



DAF Disaster Management Plan 2024

8 March 2024



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Foreword



The Department of Agriculture and Fisheries' Disaster Management Plan for 2023-2024, under the Director-General's authority, signifies Queensland's all-hazards approach to disaster management, aligning with the Queensland State Disaster Management Plan.

It details DAF's strategic response to disasters affecting the ministerial portfolio of agriculture and fisheries sectors, positioning DAF as the lead agency in these responses.

The plan, approved and recommended for DAF staff and contractors, underscores the importance of a comprehensive response and escalation strategy for local, statewide or national disaster events, emphasising collaboration, resilience, and strategic readiness.

I approve this Plan.

A handwritten signature in cursive script, reading "B. Ditchfield".

Bernadette Ditchfield,
Acting Director-General,
Department of Agriculture and Fisheries



Executive summary

The Disaster Management Plan (the Plan) embodies Queensland's comprehensive approach to disaster management for the agriculture and fisheries sectors. It details the Department of Agriculture and Fisheries (DAF)'s strategic response to local, statewide or national disaster events, emphasising collaboration across government levels, industry groups, and communities for resilience and global food security leadership. Aiming to guide all-hazard disaster response, the Plan establishes DAF's roles in disaster operations, preparedness, response, recovery and emphasises prevention and risk management, including climate change impacts. It aligns with the Queensland State Disaster Management Plan (QSDMP), incorporating continuous improvement frameworks and outlines DAF's commitment to supporting primary producers through disaster events.

DAF's purpose is to GROW Queensland. Our objectives are:

- **Great relationships** – Our stakeholders trust us to be courageous, collaborative, and capable to deliver on the best interests of Queensland.
- **Resilient communities** - Communities are prepared to respond to and recover from natural disasters, climate change, biosecurity risks and other emerging challenges.
- **Opportunities for industry** – Queensland's food and fibre industry is empowered to innovate, diversify, and grow sustainability and safely.
- **Walking with First Nations Queenslanders** – First Nation's knowledge, wisdom and connection to land, waters and sky is honoured and embraced.

[DAF's Strategic Plan 2023-27](#) outlining the department's vision and purpose is available via the link and on the department's website.

Along with all stakeholders involved in disaster management, DAF is responsible for ensuring there is an understanding of the Queensland Disaster Management Arrangements (QDMA), contributing to all aspects of arrangements and helping primary producers prepare for, respond to, and recover from disaster events.

Introduction

The Plan serves as an essential document, aiming to equip DAF with a robust, all-hazards framework to effectively manage and respond to disasters of any type that have an actual or potential impact on the ministerial portfolio of agriculture and fisheries. The context, scope, and overarching goals of the Plan, defines the importance of safeguarding Queensland's critical agricultural and fisheries resources against the backdrop of an increasingly challenging disaster landscape.

Purpose and objectives

The purpose and objective of the Plan is to provide strategic guidance for an all-hazards disaster response, emphasising collaboration across government, non-Government organisations (NGOs), industry, and the community. It specifies DAF's role in disaster operations, oversight and management of impacts on the ministerial portfolio of agriculture and fisheries, and the process for accessing and utilising disaster recovery funding and other recovery arrangements.

Objectives include managing disaster events, defining roles across DAF and disaster management groups, and outlining strategies for disaster prevention, preparedness, response, recovery, and resilience.



DAF's all-hazards Disaster Plan serves as a sub-plan under the QSDMP and

- aligns with the Disaster Management Act 2003
- applies the 'Standard for Disaster Management in Queensland' to ensure the standard focuses on outcomes rather than a 'minimum' standard.
- incorporates the Inspector General Emergency Management (IGEM) standard of Emergency Management Assurance Framework⁴ to guide and support continuous improvement.
- addresses DAF's requirement to contribute to the Queensland Government response to terrorism events or terrorist threats as they apply to DAF's core business.
- is supported by supplementary, hazard-specific, and functional plans.
- recognises Biosecurity Queensland as the lead agency for responding to emergency plant, animal and environmental pest and diseases, as well as chemicals and contaminants in the food chain.

Reference documents

A complete list of all reference documents used to inform the preparation of the Plan are provided under Reference Materials at the end of this document.

Glossary

A table of acronyms used in the plan is provided at Appendix 1.

Participation

The Director-General emphasises the importance and mandatory requirement for DAF employees to focus on disaster response, which involves temporarily setting aside usual tasks to provide vital support throughout adverse events that impact the agriculture and fisheries sectors. This approach underscores the commitment to assisting Queenslanders in critical times, offering a meaningful opportunity to contribute positively.

To facilitate this, the Plan meticulously outlines the principles, guidelines, roles, responsibilities specific to disaster response efforts, ensuring clarity and structure in disaster response efforts. This structured documentation is essential for providing a clear directive and understanding of the expectations and procedural conduct for DAF employees during such critical times.

Hazard definition

Under the *Disaster Management Act 2003*² Section 11 outlines the definitions for disaster, serious disruption and event.

Disaster	A disaster is 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 from the disruption.
Serious disruption	A serious disruption means: <ul style="list-style-type: none"> • loss of human life or illness or injury to humans; • widespread or severe property loss or damage; and • widespread or severe damage to the environment.
Event	An event means any of the following: <ul style="list-style-type: none"> • a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening; • an explosion, a fire, a chemical, fuel or oil spill, or a gas leak; • an infestation, plague, or epidemic (e.g. a detection of foot-and-mouth disease); • a failure, or a disruption to, an essential service or infrastructure; • an attack on the State; and/or • natural or caused by human acts or omissions.

Figure 1 - The 'comprehensive approach' to disaster management

All-hazards approach

The all-hazards approach applies to all disaster events, whether natural or caused by human acts or omissions. This approach is based on the assumptions that the functions and activities used to manage one event can be applied to a range of events.

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.

Roles and responsibilities

The Plan outlines specific roles and responsibilities for DAF in managing impacts of disasters, focusing on the agriculture and fisheries sectors.

The Plan covers DAF's involvement in disaster recovery funding arrangements, disaster impact assessments, and engagement with industry on climate risks and recovery. Additionally, DAF participates in District Disaster Management Groups (DDMGs) and supports the Functional Recovery and Resilience Group (FRRG) focusing on disaster management beyond the immediate response. This comprehensive role delineation ensures a coordinated approach to disaster management, emphasising prevention, preparedness, response, recovery, and resilience across the agricultural and fisheries sectors.

A detailed list of roles and responsibilities is at Appendix 2 State Coordination Centre (SCC) and Appendix 3 Local Control Centre (LCC).



Prevention

DAF's role in prevention

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, businesses and the department through an effective and timely operational response and subsequent 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, producers, communities and all levels of government to provide services that enable businesses to develop the workforce, skills and practices needed to improve productivity, prevent and manage risks and be more resilient. DAF also has a role in educating its stakeholders, networks and communities on potential risks, impacts, prevention and preparedness measures required to minimise risk and impact. DAF also prevents and prepares for the impact of disasters on its own operations and service delivery through its Business Continuity Management system and processes.

Disaster, Response and Recovery (DR&R) Team

The DR&R team, within DAF, Agriculture, provides statewide disaster management leadership and support to all DAF regions in coordinating prevention, preparedness, response and recovery activities that eliminate or reduce the exposure to and/or reduce the impact of a hazard on primary production and related communities or industries at risk. Preparedness supports individuals, communities, businesses, and industries to be aware of and be prepared for disasters. The DR&R team provides:

- linkage to the QDMA, disaster policy development and contributes to national policy development.
- industry peak body, supply chain and other government agencies engagement through communications and engagement development and dissemination of all internal and external disaster related communications.
- coordination of evidence gathering tools such as the Disaster Impact Survey and Disaster Dashboard.
- disaster training and management of training registers.
- development of disaster assistance initiatives under Commonwealth and State joint Disaster Recovery Funding Arrangements (DRFA), including recovery package proposals, guideline development.
- project management and DAF cost recovery stewardship under DRFA conditions.
- leadership of Lessons Learned methodologies and statewide disaster response reviews.

Broadly speaking, DAF has a primary role in prevention and preparedness through normal business operations and service provision to industry and the community.

DAF Disaster Impact Survey

The DAF Disaster Impact Survey is a critical tool managed by the Spatial Geographical Information Systems (GIS) team, focusing on accurately measuring the impacts of agriculture and fisheries assets. It is regularly updated with the latest spatial information and technology advancements, incorporating feedback to enhance its effectiveness. This tool is critical in gathering essential evidence on disaster impacts, aiding an informed response and recovery efforts through providing precise data on affected areas.

The information collected, including agriculture GIS information, is critical to the QDMA and ensures DAF has access to the latest relevant disaster data from other agencies as well as securely making our data available to them. This approach to using spatial data and systems for disaster response through producer driven data capture maximises DAF's efforts and provides for timely and better outcomes for Queensland.

The GIS team can be contacted on agriculturespatial@daf.qld.gov.au.

DAF Disaster Impact Dashboards

Data sourced from Disaster Impact Surveys is visually represented in the form of Disaster Impact Dashboards. Allowing users to interrogate and view data in a variety of ways, for example, impacts by industry sector, local government area and more. There are currently three dashboards available, all with permanent links, displaying slightly different data interpretations:

- DAF Disaster Impact Dashboard - for DAF
- DAF Disaster Impact Dashboard – for state and local government bodies
- DAF Disaster Impact Dashboard – for industry and grower groups

The DAF dashboard contains details derived from Disaster Impact Surveys, for use internally. State and local dashboards contain deidentified data and is available via the State Disaster Coordination Centre's data pack. This pack is shared through response groups including Local Disaster Management Groups and the Queensland Reconstruction Authority (QRA). The industry and grower facing dashboard contains deidentified, data to protect the privacy of contributors while still providing excellent situational awareness. Requests for access to the DAF and industry dashboard can be sent to agriculturespatial@daf.qld.gov.au.



Figure 2 – DAF Disaster Assessment Dashboards



State Disaster Coordination Centre (SDCC) Reporting

The SDCC Watch Desk supports the QDMA by providing timely and accurate warnings and reports which are disseminated to relevant local, district, regional, state and interstate stakeholders.

The following reports are created at all times throughout the year:

Queensland Emergency Management Report (QEMR) (10.00am daily)

The QEMR report provides key ministerial and departmental stakeholders with an early daily summary of recent and emerging, significant emergency management activities. It also identifies weather and other local, national, and international emergency management related risks which have the potential to impact the Queensland Government and its resources.

Weather Outlook (twice weekly)

The Weather Outlook is compiled by the Bureau of Meteorology's Meteorologist working within the SDCC to provide additional weather intelligence to emergency management stakeholders. This report indicates the likelihood and severity of forecasted Queensland weather activity by districts. The Weather Outlook is a restricted document and is not for public or media dissemination.

State Update (as required)

The State Update is issued both during activations and in non-activation periods when required and provides stakeholders with up-to-date information relating to ongoing, significant events. The State Update incorporates information from relevant agencies, consolidated into a single report which can be tailored to suit the current situation. DAF provides information into the State Update via the SDCC's Emergency Management System (EMS) and this information is coordinated through the DR&R team. Generally, circulation of all SDCC updates are provided to the Agribusiness Operations Group, General Manager Rural Economic Development (RED) and Regional Directors RED. In times of disaster response, the Regional Director RED can forward reports to the LCC Incident Controller for distribution to team members. SDCC updates are also saved in the Planning function file structure.



Preparedness

Planning

Queensland State Disaster Management Plan (QSDMP)

The QSDMP is a high-level document describing the QDMA and the principles and governance that underpin them. It 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 QSDMP 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 QSDMP.

State of Readiness

Virtual Control Centre (VCC)

DAF's primary channel for managing large disaster events is through a VCC. The VCC uses the Microsoft365 platform to ensure the response centre is not reliant upon DAF's server being operative. The purpose of the VCC is to:

- ensure DAF wide visibility.
- ensure centralised and transparent disaster management operations.
- improve records management are captured through SharePoint and eDOCS.
- enable staff from outside affected regions to assist in managing an event where resourcing within the disaster response area is difficult.
- provide a 'one stop shop' environment in which to facilitate knowledge sharing and ensure any cross region or state-wide response is managed holistically and is scalable.

Business continuity

DAF's Business Continuity Management System (BCMS) is designed to ensure that the department can continue to deliver critical functions, ensure the safety of staff, and protect critical systems, assets, and facilities, in times of disaster and disruption. The Enterprise Portfolio Management Office maintains and provides oversight of the BCMS.

The BCMS provides a systematic and documented approach to managing disruption-related risk within DAF, and complements DAF's disaster management and biosecurity arrangements in that it is designed to ensure the continuity of delivery of critical functions in the event of a disruption incident. For more information, please refer to the [Business Continuity Management](#) pages of the DAF intranet.

The relationship between business continuity management, disaster management and biosecurity event management in DAF is outlined in table below:

Disruption type	Event examples	Lead responsibility in DAF	Relevant Plan/s	Primary Focus
Natural disaster	Flood, bushfire, cyclone, earthquake	Agriculture, Disaster Response and Recovery	Disaster Management Plan Business Continuity Plans	External
Biosecurity incursion	Foot and mouth disease, lumpy skin disease, Varroa mite	Biosecurity Queensland, Emergency Response Team	Biosecurity Emergency Operations Manual, AUSVETPLAN, PLANTPLAN, MarinePestPlan, AQUAVETPLAN	External
Other disruptions affecting DAF critical functions	Pandemic, terrorism, Systems or asset failure	Corporate Enterprise Portfolio Management Office Agriculture, Disaster Response and Recovery	Business Continuity Plans for critical functions and facilities, Disaster Management Plan	Internal
Cyber event, system or technology outage	Data hack, virus, Microsoft outage	Corporate Information Technology Partners	Information Security Incident Management Standard plus other plans	Internal
Facility or site inaccessibility	Fire, quarantined office, water damage, chemical leak	Agriculture, Research Infrastructure Agriculture, Customer & Business Services Corporate, Finance and Asset Management Business Groups	Site/Facility Business Continuity Plans	Internal

Critical Functions are those that must be maintained by DAF as an immediate priority in the event of a disruption, to meet legal obligations, legislative requirements and/or community expectations. Critical systems, assets and facilities are those that are necessary to support the delivery of critical functions.

Essential Functions are those that can cease temporarily in the event of a disruption, but must resume within five days of ceasing, to meet legal obligations, legislative requirements and/or community expectations.

Business Continuity Plans, which outline responsibilities and actions to be carried out when a disruption occurs are prepared for critical functions, DAF facilities and certain critical systems.


A current list of DAF Critical and Essential Functions as well as links to business continuity plans are available in the [Business Continuity](#) section of the DAF Intranet.

Response ready

All staff have a role to play in an emergency response.

The DAF Response Workforce initiative focuses on the shared training needs of the biosecurity and disaster management response teams in preparing for and staffing an emergency response.

