LIAISON – LIVESTOCK INDUSTRY NETWORK

MAINTENANCE GUIDELINES

BACKGROUND

- The Emergency Animal Disease Response Agreement (EADRA) details what is required of signatories to prevent, prepare for and respond to emergency animal diseases (EADs).
- The Liaison-Livestock Industry (LLI) function acts as the official conduit of information between affected peak industry bodies (PIBs) and the lead agency during a cost-shared response.
- The LLI function provides intelligence and represents the industry voice in decision-making within control centres.
- Depending on the scale and length of a response, multiple LLIs may be appointed across different locations and/or at different times.

PURPOSE OF THE MAINTENANCE GUIDELINES

- These guidelines have been developed by Animal Health Australia (AHA) to help PIBs coordinate and maintain their LLI networks.
- The guidelines are structured as a cyclical process to facilitate a holistic and consistent approach across PIBs.
- PIBs may adapt elements of the guidelines to suit their organisational structures and procedures.
- AHA reviews the guidelines annually.

RESPONSIBILITIES OF PEAK INDUSTRY BODIES

- Maintain an appropriate number of trained personnel capable of performing the LLI function (i.e. an 'LLI network').
- Coordinate the LLI network during and outside of a response, considering capacity, capability, governance, communication, and engagement.
- Smaller PIBs may seek support from larger industries or state farming organisations to share resources and information.
- PIBs can contact AHA for further advice about coordination support or resource sharing.

HOW TO USE THESE GUIDELINES

- These guidelines outline a six-step cycle for maintaining and coordinating LLI networks: Analysis, Recruitment, Onboarding, Maintenance, Deployment, and Reflection.
- While presented sequentially, PIBs may implement the steps in this cycle in any order to meet their specific priorities and available resources (i.e. some steps may be performed in conjunction with, or in isolation from, one another).
- Each step includes a purpose and scope, suggested resources, and practical procedures.
- Refer to the **Appendices** for detailed guidance on each step and the **Reference materials** for supporting documents and templates.
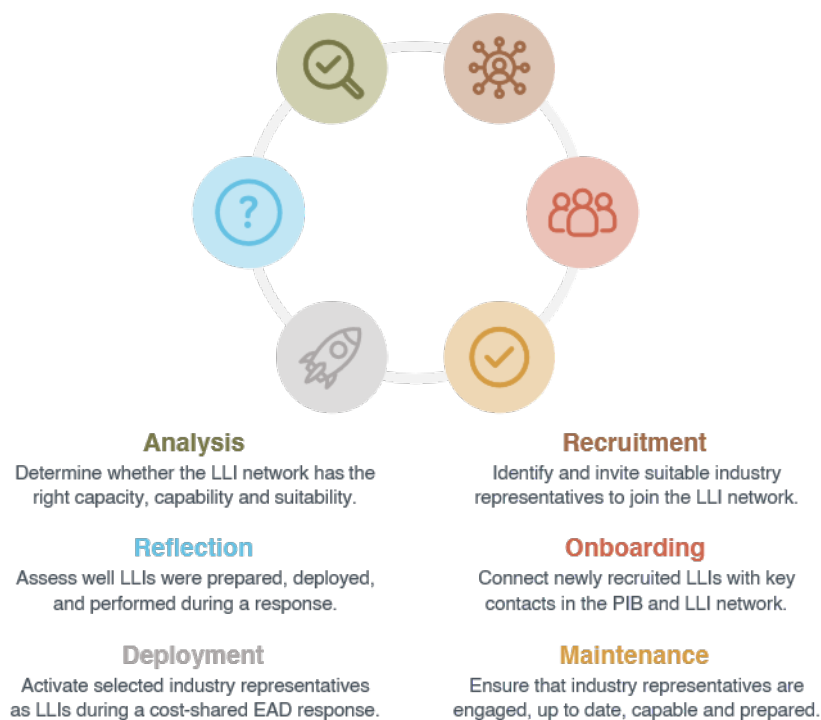

Analysis
Determine whether the LLI network has the right capacity, capability and suitability.

Recruitment
Identify and invite suitable industry representatives to join the LLI network.

Reflection
Assess well LLIs were prepared, deployed, and performed during a response.

Onboarding
Connect newly recruited LLIs with key contacts in the PIB and LLI network.

Deployment
Activate selected industry representatives as LLIs during a cost-shared EAD response.

Maintenance
Ensure that industry representatives are engaged, up to date, capable and prepared.

Figure 1 Overview of the six-step cycle underpinning the maintenance guidelines (see 'How to use these guidelines').

REFERENCE MATERIALS

The following resources support the implementation of these guidelines. They provide additional context, practical tools, and examples to help PIBs coordinate and maintain their LLI networks. PIBs are encouraged to refer to both general and industry-specific materials when planning, reviewing, or updating their LLI arrangements.

General materials

- AUSVETPLAN: **Control centre management manual (II)**
- EADRA guidance document: **Appointment of industry into an EAD response**
- EADRA guidance document: Confidentiality (**contact AHA for access**)
- EADRA guidance document: **Normal commitments**
- **LLI information guide**
- **LLI online training course**.

