

AUSTRALIAN VETERINARY EMERGENCY PLAN

AUSVETPLAN

Control centres management manual, Part 2

Operational centres: functions and linkages

Version 5.0

AUSVETPLAN is a series of technical response plans that describe the proposed Australian approach to an emergency animal disease incident. The documents provide guidance based on sound analysis, linking policy, strategies, implementation, coordination and emergency-management plans.

National Biosecurity Committee

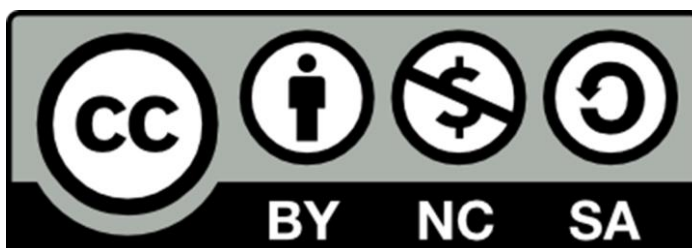
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DISEASE WATCH HOTLINE: 1800 675 888

The Disease Watch Hotline is a toll-free telephone number that connects callers to the relevant state or territory officer to report concerns about any potential emergency disease situation. Anyone suspecting an emergency disease outbreak should use this number to get immediate advice and assistance.

Edition 1

1991

Edition 2

Version 2.0, 1996 (minor update)

Edition 3

Version 3.0, 2007 (major update and inclusion of new cost-sharing arrangements)

Version 3.1, 2008 (Figures 2, 4 and 7 updated)

Edition 4

Version 4.0, 2015 (major restructure to include areas previously included in **Summary Document**)

Version 4.1, 2018 (minor updates to some function descriptions and reformatting)

Edition 5

Version 5.0, 2021 (incorporation into the Edition 5 format)

Contents

1	Introduction	11
1.1	Nationally agreed standard operating procedures.....	11
2	Using function descriptions.....	12
2.1	Structure of function descriptions	12
2.2	Coding of function descriptions	13
2.3	Organisational structure	16
3	Chief Veterinary Officer (CVO) Unit function descriptions	19
3.1	CVO PO 00: CVO Unit.....	19
3.2	CVO PO 01: Chief Veterinary Officer	20
3.3	CVO PO 02: CVO Advice	22
3.4	CVO PO 03: CVO Support.....	23
4	State Coordination Centre function descriptions.....	25
4.1	SCC IM 00: SCC Coordination Management	27
4.1.1	SCC IM 01: SCC Coordinator.....	29
4.1.2	SCC IM 02: SCC Workplace Health and Safety	32
4.1.3	SCC IM 03: SCC Emergency Management.....	33
4.1.4	SCC IM 04: SCC Response Monitoring.....	34
4.2	SCC LO 00: SCC Liaison Section	36
4.2.1	SCC LO 01: SCC Liaison Management.....	38
4.2.2	SCC LO 02.1: SCC Liaison — Livestock Industry	40
4.2.3	SCC LO 02.2: SCC Liaison — Other Agencies.....	42
4.2.4	SCC LO 02.3: SCC Liaison — Jurisdictional	43
4.2.5	SCC LO 02.4: SCC Liaison — Veterinary Practitioners.....	45
4.3	SCC PI 00: SCC Public Information Section.....	47
4.3.1	SCC PI 01: SCC Public Information Management.....	49
4.3.2	SCC PI 02: SCC Media Liaison	50
4.3.3	SCC PI 03: SCC Social Media	51
4.3.4	SCC PI 04: SCC Website	52
4.3.5	SCC PI 05: SCC Collateral	53
4.3.6	SCC PI 06: SCC Call Centre.....	54
4.3.7	SCC PI 07: SCC Stakeholder and Community Engagement	55
4.3.8	SCC PI 08: SCC Internal Communication	57
4.4	SCC PL 00: SCC Planning Section	58
4.4.1	SCC PL 01: SCC Planning Management.....	61
4.4.2	SCC PL 02.1: SCC Technical Analysis — Epidemiology	63
4.4.3	SCC PL 02.2: SCC Specialist Advice — Livestock Industry	65
4.4.4	SCC PL 02.3: SCC Specialist Advice — Economic	66
4.4.5	SCC PL 03: SCC Response Planning.....	67
4.4.6	SCC PL 04: SCC Resource Planning	69
4.4.7	SCC PL 05: SCC Situation Assessment.....	69
4.4.8	SCC PL 06: SCC Legal.....	70
4.4.9	SCC PL 07: SCC Biosecurity Information Systems	72
4.4.10	SCC PL 08: SCC Mapping and GIS	73
4.4.11	SCC PL 09: SCC Animal Welfare	74

4.5	SCC OP 00: SCC Operations Section	76
4.5.1	SCC OP 01: SCC Operations Management.....	78
4.5.2	SCC OP 02: SCC Investigations	80
4.5.3	SCC OP 02.1: SCC Laboratory Interface.....	81
4.5.4	SCC OP 02.2: SCC Tracing.....	82
4.5.5	SCC OP 02.3: SCC Surveillance	83
4.5.6	SCC OP 03: SCC Movement Controls.....	84
4.5.7	SCC OP 03.1: SCC Permits.....	85
4.5.8	SCC OP 03.2: SCC Check Points	86
4.5.9	SCC OP 04: SCC Infected Premises Operations	87
4.5.10	SCC OP 05: SCC Other Field Operations	88
4.5.11	SCC OP 05.1: SCC Vaccination/Medication	89
4.6	SCC LG 00: SCC Logistics Section	89
4.6.1	SCC LG 01: SCC Logistics Management.....	93
4.6.2	SCC LG 02: SCC Facilities and Services	95
4.6.3	SCC LG 02.1: SCC Information Services.....	97
4.6.4	SCC LG 03: SCC Staffing.....	98
4.6.5	SCC LG 03.1: SCC Induction	100
4.6.6	SCC LG 03.2: SCC Training and Assessment.....	101
4.6.7	SCC LG 04: SCC Catering	103
4.6.8	SCC LG 05: SCC Transport.....	104
4.6.9	SCC LG 06: SCC Accommodation	106
4.6.10	SCC LG 07: SCC Supply.....	107
4.7	SCC FA 00: SCC Finance and Administration Section.....	109
4.7.1	SCC FA 01: SCC Finance and Administration Management.....	112
4.7.2	SCC FA 02: SCC CMT Secretariat.....	114
4.7.3	SCC FA 03: SCC Records Management.....	115
4.7.4	SCC FA 04: SCC Finance.....	117
4.7.5	SCC FA 05: SCC Human and Industrial Relations.....	118
4.7.6	SCC FA 06: SCC Procurement.....	119
4.7.7	SCC FA 07: SCC Compensation	121
5	Local Control Centre function descriptions.....	123
5.1	LCC IM 00: LCC Incident Management.....	125
5.1.1	LCC IM 01: LCC Controller	127
5.1.2	LCC IM 02: LCC Workplace Health and Safety.....	129
5.1.3	LCC IM 03: LCC Emergency Management	131
5.1.4	LCC IM 04: LCC Response Monitoring	132
5.2	LCC LO 00: LCC Liaison Section.....	133
5.2.1	LCC LO 01: LCC Liaison Management	136
5.2.2	LCC LO 02.1: LCC Liaison — Livestock Industry.....	138
5.2.3	LCC LO 02.2: LCC Liaison — Other Agencies	140
5.2.4	LCC LO 02.3: LCC Liaison — Jurisdictional.....	141
5.2.5	LCC LO 02.4: LCC Liaison — Veterinary Practitioners	143
5.3	LCC PI 00: LCC Public Information Section	145
5.3.1	LCC PI 01: LCC Public Information Management.....	147
5.3.2	LCC PI 02: LCC Media Liaison.....	148
5.3.3	LCC PI 07: LCC Stakeholder and Community Engagement.....	149
5.4	LCC PL 00: LCC Planning Section	151
5.4.1	LCC PL 01: LCC Planning Management	154
5.4.2	LCC PL 02.1: LCC Technical Analysis — Epidemiology.....	156
5.4.3	LCC PL 02.2: LCC Specialist Advice — Livestock Industry.....	158

5.4.4	LCC PL 03: LCC Response Planning	159
5.4.5	LCC PL 04: LCC Resource Planning	160
5.4.6	LCC PL 05: LCC Situation Assessment	161
5.4.7	LCC PL 06: LCC Legal.....	162
5.4.8	LCC PL 07: LCC Biosecurity Information Systems.....	163
5.4.9	LCC PL 08: LCC Mapping and GIS.....	164
5.4.10	LCC PL 09: LCC Animal Welfare	166
5.5	LCC OP 00: LCC Operations Section.....	168
5.5.1	LCC OP 01: LCC Operations Management.....	171
5.5.2	LCC OP 02: LCC Investigations.....	172
5.5.3	LCC OP 02.1: LCC Laboratory Interface	174
5.5.4	LCC OP 02.2: LCC Tracing.....	175
5.5.5	LCC OP 02.3: LCC Surveillance.....	176
5.5.6	LCC OP 03: LCC Movement Controls	177
5.5.7	LCC OP 03.1: LCC Permits	178
5.5.8	LCC OP 03.2: LCC Check Points.....	179
5.5.9	LCC OP 03.3: LCC Field Patrols	180
5.5.10	LCC OP 03.4: LCC Infected Premises Security	181
5.5.11	LCC OP 04: LCC Infected Premises Operations	182
5.5.12	LCC OP 04.1: LCC Valuation and Compensation.....	184
5.5.13	LCC OP 04.2: LCC Destruction	185
5.5.14	LCC OP 04.3: LCC Disposal.....	186
5.5.15	LCC OP 04.4: LCC Decontamination/Disinsectisation	187
5.5.16	LCC OP 04.5: LCC Case Management.....	188
5.5.17	LCC OP 05: LCC Other Field Operations.....	189
5.5.18	LCC OP 05.1: LCC Vaccination/Medication.....	190
5.5.19	LCC OP 05.2: LCC Vector Control	191
5.5.20	LCC OP 05.3: LCC Wild Animal Response	192
5.6	LCC LG 00: LCC Logistics Section.....	194
5.6.1	LCC LG 01: LCC Logistics Management.....	197
5.6.2	LCC LG 02: LCC Facilities and Services.....	199
5.6.3	LCC LG 02.1: LCC Information Services.....	201
5.6.4	LCC LG 02.2: LCC Biosecurity Services	203
5.6.5	LCC LG 03: LCC Staffing.....	204
5.6.6	LCC LG 03.1: LCC Induction.....	206
5.6.7	LCC LG 03.2: LCC Training and Assessment.....	207
5.6.8	LCC LG 04: LCC Catering.....	209
5.6.9	LCC LG 05: LCC Transport.....	210
5.6.10	LCC LG 06: LCC Accommodation.....	212
5.6.11	LCC LG 07: LCC Supply	213
5.7	LCC FA 00: LCC Finance and Administration Section	215
5.7.1	LCC FA 01: LCC Finance and Administration Management.....	218
5.7.2	LCC FA 02: LCC IMT Secretariat	220
5.7.3	LCC FA 03: LCC Records Management.....	221
5.7.4	LCC FA 04: LCC Finance	222
5.7.5	LCC FA 05: LCC Human and Industrial Relations	224
5.7.6	LCC FA 06: LCC Procurement.....	225
6	Forward Command Post (FCP) function	227
6.1	FCP OP 00: FCP Forward Command Post	227
6.2	FCP OP 01: FCP Management.....	229
6.3	FCP OP 01.1: FCP Administration Support/Communications	230

6.4	FCP OP 03: FCP Movement Controls.....	231
6.5	FCP OP 04: FCP Infected Premises Operations.....	232
6.6	FCP OP 05: FCP Other Field Operations.....	233
7	Field (FLD) function descriptions	234
7.1	FLD OP 02.3: FLD Surveillance.....	234
7.2	FLD OP 03.2: FLD Check Points.....	236
7.3	FLD OP 03.3: FLD Field Patrols	237
7.4	FLD OP 03.4: FLD Infected Premises Security	238
7.5	FLD OP 04: FLD Infected Premises Site Supervision	239
7.6	FLD OP 04.1: FLD Valuation and Compensation.....	241
7.7	FLD OP 04.2: FLD Destruction.....	242
7.8	FLD OP 04.3: FLD Disposal.....	244
7.9	FLD OP 04.4: FLD Decontamination/Disinsectisation	245
7.10	FLD OP 04.5: FLD Case Management.....	246
7.11	FLD OP 05.1: FLD Vaccination/Medication.....	247
7.12	FLD OP 05.2: FLD Vector Control	249
7.13	FLD OP 05.3: FLD Wild Animal Response.....	250
	Glossary	252
	Standard AUSVETPLAN glossary.....	252
	Abbreviations.....	261
	Standard AUSVETPLAN abbreviations.....	261

Tables

Table 3.1	Functions and codes.....	13
Table 2.2	Terms used for organisational levels in SCCs and LCCs	16
Table 2.3	Examples of use of organisational terms	17

Figures

Figure 2.1	Organisational relationships within a state or territory	18
Figure 3.1	Chief Veterinary Officer (CVO) Unit	20
Figure 4.1	Functional structure of the State Coordination Centre.....	26
Figure 4.2	Major functions of the Coordination Management Team	28
Figure 4.3	Coordination Management at the State Control Centre.....	29
Figure 4.4	Organisational structure of the SCC Liaison function.....	38

Figure 4.5	Organisational structure of the SCC Public Information function	48
Figure 4.6	Organisational structure of the SCC Planning function.....	60
Figure 4.7	Organisational structure of the SCC Operations function	78
Figure 4.8	Organisational structure of the SCC Logistics function.....	93
Figure 4.9	Organisational structure of the SCC Finance and Administration function	112
Figure 5.1	Functional structure of the Local Control Centre	124
Figure 5.2	Major functions of the Incident Management Team	126
Figure 5.3	Organisational structure of the LCC Incident Management function	127
Figure 5.4	Organisational structure of the LCC Liaison function.....	135
Figure 5.5	Organisational structure of the LCC Public Information function.....	146
Figure 5.6	Organisational structure of the LCC Planning function	153
Figure 5.7	Organisational structure of the LCC Operations function.....	170
Figure 5.8	Organisational structure of the LCC Logistics function	197
Figure 5.9	Organisational structure of the LCC Finance and Administration function	218
Figure 6.1	Organisational structure of the LCC Forward Command Post function	229
Figure 7.1	Organisational structure of the LCC Field function	234

1 Introduction

This **Control Centres Management Manual** is an integral part of the **Australian Veterinary Emergency Plan**, or **AUSVETPLAN (Edition 5.0)**. The manual is in two parts:

- Part 1 describes the Australian arrangements for managing a response to an emergency animal disease (EAD), and introduces the structures for managing the response; it promotes consistent but flexible frameworks for response management across all jurisdictions, and is aligned with contemporary incident management systems.
- Part 2 describes the specific functions of state and territory, and local EAD control centres and forward command posts, and their response personnel during a response.

This manual has been produced in accordance with the agreed procedures developed for drafting of AUSVETPLAN manuals, and in consultation with Australian national, state and territory governments, and the relevant industries.

This version takes into account the provisions of the Government and Livestock Industry Cost Sharing Deed In Respect of Emergency Animal Disease Responses (EADRA)¹ — for example:

- obligations regarding the reporting of incidents
- approval by the National Management Group (a peak body of government chief executive officers and industry organisation presidents) of a response plan developed by the Chief Veterinary Officer of the affected state or territory, in consultation with the Consultative Committee on Emergency Animal Diseases
- financial reporting requirements of lead agencies
- performance auditing of operations
- participation of industry representatives at control centres.

This manual is central to the implementation of AUSVETPLAN and therefore contains references to other AUSVETPLAN documents, including the disease strategies, operational manuals, other management manuals and related resources.

In addition, each state and territory will have specific action plans to suit its own needs.

This manual will be reviewed regularly and updated as a result of testing in exercises and workshops, or the activation of AUSVETPLAN.

In this manual, text placed in square brackets [xxx] indicates that that aspect of the manual remains contentious or is under development; such text is not part of the official manual. The issues will be worked on by experts and relevant text included at a future date.

1.1 Nationally agreed standard operating procedures

Nationally agreed standard operating procedures (NASOPs)² have been developed for use by jurisdictions during responses to emergency animal disease (EAD) incidents and emergencies. These procedures underpin elements of AUSVETPLAN and describe in detail specific actions undertaken during a response to an incident.

¹ Information about the EADRA can be found at www.animalhealthaustralia.com.au/programs/emergency-animal-disease-preparedness/ead-response-agreement

² www.animalhealthaustralia.com.au/what-we-do/emergency-animal-disease/nationally-agreed-standard-operating-procedures/

2 Using function descriptions

Function descriptions have been developed to assist personnel to perform the function(s) they have been assigned during the response to an emergency animal disease (EAD) incident. Function descriptions can be printed and used as an aide-mémoire during performance of the assigned functions. Each function description is designed to be used in conjunction with their relevant major function or 'Section' description (see Section **Error! Reference source not found.** and Section **Error! Reference source not found.**).

Note: Depending on the size and complexity of the response, one person may perform several functions, or one function may be performed by multiple personnel. The EAD incident drives the size and nature of the response's organisational structure.

2.1 Structure of function descriptions

Each function description comprises the following:

Front page content

Responsibilities

This identifies the primary responsibilities of the function.

Appointment

Note: 'Appointment' refers to the identification of the need for function(s) and includes the assignment of personnel to perform the function(s).

This identifies who appoints/assigns the function and who the function reports to. It should also identify any subordinate functions.

Skills and knowledge

This identifies specific skills and knowledge that may be required by personnel working in the function.

Back page content

Tasks

This lists (in the form of a checklist) the tasks undertaken by the function.

Significant interacting relationships between functions are also identified in this list.

Additional information on Section descriptions

As well as the above headings, each major function or 'Section' (coded 00 — eg PL 00: Planning, OP 00: Operations) also includes a diagram showing the organisational structure of the functional areas ('units') that could be established within the function, and a list of Key Outputs for the function. The exception for a key outputs list is the Public Information function — please refer to the *Biosecurity Incident Public Information Manual* (BIPIM) ³ for further information.

³ www.animalhealthaustralia.com.au/programs/emergency-animal-disease-preparedness/ausvetplan/resource-documents

2.2 Coding of function descriptions

This manual provides all function descriptions that might potentially be applied at the state and territory, local and field levels.

Table 2.1 provides a guide to the function descriptions provided in this manual.

The functions are coded so that equivalent functions at each organisational level have the same abbreviation and number — for example, OP 02.3 refers to the Surveillance function at state/territory, local and field levels. The exception is in the coding of functions relating to valuation and compensation, because at local and field levels these operations are related (OP 04.1 Valuation and Compensation), whereas at the state/territory level it is finance related (FA 07 Compensation).

Symbols used in Table 2.1 are as follows:

- ◆ function or section
- Θ function management
- 0 subfunction or unit.

Table 2.1 Functions and codes

Function		CVO	SCC	LCC	FCP	FLD
CVO Unit	PO 00	◆				
Chief Veterinary Officer	PO 01	Θ				
CVO Advice	PO 02	0				
CVO Support	PO 03	0				
Coordination and Incident Management	IM 00		◆	◆		
Coordinator/Controller	IM 01		Θ	Θ		
Workplace Health and Safety	IM 02		0	0		
Emergency Management	IM 03		0	0		
Response Monitoring	IM 04		0	0		
Liaison Section	LO 00		◆	◆		
Liaison Management	LO 01		Θ	Θ		
Liaison — Livestock Industry	LO 02.1		0	0		
Liaison – Other Agencies	LO 02.2		0	0		
Liaison – Jurisdictional	LO 02.3		0	0		
Liaison – Veterinary Practitioners	LO 02.4		0	0		
Public Information Section	PI 00		◆	◆		
Public Information Management	PI 01		Θ	Θ		
Media Liaison	PI 02		0	0		
Social Media	PI 03		0			
Website	PI 04		0			

Function		CVO	SCC	LCC	FCP	FLD
Advertising	PI 05		0			
Call Centre	PI 06		0	0		
Community Engagement	PI 07		0	0		
Internal Communication	PI 08		0			
Planning Section	PL 00		◆	◆		
Planning Management	PL 01		Θ	Θ		
Technical Analysis — Epidemiology	PL 02.1		0	0		
Specialist Advice — Livestock Industry	PL 02.2		0	0		
Specialist Advice — Economic	PL 02.3		0			
Response Planning	PL 03		0	0		
Resource Planning	PL 04		0	0		
Situation Assessment	PL 05		0	0		
Legal	PL 06		0	0		
Biosecurity Information Systems	PL 07		0	0		
Mapping and GIS	PL 08		0	0		
Animal Welfare	PL 09		0	0		
Operations Section/Forward Command Post	OP 00		◆	◆	◆	
Operations/FCP Management	OP 01		Θ	Θ	Θ	
FCP Administration Support/Communications	OP 01.1				0	
Investigations	OP 02		0	0		
Laboratory Interface	OP 02.1		0	0		
Tracing	OP 02.2		0	0		
Surveillance	OP 02.3		0	0		0
Movement Controls	OP 03		0	0	0	
Permits	OP 03.1		0	0		
Check Points	OP 03.2		0	0		0
Field Patrols	OP 03.3			0		0
Infected Premises Security	OP 03.4			0		0
Infected Premises Operations/Site Supervision	OP 04		0	0	0	0
Valuation and Compensation	OP 04.1			0		0
Destruction	OP 04.2			0		0
Disposal	OP 04.3			0		0

Function		CVO	SCC	LCC	FCP	FLD
Decontamination/Disinsectisation	OP 04.4			0		0
Case Management	OP 04.5			0		0
Other Field Operations	OP 05		0	0	0	
Vaccination/Medication	OP 05.1		0	0		0
Vector Control	OP 05.2			0		0
Wild Animal Response	OP 05.3			0		0
Logistics Section	LG 00		◆	◆		
Logistics Management	LG 01		Θ	Θ		
Facilities and Services	LG 02		0	0		
Information Services	LG 02.1		0	0		
Biosecurity Services	LG 02.2			0		
Staffing	LG 03		0	0		
Induction	LG 03.1		0	0		
Training and Assessment	LG 03.2		0	0		
Catering	LG 04		0	0		
Transport	LG 05		0	0		
Accommodation	LG 06		0	0		
Supply	LG 07		0	0		
Finance and Administration Section	FA 00		◆	◆		
Finance and Administration Management	FA 01		Θ	Θ		
CMT/IMT Secretariat	FA 02		0	0		
Records Management	FA 03		0	0		
Finance	FA 04		0	0		
Human and Industrial Relations	FA 05		0	0		
Procurement	FA 06		0	0		
Compensation	FA 07		0			

CMT = Coordination Management Team; CVO = Chief Veterinary Officer; FCP = Forward Command Post; FLD = field; GIS = geographic information system; IMT = Incident Management Team; LCC = Local Control Centre; SCC = State Coordination Centre

2.3 Organisational structure

The organisational structure of a Local Control Centre (LCC) or State Coordination Centre (SCC) will depend on the scale and complexity of the incident.

Table 2.2 shows the terms used to describe organisational levels in SCCs and LCCs, and the terms used to describe the person in charge of each level or functional grouping.

Table 2.2 Terms used for organisational levels in SCCs and LCCs

Term	Definition and examples	Notes
Function	An activity or grouping of activities addressing core responsibilities of the SCC or LCC. The term 'function' is used at all organisational levels in an SCC or LCC	
Section	The organisational level with responsibility for each of the major functions of the SCC or LCC (ie Liaison, Public Information, Planning, Operations, Logistics, and Finance and Administration)	'Section' descriptions must be used in conjunction with their subordinate functional descriptions
Unit	A small cell of people working within one of the sections on a designated set of activities (eg if multiple personnel work in Infected Premises Operations (OP 04) in the Operations Section, the Infected Premises Operations 'unit' is formed)	The exception is the CVO Unit, a small cell of people supporting the CVO — this is a structural unit that is separate from the SCC
Team	A small cell of people working in the field on a designated set of activities (eg Field Surveillance team)	
SCC Coordinator	The individual responsible for managing all incident coordination and control activities that lie in the SCC's area of responsibility (as defined by the CVO)	Previously named 'SCC Director'
LCC Controller	The individual responsible for managing all incident control activities that lie in the LCC's area of responsibility (as defined by the CVO)	
Management	The function that manages all the responsibilities and tasks of a section. Personnel performing Management functions are members of the Coordination Management Team (SCC) or the Incident Management Team (LCC)	Depending on the size of the incident, an individual may be appointed to perform more than one management function, or a manager may be appointed for each section
Head	The individual responsible for a functional unit (eg Movement Controls unit (OP 03) in the Operations Section (OP 00))	
Leader	The individual responsible for a functional field team (eg FLD Destruction team (FLD OP 04.2))	

Term	Definition and examples	Notes
Personnel	Individuals working within the incident management structure, either within an operations centre (CVO Unit, SCC, LCC, FCP) or in the field	

CVO = Chief Veterinary Officer; FCP = Forward Command Post; FLD = field; LCC = Local Control Centre; SCC = State Coordination Centre

'Span of control' refers to the number of groups or individuals that can be successfully supervised by one person — this is 3–7, depending on the scale or complexity of the incident. Once the span of control is reached for a person in charge of any function, the person in charge should consider delegating responsibility to others. Delegation ensures that the person in charge maintains the ability to effectively task, monitor and evaluate performance (AIIMS 4th edition, 2013⁴). Table 2.3 provides examples of the use of the terms in the previous table, in hierarchies that may be established in organisational structures.

Table 2.3 Examples of use of organisational terms

In SCC or LCC				In field	
Section	Person in charge	Unit and functions	Person in charge	Team	Person in charge
Operations	Management (manager)	Investigations <ul style="list-style-type: none"> Surveillance 	Head of Investigations Head of Surveillance (if multiple field surveillance teams)	FLD Surveillance	Leader
Operations	Management (manager)	Infected Premises Operations <ul style="list-style-type: none"> Destruction 	Head of Infected Premises Operations Head of Destruction (if multiple field destruction teams)	FLD Destruction	Leader
Logistics	Management (manager)	LCC Facilities and Services <ul style="list-style-type: none"> Information Services 	Head of Facilities and Services Head of Information Services (if number of personnel in the function exceeds span of control, a 'Head' is required)		

⁴ <https://www.afac.com.au/initiative/aiims>

FLD = field; LCC = Local Control Centre; SCC = State Coordination Centre

Figure 2.1 shows the organisational relationships between the Chief Veterinary Officer (CVO) Unit, SCC and LCC (described in detail in this manual), and jurisdictional executive bodies. It also acknowledges that industries may have a role outside the AUSVETPLAN response structure, that will inform the EAD response (see also Part 1, Section 2.2.2 — Operational centres).

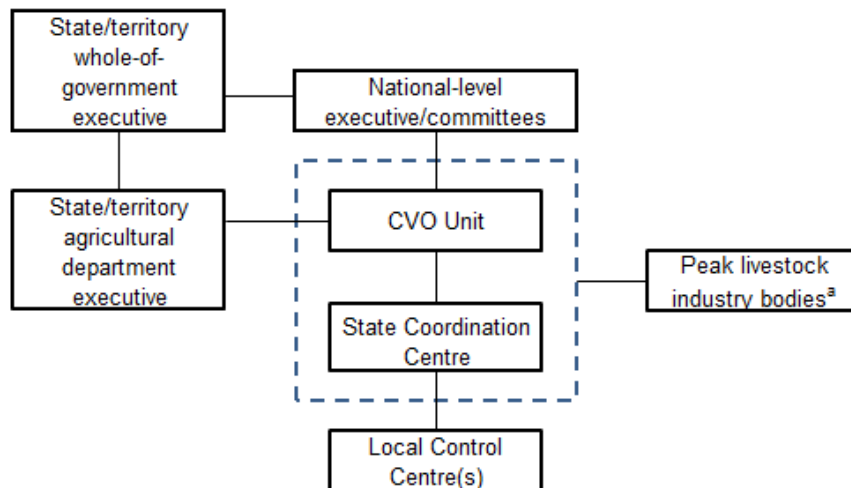


Figure 2.1 Organisational relationships within a state or territory

a The role of industry is integral to any EAD response. Although affected industries are represented in control centres, they may have an advocacy role, which is outside the response structure but informs the response through the CVO and industry representatives in the respective control centres. This role is not covered specifically in this manual.

3 Chief Veterinary Officer (CVO) Unit function descriptions

3.1 CVO PO 00: CVO Unit

Note: This section description must be read in conjunction with subordinate functional descriptions.

Responsibilities

The Chief Veterinary Officer (CVO) Unit is the body (or office) that includes the state or territory CVO, CVO Advice and CVO Support functions. The CVO Unit works as a whole to undertake the functions of the CVO.

Members of the CVO Unit assist the CVO in undertaking functions and tasks to:

- provide outcomes that meet the needs of response stakeholders
- support business continuity for other routine, non-emergency activities and tasks of the CVO.

Appointment

The CVO is appointed under the relevant state or territory biosecurity or livestock legislation.

Members of the CVO Unit are appointed by the CVO.

Skills and knowledge

- Ability to work under pressure for long periods, and understand the time pressures and commitments of the functional area.
- Ability to provide high-quality outputs representing the considered and collective views and opinions of the CVO.
- Ability to maintain a balanced knowledge of the scientific, political, legal, management and industry aspects of emergency animal disease responses.

Tasks

- Work collectively and cooperatively to develop and provide CVO advice, guidance and support.
- Through effective communication, manage and maintain relationships with key stakeholders, including departmental executives, the minister, industry, response personnel and the general public.
- Additional tasks listed under the CVO, CVO Advice and CVO Support functions.

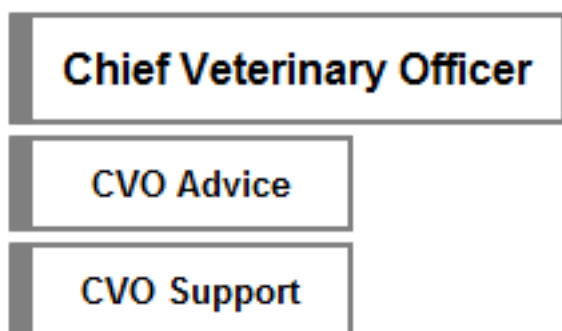


Figure 3.1 Chief Veterinary Officer (CVO) Unit

3.2 CVO PO 01: Chief Veterinary Officer

Note: This role description must be used in conjunction with the Chief Veterinary Officer (CVO) Unit description.

Responsibilities

The state or territory CVO is responsible for overseeing the planning and management of the disease control program. The program must be conducted in accordance with relevant legislation, policies, emergency management arrangements and AUSVETPLAN strategies and procedures, taking into account the economic, commercial and social implications of the actions taken.

The CVO will ensure that accurate and timely advice is provided to the minister, the Consultative Committee on Emergency Animal Diseases (CCEAD), the National Management Group, the public, departmental personnel, emergency management agencies and industry.

Appointment

The CVO is appointed under the relevant state or territory biosecurity or livestock legislation.

The CVO is responsible to the minister and normally reports through the department's executive management.

The CVO may appoint personnel to the following functions:

- CVO Advice
- CVO Support
- SCC Coordinator.

The CVO will liaise closely with the Australian CVO (ACVO) and other state and territory CVOs, through the CCEAD.

Skills and knowledge

- Balanced knowledge of the scientific, political, legal, management and industry aspects of a major disease control program.
- Sound knowledge of relevant AUSVETPLAN manuals relating to the disease and enterprises involved.

- Sound knowledge of the World Organisation for Animal Health (OIE) *Terrestrial Animal Health Code*.
- Highly developed communication and negotiation skills.
- Strong ability to think and plan strategically.
- Strong ability to apply risk management principles to decision making and disease control activities.
- Good understanding of epidemiological principles, and the diagnosis and control of animal diseases.
- Good understanding of relevant legislation.
- Ability to lead and delegate effectively.
- Ability to analyse complex problems and produce practical solutions with clear priorities.
- Ability to work under pressure for long periods.
- Experience in managing the media.

Tasks

- Appoint key personnel of the State Coordination Centre (SCC) and Local Control Centre (LCC). This includes the SCC Coordinator, CVO Advice and CVO Support. The CVO should provide all immediate subordinate personnel with details of the functional area structure, roles and responsibilities and reporting relationships.
- Confirm with the SCC Coordinator and LCC Controller which centre (SCC/LCC) will have responsibility for managing operational activities within declared areas.
- Ensure that key SCC and LCC personnel are adequately briefed and aware of:
 - the outbreak situation, policies and strategies
 - their roles, responsibilities and duties, as set out in this manual, and other operational procedures
 - their legal, financial and decision-making delegations.
- Ensure development of sound policies for disease control, in consultation with the CCEAD, executive management and the minister, and reflect them in the Emergency Animal Disease Response Plan (EADRP), as required by the Emergency Animal Disease Response Agreement (EADRA; clause 7.1).
- Provide the EADRP to the CCEAD as soon as possible.
- Ensure the provision of accurate and timely progress reports to the minister, the departmental executive, the CCEAD and other relevant parties.
- Participate in the CCEAD.
- Nominate individuals to working groups established by the CCEAD.
- Invite the affected industry to provide one or more (at the CVO's discretion) representatives to contribute to the development of the EADRP and implementation of the response.
- Advise the ACVO of significant laboratory data generated from jurisdictional laboratories, and from the CSIRO Australian Animal Health Laboratory (CSIRO-AAHL) when CSIRO-AAHL is involved in processing jurisdictional samples.
- Exercise substantive or delegated legal powers, which may include:
 - declaring premises status and declared areas
 - ordering the destruction of infected animals
 - appointing additional inspectors of stock.
- Negotiate with the departmental executive regarding any additional delegations or modifications to normal practices that are required to ensure that adequate authority is available for operations to proceed without delay.
- Oversee the disease control campaign, continually assessing and updating strategies.

- Specify and monitor the reporting requirements for operations, and the timing and nature of briefing sessions.
- Ensure that the incident is managed within agreed and available funding allocations.
- Ensure that agreed cost-sharing arrangements are followed, if applicable.
- Ensure that policy on compensation is formulated early in the response.
- Ensure the release of premises from quarantine, on the recommendation of the SCC.
- Delegate other day-to-day tasks, inside or outside the scope of the response. This may include:
 - managing ministerial/executive correspondence and briefings relevant to the response
 - managing the ongoing everyday duties of the CVO (outside the response).
- Ensure that a consolidated report on the response is produced, highlighting policy issues and legislative changes that need to be addressed before a future incident occurs.

3.3 CVO PO 02: CVO Advice

Note: This role description must be used in conjunction with the Chief Veterinary Officer (CVO) Unit description.

Responsibilities

The CVO Advice function supports and advises the CVO in critical decision making and strategic direction. It provides technically sound and considered advice to the CVO, based on information acquired from the State Coordination Centre (SCC) and a range of other sources, as appropriate.

The CVO Advice function may be required to explore and document proposed solutions to complex problems outside traditional or accepted strategies and policies. Personnel involved in this function should not be constrained in their thinking.

The CVO Advice function must remain closely attuned to the views and concerns of government, industry and the community.

Appointment

The CVO Advice function is appointed by, and reports to, the CVO.

Although the function is to remain the same or similar throughout an incident response, the membership of the CVO Advice function is flexible and may change over the course of the incident, matching the skills and knowledge of members to the advice or support required by the CVO.

Skills and knowledge

- Highly developed communication and negotiation skills.
- Ability to analyse complex problems and develop clear, practical, risk-based solutions or advice.
- Relevant technical skills and abilities.
- Ability to maintain confidentiality in dealing with external parties.
- Understanding of the need to balance scientific, economic, political, legal, technical, environmental and social risks in managing the disease incident, and in making recommendations to the CVO.
- Sound knowledge of relevant AUSVETPLAN manuals relating to the disease and enterprises involved.

- Sound knowledge of the World Organisation for Animal Health (OIE) *Terrestrial Animal Health Code*.
- Understanding of relevant legislation.
- Thorough understanding of established emergency disease management principles and systems.
- Sound understanding of the affected industries in the jurisdiction.

Tasks

- Liaise with the SCC in the first instance and, where appropriate, with industry stakeholders, politicians, departmental executives, colleagues and others to acquire information (including scientific literature, policies or plans) and situational awareness to develop timely, well-considered and robust advice to the CVO.
- Consider and evaluate/expand on the risks (including political, economic, social, technical, operational, legal and environmental) that arise from implementing proposed solutions, as presented by the SCC.
- Develop and assess alternative disease control strategies for consideration by the CVO, in consultation with the SCC. Any proposals considered for inclusion in the Emergency Animal Disease Response Plan (EADRP) must be adequately supported by evidence (and/or argument).
- Consider AUSVETPLAN, the EADRP, relevant legislation, policies, and emergency management arrangements and procedures in decision making and in forming advice.
- Identify solutions (that are in alignment with the aim of the response) if stakeholders fail to comply with legislative, policy and emergency management requirements.
- Undertake other tasks, inside the scope of the response, as directed by the CVO, to relieve the burden of duties on the CVO.
- Ensure that all documents created by the CVO Advice function during the incident are filed in the appropriate electronic and hard-copy formats, as prescribed by the SCC Records Management function.
- Conduct or participate in incident debriefing, as required.

3.4 CVO PO 03: CVO Support

Note: This role description must be used in conjunction with the Chief Veterinary Officer (CVO) Unit description.

Responsibilities

The CVO Support function is responsible for providing administrative support to the CVO and the CVO Unit.

The CVO Support function assists the CVO:

- with the coordination of electronic communications to and from the CVO
- with the coordination and management of meetings
- by attending meetings with the CVO to record minutes or notes.

Appointment

Personnel performing the CVO Support function are appointed by, and report to, the CVO. Personnel must liaise closely with all State Coordination Centre (SCC) sections and units.

Skills and knowledge

- Strong coordination and management skills.
- Sound listening and writing skills.
- Sound executive assistant skills, including the use of common computer applications.
- Sound knowledge of departmental filing/record systems.
- Strong understanding of confidentiality requirements.
- Sound ability to communicate effectively and precisely with a range of stakeholders.

Tasks

- Provide executive assistance to the CVO.
- Keep track of the daily movements of the CVO, SCC Coordinator, key executives and the minister, so that expedient arrangements can be made for signing orders.
- Coordinate web conferencing, meetings and so on.
- Attend meetings at the request of the CVO to record proceedings, and prepare reports as required.
- Monitor communications between the CVO and SCC Coordinator/section management personnel.

4 State Coordination Centre function descriptions

During the response to an emergency animal disease, the responsible state or territory animal health authority will manage its responsibilities in accordance with the relevant national, and state or territory animal health arrangements (such as legislation, the Emergency Animal Disease Response Agreement and AUSVETPLAN), and state or territory emergency management arrangements. This may include the establishment of a State Coordination Centre (SCC).

The SCC will have primary responsibility for coordinating activities across the state or territory, in accordance with the strategic direction provided by the Chief Veterinary Officer, the Consultative Committee on Emergency Animal Diseases and the National Management Group. In some circumstances, it may be appropriate to combine SCC and Local Control Centre (LCC) responsibilities into one centre. If this occurs, personnel will need to separate strategic, statewide activities from operational activities being conducted at a local or field level.

Resources provided to the SCC and LCC may be coordinated centrally to avoid one centre having preferential access to resources. The SCC will liaise with the National Coordination Centre when resources are provided by international or interjurisdictional sources, to ensure appropriate allocation and use of resources.

The functional management structure of the SCC is shown in Figure 4.1.

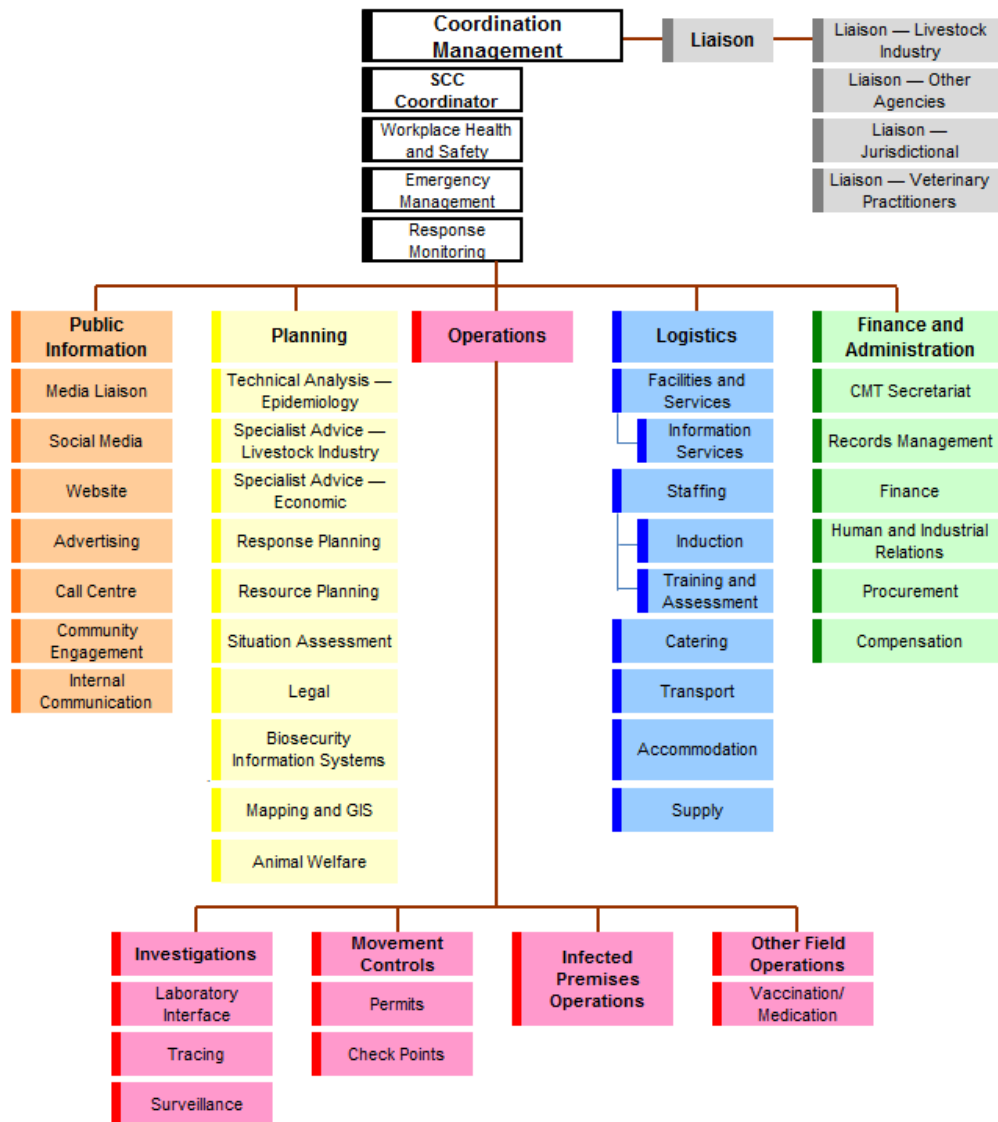


Figure 4.1 Functional structure of the State Coordination Centre

4.1 SCC IM 00: SCC Coordination Management

Note: This section description must be used in conjunction with subordinate functional descriptions.

Responsibilities

The Coordination Management function is responsible for the overall management of activities undertaken by the State Coordination Centre (SCC). This function is typically more about coordination of support services and resources, although it maintains a control responsibility in the response, with the Local Control Centre (LCC) reporting to the Coordination Management function through the LCC Controller.

Appointment

The Coordination Management function will be established by the SCC Coordinator, usually in consultation with the Chief Veterinary Officer (CVO).

Depending on the size and complexity of the response, it may be necessary to establish several functional units within the Coordination Management function to support the SCC Coordination Management function. These could include:

- Deputy (Assistant) Manager for the SCC Coordinator
- Administrative support — provided, if required, by the Coordination Management Team (CMT) Secretariat function of the SCC Finance and Administration Section
- SCC Workplace Health and Safety
- SCC Emergency Management
- SCC Response Monitoring.

NOTE: The SCC Coordinator, usually in consultation with the CVO, will also establish the CMT. The CMT typically includes those personnel appointed to manage the major functional sections of the SCC (Liaison, Public Information, Planning, Operations, Logistics, Finance and Administration). The CMT must have a veterinarian within its membership.

Skills and knowledge

- Highly developed communication, liaison, problem solving and negotiation skills.
- Ability to coordinate support services and resources.
- Sound knowledge of the structure and operations of an SCC, field operations, emergency management arrangements, and participating agency and support arrangements.
- Sound knowledge of response planning practices in an animal disease response.
- Sound knowledge of relevant AUSVETPLAN manuals.
- Sound knowledge of the jurisdiction's pest and disease information management systems.
- Broad knowledge of, and preferably experience in, the nature and control of animal diseases.

Tasks

Briefings and debriefings

- At the beginning of each shift:
 - obtain a briefing from the SCC Coordinator or CVO, and/or
 - receive handover from outgoing officer.
- Brief subordinate personnel at the beginning of each day or as required throughout the incident.
- Debrief subordinate personnel at the end of each day or as required throughout the incident.

- Maintain a record of briefings and debriefings conducted, and outcomes.
- At the conclusion of each shift, provide handover to incoming officer.
- Brief and debrief the CVO and LCC Controller as required.

Liaison

- Liaise with support agencies, industry and, where appropriate, other stakeholders, to acquire and share information (including scientific literature, policies or plans) and resources.
- Coordinate support services and resources across the functional needs of the response.

Documentation

- Ensure that all documents created by the function during the incident are filed in the appropriate electronic and hard-copy formats.
- Maintain a contact list for each function within the section (ie names and contact details of personnel and key stakeholders).

Workplace health and safety

- Comply with all workplace health and safety requirements.
- Ensure that incident management personnel comply with workplace health and safety requirements.
- Ensure that systems and protocols are in place to make the workplace safe.

Management

- Maintain an overview of the response and progress against objectives.
- Meet at scheduled intervals, with each function reporting its activities.
- Regularly review the quality of the systems in use.
- Anticipate resource requirements in functional areas.
- Expand or contract the SCC incident management function to reflect the response.

Stand-down phase

- Participate in incident debriefings, which may occur at the end of the incident or after significant events or milestones.
- Ensure that a register is completed outlining the location, content and status of key documents used in the response.

