

DAF Disaster Management Plan

2021-22 Disaster Season



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Version control

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12	Reviewed and updated plan content including DDMG representatives contact details	Lyndsay Byrne Tamara Vitale Philip Maher	December 2021

Table of acronyms

Acronym	Description	Acronym	Description
AIIMS	Australasian Inter-service Incident Management System	NDRRA	Natural Disaster Relief and Recovery Arrangements
BCP	Business continuity plan	NGOs	Non-Government Organisations
CASA	Civil Aviation Safety Authority	PPRR	Prevention, Preparedness, Response, Recovery
CASR	Civil Aviation Safety Regulation	PSBA	Public Safety Business Agency
CCN	Crisis Communication Network	QBFP	Queensland Boating and Fisheries Patrol
CEOs	Chief Executive Officers	QDMA	Queensland Disaster Management Arrangements
CLTSC-CRR	Chief Executive Leadership Team Sub Committee - Community Recovery and Resilience	QDMC	Queensland Disaster Management Committee
CSC	Customer Service Centre	QFES	Queensland Fire and Emergency Services
DAF	Department of Agriculture and Fisheries	QRA	Queensland Reconstruction Authority
DCG	Disaster Coordination Group	QPS	Queensland Police Service
DDC	District Disaster Coordinator	QRIDA	Queensland Rural and Industry Development Authority
DDCC	District Disaster Coordination Centre	QSC	Queensland Security Committee
DDMG	District Disaster Management Group	RDRT	Regional Disaster Response Team
DG	Director-General	RIC	Regional Incident Controller
DIEMS	Disaster, Incident and Event Management System	RLT	Regional Leadership Team
DLB	Disaster Leadership Board	RPA	Remote Piloted Aircraft
DES	Department of Environment and Science	SC3	State Crisis and Communication Centre
DMCC	Disaster Management Cabinet Committee	DCG	Disaster Coordination Group
DPC	Department of Premier and Cabinet	SDC	State Disaster Coordinator
DRFA	Disaster Recovery Funding Arrangements	SDCC	State Disaster Coordination Centre
EADRA	Emergency Animal Disease Response Agreement	SDCG	State Disaster Coordination Group
EMS	Emergency Management System	SDMG	State Disaster Management Group
EPPRD	Emergency Plant Pest Response Deed	SDMP	State Disaster Management Plan
FMA	Forest Management Area	SES	State Emergency Service
IDSP	Individual Disaster Stricken Property	SitRep	Situation Report
IGEM	Inspector-General Emergency Management	STARA	Specific Task Analysis and Risk Assessment
ITP	Information and Technology Partnership	TGVAP	Total Gross Value of Agricultural Production
JATWC	Joint Australian Tsunami Warning Centre	UAV	Unmanned Aerial Vehicles
LDMG	Local Disaster Management Group	UAV	Unmanned Aerial Vehicles
NCC	National Crisis Committee	QPS	Queensland Police Service

Summary

This plan outlines the roles and responsibilities of the Department of Agriculture and Fisheries (DAF) in disaster operations and disaster management, and details how DAF will prevent, prepare for, respond to and recover from disasters.

DAF has a number of roles in disaster management and response; in particular, the department has responsibility for leading the Government's efforts to prevent, respond to and recover from pests and diseases that threaten agriculture. A response to this type of emergency may be entirely separate from a State disaster response, and may entail the activation of specific emergency response plans relative to the pest or disease. This Plan touches briefly on these kinds of responses.

As a Queensland Government agency, DAF has responsibilities in a State disaster response, under the Queensland Disaster Management Arrangements (QDMA). DAF also has responsibility and a functional lead agency role to assist the agriculture and fisheries industries. This Plan details DAF's response in these kinds of disaster events.

DAF may also be required to contribute to the Queensland Government response to terrorism events or terrorist threats. The Queensland Government's governance structure in relation to responding to terrorist acts and threats is outlined in this Plan.

It should be noted that in this Plan the term emergency is used interchangeably with disaster. Throughout this document, the terms disaster and disaster management are used when referencing particular arrangements under the *Disaster Management Act 2003*.

Under this Act, the term disaster is defined as a serious disruption in a community, caused by the impact of an event that requires a significant coordinated response by the State and other entities to help the community recover. Under this definition, a disaster can be a naturally occurring event such as flood or cyclone, but can also include an infestation, plague or epidemic such as Foot-and-Mouth disease.

Queensland's disaster management arrangements are based upon partnerships between government, government-owned corporations, non-government organisations (NGOs), commerce and industry sectors and the local community. This Plan describes DAF's collaborative role within these arrangements and also describes DAF's response as a Government agency to disaster affecting the agriculture and fisheries industries.

Table of contents

1 Queensland Disaster Management Framework	5
1.1 Disaster Management Act 2003	5
1.2 Queensland's disaster management principles	5
1.3 Queensland State Disaster Management Plan (SDMP)	5
1.4 Climate Change	6
1.5 Monitoring and review	6
1.6 Queensland disaster management structure	6
1.7 Queensland disaster response	8
1.8 Declaration of a disaster situation	9
2 DAF disaster prevention and preparedness	9
2.1 Agriculture	9
2.2 Biosecurity Queensland	10
2.3 Fisheries Queensland and Forestry	11
2.4 Executive	11
3 Business continuity	11
4 DAF Disaster Response and Recovery	12
4.1 DAF Workplace health and safety in emergency response	12
4.2 Staff check in procedure	14
4.3 Queensland Disaster Management Arrangements (QDMA) Role	14
4.4 Queensland Disaster Management Cabinet Committee (QDMCC)	15
4.5 Queensland Disaster Management Committee (QDMC)	15
4.6 State Disaster Coordinator (SDC)	16
4.7 State Disaster Coordination Group (SDCG)	16
4.8 State Disaster Coordination Centre (SDCC)	16
4.9 District Disaster Management Groups (DDMG)	17
4.10 Local Disaster Management Groups (LDMG)	17
4.11 Agency Role	18
5. Coordinating a disaster response	19
5.1 Scaling regional disaster response teams	20
5.2 DAF's Disaster Coordination Group (DCG)	24
6. Regional Disaster Response Team (RDRT) Roles	28
6.1 Regional Incident Controller (RIC)	28
6.2 Operations Officer	29
6.3 Planning Officer	29
6.4 Public Information Officer	29
6.5 Logistics Officer	30
6.6 Disaster Liaison Officer	30

6.7	Agricultural Coordination Officers	30
6.8	Staff participation in disaster events	31
7.	District Disaster Management Group (DDMG) representatives.....	31
7.1	DDMG representative responsibilities	32
8.	DAF operations during a disaster activation.....	33
8.1	Alert.....	33
8.2	Lean Forward.....	33
8.3	Stand Up	34
8.4	Stand Down	35
9.	Communication and situation reports	35
9.1	DAF External Communication	36
9.2	DAF Internal Communication.....	37
9.3	Situation Reports (SitReps)	38
10.	The Agriculture Coordination Group	39
11	Impact assessments and aviation	40
11.1	DAF Disaster Assessment App	40
11.2	Remote Piloted Aircraft (RPA)	41
11.3	Aviation safety.....	42
11.4	Acquiring aircraft	42
11.5	Aerial fodder drops.....	43
12.	Disaster Recovery Funding Arrangements	43
12.1	Category B	44
12.2	Category C	44
12.3	Category D	45
12.4	Activation process.....	45
12.5	Post-incident review process	47
12.6	Biosecurity emergencies.....	48
12.7	Biosecurity incident responses	49
12.8	Pandemic	49
13	Terrorism threats/incidents	51
13.1	Queensland Security Committee (QSC).....	51
13.2	State Crisis and Communication Centre (SC3)	51
	Appendix 1 – BCP Flowchart	53
	Appendix 2 – Map of Kedron emergency services complex	54
	Appendix 3 – DAF DDMG representatives.....	55
	Appendix 4 – DDMG DDCs, Deputy DDCs and Executive Officers.....	57
	Appendix 5 – QBFP districts map	59
	Appendix 6 – QBFP contact details and vessel fleet	60
	Appendix 7 – Activation levels	64

Appendix 8 – DAF emergency contacts	65
Appendix 9 – Regional SitRep Report Template	67
Appendix 10 – Agriculture Coordination Group members	71
Appendix 11 – Aviation Safety Review Panel members	79

1 Queensland Disaster Management Framework

As a Queensland Government agency, DAF is responsible for developing a Disaster Management Plan for the department, which reflects the Queensland Disaster Management Framework.

1.1 Disaster Management Act 2003

The *Disaster Management Act 2003* forms the legislative basis for Queensland disaster management arrangements. The main objectives of the Act are to help communities mitigate, prepare for, respond to and recover from disaster situations and to provide effective disaster management for the State.

The Act provides a framework in which all levels of government, government-owned corporations, non-government organisations, partners and stakeholders can work collaboratively to ensure effective disaster management across the State.

The Act makes provision for the establishment of disaster management groups for State, Disaster Districts and Local Government Areas. It also provides the legislative basis for the preparation of disaster management plans and guidelines, declarations of disaster situations, establishing the State Emergency Service (SES) and ensuring communities receive appropriate information about preparing for, responding to and recovering from disasters.

1.2 Queensland's disaster management principles

Queensland's disaster management arrangements are built around a number of principles.

A **comprehensive approach** to disaster management ensures a balance between the reduction of risk and the enhancement of community resilience whilst ensuring effective response and recovery capabilities. Disaster management should be planned across the four phases of the comprehensive approach: prevention, preparedness, response and recovery (PPRR).

The **all hazards approach** assumes that the functions and activities applicable to one hazard are most likely applicable to a range of hazards and consequently, a disaster management plan captures the functions and activities applicable to all hazards. This approach allows for a general, non-specific approach to the delivery of services. However, it does not affect the need for specific plans and arrangements for identified hazards and risks that require specific technical capability or authority to effect or direct a response.

The **all agencies approach** recognises that no single agency can prepare for and deal with the disruption to community life and infrastructure that can result from a disaster. State government agencies and organisations have designated responsibilities in disasters, which reflect their legislated and/or technical capability and authority with respect to hazards, functions and/or activities of disaster management.

1.3 Queensland State Disaster Management Plan (SDMP)

The SDMP is a high-level document describing the QDMA and the principles and governance that underpin them. The Plan outlines the designated roles and responsibilities of agencies involved in disaster operations and disaster management, the approach for understanding risks and mitigation, and how Queensland will prepare for, respond to and recover from disasters.

The Queensland Disaster Management Committee (QDMC), chaired by the Premier is responsible for preparing the SDMP and it is reviewed annually and following disaster operations.

All events, whether natural or caused by human acts or omissions, are managed in accordance with this plan. The Plan is consistent with Queensland's disaster management standards and disaster management guidelines and is supported by supplementary hazard-specific plans and functional plans.

1.4 Climate Change

Queensland's climate is changing and to safeguard communities, it is critical for all levels of government to foster adaption to the changing environment.

As the climate continues to warm, Queensland is likely to experience more frequent heatwaves, higher sea surface temperatures, more frequent storm tide events, weather more conducive to bushfire events and more intense periods of rainfall. Some communities are likely to be exposed to previously unknown risks. These risks are likely to increase the social, environmental and financial impacts of disaster events, with the potential for a greater demand on response and recovery agencies and a greater need for community resilience.

1.5 Monitoring and review

The Inspector-General of Emergency Management (IGEM) has the legislative responsibility to regularly review and assess the effectiveness of disaster management by the State, including the Plan and its implementation.

IGEM has implemented the Emergency Management Assurance Framework to guide and support continuous improvement of Queensland's disaster management programs across all phases of disaster management. The Framework provides the structure and mechanism for reviewing and assessing the effectiveness of Queensland's disaster management arrangements.

The framework established the Standard for Disaster Management in Queensland. This Standard outlines the way in which agencies responsible for disaster management in the State are to undertake disaster management.

1.6 Queensland disaster management structure

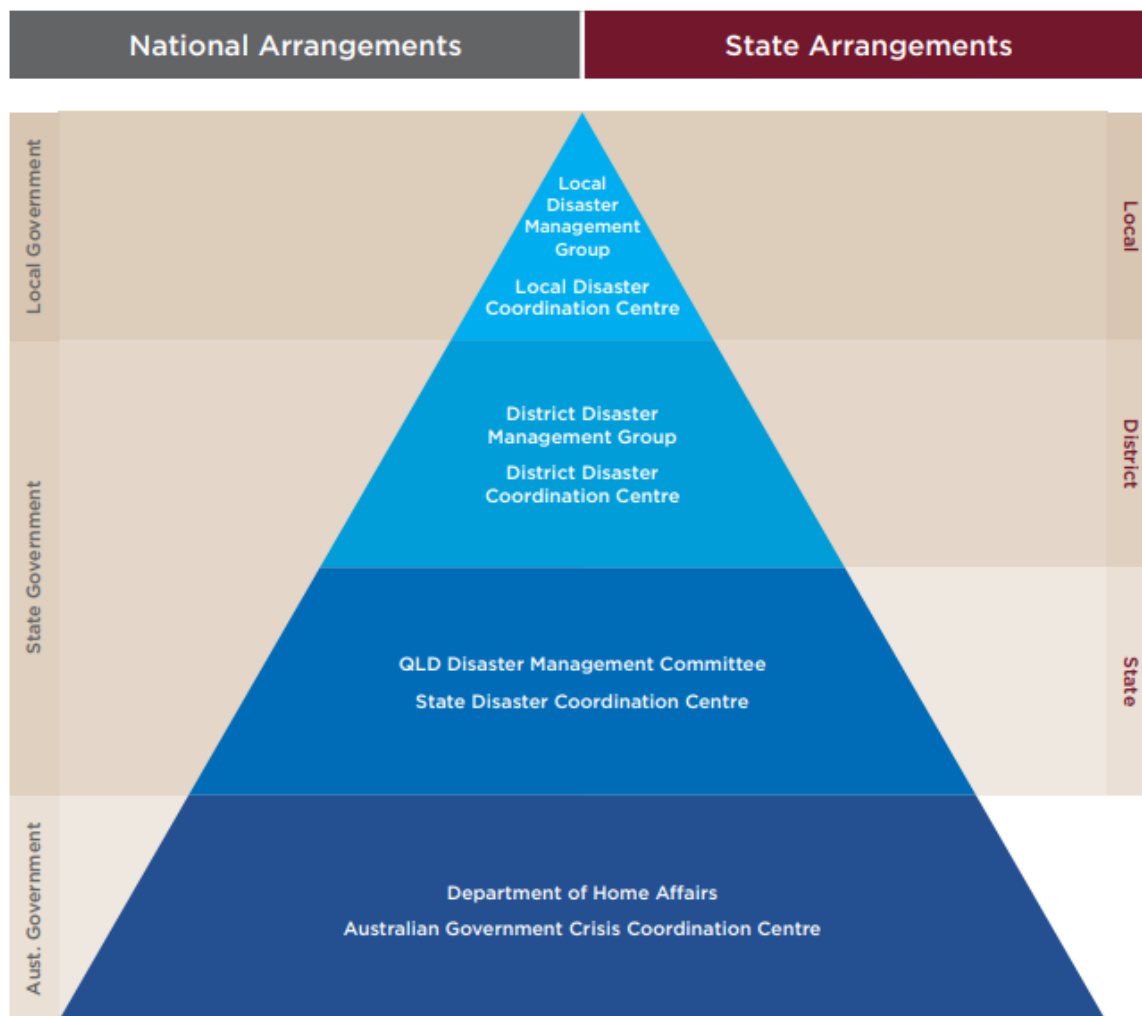
The QDMA are based upon partnership arrangements between Local and State governments. These partnership arrangements recognise that each level of the disaster management arrangements must work collaboratively to ensure the effective coordination of planning, services, information and resources necessary for comprehensive disaster management.

The QDMA has three levels:

- Local Government
- Disaster District
- State Government.

A fourth level, the Australian Government is also included in the QDMA, recognising that Queensland may need to seek assistance from the Australian Government in times of disaster.

Figure 1 – QLD Disaster management Structure



The arrangements enable a progressive escalation of support and assistance through these tiers as required. It comprises several key management and coordination structures through which effective disaster management for Queensland is achieved. The principal structures that make up the QDMA are:

- Disaster management groups that operate at local, district and State levels and are responsible for the planning, coordination and implementation of all measures to mitigate/prevent, prepare for, respond to and recover from disaster situations
- Disaster coordination centres at local, district and State levels that support disaster management groups in coordinating information, resources and services necessary for disaster operations
- The development of appropriate disaster management plans for disaster prevention, preparedness, response and recovery at State, district and local levels
- Functional lead agencies through which the functions and responsibilities of the State Government in relation to disaster management are managed and coordinated

- Hazard specific primary agencies responsible for the management and coordination of combating specific threats or responding to specific issues
- Committees, either permanent or temporary, established under the authority of disaster management groups for specific purposes relating to disaster management

Management of a disaster at the community level is conducted by local governments, who are responsible for the development and implementation of their local disaster management plan. If local governments require additional resources to manage the event, they are able to request support through their District Disaster Management Group (DDMG). This allows for the rapid mobilisation of resources at a regional or district level. If district resources are inadequate or inappropriate, requests for assistance can be passed to the State via the State Disaster Coordination Centre (SDCC). Finally, when State resources are inadequate or inappropriate, Australian Government support can be obtained through Emergency Management Australia of the Department of Home Affairs.

1.7 Queensland disaster response

The response phase of disaster management involves the conduct of activities and appropriate measures necessary to respond to an event. The QDMA outline the response arrangements at the local, district and State levels. These arrangements ensure support and assistance is available as required by disaster-affected communities. Activation of response arrangements at the State level may occur when there is a need to:

- Monitor potential threats or disaster operations
- Support or coordinate disaster operations being conducted by a designated primary agency
- Coordinate resource in support of disaster operations at local or district level
- Coordinate state-wide disaster operations activities

The QDMA are activated at all levels using a four-phase model from alert through to stand up and stand down based on the standardised All Hazards Approach. The movement of disaster management groups through these phases is not necessarily sequential, rather is based on flexibility and adaptability to the location and event.

Table 1 – Queensland's activation levels

Level of activation	Definition
Alert	A heightened level of vigilance and preparedness due to the possibility of an event in the area of responsibility. Some action may be required and the situation should be monitored by staff capable of assessing and preparing for the potential hazard.
Lean Forward	An operational state prior to 'Stand Up', characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on standby – prepared but not activated.
Stand Up	The operational state following 'Lean Forward' where resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.
Stand Down	Transition from responding to an event back to normal core business and/or recovery operations. The event no longer requires a coordinated operational response.

1.8 Declaration of a disaster situation

The declaration of a disaster situation for a district or part of a district is made by the District Disaster Coordinator (DDC) and is approved by the Minister for Fire and Emergency Services. The declaration of a disaster situation for the State or part of the State is made by the Premier and the Minister for Fire and Emergency Services.

A declaration is made if the person/s responsible for making it are satisfied a disaster has happened, is happening, or is likely to happen and it will be necessary, or reasonably likely to be necessary to exercise declared disaster powers to prevent or minimise the loss of human life, illness or injury to humans, property loss or damage, or damage to the environment.

A declaration is made in an approved form or can be made verbally if necessary to exercise declared disaster powers before an approved form can be obtained and completed. The Queensland Police Service (QPS) prepare the disaster declaration and forward to the Public Safety Business Agency (PSBA) Cabinet Liaison and Legislation officer for processing.

2 DAF disaster prevention and preparedness

Prevention activities eliminate or reduce the exposure to and/or reduce the impact of a hazard on communities or industries at risk. Preparedness supports individuals, communities, businesses and industries to be aware of and be prepared for disasters. Preparedness is critical to assist in minimising the consequences of an event on the community and to ensure effective and timely operational response and recovery in the event of a disaster.

DAF has a role in prevention and preparedness through normal business operations and service provision to industry and the community. In particular, business groups work with industry associations and all levels of government to provide services that enable businesses to develop the workforce, skills and practices needed to improve productivity, manage risks and be more resilient. DAF has a role in educating its stakeholders, networks and communities on potential risks, impacts, personal responsibilities and preparedness measures required to minimise risk and impact.

2.1 Agriculture

Disaster Response and Recovery Unit (DRR)

The DRR within the Agriculture business group is responsible for the development and coordination of DAF's natural disaster framework in line with the QDMA. DRR is responsible for the review and development of the DAF Disaster Management Plan (this plan) and provides advice for the development of Regional Disaster Management Plans. DRR provides the link between DAF and disaster management agencies and represents DAF on various disaster management groups and at a range of inter-departmental and inter-governmental forums and meetings. DRR also participates in training exercises, receives daily bulletins on current climatic conditions and events and is responsible for recruiting and training volunteer DAF staff for roles in the State Disaster Coordination Group (SDCG) and SDCC.

Ag Spatial GIS Unit

There is the requirement for GIS support in the DRR Unit. As well as providing ad-hoc mapping and analysis there is a growing need for monitoring of collected data and dashboard customization to support a response. There is also the requirement to allow response Agencies and key industry stakeholders to engage and data share during a disaster. The Ag Spatial team undertake hands-on training for users of the DAF Disaster App, manage ongoing development of the Disaster App, manage data migration and oversee the DAF Natural Disaster Response and Coordination on the Teams platform.

