

LIAISON – LIVESTOCK INDUSTRY NETWORK

STATUS ASSESSMENT CHECKLIST

SCOPE AND APPLICATION

This checklist helps peak industry bodies (PIBs) assess the current capacity, capability and suitability of their Liaison - Livestock Industry (LLI) network. Use this checklist to identify gaps, risks and issues, and guide decisions about next steps, such as recruitment, onboarding or network maintenance.

CHECKLIST

<input type="checkbox"/>	Review and update (where required) contact details of LLI network members.
<input type="checkbox"/>	<p>Review and update (where required) relevant internal plans, procedures and policies related to the LLI function, including:</p> <ul style="list-style-type: none"> • governance • employment, remuneration and indemnity insurance • work health and safety (WHS) considerations • reimbursement • lessons management.
<input type="checkbox"/>	Consult key stakeholders (e.g. the Board, relevant staff, state farming organisations) to identify gaps, challenges, risks and issues affecting LLIs in an emergency animal disease (EAD) response.
<input type="checkbox"/>	Prioritise gaps, challenges, risks and issues, and review and update (where required) industry self-assessment tools.
<input type="checkbox"/>	<p>Assess your current LLI network. Use industry self-assessment tools and resources that analyse preparedness maturity and identify requirements to build LLI capability and capacity. This may highlight issues such as:</p> <ul style="list-style-type: none"> • limited geographical coverage and/or capacity across the network • gaps in skills and/or knowledge • low engagement and/or availability (e.g. missed training or lack of communication) • suitability for deployment.
<input type="checkbox"/>	Record findings and recommendations and share them to inform recruitment, onboarding, deployment and maintenance of the LLI network.

LIAISON – LIVESTOCK INDUSTRY NETWORK

EXPRESSIONS OF INTEREST

SCOPE AND APPLICATION

This form helps peak industry bodies (PIBs) identify and invite suitable industry representatives to:

- be deployed as a Liaison – Livestock Industry (LLI) representative to local control or state coordination centres during an emergency animal disease (EAD) response, and/or
- take part in further development as part of the LLI network.

The expression of interest (EOI) form collects key details about each nominee, and the accompanying checklist outlines the criteria used to assess their suitability.

PIBs can manage the EOI process in two ways:

- **Recruitment-style process** — use sections 1–4 to assess and select LLI candidates
- **Self-assessment process** — share sections 1 and 3 with potential LLI candidates for them to complete independently.

Section 4 is used to record the decision of the PIB, regardless of which approach is taken.

EXPRESSION OF INTEREST FORM

SECTION 1: CONTACT DETAILS

Name			
Residential address			
		State	Postcode
Organisation/ business			
Position			
Email			
Phone			

SECTION 2: POTENTIAL LIAISON – LIVESTOCK INDUSTRY (LLI) CANDIDATE CRITERIA**FOR A PEAK INDUSTRY BODY-MANAGED RECRUITMENT PROCESS**

Describe your skills and knowledge relevant to performing the LLI function in an emergency animal disease (EAD) response.

Describe your experience and training relevant to performing the LLI function in an EAD response.

Describe the personal attributes you possess that will support you to perform the LLI function in an EAD response.

SECTION 3: ASSESSMENT CHECKLIST

INCLUDE THE FOLLOWING *ITALICISED INSTRUCTIONS* IF THE EOI IS PROVIDED TO POTENTIAL LLI CANDIDATES AS A SELF-ASSESSMENT TOOL.

Self-assessment tool instructions

- Rank your skills, knowledge, training, experience and personal attributes as low (L), medium (M), or high (H).
- Consider your transferable skills (i.e. not obtained through deployment into an EAD response).
- Consider the currency of your skills and knowledge.

CRITERIA

L

M

H

Skills and knowledge

Knowledge of industry operations

☐
☐
☐

Knowledge of state-based response arrangements and incident management systems

☐
☐
☐

Knowledge of national response arrangements

☐
☐
☐

Leadership and management skills, including supporting and advising team members, decision-making and problem-solving

☐
☐
☐

Communication and liaison skills, including using and maintaining multiple communication pathways

☐
☐
☐

Analytical, planning, organisational and prioritisation skills, including a sound ability to think strategically and coordinate activities and outputs to align with response objectives

☐
☐
☐

Information management skills, including dealing with sensitive/confidential and complex information and record-keeping

☐
☐
☐

Knowledge of risk management principles and the ability to contribute to risk-based decision-making

☐
☐
☐

Interpersonal skills, including maintaining constructive and cooperative working relationships

☐
☐
☐

Digital literacy, including using information management and communication software (e.g. Microsoft Teams)

