

Attachment A – NRC Recommendation response table.

**NRC - Emergency Management Capability Audit**

	<b>NRC Recommendations</b>		<b>DPI/LLS Response</b>
1	<p>The Director General of DPI and Board of Chairs for LLS should agree on the specific responsibilities of each organisation in emergency preparedness, response and recovery, and negotiate an agreement on clarified organisational roles and responsibilities, including:</p> <ul style="list-style-type: none"> <li>(a) the organisation that is responsible for leading each type of response at each scale, and if this is variable, then the specific triggers for transferring the responsibility</li> <li>(b) the expected level of DPI/ LLS staff involvement across different types of biosecurity emergency response (emergency animal disease, plant disease, invasive species etc.) and type of AASFA responses, and whether this is consistent across all types of responses.</li> <li>(c) the role of DPI and LLS in the recovery phase and clarify and reinforce the role of LLS and clarify the role DPI Agriculture and the DPI Rural Resilience Program</li> </ul>	High	<p>Agreed</p> <p>DPI &amp; LLS are developing a MoU and schedules based on functions such as emergency management. The EM schedule to the MoU will clearly articulate the roles and responsibilities of each organisation in emergency preparedness, response and recovery. The MoU and EM schedule will be drafted by the end of December 2018. Other schedules will be developed in 2019.</p> <p>Development of a Recovery Framework is recognised as a longer-term priority project. Implementation early 2019.</p>
2	<p>DPI and Dol need to agree on the role of Dol's Regional Directors in emergency management. The Commission supports an ongoing role for Regional Directors in coordinating recovery.</p>	Medium	<p>Agreed</p> <p>Discussions are occurring with Dol on this issue.</p>
3	<p>DPI, in consultation with LLS, should update the Biosecurity Sub Plan and the AASFA Supporting Plan and other policy documents to reflect the updated agreements on the roles of each organisation for each phase of emergency response.</p>	Medium	<p>Agreed</p> <p>When the EM schedules detailing roles and responsibilities during an emergency are finalised, the Biosecurity Sub Plan and AASFA Supporting Plan will be updated.</p>
4	<p>The Executive Emergency Management Committee should ensure there are systematic processes and accountabilities established for the implementation of the actions agreed through After Action Reviews and other audits of the emergency response functions.</p>	High	<p>Agreed</p> <p>Development of the governance framework around the EEMC is almost complete</p>

	<p>Agreed</p> <p>The LLS-DPI Business Plan is operational for the 2018/2019 year and is managed jointly by the Emergency Operations Team within DPI and LLS.</p> <p>Agreed</p> <p>An all hazards Incident Response Manual is currently being developed. This Manual will document command and control functions, processes and define accountabilities based on AIIMS/ BIMS and best practice and will be used as a core part of the training material. The Manual has been drafted and is presently being reviewed by DPI and LLS.</p>	
	<p>Medium</p>	
<p>5</p> <p>DPI and LLS should jointly reinstate the LLS-DPI Business Plan for Emergency Management and re-establish monitoring, evaluation and reporting arrangements to retain accountability for emergency preparedness in LLS regions and across DPI.</p>		
<p>6</p>		<p>DPI and LLS should review and clarify decision-making processes, procedures and delegated responsibilities for all stages of a biosecurity response and an AASFA response, and ensure all staff are trained and understand the processes to address areas of uncertainty outlined in Chapter 5.</p>

7	<p>Develop and implement a combined DPI and LLS workforce plan for risk-based emergency response to lift capability and capacity to the desired level. DPI should lead the development of the plan in consultation with LLS. Implementation of the plan should be mandated at the highest level and resourcing decisions should be based on:</p> <ul style="list-style-type: none"> <li>(a) detailed risk assessments including specific quantitative information on impacts for biosecurity threats and other hazards</li> <li>(b) DPI Director General and LLS Board of Chairs agreement on the level of risk appetite and an understanding of any gaps in funding to achieve the agreed level of acceptable risk</li> <li>(c) assessment and establishment of minimum capability standards for LLS regions (this should be implemented across LLS via a directive from the LLS Board, prosecuted by the LLS CEO)</li> <li>(d) combined agency workforce data. Agencies should agree on data to be collected and common definitions for various emergency management roles. Data should be reported at regular intervals to the executive, and relevant audit committees to track implementation of the workforce plan and monitor capacity changes.</li> <li>(e) detailed plans for engagement of appropriate external human resources as needed.</li> </ul>	High	<p>Agreed</p> <p>This recommendation (excluding item b) will be addressed through the Incident Response Manual. In addition to this DPI has partnered with the Centre of Excellence for Biosecurity Risk Analysis (CEBRA) - University of Melbourne to enhance our risk assessment system and processes.</p> <p>(b) DPI and LLS support a discussion occurring.</p> <p>(c, d and e) This recommendation will be addressed through the development of an emergency response workforce planning project, scheduled for 2019.</p>
8	<p>DPI and LLS should implement an improved system and procedures for tracking and accessing the full range of trained staff within both agencies across the state during an emergency. Rostering responsibilities should be clearly defined and managed centrally.</p>	Medium	<p>Agreed</p> <p>This recommendation will be addressed through the development of an emergency response workforce planning project, scheduled for 2019.</p>
9	<p>Further strengthen learning and development for emergency management to address opportunities identified in Section 6.4.2 of this report.</p>	Medium	<p>Agreed</p> <p>Learning and Development Program is being progressively implemented.</p>
10	<p>DPI and LLS should establish clear agreements on funding arrangements to match the agreed organisational accountabilities through a Memorandum of Understanding, so that emergency responses are not delayed or under-resourced because of funding uncertainty.</p>	High	<p>Agreed</p> <p>Roles, responsibilities and funding arrangements will be clarified in the EM schedule supporting the MoU. The MoU and EM schedule will be drafted by December 2018. Other schedules will be</p>