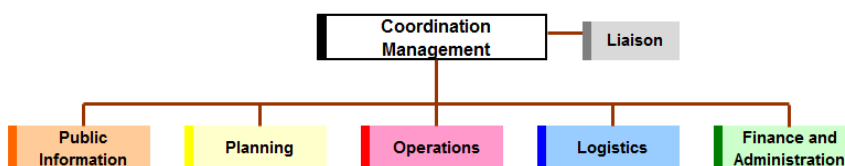


Figure 4.2 Major functions of the Coordination Management Team

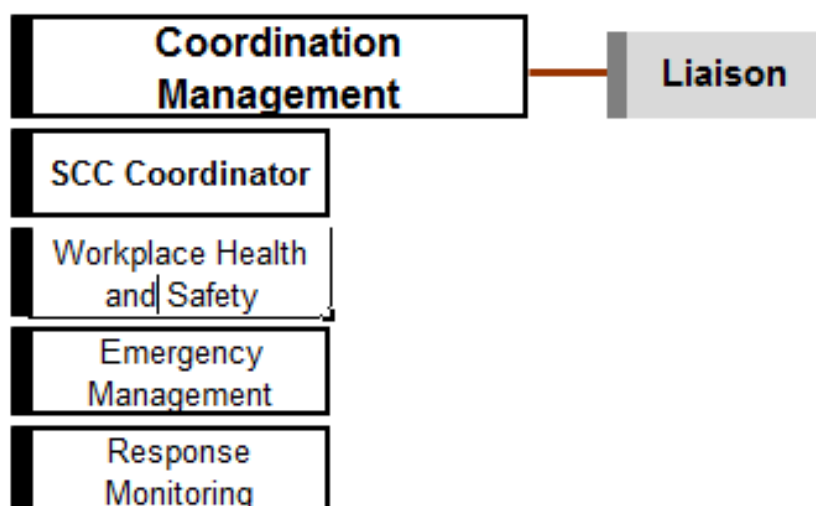


Figure 4.3 Coordination Management at the State Control Centre

4.1.1 SCC IM 01: SCC Coordinator

Note: This role description must be used in conjunction with the State Coordination Centre (SCC) Coordination Management Section description.

Responsibilities

The SCC Coordinator is responsible for coordinating the response, and managing the SCC and the Coordination Management Team (CMT). The SCC Coordinator may undertake all functions or delegate them to other personnel.

The SCC Coordinator:

- provides overall leadership and direction to the CMT
- oversees activities performed by the CMT
- appoints personnel to perform functions within the CMT, including providing to all immediate subordinate personnel details of the functional area structure, roles and responsibilities, and reporting relationships
- through delegation, manages all people in the state or territory who are involved in the response
- ensures that response activities are conducted in accordance with jurisdictional legislation and nationally agreed response arrangements (including AUSVETPLAN), taking into account the economic, commercial and social implications of the actions taken
- reports to the Chief Veterinary Officer (CVO) and departmental executive (through appropriate chain of command) on implementation and progress of planned response activities
- liaises with support agencies, industry and other organisations, through their designated liaison personnel
- ensures that a safe work environment is established and maintained; if necessary, a person(s) may be appointed to perform the Workplace Health and Safety function (SCC IM 02) to work across all functional areas of the SCC

- is responsible for the quality of management of the response, through the CMT, of the SCC's activities in the response.

Appointment

The SCC Coordinator is appointed by, and reports to, the CVO. The SCC Coordinator may appoint a deputy (or assistant) SCC Coordinator and/or administrative support personnel to assist in performing the role.

The SCC Coordinator may appoint personnel to perform the following functions:

- SCC Workplace Health and Safety
- SCC Emergency Management
- SCC Response Monitoring
- SCC Management functions (ie Liaison, Public Information, Planning, Operations, Logistics, Finance and Administration)
- Local Control Centre (LCC) Controller.

The CMT Secretariat function is provided, if required, by the SCC Finance and Administration Section.

Skills and knowledge

- Strong leadership skills.
- Highly developed communication, liaison, problem solving and negotiation skills.
- Ability to coordinate CMT outputs to align with response objectives.
- Sound ability to analyse complex problems strategically.
- Advanced planning skills.
- Ability to recognise indicators and triggers to upsize or downsize the SCC, and direct functions to implement this in their areas.
- Ability to delegate effectively.
- Ability to coordinate support services and resources.
- Sound knowledge of the structure and operations of an SCC, field operations, emergency management arrangements, and participating agency and support arrangements.
- Sound knowledge of relevant AUSVETPLAN manuals relating to the disease and enterprises involved.
- Sound knowledge of the World Organisation for Animal Health (OIE) *Terrestrial Animal Health Code*.
- Extensive experience in disease control programs, and a balanced knowledge of the scientific, political, legal, management and industry aspects of a major disease control program.
- Ability to present and explain complex concepts at meetings, at briefings and to various audiences.

Tasks

Leadership and decision making

- Oversee the establishment of the SCC (if not already established).
- Appoint personnel to perform key functions of the SCC.
- Establish and maintain an operational tempo for the SCC.
- Lead CMT meetings.
- Establish ongoing consultative and reporting arrangements between the SCC and the LCC.
- Identify and communicate objectives that are relevant to the LCC.
- Regularly review the overall quality of the response.

- Endorse the Emergency Animal Disease Response Plan (EADRP) for the CVO.
- Oversee the development and implementation of the SCC Incident Action Plan, in accordance with the EADRP.
- Act as CVO as required (if qualified to do so).
- Determine reporting schedules, in consultation with the LCC Controller and SCC function managers.
- Ensure that response personnel operate within their financial and decision-making delegations.
- Ensure that regular situation reports are provided to the CVO, in accordance with an agreed schedule.
- Ensure that a safe working environment is established and maintained at the SCC.
- Ensure that legal instruments and powers are used to effectively support disease control objectives.
- Regularly review the boundaries of declared areas and the relevance of the conditions applying within them, in consultation with the LCC Controller(s) and the SCC Planning Management function.
- Confirm new infected premises (IPs) and dangerous contact premises (DCPs) with the CVO, and authorise destruction of stock (if required for the response).
- Ensure that all IP and DCP classifications and associated control measures are conducted legally and according to policy.
- Ensure that premises are released from quarantine in a timely and legal manner.

Advice

- Ensure provision of accurate and timely advice (often via the CVO) to the minister, the Consultative Committee on Emergency Animal Diseases (CCEAD), the public, departmental personnel, emergency management agencies and industry.

Liaison

- Liaise closely with the LCC Controller(s).
- On delegation from the CVO, liaise closely through the CCEAD with the Australian CVO, and the CVOs of other states and territories.
- At the state and territory level, liaise with supporting agencies through emergency management arrangements, and with relevant industry leaders.
- Ensure that SCC sections can effectively access information from supporting agencies, emergency management authorities and relevant industry representatives.
- Working with the Planning Section, liaise with the department's legal personnel to ensure that all proposed proclamations are lawful and to seek advice on legal matters during the disease control program.
- Ensure effective liaison with LCCs; specify and monitor reporting requirements, and the timing and nature of briefing sessions and situation reports (see also 'Leadership and decision making').
- Ensure effective liaison between the SCC and the National Coordination Centre (NCC), ensuring that the NCC is kept informed of key developments and that requests for information are responded to.

Briefing and debriefing

- Brief CMT members on their responsibilities and tasks, as set out in this manual.
- Brief the CMT on the incident situation, policies, operational procedures and strategies.
- Brief SCC personnel and important visitors on significant developments and progress with the disease control program.

- Ensure that a review is conducted within 3 months of the response being stood down, or after significant events or milestones.

4.1.2 SCC IM 02: SCC Workplace Health and Safety

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Coordination Management Section description.

Responsibilities

The SCC Workplace Health and Safety (WHS) function provides advice and guidance to the SCC Coordinator to ensure a quality workplace health, safety and wellbeing management system across the SCC functions of the emergency response.

This includes assisting with the development, implementation and ongoing monitoring of policies for the response safety management system, with a specific focus on safe field operations.

Response-related WHS considerations include:

- safety of personal health and wellbeing, including psychological health
- electrical, chemical, firearm and transport (road, rail, marine and aviation operations) safety
- safety with regard to disease transmission and control measures.

Appointment

Personnel undertaking the SCC WHS function are appointed by, and report to, the SCC Coordinator.

Appointment decisions may be influenced by the jurisdiction's arrangements for all-hazards and biosecurity responses, especially with regard to departmental WHS policies and procedures.

Depending on the scale and complexity of the response, and at the SCC Coordinator's discretion, this function may report to an alternative incident management function (eg Planning, Logistics).

Skills and knowledge

- Current WHS accreditation recognised by the jurisdiction (eg 'PUAOHS004B: Establish and maintain the occupational health and safety system'⁵ or similar).
- High-level knowledge and skill in contemporary risk management relevant to the biosecurity response context.
- Thorough knowledge of the jurisdiction's incident reporting requirements and safety management system policies.
- Broad experience in the identification, documentation and treatment of WHS risks.
- High-level knowledge of and skill in developing, implementing and monitoring the effectiveness of safety management systems that are appropriate for the biosecurity response context.
- Highly developed interpersonal, negotiation and communication skills, including the capacity to rapidly produce clear, accurate statements targeted at specific audiences in a time-pressured environment using contemporary work practices.
- Sound knowledge of response biosecurity measures, including management of zoonotic diseases.
- Sound knowledge of AUSVETPLAN and disease control measures or the capacity to rapidly acquire and apply them.

⁵ PUA52412 — Diploma of Public Safety (Biosecurity Response Management), <https://training.gov.au/Training/Details/PUA52412>

Tasks

- Work effectively with primary stakeholders: the SCC Coordinator, the Coordination Management Team (CMT), the Local Control Centre (LCC) WHS function and the nominated departmental WHS adviser.
- Develop and implement WHS policies for the SCC response and address/resolve WHS policy issues raised by the SCC or LCC WHS function.
- Develop evacuation and medical plans for SCC sites and make sure relevant information is included in induction packages.
- Implement an incident/accident reporting and management system for the SCC response. This can include managing notified WHS incident reports and coordinating investigations.
- Maintain a process and templates for the CMT to complete risk assessments, including job risk assessments (or similar) that link to the development of job cards managed by SCC Logistics Staffing.
- Monitor the implementation of hazard treatments and support relevant functions to refine implementation, related procedures and reporting.
- Develop a practical risk management training package for SCC response and work with the SCC Training and Assessment function to deliver it. The package could cover:
 - undertaking and documenting risk assessments
 - developing, implementing and monitoring the effectiveness of hazard treatments
 - completing SCC WHS reporting requirements.
- Undertake targeted/specialist risk assessments for the SCC response and review risk assessment reports from selected response activities.
- Assist the CMT by providing clear and comprehensive advice on:
 - the effectiveness of the current safety management system, including reports of 'near misses'
 - technical WHS matters relating to specific response matters
 - findings of targeted risk assessments.

4.1.3 SCC IM 03: SCC Emergency Management

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Coordination Management Section description.

Responsibilities

The SCC Emergency Management function is responsible for providing advice and guidance to the SCC Coordinator about the jurisdiction's emergency management arrangements, to support SCC response activities and recovery considerations.

This function draws on advice from nominated Liaison personnel, the jurisdiction's emergency management agencies/organisations, all-hazard legislation and arrangements and related committees.

This function should work closely with all personnel undertaking the SCC Liaison function, but it does not duplicate or supplant it.

Appointment

Personnel undertaking the SCC Emergency Management function are appointed by, and report to, the SCC Coordinator.

Depending on the scale and complexity of the response, and at the SCC Coordinator's discretion, this function may report to another incident management function (eg Planning).

Skills and knowledge

- Thorough knowledge of the emergency management and biosecurity response arrangements relevant to the jurisdiction and how they manifest in the SCC response area. This includes awareness of relevant incident control systems (eg Biosecurity Incident Management System (BIMS) and the Australasian Inter-service Incident Management System (AIIMS)).
- Highly developed research and analytical skills, specifically for ongoing assessment of Emergency Animal Disease Responses Plans and Incident Action Plans (IAPs) (approved and developing) as they relate to the emergency management arrangements (response and recovery).
- Highly developed interpersonal and communication skills, specifically the capacity to provide clear and concise advice that supports decision making in a time-pressured environment using contemporary work practices.
- Sound knowledge of AUSVETPLAN and response biosecurity measures.

Tasks

- Establish and maintain positive working relationships with primary stakeholders: the Chief Veterinary Officer Unit, the SCC Coordinator, the Coordination Management Team (CMT), SCC Liaison personnel, the Local Control Centre Emergency Management function and the coordinating officers for the jurisdiction's emergency management committees.
- Conduct ongoing analysis of planned response strategies and the effectiveness of communications with supporting external emergency management agencies via SCC Liaison personnel.
- Participate in SCC meetings and any other meetings called by the CMT that have direct implications for the effective implementation of the IAP (eg SCC Liaison and Planning meetings). Provide advice on:
 - the effectiveness of the response in harnessing the broader emergency management arrangements for both response and recovery
 - emergency management arrangements specific to response activities (eg emergency functions, powers, committees and recovery arrangements)
 - feedback from relevant stakeholders.
- Monitor relationships between the CMT and relevant emergency management agencies, providing support as needed.

4.1.4 SCC IM 04: SCC Response Monitoring

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Coordination Management Section description.

Responsibilities

The SCC Response Monitoring function is responsible for overseeing the response activities at the SCC. SCC Response Monitoring personnel work closely with the SCC Coordinator to ensure that the coordinator is aware of issues relevant to the response, including industry, community and political issues.

SCC Response Monitoring personnel have response experience relevant to the current response. They may have particular experience in one or more functional areas, but will typically be responsible for monitoring multiple functional areas. Where they do not have the relevant expertise, additional or replacement personnel should be considered to ensure that all response functional areas are adequately monitored.

The outputs from the SCC Response Monitoring function should be used to inform the SCC Coordinator and other response personnel of areas where response activities are appropriate or, more importantly, where improvement is required. This information should be used to provide guidance to response personnel to improve the effectiveness or efficiency of the response.

Appointment

Personnel performing the SCC Response Monitoring function are appointed by, and report to, the SCC Coordinator. The Chief Veterinary Officer may also specify response personnel to undertake this function.

Skills and knowledge

- Experience in the functional areas being monitored and knowledge of the relationships between functional areas.
- Balanced knowledge of the scientific, political, legal, management and industry aspects of disease management.
- Good analytical skills, including the ability to analyse complex situations and produce clear, well-documented observations and, if appropriate, recommendations for improvement.
- Good communication skills, including the ability to clearly describe real or perceived areas for improvement in the response.
- Sound knowledge of relevant AUSVETPLAN manuals.

Tasks

- Regularly analyse situation reports and other outputs from the response to ensure consistency with relevant plans (eg emergency animal disease response plan).
- Maintain an awareness of external political, social, economic or community influences on the response, and ensure that the response is addressing such influences.
- Observe activities being conducted at the SCC and consider the effectiveness and efficiency of these activities.
- Consider whether resources are being appropriately used and, if appropriate, make recommendations for acquisition, reallocation or repatriation of resources.
- Forecast likely or possible situations that may compromise the response.
- Provide the SCC Coordinator with observations, identified deficiencies and, if appropriate, recommendations for improvement.

4.2 SCC LO 00: SCC Liaison Section

Note: This section description must be used in conjunction with subordinate functional descriptions.

Responsibilities

The State Coordination Centre (SCC) Liaison Section is responsible for providing a link between the SCC Coordinator and the Coordination Management Team (CMT), on the one hand, and external agencies and organisations relevant to SCC operations, on the other hand, so that the response objectives are achieved. It is also responsible for addressing Local Control Centre (LCC) Liaison issues so that there is consistency between state/territory and local liaison activities.

The primary strategy used is effective two-way communication and active engagement with all functions in the SCC and with primary stakeholders. This involves providing advice and access to resources, and contributing to decision making, and includes an ongoing responsibility to maintain and promote appropriate confidentiality levels as described in the Emergency Animal Disease Response Agreement (EADRA).

Personnel undertaking this function are also responsible for working in close consultation with their LCC counterpart and avoiding duplication/mixed messages.

Personnel undertaking this function should have the authority to act on behalf of their agency or organisation, at the state or territory level. If they do not have this authority, they must be able to obtain it quickly.

Appointment

The SCC Liaison function includes personnel from affected livestock industries and any other agreed stakeholder organisation. The typical liaison groups are:

- affected livestock industries
- other agencies and organisations (eg supporting, participating, recovery)
- jurisdictional departments for biosecurity and agriculture
- veterinary practitioners.

A cost-shared response (as per the EADRA, clause 12.3(c)), requires the Chief Veterinary Officer (CVO) to invite affected livestock industries to nominate representatives to participate in the response as the industry's liaison for the response. In practical terms, this invitation may be coordinated by the SCC Coordinator on behalf of the CVO. Ideally, industry representatives also operate from the LCC.

For other agencies and organisations, the need for representation in the SCC Liaison function is primarily determined by the SCC Coordinator.

Some agencies (eg Police) may offer their presence at the SCC as liaison personnel. Accepting this offer is at the SCC Coordinator's discretion, and is a practice that is supported by this plan.

Where a specific liaison need is identified, a recommendation is made to the SCC Coordinator to request liaison from the relevant agency or organisation.

With the exception of the SCC Liaison — Veterinary Practitioners function, personnel nominated for Liaison duties are responsible to their nominating organisation.

Skills and knowledge

- Sound leadership skills and recognition by their agency or organisation as its representative at the SCC.
- Well-developed knowledge of their agency or organisation and its priorities, especially management and information management systems.
- Ability to communicate within their agency or organisation.
- Ability to exercise initiative and determine priorities that support both their agency or organisation and the response objectives.
- Well-developed interpersonal, networking and negotiation skills.
- Highly developed communication skills, including the capacity to rapidly produce clear, accurate statements targeted at specific audiences in a time-pressured environment using contemporary work practices (eg use of a computer); and maintain appropriate levels of confidentiality.
- Sound knowledge of SCC response and industry biosecurity measures, or the ability to rapidly acquire it.
- Awareness of the EADRA, AUSVETPLAN and the jurisdiction's emergency management arrangements, or the ability to rapidly acquire it.

Tasks

General

- Provide timely updates to their agency or organisation about the current situation and disease control measures (actual and planned), with relevant analysis.
- Provide timely advice to the CMT from the agency's or organisation's perspective to support the response.
- Provide feedback to the SCC Liaison Management function of concerns or suggestions from the agency or organisation to support the response.
- Establish and maintain contact with corresponding LCC Liaison personnel.
- Arrange for, or contribute directly to, the implementation of response biosecurity measures by themselves and their agency or organisation.

Briefings and debriefings

- At the beginning of each shift:
 - obtain briefing from supervisor and/or receive handover from outgoing personnel
 - identify items in the event log that require follow-up action.
- Brief incoming personnel at the beginning of each shift and as required throughout the response.
- Debrief outgoing personnel at the end of each shift and as required throughout the response.
- Record details of the briefings and debriefings conducted, and their outcomes.
- At the conclusion of each shift, provide handover to incoming personnel.

Workplace health and safety

- Comply with workplace health and safety requirements, including applying procedures and maintaining key safety system records (eg sign-in/sign-out registers).
- Demonstrate behaviours that support the code of conduct of their own agency or organisation and the relevant response agency.

Information management

- Maintain an event log.
- File documents created during the response in the appropriate electronic and hard-copy formats.
- Maintain an appropriate level of information security and confidentiality.
- Use response documents and templates only for their intended use.

Key outputs

- Effective and timely communications between the SCC response and relevant agencies/organisations (advice and feedback).
- Introductions that facilitate effective relationships for the SCC response and relevant agencies/organisations.
- Inputs to situation reports and Incident Action Plans.
- Contact lists to support continuity of SCC Liaison activities (ie names and contact details of personnel and key stakeholders divided into current and former/inactive personnel).

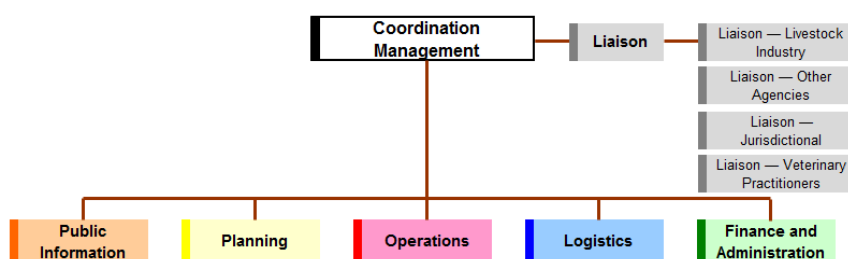


Figure 4.4 Organisational structure of the SCC Liaison function

4.2.1 SCC LO 01: SCC Liaison Management

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Liaison Section description.

Responsibilities

The SCC Liaison Management function has overall responsibility for coordinating the activities of the SCC Liaison function so that critical input from stakeholder organisations is considered/incorporated for the benefit of the response, stakeholder organisations participate in the response, and the recovery of affected industries and the broader community is optimised.

A key responsibility of the SCC Liaison Management function is to facilitate access to Coordination Management Team (CMT) members as required and continuously promote engagement between the LCC Liaison personnel and all other Local Control Centre (LCC) functions.

The SCC Liaison Management function is a member of the CMT.

Appointment

Personnel performing the SCC Liaison Management function are appointed by, and report to, the SCC Coordinator.

Depending on the scale and complexity of the response, the SCC Liaison Management function may assist the following stakeholder groups:

- affected livestock industries
- other agencies and organisations (eg supporting, participating, recovery)
- jurisdictional departments for biosecurity and agriculture
- veterinary practitioners.

Skills and knowledge

- Strong leadership skills, including the ability to exercise initiative and determine the priorities of the SCC Liaison function.
- Strong management skills, especially with regard to distributed leadership, facilitation, delegation and monitoring.
- Well-developed knowledge and skills to apply risk management principles to decision making and advisory activities.
- Well-developed interpersonal, networking and negotiation skills, so diverse groups' efforts align with the CMT objectives.
- Highly developed communication skills (verbal and written), including the capacity to rapidly produce clear, accurate statements targeted at specific audiences in a time-pressured environment using contemporary work practices (eg use of a computer).
- Sound knowledge of the expectations and standards related to confidentiality, and the skills to consistently implement them and advise others about them.
- Sound knowledge of the response biosecurity measures, and the skills to communicate them to SCC Liaison personnel for practical application.
- Awareness of the Emergency Animal Disease Response Agreement, AUSVETPLAN and the jurisdiction's emergency management arrangements.

Tasks

- Manage the SCC Liaison function to support the SCC response, especially so that agency/organisational-level communications promote implementation of disease control and response biosecurity measures. This includes:
 - establishing policies, processes and systems for use by all SCC Liaison units so section outputs are delivered consistently and there is continuity of practice
 - coordinating activities so that the CMT schedule is supported by the SCC Liaison function (ie maintaining the necessary operational tempo)
 - keeping SCC Liaison function personnel updated on key matters such as response progress; major developments; changes to policy, boundaries or areas and disease control measures; and the structure, purpose and reporting arrangements of the section
 - coordinating with the SCC Public Information function so response information is prepared and disseminated for relevant liaison groups. This may also need to be done for the LCC Liaison function.
- Maintain awareness of the SCC Liaison personnel of the need for confidentiality and the appropriate procedures for seeking clearance to release information.
- Establish and maintain a positive working relationship with the LCC Liaison Management function so:
 - there is consistency in liaison activities and approaches between the state/territory and local levels
 - policy matters are identified and resolved promptly.

- Provide the SCC Liaison Section's input for situation reports and Incident Action Plans.
- Work with the SCC Coordinator and/or the Chief Veterinary Officer to maintain appropriate representation, section structure and reporting arrangements to support the SCC response.
- Assess SCC Liaison personnel levels, and communicate requirements to SCC Resource Planning and SCC Staffing functions.
- Work with the:
 - SCC Workplace Health and Safety function to develop and maintain job risk assessments (or similar) for the SCC Liaison function, with a specific focus on identifying safety and skill-based training needs
 - SCC Logistics Staffing function to maintain current job cards.
- Manage the SCC Liaison function, including section-level induction, training and assessment; regular briefings for safety; rostering; tasking and resourcing; and arranging departures/exits for section personnel, including full demobilisation of the section when needed.

4.2.2 SCC LO 02.1: SCC Liaison — Livestock Industry

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Liaison Section description.

Responsibilities

The SCC Liaison — Livestock Industry function is responsible for providing the official conduit between the Coordination Management Team (CMT) and affected livestock industry(ies).

The SCC Liaison — Livestock Industry function provides information on industry-specific policies and factors that may affect the response at the state or territory level, as well as the industry view on the strategic direction of the CMT. Ideally, industry representatives (ie the SCC Liaison — Livestock Industry function) operate from the SCC.

Responsibilities include arranging for information, key messages and feedback to be communicated in a timely manner between the CMT and industry members. This includes an ongoing responsibility to maintain and promote appropriate confidentiality levels as described in the Emergency Animal Disease Response Agreement.

The specific duties of the SCC Liaison — Livestock Industry function will vary, depending on the disease and industry(ies) involved. Multiple personnel could be needed in a response, representing multiple industries; alternatively, industries may agree to have one person represent a number of industries.

Responsibilities might also include providing information about resources that are available from industry for the response, after consultation with the industry body.

The authority of personnel undertaking this function is limited to representing the interests and advice of industry, consistent with the Emergency Animal Disease Response Plan (EADRP) approved by the National Management Group (NMG), and relevant to the scope of the SCC response.

If additional authority is required to aid the response, industry personnel must be able to quickly gain this authority from the appointing industry body.

Appointment

Personnel performing the SCC Liaison — Livestock Industry function are appointed by, and responsible to, their industry's representative body. Ideally, they will be employed under the employment conditions of this body. Liability insurance is an important consideration for these personnel.⁶

At the SCC, the SCC Liaison — Livestock Industry function is coordinated by the SCC Liaison Management function.

Skills and knowledge

- Strong leadership skills and recognition by relevant industry groups as their appointee(s).
- Strong understanding of the policy-making structures and processes of their industry(ies).
- Extensive knowledge of the national and statewide structure and operations of the relevant livestock industry(ies).
- Balanced knowledge of the scientific, political, legal and management aspects of the response.
- Well-developed interpersonal, networking and negotiation skills, to enable coordination of potentially disparate efforts of the response and industry objectives.
- Ability to maintain appropriate levels of confidentiality.

Tasks

- Facilitate information flow between industry and SCC activities (eg SCC Liaison meetings, CMT meetings, meetings with SCC Planning and SCC Public Information functions). Primary topics can include:
 - functional aspects of the affected industry(ies), including size, distribution, sources of supply and resources available to the response
 - marketing practices, industry organisations and other factors that could affect disease control measures
 - managing potentially contaminated material from a state/territory industry perspective (eg limiting spread of the disease during collection, handling and transport of material)
 - the practicality and potential consequences (including economic consequences) of disease control measures.
- Consult with industry contacts about the policies, strategies and progress of the response and recovery plans, and identify emerging issues relevant to the SCC response. Issues may include:
 - the nature or course of the outbreak
 - the impact of response strategies (eg movement controls)
 - strategies for affected industries to assist with minimising disease spread
 - impact on trade and economic consequences.
- Work effectively with primary stakeholders: industry leaders, SCC Liaison Management, the CMT, Local Control Centre (LCC) Liaison — Livestock Industry, relevant representatives of the Consultative Committee on Emergency Animal Diseases and the NMG.
- Understand and work within the industry(ies) chain of command.

⁶ Some industries may not be able to meet the above employment and insurance recommendations in all responses; alternative arrangements may be required following consultation with the SCC Coordinator/LCC Controller of the affected jurisdiction(s).

- Identify, address and resolve urgent policy issues promptly in consultation with the LCC Liaison — Livestock Industry function.
- Work with the SCC Public Information function to prepare and disseminate information about the disease and response to affected industries, and keep the LCC Liaison — Livestock Industry function up to date with progress.
- Contribute to the maintenance/development of EADRP, as well as to situation reports and Incident Action Plans, as required.
- Monitor implementation of the assistance policies, specifically compensation and assistance measures that support return to normal production and market access.

4.2.3 SCC LO 02.2: SCC Liaison — Other Agencies

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Liaison Section description.

Responsibilities

The SCC Liaison — Other Agencies function is responsible for providing the official conduit between the Coordination Management Team (CMT) and their agency or organisation, to support SCC operations.

This function provides support to the CMT on a 'needs basis' by agencies and organisations such as:

- for SCC operations — government agencies at all levels, other than departments of biosecurity and agriculture. Examples include Australian Government Attorney General's Department; state/territory State Emergency Service or similar; councils and/or the affected jurisdiction's Local Government Association, as well as not-for-profit and nongovernment organisations (eg RSPCA, volunteer groups)
- for recovery — departmental representatives for agriculture or aquaculture relief programs, and state or territory government and Australian Government representatives for the jurisdiction's all-hazard recovery arrangements.

Personnel undertaking this function arrange for information, key messages and feedback to be communicated in a timely manner between the CMT and their agency or organisation, focused on current response policies and response progress, response biosecurity measures, and the implications and opportunities of the response. It can also include advice about resources that may be available for the response, after consultation with their agency or organisation.

Personnel performing the SCC Liaison — Other Agencies function should have the authority of their organisation to release relevant information and commit the resources of that organisation. If this authority is not available, it is essential that they are able to obtain it under very tight time constraints.

Appointment

Personnel performing the SCC Liaison — Other Agencies function are invited to participate in the response by the SCC Coordinator, and this invitation may be influenced by the jurisdiction's arrangements for all-hazards and/or biosecurity response.

Personnel performing the SCC Liaison — Other Agencies function are appointed by, and responsible to, their nominating ('parent') agency; and they work under their usual award/industrial conditions.

At the SCC, they are coordinated by the SCC Liaison Management function.

Skills and knowledge

- Well-developed knowledge of their agency's or organisation's priorities, resources and processes, especially organisational structure and information management systems, and the capacity to apply it to the biosecurity and emergency animal disease context.
- Ability to exercise initiative and determine priorities that support both their agency's or organisation's objectives and the response objectives, as far as possible.
- Well-developed interpersonal, networking and negotiation skills, to enable coordination of potentially disparate efforts of the response and the agency's or organisation's objectives.
- Sound knowledge of the response biosecurity measures, or ability to quickly develop an understanding of the measures, and the skills to communicate them to relevant agency or organisation personnel for practical application.

Tasks

- Coordinate consultation between the SCC response and their own agency or organisation, particularly on immediate and longer-term impacts and assistance or advice that is likely to be required.
- Evaluate and summarise agency or organisation feedback and feed it into SCC Liaison meetings, CMT meetings, and meetings with SCC Planning and SCC Public Information functions. This may include advice and feedback about:
 - capacity, resources and priorities of their agency or organisation
 - advice relating to response strategies (ie what they mean for their agency or organisation).
- Liaise with their own agency or organisation and relevant CMT members so that:
 - routine and 'on-request' updates are provided to their agency or organisation that are tailored/customised and retain consistent response information, with support from the Public Information function, as required
 - resources that have been committed to the response are delivered in a timely manner, and returned as appropriate.
- Establish and maintain positive working relationships with primary stakeholders: SCC Liaison Management, the CMT, Local Control Centre (LCC) Liaison — Other Agencies function, and their own agency/organisation.
- Identify/address/resolve policy issues promptly in consultation with the LCC Liaison — Other Agencies function.

4.2.4 SCC LO 02.3: SCC Liaison — Jurisdictional

Note 1: This function description must be used in conjunction with the State Coordination Centre (SCC) Liaison Section description.

Note 2: This function refers to jurisdictional liaison personnel from jurisdictions other than the host/response jurisdiction.

Responsibilities

The SCC Liaison — Jurisdictional function is responsible for ensuring accurate and timely communications between other jurisdictional and/or Australian Government biosecurity/agriculture departments and the host (responding) jurisdiction, especially about biosecurity risks and resourcing related matters, in partnership with the Local Control Centre (LCC) — Jurisdictional function.

Personnel performing the SCC Liaison — Jurisdictional function should have the authority of their organisation to release relevant information and commit the resources of that organisation. If this authority is not available, it is essential that they are able to obtain it under very tight time constraints.

Appointment

Personnel performing the SCC Liaison — Jurisdictional function are invited to participate in the response by the SCC Coordinator, and this invitation may be influenced by the jurisdiction's arrangements for biosecurity response.

Personnel performing the SCC Liaison — Jurisdictional function are appointed by, and responsible to, their nominating ('parent') agency; and they work under their usual award/industrial conditions.

At the SCC, they are coordinated by the SCC Liaison Management function.

Skills and knowledge

- High level of knowledge of the jurisdiction they are representing, including its emergency management and biosecurity arrangements, and its agriculture/production context.
- Sound knowledge of the resources of their organisation and application of these resources to the SCC response.
- Ability to exercise initiative and determine priorities.
- Ability to represent their organisation and support communications at a state or territory level (ie between their organisation and members of the SCC response, especially the Coordination Management Team (CMT)).
- Well-developed interpersonal, negotiation and communication skills.

Tasks

- Coordinate consultation and requests between the SCC response and their own jurisdictional organisation, particularly related to immediate and longer-term impacts, and assistance or advice that is likely to be required by the SCC response. This typically includes coordinating closely with their LCC counterpart.
- Evaluate and summarise agency or organisation feedback and feed it into SCC Liaison meetings, CMT meetings, meetings with SCC Planning and SCC Public Information functions. This may include advice and feedback about:
 - capacity, resources and priorities of their agency or organisation
 - advice about response strategies (ie what they mean for their agency or organisation)
 - significant facts, observations, trends or predictions about the nature or course of the outbreak.
- Liaise with their own agency or organisation and relevant CMT members so that:
 - routine and 'on-request' updates are provided to their agency or organisation that are tailored/customised, have technical integrity and retain consistent response information, with support from the Public Information function, as required
 - resources that have been committed to the response are delivered in a timely manner, and returned as appropriate.
- Establish and maintain positive working relationships with primary stakeholders: SCC Liaison Management, the CMT, LCC Liaison — Jurisdictional function, and their own agency/organisation.
- Identify/address/resolve policy issues promptly in consultation with the LCC Liaison — Jurisdictional function.

4.2.5 SCC LO 02.4: SCC Liaison — Veterinary Practitioners

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Liaison Section description.

Responsibilities

The SCC Liaison — Veterinary Practitioners function is responsible for providing the official conduit between the Coordination Management Team (CMT) and the veterinary community, so that veterinary practitioners and associations are fully aware of the disease control measures being implemented, and commercial practice matters relevant to the response are addressed.

Note 1: The specific duties of the SCC Liaison — Veterinary Practitioners function will vary according to the disease and industry(ies) involved. Multiple personnel could be needed in a response, representing different veterinary practices or types of practices, so personnel undertaking this function act on behalf of the veterinary community for state/territory-wide considerations.

Note 2: In some instances, veterinary personnel will also be employed by the jurisdiction to assist in the response. Their function and reporting lines are separate from the SCC Liaison — Veterinary Practitioners function, and their duties should not be confused.

Appointment

Personnel performing the SCC Liaison — Veterinary Practitioners function are identified/invited to participate by the SCC Coordinator. This may be influenced by the jurisdiction's arrangements for all-hazards and biosecurity response, and/or available jurisdictional veterinary capacity. For example, they may be jurisdictional employees, appointed directly by the SCC Coordinator. However, it may be preferable or necessary to invite a private practitioner to undertake this function.

Personnel performing the SCC Liaison — Veterinary Practitioners function are appointed by their nominating ('parent') agency and, unless other arrangements are made, they work under their usual award/industrial conditions.

SCC Liaison — Veterinary Practitioners personnel are coordinated by the SCC Liaison Management function, but they are responsible/report to the SCC Coordinator.

Skills and knowledge

- Current and unrestricted registration as a member of the veterinary profession in the jurisdiction.
- Personnel should be recognised by veterinary practitioners as their representative within the SCC response, and be supported by the Australian Veterinary Association (AVA) and/or the jurisdictional chapter of the Australasian Veterinary Boards Council (AVBC).
- Sound knowledge of the veterinarian profession, including familiarity with issues affecting veterinary practices and veterinary employment, such as practice costs, work rosters, employment of veterinarians, indemnity and workers compensation.
- Sound knowledge of the disease control measures relevant to the veterinary context, including optimal application of veterinary skills to support the response.
- Strong leadership skills, with the ability to represent the concerns of veterinarians and communicate them at the state or territory level.
- Ability to exercise initiative and determine priorities that support both the veterinary community (practitioners and associations) and the response objectives, as far as possible.

- Awareness of:⁷
 - *National Guidance Document on the Engagement of Private Veterinarians during an Emergency Animal Disease (EAD) Response*
 - *Employment Conditions for Private Veterinarians Engaged as Employees during an Emergency Animal Disease (EAD) Response*
 - *Contract Conditions for Engaging the Services of Veterinarians as Contractors during an Emergency Animal Disease (EAD) Response.*

Tasks

- Coordinate consultation with, and advice to, veterinary practitioners and associations so that state/territory-wide concerns are identified and communicated.
- Coordinate consultation between the SCC Coordinator and relevant veterinary practitioners to establish terms of engagement and address other implications of operations.
- Arrange for key messages from the CMT (eg on current policies, disease control measures, response and required veterinary protocols to optimise treatment and minimise spread of the disease) to be distributed to the veterinary community involved in, or affected by, the response.
- Evaluate and summarise feedback from the veterinary community and feed it into SCC Liaison meetings, CMT meetings, and meetings with SCC Planning and SCC Public Information functions. This typically includes coordinating closely with the Local Control Centre (LCC) counterpart with advice and feedback about:
 - the capacity, resources and priorities of the veterinary community
 - risk-based implementation plans for disease control measures
 - actions required to minimise the risk of disease transmission via veterinarians.
- Establish and maintain positive working relationships with primary stakeholders: SCC Liaison Management, the CMT, the LCC Liaison — Veterinary Practitioners function, and the veterinary community (including the AVA and the jurisdictional chapter of the AVBC).
- Work with the veterinary community to identify emerging issues (eg significant facts, observations, trends or predictions about the nature or course of the outbreak; practice and commercial implications).
- Develop response policies to resolve matters, especially complaints relating to practice matters raised by veterinarians who are important in the response or critical of it.
- Monitor the progress of requests for assistance and reimbursement that support return to normal business/practice recovery. 'Monitoring' means providing support so requests get addressed/finalised in a way that promotes 'self-help' (which can support individual recovery).

⁷ www.agriculture.gov.au/animal/health/engagement-of-private-veterinarians

4.3 SCC PI 00: SCC Public Information Section

Note: The content of the Public Information functions descriptions is replicated from the *Biosecurity Incident Public Information Manual*, authored by the National Communication Network. This section description must be used in conjunction with subordinate functional descriptions.

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 nonoperational 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 Local Control Centre (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) and the NCC. Authorisation to release national information on the incident, especially relating to trade and market access issues, must be obtained from the NCC.

Appointment

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

Depending on the size and complexity of the response, it may be necessary to establish subfunctional 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.

Skills and knowledge

- Good communication skills, including strong writing skills.
- Experience in communication strategy development and implementation.
- Sound knowledge of how the media works.
- Understanding of how social media is used.
- Broad knowledge of the state's or territory's agriculture (and associated) industries and their audiences.
- Ability to be proactive and use opportunities to inform the public about the incident and its requirements.
- Ability to deliver public information outputs in a stressful and changing environment.
- 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.

Tasks

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 each shift, provide a handover to the 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 that all documents created by this function during the incident are filed in the appropriate electronic and hard-copy formats.

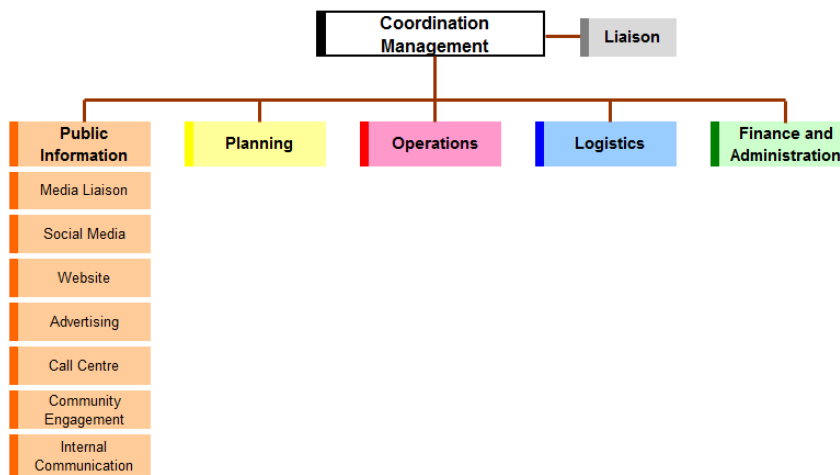


Figure 4.5 **Organisational structure of the SCC Public Information function**

4.3.1 SCC PI 01: SCC Public Information Management

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Public Information Section description.

Responsibilities

The SCC Public Information Management function is responsible for establishing and maintaining all SCC public information functions. Depending on the scale of the incident, the SCC Public Information Management function may appoint personnel to perform some or all of the public information subfunctions.

The SCC Public Information Management function 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 Local Control Centre (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.

Appointment

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

Skills and knowledge

- Ability to coordinate public information outputs to align with the CMT objectives.
- Ability to deliver public information outputs in a stressful and changing environment.
- Knowledge of biosecurity response plans and arrangements, particularly the *Biosecurity Incident Public Information Manual* and the NBCEN.
- Ability to report outcomes and provide strategic communication advice at CMT meetings.
- Ability to develop and implement a communication strategy.
- Strong leadership and people skills.
- Broad knowledge of the state's or territory's agriculture (and associated) industries and their audiences.
- 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.

Tasks

- Establish and maintain operational tempo for the SCC Public Information function.
- Liaise regularly with the LCC and NCC Public Information Management functions.
- Attend CMT 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, and the LCC and NCC Public Information Management functions.
- Advise the SCC Controller, and 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 that all staff working in the SCC Public Information function record all relevant approvals, correspondence, documents and electronic information (eg website content) during the incident.
- Record the movement of, and any health or safety issues associated with, Public Information personnel performing tasks outside the SCC (ie in the community).
- Represent the SCC Public Information function in incident debriefings.
- Liaise with the jurisdiction minister's media adviser/staff.

4.3.2 SCC PI 02: SCC Media Liaison

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Public Information Section description.

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, and arranging access for and/or escorting media in and around the SCC and restricted area.

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

Appointment

Personnel performing the SCC Media Liaison Information function are appointed by, and report to, the SCC Public Information Management function.

Skills and knowledge

- 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.
- Ability to implement the relevant part of the communication strategy.
- Ability to organise and manage press conferences.
- Understanding of how social media is used.
- Broad knowledge of the state's or territory's agriculture (and associated) industries and their audiences.
- Ability to be proactive and use opportunities to inform the public about the incident and its requirements.
- Knowledge of biosecurity response plans and arrangements, particular the *Biosecurity Incident Public Information Manual* and the National Biosecurity Communication and Engagement Network.
- Ability to manage personal workload and competing demands in a stressful and changing environment.

Tasks

- Establish and maintain contact points for media involved in covering the incident.
- Liaise regularly with the National Coordination Centre and LCC Media Liaison functions.
- Monitor the media for accuracy in reporting; identify and address accuracy issues with media outlets.
- Identify and confirm media deadlines with media outlets.

- Communicate media deadlines to the SCC Public Information Management function.
- Develop materials for use and distribution at media interviews and press conferences.
- Obtain relevant approvals for media releases, talking points and other communication materials.
- Provide spokespeople with approved talking points and background information.
- Organise press conferences, including suitable facilities. Notify the media (media alert) of date, time and location.
- Assist and prepare the identified spokespeople for media interviews or press 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.
- Ensure that all relevant approvals, correspondence, documents (eg media kits) and electronic information are recorded during the incident.

4.3.3 SCC PI 03: SCC Social Media

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Public Information Section description.

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 Local Control Centres.

Appointment

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

Skills and knowledge

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

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, and 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, where activated.
- Ensure that all relevant approvals, correspondence (eg emails), documents and electronic information are recorded during the incident.

4.3.4 SCC PI 04: SCC Website

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Public Information Section description.

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 Local Control Centres.

Appointment

Personnel performing the SCC Website function are appointed by, and report to, the SCC Public Information Management function.

Skills and knowledge

- Experience in website management.
- 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 and server capacity.
- Ability to manage email inboxes linked from the website.
- 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.
- Broad knowledge of the state's or territory's agriculture (and associated) industries and their audiences.
- 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) and its use as the national portal.

- Ability to respond quickly, and manage personal workload and competing demands in a stressful and changing environment.

Tasks

- Create new website pages within the relevant website.
- Upload approved content and insert links where required. (Content can include HTML text, and attachments such as documents, maps, images and media files.)
- Identify and link to other relevant websites and social media channels.
- Ensure that website content meets government accessibility requirements (ie available in HTML, images contain alt text)
- 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 email (eg gaps in information, incorrect information provided on other websites or social media channels)
- 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 Website function.
- Liaise regularly with the SCC Social Media function.
- Ensure that all relevant approvals, website content, correspondence, documents and electronic information are recorded appropriately. (Website information is updated regularly, so a thorough, clear record of updates needs to be maintained.)

4.3.5 SCC PI 05: SCC Collateral

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Public Information Section description.

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 Local Control Centres.

Appointment

Personnel performing the SCC Collateral function are appointed by, and report to, the SCC Public Information Management function.

Skills and knowledge

- Previous experience in developing and placing advertisements in newspapers/print, on radio, on television and online.
- Good writing skills, particularly to write succinct, effective messages.
- Experience working with designers and printing companies, and knowledge of their requirements (eg print-ready files; paper sizes and stock that is fit for purpose).

- Experience working with government advertising agencies (that seek quotes and place advertisements).
- Awareness of the national emergency animal disease advertisements held by the Australian Government Department of Agriculture and Water Resources, and their precedence.
- Ability to comply with the government's advertising requirements and procedures.
- Ability to comply with the agency's relevant procurement procedures.
- Knowledge of government online accessibility requirements (for people with a disability or language other than English).
- Ability to measure or evaluate the outcomes generated by advertisements and distribution of collateral.
- Ability to implement the relevant part of the communication strategy.
- Broad knowledge of the state's or territory's agriculture (and associated) industries and their audiences.
- Ability to be proactive and identify opportunities to inform the public about the incident and its requirements.
- Knowledge of biosecurity response plans and arrangements, particularly the *Biosecurity Incident Public Information Manual*.
- Ability to respond quickly, and manage personal workload and competing demands in a stressful and changing environment.

