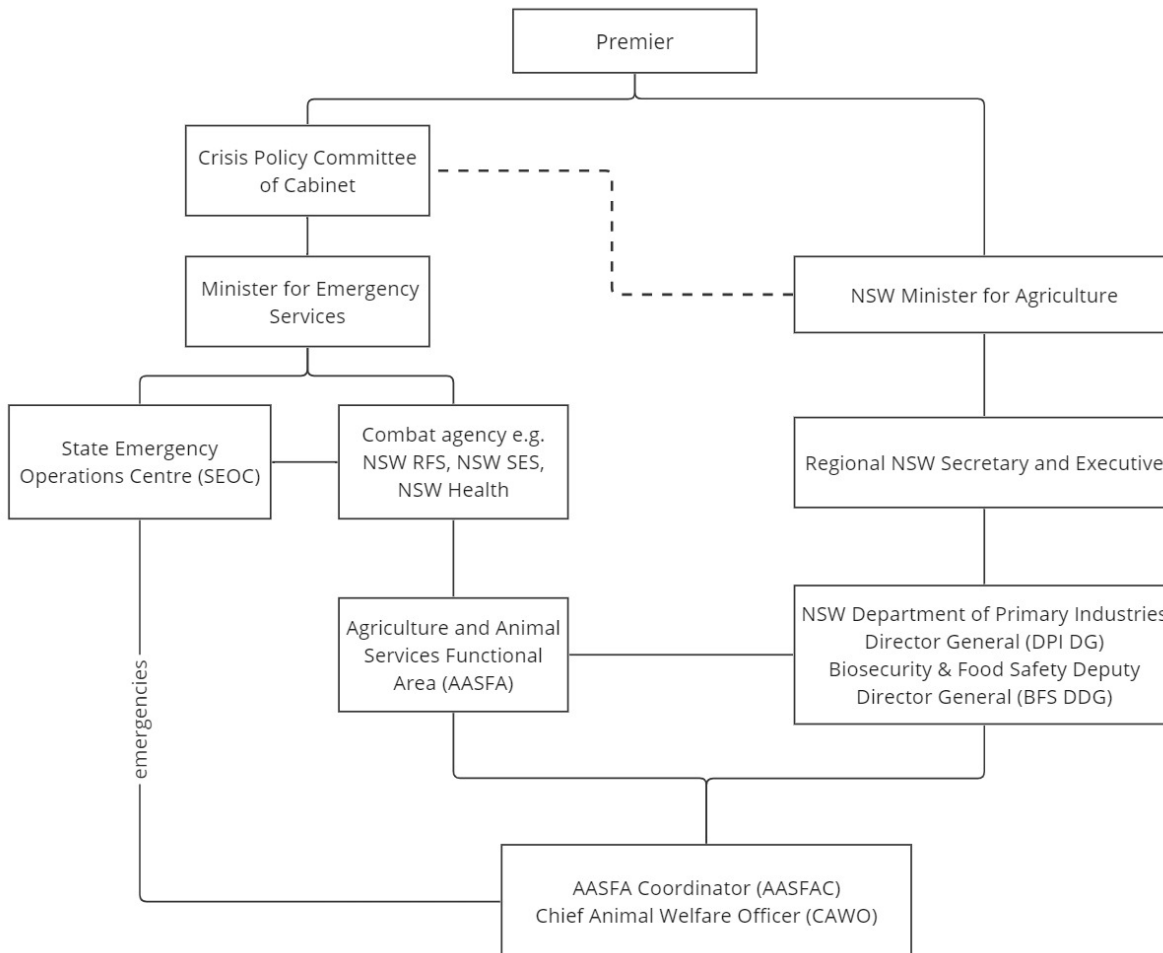
## Animal welfare emergencies

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 (excluding wildlife), and operates under [NSW Agriculture and Animal Services Functional Area Supporting Plan](#), and is partnered with LLS and assisted by participating organisations.

**Figure 5: AASFA and other emergency state and department arrangements**



## 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 the legal framework and authority 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 3](#).

