

# Biosecurity Incident Public Information Manual



## Part 3: Job cards

Version 2.0 – May 2018

# Local Control Centre (LCC)

## OVERVIEW

### 1. Responsibilities:

The Local Control Centre (LCC) Public Information function is responsible for the management of public information generated from and received by the LCC. This includes the general public, affected individuals, businesses and the media.

Within the LCC the Public Information function will:

- keep the public, personnel and local community informed of the progress and requirements of the response
- prepare and disseminate information for the media, personnel and public
- feed local information to the State Coordination Centre (SCC) to inform the jurisdiction's public information approach
- deal with requests for information about the incident, including from the local council.

The LCC Public Information function must work closely with the SCC Public Information function. Authorisation to release information on the incident, especially on sensitive issues (including policy matters), must be obtained from the SCC. The LCC should obtain communication materials and agreed messages developed by the SCC.

### 2. Appointment:

The LCC Public Information Manager is established by and reports to the LCC Controller.

Depending upon the size and complexity of the response, it may be necessary to establish sub functional units to coordinate the range of public information activities for the incident. These could include:

- Media liaison
- Stakeholder and community engagement.

### 3. Skills and Knowledge:

Personnel working within the LCC Public Information function will require:

- good communication skills, particularly strong community and stakeholder engagement skills
- broad knowledge of the local agriculture and rural communities
- ability to be proactive and use opportunities to inform the public about the incident and its requirements
- experience in communication strategy development and implementation
- sound knowledge of how the media works
- understanding of how social media is used
- sound understanding of the Biosecurity Incident Public Information Manual and other relevant biosecurity response plans and practices
- awareness of the National Biosecurity Communication and Engagement Network (NBCEN).

#### 4. Tasks:

Tasks common to all personnel in the LCC Public Information Section include:

##### **Briefings and debriefings**

- At the beginning of shift:
  - obtain briefing from supervisor and/or
  - receive handover from outgoing officer
- Brief subordinate personnel at the beginning of each day and as required throughout the incident
- Maintain a record of briefings conducted
- Debrief subordinate personnel at the end of each day and as required throughout the incident
- Maintain a record of debriefings conducted and outcomes
- At the conclusion of each shift provide a handover to the incoming officer
- Participate in incident debriefings.

##### **Workplace health and safety**

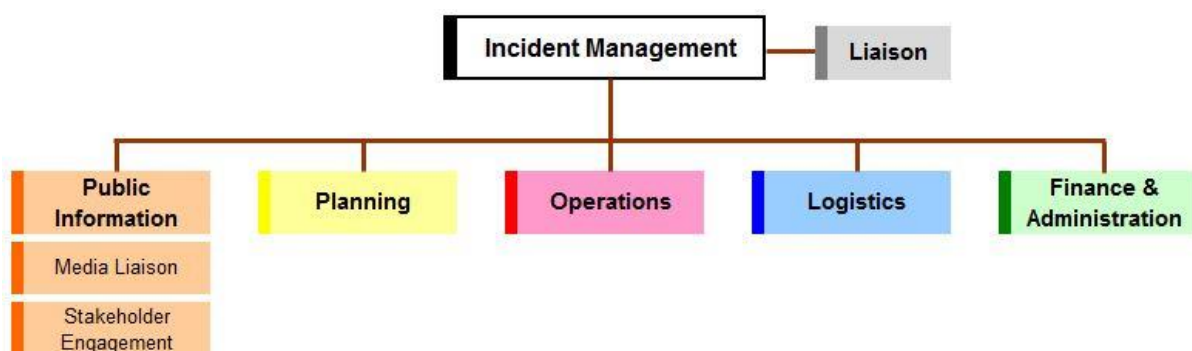
- Ensure compliance with Workplace Health and Safety requirements
- Follow the jurisdiction's code of conduct for employment.

##### **Information Management**

- Ensure all documents created by this function during the incident are filed in the appropriate electronic and hard copy files.

#### 5. Organisational structure of the LCC Public Information function

Figure 1 LCC Public Information Function



## ROLE DESCRIPTION

### 1. Responsibilities:

The LCC Public Information Manager is responsible for establishing and maintaining all LCC public information functions. Depending upon the scale of the incident, the LCC Public Information Manager may appoint personnel to perform some or all of the public information sub functions.

The LCC Public Information Manager represents the LCC Public Information function at Incident Management Team (IMT) meetings.

The LCC Public Information Manager liaises with the SCC Public Information Management function to obtain relevant collateral, approvals and ensure consistency in public information activities at a state and local level.

### 2. Appointment:

The LCC Public Information Manager is appointed by and reports to the LCC Controller.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the role of LCC Public Information Manager include:

- the ability to coordinate public information outputs to align with the IMT objectives
- the ability to deliver public information outputs in a stressful and changing environment
- strong stakeholder engagement skills, including event management skills
- a good understanding of how the media works, including managing on-site media visits
- a sound knowledge of the local geographic area, community and affected industry
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual
- the ability to report outcomes and provide strategic communication advice at IMT meetings
- the ability to develop and implement a communication strategy
- strong leadership and people skills
- good knowledge of the government's requirements for media, social media and website communications.

**4. Tasks:**

- Establish and maintain operational tempo for the LCC Public Information function
- Attend IMT meetings and represent the LCC Public Information function
- Regularly liaise with the SCC Public Information Management function
- Advise the LCC Controller and the SCC Public Information Management function promptly of any significant public information issues that may arise during the incident
- Oversee the implementation of the approved communication strategy
- Provide or coordinate public information advice to the LCC Controller and LCC sections
- Assess personnel requirements for the LCC Public Information function and forward these to the LCC Logistics Management function
- Administer personnel rosters and personnel levels for the LCC Public Information function
- Ensure all personnel working in the LCC Public Information function record all relevant approvals, correspondence, documents and electronic information (e.g. public materials)
- Brief other LCC functions as required
- Record the movement of, and any health or safety issues associated with Public Information officers performing tasks outside of the control centre (i.e. in the community)
- Represent the LCC Public Information function in incident debriefings.

**References**

- NBCEN Terms of Reference
- BIPIM

**Templates**

- T12 Stakeholder and Community Engagement Activity Record
- T13 Stakeholder and Community Engagement Activity Schedule
- T14 Public Information Officer Movement Record

## ROLE DESCRIPTION

### 1. Responsibilities:

The LCC Media Liaison function is primarily responsible for managing media enquiries directed at the LCC, and managing any visits by journalists to the LCC or into restricted areas.

The LCC Media Liaison function must ensure that all media activities conducted out of the LCC are approved by the SCC Media Liaison function to ensure consistency in media activities at a state and local level. Media releases are issued by the SCC.

### 2. Appointment:

Personnel performing the LCC Media Liaison function will be appointed by and report to the LCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the LCC Media function include:

- knowledge of how the media works, including awareness of deadlines and the need to respond with truthful and complete information
- being able to manage and deal with journalists
- good writing skills, particularly to write media releases and articles
- the ability to organise and manage press conferences
- the ability to implement the relevant part of the communication strategy
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual and the NBCEN
- an understanding of how social media is used
- a broad knowledge of the local community and agricultural industries
- the ability to be proactive and use opportunities to inform the public about the incident and its requirements
- the ability to manage personal workload and competing demands in a stressful and changing environment.