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, 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 advertisements and other collateral, and report to the SCC Public Information Management function.
- Liaise regularly with the SCC Stakeholder and Community Engagement function to ensure consistency in public information.
- Work with the SCC Website function to develop a virtual URL for all collateral materials so that people can access website information quickly.
- Ensure that all relevant approvals, and final copies of all collateral, correspondence, documents and electronic information are recorded during the incident.

4.3.6 SCC PI 06: SCC Call Centre

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Public Information Section description.

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 (ie within the department), or outsourced to another organisation or commercial provider.

Appointment

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

Skills and knowledge

- Good writing skills, particularly being able to write and maintain call centre scripts (questions and answers).
- Broad knowledge of the state's or 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*.
- Ability to use call centre logs and feedback to guide the communication approach to the incident.
- Ability to work in a team in a stressful and changing environment.

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 Local Control Centre and National Coordination Centre 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 that all relevant approvals, correspondence, documents (eg call centre scripts) and electronic information are recorded during the response.
- Debrief SCC call centre personnel at the conclusion of shift, record issues and address, as required.

4.3.7 SCC PI 07: SCC Stakeholder and Community Engagement

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Public Information Section description.

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 stakeholders, 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.

Appointment

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

Skills and knowledge

- Very good verbal communication skills.
- Event management skills.
- Ability to coordinate statewide engagement activities and events.
- Ability to deal with people who may be distressed, upset, angry and difficult to communicate with.
- Broad knowledge of the state's or territory's agriculture (and associated) industries and their audiences.
- Understanding of the pest/disease and its potential impacts.
- Ability to identify the public's concerns and have the appropriate information available for distribution.
- Ability to use feedback received at community engagement events to guide the communications approach to the incident.

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 (eg the SCC Stakeholder and Community Engagement function may contact peak organisations, while the Local Control Centre (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 Stakeholder and Community Engagement function.
- Ensure consistency of communication materials for community engagement activities, and ensure that 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 that all relevant approvals, correspondence, documents (eg expenses for materials, venues, catering) and electronic information are recorded during the incident.

4.3.8 SCC PI 08: SCC Internal Communication

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Public Information Section description.

Responsibilities

The SCC Internal Communication function is responsible for working with the team responsible for internal communication in the department. The role of the SCC 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 Local Control Centres.

Appointment

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

Skills and knowledge

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

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 that all relevant approvals, copies of articles/updates, correspondence, documents and electronic information are recorded during the incident.

4.4 SCC PL 00: SCC Planning Section

Note: This section description must be used in conjunction with subordinate functional descriptions.

Responsibilities

The State Coordination Centre (SCC) Planning Section is responsible for collecting, collating, analysing (or interpreting) and disseminating information within the SCC. It provides information that contributes to the situational awareness of all personnel involved in the response.

The SCC Planning Section develops the strategies that set the direction for the response and will be implemented by the Local Control Centre (LCC). Strategies and associated policies must be developed to address both the current phase of operations and later phases (eg proof of freedom).

The SCC Planning Section is responsible for drafting all the documents required by the Chief Veterinary Officer (CVO) for the Consultative Committee on Emergency Animal Diseases (CCEAD).

Appointment

The SCC Planning Section will be established by the SCC Planning Management function. The CVO and SCC Coordinator may also specify response personnel to work in the function.

Depending on the size and complexity of the response, it may be necessary to establish several functional units within the SCC Planning Section to manage the range of planning activities for the incident. These could include:

- Technical Analysis — Epidemiology
- Specialist Advice — Livestock Industry
- Specialist Advice — Economic
- Response Planning
- Resource Planning
- Situation Assessment
- Legal
- Biosecurity Information Systems
- Mapping and GIS (geographic information systems)
- Animal Welfare.

Personnel will be appointed to relevant functions to match response needs and resource availability. In some cases, an individual may be responsible for several functions.

Skills and knowledge

- Sound liaison, writing and communication skills.
- Highly developed analytical and planning skills.
- Ability to analyse complex problems or information, and develop clear, practical, risk-based solutions or advice.
- Ability to understand and write policy and strategic plans.
- Sound knowledge of the structure and operations of an SCC and an LCC, field operations and emergency management arrangements.
- Sound knowledge of response planning practices in an animal disease response.

- Sound knowledge of relevant AUSVETPLAN manuals.
- Sound knowledge of relevant jurisdictional legislation and implementation of legal instruments.
- Sound knowledge of the jurisdiction's disease information management systems.
- Broad knowledge and experience in the nature and control of animal diseases.
- Sound knowledge of affected industries.
- Sound knowledge of the role of other agencies (eg health and environment departments) that may need to be consulted in disease control.

Tasks

Investigation and alert, operational and proof-of-freedom phases

Briefings and debriefings

- At the beginning of each 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.
- Debrief subordinate personnel at the end of each day and as required throughout the incident.
- Maintain a record of briefings and debriefings conducted, and outcomes.
- At the conclusion of each shift, provide handover to incoming officer.

Decision making and advice

- Develop and review the Emergency Animal Disease Response Plan (EADRP).
- Consider AUSVETPLAN, the agreed EADRP, and relevant legislation, policies, emergency management arrangements and procedures in decision making and in forming advice.
- Contribute to the development and review process for Incident Action Plans (IAPs).
- Consider, assess and document the risks (including political, economic, social, technical, operational, legal and environmental) that are managed by, or arise from, implementing solutions.
- Draft policies for CVO approval to address the risks identified and implement the EADRP.

Liaison

- Liaise with the CVO Unit, the LCC Planning function and, where appropriate, other stakeholders, to acquire information (including scientific literature, policies or plans) and situational awareness, to develop timely, well-considered, robust advice for respective functional areas.

Documentation

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

Workplace health and safety

- Comply with workplace health and safety requirements.

Stand-down phase

- Summarise major policy developments arising from the response that may be used to improve planning for future incidents.
- Participate in incident debriefings, which may occur at the end of the incident or after significant events or milestones.
- Finalise filing of documents, as prescribed by the information management system. Ensure that a register is completed describing the location, content and status of key documents used in the response.

Key outputs

- Situation reports — to be provided at times specified in the IAP.
- IAPs for the SCC — in general, to be developed for each operational period.
- EADRP — to be provided early in the response for CCEAD consideration, and when significant changes are made to the response.
- Resource plan — to be provided at times specified in the IAP or at times when the response necessitates significant changes to the resource plan (eg as the response is brought under control and resource requirements diminish, resources can be reprioritised).
- Epidemiological reports — to be provided when significant epidemiological information is available or requested.
- Maintenance of the electronic information management system and monitoring of data flow into the system.
- Risk assessments.
- Legal instruments necessary to effect declaration of declared areas.
- Mapping and GIS products with associated information suitable for publication and gazettal with a focus on maps/information at jurisdictional/strategic level
- Policies to implement the EADRP.

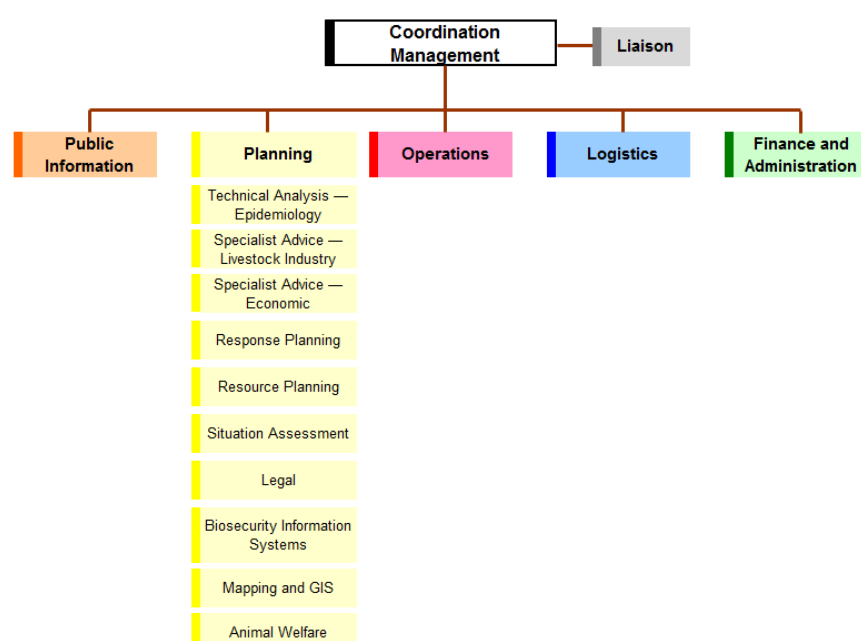


Figure 4.6 Organisational structure of the SCC Planning function

4.4.1 SCC PL 01: SCC Planning Management

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Planning Section description.

Responsibilities

The SCC Planning Management function is responsible for all SCC planning functions.

The SCC Planning Management function:

- provides overall leadership and direction to the SCC Planning Section, including providing to all immediate subordinate personnel details of the functional area structure, roles and responsibilities, and reporting relationships
- assists the SCC Coordinator, where appropriate, to plan and implement the disease control program
- represents the SCC Planning function at Coordination Management Team (CMT) meetings and Chief Veterinary Officer (CVO) Unit meetings, as required
- appoints personnel to SCC Planning functions, as required
- depending on the size and complexity of the response, may delegate tasks and the authority to manage them to personnel in other planning functions
- liaises with the Local Control Centre (LCC) Planning Management function, to ensure consistency in planning activities at the state/territory and local levels.

Appointment

Personnel performing the SCC Planning Management function are appointed by, and report to, the SCC Coordinator. The CVO may also specify response personnel to work in the function.

The SCC Planning Management function may appoint personnel performing specific functions within the Planning Section, including:

- Technical Analysis — Epidemiology
- Specialist Advice — Livestock Industry
- Specialist Advice — Economic
- Response Planning
- Resource Planning
- Situation Assessment
- Legal
- Biosecurity Information Systems
- Mapping and GIS (geographic information systems)
- Animal Welfare.

Skills and knowledge

- Strong leadership and management skills.
- Ability to coordinate planning outputs to align with CMT objectives.
- Sound ability to think and plan strategically.
- Sound ability to apply risk management principles to decision making and advisory activities.
- Sound understanding of epidemiological principles, and the principles of diagnosis and control of animal disease.
- Sound knowledge of relevant AUSVETPLAN manuals relating to the disease and enterprises involved.

The person(s) responsible for the SCC Planning Management function should preferably be a veterinarian.

Tasks

Management

- Clearly identify the structure and reporting relationships for each unit of the Planning Section.
- Appoint unit and team leaders within the SCC Planning Section, as required.
- Monitor and administer personnel rosters and personnel levels for the SCC Planning Section.
- Assess staffing requirements for the SCC Planning function, and forward these to the SCC Logistics Management function.
- Oversee areas of responsibility and workloads for all personnel. Ensure that actions are not duplicated or overlooked, and that there are no demarcation problems. Engage or redeploy personnel, as required, to resolve problems.
- Establish and maintain an operational tempo for the SCC Planning function.
- Represent the SCC Planning function at CMT meetings.

Planning and policy setting

- Oversee the preparation of the SCC's Incident Action Plan and endorse it before being forwarded to the SCC Coordinator.
- Oversee the preparation and review of the Emergency Animal Disease Response Plan, which is aligned with AUSVETPLAN.
- Oversee the development and review of relevant policies relating to animal welfare and disease control, including identification of issues requiring policy development in conjunction with the LCC.
- Oversee the development of legal instruments, including notices for gazettal.
- Oversee the preparation of accurate and timely state/territory-level situation reports.
- Oversee the preparation of papers for meetings of the Consultative Committee on Emergency Animal Diseases and the National Management Group, ensuring that all papers and reports are accurate, clear, timely and distributed without delay.
- Oversee the preparation of detailed epidemiological and technical assessments, highlighting key facts, developments and predictions, and making appropriate recommendations.
- Oversee the preparation of a technical summary of disease signs, lesions, epidemiology and required diagnostic specimens, for distribution to the LCC, government veterinary officers, veterinary laboratories and private veterinarians.

Advice

- Advise the SCC Coordinator and LCC Controller promptly of any significant facts, observations, trends or predictions about the nature or course of the disease outbreak.
- Ensure that appropriate advice is provided regarding:
 - strategies and options for disease prevention and control for the jurisdiction
 - boundaries of declared areas, and changes that should be made in the light of developments and new information
 - priorities for tracing and surveillance
 - surveillance methods, including frequency and sample sizes
 - samples to be taken for laboratory examination
 - destruction, disposal, decontamination and disinsectisation techniques, including chemicals used

- movement controls, and changes that should be made in the light of developments and new information
- the need for, and nature of, additional operational activities, such as wild animal or vector operations
- recommendations for classification of premises or release of premises from quarantine (the outcome of this advice is to be forwarded to the LCC Planning Management function).

Quality assurance and oversight

- Ensure the technical veracity of proposed media releases, industry newsletters, web material and other documents intended for release to the public.
- Ensure that clinical signs of disease, reporting procedures and movement controls are publicised in appropriate media and provided to industry groups for promulgation.
- Ensure that systems for collection and reporting of data (including the jurisdiction's electronic biosecurity information management system and GIS systems) support decision making.
- Ensure that the information and data required by officers in the section are obtained and provided without delay or hindrance.
- Implement processes to ensure that personnel within the SCC Planning Section obtain and maintain situational awareness at all times.
- Ensure that the resourcing needs of the section and its personnel are met.
- Represent the SCC Planning function in incident debriefings.

Liaison

- Regularly liaise with the LCC Planning Management function and the CVO Unit regarding strategic direction and policy setting.
- Oversee an economic evaluation of the impact of the outbreak on industry, and on the state/territory and national economies; also oversee a cost-benefit analysis of the control program.
- Oversee the liaison of SCC Planning personnel with the department or outside agencies on mapping, GIS, spatial information, and property and agricultural databases.
- Ensure effective liaison with industry and outside agencies for planning activities.

4.4.2 SCC PL 02.1: SCC Technical Analysis — Epidemiology

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Planning Section description.

Responsibilities

The SCC Technical Analysis — Epidemiology function is responsible for providing contemporary epidemiological and technical advice to the SCC and Local Control Centre (LCC) functional areas to support response activities. The function collects technical data about the incident and undertakes analysis to predict rates of disease spread, impacts of the disease, and escalation or de-escalation of an incident.

The outputs from the Technical Analysis — Epidemiology function assist with decision making and provide guidance for the planning of activities, such as movement restrictions, tracing, surveillance and vaccination.

The function works closely with LCC Technical Analysis — Epidemiology personnel and livestock industry specialists to ensure consistency across the response.

Appointment

Personnel performing the SCC Technical Analysis — Epidemiology function are appointed by, and report to, the SCC Planning Management function. The Chief Veterinary Officer may also specify response personnel to undertake this function.

Skills and knowledge

- Extensive experience in epidemiology.
- Balanced knowledge of the scientific, political, legal, management and industry aspects of disease management.
- Knowledge of, and experience in the use of, computer software for recording and analysing disease data — this includes GIS (geographic information systems), statistical packages, and other systems for collation and analysis of data.
- High familiarity with jurisdictional biosecurity information systems.
- Good bibliographic skills, including knowledge of, and experience in, online searching of veterinary literature.
- Ability to analyse complex problems and produce clear, well-argued, practical solutions.
- Ability to prioritise workloads, commensurate with risk.
- Ability to work in data-sparse environments (which may be the case at the start of an incident), and manage and analyse multiple incoming data sources as the incident progresses.
- Sound understanding of epidemiological principles, and the diagnosis and control of animal disease.
- Sound knowledge of relevant AUSVETPLAN manuals.
- Knowledge of, and ability to access, data relevant to the incident from sources such as the Bureau of Meteorology, the Australian Bureau of Statistics, the Australian Bureau of Agricultural and Resource Economics and Sciences, and jurisdictional sources (eg data on populations at risk).

Personnel in the SCC Technical Analysis — Epidemiology function will preferably include a veterinary epidemiologist.

Tasks

- Manage the collection of epidemiological data needed to:
 - determine and monitor the extent and pattern of infection in the outbreak (temporally and spatially)
 - determine the possible source, method and date of introduction of infection
 - determine the possible mechanisms by which the disease may spread
 - forecast likely and alternative disease situations, and, if appropriate, offer control options
 - provide epidemiological information required by the SCC Planning Management function and Situation Assessment function for daily reporting and assessment of the disease situation.
- Interpret laboratory data in light of epidemiological data.
- Provide continuing assessment of the probability of spread of infection beyond jurisdictional declared areas and jurisdiction, and provide recommendations for boundary changes in light of new information.

- Gather and evaluate data from outside the jurisdiction if the disease is affecting multiple jurisdictions.
- Develop methods to detect disease spread, such as surveys, and to prove freedom from disease.
- Provide technical advice on the disease and its control to the SCC Planning Management function, and to SCC and LCC personnel.
- Evaluate the effectiveness of the implemented control measures.
- Analyse epidemiological data to gain a state/territory-wide perspective of the disease situation, and identify any potential data gaps.
- Provide analytical reports and contribute to briefing documents as required by SCC Planning Management.
- Provide technical advice and briefings to SCC Planning Management, the SCC Coordinator, the LCC Controller and the SCC Coordination Management Team, including:
 - the disease incubation period to be used for the operation
 - advice on boundaries for declared areas
 - advice on the use of premises classifications, including the declaration of infected premises and dangerous contact premises
 - advice on options for control of the disease
 - recommendations for the release of quarantine
 - identification of urgent tracings
 - evaluation of priorities for surveillance and tracing.
- Liaise with LCC epidemiologists to assist with the description and evaluation of the local situation, and the currency and suitability of case definitions.
- Determine, in consultation with the LCC Technical Analysis — Epidemiology function, the significance of wild animal and other populations.

4.4.3 SCC PL 02.2: SCC Specialist Advice — Livestock Industry

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Planning Section description.

Responsibilities

The SCC Specialist Advice — Livestock Industry function is responsible for providing advice and guidance from the livestock industry perspective about technical matters relating to the SCC response.

Appointment

Personnel performing the SCC Specialist Advice — Livestock Industry function are appointed by, and report to, the SCC Planning Management function.

The relevant industry signatory should be consulted during the process of identifying personnel to work in this function. Consideration should be given to inviting industry-based personnel to work in this function.

Skills and knowledge

- Thorough and recognised knowledge of the affected industry, especially:
 - industry makeup (eg size, distribution) and practices
 - industry leaders and key stakeholders (individuals and groups)
 - potential impacts of disease control measures.

- Highly developed interpersonal and communication skills, specifically the capacity to provide clear and concise advice that supports decision making in a time-pressured environment using contemporary work practices.
- Balanced knowledge of the scientific, political, legal, management and industry aspects of disease management.
- Ability to analyse complex problems and produce clear, well-argued, practical solutions.
- Ability to prioritise workloads, commensurate with risk.
- Sound knowledge of the disease control measures provided in AUSVETPLAN.
- Awareness of the Emergency Animal Disease Response Agreement, AUSVETPLAN and the jurisdiction's emergency management arrangements.
- Sound understanding of epidemiological principles, and the diagnosis and control of animal disease.

Tasks

- Work effectively with primary stakeholders: SCC Planning Management, SCC and LCC Technical Analysis — Epidemiology, Local Control Centre (LCC) Specialist Advice — Livestock industry, and SCC and LCC Liaison — Livestock Industry.
- Provide technical advice from the industry perspective on the disease response to inform policy and appropriate disease control measures. This may include advice on:
 - strategies and options for disease control that will minimise the impact on industry
 - boundaries of declared areas, and changes that should be made in the light of developments and new information
 - priorities for tracing and surveillance
 - surveillance methods
 - destruction, disposal, decontamination and disinsectisation techniques, including chemicals used
 - movement controls, and changes that should be made in the light of developments and new information
 - the need for, and nature of, additional operational activities, such as wild animal or vector operations.
- Contribute to the development of disease response plans (eg surveillance plans) and possible alternative control strategies.
- Contribute to response policies by addressing matters raised by the LCC Specialist Advice — Livestock Industry function, and the SCC and LCC Liaison — Livestock Industry functions.
- Contribute to the development of Incident Action Plans and situation reports.

4.4.4 SCC PL 02.3: SCC Specialist Advice — Economic

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Planning Section description.

Responsibilities

The SCC Specialist Advice — Economic function is responsible for providing advice on the current and forecast economic impact of the response. Personnel will use their expertise in agricultural economics, accounting, management of emergency responses and other areas to provide accurate, detailed reports to various audiences.

The outputs from the SCC Specialist Advice — Economic function will inform the SCC Planning Management function and SCC Coordinator of the current and forecast economic impacts of response operations.

SCC Specialist Advice — Economic personnel will work closely with SCC Response Planning, SCC Resource Planning and SCC Planning Management personnel, and counterparts in the Local Control Centre, to acquire and disseminate relevant information.

Appointment

Personnel performing the SCC Specialist Advice — Economic function are appointed by, and report to, the SCC Planning Management function.

Skills and knowledge

- Expertise in agricultural economics, accounting and economic modelling.
- Knowledge of, and experience in, the use of appropriate software for modelling, costing and accounting.
- Experience in working with rural enterprises.
- Balanced knowledge of the scientific, political, legal, social, economic and industry aspects of disease management.
- Ability to analyse complex situations and produce clear, well-defined observations and forecasts.
- Sound knowledge of relevant AUSVETPLAN manuals.

Tasks

- Access published reports on previous economic models for relevant emergency animal diseases.
- Report on the likely economic impact of the disease, and the response measures implemented or available.
- Determine the economic value of at-risk animal populations and affected industries, and the social and community costs of the response.
- Liaise with the SCC Resource Planning function to predict future response costs.
- Produce accurate reports detailing current and forecast costs for nominated and alternative response options, and their financial implications, for the SCC Planning Management function, the SCC Coordinator, the Chief Veterinary Officer (CVO), the CVO Unit, efficiency advocates, Animal Health Australia and the National Management Group.

4.4.5 SCC PL 03: SCC Response Planning

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Planning Section description.

Responsibilities

The SCC Response Planning function is responsible for operational planning for area(s) allocated as the responsibility of the SCC. It works closely with the SCC Operations function.

The SCC Response Planning function will have primary responsibility for the compilation and maintenance of the SCC Incident Action Plan (IAP).

Personnel performing this function will liaise with the Local Control Centre (LCC) Response Planning function to ensure consistency in activities at the state/territory and local levels.

Appointment

Personnel performing the SCC Response Planning function are appointed by, and report to, the SCC Planning Management function.

Skills and knowledge

- Ability to gather and analyse data to assess the current and future requirements of the response.
- Knowledge of the 'appreciation process' (or similar decision-making process) and its application in an operational planning environment.
- Sound knowledge of relevant AUSVETPLAN manuals relating to the disease and enterprises involved.
- Sound knowledge of the World Organisation for Animal Health (OIE) *Terrestrial Animal Health Code*.
- Ability to prioritise workloads of the operation commensurate with risk.

Tasks

- Regularly collect and analyse situation reports from the SCC and LCC, to ensure consistency with planned activities.
- Develop, maintain and recommend any necessary amendments to the Emergency Animal Disease Response Plan.
- Provide advice and support to the SCC Coordinator and Chief Veterinary Officer, as required, with regard to the information needs of the Consultative Committee on Emergency Animal Diseases and the National Management Group.
- Develop, maintain and amend, as necessary, the SCC's IAP.
- Develop, maintain and amend, as necessary, the SCC's detailed strategic plans for relevant activities (eg vaccination, surveillance, tracing, vector control).
- Provide IAPs to the SCC Planning Management function for endorsement (and subsequent approval by the SCC Coordinator), within agreed timeframes.
- Disseminate approved IAPs, in accordance with established timeframes, to the SCC.
- Gather and analyse data to assess current and future requirements in the response, and provide an assessment to the SCC Logistics function that will help with decisions on future resource requirements.

The following tasks may require collaboration with personnel in other SCC functions, including Technical Analysis — Epidemiology, Animal Welfare, Surveillance, Tracing and Laboratory Interface:

- Develop, and amend as necessary, disease response plans and determine possible alternative control strategies.
- Provide or obtain technical advice on the disease to inform strategic plans. This may include:
 - strategies and options for disease control
 - boundaries of declared areas and changes that should be made in the light of developments and new information
 - priorities for tracing and surveillance
 - surveillance methods, including frequency and sample sizes
 - samples to be taken for laboratory examination
 - the need for, and nature of, additional operational activities, such as wild animal or vector operations.
- Maintain regular and close liaison with LCC Response Planning personnel.

4.4.6 SCC PL 04: SCC Resource Planning

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Planning Section description.

Responsibilities

The SCC Resource Planning function is responsible for projecting or forecasting resource requirements — such as facilities, equipment, human resources, financial resources, and supporting resources and services — that are required to achieve the objectives set for the SCC's area of responsibility.

The SCC Resource Planning function needs to work closely with the SCC Logistics function to ensure that resource planning is realistic and achievable.

Personnel performing this function will liaise with the Local Control Centre (LCC) Resource Planning function to ensure consistency in activities at the state/territory and local levels, and to inform them about possible resource requirements and constraints that may necessitate interstate or international resourcing.

Appointment

Personnel performing the SCC Resource Planning function are appointed by, and report to, the SCC Planning Management function.

Skills and knowledge

- Ability to systematically maintain accurate and orderly records.
- Sound knowledge of the jurisdiction's resource management systems, or the ability to quickly acquire this knowledge.
- Sound knowledge of available and rate-limiting resources.
- Ability to interpret outcomes from the SCC Response Planning function to forecast resource needs.

Tasks

- Using response plans, epidemiological reports and other information sources, prepare forecast estimates for personnel and equipment requirements, and communicate these to the SCC Planning Management function and SCC Logistics function.
- Clearly identify personnel resource requirements, following liaison with the SCC Logistics function and LCC Resource Planning function.
- Maintain resource management systems for the tracking of resources (supported by the SCC Logistics function).
- Gather, maintain and present information on incident resources and their status.

4.4.7 SCC PL 05: SCC Situation Assessment

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Planning Section description.

Responsibilities

The SCC Situation Assessment function is responsible for acquisition and maintenance of situational awareness, and sharing that picture through visualisation and sharing systems (eg situation report,

knowledge wall). This function proactively collects and collates incident information, and, in turn, produces and disseminates current information about the incident, covering activities undertaken, milestones reached and actions to be taken in the immediate future. It produces regular situation reports for use within the SCC and/or external distribution.

This function also has responsibility for maintaining relevant visual displays within the SCC, such as the incident's status board.

Personnel performing this function will liaise with the Local Control Centre (LCC) Situation Assessment function to ensure consistency in activities and reporting at the state/territory and local levels.

Appointment

Personnel performing the SCC Situation Assessment function are appointed by, and report to, the SCC Planning Management function.

Skills and knowledge

- Ability to systematically maintain accurate and orderly records.
- Sound knowledge of the jurisdiction's disease information management system(s).
- Sound ability to proactively collect and collate incident information into succinct situation reports.

Tasks

- Create and maintain an overall operating picture (which may include information displays) that reflects the 'common operating picture' and provides all SCC personnel with situational awareness about the incident.
- Specify reporting responsibilities and timelines to all sections within the SCC.
- Collect and organise information through the jurisdiction's information management system(s), briefings and specific reports requested from sections within the SCC. This information will cover activities undertaken, milestones reached and actions to be taken in the immediate future.
- Evaluate, analyse and present acquired information in the form of clearly written succinct situation reports.
- Provide situation reports to the SCC Planning Management function for endorsement, within agreed timeframes.
- Distribute SCC Coordinator approved situation reports, in accordance with established timeframes, to sections within the SCC and LCC.
- Brief the SCC Planning Management function, as requested.

4.4.8 SCC PL 06: SCC Legal

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Planning Section description.

Responsibilities

The SCC Legal function is responsible for providing legal services and advice to ensure that incident response activities are conducted in accordance with appropriate state, territory and Commonwealth legislation.

This function:

- briefs staff on their legal responsibilities
- ensures that all strategies and operations are legal
- prepares and arranges approved proclamations, delegations, orders and prosecutions
- provides legal advice on specific issues as they arise.

The function may also brief personnel on their responsibilities with regard to legal issues.

Personnel performing this function will liaise with the Local Control Centre (LCC) Legal function to ensure consistency in activities at the state/territory and local levels.

Appointment

Personnel performing the SCC Legal function are appointed by, and report to, the SCC Planning Management function.

Skills and knowledge

- Detailed knowledge of relevant jurisdictional legislation and departmental and state/territory legal procedures.
- Ability to understand other jurisdictions' legislation.
- Ability to effectively explain legal obligations and requirements to response personnel.

Tasks

- Provide legal advice on proposed strategies and jurisdictional plans. Where necessary, make arrangements for legislative change.
- Provide legal advice on jurisdictional related matters — for example, proclamation of declared areas.
- Arrange for necessary gazettal and public advertisement of orders, notices, declared areas, etc.
- Address referred legal matters from LCC Legal (eg referred matters for prosecution).
- Provide legal advice on the confidential handling of sensitive information, including privacy-related matters.
- Ensure that personnel within the SCC have appropriate delegated powers.
- Draft orders, as necessary, for signature by an approved person relating to:
 - declared areas
 - destruction orders
 - appointment of inspectors and valuers
 - compensation claims
 - movement controls across interstate borders
 - delegations.
- Provide legal advice, on request, to any officer working in or from the SCC.
- Maintain a record of legal instruments, noting the time and date when they came into effect.
- Maintain a list of officers (on duty and on call) who are authorised to exercise various powers under the relevant legislation.
- Forecast resource needs for the SCC Legal function, and provide these to the SCC Planning Management function.
- Contribute legal information to situation reports.
- Ensure that tools (eg quarantine signs) used across the state are consistent.

4.4.9 SCC PL 07: SCC Biosecurity Information Systems

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Planning Section description.

Responsibilities

The SCC Biosecurity Information Systems function is responsible for managing electronic biosecurity information management systems, monitoring the flow of data into the systems, monitoring the integrity of data collected by the response, and producing outputs from the information management systems.

Appointment

Personnel performing the SCC Biosecurity Information Systems function are appointed by, and report to, the SCC Planning Management function.

They must liaise closely with the SCC Situation Assessment, SCC Response Planning, SCC Information Services, SCC Mapping and GIS, SCC Operations, Local Control Centre (LCC) Biosecurity Information Systems, and LCC Mapping and GIS functions, as well as with the Coordination Management Team (CMT).

Skills and knowledge

- Comprehensive knowledge, and significant experience in the use and administration, of the jurisdiction's biosecurity information management system(s).
- Good understanding of information workflow within a control centre.
- Good communication skills.

Tasks

- Ensure that the jurisdiction's biosecurity information management system is available, fully operational, administered, configured and appropriately resourced for maintenance and data entry.
- Brief, train and supervise personnel on use of the biosecurity information management system and SCC information workflow.
- Oversee use of the biosecurity information management system within the SCC.
- Ensure that data standards are met by monitoring the quality, integrity and timeliness of data input. Address recurring data issues as they arise with the appropriate personnel.
- Oversee the processing and validation of field data by personnel, and its entry into the biosecurity information management system, including identification and correction of any faulty data.
- Ensure that requests for information result in the creation of correctly configured system reports that contain accurate and logical information and statistics.
- Liaise with LCC Biosecurity Information Systems to determine if software changes are required.
- Liaise with software developers if software changes are required.
- Address information workflow issues within the SCC as they arise.
- Monitor performance of the information management system and resolve any problems that occur. In the case of bugs or major system developments, interact closely with SCC Information Services (to check for local IT issues — for example, compatibility with other systems, connectivity or line speed) and liaise with software developers, in consultation with LCC Biosecurity Information Systems and the CMT.

- Assess ongoing staffing needs and advise the SCC Planning Management function accordingly.
- Work with SCC Information Services (or software developers, as appropriate) to ensure the security of data held within the information management system, and ensure that all related files are maintained and appropriately stored after the response is completed.
- Maintain a close relationship with SCC Information Services personnel to ensure that the IT requirements of the SCC are met.
- Ensure that SCC records are consistent with LCC records.

4.4.10 SCC PL 08: SCC Mapping and GIS

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Planning Section description.

Responsibilities

The SCC Mapping and GIS (geographic information system) function is responsible for collating incident-specific geographic information and data, to produce appropriate products and outputs (such as electronic and paper maps). These products may be required for inclusion in planning documents and gazettal notices of declared areas. They will also be used by other personnel within the SCC to support their function, and by personnel deployed in the field.

Personnel performing this function will liaise closely with the SCC Biosecurity Information Systems, Local Control Centre (LCC) Biosecurity Information Systems, and LCC Mapping and GIS functions to ensure consistency in activities at the state/territory and local levels, and minimise duplication of effort.

Appointment

Personnel performing the SCC Mapping and GIS function are appointed by, and report to, the SCC Planning Management function.

Skills and knowledge

- Demonstrated high level of skill in contemporary GIS practices, including map production, spatial analysis, spatial projections and metadata.
- Demonstrated ability to provide a high level of service to clients within tight deadlines.
- High level of knowledge in the jurisdiction's GIS software packages, including spatial web services.
- Ability to acquire and share necessary spatial datasets.
- Ability to spatialise textual datasets using spatial views, spatial joins or other methods.
- Knowledge of, and experience in use of, the jurisdiction's information management and GIS systems, or the ability to rapidly acquire such knowledge.

Tasks

- In consultation with SCC personnel, produce or provide suitable maps, consistent with agreed mapping conventions, relevant to the SCC's area of responsibility. These may need to include strategic maps displaying forecast situations and milestones within nominated timelines, as well as overview maps as an adjunct to strategies and plans. The maps should complement, and not duplicate, GIS outputs from the LCC. Maps may include details of declared or other specified areas, such as area and zone boundaries, vaccination areas,

buffer areas, animal populations (farmed and wild — including feral) and risk areas. Where appropriate, such maps must be suitable for publication/gazettal.

- Carry out spatial analysis, as required.
- Acquire and share existing spatial data, as required. Make recommendations on availability and limitations of spatial data that may be of use in the incident response.
- Accurately create new spatial data, as required by SCC Planning Management or the Coordination Management Team (eg mapping revised declared areas following approved changes to their boundaries).
- Coordinate the maintenance of mapping systems, including web-based systems required for the response.
- Liaise closely with SCC Biosecurity Information Systems, and LCC Mapping and GIS personnel to ensure that consistent standards are being maintained and to minimise duplication of tasks.
- Document tasks and processes as they evolve during a response, and supply any changes to incoming SCC Mapping and GIS personnel as part of the handover briefing.
- Ensure that copies of all spatial data and maps are retained after the response has ended.

4.4.11 SCC PL 09: SCC Animal Welfare

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Planning Section description.

Responsibilities

The SCC Animal Welfare function is responsible for ensuring that animal welfare standards are adhered to and applied consistently across the jurisdiction, as well as within the SCC's assigned area of responsibility, and that any issues are addressed.

This may include:

- managing the collection, collation and analysis of information relating to animal welfare within the SCC's assigned area of responsibility
- monitoring potential adverse animal welfare situations within the jurisdiction and preparing plans for remedial action (including humane destruction), as necessary
- providing an ongoing assessment of animal welfare priorities within the jurisdiction and recommending appropriate action, taking into account requirements for disease control
- providing advice and guidance to the Chief Veterinary Officer, SCC Coordinator and SCC sections on animal welfare matters, including the consequences of proposed disease control measures
- assisting with media inquiries about animal welfare
- liaising with relevant organisations and personnel within the jurisdiction and interstate, as appropriate, to address potential or realised welfare issues.
- liaising with the Local Control Centre (LCC) Animal Welfare function to ensure consistency in activities at state/territory and local levels and provide support, as required.

Note: Ensuring that animal welfare is appropriately addressed is integral to the disease response. It is embedded in a range of functions at SCC, LCC and field functions.

Appointment

Personnel performing the SCC Animal Welfare function are appointed by, and report to, the SCC Planning Management function.

Skills and knowledge

- Experience in, and knowledge of, animal welfare.
- Excellent understanding of animal welfare standards and contemporary animal welfare issues, especially those relevant to livestock production.
- Understanding of emergency animal disease response plans and procedures.
- Well-developed interpersonal, communication and negotiation skills.

The person performing this function should be a veterinarian or senior authorised animal welfare inspector.

Tasks

- Develop/provide policy on animal welfare matters, including triggers for humane destruction.
- Liaise with the LCC Animal Welfare function to ensure consistency in activities at state/territory and local levels.
- Establish a system for receiving, classifying and evaluating field information. This may include information obtained from:
 - information management systems
 - field teams
 - reports from property owners
 - contact with local industry
 - meteorological forecasts
 - reports from the public.
- Collate and assess relevant information about premises outside the LCC's assigned area of responsibility, identifying premises of high risk for adverse animal welfare incidents and providing advice on how to best manage the risk(s).
- Contribute to action plans, addressing the welfare risks according to assessed priorities, and taking into account disease control activities.
- In close consultation with the SCC Liaison — Livestock Industry, Infected Premises Operations and Movement Controls functions, recommend any supervised movements of animals and vehicles to address potential animal welfare issues.
- Advise the SCC Planning Management function promptly of any significant facts, observations, trends or predictions about animal welfare issues.
- Provide advice and guidance on any animal welfare issues relating to wildlife.
- Liaise with animal welfare organisations, as appropriate.
- Provide relevant animal welfare reports to the SCC Planning Management and SCC Situation Awareness functions.
- If requested, assist the LCC Animal Welfare Panel (as described in the AUSVETPLAN **Livestock Welfare and Management manual**) in its deliberations.
- Contribute to media releases and newsletters as required.

4.5 SCC OP 00: SCC Operations Section

Note: This section description must be used in conjunction with subordinate unit descriptions.

Responsibilities

The State Coordination Centre (SCC) Operations Section is responsible for strategic coordination and standardisation of all disease control measures within the jurisdiction. This includes identification of required resources, identification of potential problems and development of solutions.

The SCC Operations Section is responsible for maintaining a consistent approach where responses are across jurisdictional borders, especially to animal welfare and movement controls.

The SCC Operations Section ensures that all operational activities are conducted in accordance with the agreed Emergency Animal Disease Response Plan (EADRP), SCC Incident Action Plan (IAP) and jurisdictional legislation (on the advice of the SCC Legal unit). It contributes operational information to reports produced by the SCC.

The SCC Operations Section maintains close liaison with affected industry peak bodies in the jurisdiction.

The SCC Operations Section may undertake field operations outside the Local Control Centre (LCC) assigned area of responsibility, with the agreement of the SCC Coordinator and LCC Controller. Where a combined SCC and LCC is established, the SCC Operations Section is responsible for ensuring the separation of strategic jurisdictional responsibilities and LCC operational functions.

Appointment

The SCC Operations Section will be established by the SCC Operations Management function in consultation with the SCC Coordinator.

Depending on the size and complexity of the response, it may be necessary to establish several functional units within the SCC Operations Section to coordinate the range of operational activities across the jurisdiction. These could include:

- Investigations
- Laboratory Interface
- Tracing
- Surveillance
- Movement Controls
- Permits
- Check Points
- Infected Premises Operations
- Other Field Operations (eg vaccination).

Skills and knowledge

- Sound knowledge of AUSVETPLAN, and detailed knowledge of the specific disease response strategy.
- Sound liaison and communication skills, enabling communication with peak industry bodies and the LCC.
- Ability to develop policy and strategic plans for application to operational activities.
- Highly developed reasoning and analytical skills.
- Sound knowledge of the structure and responsibilities of the SCC Operations Section across jurisdictions.

- Detailed knowledge of the EADRP and IAP.
- Ability to manage a 'span of control' for the operation in both the SCC and the LCC.
- Sound knowledge of the jurisdiction's agricultural systems.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel, including workplace health and safety.

Tasks

General

- Conduct strategic activities in accordance with the provisions of the EADRP and IAP for the period of approval. Draft the operational component for the EADRP and IAP for the next operational period.
- Coordinate areas of common responsibility between the SCC and the LCC(s).
- Liaise with both national and other jurisdictional operational areas for a consistent approach to the response.
- Contribute operational information to reports produced by the SCC.
- Identify resource needs across the jurisdiction.
- Identify potential operational problems and their solutions.

Briefings and debriefing

- At the beginning of each 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 response.
- Debrief subordinate personnel at the end of each day and as required throughout the response.
- Maintain a record of briefings and debriefings conducted, and outcomes.
- At the conclusion of each shift, provide handover to incoming personnel.
- Participate in incident debriefings.

Workplace health and safety

- Ensure personnel compliance with workplace health and safety requirements.
- Follow the jurisdiction's code of conduct for employment.

Information management

- Comply with all record management systems in use (eg use of log books, task request systems).
- Ensure that all documents created by this function, including descriptions of actions taken at all phases of the response, are filed in the appropriate electronic and hard-copy formats.

Key outputs

- Coordinate key statistics reports (from the disease information system LCC) that track response progress across the jurisdiction and interstate.
- Resource deployment, including industry availability for future resource deployment.
- Operations situation reports, as required.
- Operational plans, including operational risk assessments and key decisions from Planning Section appreciations.

- Operational activity reports (eg field team debrief reports, incident reports).
- Support the Chief Veterinary Officer Unit, Consultative Committee on Emergency Animal Diseases and National Management Group with overall progress.

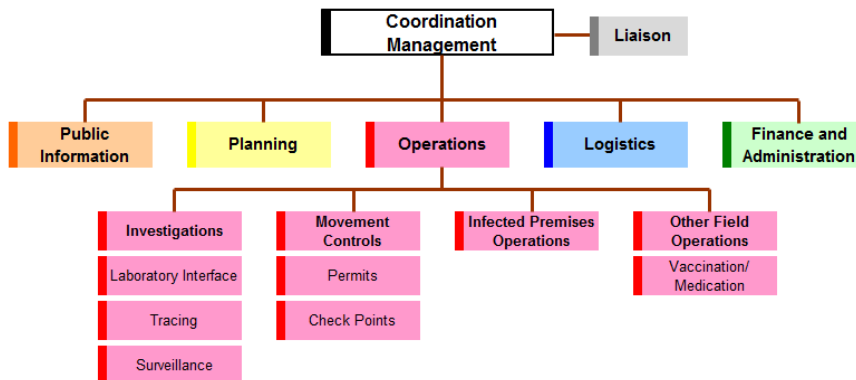


Figure 4.7 Organisational structure of the SCC Operations function

4.5.1 SCC OP 01: SCC Operations Management

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Operations Section description.

Responsibilities

The SCC Operations Management function is responsible for strategic planning and coordination of the operational commitment to the response, by establishing and maintaining all SCC operational functions allocated by the jurisdictional Chief Veterinary Officer (CVO). The SCC Operations Management function may appoint personnel to perform some or all of the operational functions.

The SCC Operations Management function:

- provides strategic leadership and direction to the SCC and Local Control Centre (LCC) Operations function
- assists the SCC Coordinator and CVO Unit, where appropriate, to coordinate the disease control campaign within the jurisdiction
- represents the SCC Operations function at Coordination Management Team (CMT) meetings
- liaises with the LCC Operations Management function
- contributes operational information to reports produced by the SCC
- identifies potential strategic problems and solutions
- consults with other jurisdictions and the Department of Agriculture for specialist resources to be coordinated by the SCC Logistics function.

The SCC Operations Management function liaises with national and other jurisdictions, to ensure consistency in strategic activities at the state/territory level and implementation at the local level.

Appointment

Personnel performing the SCC Operations Management function are appointed by, report to, and receive their instructions from the SCC Coordinator.

The SCC Operations Management function may appoint personnel to develop units within the SCC Operations function and assign their initial tasks, including:

- Investigations
- Movement Controls
- Infected Premises Operations
- Other Field Operations (eg vaccination).

Skills and knowledge

- Sound knowledge of AUSVETPLAN and detailed knowledge of the specific disease response strategy
- Detailed knowledge of the Emergency Animal Disease Response Plan (EADRP) and Incident Action Plan (IAP).
- Experience in disease control programs, and a strategic knowledge of the scientific, political, legal, management and industry aspects of a major disease control campaign.
- Strong coordination skills.
- Ability to analyse complex problems and produce practical solutions with clear priorities.
- Highly developed communication and negotiation skills.
- Ability to develop policy and strategic plans for application to operational activities.
- Sound knowledge of the structure and responsibilities of the SCC Operations functions across jurisdictions.
- Ability to manage a 'span of control' for the operation in both the SCC and the LCC.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel, including workplace health and safety.

Tasks

- Coordinate all operational functions in the SCC and with other jurisdictions.
- Establish and maintain an operational tempo for the SCC Operations function, in line with the EADRP and IAP.
- Notify the SCC Biosecurity Information Systems function and LCC Operations Management function when new infected premises, dangerous contact premises or suspect premises classifications are endorsed by the SCC, or when other significant events occur.
- Clearly identify the structure and reporting relationships for each unit of the Operations Section.
- Appoint unit and team leaders within the SCC Operations Section, as required.
- Assess staffing requirements for the SCC Operations Section, and forward these to the SCC Logistics Management function.
- Attend CMT meetings and represent the SCC Operations Section.
- Regularly liaise with the LCC Operations Management function.
- Oversee the preparation of strategic outputs from the SCC Operations Section and approve them before they are endorsed by the SCC Coordinator.
- Provide or coordinate advice to the SCC Coordinator, CVO Unit and relevant SCC functions in relation to operational activities.
- Coordinate contributions from the SCC Operations Section to situation reports.
- Identify potential operational problems and solutions.
- Monitor personnel rosters and personnel levels for the SCC Operations Section.
- Assess resource requirements for the SCC and LCC Operations Sections.
- Represent the SCC Operations Section in incident debriefings.

4.5.2 SCC OP 02: SCC Investigations

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Operations Section description.

Responsibilities

The SCC Investigations function is responsible for the strategic coordination and management of field surveillance, tracing, and coordination of laboratory interface systems for the SCC.