DAF Regions

DAF Regions are responsible for developing Regional Disaster Management Plans, which reflect the DAF Disaster Management Plan and consider the All Hazards Approach. Regional plans are scalable depending on the size of the event and include business continuity arrangements, and operational duties, which reflect the principles of this plan. Business continuity arrangements include identifying critical resources, functions and staff that are required for continued operation and planning for how these critical resources, functions and staff will continue, or be accessed, during disaster events. Business continuity plans are developed for sites or organisational units that warrant a plan. During a disaster event, however, corporate functions in DAF Regions may be supported by the corporate partnership in Brisbane.

DAF Regional Directors are responsible for the development of Regional Disaster Management Plans and will involve the Regional Leadership Team (RLT) in the development of such plans. DAF regional staff members may also represent DAF on DDMGs and have a role in developing a disaster management plan for their district. DAF regional staff are responsible for educating and assisting industry to prepare for disaster including advising on potential risks, impacts, personal responsibilities and preparedness measures required to minimise risk and impact.

Under the Queensland Tsunami Notification Guidelines, DAF Regions are additionally responsible for developing tsunami warning communication and response plans which are integrated with other site/facility emergency response and evacuation protocols. DAF tsunami arrangements are recorded in site/facility emergency response and evacuation plans.

The Agri-Science Queensland business group participates in the department's prevention and preparedness strategies and activities through the RLTs and take an active role in the department's response and recovery strategies at the local level. Agri-Science Queensland staff may represent DAF on DDMGs or provide staff to work in the SDCC.

2.2 Biosecurity Queensland

Biosecurity Queensland builds the capacity of industry and community and plays a major role in prevention and preparedness. Biosecurity Queensland leads the Government's efforts to prevent, respond to and recover from pests and diseases that threaten agriculture; maintain access to markets; protect animal welfare; and reduce the risk of contamination from agricultural chemicals. In addition, Biosecurity Queensland are responsible for hazard specific responses such as animal disease outbreaks, and linking into national plans and arrangements such as AUSVETPLAN and PLANTPLAN. Biosecurity Queensland ensures appropriate communication and relationships with counterparts at the national level are maintained.

2.3 Fisheries Queensland and Forestry

The Department of Environment and Science (DES) has lead responsibility for fire management activities on State forests and timber reserves, with DAF Forest Products having a support role that is associated with DAF's native forest timber production activities and the protection of commercial native forest resources.

The DAF Forest Products Fire Management System describes processes and controls put in place by DAF Forest Products to integrate with, and complement, DES's fire management activities. The Fire Management System emphasises pre-season fire preparedness, including consultation and cooperation with DES and other fire management agencies, the deployment of staff to assist at nominated prescribed burns, fire equipment checks and staff training in safe firefighting practices and logistical support.

DAF Forest Products North Forest Management Area (FMA) is located in a tropical cyclone prone region. The North FMA Cyclone Management Plan identifies and addresses the potential risks to DAF Forest Products staff and management activities caused by tropical cyclones. The Plan incorporates response actions to deal with the salvage of State-owned native forest log timber damaged by tropical cyclones and also to support the repair and reconstruction of damaged infrastructure such as timber bridges and electricity infrastructure. The Plan's actions to respond to the impacts of tropical cyclones are divided into three phases: pre-cyclone season, pre-cyclone event and post-cyclone event.

Fisheries Queensland staff participate in the department's prevention and preparedness strategies and activities through the RLTs and take an active role in the department's response and recovery strategies at the local level. Fisheries Queensland staff may represent DAF on DDMGs or provide staff to work in the SDCC.

2.4 Executive

The Director-General (DG) and the DAF Leadership Board (DLB) provide the strategic leadership, influence and support to enable the department to build internal and external prevention and preparedness capability in the regions and across the state.

3 Business continuity

Business continuity management enables the department to manage the effects of severe unexpected events that impact the continuity of the department's operations, or threaten the safety and security of people, reputation and our value creating activities.

The department is committed to ensuring that business critical objectives and services can continue to be delivered in the event of a service disruption or major disaster.

Each business area and region identifies major risks to business continuity and analyses the potential impact on their service delivery. Impact on service delivery is assessed by considering the potential consequences of an outage on key activities over varying periods of time and prioritising those activities that must be resumed quickly following a disruptive event.

Business functions and information systems determined to be critical, require a business continuity plan (BCP) to be developed, maintained and tested. The key steps in the business continuity management process are:

Step 1: Business impact analysis

- Step 2: Identify response options
- Step 3: Develop BCPs
- Step 4: Train, test and review BCPs.

Managers at all levels are responsible for the ongoing delivery of the critical functions for their areas. To assist in achieving this outcome, all managers are required to develop effective plans or procedures for the continuation of their critical functions in the event of disruption.

Managers of critical infrastructure, major key asset and key assets (as defined under Government Asset Protection guidelines) are required to develop a BCP for each individual asset. Critical Business Functions Owners are required to develop a BCP that aligns with this business continuity management process.

Critical Business Function Owners are to develop their BCPs using guidance available in the Queensland Guide for Business Continuity Planning or in the Australian Standard AS/NZS 5050:2010 Business Continuity – Managing Disruption related Risk. The BCP template is located on the DAF intranet.

Plans need to be reviewed on a regular basis (at least annually).

A flowchart of the Business Continuity Management Process is at Appendix 1.

4 DAF Disaster Response and Recovery

The department has two roles during response and recovery phases. The first is DAF's role within the QDMA and the second is DAF's role as the responsible agency for the portfolio of agriculture and fisheries.

4.1 DAF Workplace health and safety in emergency response

The Department of Agriculture and Fisheries (DAF) is committed to providing and maintaining a safe and healthy workplace for all workers (including contractors and volunteers) as well as clients, visitors, and members of the public during DRR Unit activities. Associated hazards and risks to health and safety will be eliminated or minimised, as far as is reasonably practicable.

DAF management are committed to complying with the *Work Health and Safety Act 2011*, the *Work Health and Safety Regulation 2011*, codes of practice and other relevant safety guidance material.

No matter what position held, every staff member has an essential role to play when it comes to workplace health and safety (WHS) in the workplace. The DAF Work Health and Safety Roles and Responsibilities Matrix (PDF) helps identify specific roles, responsibilities, and accountabilities in keeping the DAF workplace safe.

In general:

a. Management will:

- Ensure the Department complies with all legislation relating to health and safety
- Eliminate or minimise all workplace hazards and risks as far as is reasonably practicable
- Provide information, instruction and training to enable all workers to work safely
- Supervise workers to ensure work activities are performed safely
- Consult with and involve workers on matters relating to health, safety and wellbeing
- Provide appropriate safety equipment and personal protective equipment
- Provide a suitable injury management and return to work program.

b. Staff will:

- Take reasonable care for their own health and safety
- Follow safe work procedures, instructions and rules
- Participate in relevant safety training
- Report health and safety hazards
- Report all injuries and incidents
- Use safety equipment and personal protective equipment as instructed.

Relevant information to guide officers includes:

- [Managing risks to health and safety procedure](#) (CHA/2017/1045 version 1.00 effective 29/05/2014)
- [Hazardous Manual Tasks Procedure](#) (CHA/2015/1502 effective 23/07/2015)
- [Fatigue management](#) (CHA/2016/2038 v.1.00 effective 01/02/16)
- [Mental and emotional wellness](#)
- [Employee Assistance Program \(EAP\)](#)
- [Emergency planning](#)
- [Remote and Isolated work procedure](#) (CHA/2015/1488 v. 1.00 effective 30/06/15)
- [Client initiated aggression and occupational violence](#) and [Preventing and Responding to work-related violence](#) (including risk management tool, effective April 2014)
- [Rehabilitation and Return to Work Policy and Procedure](#) (CHA/2015/1499 effective 22/07/2015)
- [Work health and safety consultation, co-operation and co-ordination](#) (Code of Practice 2011)
- [Work Health and Safety Act 2011](#) (effective 22/10/15)

In the event of a disaster including bushfire, cyclone, flood, storms and pandemics, DAF staff will be involved in undertaking a variety of tasks relating to preparation for, prior to, during and in recovery from specific events. In undertaking these roles, taking time to assess risk is time well spent.

Specific WHS issues to be considered during this time include:

1. Ensuring that staff are competent, have completed relevant training and are capable of undertaking all tasks they might be allocated responsibility for during deployment.
2. Family and home issues have been considered as a priority prior to committing to work in a DAF designated role in the response.
3. Seeking relevant approvals from managers prior to undertaking allocated tasks and responsibilities during deployment
4. Properly assessing risks to themselves and others prior to undertaking tasks and/or entering any damaged or affected areas impacted by the disaster event.
5. Before entering areas impacted by the disaster event, DAF officers will check with Regional Disaster Response Team (RDRT) to confirm they have approval to enter the area and check with any other relevant authorities on the risks that maybe present at the location. Should there be any issues or safety concerns arising, these will need to be referred back to the RDRT for consideration and further advice prior to any further progression.

6. Staff will follow the advice of Control Agency representatives at all times – even if that advice conflicts with advice provided by the RDRT.
7. Monitoring fatigue levels during deployment and, where fatigue levels become elevated, ensuring that staff communicate that risk to their designated supervisor.

4.2 Staff Check-in Procedure

DAF's first responsibility during a disaster response is to its staff. Managers at all levels are responsible for ensuring the safety and well-being of all staff members. Emergency and out-of-hours contact details of staff should be kept updated on the departmental HR system (currently Aurion).

If a DAF facility is in a disaster declared area the following staff check in procedure will apply:

- The Regional Incident Controller will advise affected staff by email (or other means as appropriate to situation) that a disaster is imminent or has occurred. If a disaster is imminent staff should check the Staff Messages section of the DAF Internet site <https://www.daf.qld.gov.au/about-us/staff-messages> for any instructions.
- Staff in affected centres should contact the DAF Customer Service Centre on 13 25 23 and report whether they are OK or require assistance.
- If their situation changes they should recontact the Customer Service Centre to advise the change in their circumstances.
- If a staff member requests assistance the Customer Service Centre will contact the Planning Officer immediately who will make the necessary arrangements to provide assistance.
- The Customer Service Centre will collate a list of all staff that have reported in and send that information to the Planning Officer in the Regional Disaster Response Team by 9:30am each day of the disaster activation.
- The Planning Officer will check the list daily and advise Regional Leadership Team business group representatives of staff in their business group who have not checked in.
- Regional Leadership Team representatives will attempt to contact the unaccounted for staff and report back to the Planning Officer as soon as possible on the results of their enquiries.

4.3 Queensland Disaster Management Arrangements (QDMA) Role

DAF's first role during the response and recovery phases is aligned to the QDMA where response and recovery phases escalate from the local level to the district, State and national levels respectively, as each increases the need for wider scale support.

DAF has specific roles and responsibilities under the SDMP which align to the department's functions, capabilities and technical expertise. These are:

- Primary agency for the containment & eradication of emergency animal & plant diseases, plant and animal pests, invasive plants and animals, residue and contaminates in agricultural commodities and emergency animal welfare incidents (hazard specific – biosecurity events).
- Coordinate efforts to prevent, respond to, and recover from plant and animal pests and diseases and invasive plants and animals.
- Provide advice on livestock welfare.
- Collaborate with stakeholders with shared responsibilities and other organisations to facilitate prevention, preparedness, response and recovery strategies and priorities for animal welfare management within a community.

- Provide advice in relation to disaster impacts on agriculture, fisheries and forestry.
- Coordinate destruction of stock or crops in an emergency pest/disease situation.
- Administer disaster relief measures including agriculture industry recovery operations as required.
- Lead the reporting on the disaster impact assessments on the agricultural sector, including an assessment of impact, economic losses and expected recovery.
- Report on the possible impact seasonal conditions and climate events will have on the agricultural sector.
- Coordinate the Agriculture Coordination Group with agricultural industry groups that provides information about the effect that a disaster event has on the agriculture, fisheries and forestry industries and the issues that individuals and businesses are facing in responding to, and recovering from a disaster event.
- Engage with industry on preparedness for climate risks and aids with economic recovery.
- Assist agriculture and fishery industries in prevention and preparedness through normal business operations and service provision to industry and the communities.
- Participate in District Disaster Management Groups.

DAF also has representatives at a number of levels of the Queensland Disaster Management structure.

4.4 Queensland Disaster Management Cabinet Committee (QDMCC)

The QDMCC is chaired by the Premier of Queensland and is comprised of a core group of Ministers who are supported by their Directors-General as part of the COVID-19 Pandemic response. The Agriculture and Fisheries portfolio is not represented on this committee although it may be invited to the QDMCC as required, at the discretion of the Premier.

QDMCC's purpose is to provide senior strategic leadership in managing the COVID-19 Pandemic response and disasters in Queensland. The QDMCC oversees the delivery of the Queensland Whole-of-Government Pandemic Plan which provides the strategic outline of the Whole-of-Government (WoG) responses to a disease capable of causing a pandemic to support Queensland Health (QH) as the lead agency. The QDMCC also dev.

elop the strategic framework for disaster management for the State, ensures effective management of disasters and identifies resources in and outside of the State that may be used for disaster operations. The QDMCC is also responsible for preparing the SDMP and coordinating State and Commonwealth assistance for the DRR Unit.

4.5 Queensland Disaster Management Committee (QDMC)

The QDMC is chaired by the Premier of Queensland and is comprised of a core group of Ministers who are supported by their Director-General's. The agriculture and fisheries portfolio is not represented on this committee although it may be invited to the QDMC as required, at the discretion of the Premier.

QDMC's purpose is to provide senior strategic leadership in managing disasters across all four phases (prevention, preparedness, response and recovery) in Queensland. The QDMC develops the strategic framework for disaster management for the State, ensures effective management of disasters and identifies resources in and outside of the State that may be used for disaster operations. The QDMC is also responsible for preparing the SDMP and coordinating State and Commonwealth assistance for the DRR Unit.

QDMC Secretariat email: Secretariat.QDMC@police.qld.gov.au

4.6 State Disaster Coordinator (SDC)

The SDC is appointed by the Premier and is responsible for coordinating disaster response operations on behalf of the QDMC. The SDC is the interface between the QDMC and the SDCG and SDCC, and works to operationalise the over-arching strategy developed by the QDMC. The SDC ensures that the information flow from DDMGs to QDMC is timely and accurate. The SDC is now a permanent position filled by a QPS Officer.

4.7 State Disaster Coordination Group (SDCG)

The SDCG coordinates the operational delivery of the QDMC's legislative responsibilities for the purpose of facilitating disaster operations and disaster management for Queensland communities. The SDCG carries out the QDMC's strategic direction, concentrating on the delivery of State, and where applicable, Australian Government support to disaster affected communities during response and recovery phases of disaster events. The SDCG is also responsible for supporting the review of DRR Unit operations, including recommending remedial action on lessons identified, as well as supporting the review and development of Queensland's disaster management doctrine and associated guidelines.

Membership of the SDCG is comprised of representatives from government and non-government agencies at senior officer level that have a significant role in disaster management. The QPS provides the Chair of the SDCG who is accountable for delivering direction to the SDCC.

SDCG Secretariat email: SDCGSecretariat@police.qld.gov.au

SDCG phone: 07 3635 3246

DAF SDCG Member: Philip Maher with Vern Rudwick, Brett Cowan and Bob Karfs (proxies)

DAF SDCG email: sdccDAF1@qfes.qld.gov.au

The Drought Policy and Response Unit staff (Andrew Macey and Janine Waldock) are also trained in the EMS system and can act as DAF SDCG member if required due to the length of the natural disaster or if current SDCG members are unavailable.

4.8 State Disaster Coordination Centre (SDCC)

The SDCC provides an operational venue for the SDCG to deliver State level support to disaster management operations based on the requirements of the QDMC. The SDCC ensures information about an event and disaster operations are communicated to all involved.

The operation of the SDCC is determined by the scale of the event and can be activated by the Deputy Commissioner Operations, Queensland Fire and Emergency Services (QFES), the Executive Officer of the QDMC or the SDC. When activated, the primary control for disaster operations lies with the QPS and the SDC, whilst the responsibility for ensuring the readiness of the disaster operations system and the SDCC rests with the QFES.

Liaison officers form the point of contact between the SDCC and their parent agency during disaster operations. The liaison officer forms the conduit through which requests for assistance from the SDCC are distributed to their agency and information on agency activities is passed back to the SDCC. The liaison officer has a requirement to support disaster operations in accordance with their agency's role and responsibility for disaster management. Liaison officers have the following key responsibilities:

- Coordinating requests for assistance applicable to their agency.
- Providing advice and assistance on their agency's tasks, capabilities and resources
- Communicating situational awareness to their agency.

Note that SDCC Liaison Officers are not the same as SDCG agency representatives, who can commit resources on behalf of their agencies.

Dependent upon the scale and nature of the SDCC response requirements, the SDCC Commander will identify the agency-specific liaison officers required to perform functions within the SDCC. Liaison Officers usually operate on shifts and are located in the Liaison Room on the same floor as the SDCC at the Kedron Emergency Services Complex. Liaison Officers are suitably qualified senior officers who have a significant role in disaster management. The rostering arrangements for these staff are coordinated by the DRR Unit.

As a whole-of-government obligation, DAF also provides skilled staff members to work as part of the whole-of-government workforce. DAF staff are currently skilled and trained in the Logistics capability. The Logistics capability is responsible for state-wide procurement and logistics including the resupply to isolated communities – they do not work on DAF-specific tasks. The rostering arrangements as well as the training requirements for these staff are coordinated by the DRR Unit.

A map of the Kedron Emergency Services Complex is at Appendix 2.

DAF SDCC Agency Coordinator: Janine Waldock with Andrew Macey, Julie Yamamoto and David McNab (proxies).

4.9 District Disaster Management Groups (DDMG)

DDMGs provide whole-of-government planning and coordination capacity to support local government in disaster operations and disaster management. The DDMG is responsible to the QDMC for all aspects of the State government's capabilities in disaster management for their district.

DDMGs are led by a Chairperson, who is also the DDC, appointed by the Commissioner of the QPS. DDMGs are comprised predominantly of representatives of those State agencies responsible for the hazards and functions of disaster management outlined in the SDMP and representatives from local government within the district. DDMGs coordinate district level whole-of-government support and provide resource gap assistance to disaster affected communities, when requested by Local Disaster Management Groups (LDMGs).

Depending on the needs of the DDMG, DAF staff may be fully appointed members, or technical advisors/contacts. As each disaster district is unique, it is acknowledged that the composition of DDMGs may differ to meet the needs of the individual disaster district.

A list of DAF DDMG representatives is at Appendix 3 and a list of DDMG DDCs and Executive Officers is at Appendix 4. A description of the DDMG roles and responsibilities can be found in the section on page 33.

4.10 Local Disaster Management Groups (LDMG)

The 72 LDMGs are legislated bodies established to support local government disaster management activities and are supported by the relevant DDMG. The Mayor, or another councillor of the local government, is appointed as the Chair of a LDMG. The CEO, or another employee of the local government, is appointed as the Local Disaster Coordinator of a LDMG. LDMGs are recognised as the frontline of the disaster management arrangements for Queensland.

The department is not usually represented on LDMGs, although Agriculture Coordination Officers and other regional DAF staff may have an advisory role or support discipline specific recovery groups as required (environmental, social or economic).

4.11 Agency Role

DAF's second role during response and recovery phases of a disaster is to help industry and communities to respond and recover from disaster. DAF has responsibility to provide a departmental response to assist the agriculture and fisheries industries. DAF coordinates its response and recovery activities through the activation of the department's disaster management plans, operational plans, and business continuity strategies.

DRR Unit

The DRR Unit's role in a disaster is to coordinate the department's operational and strategic activities in relation to response and recovery from a disaster event.

DRR Unit staff also liaise with DAF Regions on response and recovery activities, develop Situational Reports (SitReps) collated from information received by DAF regions. Following a disaster event, the DRR Unit works with the Queensland Reconstruction Authority (QRA) and other Queensland Government agencies to determine the appropriate level of disaster activation required to aid recovery.

The DRR Unit also administers disaster assistance in the form of subsidies to primary producers and is responsible for the legislation enabling Queensland Rural Industry and Development Authority (QRIDA) to provide other forms of disaster assistance such as loan and grant schemes.

DAF Regions

DAF regional staff members represent DAF on DDMGs and help coordinate resources and services provided to support communities during a disaster event. For every disaster response, a Regional Incident Controller (RIC) is ultimately responsible and accountable for coordinating the response activities and resources. For smaller disaster responses the RIC is the Regional Director of the region that has been impacted who will lead the regional response to that disaster. In the case of a larger disaster response, the Regional Director may delegate the RIC role to someone in a senior position with delegations sufficient to enable them to manage departmental resources. This leaves the Regional Director free to carry on normal business activities, as well as supporting the disaster response.

During a disaster response, Regional Directors/RICs have absolute authority to act on behalf of the department to mobilise resources as required for their region. Resources may include staff, vehicles, and equipment. This may also include activating a control centre and mobilising staff and resources such as vehicles and phones to aid in the response or assist identify disaster impacts. Regional Directors/RICs may also call a meeting of the RLT prior to or during a disaster response to coordinate resources. Regional Directors/RICs may also opt to appoint a Disaster Liaison Officer for their region to act as a key contact for Local Government. This role is targeted at helping local government leadership and acts as a 'triage' to direct enquiries to the correct person within the department.

Participation in disaster response activities is undertaken by DAF staff from across all business groups who may volunteer (with permission from their supervisor) to be taken off-line from their normal duties and to participate in response activities. Staff may also be requested or seconded by the Regional Director/RIC into a Regional Disaster Response Team (RDRT). Regional staff participating in disaster response activities are paid at level and do not receive any paid overtime, although they are able to accrue any extra hours worked.