All DAF staff are expected to complete basic online training in the event they are required to assist in disasters, plant or animal pest and or disease emergency response. Online disaster management training will be required to be undertaken by all DAF staff before December of each calendar year.



Online training modules are now available through [MyLO](#) and will be included as part of DAF's induction process with additional information centrally located on the [DAF Response Ready Workforce SharePoint site](#).

Additional training will be required depending on the staff members' role and responsibilities during an event. Refresher training for QDMA is also available and it is mandatory that DAF staff regularly review their training and undertake refresher training annually before the disaster season.

Scenario exercises

Scenario exercises serve as critical assessments of DAF's operational capacity, effectiveness of plans and a means to ensure preparedness. The DR&R, Rural Economic Development (RED) Biosecurity Queensland and Agriculture Spatial teams facilitate disaster exercise training as required, involving all regions to evaluate the Plan and DAF's overall readiness. DDMG members and proxies may be requested by their respective groups to participate in exercises. Occasionally DAF staff may also be involved in whole-of government or cross jurisdictional exercises.

Lessons management

The IGEM has the legislative responsibility to regularly review and assess the effectiveness of disaster management by the State and has implemented the Emergency Management Assurance Framework 3 to guide and support continuous improvement of Queensland's disaster management programs across all phases of disaster management.

DAF follows the 'Observation, Insight, Lesson Identified, Lesson Learned (OILL) process to promote a learning culture across the department and to provide evidence to inform future policy and decision-making.

Response

Declaration

With the approval of the Minister for Fire and Disaster Recovery, the declaration of a disaster situation for a district or part of a district is made by the District Disaster Coordinator (DDC). The declaration of a disaster situation for the State or part of the State is made by the Premier or the Minister for Fire and Disaster Recovery.

A disaster declaration is made to prevent or minimize any of the following:

- Loss of human life.
- Illness or injury to humans.
- Property loss or damage.
- Damage to the environment.

A disaster declaration allows for police, fire, ambulance, and health officers to exercise their powers to ensure public safety, prevent or minimize the loss of human life, prevent, or minimize property loss or damage to the environment and prepare for, respond to or recovery from a disaster situation.

DAF may respond to an event that has been officially declared or to an event that has not received a disaster declaration (however most events do receive a disaster declaration). The information within the response phase of this document is the same for all events (all-hazards).

Queensland Disaster Management Arrangements (QDMA)

The QDMA are based upon partnership arrangements between Local and State governments. These partnership arrangements work collaboratively to ensure the effective coordination of planning, services, information, and resources necessary for comprehensive disaster management. The QDMA has three levels, Local, District and State, below is a representation of the national and state partnership arrangements:

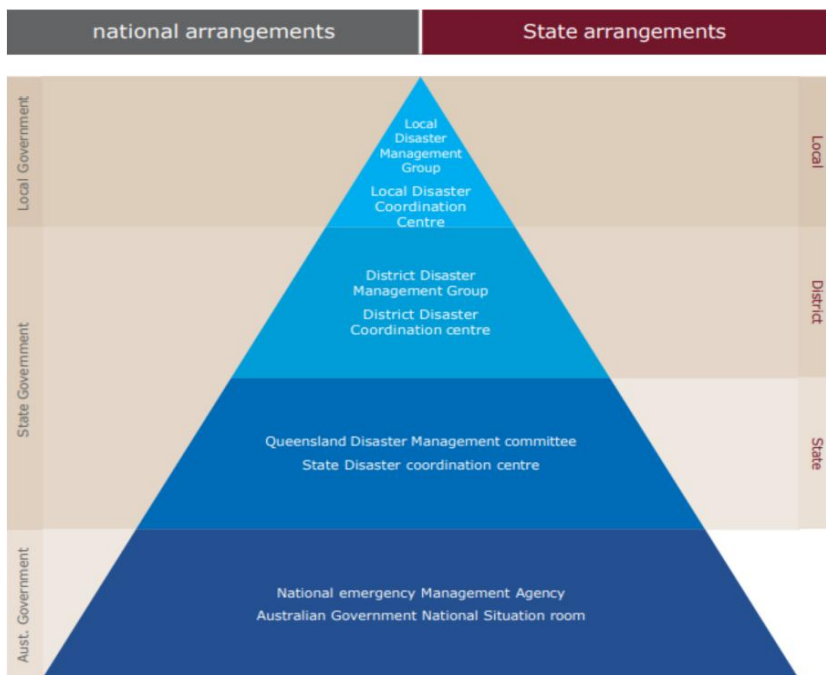



Figure 3 - Queensland State Disaster Management Structure



The arrangements enable a progressive escalation of support and assistance through the three levels of activation 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/virtual control 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, are 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 can 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 SDCC.

Finally, when State resources are inadequate or inappropriate, Australian Government support can be obtained through National Emergency Management Agency of the Department of Home Affairs.

DAF's operations

The response phase of disaster management involves activities and appropriate measures necessary to respond to a disruption. The department has two roles during response and recovery phases:

1. DAF's role within QDMA where response and recovery phases escalate from the LCC Incident Controller or Regional Director RED to the district, state, and national levels respectively.
2. DAF's role as the responsible agency for the ministerial portfolio of agriculture and fisheries.

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

- ensure the ongoing supply of fresh food as an essential service.
- 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 DRFA 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.

- coordinate the ACG with agricultural industry groups that provides information about the effect that a disaster event has on the agriculture, fisheries and forestry industries.
- participate in DDMGs as a technical advisor.

Disaster management groups

The QDMA feature disaster groups at the local, district and state level to respond to disasters. These levels adopt a coordinated and collaborative approach to enable an effective response for the benefit of all Queensland. The table below outlines the key disaster management groups:

QDMA Group	Function	DAF Role	DAF Representation
Queensland Disaster Management Committee (QDMC)	The QDMC provides senior strategic leadership in relation to disaster management across all four phases – <i>prevention, preparedness, response and recovery</i> – in Queensland and facilitates communication between the Premier, relevant Ministers and Directors-General before, during and after disasters.	At the invitation of the Chair, the DAF Minister will provide high level information as it relates to the agriculture sector and the Minister's portfolio of responsibilities.	DAF Minister
Crisis Communication Network (CCN)	The CCN is established by the Queensland Government during a disaster response to coordinate public information. The Director-General of the Department of the Premier and Cabinet (DPC) activates the CCN and provides leadership for cross-agency communication activities.	Collaborate to refine the incident communication strategy, solve communication problems, and address gaps or inaccuracies. Ensure messaging is accurate, timely, and coordinated across authoritative sources. Share resources and advice on key communication methods, and relay information from the CCN to DAF, ministerial offices, and stakeholders as necessary.	Corporate Communications
District Disaster Management Groups (DDMG)	DDMGs provide whole of Government planning and coordination capacity to support local government in disaster operations and disaster management.	Collaborate with local governments to ensure sector-specific needs are addressed in disaster management and recovery efforts. A member of a DDMG must be able to speak on behalf of the department and mobilise resources as required. DDMG members during an event will work closely with LCCs.	DAF staff may be fully appointed members, or technical advisors/contacts. See Appendix 4 for a list of all DDMGs and DAF's membership
Functional, Recovery and Resilience Group (FRRG)	The FRRG supports the State, Recovery and Resilience Group and focuses on disaster management functions outside of the response stage.	Support the FRRG by focusing on agricultural and fisheries aspects of disaster management beyond the response stage. This includes developing and implementing strategies for long-term recovery and resilience after a disaster.	DR&R



QDMA Group	Function	DAF Role	DAF Representation
Local Disaster Management Groups (LDMG)	The 72 LDMGs in Queensland are legislated entities supporting local government disaster management, with each led by a Mayor or councillor as Chair and a local government officer as the Local Disaster Coordinator. They are essential to the frontline disaster management structure in Queensland, and their activities are supported by respective DDMGs.	Regional DAF staff may have an advisory role or support discipline specific recovery groups as required.	Advisory capacity only - as it relates to DAF's interests
State Crisis Communication Centre (SC3)	The SC3 is activated during terrorist events/threats and facilitates leaders' strategic direction to Government by way of distributing outcomes of high-level meetings and decisions. The SC3 coordinates information and policy advice from agencies to develop whole of Government policy advice to support decision-making by the Queensland Security Centre (QSC).	Crucial in ensuring that the QSC's decision-making and strategic direction are informed by the specific implications and needs of the agriculture and fisheries sectors in the context of security threats.	DR&R
State, Recovery and Resilience Group (SRRG)	The SRRG operates alongside the SDCG to coordinate activities that assist communities to recover from or improve resilience for disasters. It is chaired by the Queensland Reconstruction Authority (QRA).	Supported via FRRG – Economic Recovery Group.	DR&R

Coordinating a disaster response

DAF's disaster response structure is based on the Australasian Inter-service Incident Management System (AIIMS) framework and applies to all hazard disaster events ranging from small, locally controlled events to large, multi-regional events, catering for disaster responses as they expand in size and/or complexity.

A functional management approach is used to structure organisations based on four areas:

1. **Control** – provides strategic leadership
2. **Planning** – develops a plan for the management of the disaster event
3. **Operations** – delivers the plan to resolve event related incidents
4. **Logistics** – obtains products and services required to support the operation

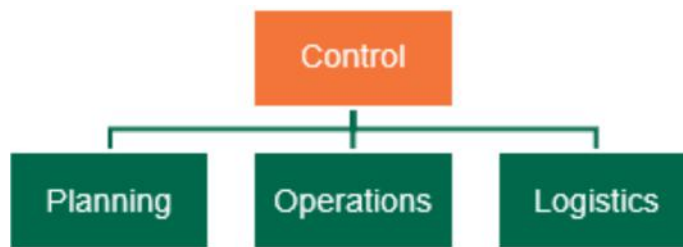


Figure 4 – Disaster Response Structure Functional Management

This framework has been tailored and used by DAF to coordinate responses to large-scale or multiple disaster events and/or those involving an Emergency Animal Disease such as Foot and Mouth Disease or Lumpy Skin Disease outbreak and to support agriculture as an essential service.

In addition to the functions listed above, three additional areas may be included, particularly for the management of a significant response. These areas are:

5. **Public Information** – provides interface of the incident centre with the public and media.
6. **Finance and Administration** – provides management of records and information flow, administration of finance, human resources and/or procurement processes.
7. **Liaison** – acts as the point of contact for communication and coordination between the Incident Control function and external agencies and organisations.

Disaster Coordination Group (DCG)

The DAF Disaster Coordination Group (DCG) provides executive oversight of the department's actions during a major response. Not all incidents will require the involvement or oversight of the full DCG, and lower level responses may require oversight only by one or more DLB members or a relevant General Manager. The SCC Incident Controller is a member of the DCG and provides the connection between the DCG and SCC.

State Coordination Centre (SCC)

The aim of a SCC is to provide a coordinated and consistent approach to the department's response to a major disaster or multiple disaster events, with a focus on both DAF staff, business operations, and stakeholders.

The DAF SCC objectives are to:

- ensure business continuity for critical functions, facilities and systems across DAF and portfolio statutory authorities.
- coordinate planning and actions across DAF and other agencies to provide for a timely and cohesive disaster response.
- work with business groups and statutory authorities to support industry, stakeholders, and the community in responding to and recovering from significant disaster events.

The role of the SCC is to:

- establish systems and processes and lead the whole-of-department management of significant disaster events and recovery activities affecting DAF staff and stakeholders.
- act as a coordination point for the receipt of industry and internal 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 SCC central 'point of truth'; respond back to initial enquiries; create communications products for similar enquiries; and finalise.
- coordinate the rapid flow of disaster related information across all affected parties.
- report on and escalate issues to the DLB through stand-up meetings and both the ACG and ADT.

The SCC is resourced to operate along the functional lines outlined of the AIIMS. The responsibilities of the functional leads are outlined in the table below.

Incident Control	The overall management of activities associated with an operations centre, site, or geographic location, necessary for the response to an incident, with initial guidance from the ADT. Work with Regional Director(s) RED to establish LCC(s) as needed, noting clear delineation of responsibilities managed by the SCC and LCC(s). Provide regular briefing to the DCG, ACG, ADT and LCC.
Operations	The tasking and application of resources required to respond to the incident in order to achieve the operational objectives set by the Incident Control function. Liaise with Operations lead(s) in the LCC(s) to facilitate reporting and avoid duplication of activities.
Planning	The collection, collation, analysis (or interpretation) and dissemination of information. It also includes the development of the written plans required for the response to the incident. Liaise with Planning lead(s) in the LCC(s) to facilitate reporting and avoid duplication of activities. Liaise with critical function leads and facility managers regarding the activation of Business Continuity Plans.
Logistics	The acquisition and provision of human and physical resources, facilities, services, and materials required to support achievement of the objectives set by the Incident Management function. Liaise with Logistics lead(s) in the LCC(s) to facilitate reporting and avoid duplication of activities.
Public Information	The management of all public information components and personnel. This function approves and oversees dissemination of consistent messaging and liaises with communication representatives of agencies and stakeholder groups involved in the incident. Liaise with public information or other functional lead(s) in the LCC(s) to facilitate dissemination of public information, local insights to inform communication, reporting and avoid duplication of activities.
Finance and Administration	The management of records and information flow required to ensure the smooth and efficient running of an operations centre. It may also include the administration of finance, human resource and/or procurement processes associated with the response. Liaise with Finance and Administration or other functional lead(s) in the LCC(s) to facilitate reporting and avoid duplication of activities.

Liaison

Acts as the point of contact for communication and coordination between the Incident Control function and external agencies and organisations. Work closely with Liaison officers sited within the LCC(s) to ensure clarity, currency and veracity of information provided to SCC and LCC(s).

DAF regions

The department has a statewide presence, with staff stationed throughout Queensland, spanning from the northern most point in the Torres Strait to the western reaches of Cloncurry and extending southward to Goondiwindi. Approximately one-third of DAF's workforce is based in Brisbane's central business district, while the rest are distributed across various regions of the state.



Figure 5 - 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 LCC Incident Controller is ultimately responsible and accountable for coordinating the response activities and resources.

For smaller disaster responses the LCC Incident Controller can also be the Regional Director RED 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 RED may delegate the LCC Incident Controller role to an officer in a senior position with delegations sufficient enough to enable them to manage departmental resources. This leaves the Regional Director RED free to carry on normal business activities, as well as supporting the disaster response. The decision or Senior Responsible Officer for LCC activations is made by the relevant General Manager for the hazard response. For example, in natural disasters the General Manager RED.

The LCC is structured to operate along the functional lines outlined in AIIMS. The responsibilities of the functional leads are outlined in the table below.