Specific responsibilities may include:

- designing and monitoring agreed criteria for investigations (priority, sampling, biosecurity measures, laboratory submission, etc), as defined in the Emergency Animal Disease Response Plan (EADRP) and Local Control Centre (LCC) Incident Action Plan (IAP)
- ensuring prompt notification of all infected premises, dangerous contact premises, suspect premises and trace premises to the SCC Operations Management function
- liaising with other SCC functions to monitor the changing situation and priorities
- supporting the SCC Planning function to predict the epidemiology of the disease, including:
 - liaising with the LCC Operations function to obtain information required to monitor the classification of premises (according to their determined level of risk)
 - coordinating resources for the LCC Investigations function to allow appropriate investigation of identified high-risk premises
 - ensuring that other jurisdictions are promptly advised of cross-border traces
 - monitoring laboratory results and ensuring that appropriate follow-up action is taken by the LCC for surveillance and tracing activities.

Appointment

Personnel performing the SCC Investigations function are appointed by, report to, and receive their instructions from the SCC Operations Management function.

The person undertaking the SCC Investigations function should be a veterinarian.

Depending on the scale and complexity of the response, it may be necessary to appoint personnel to plan specifically with the following functions and define their initial tasks:

- Laboratory Interface
- Tracing
- Surveillance.

Skills and knowledge

- High level of familiarity with AUSVETPLAN, including the relevant disease control strategy and operational manuals.
- Detailed knowledge of the EADRP and IAP.
- Ability to interpret details of laboratory reports.
- Thorough understanding of disease control measures for emergency animal diseases.
- Knowledge of the disease control measures to be used in the response, or priority access to that knowledge.
- Good understanding of epidemiology.
- Ability to analyse and prioritise.
- Highly developed interpersonal and communication skills.

Tasks

- Ensure that traces to other jurisdictions are promptly notified to the SCC Operations Management function and the relevant jurisdiction.
- Develop strategic requirements for procedures to be followed while undertaking disease control investigations.
- Agree on priorities for investigation tasks with the LCC Operations Management function.
- Review reports from the LCC Investigations function to ensure that all investigations are completed and procedures followed.
- Agree on a reporting schedule with the LCC Operations Management function.
- Clearly identify the structure, 'span of control' and reporting relationships for each unit of the investigations function
- Review reports from the LCC Surveillance and LCC Tracing functions, and ensure that correct premises classifications have been allocated.
- Ensure that requests for tracing outside the LCC's assigned area of responsibility are acted on.
- Forecast resource needs for the SCC Investigations function and advise the SCC Operations Management function.
- Contribute to the preparation of daily situation reports.

4.5.3 SCC OP 02.1: SCC Laboratory Interface

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Operations Section description.

Responsibilities

The SCC Laboratory Interface unit is responsible for maintaining the procedures set out in the AUSVETPLAN **Laboratory Preparedness manual** for the disease under investigation.

The SCC Laboratory Interface unit will monitor the capacity of laboratories to process the input of samples, and ensure that all diagnostic procedures are met. The unit may need to source other approved laboratories from the Laboratories for Emergency Animal Disease Diagnosis and Response network for routine jurisdictional testing while the response is being undertaken. The function reviews the testing process for consistency and standardisation of reports, as defined by the Laboratory Subcommittee of the Consultative Committee on Emergency Animal Diseases (LSC-CCEAD).

The SCC Laboratory Interface function is not responsible for interpreting laboratory results; this is the responsibility of the Local Control Centre (LCC) Investigations Management and the appropriate laboratory personnel.

Appointment

Personnel performing the SCC Laboratory Interface function are appointed by, report to, and receive their instructions from, the SCC Investigations function, in liaison with the LSC-CCEAD.

Skills and knowledge

- Experience in laboratory procedures and the safe transport of samples, as described in AUSVETPLAN **Disease Strategy** manuals.
- Knowledge of the available laboratories and their capacity to process large numbers of samples.

- Sound knowledge of the jurisdiction's contract arrangements.
- Highly developed communications and negotiations skills.

Tasks

- Liaise with the LSC-CCEAD on procedures.
- Liaise with laboratories to facilitate testing of samples in accordance with directions of the Chief Veterinary Officer.
- Maintain a register of testing capacity and capability.
- Obtain summaries of all laboratory submission forms from the LCC Laboratory Interface function.
- Maintain close communication with the LCC Laboratory Interface function, particularly with regard to available laboratory resources.
- Advise the SCC Surveillance function on collection and submission of appropriate samples.
- Ensure that results on all samples submitted are received within agreed timelines.

4.5.4 SCC OP 02.2: SCC Tracing

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Operations Section description.

Responsibilities

The SCC Tracing unit is responsible for strategic policy for, and coordination of, tracing.

The SCC Tracing unit develops policy for the strategic tracing by the Local Control Centre (LCC) Tracing, including secondary hosts (eg feral animals) and coordination with tracing by agencies in other jurisdictions.

The SCC Tracing function:

- monitors the approved tracing requirements, as defined in the Emergency Animal Disease Response Plan (EADRP) and LCC Incident Action Plan (IAP)
- liaises with the SCC and LCC Planning functions to ensure that coordinated strategies for tracing are in place
- liaises closely with SCC surveillance unit to minimise response times
- designs policies that ensure that all workplace health and safety protocols are followed by tracing personnel.

Appointment

Personnel performing the SCC Tracing function are appointed by, report to, and receive their instructions from, the SCC Investigations function.

Personnel undertaking the SCC Tracing function should be animal biosecurity officers.

Skills and knowledge

- Sound knowledge of the relevant AUSVETPLAN **Disease Strategy**, EADRP and IAP.
- Ability to monitor a large number of complex tasks.
- Ability to coordinate substantial workloads and monitor outcomes.
- Broad knowledge of agriculture and the local industries involved (trade in animals, animal products and feed, and support industries), animal diseases and disease control principles.
- Good knowledge of manual and electronic data recording systems used by the jurisdiction.

Tasks

- At the start of the operational phase, in liaison with SCC Surveillance, maximise resources to define the restricted area and the control area.
- Review the volume of potential traces required at each phase of the operation.
- Coordinate strategic tracing that has cross-border or secondary-host implications.
- Assign strategic priorities to requests for tracing from other jurisdictions, in consultation with the LCC Investigations function.
- Brief assigned personnel on the current status of the operation.
- Advise the LCC Investigations unit of information that may lead to urgent tracing.
- Ensure that all tracing tasks are resolved and reported.

4.5.5 SCC OP 02.3: SCC Surveillance

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Operations Section description.

Responsibilities

The SCC Surveillance unit is responsible for strategic policy for, and coordination of, surveillance.

This includes both strategic field surveillance and, where complementary legislation is being used (eg in areas under the control of the Australian Government Department of Defence or Indigenous owners), development of protocols necessary for surveillance to be undertaken.

Policy for the strategic surveillance of secondary hosts (eg feral animals) will be developed by the SCC Surveillance unit in conjunction with the SCC Planning function. Actual surveillance will be managed by the Local Control Centre (LCC), depending on operational requirements defined by the Chief Veterinary Officer.

The SCC Surveillance function:

- monitors the approved surveillance requirements, as defined in the Emergency Animal Disease Response Plan (EADRP) and LCC Incident Action Plan (IAP)
- liaises with the SCC and LCC Planning functions to ensure that strategies are in place for efficient surveillance programs and that decontamination protocols are followed
- ensures that all workplace health and safety protocols are followed by surveillance personnel.

Appointment

Personnel performing the SCC Surveillance function are appointed by, report to, and receive their instructions from, the SCC Investigations function.

Personnel undertaking the SCC Surveillance function should be animal biosecurity officers.

Skills and knowledge

- Sound knowledge of the relevant AUSVETPLAN **Disease Strategy**, EADRP and IAP.
- Experience in livestock biosecurity.
- Ability to liaise with industry and understand conditions that may cause the disease to spread.
- Where surveillance areas cross jurisdictional borders, a working knowledge of other jurisdictions' policies and procedures.

- Ability to coordinate personnel working across jurisdictional boundaries and delegate tasks remotely.
- Broad knowledge of agriculture, the local industries involved and disease control measures.
- Good knowledge of manual and electronic data recording systems used by the jurisdiction.

Tasks

- Identify, plan and coordinate all surveillance activities within the responsibility of the SCC.
- Identify resources required to undertake the surveillance tasks stated in the EADRP and IAP.
- Prepare briefing notes for surveillance field teams in the SCC and LCC on the range of clinical signs that may occur; the mechanism of disease spread; procedures for disinfection, stock examination and specimen collection; and reporting requirements.
- Notify the SCC Investigations, LCC Investigations and LCC Tracing functions of significant findings, especially cross-border infected animals.

4.5.6 SCC OP 03: SCC Movement Controls

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Operations Section description.

Responsibilities

The SCC Movement Controls unit is responsible for strategic planning and coordination of control over the movement of animals, animal products, plants, plant products, vehicles, people and other things that pose a biosecurity risk.

Specific responsibilities may include:

- developing protocols for the movement of animals (including feral animals), animal products and other things that may pose a biosecurity risk across jurisdictional borders
- developing procedures for animals that are in transit at any phase of the response
- developing policies to ensure the security of infected premises, dangerous contact premises and other premises, as deemed necessary by the SCC Operations Management function
- coordinating the security of movements for the jurisdiction where complementary legislation is invoked (eg on land managed by the Australian Government Department of Defence)
- ensuring that movement controls meet jurisdictional procedures and legal requirements
- ensuring that all jurisdictional delegations for movement control activities are met.

Appointment

Personnel performing the SCC Movement Controls function are appointed by, report to, and receive their instructions from, the SCC Operations Management function.

Depending on the size and complexity of the response, multiple personnel may be required to perform the function of:

- SCC Permits
- SCC Check Points.

Skills and knowledge

- Knowledge of the relevant AUSVETPLAN **Disease Strategy**, Emergency Animal Disease Response Plan and Incident Action Plan.

- Experience in the application of regulatory controls under the relevant jurisdictional and complementary legislation.
- Ability to liaise with police, state emergency services, transport authorities and community groups.
- Understanding of animal welfare and industry requirements for the movement of stock, products, waste and people associated with the relevant industries.
- Good oral, written and data-entry skills.

Tasks

- Obtain authorisation for delegations to issue permits in the Local Control Centre (LCC).
- Determine the conditions to apply to movement permits.
- Determine movement controls to apply at jurisdictional boundaries.
- Determine any restrictions that have been applied by other states, territories or countries.
- Advise all SCC functions of movement controls that apply throughout the jurisdiction and authorities authorised to enforce approved restrictions.
- Liaise with LCC Planning function and LCC Tracing unit with regard to potential changes to declared areas.
- Determine resources required to undertake these functions.
- Clearly identify the structure and reporting relationships for each unit of the movement controls function.
- Advise industry, through their liaison personnel, of the movement restrictions that apply.
- Assess the need for movement controls over public transport corridors.
- Recommend appropriate changes to movement controls within the SCC and LCC assigned areas of responsibility.
- Contribute to the daily situation reports prepared by the SCC Situation Assessment function.

4.5.7 SCC OP 03.1: SCC Permits

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Operations Section description.

Responsibilities

The SCC Permits unit is responsible for procedures for issuing permits for the movement of animals, animal products, plants, plant products, vehicles, people and other things that pose a biosecurity risk. This includes things that are in transit, moving across jurisdictional borders and being shipped.

Where legal action is required, the SCC Permits unit will develop the case with the SCC Legal function.

Personnel performing this function will liaise with the Local Control Centre (LCC) Permits function to ensure a consistent approach to managing permits across the jurisdiction.

Appointment

Personnel performing the SCC Permits function are appointed by, report to, and receive their instructions from, the SCC Movement Controls function.

Personnel undertaking the SCC Permits function should be an appointed officer (under the relevant legislation).

Skills and knowledge

- Knowledge of the relevant AUSVETPLAN **Disease Strategy**, Emergency Animal Disease Response Plan and Incident Action Plan (IAP).
- Experience in administering movement controls.
- Good knowledge of disease control measures and their implementation.
- Knowledge of the affected agricultural industry's trading patterns for at-risk materials.
- Knowledge of the information systems used by the jurisdiction for issuing permits.
- Communication and interpersonal skills.

Tasks

- Determine details of all declared areas, and develop a strategic plan for permits across the jurisdiction and interstate.
- Prepare proclaimed movement conditions.
- Prepare movement permit proformas, with the LCC Permits function.
- Maintain a brief on approved changes to the permit system.
- When changes in permit conditions are approved, set the changeover time for application.
- Develop criteria for the conditions under which movement is allowed (refer to the relevant AUSVETPLAN manuals for guidance on agreed movement restrictions for the specific incident, and the current IAP).
- List authorised authorities to apply and enforce approved restrictions.
- Determine resources required to undertake this function.
- Develop a system of appeal for review of movement conditions.

4.5.8 SCC OP 03.2: SCC Check Points

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Operations Section description.

Responsibilities

The SCC Check Points unit is responsible for developing strategies to coordinate check point teams on interstate borders, high-use movement corridors, boundaries between disease control areas and special industry events.

The unit also works with the SCC Legal function to develop strategic plans for check point breaches.

Close communication will be maintained with the Local Control Centre (LCC) Check Points unit, to ensure consistency in the management of check points across the jurisdiction.

Appointment

Personnel performing the SCC Check Points function are appointed by, report to, and receive their instructions from, the SCC Movement Controls function.

Skills and knowledge

- Understanding of the disease, its implications and its control.
- Experience in administering movement controls under the jurisdiction's relevant legislation.
- Good communication skills.
- Understanding of cross-border jurisdictional legal requirements for check points.
- Understanding of agricultural industry trading patterns in at-risk materials.
- Knowledge of workplace health and safety requirements for establishing check points.

Personnel undertaking the SCC Check Points function should be an animal biosecurity officer with relevant experience or have rapid access to such officers.

Tasks

- Identify, with the LCC Movement Controls function, the area to be monitored.
- Establish liaison with appropriate support agencies through the SCC Liaison function.
- Develop a strategy to manage breaches of disease control measures.
- Contact support agencies on possible breaches of disease control measures detected at check points.
- Report any unauthorised movements to the LCC Movement Controls function, support agencies and the LCC Legal function.
- Consider the use of methods that do not involve personnel (eg video equipment) to monitor check points.

4.5.9 SCC OP 04: SCC Infected Premises Operations

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Operations Section description.

Responsibilities

The SCC Infected Premises Operations unit is responsible for the strategic coordination of all infected premises (IP) policies, in collaboration with the Chief Veterinary Officer (CVO) Unit and SCC Planning function.

The SCC Infected Premises Operations unit may establish strategic programs that require input from the CVO Unit (eg for feral animals, military establishments) and then allocate these programs to the Local Control Centre (LCC) for activation.

Close communication will be maintained with the LCC Infected Premises Operations unit, to ensure consistent application of IP operations across the jurisdiction.

Appointment

Personnel performing the SCC Infected Premises Operations function are appointed by, report to, and receive their instructions from, the SCC Operations Management function.

Skills and knowledge

- Knowledge of the relevant AUSVETPLAN **Disease Strategy**, Emergency Animal Disease Response Plan and Incident Action Plan.
- Experience in managing operations on IPs.
- Ability to efficiently manage substantial volumes of technical data.
- Ability to assess strategic resource requirements and current scientific knowledge relevant to response biosecurity measures for the disease.
- Familiarity with the operational guidelines contained in the AUSVETPLAN **Valuation and Compensation, Destruction, Disposal and Decontamination manuals**.

Tasks

- Develop with the LCC Controller a taskforce to determine the appropriate hierarchy of disposal methods for that environment, as per the AUSVETPLAN **Disposal manual**.

- Set policy so that private contractors, including property owners, are employed under relevant government policy guidelines.
- Liaise with other government departments and local government authorities through the SCC Liaison — Other Agencies function.
- Determine the specification of resources required to undertake this function in conjunction with the SCC Planning — Resource Planning function.
- Obtain current information on valuation and compensation, destruction, disposal, decontamination and disinsectisation protocols, materials and related procedures for the LCC Infected Premises Operations (IPOP's) function.
- Liaise with the LCC IPOP's function and provide regular reports to the SCC Operations Management function.
- Consider, where necessary, refinement of strategy and policy influencing IPOP's activities, in consultation with the LCC IPOP's function and the SCC Planning function.

4.5.10 SCC OP 05: SCC Other Field Operations

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Operations Section description.

Responsibilities

The SCC Other Field Operations unit is responsible for strategic coordination and development of delegated operations for the jurisdiction.

These may include operations of concern to the community (eg vaccination and medication, vector control, wild animal response), operations with cross-jurisdictional implications, or operations that come under complementary legislation.

Appointment

Personnel performing the SCC Other Field Operations function are appointed by, report to, and receive their instructions from, the SCC Operations Management function.

Skills and knowledge

- Familiarity with the operational guidelines contained in AUSVETPLAN and the current SCC and Local Control Centre (LCC) Incident Action Plan.
- Knowledge of distribution of relevant species.
- Good local knowledge of the industries involved.
- Understanding of the jurisdiction's contractual requirements or ability to rapidly get this information.
- Ability to supervise contracted personnel.

Tasks

- Develop policies for a wide range of operations to support the response biosecurity measures.
- Liaise with local industries for resources and knowledge to support the operation of the LCC Other Field Operations function.
- Ensure that private contractors, including property owners, are employed within the relevant government policy guidelines.
- Clearly identify the structure and reporting relationships for each unit of the Other Field Operations function.

4.5.11 SCC OP 05.1: SCC Vaccination/Medication

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Operations Section description.

Responsibilities

The SCC Vaccination/Medication unit is responsible for strategic coordination of the use and control of vaccines and/or medicines within the jurisdiction for the response.

This includes preparing minor use permits, recommending the registration of practitioners and implementing policies for the use of vaccines containing genetically modified organisms.

Field application of vaccines and medicines is the responsibility of the Local Control Centre (LCC). However, where vaccination is being used over a large area (eg in feral animals), the SCC may coordinate the operation for the Chief Veterinary Officer (CVO) Unit.

Appointment

Personnel performing the SCC Vaccination/Medication function are appointed by, report to, and receive their instructions from, the SCC Other Field Operations function.

Skills and knowledge

- Knowledge of vaccination techniques in the relevant species.
- Knowledge of potential adverse reactions that may result from use of the vaccines/medicines.
- Knowledge of reporting requirements for minor use vaccinations.
- Knowledge of training and registration required for administration of vaccines and medicines in the jurisdiction involved.
- Knowledge of workplace health and safety issues associated with the use of vaccines and application devices.
- Good situation awareness where feral animals are involved.

Tasks

- Determine vaccination priorities and the resources required.
- Determine the identification required for vaccinated or treated animals.
- Advise the LCC Vaccination/Medication function on vaccine supply, storage, transport, handling, reconstitution, administration and disposal.
- Liaise with Animal Health Australia for the supply and distribution of approved vaccines and equipment.
- Determine the recording system to be used to record vaccinated or treated animals.
- Determine the recording system to be used for recording adverse reactions.

4.6 SCC LG 00: SCC Logistics Section

Note: This section description is to be used in conjunction with subordinate function descriptions.

Responsibilities

The State Coordination Centre (SCC) Logistics Section is responsible for providing and maintaining resources needed for SCC operations, and addressing Local Control Centre (LCC) Logistics issues so that the response objectives are achieved.

'Resources' include human and physical resources, facilities, services and supplies, and the systems that maintain them. The SCC Logistics function operates in close consultation with:

- SCC Finance and Administration so policies and systems for procurement and management of resources are applied consistently and efficiently. In plain terms, Logistics 'obtains and maintains', and Finance and Administration provides policy and systems for the SCC response — in particular, for the SCC Logistics function
- SCC Workplace Health and Safety, to provide and maintain an effective and efficient safety management system for the response.

There are close synergies between SCC Logistics, and Finance and Administration functions. Typically for the SCC response they are separate sections, but this may not be the case in the LCC. The overall structure to be adopted is determined by the SCC Coordinator and the LCC Controller, based on advice from the the relevant management functions.

Appointment

The SCC Logistics function will be established by the SCC Logistics Management function.

Depending on the size and complexity of the response, it may be necessary to establish several functional units within the SCC Logistics Section, including:

- Facilities and Services — provides facilities and services for the SCC response, including reception, waste management and information services (for voice and data); and induction/training areas, catering/mess areas, parking and wash-down areas for response vehicles, temporary sleeping areas and sanitation areas.
- Staffing — acquires, allocates and monitors human resources for the response; this includes deployment, travel, induction, training and exit/departure of all response personnel.
- Catering — provides meals and refreshments for SCC response personnel. Usually these are based at the SCC but may also include field teams, depending on the SCC/LCC areas of responsibility for operational activities (see Part 1, Sections 2.2.2 and 3.2.6).
- Transport — provides transport for personnel supporting the SCC response. Typically this is for travel between control centres, suppliers/service providers and relevant field locations, but may also include response personnel accommodation.
- Accommodation — provides accommodation for SCC response personnel and official, authorised visitors.
- Supply — manages equipment and supply needs for the SCC response. This involves identifying equipment/supplies needs; acquiring (based on a task request), assigning, deploying, tracking, maintaining, recovering, demobilising and/or disposing of equipment and supplies; and reconciling related records (ongoing).

Skills and knowledge

- High resource management, organisational and customer/service delivery skills.
- Sound knowledge of the department's safety, resource and information management systems, or the capacity to rapidly acquire it.
- High level of initiative and analysis, especially for:
 - identifying logistics needs in response plans and policies
 - developing policies for the SCC Logistics function, and the LCC Logistics function as required
 - developing and implementing processes/systems that support the SCC response (ie for any relevant function).

- Effective communication (oral and written) and interpersonal skills, and sound conflict resolution and negotiation skills (eg to seek the best available prices, services and other benefits).
- Sound document management and records reconciliation skills.
- Good attention to detail (eg to address ongoing budget constraints, maintain accurate records and reconcile records).
- Ability to work effectively in the response context. This includes contributing to an effective response team, working independently, being adaptable and flexible in the workplace, performing duties in a time-critical and high-pressure environment, and applying contemporary workplace skills (eg effective use of a computer).
- Sound knowledge of the SCC response, personal biosecurity measures and underpinning arrangements (eg Emergency Animal Disease Response Agreement, AUSVETPLAN) and the responding jurisdiction's emergency management arrangements, or the ability to rapidly acquire and apply it to the SCC response.

Tasks

General

- Set up and maintain facilities, services, equipment and supplies for the SCC response.
- Arrange for supply of requested resources, based on authorised task requests.
- Arrange payments for authorised SCC Logistics activities and reconcile invoices at unit level.
- Undertake regular costing and forecasts for SCC Logistics activities.
- Contribute to updates of the general induction package, and the training and assessment program about SCC Logistics arrangements.
- Routinely update registers, rosters and contact lists, and track SCC Logistics activities.
- Plan for, and manage, the timely and coordinated demobilisation of SCC Logistics facilities and services with the Coordination Management Team and other stakeholders (eg suppliers), including dealing with unused items, and/or formal handover of any ongoing activities.
- Provide timely updates about status and progress of SCC Logistics activities, and address recurring issues for the SCC and LCC.
- Promote the response's safety management system. Monitor compliance, report breaches or errors in use of safety systems and recommend/manage changes to improve the systems without impeding response priorities.
- Establish and maintain contact with corresponding LCC Logistics personnel.
- Arrange for, or contribute directly to, the implementation of the personal biosecurity measures for the response.

General unit head tasks

- Clearly identify the structure and reporting relationships for units in the SCC Logistics function in consultation with the SCC Logistics Management function.
- Manage staffing requirements for the unit. Communicate needs to the SCC Planning — Resource Planning and/or SCC Logistics — Staffing functions.
- Address other general unit management responsibilities — for example, unit-level induction, training and assessment; regular briefings about safety and progress of organisational arrangements; rostering; tasking and resourcing; and arranging departures/exits for unit personnel.
- Keep unit personnel updated on key matters, including response progress; major developments; changes to policy, boundaries or areas and disease control measures; and the structure, purpose and reporting arrangements of the section.

- Provide the unit's input/submissions for situation reports and Incident Action Plans.

Briefings and debriefings

- At the beginning of each shift:
 - obtain briefing from supervisor and/or receive handover from outgoing personnel
 - identify items that have not been finalised in the event log.
- Brief incoming personnel at the beginning of each shift and as required throughout the response.
- Debrief outgoing personnel at the end of each shift and as required throughout the response.
- Record details of the briefings and debriefings conducted, and their outcomes.

Workplace health and safety

- Comply with workplace health and safety requirements, and maintain key safety system records (eg sign in/out registers).
- Demonstrate behaviours that support the codes of conduct of their own agency or organisation and the relevant response agency.

Information management

- Maintain an event log, especially noting any briefings, handovers and debriefs conducted or attended.
- File documents created during the response in the appropriate electronic and hard-copy formats.
- Maintain an appropriate level of information security and confidentiality, with regard to both written records and verbal briefings.
- Use response documents and templates only for their intended use.

Key outputs

- SCC facilities and services for control/coordination centres, catering, accommodation, transport, biosecurity services and supply. This includes acquisition, tracking, maintenance and demobilisation of the facilities and services.
- Rosters for, and contact lists of SCC Logistics unit personnel and stakeholders (divide into current and former/inactive personnel/stakeholders).
- Plans, registers and reports for all SCC Logistics units.
- Forecasts and actual costings for all SCC Logistics units.
- Inputs to situation reports and Incident Action Plans.
- Task request system and processed task requests.

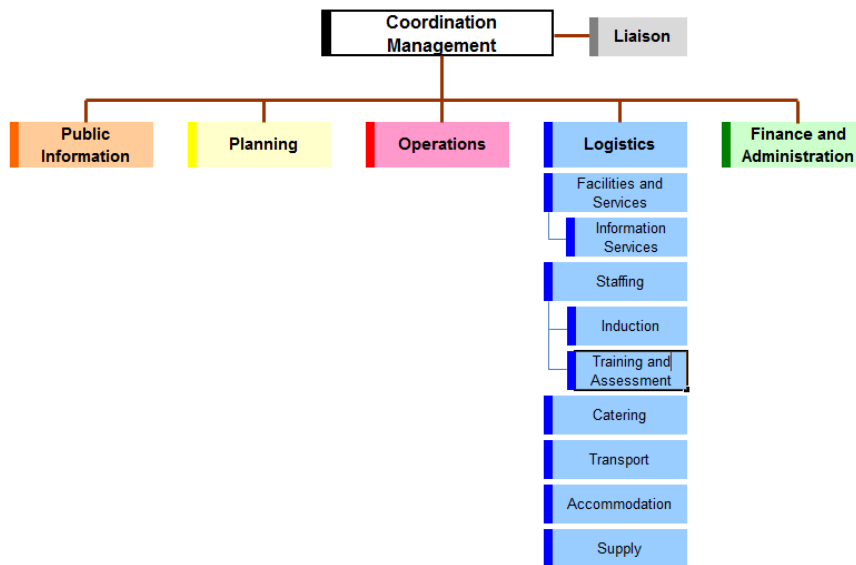


Figure 4.8 Organisational structure of the SCC Logistics function

4.6.1 SCC LG 01: SCC Logistics Management

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Logistics Section description.

Responsibilities

The SCC Logistics Management function has overall responsibility for leading and managing personnel who provide logistics policies and systems for the SCC and Local Control Centre (LCC) response, and logistics support to the SCC response. This supports the response objectives and a consistent approach to logistics activities between the state/territory and local levels.

This management function is responsible for leading the provision of advice to the SCC Coordinator and LCC Controller about appropriate structures for Logistics and Finance and Administration for the SCC and LCC response, based on input from relevant management functions at the SCC and LCC.

The SCC Logistics Management function is responsible for maintaining effective working relationships, especially with Management functions for SCC Finance and Administration, and LCC Logistics.

The SCC Logistics Management function is a member of the SCC Coordination Management Team (CMT).

Appointment

Personnel performing the SCC Logistics Management function are appointed by, and report to, the SCC Coordinator.

Depending on the scale and complexity of the response, it may be necessary for the SCC Logistics Management function to appoint personnel to the following subordinate units and define their initial tasks:

- Facilities and Services (including Information Services)
- Staffing

- Induction
- Training and Assessment
- Catering
- Transport
- Accommodation
- Supply.

At the SCC Coordinator's discretion, the SCC Logistics Management function may also have other related units integrated into the section (eg SCC Workplace Health and Safety). The SCC Logistics Management function will manage their appointment, tasking and reporting arrangements, as for any other SCC Logistics personnel.

Skills and knowledge

- Strong leadership skills, including the ability to exercise initiative.
- Ability to set, communicate and coordinate priorities for the SCC Logistics function.
- Ability to quickly identify critical policy and process points.
- Effective supervision and delegation skills.
- Sound knowledge of the department's safety and administrative systems (eg resource, financial and information management), including key interfaces with other agencies, and/or the capacity to rapidly acquire it.
- Strong briefing, interpersonal, conflict resolution and negotiation skills (eg to seek the best available prices, services and other benefits).

Tasks

- Manage the SCC Logistics function to support the SCC response, especially so resources are obtained and maintained that promote implementation of disease control and response biosecurity measures. This includes:
 - working with the SCC Coordinator to maintain an appropriate section structure and reporting arrangements to support the SCC response
 - appointing unit leaders as required, and monitoring rosters and personnel levels (communicate requirements to SCC Planning — Resource Planning and/or SCC Logistics — Staffing functions)
 - approving policies for SCC Logistics units (and LCC Logistics units, as needed)
 - endorsing and coordinating the implementation of processes and systems so that the SCC Logistics function's outputs are delivered consistently, and there is continuity of practice and compliance with departmental policies
 - guiding SCC establishment, maintenance and demobilisation.
- Oversee:
 - the procurement, assignment, deployment, security, maintenance, recovery and demobilisation/disposal of resources required by the SCC response; this includes supporting LCC Logistics Management, as requested, for these matters (especially identification of resource needs and procurement)
 - the maintenance of other registers for each Logistics unit that records these details, and supporting business rules, so data entry is consistent
 - processing of authorised task requests and the SCC-wide compliance with the task request system.
- Establish/maintain effective working relationships with the LCC Logistics Management function so:

- there is consistency between the state/territory and local Logistics activities
 - policy matters are identified and resolved promptly.
- Work with the:
 - SCC Workplace Health and Safety function to develop and maintain job risk assessments (or similar) for the SCC Logistics function, with a specific focus on identifying safety and skill-based training needs
 - SCC Logistics Staffing function to maintain current job cards.
- Keep SCC Logistics function personnel updated on key matters, including response progress; major developments; changes to policy, boundaries or areas, and disease control measures; and the structure, purpose and reporting arrangements of the section.
- Address other general management responsibilities for the section, including section-level induction, training and assessment; regular briefings for safety; tasking and resourcing; and arranging departures/exits and demobilisation.
- Provide the SCC Logistics function's input for situation reports and Incident Action Plans.
- Represent the SCC Logistics function at CMT meetings.
- Plan and manage the coordinated and timely recovery and disposal/demobilisation of SCC Logistics functions and facilities, in consultation with the CMT and other primary stakeholders.

4.6.2 SCC LG 02: SCC Facilities and Services

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Logistics Section description.

Responsibilities

The SCC Facilities and Services function is responsible for 'fit for purpose' facilities and services for the SCC response, which means at the SCC and any areas outside Local Control Centre (LCC) areas.

Responsibilities include dealing with issues that are unable to be resolved by the LCC Facilities and Services function, so response objectives are supported and there is consistency between state/territory and local facilities and services activities.

This function is responsible for maintaining effective working relationships with other SCC Logistics units (especially the SCC function), SCC Procurement and relevant facility managers or suppliers; and the LCC Facilities and Services function.

Appointment

Personnel performing the SCC Facilities and Services function are appointed by, and report to, the SCC Logistics Management function.

Depending on the scale and complexity of the response, it may be necessary to appoint personnel to an Information Services unit, which is a subordinate unit of this function.

Skills and knowledge

- Sound knowledge of facility and service needs for a typical biosecurity response (eg control centres, Forward Command Posts).
- Knowledge and skills for procuring required facilities, equipment and supporting services — especially facilities management and information services.
- Installation and demobilisation skills for facilities and services.

- Skills in site safety audit procedures, and awareness of relevant departmental policies and practices.
- Sound coordination skills so 'supply' consistently meets 'demand'.

Tasks

Initial tasks

- Forecast the facilities and services needs for the SCC response, considering the areas of SCC responsibility, starting with identification of the SCC location and a timeline for set-up and occupation.
- Arrange establishment of the SCC, including:
 - furniture and equipment (update the SCC Supply function to limit duplicate order errors)
 - identification system for response personnel (and others as required)
 - information services (voice and data)
 - appropriate facilities for records management (see Section 4.7.3).
- Communicate arrangements to relevant SCC personnel and update the SCC Finance function, as required.
- Establish policies and guidelines for the SCC Facilities and Services function.

Ongoing tasks

- Manage and maintain the facilities and services, including:
 - security of the facility
 - reception for managing access and egress to the facility by response personnel, visitors/guests and delivery staff
 - information services (voice and data) and support services for records management (see the Section 4.6.3 function description for details)
 - issuing of identifications and equipment (alternatively, this may be undertaken by the SCC Supply function)
 - traffic and parking management
 - facility cleaning and waste management
 - utilities and general services (eg power, water heating/cooling, noise reduction, kitchen and break-out areas, safes and lockable containers).
- Provide required facilities and services for other agreed areas as the response evolves, including:
 - mess and/or dining areas (fixed or temporary facilities and services)
 - other temporary facilities (eg sleeping areas, sanitation–ablution facilities).
- As required, raise significant supply issues with the SCC Logistics Management function and consider seeking assistance via the SCC Liaison function and/or the National Coordination Centre.
- Maintain policies and guidelines for the SCC Facilities and Services function, and address issues raised by the LCC Facilities and Services function promptly.
- Track the ordering, receipt, dispatch, disposal/return of goods and services for the SCC response and maintain adequate stock/'store levels'.
- Manage day-to-day contractual arrangements with service providers as needed, liaising with the SCC Procurement function, as needed.
- Coordinate inspections/safety audits, servicing and maintenance of facilities/equipment.

4.6.3 SCC LG 02.1: SCC Information Services

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Logistics Section description.

Responsibilities

The SCC Information Services function is responsible for 'fit for purpose' voice and data information services for the SCC response, which means at the SCC and any areas outside Local Control Centre (LCC) areas.

Responsibilities include dealing with issues that are unable to be resolved by the LCC Information Services function, so response objectives are supported and there is consistency between state/territory and local information services activities.

This function is responsible for maintaining effective working relationships with the SCC Logistics — Facilities and Services function; the SCC Planning — Biosecurity Information Systems function; departmental IT divisions; relevant facility managers or suppliers; and the LCC Information Services function.

Appointment

Personnel undertaking the SCC Information Services function are appointed by, and report to, the SCC Facilities and Service function.

Skills and knowledge

- Knowledge of information services (voice and data) needs for an SCC response, including hardware, networks, software (including web-based applications such as WebEOC) systems (including those that support multi-user databases (eg for Planning and Operations) and records).
- Installation skills for hardware and deploying/updating software.
- Sound knowledge of departmental information services policies and practices.
- Skills in coordinating, tracking and costing equipment, services and software licences.
- Skills in delivering 'on the job' training as required, as well as developing practical 'user guides'.
- Knowledge of safety procedures and specifications, and information services and equipment.

Tasks

Initial tasks

- Forecast the SCC information services needs, considering SCC locations (SCC and any other other areas) and the anticipated response strategy that will influence demand for information services.
- Work with SCC Facilities and Services, and arrange installation of equipment and access to supporting services.
- Work with the SCC Induction function so induction packages address SCC information services matters.
- As required, adapt policies and guidelines for the SCC Information Services function.

Ongoing tasks

- Manage and maintain voice and data information services for the SCC response, including:

- hardware, software and systems (eg networked printers, share drives, email accounts, internet access, wireless services)
 - voice communications services (consider landlines, mobile phones, hotlines/call centres)
 - deploying/installing updates for voice and data services.
- Provide advice and training, as required, for SCC personnel.
 - Arrange for response data to be backed up regularly.
 - Implement redundancy measures for information services that are critical to the SCC response.
 - Maintain policies and guidelines for the SCC Information Services function, and address issues raised by the LCC Information Services function.
 - Track the ordering, receipt, dispatch, disposal/return of information services for the SCC response.
 - Coordinate inspections, servicing and maintenance of information services equipment/products.

4.6.4 SCC LG 03: SCC Staffing

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Logistics Section description.

Responsibilities

The SCC Staffing function is responsible for sourcing personnel, and coordinating their entry, tasking and exit for the SCC response, which means at the SCC and any areas outside Local Control Centre (LCC) areas.

Responsibilities include dealing with issues that are unable to be resolved by the LCC Staffing function, so response objectives are supported and there is consistency between state/territory and local staffing activities.

This function is responsible for maintaining effective working relationships with other SCC functions, especially SCC Planning — Resource Planning and SCC Logistics functions, including Induction, Catering, Accommodation and Transport; SCC Finance and Administration — Procurement, and Human and Industrial Relations functions; personnel suppliers; and the LCC Staffing function.

Appointment

Personnel performing the SCC Staffing function are appointed by, and report to, the SCC Logistics Management function.

Depending on the scale and complexity of the response, it may be necessary to appoint personnel to the following subordinate units and define their initial tasks:

- Induction
- Training and Assessment.

Skills and knowledge

- Sound knowledge of the areas that SCC personnel are working in.
- Knowledge of sources for response personnel (including affected industries).
- Needs analysis skills for procuring appropriate personnel skill sets for the SCC response.
- Recruitment and selection skills.

- Knowledge of relevant departmental policies for response personnel (eg delegations (financial and human resources), fatigue management, payroll administration).
- Awareness of workplace health and safety, antidiscrimination and privacy legislation, awards and industrial arrangements, as well as codes of practice for employment, workplace wellbeing (eg antibullying) and incident/accident reporting.
- Knowledge of, and skills for implementing, relevant staffing systems for the SCC response (eg performance management, exit).

Tasks

Initial tasks

- Forecast the SCC staffing needs, considering SCC location and any other areas of SCC responsibility, in consultation with SCC Planning.
- Establish a process and templates for SCC response role job cards to be developed and maintained, via the Coordination Management Team (CMT). Job cards should identify specific skills, licences, authorisations, accreditation and qualifications relevant to response roles, and may be derived from job risk assessments that are also developed by the CMT.
- Confirm that specific equipment/supplies needed by response personnel have been requested by the relevant SCC function.
- Undertake recruitment/selection and rostering of personnel for the SCC response, and the LCC response on request. Support recovery initiatives wherever possible.
- Establish payroll arrangements for SCC response personnel.
- Determine which function will manage exit/departures of LCC response personnel (SCC Staffing or SCC Induction).
- As required, adapt or develop policies and guidelines for the SCC Staffing function.

Ongoing tasks

- Maintain a planned roster for the SCC response and update it progressively with input from relevant SCC functions. Include consideration of travel days, handover time and days off. Continue to support recovery initiatives via the SCC Staffing function, wherever possible.
- Arrange travel for response personnel, as required, and request accommodations via the SCC Accommodation function.
- Communicate appointments and logistical arrangements to the relevant parties — that is, response personnel, supervisor or supporting function (eg SCC Induction, Training, Catering, Transport).
- Maintain policies and guidelines for the SCC Staffing function, and address issues raised by the LCC Staffing function.
- As required, raise significant supply issues with the SCC Logistics Management function and consider seeking assistance via the SCC Liaison function and/or the National Coordination Centre.
- Manage staffing systems, including:
 - incident/accident reporting and other systems established by the SCC Workplace Health and Safety function
 - performance management, with support from the SCC Human and Industrial Relations function
 - personnel files, with support from the SCC Records Management function
 - SCC response job card maintenance/updating.

- Coordinate SCC response personnel payroll claims and address issues raised by pay offices and SCC personnel. Liaise with SCC Finance, and Human and Industrial Relations functions, as required.
- Reconcile the planned roster with actual days worked so a complete record of personnel who worked in the response and their response roles is maintained.
- Maintain ongoing updates to contact lists, distribution lists and organisational charts.
- Coordinate exit procedures for personnel leaving the response (unless undertaken by the SCC Induction function).

4.6.5 SCC LG 03.1: SCC Induction

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Logistics Section description.

Responsibilities

The SCC Induction function is responsible for managing the initial briefing of new and returning SCC response personnel, arranging any response-specific authorisations, and monitoring more detailed inductions at section/unit levels. Induction is focused on introductions/orientation to the response and the current administrative arrangements for response personnel. It differs from 'training', which is role specific and typically skills based.

The SCC Induction function may also manage the coordination of exit procedures for departing personnel, on advice from the SCC Staffing function.

Responsibilities include dealing with issues that are unable to be resolved by the Local Control Centre (LCC) Induction function, so response objectives are supported, and there is consistency between state/territory and local induction activities.

This function is responsible for maintaining effective working relationships with SCC functions, including Staffing, Training, Facilities and Services, Workplace Health and Safety, Finance, and Human and Industrial Relations; and the LCC Induction function.

Appointment

Personnel undertaking the SCC Induction function are appointed by, and report to, the SCC Staffing function.

Skills and knowledge

- Sound knowledge of the response objective, plan, strategies and progress; SCC functions/roles; response arrangements; and the jurisdiction's context.
- High-level presentation skills, especially the capacity to communicate response policies in practical terms.
- Skills in registration and monitoring of participation in the induction program, and managing the related records.
- Coordination skills to bring together various inputs and arrangements for the efficient entry of personnel to the response (and exit as required).

Tasks

Initial tasks

- Establish an induction program with a process for updating it as the SCC response evolves.
- Develop the general induction package, with a checklist for consistent delivery. Assist Coordination Management Team members to develop section/unit inductions.
- Establish processes for response personnel to be issued with identification cards or similar and required authorisations/gazettals.
- Implement a supporting records system for the induction program.
- As required, establish or adapt policies and guidelines for the SCC Induction function.

Ongoing tasks

- Forecast/monitor induction needs (and exit activity, as required).
- Arrange SCC response personnel identification and relevant authorisations/gazettals.
- Deliver general inductions, as required.
- Introduce SCC response personnel to their direct supervisors for section/unit/role inductions.
- Collate general induction records and monitor/track records for section/unit/role inductions. Follow up missing records.
- Follow up unanswered questions from general induction.
- Update the general induction package and/or the induction program and systems as the SCC response evolves.
- Maintain policies and guidelines for the SCC Induction function, and address issues raised by the LCC Induction function.
- Establish a departure/exit process if tasked by the SCC Staffing function and manage departures of exiting response personnel. A variety of processes may be required to support departures of various timings and from different locations.

4.6.6 SCC LG 03.2: SCC Training and Assessment

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Logistics Section description.

Responsibilities

The SCC Training and Assessment function is responsible for coordinating, supporting and monitoring training and assessment of SCC response personnel (both new and returning), following inductions, who work for the SCC response — that is, in the SCC and any other areas not managed by the Local Control Centre (LCC).

The purpose of the SCC Training and Assessment function is to provide for safe, efficient, effective and biosecure performances by SCC response personnel. Therefore, response training activities include assessment to verify that the required level of competency exists. Training differs from 'induction' in being role specific and/or skills based, whereas induction is focused on introductions/orientation to the response and the current administrative arrangements for response personnel.

Responsibilities include dealing with issues that are unable to be resolved by the LCC Training and Assessment function, so response objectives are supported and there is consistency between state/territory and local training and assessment activities.

This function is responsible for maintaining effective working relationships with SCC functions, including, Planning — Response Planning; Logistics — Staffing, Induction; and Workplace Health and Safety; and the LCC Training and Assessment function.

Appointment

Personnel undertaking the SCC Training and Assessment function are appointed by, and report to, the SCC Staffing function.

Skills and knowledge

- Sound knowledge of adult education principles and practices with regard to the jurisdiction's biosecurity response training program and/or the national Biosecurity Response qualifications from the Public Safety Training Package (PUA) — that is, Certificate III-PUA 331112, Certificate IV PUA42912 or Diploma PUA 52412.
- Sound skills in developing, implementing and managing flexible, skills-based training and assessment programs and packages.
- Awareness of skill sets relevant to biosecurity responses, or the capacity to rapidly acquire it.
- Awareness of departmental policies and practices for training and assessment.
- Training delivery and assessment skills.
- Skills and knowledge to develop and maintain policies for training-related matters (eg assessment options for limited numeracy and literacy skills, minimum standards for trainers and assessors, national competency assessment options).
- Skills in registration and monitoring of participation in the response's training and assessment program, and managing the related records.

Tasks

Initial tasks

- Identify skill sets needed by the SCC response, using job risk assessments and job cards developed by the Coordination Management Team (CMT). Liaise with the SCC Workplace Health and Safety and SCC Staffing functions to access the assessments and job cards.
- With the CMT, identify assessment ranges for each skill set that is considered appropriate for the SCC response and develop assessment tools that indicate competency.
- Establish training and assessment policies, including skill/certification standards for trainers/assessors for the SCC Training and Assessment function.
- Establish a training and assessment program, including processes to deliver it and update it as the SCC response evolves.
- Assist the CMT and/or develop training packages with checklists to support consistent delivery.
- Implement a supporting records system for the training and assessment program.
- Identify resources for training and assessment delivery, and work with SCC Supply to obtain them.

Ongoing tasks

- Forecast/monitor training and assessment needs. Liaise with SCC Staffing and SCC Planning — Response Planning.
- Deliver/monitor the delivery of the training and assessment program.
- Assist the CMT to update packages and/or develop new resources and manage training activities, assess competency and record outcomes of training.

- Collate training and assessment records and monitor/track participation in the program. Follow up missing records.
- Update the training and assessment program and systems/processes as the SCC response evolves.
- Maintain policies and guidelines for the SCC Training and Assessment function, and address issues raised by the LCC Training and Assessment function.

4.6.7 SCC LG 04: SCC Catering

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Logistics Section description.

Responsibilities

The SCC Catering function is responsible for providing, or coordinating the provision of, meals, snacks and beverages for SCC response personnel — that is, personnel working in the SCC and response personnel working in any areas outside Local Control Centre (LCC) areas.

This includes making arrangements so that food hygiene and safety standards are met, and nutritional and dietary needs of response personnel are addressed.

Responsibilities include dealing with issues that are unable to be resolved by the LCC Catering function, so response objectives are supported and there is consistency between state/territory and local catering activities.

This function is responsible for maintaining effective working relationships with other SCC Logistics units, including Staffing and Induction, and SCC Procurement; relevant facility managers or suppliers; and the LCC Catering function.