Following a major disaster, DAF may be required to undertake recovery activities as part of a specialised recovery program funded through Disaster Recovery Funding Arrangements (DRFA)

Category D funding. These programs may require staff to be seconded into positions within the program and may include staff being paid at higher duties for the duration of the program.

Agri-Science Queensland, Biosecurity Queensland, Fisheries Queensland and Forestry

The Queensland Boating and Fisheries Patrol (QBFP), part of Fisheries Queensland is well equipped and may be able to assist in response activities following a disaster event. QBFP may be able to assist following a cyclone, flood, marine rescue or oil spill situation. QBFP may be able to provide personnel, vehicles, vessels and auxiliary equipment to assist in a response. QBFP participation in a disaster response is at the discretion of the officer in charge and a QBFP officer must be in charge of a QBFP vehicle or vessel at all times. QBFP are unable to assist with the recovery of bodies, swift water rescue or other situations that QBFP officers are not trained in. A map of the QBFP districts is at Appendix 5 and a list of the available QBFP resources and vessel details is at Appendix 6.

One of the key tasks undertaken by DAF prior to and following a disaster event is engaging with industry to assess preparedness and damage.

Prior to a disaster event, the DRR Unit or the Regional Director may request Agri-Science Queensland, Biosecurity Queensland, Fisheries Queensland or Forestry staff to make contact with their industry of expertise to ensure producers in their area are aware of the impending disaster event and are sufficiently prepared. This early contact will also highlight any industry risks that may be of concern leading into the disaster; for example if cattle are located at a port ready for live export and there are indications that the port may flood. Any industry risks that are identified early can potentially be resolved prior to the disaster event occurring or managed differently after the disaster event to ensure these risks do not have a serious impact on the community or industry.

Following a disaster event, the DRR Unit or the Regional Director may request Agri-Science Queensland, Agriculture, Biosecurity Queensland, Fisheries Queensland or Forestry staff to begin an impact assessment process. Impact assessments provide a timely and accurate understanding of the effects of a disaster, identifies implications for business and government continuity, and may alter the conduct of the response and recovery activities.

5. Coordinating a disaster response

DAF's disaster response processes are based on the Australasian Inter-service Incident Management System (AIIMS) framework. AIIMS provides a common management framework to assist with the effective and efficient control of incidents. The framework applies across a range of incidents from small to large and provides the basis for an expanded response as an incident grows in size or complexity.

The control system of the disaster response consists of four functional areas: Control, Planning, Operations and Logistics. It brings together personnel, procedures, facilities, equipment and communications to facilitate the efficient management of a disaster.

- Control – the management of all activities necessary for the resolution of an incident.
- Planning – the collection, analysis and dissemination of information and the development of plans for the resolution of an incident.
- Operations – the tasking and application of resources to achieve resolution of an incident.
- Logistics – the acquisition and provision of human and physical resources, facilities, services and materials to support achievement of incident objectives.

For every disaster response, an Incident Controller is appointed who is ultimately responsible and accountable for all of the above functions. Depending on the size and complexity of the disaster, the

Incident Controller may elect to delegate one or more of the functions of planning, operations and logistics. Once this happens, a Disaster Response Team is created. In large scale disasters, where all functions have been delegated, a Disaster Response Team comprises the Incident Controller, Operations Officer, Planning Officer and Logistics Officer and support staff.

For most disaster response activities the Incident Controller will be the Regional Director of the region that has been impacted. If the disaster has impacts across a number of regions then there will be an Incident Controller for each region; called a RIC. The Regional Director may delegate the RIC role to someone in a senior position with delegations sufficient to enable them to manage the departmental resources available to them. Should the RIC have insufficient delegations to carry out this work then the Regional Director or an Executive Director based in Brisbane can provide the necessary authority until the appropriate delegations are assigned.

Following initiation of a disaster response and delegation of a RIC, depending on the size and complexity of the response required, the RIC may delegate staff into one or more of the roles of Operations Officer, Planning Officer and Logistics Officer. This RDRT will operate out of a DAF office or control centre and will require DAF resources, equipment and facilities to operate. The Regional Director/RIC has the authority to act on behalf of the department to mobilise these resources, equipment and facilities as required for their region.

In response to a **major impact** event where departmental services are severely affected, a Disaster Declaration has been issued and regions request assistance, the disaster response will be coordinated through a Disaster Coordination Group (DCG) in collaboration with the relevant Regional Director/s.

5.1 Scaling regional disaster response teams

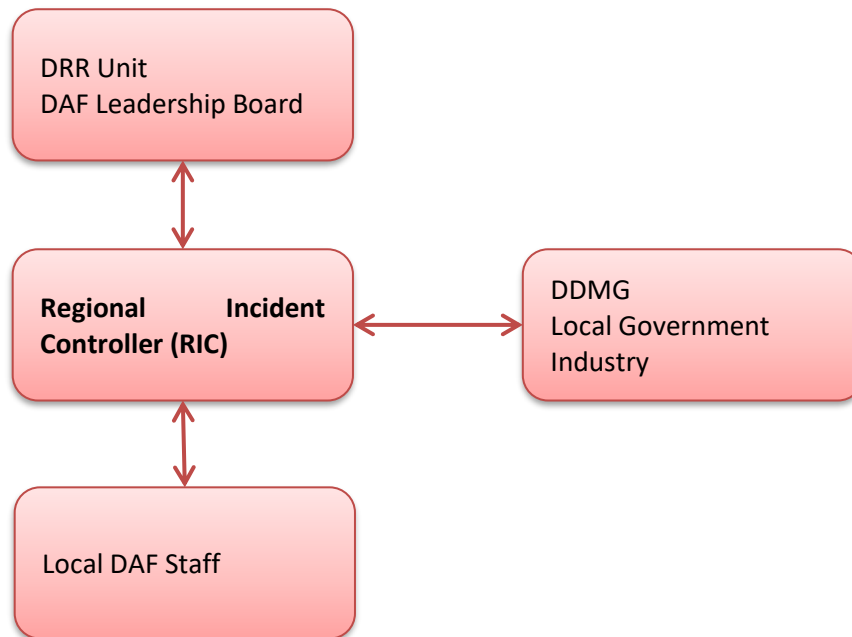
As disaster responses grow in size and/or complexity, management becomes more demanding and the RIC needs to consider the delegation of responsibility. In smaller incidents, the RIC may have the capacity to undertake more than one role. As the response develops, the RIC, in consultation with the Executive, may elect to delegate additional functions in order to devote more attention to the control function.

In response to a **major impact** event where departmental services are severely affected, a Disaster Declaration has been issued and regions request assistance, the response will be coordinated through the DCG in collaboration with the relevant Regional Director/s.

Level One Response

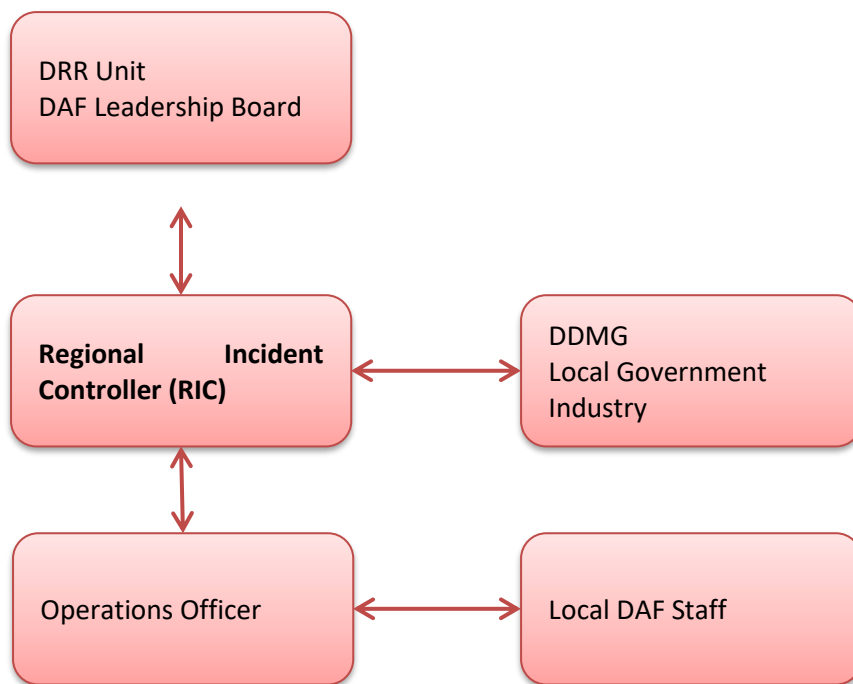
A level one response is characterised by being able to be resolved through the use of initial response resources only. In a level one response the major function is operations, that is, to resolve the incident. Control of the response is limited to the immediate area and therefore the operations function can usually be carried out by the RIC.

The other functions of planning and logistics will generally be also undertaken concurrently by the RIC.



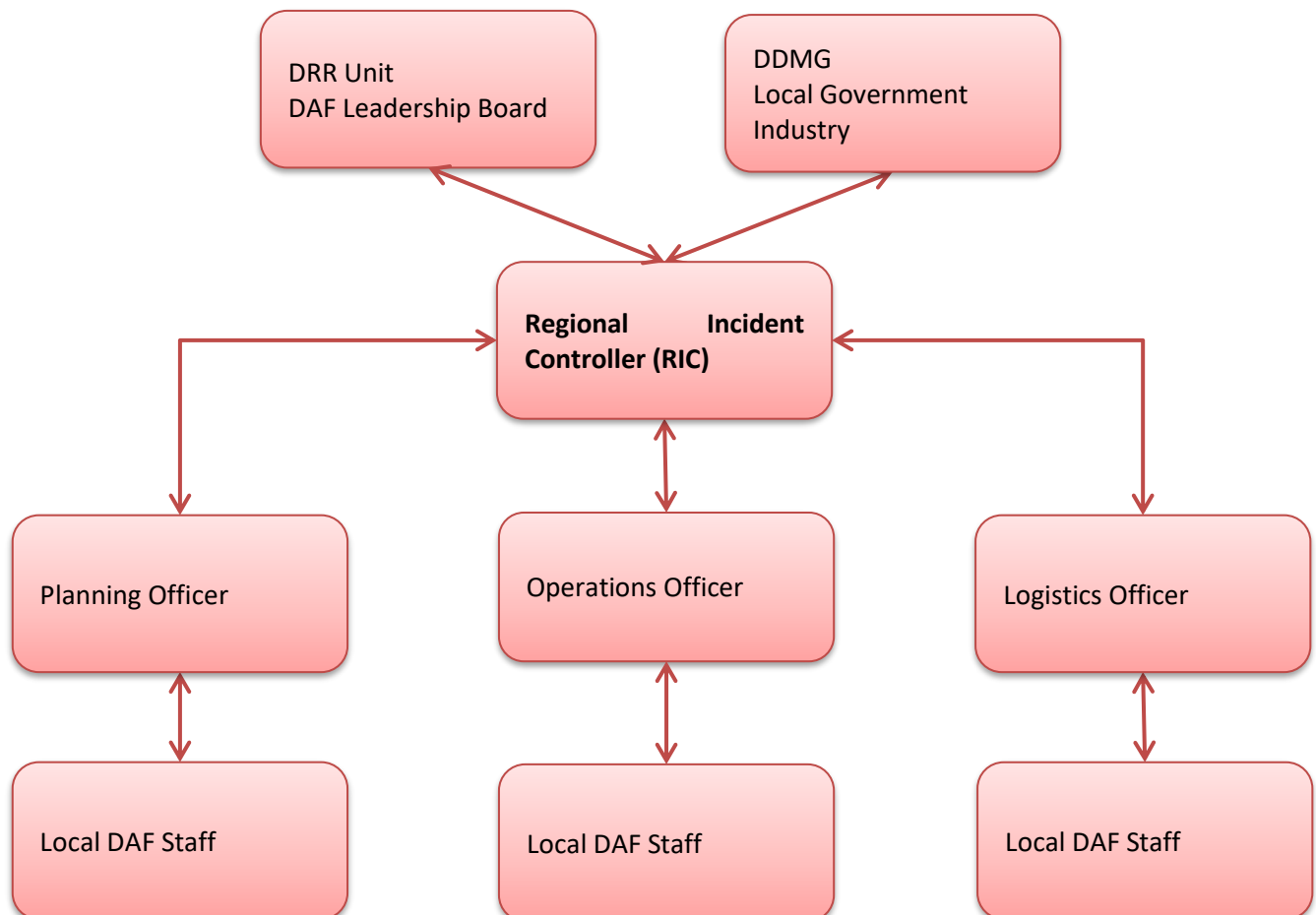
Level Two Response

A level two response is more complex either in size, resources or risk and is characterised by the need for deployment of resources beyond initial response or the establishment of functional sections due to the levels of complexity and workload. RICs will liaise with the Executive on delegation of functional roles and the establishment of a control centre.



Level Three Response

Level three responses are characterised by degrees of complexity and effort that may require the establishment of divisions for effective management of the response. These responses will usually involve delegation of all functions. RICs will liaise with the Executive on delegation of functional roles and the establishment of a control centre.



5.2 DAF's Disaster Coordination Group (DCG)

Background:

The use of a DCG functional structure based on the Australian Inter-Service Incident Management System (AIIMS) has been tailored and used by DAF to coordinate its response to the Coronavirus (COVID-19) pandemic and to support agriculture as an essential service for Queensland.

The aim of DAF's COVID-19 Disaster Coordination Group in supporting the agencies COVID-19 response is to provide a coordinated and consistent approach to the Department's response to COVID-19, with a focus on both staff and stakeholders. If the scale of a disaster event is such that the DCG is activated, it would have similar objectives and roles to that implemented in the COVID-19 Pandemic response outlined below:

The DAF COVID-19 DCG objectives are to:

- Ensure business continuity for critical functions across DAF and statutory authorities
- Coordinate across DAF and other agencies to provide for the timely implementation of the Whole of Government (WoG) response to the COVID-19 Pandemic.
- Work with business groups and statutory authorities to support industry, stakeholders and the community in responding to COVID-19 and recovering.

The role of the DAF COVID-19 DCG is to:

- Establish systems and processes and lead the whole-of-department management of COVID-19 response and recovery activities affecting staff and stakeholders.
- Act as a focal point for the receipt of industry and staff issues and a swift clearing house to triage enquiries, allocate to the appropriate subject matter expert for analysis and development of a policy position, update the DCG central "point of truth", respond back to initial enquiry, create communications products for similar enquiries and close out.
- Coordinate the rapid flow of COVID-19 information across all affected parties.
- Report on and escalate issues to the DLB through stand-up meetings and the DAF COVID-19 Coordination Group (DCCG).

To ensure the greatest possible efficiency and ultimate transition back to business as usual, issues will be managed, wherever possible, through the subject matter experts within existing business units. Relevant Deputy Director-Generals will remain as the delegates for approving policy decisions within their areas of delegated authority.

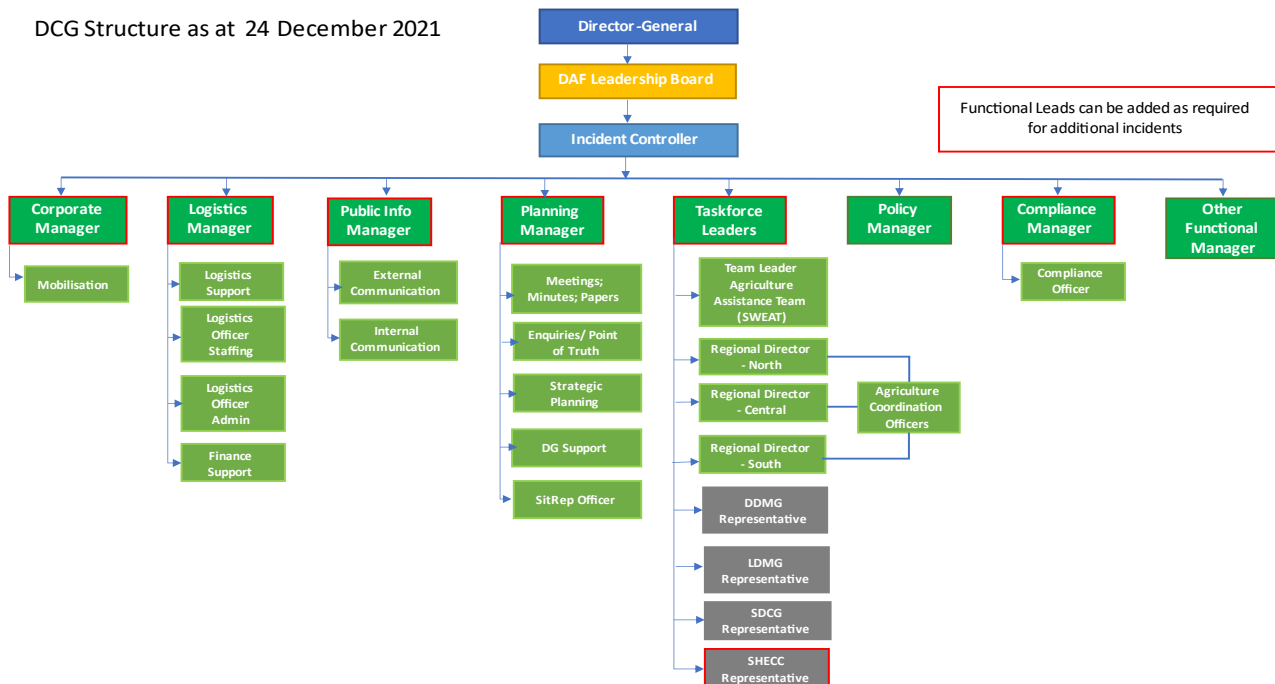
The DAF COVID-19 DCG's approach will be agile in terms of:

- resources required and available to meet objectives
- strategies adopted to achieve the objectives
- Regular review of operations and performance.

The course of the disease, and the interventions to control its spread, are fluid. In these circumstances, roll out of the response will occur in phases. These phases will generally be sequential, however may be cycled if significant changes occur or, a review of actions taken to date suggest, a new approach is required. The structure of the DCG reports through to the DAF Leadership Board (DLB) to the DG, DAF (see diagram below). The line of accountability for the DCG is through DAF Agriculture with support for logistics and Communication from Corporate. Information flows, supporting an effective DCG function is drawn from across Agriculture, Corporate, Biosecurity QLD and Fisheries and Forestry.

The current structure of the DAF COVID-19 DCG is as follows:

DCG Structure as at 24 December 2021



The DCG operates under a functional management approach:

- **Control and Coordination** manages all activities needed for resolution of the COVID-19 response.
- **Planning Section** attends to collection, analysis and dissemination of information and the development of plans to address the intended and unintended impacts of the management of COVID-19.
- **Public Information Section** produces targeted, accurate and regular communication of information to staff and stakeholders
- **Logistics Section** arranges acquisition and provision of human and physical resources, facilities, services materials to support the activities of the DCG, including WH&S requirements.
- **Operations Section** attends to tasking and application of resources to address the intended and unintended impacts of the management of COVID-19. It is intended that delivery of treatments will generally rest within Business group resources but that the DCG Operations team maintains a co-ordination role. The Operations function coordinates compliance, regional operations and Specialist Worker Exemption Assessment Team (SWEAT) activities relating to COVID-19 border controls. The Operations function requires regular engagement across functional leads to maintain focus on key priorities and to inform the priorities of the other DCG functions.
- **Corporate Section** provides support on a range of staffing issues including mobilisation (internal and external), to support the operational response to COVID-19.
- **Policy Section** utilises the information from a range of sources to develop policies that enable the agribusiness sector to contribute to the management of COVID-19 in Queensland.

At the time of writing, the DAF COVID-19 DCG continues to coordinate DAF's response to Covid-19 operating in a 'DCG Lite' structure. The DCG may also be used to support regional disasters. In the event of a biosecurity emergency response Biosecurity Queensland will establish a DCG Incident Management Team structure reflecting the Biosecurity Incident Management System (BIMS) which has been developed to provide guidance on contemporary practices for the management of biosecurity incident response in Australia.

Following an internal review undertaken by DAF of the Agency's response to disaster events DAF has developed a framework for how it will use the DCG to support future disaster events in the coming season.

DAF has committed to a process for when the DCG should be activated for the 2020-21 wet season. At least one or more of the following should occur to trigger a 'Stand Up' of the DCG to assist DAF to respond appropriately to a disaster event.

1. There is more than one disaster event occurring in the state that is reasonably beyond the capacity of regional staff to manage (as determined by DLB and relevant Regional Director)
2. DAF needs to respond to one or more disaster events simultaneously in multiple areas of the state
3. Two or more disaster events have occurred in quick succession in a region and ongoing response and coordination is required for both events.
4. There is a dual event which includes managing a regionally located disaster or biosecurity response where there is also an active COVID-19 response in place.

Biosecurity Emergency Responses will continue to be coordinated from the DCG control room and will take priority in the use of that physical resource. Consideration needs to be given to the staff resourcing challenges that maybe faced where the DAF COVID-19 DCG is functioning and the need to transfer biosecurity specific skill sets into a Biosecurity Emergency Response as and if the need arises and or a disaster response that also require coordination.