A listing of the state emergency management plans is available at [Appendix 4](#).

A listing of national response agreements is available at [Appendix 5](#).

## Recovery arrangements

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.

NSW Reconstruction Authority (RA) role to lead and coordinate recovery in NSW following disasters as defined in the NSW Reconstruction Authority Act 2022 and emergencies affecting more than one region, as defined in the SERM Act. The RA is responsible for maintaining the NSW Recovery Plan which provides a framework for recovery in New South Wales and can be tailored to the requirements and scale of each disaster, emergency or community, supporting the affected community through its recovery. Depending on the scale of the emergency, a Recovery Coordinator can be appointed at either or both local and regional levels.

The DPI Director General will ensure primary industries is represented by appointing a Primary Industries Recovery Coordinator/s for the state and/or regional recovery committee/s.

Under Section 14 of the Reconstruction Authority Act, every government agency, local council, and state-owned corporation is required to cooperate with the RA in relation to its recovery functions following a disaster.

Recovery operations are described in detail in the NSW primary industries, animals, food safety and related hazards recovery framework (currently being endorsed). The Framework aligns with established arrangements to provide a consistent and shared vision, and a collective understanding of recovery and provides the overarching mechanisms and principal guidance for coordinating and delivering recovery operations.

## References and further information

[Emergency management policy](#)

[Regional Recovery Program](#)

[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 Operations, 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>	AqCCEAD 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 under EMPLAN, is responsible for the coordination of Functional Area support and resources for emergency response and recovery operations in support of combat agencies for any responses involving agriculture or animals (excluding wildlife).
<b>Area of Operation</b>	Defined geographic location that encompasses the active 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>	Protection of economy, environment and public health from negative impacts associated with pests, animal, and plant diseases (not human) and weeds.
<b>Biosecurity and Food Safety (BFS)</b>	A branch within the Department of Primary Industries.

Term	Description
<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 responses (not covered by current biosecurity emergencies, food safety incidents or other emergencies (e.g. natural disasters)).
<b>Chief Executive Officer, Food Safety</b>	CEO Food Safety is the Hazard Owner for foodborne disease, chemical and physical hazards in food.



Term	Description
<b>Chief Veterinary Officer</b>	CVO is the Hazard Owner for animal (including aquatic) disease, pests of animals, and aquatic pests (marine fish and vegetation, and freshwater fish and invertebrates) responses.
<b>Chief Plant Protection Officer</b>	CPPO is the Hazard Owner for plant disease or plant pest responses.
<b>Chief Invasive Species Officer</b>	Hazard Owner for invasive plant and animal pest responses (including terrestrial and aquatic weeds).
<b>Crisis Policy Committee of Cabinet</b>	The Crisis Policy Committee of Cabinet provides a mechanism for the Premier to coordinate NSW Government strategic policy for significant emergencies or crises. Chaired by the Premier, it includes Ministerial representatives of key relevant portfolios, plus Commissioners and Secretaries as required and invited by their Ministers. <a href="#">State EMPLAN - Part 2, 204-207</a>
<b>Declared biosecurity emergency</b>	<p>A biosecurity emergency may be declared when a biosecurity threat is either detected or imminent. A biosecurity emergency declaration is usually made by the Hazard Owner (however a declaration can be made by any Senior Executive Band 1 or higher) after assessing the hazard and context.</p> <p>The declaration is recorded in CM and the CM reference shared with the Deputy Director General Biosecurity and Food Safety, and DPI Director Emergency Operations.</p> <p>The declaration of a biosecurity emergency allows for the use of emergency measures through an emergency order under the <i>Biosecurity Act 2015</i>, including making compensation available. It does not automatically result in the activation of emergency management arrangements to manage the risk.</p>
<b>Department of Primary Industries (DPI)</b>	A department within Regional NSW. Under the 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>

Term	Description
<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, and 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.
<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> is to ensure the coordinated response to emergencies by all agencies having responsibilities and functions in emergencies 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.