Appointment

Personnel performing the SCC Catering function are appointed by, and report to, the SCC Logistics Management function.

Skills and knowledge

- High level of knowledge and practical skills associated with:
 - food hygiene, safety and handling (under the Australian Food Standards Code)
 - food storage equipment and features
 - nutritional needs and options for addressing a variety of dietary requirements within budgetary constraints
 - procedures for contracting catering services, including departmental policies and financial management regulations (eg catering budget).
- Knowledge of the areas that SCC response personnel are working in.
- Sound coordination skills so 'supply' consistently meets 'demand'.
- Skills in seeking, gathering and addressing feedback.

Tasks

Initial tasks

- Forecast the SCC catering needs based on the SCC response areas, the initial catering strategy outlined in the Incident Action Plan and knowledge of dietary needs of SCC response personnel.

- Identify catering options and develop a catering plan.
- Work with SCC Facilities and Services to arrange catering facilities/equipment and mess-dining areas, clean-up areas and waste management/refuse services.
- Place initial orders, and communicate arrangements to the SCC response personnel and the SCC Finance function.
- Establish policies and guidelines for the SCC Catering function, including a feedback process.

Ongoing tasks

- Maintain arrangements with caterers/suppliers to meet SCC catering requirements (daily lists are usually required).
- Work with SCC Finance and Administration — Procurement to arrange contracts with caterers/suppliers and manage these contracts on a day-to-day basis.
- Monitor the quality and quantity of catering available for the SCC response.
- Coordinate changes to catering facilities/equipment and mess-dining areas, clean-up areas and waste management/refuse services, as required.
- Manage special events when tasked by the SCC Coordinator (or similar) and coordinate with other relevant SCC Logistics units (eg SCC Facilities and Services).
- Reconcile catering provided and consumed, and provide regular reports.
- Seek (and address) feedback about the catering standard for the SCC response.
- Maintain policies and guidelines for the SCC Catering function, and address issues raised by the LCC Catering function.

4.6.8 SCC LG 05: SCC Transport

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Logistics Section description.

Responsibilities

The SCC Transport function is responsible for providing and maintaining transport services for the SCC response, which typically includes transport needs:

- between the SCC and identified areas for response activities (eg surveillance, locations of other supporting services such as office supplies stores, the Local Control Centre (LCC))
- between the SCC and commercial accommodation and other transport nodes (eg airports, bus/train terminals) when used by the SCC response.

The SCC Transport function typically means sourcing vehicles, coordinating their use, arranging their maintenance, and managing their recovery or demobilisation at the SCC and any areas outside LCC areas, and supporting biosecurity of the SCC response.

Responsibilities include dealing with issues that are unable to be resolved by the LCC Transport function, so response objectives are supported and there is consistency between state/territory and local transport activities.

This function is responsible for maintaining effective working relationships with other SCC functions, including Logistics — Staffing and Supply, SCC Operations, and SCC Finance and Administration — Procurement; as well as the LCC Transport function. Where relevant, it may also need to work with the LCC Operations function and Biosecurity Services functions to minimise biosecurity risks.

Appointment

Personnel performing the SCC Transport function are appointed by, and report to, the SCC Logistics Management function.

Skills and knowledge

- Sound knowledge of the area that response personnel are working in, and related transport networks and infrastructure (eg toll roads, pedestrian-only areas, public transport, taxi services).
- Awareness of typical SCC response transport needs, suitable vehicle types, relevant accessories and related licensing standards.
- Fleet management skills and vehicle decontamination knowledge.
- Awareness of departmental policies, arrangements and procedures for fleet management, hiring vehicles and licensing standards.

Tasks

Initial tasks

- Forecast the SCC transport needs based on SCC response areas, the strategies described in the Incident Action Plan, and knowledge of immediately available vehicles and their relevant features/accessories (eg winches, tow bars).
- Identify transport options and preferences and develop a transport plan that also deals with biosecurity risks related to the SCC Transport function.
- Make initial bookings, and communicate arrangements to the SCC response personnel and the SCC Finance function.
- Work with SCC Facilities and Services to arrange vehicle security, parking and traffic management at the SCC, and wash-down facilities in the SCC response area.
- Work with the SCC Staffing function so licensing requirements are addressed and incorporated in the induction process.
- Establish systems so keys are secured when vehicles are not in use, and the assignment of vehicles to appropriately licensed SCC response personnel is recorded.
- Establish supporting policies and processes for the SCC transport plan (eg vehicle key security, fuel purchases, taxi fares, public transport fares, use of log books, repairs following accidents, vehicle servicing and repairs, accident procedures).

Ongoing tasks

- Manage the vehicle fleet to support the SCC response. Consider fleet numbers, maintenance, registration, fuel, cleaning, repairs.
- Work with the SCC Finance and Administration — Procurement function to arrange contracts with vehicle suppliers and manage these contracts on a day-to-day basis.
- Maintain updates about SCC Transport arrangements to SCC personnel.
- Undertake routine inspections of vehicles and arrange repairs, as required.
- Coordinate the SCC response to transport-related infringements.
- Coordinate changes to SCC transport services in consultation with relevant Coordination Management Team members.
- Maintain policies and guidelines for the SCC Transport function, and address issues raised by the LCC Transport function promptly.

4.6.9 SCC LG 06: SCC Accommodation

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Logistics Section description.

Responsibilities

The SCC Accommodation function is responsible for providing or coordinating the provision of 'fit for purpose' accommodation services for the SCC response and any other personnel specifically authorised by the SCC Coordinator. This means personnel working in the SCC and response personnel working in any areas outside Local Control Centre (LCC) areas. It can include supply of commercial as well as portable accommodation services.

Responsibilities include dealing with issues that are unable to be resolved by the LCC Accommodation function, so response objectives are supported and there is consistency between state/territory and local accommodation activities.

This function is responsible for maintaining effective working relationships with other SCC Logistics units, including Staffing, Facilities and Services, and Transport; as well as the SCC Procurement and LCC Accommodation functions, and accommodation providers.

Appointment

Personnel performing the SCC Accommodation function are appointed by, and report to, the SCC Logistics Management function.

Skills and knowledge

- Sound knowledge of the areas that response personnel are working in.
- Knowledge of accommodation options and supporting services relevant to the work areas.
- Awareness of departmental policies relating to accommodation (eg standards, budget, payment arrangements, accommodation allowances), or the capacity to rapidly acquire it and apply it to address SCC accommodation needs.
- Skills in seeking, gathering and addressing feedback.
- Skills for managing complaints and working with accommodation providers.

Tasks

Initial tasks

- Forecast the SCC accommodation needs based on the SCC response areas, initial response activities and the available accommodation options.
- Identify accommodation options and providers, negotiate best available rates and develop an accommodation plan.
- Work with SCC Facilities and Services to arrange mobile accommodation facilities. If this includes mobile options, also address ablution (showers), sanitation (toilets) and waste management/refuse services.
- Make initial bookings, and communicate arrangements to the SCC response personnel and the SCC Finance function.
- Establish policies and guidelines for the SCC Accommodation function, including a feedback process.

Ongoing tasks

- Work with the SCC Finance and Administration — Procurement function to establish contracts/service agreements with accommodation providers and manage these contracts on a day-to-day basis.
- Establish supporting processes, including systems to manage bookings, allocate accommodation, authorise inclusions (eg laundry, meals), record expenses and suppliers, manage complaints, assess personnel needs and pay accounts.
- Routinely confirm accommodation bookings with accommodation providers (daily/weekly).
- Coordinate changes to accommodation services (especially mobile services), as required.
- Monitor the quality and quantity of accommodation used by the SCC response and address issues raised by SCC response personnel and/or accommodation providers.
- Reconcile accommodation needs, bookings and usage, and provide regular reports.
- Maintain policies and guidelines for the SCC Accommodation function, and address issues raised by the LCC Accommodation function promptly.

4.6.10 SCC LG 07: SCC Supply

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Logistics Section description.

Responsibilities

The SCC Supply function is responsible for pricing, acquisition, storage, dispatch and management of equipment, consumables and services requested by functions other than Logistics — namely, the SCC functions, including Coordination Management, Liaison, Public Information, Planning, Operations, and Finance and Administration.

Supply typically includes:

- equipment
- consumables/supplies
- signage for internal and external use
- personal protective equipment/clothing
- specialist services.

It may also include supporting Local Control Centre (LCC) areas, with agreement of relevant LCC Controllers, to minimise administration, optimise 'purchasing power' of the response and/or support recovery.

Responsibilities include dealing with issues that are unable to be resolved by the LCC Supply function, so response objectives are supported and there is consistency between state/territory and local supply activities.

This function is responsible for maintaining effective working relationships with the Coordination Management functions, SCC Planning (Response and Resource Planning units), all SCC Logistics units (especially Facilities and Services), SCC Procurement and SCC Finance, goods/service providers for the SCC response and LCC Supply.

Appointment

Personnel performing the SCC Supply function are appointed by, and report to, the SCC Logistics Management function.

Skills and knowledge

- Sound knowledge (or the capacity to rapidly acquire it) of:
 - the areas that response personnel are working in
 - response activities; and the equipment, services and supplies relevant to them
 - safety standards/specifications for response equipment, supplies and services
 - departmental policies for financial authorisations and delegations, and how they apply to SCC response roles
 - departmental policies relating to sourcing equipment, supplies and services and preferences for suppliers and service providers
 - 'returns' policies and practices.
- Skills in identifying potential suppliers and differentiating between them to support response objectives, manage budget constraints and support recovery.
- Coordination and communication skills to bring together requested items and response personnel.
- Skills and knowledge for storing/securing, assigning and recovering supplied items.

Tasks

Initial tasks

- Forecast the initial SCC Supply needs and liaise with the CMT and/or the SCC Planning — Response/Resource planning functions to identify immediate response supply needs.
- Identify preferred payment methods and establish an ordering system.
- Identify potential suppliers and obtain initial estimates/quotes. When identifying potential suppliers, consider opportunities to support recovery.
- Place initial orders and communicate arrangements to SCC response personnel and the SCC Finance function.
- Work with the SCC Facilities and Services function to establish secure store areas in key location, and arrange an issue and return process, with appropriate supporting records. Communicate the arrangements (ie brief the Coordination Management Team and update the general induction package).
- Establish systems for the receipt, security/storage, authorised issue/delivery and return of SCC Supply equipment, supplies and services. This includes a system so external/commercial delivery personnel are authorised to access SCC sites and do not contribute to the biosecurity risk.
- Establish policies and guidelines for the SCC Supply function.

Ongoing tasks

- Order, receipt, dispatch and issue/return requested goods and services. Continue to support recovery initiatives wherever possible.
- Arrange maintenance of equipment, as required.
- Monitor store levels and maintain them so they support the SCC response. Liaise with the SCC Response and Resource Planning units for forecasting.
- Liaise with the SCC Procurement function and help to arrange contracts/tenders, as required.
- Seek estimates and quotes on request.
- Assist the SCC Finance function, as required.
- As required, raise significant supply issues with the SCC Logistics Management function and consider seeking assistance via the SCC Liaison function and/or the National Coordination Centre.

- Reconcile reports for equipment, supplies and services provided, and provide regular reports.
- Maintain policies and guidelines for the SCC Supply function, and address issues raised by the LCC Supply function promptly.

4.7 SCC FA 00: SCC Finance and Administration Section

Note: This section description must be used in conjunction with subordinate functional descriptions.

Responsibilities

The State Coordination Centre (SCC) Finance and Administration Section is responsible for compliant financial and administrative response policies relevant to SCC and Local Control Centre (LCC) activities, and monitoring their interface with departmental systems and processes of the responding jurisdiction.

Where there is a 'cross-border response', consideration is also given to relevant policies of the other jurisdiction(s) and Australian Government agencies, where practicable.

Of all the biosecurity response functions, Finance and Administration has the most flexibility in its application due to the variety of experience and knowledge of response personnel, and supporting systems and processes. In some responses, Finance and Administration personnel may be involved in day-to-day operations, but in others they may provide an external advisory service. Typically for the SCC response, Finance and Administration and Logistics are separate sections. This may not be the case for these two functions in the LCC response so the structure to be adopted is determined by the SCC Coordinator and the LCC Controller, based on advice from the the relevant management functions and from the lead advisers of the responding jurisdiction's corporate services area.

The SCC Finance and Administration functions work closely with:

- their LCC counterparts (where appointed) or the relevant LCC Logistics functions
- SCC Logistics (especially SCC Staffing and SCC Supply) for compliant policies for SCC and LCC activities
- SCC Planning (Response Planning) — to support forward planning, projections and estimates
- SCC Liaison (Jurisdictional) — to provide advice in relation to finance and administration matters, especially compensation and reimbursement
- LCC Valuation and Compensation — to establish and maintain appropriate policies for compensation.

Appointment

The SCC Finance and Administration function will be established by the SCC Finance and Administration Management function.

Depending on the size and complexity of the response, it may be necessary to establish several functional units within the SCC Finance and Administration function, including:

- Coordination Management Team (CMT) Secretariat
- Records Management
- Finance
- Human and Industrial Relations
- Procurement

- Compensation.

Skills and knowledge

- Sound knowledge of the department's finance, procurement (including contract management), records management and human resource systems, and their application in a biosecurity response.
- Ability to analyse response policies and plans, identify the finance and administration implications, and develop suitable finance and administration policies to support them.
- Effective communication (oral and written) and interpersonal skills, including sound conflict resolution and negotiation skills.
- High-level document management and service delivery skills.
- Sound resource management and organisational skills.
- Skills and abilities to work effectively in the response context, including leading and contributing to an effective response team, working independently, being adaptable and flexible in the workplace, performing duties in a time-critical and pressured environment, and applying contemporary workplace skills (eg ability to effectively use a computer).
- Sound knowledge of the SCC response, personal biosecurity measures and underpinning arrangements (eg Emergency Animal Disease Response Agreement, AUSVETPLAN), and the responding jurisdiction's emergency management arrangements, or the ability to rapidly acquire and apply it to the SCC response.

Tasks

General

- Develop compliant financial and administrative response policies relevant to SCC and LCC activities, and monitor their interface with departmental systems and processes of the responding jurisdiction.
- Implement services of the CMT Secretariat, Records Management, Finance, Human and Industrial Relations, Procurement and Compensation functions.
- Monitor response systems and processes, and provide advice to improve efficiency, effectiveness and compliance, without impeding SCC or LCC response priorities.
- Arrange payments for authorised SCC Finance and Administration activities, and reconcile invoices at unit level.
- Undertake regular costing and forecasts for SCC Finance and Administration activities.
- Contribute to updates of the general induction package and the training and assessment program about SCC Finance and Administration arrangements.
- Routinely update registers, rosters and contact lists, and track SCC Finance and Administration activities.
- Provide timely updates about status and progress of SCC Finance and Administration activities, and address recurring issues for the SCC and LCC.
- Establish and maintain contact with corresponding LCC Finance and Administration personnel.
- Arrange for, or contribute directly to, the implementation of the personal biosecurity measures for the response.

General unit head tasks

- Clearly identify the structure and reporting relationships for units in the SCC Finance and Administration function, in consultation with the SCC Logistics Management function. As necessary, appoint team leaders and revise the unit's structure to support the SCC response.

- Manage staffing requirements for the unit. Communicate needs to the SCC Planning — Resource Planning and/or SCC Logistics — Staffing functions.
- Address other general unit management responsibilities — for example, unit-level induction, training and assessment; regular briefings about safety and progress of organisational arrangements; rostering; tasking and resourcing; and arranging departures/exits for unit personnel.
- Keep unit personnel updated on key matters, including response progress; major developments; changes to policy, boundaries or areas and disease control measures; and the structure, purpose and reporting arrangements of the section.
- Provide the unit's input/submissions for situation reports and Incident Action Plans.

Briefings and debriefings

- At the beginning of each shift:
 - obtain briefing from supervisor and/or receive handover from outgoing personnel
 - identify items in the event log that have not been finalised.
- Brief incoming personnel at the beginning of each shift and as required throughout the response.
- Debrief outgoing personnel at the end of each shift and as required throughout the response.
- Record details of the briefings and debriefings conducted, and their outcomes.

Workplace health and safety

- Comply with workplace health and safety requirements, including application of procedures and maintaining key safety system records (eg sign-in/sign-out registers).
- Demonstrate behaviours that support the codes of conduct of their own agency or organisation and the relevant response agency.

Information management

- Maintain an event log, especially noting any briefings, handovers and debriefs conducted or attended.
- File documents created during the response in the appropriate electronic and hard-copy formats.
- Maintain an appropriate level of information security and confidentiality, especially with regard to written records and verbal briefings.
- Use response documents and templates only for their intended use.

Key outputs

- Policies for financial, human and industrial relations, and administrative services for the SCC and LCC response.
- CMT meeting records.
- Response registry service and managed records.
- Effective, efficient and compliant financial management, including routine costings for current and forecast response activities, and routine final reconciliation of accounts payable and receivable (including compensation payments and matters relating to the Emergency Animal Disease Response Agreement).
- Response personnel employed, remunerated and exited in accordance with relevant industrial provisions, and departmental values and behaviours, taking account of the biosecurity response context.

- Efficient processes and systems for procuring goods and services for the response, which are consistent with departmental processes, and address biosecurity agreements and arrangements.
- Inputs to situation reports.
- Processed task requests.
- Contact lists for SCC Finance and Administration Section personnel and stakeholders (divide into current and former/inactive personnel/stakeholders).
- Rosters and registers for the SCC Finance and Administration Section.
- Plans, registers and reports for SCC Finance and Administration units.

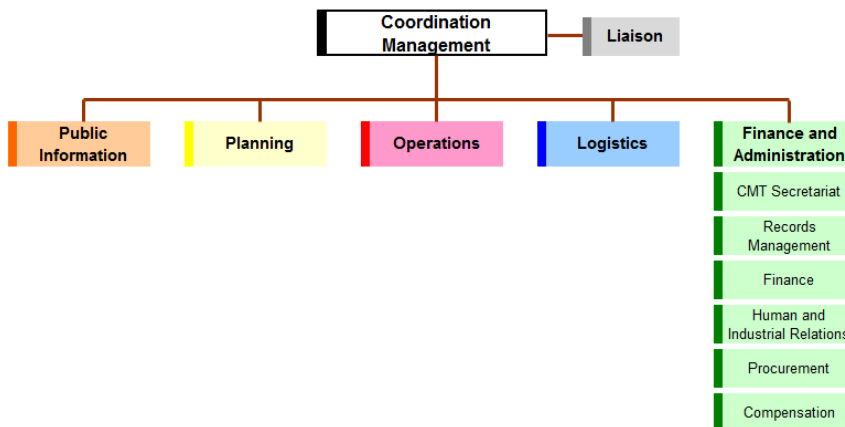


Figure 4.9 Organisational structure of the SCC Finance and Administration function

4.7.1 SCC FA 01: SCC Finance and Administration Management

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Finance and Administration Section description.

Responsibilities

The SCC Finance and Administration Management function has overall responsibility for leading and managing the personnel tasked with providing finance and administration policies and systems for the SCC and Local Control Centre (LCC) response, as well as business support services to the SCC response. This supports the response objectives, and a consistent approach to finance and administration management activities between state/territory and local levels.

This management function is responsible for assisting the SCC Logistics Management function to provide advice to the SCC Coordinator and LCC Controller about appropriate structures for Logistics and Finance and Administration for the SCC and LCC response, incorporating input from lead advisers of the responding jurisdiction's corporate services area and LCC Finance and Administration Management personnel, where appointed.

The SCC Finance and Administration Management function is responsible for maintaining effective working relationships, especially with the LCC Finance and Administration Management function (where appointed) and the SCC Logistics Management function.

The SCC Finance and Administration Management function is a member of the SCC Coordination Management Team (CMT).

Appointment

Personnel performing the SCC Finance and Administration Management function are appointed by, and report to, the SCC Coordinator.

Depending on the scale and complexity of the response, it may be necessary for the SCC Finance and Administration Management function to appoint personnel to the following subordinate units and define their initial tasks:

- CMT Secretariat
- Records Management
- Finance
- Human and Industrial Relations
- Procurement
- Compensation.

Skills and knowledge

- Strong leadership skills, including the ability to exercise initiative.
- Ability to set, communicate and coordinate priorities for the SCC Finance and Administration function.
- Be able to quickly identify critical policy and process points.
- Effective supervision and delegation skills.
- Sound knowledge of the department's finance, procurement (including contract management), records management and human resource management, and their application in a biosecurity response, and/or the capacity to rapidly acquire it.
- Ability to analyse response policies and plans, identify the finance and administration implications, and guide unit leaders to develop and communicate suitable finance and administration policies to support them.
- Strong briefing, interpersonal, conflict resolution and negotiation skills (eg to seek the best available prices, services and other benefits).

Tasks

- Manage the SCC Finance and Administration function to support the SCC and LCC response, especially so compliant systems are implemented that promote implementation of disease control and response biosecurity measures. This includes:
 - working with the SCC Coordinator to maintain an appropriate section structure and reporting arrangements to support the SCC response
 - appointing unit leaders as required and monitoring rosters and personnel levels (communicate requirements to SCC Planning-Resource Planning and/or SCC Logistics — Staffing functions)
 - coordinating functional outputs so the CMT schedule is supported (ie maintaining the necessary operational tempo or 'battle rhythm')
 - approving policies for SCC Finance and Administration functions (and LCC Logistics functions, as needed).
 - endorsing and coordinating the implementation of processes and systems so the function's outputs are delivered consistently, there is continuity of practice and compliance with departmental policies.
- Oversee the development/maintenance of response-specific:

- financial and administrative policies. These must be compliant with departmental policies and Treasury regulations and consistent with biosecurity agreements and arrangements
 - delegations of authority (financial and nonfinancial)
 - registers that track the Finance and Administration function's activities
 - processing of authorised task requests by the Finance and Administration functions
 - reconciliation of payments and acquittal of funds (including addressing conditions provided by exemptions), discharge of contracts, and finalisation and archiving of records.
- Establish/maintain effective working relationships with the LCC Finance and Administration functions so:
 - there is consistency between the state/territory and local finance and administration activities
 - policy matters are identified and resolved promptly.
- Work with the:
 - SCC Workplace Health and Safety function to develop and maintain job risk assessments (or similar) for SCC Finance and Administration functions, with a specific focus on identifying safety and skill-based training needs
 - SCC Logistics Staffing function to maintain current job cards.
- Keep SCC Finance and Administration personnel updated on key matters, including response progress; major developments; changes to policy, boundaries or areas and disease control measures; and the structure, purpose and reporting arrangements of the section.
- Address other general management responsibilities for the section, including section-level induction, training and assessment; regular briefings for safety; tasking and resourcing; and arranging departures/exits for section personnel, and demobilisation.
- Provide the SCC Finance and Administration function's input for situation reports and Incident Action Plans.
- Plan and manage the coordinated and timely recovery and disposal/demobilisation of the function's services, in consultation with the CMT and the LCC Finance and Administration function. Support for some services (eg records management), finance and compensation will be needed after the SCC is closed, and a formal handover to departmental staff should occur.

4.7.2 SCC FA 02: SCC CMT Secretariat

Note: This function description must be used in conjunction with the State Coordination Centre (SCC Finance and Administration Section description.

Responsibilities

The SCC Coordination Management Team (CMT) Secretariat function is responsible for:

- establishing policies for secretariat duties for the CMT and Local Control Centre (LCC) Incident Management Team (IMT) meetings
- applying these policies for the CMT meetings so its schedule is maintained and supported.

This supports the response objectives and a consistent approach to secretariat activities between state/territory and local levels.

This function is responsible for maintaining effective working relationships with CMT members, the Chief Veterinary Officer Support function and the LCC IMT Secretariat function.

Appointment

Personnel performing the SCC CMT Secretariat function are appointed by, and report to, the SCC Finance and Administration Management function.

Skills and knowledge

- Strong written communication and analysis skills.
- High-level service delivery skills and behaviors. Innovation, initiative and flexibility are required.
- Ability to develop secretariat policies for the SCC and the LCC, and communicate their implications.
- Sound skills in operating and maintaining office equipment (eg data projectors, smart boards, printers).
- Sound meeting management and action tracking skills, relevant to the secretariat function.
- Forward-thinking behaviours that support effective diary management for the CMT.
- Strong skills in prioritising and providing succinct briefings.
- Sound knowledge of, and skill in using, the department's records management systems.

Tasks

- Establish policies and guidelines for secretariat services for the SCC and LCC response, and address issues raised by the LCC IMT Secretariat function promptly.
- Support CMT meetings:
 - Coordinate CMT meeting times and venues.
 - Attend CMT meetings, and record outcomes and agreed actions.
 - Develop meeting records and action lists.
 - Arrange approval and issue of meeting records, in consultation with the SCC Records Management function.
 - Monitor and report on the completion of agreed actions, and gather and record evidence of completed actions.
- Manage the CMT's diaries and provide general executive support to them, especially with regard to records management.
- Assist the SCC Facilities and Services function to maintain office equipment.
- Assist the SCC Catering function, on request, with delivering special events.

4.7.3 SCC FA 03: SCC Records Management

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Finance and Administration Section description.

Responsibilities

The SCC Records Management function is responsible for:

- establishing policies for records management for the SCC and the Local Control Centre (LCC) response
- applying these policies for the SCC response so records are collected, secured, collated, stored and able to be retrieved.

Note 1: 'SCC response' means at the SCC and any other areas outside defined LCC areas (ie not managed by the LCC).

Note 2: Response records may be in paper or electronic form.

This supports the response objectives and a consistent approach to records management activities between state/territory and local levels.

This function is responsible for maintaining effective working relationships with the Chief Veterinary Officer Unit, all SCC functions — in particular the CMT Secretariat and the SCC Operations functions — and the LCC Records Management function.

Appointment

Personnel performing the SCC Records Management function are appointed by, and report to, the SCC Finance and Administration Management function.

Skills and knowledge

- Strong knowledge of the department's records management systems, administrative procedures and records software.
- Sound records management skills for the biosecurity response context, including knowledge of, and ability to apply, information security principles.
- Ability to develop policies for records management at the SCC and the LCC, and to communicate their implications.
- Strong organisational skills, especially with establishing, documenting, communicating, monitoring and reporting on efficient workflow practices.

Tasks

- Establish policies and guidelines for records management for the SCC and the LCC response, and address issues raised by the LCC Records Management function promptly.
- Establish and maintain a central registry service so that information flows in a managed, efficient and secure manner. This includes a system to register all incoming and outgoing telephone, radio, mail, fax and email communication for the SCC response.
- Establish and maintain a central filing system for the SCC response, so that records are secured at the SCC, and any movement of them outside the SCC is recorded by SCC Records Management personnel.
- Establish and communicate a standardised directory structure, business rules and naming conventions for response records management.
- Manage response records (including messages, approvals, property information, task requests, plans, meeting records and situation reports). This includes recording and/or filing them so that they can be retrieved in a timely manner, and distributing copies to response personnel, as required.
- Support rapid delivery of incoming messages to the appropriate personnel, and transmission of messages or correspondence, as requested.

4.7.4 SCC FA 04: SCC Finance

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Finance and Administration Section description.

Responsibilities

The SCC Finance function is responsible for:

- establishing financial management policies for the SCC and the Local Control Centre (LCC) response
- applying these policies for the SCC response so finances are managed in accordance with relevant instructions/agreements (eg Treasury instructions, Emergency Animal Disease Response Agreement, jurisdictional emergency management arrangements).

This supports the response objectives and a consistent approach to finance activities between state/territory and local levels.

This function is responsible for maintaining effective working relationships with all areas of the SCC that are authorised to incur costs and approve expenditure, particularly the SCC Logistics and Operations functions, the LCC Finance function, and departmental finance staff.

Appointment

Personnel performing the SCC Finance function are appointed by, and report to, the SCC Finance and Administration Management function.

Skills and knowledge

- Strong knowledge of the department's finance systems, policies, and related administrative procedures and software, and the ability to apply them to the biosecurity response context.
- Sound financial reporting and analysis skills, and knowledge of typical biosecurity response expenses for estimating costs.
- Ability to develop policies for finance matters at the SCC and LCC, and to communicate their implications.
- Awareness of property and valuation processes.

Tasks

- Establish relevant policies for financial administration for SCC and LCC response activities that meet departmental standards and policies, address cost-sharing requirements and support recovery.
- Address policy issues raised by the LCC Finance function promptly.
- Establish processes and systems for management and recording of SCC finances that are aligned with the cost-sharing format (eg records costs in three stages: quote, committed, expended).
- Make recommendations for, and maintain, approved financial delegations for identified response personnel that separate approvals and payment authorities.
- Provide estimates on likely costs of the response plan or components of it (eg estimated costs of surveillance, containment and disease control, and related/scaled labour costs such as overtime, accommodation/allowances).
- Undertake regular costings of routine activities (eg weekly costing of surveillance activities).
- Arrange quotes on request and purchase orders, as required.
- Monitor expenditure and provide financial reports (routine and on request). This may include the migration of estimates/quotes to accrued costs throughout the response.

- Review quotes routinely, maintain a labour and equipment hire rates database and, where relevant, liaise with industry to assess cost efficiencies, and clarify market rates and values.
- Arrange authorised payments for response activities, and maintain a register of payments, with payment method, supplier and quotations.
- Reconcile petty cash claims and coordinate approved credit card applications (including card return or cancellation, as required).
- Assist the SCC Compensation function to assess, confirm and process all claims for compensation resulting from the response.

4.7.5 SCC FA 05: SCC Human and Industrial Relations

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Finance and Administration Section description.

Responsibilities

The SCC Human and Industrial Relations function is responsible for:

- establishing policies for human resource management and industrial relations for the SCC and the Local Control Centre (LCC) response
- applying these policies for the SCC response.

This supports the response objectives, and a consistent and equitable approach to human and industrial relations activities between state/territory and local levels.

This function is responsible for maintaining effective working relationships with the Coordination Management Team (CMT), SCC Staffing, LCC Human and Industrial Relations, departmental human resource management staff, and other stakeholders as needed (eg private labour hire companies, unions).

Appointment

Personnel performing the SCC Human and Industrial Relations function are appointed by, and report to, the SCC Finance and Administration Management function.

Skills and knowledge

- Sound knowledge of the jurisdiction's employment awards and conditions, including legislation relevant for response personnel relating to:
 - workplace health and safety
 - privacy of information
 - equal opportunity (eg antidiscrimination)
 - public sector employment and management.
- Skills in conflict resolution and/or mediation.
- Ability to develop policies for human and industrial relations matters at the SCC and the LCC, and to communicate their implications.
- Effective communication (oral and written) and interpersonal skills, sound conflict resolution and negotiation skills, and the ability to delegate effectively.
- Sound resource management, organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure. Innovation, initiative and flexibility are required.

Tasks

- Establish relevant policies and/or frameworks for human and industrial relations matters for SCC and LCC response activities to support response objectives, meet departmental standards and policies, address award provisions/industrial agreements and cost-sharing requirements, and support recovery, including:
 - recruitment and selection (including contract arrangements for fixed-term labour forces)
 - privacy of information
 - performance management
 - complaints/grievance management
 - staff support services.
- Address policy issues raised by the LCC Human and Industrial Relations function promptly.
- Identify additional staffing sources and verify their suitability to support the response, including to support recovery (eg gain quotes, work with SCC Staffing and SCC Procurement functions to establish contracts).
- Provide advice on human resource management and industrial matters (including workforce planning).
- Monitor, review or address conflict resolution matters related to the SCC response, as requested by CMT members.
- Assist other functions, particularly the SCC Staffing, Induction, and Training and Assessment functions, to implement the policies and generate/manage associated records.

4.7.6 SCC FA 06: SCC Procurement

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Finance and Administration Section description.

Responsibilities

The SCC Procurement function is responsible for:

- establishing policies for procurement of goods and services for the SCC and the Local Control Centre (LCC) response
- applying these policies for the SCC response, especially with regard to preparing and managing contracts, leases, tenders or similar.

This supports the response objectives, and a consistent approach for procurement activities between state/territory and local levels.

This function is responsible for maintaining effective working relationships with the Coordination Management Team, SCC Logistics functions (eg Facilities and Services, Staffing, Supply), SCC Operations, SCC Finance, LCC Procurement, departmental facilities and procurement staff, and other stakeholders (eg private contractors).

Appointment

Personnel performing the SCC Procurement function are appointed by, and report to, the SCC Finance and Administration Management function.

Skills and knowledge

- Comprehensive knowledge of departmental policies, and their underpinning principles, for procurement (including tendering) and specifically for employing contractors in the jurisdiction.
- Knowledge of the types, availability and hire rates of operators, plant and equipment for the response, or ability to rapidly acquire this information.
- Ability to communicate and negotiate with external suppliers and contractors for the biosecurity response context.
- Ability to develop procurement and disposal policies for the SCC and the LCC, and to communicate their implications.

Tasks

- Establish policies for procurement and commercial disposal matters for SCC and LCC response activities to support response objectives and recovery and meet Treasury's standards, the responding jurisdiction's departmental standards and the Emergency Animal Disease Response Agreement cost-sharing requirements, including:
 - quoting
 - procurement authorisations and delegations
 - specific circumstances (eg seeking exemptions, preferred supplier versus exclusive supply arrangements)
 - use of consultants
 - establishing contracts (may include guidelines on valuing procurement)
 - leases
 - tendering processes.
- Address policy issues raised by the LCC Procurement function promptly.
- Establish processes and systems (eg templates for agreements, checklists for guiding compliance, assessment reports for procurement) to implement procurement policies for the SCC response.
- Arrange for contracts to be prepared in accordance with the department's policies. Where relevant, contracts should require service providers to only use appropriately licensed personnel.
- Maintain the lead liaison role:
 - with authorised contractors regarding the nature, duration and other relevant specifications of the contracted tasks
 - for negotiating rates for hire (short term, long term, stand down).
- Assist relevant SCC functions to manage contracts on a day-to day basis.
- Record details of actual contractor engagement, including all details that affect their payment (implementing systems as required to record work done and time inputs).
- Monitor commercial disposal activities for compliance with policies established for the response.
- Coordinate authorised tender processes, as required.

4.7.7 SCC FA 07: SCC Compensation

Note: This function description must be used in conjunction with the State Coordination Centre (SCC) Finance and Administration Section description.

Responsibilities

The SCC Compensation function is responsible for establishing policies in accordance with AUSVETPLAN guidelines (eg the **Valuation and Compensation operational manual**), the Emergency Animal Disease Response Agreement (EADRA) and the response jurisdiction's legislation and departmental policies, which ensures that compensation matters are managed appropriately and promptly (mainly by the Local Control Centre (LCC) Operations — Valuation and Compensation and LCC Finance functions).

Note: Compensation payments are based on valuation, which is typically managed by the LCC Valuation and Compensation function.

This supports the response objectives, and a consistent approach for compensation activities between state/territory and local levels.

This function is responsible for maintaining effective working relationships with the SCC Planning (Legal), SCC Public Information, SCC Liaison, SCC Finance, and LCC Operations — Valuation and Compensation functions.

Appointment

Personnel performing the SCC Compensation function are appointed by, and report to, the SCC Finance and Administration Management function.

Skills and knowledge

- Sound knowledge of property and stock values, and valuation and compensation procedures.
- Sound knowledge of AUSVETPLAN compensation guidelines (eg in the **Valuation and Compensation operational manual**), the EADRA, and relevant departmental policies of the responding jurisdiction.
- Practical skills and experience relevant to managing compensation claims and payments, including dispute resolution.
- Policy development, liaison and representative skills, supported by sound organisational and service delivery skills.

Tasks

- Establish compensation policies for the response, including:
 - managing valuations consistently
 - processing compensation claims (primary and secondary)
 - referring disputes to the nominated area.
- Address policy issues raised about compensation promptly.
- Verify the Incident Definition Phase, as defined in the EADRA (which gives key dates relevant to compensation), and the parties involved who are eligible or ineligible for compensation.
- Assist with the development and review of contracts for authorised valuers.
- Evaluate compliance of compensation processes (assessments, payments, local dispute resolution) with policies.

- Support the development of public information content and strategies relating to valuation and compensation.
- Coordinate input to dispute processes on behalf of the SCC and LCC response.
- Provide compensation estimates to support the development and review of the response plan and budget, and other timely updates and reports about compensation matters. This includes preparing reports of compensation paid for the determination of final costs of the response.
- Monitor the reconciliation of compensation claims and payments, and guide process improvement to minimise the time between them.

5 Local Control Centre function descriptions

During a response to an emergency animal disease, the responsible state or territory animal health authority may choose to establish one or more Local Control Centres (LCCs) to manage operational aspects of the response.

The LCC will have primary responsibility for planning, conducting and supporting all operational activities in its geographic area(s) of responsibility, consistent with the strategic direction provided by the State Coordination Centre (SCC).

Depending on the complexity or extent of the response, it may be necessary to establish more than one LCC. The focus of each LCC's activities will be guided by the objectives established at the state or territory level. The LCC's Incident Management Team (IMT) will identify the objectives for the LCC, how they will be achieved and how responsibilities are allocated. These arrangements will be documented in an Incident Action Plan, which will be approved by the IMT and disseminated (in writing or verbally) to those with responsibility for implementing activities.

At the local level, all major incident management functions will normally be applied: Incident Management, Liaison, Public Information, Planning, Operations, Logistics, and Finance and Administration.

In the case of a level one or level two incident,⁸ the LCC may be the highest level of control applied to the response. In this case, the state or territory Chief Veterinary Officer will provide the required policy and strategic direction for management of the incident.

The functional management structure of the LCC is shown in Figure 5.1.

The specific functions performed within an LCC are described below.

⁸ Levels of incident are described in Biosecurity Emergency Management — Biosecurity Incident Management System V1.0, 2012 (www.daff.gov.au/animal-plant-health/pihc/bepwg/documents/bims).



Figure 5.1 Functional structure of the Local Control Centre

Note: The dotted line in the diagram acknowledges the close relationship between the Logistics, and Finance and Administration functions of the Local Control Centre, and shows that, if these functions are integrated, the Logistics Management function has overall responsibility for their outputs and represents them both at the Incident Management Team.

5.1 LCC IM 00: LCC Incident Management

Note: This section description must be used in conjunction with subordinate functional descriptions.

Responsibilities

The Local Control Centre (LCC) Incident Management function is responsible for the overall management of activities associated with the LCC. This could include the control or restricted area.

LCC responsibilities are assigned by the State Coordination Centre (SCC) or the Chief Veterinary Officer (CVO).

Appointment

The Incident Management function will be established by the LCC Controller.

Depending on the size and complexity of the response, it may be necessary to establish several functional units within the Incident Management function to support the LCC Controller. These could include:

- Deputy (Assistant) Manager for the LCC Controller
- administrative support — provided, if required, by the LCC Finance and Administration — IMT Secretariat function
- Workplace Health and Safety
- Emergency Management
- Response Monitoring.

Note: The LCC Controller will also establish the Incident Management Team (IMT). The IMT typically includes those personnel appointed to manage the major functional sections of the LCC (Liaison, Public Information, Planning, Operations, Logistics, Finance and Administration). The IMT must have a veterinarian within its membership.

Skills and knowledge

- Highly developed communication, liaison, problem solving and negotiation skills.
- Ability to coordinate support services and resources.
- Ability to understand policy and strategic plans, and apply them to an operational level.
- Sound knowledge of the structure and operations of an LCC, field operations, emergency management arrangements, and participating agency and support arrangements.
- Sound knowledge of response planning practices in an animal disease response.
- Sound knowledge of relevant AUSVETPLAN manuals.
- Sound knowledge of the jurisdiction's pest and disease information management systems.
- Broad knowledge of, and preferably experience in, the nature and control of animal diseases.

Tasks

Briefings and debriefings

- At the beginning of each shift:
 - obtain a briefing from the LCC Controller and/or
 - receive handover from outgoing officer.
- Brief subordinate personnel at the beginning of each day or as required throughout the incident.
- Debrief subordinate personnel at the end of each day or as required throughout the incident.

- Maintain a record of briefings and debriefings conducted, and outcomes.
- At the conclusion of each shift, provide handover to incoming officer.
- Brief and debrief the SCC Coordinator, as required.

Liaison

- Liaise with support agencies, industry and, where appropriate, other stakeholders, to acquire and share information (including scientific literature, policies or plans) and resources.
- Coordinate support services and resources across the functional needs of the response.

Documentation

- Ensure that all documents created by the function during the incident are filed in the appropriate electronic and hard-copy formats.
- Maintain a contact list for each function within the section (ie names and contact details of personnel and key stakeholders).

Workplace health and safety

- Comply with all workplace health and safety requirements.
- Ensure that incident management personnel comply with workplace health and safety requirements.
- Ensure that systems and protocols are in place to make the workplace safe.

Management

- Maintain an overview of the response and progress against objectives.
- Meet at scheduled intervals, with each function reporting its activities.
- Regularly review the quality of the systems in use.
- Anticipate resource requirements in functional areas.
- Expand or contract the LCC Incident Management function to reflect the response.

Stand-down phase

- Participate in incident debriefings, which may occur at the end of the incident or after significant events or milestones.
- Ensure that a register is completed outlining the location, content and status of key documents used in the response.

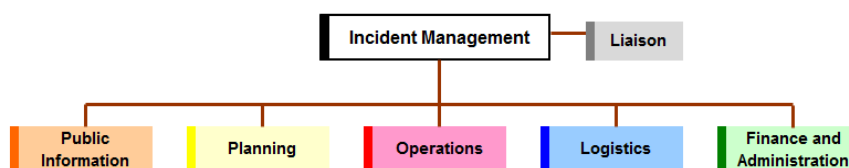


Figure 5.2 Major functions of the Incident Management Team

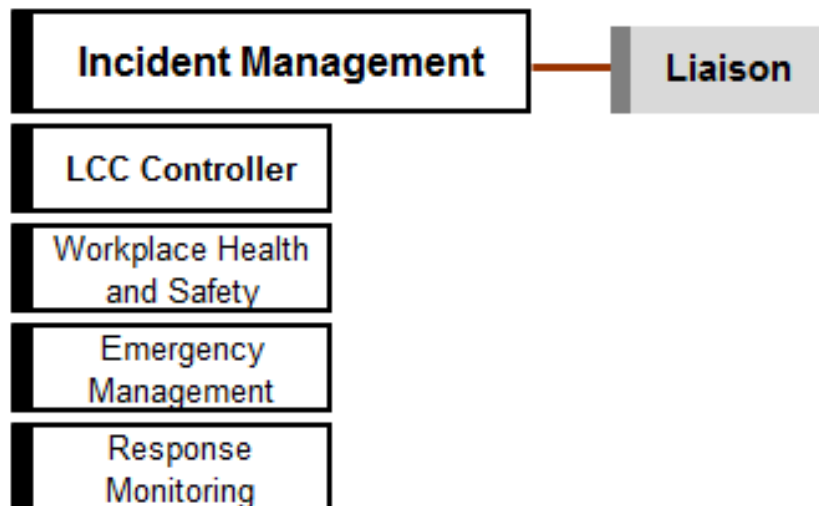


Figure 5.3 Organisational structure of the LCC Incident Management function

5.1.1 LCC IM 01: LCC Controller

Note: This role description must be used in conjunction with the Local Control Centre (LCC) Incident Management Section description.

Responsibilities

The LCC Controller is responsible for identifying and appointing personnel to perform the LCC Management functions as part of the Incident Management Team (IMT). The LCC Controller may undertake all functions or delegate them to other personnel.

The LCC Controller:

- provides overall leadership and direction to the IMT
- oversees activities performed by the IMT
- appoints personnel to perform functions within the IMT, including providing to all immediate subordinate personnel details of the functional area structure, roles and responsibilities, and reporting relationships
- through delegation, manages personnel working in the LCC's geographical area of responsibility who are involved in the response (including Forward Command Posts (FCPs), if established)
- ensures that response activities are conducted in accordance with jurisdictional legislation and nationally agreed response arrangements (including AUSVETPLAN)
- liaises with support agencies, industry and other organisations, through their designated liaison personnel
- ensures that a safe work environment is established and maintained for LCC personnel; if necessary, a person(s) may be appointed to perform the Workplace Health and Safety function (LCC IM 02) to work across all functional areas of the LCC and FCPs (if established)
- is responsible for the quality of management, through the IMT, of the LCC's activities in the response.

Appointment

The LCC Controller is appointed by, and reports to, the:

- Chief Veterinary Officer — for small-scale incidents, where a State Coordination Centre (SCC) has not been established
- SCC Coordinator — for larger events, where an SCC has been established.

The LCC Controller may appoint personnel to perform the following functions:

- LCC Workplace Health and Safety
- LCC Emergency Management
- LCC Response Monitoring
- LCC Management functions (ie Liaison, Public Information, Planning, Operations, Logistics, Finance and Administration).

The LCC Controller may appoint a Deputy (or Assistant) LCC Controller and/or administrative support personnel to assist in performing the role.

The IMT Secretariat function is provided, if required, by the LCC Finance and Administration — IMT Secretariat function.

Skills and knowledge

- Strong leadership skills.
- Highly developed communication, liaison, problem solving and negotiation skills.
- Ability to coordinate IMT outputs to align with response objectives.
- Advanced planning skills.
- Ability to recognise indicators and triggers to upsize or downsize the LCC, and direct functions to implement this in their areas.
- Ability to delegate effectively.
- Ability to coordinate support services and resources.
- Sound knowledge of the structure and operations of an LCC, field operations, emergency management arrangements, and participating agency and support arrangements.
- Full understanding of workplace health and safety.
- Sound knowledge of relevant AUSVETPLAN manuals relating to the disease and enterprises involved.
- Ability to present and explain complex concepts at meetings, at briefings and to various audiences.

Tasks

Leadership and decision making

- Contribute to the review of boundaries of declared areas and the relevance of the conditions applying within them, in consultation with the SCC Coordinator and the SCC Planning Management function.
- Oversee the establishment of the LCC (if not already established).
- Appoint personnel to perform key functions of the LCC.
- Establish and maintain an operational tempo for the LCC
- Lead IMT meetings.
- Identify and communicate objectives that are relevant to the SCC.
- Oversee the development and implementation of the LCC Incident Action Plan, in accordance with the Emergency Animal Disease Response Plan.
- Oversee activities performed by the LCC in the area for which it has been made responsible.