Incident Control	High-level management and coordination in local incident response involving strategic direction and oversight at the local level, setting up and managing a virtual control centre for clear operational roles, and making critical decisions based on ongoing situation assessments. The role also requires effective communication with both the SCC Incident Controller and the public, ensuring safety and risk management, and supervising resource allocation. Additionally, it includes the approval of local action plans and reports, as well as leading local post-incident analysis and maintaining records, all essential for continuous improvement in emergency response strategies.
Operations	Deploying and coordinating operational resources, executing Incident Action Plans, continuously evaluating and adjusting response tactics, and ensuring the safety of all personnel. The role also entails effective communication and coordination with both field teams and the LCC Incident Controller, providing regular situation updates, and making rapid decisions in dynamic situations.
Planning	Conducting situational analysis and reporting to inform key decision-makers, coordinating meetings and briefings for team alignment, and developing contingency plans for unforeseen scenarios. The role also involves comprehensive documentation and record-keeping for all planning activities, coordination of SitReps, liaising with various operational sections for integrated planning, using GIS and mapping tools for spatial analysis, and managing the systematic demobilisation of resources as incidents de-escalate. Liaison with critical function leads and facility managers regarding activation of business continuity plans, anticipating business interruptions and impacted stakeholders
Logistics	High-level logistics management organising staff rostering and scheduling to maintain operational efficiency, validating the staff check in report from CSC and escalate accordingly, managing a comprehensive resource inventory and tracking system, overseeing the setup and operation of essential facilities, coordinating transportation logistics, maintaining and managing response equipment, ensuring smooth communication and coordination with other functional areas for integrated operations, upholding health and safety compliance, and rapidly adapting logistics strategies to meet the evolving requirements of the crisis situation.
Public Information	Managing the development and dissemination of public information generated by the LCC. This includes accurate and timely information to the affected individuals, businesses, the public and media. This function, as the primary contact for local communication and engagement inquiries, engaging in stakeholder engagement to ensure effective information flow and gather insights to inform communication activities, coordinating internally with other response functions to verify information, and monitoring public sentiment to adapt communication strategies appropriately. The LCC public information function seeks authorisation from the SCC public information function for release of information on the incident, communication materials and agreed messages.

Finance and Administration	Overseeing budget allocation and tracking, ensuring financial transparency and accountability through regular reporting, managing contracts and vendor relationships to control costs, and overseeing procurement processes in compliance with policies. Additionally, the role entails managing the supply chain in coordination with logistics, handling payroll administration for response staff, maintaining meticulous financial records for audits and reviews, managing cost recovery and reimbursement processes, ensuring compliance with financial regulations, managing financial risks associated with the response, and overseeing staff administrative tasks in collaboration with human resources.
Liaison	Acting as the main liaison for communication between the LCC response team and industry stakeholders, facilitating collaboration and leveraging industry resources and capabilities, gathering and sharing industry-specific information to aid in response planning, providing guidance on relevant industry policies and regulations, collecting and reporting feedback to inform response strategies, and supporting recovery efforts by understanding and addressing broader economic impacts and needs.

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.

Levels of activation

Activation of response arrangement will occur in accordance with a four level model encompassing: **Alert**, **Lean Forward**, **Stand Up** and **Stand Down** as outlined in Figure 6.

These levels of activation drive response activity and guide the scale of the response.

The transition through these phases is not necessarily sequential. It is based on flexibility and adaptability to the location and event. Further, activation may not necessarily mean the convening of disaster management groups but rather the provision of information regarding the risk associated with the potential impact of an event (Figure 7).

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 the 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. VCC(s) are on standby – prepared but not activated.
Stand Up	The operation state following 'Lean Forward' where resources are mobilised, personnel are activated and operation activities commenced. Disaster coordination centre(s) 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 operation response.

Figure 6 – Activation Response Model



Scaling a response

A disaster event can grow in size and complexity and management becomes more demanding. Therefore, DAF's response to the event needs to be scalable.

Events can be led at the local level by the LCC. However, in response to a major impact event where departmental services are severely affected, a disaster declaration has been issued and regions request assistance, internal disaster managements arrangements can be scaled up at the discretion of a DLB member or appointed delegate (i.e. General Manager). At this time, disaster management coordination will be managed through the SCC in collaboration with the relevant Regional Director RED and LCC Incident Controller.

A scalable SCC

Once a LCC is at **Stand Up** level, the SCC will automatically move to an **Alert** level of activation. Based on the severity of the event, the SCC will move accordingly.


The Regional Director RED will decide whether to upscale the LCC response effort, with the SCC being at **Stand Up** level, based on one or more of the following conditions (but are not limited to):

- an event has greater impact on the agriculture sector than it does on the broader community.
- DAF resources are not available at a local level to adequately respond to an event (e.g. there are no DAF DDMG reps in the affected region).
- more than one region has functional, hazard-specific, or other legislative responsibilities in relation to the event.
- an event with major impacts on DAF facilities, services, infrastructure, or staff.
- high probability of an impending major event (e.g. Category 5 cyclone) that will impact agriculture.
- significant community and/or political impact in relation to an event relevant to the department's responsibilities.
- there is significant impacts to an agricultural industry including reputation, supply chain disruptions and lack of consumer confidence (as occurred in the Strawberry incident in 2018).
- at request of the Director-General, relevant Regional Director RED or LCC Incident Controller.

The SCC is scalable with staffing as required at each activation stage and within the structure of the SCC.

A scalable DCG

DAF's disaster management framework (see Figure 7) ensures that the SCC reports to the DCG which includes the DLB and DG, DAF. The line of accountability for the SCC is through DAF Agriculture with support for Logistics, Operations, Planning and Public Information. The SCC function is drawn from across Agriculture, Corporate Services, Biosecurity, Fisheries and Forestry.



The DCG role in an event is to provide a departmental wide view and decision making responsibilities for providing departmental resourcing. The DCG is also scalable with DAF key staff involved depending on the nature and severity of the event. However, it is requested that at a minimum the DCG must include the following staff:

- DG
- the appropriate DDG
- General Manager Agribusiness Operations, Director DR&R, Chief Veterinary Officer or Chief Plant Protection Officer

The DCG is automatically at a **Lean Forward** level of activation when the SCC is at **Stand Up** level.

The decision to upscale the response effort, with the DCG being at **Stand Up**, will be based on one or more of the following conditions (but are not limited to):

- The event response requires a significant number of DAF staff across all business groups to respond to the event.
- There are impacts or potential impacts that fall under different business groups responsibilities.
- DLB or SCC IC are required to make strategic decisions on behalf of all of DAF, including mobilising resources.
- The event impacts DAF staff across a range of business groups.

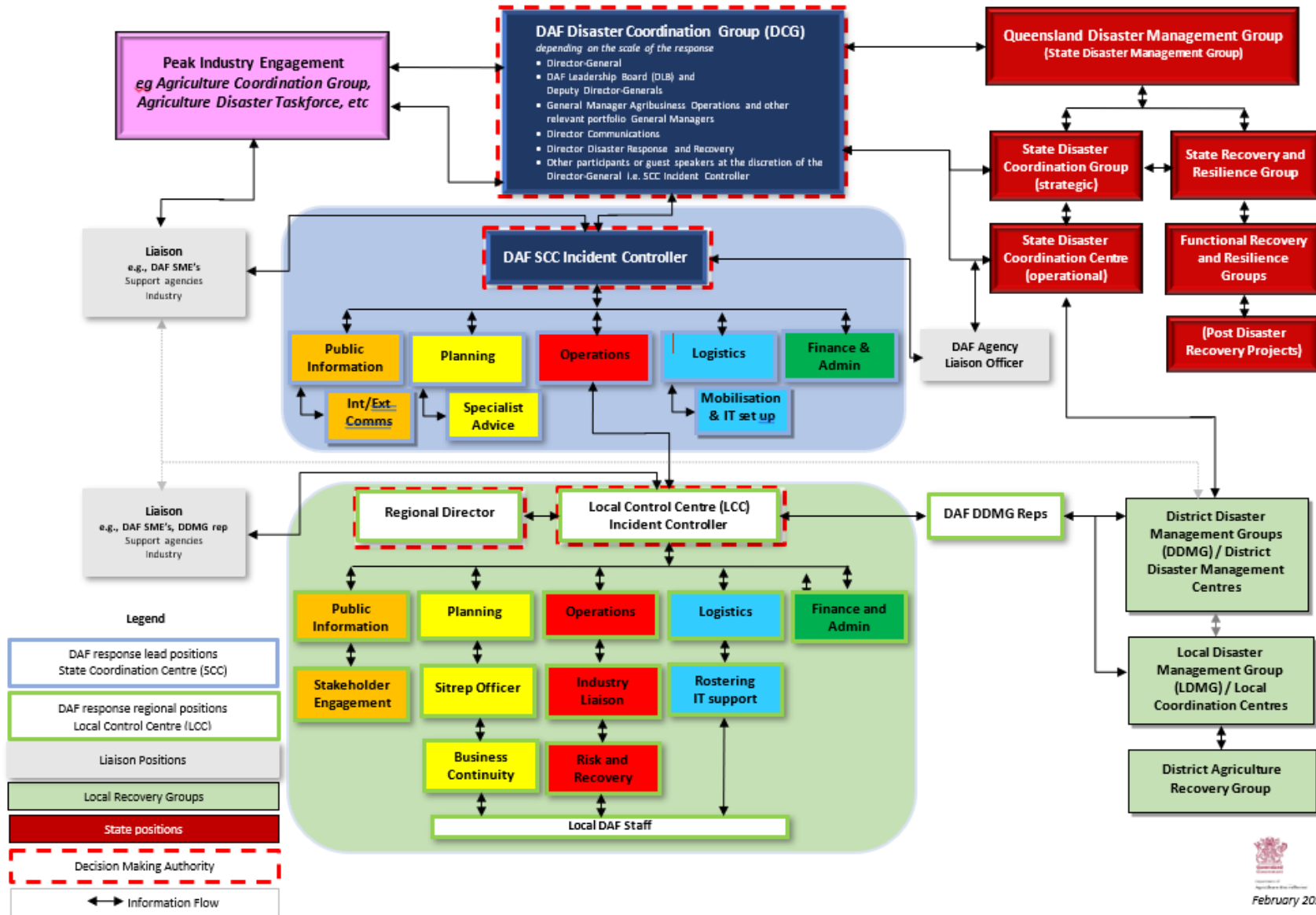


Figure 7 – Disaster Management Response Framework

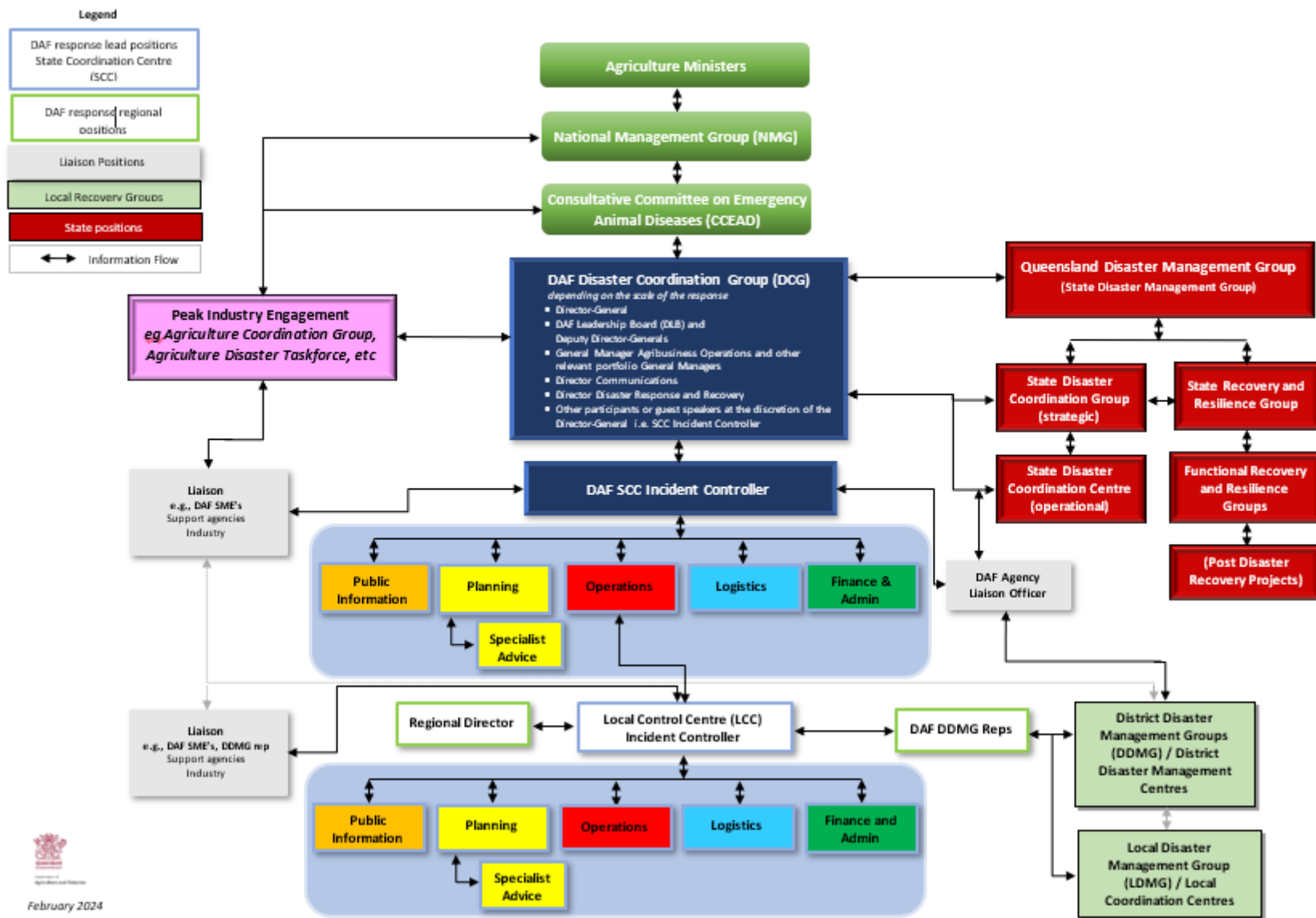


Figure 8 - Incursion Management Response Framework - Biosecurity



Intelligence and information sharing

Agriculture Coordination Group (ACG)

The ACG, led by the DG, is the department's primary group of key producers, peak bodies, industry representatives and other stakeholders relating to the agriculture supply chain, as they relate to the Minister for Agricultural Industry Development and Fisheries' Portfolio of responsibilities.

The ACG provides a forum for industry and government to communicate about major incidents and emerging issues affecting the Queensland agriculture sector. It provides a channel for DAF to disseminate urgent information to industry and provides the department with information about the effect that the event has had on the agriculture, fisheries and forestry industries, and the issues that industries and businesses are facing in responding to and recovering from the event.

The Minister and/or staff from the Minister's office may also participate in the ACG meetings. The ACG also serves as overarching stakeholder group from which membership can be sourced for the smaller event focused Agriculture Disaster Taskforce (ADT).

The ACG membership is listed at Appendix 5. The Minister and/or staff from the Minister's office may also participate in the ACG and administration of the coordination group is delivered by Agribusiness Policy.