**4. Tasks:**

- Liaise closely with the SCC Media Liaison function
- Establish and maintain contact points for media involved in covering the incident
- Monitor the local media for accuracy in reporting, identify and address issues with media outlets
- Monitor the social media environment in response to the incident
- Identify and confirm media deadlines with media outlets
- Communicate media deadlines to LCC Public Information Management function
- Develop materials for use and distribution at media interviews and press conferences (in consultation with the SCC Media Liaison function)
- Obtain the relevant approval for media activities
- Provide the spokesperson with approved talking points and background information
- Liaise with the media outlets and the LCC Operations function to arrange media visits (where appropriate) to the infected premises and/or the Control Zone
- Organise press conferences, including suitable facilities. Notify the media (Media Alert) of date, time and location
- Assist and prepare the identified spokesperson/people for media interviews or press conferences
- Observing information generated by the media (including from social media sources) that can be useful to incident management and provide this to the relevant sections within the LCC
- Contacting and media outlets to seek corrections to published information (where required)
- Advise LCC personnel of confirmed media visits to the LCC
- Identify any logistics requirements for the media's attendance, identify and communicate responsibilities for providing this support
- Ensure all relevant approvals, correspondence, documents (e.g. media kits etc.) and electronic information are recorded during the incident.

**Related Template**

- T02 Talking Points
- T06 Media Release



<b>LCC 03</b>	<b>LCC Social Media</b>
<b>LCC04</b>	<b>LCC Website</b>
<b>LCC05</b>	<b>LCC Collateral</b>
<b>LCC06</b>	<b>LCC Call Centre</b>
<b>LCC08</b>	<b>LCC Internal Communication</b>

LCC 03	Social Media
LCC04	Website
LCC05	Collateral
LCC06	Call Centre
LCC08	Internal Communication

These job cards do not apply to the LCC.

**1. Responsibilities:**

The LCC Stakeholder and Community Engagement function is primarily responsible for on-the-ground communication activities in a defined affected area. These activities can include door-knocking, identifying existing or establishing new communication channels, and identifying and working with key community and stakeholder organisations and people.

Community engagement also involves organising and managing information booths, face-to-face-meetings, training sessions and events that are held in the local area in order to harness the community's support for response efforts as well as address people's concerns.

At public meetings where the media may attend, it would be advisable to have personnel from the Media Liaison function present.

Webinars and other online forums may be necessary if face-to-face events are not possible due to a human pandemic or a highly contagious animal disease.

**2. Appointment:**

Personnel performing the LCC Stakeholder and Community Engagement function will be appointed by and report to the LCC Public Information Management function.

**3. Skills and Knowledge:**

Skills and knowledge specific to personnel performing the LCC Stakeholder and Community Engagement function include:

- very good verbal communication skills
- ability to deal with people who may be distressed, upset, angry and difficult to communicate with
- a good knowledge of the local geographic area, community, affected industries and associated businesses
- event management skills
- an understanding of the pest/disease and its (potential) impacts
- an ability to identify stakeholder and the community's concerns, information requirements, and having the appropriate information available for distribution
- being able to use feedback received from stakeholders to guide the public information approach to the incident.
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual.

**4. Tasks:**

- Conduct local stakeholder analysis to determine priority stakeholders, methods of engagement and responsible personnel to manage these stakeholders e.g. the SCC Stakeholder and Community Engagement function may contact peak organisations whilst LCC Stakeholder and Community Engagement function may contact local organisations
- Monitor and analyse local public inquiries to determine community engagement requirements
- Liaise with LCC Planning and LCC Operations functions and Industry Liaison officers to ensure key messages are consistent.
- Identify suitable facilities for hosting community engagement activities
- Identify and analyse risks associated with conducting community engagement activities and implement appropriate treatment strategies
- Prepare program/agenda and communication materials for community engagement activities, and have these cleared by the LCC Public Information Management function
- Attend and manage community engagement events
- If applicable, liaise with other government agencies/organisations to ensure a whole-of-government engagement approach
- Feedback intelligence to aid the response e.g. tracing information
- Provide regular briefings to the LCC Public Information Management function in relation to community engagement activities
- Ensure all relevant approvals, correspondence, documents (e.g. expenses for materials, venues, catering etc.) and electronic information are recorded during the incident.

**Related Templates**

- T12 Stakeholder and Community Engagement Activity Record
- T13 Stakeholder and Community Engagement Activity Schedule
- T14 Public Information Officer Movement Record

# State Coordination Centre (SCC)

## OVERVIEW

### 1. Responsibilities:

The State Coordination Centre (SCC) Public Information function is responsible for the management of public information generated from and received by the SCC. This includes the general public, affected individuals, businesses and the media.

Within the SCC the Public Information function will:

- keep industry, the public, media, and non-operational personnel informed of the background, progress and requirements of the response
- prepare and disseminate information for industry, the public, media, and departmental staff
- feed jurisdictional information to the LCC and National Coordination Centre (NCC) to inform the public information approach
- deal with requests for information about the incident, including those generated through the state/territory call centre.

The SCC Public Information function must work closely with the Public Information function in the LCC (if established), the National Coordination Centre (NCC). Authorisation to release national information on the incident, especially relating to trade and market access issues must be obtained from the NCC.

### 2. Appointment:

The SCC Public Information Management function is appointed by and reports to the SCC Controller.

Depending upon the size and complexity of the response, it may be necessary to establish sub functional units to coordinate the range of public information activities for the incident. These could include:

- Media liaison
- Social media
- Website
- Collateral
- Call centre
- Stakeholder and community engagement
- Internal communication

### 3. Skills and Knowledge:

Personnel working within the SCC Public Information function will require:

- good communication skills, including strong writing skills
- experience in communication strategy development and implementation
- a sound knowledge of how the media works
- an understanding of how social media is used
- a broad knowledge of the state/territory's agriculture (and associated) industries and their audiences
- an ability to be proactive and use opportunities to inform the public about the incident and its requirements

- the ability to deliver public information outputs in a stressful and changing environment
- a sound understanding of the Biosecurity Incident Public Information Manual and other relevant biosecurity response plans and practices
- awareness of the NBCEN.

4. **Tasks:**

Tasks common to all personnel in the SCC Public Information Section include:

**Briefings and debriefings**

- At the beginning of each shift:
  - obtain a briefing from the supervisor and/or
  - receive a handover from the outgoing officer
- Brief subordinate personnel at the beginning of each day and as required throughout the incident
- Maintain a record of briefings conducted
- Debrief subordinate personnel at the end of each day and as required throughout the incident
- Maintain a record of debriefings conducted and outcomes
- At the conclusion of shift provide handover to incoming officer
- Participate in incident debriefings.