- Determine reporting schedules, in consultation with the SCC Coordinator and LCC function managers.
- Ensure that response personnel operate within their financial and decision-making delegations.
- Ensure that regular situation reports are provided to the SCC, in accordance with an agreed schedule.
- Ensure that a safe working environment is established and maintained at the LCC and in the field.
- Establish an expert team to determine appropriate methods of disposal, in accordance with the AUSVETPLAN **Disposal manual**.
- Establish contact and maintain liaison with local industry, support agencies, functional agencies and local community representatives.
- Ensure that legal instruments and powers are used to effectively support disease control objectives.

Advice

- Ensure provision of accurate and timely advice to the SCC Coordinator, LCC and field response personnel.

Liaison

- Liaise closely with the SCC Coordinator.
- At the local level, liaise with supporting agencies through emergency management arrangements, and with relevant local industry representatives.
- Ensure that LCC functional sections can effectively access information from supporting agencies, emergency management authorities and relevant industry representatives.
- Working with the Planning Section, liaise with the department's legal personnel to ensure that all proposed proclamations are lawful and to seek advice on legal matters during the campaign.
- Ensure effective liaison with SCCs; specify and monitor reporting requirements, and the timing and nature of briefing sessions and situation reports (see also 'Leadership and decision making').

Briefing and debriefing

- Brief IMT members on their responsibilities and tasks, as set out in this manual.
- Brief the IMT on the incident situation, policies, operational procedures and strategies.
- Brief LCC personnel and important visitors on significant developments and progress with the disease control program.

5.1.2 LCC IM 02: LCC Workplace Health and Safety

Note: This role description must be used in conjunction with the Local Control Centre (LCC) Incident Management Section description.

Responsibilities

The LCC Workplace Health and Safety (WHS) function provides advice and guidance to the LCC Controller to ensure a quality workplace health, safety and wellbeing management system across the LCC and field functions of an emergency response.

Response-related WHS considerations include:

- safety of personal health and wellbeing, including psychological health
- electrical, chemical, firearm and transport (road, rail, marine and aviation operations) safety
- safety with regard to disease transmission and control measures.

Appointment

Personnel undertaking the LCC WHS function are appointed by, and report to, the LCC Controller.

Appointment decisions may be influenced by the districts/region's arrangements for all-hazards and biosecurity responses, especially with regard to departmental WHS policies and procedures.

Depending on the scale and complexity of the response, and at the LCC Controller's discretion, this function may report to an alternative incident management function (eg Planning, Logistics).

Skills and knowledge

- Current WHS accreditation recognised by the jurisdiction (eg 'PUAOHS004B: Establish and maintain the occupational health and safety system'⁹ or similar).
- High-level knowledge and skills to implement, maintain and monitor a safety management system for the biosecurity response context.
- Broad experience in the identification, documentation and treatment of risks, especially health and safety risks.
- Sound knowledge of the jurisdiction's incident reporting requirements and the department's WHS policies.
- Highly developed interpersonal, negotiation and communication skills, including the ability to brief and debrief staff, and the capacity to rapidly produce clear, accurate statements targeted at specific audiences in a time-pressured environment using contemporary work practices (eg use a computer).
- Sound knowledge of the response biosecurity measures, including management of zoonotic diseases.
- Sound knowledge of AUSVETPLAN and disease control measures, or the capacity to rapidly acquire and apply them.

Tasks

- Work effectively with primary stakeholders: the LCC Controller, the Incident Management Team (IMT), the State Coordination Centre (SCC) WHS function and the nominated departmental WHS adviser.
- Implement WHS policies for the LCC response and raise issues with the SCC WHS function that are unable to be resolved by the LCC.
- Develop evacuation and medical plans for LCC sites and make sure relevant information is included in induction packages.
- Implement an incident/accident reporting and management system for the LCC response. This can include managing notified WHS incident reports and coordinating investigations.
- Maintain a process and templates for the IMT to complete risk assessments, including job risk assessments (or similar) that link into the development of job cards managed by LCC Logistics — Staffing.
- Monitor the implementation of hazard treatments, and support relevant functions to refine implementation, related procedures and reporting.

⁹ PUA52412 — Diploma of Public Safety (Biosecurity Response Management), <https://training.gov.au/Training/Details/PUA52412>

- Develop a practical risk management training package for LCC response and work with the LCC Training and Assessment function to deliver it. The package could cover:
 - undertaking and documenting risk assessments
 - developing, implementing and monitoring the effectiveness of hazard treatments
 - completing LCC WHS reporting requirements.
- Undertake targeted/specialist risk assessments for the LCC response and review risk assessment reports from selected response activities.
- Assist the IMT by providing clear and comprehensive advice on:
 - the effectiveness of the current safety management system, including reports of 'near misses'
 - technical WHS matters relating to specific response matters
 - findings of targeted risk assessments.

5.1.3 LCC IM 03: LCC Emergency Management

Note: This role description must be used in conjunction with the Local Control Centre (LCC) Incident Management Section description.

Responsibilities

The LCC Emergency Management function is responsible for providing advice and guidance to the LCC Controller about local emergency management arrangements, to support LCC response activities and recovery considerations.

This function draws on advice from nominated Liaison personnel, the relevant district's/region's emergency management agencies/organisations, all-hazard legislation and arrangements and related committees.

This function should work closely with all personnel undertaking the LCC Liaison function, but it does not duplicate or supplant it.

Appointment

Personnel undertaking the LCC Emergency Management function are appointed by, and report to, the LCC Controller.

Depending on the scale and complexity of the response, and at the LCC Controller's discretion, this function may report to another incident management function (eg Planning).

Skills and knowledge

- Thorough knowledge of the emergency management and biosecurity response arrangements relevant to the jurisdiction and how they manifest in the LCC response area. This includes awareness of relevant incident control systems (eg Biosecurity Incident Management System, Australasian Inter-service Incident Management System).
- Highly developed research and analytical skills, specifically for ongoing assessment of Incident Action Plans (IAPs) (approved and developing) as they relate to the emergency management arrangements (response and recovery).
- Highly developed interpersonal and communication skills, specifically the capacity to provide clear and concise advice that supports decision making in a time-pressured environment using contemporary work practices.
- Sound knowledge of AUSVETPLAN and response biosecurity measures.

Tasks

- Establish and maintain positive working relationships with primary stakeholders: the LCC Controller, the Incident Management Team (IMT), LCC Liaison personnel, the State Coordination Centre Emergency Management function and the coordinating officers for the district's/region's emergency management committees relevant to the LCC response.
- Conduct ongoing analysis of planned response strategies and the effectiveness of communications with supporting external emergency management agencies via LCC Liaison personnel.
- Participate in LCC meetings and any other meetings called by the IMT that have direct implications for the effective implementation of the IAP (eg LCC Liaison and Planning meetings). Provide advice on:
 - the effectiveness of the response in harnessing the broader emergency management arrangements for both response and recovery
 - emergency management arrangements specific to response activities (eg emergency functions, powers, committees, recovery arrangements)
 - feedback from relevant stakeholders.
- Monitor relationships between the IMT and relevant emergency management agencies, providing support as needed.

5.1.4 LCC IM 04: LCC Response Monitoring

Note: This role description must be used in conjunction with the Local Control Centre (LCC) Incident Management Section description.

Responsibilities

The LCC Response Monitoring function is responsible for overseeing the response activities at the LCC. LCC Response Monitoring personnel work closely with the LCC Controller to ensure that the controller is aware of issues relevant to the response, including industry, community and political issues.

LCC Response Monitoring personnel have response experience relevant to the current response. They may have particular experience in one or more functional areas, but will typically be responsible for monitoring multiple functional areas. Where they do not have the relevant expertise, additional or replacement personnel should be considered to ensure that all response functional areas are adequately monitored.

The outputs from the LCC Response Monitoring function should be used to inform the LCC Controller and other response personnel of areas where response activities are appropriate or, more importantly, where improvement is required. This information should be used to provide guidance to response personnel to improve the effectiveness or efficiency of the response.

Appointment

Personnel performing the LCC Response Monitoring function are appointed by, and report to, the LCC Controller. The SCC Coordinator or Chief Veterinary Officer may also specify response personnel to undertake this function.

Skills and knowledge

- Experience in the functional areas being monitored and knowledge of the relationships between functional areas.

- Balanced knowledge of the scientific, political, legal, management and industry aspects of disease management.
- Good analytical skills, including the ability to analyse complex situations and produce clear, well-documented observations and, if appropriate, recommendations for improvement.
- Good communication skills, including the ability to clearly describe real or perceived areas for improvement in the response.
- Sound knowledge of relevant AUSVETPLAN manuals.

Tasks

- Regularly analyse situation reports and other outputs from the response to ensure consistency with relevant plans (eg Emergency Animal Disease Response Plan).
- Maintain an awareness of external political, social, economic or community influences on the response, and ensure that the response is addressing such influences.
- Observe activities being conducted at the LCC, and consider the effectiveness and efficiency of these activities.
- Consider whether resources are being appropriately used and, if appropriate, make recommendations for acquisition, reallocation or repatriation of resources.
- Forecast likely or possible situations that may compromise the response.
- Provide the LCC Controller with observations, identified deficiencies and, if appropriate, recommendations for improvement.

5.2 LCC LO 00: LCC Liaison Section

Note: This section description must be used in conjunction with subordinate functional descriptions.

Responsibilities

The Local Control Centre (LCC) Liaison Section is responsible for providing a link between the LCC Controller and Incident Management Team (IMT), on the one hand, and external agencies and organisations relevant to LCC operations, on the other hand, so that the response objectives are achieved.

The primary strategy used is effective two-way communications and active engagement with all functions in the LCC and with primary stakeholders. This involves providing advice and access to resources, and contributing to decision making, and includes an ongoing responsibility to maintain and promote appropriate confidentiality levels as described in the Emergency Animal Disease Response Agreement (EADRA).

Personnel undertaking this function are also responsible for working in close consultation with their State Coordination Centre (SCC) counterpart and avoiding duplication/mixed messages.

Personnel undertaking this function should have the authority to act on behalf of their agency or organisation, at the local level. If they do not have this authority, they must be able to obtain it quickly.

Appointment

The LCC Liaison function includes personnel from affected livestock industries and any other agreed stakeholder organisation. The typical liaison groups are:

- affected livestock industries
- other agencies and organisations (eg supporting, participating, recovery)
- jurisdictional departments for biosecurity and agriculture

- veterinary practitioners.

A cost-shared response (as per EADRA clause 12.3(c)) requires the Chief Veterinary Officer to invite affected livestock industries to nominate representatives to participate in the response as the industry's liaison for the LCC response. In practical terms this invitation may be coordinated by the LCC Controller and/or the SCC Coordinator on behalf of the CVO. Ideally, industry representatives (ie the LCC Liaison — Livestock Industry function) operate from the LCC.

For other agencies and organisations, the need for representation in the LCC Liaison function is primarily determined by the LCC Controller.

Some agencies (eg Police) may offer their presence at the LCC as Liaison personnel. Accepting this offer is at the LCC Controller's discretion, and is a practice that is supported by this plan.

Where a specific liaison need is identified, a recommendation is made to the LCC Controller to request liaison from the relevant agency or organisation.

With the exception of the LCC Liaison — Veterinary Practitioners function, personnel nominated for Liaison duties are responsible to their nominating organisation.

Skills and knowledge

- Sound leadership skills and recognition by their agency or organisation as its representative at the LCC.
- Well-developed knowledge of their agency or organisation and its priorities, especially management and information management systems.
- Ability to communicate with relevant sections of their agency or organisation for the LCC response.
- Ability to exercise initiative and determine priorities that support their agency or organisation and the response objectives.
- Well-developed interpersonal, networking and negotiation skills.
- Highly developed communication skills, including the capacity to rapidly produce clear, accurate statements targeted at specific audiences in a time-pressured environment using contemporary work practices (eg use of a computer); and maintain appropriate levels of confidentiality.
- Sound knowledge of the LCC response and industry biosecurity measures, or the ability to rapidly acquire it.
- Awareness of the EADRA, AUSVETPLAN and the jurisdiction's emergency management arrangements, or the ability to rapidly acquire it.

Tasks

General

- Provide timely updates to their agency or organisation about the current situation and disease control measures (actual and planned), with relevant analysis.
- Provide timely advice to the IMT from the agency's or organisation's perspective to support the response.
- Provide feedback to the LCC Liaison Management function of concerns or suggestions from the agency or organisation to support the response.
- Establish and maintain contact with corresponding SCC Liaison personnel.
- Arrange for, or contribute directly to, the implementation of response biosecurity measures by themselves and their agency or organisation.

Briefings and debriefings

- At the beginning of each shift:
 - obtain briefing from supervisor and/or receive handover from outgoing personnel
 - identify items in the event log that require further follow-up action.
- Brief incoming personnel at the beginning of each shift and as required throughout the response.
- Debrief outgoing personnel at the end of each shift and as required throughout the response.
- Record details of the briefings and debriefings conducted, and their outcomes.
- At the conclusion of each shift, provide handover to incoming personnel.

Workplace health and safety

- Comply with workplace health and safety requirements, including applying procedures and maintaining key safety system records (eg sign-in/sign-out registers).
- Demonstrate behaviours that support the codes of conduct of their own agency or organisation and the relevant response agency.

Information management

- Maintain an event log, noting any briefings, handovers and debriefs conducted and attended.
- File documents created during the response in the appropriate electronic and hard-copy formats.
- Maintain an appropriate level of information security and confidentiality.
- Use response documents and templates only for their intended use.

Key outputs

- Effective and timely communications between the LCC response and relevant agencies/organisations (advice and feedback).
- Introductions that facilitate effective relationships for the LCC response and relevant agencies/organisations.
- Inputs to situation reports and Incident Action Plans.
- Contact lists to support continuity of LCC Liaison unit activities (ie names and contact details of personnel and key stakeholders, divided into current and former/inactive personnel).

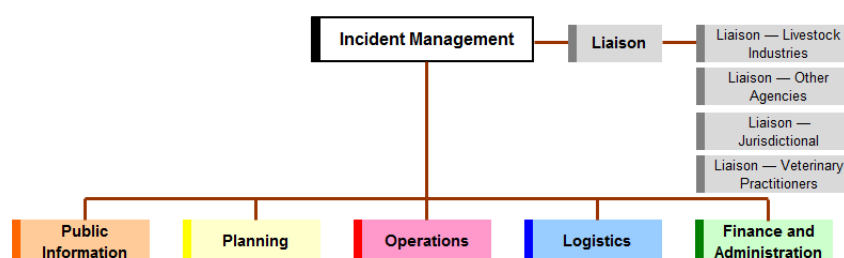


Figure 5.4 **Organisational structure of the LCC Liaison function**

5.2.1 LCC LO 01: LCC Liaison Management

Note: The Local Control Centre (LCC) Liaison Section description must be used in conjunction with this function description.

Responsibilities

The LCC Liaison Management function has overall responsibility for coordinating the activities of the LCC Liaison function so that critical input from stakeholder organisations relevant to the LCC response is considered/incorporated for the benefit of the LCC response, stakeholder organisations participate in the response, and the recovery of affected industries and the broader community is optimised.

A key responsibility of the LCC Liaison Management function is to facilitate access to Incident Management Team (IMT) members, as required, and continuously promote engagement between the LCC Liaison personnel and all other LCC functions.

The LCC Liaison Management function is a member of the LCC IMT.

Appointment

Personnel performing the LCC Liaison Management function are appointed by, and report to, the LCC Controller.

Depending on the scale and complexity of the response, the LCC Liaison Management function may assist the following stakeholder groups:

- affected livestock industries
- other agencies and organisations (eg supporting, participating, recovery)
- jurisdictional departments for biosecurity and agriculture
- veterinary practitioners.

Skills and knowledge

- Strong leadership skills, including the ability to exercise initiative and determine the priorities of the LCC Liaison function.
- Strong management skills, especially with regard to distributed leadership, facilitation, delegation and monitoring.
- Well-developed knowledge and skills to apply risk management principles to decision-making and advisory activities.
- Well-developed interpersonal, networking and negotiation skills, so diverse groups' efforts align with the IMT objectives.
- Highly developed communication skills (verbal and written), including the capacity to rapidly produce clear, accurate statements targeted at specific audiences in a time-pressured environment using contemporary work practices (eg use of a computer).
- Sound knowledge of the expectations and standards related to confidentiality, and the skills to consistently implement them and advise others about them.
- Sound knowledge of the response biosecurity measures, and the skills to communicate them to LCC Liaison personnel for practical application.
- Awareness of the Emergency Animal Disease Response Agreement (EADRA), AUSVETPLAN and the jurisdiction's emergency management arrangements.

Tasks

- Manage the LCC Liaison function to support the LCC response, especially so agency/organisational level communications promote implementation of disease control and response biosecurity measures. This includes:
 - establishing policies, processes and systems for use by all LCC Liaison units so section outputs are delivered consistently and there is continuity of practice
 - coordinating activities so that the IMT schedule is supported by the LCC Liaison function (ie maintaining the necessary operational tempo)
 - keeping LCC Liaison function personnel updated on key matters, including response progress; major developments; changes to policy, boundaries or areas and disease control measures; and the structure, purpose and reporting arrangements of the section
 - coordinating with the Public Information function (LCC or State Control Centre (SCC)) so response information is prepared and disseminated for relevant liaison groups.
- Maintain awareness of the LCC Liaison personnel of the need for confidentiality and the appropriate procedures for seeking clearance to release information.
- Establish and maintain a positive working relationship with the SCC Liaison Management function so:
 - there is consistency in liaison activities and approaches between the state/territory and local levels
 - policy matters are identified and resolved promptly.
- Provide the LCC Liaison section's input for situation reports and Incident Action Plans.
- Work with the LCC Controller to maintain appropriate representation, section structure and reporting arrangements to support the LCC response.
- Assess LCC Liaison personnel levels and communicate requirements to LCC Resource Planning and LCC Staffing functions.
- Work with the:
 - LCC Workplace Health and Safety function to develop and maintain job risk assessments (or similar) for the LCC Liaison function, with a specific focus on identifying safety and skill-based training needs
 - LCC Logistics Staffing function to maintain current job cards.
- Manage the LCC Liaison function, including section-level induction, training and assessment; regular briefings for safety; rostering; tasking and resourcing; and arranging departures/exits for section personnel, including full demobilisation of the section, when needed.

5.2.2 LCC LO 02.1: LCC Liaison — Livestock Industry

Note: The Local Control Centre (LCC) Liaison Section description must be used in conjunction with this function description.

Responsibilities

The LCC Liaison — Livestock Industry function is responsible for providing the official conduit between the Incident Management Team (IMT) and affected industry(ies).

The LCC Liaison — Livestock Industry function provides information on industry-specific policies and factors that may impact on the response at the local level, as well as the industry view on overall planning and resourcing of the IMT. Ideally, industry representatives (ie the LCC Liaison — Livestock Industry function) operate from the LCC.

Responsibilities include arranging for information, key messages and feedback to be communicated in a timely manner between the IMT and industry members. This includes an ongoing responsibility to maintain and promote appropriate confidentiality levels as described in the Emergency Animal Disease Response Agreement (EADRA).

The specific duties of the LCC Liaison — Livestock Industry function will vary, depending on the disease and industry(ies) involved. Multiple personnel could be needed in a response, representing multiple industries; alternatively, industries may agree to have one person represent a number of industries.

Responsibilities might also include providing information about resources that are available from local industry for the response, after consultation with the industry body.

The authority of personnel undertaking this function is limited to representing the interests and advice of local industry, consistent with the Emergency Animal Disease Response Plan approved by the National Management Group, and relevant to the scope of the LCC response.

If additional authority is required to aid the response, industry personnel must be able to quickly obtain this authority from the appointing industry body.

Appointment

Personnel performing the LCC Liaison — Livestock Industry function are appointed by, and responsible to, their industry's representative body. Ideally, they will be employed under the employment conditions of this body. Liability insurance is an important consideration for these personnel.¹⁰

At the LCC, the LCC Liaison — Livestock Industry function is coordinated by the LCC Liaison Management function.

Skills and knowledge

- Strong leadership skills and recognition by relevant industry groups as their appointee.
- Strong understanding of the policy-making structures and processes of their industry(ies).
- Extensive knowledge of operations, arrangements and capacity of local industry(ies).
- Ability to exercise initiative, and determine priorities that support local industry objectives and the LCC Liaison function.

¹⁰ Some industries may not be able to meet the above employment and insurance recommendations in all responses; alternative arrangements may be required following consultation with the SCC Coordinator/LCC Controller of the affected jurisdiction(s).

- Well-developed interpersonal, networking and negotiation skills, so potentially disparate efforts of the response and industry objectives can be coordinated.
- Ability to maintain appropriate levels of confidentiality.

Tasks

- Facilitate information flow between industry and LCC activities (eg LCC Liaison meetings, IMT meetings, meetings with LCC Planning and LCC Public Information functions). Primary topics can include:
 - functional aspects of the affected industry(ies) in the LCC area, including size, distribution, sources of supply and resources available to the response
 - marketing practices, industry organisations and other factors that could affect disease control measures of the LCC response
 - managing potentially contaminated material from a local industry perspective (eg limiting spread of the disease during collection, handling and transport of material)
 - the practicality and potential consequences (including economic consequences) of disease control measures relevant to the LCC area.
- Consult with local industry contacts about the policies, strategies and progress of the response and recovery plans, and identify emerging issues relevant to the LCC response. Issues may include:
 - the nature or course of the outbreak
 - the impact of response strategies (eg movement controls)
 - strategies for affected industries to assist with minimising disease spread
 - impact on local economic consequences.
- Work effectively with primary stakeholders: industry leaders, LCC Liaison Management, the IMT and the State Coordination Centre (SCC) Liaison—Livestock Industry function.
- Understand and work within the industry(ies) chain of command.
- Identify urgent policy issues promptly for the SCC Liaison — Livestock Industry function, assist to resolve them, and communicate and/or implement agreed changes.
- Work with the LCC Public Information function to prepare and disseminate information about the disease and response to affected industries. Alternatively, if this is managed by the SCC Public Information function, the SCC Liaison — Livestock Industry function is responsible for it, and keeping the LCC Liaison — Livestock Industry up to date with progress.
- Contribute to the maintenance/development of situation reports and Incident Action Plans, as required.
- Monitor and support the progress of requests for assistance, specifically relating to compensation and assistance measures that support return to normal production and market access. This means providing support so requests are addressed/finalised in a way that supports individual recovery.

5.2.3 LCC LO 02.2: LCC Liaison — Other Agencies

Note: The Local Control Centre (LCC) Liaison Section description must be used in conjunction with this function description.

Responsibilities

The LCC Liaison — Other Agencies function is responsible for providing the official conduit between the Incident Management Team (IMT) and their agency or organisation, to support LCC operations.

This function provides for support to be provided to the IMT on a 'needs basis' by agencies and organisations, such as:

- for LCC operations — government agencies at all levels, other than departments of biosecurity and agriculture. Examples include the Australian Government Attorney-General's Department; state/territory State Emergency Service or similar; councils and/or the affected jurisdiction's Local Government Association; as well as not-for-profit and nongovernment organisations (eg RSPCA, volunteer groups)
- for recovery — departmental representatives for agriculture or aquaculture relief programs, and state or territory government and Australian Government representatives for the jurisdiction's all-hazard recovery arrangements.

Personnel undertaking this function arrange for information, key messages and feedback to be communicated in a timely manner between the IMT and their agency or organisation. This information will focus on current response policies and response progress, including response biosecurity measures, and the implications and opportunities of the response. It might also include advice about resources that may be available for the response, after consultation with their agency or organisation.

Personnel undertaking this function should have the authority to act on behalf of their agency or organisation, at the local level. If they do not have this authority, they must be able to obtain it quickly.

Appointment

Personnel performing the LCC Liaison — Other Agencies function are invited to participate in the response by the LCC Controller, and this invitation may be influenced by the jurisdiction's arrangements for all-hazards and/or biosecurity response.

Personnel performing the LCC Liaison — Other Agencies function are appointed by, and responsible to, their nominating ('parent') agency; and they work under their usual award/industrial conditions.

At the LCC, they are coordinated by the LCC Liaison Management function.

Skills and knowledge

- Well-developed knowledge of their agency's or organisation's priorities, resources and processes, especially organisational structure and information management systems, and the capacity to apply it to the LCC response.
- Ability to exercise initiative and determine priorities that support both their agency's or organisation's objectives and the response objectives, as far as possible.
- Well-developed interpersonal, networking and negotiation skills, to enable coordination of potentially disparate efforts of the response and the agency's or organisation's objectives.
- Sound knowledge of the response biosecurity measures, or ability to quickly develop an understanding of the measures, and the skills to communicate them to relevant agency or organisation personnel for practical application.

Tasks

- Coordinate consultation between the LCC response and their own agency or organisation, particularly on immediate and longer-term impacts and assistance or advice that is likely to be required.
- Evaluate and summarise agency or organisation feedback and feed it into LCC Liaison meetings, IMT meetings, and meetings with LCC Planning and Public Information functions. This may include advice and feedback about:
 - capacity, resources and priorities of their agency or organisation relevant to the LCC response
 - advice relating to response strategies (ie what they mean for their agency or organisation).
- Liaise with their own agency or organisation and relevant IMT members so that:
 - routine and ‘on-request’ updates are provided to their agency or organisation that are tailored/customised and retain consistent response information with support from the Public Information function, as required. (When the Public Information function is located at the State Coordination Centre (SCC), this support is arranged through the SCC Liaison — Other Agencies function)
 - resources that have been committed to the response are delivered in a timely manner, and returned as appropriate.
- Establish and maintain positive working relationships with primary stakeholders: LCC Liaison Management, the IMT, SCC Liaison — Other Agencies function, and their own agency/organisation.
- Identify policy issues promptly for the SCC Liaison — Other Agencies function, assist to resolve them, and communicate and/or implement agreed changes
- Work with the LCC Public Information function to prepare and disseminate information about the disease and response to their agency or organisation. Alternatively, if this is managed by the SCC Public Information function, the SCC Liaison — Other Agencies Industry function is responsible, as well as keeping the LCC Liaison — Other Agencies function up to date with progress.

5.2.4 LCC LO 02.3: LCC Liaison — Jurisdictional

Note 1: The Local Control Centre (LCC) Liaison Section description must be used in conjunction with this function description.

Note 2: This function refers to jurisdictional liaison personnel from jurisdictions other than the host/response jurisdiction.

Responsibilities

The LCC Liaison — Jurisdictional function is responsible for ensuring accurate and timely communications between other jurisdictional and/or Australian Government biosecurity/agriculture departments and the host (responding) jurisdiction, especially about biosecurity risks and resourcing related matters, in partnership with the State Coordination Centre (SCC) — Jurisdictional function.

Personnel performing the SCC Liaison — Jurisdictional function should have the authority of their organisation to release relevant information and commit the resources of that organisation. If this authority is not available, it is essential that they are able to obtain it under very tight time constraints.

Appointment

Personnel performing the LCC Liaison — Jurisdictional function are invited to participate in the response by the LCC Controller, and this invitation may be influenced by the jurisdiction's arrangements for biosecurity response.

Personnel performing the LCC Liaison — Jurisdictional function are appointed by, and responsible to, their nominating ('parent') agency. They work under their usual award/industrial conditions.

At the LCC, they are coordinated by the LCC Liaison Management function.

Skills and knowledge

- High level of knowledge of the jurisdiction they are representing, including its emergency management and biosecurity arrangements, and the jurisdiction's agriculture/production context.
- Sound knowledge of the resources of their organisation and application of these resources to the LCC response.
- Ability to exercise initiative and determine priorities.
- Ability to represent their organisation and support communications at a state or territory level (ie between their organisation and members of the LCC response, especially the Incident Management Team (IMT)).
- Well-developed interpersonal, negotiation and communication skills.

Tasks

- Coordinate consultation and requests between the LCC response and their own jurisdictional organisation, particularly related to immediate and longer-term impacts, and assistance or advice that is likely to be required by the LCC response. This typically includes coordinating closely with their SCC counterpart.
- Evaluate and summarise agency or organisation feedback and feed it into LCC Liaison meetings, IMT meetings, and meetings with LCC Planning and LCC Public Information functions. This may include advice and feedback about:
 - capacity, resources and priorities of their agency or organisation
 - response strategies (ie what they mean for their agency or organisation)
 - significant facts, observations, trends or predictions about the nature or course of the outbreak.
- Liaise with their own agency or organisation and relevant IMT members so that:
 - routine and 'on-request' updates are provided to their agency or organisation that are tailored/customised, have technical integrity and retain consistent response information, with support from the Public Information function as required
 - resources that have been committed to the response are delivered in a timely manner, and returned as appropriate.
- Establish and maintain positive working relationships with primary stakeholders: LCC Liaison Management, the IMT, the SCC Liaison — Jurisdictional function, and their own agency/organisation.
- Identify policy issues promptly for the SCC Liaison — Jurisdictional function, assist to resolve them, and communicate and/or implement agreed changes.

5.2.5 LCC LO 02.4: LCC Liaison — Veterinary Practitioners

Note: The Local Control Centre (LCC) Liaison Section description must be used in conjunction with this function description.

Responsibilities

The LCC Liaison — Veterinary Practitioners function is responsible for providing the official conduit between the Incident Management Team (IMT) and the veterinary community, so that veterinary practitioners and associations are fully aware of the disease control measures being implemented, and commercial practice matters relevant to the response are addressed.

Note 1: The specific duties of the LCC Liaison — Veterinary Practitioners function will vary according to the disease and industry(ies) involved. Multiple personnel could be needed in a response, representing different veterinary practices or types of practices, so that personnel undertaking this function act on behalf of the veterinary community that is relevant to the LCC response.

Note 2: In some instances, veterinary personnel will also be employed by the jurisdiction to assist in the response. Their function and reporting lines are separate from the LCC Liaison — Veterinary Practitioners function, and their duties should not be confused.

This function may also provide advice about current capacity and resources that are available for the response from veterinary practitioners, after consultation with veterinary practitioners. Therefore, personnel undertaking this function act on behalf of local veterinary practitioners.

Appointment

Personnel performing the LCC Liaison — Veterinary Practitioners function are identified/invited to participate by the LCC Controller. This may be influenced by the jurisdiction's arrangements for all-hazards and biosecurity response, and/or available jurisdictional veterinary capacity. For example, they may be jurisdictional employees, appointed directly by the LCC Controller. However, it may be preferable or necessary to invite a private practitioner to undertake this function.

Personnel performing the LCC Liaison — Veterinary Practitioners function are appointed by their nominating ('parent') agency, and, unless other arrangements are made, they work under their usual award/industrial conditions.

LCC Liaison — Veterinary Practitioners personnel are coordinated by the LCC Liaison Management function, but they are responsible/report to the LCC Controller.

Skills and knowledge

- Current and unrestricted registration as a member of the veterinary profession in the jurisdiction.
- Personnel should be recognised by veterinary practitioners as their representative within the LCC response, and be supported by the Australian Veterinary Association (AVA) and/or the jurisdictional chapter of the Australasian Veterinary Boards Council (AVBC).
- Sound knowledge of the veterinarian profession, including familiarity with issues affecting veterinary practices and veterinary employment, such as practice costs, work rosters, employment of veterinarians, indemnity and workers compensation.
- Sound knowledge of the disease control measures relevant to the veterinary context, including optimal application of veterinary skills to support the LCC response.
- Strong leadership skills, with the ability to represent the concerns of veterinarians and communicate them for the LCC response.

- Ability to exercise initiative and determine priorities that support both the veterinary community (practitioners and associations) and the response objectives, as far as possible.
- Awareness of:¹¹
 - *National Guidance Document on the Engagement of Private Veterinarians during an Emergency Animal Disease (EAD) Response*
 - *Employment Conditions for Private Veterinarians Engaged as Employees during an Emergency Animal Disease (EAD) Response*
 - *Contract Conditions for Engaging the Services of Veterinarians as Contractors during an Emergency Animal Disease (EAD) Response.*

Tasks

- Coordinate consultation with, and advice to, veterinary practitioners and associations so that concerns relevant to the LCC response are identified and communicated.
- Coordinate consultation between the LCC Controller and relevant veterinary practitioners to establish terms of engagement and address other implications of operations.
- Arrange for key messages from the IMT (eg on current policies, disease control measures, response and required veterinary protocols to optimise treatment and minimise spread of the disease) to be distributed to the veterinary community involved in, or affected by, the LCC response.
- Evaluate and summarise feedback from the veterinary community and feed it into LCC Liaison meetings, IMT meetings, meetings with LCC Planning and LCC Public Information functions. This typically includes coordinating closely with the State Coordination Centre (SCC) counterpart with advice and feedback about:
 - the capacity, resources and priorities of the veterinary community for the LCC response
 - risk-based implementation plans for disease control measures
 - actions required to minimise the risk of disease transmission via veterinarians.
- Establish and maintain positive working relationships with primary stakeholders: LCC Liaison Management, the IMT, the SCC Liaison — Veterinary Practitioners function, and the veterinary community (including the AVA and the chapter of the AVBC relevant to the LCC response).
- Work with the veterinary community to identify emerging issues (eg significant facts, observations, trends or predictions about the nature or course of the outbreak; practice and commercial implications).
- Identify policy issues promptly for the SCC Liaison — Veterinary Practitioners function, assist to resolve them and communicate and/or implement agreed changes. Be particularly attentive to matters/complaints that relate to practice matters raised by veterinarians who are important in the response or critical of it.
- Monitor the progress of requests for assistance and reimbursement that support return to normal business/practice recovery. 'Monitoring' means providing support so requests are addressed/finalised in a way that promotes 'self-help' (which can support individual recovery).

¹¹ www.agriculture.gov.au/animal/health/engagement-of-private-veterinarians

5.3 LCC PI 00: LCC Public Information Section

Note: The content of the Public Information functions descriptions are replicated from the *Biosecurity Incident Public Information Manual*, authored by the National Communications Network. This section description must be used in conjunction with subordinate functional descriptions.

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 the 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.

Appointment

The LCC Public Information Management function is established by, and reports to, the LCC Controller.

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

- Media Liaison
- Stakeholder and Community Engagement.

Skills and knowledge

- 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.

Tasks

Briefings and debriefings

- At the beginning of each 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 that all documents created by this function during the incident are filed in the appropriate electronic and hard-copy formats.

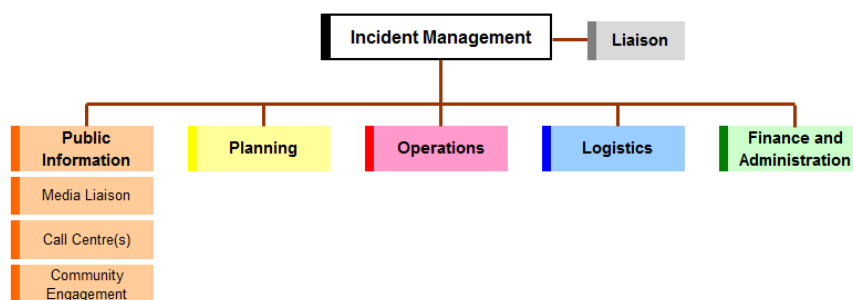


Figure 5.5 **Organisational structure of the LCC Public Information function**

5.3.1 LCC PI 01: LCC Public Information Management

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Public Information Section description.

Responsibilities

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

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

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

Appointment

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

Skills and knowledge

- Ability to coordinate public information outputs to align with the IMT objectives.
- Ability to deliver public information outputs in a stressful and changing environment.
- Strong stakeholder engagement skills, including event management skills.
- Good understanding of how the media works, including managing on-site media visits.
- Sound knowledge of the local geographic area, community and affected industry.
- Knowledge of biosecurity response plans and arrangements, particularly the *Biosecurity Incident Public Information Manual*.
- Ability to report outcomes and provide strategic communication advice at IMT meetings.
- 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.

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 that all personnel working in the LCC Public Information function record all relevant approvals, correspondence, documents and electronic information (eg public materials).
- Brief other LCC functions as required.

- Record the movement of, and any health or safety issues associated with, Public Information personnel performing tasks outside the control centre (ie in the community).
- Represent the LCC Public Information function in incident debriefings.

5.3.2 LCC PI 02: LCC Media Liaison

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Public Information Section description.

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.

Appointment

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

Skills and knowledge

- Knowledge of how the media works, including awareness of deadlines, and the need to respond with truthful and complete information.
- Ability to manage and deal with journalists.
- Good writing skills, particularly to write media releases and articles.
- Ability to organise and manage press conferences.
- Ability to implement the relevant part of the communication strategy.
- Knowledge of biosecurity response plans and arrangements, particularly the *Biosecurity Incident Public Information Manual* and the National Biosecurity Communication and Engagement Network.
- Understanding of how social media is used.
- Broad knowledge of the local community and agricultural industries.
- Ability to be proactive and use opportunities to inform the public about the incident and its requirements.
- Ability to manage personal workload and competing demands in a stressful and changing environment.

Tasks

- **Error! Hyperlink reference not valid.**
- 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 spokespeople for media interviews or press conferences.
- Observe 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.
- Contact 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 that all relevant approvals, correspondence, documents (eg media kits) and electronic information are recorded during the incident.

5.3.3 LCC PI 07: LCC Stakeholder and Community Engagement

The Local Control Centre (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 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.

Appointment

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

Skills and knowledge

- Very good verbal communication skills.
- Ability to deal with people who may be distressed, upset, angry and difficult to communicate with.
- Good knowledge of the local geographic area, community, affected industries and associated businesses.
- Event management skills.
- Understanding of the pest/disease and its (potential) impacts.
- Ability to identify stakeholders' and the community's concerns and information requirements, and have the appropriate information available for distribution.
- Ability to use feedback received from stakeholders to guide the public information approach to the incident.
- Knowledge of biosecurity response plans and arrangements, particularly the *Biosecurity Incident Public Information Manual*.

Tasks

- Conduct local stakeholder analysis to determine priority stakeholders, methods of engagement and responsible personnel to manage these stakeholders (eg the SCC Stakeholder and Community Engagement function may contact peak organisations, while the 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 that 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.
- Feed back intelligence to aid the response (eg tracing information).
- Provide regular briefings to the LCC Public Information Management function in relation to community engagement activities.
- Ensure that all relevant approvals, correspondence, documents (eg expenses for materials, venues, catering) and electronic information are recorded during the incident.

5.4 LCC PL 00: LCC Planning Section

Note: This section description must be used in conjunction with subordinate functional descriptions.

Responsibilities

The Local Control Centre (LCC) Planning Section is responsible for collecting, collating, analysing (or interpreting) and disseminating information within the LCC. The LCC Planning function provides information that contributes to the situational awareness of all personnel involved in the response.

The LCC Planning function develops the operational-level plans necessary to implement the strategies and policies provided by the State Coordination Centre (SCC). These operational-level plans will focus, in detail, on both the current operational period and the planning requirements for subsequent operational periods.

Appointment

The LCC Planning function is established by the LCC Planning Management function, which has overall responsibility for the activities undertaken by this function.

Depending on the size and complexity of the response, it may be necessary to establish several functional units within the LCC Planning function to manage the range of planning activities for the incident. These could include:

- Technical Analysis — Epidemiology
- Specialist Advice — Livestock Industry
- Response Planning
- Resource Planning
- Situation Assessment
- Legal
- Biosecurity Information Systems
- Mapping and GIS (geographic information systems)
- Animal Welfare.

Personnel will be appointed to relevant functions to match response needs and resource availability. In some cases, an individual may be responsible for several functions.

Skills and knowledge

- Sound liaison, writing and communication skills.
- Ability to analyse complex problems or information and develop clear, practical, risk-based solutions or advice.
- Ability to understand policy and strategic plans, and apply this understanding to planning at an operational level.
- Understanding of the structure and operations of an SCC and an LCC, field operations and emergency management arrangements.
- Sound knowledge of response planning practices in an animal disease response.
- Sound knowledge of relevant AUSVETPLAN manuals.
- Sound knowledge of the jurisdiction's disease information management systems.
- Knowledge of relevant jurisdictional legislation.
- Broad knowledge and experience in the nature and control of animal diseases.
- Sound knowledge of affected industries.
- Sound knowledge of the role of other agencies (eg health and environment departments) that may need to be consulted in disease control.

Tasks

Investigation and alert, operational and proof-of-freedom phases

Briefings and debriefings

- At the beginning of each 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.
- Debrief subordinate personnel at the end of each day and as required throughout the incident.
- Maintain a record of briefings and debriefings conducted, and outcomes.
- At the conclusion of each shift, provide handover to incoming officer.

Decision making and advice

- Consider AUSVETPLAN, the Emergency Animal Disease Response Plan, and relevant legislation, policies, emergency management arrangements and procedures in decision making and in forming advice.
- Provide feedback to SCC Planning regarding areas of required policy development or review.
- Contribute to the development and review process for Incident Action Plans (IAPs).
- Consider, assess and document the risks (including political, economic, social, technical, operational, legal and environmental) that are managed by, or arise from, implementing solutions.

Liaison

- Liaise with the SCC Planning function and, where appropriate, other stakeholders, to acquire information (including scientific literature, policies or plans) and situational awareness, to develop timely, well-considered, robust advice for respective functional areas.

Documentation

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

Workplace health and safety

- Comply with workplace health and safety requirements.

Stand-down phase

- Summarise major policy developments arising from the response that may be used to improve planning for future incidents.
- Participate in incident debriefings, which may occur at the end of the incident or after significant events or milestones.
- Finalise filing of documents, as prescribed by the information management system. Ensure that a register is completed describing the location, content and status of key documents used in the response.

Key outputs

- Situation reports — to be provided at times specified in the IAP.
- IAPs for the LCC — in general, to be developed for each operational period.
- Resource plan — to be provided at times specified in the IAP or at times when the response necessitates significant changes to the resource plan (eg as the response is brought under control and resource requirements diminish, resources can be reprioritised).
- Epidemiological reports — to be provided when significant epidemiological information is available or requested.
- Maintenance of the electronic information management system and monitoring of data flow into the system.
- Risk assessments.
- Legal advice and locally applied legal instruments.
- Mapping and GIS products attributable to the LCC's area of responsibility, with a focus on individual premises and/or locality maps.

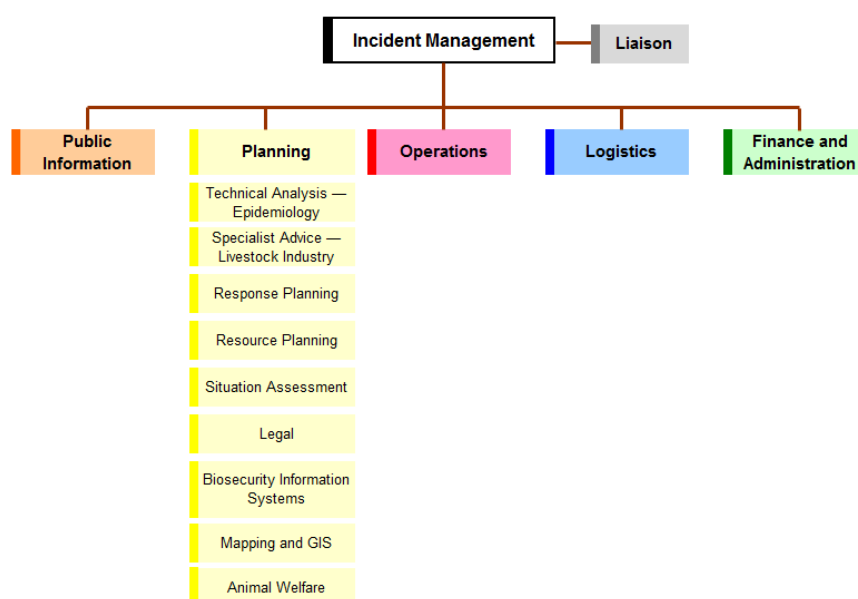


Figure 5.6 Organisational structure of the LCC Planning function

5.4.1 LCC PL 01: LCC Planning Management

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Planning Section description.

Responsibilities

The LCC Planning Management function is responsible for all LCC planning functions.

The LCC Planning Management function:

- provides overall leadership and direction to the LCC Planning Section, including providing all immediate subordinate personnel with details of the functional area structure, roles and responsibilities, and reporting relationships
- assists the LCC Controller, where appropriate, to plan and implement the disease control program
- represents the LCC Planning function at Incident Management Team (IMT) meetings
- appoints personnel to LCC Planning functions, as required
- depending on the size and complexity of the response, may delegate tasks and the authority to manage them to personnel in other planning functions
- liaises with the State Coordination Centre (SCC) Planning Management function, to ensure consistency in planning activities at the state/territory and local levels.

Appointment

Personnel performing the LCC Planning Management function are appointed by, and report to, the LCC Controller.

The LCC Planning Management function may have personnel performing specific functions within the LCC Planning function, including:

- Technical Analysis — Epidemiology
- Specialist Advice — Livestock Industry
- Response Planning
- Resource Planning
- Situation Assessment
- Legal
- Biosecurity Information Systems
- Mapping and GIS (geographic information systems)
- Animal Welfare.

Skills and knowledge

- Strong leadership and management skills.
- Ability to coordinate planning outputs to align with IMT objectives.
- Sound ability to translate strategies and strategic plans into operational strategies and plans.
- Ability to apply risk management principles to decision making and advisory activities.
- Sound understanding of epidemiological principles, and the principles of diagnosis and control of animal disease.

The LCC Planning Management function should preferably be undertaken by personnel who are suitably trained in the planning function and have good knowledge of biosecurity systems.

Tasks

Management

- Clearly identify the structure and reporting relationships for each unit of the Planning Section.
- Appoint unit and team leaders within the LCC Planning Section, as required.
- Monitor and administer personnel rosters and personnel levels for the LCC Planning Section.
- Assess staffing requirements for the LCC Planning function, and forward these to the LCC Logistics Management function.
- Oversee areas of responsibility and workloads for all personnel. Ensure that actions are not duplicated or overlooked, and that there are no demarcation problems. Engage or redeploy personnel, as required, to resolve problems.
- In conjunction with the LCC Operations Management function, appoint an expert team to assess disposal issues (as described in the AUSVETPLAN **Disposal manual**), as required.
- Establish and maintain an operational tempo for the LCC Planning function.
- Represent the LCC Planning function at IMT meetings.

Planning

- Oversee the preparation of the LCC's Incident Action Plan (IAP) and ensure that it is consistent with the Emergency Animal Disease Response Plan and direction from the SCC.
- Endorse the IAP before it is forwarded to the LCC Controller.
- Oversee the development of legal instruments, as required.
- Oversee the preparation of timely and accurate situation reports for the SCC, covering all aspects of LCC operations.
- Oversee the preparation of detailed epidemiological and technical assessments, highlighting key facts, developments and predictions, and making appropriate recommendations.