Term	Description
<b>Forward Command Post (FCP)</b>	Centre for managing field activities, gathering intelligence, and providing links to the local community in emergencies for a designated area.  Responsibility of Officer-in-Charge (OIC).
<b>Functional Area Coordinator</b>	As defined in Part 4 (439-442) of <a href="#">EMPLAN</a> , the nominated coordinator of a Functional Area is responsible for: the coordination of Functional Area support and resources for emergency response and recovery operations. By agreement with Participating Organisations and Supporting Agencies within the Functional Area, the Functional Area Coordinator has the authority to commit the resources of those organisations or to coordinate their response.
<b>Host</b>	A plant or animal species that, under certain conditions, is capable of sustaining a pest, disease, or infectious agent.
<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>	Under 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 SCC or LCC, and called the State IC and Local IC, respectively.
<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 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>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.

Term	Description
<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.
<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>Recovery</b>	As defined under EMPLAN - Recovery is the process of returning an affected community to its proper level of functioning after an emergency. It will generally commence during and overlap with the response phase.
<b>Regional NSW</b>	The Department of Regional NSW is the agency for regional issues in NSW, is responsible for two functional areas, two combat agencies and a supporting agency under EMPLAN representing business and all industry sectors, as described in NSW State EMPLAN.
<b>Response plan</b>	An integrated plan, developed by the Hazard Owner that outlines the strategic response and budget to a specific emergency pest or disease outbreak. Required for cost shared responses, with approval by NMG.
<b>Risk</b>	<p>Risk is the effect of uncertainty on objectives (from AS/NZS ISO 31000:2009).</p> <p>Risk is a concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment.</p> <p><i>Biosecurity risk</i> means the risk of a biosecurity impact occurring (from <i>Biosecurity Act 2015</i>).</p>

Term	Description
<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>State Emergency Operations Centre (SEOC)</b>	SEOC is the established centre from which an EOCON either controls an emergency operation, or coordinates support for the Combat Agency or Functional Area. EOC's can also be established at the regional and local levels. Refer to NSW State Emergency Management Plan for more details.
<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.
<b>WebEOC</b>	WebEOC (Web-based Emergency Operations Centre) is the NSW DPI web-based emergency management system that delivers a central location for emergency response coordination, situational awareness, and information management.

# Appendices

## Appendix 1: Incident classification levels

AIIMS classifies an incident to give some sense of its potential consequence and impact. 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.

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

Criteria	Level 1 – small/routine	Level 2 - medium	Level 3 - large
Response type	Incident	Emergency	Emergency
AIIMS description	Generally able to be resolved using local or initial response resources only.	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.	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.
Examples	Natural disasters – very localised (small number of properties) Food safety incidents Confirmed biosecurity risk requiring action to control e.g., anthrax	Avian Influenza Bushfires and floods – regional Citrus Canker	Varroa Mite African Swine Fever (state-wide) State-wide bush fires
Delegation	OIC responsible for all functions, i.e., no IMT	Some functions delegated, i.e., IMT in place	Most/all functional sections activated i.e., IMT in place
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 month	1 to 2 months (approx.)	More than 1 month
Potential impacts	Low (routine and expected) – 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 2: Four phases of emergency responses

### Phase 1 – Risk reported

Action	Responsibility
1. Risk is identified and reported.	Everyone
2. Hazard Owner is notified.	System or staff notification
3. Hazard Owner notifies Executive and key stakeholders which may include national and international committees and/or agencies.	Hazard Owner

### Phase 2 – Investigation

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.