**Workplace health and safety**

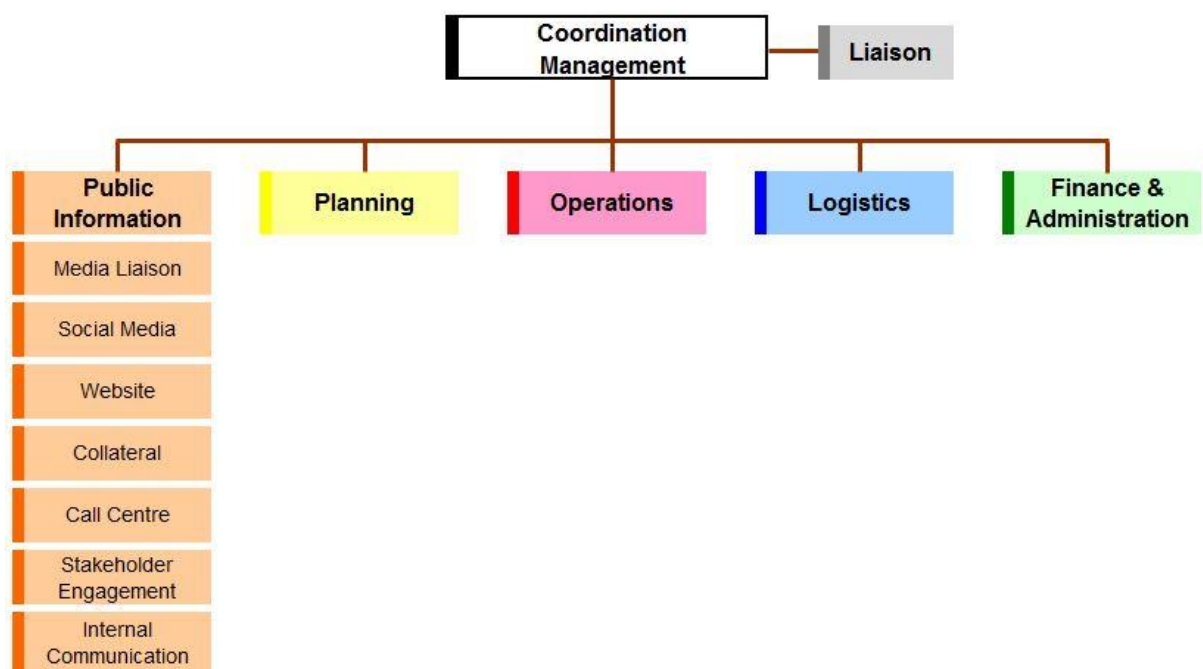
- Ensure staff compliance with Workplace Health and Safety requirements
- Follow the jurisdiction’s code of conduct for employment.

**Information Management**

- Ensure all documents created by this function during the incident are filed in the appropriate electronic and hard copy files.

5. **Organisational structure of the SCC Public Information function**

Figure 2 SCC Public Information function



## ROLE DESCRIPTION

### 1. Responsibilities:

The State Control Centre (SCC) Public Information Manager is responsible for establishing and maintaining all SCC public information functions. Depending upon the scale of the incident, the SCC Public Information Management function may appoint personnel to perform some or all of the public information sub functions.

The SCC Public Information Manager represents the Public Information function at SCC Coordination Management Team (CMT) meetings. The function will consist of a Public Information Manager who may be supported by a small team, including the representative on the National Biosecurity Communication and Engagement Network (NBCEN).

The SCC Public Information Management function liaises with the LCC and National Coordination Centre (NCC) Public Information Management functions, to obtain and provide relevant approvals, and ensure consistency in public information activities at a national, state and local level.

### 2. Appointment:

The SCC Public Information Management function is appointed by and reports to the SCC Controller.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the role of SCC Public Information Manager include:

- the ability to coordinate public information outputs to align with the CMT objectives
- the ability to deliver public information outputs in a stressful and changing environment
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual and the Biosecurity Incident NBCEN
- the ability to report outcomes and provide strategic communication advice at IMT meetings
- the ability to develop and implement a communication strategy
- strong leadership and people skills
- a broad knowledge of the state/territory's agriculture (and associated) industries and their audiences
- a good understanding of how the media works, including setting up and managing visits by media crews
- good knowledge of the government's social media and online communication requirements
- strong stakeholder engagement skills, including event management skills.



**4. Tasks:**

- Establish and maintain operational tempo for the SCC Public Information function
- Liaise regularly with the LCC and NCC Public Information Management functions
- Attend Incident Management Team (IMT) meetings and represent the SCC Public Information function
- Oversee the development and implementation of the jurisdiction's communication strategy
- Provide or coordinate public information advice to the SCC Controller, the LCC and NCC Public Information Management function
- Advise the SCC Controller, the LCC and NCC Public Information Management functions promptly of any significant public information issues that may arise during the incident
- Assess personnel requirements for the SCC Public Information function, and forward these to the SCC Logistics Management function
- Administer personnel rosters and personnel levels for the SCC Public Information function
- Ensure all staff working in the SCC Public Information function record all relevant approvals, correspondence, documents and electronic information (e.g. website content) during the incident
- Record the movement of, and any health or safety issues associated with Public Information personnel performing tasks outside of the SCC (i.e. in the community)
- Represent the SCC Public Information function in incident debriefings
- Liaise with the jurisdiction Minister's Media Adviser/staff.

**References**

- Biosecurity Incident NBCEN Terms of Reference

**Related Templates**

- T02 Talking Points
- T07 Communication and Engagement Strategy
- T11 Call centre script
- T12 Stakeholder and Community Engagement Activity Record
- T13 Stakeholder and Community Engagement Activity Schedule
- T14 Public Information Officer Movement Record

## ROLE DESCRIPTION

### 1. Responsibilities:

The SCC Media Liaison function is primarily responsible for media activities undertaken by the SCC. This may include responsibility for media releases, press conferences, arranging access and/or escorting media in and around the SCC and restricted area.

The SCC Media Liaison function will liaise with the (LCC) Media Liaison function to ensure consistency in media activities at a state and local level.

### 2. Appointment:

Personnel performing the SCC Media function will be appointed by and report to the SCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the SCC Media function include:

- a knowledge of how the media works, including awareness of deadlines and the need to respond with truthful and complete information
- good writing skills, particularly to write media releases and articles
- the ability to implement the relevant part of the communication strategy
- the ability to organise and manage press conferences
- an understanding of how social media is used
- a broad knowledge of the state/territory's agriculture (and associated) industries and their audiences
- the ability to be proactive and use opportunities to inform the public about the incident and its requirements
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual and the NBCEN
- the ability to manage personal workload and competing demands in a stressful and changing environment.

**4. Tasks:**

- Establish and maintain contact points for media involved in covering the incident
- Liaise regularly the Media Liaison functions in the LCC and National Coordination Centre (NCC)
- Monitor the media for accuracy in reporting, identify and address issues with media outlets
- Identify and confirm media deadlines with media outlets
- Communicate media deadlines to SCC Public Information Management function
- Develop materials for use and distribution at media interviews and press conferences
- Obtain the relevant approval for media releases, talking points and other communication materials
- Provide the spokesperson with approved talking points and background information
- Organise new conferences, including suitable facilities. Notify the media (Media Alert) of date, time and location
- Assist and prepare the identified spokesperson/people for media interviews or news conferences
- Advise the LCC of any requests from the media to visit restricted areas or to conduct local interviews or briefings
- Obtain media information (including from social media sources) that can be useful to incident management and provide this to the relevant sections within the SCC
- Advise SCC personnel of media visiting the SCC
- Establish a personnel roster for extended and after hours contact
- Ensure all relevant approvals, correspondence, documents (e.g. media kits etc.) and electronic information are recorded during the incident.

**Related Template**

- T02 Talking Points
- T06 Media Release

## ROLE DESCRIPTION

### 1. Responsibilities:

The SCC Social Media function is primarily responsible for managing social media that relates to the incident. This includes monitoring and researching social media activity as well as participating in the various social media platforms.

**Note:** the Social Media function is not usually managed in individual LCCs.

### 2. Appointment:

Personnel performing the SCC Social Media function will be appointed by and report to the SCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the SCC Social Media function include:

- knowledge of social media channels including how to find them and how to use them
- the ability to respond quickly with truthful and complete information
- good writing skills, particularly to write succinct, effective messages
- the ability to implement the relevant part of the communication strategy
- a broad knowledge of the state/territory's agriculture (and associated) industries and their audiences
- the ability to be proactive and use opportunities to inform the social media audiences about the incident and its requirements
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual
- the ability to manage personal workload and competing demands in a stressful and changing environment.