State of Readiness and Resourcing

DAF maintains the DCG incident control room in a state of readiness including serviceable equipment. The DCG control room was initially established as a resource for Biosecurity Queensland (BQ) to coordinate biosecurity emergency responses. Establishment of the dedicated, fit for purpose DCG control room was a deliverable of the BQ Preparedness and Response Project. This control room has been utilised for biosecurity responses, DAF's response to the 2018 Strawberry Tampering Incident and a number of training courses and exercises.

Resourcing

The personnel resourcing the DAF COVID-19 DCG are made up of staff from across the DAF business units and are approved by the DAF DLB.

Circumstances under which a regional event would require DCG support

In the event that one or more of the following conditions are met, the decision around the level and type of assistance required from the DCG will be based on discussions with the relevant RD, the General Manager Rural Economic Development and the Director Disaster Response and Recovery;

1. Resources are required to be facilitated through an DCG based on extended geographic scale
2. Appointment of multiple regional incident controllers
3. Impact crossing regional boundaries
4. The event has taken out regional resources to the extent that the RDRT cannot operate effectively
5. There is an active COVID-19 outbreak in the region

The nature of the impact should also be a critical consideration, particularly if it is sector/discipline specific requiring specialist expertise and support processes.

Once established the DCG will coordinate engagement with the Agriculture Coordination Group and become the collection point for sitreps, absorbing the support available within the disaster management team. The significant role that the communications team plays is central to the resources available, while the RDRT will manage its own planning, logistics and operational needs, with the DCG seeking additional resources for RDRT operations if requested to do so at stand ups.

In the event of a small-scale event not requiring DCG assistance, the RDRT will provide sitreps to BRISBANE as per the DAF Disaster Management Plan process.

Managing a dual event involving a joint disaster/COVID-19 response

DAF will as far as is possible continue to manage a disaster response as detailed in this plan.

A regional response that is undertaken in parallel to an active COVID-19 response will be supported by the DAF COVID-19 DCG.

Staff must continue to undertake their work following COVID-19 safe protocols to ensure they stay safe while working including:

- Social distancing
- Don't attend work if you are feeling unwell and get tested for COVID-19
- Sanitising and cleaning
- Use of Personal Protective Equipment (PPE)
- Travel Plans

Reference – [DAF Coronavirus \(COVID-19\) advice](#).

If required DAF will collect impact data and information remotely using available spatial imagery, phone survey data and industry and local government feedback and intelligence.

DAF staff will refer to and follow Business Continuity Plans.

DAF staff will comply with all directions from Queensland Chief Health Officer in regards to any restrictions that are in place regarding movement around the state including access to high risk areas e.g. indigenous communities.

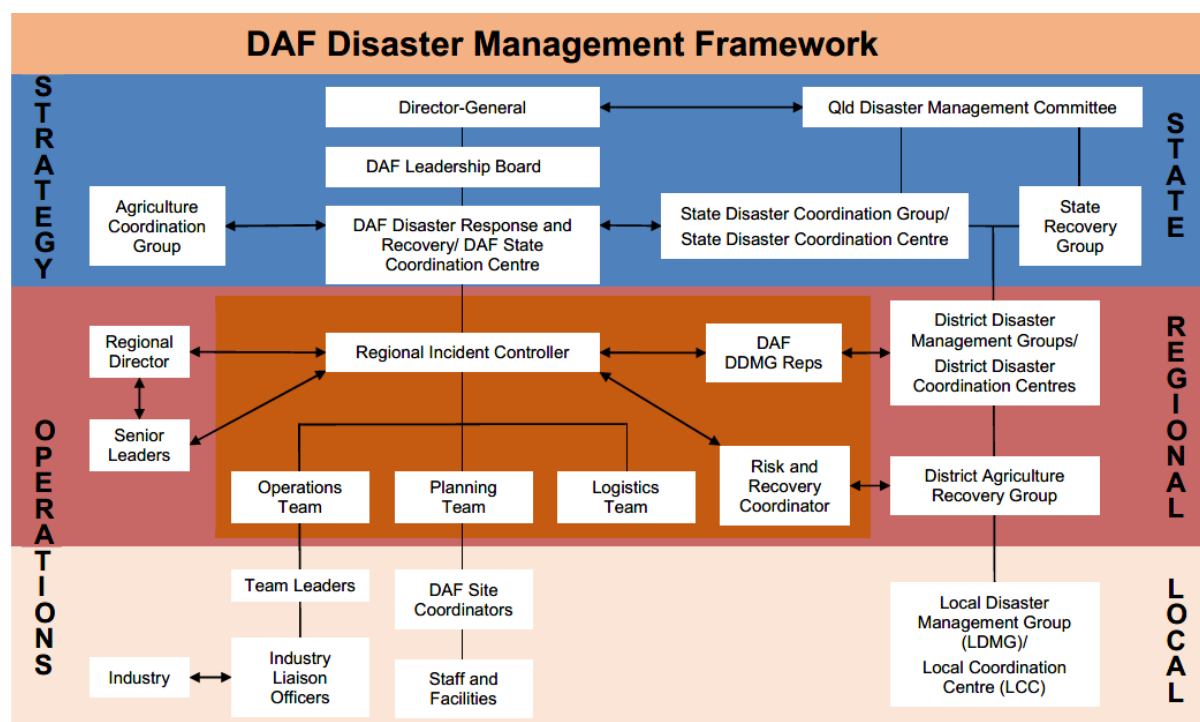
6. Regional Disaster Response Team (RDRT) Roles

An RDRT may consist of a RIC, Operations Officer, Planning Officer, Public Information Officer and Logistics Officer. The RDRT will also communicate regularly with DAF DDMG Representatives and may coordinate response activities with DDMG Representatives.

6.1 Regional Incident Controller (RIC)

The RIC will;

- Report to the Regional Director (if required)
- Brief the DRR Unit
- Oversee the establishment of a RDRT (if required)
- Develop and coordinate the implementation of DAF's response through management and business recovery
- Implement and manage the disaster event according to Regional Disaster Management Plans, business continuity plans and the DAF Disaster Management Plan
- Ensure the activities are technically sound, lawful, safe and cost effective
- Ensure effective management of staff and resources (physical and financial)
- Monitor the progress of the response
- Liaise with DDMG representatives, Local Government, emergency services, industry, media and other Government agencies



6.2 Operations Officer

The Operations Officer will;

- Provide advice and recommendations to the RIC on significant issues arising during the response
- Provide technical advice to the RIC, Planning Officer, Logistics Officer and the relevant operational sections in relation to operational requirements
- Establish and maintain networks appropriate to position across the response and with other stakeholders to the benefit of the response
- Assist the RIC with the implementation of DAF's response through management and business recovery
- Implement and manage the disaster event according to Regional Disaster Management Plans, business continuity plans and the DAF Disaster Management Plan
- Liaise with DDMG representatives, Local Government, emergency services, industry, media and other Government agencies
- Ensure activities are technically sound, lawful and safe
- Oversee and coordinate the operations of DAF staff that may be operating in the field
- Forecast resource requirements for the operational response

6.3 Planning Officer

The Planning Officer will:

- Provide technical advice to the RIC, Operations Officer and the relevant operational sections in relation to planning requirements
- Establish and maintain networks appropriate to the position across the response and with other stakeholders to the benefit of the response
- Lead, in conjunction with the RIC, strategic and operational planning relating to the disaster event and the DAF Regional Disaster Management Plans, business continuity plans and the DAF Disaster Management Plan
- Oversee and coordinate the operations of the Planning Section
- Lead and manage the development of the action plans for extended operational periods including forecasts of resource needs to support the operational strategies and tactics
- Lead the establishment of information reporting requirements including the coordination and preparation of timely and accurate situation reports (SitReps) covering all aspects of the disaster response
- Disseminate information and advise other team members of the results of planning initiatives and advice from the RIC
- Provide advice and recommendations to the RIC on significant issues arising during the response
- Forecast resource requirements for the Planning section of the RDRT
- Oversee data collection activities for future planning and reporting purposes

6.4 Public Information Officer

The public Information Officer will:

- Coordinate internal and external communication and engagement activities
- Manage broader communication to staff including web and intranet updates
- Work with the DRR and RD on messaging
- Coordinate notices on the web, social media, etc.

- Manage communication activities associated with activation of recovery assistance e.g. DRFA

6.5 Logistics Officer

The Logistics Officer will;

- Provide technical advice to the RIC, Planning Officer, Operations Officer and the relevant operational sections in relation to logistics requirements
- Establish and maintain networks appropriate to the position across the response and with other stakeholders to the benefit of the response
- Coordinate the establishment of an appropriately resourced RDRT at the commencement of a response
- Lead, manage and account for staffing and resource allocation for the RDRT and field operations including overseeing the preparation of cost estimates and process design
- Manage the operation of the RDRT through the provision of facilities, information systems, financial and administrative systems and support for all sections within the RDRT.
- Ensure an effective communications network, including IT systems is available and capable of meeting the communication needs of the RDRT
- Monitor the progress of financial and administration teams and systems to ensure milestones are met, deadlines are achieved, and procedures are adhered to
- Coordinate the implementation of financial accounting systems, including systems for tracking costs and cost sharing arrangements if not already available. Research and advise on appropriate systems if required
- Advise the Planning Section to provide for future resource requirements
- Coordinate and manage the orderly STAND DOWN activities of the RDRT and field operations as required

6.6 Disaster Liaison Officer

The Disaster Liaison Officer will act as a key contact for Local Government. This role is targeted at helping local government leadership and acts as a 'triage' to direct enquiries to the correct person within the department.

The Disaster Liaison Officer will:

- Establish and maintain networks with local government leadership as well as the RIC and other members of the response as appropriate
- Provide technical advice to local government regarding DRR Unit activities
- Provide input into strategic and operational planning relating to the disaster event and the DAF Regional Disaster Management Plans, business continuity plans and the DAF Disaster Management Plan
- Contribute to information reporting requirements
- Provide advice and recommendations to the RIC on significant issues arising during the response

6.7 Agricultural Coordination Officers

Approximately 100 DAF regional economic development, extension and biosecurity staff were appointed by the Queensland Government as Agriculture Coordination Officers (ACOs) to support producers, the agriculture industry and local governments to manage coronavirus (COVID-19) responses in addition to their substantive role. These officers are locality based with appropriate and

relevant industry experience, skills, knowledge and contacts to ensure rapid assistance to producers and industry and to give fast access to relevant information.

- Proactively check-in with stakeholders to see how they are going and ensure that they have the information they need to manage their situation.
- Respond to enquiries from local governments through their District and Local Disaster Management Groups.
- Provide a key coordination role acting as a Case Manager representing agricultural interests impacted by an event.
- Lead a process to support effected businesses.
- Communicate with businesses subject to specific government directives to ensure that they are aware of their obligations and to assist them in meeting those obligations.
- Support industry groups such as AgForce, Queensland Farmer's Federation, Growcom and Queensland Dairy farmers Organisation so agriculture supply chains can be maintained. This includes matching support to commercial, recreational and charter fishers, aquaculture, forestry and quarrying businesses and permittees.

6.8 Staff participation in disaster events

During a disaster response Regional Directors/RICs have absolute authority to act on behalf of the department to mobilise resources as required for their region. This may include requesting or seconding staff from across the region to participate in the disaster response, regardless of their qualifications, experience, or what business group they work under.

Should the need for extra staff or support arise, staff may also be requested to participate in a disaster response in another region.

Responding to a disaster becomes DAF's highest priority and as such, all other business as usual functions may cease to operate until the response is finished.

Regional staff participating in disaster response activities are generally paid at level and do not receive any paid overtime, although they are able to accrue any extra hours worked.

7. District Disaster Management Group (DDMG) representatives

DDMGs provide whole-of-government planning and coordination capacity to support local government in disaster operations and disaster management. The DDMG is responsible to the QDMC for all aspects of the State government's capabilities in disaster management for their district.

The District Groups perform a 'middle management' function within the disaster management arrangements by coordinating the provision of functional agency resources when requested by Local Groups on behalf of local governments.

The District Groups carry out a number of functions relating to disaster management. The primary functions are to:

- Ensure the disaster management and disaster operations in the Disaster District are consistent with the QDMC's strategic policy framework for disaster management for the State.
- Develop effective disaster management for the district, including a district disaster management plan and to regularly review and assess disaster management arrangements.

- Ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster.

DDMGs are led by a Chairperson, who is also the DDC, appointed by the Commissioner of the QPS. DDMGs comprise representatives from regionally based Queensland government agencies which can provide and coordinate whole-of-government support and resource gap assistance to disaster-stricken communities.

Depending on the needs of the DDMG, DAF staff may be fully appointed members, or technical advisors/contacts. As each disaster district is unique, it is acknowledged that the composition of DDMGs may differ to meet the needs of the individual disaster district.

DDMGs hold meetings throughout the year at a frequency decided by the relevant Chair. DDMGs will activate when a disaster event is pre-warned or when it occurs and will remain 'stood-up' throughout the event, meeting as frequently as the scale of the disaster demands. After the event is "stood down" the DDMG has a debrief relating to the event.

DAF DDMG representatives attend DDMG meetings scheduled throughout the year and during an event, in which they report any relevant issues involving or impacting on the department or the agriculture and fisheries industries. They may be required to attend their relevant DDCC, if one is established to support the district disaster response activities. DDMG representatives may also be required to monitor the Disaster, Incident and Event Management System (DIEMS) for requests for assistance that relate to DAF functions and may be required to input intelligence information into DIEMS.

Dependant on the size of the event the DDMG member may be required to coordinate resources and support measures, in consultation with Senior Leaders and the Regional Director, or alternately forward requests to the RIC who will coordinate accordingly. The RIC should keep the DAF DDMG representative informed of the decisions and progress made in completing the task. DDMG representatives update the Regional Director on DDMG activities and requests regularly for reporting purposes.

Since the business of DAF is undertaken across a number of business groups, it is sometimes not realistic to assume that the DAF DDMG representative can have the sole authority to commit resources. Therefore, any significant commitment of DAF resources should be first discussed with the Regional Director who will engage with the appropriate Senior Leader of the relevant business group as required.

All DDMG representatives should refer to the District Disaster Management Guidelines for guidance on how DDMGs operate.

Technical Advisors, comprising members from across DAF's business units, may be appointed to DDMGs. Technical Advisors are not members of the DDMG, however they play a vital role within the department providing advice and expertise to assist the departmental DDMG representative to undertake their role.

On some occasions the DAF DDMG representative may request a Technical Advisor accompany them to the meeting, or to link in through a teleconference, to provide additional advice and/or assistance relevant to their expertise.

7.1 DDMG representative responsibilities

DDMG representatives are required to;

- Attend DDMG meetings on behalf of DAF and provide input and planning support in accordance with DAF's functional lead agency roles
- Promote or clarify DAF's lead agency role to members of the DDMG
- Brief the Regional Director or RIC on issues raised or any requests for assistance arising from DDMG meetings
- Ensure deputy DDMG representatives are kept fully informed and trained (succession planning)
- Be prepared to be deployed to the DDCC and function as the single point of contact between the DDMG, and the Regional Director or RIC

A list of DAF DDMG representatives is at Appendix 3 and a list of DDMG DDCs and Executive Officers is at Appendix 4.

8. DAF operations during a disaster activation

8.1 Alert

QFES will activate the ALERT status based on advice and information received from the Bureau of Meteorology and/or other warning authorities. The DRR Unit will be notified of the ALERT through email and will further disseminate this information to DLB and Regional Directors. Regional staff may also receive the ALERT through their role on the relevant DDMG.

The ALERT status indicates that the disaster event has not yet occurred, but that it has the potential to negatively impact on services and industries within the department's portfolio.

During the ALERT status, the DRR Unit will develop and circulate SitReps in consultation with the relevant region(s) and will be in contact with the DG.

The DG will advise the Minister of the ALERT status, and will advise DLB of the ALERT arrangements. The DG may also convene the Agriculture Coordination Group. The Agriculture Coordination Group is discussed further on page 31.

DLB members will advise senior officers of the ALERT status and consider any potential risks to staff.

8.2 Lean Forward

QFES will activate the LEAN FORWARD status when staged activations of LDMGs and/or DDMGs are occurring. The DRR Unit will be notified of the LEAN FORWARD status through a notification matrix and will further disseminate this information to DLB and Regional Directors. Regional staff may be activated in their role on the DDMG or DAF DCG.

The LEAN FORWARD status indicates an impending event, preparing for <10 hours to zero hours to impact.

During the LEAN FORWARD status, the DRR Unit will develop and circulate SitReps in consultation with the relevant region(s) and will maintain communications with the DG and DLB. The DRR Unit will also contact DAF staff representatives in the SDCC Logistics Capability and SDCG Liaison role and place them on stand-by.

The DG will advise the Minister of the change to LEAN FORWARD status and convene DLB. The DG may also convene the Agriculture Coordination Group.

DLB members will advise senior officers of the LEAN FORWARD status and will commence arrangements for monitoring staff and services. DLB will provide situation updates to business groups and oversee early impact assessments leading up to the time of impact.

Regional Directors will ensure all staff emergency contact details are up-to-date and will apprise staff of the situation.

The DAF DCG will be placed on stand-by and a meeting will be convened by the DCG Incident Controller to brief the functional leads.

8.3 Stand Up

QFES will activate the STAND UP status when the disaster event has occurred, significant activations of disaster coordination centres are occurring, and cross agency coordination is required. During STAND UP status the SDCC may be activated. DAFs SDCC/SDCG representatives will be notified of the STAND UP status and SDCC activation through a notification matrix and will further disseminate this information to DLB and Regional Directors. Regional staff may be activated in a DDCC or on the DAF DCG.

The STAND UP status indicates the disaster event has occurred. If the event has had;

- Minor impact - departmental services will continue to function as normal or with minimal disruption, and the disaster can be managed at a local level.
- Moderate impact - departmental services will be interrupted, and some staff and services may be affected.
- Major impact - departmental services are severely affected, a Disaster Declaration has been issued and regions require assistance from the State. This will activate the DAF DCG and the SDCC.

During a STAND UP with **minor and moderate event** status, the DRR Unit will maintain SitReps and communications. If the SDCC has been activated, the DRR Unit will mobilise DAF staff representatives in the SDCC Logistics Capability and SDCG Liaison role, and will receive SDCC SitReps. The DRR Unit will also receive and collate SitReps from DAF Regions to provide daily State reports for SDCC and the Minister.

The DG will advise the Minister of the change to STAND UP status and convene DLB to oversee the response and recovery phases, activate business continuity plans and disaster management plans. The DG may also convene the Agriculture Coordination Group.

DLB members will advise senior officers of the STAND UP status and will activate disaster management and business continuity plans. DLB will oversee monitoring and situation reporting on impacts on departmental services and relevant customer groups. DLB members will provide direction and guidance in response to SitReps and an appropriate senior executive will chair the Agriculture Coordination Group if it has been convened.

Regional Directors will commence arrangements for monitoring business group services, resources, staff well-being, and workplace impacts. Regional Directors will coordinate the response to the disaster in their region. This may include appointing a RIC, activating a control centre and mobilising staff and resources such as vehicles and phones to aid in the response activities.

During a disaster response Regional Directors/RICs have the authority to act on the behalf of the DG to provide assistance and to mobilise the required departmental resources. Regional Directors/RICs may call a meeting of the RLT prior to or during a disaster response to ensure resources are identified and mobilised effectively. DAF Regions will report on the situation through Regional Directors/RICs to the DRR Unit. The DRR Unit will collate regional SitReps for DLB, Ministerial and SDCC briefing.

DAF Regional Directors may also opt to appoint a Disaster Liaison Officer for their region to act as a key contact for Local Government. This role is targeted at helping local government leadership and acts as a 'triage' to direct enquiries to the correct person within the department.

Regional Directors will deploy DAF Mobile Offices to visit the worst affected areas to provide information on the assistance available to primary producers.

In response to a **major impact** event where departmental services are severely affected, a Disaster Declaration has been issued and regions request assistance, DAF will activate the DCG. A whole of department response will be coordinated through the DCG in collaboration with the relevant Regional Director/s.

8.4 Stand Down

QFES will activate the STAND DOWN status when response activities are concluded. The DRR Unit will be notified of the STAND DOWN status through a notification matrix and will further disseminate this information to DLB and Regional Directors. Regional staff may be advised to STAND DOWN through the DDMG.

The STAND DOWN status indicates that there is no longer a requirement to respond to the event and the threat is no longer present. A transition to recovery operations will commence.

During the STAND DOWN status, the DRR Unit/DCG will transition to recovery operations and may commence administering DRFA measures. The DRR Unit will ensure DAF staff representatives in the SDCC Logistics Capability and SDCG Liaison role have been stood down.

DLB members/DCG will advise senior officers of the STAND DOWN status and will oversee the scaling back or cessation of response and recovery activities, to transition the department to business as usual.

The DG will advise the Minister and the Agriculture Coordination Group of the change to STAND DOWN status and will lead the transition of returning the department to business as usual.

DAF Regional Directors may appoint a Disaster Liaison Officer for their region, if they haven't already, to act as a key contact for Local Government. This role will facilitate the coordination of recovery activities between Local Government and DAF.

Where appropriate, Regional Directors will deploy DAF officers to visit the worst affected areas to provide information on the assistance available to primary producers.

Regional Directors will continue to provide SitReps on recovery activities in their region and may still require DAF resources to undertake these activities.

A visual representation of activation levels is at Appendix 7 and a list of the DAF emergency contacts is at Appendix 8.