Advice

- Advise the LCC Controller and the SCC Planning Management function promptly of any significant facts, observations, trends or predictions about the nature or course of the outbreak.
- Provide or coordinate technical advice to the LCC Controller and the LCC functions, to support disease control activities.

Quality assurance and oversight

- Ensure the technical veracity of proposed media releases, industry newsletters and other documents intended for release to the public.
- Ensure that systems for collection and reporting of data (including the jurisdiction's electronic biosecurity information management system and GIS systems) support decision making.
- Ensure that the information and data required by officers in the section are obtained and provided without delay or hindrance.
- Implement processes to ensure that personnel within the SCC Planning Section obtain and maintain situational awareness at all times.
- Ensure that the resourcing needs of the section and its personnel are met.
- Represent the LCC Planning function in incident debriefings.

Liaison

- Regularly liaise with the SCC Planning Management function regarding strategic direction and policy setting.
- Identify policy issues requiring development, and liaise with the SCC Planning Management function accordingly.
- Ensure effective liaison with industry and outside agencies for planning activities.

5.4.2 LCC PL 02.1: LCC Technical Analysis — Epidemiology

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Planning Section description.

Responsibilities

The LCC Technical Analysis — Epidemiology function is responsible for providing contemporary epidemiological and technical advice to the LCC functional areas to support response activities. The function collects technical data about the incident, and undertakes analysis to predict rates of disease spread, impacts of the disease, and escalation or de-escalation of an incident.

The outputs from the LCC Technical Analysis — Epidemiology function assist with decision making and provide guidance for the planning of activities, such as movement restrictions, tracing, surveillance and vaccination.

The function works closely with State Coordination Centre (SCC) Technical Analysis — Epidemiology personnel to ensure consistency across the response.

Appointment

Personnel performing the LCC Technical Analysis — Epidemiology function are appointed by, and report to, the LCC Planning Management function.

Skills and knowledge

- Extensive experience in epidemiology.
- Balanced knowledge of the scientific, political, legal, management and industry aspects of disease management.
- Knowledge of, and experience in, the use of computer software for recording and analysing disease data, including GIS systems, statistical packages, and other systems for collation and analysis of data.
- High familiarity with jurisdictional biosecurity information systems.
- Good bibliographic skills, including knowledge of, and experience in, online searching of veterinary literature.
- Ability to analyse complex problems and produce clear, well-argued, practical solutions.
- Ability to prioritise workloads, commensurate with risk.
- Ability to work in data-sparse environments (which may be the case at the start of an incident), and manage and analyse multiple incoming data sources as the incident progresses.
- Sound understanding of epidemiological principles, and the diagnosis and control of animal disease.
- Sound knowledge of relevant AUSVETPLAN manuals.
- Sound knowledge of, and ability to access, data relevant to the incident from sources such as the Bureau of Meteorology, the Australian Bureau of Statistics, the Australian Bureau of

Agricultural and Resource Economics and Sciences, and jurisdictional sources (eg data on populations at risk, laboratory data).

- Ability to integrate quantitative, qualitative and spatial data (including local intelligence) into a single analytical model.

Personnel in the LCC Technical Analysis — Epidemiology function will preferably include a veterinary epidemiologist.

Tasks

- Manage the collection of epidemiological data needed to:
 - determine and monitor the extent and pattern of infection in the outbreak (temporally and spatially)
 - determine the possible source, method and date of introduction of infection
 - determine the possible mechanisms by which the disease may spread
 - forecast likely and alternative disease situations and, if appropriate, offer control options
 - provide epidemiological information required by the LCC Planning Management function and LCC Situation Assessment function for daily reporting and assessment of the disease situation.
- Interpret laboratory data in light of epidemiological data.
- Describe and evaluate the local disease situation, and maintain close contact with SCC epidemiologists about the situation.
- Provide continuing assessment of the probability of spread of the infection from infected premises (IPs).
- Develop methods to detect disease spread, such as surveys, and to prove freedom from disease.
- Provide technical advice on the disease and its control to LCC Planning Management, and to SCC and LCC personnel.
- Evaluate the effectiveness of the implemented control measures.
- Conduct or coordinate field investigations, as required and approved by LCC Planning Management, to collect epidemiological data, and/or assist the IP operations field-based personnel with investigations on IPs or other selected premises, to ensure appropriate data collection.
- Interact closely with the LCC Liaison — Livestock Industry and LCC Specialist Advice — Livestock Industry functions to obtain information on local livestock farming practices, markets, key livestock-related locations and businesses, geographical and ecological factors, weather patterns and wildlife factors.
- Provide analytical reports and contribute to briefing documents as required by LCC Planning Management.
- Provide technical advice and briefings to LCC Planning Management, the LCC Controller and the Incident Management Team, including:
 - advice on the disease incubation period to be used for the operation
 - advice on boundaries for declared areas
 - advice on the use of premises classifications, including the declaration of IPs and dangerous contact premises
 - advice on options for control of the disease
 - recommendations for the release of quarantine
 - identification of urgent tracings
 - evaluation of priorities for surveillance and tracing.

- Make recommendations to the SCC Technical Analysis — Epidemiology function to refine the initial case definition for the disease (as described in the relevant AUSVETPLAN **Disease Strategy**) in light of new information, or develop a working case definition for the response if the causative agent is unknown.
- Determine, in consultation with the SCC Technical Analysis — Epidemiology function, the significance of wild animal and other populations.
- As the incident winds down, make suggestions for follow-up studies to further clarify the origins and spread of disease (if required) and to evaluate the efficacy of the response.

5.4.3 LCC PL 02.2: LCC Specialist Advice — Livestock Industry

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Planning Section description.

Responsibilities

The LCC Specialist Advice — Livestock Industry function is responsible for providing advice and guidance from a livestock industry perspective about technical and operational matters relating to the LCC response.

Appointment

Personnel performing the LCC Specialist Advice — Livestock Industry function are appointed by, and report to, the LCC Planning Management function.

The relevant industry signatory should be consulted during the process of identifying personnel to work in this function. Consideration should be given to inviting industry-based personnel to work in this function.

Skills and knowledge

- Thorough and recognised knowledge of the affected industry, especially:
 - industry makeup (eg size, distribution) and practices
 - industry leaders and key stakeholders (individuals and groups)
 - potential impacts of disease control measures.
- Highly developed interpersonal and communication skills, specifically the capacity to provide clear and concise advice that supports decision making in a time-pressured environment using contemporary work practices.
- Ability to analyse complex problems and produce clear, well-argued, practical solutions.
- Ability to prioritise workloads, commensurate with risk.
- Awareness of the Emergency Animal Disease Response Agreement, AUSVETPLAN and the jurisdiction's emergency management arrangements.
- Sound knowledge of the disease control measures provided in AUSVETPLAN.

Tasks

- Work effectively with primary stakeholders: LCC Planning Management, State Coordination Centre (SCC) and LCC Technical Analysis — Epidemiology; SCC Specialist Advice — Livestock industry; and SCC and LCC Liaison — Livestock Industry.
- Provide technical and operational advice from the industry perspective on the disease response to inform policy and appropriate disease control measures. This may include advice on:

- strategies and options for disease control that will minimise the impact on industry
 - boundaries of declared areas, and changes that should be made in the light of developments and new information
 - priorities for tracing and surveillance
 - surveillance methods
 - destruction, disposal, decontamination and disinsectisation techniques, including chemicals used
 - movement controls, and changes that should be made in the light of developments and new information
 - the need for, and nature of, additional operational activities, such as wild animal or vector operations.
- Contribute to the development of disease response plans (eg surveillance plans) and possible alternative control strategies.
 - Identify response policy issues that require SCC support to address, especially those raised by the LCC Liaison — Livestock Industry function.
 - Contribute to the development of Incident Action Plans and situation reports.

5.4.4 LCC PL 03: LCC Response Planning

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Planning Section description.

Responsibilities

The LCC Response Planning function is responsible for operational planning for area(s) allocated as the responsibility of the LCC. It works closely with the LCC Operations function.

The LCC Response Planning function will have primary responsibility for the compilation and maintenance of the LCC Incident Action Plan (IAP).

Staff performing this function will liaise with the State Coordination Centre (SCC) Response Planning function, to ensure consistency in activities at the state/territory and local levels.

Appointment

Staff performing the LCC Response Planning function are appointed by, and report to, the LCC Planning Management function.

Skills and knowledge

- Ability to gather and analyse data to assess the current and future requirements of the response.
- Knowledge of the 'appreciation process' (or similar decision-making process) and its application in an operational planning environment.
- Sound knowledge of relevant AUSVETPLAN manuals relating to the disease and enterprises involved.
- Ability to prioritise workloads of the operation, commensurate with risk.

Tasks

- Regularly collect and analyse the LCC's situation reports, to ensure consistency with planned activities.

- Provide advice and support to the LCC Controller with regard to the information needs of the SCC Planning Management Function and SCC Coordinator.
- Develop, maintain and amend, as necessary, the LCC's IAPs.
- Develop, maintain and amend, as necessary, the LCC's detailed operational plans for relevant activities (eg vaccination, surveillance, tracing, vector control).
- Provide IAPs to the LCC Planning Management function for endorsement (and subsequent approval by the LCC Controller) within agreed timeframes.
- Disseminate approved IAPs, in accordance with established timeframes, to the LCC.
- Gather and analyse data to assess current and future requirements in the response, and provide an assessment to the LCC Logistics function that will help with decisions on future resource requirements.

The following tasks may require collaboration with personnel in other LCC functions, including Technical Analysis — Epidemiology, Animal Welfare, Surveillance, Tracing, and Laboratory Interface:

- Develop, and amend as necessary, disease response plans and determine possible alternative control strategies.
- Provide or obtain technical advice on the disease to inform operational plans. This may include:
 - options for disease control
 - priorities for tracing and surveillance
 - surveillance methodology, including frequency and sample sizes
 - samples to be taken for laboratory examination
 - movement controls, and changes that should be made in the light of developments and new information
 - the need for, and nature of, additional operational activities, such as wild animal or vector operations.
- Maintain regular and close liaison with SCC Response Planning personnel.

5.4.5 LCC PL 04: LCC Resource Planning

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Planning Section description.

Responsibilities

The LCC Resource Planning function is responsible for projecting or forecasting resource requirements — such as facilities, equipment, human resources, financial resources, and supporting resources and services — that are required to achieve the objectives set for the LCC's area of responsibility.

The LCC Resource Planning function needs to work closely with the LCC Logistics function to ensure that resource planning is realistic and achievable.

Personnel performing this function will liaise with the State Coordination Centre (SCC) Resource Planning function to ensure consistency in activities at the state/territory and local levels, and to inform them about possible resource requirements and constraints that may necessitate interstate or international resourcing.

Appointment

Staff performing the LCC Resource Planning function are appointed by, and report to, the LCC Planning Management function.

Skills and knowledge

- Ability to systematically maintain accurate and orderly records.
- Sound knowledge of the jurisdiction's resource management systems, or the ability to quickly acquire this knowledge.
- Sound knowledge of available and rate-limiting resources.
- Ability to interpret outcomes from the LCC Response Planning function to forecast resource needs.

Tasks

- Using response plans, epidemiological reports and other information sources, prepare forecast estimates for personnel and equipment requirements, and communicate these to the LCC Planning Management function and LCC Logistics function.
- Clearly identify staff resource requirements, following liaison with the LCC Logistics function and the SCC Resource Planning function.
- Establish and maintain resource management systems for the tracking of resources (supported by the LCC Logistics function).
- Gather, maintain and present information on incident resources and their status.

5.4.6 LCC PL 05: LCC Situation Assessment

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Planning Section description.

Responsibilities

The LCC Situation Assessment function is responsible for acquisition and maintenance of situational awareness, and sharing of that picture through visualisation and sharing systems (eg situation report, knowledge wall). This function proactively collects and collates incident information and, in turn, produces and disseminates current information about the incident, covering activities undertaken, milestones reached and actions to be taken in the immediate future. It produces regular situation reports for use within the LCC and/or external distribution.

This function also has responsibility for maintaining relevant visual displays within the LCC, such as the incident's status board.

Personnel performing this function will liaise with the State Coordination Centre (SCC) Situation Assessment function to ensure consistency in activities and reporting at the state/territory and local levels.

Appointment

Staff performing the LCC Situation Assessment function are appointed by, and report to, the LCC Planning Management function.

Skills and knowledge

- Ability to systematically maintain accurate and orderly records.
- Sound knowledge of the jurisdiction's disease information management system(s).

- Sound ability to proactively collect and collate incident information into succinct situation reports.

Tasks

- Create and maintain an overall operating picture (which may include information displays) that reflects the 'common operating picture' and provides all LCC personnel with situational awareness about the incident.
- Specify reporting responsibilities and timelines to all sections within the LCC.
- Collect and organise information through the jurisdiction's information management system(s), briefings and specific reports requested from sections within the LCC. This information will cover activities undertaken, milestones reached and actions to be taken in the immediate future.
- Evaluate, analyse and present acquired information in the form of clearly written succinct situation reports.
- Provide situation reports to the LCC Planning Management function for endorsement, within agreed timeframes.
- Distribute LCC Controller approved situation reports, in accordance with established timeframes, to sections within the SCC and LCC.
- Brief the LCC Planning Management function, as requested.

5.4.7 LCC PL 06: LCC Legal

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Planning Section description.

Responsibilities

The LCC Legal function is responsible for providing legal services and advice to ensure that response activities are conducted in accordance with appropriate state, territory and Commonwealth legislation.

This function:

- briefs staff on their legal responsibilities
- advises on the legality of proposed local planning decisions and operational activities
- prepares and arranges proclamations, delegations, orders and prosecutions
- provides legal advice on specific local issues, as they arise.

Personnel performing this function will liaise with the State Control Centre (SCC) Legal function to ensure consistency in activities at the state/territory and local levels.

Appointment

Staff performing the LCC Legal function are appointed by, and report to, the LCC Planning Management function.

Skills and knowledge

- Sound working knowledge of relevant jurisdictional legislation, and departmental and state/territory legal procedures.
- Ability to effectively explain legal obligations and requirements to response personnel.

Tasks

- Draft required orders under the relevant legislation, and refer them to the appropriate officer for signature (after ensuring that the officer possesses delegated authority) or to the SCC for approval and execution. These may include or relate to:
 - infected places and vehicles
 - destruction orders
 - appointment of inspectors and valuers
 - powers of inspectors
 - compensation claims
 - signage.
- On advice from the Chief Veterinary Officer (or delegate), arrange for gazettal of LCC and field inspectors with appropriate authorisation.
- Advise inspectors on their powers under legislation, and on the writing and serving of the various orders and notices that they are empowered to make and enforce.
- Advise inspectors on the collection of evidence for possible prosecutions and check the evidence before making a recommendation for prosecution to the SCC for approval and follow-up.
- Remain aware of developments during the response; anticipate new orders or notices that may be required, and advise the LCC Planning Management function accordingly.
- Provide legal advice on operations and implementation of plans. Advise the LCC Controller promptly if any legal anomalies noticed during operations.
- Arrange for warrants, if required.
- Ensure that all operational activities are carried out in accordance with the relevant legislation.
- Give general legal advice, on request, to any officer working in or from the LCC.
- Maintain a record of legal instruments, noting the time and date when they came into effect.
- Maintain a list of officers, on duty and on call, who are authorised to exercise various powers under legislation.
- Advise on the confidential handling of sensitive information, and advise the LCC Controller promptly if any problems are detected.
- Forecast resource needs for the LCC Legal function, and provide these to the LCC Planning Management function.
- Contribute legal information to situation reports.

5.4.8 LCC PL 07: LCC Biosecurity Information Systems

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Planning Section description.

Responsibilities

The LCC Biosecurity Information Systems function is responsible for managing electronic biosecurity information management systems within the LCC, monitoring the flow of data into the systems, monitoring the integrity of data collected and recorded by the response, and producing outputs from these systems.

Appointment

Personnel performing the LCC Biosecurity Information Systems function are appointed by, and report to, the LCC Planning Management function.

They must liaise closely with the LCC Situation Assessment, LCC Response Planning, LCC Information Services, LCC Mapping and GIS, LCC Operations, State Coordination Centre (SCC) Biosecurity Information Systems, and SCC Mapping and GIS functions, as well as with the Incident Management Team (IMT).

Skills and knowledge

- Comprehensive knowledge, and significant experience in the use and administration, of the jurisdiction's biosecurity information management system(s).
- Good understanding of information workflow within a control centre.
- Good communication skills.

Tasks

- Ensure that the jurisdiction's biosecurity information management system is available, fully operational, administered, configured and appropriately resourced for maintenance and data entry at the local level.
- Brief, train and supervise personnel on use of the biosecurity information management system and LCC information workflow.
- Oversee use of the biosecurity information management system within the LCC.
- Ensure that data standards are met by monitoring the quality, integrity and timeliness of data input. Address recurring data issues as they arise with the appropriate personnel.
- Oversee the processing and validation of field data by personnel, and its entry into the biosecurity information management system, including identification and correction of any faulty data.
- Ensure that requests for information result in the creation of correctly configured system reports that produce accurate and logical information and statistics.
- Liaise with SCC Biosecurity Information Systems if major software changes are required.
- Address information workflow issues within the LCC as they arise.
- Monitor performance of the information management system and resolve any problems that occur. In the case of bugs or major system developments, interact closely with LCC Information Services (to check for local IT issues — for example, compatibility with other systems, connectivity or line speed) and liaise with software developers, in consultation with SCC Biosecurity Information Systems and the IMT.
- Assess ongoing staffing needs and advise the LCC Planning Management function accordingly.
- Maintain a close relationship with LCC Information Services to ensure that the IT requirements of the LCC are met.

5.4.9 LCC PL 08: LCC Mapping and GIS

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Planning Section description.

Responsibilities

The LCC Mapping and GIS (geographic information system) function is responsible for collating incident-specific geographic information and data, to produce appropriate products and outputs (such

as electronic and paper maps). These products may be required for inclusion in planning documents. They will also be used by other staff within the LCC to support their function, and by personnel deployed in the field.

Personnel performing this function will liaise closely with the LCC Biosecurity Information Systems and State Coordination Centre (SCC) Mapping and GIS function to ensure consistency in activities at the state/territory and local levels, and minimise duplication of effort.

Appointment

Personnel performing the LCC Mapping and GIS function are appointed by, and report to, the LCC Planning Management function.

Skills and knowledge

- Demonstrated high level of skill in contemporary GIS practices, including map production, spatial analysis, spatial projections and metadata.
- Demonstrated ability to provide a high level of service to clients within tight deadlines.
- High level of knowledge of the jurisdiction's GIS software packages, including spatial web services.
- Ability to acquire and share necessary spatial datasets.
- Ability to spatialise textual datasets by way of spatial views, spatial joins or other methods.
- Knowledge of, and experience in use of, the jurisdiction's information management and GIS systems, or the ability to rapidly acquire such knowledge.

Tasks

- In consultation with LCC personnel, produce or provide suitable maps, consistent with agreed mapping conventions, and relevant to the LCC's area of responsibility. These may need to include infected premises, dangerous contact premises, other declared premises and other useful spatial information (eg roads and road names; property identification; property visits; check points; decontamination sites; susceptible livestock; livestock enterprises, such as saleyards, abattoirs and processing plants; wild, including feral, animal populations; vaccination areas).
- Carry out spatial analysis, as required.
- Acquire and share existing spatial data, as required. Make recommendations on availability and limitations of other spatial data that may be of use in the incident response.
- Accurately create new spatial data, as required by LCC Planning Management or the Incident Management Team (eg mapping revised restricted areas following approved changes to their boundaries, maps for media releases).
- Liaise closely with the LCC Biosecurity Information Systems, and SCC Mapping and GIS functions to ensure that consistent standards are being maintained and to minimise duplication of tasks.
- Document tasks and processes as they evolve during a response, and supply any changes to incoming LCC Mapping and GIS personnel as part of the handover briefing.
- Ensure that copies of all spatial data and maps are retained after the response has ended.

5.4.10 LCC PL 09: LCC Animal Welfare

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Planning Section description.

Responsibilities

The LCC Animal Welfare function is responsible for ensuring that animal welfare standards are adhered to within the LCC's assigned area of responsibility, and that any issues are addressed.

This may include:

- managing the collection, collation and analysis of information relating to animal welfare within the LCC's assigned area of responsibility
- monitoring potential adverse animal welfare situations and preparing plans for remedial action (including humane destruction), as necessary
- providing comprehensive assessments of animal welfare priorities, and preparing and maintaining action plans for high-risk situations, taking into account requirements for disease control
- preparing plans to address potential animal welfare issues
- providing reports on animal welfare matters, including the consequences of proposed disease control measures
- providing advice and guidance to the LCC Controller and LCC sections on animal welfare matters, including the consequences of proposed disease control measures
- liaising with relevant personnel within the LCC to address potential or realised welfare issues.
- liaising with the State Coordination Centre (SCC) Animal Welfare function to ensure consistency in activities at state/territory and local levels.

Note: Ensuring that animal welfare is appropriately addressed is integral to the disease response. It is embedded in a range of functions at SCC, LCC and field functions.

Appointment

Personnel performing the LCC Animal Welfare function are appointed by, and report to, the LCC Planning Management function.

Skills and knowledge

- Experience in, and knowledge of, animal welfare.
- Understanding of animal welfare standards and contemporary animal welfare issues, especially those relevant to livestock production.
- Understanding of emergency animal disease response plans and procedures.
- Well-developed interpersonal, communication and negotiation skills.

The person performing this function should be a veterinarian or authorised animal welfare inspector.

Tasks

- Provide advice and guidance on animal welfare matters.
- Liaise with the SCC Animal Welfare function to ensure consistency in activities at state/territory and local levels.
- Establish a system for receiving, classifying and evaluating field information. This may include information obtained from:
 - information management systems

- field teams
 - reports from property owners
 - contact with local industry
 - meteorological forecasts
 - reports from the public.
- Collate and assess relevant information about premises within the LCC's assigned area of responsibility, identifying premises of high risk for adverse animal welfare incidents and providing advice on how to best manage the risk(s).
 - Contribute to action plans, addressing the welfare risks according to assessed priorities, and taking into account disease control activities.
 - Prepare individual property plans to address identified animal welfare risks. These might include properties that are not infected premises or dangerous contact premises.
 - In close consultation with the LCC Liaison — Livestock Industry, LCC Infected Premises Operations and LCC Movement Controls functions, recommend any supervised movements of animals and/or vehicles to address potential welfare issues.
 - Advise the LCC Planning Management function promptly of any significant facts, observations, trends or predictions about animal welfare issues.
 - Provide advice and guidance on any animal welfare issues relating to wildlife.
 - Liaise with local animal welfare organisations, as appropriate.
 - Provide relevant animal welfare reports to the LCC Planning Management and SCC Situation Awareness functions.
 - If appropriate, recommend that the LCC Planning Management function convene the LCC Animal Welfare Panel (as described in the AUSVETPLAN **Livestock Welfare and Management manual**).
 - Contribute to media releases and newsletters as required.

5.5 LCC OP 00: LCC Operations Section

Note: This section description must be used in conjunction with subordinate unit descriptions.

Responsibilities

The Local Control Centre (LCC) Operations Section is responsible for tasking and application of resources required for the operational response to an incident, to achieve the operational objectives defined in the Emergency Animal Response Plan (EADRP) and the Incident Action Plan (IAP). These resources are coordinated by the LCC Controller across the LCC.

The LCC Operations function will undertake all field disease control measures within the LCC's assigned area of responsibility. This area is defined by the State Coordination Centre (SCC) or Chief Veterinary Officer (CVO).

The LCC Operations function is also responsible for:

- contributing operational information to reports produced by the LCC
- identifying potential operational problems and their solutions
- identifying resource needs for the LCC's assigned area of responsibility
- resourcing field teams
- possible establishment of Forward Command Posts.

Appointment

The LCC Operations Section is established by the LCC Operations Management function, which is appointed by the SCC Coordinator, who will assign their initial tasks.

Depending on the size and complexity of the response, it may be necessary to establish several functional units within the LCC Operations function to manage the range of operational activities for the incident. These could include:

- Investigations
- Laboratory Interface
- Tracing
- Surveillance
- Movement Controls
- Permits
- Check Points
- Field Patrols
- Infected Premises Security
- Infected Premises Operations
- Valuation and Compensation
- Destruction
- Disposal
- Decontamination/Disinsectisation
- Case Management
- Other Field Operations (eg vaccination)
- Vaccination/Medication
- Vector Control
- Wild Animal Response.

Skills and knowledge

- Detailed knowledge of the EADRP and the IAP.
- Sound knowledge of AUSVETPLAN and detailed knowledge of the specific disease response strategy.
- Sound liaison and communication skills with industry and media.
- Ability to understand policy and strategic plans, and apply these to operational activities.
- Sound knowledge of the structure and operations of the LCC Operations Section and field activities.
- Ability to manage a 'span of control' for the operation.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel, including workplace health and safety.
- Sound knowledge of the jurisdiction's agricultural systems.

Tasks

General

- Carry out the program described in the EADRP and the IAP for the period of approval.
- Ensure that all functions are operational by forming or combining distinct functional groups.
- Liaise with the SCC Operations Management function with regard to areas of common responsibility.
- Contribute operational information to reports produced by the LCC.
- Identify resource needs for the LCC's Operations Section assigned area of responsibility.
- Identify potential operational problems and their solutions.

Briefings and debriefings

- At the beginning of each 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 response.
- Debrief subordinate personnel at the end of each day and as required throughout the response.
- Maintain a record of briefings and debriefings conducted, and outcomes.
- At the conclusion of each shift, provide handover to incoming personnel.
- Participate in response debriefings.

Workplace health and safety

- Ensure personnel compliance with workplace health and safety requirements.
- Follow the jurisdiction's code of conduct for employment.

Information management function

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

Key outputs

- Organise the structure of the LCC Operations function.
- Operations key statistics reports (from the disease information system) that track response progress (eg numbers of properties, visits, destruction completed; numbers of animals destroyed, disposed of; numbers of permits/orders issued).
- Operations situation reports, as required.
- Resource deployment — record of who/what is where, when (whiteboard is useful to keep real-time record); record of past resources status and deployment; roster for future resource deployment, including industry input.
- Operational plans, including operational risk assessments and key decisions from Planning Section appreciations.
- Operational activity reports (eg field team debrief reports, incident reports).

Note: Diagrams showing the organisational structure of Forward Command Post(s) and the relationships of LCC functions to Field functions are presented in Section 6.1 (FCP Forward Command Post) and Section 7 (Field (FLD) functions descriptions), respectively.

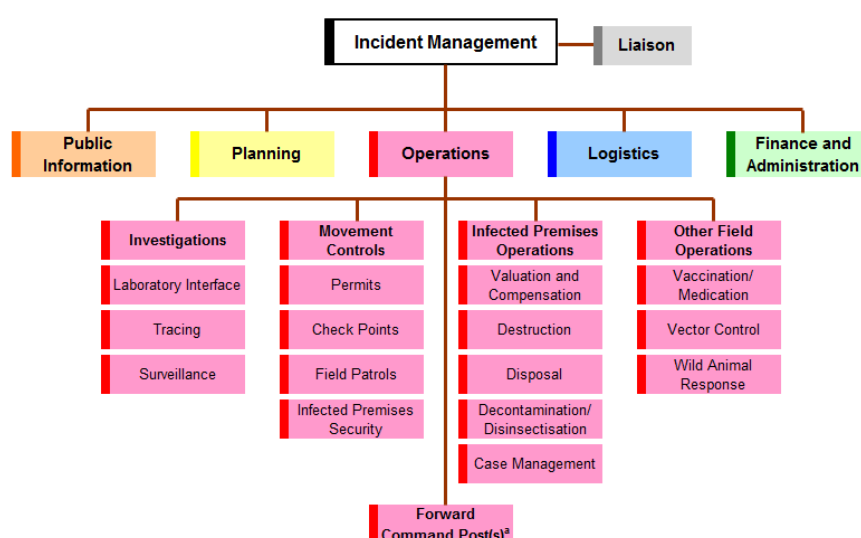


Figure 5.7 Organisational structure of the LCC Operations function

a Forward Command Post functions will be determined and filled in accordance with the needs of the operation and the specific purpose of the FCP.

5.5.1 LCC OP 01: LCC Operations Management

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Operations Management section is responsible for establishing and maintaining all LCC operational functions. The LCC Operations Management function may appoint personnel to perform some or all of the operational functions.

The LCC Operations Management function:

- assists the LCC Controller, where appropriate, to implement the disease control campaign, within the LCC's assigned area of responsibility
- represents the LCC Operations function at Incident Management Team (IMT) meetings
- provides overall leadership and direction to the LCC Operations units
- contributes operational information to reports produced by the LCC
- identifies potential operational problems and develop solutions
- identifies resource needs for the LCC Operations Management function.

The LCC Operations Management function liaises with the State Coordination Centre (SCC) Operations Management function, to ensure consistency in operational activities at the state/territory and local levels.

Appointment

Personnel performing the LCC Operations Management function are appointed by, report to, and receive their instructions from the LCC Controller.

The LCC Operations Management function may appoint personnel to develop units within the LCC Operations Section and assign their initial tasks, including:

- Investigations
- Movement Controls
- Infected Premises Operations
- Other Field Operations.

The LCC Operations Management function may also appoint one or more Forward Command Posts (FCPs), to maintain control over field activities within an assigned area of responsibility.

Skills and knowledge

- Experience in disease control programs, and a balanced knowledge of the scientific, political, legal, management and industry aspects of a major disease control campaign.
- Sound knowledge of AUSVETPLAN and detailed knowledge of the specific disease response strategy.
- Strong leadership skills.
- Detailed knowledge of the Emergency Animal Disease Response Plan (EADRP) and Incident Action Plan (IAP).
- Ability to analyse complex problems and produce practical solutions with clear priorities.
- Highly developed communication and negotiation skills.
- Sound knowledge of the structure and responsibilities of the LCC Operations function across the LCC's assigned area of responsibility.
- Ability to manage a 'span of control' for the operation in the LCC.

- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel, including workplace health and safety.

Tasks

- Establish and maintain an operational tempo for the LCC Operations function, in line with the EADRP and the IAP.
- In conjunction with the LCC Planning Management function, appoint an expert team to assess disposal issues (as described in the AUSVETPLAN **Disposal manual**), as required.
- Oversee the preparation of outputs from the LCC Operations function and approve them before they are endorsed by the LCC Controller.
- Attend IMT meetings and represent the LCC Operations Management function.
- Provide or coordinate advice to the LCC Controller and all LCC functions in relation to operational activities.
- Notify the LCC Controller and SCC Operations manager when new infected premises, dangerous contact premises or suspect premises classifications are required to be endorsed by the SCC, or when other significant events occur.
- Regularly liaise with the SCC Operations Management function.
- Coordinate contributions from the LCC Operations function to situation reports.
- Assess personnel requirements for the LCC Operations function.
- Appoint unit heads within the LCC Operations function, as required.
- Clearly identify the structure and reporting relationships for each unit of the Operations function.
- Establish FCPs, as required, after agreement with the LCC Controller.
- Coordinate personnel rosters and personnel levels for the LCC Operations function.
- Represent the LCC Operations function in incident debriefings.
- Monitor the implementation of biosecurity protocols.
- Identify potential operational problems and solutions.

5.5.2 LCC OP 02: LCC Investigations

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Investigations unit is responsible for the direction and management of field surveillance, tracing and laboratory interface within the assigned area of responsibility of the LCC.

Specific responsibilities may include:

- liaising with other LCC functions to understand the changing situation and priorities, to assist the LCC Planning function predict the movement of the disease
- with the State Coordination Centre (SCC) Operations function, establishing and monitoring agreed criteria for investigations (priority, sampling, biosecurity measures, laboratory submission, etc), as defined in the Emergency Animal Disease Response Plan (EADRP) and LCC Incident Action Plan (IAP)
- ensuring prompt notification of all infected premises (IPs), dangerous contact premises (DCPs), suspect premises (SPs) and trace premises to the LCC Operations Management function
- allocating resources to identify further IPs and DCPs, tracing their relationships and undertaking surveillance of the premises

- monitoring laboratory results and establishing priorities, as agreed with the SCC, for future surveillance and tracing activities.

Appointment

Personnel performing the LCC Investigations function are appointed by, report to, and receive their instructions from, the LCC Operations Management function.

Depending on the scale and complexity of the incident, it may be necessary to appoint personnel to deal specifically with the following functions and define their initial tasks:

- Laboratory Interface
- Tracing
- Surveillance.

Skills and knowledge

- Thorough understanding of response biosecurity measures used for emergency animal diseases.
- Detailed knowledge of the EADRP and the IAP, and understanding of the approved requirements in these documents.
- High level of familiarity with AUSVETPLAN, including the relevant disease strategy and operational manuals.
- Good understanding of epidemiology and disease control principles.
- Ability to interpret details of laboratory reports.
- Ability to analyse and prioritise multiple tracing and surveillance tasks.
- Highly developed interpersonal and communication skills.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel.

Tasks

- Analyse laboratory results and notify LCC functions of outcomes.
- Direct field surveillance and tracing within the LCC's assigned area of responsibility.
- Agree on priorities for investigation tasks with the SCC Operations function.
- Clearly identify the 'span of control', structure and reporting relationships for each unit of the investigations function.
- Trace the movements of stock, people and products to and from IPs and DCPs. Assign priorities and trace the highest risk material first.
- Maintain large-format records to show the location of all LCC Investigations personnel.
- Supervise the processing of all investigation forms, and determine the need for and timing of any further action.
- With the LCC Planning function, review surveillance and tracing reports, and recommend premises classifications to the LCC Controller and forward them for review by the SCC Investigations function.
- Notify the LCC Biosecurity Information Systems and LCC Operations Management functions when new IP, DCP or SP classifications are endorsed by the SCC, or when other significant events occur.
- Forecast resource needs for the LCC Investigations function and advise the LCC Operations Management function.
- Agree on a reporting schedule with the LCC Operations function.
- Contribute to the preparation of daily situation reports.

5.5.3 LCC OP 02.1: LCC Laboratory Interface

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Laboratory Interface unit is responsible for maintaining records of the flow of samples from field personnel to laboratories and within the laboratory system. It also ensures that all samples are transported within legislative requirements.

The LCC Laboratory Interface unit will work with the LCC Tracing and LCC Surveillance functions, and the corresponding units in the State Coordination Centre (SCC).

This may include:

- maintaining the flow of samples to appropriate laboratories and ensuring that results are available after analysis
- ensuring that all laboratory records are entered against the assigned area of responsibility.

Appointment

Personnel performing the LCC Laboratory Interface function are appointed by, report to, and receive their instructions from, the LCC Investigations function.

Skills and knowledge

- Experience in laboratory procedures and the safe transport of samples, including adhering to state and territory regulations for land transport.
- Completion of a dangerous goods training course that has International Air Transport Association accreditation and is approved by the Civil Aviation Safety Authority.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel.

Tasks

- Monitor available laboratory resources, including surge capacity, for the response and for reporting (via the SCC Laboratory Interface function) to the Laboratory Subcommittee of the Consultative Committee on Emergency Animal Diseases (LSC-CCEAD).
- Obtain copies of all laboratory submission forms, and provide summaries of submissions to the officers in charge of laboratories and the SCC Laboratory Interface function.
- Maintain a register of active testing.
- Liaise with the SCC Laboratory Interface function regarding likely levels of sample submission and laboratory capacity.
- Advise all LCC operational units on collection and submission of appropriate samples, as described in the AUSVETPLAN **Laboratory Preparedness manual**.
- Ensure that results on all samples submitted are received within agreed timelines.
- Enter laboratory results into the operational electronic recording system.
- Advise the LCC Investigations function on laboratory results as they are issued to the LCC.

5.5.4 LCC OP 02.2: LCC Tracing

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Tracing unit is responsible for all tracing functions undertaken by the LCC. It ensures that all tracing is carried out in priority order and using appropriate techniques.

Personnel performing this function will liaise with the State Coordination Centre Tracing function to ensure a consistent approach to managing tracing activities across the jurisdiction.

Appointment

Personnel performing the LCC Tracing function are appointed by, report to, and receive their instructions from, the LCC Investigations function. Personnel performing the LCC Tracing function should be an animal biosecurity officer.

Skills and knowledge

- Sound knowledge of the relevant AUSVETPLAN **Disease Strategy**, Emergency Animal Disease Response Plan and LCC Incident Action Plan.
- Ability to evaluate and prioritise tracing requirements, given limited resources.
- Good knowledge of exotic diseases and disease control principles.
- Good knowledge of the local industries involved (trade in animals, animal products and feed; and support industries).
- Ability to monitor a large number of tasks.
- Ability to plan and organise substantial workloads, and assign priorities to tasks.
- Good knowledge of manual and electronic data recording systems used by the jurisdiction.
- Familiarity with national databases that may provide data for traces (eg National Livestock Identification System).
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel.

Tasks

- Review the volume of potential traces required at each phase of the operation, with particular reference to the start of the Operational phase.
- Assign specific tracing tasks to specific tracing personnel; record details in electronic systems and on the activity board.
- Ensure that all tracing is carried out in priority order and by appropriate techniques.
- Assign priorities to all requests for tracing, in consultation with the LCC Investigations function.
- Ensure that resources are available for the expected amount of tracing.
- Advise the LCC Investigations function of information that may lead to urgent tracing.
- Brief assigned personnel on the current status of the operation.
- Ensure that all tracing tasks are resolved and reported.
- Ensure that all workplace health and safety protocols are followed.

5.5.5 LCC OP 02.3: LCC Surveillance

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Surveillance unit is responsible for all surveillance operations undertaken by the LCC. This may include:

- developing response biosecurity surveillance measures under the control of the LCC
- ensuring that all workplace health and safety requirements are followed by surveillance personnel.

Personnel performing this function will liaise with the State Coordination Centre (SCC) Surveillance function to ensure a consistent approach to managing surveillance across the jurisdiction.

Appointment

Personnel performing the LCC Surveillance function are appointed by, report to, and receive their instructions from, the LCC Investigations function.

It will be necessary for the LCC Surveillance function to appoint personnel to field teams to undertake this function in the field. Personnel performing the LCC Surveillance function should be an animal biosecurity officer.

Skills and knowledge

- Sound knowledge of the relevant AUSVETPLAN **Disease Strategy**, the Emergency Animal Disease Response Plan and LCC Incident Action Plan.
- Good knowledge of the local industries involved.
- Good knowledge of emergency diseases and disease control principles.
- Ability to plan and organise substantial workloads, and assign priorities to tasks.
- Ability to supervise and direct large numbers of personnel, and delegate tasks remotely.
- Good knowledge of manual and electronic data recording systems used by the jurisdiction.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel.

Tasks

- Identify, plan and coordinate all surveillance activities within the LCC's assigned area of responsibility.
- Liaise with the SCC Surveillance function to agree on surveillance priorities and inspection frequencies.
- Brief surveillance field teams on the range of clinical signs that may occur; the mechanism of disease spread; procedures for disinfection, stock examination and specimen collection; and reporting requirements.
- Allocate premises to field surveillance personnel.
- Maintain accurate case records and property files.
- Notify the LCC Investigations and LCC Tracing functions of significant findings, especially suspected infected animals.
- Report activities to the LCC Investigations function according to agreed timelines.
- Manage all surveillance activities within the LCC's assigned area of responsibility to:

- identify all premises at risk of disease and the disposition of all susceptible stock within the area
- assess the surveillance requirements of at-risk premises (ARPs), and schedule, coordinate and monitor this surveillance
- organise, direct, brief and debrief personnel performing surveillance activities
- estimate revisit frequencies of ARPs
- recommend the status of premises, and notify LCC Mapping and GIS.

5.5.6 LCC OP 03: LCC Movement Controls

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Movement Controls unit is responsible for establishing controls over the movement of animals, animal products, plants, plant products, vehicles, people and other things that pose a biosecurity risk, to limit the spread of the disease in the LCC's area of responsibility.

Specific responsibilities may include:

- issuing permits for the movement of animals, animal products and any other material that may pose a risk of disease spread
- establishing and maintaining check points
- conducting field patrols
- establishing and maintaining the security of infected premises (IPs), dangerous contact premises (DCPs) and other premises as deemed necessary by the LCC Operations Management function
- ensuring that movement controls meet jurisdictional procedures and legal requirements.

Appointment

Personnel performing the LCC Movement Controls function are appointed by, report to, and receive their instructions from, the LCC Operations Management function.

Depending on the scale and complexity of the response, multiple personnel may be required to perform the functions of:

- Permits
- Check Points
- Field Patrols
- Infected Premises Security.

Skills and knowledge

- Experience in the application of regulatory controls under the relevant jurisdictional legislation.
- Knowledge of the relevant AUSVETPLAN **Disease Strategy**, Emergency Animal Disease Response Plan and LCC Incident Action Plan.
- Good oral, written and data entry skills.
- Ability to liaise with police, the state emergency service, transport authorities and community groups.
- Ability to implement movement and security controls.
- Knowledge of the jurisdiction's code of conduct for employment.

Tasks

- Confirm the exact boundaries of the assigned area of responsibility, and the location of IPs and DCPs.
- Design and resource appropriate quarantine requirements in liaison with the State Coordination Centre (SCC) Movement Controls function.
- Enact quarantine procedures.
- Obtain authorisation for delegations to issue permits in liaison with the SCC Movement Controls function.
- Clearly identify the structure and reporting relationships for each unit of the Movement Controls function.
- Maintain contact with Forward Command Posts and field personnel while they are deployed.
- Liaise with the LCC Planning function for potential changes to declared areas.
- Advise industry, through their liaison personnel, of the movement restrictions that apply.
- Liaise with appropriate authorities on movement controls over public transport corridors.
- Liaise with the LCC Decontamination/Disinsectisation function to ensure that consistent procedures are applied.
- Advise on human resources (including contractors) and other resources required.
- Coordinate the supply of food, equipment and communications for all check point and field patrol operations.
- Liaise with SCC Movement Controls on permit conditions.
- Implement and supervise the approved permit system for the movement of animals, animal products, people, vehicles and equipment into, out of and through the restricted area(s).
- Ensure that all LCC functions are advised on who is authorised to issue permits and how the system operates.
- Recommend appropriate changes to movement controls within the LCC's assigned area of responsibility.
- Contribute to the daily situation reports prepared by the LCC Situation Assessment function.

5.5.7 LCC OP 03.1: LCC Permits

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Permits unit is responsible for issuing permits for the movement of animals, animal products, plants, plant products, vehicles, people and other things that pose a biosecurity risk.

Personnel performing this function will liaise with the State Coordination Centre (SCC) Permits function to ensure a consistent approach to managing permits across the jurisdiction.

Appointment

Personnel performing the LCC Permits function are appointed by, report to, and receive their instructions from, the LCC Movement Controls function. Personnel undertaking this function should be an animal biosecurity officer, and should be appointed under the relevant legislation.

The LCC Permits function may appoint approved permit issuing officers in local areas who receive their instructions from the LCC Permits function.

Skills and knowledge

- Good knowledge of response biosecurity measures and their implementation.
- Knowledge of the affected industry's trading patterns for risk materials.
- Knowledge of the information systems used by the jurisdiction for issuing permits.
- Good communication and interpersonal skills.
- Experience in administering movement controls.
- Knowledge of the jurisdiction's code of conduct for employment.

Tasks

- Determine details of all declared areas within the LCC's assigned area of responsibility.
- Maintain a list of officers authorised to issue permits.
- Prepare movement permit proformas with SCC permits function, and establish an issuing and recording system.
- Maintain a register of permits issued, to assist later traceback investigations, if required.
- Determine resources required to undertake this function.
- Develop a system of appeal for review of movement conditions.
- List authorised authorities to apply and enforce approved restrictions.
- Receive and deal with requests to issue permits for movements within the LCC's assigned area of responsibility.
- Maintain liaison with the FCP Movement Controls function and notify changes to current procedures.

5.5.8 LCC OP 03.2: LCC Check Points

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Check Points unit is responsible for establishing check points to maintain a high degree of security around the Control Area. Check points may be required to reduce the potential for disease spread from community meetings (eg agricultural shows) and other check points as recommended by the State Coordination Centre Check Points function.

The LCC Check Points function has the capacity to establish random check points as required by the LCC Movement Controls Section.

Appointment

Personnel performing the LCC Check Points function are appointed by, report to, and receive their instructions from, the LCC Movement Controls function.

It will be necessary for the function to appoint personnel and/or contractors to undertake this operation in the field (FLD Check Points).

This unit may be established in conjunction with, and work closely with, the LCC Field Patrols.

Skills and knowledge

- Understanding of the disease, its implications and its control.
- Good communication skills.
- Understanding of the agricultural industry trading patterns in risk materials.

- Knowledge of workplace health and safety requirements for establishing check points.

Personnel undertaking the LCC Check Points function should be an animal biosecurity officer with experience in administering movement controls under the jurisdiction's legislation, or have rapid access to such authorised officers.

Tasks

- Prepare the check point requirements for the next operational period.
- With the LCC Surveillance function, identify where check points are required.
- Contact support agencies through the LCC Liaison — Other Agencies function on possible breaches of restricted areas.
- Check workloads of check point contractors and update rosters.
- Report any unauthorised movements in the assigned area of responsibility to the LCC Movement Controls function, the LCC Legal function and support agencies.
- Maintain a record of movements through the check point and report to the LCC Movement Controls function.
- Liaise with police and transport authorities through the LCC Liaison — Other Agencies function with regard to siting of check points.
- Maintain liaison with the FLD Check Points function and notify it of changes in procedures.
- Ensure that appropriate biosecurity measures are applied for inspection and detention of risk materials.
- Ensure that check points have the necessary resources (human resources, safety equipment, communications, protection for staff, etc).

5.5.9 LCC OP 03.3: LCC Field Patrols

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Field Patrols unit is responsible for field patrol teams who maintain a capacity to respond to identified routes for possible security breaches.

Appointment

Personnel performing the LCC Field Patrols function are appointed by, report to, and receive their instructions from the LCC Movement Controls function.

It will be necessary for the function to appoint personnel to undertake this function in the field (FLD Field Patrols).

This function may be established in conjunction with, and work closely with, the LCC Check Points function.