#### 4. Tasks

- Identify social media platforms that relate to the incident and where required conduct further research into social media users, organisations and backgrounds
- Monitor the social media environment including discussion topics, inaccurate and misleading information that relate to the incident
- Identify potential risks arising from social media discussions, and advise the SCC Public Information Management function
- Identify solutions to potential risks and develop key messages that aim to correct misleading or inaccurate information
- Obtain the relevant approval for social media messages from the SCC Public Information Management function
- Obtain information from social media sources that can be useful to incident management and provide this to the relevant sections within the SCC
- Liaise regularly with the Social Media Liaison function in the National Coordination Centre (NCC), where activated
- Ensure all relevant approvals, correspondence (e.g. emails etc.), documents and electronic information are recorded during the incident.

## ROLE DESCRIPTION

### 1. Responsibilities:

The SCC Website function is primarily responsible for managing the department's website and its content related to the incident. This includes uploading, formatting, recording and removing content.

**Note:** The Website function is not usually managed in individual LCCs.

### 2. Appointment:

Personnel performing the SCC Website function will be appointed by and report to the SCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the SCC Website function include:

- experience in website management
- the ability to use the relevant website content management system. Personnel performing the SCC Website function must be able to use the content management system used by the agency/organisation in the SCC. These systems may differ between each state and territory department
- knowledge of government online accessibility requirements (for people with a disability or language other than English)
- good website content writing skills - particularly to write succinct, effective messages
- knowledge of issues affecting websites including bandwidth, server capacity etc
- the ability to manage email inboxes linked from the website
- the ability to obtain and analyse web statistics related to the incident
- knowledge of social media channels including how to find them and how they work
- a broad knowledge of the state/territory's agriculture (and associated) industries and their audiences
- the ability to be proactive and identify online opportunities to inform the public about the incident and its requirements
- awareness of the *Outbreak* website ([outbreak.gov.au](http://outbreak.gov.au)) and its use as the national portal
- the ability to respond quickly, manage personal workload and competing demands in a stressful and changing environment.

#### 4. Tasks

- Create new website pages within the relevant website
- Upload approved content and insert links where required. (Content can include HTML text, attachments such as documents, maps, images and media files)
- Identify and link to other relevant websites and social media channels
- Ensure website content meets government accessibility requirements (i.e. available in HTML, images contain alt text etc.)
- Obtain website statistics and provide a summary to the SCC Public Information Management function
- Analyse feedback from email inboxes and liaise with the relevant sections within the SCC
- Provide the SCC Public Information Management function with information useful to guiding the response, including website statistics and feedback received by emails (e.g. gaps in information, incorrect information provided on other websites or social media channels etc.)
- Identify potential risks arising from social media discussions, and advise the SCC Public Information Management function and the SCC Social Media function
- Obtain the relevant approval for website content from the SCC Public Information Management function
- Liaise regularly with the National Coordination Centre (NCC) Website function
- Liaise regularly with the SCC Social Media function
- Ensure all relevant approvals, website content, correspondence, documents and electronic information are recorded appropriately. (Note: website information is updated regularly so a thorough, clear record of updates needs to be maintained).

## ROLE DESCRIPTION

### 1. Responsibilities:

The SCC Collateral function is primarily responsible for managing communications collateral that relates to the incident. This includes advertisements placed in the press, on television, radio and electronic media, and the development of brochures, signage and other communication and engagement materials.

**Note:** The Collateral function is not usually managed in individual LCCs.

### 2. Appointment:

Personnel performing the SCC Collateral function will be appointed by and report to the SCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the SCC Collateral function include:

- previous experience in developing and placing advertisements in newspapers/print, on radio, television and online
- good writing skills, particularly to write succinct, effective messages
- experience working with designers and printing companies and knowledge of their requirements (e.g. print ready files; paper sizes and stock that is fit for purpose etc.)
- experience working with government advertising agencies (which seek quotes and place adverts)
- an awareness of the national emergency animal disease advertisements held by the Australian Government Department of Agriculture, Water and the Environment, and their precedence
- the ability to comply with the government's advertising requirements and procedures
- the ability to comply with agency's relevant procurement procedures
- knowledge of government's online accessibility requirements (for people with a disability or language other than English)
- the ability to measure or evaluate the outcomes generated by advertisements and distribution of collateral
- the ability to implement the relevant part of the communication strategy
- a broad knowledge of the state/territory's agriculture (and associated) industries and their audiences
- the ability to be proactive and identify opportunities to inform the public about the incident and its requirements
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual
- the ability to respond quickly, manage personal workload and competing demands in a stressful and changing environment.



**4. Tasks**

- Identify and research target audiences to understand their information requirements and preferred communication channels
- Liaise closely with the Collateral function in the National Coordination Centre (NCC) where activated
- Identify potential risks and advise the SCC Public Information Management function
- Seek quotes to place advertisements in relevant media
- Seek quotes for the printing and postage of collateral
- Ensure that the government's campaign advertising requirements are met
- Obtain relevant approvals for all collateral from the SCC Public Information Management function.
- Measure/evaluate outcomes generated by advertisement and other collateral, and report to the SCC Public Information Management function
- Liaise regularly with the SCC Stakeholder Engagement function to ensure consistency in public information
- Work with the SCC Website function to develop a virtual URL for all collateral materials so people can access website information quickly
- Ensure all relevant approvals, final copies of all collateral, correspondence, documents and electronic information are recorded during the incident.

**ROLE DESCRIPTION****1. Responsibilities:**

The SCC Call Centre function is primarily responsible for establishing and maintaining a call centre facility, as a source for public information. Call centres may be hosted internally (i.e. within the department) or outsourced to another organisation or commercial provider.

**2. Appointment:**

Personnel performing the SCC Call Centre function will be appointed by and report to the SCC Public Information Management function.

**3. Skills and Knowledge:**

Skills and knowledge specific to personnel performing the SCC Call Centre function include:

- good writing skills, in particular being able to write and maintain call centre scripts (questions and answers)
- a broad knowledge of the state/territory's agriculture (and associated) industries and their audiences
- understanding of the jurisdiction's procurement/contract management arrangements
- knowledge of national call centre arrangements, as described in the Biosecurity Incident Public Information Manual
- the ability to use call centre logs and feedback to guide the communication approach to the incident
- the ability to work in a team in a stressful and changing environment.

**4. Tasks:**

- Identify suitable facilities for hosting the SCC call centre
- Identify suitable personnel to work in the SCC call centre
- Brief SCC call centre personnel on their assigned tasks
- Prepare SCC call centre scripts, and have these cleared by the SCC Public Information Management function
- Monitor the media and public inquiries to determine SCC call centre requirements
- Liaise with the LCC and National Coordination Centre (NCC) Call Centre functions to ensure consistency of call centre scripts/information
- Advise the SCC Public Information Management function of any issues that may affect the response to the incident
- Provide regular briefings to the SCC Public Information Management function in relation to SCC call centre activities
- Monitor SCC call centre personnel for signs of stress and manage accordingly
- Monitor SCC call centre activity and amend facilities, staffing and scripts as required
- Ensure all relevant approvals, correspondence, documents (e.g. call centre scripts etc.) and electronic information are recorded during the response
- Debrief SCC call centre personnel at the conclusion of shift, record issues and address, as required.