PIB-specific materials

- Communications plan
- PIB LLI contacts list
- Crisis management plan (or equivalent)
- Policies, procedures, and arrangements, including LLI engagement (e.g. contracts, remuneration, and insurance arrangements specific to the needs of each industry)
- Staff and/or member onboarding materials.

APPENDICES – IMPLEMENTING THE GUIDANCE

- **Appendix A   Analysis**
- **Appendix B   Recruitment**
- **Appendix C   Onboarding**
- **Appendix D   Maintenance**
- **Appendix E   Deployment**
- **Appendix F   Reflection**.

VERSION CONTROL

ID	Date	Notes
1.0	1/12/2025	Release of version 1.0.

APPENDIX A

ANALYSIS

PURPOSE AND SCOPE

- The analysis step helps PIBs determine if their LLI network has the right capacity, capability and suitability (i.e. the right skills in the right places).
- This step can be conducted at regular intervals (e.g. yearly or at the start of each calendar year), following a network review and evaluation, or when policies and resources are updated.
- After completing the analysis, PIBs should understand the key capacity, capability, and suitability gaps, risks, and issues in their network.
- PIBs should consider current and future threats (e.g. specific EADs), where their network members are located, and how well they cover key production areas.

RESOURCES

- LLI network status assessment checklist (template)
- PIB-specific materials.

PROCEDURE

1. **Appoint an LLI Coordinator** — nominate a staff member to coordinate the analysis.
2. **Review internal documents** — check relevant policies, procedures, and resources that support the LLI network.[1]
3. **Assess the current LLI network** — use the *LLI network status assessment checklist* or other relevant industry tools to evaluate the current capacity, capability and coverage of the network.
4. **Identify gaps and risks** — work with PIB executives to identify issues and agree on how they should be addressed.
5. **Update contact details** — confirm contact details of each LLI, including their location, AHA LLI training history, and record status.
6. **Notify AHA** — send updated details to AHA so they can revise the PIB LLI contacts list.

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[1] These guidelines do not cover PIB-specific arrangements for managing the LLI function, such as contracts, governance, remuneration, or insurance. PIBs should seek legal advice to ensure their employment and insurance arrangements are appropriate and up to date for their industry.

APPENDIX B

RECRUITMENT

PURPOSE AND SCOPE

- Recruitment can support PIBs to identify and invite suitable industry representatives to join their LLI network.
- Recruitment can be initiated:
  - after an analysis of the LLI network
  - if a previous recruitment phase did not identify enough approved candidates
  - if there has been a notable change in the LLI network size or coverage
  - after internal policies or resources have been reviewed.
- Upon completing recruitment, PIBs should have a reasonable number and distribution of approved industry representatives with suitable attributes.[1]
- PIBs are encouraged to work with external stakeholders within their state and territory networks (e.g. members, state farming organisations, livestock health groups) to identify suitable LLI candidates.

RESOURCES

- LLI network expressions of interest (EOI) form (template)
- PIB-specific materials.

PROCEDURE

1. **Appoint an LLI Coordinator** — nominate a staff member to manage the recruitment process.
2. **Review analysis outcomes** — use findings from the LLI network analysis to guide recruitment focus.
3. **Update recruitment materials** — refresh templates and resources as needed.
4. **Choose a recruitment process** — select an approach that suits the capacity, capability and needs of your PIB.
5. **Share EOI information** — send out EOI information to stakeholders[2] with clear instructions and expectations.
6. **Assess nominations** — review EOIs with PIB representatives, approve suitable candidates, and record decisions and outcomes.
7. **Notify applicants** — communicate outcomes to all applicants.

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[1] 'Attributes' refer to the skills, experience, and personal qualities needed to perform the LLI role effectively in an emergency response. This includes knowledge of industry operations, effective communication and leadership skills, and relevant experience at the state or local level. For more details, refer to the LLI function descriptions in the *AUSVETPLAN Control Centre Management Manual (II)*.

[2] E.g. PIB staff, PIB Board members and/or external stakeholders such as those from state farming and other private organisations.

APPENDIX C

ONBOARDING

PURPOSE AND SCOPE

- The onboarding step helps newly recruited LLIs connect with key contacts in the PIB and LLI network. It may happen over an extended period.
- Proactive onboarding gives LLIs:
  - a stronger working relationship with their PIB
  - a clearer understanding of their role and responsibilities
  - better insight into the purpose and value of the LLI network
  - awareness of EAD response arrangements at national and industry levels.
- Together, recruitment and onboarding ensure LLIs are engaged with and comfortable navigating the LLI network.
- The goal of onboarding and maintenance is to prepare LLIs for deployment in the event of a cost-shared EAD response.

RESOURCES

- LLI deployment checklist (template)
- PIB-specific materials.