Agriculture Disaster Taskforce (ADT)


The ADT is a sub-group under the ACG which consists of impacted or likely to be impacted stakeholders of a disaster event. The ADT is chaired by a DAF General Manager aligning to the area coordinating the response (e.g. General Manager, Agribusiness Operations would chair the meeting in a response to a flood).

ADT members assist with event specific problem solving and sharing of intelligence to ensure clear and consistent key message delivery before, during and as required throughout response and recovery phases of a disaster impacting agricultural supply chains.

For the purposes of the taskforce, disaster is defined as all hazard disaster events including, but not limited to natural disasters such as flood, cyclone, fire and significant biosecurity events such as an emergency animal disease incursion. An all-hazards approach assumes that the function and activities applicable to one hazard are most likely applicable to a range of hazards.

The key objectives of this taskforce include:

- Provide a forum for industry and government to exchange information, discuss and identify issues and options to inform decision making which supports the agriculture sector to mitigate, prevent, prepare for, respond to, and recover from disaster.
- Assist with identifying key risks to the agriculture sector and develop mitigation strategies prior to and during disaster events.
- Assist with the development and delivery of consistent key messaging and communications materials, both general and event specific.
- Assist with broad circulation and uptake of the Disaster Impact Survey as the primary point of disaster impact evidence collection to help determine appropriate levels of disaster assistance under the jointly funded Commonwealth and State Disaster Recovery Funding Arrangements.



The ADT provides relevant updates, communication requests and advice through to the ACG as required with meetings held as frequently as needed, often daily during an event. The group can also be called upon to help coordinate and drive outcomes of a specific taskforce established during events. A recent example of this was the establishment the Emergency Fodder Taskforce, during the 2023 bushfire events. Links to the Terms of Reference and the ADT membership list is listed at Appendix 6.

Attendance at the ADT is determined by each disaster event and the impacts and response and recovery requirements. The Chair of the meeting will determine attendance based on the event.

Health, safety and wellbeing

DAF is committed to providing and maintaining a safe and healthy workplace for all officers (including contractors and volunteers) before, during and after a response. DAF management are also 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.

The DAF Health, Safety and Wellbeing Roles and Responsibilities Matrix helps identify specific roles, responsibilities, and accountabilities in keeping the DAF workplace safe. 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.

For further information on policy and emergency management, visit <https://dafintranet.lands.resnet.qg/hr/our-health-safety>.

Daily staff check-ins

Staff who live in a disaster-impacted area or who work from an office that has been closed due to a disaster are required to check-in daily online, via SMS or via the DAF Customer Service Centre (13 25 23) by 09:00 hours each day as specified in DAF communication.

Staff should continue checking in daily until advised otherwise by individual supervisors. If a staff member is on leave, they are still required to check-in so the department can account for everyone.


DAF will update the intranet with response arrangements. If a staff member cannot access the intranet, they can visit the staff messages webpage.

Closures and work arrangements

The decision to close a DAF operation at a facility/site in a disaster impacted area is the responsibility of the Regional Director RED of that region. Working with DAF Internal Communications, an email from the Regional Director RED is to be sent to all staff located at the worksite and their managers/supervisors regardless of their worksite.

The site Business Continuity Plan will be activated on the closure of a site, as well as the Business Continuity Plans for any critical functions delivered from the site.

Once the decision to close a DAF operation at a facility/site is made, each manager/supervisor must call every member of their team located at the facility/site immediately and advise them of the immediate alternative work arrangements and expectation that staff check-in daily by 0900 hours. Team members are to discuss their ongoing work arrangements post disaster event, including travel to and from work, with their manager/supervisor.



If a team member cannot work, they are to discuss special leave arrangements with their manager/supervisor.

Fatigue management

DAF staff will be involved in Disaster response as well as performing their normal duties. At times the need to be involved in the disaster response will overwhelm a person's ability to perform their normal function. Leaders in the disaster management should ensure there are effective measures in place to provide adequate rest periods for responders from all duties to ensure they are safe and well to perform what is required and can recover from potentially high physical and emotional demands of the disaster response.

Planning activities should take this into account and rotate disaster workers appropriately.

Customer Service Centre (CSC)

The CSC plays a vital function in disseminating information to DAF staff, members of the public and industry. The CSC is continuously supplied with the latest information regarding a disaster response effort. The CSC also plays a crucial role in advising the DCG on the specific information being received via the general inquiry line. It also offers recommendations on specific topics. These collaborative efforts will be coordinated through the Public Information role.

DAF's general inquiry line (13 25 23) is also commonly used to report biosecurity incidents.

Entitlements and conditions for employees


Employees affected by an event may apply to access paid discretionary leave under clause eight of the [Special Leave \(Directive 05/17\)](#). Discretionary leave can be granted for up to five days per year per reason or such additional leave determined to be appropriate by the chief executive (delegate) may be granted in accordance with clause 8.1 (a). Should employees wish to apply for this leave, they will need to speak to their manager in the first instance to discuss their individual circumstances.

Employees and their families may also access the Department's [Employee Assistance Provider](#) for free confidential counselling. If employees wish to access this service, please contact [Telus Health](#) on 1800 604 640 or one.telushealth.com. You may need to provide your user identification and password when arranging the support.

Eligible employees performing work as part of DAF's response to a disaster event will be compensated in accordance with the [Ministerial Directive 06/16 - Critical Incident Entitlements and Conditions](#) (CID), only where a critical incident has been declared and the Director-General has approved the application of the entitlements, under the CID. Should the critical incident directive not be approved, normal entitlements will continue in accordance with ordinary industrial instruments and directives.

Recording hours in Tadpole

It is important that staff effort is captured across the department during disaster responses. All hours spent in a response team should be captured in Tadpole under a new task that has been created as 'DAF Disaster Emergency Response'. To set up this new task in a timesheet email the below wording to hrcbs@daf.qld.gov.au: *Subject: Tadpole Profile - New Task/Subtask (EABS)*



Email wording: *Can you please assign the dissection task 'DAF Disaster Response' to my Tadpole profile? I have been assigned duties as part of DAF's <disaster type> response and my time spent in response to these events is required to be captured.*

Forestry

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

DAF Forestry's support includes the maintenance of a small contingent of fire-trained staff and basic equipment that are deployed to assist at nominated prescribed burns and wildfire events. DAF Forestry also maintains various heavy plant that can be deployed in fire prevention or response situations.

Preseason preparation includes verifying qualifications and maintenance of training competencies for firefighting staff, fire equipment checks, and ongoing plant maintenance. DAF Forestry also has procedures in place to deal with the salvage of State-owned native forest log timber damaged by fire or tropical cyclones.

Fisheries

The Queensland Boating and Fisheries Patrol (QBFP), part of Fisheries Queensland is well equipped and able to assist lead agencies during a variety of emergency situations. The QBFP participation in an emergency response is at the discretion of the Manager QBFP after consultation with the local officer in charge and a QBFP officer must be in charge of a QBFP vessel at all times.

QBFP may be able to provide resources to assist in the following situations:

- flood
- cyclone
- marine rescue
- other emergency situations such as major oil spills.

QBFP may be able to provide the following:

- personnel
- vehicles
- vessels
- auxiliary equipment.

QBFP is **unable** to assist in:

- recovery of bodies
- rapid water response
- other situations that QBFP officers are not trained or confident in.

QBFP map is provided at Appendix 7 and a list of the available QBFP vessels is at Appendix 8.



Biosecurity Queensland

Through Biosecurity Queensland (BQ), the Department of Agriculture and Fisheries (DAF) is the lead agency for the management of biosecurity incidents and responses. This includes the management of:

- emergency pests and diseases of animals and plants.
- residues and contaminants in agricultural commodities.
- invasive plants and animals.
- emergency animal welfare incidents, including during natural disaster responses.
- advice on biosecurity in a disaster event.

In a biosecurity incident, BQ must meet its obligations under the state disaster management system and the national response deeds as a contributing member to Australia's biosecurity response framework.

The national deeds are formal legally binding agreements between the Australian Government, all State and Territory Governments, Plant Health Australia or Animal Health Australia and plant and animal industry signatories and cover the management and funding of responses to pest and disease incursions. At a state level, BQ utilises legislative powers under the *Biosecurity Act 2014* and must ensure it has the staff, expertise, plans and systems in place to effectively respond to biosecurity threats.

As part of the national response framework, BQ is required to deliver responses in line with the nationally agreed biosecurity incident arrangements in terms of structure, policies and procedures.

This commitment requires collaboration between the Australian Government, states and territories and industry to develop nationally agreed plans and arrangements across the biosecurity spectrum to standardise funding, response operations, skills and knowledge and the use of a common language.

The Queensland Biosecurity Emergency Operations Manual (BEOM) incorporates the strategies and arrangements based on the national response deeds and plans and incident and emergency management concepts. The BEOM provides the context and operational guidance for response operations in Queensland. It brings together the policies, standard operating procedures, forms and templates required to mount an effective and coordinated response.

In relation to human resourcing, due to the complexity of plant and animal pests and disease, most biosecurity incidents require a high level of technical input from subject matter experts in lead roles to ensure effective response delivery.

Responsibilities:

- 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.
- Assist stakeholders in prevention and preparedness through normal business operations and service provision to industry and communities.



BQ operations during incident biosecurity responses

BQ adopts operational management structures based on the needs of each incident it responds to. Resource allocation is adjusted as an incident response progresses and operational activities change. The management structure adopted has two functions:

1. The SCC provides the strategic direction for biosecurity incident response operations. A dedicated SCC is located on Level 14, 275 George St, Brisbane and is permanently resourced with furniture, electronic display panels, computer monitors and stationary. If determined by the scale of the response, the SCC can be expanded into the boardroom on the same floor.
2. The LCC and Forward Command Posts (FCPs) deliver the operational and tactical activities which support the strategic aim and objectives established by the SCC for the response to plan and implement operational activities.

National plans

As part of our nationally agreed responsibilities, a range of plans are used by BQ during biosecurity incident responses. Divergence from these plans needs to be justified and approved at a national level. The current national plans are:

- [AUSVETPLAN](#) - a comprehensive series of manuals that set out the roles, responsibilities and policy guidelines for agencies and organisations involved in an emergency animal disease response.
- [AQUAVETPLAN](#) - the that outlines Australia's approach to national aquatic animal disease preparedness and proposes the technical response and control strategies to be activated in a national aquatic animal disease emergency.
- [Australian Emergency Marine Pest Plan \(EMPPan\)](#) - an emergency response document that describes the intended generic response to a marine pest emergency event within Australia.
- [National Environmental Biosecurity Response Agreement \(NEBRA\)](#) – establishes national response arrangements to reduce the impacts of pests and diseases on Australia's environment and social amenity.
- [PLANTPLAN](#) (Australian Emergency Plant Pest Response Plan) - the agreed technical response plan used in an emergency plant pest incident. The plan provides guidelines for response procedures under the Emergency Plant Pest Response Deed (EPPRD).
- SAFEMEAT Incident Response Manual (covering residues, pathogens, toxins and other contaminants) - describes the arrangements for the management of incidents involving residues, pathogens, toxins, contaminants or other potential market failure incidents.



Biosecurity incident responses

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

- Animal pests or disease, plant pests or disease, 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 zoonotic emergency disease in Queensland.
- Animal welfare incidents. While animal control matters are the responsibility of local government, BQ 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 BQ 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.
 - large scale residue, pathogen, toxin or contaminant impacts on agricultural production systems.
 - 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.



Provision of assistance from the Queensland Disaster Management Arrangements

BQ will request assistance through established Queensland disaster management arrangements as described in the [QSDMP](#). Requests for assistance will be in accordance with agency or local government normal business arrangements or disaster management roles and responsibilities made through local, district and state disaster management groups as appropriate. Assistance includes but is not limited to:

- Request for incident management expertise to support BQ State Coordination Centre or Local Control Centres e.g. operations, planning, logistics, public information or finance and administration and liaison officers.
- Local knowledge on access to suppliers, road networks and key transport routes.
- Knowledge of local industries within the disaster area.
- Access to agency/local government owned resources e.g. labour, earthmoving equipment.
- Assistance with local knowledge of primary producer relationships.
- Identification of local contractors.
- Identification of potential sites for the disposal of livestock.
- Transport solutions.
- Access to staff with existing state legislative powers who could be authorised under the *Biosecurity Act 2014*.
- Assist with the dissemination of biosecurity information to the community through existing local government communications channels.

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 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 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 QDMC and the relevant Cabinet subcommittee.

A decision to activate DAF Disaster Response arrangements in the event of a Pandemic would be made in accordance with the activation criteria mentioned previously.

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



Cyber

Cyber security involves the protection of DAF's systems, networks, and programs from digital attacks aimed at accessing, changing, destroying sensitive information, extorting money from Government and citizens, or interrupting normal business processes. It stands as an essential component in the digital era, safeguarding our information and systems from potential threats.

The prevalence of cyber threats is increasing, given the rising reliance on technology, networked systems, and the online environment. Consequently, adopting robust cyber security measures to protect our systems from these threats has become imperative.

DAF's commitment to cyber security aligns with the [Queensland Government's Information Security Policy \(IS18:2018\)](#), whereupon the safety and security of government data and infrastructure is prioritised. This involves utilising sophisticated security technologies, practicing stringent protocols, and following a proactive approach in assessing potential threats for ensuring the welfare of our digital landscape.

However, technology alone is not a solution for cyber threats. Human elements often open the door to these threats, whether knowingly or unknowingly. DAF is focused on fostering a proactive culture of security awareness among all employees. This includes training and simulations to keep our workforce up to date with the latest trends and potential threats.

Information and Technology Partners (ITP) provides policies, standards and procedures to help protect agency information. ITP has processes and tools in place to protect DAF's information and technology assets, as well as detect and respond to information security incidents.

ITP and DAF also work with the Queensland Government Cyber Security Unit (CSU) who sets cyber security policy and guidance for the Queensland public sector. CSU manages a number of whole of Government cyber security services, developing a public sector cyber workforce and supporting the development of the Queensland cyber security industry.

As needed, ITP and DAF take part in the execution of the Queensland Government Cyber Security Hazard Plan (CSHP), which is a sub-plan under the QSDMP. The CSHP outlines the Whole-of-Queensland Government response to cyber incidents with potential statewide or nationwide impacts. The Department of Transport and Main Roads (DTMR) is the lead agency responsible for the development and implementation of the Plan.

A decision to activate DAF Disaster Response arrangements in the event of a cyber event would be made in accordance with the activation criteria mentioned previously.

Cyber response plans and playbooks would be utilised in the event of a cyber-attack.



Terrorism threats

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 BEOM.

DAF would be required to contribute to briefings and Situation Reports (SitRep) 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.

A decision to activate DAF Disaster Response arrangements in the event of a terrorism event would be made in accordance with the activation criteria mentioned previously.