9. Communication and situation reports

During a disaster response, information flow is critical for effective coordination. During the management of a disaster event public and political interest is very high. As a Queensland Government agency DAF is responsible for facilitating the flow of adequate and appropriate information to the QDMC. Such relevant information may include details of the event, key risk exposures, and how these are being managed - particularly key exposures that are unable to be managed and the reasons why.

Communication within DAF is also critical during the management of a disaster event. Staff require clear direction on their role and information about how they are to operate during a disaster response. To assist Regions in responding to a disaster event, the DRR Unit and DLB also require regular updates on response activities, the resources that have been deployed and the likely future requirements.

In response to a **major impact** event where departmental services are severely affected, a Disaster Declaration has been issued and regions request assistance, communication and situational reporting will be coordinated through the DCG in collaboration with the relevant Regional Director/s.

9.1 DAF External Communication

The Queensland Government establishes the Crisis Communication Network (CCN) during a disaster response to coordinate public information. The DG of the Department of the Premier and Cabinet (DPC) activates the CCN and provides leadership for the cross-agency communication activities as well as assisting agencies to align their activities and messaging.

The CCN provides a mechanism to assist agencies to coordinate their public information and communication activities without impeding, duplicating or complicating their work. Media and communication officers remain within their departments and retain responsibility for their own communication plans, products, activities and stakeholder liaison.

The DAF Corporate Communications team is responsible for representing DAF in the CCN during a disaster response and is also responsible for developing and maintaining a Natural Disaster Communication Strategy. This communication strategy is targeted at primary producers, agricultural businesses, communities and landowners across Queensland that DAF directly service in the event of a natural disaster.

The key objectives of the preparedness strategy are;

- to raise awareness of the need for DAF customers to be prepared for the disaster season, and to follow industry best practice guidelines
- to encourage customers to participate in DAF activities to help them prepare for the disaster season.
- to encourage customers to participate in the Queensland Government 'Get Ready' activities to help them prepare for the disaster season.
- to facilitate the support of industry groups to disseminate information to customers.

In the event of a major natural disaster, the objectives are to;

- provide the necessary tools to help customers quickly respond to, and recover from disaster.
- manage expectations of the timeliness of response, as well as the level of assistance available.
- raise awareness of the services and information the Queensland Government and DAF have available to help its customers respond and recover from natural disasters.
- provide intelligence on issues raised on social media channels
- and encourage uptake of the government services available to assist the community and industry following a natural disaster, including attendance at information sessions.

The DAF Corporate Communications team work with the DRR Unit to develop and maintain the communication strategy and to create communications materials such as media releases and social media posts. The DAF Corporate Communications team also monitor social media following a disaster event and will notify the DRR Unit of any issues that are reported through social media channels. Any requests for response to social media posts will also go through the DRR Unit.

In response to a **major impact** event where departmental services are severely affected, a Disaster Declaration has been issued and regions request assistance, communication activities will be coordinated through the DCG in collaboration with the relevant Regional Director/s.

9.2 DAF Internal Communication

The responsibility for coordinating the overall response and recovery activities undertaken by the department following a disaster falls to the Regional Director. DAF Regional Directors have the authority to act on behalf of the department to mobilise resources as required for their region. However, due to the organisational structure of DAF, staff that sit under different business groups within the same region will report to and often take direction from their relevant business group leaders who may not sit within the region in which the disaster has impacted.

Corporate Communication and Engagement (CC&E) are responsible for broader communication to staff, including web and intranet updates. Corporate C&E will work with the DRR and RD on messaging, and coordinate notices on the web, social media, etc.

It is imperative that in the lead up to and during a disaster event, direction on office closures and when staff should leave to make disaster preparations of their own is given solely by the Regional Director where DAF is the sole tenant. Business group leaders should always coordinate site closures and staff leave with the Regional Director to avoid any miscommunication of process and to ensure all staff receive the same message simultaneously. Any DAF staff based in the Region are to take direction from the Regional Director and then coordinate a response with the Regional Director. For multi tenanted sites, site closure will be undertaken through consultation between the RD and the tenants' representative.

Likewise, should any regional staff request assistance from the DAF Corporate business group such as a request for DAF Information and Technology Partnership (ITP) to shut down servers in preparation for a disaster event, this must first receive approval from the Regional Director for the region. Any regional issues arising due to a disaster event should all be discussed and coordinated with the Regional Director.

Prior to most disaster events, the DRR Unit will receive warning and alert information from QFES and the Bureau of Meteorology. This information will give an indication of the timing of the event, the potential impact zone and severity of the event. Particularly in the case of a tropical cyclone warning, the DRR Unit will receive the warning days before the anticipated coast crossing. This allows for preparation activities to be completed well in advance of the event and will allow for pre-deployment of DAF staff and resources such as the mobile office.

The DRR Unit will begin liaising closely with the appropriate Region's staff as soon as this warning information comes to hand. Depending on the potential scale of the event, daily meetings via teleconference or Microsoft Teams in the lead up to the event are beneficial in providing clarity to both Regional staff and the DRR Unit around the potential impacts and the preparedness activities happening in response to the event.

Prior to the disaster season Regional Directors should ensure they have developed a suitable check-in procedure for regional staff to follow after a disaster event. A staff check-in procedure should detail the process for ensuring that all staff are safe and accounted for. A staff check-in procedure may include a telephone tree or may require staff to phone the DAF Customer Service Centre (CSC). Regional Directors should ensure that all regional staff are well versed in the check-in procedure prior to a disaster event and should send out an email reminder during the alert phase of a disaster response which details

the check-in procedure. If the Regional Director intends on utilising the CSC as part of the staff check-in procedure, the Regional Director will need to ensure that they have involved the CSC in the development of the staff check-in procedure.

In response to a **major impact** event where departmental services are severely affected, a Disaster Declaration has been issued and regions request assistance, communication will be coordinated through the DCG in collaboration with the relevant Regional Director/s.

9.3 Situation Reports (SitReps)

A SitRep is a brief report that is published and updated periodically during a disaster operation which outlines the details of the disaster, the needs generated, and the responses undertaken as they become known. During disaster operations, SitReps are produced at the local, district and State levels.

There is a requirement for a daily SitRep to be developed for all levels of the QDMA and each agency involved in the disaster response. The Intelligence Capability in the SDCC produces the State-level SitRep for the SDCG and QDMC, called the State Update.

SitReps are produced by the activated LDMG and forwarded to the activated DDMG for compilation into a district level picture of the response operations. DAF DDMG representatives have input into the DDMG SitRep either through the QPS disaster database DIEMS or by a word document. The DDMG then forwards the district SitReps to the SDCC to inform the daily State Update. Each agency involved in response operations, also produce daily SitReps and provide information from the SitReps to the SDCC to assist with compilation of the State Update.

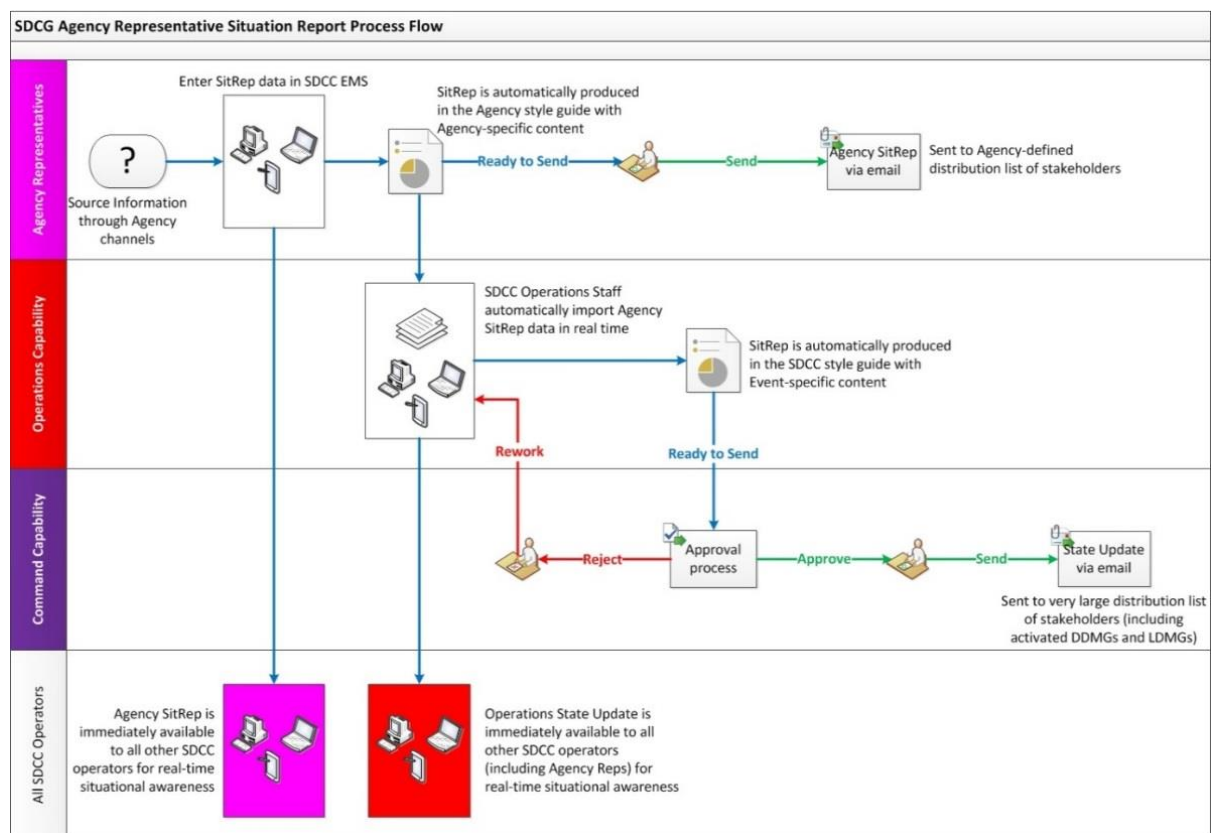
During a disaster response the DRR Unit provides SitRep information to the SDCC at least once a day by 2pm each day. Depending on the scale of the disaster there may be a need for SitReps to be reported to the SDCC more than once a day and/or a different time than stated above. These requirements on EMS reporting times will be communicated through DAF's Agency Coordinator. This SitRep includes information on the current situation to date, key activities undertaken by the department, any emerging issues that may require State support or are of importance for the QDMC to note and any key messages that can be fed into the SDCC Public Information Key Messages report. This daily SitRep information is compiled from all daily SitReps received from each RIC engaged in disaster response activities. The DRR Unit is also required to update the SDCC on matters of exception, as they come to hand, at any time during the day or night.

To ensure that SitReps are readily accessible and utilised in a timely manner by the SDCC, DAF, along with all other Queensland Government agencies, is required to input SitRep information directly into the SDCC Emergency Management System (EMS). Each agency involved in the whole-of-government response has nominated a representative that is available 24/7 during activations to facilitate this process. This Agency Representative may or may not be collocated at the SDCC, depending on the nature and scale of the event. This is viable as EMS is a cloud-based program; therefore, agency Representatives can provide SitReps from within the SDCC, from their usual place of business or from home and without access to DAF's network.

The Agency Representatives for DAF are the touchpoint for any requests for information about agriculture and fisheries, and endeavour to keep the DAF SitRep data live in EMS. The DAF SitRep is aggregated and displayed on the EMS Dashboard so all SDCC operators can maintain real-time situational awareness of the live and current data for DAF. The data from the DAF SitRep is then automatically populated into the State Update for real-time reporting. This process allows specific content to be automatically imported directly into State Update, Executive Summary and Key Messages.

Multiple DAF staff are trained in the use of the EMS system to allow for business continuity during a disaster.

Image 1 – SDCC EMS SitRep Process



Daily SitReps developed by the RIC or RDRT Team include new and up-to-date information on the current situation, key activities undertaken by the department and any industry issues that have been identified. Regional staff may also be able to provide impact assessment information in relation to agriculture and fisheries businesses in their area. This information should be included in the daily Regional SitRep to the DRR Unit. The template for the daily Regional SitRep is provided at Appendix 9, however, depending on the nature of the event this template may change during the response or recovery phase.

During a response the DRR Unit also provides a daily SitRep to DLB and the Minister's office on the department's current activities and industry issues. This SitRep is provided at least daily. For the DRR Unit to provide a compiled, up-to-date SitRep to SDCC, DLB and the Minister's office, all daily Regional SitReps must be provided to the DRR Unit by 12pm each day.

10. The Agriculture Coordination Group

The Agriculture Coordination Group may be convened by the department during any phase of a disaster event.

The Agriculture Coordination Group provides the department with information about the effect that a disaster event has had on the agriculture and fisheries industries, and the issues that individuals and businesses are facing in responding to and recovering from a disaster event. This allows the

department to respond to the disaster event in a more effective manner and also allows other agencies to understand how they can better help affected businesses and individuals.

The Agriculture Coordination Group is chaired by a senior departmental staff member and participants include representatives from peak industry bodies, other government agencies and appropriate departmental staff. The Minister and/or staff from the Minister's office may also participate in the Agriculture Coordination Group. Administration of the coordination group is delivered by the Office of the Director-General.

Outcomes and decisions made by the group are used to progress response and recovery activities of both the department and the impacted industries. The information and action requests generated by the coordination group are also incorporated into daily state SitReps provided by the department to the Minister, SDCC and QDMC. This information is also provided to DAF Regional Directors.

A list of potential industry representatives is at Appendix 10, but membership will depend on the event.

11 Impact assessments and aviation

To make informed decisions, DAF and the Queensland Government require information about the impact of disasters on communities, industries and businesses. Impact assessments provide a timely and accurate understanding of the effects of a disaster and include information about the severity of the damage and the types of damage to infrastructure, crops, animals and the environment.

Impact assessments help DAF identify what type of assistance and what levels of assistance industry requires to help them respond to and recover from the disaster event. Impact assessments can also help identify issues in the supply chain that another Queensland Government agency may be able to assist with in resolving.

DAF conducts impact assessments by foot, road, air or via remote sensing depending on what access is available into the impacted areas. DAF may utilise helicopters or drones (Remotely Piloted Aircraft) to collect footage of an impacted area or purchase remote imagery where entry is difficult or unsafe.

Staff safety is paramount when conducting impact assessments so all safety policies, procedures and regulatory requirements should be followed when conducting an impact assessment.

11.1 DAF Disaster Assessment App

The DAF Disaster Assessment App has been developed to assist with DAF field staff collection of impact assessment data. The app ensures consistency and accuracy of data collection and enables data to be made available as quickly as possible following a disaster event. This app can operate offline and in remote areas, can be simultaneously available to multiple users, and the data can be viewed and extracted to populate briefing and reporting templates. This approach improves consistency with other departments and QFES, and improves reporting and decision making.

The app utilises the mobile app Survey123 and links onto an online platform for desktop computers. Photos and spatial data can also be collected using the app.

The collected data is integral in assisting the Government to plan and resource activities and programs to assist the primary industries sector to recover from disaster events. The data is viewed via a dashboard, downloaded as spreadsheets and when combined with other spatial data helps support DAF to make more informed decisions following disasters.

The DAF Disaster Assessment App was first used during STC Debbie in 2017. This app utilised the mobile app called Collector for ArcGIS provided by ESRI. Post STC Debbie it was decided to move to

Survey123 to collect data more relevant for Category C assessments. Those DAF staff members that are normally called upon to undertake impact assessments following a natural disaster event can be trained in the use of the app. More information including Frequently Asked Questions on the DAF Disaster Assessment App is available on DAF's intranet page. <http://dafintranet.lands.resnet.qg/our-department/risk-emergency-management>

11.2 Remote Piloted Aircraft (RPA)

RPA are also known as Unmanned Aerial Vehicles (UAVs) or drones. RPA come in all shapes and sizes, from those that are as big as a 737 to some that will fit in the palm of your hand. RPA can be used for such purposes as firefighting, search and rescue, disaster relief, weather monitoring, and law enforcement. Most RPA are piloted by remote control and often mounted with cameras.

The Civil Aviation Safety Authority (CASA) is the body responsible for regulating RPA in Australia and Australia was the first country in the world to regulate RPA, with the first operational regulation for unmanned aircraft in 2002; Civil Aviation Safety Regulation (CASR) Part 101.

The regulations surrounding the operation of RPA are considerable. Under the *Civil Aviation Safety Regulations 1998*, RPA (weighing more than 100g and less than 100kg) cannot generally be flown:

- higher than 400 feet;
- within 10m horizontally and 30 feet vertically of a person (although there are exceptions to this prohibition for those involved in operating the RPA and others standing behind the RPA on take off);
- over a large group of people at a height from which, if any of its components fail, it would not be able to clear the area;
- over or near prohibited or restricted areas (such as an aerodromes or restricted military areas);
- in conditions other than Visual Meteorological Conditions (i.e. bad weather);
- in or into a cloud; or
- at night.

It may be possible to use a RPA outside some of the above restrictions:

- with the approval of CASA or another relevant authority (such as air traffic control); or
- if the RPA is being operated within the sight of the RPA pilot.

There is also a general prohibition on flying a RPA in a manner which is hazardous to property, a person or another aircraft, with significant financial penalties for contravening this provision.

Dropping off parcels or other items via an RPA is not prohibited, provided that nothing is dropped or discharged from an RPA in a way that creates a hazard to another aircraft, person or property.

In addition, agencies that use RPAs must obtain an operator's certificate from CASA and any individual that flies an RPA for commercial gain must have a controller's certificate.

RPA and privacy laws

As RPA are new technology, there is some uncertainty as to when the flying of an RPA over private property without permission will amount to a trespass to land. A trespass to land is an interference with land owners' rights. Land owners' rights extend to the airspace over their land to a reasonable height.

There is no clear guidance on the height an RPA needs to be flown to avoid trespassing on private land. Based on past cases that have dealt with aerial photography from planes, scenic helicopter rides, and the height that bullets can be shot across land – as long as the RPAs are flown over land quickly and

at a height that does not detract from the land owner's use and enjoyment of their property, there is no trespass to land.

The *Privacy Act 1988 (Cth)* applies to Commonwealth agencies and organisations with an annual turnover of more than \$3 million (with certain exceptions). Any footage taken using an RPA may be considered "personal information" if someone can be identified, or reasonably identified, in the video footage.

11.3 Aviation safety

In response to a significant helicopter incident in 2011, a comprehensive Aviation Safety Policy was developed for DAF. The Aviation Safety Policy outlines the requirements, responsibilities and accountabilities associated with aviation activities within DAF. It has been designed to ensure the health and safety of all departmental staff that are required to travel in aviation resources during the course of their employment and to make them aware of their responsibilities and requirements when doing so.

The Aviation Safety Policy applies to the following aviation work:

- Charter: general transportation and carriage of workers as passengers. i.e. when an aircraft is chartered for use by the department (note: these flights are not available to the general public).
- Aerial Work: aviation activities undertaken by the department with a specific operational task or objective using predominantly rotary wing aircraft (helicopters).

Each discrete type of aerial work must have a Specific Task Analysis and Risk Assessment (STARA) approved by the department. A task analysis explains the roles and tasks to be undertaken, describes aircraft deployment, sets requirements and standards for audits and assessments, and provides guidance for resourcing. All staff in the department involved in aviation activities shall refer to and comply with the relevant task analysis.

Each task analysis shall have an associated risk assessment. Each task analysis and its associated risk assessment shall be regularly reviewed (as a minimum every two years) and updated. If a task profile is altered, the risk assessment must be reviewed and a new STARA must be developed and approved.

All aerial work being undertaken by a business area must be approved, at a minimum, by the appropriate DLB member before the work can begin. The approval must be in writing.

DAF also has an Aviation Safety Review Panel who is responsible for developing and implementing the department's Aviation Safety Policy and is responsible for reviewing STARAs. Representatives from across the business groups considered to have a wide range of experience and knowledge in a range of aviation tasks being undertaken by the business unit are appointed by DLB members to be a member of the Aviation Safety Review Panel.

Following a disaster event DAF staff may be tasked to conduct an impact assessment from a helicopter. Before such work is conducted a STARA must be submitted and approved by DLB and the Aviation Safety Review Panel.

A list of the Aviation Safety Review Panel members is at Appendix 11.

11.4 Acquiring aircraft

In the first instance, all requests for DAF staff to join a helicopter flight for the purposes of conducting an impact assessment should be made by the RIC to the appropriate DDMG, in consultation with the

DRR Unit and the DAF DDMG representative. DDMGs are responsible for coordinating and managing the deployment of helicopter resources for their district following a disaster event, including coordinating flights for multiple agencies when required. As the cost of DAF hiring a helicopter for this purpose is not claimable through DRFA, it is also more cost effective to join a flight arranged by the DDMG and share costs with other agencies.

In the instance that an appropriate flight within the required timeframe cannot be arranged by the DDMG, the RIC should notify the DRR Unit immediately who will request the DG to approve the hiring of a helicopter. Once approval from the DG has been received, the DRR Unit will contact the Queensland Government Air (QG Air) Operations Centre at the Kedron Emergency Services Complex. QG Air manages all contracts for non-government helicopter providers on behalf of the Queensland Government. QG Air will organise the appropriate helicopter on DAF's behalf and in the meantime the RIC will need to develop a STARA for the proposed aviation activity and will need to ensure the STARA is reviewed and approved by the Safety Review Panel prior to the flight.

11.5 Aerial fodder drops

In some instances, during and after a natural disaster there may be a need to deliver fodder to stranded livestock. Livestock may be stranded by flood waters and require fodder which can only be delivered by air (an aerial fodder drop). A fodder drop is an expensive exercise which, depending on the size and scale of the event, may not always be feasible or necessary.