PROCEDURE

1. **Appoint an LLI Coordinator** — nominate a staff member to manage onboarding.
2. **Confirm availability** — ensure approved individuals are ready to join the network and be deployed if needed.
3. **Plan onboarding sessions** — work with PIB staff and industry representatives to organise sessions that explain the roles, responsibilities and expectations of the LLI function. Use the *LLI deployment checklist* ('Pre-deployment') as a guide.
4. **Deliver onboarding** — arrange logistics and deliver onboarding session(s).
5. **Update contact list** — send new LLI contact details to AHA so they can maintain the LLI contact list.

APPENDIX D

MAINTENANCE

PURPOSE AND SCOPE

- Maintaining the LLI network helps PIBs keep their industry representatives engaged and up to date, while strengthening the skills and knowledge needed to perform the LLI role effectively when needed.
- Maintenance may be initiated:
    - after onboarding
    - after an analysis of the LLI network, where it is identified that there is no need to recruit or onboard
    - after internal policies or resources have been reviewed.

RESOURCES

- LLI deployment checklist (template)
- PIB-specific materials
- Resource and opportunity register (template).

PROCEDURE

1. **Appoint an LLI Coordinator** — nominate a staff member to manage LLI network maintenance.
2. **Plan maintenance activities** — use the *LLI deployment checklist* ('Pre-deployment') as a guide.
3. **Engage stakeholders** — work with internal and external stakeholders to:
    - clarify their role in supporting the LLI network
    - identify suitable industry liaison contact points
    - share key messages about what happens during an EAD response, including the scope, role, responsibilities, and expectations of parties
    - identify relevant opportunities and resources for the LLI network
    - stay informed about changes in legislation or jurisdictional arrangements.
4. **Share updates** — choose the best way to communicate with the LLI network (email, newsletter, virtual meeting or workshop etc).
5. **Keep in touch** — regularly share opportunities and resources with LLIs.
6. **Support LLIs** — help network members by:
    - approving training registrations (e.g. AHA LLI workshops or jurisdictional events)
    - clarifying the scope and expectations of the opportunity or resource
    - encouraging feedback and knowledge-sharing
    - working with AHA and jurisdictions to arrange opportunities for LLIs to observe an EAD response (subject to approval by the lead agency).

APPENDIX E

DEPLOYMENT

PURPOSE AND SCOPE

- Deployment is when selected industry representatives are activated as LLIs during a cost-shared EAD response.
- Deployment begins when the:
    o PIB is notified of a suspect or confirmed EAD case(s), or
    o affected jurisdiction(s) — via the Chief Veterinary Officer or AHA — ask the PIB to deploy an industry representative to fulfil the LLI function.
- After deployment, individuals should have gained first-hand experience in performing the LLI function.
- To deploy an LLI effectively, PIBs must:
    o maintain a well-resourced and coordinated LLI network consisting of suitably skilled individuals
    o keep LLI contact details and communication channels up to date to enable LLIs to be contacted at short notice
    o have clear processes, policies, and resources in place during peacetime to support the rapid LLI mobilisation.

RESOURCES

- Guidance for the engagement of LLI representatives
- LLI deployment checklist (template)
- PIB-specific materials.

PROCEDURE

1. **Appoint an LLI Coordinator** — nominate a staff member to coordinate deployment.
2. **Confirm the situation** — understand the current EAD status and what is needed from the LLI function.
3. **Select suitable LLIs** — identify which available individuals are suitable for deployment (this may include people outside the existing network).
4. **Create a roster** — plan rotation to manage workloads and avoid fatigue.
5. **Coordinate LLI deployment** — use the roster and deployment checklist to guide the process.
6. **Maintain communication** — keep in regular contact with deployed LLIs to support the flow of information and informed decision-making.

APPENDIX F

REFLECTION

PURPOSE AND SCOPE

- The reflection phase provides PIBs with an opportunity to assess how well LLIs were prepared, deployed, and performed during a response.
- This step usually happens after deployment and may include post-response evaluations or exercises led by AHA or the lead agency.
- These activities can help PIBs understand the themes and insights relevant to the performance and support of the LLI function. This may include identifying:
  - gaps, opportunities, strengths, risks, and issues related to processes, policies, and/or resources, and
  - how, when and by whom they ought to be addressed.
- PIBs are encouraged to maintain a small-scale lessons management framework (or equivalent continuous improvement register) to track and action recommendations from evaluations and exercises.

RESOURCES

- Observations, insights, and themes identified from after-actions reviews and exercises
- PIB-specific materials.

PROCEDURE

1. **Appoint an LLI Coordinator** — nominate a PIB staff member to lead the reflection process.
2. **Review existing records** — check any lessons management frameworks or improvement registers.
3. **Debrief deployed LLIs** — organise post-deployment discussions with LLIs who were deployed during the EAD response.
4. **Participate in after-action reviews** — support LLI involvement in formal evaluations.
5. **Gather feedback** — collect input from internal and external stakeholders (e.g. staff, the Board, state farming organisations).
6. **Analyse insights** — collate, analyse, and prioritise feedback, insights and recommendations from the response and relevant peacetime activities (e.g. exercises).
7. **Validate recommendations** — share and discuss findings with relevant stakeholders.
8. **Track progress** — monitor and report on how recommendations are being actioned to keep stakeholders informed.