**Related Template**

- T11 Call Centre Script

## ROLE DESCRIPTION

### 1. Responsibilities:

The SCC Stakeholder and Community Engagement function is responsible for coordinating community engagement activities across the state or territory.

Stakeholder and community engagement activities include direct communication with key, defined stakeholder including industry as well as managing on-the-ground communication in a defined affected area. These activities can include industry meetings, door-knocking, identifying existing or establishing new communication channels, and identifying and working with key community and stakeholder organisations and people.

Community engagement also involves organising and managing information booths, face-to-face-meetings, training sessions and events that are held in the local area to harness the community's support for response efforts as well as address people's concerns.

### 2. Appointment:

Personnel performing the SCC Stakeholder and Community Engagement function will be appointed by and report to the SCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the SCC Stakeholder and Community Engagement function include:

- very good verbal communication skills
- event management skills
- the ability to coordinate state-wide engagement activities and events
- ability to deal with people who may be distressed, upset, angry and difficult to communicate with
- a broad knowledge of the state or territory's agriculture (and associated) industries and their audiences
- an understanding of the pest/disease and its potential impacts
- an ability to identify the public's concerns and having the appropriate information available for distribution
- being able to use feedback received at community engagement events to guide the communications approach to the incident.

**4. Tasks:**

- Define the purpose, objectives and scope of stakeholder engagement
- Conduct a stakeholder analysis to determine priority stakeholders, methods of engagement and responsible personnel to manage the stakeholders e.g. SCC Stakeholder and Community Engagement function may contact peak organisations while the LCC Stakeholder and Community Engagement function may contact local organisations
- Monitor public inquiries at a state/territory level to determine community engagement requirements and resources
- If applicable, liaise with other government agencies to ensure a whole-of-government approach to stakeholder engagement
- Liaise with the LCC Stakeholder and Community Engagement function to identify suitable facilities for hosting community engagement activities
- Liaise with the LCC Stakeholder and Community Engagement function to identify and analyse risks associated with conducting community engagement activities and implement appropriate treatment strategies
- Liaise with the SCC Collateral function to obtain relevant materials to distribute at community engagement events
- Liaise regularly with, and provide updates to the National Coordination Centre (NCC) Stakeholder and Community Engagement function
- Ensure consistency of communication materials for community engagement activities, and ensure these have been cleared by the SCC Public Information Management function
- Provide regular briefings to the SCC Public Information Management function in relation to community engagement activities
- Ensure all relevant approvals, correspondence, documents (e.g. expenses for materials, venues, catering etc.) and electronic information are recorded during the incident.

**Related Templates**

- T12 Stakeholder and Community Engagement Activity Record
- T13 Stakeholder and Community Engagement Activity Schedule
- T14 Public Information Officer Movement Record

## ROLE DESCRIPTIONS

### 1. Responsibilities:

The SCC Internal Communication function is responsible for working with the team responsible for internal communication in the department. The role of the Internal Communication function is to provide information about the incident that can be distributed to the department's staff who are not involved in the response.

The department's staff will often be required to provide information to clients, stakeholders and the community about an incident or act as spokespeople so it is important that they are kept updated.

**Note:** the Internal Communication function is not usually managed in individual LCCs.

### 2. Appointment:

Personnel performing the SCC Internal Communication function will be appointed by and report to the SCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the SCC Internal Communication function include:

- good internal communication and liaison skills
- awareness of the department's internal communication framework, channels and procedures
- the ability to implement the relevant part of the communication strategy
- a broad knowledge of the state/territory's agriculture (and associated) industries and their audiences
- the ability to be proactive and identify opportunities to inform staff about the incident and its requirements
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual
- the ability to respond quickly, manage personal workload and competing demands in a stressful and changing environment.

#### 4. Tasks

- Establish a contact point with the Internal Communication team in the state/territory biosecurity/agriculture department
- Establish a channel for personnel to use to obtain or submit information that relates to the incident
- Obtain approval from the SCC Public Information Management function for all internal communication messages
- Advise agency/organisational switchboard operators of the call centre telephone number(s) and other sources that the public can access for information about the incident
- Keep abreast of what activities are being undertaken by other SCC Public Information functions
- Ensure all relevant approvals, copies of articles/updates, correspondence, documents and electronic information are recorded during the incident.

# National Coordination Centre (NCC)



## OVERVIEW

### 1. Responsibilities:

The National Coordination Centre (NCC) Public Information function is responsible for the management of public information generated from and received by the NCC. This includes the general public, affected individuals, businesses and the media.

Within the NCC the Public Information function will:

- keep clients and stakeholders, the public, media, and departmental staff informed of progress and requirements of the response
- prepare and disseminate information for the media, the department's staff, the public, clients and stakeholders
- liaise closely with other functions in the NCC to inform the public information approach
- deal with requests for information about the incident, including those generated through the national call centre.

The Public Information function in the NCC must work closely with all SCC Public Information sections. The development and release of public information about international trade and market access issues is managed by the NCC.

### 2. Appointment:

The NCC Public Information function is established by and reports to the NCC Incident Manager.

Depending upon the size and complexity of the response, it may be necessary to establish sub functional units to coordinate the range of public information activities for the incident. These could include:

- Media Liaison
- Social Media
- Website
- Collateral
- Call Centre
- Stakeholder Engagement
- Internal Communication.

### 3. Skills and Knowledge:

Staff working within the NCC Public Information function will require:

- good communication skills, including strong writing skills
- experience in communication strategy development and implementation
- sound knowledge of how the media works
- familiar with the use of social media
- a broad knowledge of the affected agriculture industries and those affected at Australia's international border e.g. importers, exporters, passengers, and mail recipients
- an ability to be proactive and use opportunities to inform the public about the incident and its requirements
- a sound understanding of the Biosecurity Incident Public Information Manual and other relevant biosecurity response plans and practices
- an understanding of the NBCEN and its role.

#### 4. Tasks:

Tasks common to all personnel in the NCC Public Information function include:

##### Briefings and debriefings

- At the beginning of shift:
  - obtain briefing from supervisor and/or
  - receive a handover from outgoing officer
- Brief subordinate personnel at the beginning of each day and as required throughout the incident
- Maintain a record of briefings conducted
- Debrief subordinate personnel at the end of each day and as required throughout the incident
- Maintain a record of debriefings conducted and outcomes
- At the conclusion of shift provide handover to incoming officer
- Participate in incident debriefings.