Communication

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. Relevant information may include details of the event, key risk exposures, and how they 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. Officers require clear direction on their role and information about how they are to operate during a disaster response. To assist the LCC in responding to a disaster event, the DR&R team and DLB also require regular updates on response activities, the resources that have been deployed and the likely future requirements.

DAF external communication

The Queensland Government establishes the CCN during a disaster response to coordinate public information. The DG of the 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 DAF Corporate Communication and Engagement (CC&E) team is responsible for representing DAF in the CCN during a disaster response and coordinating resourcing for the department's public information function during the response.

The DR&R team is also responsible for developing, maintaining and implementing a Natural Disaster Communication Strategy. The 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.

In addition to media monitoring the CC&E team also monitors social media during a disaster event and will notify the DR&R team of any issues that are reported through social media channels. Any requests for response to social media posts will also go through the DR&R team.

The CC&E team will work with the DR&R and Regional Director RED on messaging, and coordinate notices on the web, social media, digital marketing channels and engagement networks.



DAF internal communication

CC&E are responsible for broader communication to staff, including web, intranet updates and digital marketing channels.

Situation reports (SitReps)

SitReps offer real-time updates on the status and progress of a response. These reports are routinely prepared and updated throughout a response to inform organisational leaders and stakeholders.

SitReps draw information from the Common Operating Picture and provide an accurate snapshot of the situation at a specific moment in time. These reports typically include:

- a concise summary of the incident
- the current situation and issues including weather outlook
- current actions being deployed
- current resource numbers
- progress to date
- critical issues
- predictions and forecasts of future developments.

SDCC SitReps (State Update)

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 SDCC produces the State-level SitRep for the SDCCG and QDMC, called the 'State Update' during a response. DR&R provide information through the SDCC Emergency Management System (EMS) where a DAF representative is available 24 hours per day to facilitate this process. 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 used into the State Update for real-time reporting. DR&R is responsible for completing the SDCC updates. Information provided in these updates must be short and succinct and report on the key issues in relation to agriculture.

The Agency Liaison Officers 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.

LCC SitReps

Daily SitReps developed by the LCC should be forwarded to DR&R and the SCC if in Stand Up by 1500 hours and 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. Depending on the event, the timing for SitReps could change depending on when the SDCC require reporting into the SDCC SitRep State Update.

SCC SitReps

The SCC also provides a daily SitRep (adapted from the LCC SitRep) to DLB and the DG/Minister's office on DAF's current activities and industry issues.



Remote Piloted Aircraft (RPA)

DAF utilises RPAs for various operations including firefighting, search and rescue, disaster relief and law enforcement. These operations are regulated by the Civil Aviation Safety Authority (CASA) under the Civil Aviation Safety Regulation Part 101.

DAF operates both Included and Excluded category RPA, with strict adherence to CASA's regulations. Included category operations, which are more complex, require a Remote Operator's Certificate (ReOC) and involve specific roles like Chief Remote Pilot and Maintenance Controller to ensure compliance and safety. Excluded category operations are lower risk and must follow standard operation conditions set by CASA.

DAF also mandates a remote pilot's license for all its RPA operations, aligning with the Queensland Government Drone Use Policy (QGDUP).

Aviation safety

The DAF Aviation Safety Policy (ASP) outlines the roles and responsibilities within DAF in relation to identifying, assessing, and planning aviation activities including as part of DAF's role in effectively administering its responsibilities. DAF's Corporate business group manages the ASP.

Prior to procurement or planning of aerial operations commencing, an assessment is to be made by General Manager level or above to determine that a genuine requirement exists to undertake Aerial Work. The Deputy Directors-General (DDG) have delegated responsibility for aviation activities. Prior to any aerial operations being undertaken by the department, DDG approval must be sought in writing.

Tasks undertaken under Aerial Work are subject to DAF's Aviation Risk Assessment and Management Procedure (ARA). 'Air Transport' activities are covered by mandated whole of Government aviation procurement procedures. Following a disaster event DAF staff may be tasked to conduct an impact assessment from a helicopter. Before such work is conducted an ARA must be submitted and approved at the DDG level.



Recovery

Disaster Recovery Funding Arrangements (DRFA)

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

DRFA Cost sharing arrangement

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 because of an eligible natural disaster.

The Australian Government offers financial support to the states and territories, covering up to 75 per cent of eligible costs associated with relief and recovery assistance. This financial aid can be distributed in two ways either as a reimbursement for expenses incurred or as an upfront payment. Typically, advance payments are reserved for situations involving extraordinary circumstances, particularly in response to severe and highly destructive natural disasters.

DRFA Summary

Category	Eligibility	Assistance Offered
Category B	Business, primary producers, non-profit organisations, government, and the community	Freight assistance for primary producers: <ul style="list-style-type: none">Up to \$5,000 per property for materials needed for recovery (e.g., emergency fodder, building materials, fuel, water). Standard concessional loans for primary producers: <ul style="list-style-type: none">Up to \$250,000 for repair work, replanting, restocking, and essential property operations. Standard concessional loans for small businesses (less than 20 employees): <ul style="list-style-type: none">Up to \$250,000 for repair or replacement of damaged assets. Standard concessional loans for primary producers, small businesses, and not-for-profits: <ul style="list-style-type: none">Up to \$100,000 for essential working capital in cases of indirect disaster impact.
Category C	Business, primary producers, non-profit organisations	Special Disaster Assistance Recovery Grants: <ul style="list-style-type: none">Up to \$25,000 for severe events. <i>For catastrophic events, grants of up to \$75,000 may be activated, combining Category C and Category D assistance.</i>
Category D	Tailored to the recovery requirements of the event	Relief measures designed to fit the nature and severity of the event e.g. Industry Recovery and Resilience Officers, additional Rural Financial Councillors, mental health support, emergency fodder drops or carcass disposal programs.

For specific information regarding grants and loans, you can refer to the Queensland Rural and Industry Development Authority (QRIDA) website at <https://www.qrida.qld.gov.au/primary-producers>. For information regarding freight subsidies please refer to the Business Queensland website <https://www.business.qld.gov.au/industries/farms-fishing-forestry/agriculture/disaster/funding/freight>.



DRFA Activation process

Activations are made by the Minister for Fire and Disaster Recovery, 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 and Minister for Rural Communities. The case for activation is developed by DAF.
- for small business, activations are requested by the Minister for Employment and Small Business and Minister for Training and Skills Development. The case for activation is developed by the Department of Youth Justice, Employment, Small Business and Training.
- for not-for-profit organisations, activations are requested by the Minister for Department Minister for Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts. The case for activations is developed by the Department of Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts.

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

Individually Disaster Stricken Property (IDSP)

Those primary producers that are not 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 assistance 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 DRFA but is funded wholly by the Queensland Government.

Resilience

As an approach to resilience, the importance of fatigue management and access to the Employee Assistance Program is of extreme importance. Appropriate training and provision of core resilience information for staff are key to ensuring the disaster response team can cope with the demands of disaster response, offering them the tools and support necessary to sustain their mental and physical health in high-stress situations.

The department remains dedicated to collaborating closely with industry partners and communities, fostering a collective readiness to not only respond to disasters, recover from them efficiently but also help build community resilience for these events. This partnership underscores our commitment to resilience, ensuring that together we can navigate the challenges of disasters with strength and agility, ultimately leading to a quicker and more cohesive recovery process.

Appendix 1 – Acronyms


ACG	Agriculture Coordination Group
ADT	Agriculture Disaster Taskforce
AIIM	Australasian Inter-service Incident Management System
ARA	Assessment and Management Procedure
AQUAVETPLAN	Australian Aquatic Veterinary Emergency Plan
BCMS	Business Continuity Management System
BEOM	Biosecurity Emergency Operations Manual
BQ	Biosecurity Queensland
CASA	Civil Aviation Safety Authority
CASR	Civil Aviation Safety Regulation
CC&E	Corporate, Communication and Engagement
CCN	Crisis Communication Network
CSC	Customer Service Centre
DAF	Department of Agriculture and Fisheries
DCG	Disaster Coordination Group
DDC	District Disaster Coordinator
DDG	Deputy Director-General
DDMG	District Disaster Management Group
DG	Director-General
DLB	DAF Leadership Board
DESI	Department of Environment, Science and Innovation
DR&R	Disaster, Response and Recovery
DRFA	Disaster Recovery Funding Arrangements
EADRA	Emergency Animal Disease Response Agreement
EMPLAN	Australian Emergency Marine Pest Plan
EMS	Emergency Management System
EPPRD	Emergency Plant Pest Response Deed
FMA	Forest Management Area
FRRG	Functional, Recovery and Resilience Group
GIS	Geographical Information Systems
IDSP	Individual Disaster Stricken Property
IGEM	Inspector-General Emergency Management
LCC	Local Control Centre
LDMG	Local Disaster Management group
NEBRA	National Environmental Biosecurity Response Agreement
NGO	Non-Government Organisation
OILL	Observation, Insight, Lesson Identified, Lesson Learned
PLANTPLAN	Australian Emergency Plant Pest Response Plan
QBFP	Queensland Boating and Fisheries Patrol
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QSDMP	Queensland State Disaster Management Plan
QEMR	Queensland Emergency Management Report
QGDUP	Queensland Government Drone Use Policy
QRA	Queensland Reconstruction Authority
QRIDA	Queensland Rural and Industry Development Authority
QSC	Queensland Security Centre



ReOC	RPA operator's certificate
RePL	Remote Pilot's Licence
RPA	Remote Piloted Aircraft
SME	Subject Matter Expert
SC3	State Crisis Communication Centre
SCC	State Coordination Centre
SDCC	State Disaster Coordination Centre
SRRG	State Recovery and Resilience Group
SOP	Standard Operation Procedure
VCC	Virtual Control Centre

Appendix 2 – SCC roles and responsibilities


Position	Role	Responsibilities	Reporting Relationship
Agricultural Coordination Group (ACG)	The ACG is a forum for industry and government to communicate about major incidents and emerging issues affecting the Queensland agriculture sector.	<ul style="list-style-type: none"> • Coordinate the supply of essential goods where interrupted. • Facilitate immediate actions and responses that address supply needs. • Ensure involvement of business and industry representatives in decision-making. • Refer issues of national significance to the relevant body. • Ensure Queensland’s planning, policies, legislation and processes enable and are responsive to identified needs. • ACG will coordinate with other response groups as they are established. This includes the existing functions established through the State Disaster Coordinating Group (SDCG), and the Essential Goods Supply Committee (Advisory) led by the Department of State Development, Infrastructure, Local Government and Planning. 	Director-General
Agriculture Disaster Taskforce (ADT)	The ADT will assist with the sharing of intelligence and to ensure clear and consistent key message delivery before, during and as required throughout the response and recovery phases of a disaster event impacting agricultural supply chains.	<ul style="list-style-type: none"> • Provide a forum for industry and government to exchange information, discuss and identify issues and options to inform decision making which supports the agriculture sector to mitigate, prevent, prepare for, respond to, and recover from disaster. • Assist with identifying key risks to the agriculture sector and develop mitigation strategies prior to and during disaster events. • Assist with the development and delivery of consistent key messaging and communications materials, both general and event specific. • Assist with broad circulation and uptake of the disaster impact survey and dashboard as the primary point of disaster impact evidence collection to help determine appropriate levels of disaster assistance under the jointly funded Commonwealth and State Disaster Recovery Funding Arrangements. 	Agriculture Coordination Group
DAF Agency Liaison Officer	Acts as the point of contact for communication and coordination between the State Disaster Coordination Centre (SDCC) and the State Coordination Centre (SCC) Incident Controller.	<ul style="list-style-type: none"> • Main point of contact between the department and the SDCC. • Provide updates, advice and recommendations to the SCC Incident Controller on significant issues relayed from the SDCC. • Liaise with the SDCG members on important issues raised at SDCC meetings. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	SCC Incident Controller
Department Leadership Board (DLB)	Deputy Director-Generals collectively responsible for the performance, business success and timely delivery of the department’s response.	<ul style="list-style-type: none"> • Establish and communicate strategic direction and priorities, reflecting Queensland Government and public service commitment. • Drive risk management. • Monitor response performance and allocate investment where required. • Active participant in the Disaster Coordination Group (DCG). • Provide a role model of the values and behaviours expected of all employees. 	Director-General
Director-General	Lead Department of Agriculture and Fisheries (DAF) response coordination.	<ul style="list-style-type: none"> • Decision making authority. • Monitor and comply with Government policy. • Maintain regular liaison with the Commonwealth, the Queensland Reconstruction Authority (QRA) and the Minister’s Office. 	Premier and Minister




Position	Role	Responsibilities	Reporting Relationship
Disaster Coordination Group (DCG)	The DCG, comprising senior leaders, is tasked with strategic oversight during disaster response operations.	<ul style="list-style-type: none"> • Informs the overall disaster management efforts, ensuring that all actions align with the established plans and policies. • Evaluating response strategies, mobilising resources efficiently, and facilitating communication among various response teams and stakeholders to ensure a unified and effective approach to managing emergencies. 	Director-General
Disaster Response and Recovery Unit	Provides statewide disaster management leadership and support to all Department of Agriculture and Fisheries (DAF) regions in coordinating preparedness, response and recovery activities.	<ul style="list-style-type: none"> • Main linkage to the Queensland Disaster Management Arrangements (QDMA), disaster policy development and contributes to national policy development. • Industry peak body, supply chain and other government agencies engagement including development and dissemination of all internal and external disaster related communications. • Coordination of evidence gathering tools such as the Disaster Impact Survey and Disaster Dashboard. • Disaster training compliance and active management of training registers. • Business case development of disaster assistance under Commonwealth and State joint Disaster Recovery Funding Arrangements (DRFA), including recovery package proposals, guideline development. • Project management and DAF cost recovery stewardship under Disaster Recovery Funding Arrangements (DRFA) conditions. • Leadership of Lessons Learned methodologies and statewide disaster response reviews. • Follow information management requirements set by the Incident Controller. 	DCG