The requirement for carrying out fodder drops will be determined by DAF in collaboration with industry leaders and the relevant LDMG. If required, DAF will coordinate fodder drops in conjunction with relevant industry groups and the LDMG on a needs basis. This need can't be determined in advance. A decision to conduct a fodder drop operation will be made in liaison with industry and or the LDMG and will be based on factors such as scale, severity, location, need and competing priorities for aircraft and fuel.

Fodder drops will be coordinated at a local level and, should a fodder drop program be judged necessary, the names of relevant DAF and industry coordinators will be made available through local media and industry mechanisms. Coordinators will match requests for fodder assistance with available transport and fodder supplies. They will also develop a register of available fodder supplies.

Local contractors (Aviation) are always central to the response and they know where to locate fuel and fodder based on previous events. Suitable depot locations will change with the nature of the event and the situation regarding livestock in the impacted region. This could be an LDMG consideration to hold regular meetings involving local contacts, LDMG reps, Industry (Agforce) and defence. Questions on what is needed where should be facilitated through this process.

The owner of the livestock is responsible for purchasing the fodder and paying for the fodder drop. Depending on the levels of disaster assistance that are activated following an event, livestock owners may be able to utilise disaster funding to help cover the costs of purchasing fodder and paying for fodder drops.

12. Disaster Recovery Funding Arrangements

Financial assistance programs in response to a natural disaster are established under the joint Commonwealth/State DRFA. The disaster recovery arrangements provides a suite of pre-approved measures which can be provided to businesses, primary producers and non-profit organisations to

assist recovery after a natural disaster. These measures are cost shared between the State and Australian Governments.

Most financial assistance to business and primary producers is contingent on the applicant having suffered direct damage as a consequence of an eligible natural disaster. The disaster recovery arrangements are not a compensation scheme and is not intended to assist with consequential losses although a Category B concessional loan scheme has now been introduced for those businesses that have not suffered direct damage but have indirectly impacted such as through loss of trade and require assistance with working capital.

Financial assistance to businesses and producers is broken into three categories.

12.1 Category B

Category B provides assistance to business, primary producers, non-profit organisations, government and the community. Eligibility for this assistance is made available by a disaster activation. Category B assistance is the standard recovery assistance in response to a natural disaster and it is expected that it should be sufficient assistance to respond to the majority of natural disasters. The assistance offered under Category B includes;

- Freight subsidies for primary producers of up to \$5,000 per property for the movement of materials to assist in recovery (e.g. emergency fodder, building materials, fuel and water). Available through DAF.
- Standard concessional loans for primary producers of up to \$250,000. Available for activities such as repair work, replanting, restocking and meeting carry-on activities such as essential property operations and paying rent and rates. Available through QRIDA.
- Standard concessional loans for small business (less than 20 employees) of up to \$250,000. Available for repairing or replacing damaged plant, equipment, buildings, supplying stock and carry on requirements such as essential property operations and paying rent and rates. Available through QRIDA.
- Standard concessional loans for primary producers, small business and not for profits of up to \$100,000. Available to assist with essential working capital where the operation has been impacted by the natural disaster but did not suffer direct damage. Available through QRIDA.

Those primary producers that aren't in a Local Government Area that has been activated for disaster assistance but have suffered significant damage as a result of a disaster event may apply for an Individual Disaster Stricken Property (IDSP) declaration. To be eligible for an IDSP, an assessment of the damage must be made by a DAF Officer. Once approved, primary producers are eligible to apply for DAF freight subsidies of up to \$5,000 and QRIDA loans of up to \$250,000 to assist with repairs and recovery. Assistance provided by the Queensland Government under an IDSP is not funded through the disaster recovery arrangements but is funded wholly by the Queensland Government.

12.2 Category C

Category C Special Disaster Assistance Recovery Grants Scheme provides assistance to businesses, primary producers, and non-profit organisations. For severe events exceptional circumstances grants of up to \$25,000 can be activated. However, for catastrophic events (such as the Monsoon Trough and Flooding in 2019 and the Queensland Bushfires in 2019) exceptional circumstances grants of up to \$75,000 have been activated. These \$75,000 were a combination of Category C assistance of up to \$25,000 and Category D assistance.

Category C grants are potentially available in response to severe natural disasters where it is determined that standard assistance (Category B) will be insufficient to assist with community recovery from a natural disaster. This determination is based on input from coordination groups, regional staff, disaster management groups and local government.

Category C recovery grants are not a standard assistance measure and their introduction in response to a disaster requires the written approval of the Prime Minister. Category C activation requires that the event be formally assessed against eligibility criteria thresholds established by the Australian Government. These criteria can be found in Guideline 3 Category C Interim Assessment Framework available at the Australian Government disaster portal www.disasterassist.gov.au

12.3 Category D

Category D Exceptional Disaster Assistance relief measures are tailored to the recovery requirements of the event. Approval to introduce Category D requires the approval of the Australian Government. Category D will only be introduced when the nature and severity of the event is such that standard assistance under Category B and the special disaster assistance under Category C will be insufficient to assist with recovery. The type of assistance measure that will be available will be designed to fit the event.

12.4 Activation process

Activations are made by the Minister for Fire and Emergency Services, based on requests by the relevant Minister. The formal arrangement for activations requests are:

- For primary producers, activations are requested by the Minister for Agricultural Industry Development and Fisheries. The case for activation is developed by DAF.
- For small business, activations are requested by the Minister for Employment, Small Business and Training. The case for activation is developed by the Department of Employment, Small Business and Training.
- For not for profit organisations, activations are requested by the Minister for Department of Communities, Disability Services and Seniors. The case for activations is developed by the Department of Communities, Disability Services and Seniors

DAF coordinates the preparation of a disaster activation request with QRA.

To help government understand the impact of an event on industry, and facilitate collation of information on primary producers, DAF has established the Agriculture Coordination Group, which can identify key issues impacting on the agriculture and fisheries industries. The Agriculture Coordination Group will meet/teleconference on a regular basis during and immediately after a natural disaster to prioritise the activities necessary for disaster response from the perspective of agriculture, including appropriate natural disaster activations to deliver recovery assistance.

Category B activations

'Standard' DRFA Category B activation has always been for whole local government areas in past events and is based on an assessment of need. DAF will make a rapid assessment of the impact of an event with information sourced through the Agriculture Coordination Group, regional staff, disaster management groups and local government. This consultation is informal and activation can be made relatively quickly after the event.

Category C activations

In severe disasters, the Premier may seek the Prime Minister's approval to provide recovery assistance under 'Category C' of the DRFA. This enables QRIDA to administer clean up and recovery grants, and the Department of Communities to administer a Community Recovery Fund for community recovery activities.

Category C Guidelines include the requirement that states and territories complete an evidentiary questionnaire to accompany any request to activate Category C. The questionnaire requires the collation of significant data and qualitative information in order to demonstrate an area has been sufficiently impacted as to meet eligibility thresholds.

In determining the severity of impact on the region, community or sector, the State must demonstrate the following impacts for the Commonwealth to agree to cost sharing Category C measures:

- Exceptional circumstances recovery grants (i.e. up to \$25,000) to a primary producer sector:
 - primary producers affected have incurred significant losses in the sector; and
 - primary producer viability or production in the sector is at risk of disruption beyond the current season.
- Exceptional circumstances recovery grants (i.e. up to \$25,000) to a small business sector:
 - small businesses in the sector are directly affected; and
 - the community is at risk of losing essential businesses as a direct result of the disaster.

The collection of this data for the primary industries sector is the responsibility of DAF. In the ALERT/STAND UP phase of an event, DAF can collate existing statistical information needed for the report on the area expected to be severely impacted. This data will help facilitate determining if a request is warranted. During the STAND DOWN phase as the community moves to recovery, DAF will commit via the Agriculture Coordination Group, industry and regional staff to develop the impact data required to determine if a request should be made. Local Government may also seek a role in these data collections, and it may be appropriate to coordinate this at the local level if the LDMG has activated an Economic Recovery Sub-Committee.

If the evidence suggests the criteria for activation is met, DAF (the DRR Unit) will negotiate with QRA to draft a request from the Premier to the Prime Minister seeking activation. If the activation is approved the DRR Unit will do the administrative work necessary for QRIDA to deliver the recovery grants.

Category D activations

In exceptional disasters the Premier may seek agreement of the Prime Minister to provide recovery assistance under 'Category D' of the DRFA. The nature of Category D assistance is not defined and is tailored to suit the particular event.

DAF (the DRR Unit) will negotiate on any proposed assistance measures with DPC, Treasury and QRA and draft a request from the Premier to the Prime Minister on the proposed assistance measures.

Additional extraordinary assistance measures

The Commonwealth Government through the Prime Minister and/or the State Government through the Premier can vary the level of assistance made available under the DRFA. For example in response to the very severe impacts suffered by primary producers as a result of the North & Far North Queensland

Monsoon Trough, 25 January - 14 February 2019 and the 2019 Bushfires the Prime Minister activated grants of up to \$75,000 under Category C of the DRFA.

DAF needs to be agile in its assessment of impact to primary producers and flexible in the delivery of response and recovery initiatives.

12.5 Post-incident review process

Following each disaster event DAF conducts a post-incident review to capture lessons learned and to change the way the department responds to disaster events to ensure that DAF responds more effectively next time. A post-incident review is conducted within a reasonable time-frame following the disaster event so as to capture identified issues and lessons whilst the experience is still fresh in people's minds. Post-incident reviews (or debriefs) are the responsibility of the region where the event occurred. The DRR Unit staff can contribute and provide advice on the post-incident review process, however, the DAF Region where the event impacted has responsibility to undertake any reviews.

A post-incident review asks some important questions, such as;

- What didn't work so well? How can things be improved for next time?
- What did work well? What can we learn from the things that worked well?
- Which policies and procedures need improvement?
- How did our staff perform and cope with the incident? Are there any changes to how the incident was staffed that could be improved for next time?
- What did our stakeholders/clients/industry think of our response? What could be improved for next time?
- Is there any equipment or resources that would improve our response?
- Is there any training or direction that would improve our response?
- What are the recommended actions or changes for improving our response?

The following staff are involved in a post-incident review

- DRR Unit
- Regional Director/s
- Regional Incident Controller/s
- Staff members involved in the response or representing the department as a DDMG representative.

It is important to remember during a review that:

- Different people see things differently - what may have worked well for one person may not have worked well for others.
- Staff directly involved in the incident/event can usually identify problems best – if the appropriate staff members aren't available for the review then they should be contacted to provide their input and experiences prior to the review.
- The benefit of hindsight may have led to different response decisions – decisions that seemed good at the time, may not have provided a very good outcome and staff may be able to see how they could have done things differently to get a better outcome.

Actions and recommendations coming out of a post-incident review are recorded and individuals may be assigned actions to follow-up. Actions may include changes to Disaster Management Plans, changes to procedures or clarification of roles, responsibilities or communication pathways. The recommendations are also provided to DLB in a brief to ensure all recommendations are actioned by

the appropriate business group. An agreed timeframe is developed for each action/recommendation item. Ideally items are finalised and changes enacted prior to the next disaster season.

12.6 Biosecurity emergencies

Queensland's reputation and ongoing market access is dependent on an ability to respond quickly and effectively to manage or control biosecurity risks as they emerge. Biosecurity Queensland has lead responsibility for containment and eradication of emergency animal and plant pests and diseases (hazard specific responses) and has agreements with the Australian Government covering the management of these responses.

The Emergency Plant Pest Response Deed (EPPRD) is a formal agreement between Plant Health Australia, the Australian Government, all state and territory governments and national plant industry bodies. It covers the management and funding of responses to emergency plant pest incidents, including the potential for owner reimbursement costs for growers.

Underpinning the EPPRD is PLANTPLAN, the agreed emergency response plan used by Biosecurity Queensland in responding to an emergency plant pest incident. It provides nationally consistent guidelines for response procedures under the EPPRD, outlining the phases of an incursion (investigation, alert, operational and stand down), as well as the key roles and responsibilities of industry and government during each of these phases. It incorporates best practice in emergency responses and is updated regularly to incorporate new information or address gaps identified by the outcomes of incident reviews.

The Emergency Animal Disease Response Agreement (EADRA) is a formal legally binding agreement between the Australian Government, all state and territory governments and livestock industry groups. It aims to collectively and significantly increase Australia's capacity to prepare for, and respond to, emergency animal disease incursions.

For all diseases listed in the EADRA, there is a preferred approach to an outbreak. These preferred approaches have been developed and agreed upon by governments and relevant industries and are captured in the Australian Veterinary Emergency Plan (AUSVETPLAN). AUSVETPLAN is a comprehensive series of manuals that sets out the various roles, responsibilities and policy guidelines for agencies involved in an animal disease response. Biosecurity Queensland will utilise the operational procedures outlined in AUSVETPLAN during an emergency animal disease response.

Along with AUSVETPLAN and PLANTPLAN, Biosecurity Queensland coordinates emergency responses using other nationally agreed pest and disease response strategies such as AQUAVETPLAN and Marine Pest Plan. Biosecurity Queensland also administers Queensland legislation relating to emergency animal and plant pests and diseases through the *Biosecurity Act 2014*, *Animal Care and Protection Act 2001* and the. In addition, a biosecurity emergency can be managed under the Disaster Management Act 2003, allowing for authorised individuals to exercise extensive declared disaster powers for the duration of the response.

When detected, the normal response to biosecurity incidents is to firstly contain and then eradicate the causative agent or species. The response to any biosecurity incident will necessitate the establishment of an organisational structure, specific to the management of that incident. This structure will have two functions:

- provision of strategic policy and direction, and
- planning and implementation of operational activities.

National plans and agreements will be used, as applicable, during incident and emergency responses. Where a national plan does not exist for a particular response, then AUSVETPLAN will be the default plan.

12.7 Biosecurity incident responses

DAF is responsible for responses to biosecurity incidents or disaster emergencies within Queensland or which pose a threat to Queensland. A biosecurity incident response by DAF could be activated in any of the following situations:

- Animal disease¹, plant pests, and weeds and pest animals, including marine pest species, incidents or emergencies, when there is a:
 - high probability of a disease or pest incident or emergency in Queensland. A response could be initiated after the identification of, or suspicion of a disease, pest or invasive species.
 - confirmed or declared emergency in Queensland or in another state with the possibility for spread to Queensland.
 - confirmed zoonotic² emergency disease in Queensland.
- Animal welfare incidents. While animal control matters are the responsibility of local government, DAF could activate in response to animal welfare incidents which may include:
 - a large scale natural disaster, for example flood or bushfire, where there is an urgent need to mount an animal welfare response and where significant resources are required.
 - an incident where DAF urgently needs to seize large numbers of animals as part of an animal welfare investigation and where significant resources are required.
- Product integrity incidents, involving residues, pathogens, toxins, contaminants or other potential market failure incidents, which include:
 - large scale incidents involving suspension or cancellation of trade with an overseas country for a major export industry. For example, suspension of an export authority to a country for an abattoir where the source of the residue incident is unknown or involves potential trace back across multiple production facilities. The incident could be beyond the capabilities of an individual region, across multiple regions or multiple jurisdictions.
 - incidents involving residues, pathogens, toxins, contaminants or other potential market failures which go to Red Phase under the SAFEMEAT Incident Response Manual.
 - large scale incidents involving livestock deaths, including aquatic situations, resulting from possible contamination.

12.8 Pandemic

Some impacts of a human health pandemic are similar to those experienced in other disaster events, however some are specific to the pandemic environment and may result in circumstances not previously experienced in the community.

In Queensland, disaster impacts are usually significant for localised communities and the individuals and families within those communities. Pandemics are expected to have a quite different impact. The physical infrastructure of our communities is unlikely to be affected, however it is expected that there

¹ Including aquatic animals

² A disease that can be transmitted from vertebrate animals to humans, e.g. rabies, anthrax.

could be high rates of illness and death, as well as impacts to the economy and trade. The effects would be sustained over a longer period of time and would most likely be felt across the whole state.

Queensland Health is the lead agency for human health pandemic response in Queensland, who will report to the Queensland Disaster Management Committee (QDMC) and the relevant Cabinet subcommittee.

Reference - [Queensland Whole of Government Pandemic Plan](#)

Pandemic Influenza

A world-wide outbreak of disease that occurs when a new influenza A virus appears in the human population, causes serious illness and is able to spread easily from person to person.

There have previously been concerns that the Avian (bird) flu virus may adapt or mutate to enable the virus to transfer from person to person. Exposure to bird faeces and contaminated water or dust is required to contract the disease. At this time the virus has not been able to transfer from person to person. Only persons working directly with birds and poultry in other parts of the world have contracted the virus. The disease is however quite dangerous as fatalities have been nearly 50% of those infected.

The preferred method of reducing the spread of disease is by social isolation and education. An increase in patient presentations expected during a pandemic could significantly impact on Queensland health services capacity to respond.

Reference - [Queensland Health Pandemic Influenza Plan](#)

Coronavirus

The COVID-19 novel coronavirus is a strain of coronavirus affecting humans. The Coronavirus disease (COVID-19) is caused by a recently identified strain of Coronavirus in humans. The virus first appeared in Wuhan city in Hubei Province, China at the end of 2019 and used to be known as the 'novel Coronavirus (2019-nCov)'. COVID-19 has since spread to most countries, including Australia.

Some coronaviruses can cause illness similar to the common cold and others can cause more serious diseases such as Severe Acute Respiratory Syndrome (SARS) and Middle East Respiratory Syndrome (MERS).

Based on what we know about coronaviruses, those most at risk of serious infection are:

- people with compromised immune systems (such as people who have cancer)
- elderly people
- Aboriginal and Torres Strait Islander peoples (as they have higher rates of chronic illness)
- people with chronic medical conditions
- people in group residential settings
- people in detention facilities

To help protect people most at risk, we have recommended limits on public gatherings and visits to vulnerable groups.

There is no specific treatment for COVID-19 infection and there is currently a number of vaccines for COVID-19 novel coronavirus. Antibiotics are not effective against viral infections. However, most of the symptoms can be treated with medical care.

Reference – [Coronavirus \(COVID-19\)](#)

13 Terrorism threats/incidents

Strategic governance in the event of a terrorist incident is provided by the Queensland Security Committee (QSC). Should a terrorist event have significant consequence management issues, the Premier may elect to assemble the QDMC.

13.1 Queensland Security and Counter-Terrorism Committee (QSCTC)

The QSCTC provides strategic advice and whole-of-government coordination of Queensland's counter-terrorism activities. SCG:

- manages counter-terrorism arrangements across the Queensland Government and with the Australian Government, other state and territory governments, local government, industry and the community
- works closely with other government agencies to improve Queensland's security preparedness and capacity to respond to a threat or act of terrorism
- coordinates the Queensland Government's involvement in the national counter-terrorism agenda
- works to fulfil the Queensland Government's vision to provide strategic guidance and direction to the development and implementation of counter-terrorism initiatives and activities across government.

DAF QSCTC Member – Elton Miller, Proxy – Philip Maher

13.2 State Crisis and Communication Centre (SC3)

The SC3:

- coordinates information and policy advice from agencies to develop whole of government policy advice to support decision-making by the QSC;
- manages terrorism policy submissions to the QDMC as required by the Cabinet Secretary;
- provides secretariat support to the QSC;
- supports Queensland's National Crisis Committee (NCC) members. The NCC is chaired by the Department of Prime Minister and Cabinet that is convened in the event of a terrorist incident where high-level coordination is required between the Commonwealth and the States/Territories).
- integrates information from the Police Operations Centre, SDCC and other agency operations centres as appropriate to provide situational awareness for Government and to compile the State SitRep under the agreed national arrangements;
- acts as a 'point of truth' and point of contact for incident-related information including Public Information for the Commonwealth through the Australian Government Crisis Coordination Centre and other jurisdictions through their State Crisis Centres; and
- manages requests for support from the Commonwealth (e.g. Defence Force Aid to the Civil Authority).

The SC3's role is not one of command. Its functions do not extend to tasking or providing operational direction to agency operations centres (including the Police Operations Centre) or agencies. The SC3 is activated during terrorist events or terrorist threats and facilitates leaders' strategic direction to Government by way of distributing outcomes of high-level meetings and decisions. An actual terrorist event would be managed by relevant agencies in accordance with their normal procedures for coordinating a disaster response.

The QPS manages the SC3 capability. Other Queensland Government agencies provide a designated point of contact (policy officer) for agency support and to provide subject matter input to the development of policy for the QSC and NCC. It is in this capacity that DAF would have involvement with SC3. The designated point of contact for DAF for SC3 is the DRR Unit.