☐
☐
☐

Experience and training			
Emergency response experience (biosecurity or otherwise)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incident Management Team (IMT) experience (biosecurity or non-biosecurity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incident Coordination Team (ICT) experience (biosecurity or non-biosecurity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Experience deployed as a LLI representative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundational emergency management training (e.g. AHA EAD Foundation online course)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intermediate emergency management training (e. AIIMS training)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in state-based and/or industry-led exercises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Completion of relevant accredited and/or nonaccredited training (e.g. leadership, communication, negotiation, conflict management)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Experience working with a diverse range of stakeholders, in fast-paced environments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal attributes			
Trusted and recognised within the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrity and honesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Awareness of how to manage stress in fast-paced, high-pressure environments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Liaison – Livestock Industry network
Expressions of interest
Version 1.0

LIAISON – LIVESTOCK INDUSTRY NETWORK

DEPLOYMENT CHECKLIST

SCOPE AND APPLICATION

This checklist covers the key information peak industry bodies (PIBs) should share with industry representatives who have been:

- approved to join their Liaison – Livestock Industry (LLI) network, and/or
- selected for deployment into a local control centre (LCC) or state coordination centre (SCC) during an emergency animal (EAD) response.

The checklist is designed to support clear communication between PIBs and industry representatives by prompting important discussions before, during and after a response.

It covers three key stages of deployment communications:

- **Pre-deployment** — preparing industry representatives for deployment
- **During deployment** — supporting industry representatives while deployed
- **Post-deployment** — capturing feedback, insights, and lessons learned to improve future responses and strengthen the LLI network.

CHECKLIST¹

PRE-DEPLOYMENT COMMUNICATIONS

Onboarding and peacetime network maintenance

<input type="checkbox"/>	Conditions of engagement (what it means to be an approved industry representative)
<input type="checkbox"/>	Calendar of events, training and activities, and how to access opportunities
<input type="checkbox"/>	What resources are readily available, and where to find these
<input type="checkbox"/>	National and industry-specific frameworks and arrangements

¹ PIBs should be aware that some overlap between the topics listed, particularly between those under 'peacetime' and 'just-in-time', may be necessary. This helps ensure that industry representatives feel adequately prepared for their deployment.

<input type="checkbox"/>	PIB processes and policies (incl. communication and crisis management plans; health, wellbeing and safety considerations such as workhours and stress management)
<input type="checkbox"/>	Roles, responsibilities and expectations of the LLI function, LLI network, PIB and lead agency
<input type="checkbox"/>	LLI-specific policies and arrangements (incl. notification and deployment; authority to represent industry; confidentiality, remuneration, insurance, reporting; who is authorised to engage the media) ¹
Just-in-time deployment	
<input type="checkbox"/>	Notification, timeframe of deployment (LLI deployment roster) and confirmation of availability
<input type="checkbox"/>	Contract of engagement signed between PIB and each LLI
<input type="checkbox"/>	Current situation (lead agency sitrep, if available) and immediate next steps
<input type="checkbox"/>	Available just-in-time resources, including resources developed by Animal Health Australia (AHA) (e.g. EAD foundation online course, LLI online course, relevant AUSVETPLAN disease response strategy and EADRA guidance documents)
<input type="checkbox"/>	Key response contacts (e.g. Incident Controller/Coordinator; Liaison Manager; Logistics Manager; other industry representatives including those on the Consultative Committee on Emergency Animal Disease (CCEAD) and National Management Group (NMG) and any others performing the LLI function previously or concurrently)
<input type="checkbox"/>	What to expect from the lead agency (e.g. inductions)
<input type="checkbox"/>	Reporting processes, including scheduled communications and briefings with the PIB
DURING DEPLOYMENT COMMUNICATIONS	
<input type="checkbox"/>	Forecast situation and next steps
<input type="checkbox"/>	PIB position on the situation, decisions and policies
<input type="checkbox"/>	Relevant information raised in various forums (e.g. CCEAD meetings) communicated to LLI representatives

<input type="checkbox"/>	Relevant information for consideration by the PIB, CCEAD or NMG representatives (incl. key issues, risks and opportunities) is identified and provided by the LLI representative
<input type="checkbox"/>	Information flow, decision-making and escalation processes
<input type="checkbox"/>	Contact details of subsequent industry representative (if any) and handovers
<input type="checkbox"/>	Discuss any potential conflicts of interest (e.g. is the LLI a producer with an infected premises?)
POST-DEPLOYMENT COMMUNICATIONS	
<input type="checkbox"/>	Issues, risks and opportunities during peacetime and just-in-time (incl. the management of the LLI network) ²
<input type="checkbox"/>	Issues, risks and opportunities during deployment
<input type="checkbox"/>	Participation in a debrief (incl. after-action reviews) and next steps

² Examples of issues, risks and opportunities may include resourcing and roles (e.g. staffing, responsibilities, capacity); processes and policies (e.g. continuity; deployment; conditions of engagement); communication and systems (e.g. information flow and efficacy of communication); and capability (e.g. professional development; learning and training).