Position	Role	Responsibilities	Reporting Relationship
SCC Finance and Administration Officer	The management of records and information flow required to ensure the smooth and efficient running of an operations centre. It will also include the administration of finance, human resource and/or procurement processes associated with the response. Liaise with Finance and Administration or other functional lead(s) in the LCC(s) to facilitate reporting and avoid duplication of activities.	<ul style="list-style-type: none"> • Under the direction of the SCC Incident Controller, create the Virtual Control Centre (VCC) and role based email accounts. • Utilise DAF's financial system/s to process payments, expenses and reconciliations and procurement processes for resource requests. • Order and distribute any personal protective equipment required. • Coordinate staff inductions as required. • Work with Human Resources to ensure the staff induction contains concise material for briefing staff to ensure they are fully aware of the administrative arrangements whilst working under disaster arrangements - entitlements, allowances, employment conditions, timesheets, site orientation(s), safety considerations – emergency procedures, Workplace Health and Safety (WHS), etc, welfare matters (counselling provisions), local community information. • Arrange travel and accommodations according to department procedures. • Assist the SCC Planning Officer with the collation of Situation Report (SitRep) requirements. • Organise meeting requests and agendas at the direction of the Incident Controller, including documenting minutes and/or action items. • Working with a WHS representative to provide support for safety and business continuity, ensuring adherence to WHS guidelines, reporting WHS incidents to the SCC Operations Officer, encourage staff to report unsafe practices. • Perform general administrative duties as required. imp• Provide technical advice to the SCC Incident Officer, SCC Planning Officer, SCC Operations Officer and the relevant operational sections in relation to administration and finance requirements. • Establish and maintain networks appropriate to the position across the response and with other stakeholders to the benefit of the response. • Ensure handover documentation is comprehensive. • Depending on the scale of the disaster response, liaise and assist the Local Control Centre (LCC) Finance and Administration Officer where applicable. • Coordinate and manage the orderly STAND DOWN relating to records management requirements. 	SCC Incident Controller
SCC Internal/External Communications	Support the SCC Public Information Officer.	Refer SCC Public Information Officer.	SCC Public Information Officer
SCC Liaison Officer	As a subject matter expert for the department, liaises with industry, providing advice and report on intelligence relating to preparedness and disaster impacts.	<ul style="list-style-type: none"> • Engage with industry stakeholders to provide expertise and gather intelligence on disaster preparedness and impact. • Advise the department on industry trends, concerns, and needs related to disaster management. • Report findings and insights to inform departmental planning and response strategies, serving as a communication bridge between the department and industry to facilitate coordinated disaster management efforts. • Depending on the scale of the disaster response, liaise and assist the Local Control Centre (LCC) Liaison Officer/s where applicable. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	SCC Incident Controller


Position	Role	Responsibilities	Reporting Relationship
SCC Logistics Officer	The acquisition and provision of human and physical resources, facilities, services, and materials required to support achievement of the objectives set by the Incident Management function. Liaise with Logistics lead(s) in the LCC(s) to facilitate reporting and avoid duplication of activities.	<ul style="list-style-type: none"> • Coordinate the establishment of an appropriately resourced State Coordination Centre (SCC) at the commencement of a response. <ul style="list-style-type: none"> - Using templates, high-level logistics management organising staff rostering and scheduling to maintain operational efficiency. - Manage a comprehensive resource inventory and tracking system. - Oversee the setup and operation of essential facilities, including response equipment. - Coordinate transportation logistics. - Rapidly adapt logistics strategies to meet the evolving requirements of the crisis situation. • Work closely with the SCC Planning Officer to provide for future resource requirements. • Provide technical advice to the SCC Incident Officer, SCC Planning Officer, SCC 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. • Ensure handover documentation is comprehensive. • Depending on the scale of the disaster response, liaise and assist the Local Control Centre (LCC) Logistics Officer where applicable. • Coordinate and manage the orderly STAND DOWN relating to records management requirements. 	SCC Incident Controller
SCC Mobilisation and IT Setup Officer	Responsible for coordinating and managing the deployment of resources, including personnel, equipment, and supplies, necessary for disaster response efforts	<ul style="list-style-type: none"> • Ensure timely and efficient mobilisation to affected areas and overseeing the distribution of resources to meet the immediate needs of disaster response teams and affected communities. • Works closely with the State Coordination Centre (SCC) Logistics Officer to ensure a coordinated approach to resource allocation and support. • Prepare, test, and ensure the operational readiness of communication networks, hardware, and software to support disaster management efforts. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	SCC Logistics Officer
SCC Operations Officer	The tasking and application of resources required to respond to the incident in order to achieve the operational objectives set by the Incident Control function. Liaise with Operations lead(s) in the LCC(s) to facilitate reporting and avoid duplication of activities.	<ul style="list-style-type: none"> • Provide advice and recommendations to the State Coordination Centre (SCC) Incident Controller on significant issues arising during the response. • Implement and manage the disaster event according to the department's Disaster Management Plan and Business Continuity Plans. • Assist the SCC Incident Controller with the implementation of DAF's response through management and business recovery, ensuring activities are technically sound, lawful and safe. • Oversee and coordinate the operations of department staff that may be operating in the field. • Forecast resource requirements for the operational response with the SCC Logistics Officer. • Oversee data collection activities for future planning and reporting purposes, perform risk assessment activities with a view to predicting the future course and resource requirements of a regional area response. • Provide technical advice to the SCC Incident Officer, SCC Planning Officer, SCC Operations Officer and the relevant operational sections in relation to operational requirements. • Establish and maintain networks appropriate to the position across the response and with other stakeholders to the benefit of the response. • Ensure handover documentation is comprehensive. 	SCC Incident Controller



Position	Role	Responsibilities	Reporting Relationship
		<ul style="list-style-type: none"> Depending on the scale of the disaster response, liaise and assist the Local Control Centre (LCC) Operations Officer where applicable. Coordinate and manage the orderly STAND DOWN relating to records management requirements. 	
SCC Planning Officer	The collection, collation, analysis (or interpretation) and dissemination of information. It also includes the development of the written plans required for the response to the incident. Liaise with Planning lead(s) in the LCC(s) to facilitate reporting and avoid duplication of activities.	<ul style="list-style-type: none"> Provide advice and recommendations to the State Coordination Centre (SCC) Incident Controller on significant issues arising during the response. Lead and manage the development of 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, preparation and distribution of timely and accurate situation reports (SitReps) covering all aspects of the disaster. Coordinate any policy requirements. Forecast resource requirements for the planning response with the SCC Logistics Officer. Liaise with critical function leads and facility managers regarding the activation of Business Continuity Plans. Provide technical advice to the SCC Incident Officer, SCC Planning Officer, SCC 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. Ensure handover documentation is comprehensive. Depending on the scale of the disaster response, liaise and assist the Local Control Centre (LCC) Planning Officer where applicable. Coordinate and manage the orderly STAND DOWN relating to records management requirements. 	SCC Incident Controller
SCC Public Information Officer	The management of all public information components and personnel. This function approves and oversees dissemination of consistent messaging and liaises with communication representatives of agencies and stakeholder groups involved in the incident. Liaise with public information or other functional lead(s) in the LCC(s) to facilitate dissemination of public information, local insights to inform communication, reporting and avoid duplication of activities.	<ul style="list-style-type: none"> Prepare and deliver a range of communication tools (internal and external), including social media and web content, publication development and coordination and industry communication tools such as e-updates. Manage broader communication to staff including web and intranet updates. Disseminate information to keep the community / industry / councils informed about the progress of the response (i.e. Disaster Recovery Funding Arrangements (DRFA) activations, FAQs, etc), in consultation with the Disaster Response and Recovery Unit. Liaise with State Coordination Centre (SCC) Incident Controller and/or SCC Planning Officer to gather accurate and current details about the departmental response. Liaise with the Minister's advisors, in consultation with Head Office, to ensure that the Minister and Ministerial staff are kept fully briefed and prepare Ministerial releases where appropriate. Prepare and distribute media releases, ensuring that; <ul style="list-style-type: none"> all releases are clear, concise and accurate; all releases have SCC Incident Controller / Regional Director RED and Head Office clearance; the Minister's office is advised of releases beforehand; and confidential information is not released. Monitors and gathers intelligence ONLY from media/social media pertaining to regional impacts. Media monitoring does NOT upload or respond to any media/social media posts. 	SCC Incident Controller




Position	Role	Responsibilities	Reporting Relationship
		<ul style="list-style-type: none"> • Monitor the output of the print, online and broadcast media to gather intelligence pertaining to regional agriculture and associated supply chain impacts from the disaster event. • Keep abreast of situational awareness of disaster impact zone and impacts in the region. • Provide intelligence updates to SCC Planning Officer for situation reports, within specified timeframes. • Notify SCC Incident Controller and SCC Planning Officer immediately of any urgent or contentious issues. • If requested, assist SCC Planning Officer with administrative tasks. • Establish and maintain networks appropriate to the position across the response and with other stakeholders to the benefit of the response. • Ensure handover documentation is comprehensive. • Depending on the scale of the disaster response, liaise and assist the Local Control Centre (LCC) Public Information Officer where applicable. • Coordinate and manage the orderly STAND DOWN relating to records management requirements. 	
SCC Incident Controller	The overall management of activities associated with an operations centre, site, or geographic location, necessary for the response to an incident, with initial guidance from the Agriculture Disaster Taskforce (ADT). Liaise with Incident Controller and/or other functional lead(s) in the LCC(s) to facilitate reporting and avoid duplication of activities.	<ul style="list-style-type: none"> • Provide regular briefing to the Disaster Coordination Group (DCG), Agriculture Coordination Group (ACG), ADT and Local Control Centre (LCC) regarding the situation and response activities. • Develop and coordinate the implementation of response activities, aligned to the department's Disaster Management Plan and Business Continuity Plans. • Work with Regional Director(s) RED to establish a Local Control Centre (LCC) as needed, noting clear delineation of responsibilities managed by the State Coordination Centre (SCC) and LCC. • Control the management, and continuously monitor progress, of the disaster response activities. <ul style="list-style-type: none"> - Lead the development of the Virtual Control Centre (VCC) with the SCC Finance and Administration Officer. - Lead the creation of role based email accounts with the SCC Finance Administration Officer. - Approve and distribute SitReps. - Ensure adequate protocols are in place to monitor and report staff safety. - Ensure adequate protocols are in place to monitor and report on department owned and operated sites. - Ensure communication protocols and processes are adequately managed - Ensure effective management of staff and resources (physical and financial). - Ensure all DAF response activities are technically sound, lawful, safe and cost effective. - Continually monitor the disaster event closely and decision making authority to adjust the response accordingly, as required. • Liaise with DAF Agency Liaison Officer as required. • Nominate the dedicated Response Operations Room if required. • Establish and maintain networks appropriate to the position across the response and with other stakeholders to the benefit of the response. • Ensure handover documentation is comprehensive. • Depending on the scale of the disaster response, liaise and assist the Local Control Centre (LCC) Incident Controller where applicable. • Coordinate and manage the orderly STAND DOWN relating to records management requirements. 	SCC Incident Controller




Position	Role	Responsibilities	Reporting Relationship
SCC Specialist Advisor	Provide technical advice and expertise.	<ul style="list-style-type: none"> • Maintain situational awareness of the pending weather events, patterns and forecasts from BoM and distribute the information to the SCC Planning Officer in a timely manner. • Provide analysis of spatial data to assist with formulating planning objectives, including accessibility and workplace health and safety, coordinate on-the ground (field) operations. • Provide spatial data to identify impact within disaster zone—where possible, pre and post disaster—relating to department owned and operated sites, primary industries and associated supply chains. • Assist with analysis of Disaster Impact Assessments maps. • Work closely with SCC Operations Officer. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	SCC Planning Officer
State Disaster Coordination Group (SDCG) Member	Members are senior representatives from state government agencies with the authority to commit agency resources and make decisions on behalf of agencies if required. (One Core and one Proxy member are to be nominated by each government agency).	<ul style="list-style-type: none"> • Department of Agriculture and Fisheries nominated member provides the Queensland Disaster Management Committee (QDMC) with strategic support for disaster related policy. Disaster related policy includes review recommendations, Royal Commission findings and disaster management policies at state and national levels. Members (and proxies, who participate as members) will: <ul style="list-style-type: none"> - Be supported by their respective Chief Executive to make decision on behalf of the agency. - Represent their agency policy position at State Disaster Coordination Group (SDCG) meetings. - Undertake Queensland Disaster Management Arrangements (QDMA) training and any relevant agency-specific emergency management training prior to assuming their position on the SDCG. - Provide intelligence and information from their agencies to improve situational awareness and support decision making. - Commit agency resources in accordance with directions from the QDMC as appropriate. - Provide wider agency specific expertise as required. - As required, provide agency subject matter expertise. - Ensure information shared within the group remains confidential. - Members must be contactable at all times. • Attend Queensland Fire and Emergency Services led Ordinary meetings. • Attend Queensland Police Service led Extraordinary meetings. • Attend Queensland Reconstruction Authority led response recovery phase meetings. • Ensure State Coordination Centre (SCC) / Local Control Centre (LCC) Incident Controllers are kept well informed. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	DCG

Appendix 3 – LCC Roles and Responsibilities


Position	Role	Responsibilities	Reporting Relationship
Business Continuity Officer	Oversee the department's continuing business activities in the region impacted by an emergency event or natural disaster.	<ul style="list-style-type: none"> • Work with local Facilities Managers for access to the local Business Continuity Plans (BCPs) within the disaster region. • Identify, in consultation with Facilities Manager, the short and long term priorities within the BCPs and the actions to be implemented in response to recovery phases to restore or maintain 'business as usual' activities. • Ensuring staff health and safety matters are identified and addressed. • Provide advice and recommendations to the Local Control Centre (LCC) Planning Officer on significant issues arising throughout the response. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	LCC Planning Officer
DAF DDMG Representative	Undertake a liaison-type role within District Disaster Management Group (DDMG) and Local Disaster Management Group (LDMG) to ensure effective communication between Department of Agriculture and Fisheries (DAF) and DDMG.	<ul style="list-style-type: none"> • Attend and contribute to DDMG meetings to ensure the department's portfolio interests are represented at the regional level. • Report to the Local Control Centre (LCC) Incident Controller on any relevant matters from DDMG and LDMG meetings (e.g. Request for Assistance). • Provide advice to LCC Planning Officer on any relevant matters from DDMG and LDMG meetings for inclusion into SitRep. • Maintain effective relationships with DDMG and LDMG members. • Attend District Economic Recovery (DER) meetings, as required. • Liaise with DER members, as required. • Liaise directly with LCC Operations Officer / Industry Liaison Officer regarding feedback from the DER groups. • Provide information regarding what departmental assistance is required, in consultation with the LCC, including Transition to Recovery documents. • • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	LCC Incident Controller
LCC Finance and Administration Officer	The management of records and information flow required to ensure the smooth and efficient running of an operations centre. It will also include the administration of finance, human resource and/or procurement processes associated with the response.	<ul style="list-style-type: none"> • Under the direction of the LCC Incident Controller, create the Virtual Control Centre (VCC) and all role based email accounts. • Utilise DAF's financial system/s to process payments, expenses and reconciliations and procurement processes for resource requests. • Monitor the progress of financial and administration systems to ensure milestones are met, deadlines achieved and policies /procedures are adhered to. • Order and distribute any personal protective equipment required. • Coordinate staff inductions as required. • Work with Human Resources to ensure the staff induction contains concise material for briefing staff to ensure they are fully aware of the administrative arrangements whilst working under disaster arrangements - entitlements, allowances, employment conditions, timesheets, site orientation(s), safety considerations – emergency procedures, Workplace Health and Safety (WHS), etc, welfare matters (counselling provisions), local community information. 	LCC Incident Controller