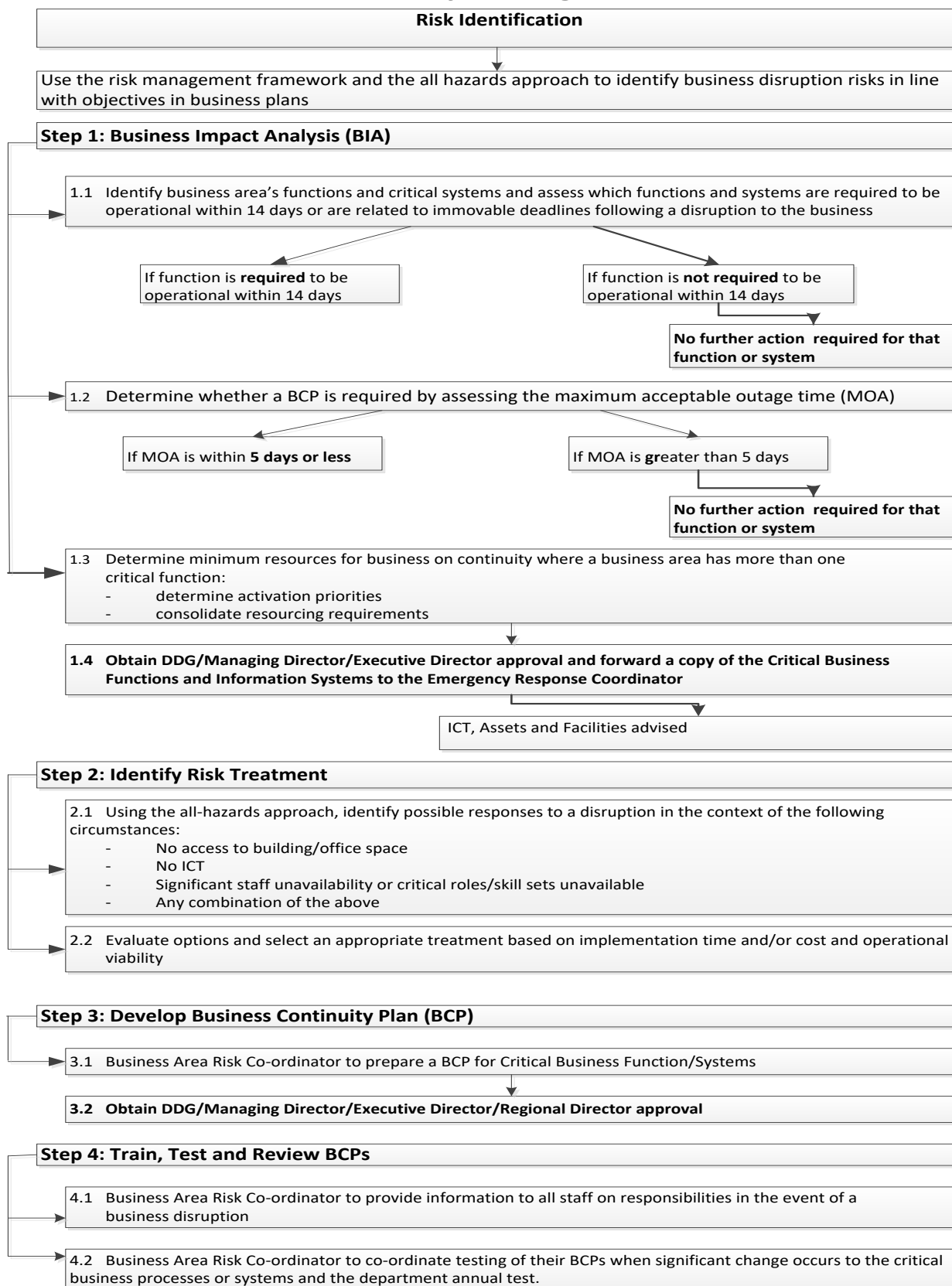
In certain circumstances DAF may be required to provide policy/information support to the SC3 if for example the terrorism incident/threat directly related to or had implications for agricultural/food production or biosecurity.

A possible example could be a terrorist threat or action to infect livestock. This would be responded to in accordance with the procedures established in the section on Biosecurity Emergencies (page 50). DAF would be required to contribute to briefings and SitReps to SC3 which would assist QSC in its strategic decision making. SC3 may also share information to DAF to assist with the management of the event, for example, relevant intelligence it has obtained from a national level.

SC3 Member: DAF - Andrew Macey

Appendix 1 – BCP Flowchart

Business Continuity Management Process



Appendix 2 – Map of Kedron emergency services complex



**State Disaster
Coordination Centre
(SDCC)**

Entrance and security

**Carpark entrance -
Gorman Street**

Appendix 3 – DAF DDMG representatives

(current as September 2021)

DAF Region	DDMG	Name	Role	Position
North	Far North	Malcolm Pearce	Member	Manager, Fishery Monitoring
		Vacant	Deputy	
	Innisfail	Mick Jeffery	Member	Project Coordinator (Tropical Weed Eradication), Biosecurity Queensland
		Rhiannon Evans	Deputy	Program Leader Panama TR4 Program
	Mount Isa	Shane Laffey	Advisor	Senior Biosecurity Officer
		Glen Sibson	Deputy	Principal Biosecurity Inspector
	Townsville	Adam West	Member	Regional Director
		Gareth Jones	Deputy	Manager, Industry Development
	Mareeba	Peter Holden	Member	Senior Agribusiness Officer
		Brett McCahon	Deputy	Manager, Research Facilities, Tablelands
Central	Gladstone	Jason Bode	Advisor	Senior Principle Biosecurity Officer
		Rod Collins	Deputy	Senior Development Extension Officer
	Longreach	David Phelps	Advisor	Manager, Rural Economic Development
		Daniel Burton	Deputy	Senior Biosecurity Officer
	Mackay	Neil Cliffe	Advisor	Program Manager
		Jim Fletcher	Deputy	Industry Development Officer
	Rockhampton	Derek Lunau	Advisor	Principal Veterinary Officer
		Graeme Funch	Deputy	Senior Principle Biosecurity Officer
South	Charleville	Cameron Wilson	Member	Biosecurity Officer
		Murray Wingett	Deputy	Senior Principal Biosecurity Officer
	Dalby	Craig Thomasson	Member	Principal Biosecurity Officer
		Craig Hunter	Deputy	Senior Biosecurity Officer
	Roma	David Hickey	Member	Senior Industry Development Officer

	Toowoomba	Erin Platz	Deputy	Biosecurity Officer, AB&W, BQ
		Malcolm Martin	Member	Manager, Industry Development
		Clinton McGrath	Deputy	Senior Industry Development Officer
	Warwick	Andrew Douglas	Member	Research Station Manager
		Bernie Ryan	Deputy	Senior Industry Development Officer
	Brisbane	Philip Maher	Advisor	A/Director, Disaster Response and Recovery
		Andrew Macey	Deputy	Principal Policy Officer, Land Management
	Bundaberg	Andy Mead	Advisor	Leader, Burnett Horticulture, RD&E, ASQ
		Jessy Logan	Deputy	Senior Agribusiness Development Officer, RED, Ag
	Gold Coast	Robert McDonald	Advisor	QB&FP Patrol, Fisheries Qld
		Rohan Allen	Deputy	A/Manager, Industry Development
	Gympie	Stephanie Denman	Advisor	A/Regional Director, RED SE
		Jason Keating	Deputy	Senior Agribusiness Development Officer
	Ipswich	Bronwyn Ford	Advisor	Senior Agribusiness Development Officer, RED, Ag.
		Andrew Voight	Deputy	Senior Agribusiness Development Officer
	Logan	Rohan Allen	Deputy	A/Manager, Industry Development
		Lisa Beach	Deputy	Principal Agribusiness Development Officer
	Fraser Coast / Maryborough	Neil Conway	Member	Field Officer, QB&FP, Fisheries Qld
		Jason Keating	Deputy	Senior Agribusiness Development Officer
	Redcliffe (Moreton)	Zane Nicholls	Deputy	Senior Agribusiness Development Officer
		Renee Thompson	Deputy	Senior Field Veterinarian, BQ
	Sunshine Coast	Mathew Johnston	Deputy	Principal Agribusiness Development and Planning Officer
		Bart Mackenzie	Deputy Member	Principal IAM, Fisheries and Forestry

Appendix 4 – DDMG DDCs, Deputy DDCs and Executive Officers

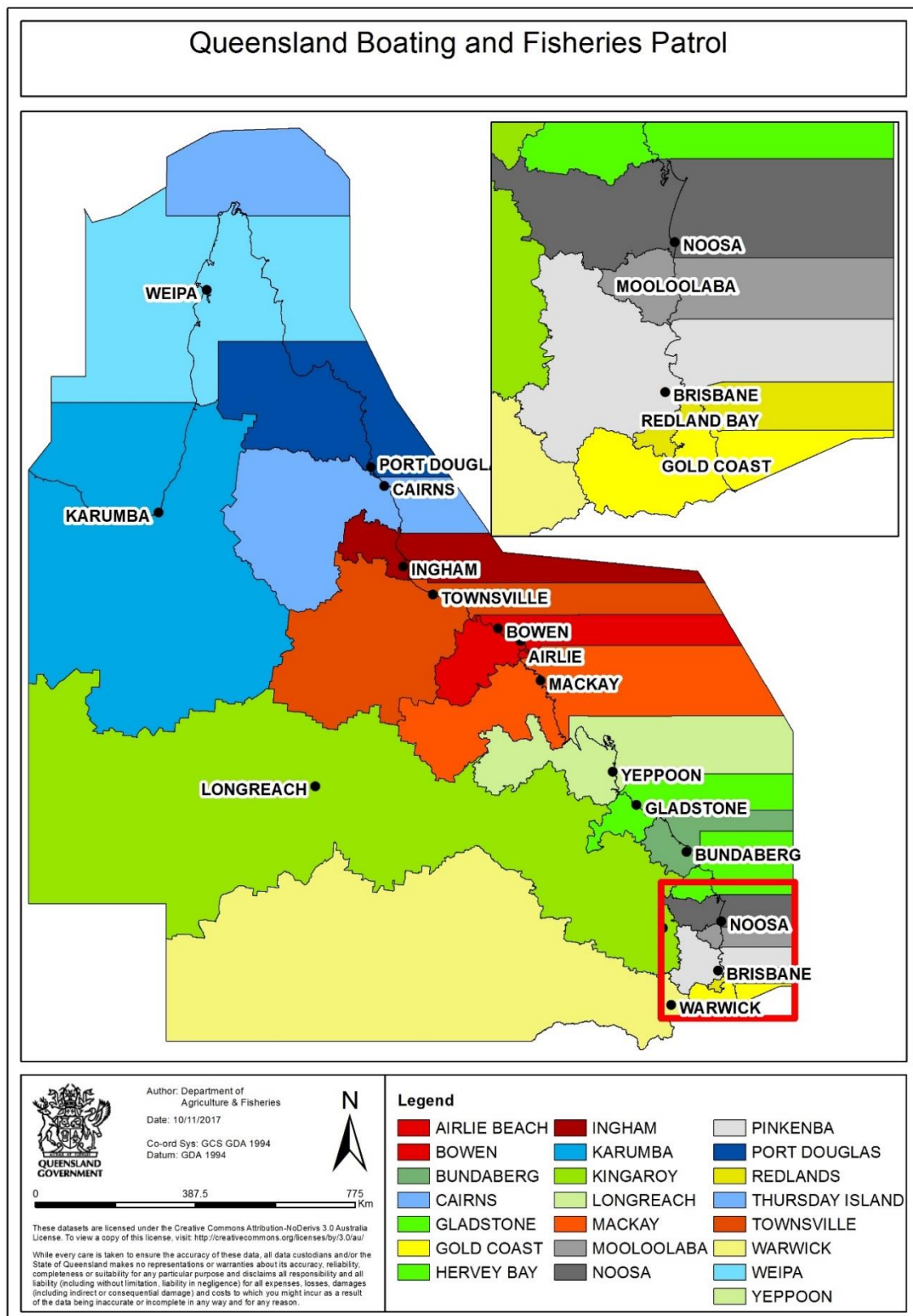
The XO positions may change where the officer is in the position in an acting capacity.

(Current as of 8 November 2021)

DDMG Name	DDMG Address	XO Name	DDC Name
Brisbane	Alderley, Brisbane Ph: 07 3354 5183	Acting Inspector Robb Wann	Assistant Commissioner Brian Swan
Bundaberg	256 Bourbong Street, Bundaberg Ph: 07 4153 9144	S/Sgt Glenn Cameron	Insp Anne Vogler
Cairns	17-19 Sheridan Street, Cairns Ph: 07 4030 8229	S/Sgt Owen Kennedy	A/Chief Rhys Newton
Charleville	59 Alfred Street, Charleville Ph: 07 4650 5500	Sgt Dan Nunn	A/Insp Tim Mowle
Dalby	47 Drayton Street, Dalby, Qld 4405 Ph: 07 4669 9269	A/S/Sgt Chris Mitchell	A/Insp Terry McCullough
Gladstone	Gladstone Police Station Ph: 07 4971 3283	S/Sgt Jamie Goodwin	Inspector Darren Somerville
Gold Coast	Lionel F Perry Building, 195 Queen Street, Southport	S/Sgt Terry Armstrong	A/Chief Supt Rhys Wildman
Gympie	30 Channon Street, Gympie Ph: 07 5480 1412	S/Sgt Paul Algie	Insp Pat Swindells
Innisfail	Innisfail Police Station Ph: 07 4061 5763	Sgt Ali Duggan	Inspector Stephen Kersley
Ipswich	Yamanto Police Complex	Snr Sgt Kerry Olsen	Acting Supt Mick THIESFIELD
Logan	Logan Central Police Complex Ph: 07 3826 1948 Ph: 07 3826 1847	S/Sgt Mike House	A/Chief Supt Mel Adams

Mareeba	Tablelands Patrol Group Office, Mareeba Ph: 07 4030 3330	Sgt Bill Stanley	A/Insp Rob Campbell
Maryborough	Maryborough Police Station, Conference Room	A/S/Sgt Cameron Schneider	Supt Michael Sawrey
Moreton	Moreton Bay Regional Council, Gympie Rd, Strathpine	S/Sgt Gavin Marsh	Supt John Hallam
Mount Isa	Mount Isa Station Ph: 07 4774 1172	S/Sgt Jeffrey Magnus	Supt Rhys Newton
Rockhampton	Rockmpton Police Station	Snr Sgt Cameron Barwick	A/Supt Mark Burgess
Roma	42 Queen Street, Roma Ph: 07 4622 9307	Sgt Dan Nunn	A/Supt Ray Vine
Sunshine Coast	North Coast, Level 1, 21 Carnaby Street, Maroochydore Ph: 07 5409 0039	A/S/Sgt Dale Johnson	Supt Craig Hawkins
Toowoomba	Toowoomba District Training Room, 52 Neil Street, Toowoomba Ph: 07 4631 6527	S/Sgt Craig Berry	A/Supt Danny Shaw
Townsville	Mundingburra Police Complex Ph: 07 4726 8662	A/S/SGT Kerry Melrose	Chief Supt Craig Hanlon
Warwick	Warwick Patrol Group Conference Room, 86 Fitzroy Street, Warwick Ph: 07 4660 4406	Sgt Des Neijens	Insp Jamie Deacon




Appendix 5 – QBFP districts map









Appendix 6 – QBFP contact details and vessel fleet

District Office	24 Hour Contact Number	Vessels
Gold Coast	0438 629 726	2 x Jet skis, 4.3m AH, 5.9m & 7.5m RHIB, 2 x 4.2m RIB
Warwick	0408 884 033	3.7m punt, 4.3m AH
Brisbane – Redland Bay	0418 768 945	4.0m punt, 4.3m AH; 6.7m RHIB
Brisbane – Pinkenba	0428 721 788	4.3m AH, 5.9m & 7.5m RHIB; 23.85m aluminium monohull (K.I. Ross) plus tender (5.9m RHIB)
Mooloolaba	0419 745 715	4.35m AH; 4.2m RIB; 2 X Jet skis; 6.2m RHIB
Noosa	0408 455 987	4.5m & 5.9m RHIB, 2 x 4.2m RIB
Kingaroy	0408 455 984	3.0m & 3.4m punt, 4.35m AH
Hervey Bay	0419 672 689	4.35m AH, 5.9m & 7.5m RHIB
Bundaberg	0417 073 961	3.75m punt, 4.35m AH, 5.9m RHIB
Gladstone	0436 651 691	4.3m AH, 7.5m RHIB
Yeppoon	0429 336 407	3.4m punt, 4.35m AH, 5.9m RHIB
Mackay	0407 969 274	3.9m punt, 4.3m AH, 4.2m & 7.5m RHIB
Airlie Beach	0407 132 297	4.0m & 4.7m AH, 7.5m RHIB, 12.2m catamaran (Peter Finglas) plus tender (5m RHIB)
Townsville	0417 788 692	4.0m & 4.3m AH, 5.9m RHIB, 12.98m fibreglass monohull (Miranda) plus tender (4.3m RIB)
Ingham	0409 897 258	3.9m punt, 4.3m AH, 7.5m RHIB
Cairns	0477 357 200	3.9m punt, 4.3m AH, 7.5m RHIB, 18.8m aluminium monohull (Flinders) plus tender (4.5m RHIB)
Port Douglas	0418 986 945	4.3m AH; 7.5m RHIB
Karumba	0418 879 019	3.4m punt, 4.3m & 6.5m AH
Weipa	0457 515 611	4.35m AH, 6.5m AH

Note: Vessel fleet is subject to transfer, sale or acquisition (**AH**: alloy hull; **RHIB**: Rigid Hull Inflatable Boat; **RIB**: Rubber Inflatable Boat).

Vessel type and description	Example image
<p>Jet ski</p> <p>Manning Requirements: PWC licence & Coxswains</p>	
<p>Punt</p> <p>3.0 – 3.9 metres</p> <p>Manning Requirements: Coxswains</p> <p>Area of Operation: 2E within sheltered water and other areas where the vessel can operate safely.</p>	
<p>AH – Alloy Hull</p> <p>4.0 – 5.95 metres</p> <p>Manning Requirements: Coxswains</p> <p>Area of Operation:</p> <p>4.0m (2D): within partially smooth limits.</p> <p>5.95m (2C): within 15nm of the coast.</p>	

Vessel type and description	Example image
<p>RIB – Rubber Inflatable Boat</p> <p>4.2 – 4.3 metres</p> <p>Manning Requirements: Coxswains</p> <p>Area of Operation: 2C within 15nm of the coast or mother ship.</p>	
<p>RHIB – Rigid Hull Inflatable Boat</p> <p>4.3 – 7.5 metres</p> <p>Manning Requirements: Coxswains (Master Class V required for more than 15nm offshore)</p> <p>Area of Operation:</p> <p>4.3m (2C): within 15nm of the coast.</p> <p>5.9m (2C): not more than 30nm from the coast.</p> <p>7.5m (2C): not more than 50nm from the coast.</p>	
<p>Peter Finglas</p> <p>12.2m catamaran</p> <p>Manning Requirements: Master Class V, MED III</p> <p>Area of Operation: 2C not more than 50nm from the coast</p>	

Vessel type and description	Example image
<p>Miranda</p> <p>12.98m fibreglass monohull</p> <p>Manning Requirements: Master Class V, MED II</p> <p>Area of Operation: 2B offshore operation within 200nm of the coast.</p>	
<p>Flinders</p> <p>18.8 m aluminium monohull</p> <p>Manning Requirements: Master Class V, MED II</p> <p>Area of Operation: 2B Offshore limits within 200nm from the coast.</p>	
<p>K.I. Ross</p> <p>23.85m aluminium monohull</p> <p>Manning Requirements: minimum 2 officers; 1 X Master Class V; 1 X MED I</p> <p>Area of Operation: 2B Offshore limits within 200nm from the coast.</p>	

For more information please contact:

Ian Fricke
Manager
Queensland Boating and Fisheries Patrol

Appendix 7 – Activation levels

Level	Definition	Units Activated	To be notified
ALERT	Disaster event has not yet occurred, but has the potential to impact on departmental services and/or primary producers <ul style="list-style-type: none"> ○ Activate situation reporting (SitReps) ○ Consider potential risks to staff 	<ul style="list-style-type: none"> ○ DRR Unit 	<ul style="list-style-type: none"> ○ DG ○ Minister ○ DLB ○ Business units
LEAN FORWARD	Disaster event is imminent and will occur within 10 hours <ul style="list-style-type: none"> ○ Maintain regular SitReps ○ Place DCG, SDCC and SDCG staff on stand-by ○ Monitor staff and services ○ Oversee early impact assessments 	<ul style="list-style-type: none"> ○ DRR Unit ○ DG and DLB 	<ul style="list-style-type: none"> ○ Minister ○ Business units ○ SDCC and SDCG staff
STAND UP <i>Minor Impact</i>	Disaster event has occurred causing minor impact on departmental services and primary producers Departmental services continue and primary producers continue to function as normal or with minimal disruption <ul style="list-style-type: none"> ○ Maintain SitReps ○ Disaster managed at local level 	<ul style="list-style-type: none"> ○ DRR Unit ○ DG and DLB ○ Business units 	<ul style="list-style-type: none"> ○ Minister ○ SDCC and SDCG staff ○ Customers/stakeholders
STAND UP <i>Moderate Impact</i>	Disaster event has caused moderate impact on departmental services and primary producers Departmental services are disrupted, primary producers have been affected and production slowed or ceased <ul style="list-style-type: none"> ○ Maintain SitReps ○ Activate business continuity plans ○ DDMG reps activated 	<ul style="list-style-type: none"> ○ DRR Unit ○ DG and DLB ○ Business units ○ DDMG reps 	<ul style="list-style-type: none"> ○ Minister ○ SDCC and SDCG staff ○ Customers/stakeholders
STAND UP <i>Major Impact</i>	Disaster event has caused major impact on departmental services and primary producers State emergency has been declared and regions require assistance from state Departmental services are severely disrupted, primary producers have been severely affected and production has ceased <ul style="list-style-type: none"> ○ Maintain SitReps ○ Activate disaster management plans and business continuity plans ○ DCG, SDCC, SDCG, DDMG activated 	<ul style="list-style-type: none"> ○ DRR Unit ○ DG and DLB ○ Business units ○ DDMG reps ○ SDCC and SDCG staff 	<ul style="list-style-type: none"> ○ Minister ○ Customers/stakeholders
STAND DOWN	Disaster has passed Move from response to recovery phase <ul style="list-style-type: none"> ○ Maintain SitReps ○ Business continuity plans remain active ○ DDMG reps remain active 	<ul style="list-style-type: none"> ○ DRR Unit ○ DG and DLB ○ Business units ○ DDMG reps 	<ul style="list-style-type: none"> ○ Minister ○ Customers/stakeholders
RECOVERY	Return to business as usual DRFA relief assistance activated for recovery	<ul style="list-style-type: none"> ○ DRR Unit ○ QRIDA 	<ul style="list-style-type: none"> ○ DG and DLB ○ Customers/stakeholders

Appendix 8 – DAF emergency contacts

(Current as of 7 January 2021)

Name	Position	Contact via DAF Customer Service Centre General enquiries: 13 25 23 Email: info@daf.qld.gov.au
Bob Gee	Director General - DAF	
Annette Hall	Director - Office of Director-General	
Kate Boscolo	Executive Assistant - Office of Director-General	
Georgina Lucas	Manager - Office of Director-General	
Bernadette Ditchfield	Deputy Director-General- Agriculture	
Wayne Hall	Executive Director - Agri-Science Queensland	
Malcolm Letts	Deputy Director-General and Chief Biosecurity Officer - Biosecurity Queensland	
Graeme Bolton	Deputy Director-General Fisheries Queensland and Forestry	
Elton Miller	Executive Director - Agribusiness and Policy	
Sinead McCarthy	Deputy Director-General - Corporate	
Justine Clarke	Executive Director Finance & Asset Management & CFO	
Salvo Vitelli	General Manager - Agriculture Policy	
Vern Rudwick	Director - Drought Policy and Response	

Adam West	Regional Director - North Region	
Paul Walmsley	General Manager - Rural Economic Development	
Stephen Smith	Regional Director - Central Region	
Philip Maher	Director - Disaster Response and Recovery	
Andrew Langford	Regional Director - South Region	
David Loch	Director - Research Infrastructure	
Kim Adams	Director - Customer and Business Services	
Jacqui King	Director – Invasive Plants and Animals, Biosecurity Queensland	
Barry Underhill	Executive Director - Forestry	
Allison Crook	General Manager Animal Biosecurity and Welfare and CVO	
Tony Grant	Chief Information Officer Information and Technology Partners	
Melissa Wilson	Director - Digital Engagement and Systems	
Karenne Graham	Director - Human Resources	
Claire Cooper	Chief Counsel and Executive Director In House Legal	
Hayley Beck	Director - Communications and Engagement	

Appendix 9 – Regional SitRep Report Template

Key activities undertaken in the last 24 hours

This section should include any and all activities undertaken by departmental staff in relation to the response effort in your region. This information should be provided as dot points and should only include any 'new' activities undertaken in the last 24 hours or since the last SitRep was developed. Activities should be recorded for each Local Government Area. This will assist in the compilation of Local Government Area reports.