LIAISON – LIVESTOCK INDUSTRY NETWORK

GUIDANCE FOR THE ENGAGEMENT OF LIAISON – LIVESTOCK INDUSTRY REPRESENTATIVES

SCOPE AND APPLICATION

This guidance document outlines the general expectations and engagement conditions of Liaison – Livestock Industry (LLI) representatives appointed by their peak industry body (PIB) during an emergency animal disease (EAD) response. It is intended for use both during peacetime (preparedness) and active response phases. The document also sets out what LLI representatives can expect from their PIBs in terms of support, communication, and resources.

TYPES OF ENGAGEMENT

LLI representatives may be employed:

- by existing corporate entities (e.g. processors, state farming organisations)
- paid under a standard PIB employment arrangement
- receive a remuneration or allowance from their PIB.

LLI representatives who volunteer, are self-employed (e.g. private veterinarians, producers) or work additional hours may not be paid for their LLI contribution. They may also lose income from having reduced their usual workload.

SCOPE OF THE LLI FUNCTION

The scope of the LLI function includes (but is not limited to) providing timely and relevant information to the lead agency through the Incident Management Team (IMT) or Coordination Management Team (CMT). This information helps inform and may influence strategic and operational decisions during an EAD response.

Given the potential impact of these decisions — such as the use of vaccination, implementation of movement controls, or destruction of animals — LLIs must be protected by appropriate indemnity insurance. These decisions, often made in consultation with the PIB, can have significant financial and operational consequences for individuals, businesses, and industry sectors.

COST-SHARING AND REIMBURSEMENT

LLI deployment may result in additional costs beyond normal commitments. Subject to approval by the National Management Group (NMG), these costs may be eligible for cost-sharing. Eligible expenses may include:

- wages or salaries for additional staff or contractors
- wages or salaries for staff or contractors backfilling roles usually undertaken by LLI

- overtime payments
- additional insurance expenses
- allowance or payments for travel, accommodation and meals.

GUIDANCE

When determining and maintaining the scope and conditions of engagement with LLI representatives, PIBs should consider the following.

Type of engagement arrangement

Identify the most appropriate engagement model for the structure and needs of your industry. This may include a(n):

- agreement for volunteers performing the LLI function
- agreement for self-employed individuals (e.g. private veterinarians, producers)
- agreement for individuals employed by a corporate entity
- formal PIB employment contract with the PIB.

Financial considerations

Assess whether financial support can be provided to reduce barriers to participation, particularly for:

- self-employed individuals whose income may be impacted by deployment
- individuals required to work additional unpaid hours beyond their standard remuneration.

Expectations of LLI representatives

Clearly outline expectations regarding:

- governance and communication
- professional conduct and behaviour
- liability and indemnity arrangements
- intellectual property rights
- compliance with PIB policies and procedures, including:
 - health, safety and wellbeing
 - reimbursement
 - invoicing and taxation
 - timesheets.

Legal and risk considerations

Seek legal advice to ensure all agreements include appropriate provisions for:

- work health and safety (WHS)
- public liability
- professional indemnity.

Commitment to deployment

Where possible, secure an in-principal commitment from LLI representatives to be available for deployment when reasonably required.

LIAISON – LIVESTOCK INDUSTRY NETWORK

RESOURCE AND OPPORTUNITY REGISTER

SCOPE AND APPLICATION

This register is designed to help peak livestock industry bodies (PIBs) collate and communicate relevant training, development, and networking opportunities (incl. resources) with their Liaison – Livestock Industry (LLI) networks.

PIBs should schedule regular communications to keep the register up to date and maintain engagement with their LLI representatives.

By collaborating with external stakeholders — such as state-based organisations, government departments, and independent bodies like Animal Health Australia — PIBs can identify, confirm and facilitate access to opportunities listed in the register. Some examples of external stakeholders and the support and involvement they may provide is found below.

The register could also be adapted to reflect findings, feedback and relevant recommendations from PIB LLI networks and previous exercises, training and development activities, networking events, and responses.

RESOURCE AND OPPORTUNITY REGISTER

ITEM	CATEGORY ⁱ	DATE	FORMAT	LOCATION	CONTACT/LEAD	PIB ROLE
VUCA ⁱⁱ						
Crisis management						
Emergency management						
AIIMS						
Exercise						
Online course						
SOP						
Conference						
Symposium						
Forum						

Committee						
Newsletter						
Peer-to-peer opportunity (e.g. observe a response; mentor/coaching)						

ⁱ Activity (A); event (E); resource (R); other (O).

ⁱⁱ Volatile, uncertain, complex and ambiguous environments.