Action	Responsibility
1. Threat assessment: The extent of the threat is assessed through investigation (usually part of normal business).	Hazard Owner
2. The Hazard Owner: <ol style="list-style-type: none"> <li>a. manages the investigation</li> <li>b. requests creation of response cost codes</li> <li>c. determines potential budget impacts</li> <li>d. develops a response plan which includes response intent, a feasibility assessment and cost benefit analysis (CBA) – refer to <a href="#">Appendix 6</a>. The preparation of a CBA should not inhibit the progression of a response.</li> </ol> <p>(NB: This step is not required for incidents involving AASFA with exception of the creation of a response cost code).</p>	Hazard Owner
3. The Hazard Owner assesses the risk and incident classification level ( <a href="#">Appendix 1</a> ) and appoints a State Incident Controller (in consultation with the DPI Director Emergency Operations) to manage any subsequent emergency response.	Hazard Owner DPI Director Emergency Operations
4. The State Incident Controller initiates the standby protocol by: <ol style="list-style-type: none"> <li>a. determining the response structure (<a href="#">Appendix 7</a>) and identifying key roles required</li> <li>b. notifying Biosecurity Systems Unit and EM Unit to initiate systems for the response</li> <li>c. initiating request for activation of LLS staff via the DPI Director Emergency Operations</li> <li>d. identifying personnel to fill key roles</li> <li>e. contacting identified personnel to inform them of potential emergency response, likely timeframe and location.</li> </ol>	State Incident Controller
5. The Hazard Owner resolves the risk or activates a response. For Biosecurity responses refer to <a href="#">Appendix 6</a> for considerations.	Hazard Owner

### Phase 3 – Operational

Action	Responsibility
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.	Hazard Owner DPI Director Emergency Operations
2. The Hazard Owner <ol style="list-style-type: none"> <li>a. notifies the Executive, and DPI Communications</li> <li>b. notifies state/national committees, including the SEMC via the DPI Director Emergency Operations or delegate</li> <li>c. informs high level stakeholders</li> <li>d. recommends the appointment of a Primary Industries Recovery Coordinator to the DPI DG.</li> <li>e. provides a hazard owner's intent and emergency response plan to the State Incident Controller</li> </ol>	Hazard Owner DPI Director Emergency Operations State Incident Controller
3. The State Incident Controller is responsible for operational delivery of objectives necessary to achieve the defined outcome, e.g., from the Hazard Owner's 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: <ol style="list-style-type: none"> <li>a. establish and manage the State Coordination Centre (SCC)</li> <li>b. activate an incident management team (IMT)</li> <li>c. activate/notify supporting agencies</li> <li>d. implement the response plan using a State Incident Action Plan (IAP)</li> <li>e. appoint Local Incident Controller/s if required.</li> <li>f. appoint FCP Officer in Charge (OIC/s) and establish FCPs to report directly to the SCC (if required).</li> </ol>	State Incident Controller
4. The Local Incident Controller (where appointed) <ol style="list-style-type: none"> <li>a. establishes and manages the Local Control Centre (LCC)</li> <li>b. establishes FCPs to report directly to the LCC (if required)</li> <li>c. appoints FCP OIC/s</li> <li>d. develops and implements a local IAP that aligns with the State IAP.</li> </ol>	Local Incident Controller

### Phase 4 – Stand down

Action	Responsibility
1. The Hazard Owner declares the response is over in consultation with the State Incident Controller when any of these occur: <ol style="list-style-type: none"> <li>a. investigation/alert phase is negative</li> <li>b. response outcomes have been met</li> <li>c. response outcomes are no longer feasible, cost effective or beneficial, requiring move to transition to management</li> <li>d. declared over by national or state authority.</li> </ol>	Hazard Owner State Incident Controller



Action	Responsibility
<p>2. The Hazard Owner:</p> <ul style="list-style-type: none"> <li>a. informs <a href="#">Executive</a>, and high-level stakeholders</li> <li>b. contributes to an AAR within 45 days of stand down, in conjunction with the DPI Director Emergency Operations</li> <li>c. develops and implements transition to management plan (in consultation with State and Local Incident Controllers), when required.</li> </ul>	<p>Hazard Owner DPI Director Emergency Operations</p>
<p>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:</p> <ul style="list-style-type: none"> <li>a. records are complete and archived</li> <li>b. personnel are available for demobilisation and post response/recovery/management tasks are assigned</li> <li>c. facilities are returned to pre-response conditions</li> <li>d. resources (excluding personnel) are accounted for and returned/replaced/disposed of/stored</li> <li>e. financial records are reconciled or assigned for on-going management</li> <li>f. stakeholders are informed of response/recovery status and new contact details (if relevant).</li> </ul>	<p>Incident Controller/s</p>