##### Workplace health and safety

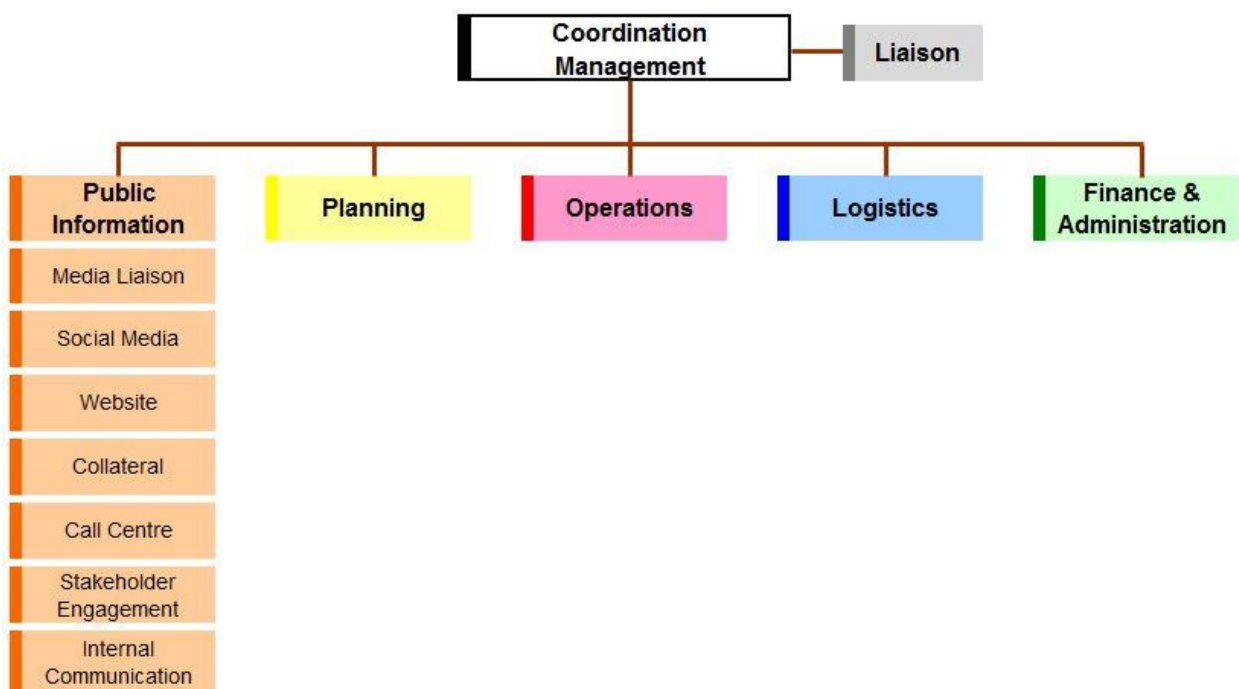
- Ensure staff compliance with Workplace Health and Safety requirements
- Follow the Australian Government's code of conduct and values for employment.

##### Information Management

- Ensure all documents created by this function during the incident are filed in the appropriate electronic and hard copy files.

#### 5. Organisational structure of the SCC Public Information function

Figure 3 SCC Public Information function



## ROLE DESCRIPTION

### 1. Responsibilities:

The National Coordination Centre (NCC) Public Information Manager function is responsible for establishing and maintaining all public information functions. Depending upon the scale of the incident, the NCC Public Information Manager may appoint personnel to perform some or all of the public information sub functions.

The NCC Public Information Manager represents the Public Information Section at IMT meetings. The function will consist of a Public Information Manager who may be supported by a small team, including the Department of Agriculture, Water and the Environment representative on the NBCEN (Secretariat).

The NCC Public Information Manager liaises with the Public Information Management function in the SCCs, to ensure consistency in public information activities across all jurisdictions.

In extreme disasters (such as widespread foot-and-mouth disease outbreak) this function will also liaise with the National Crisis Coordination Centre (in the Attorney General's Department) as described in the Australian Government Agricultural Incident Plan.

### 2. Appointment:

The NCC Public Information Manager function is appointed by and reports to the NCC Incident Controller.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the role of NCC Public Information Manager include:

- the ability to coordinate public information outputs to align with the objectives of the Incident Management Team (IMT)
- the ability to report outcomes and provide strategic communication advice at IMT meetings
- the ability to deliver public information outputs in a stressful and changing environment
- awareness of government procurement requirements and advertising guidelines
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual and the NBCEN
- knowledge of the department's Critical Incident Response Plan (CIRP)
- the ability to develop and implement a national communication strategy
- strong leadership and people skills
- a broad knowledge of the affected agriculture (and associated) industries including the department's clients and stakeholders
- a good understanding of how the media works, including setting up and managing media conferences or door stops
- a good knowledge of social media and government online communication requirements
- strong stakeholder engagement skills, including event management skills.

**4. Tasks:**

- Establish and maintain operational tempo for the NCC Public Information function
- Liaise regularly with the Public Information Management function in the SCC(s)
- Attend, or appoint an appropriate person to attend IMT meetings and represent the NCC Public Information function
- Ensure the NCC Incident Manager appoints a media spokesperson as a priority
- Oversee the development and implementation of the approved national communication strategy
- Provide or coordinate public information advice to the NCC Incident Manager and the Public Information Management function in the SCC(s)
- Advise the NCC Incident Manager and Public Information Management function in the SCC(s) promptly of any significant/relevant issues that may impact on the communication approach to the incident
- Assess personnel requirements for the NCC Public Information function, and forward these to the NCC Logistics Management function
- Administer personnel rosters and personnel levels for the NCC Public Information function
- Ensure that all personnel working in the NCC Public Information function record all public information including correspondence, documents, electronic information as well as relevant approvals
- Record the movement of, and any health or safety issues associated with Public Information personnel performing tasks outside of the coordination centre (i.e. in the community)
- Represent the NCC Public Information function in incident debriefings.
- Liaise with the Minister's Media Adviser/staff.

**References**

- NBCEN Terms of Reference
- Australian Government Agricultural Incident Plan

**Templates**

- T02 Talking Points
- T07 Communication and Engagement Strategy

## ROLE DESCRIPTION

### 1. Responsibilities:

The National Coordination Centre (NCC) Media Liaison function is responsible for media activities specific to the incident. This may include responsibility for media releases, press conferences or door stops, arranging access and/or escorting media through the NCC.

The NCC Media Liaison function will liaise closely with the Media Liaison function in the State Coordination Centre(s) (SCC) to ensure that media activities are consistent across all jurisdictions.

### 2. Appointment:

Personnel performing the NCC Media Liaison function will be appointed by and report to the NCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the NCC Media Liaison function include:

- knowledge of how the media works, including awareness of deadlines and the need to respond with truthful and complete information
- good writing skills, particularly to write media releases and articles
- the ability to implement media activities as part of the communication strategy
- the ability to organise and manage door stops or media conferences
- an understanding of how social media is used
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual and the NBCEN
- knowledge of the department's Critical Incident Response Plan (CIRP)
- a broad knowledge of the affected agriculture (and associated) industries, including the department's clients and stakeholders
- the ability to be proactive and use opportunities to inform the media and public about the incident and its requirements
- the ability to manage personal workload and competing demands in a stressful and changing environment.

**4. Tasks:**

- Establish and maintain contact points for media involved in covering the incident
- Establish contact and liaise regularly with the Media Liaison function in the SCC(s)
- Monitor the media for accuracy in reporting, identify and address issues with media outlets
- Identify and confirm media deadlines with media outlets
- Communicate media deadlines to NCC Public Information Management function
- Develop media releases/statements and access supporting materials (e.g. fact sheets) for use in media briefings
- Obtain the relevant approval for media releases/statements
- Provide the spokesperson with approved talking points and background information
- Assist and prepare the identified spokesperson/people for media interviews or media conferences
- Organise media conferences, including suitable facilities. Notify the media (Media Alert) of date, time and location
- Liaise closely with the Social Media function in the NCC
- Advise the Media Liaison function in the SCC(s) of any requests from the media to visit restricted areas or to conduct local interviews or receive briefings
- Relay information from the media (including from social media sources) that can be used by the Public Information Management function to inform the communication approach to the incident
- Advise NCC personnel of any upcoming visits by the media to the NCC. (Liaise closely with the NCC Internal Communication function)
- Ensure all relevant approvals, correspondence (responses to media), documents, and electronic information are recorded

**Related Template**

- T02 Talking Points
- T06 Media Release

## ROLE DESCRIPTION

### 1. Responsibilities:

The National Coordination Centre (NCC) Social Media function is responsible for the national management of social media that relates to the incident. The NCC Social Media function is primarily responsible for managing social media issues about trade or overseas market access.