Position	Role	Responsibilities	Reporting Relationship
		<ul style="list-style-type: none"> • Arrange travel and accommodations according to department procedures. • Assist the LCC Planning Officer/LCC SitRep Officer with the collation of Situation Report (SitRep) requirements. • Organise meeting requests and agendas at the direction of the Incident Controller, including documenting minutes and/or action items. • Working with a WHS representative to provide support for safety and business continuity, ensuring adherence to WHS guidelines, reporting WHS incidents to the LCC Operations Officer, encourage staff to report unsafe practices. • Perform general administrative duties as required. • Provide technical advice to the LCC Incident Officer, LCC Planning Officer, LCC Operations Officer and the relevant operational sections in relation to administration and finance requirements. • Establish and maintain networks appropriate to the position across the response and with other stakeholders to the benefit of the response. • Ensure handover documentation is comprehensive. • Depending on the scale of the disaster response, liaise and assist the State Coordination Centre (SCC) Finance and Administration Officer where applicable. • Coordinate and manage the orderly STAND DOWN relating to records management requirements. 	
LCC Liaison Officer	As a subject matter expert for the department, liaises with Local Government in relation to disaster impacts.	<ul style="list-style-type: none"> • Establish and maintain networks with Local Government leadership as well as the LCC Incident Controller and other members of the response as appropriate. • Provide technical advice to Local Government regarding disaster response and recovery. • Provide input into strategic and operational planning relating to the disaster event. • Contribute to information reporting requirements. • Provide advice and recommendations to the LCC Incident Controller on significant issues arising during a response. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	LCC Incident Controller




Position	Role	Responsibilities	Reporting Relationship
LCC Industry Officer	Acting as the main liaison for communication between the Local Control Centre (LCC) response team and industry stakeholders, facilitating collaboration and leveraging industry resources and capabilities, gathering and sharing industry-specific information to aid in response planning, providing guidance on relevant industry policies and regulations, collecting and reporting feedback to inform response strategies, and supporting recovery efforts by understanding and addressing broader economic impacts and needs	<ul style="list-style-type: none"> • Have extensive knowledge of the industry, including knowledge of the local area, and an understanding of the logistical and other information requirements that will assist in developing an appropriate response to a disaster event. • Provide advice and report on intelligence relating to preparedness and impact related to a disaster event. • Undertake Impact Assessments, updating via the Disaster Impact Assessment App/online. • Collaborate with industry groups to achieve the best integration of industry resources within the response, as required (e.g. undertaking assessments with industry representatives). • Ensure all industry liaison processes and activities are conducted in accordance with departmental and Public Sector policies and guidelines for sensitive and ethical community engagement. • Develop, build and maintain constructive working relationships and networks with departmental staff, industry groups and stakeholders to afford productive and responsive relationships. • Provide information to assist with planning preparatory, response and recovery activities. • Identification and monitoring of impacts and the provision of advice to inform recovery activities. • Provides information regarding what departmental assistance is potentially available to assist recovery of industry, in consultation with the LCC. • Identify and implement strategies to ensure the return of capacity in the region for the export of goods and services and securing confidence of overseas markets. • Assist stakeholders with uploading the disaster impact aftermath into the Disaster Impact Survey. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	LCC Operations Officer
LCC Incident Controller	High-level management and coordination in local incident response involving strategic direction and oversight at the local level	<ul style="list-style-type: none"> • Provide regular briefing to the Regional Director RED, Disaster Coordination Group (DCG), Agriculture Coordination Group (ACG), ADT and Local Control Centre (LCC) regarding the situation and response activities. • Develop and coordinate the implementation of response activities, aligned to the department's Disaster Management Plan and Business Continuity Plans. • Work with Regional Director(s) RED to establish a Local Control Centre (LCC) as needed, noting clear delineation of responsibilities managed by the State Coordination Centre (SCC) and LCC. • Control the management, and continuously monitor progress, of the disaster response activities. <ul style="list-style-type: none"> - Lead the development of the Virtual Control Centre (VCC) with the SCC Finance and Administration Officer. - Lead the creation of role based email accounts with the SCC Finance Administration Officer. - Approve and distribute SitReps. - Ensure adequate protocols are in place to monitor and report staff safety. - Ensure adequate protocols are in place to monitor and report on department owned and operated sites. - Ensure communication protocols and processes are adequately managed. - Ensure effective management of staff and resources (physical and financial). - Ensure all DAF response activities are technically sound, lawful, safe and cost effective. - Continually monitor the disaster event closely and decision making authority to adjust the response accordingly, as required. 	SCC Operations Officer




Position	Role	Responsibilities	Reporting Relationship
		<ul style="list-style-type: none"> • Liaise with DAF DDMG representative as required. • Depending on the situation, attend and contribute Local Disaster Management Group (LDMG) meetings to ensure the department's portfolio interests are represented at the regional level. • Nominate the dedicated Response Operations Room if required. • Establish and maintain networks appropriate to the position across the response and with other stakeholders to the benefit of the response. • Ensure handover documentation is comprehensive. • Depending on the scale of the disaster response, liaise and assist the State Coordination Centre (SCC) Incident Controller where applicable. • Coordinate and manage the orderly STAND DOWN relating to records management. 	
Local DAF Staff	Depending on the size and scale of the disaster event, staff from the effected region may be required to support the LCC with response activities and/or provide back-up assistance for those already deployed.	<ul style="list-style-type: none"> • Complete induction requirements, including training on-site by regional staff. • Provide assistance as directed by the LCC Incident Controller, LCC Planning Officer and/or LCC Operations Officer. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	As directed
LCC Logistics Officer	Coordinate the acquisition and provision of human and physical resources, facilities, services, and materials required to support the disaster response.	<ul style="list-style-type: none"> • Coordinate the establishment of an appropriately resourced Local Control Centre (LCC) at the commencement of a response. <ul style="list-style-type: none"> - Using templates, high-level logistics management organising staff rostering and scheduling to maintain operational efficiency. - Manage a comprehensive resource inventory and tracking system. - Oversee the setup and operation of essential facilities, including response equipment. - Coordinate transportation logistics. - Rapidly adapt logistics strategies to meet the evolving requirements of the crisis situation. • Administer all Staff Check In requirements, including daily reports. • Contribute to situation reports relating to logistics, advising the LCC Incident Controller promptly of significant issues. • Work closely with the LCC Planning Officer to provide for future resource requirements. • Provide technical advice to the LCC Incident Officer, LCC Planning Officer, LCC 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. • Ensure handover documentation is comprehensive. • Depending on the scale of the disaster response, liaise and assist the State Coordination Centre (SCC) Logistics Officer where applicable. • Coordinate and manage the orderly STAND DOWN relating to records management. 	LCC Incident Controller




Position	Role	Responsibilities	Reporting Relationship
LCC Operations Officer	Manages operational resources for disaster response, including implementing action plans and safety protocols, including supporting the Local Control Centre (LCC) Incident Controller in disaster management and recovery, ensuring compliance with regional and departmental plans.	<ul style="list-style-type: none"> • Provide advice and recommendations to the LCC Incident Controller on significant issues arising during the response. • Implement and manage the disaster event according to the department's Disaster Management Plan and Business Continuity Plans. • Assist the LCC Incident Controller with the implementation of DAF's response through management and business recovery, ensuring activities are technically sound, lawful and safe. • Oversee and coordinate the operations of department staff that may be operating in the field. • Forecast resource requirements for the operational response with the LCC Logistics Officer ensuring effective management of staff and resources. • Oversee data collection activities for future planning and reporting purposes, perform risk assessment activities with a view to predicting the future course and resource requirements of a regional area. • Provide technical advice to the LCC Incident Officer, LCC Planning Officer, LCC Operations Officer and the relevant operational sections in relation to operational requirements. • Establish and maintain networks appropriate to the position across the response and with other stakeholders to the benefit of the response e.g. with the LCC Risk and Recovery Officer with council economic recovery staff. • Assist the LCC Risk and Recovery Officer to perform risk assessment activities with a view to predicting the future course and resources requirements of a regional area response. • Assist LCC Risk and Recovery Coordinator with activities associated with the District Economic Recovery groups, as required. • Manage the operations team, providing support and direction to LCC Industry Officer. • Contribute to situation reports relating to industry and associated supply chain impacts, disaster response operational activities and recovery activities, advising the LCC Incident Controller promptly of significant issues. • Establish and maintain networks appropriate to the position across the response and with other stakeholders to the benefit of the response. • Ensure handover documentation is comprehensive. • Depending on the scale of the disaster response, liaise and assist the State Coordination Centre (SCC) Operations Officer where applicable. • Coordinate and manage the orderly STAND DOWN relating to records management requirements. 	LCC Incident Controller



Position	Role	Responsibilities	Reporting Relationship
LCC Planning Officer	Conducts situational analysis and reporting to inform key decision-makers, coordinating meetings and briefings for team alignment, and developing contingency plans for unforeseen scenarios.	<ul style="list-style-type: none"> • Provide advice and recommendations to the Local Control Centre (LCC) Incident Controller on significant issues arising during the response. • Lead and manage the development of 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, preparation and distribution of timely and accurate situation reports (SitReps) covering all aspects of the disaster response. • Coordinate all mapping activities and analysis with the Spatial Geographical Information Systems (GIS) team, Natural Assets Policy and Planning. • Coordinate any policy requirements. • Forecast resource requirements for the planning response with the LCC Logistics Officer. • Liaise with critical function leads and facility managers regarding the activation of Business Continuity Plans. • Provide technical advice to the LCC Incident Officer, LCC Planning Officer, LCC 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. • Ensure handover documentation is comprehensive. • Depending on the scale of the disaster response, liaise and assist the State Coordination Centre (SCC) Planning Officer where applicable. • Coordinate and manage the orderly STAND DOWN relating to records management requirements. 	LCC Incident Controller
LCC Public Information Officer	Coordinates and disseminates relevant information for responses and general media purposes.	<ul style="list-style-type: none"> • Where applicable, seeks authorisation from the SCC public information function for release of information on the incident, communication materials and agreed messages. • Prepare and deliver a range of communication tools (internal and external), including social media and web content, publication development and coordination and industry communication tools such as e-updates. • Manage broader communication to staff including web and intranet updates. • Disseminate information to keep the community / industry / councils informed about the progress of the response (i.e. Disaster Recovery Funding Arrangements (DRFA) activations, FAQs, etc), in consultation with the Disaster Response and Recovery Unit. • Liaise with Local Control Centre (LCC) Incident Controller and/or LCC Planning Officer to gather accurate and current details about the departmental response. • Liaise with the Minister's advisors, in consultation with Head Office, LCC Incident Controller and Regional Director RED to ensure that the Minister and Ministerial staff are kept fully briefed, and prepare Ministerial releases where appropriate. • Prepare and distribute media releases, ensuring that; <ul style="list-style-type: none"> - all releases are clear, concise and accurate; - all releases have LCC Incident Controller / Regional Director RED and Head Office clearance; - the Minister's office is advised of releases beforehand; and - confidential information is not released. 	LCC Incident Controller



Position	Role	Responsibilities	Reporting Relationship
		<ul style="list-style-type: none"> • Monitors and gathers intelligence ONLY from media/social media pertaining to regional impacts. Media monitoring does NOT upload or respond to any media/social media posts. • Monitor the output of the print, online and broadcast media to gather intelligence pertaining to regional agriculture and associated supply chain impacts from the disaster event. • Keep abreast of situational awareness of disaster impact zone and impacts in the region. • Provide intelligence updates to LCC Planning Officer for situation reports, within specified timeframes. • Notify LCC Incident Controller and LCC Planning Officer immediately of any urgent or contentious issues. • If requested, assist LCC Planning Officer with administrative tasks. • Establish and maintain networks appropriate to the position across the response and with other stakeholders to the benefit of the response. • Ensure handover documentation is comprehensive. • Depending on the scale of the disaster response, liaise and assist the State Coordination Centre (SCC) Public Information Officer where applicable. • Coordinate and manage the orderly STAND DOWN relating to records management requirements. 	
Regional Director Rural Economic Development (RED)	Maintaining a global overview of the coordination of the local response and recovery activities relating to emergency events within the region.	<ul style="list-style-type: none"> • Maintain regular communication with the Local Control Centre (LCC) Incident Controller. • Decision making authority to close department owned and operated sites. • Working closely with the LCC Public Information Officer, act as regional spokesperson for all media communications related to the event. • Facilitate Ministerial and VIP visits. • Keep local Members of Parliament (MPs) informed. • Support the LCC Incident Controller, as required. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	LCC Incident Controller
LCC Risk and Recovery Officer	Analysing risks associated with industry and supply chains and the facilitation of the District Agriculture Recovery Groups as required.	<ul style="list-style-type: none"> • Analyse risks within agriculture industries and associated supply chains. • Monitor risks and provide advice to inform LCC regarding response and recovery activities. • Provide situational analysis and/or detailed briefings of critical infrastructure and services. • Monitor the transport and logistic networks (road, rail, ports, air) aligning to agriculture supply chains, in conjunction with LCC Logistics Officer and/or relevant agency. • Participate in relevant Local Disaster Management Group (LDMG) Economic Recovery sub-group meetings, if required. • Report on Economic Recovery Group initiatives to the LCC Planning Officer, including cross-sectoral responses. • Collaborate with DAF DDMG Representative, industry, stakeholders and internal business groups to complete District Agriculture Recovery Plans as necessary. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	LCC Operations Officer
LCC Rostering & IT Support Officer	Responsible for coordinating and managing the deployment of resources, including	<ul style="list-style-type: none"> • Ensuring timely and efficient mobilisation to affected areas, and overseeing the distribution of resources to meet the immediate needs of disaster response teams and affected communities. 	LCC Logistics Officer



Position	Role	Responsibilities	Reporting Relationship
	personnel, equipment, and supplies, necessary for disaster response efforts	<ul style="list-style-type: none"> • Works closely with the LCC Logistics Officer to ensure a coordinated approach to resource allocation and support. • Prepare, test, and ensure the operational readiness of communication networks, hardware, and software to support disaster management efforts. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	
Rural Economic Development (RED) Unit	Provides regional disaster management leadership in coordinating preparedness, response and recovery activities.	<ul style="list-style-type: none"> • Coordinate DAF representation on District Disaster Management Groups (DDMG). • Lead regional coordination of disaster response and recovery activities and support biosecurity efforts in major events. • Provide regional input to influence disaster management policy and processes. • Support producers to manage risks associated with extreme weather events, climate change and climate variability. 	N/A
LCC SitRep Officer	Responsible for compiling and disseminating comprehensive situation reports which demands strong analytical skills, attention to detail, and effective communication to summarise complex information succinctly and clearly.	<ul style="list-style-type: none"> • Assist the Local Control Centre (LCC) Planning Officer with gathering and analysing data received related to the current situation, compiling into Situation Reports (SitRep) that summarise the status of operations, incidents, and response activities. • Communicate critical information to decision-makers, ensuring timely and accurate updates. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	LCC Planning Officer
LCC Stakeholder Engagement Officer	Undertakes activities associated with providing information to the community on departmental products and services within impacted areas. This includes representing DAF at a Recovery Centre or mobile unit.	<ul style="list-style-type: none"> • Handle public inquiries and record accurate data. • Distribute approved public information materials. • Communicate with other agencies involved in community engagement activities as necessary. • Ensure handover documentation is comprehensive. • Follow information management requirements set by the Incident Controller. 	LCC Public Information Officer