		developed in 2019.
11	<p>DPI should clarify funding availability for emergency response and recovery, particularly for the incident definition phase and activation of the response.</p> <p>(a) For biosecurity emergencies, DPI in collaboration with NSW Treasury should establish a contingency fund to avoid delays and ensure there are sufficient resources for an incident management team allocated.</p> <p>(b) DPI as the AASFA Coordinator should update existing DPI Disaster Finance Guide to ensure they are consistent with the NSW Disaster Assistance Guidelines, in consultation with the Department of Justice.</p>	<p>High</p> <p>Agreed in principle</p> <p>DPI will discuss and clarify existing funding availability with LLS and other partners as necessary and</p> <p>a) DPI will raise the issue of funding and opportunities for discussion with Treasury through the cluster.</p> <p>b) DPI will address updates to the DPI Disaster Finance Guide.</p>
12	<p>LLS should develop statewide and regional business continuity plans that identify core services that must be delivered during emergency management activities, and facilitate access to appropriate staff resources.</p>	<p>Medium</p> <p>Agreed</p> <p>LLS will develop state and regional business continuity plans.</p>
13	<p>LLS should undertake a review of its statewide funding allocation and internal resourcing of emergency management functions across each region to clarify whether:</p> <p>(a) each region's budget allocations are sufficient, based on risk and capability needs, taking into consideration the need for all regions to support statewide responses</p> <p>(b) a statewide funding approach, such as setting aside appropriate allocations for statewide management of response and recovery, would enhance the capability of LLS in emergency management.</p>	<p>High</p> <p>Agreed</p> <p>LLS will undertake a review into funding allocation and internal resourcing of the emergency management function.</p>

<p>14</p> <p>DPI and LLS should ensure that command and control management is implemented by:</p> <ul style="list-style-type: none"> <li>(a) ensuring that the AIIMS/BIMS principles are followed and are operating effectively during emergency responses</li> <li>(b) improving two-way communications between the control centres and forward command posts so that problems are identified and rectified in a timely manner</li> <li>(c) ensuring that response staff consistently document responses and adhere to all relevant processes, including the completion of After Action Reviews (AARs).</li> </ul>	<p>High</p>	<p>Agreed</p> <p>An Incident Response Manual based on AIIMS/BIMS will address all of these recommendations and has been prioritised for completion by the end of 2018. The Manual is currently under development by NSW DPI and will be provided to LLS for review.</p>
<p>15</p> <p>DPI and LLS should work with other combat agencies to gain access for AASFA control centres to the intelligence systems, including the RFS ICON system, to improve situational awareness of AASFA staff.</p>	<p>Medium</p>	<p>Agreed</p> <p>An Incident Response Manual based on AIIMS/BIMS will address this recommendation and has been prioritised for completion by the end of 2018. The Manual is currently under development by NSW DPI and will be provided to LLS for review.</p> <p>The existing project to upgrade Local Control Centre's will improve technology including access departmental systems improving situational awareness.</p> <p>Access to RFS ICON will be provided to AASFA staff in control centres.</p>
<p>16</p> <p>DPI and LLS should improve access to counselling services for staff and landholders during emergency response and recovery events.</p>	<p>High</p>	<p>Agreed</p> <p>Counselling services for staff are currently provided however additional communication of this service will be required. DPI and LLS have WHS policies and procedures to manage fatigue and risk. Rural Resilience team also provide assistance to landholders.</p> <p>This item will be looked at as part of DPI WHS goals and initiatives.</p> <p>LLS will undertake to follow up with LLS response staff, post response.</p>

17	<p>DPI processes and systems should be updated to ensure there are:</p> <ul style="list-style-type: none"> <li>(a) Standard Operating Procedures for AASFA relating to catastrophic fire conditions and other forecast major incidents.</li> <li>(b) Policies and strategies for the timely management of new pest incursions and strengthened internal quality assurance processes for emergency response strategies</li> <li>(c) Improved procedural guidance for AASFA operations, including on animal welfare and treatment options, recording landholder permissions and responsibilities for fodder management in an emergency.</li> </ul>	Medium	<p>Agreed</p> <p>Standard Operating Procedures are being updated. Ensuring staff are available for major incidents is being addressed through communication and engagement projects in 2019. Item (b) will be addressed by the Biosecurity Food Safety Quality Framework that has recently been implemented. (c) is being dealt with as part of the operational planning focus of the Emergency Management Unit as part of their continuous improvement work plan.</p>
18	<p>DPI and LLS should improve operational guidance for recovery through development of a best practice guide, building on AASFA experience, and streamline the disaster impact assessment reporting process.</p>	Low	<p>Agreed</p> <p>Development of a Recovery Framework is recognised as a longer-term priority project. Implementation early 2019.</p>