This includes monitoring and researching social media activity as well as participating in the various social media platforms.

**Note:** the Social Media function is not usually managed in an LCC.

### 2. Appointment:

Personnel performing the NCC Social Media function will be appointed by and report to the NCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the NCC Social Media function include:

- knowledge and experience using social media channels
- an understanding of which audiences use which platforms
- an understanding of social media advertising
- the ability to respond quickly with truthful and complete information
- good writing skills, particularly to write succinct, effective messages
- the ability to implement social media activities as part of the communication strategy
- knowledge of the social media policy used by the Australian Government Department of Agriculture, Water and the Environment
- a broad knowledge of the affected agriculture (and associated) industries and the department's clients and stakeholders
- the ability to be proactive and use opportunities to inform the public about the incident and its requirements
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual and the NBCEN
- the ability to manage a personal workload and competing demands in a stressful and changing environment.

#### 4. Tasks

- Identify social media platforms that relate to the incident and where required conduct further research into social media users, organisations and backgrounds
- Identify who will fill the roles of researcher, operator, and who will do monitoring
- Access the Australian Government Department of Agriculture, Water and the Environment social media accounts
- Monitor the social media environment including discussion topics, inaccurate and misleading information that relate to the incident
- Identify potential risks arising from social media discussions and advise the NCC Public Information Management function
- Obtain information from social media sources that can be used by the Public Information Management function to inform the communication approach to the incident.
- Obtain approval for social media messages from the NCC Public Information Management function
- Liaise regularly with the Social Media function in SCCs
- Ensure all relevant approvals, correspondence (e.g. emails etc.), documents and electronic information are recorded.



## ROLE DESCRIPTION

### 1. Responsibilities:

The National Coordination Centre (NCC) Website function is responsible for managing the *Outbreak* website (outbreak.gov.au) and the Australian Government Department of Agriculture, Water and the Environment website (awe.gov.au). The NCC Website function manages the uploading, formatting, removal and recording of content on both websites.

**Note:** the Website function is not usually managed in a Local Control Centre (LCC).

### 2. Appointment:

Personnel performing the NCC Website function will be appointed by and report to the NCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the NCC Website function include:

- experience in website management
- the ability to use the relevant website content management system (personnel performing the Website function must be able to operate the content management system used by the department)
- knowledge of the Australian Government's online accessibility requirements (for people with a disability or language other than English)
- knowledge of issues affecting websites including file sizes, download speeds, bandwidth, server capacity etc
- the ability to manage email inboxes linked from the website
- the ability to obtain and analyse web statistics related to the incident
- knowledge of social media channels including where to find them and how they work
- good website writing skills, particularly to write succinct, effective messages
- a broad knowledge of the affected (and associated) industries and the department's clients and stakeholders the ability to be proactive and identify online opportunities to inform the public about the incident and its requirements
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual and the NBCEN
- knowledge of the department's Critical Incident Response Plan (CIRP)
- the ability to respond quickly, manage personal workload and competing demands in a stressful and changing environment.

#### 4. Tasks

- Create new website pages for the *Outbreak* and department's website
- Upload content and insert links where required. (Content can include HTML text, attachments such as documents, maps, images and media files)
- Identify and link to other relevant websites and social media channels
- Ensure website content meets Australian Government accessibility requirements (i.e. available in HTML, images contain alt text etc.)
- Obtain website statistics and provide a summary to the NCC Public Information Management function
- Analyse feedback from email inboxes and liaise with the relevant NCC functions
- Provide the NCC Public Information Management function with information useful to guiding the response, including website statistics and feedback received through emails (e.g. gaps in information, incorrect information provided on other websites or social media channels etc.)
- Identify potential risks arising from content posted on other websites including social media discussions, and advise the NCC Public Information Management function
- Obtain the relevant approval for website content from the NCC Public Information Management function
- Liaise regularly with the Website function in the SCCs
- Liaise regularly with the NCC Social Media function
- Ensure all relevant approvals, website content, correspondence, documents and electronic information are recorded during the incident. (Note: website information is updated regularly so a thorough, clear record of updates needs to be maintained).

## ROLE DESCRIPTION

### 1. Responsibilities:

The National Coordination Centre (NCC) Collateral function is responsible for managing national collateral that relates to the incident. This includes advertisements placed in the press, on television, radio and electronic media, and the development of brochures, signage and other communication and engagement materials.

### 2. Appointment:

Personnel performing the NCC Collateral function will be appointed by and report to the NCC Public Information Management function.

### 3. Skills and Knowledge:

- Skills and knowledge specific to personnel performing the NCC Collateral function include: experience working with printing companies and knowledge of their requirements (e.g. print ready files; paper sizes and stock that is fit for purpose etc.)
- experience working with government advertising agencies (which seek quotes and place adverts)
- awareness of the national emergency animal disease advertisements and associated collateral held by the Australian Government Department of Agriculture, Water and the Environment
- knowledge of Australian Government Advertising Campaign Guidelines and the ability to comply with the government's advertising requirements, including procedures to seek an emergency exemption to place advertising
- the ability to comply with the department's relevant procurement procedures
- knowledge of government's online accessibility requirements (for people with a disability or language other than English)
- the ability to measure or evaluate advertising outcomes
- the ability to identify collateral that will be listed in the national communication strategy
- good writing skills, particularly to write succinct, effective messages
- an eye for detail
- a broad knowledge of the affected agriculture (and associated) industries and their audiences, and the department's clients and stakeholders
- the ability to be proactive and identify opportunities to inform the public about the incident and its requirements
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual and the NBCEN
- knowledge of the department's Critical Incident Response Plan (CIRP)
- the ability to respond quickly, manage personal workload and competing demands in a stressful and changing environment.

#### 4. Tasks

- Liaise with the NCC Public Information Management function to identify and research target audiences to understand their information requirements and preferred communication channels
- Liaise closely with the Collateral function in SCCs, where activated
- Identify potential advertising risks and advise the NCC Public Information Management function
- Seek quotes to place advertisements in relevant media
- Write to the Special Minister of State (SMOS) seeking an exemption from the standard process for Australian Government campaign advertising. (A draft letter to the SMOS seeking an exemption is held on file and also available as a Template in Part 4 of this manual)
- Obtain relevant approvals for all collateral from the NCC Public Information Management function
- Measure/evaluate the outcomes generated by advertisements and distribution of collateral
- Liaise regularly with the NCC Stakeholder Engagement, Website and Call Centre functions to ensure consistency in public information
- Ensure all national collateral, including advertising, refers audiences to the *Outbreak* website ([outbreak.gov.au](http://outbreak.gov.au)) and the national call centre (1800 234 002) which will be activated by the NCC Call Centre function
- Ensure all relevant approvals, final copies of collateral, correspondence, documents and electronic information are recorded.

## ROLE DESCRIPTION

### 1. Responsibilities:

The National Coordination Centre (NCC) Call Centre function is responsible for establishing and maintaining the national call centre facility as a source for public information. The call centre will be activated under the Emergency Services Schedule held between the Australian Government Department of Agriculture, Water and the Environment (the department) and the Australian Government Department of Social Services (DSS).

The department's Client Contact Centre (CCC) may be able to handle in a local/contained incident where the anticipated volume of public inquiry is low. However, when it is anticipated that calls will escalate beyond the capacity of the CCC, the NCC Call Centre function will need to activate the Emergency Services Schedule, and stand-up a national call centre.