Appendix 4 – DAF DDMG representatives


NORTH	Far North	Malcolm Pearce (Member) Richard Stewart (Proxy)	malcolm.pearce@daf.qld.gov.au 0477 301 664 richard.stewart@daf.qld.gov.au 0477 310 416
	Innisfail	Rhiannon Evans (Member) Rebecca Sapuppo (Proxy)	rhiannon.evans@daf.qld.gov.au 0419 026 030 rebecca.sapuppo@daf.qld.gov.au 0428 750 729
	Mount Isa	Brigid Nelson (Member) Jane Evans (Proxy)	brigid.nelson@daf.qld.gov.au 0477 316 057 jane.evans@daf.qld.gov.au 0436 666 290
	Townsville	Adam West (Member) Aileen Eccles (Proxy)	adam.west@daf.qld.gov.au 0427 406 108 aileen.eccles@daf.qld.gov.au 0417 794 929
	Mareeba	Peter Holden (Member) Ryan Orr (Proxy)	peter.holden@daf.qld.gov.au 0438 178 613 ryan.orr@daf.qld.gov.au 0460 034 754

CENTRAL	Gladstone	Jason Bode (Member) Rod Collins (Proxy)	bryan.bode@daf.qld.gov.au 0427 878018 rodney.collins@daf.qld.gov.au 0428 929 146
	Longreach	Rachel Obrien (Member) Lachlan Rich (Proxy)	rachael.obrien@daf.qld.gov.au 0457 008 988 lachlan.rich@daf.qld.gov.au 0497 728 046
	Mackay Whitsundays	Neil Cliffe (Member) Michelle Smith (Proxy)	neil.cliffe@daf.qld.gov.au 0418 193 687 michelle.smith@daf.qld.gov.au 0418 199 951
	Rockhampton	Doug McNaught (Member) Ron Downing (Proxy)	Douglas.McNaught@daf.qld.gov.au 0427 582 113 ron.downing@daf.qld.gov.au 0436 918 810

SOUTH	Brisbane	Lisa Beach (Member) Andrew Macey (Proxy)	lisa.beach@daf.qld.gov.au 0407 739 210 andrew.macey@daf.qld.gov.au 07 3096 6832
	Bundaberg	Tim Fisher (Member) Rolfe Ellem (Proxy)	tim.fisher@daf.qld.gov.au 0427 603 304 rolfe.ellem@daf.qld.gov.au 0448 362 639
	Charleville	Andrea McKenzie (Member) Bec Brayley (Proxy)	andrea.mckenzie@daf.qld.gov.au 0428 109 620 bec.brayley@daf.qld.gov.au 0407 040 385
	Dalby	Craig Hunter (Member) Craig Thomasson (Proxy)	craig.hunter@daf.qld.gov.au 0428 584 908 craig.thomasson@daf.qld.gov.au 0428 101 826

Appendix 5 – ACG membership

Organisations		
A. Raptis & Sons	AUSVEG	JBS Australia
AgForce	Avocados Australia	Hive & Wellness Australia
Ai Group	Barambah Organics	Horticulture Innovation Australia
Animal Health Australia	Bowen Gumlu Growers Association	Livestock and Rural Transporters Association of Queensland
Apple and Pears Australia Ltd	Brisbane Markets Limited	Lockyer Valley Growers Association
Australian Agricultural Company	Bundaberg Brewed Drinks	McLean Farms
Australian Banana Growers' Council Inc.	Bundaberg Fruit and Vegetable Growers	Meat & Livestock Australia Limited
Australian Barramundi Farmers Association	CANEGROWERS	Melons Australia
Australian Chicken Meat Federation	Chamber of Commerce & Industry Queensland (CCIQ)	Mulgowie Farming Company
Australian Dairy Products Federation	Citrus Australia	Norco Co-operative Limited
Australian Food and Grocery Council	Coles Group	NT Farmers
Australian Fresh Produce Alliance (AFPA)	Consolidated Pastoral Company	Nursery & Garden Industry Queensland
Australian Horticultural Exporters' and Importers' Association	Cotton Australia	One Harvest
Australian Livestock & Property Agents Association Limited	Dairy Australia	Paraway Pastoral Company
Australian Livestock and Rural Transporters Association	Dairy Connect	Phantom Produce
Australian Livestock Exporters Council	Darwalla Group of Companies	Pinata Farms
Australian Lot Feeders' Association (ALFA)	eastAUSmilk	Pork Queensland Inc. (PQI) & Queensland United Egg Producers Pty Ltd. (QUEP)
Australian Lychee Growers Association	Elders	Protected Cropping Australia
Australian Macadamia Society (AMS)	Endeavour Group	Pulse Australia - Weedsmart
Australian Mango Industry Association	Flavour Creations	Queensland Trucking Association
Australian Meat Industry Council	FNQ Growers	Qualipac
Australian Pork Limited	Food Industries Association QLD (FIAQ)	Queensland Agriculture Workforce Network (QAWN)
Australian Prawn Farmers Association	Golden Cockerel	Queensland Alliance for Agriculture and Food Innovation, University of Qld
Australian Reef Fish Trading Co	GrainCorp Operations Ltd	Queensland Beekeepers' Association Inc
Australian Sugar Milling Council	GrainGrowers	Queensland Farmers' Federation
Australian Veterinary Association	Granite Belt Growers Association	



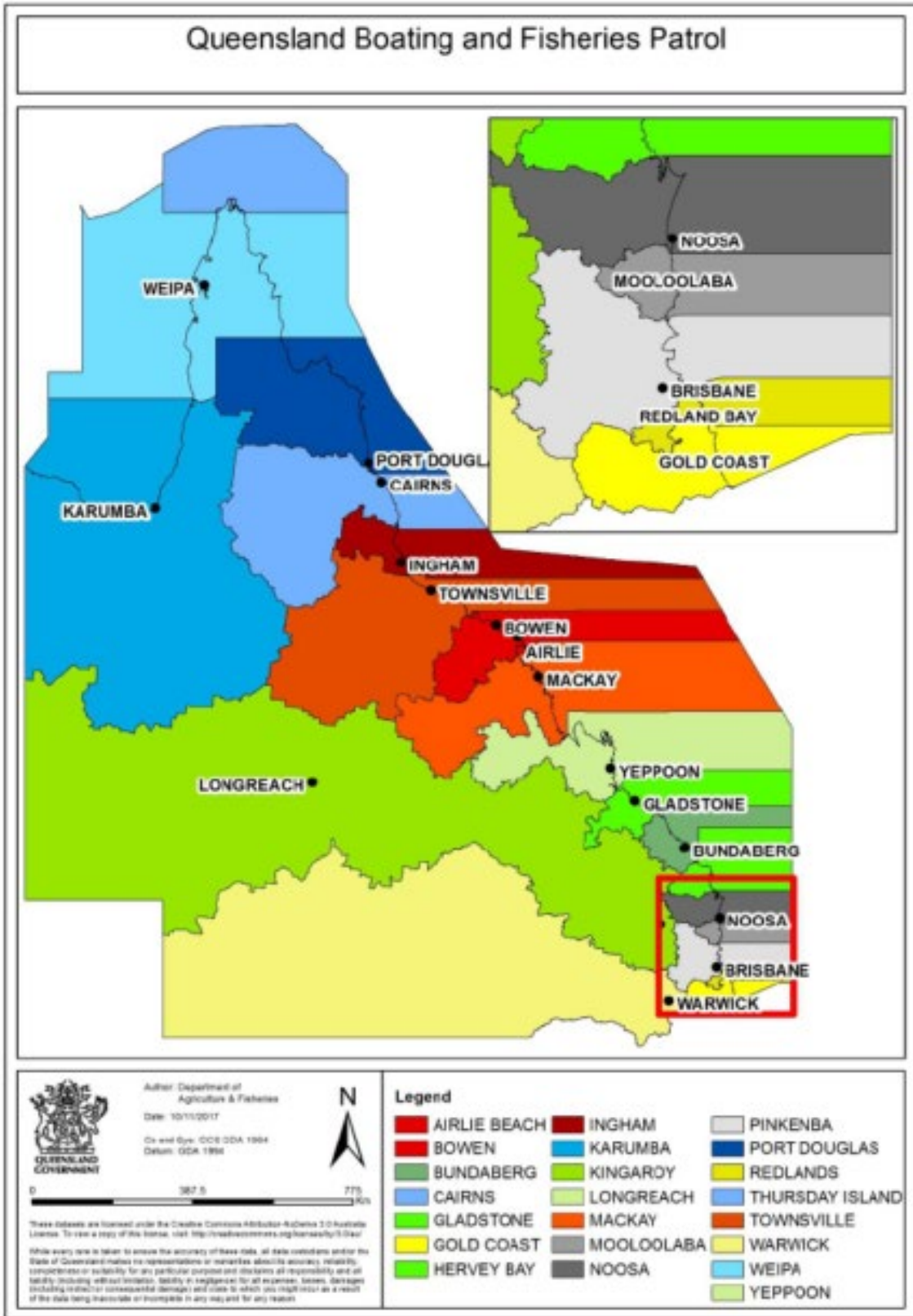
Organisations cont.		
Queensland Fruit and Vegetable Growers	Snap Fresh	Timber Queensland
Queensland Livestock Exporters Assoc	Stanbroke	Toowoomba Regional Council
Queensland Oyster Growers Association	Stock Feed Manufacturers' Council of Australia	Turosi
Queensland Seafood Industry Association	SunPork Group	Tyson Foods t/a Australian Foods Corporation
Queensland Strawberry Growers Association	Supafin Seafoods	University of Queensland
Queensland Transport & Logistics Council	Templeton Farming	Watco Australia
Queensland Wine Industry Association	Teys Australia	Wickham Farms
Riverbend Pork	The North Australian Pastoral Company	Wilmar Sugar Australia
Rosetta Management Consulting		Woolworths Group
Local and State Government		
Australian Government Department of Agriculture, Fisheries and Forestry	Local Government Association of Queensland	Queensland Police Services
Australian Government Department of Home Affairs	Maranoa Regional Council	Queensland Rural and Industry Development Authority
Balonne Shire Council	Office of Industrial Relations	Safe Food Production Queensland
Banana Shire Council	Office of the Inspector-General of Emergency Management	Southern Downs Regional Council
Department State Development and Infrastructure		Western Downs Regional Council



Appendix 6 – ADT membership

Organisations
AgForce
Australian Banana Growers Council
Australian Prawn Growers Association
Brisbane Markets Limited
Canegrowers
Cotton Australia
Growcom
Local Government Association of Queensland
Nursery and Garden Industry Queensland
Queensland Dairy Farmers Organisation – eastAusmilk
Queensland Farmers Federation
Queensland Pork Producers Queensland United Egg Producers





Appendix 7 – QBFP map



Appendix 8 – QBFP vessel fleet

Vessel type and description	Example image
<p>Jet ski Manning Requirements: PWC licence & Coxswains</p>	
<p>Punt 3.0 – 3.9 metres Manning Requirements: Coxswains Area of Operation: 2E within sheltered water and other areas where the vessel can operate safely.</p>	
<p>AH – Alloy Hull 4.0 – 5.95 metres Manning Requirements: Coxswains Area of Operation: 4.0m (2D): within partially smooth limits. 5.95m (2C): within 15nm of the coast.</p>	
<p>RIB – Rubber Inflatable Boat 4.2 – 4.3 metres Manning Requirements: Coxswains Area of Operation: 2C within 15nm of the coast or mother ship.</p>	
<p>RHIB – Rigid Hull Inflatable Boat 4.3 – 7.5 metres Manning Requirements: Coxswains (Master Class V required for more than 15nm offshore) Area of Operation: 4.3m (2C): within 15nm of the coast. 5.9m (2C): not more than 30nm from the coast. 7.5m (2C): not more than 50nm from the coast.</p>	



Vessel type and description	Example image
<p>Peter Finglas 12.2m catamaran Manning Requirements: Master Class V, MED III Area of Operation: 2C not more than 50nm from the coast</p>	
<p>Miranda 12.98m fibreglass monohull Manning Requirements: Master Class V, MED II Area of Operation: 2B offshore operation within 200nm of the coast.</p>	
<p>Flinders 18.8 m aluminium monohull Manning Requirements: Master Class V, MED II Area of Operation: 2B Offshore limits within 200nm from the coast.</p>	
<p>K.I. Ross 23.85m aluminium monohull Manning Requirements: minimum 2 officers; 1 X Master Class V; 1 X MED II Area of Operation: 2B Offshore limits within 200nm from the coast.</p>	

For more information please contact:

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Reference documents

Queensland Government, Queensland Disaster Management Committee (2023) State Disaster Management Plan

Disaster Management Act 2003 (Qld) Disaster Management Act 2003 (legislation.qld.gov.au)

Queensland Government, Inspector-General Emergency Management (2021) Standard for Disaster Management in Queensland

Queensland Government, Inspector-General Emergency Management (2014) Emergency Management Assurance Framework IGEM-EMAF.pdf

Queensland Government, Queensland Fire and Emergency Services (2017) Disaster Management Guidelines <https://www.disaster.qld.gov.au/disaster-management-guideline>

Australian Government, Department of Home Affairs (2018) Disaster Recovery Funding Arrangements Disaster Recovery Funding Arrangements 2018 (disasterassist.gov.au)

Queensland Government, Queensland Security and Counter-Terrorism Committee, (2020) Queensland Counter-Terrorism Strategy



Review

The Plan is current at the time of publication and will be subject to formal review with stakeholders once a year, prior to the wet season. More frequent reviews may be undertaken in the event of:

- organisational change;
- legislative change;
- a disaster event with local, statewide or nationwide impacts occurring; and/or
- annual planned exercise evaluations demonstrating a need for review.

Document history

Control page

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Numerous representatives from all business groups.

Approved by

Name: Bernadette Ditchfield

Title: A/Director-General

Issue/approval date [Click here to enter text.](#)



Version Control

The version control of the document is managed by the Disaster Recovery and Response team. Updated versions are recorded in the table below, and notifications of reissues are distributed via DAF's intranet. Recipients should use the most recent version and archive older ones. For more information, contact the team at disasters@daf.qld.gov.au.

Version	Issue Date	Amendment details	Editor/s	Approved by
1	08/03/2024	N/A	Numerous representatives from all business groups	Bernadette Ditchfield

Review and amendments

Proposals for amendments to this document are to be forwarded to:

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