- (e.g. assisted piggery with access to a generator to power sheds. Generator supplied by Kennards Hire. Energex crews advise power will be restored to the piggery in the next 48 hours).
- (e.g. first farmer's forum held at Lowood Showgrounds – 9:00am – 4:30pm. 155 people in attendance. Main issues were around financial and emotional stress of producers).

Key activities to be undertaken in the next 24 hours to 30 days

This section should include any and all activities to be undertaken by departmental staff in relation to the response effort in your region. This information should be provided as dot points and should only include any 'new' activities that will be undertaken in the next 24 hours or since the last SitRep was developed. Activities should be recorded for each Local Government Area. This will assist in the compilation of Local Government Area reports.

- (e.g. DAF Officer Joe Bloggs is travelling to Jambin tomorrow 19 February 2021 to assess impacts).

Industry Intelligence

This section should include any impact assessment related information or industry specific issues that have been noted by departmental staff in the course of their response activities. This should include only 'new' information that has come to hand in the last 24 hours or since the last SitRep was developed. Activities should be recorded for each industry. Please add additional rows for each industry as required and please delete the current information in the table – this is provided as an example only. This will assist in the compilation of industry reports.

Industry	Key information / issues
Beef	<ul style="list-style-type: none">• Roma sales continued however yardings were down due to wet weather and road closures• Joe Bloggs feedlot has lost approximately 200 head of cattle due to flooding
Cotton	<ul style="list-style-type: none">• Approximately 300 hectares of cotton has been lost in the Biloela area, estimating a total loss of nearly \$1M

Summary of Impacts to Agriculture

- (e.g. There are no reports of widespread damage to agriculture at this stage but there have been some reported cases of isolated impacts including a report of 280 of around 300-350 birds drowned by flash flood at a poultry farm near Ingham and some potential for damage to Cane if flood waters do not recede quickly).

Upcoming Meetings/Forums

This section should include any meetings or forums that have been scheduled to occur in the immediate future. Please provide details of all meetings/forums even if they have already been provided in previous SitReps.

Date	Name	Location	Time	Purpose	Contact
20/2/2021	Farmers Forum	Lowood Showgrounds, Lowood	10:00am – 3:00pm	DAF staff will be providing advice on the assistance measure available to primary producers in the area.	Joe Bloggs

Community Support Centres

This section should include the locations of Community Support Centres scheduled to be in place in the immediate future. Please provide details of all Community Support Centres even if they have already been provided in previous SitReps.

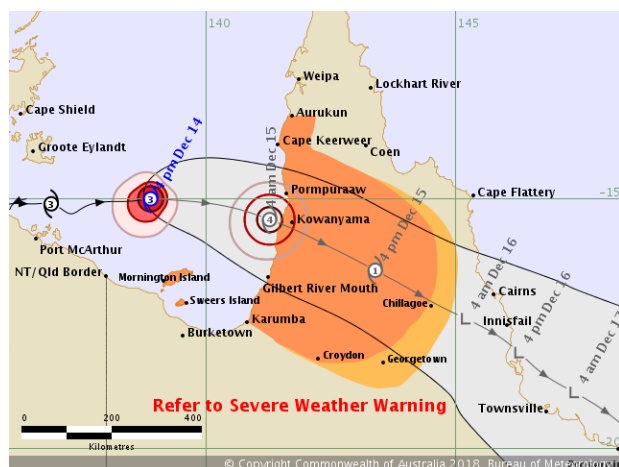
Date	Location	Time	Contact
20/02/2021	Lowood Showgrounds, Lowood	10:00am – 3:00pm	Joe Bloggs

Maps / Photos

TROPICAL CYCLONE FORECAST TRACK MAP

Severe Tropical Cyclone Owen

Issued at 4:50 pm AEST Friday 14 December 2018. Refer to Tropical Cyclone Advice Number 32.



Appendix 10 – Agriculture Coordination Group members

(Current as of 26 November 2021)

Industry Organisation	Contact name
AB Mauri	Dominic O'Connor
AgForce	Mike Guerin
AgForce	Dale Miller
AGL	Clare Wilkes
Allied Pinnacle	Lisa Crompton
Alpair Pty Limited	Daniel Cantarella
Apple and Pears Australia Ltd	Jeremy Griffith
Aquaculture Association of Queensland	Bruce Sambell
A Raptis & Sons	Tony Hurley
Austchilli	David De Paoli
Austchilli	Ian Gaffel
Australian Agricultural Company (AACo)	Hugh Killen
Australian Agricultural Company (AACo)	Bruce Bennett
Australian Agricultural Company (AACo)	Gavin Love
Australian Agricultural Company (AACo)	Aaron Wakely
Australian Banana Growers Council	Stephen Lowe
Australian Banana Growers Council	Jim Pekin
Australian Banana Growers Council	Leanne Erakovič
Australian Barramundi Farmers Association	Jo Roscoe
Australian Country Choice	David Foote
Australian Food and Grocery Council	Tanya Barden
Australian Food Corporation Pty Ltd	Trish Maxwell
Australian Fresh Produce Alliance	Michale Rogers
Australian Horticultural Exporters Association	Andrea Magiafoglou
Australian Horticultural Exporters Association	Andrea Magiafoglou
Australian Industry Group	Rebecca Andrews
Australian Livestock and Property Agents Association	Peter Baldwin
Australian Livestock and Property Agents Association	Andrea Lethbridge
Australian Livestock Exporters' Council (ALEC)	Mark Harvey-Sutton
Australian Livestock Exporters' Council (ALEC)	Troy Setter

Australian Lot Feeders' Association	Christian Mulders
Australian Lychee Growers Association	Jill Houser
Australian Mango Industry Association	Robert Gray
Australian Meat Industry Council	Patrick Hutchinson
Australian Meat Industry Council Nolans Meat	Terry Nolan
Australian Meat Industry Council	Ken McKell
Australian Meat Industry Council	Mary Wu
Australian Pork Ltd	Margo Andrae
Australian Prawn Farmers Association	Kim Hooper
Australian Prawn Farmers Association	Matt West
Australian Reef Traders Live coral trout	Barry Dun
Australian Stockfeed Manufacturers Council	Denis McGee
Australian Stockfeed Manufacturers Council Qld Chicken Meat Council.	David Bray
Australian Stockfeed Manufacturers Council	Duncan Rowland
Australian Sugar Milling Council	Jim Crane
Australian Sugar Milling Council	David Pietsch
AUSVEG	James Whiteside
Avocados Australia	John Tyas
Avocados Australia	Lisa Yorkston
Barambah Organics Pty Ltd	Ian Campbell
Bartter Enterprises Pty Limited	Warren Cossgrove
Beak A La Carte Meats Pty Ltd	Geoff Atkinson
Berries Australia	Rachel Mackenzie
Bowen Gumlu Growers Association Inc	Carl Walker
Bowen Gumlu Growers Association Inc	Julia Wheway
Bowen Gumlu Growers Association Inc	Carl Walker
Brisbane Airport Corporation Pty Ltd	Cory Heathwood
Brisbane Airport Corporation Pty Ltd	Ben James
Brisbane Markets Limited	Andrew Young
Brisbane Valley Holdings Pty Ltd	Tim McCarthy
Buderim Ginger Limited	George Michalakellis
Buderim Ginger Limited	Pam Fielder
Bundaberg Brewed Drinks Pty Ltd	Scott Williamson
Bundaberg Distilling Company Pty Ltd	Tyryn McKeown –
Bundaberg Fruit & Vegetable Growers	Bree Grima

CANEGROWERS	Dan Galligan
Capilano Honey	Annette Zbasnik
Capilano Honey	Tracey McGrogan
Carlton and United Breweries (CUB)	Monique Johnstone,
Carlton and United Breweries (CUB)	Tom Robinson,
Castlemaine Perkins (Lion Co) – XXXX Brewery, Milton	Daryl Moles
Castlemaine Perkins (Lion Co) – XXXX Brewery, Milton	Sasha Abram
Castlemaine Perkins (Lion Co) – XXXX Brewery, Milton	Carol Murray
Chambers of Commerce and Industry Queensland	Stephen Tait
Citrus Australia	Nathan Hancock
Citrus Australia	Kerry Thompson
Coca-Cola Amatil (Aust) Pty Ltd	Katie Sariyannis
Coles Australia	Vittoria Bon
Coles Australia - Distribution Centre, Parkinson	Lauren Spencer
Comgroup Supplies Pty Ltd	Collin Slater
Cotton Australia	Adam Kay
Cotton Australia	Hamish McIntyre
Cotton Australia	Michael Murray
Darwalla	David Bray
Doug Hall Enterprises Pty Ltd	Sheryle Rogers
Far North Queensland Growers	Joe Moro
Far North Queensland Growers	Leanne Kruss
Fisherman's Portal	Michael Thompson
Flavour Creations Pty Ltd	Bernadette Eriksen
Food Industry Association of Queensland	Jana Cameron
Frosty Boy Australia Pty Ltd	Andrea Thomson
Frosty Boy Australia Pty Ltd	Andrea Thomson
Game Meat Processing Pty Ltd	Don Church
Gemfire Pty Ltd	Tracy F
Golden Circle, Northgate cannery	Ricky Brehaut
Golden Cockerel	Daniel Cook
Granite Belt Growers Association	Angus Ferrier
greenlife Industry Australia	John McDonald
Growcom	Richard Shannon
Growcom	Stephen Barnard
Horticulture Innovation Australia	Jane Wightman
IGA Distribution - Crestmead	TBA
Inghams Enterprises Pty Limited	Susan Klein
Inghams Enterprises Pty Limited	
Inglewood Poultry Farm Pty Ltd	Katrina

Ironbark Citrus	Allen and Susan Jenkins
JBS Australia	John Berry
Jimbour Beef Bacon Pty Ltd	
Kalfresh	Richard Gorman
Kalfresh	Wayne Adcock
Kalfresh	Genevieve Windley
Lactalis Australia Pty Ltd	Minerva Dragusin
Lactalis Australia Pty Ltd	Lucia Perez
Local Government Association of Queensland	Greg Hallam
Local Government Association of Queensland	Kristy Gooding
Local Government Association of Queensland	Paul Cranch
Lockyer Valley Growers Association	Michael Sippel
Macadamias Society	Richard Doggett
Macadamias Society	Jolyon Burnett
Malanda Dairyfoods Pty Limited	James Edwards
Meatpak Australia Pty Ltd	
Melons Australia	
Mooloolah River Fisheries	Mark Eickenloff
Mooloolah River Fisheries	
Mulgowie Farming Co	Fabian Carniel
Mulgowie Farming Co	Fabian Carniel
Mulgowie Farming Co	Sally Wight
Nestle Australia Limited	Luke Byrnes
Nestle Australia Limited	Justin Pratt
Norco Co-operative Limited	Alastair Anderson
Norco Co-operative Limited	
Norco Co-operative Limited	
Norco Co-operative Limited	
Norganic Proteins Pty Ltd	Bronwyn Neilson
North Australian Pastoral Company	Richard Brimblecomb
Nursery and Garden Industry Queensland	Ian Atkinson
Nutrien	Robert Payne
One Harvest	Justin Pennock
One Harvest	Andrew Francey
One Harvest	Irina Thompson
One Harvest	Nicole Lenske
Pemta Pty Ltd	
PFD Foodservices Pty Ltd	Sharon Gilmore
PFD Foodservices Pty Ltd	Gail Greenhatch
Pinata Marketing Australia Partnerships	Gavin Scurr

Pixie Ice Cream Pty Ltd	Brendan French
PM Fresh	Kym Holloway
Produce Marketing Association	Darren Keating
Pulse Australia	Paul McIntosh
Qualipac	Russell Qualischefski
Queensland Alliance for Agriculture and Food Innovations	Robert Henry*
Queensland Beekeepers Association Inc.	Jo Martin
Queensland Country Meat Processors Association	Scott Glasser
Queensland Dairyfarmers' Organisation	Eric Danzi
Queensland Farmers Federation	Georgina Davis
Queensland Farmers Federation	Diana Saunders
Queensland Farmers Federation	Kayla Plunkett
Queensland Farmers Federation	Adam Knapp
Queensland Pork Inc. and Qld United Egg Producers Pty Ltd	John Coward
Queensland Seafood Industry Association	Eric Perez
Queensland Strawberry Growers Association	Adrian Schultz
Queensland Strawberry Growers Association	Bron Ford
Queensland Transport and Logistics Council	Renata Berglas
Queensland Trucking Association	Gary Mahon
Queensland Wine Industry Association	Mike Hayes
Ready Bake Pty Ltd	Bernie Smith
Real Dairy Australia Pty Ltd	
Real Pet Food Co	Gregory Goodlock
Sanitarium	Trevor Wareham
Snap Fresh Pty Limited	Steve Thygesen
Sunny Queen Pty Ltd	
SunPork Fresh Foods Pty Ltd	Rhys Collins
Supafin Seafoods	Matt Vujica
Supafin Seafoods	David Hall
Swickers Bacon Factory	Linchon Hawks
Swickers Bacon Factory	Dean Norris
Tassal	Angela Williamson
Tate Lyle ANZ Pty Limited	
Timber Queensland	Paul Bidwell
Timber Queensland	Mick Stephens
Tropico Fruits Pty Ltd	Jonny
Tropico Fruits Pty Ltd	Candice
Turosi Pty Ltd	Sharelle Smith

Tyson Meats	Trish Maxwell
Tyson Meats	Sue McKenzie
Unilever Australia Trading Ltd	Grant Hallaran
Vesco Foods Pty Ltd - Australian Convenience Foods	Carly Black
Western Meat Exporters	Campbell McPhee
Western Meat Exporters	Tanya Sentinella
Wilmar Sugar Australia Limited	Chris Stewart
Woolworths	Hollie Baillieu
Woolworths - Brisbane Regional Distribution Centre, Larapinta	Matt Ryan
Woolworths - Brisbane Regional Distribution Centre, Larapinta	R Lawrence
Youfoodz	Lance Giles
Queensland Government	Contact name
Department of Premier and Cabinet	Jillian Langford
Department of Premier and Cabinet	Pam Geekiyanage
Department of Transport and Main Roads	Warwick Williams
Queensland Health	Tenille Fort
Queensland Health	Sophie Dwyer
Queensland Health	Robert Smith
Qld Police Service	Superintendent John Bosnjak
Queensland Rural and Industry Development Authority (QRIDA)	Cameron Macmillan
Queensland Rural and Industry Development Authority (QRIDA)	John Simpson
Queensland Rural and Industry Development Authority (QRIDA)	Peter Noyes
Queensland Rural and Industry Development Authority (QRIDA)	Tony O'Dea
Safe Food Production Queensland	Jim Dodds
Safe Food Production Queensland	Deborah Stephenson
Safe Food Production Queensland	Brian Witherspoon
Safe Food Production Queensland	Rick Jacobson
Department of State Development Manufacturing Infrastructure and Planning	William Hyams
Department of State Development Manufacturing Infrastructure and Planning	Melissa Hensley
Trade and Investment Qld	Quentin Masson
Office of Industrial Relations	Fiona O'Sullivan
Office of Industrial Relations	Kirsty McLean
Other State or Territory Government/Industry:	Contact name
Office of the Minister for Primary Industry and Resources NT	

Department of Primary Industry and Resources NT	Philip Hausler
NT Farmers Association	Paul Burke
Department of Agriculture Water and Environment	Vikki Fischer
Department of Agriculture Water and Environment	Esha Narayan
Department of Homeland Affairs	Kylie Black
Department of Homeland Affairs	Melinda McKean
Department of Homeland Affairs	Nadia Davies
Department of Homeland Affairs	Rocco Palmieri
Minister's Office	Contact name
Chief of Staff	Dan McIntyre
Minister's Executive Assistant	Yvonne Hunter
Senior Policy Advisor	Ron Goodman

DAF	Contact name
DG, DAF	Bob Gee
DDG AG	Bernadette Ditchfield
DDG/CBO BQ	Malcolm Letts
DDG Corp	Sinead McCarthy
DDG F&F	Graeme Bolton
ED ABP	Elton Miller
ED ASQ	Wayne Hall
Director, Comms	Hayley Beck
Director, HR	Karenne Graham
Director, ODG	Annette Hall
GM, RED	Paul Walmsley
RD, South Region	Andrew Langford
RD, Central	Stephen Smith
RD, North	Adam West
Director Disaster Response and Recovery	Philip Maher
Director, Policy and Response	Vern Rudwick
A/General Manager, Agriculture Policy	Salvo Vitelli
Director, AgTech Innov Partnerships and Skills	Kym Coyne
Director, NRM	Jenny Daly
Director APID	Liz King
Director, Fisheries and Forestry	Jacqui King
Director, Fisheries	Kimberly Foster
EA, DG	Katie Jack
PPO, APID	Maree McLaurin-Schmidt
PPO, APID	Chris Devine
GM, Animal Science	Peter Johnston
GM, Strategy and Legislation/DCG	Pat Bell
Policy Officer, APID	Martin Carr

GM Customer and Business Service	Leith Brown
Director, Business Analytics and Systems	Sarah Goswami
Principal Policy Officer	Elysa Riedel
Director, Regulatory Policy and Reform	Marguerite Clarke
DAF DCG Operations Managers	Rex Williams
	Mark Hickman
	Glenn Anderson
	Mel Cox
Dianne Fullelove & Associates Pty Ltd	Dianne Fullelove

Appendix 11 – Aviation Safety Review Panel members

Current October 2021

Name	Job Title	Role
Tim Farry	Principal Policy Officer Invasive Plants and Animals Biosecurity Queensland	Member
Bill Mattes	Director, Rotary Wing Operations, Queensland Government Air, Public Safety Business Agency	Member/Advisor
Janine Waldock	Principal Policy Officer Agriculture	Member
Philip Maher	Director Director Response and Recovery Unit Agriculture	Member
Duncan Swan	Principal Biosecurity Officer Invasive Plants and Animals Biosecurity Queensland	Member
David Loch	Director Research Infrastructure Agri-Science Queensland	Member
Murray Wingett	Regional Inspector Animal and Biosecurity Welfare Biosecurity Queensland	Member
Peter McMullan	Principal Operations Supervisor, National Red Imported Fire Ant Eradication Program	Member
Jason Haffenden	Manager (Operations) Plant Biosecurity and Product Integrity Biosecurity Queensland	Member

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Visit: www.daf.qld.gov.au