### 2. Appointment:

Personnel performing the NCC Call Centre function will be appointed by and report to the NCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the NCC Call Centre function include:

- the ability to deal appropriately with people who may be distressed, upset, angry and difficult to communicate with
- good writing skills, in particular being able to write in a conversational style appropriate for use by call centre operators, and maintain call centre scripts
- awareness of the Emergency Services Schedule (call centre agreement) held between the department and DSS and how to activate it
- a broad knowledge of the affected agriculture (and associated) industries and the department's clients and stakeholders
- understanding of the department's procurement/contract management arrangements
- able to use call centre logs and feedback to guide the communication approach to the incident
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual and the NBCEN
- the ability to respond quickly, manage personal workload and competing demands in a stressful and changing environment
- knowledge of the department's Critical Incident Response Plan (CIRP).

#### 4. Tasks:

##### **National Call Centre with DHS**

- Use the NCC Call Centre procedures to activate the national call centre under the DSS Emergency Services Schedule (call centre agreement)
- Liaise with the NCC Finance and Administration function to identify and implement appropriate procurement arrangements
- Liaise with DSS regularly to obtain call centre briefings that may inform the communication approach to the incident.

##### **Department's Client Contact Centre**

- Contact the manager of the CCC
- Provide the CCC with an approved call centre script or at a minimum, talking points
- Check that CCC personnel have the skills and training to deal with upset people affected by the incident
- Liaise with the Logistics function to source staff from within the department to answer incoming calls
- Monitor NCC call centre activity and amend facilities, personnel and scripts as require
- Monitor call centre personnel for signs of stress and manage accordingly
- Debrief NCC call centre personnel at the conclusion of the shift, record issues and address as required.

##### **Common tasks**

- Prepare call centre scripts and have these cleared by the NCC Public Information Management function
- Brief call centre personnel on their assigned tasks
- Provide call centre logs for operators to record details of calls received, including caller's location, query/complaint, and other relevant information that will assist the NCC Public Information function
- Monitor the media and public inquiries to determine call centre requirements
- Liaise with the Call Centre function in the SCCs to ensure call centre scripts/information are consistent across all jurisdictions (that have a call centre in place)
- Advise the NCC Public Information Management function of any issues that may affect the communication approach to the incident
- Provide regular briefings to the NCC Public Information Management function in relation to call centre activities
- Ensure all relevant approvals, correspondence, documents (e.g. call centre scripts etc.) and electronic information are recorded during the incident.

##### **Related Template**

- T11 Call Centre Script

## ROLE DESCRIPTION

### 1. Responsibilities:

The National Coordination Centre (NCC) Stakeholder Engagement function is responsible for the national coordination of stakeholder engagement activities where they occur in more than one Australian state or territory.

Generally, community engagement activities are conducted out of the LCC or SCC and include managing on-the-ground communication activities in a defined affected area. As such, at the national level, the role is focussed on stakeholder engagement particularly with national peak bodies.

It involves organising and managing information sessions, meetings and events that provide support and direction to stakeholder groups at a national level.

The NCC Stakeholder and Community Engagement function may also have a role in briefing the Canberra and surrounding New South Wales community where requested by the Australian Capital Territory (ACT) Government.

The NCC Community and Community Engagement function will support (where required) the Australian Government Department of Agriculture, Water and the Environment to organise stakeholder engagement activities with groups including: importers; exporters; incoming passengers; mail recipients; other Australian Government agencies and peak farming organisations.

### 2. Appointment:

Personnel performing the NCC Stakeholder Engagement function will be appointed by and report to the NCC Public Information Management function.

### 3. Skills and Knowledge:

Skills and knowledge specific to personnel performing the NCC Stakeholder Engagement function include:

- very good verbal communication skills
- the ability to coordinate activities across Australia
- the ability to deal appropriately with people who may be distressed, upset, angry and difficult to communicate with
- the ability to organise webinars and other online forums
- a broad knowledge of the affected agriculture (and associated) industries, and the department's clients and stakeholders
- the ability to implement stakeholder engagement activities as part of the communication strategy at the national level
- event management skills
- an understanding of the pest/disease and its potential impacts
- an ability to identify public/stakeholder concerns and have the appropriate information available to distribute to them
- being able to use feedback received at stakeholder and community engagement events to guide the communication approach to the incident
- knowledge of the department's Critical Incident Response Plan (CIRP).

**4. Tasks:**

- Establish a point of contact with the Stakeholder Engagement function in the SCC(s)
- Obtain feedback from, and provide information to the SCC's Stakeholder Engagement function(s) to determine national stakeholder and community engagement requirements
- Organise and run webinars or other online engagement forums
- Ensure consistency of communication materials for stakeholder engagement activities and have these cleared by the NCC Public Information Management function
- Liaise with the SCCs' Stakeholder Engagement function(s) to identify and analyse risks associated with conducting engagement activities and implement appropriate treatment strategies
- Liaise closely with the NCC Operations and Planning functions
- Provide regular briefings to the NCC Public Information Management function in relation to stakeholder engagement activities
- Identify suitable facilities for hosting stakeholder engagement activities
- Ensure all relevant approvals, correspondence, documents (e.g. expenses for materials, venues, catering etc.) and electronic information are recorded. This function must also record engagement activities and staff travel/attendance at events. This is a Work Health & Safety requirement (and this record may be requested by the Finance and Administration function).

**Related Templates**

- T12 Stakeholder and Community Engagement Activity Record
- T13 Stakeholder and Community Engagement Activity Schedule
- T14 Public Information Officer Movement Record



## ROLE DESCRIPTION

### 1. Responsibilities:

The National Coordination Centre (NCC) Internal Communication function is responsible for providing information about the incident to staff in the Department of Agriculture, Water and the Environment (the department), who are not involved in the response.

The department's staff will often be required to provide information to clients, stakeholders and the community about an incident – formally or informally, so it is important that they are kept updated.

### 2. Appointment:

Staff performing the Internal Communication function will be appointed by and report to the NCC Public Information Manager.

### 3. Skills and Knowledge:

Skills and knowledge specific to staff performing the Internal Communication function include:

- good communication and liaison skills
- awareness of the department's internal communication framework, channels and procedures
- the ability to implement internal communication activities as part of the communication strategy
- access to, and the ability to author the department's intranet (Mylink)
- the ability to be proactive and identify opportunities to inform staff about the incident and response requirements
- an understanding of the department's structure and workplaces
- knowledge of the department's Critical Incident Response Plan (CIRP)
- knowledge of biosecurity response plans and arrangements, in particular the Biosecurity Incident Public Information Manual and the NBCEN
- the ability to respond quickly, manage personal workload and competing demands in a stressful and changing environment.

**4. Tasks:**

- Develop internal communication material that supports the department's staff undertake their roles during the incident
- Develop internal communication messages that assist staff with maintaining business continuity during the incident
- Work with the Production Services team to develop videos for the Secretary and other executive
- Obtain approval from the Public Information Manager for all internal messages
- Publish information for staff on the department's intranet
- Liaise with the Client Contact Group to update the messages on the department's staff emergency hotline
- Establish and manage a channel for feedback or to obtain information from the department's staff that relates to the incident, but who are not part of the response
- Keep abreast of activities that are being undertaken by other Public Information functions in the NCC
- Liaise with the Internal Communication Function in the SCCs to ensure a level of consistency in messages/advice being given to staff who are not involved the response
- Ensure all relevant approvals, copies of articles/updates, correspondence, documents and electronic information are recorded.