## Appendix 3: State legislation

Document	Description
<a href="#">NSW State Emergency and Rescue Management Act 1989 (SERM Act)</a>	Provides the general legal framework and governance for emergency management in NSW. Defines an 'emergency'.
<a href="#">Biosecurity Act 2015</a>	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.
<a href="#">Local Land Services Act 2013</a>	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.
<a href="#">Fisheries Management Act 1994</a> and <a href="#">Fisheries Management Amendment Act 2009</a>	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.
<a href="#">Food Act 2003</a>	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.
<a href="#">Prevention of Cruelty to Animals Act 1979 (POCTA)</a>	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.
<a href="#">NSW Reconstruction Authority Act 2022</a>	The NSW Reconstruction Authority Act 2022 ('the Act') aims to promote community resilience to the impact of disasters in New South Wales through: <ul style="list-style-type: none"> <li>• Disaster prevention, preparedness, and adaptation, and</li> <li>• Recovery and reconstruction following disasters.</li> </ul>

## Appendix 4: State emergency management plans

Document	Description
<a href="#">NSW State Emergency Management Plan (EMPLAN)</a>	The State Emergency Management Plan (EMPLAN) describes the NSW 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.
<a href="#">Biosecurity (Animal and Plant) Emergency Sub Plan</a>	Details control and coordination arrangements for prevention, preparation, response to, and initial recovery from, a biosecurity emergency in NSW relating to animals and plants (not humans).
<a href="#">Agriculture and Animal Services Functional Area Supporting Plan</a>	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.
<a href="#">Food Safety Emergency Sub Plan</a>	The Food Safety Emergency Sub Plan details the emergency management arrangements to deal with a food related emergency in NSW, whether resulting from deliberate action, an accident, or natural causes.
<a href="#">NSW Recovery Plan</a>	<p>The 2023 NSW Recovery Plan has been developed to guide coordination across government agencies and with other stakeholders – local councils, industries, businesses, non-government organisations, community groups and others on the ground – for the delivery of successful recovery.</p> <p>This plan is intended to guide a collaborative and flexible approach whereby government roles and responsibilities align with and complement community-led approaches and the efforts of other recovery partners to get communities back on their feet.</p>
<a href="#">NSW State plans</a>	Additional sub plans for other hazards, <a href="#">supporting plans</a> 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.

## Appendix 5: 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 (24 in total). It covers the management and funding of responses to 61 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 6: 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 a 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.

The assessment report captures the critical decision-making steps and provides a summary of the issues considered and the reasoning behind why a program, incident, or emergency response has occurred, or if not required, why a response was not undertaken following detection. The report is stored in CM and shared with DDG BFS and DPI Director Emergency Operations.

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 7: Emergency structure and centres

This response structure, based on AIIMS, can be applied to Level 2 and 3 emergencies, 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 and FCPs required to address the Hazard Owner's strategic outcomes.

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.	Risk 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.
<b>Forward Command Post (FCP)</b>	Manage field activities and provide links to the local community in a designated area.  Responsibility of Officer-in-Charge (OIC).	State/Local Incident Controller determines need when field operations: <ol style="list-style-type: none"> <li>1. are &gt; 1 hour travel time from the LCC or SCC</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>	Multi-agency centre to control emergencies (when there is no combat agency identified) or coordinates support for the Combat Agency or Functional Area. at a local (LEOC), regional (REOC) or state level (SEOC). Attended by Agency Liaison Officers.  Responsibility of relevant Emergency Operations Controller (EOCON)	Whenever there is an emergency operation and local, regional, or state level support resources may be required or the EOCON is required to control the emergency