Skills and knowledge

- Understanding of the disease, its implications and its control.
- Good local knowledge of transport systems.
- Understanding of agricultural industry trading patterns in risk materials.
- Good communication skills.

Personnel undertaking the LCC Field Patrols function should be an animal biosecurity officer with experience in administering movement controls under the jurisdiction's legislation, or have rapid access to such authorised officers.

Tasks

- Prepare the requirements for field patrol teams for the next operational period.
- With the LCC Surveillance function, identify the area to be patrolled.
- Contact support agencies on possible breaches of restricted areas, including feral animals.
- Check workload of field patrol personnel and update rosters.
- Report any unauthorised movements in the assigned area of responsibility to the LCC Movement Controls function, the LCC Legal function and support agencies.
- Maintain a record of patrol areas and movements and report to the LCC Movement Controls function.
- Maintain liaison with the FLD Field Patrols function and notify it of changes to procedures.
- Liaise with police and transport authorities with regard to patrol routes and support.
- Ensure that patrols have the necessary resources (human resources, safety equipment, communications, protection for staff, etc).

5.5.10 LCC OP 03.4: LCC Infected Premises Security

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Infected Premises Security unit is responsible for maintaining security of all infected or potentially infected premises within the LCC's assigned area of responsibility.

Appointment

Personnel performing the LCC Infected Premises Security function are appointed by, report to, and receive their instructions from, the LCC Movement Controls function.

It will be necessary for the function to appoint personnel and/or contractors to undertake this function in the field.

This Infected Premises Security function may be established in conjunction with, and work closely with, the LCC Infected Premises Operations function. Management of the field infected premises security personnel on an infected premises will be assumed by the FLD Infected Premises Site Supervision function.

Skills and knowledge

- Ability to implement movement controls, disinfection procedures and administrative procedures.
- Good understanding of the disease, its implications and its control.
- Knowledge of the local area and its agricultural systems.
- Knowledge of undertaking security operations at public venues.
- Understanding of requirements that apply when security of a site is breached.

Tasks

- Determine the location and geographic characteristics of all areas under investigation by the LCC.
- Develop and maintain lists of appropriate private contracting companies.
- Obtain current information on disinfection protocols, materials and procedures.
- Maintain a capacity to handle security breaches.
- Maintain liaison with the FCP Infected Premises Operations function and notify it of changes to procedures.
- In liaison with the LCC Infected Premises Operations function, determine designated entry points.
- Provide appropriate security for the assigned area of responsibility.

5.5.11 LCC OP 04: LCC Infected Premises Operations

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Infected Premises Operations function is responsible for the overall biosecurity operations on allocated premises, including all infected premises (IPs) and dangerous contact premises (DCPs), within the LCC's assigned area of responsibility, as confirmed by the Chief Veterinary Officer.

Specific responsibilities may include:

- coordinating the Infected Premises Site Supervision function
- coordinating the acquisition and deployment of resources to undertake operations on IPs and DCPs through the LCC Logistics function
- ensuring that all LCC procedures, including allocation of case management, are completed before any operations are undertaken
- ensuring the collection of data, and preparing daily situation and statistical reports
- ensuring that workplace health and safety plans are implemented
- ensuring the quality of operational work and the accountability of contracted personnel
- reducing the risk of spreading the disease.

Appointment

Personnel performing the LCC Infected Premises Operations function are appointed by, report to, and receive their instructions from, the LCC Operations Management function. The LCC Infected Premises Operations function appoints personnel to perform the FLD Infected Premises Site Supervision (IPSS) function.

Depending on the scale and complexity of the incident, it may be necessary for the LCC Infected Premises Operations function to allocate personnel to deal specifically with the following LCC functions:

- Valuation and Compensation
- Destruction
- Disposal
- Decontamination/Disinsectisation
- Case Management.

Skills and knowledge

- Ability to efficiently manage substantial volumes of technical data.
- Ability to communicate easily with personnel from a wide range of disciplines.
- Ability to assess resource requirements.
- Current scientific knowledge relevant to the response biosecurity measures.
- Familiarity with the operational guidelines contained in the AUSVETPLAN **Valuation and Compensation, Destruction of Animals, Disposal and Decontamination manuals**, and the current Incident Action Plan.
- Ability to meet the jurisdiction's animal welfare requirements.
- Ability to liaise with and oversee private contractors.
- Ability to delegate quickly, assess the ability of personnel, coordinate a wide range of personnel and take decisive action, and monitor staff under stress.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel.

Tasks

- Confirm property details before any operational activities are undertaken.
- Assign personnel to perform the FLD IPSS function for each IP; these personnel are responsible for the site assessment and development of an action plan for each IP.
- Provide approved policies and procedures developed by State Coordination Centre (SCC)/LCC Planning, Operations and Logistics for destruction, disposal and decontamination, to the FLD IPSS function.
- Endorse action plans submitted by the FLD IPSS function for the humane destruction of livestock, disposal and decontamination functions.
- Ensure that valuation activities are conducted in accordance with the procedures as determined by the LCC Valuation and Compensation function.
- For all operational premises, ensure that an appreciation process has been conducted to support the FLD IPSS action plan for the premises.
- Clearly identify the 'span of control', structure and reporting relationships for each unit of the Infected Premises Operations function and function of the Forward Command Post.
- Before deploying destruction personnel to IPs or DCPs, ensure that written approval has been given by the Chief Veterinary Officer (or delegate) for the destruction of animals.
- Provide a forecast of resources requirements of the LCC Infected Premises Operations function to the LCC Logistics function.
- Liaise closely with FLD IP and DCP Site Supervision personnel to determine personnel and other resource requirements.
- Deploy personnel and/or require the LCC Logistics function to deploy resources to IPs, DCPs and other enterprises, as required.
- Provide timely operational information and support to the LCC Infected Premises Security function.
- Ensure that the arrangements (as determined by the LCC) for the employment of private contractors, including property owners, are adhered to.
- Arrange debriefing sessions with IP site supervisors to identify and resolve any operational difficulties, check reports and determine resource requirements.
- Provide reports of activities on IPs and DCPs to the LCC Controller, through the LCC Operations Management function.
- Provide copies of operational records to the LCC Operations Management function.
- Provide disease information (eg age of lesions and behaviour of the disease) to the LCC Planning function.

- Liaise with the SCC Infected Premises Operations function to ensure consistency of IP operations with policy and recommend improvements.

5.5.12 LCC OP 04.1: LCC Valuation and Compensation

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Valuation and Compensation unit is responsible for providing approved inventory and valuation of all animals and materials to be considered for destruction in the response, as well as any property that may be damaged or destroyed by disease control activities (eg disinfection, or inadvertently damaged or destroyed).

Inventory and valuations may also be required for materials that are under quarantine orders for extended periods of time, but not destroyed.

Appointment

Personnel performing the LCC Valuation and Compensation function are appointed by, report to, and receive their instructions from, the LCC Infected Premises Operations function.

It will be necessary for the LCC Valuation and Compensation function to appoint appropriately qualified personnel and/or contractors and provide instructions to them to undertake this function in the field (FLD Valuation and Compensation).

Skills and knowledge

- Knowledge of property and stock values.
- Knowledge of jurisdictional legislation, jurisdictional valuation and compensation procedures, and relevant AUSVETPLAN manuals.
- Ability to coordinate and supervise personnel.
- Ability to keep accurate records.

Tasks

- Liaise with the State Coordination Centre Compensation function on compensation policy and activity.
- Liaise with the LCC Infected Premises Operations function to schedule and facilitate valuations.
- Arrange for appropriately authorised officers to agree on valuations with owners and complete required compensation claim forms.
- Keep a ledger of current and potential compensation costs.
- Maintain a current list of people who are competent in valuation procedures, including for stock, and plant and equipment.
- Brief the field valuation personnel to ensure that they are familiar with valuation and compensation procedures, and their legal powers and obligations.
- Brief the field personnel on biosecurity protocols on entry and exit from high-risk properties and on personal biosecurity restriction after visiting high-risk properties.
- Arrange for video and/or photographic equipment to be available, when necessary, to provide a visual record of stock and property to be valued.
- Provide a forecast of resources required of the FLD Vaccination/Medication team to the LCC Operations Management function.

- Maintain a register of personnel who may have been in contact with the disease and a work program for these personnel.
- Check details of claims, and ensure that certification is accurate and correct.
- Develop a system for resolution of disputed claims and, where necessary, invoke the procedures outlined under legislation.
- With the LCC Logistics function, develop a system for payment of claims.
- Provide accurate reports to the LCC Infected Premises Operations function, as required.

5.5.13 LCC OP 04.2: LCC Destruction

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Destruction unit is responsible for:

- destruction of animals, animal products, plants, plant products and so on, as outlined in the AUSVETPLAN **Destruction manual** and current LCC Incident Action Plan (IAP), and approved by the LCC Operations Management function
- ensuring that all protocols are in place for the approved destruction of animals
- coordinating all activities on infected premises and dangerous contact premises that relate to the destruction of animals
- ensuring welfare of animals during the destruction process
- monitoring personnel for evidence of stress
- ensuring that the LCC Media Liaison, Disposal, Decontamination/Disinsectisation, Movement Controls and Infected Premises Security functions are notified about the destruction being undertaken.

Appointment

Personnel performing the LCC Destruction function are appointed by, report to, and receive their instructions from, the LCC Infected Premises Operations function.

It will be necessary for the LCC Destruction function to appoint personnel and/or contractors to undertake this function in the field.

Skills and knowledge

- Knowledge of the industry involved.
- Sound knowledge of the jurisdiction's animal welfare requirements.
- Knowledge of humane destruction methods for all relevant animals.
- Possession of appropriate licences for the equipment used.
- Understanding of safety requirements and ability to enforce them.
- Good interpersonal skills.

Tasks

- Maintain a brief of premises that may require the destruction of animals during the current term of the IAP.
- Ensure that resources, including personnel, are available if premises are approved for animal destruction.
- Ensure that personnel have appropriate licences and training.

- Determine an effective, humane destruction method.
- Develop a plan for the destruction of stock that ensures that the highest risk animals are destroyed first.
- With the LCC Infected Premises Operations function, ensure that all necessary processes have been addressed before destruction commences, including:
 - workplace health and safety requirements
 - valuation
 - media liaison
 - industry liaison briefings
 - briefings for property owner or manager
 - approval of destruction techniques by the Infected Premises Operations function
 - approval of disposal techniques (including ensuring that they are available) by the Infected Premises Operations function
 - approval of decontamination techniques by the Infected Premises Operations function
 - time required (eg to reduce possibility of fomite transmission; to provide a rest period) before the personnel undertaking functions on the premises are available for future operations
 - animal welfare requirements.

5.5.14 LCC OP 04.3: LCC Disposal

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Disposal unit is responsible for coordinating the disposal of all destroyed animals, animal products, plants, plant products and other things requiring disposal, and following the hierarchy of disposal methods determined by the expert team established by the LCC Operations Management function. This may include managing the resources required for the safe transport and disposal of animals and other contaminated materials within the LCC's assigned area of responsibility.

Appointment

Personnel performing the LCC Disposal function are appointed by, report to, and receive their instructions from, the LCC Infected Premises Operations function.

It will be necessary for the LCC Disposal function to appoint personnel and/or contractors and provide instructions to them to undertake the FLD Disposal function.

Skills and knowledge

- Knowledge of, and experience in, methods of disposal of animal carcasses and other contaminated materials.
- Knowledge of the industry involved.
- Sound knowledge of the jurisdiction's workplace health and safety requirements.
- Good mechanical skills.
- Good interpersonal skills.

Tasks

- Clearly identify the structure and reporting relationships for the FLD Disposal function.
- Appoint team leaders and teams for the FLD Disposal function, as required.
- Maintain a record of premises that may require the disposal of animals — including numbers and type of stock, and other products requiring disposal.
- Provide regular progress reports on disposal activities to the LCC Infected Premises Operations function, based on FLD Disposal unit reports.
- Determine the most effective means of disposal and develop an operational plan, based on the decision-making process described in the AUSVETPLAN **Disposal manual**, and in consultation with the LCC Disposal expert team (described in the AUSVETPLAN **Disposal manual**) and LCC Planning function.
- Ensure that resources, including personnel, are available for disposal of animals and contaminated materials on the premises when approved.
- Ensure that FLD Disposal personnel have appropriate licences and training.
- With the LCC Destruction and LCC Infected Premises Operations functions, ensure that all necessary processes have been addressed before disposal commences, including:
 - workplace health and safety requirements
 - determination of costs of disposal method
 - media liaison
 - industry briefings
 - briefings of property owner or manager
 - approval of disposal techniques by the LCC Infected Premises Operations function
 - time required before the personnel undertaking disposal functions on the premises are available for future operations (eg to reduce possibility of fomite transmission; to provide a rest period).

5.5.15 LCC OP 04.4: LCC Decontamination/Disinsectisation

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Decontamination/Disinsectisation unit is responsible for ensuring that all approved decontamination and disinsectisation procedures are followed in the LCC's assigned area of responsibility. This may include coordinating decontamination and disinsectisation activities on infected premises and dangerous contact premises, and on other sites if a security breach has occurred.

Appointment

Personnel performing the LCC Decontamination/Disinsectisation function are appointed by, report to, and receive their instructions from, the LCC Infected Premises Operations function.

It will be necessary for the LCC Decontamination/Disinsectisation function to appoint personnel and/or contractors to undertake this function in the field.

Skills and knowledge

- Knowledge of decontamination and disinsectisation procedures for personnel and equipment, and procedures appropriate to sites requiring decontamination.

- Ability to access and interpret data on decontamination.
- Knowledge of the industry and environment involved.
- Knowledge of the AUSVETPLAN **Decontamination manual**.
- Good interpersonal skills.

Tasks

- Maintain a brief of premises that may require decontamination or disinsectisation during the current term of the LCC Incident Action Plan.
- Ensure that resources, including personnel, are available if premises are approved for decontamination or disinsectisation.
- Maintain a rapid response decontamination/disinsectisation capacity.
- Maintain liaison with the Forward Command Post if teams are working in their area.
- Ensure that personnel have appropriate licences and training.
- Ensure that measures are taken to safely contain and dispose of used disinfectants and wash water.
- With the LCC Infected Premises Operations function, ensure that a decontamination/disinsectisation plan is developed for each premises and approved by the Infected Premises Operations function before operations commence, including:
 - workplace health and safety requirements
 - valuation
 - media liaison
 - industry liaison briefings
 - briefings of property owner or manager
 - determination of the size, location and type of area that requires decontamination
 - initial decontamination once the stock have been removed
 - initial concentration of activities on high-risk areas
 - final decontamination/disinsectisation procedures
 - decontamination techniques for the operation
 - approval of decontamination techniques
 - time required (eg to reduce possibility of fomite transmission; to provide a rest period) before the personnel undertaking functions on the premises are available for future operations
 - recovery programs.
- Debrief team leaders and teams, and check the decontamination/disinsectisation report.

5.5.16 LCC OP 04.5: LCC Case Management

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section and the Field (FLD) Case Management description.

Responsibilities

This function provides oversight to the FLD Case Management teams to ensure that all producers, property owners, managers or people residing on premises that have had disease control measures imposed (eg quarantine, animal destruction, vaccination) are provided with a single point of contact for provision of technical, operational and scientific advice, as well as other support (eg financial, emotional), as required.

Appointment

Personnel performing the LCC Case Management function are appointed by, report to, and receive their instructions from, the LCC Infected Premises Operations function.

This function allocates personnel to the FLD Case Management function.

Skills and knowledge

- Ability to identify, prioritise and request resources applicable to the FLD Case Management function.
- Ability to efficiently coordinate personnel undertaking FLD Case Management functions.
- Ability to coordinate substantial workloads and monitor outcomes.
- Ability to monitor personnel working in a stressful environment.
- Ability to delegate quickly, assess the ability of personnel and take decisive action.
- Ability to communicate easily with personnel from a wide range of disciplines and in very stressful situations.
- Balanced knowledge of the scientific, political, legal, social, management and industry aspects of the relevant disease, or the ability to obtain this information.
- Ideally have sound knowledge of available assistance measures, or the ability to obtain this information.

Tasks

- Advise the LCC Infected Premises Operations function promptly of any significant facts, observations or field-level activities that may impact significantly on the response.
- Maintain an awareness and understanding of the collective emotional and financial position of affected producers, and coordinate provision of appropriate resources to the FLD Case Management function to provide the necessary support.
- Administer personnel rosters and staffing levels for the LCC Case Management unit.
- Provide a forecast of resource requirements for FLD Case Management personnel to the LCC Infected Premises Operations function.
- Contribute to situation reports and policy review, as appropriate.
- Regularly liaise with the LCC Infected Premises Operations function.

5.5.17 LCC OP 05: LCC Other Field Operations

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Other Field Operations Section is responsible for coordinating and developing operations that are outside the programs being undertaken by other functions within the LCC, and liaising closely with the SCC Other Field Operations function.

Specific responsibilities may include:

- Vaccination/Medication
- Vector Control
- Wild Animal Response.

Appointment

Personnel performing the LCC Other Field Operations function are appointed by, report to, and receive their instructions from, the LCC Operations Management function.

It will be necessary for the LCC Other Field Operations Section to appoint personnel and/or contractors to undertake this function in the field.

Skills and knowledge

- Knowledge of the use of vaccines and medicines, and any follow-up required.
- Familiarity with the operational guidelines in AUSVETPLAN and the current LCC Incident Action Plan.
- Knowledge of the distribution of relevant species.
- Good local knowledge of the industries involved.
- Ability to supervise contracted personnel.

Tasks

- Develop a plan to assign activities in support of the LCC Operations function.
- Undertake a wide range of operations to support the response biosecurity measures.
- Clearly identify the structure and reporting relationships for each unit of the Other Field Operations function.
- Liaise with the LCC Liaison — Livestock Industries function for resources and knowledge to support the operation.
- Ensure that private contractors, including property owners, are employed within the relevant government policy guidelines.
- Liaise with other LCC functions for developing requirements.
- Provide a forecast of resource requirements of the field operations teams to the LCC Logistics function.

5.5.18 LCC OP 05.1: LCC Vaccination/Medication

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Vaccination/Medication unit is responsible for coordinating the use and control of vaccines and/or medicines within the LCC's identified area of responsibility.

Liaise with Animal Health Australia for training on administration, distribution and supply of approved vaccines.

Appointment

Personnel performing the LCC Vaccination/Medication function are appointed by, report to, and receive their instructions from the LCC Other Field Operations function.

It will be necessary for the LCC Vaccination/Medication function to appoint personnel and/or contractors to undertake this function in the field.

Personnel undertaking this function should be registered veterinarians in the jurisdiction involved.

Skills and knowledge

- Knowledge of vaccination techniques for the relevant species.
- Understanding of the requirements for using vaccines containing genetically modified organisms.
- Knowledge of reporting requirements for minor use vaccines.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of staff.
- Knowledge of potential adverse reactions that may result from use of the vaccines/medicines.

Tasks

- Liaise with the State Coordination Centre (SCC) Vaccination/Medication function to determine the vaccines and treatments to be used.
- Coordinate policies for licence requirements, vaccine restrictions, and arrangements for identification and supply of vaccines.
- Appoint vaccination supervisors and teams while maintaining an appropriate 'span of control'.
- Determine vaccination priorities and the resources required.
- Coordinate biosecurity training for vaccine teams.
- Assign vaccination tasks to teams.
- Advise vaccination teams on vaccine supply, storage, transport, handling, reconstitution, administration and disposal.
- Coordinate the entry of vaccination data into electronic systems.
- Enter details of adverse reactions, as required.
- Enter vaccination programs on the activity board.

5.5.19 LCC OP 05.2: LCC Vector Control

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Vector Control unit is responsible for coordinating activities to monitor and control known and potential vectors. This may include:

- determining the vectors responsible for transmission of the disease and the boundaries of the transmission area
- developing and implementing protocols and systems to monitor the distribution of these vectors
- implementing effective control of known and potential vectors capable of spreading the disease
- advising on methods for protecting livestock from vectors (eg housing, use of repellents or insecticides).

Appointment

Personnel performing the LCC Vector Control function are appointed by, report to, and receive their instructions from, the LCC Other Field Operations function.

It will be necessary for the LCC Vector Control function to appoint personnel and/or contractors to undertake this function in the field.

Skills and knowledge

- Knowledge of the vectors responsible for the potential spread of the disease.
- Experience with field identification, surveillance and control of vectors, including planning and setting insect trapping systems.
- Good decision-making, communication and interpersonal skills.

Tasks

- Identify all potential vectors within the assigned area of responsibility or acquire this information from specialist entomologists and pathologists.
- Liaise with the LCC Operations Management function to determine priorities for surveillance or control, including the development and definition of assigned areas of responsibility for vector surveillance or control programs.
- Develop trapping protocols, lures and vector identification techniques.
- Establish laboratory services for vector identification.
- Establish sentinel animals for proof-of-freedom requirements.
- Schedule, coordinate and monitor vector surveillance operations, including systems to track the spread of vectors.
- Implement approved population control programs for specific vectors (eg spray regimes, insect sterilisation techniques).
- Allocate areas to field teams.
- Monitor the activities of field teams.
- Ensure that operations are entered into recording systems.
- Issue contracts with other agencies and/or private companies to undertake vector control activities.
- Integrate vector operations with the wider disease control program.
- Estimate frequencies for re-surveillance or re-control of vectors and disease.
- Forecast resource needs for vector control.

5.5.20 LCC OP 05.3: LCC Wild Animal Response

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The LCC Wild Animal Response unit is responsible for monitoring the incidence and control of known and potential wild animal vectors within the LCC's assigned area of responsibility. This includes the control of pests such as rodents.

Appointment

Personnel performing the LCC Wild Animal Response function are appointed by, report to, and receive their instructions from, the LCC Other Field Operations function.

It may be necessary for the LCC Wild Animal Response function to appoint personnel and/or contractors to undertake this function in the field.

Skills and knowledge

- Experience with the control and surveillance of feral and pest animals.
- Good local knowledge.
- Good communication and interpersonal skills.

Tasks

- Liaise with authorities responsible for wild animals (councils, environment departments, etc).
- Identify all native, feral and pest animals that could potentially be involved in the spread of the disease within the LCC's assigned area of responsibility.
- Identify all other wild animals, including protected species, that may affect operations.
- Allocate areas and times in which field teams are to work, and supervise their activities.
- In conjunction with the LCC Destruction, Disposal and Decontamination/Disinsectisation functions, develop a system to include in the operations of these functions any wild animals that are destroyed.
- Liaise with the LCC Laboratory Interface function about submitting samples.
- Forecast resource requirements of the FLD Wild Animal Response teams.
- Ensure that operations are entered into the recording system.

5.6 LCC LG 00: LCC Logistics Section

Note: This section description must be used in conjunction with subordinate functional descriptions.

Responsibilities

The Local Control Centre (LCC) Logistics Section is responsible for providing and maintaining resources needed for the LCC response and resolving LCC Logistics policy matters with the State Coordination Centre (SCC) Logistics function so that response objectives are achieved, and there is consistency between SCC and LCC Logistics activities.

'Resources' include human and physical resources, facilities, services and supplies, and the systems that maintain them. The LCC Logistics function operates in close consultation with:

- LCC Finance and Administration functions (where appointed separately) so policies and systems for procurement and management of resources are applied consistently and efficiently. In plain terms, Logistics 'obtains and maintains', and Finance and Administration provides policy and systems for the LCC response — in particular, for the LCC Logistics function
- the LCC Workplace Health and Safety function so the safety management system for the response is maintained.

Appointment

The LCC Logistics Section will be established by the LCC Logistics Management function.

Depending on the size and complexity of the response, it may be necessary to establish several functional units within the LCC Logistics Section, including:

- Facilities and Services — provides facilities and services for the LCC response, including reception, waste management and information services (for voice and data); induction/training areas; catering/mess areas; parking and wash-down areas for response vehicles; temporary sleeping areas; and sanitation areas
- Staffing — acquires, allocates and monitors human resources for the response; this includes deployment, travel, induction, training and exit/departure of all response personnel
- Catering — provides meals and refreshments for LCC response personnel at the LCC and field teams working for the LCC response
- Transport — provides transport for the response team for the LCC response. Typically this is between the LCC, accommodation and any relevant field locations
- Accommodation — provides accommodation for LCC response personnel and official, authorised visitors
- Supply — manages equipment and supply needs for the LCC response. This involves identifying equipment/supplies needs; acquiring (based on a task request), assigning, deploying, tracking, maintaining, recovering, demobilising and/or disposing of equipment and supplies; and reconciling related records (ongoing).

At the LCC Controller's discretion, the LCC Logistics Management function may also have other related units integrated into the section (eg LCC Workplace Health and Safety, LCC Finance and Administration functions), depending on the variety of experience, knowledge of response personnel, and supporting systems and processes.

Skills and knowledge

- High resource management, organisational and customer/service delivery skills.
- Sound knowledge of the department's safety, resource and information management systems, or the capacity to rapidly acquire it.
- High level of initiative and analysis, especially for:
 - identifying logistics needs in response plans and policies
 - developing policies for the LCC Logistics function
 - developing and implementing processes/systems that support the LCC response (ie for any relevant function)
- Effective communication (oral and written) and interpersonal skills, and sound conflict resolution and negotiation skills (eg to seek the best available prices, services and other benefits).
- Sound document management and records reconciliation skills.
- Good attention to detail (eg to address ongoing budget constraints, address specifications for equipment, maintain accurate records and reconcile records).
- Ability to work effectively in the response context. This includes contributing to an effective response team, working independently, being adaptable and flexible in the workplace, performing duties in a time-critical and high-pressure environment, and applying contemporary workplace skills (eg effective use of a computer).
- Sound knowledge of the LCC response, personal biosecurity measures and underpinning arrangements (eg Emergency Animal Disease Response Agreement, AUSVETPLAN), and the responding jurisdiction's emergency management arrangements, or the ability to rapidly acquire and apply it to the LCC response.

Tasks

- Set up and maintain facilities, services, equipment and supplies for the LCC response.
- Arrange for supply of requested resources, based on authorised task requests.
- Arrange payments for authorised LCC Logistics activities and reconcile invoices at unit level.
- Undertake regular costing and forecasts for LCC Logistics activities.
- Contribute to updates of the general induction package and the training and assessment program about LCC Logistics arrangements
- Routinely update registers, rosters and contact lists, and track LCC Logistics activities.
- Plan for, and manage, the timely and coordinated demobilisation of LCC Logistics facilities and services with the Incident Management Team and other stakeholders (eg suppliers), including dealing with unused items, and/or formal handover of any ongoing activities.
- Provide timely updates about status and progress of LCC Logistics activities, and raise recurring issues with the SCC.
- Promote the response's safety management system. Monitor compliance, report breaches or errors in use of safety systems and recommend/manage changes to improve the systems without impeding response priorities.
- Establish and maintain contact with corresponding SCC Logistics personnel.
- Arrange for, or contribute directly to, the implementation of the personal biosecurity measures for the response.

General unit head tasks

- Clearly identify the structure and reporting relationships for units in the LCC Logistics function, in consultation with the LCC Logistics Management function.
- Manage staffing requirements for the unit. Communicate needs to the SCC Planning — Resource Planning and/or SCC Logistics — Staffing functions.
- Address other general unit management responsibilities — for example, unit-level induction, training and assessment; regular briefings about safety and progress of organisational arrangements; rostering; tasking and resourcing; and arranging departures/exits for unit personnel.
- Keep unit personnel updated on key matters, including response progress; major developments; changes to policy, boundaries or areas and disease control measures; and the structure, purpose and reporting arrangements of the section.
- Provide the unit's input/submissions for situation reports and Incident Action Plans.

Briefings and debriefings

- At the beginning of each shift
 - obtain briefing from supervisor and/or receive handover from outgoing personnel
 - identify items that have not been finalised in the event log.
- Brief incoming personnel at the beginning of each shift and as required throughout the response.
- Debrief outgoing personnel at the end of each shift and as required throughout the response.
- Record details of the briefings and debriefings conducted, and their outcomes.

Workplace health and safety

- Comply with workplace health and safety requirements, especially following approved procedures, as well as maintaining key safety system records (eg sign-in/sign-out registers).
- Demonstrate behaviours that support the codes of conduct of their own agency or organisation and the relevant response agency.

Information management

- Maintain an event log, especially noting any briefings, handovers and debriefs conducted or attended.
- File documents created during the response in the appropriate electronic and hard-copy formats.
- Maintain an appropriate level of information security and confidentiality, with regard to both written records and verbal briefings.
- Use response documents and templates only for their intended use.

Key outputs

- LCC and Forward Command Post facilities and services, as well as staffing, catering, transport, accommodation and supply. This includes acquisition, tracking, maintenance and demobilisation of the facilities and services.
- Rosters for, and contact lists of, LCC Logistics unit personnel and stakeholders (divide into current and former/inactive personnel/stakeholders).
- Plans, registers and reports for all LCC Logistics units.
- Forecasts and actual costings for all LCC Logistics units.
- Inputs to situation reports and Incident Action Plans.
- Task request system and processed task requests.

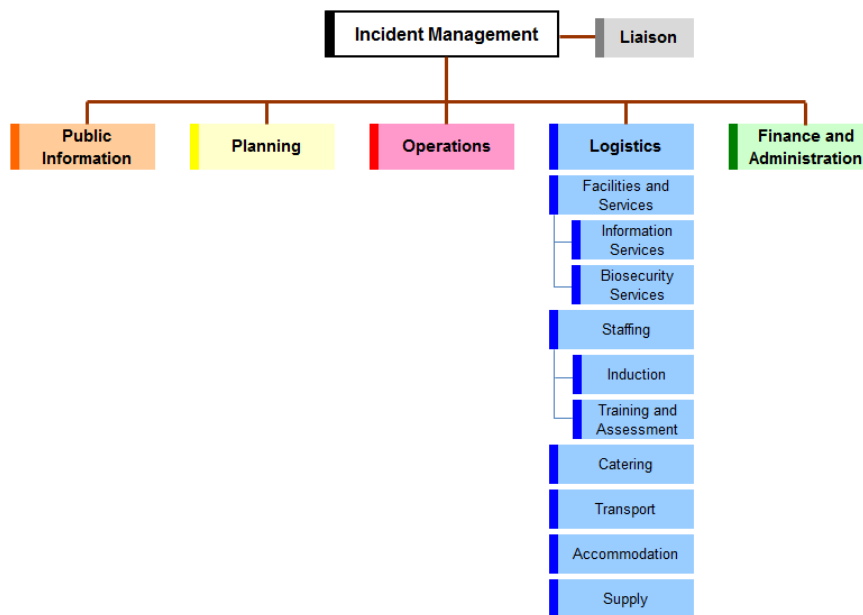


Figure 5.8 Organisational structure of the LCC Logistics function

5.6.1 LCC LG 01: LCC Logistics Management

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The LCC Logistics Management function has overall responsibility for leading and managing personnel who provide logistics support for the LCC response, which means at the LCC and any field locations in the LCC area (eg Forward Command Posts, infected premises).

LCC Logistics practices accord with policies provided by the State Coordination Centre (SCC) Logistics function, so logistics activities at the state/territory and local levels are managed consistently.

The LCC Logistics Management function is a member of the Incident Management Team (IMT). The LCC Logistics Management function is responsible for maintaining effective working relationships, especially with management functions for SCC Logistics, and LCC Finance and Administration (where appointed).

The LCC Logistics function may also include other functions (eg LCC Workplace Health and Safety and Finance and Administration functions), so 'line management' responsibilities must be extended to all personnel in the LCC Logistics function. The LCC Logistics Management function is responsible for providing a recommendation to the LCC Controller about the value of integrating the LCC Logistics, and Finance and Administration functions, incorporating input from the relevant SCC and LCC management functions. If these functions are integrated at the LCC, then the LCC Logistics Management function has overall responsibility for both Logistics and Finance and Administration functions, and represents them both at the IMT.

Appointment

Personnel performing the LCC Logistics Management function are appointed by, and report to, the LCC Controller.

Depending on the scale and complexity of the response, it may be necessary for the LCC Logistics Management function to appoint personnel to the following subordinate units and define their initial tasks:

- Facilities and Services (including Information Services and Biosecurity Services)
- Staffing
- Induction
- Training and Assessment
- Catering
- Transport
- Accommodation
- Supply.

Skills and knowledge

- Strong leadership skills, including the ability to exercise initiative.
- Ability to set, communicate and coordinate priorities for the LCC Logistics function.
- Ability to quickly identify critical policy and process points.
- Effective supervision and delegation skills.
- Sound knowledge of the department's safety and administrative systems (eg resource, financial and information management) and how they are applied in the areas relevant to the LCC response, and/or the capacity to rapidly acquire it.
- Strong briefing, interpersonal, conflict resolution and negotiation skills (eg to seek the best available prices, services and other benefits).

Tasks

- Manage the LCC Logistics function to support the LCC response, especially so resources are obtained and maintained that promote implementation of disease control and response biosecurity measures. This includes:
 - working with the LCC Controller to maintain an appropriate section structure and reporting arrangements to support the LCC response
 - appointing unit leaders, as required, and monitoring rosters and personnel levels (communicate requirements to LCC Planning — Resource Planning and/or LCC Logistics — Staffing functions)
 - approving policies for LCC Logistics units and supporting the referral of policy issues to the SCC Logistics function for resolution, as needed
 - endorsing and coordinating the implementation of processes and systems so the LCC Logistics function outputs are delivered consistently, and there is continuity of practice and compliance with departmental policies
 - guiding the establishment, maintenance and demobilisation of the LCC, Forward Command Posts and any other identified field locations for the LCC response.
- Oversee:
 - the procurement, assignment, deployment, security, maintenance, recovery and demobilisation/disposal of resources required by the LCC response
 - the maintenance of other registers for each Logistics unit that records details about LCC Logistics activities, supported by business rules, so data entry is consistent

- processing of authorised task requests and the LCC-wide compliance with the task request system.
- Establish/maintain effective working relationships with the SCC Logistics Management function so:
 - there is consistency between the state/territory and local logistics activities
 - policy resolutions are implemented for the LCC response matters
 - purchasing power of the response is as consolidated as possible.
- Work with the:
 - LCC Workplace Health and Safety function to develop and maintain job risk assessments (or similar) for the LCC Logistics function, with a specific focus on identifying safety and skill-based training needs
 - LCC Logistics Staffing function to maintain current job cards.
- Keep LCC Logistics function personnel updated on key matters, including response progress; major developments; changes to policy, boundaries or areas and disease control measures; and the structure, purpose and reporting arrangements of the section.
- Address other general management responsibilities for the section, including section-level induction, training and assessment; regular briefings for safety; tasking and resourcing; and arranging departures/exits for section personnel, and demobilisation.
- Provide the LCC Logistics section's input for situation reports and Incident Action Plans, including inputs from other integrated functions (eg LCC Finance and Administration), where relevant.
- Represent the LCC Logistics function at IMT meetings, including matters for all integrated functions (eg LCC Finance and Administration).
- Plan and manage the coordinated and timely recovery and disposal/demobilisation of LCC Logistics functions and facilities (including Forward Command Posts), in consultation with the IMT and other primary stakeholders.

5.6.2 LCC LG 02: LCC Facilities and Services

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The LCC Facilities and Services function is responsible for 'fit for purpose' facilities and services for the LCC response, which means at the LCC and any field locations in the LCC area (eg Forward Command Posts, infected premises).

LCC Facilities and Services practices accord with policies provided by the State Coordination Centre (SCC) Facilities and Services function, so facilities and services activities at the state/territory and local levels are managed consistently.

This function is responsible for maintaining effective working relationships with other LCC Logistics units (especially the LCC Supply function), LCC Procurement and relevant facility managers or suppliers; and the SCC Facilities and Services function.

Appointment

Personnel performing the LCC Facilities and Services function are appointed by, and report to, the LCC Logistics Management function.

Depending on the scale and complexity of the response, it may be necessary to appoint personnel to the following subordinate units and define their initial tasks:

- Information services
- Biosecurity Services.

Skills and knowledge

- Sound knowledge of facility and service needs for a typical LCC biosecurity response (eg control centres, Forward Command Posts, infected premises).
- Knowledge and skills for procuring required facilities, equipment and supporting services — especially facilities management, information services and biosecurity services.
- Installation and demobilisation skills for facilities and services.
- Skills in site safety audit procedures and awareness of relevant departmental policies and practices.
- Sound coordination skills so 'supply' consistently meets 'demand'.

Tasks

Initial tasks

- Forecast the facilities and services needs for the LCC response considering LCC areas of responsibility. Start with identifying the LCC location and potential locations for Forward Command Posts, and establish a timeline for set up and occupation.
- Arrange establishment of the LCC, including:
 - furniture and equipment (update the SCC Supply function to limit duplicate order errors)
 - identification system for response personnel (and others as required)
 - information services (voice and data)
 - appropriate facilities for records management (refer to [LCC Records Management](#)).
- Communicate arrangements to relevant LCC personnel and update the LCC Finance function, as required.
- As required, adapt or develop policies and guidelines for the LCC Facilities and Services function.

Ongoing tasks

- Provide, and support the maintenance of, facilities and services for the LCC and field locations (eg Forward Command Pots, infected premises), including:
 - security
 - reception for managing access and egress by response personnel, visitors/guests and or delivery staff
 - information services (voice and data) and support services for records management (refer to the LCC Information Services function description for details)
 - furniture/equipment
 - issuing of identification and equipment (alternatively, this may be undertaken by the LCC Supply function)
 - traffic and parking management

- facility cleaning and waste management
 - utilities and general services (eg power, water, heating/cooling, noise reduction, kitchen and break-out areas, safes and lockable containers).
- Provide required facilities and services for other agreed areas as the response evolves, including:
 - mess and/or dining areas (fixed or temporary facilities and services)
 - other temporary facilities (eg sleeping areas, sanitation–ablution facilities).
- As required, raise significant supply issues with the LCC Logistics Management function and consider seeking assistance via the LCC Liaison function or the SCC Facilities and Services function (who will liaise with the National Coordination Centre, as required).
- Maintain LCC policies and guidelines for the LCC Facilities and Services function, and raise recurring/unresolved issues with the SCC Facilities and Services function for resolution.
- Track the ordering, receipt, dispatch, disposal/return of goods and services for the LCC response and maintain adequate stock/'store levels'.
- Manage day-to-day contractual arrangements with service providers, as needed, liaising with the LCC Procurement function, as needed.
- Coordinate inspections/safety audits, servicing and maintenance of facilities/equipment.

5.6.3 LCC LG 02.1: LCC Information Services

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The LCC Information Services function is responsible for 'fit for purpose' voice and data information services for the LCC response, which means at the LCC and any field locations in the LCC area (eg Forward Command Posts, infected premises).

LCC Information Services practices accord with policies provided by the State Coordination Centre (SCC) Information Services function, so information services activities at the state/territory and local levels are managed consistently. LCC Information Services typically include:

- acquisition, installation and maintenance of
 - voice communications services, hardware and relevant software for landlines, mobile phones, hotlines and call centres
 - data communications hardware and relevant software, including networked computers, printers, share drives, email accounts, internet access and wireless services
- arranging for back-up services and off-site data storage
- providing advice and training about information services, and related workplace health and safety matters.

This function is responsible for maintaining effective working relationships with LCC Logistics — Facilities and Services; LCC Planning — Biosecurity Information Systems function; LCC Operations, district/regional staff in departmental IT divisions; relevant facility managers or suppliers; and the SCC Information Services function.

Appointment

Personnel undertaking the LCC Information Services function are appointed by, and report to, the LCC Facilities and Service function.

Skills and knowledge

- Knowledge of information services (voice and data) needs for an LCC response, including hardware, networks and software systems (including those that support multi-user databases — for example, for Planning and Operations, and records; and web-based applications such as WebEOC).
- Awareness of locally available solutions/'work arounds' to provide support for LCC field locations
- Installation skills for hardware and deploying/updating software.
- Sound knowledge of departmental information services policies and practices and how they are applied in the LCC response area.
- Skills in coordinating, tracking and costing equipment, services and software licences.
- Skills in delivering 'on the job' training as required, as well as developing practical 'user guides'.
- Knowledge of safety procedures and specifications for information services and equipment.

Tasks

Initial tasks

- Forecast the LCC information services needs, considering LCC locations (LCC, Forward Command Posts and infected premises) and the anticipated response strategy that will influence demand for information services.
- Work with LCC Facilities and Services, and arrange installation of equipment and access to supporting services.
- Work with the LCC Induction function so induction packages address LCC information services matters.
- As required, adapt policies and guidelines for the LCC Information Services function.

Ongoing tasks

- Manage and maintain voice and data information services for the LCC response, including:
 - hardware, software and systems (eg networked printers, share drives, email accounts, internet access, wireless services)
 - voice communications services (consider landlines, mobile phones, hotlines/call centres)
 - deploying/installing updates for voice and data services.
- Provide advice and training as required for LCC personnel.
- Arrange for response data to be backed up regularly.
- Implement redundancy measures for information services that are critical to the LCC response.
- Maintain LCC policies and guidelines for the LCC Information Services function, and raise recurring/unresolved issues with the SCC Information Services function for resolution.
- Track the ordering, receipt, dispatch, disposal/return of information services for the LCC response.
- Coordinate inspections, servicing and maintenance of information services equipment/products.

5.6.4 LCC LG 02.2: LCC Biosecurity Services

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The LCC Biosecurity Services function is responsible for establishing and maintaining facilities and systems so that there is biosecure separation between contaminated (or potentially contaminated) areas and 'clean' (noncontaminated) areas at the LCC and Forward Command Posts (FCPs).

Responsibility for biosecure operations at associated locations (eg laboratories, infected premises, disposal sites) rests with local management. LCC Biosecurity Services may assist them on request (and where available), but their primary focus is at the LCC and FCPs.

This requires ongoing assessment of biosecurity risks, and implementation and maintenance of appropriate controls and treatments for biosecurity at the LCC so that there is biosecure separation between 'dirty' (eg personnel returning from the field, sample packing areas, car and equipment returning from the field and entering cleaning areas, laundry deposit areas) and 'clean' areas at the LCC and FCPs.

It also addresses the risks associated with service providers for the LCC who physically work between the LCC and other locations (eg biohazard waste management contractors, laundry workers, caterers, drivers and vehicles, such as LCC field cars and vehicles used for sample transport).

The LCC Biosecurity Services function has the authority to give instructions about biosecure practices for immediate compliance without reference to other personnel, such as Incident Management Team (IMT) members.

This function is responsible for maintaining effective working relationships with other LCC functions, particularly LCC Workplace Health and Safety, Planning (Technical Analysis — Epidemiology), Operations (all units, including Laboratory Interface), Logistics (Transport, Staffing, Induction and Training); and other service providers (eg laundries, biohazard waste services).

Appointment

Personnel undertaking the LCC Information Services function are appointed by, and report to, the LCC Facilities and Service function.

Skills and knowledge

- Thorough understanding of the:
 - - disease
 - disease control measures
 - relevant response biosecurity measures (eg the necessary facilities and methods to maintain biosecurity, including personal protective equipment/clothing).
- Sound knowledge of the relevant regulatory requirements for biohazard waste and its transport.
- Completion of a dangerous goods training course approved by the Civil Aviation Safety Authority for packaging samples; or direct access to a person(s) with current training in this area.
- High level of initiative, and a balanced approach to using their delegated authority for developing, implementing and adjusting biosecure practices and systems.

Tasks

Initial tasks

- Forecast the LCC Biosecurity Services needs, considering LCC locations (LCC, Forward Command Posts and infected premises) and the anticipated response strategy that will influence biosecurity services at LCC locations.
- Work with the LCC Facilities and Services function to establish facilities and processes for biosecure practices at the LCC, and assist the LCC Forward Command Post Management function to implement consistent practices at FCPs.
- Work with the LCC Induction function so that induction packages address LCC biosecurity services matters.
- As required, adapt policies and guidelines for the LCC Biosecurity Services function, seeking input from the LCC Planning and Operations functions, as needed.

Ongoing tasks

- Manage and maintain biosecurity services for the LCC response, including:
 - establishing control points for entry to the LCC and FCPs
 - arranging facilities for vehicle wash-down and decontamination
 - implementing processes and arrangements for decontamination and laundering of reusable protective clothing
 - establishing a facility for packaging and dispatching samples
 - arranging biohazard waste management services.
- Provide advice and training about biosecurity services, as required, for LCC personnel.
- Monitor compliance with biosecurity services systems and processes, and redirect personnel that breach them, or have the potential to breach them, regardless of their level of seniority in the response or other status.
- Resolve ongoing issues for the LCC Biosecurity Services function, and update relevant response policies and practices, as required.
- Track the effectiveness of changes in policies and practices, and report regularly to the IMT.
- Coordinate inspections, servicing and maintenance of biosecurity services areas, equipment and/or products.

5.6.5 LCC LG 03: LCC Staffing

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The LCC Staffing function is responsible for sourcing personnel, and coordinating their entry, tasking and exit for the LCC response, which means at the LCC and any field locations in the LCC area (eg Forward Command Posts, infected premises).

LCC Staffing practices accord with policies provided by the State Coordination Centre (SCC) Staffing function, so staffing activities at the state/territory and local levels are managed consistently.

This function is responsible for maintaining effective working relationships with other LCC functions, especially LCC Planning — Resource Planning; LCC Finance and Administration — Procurement; LCC Human and Industrial Relations; LCC Logistics, including Induction, Catering, Accommodation and Transport; personnel suppliers; and the SCC Staffing function.

Appointment

Personnel performing the LCC Staffing function are appointed by, and report to, the LCC Logistics Management function.

Depending on the scale and complexity of the response, it may be necessary to appoint personnel to the following subordinate units and define their initial tasks:

- Induction
- Training and Assessment.

Skills and knowledge

- Sound knowledge of the areas that LCC personnel are working in.
- Knowledge of sources for response personnel, including affected industries.
- Needs analysis skills for procuring appropriate personnel skill sets for the SCC response.
- Recruitment and selection skills.
- Knowledge of relevant departmental policies for response personnel (eg financial delegations, fatigue management, payroll administration) and their relevant local practices.
- Awareness of workplace health and safety, antidiscrimination and privacy legislation, awards and industrial arrangements, as well as codes of practice for employment, workplace wellbeing (eg antibullying) and any supporting local initiatives/key messages.
- Knowledge of, and skills for implementing relevant staffing systems for the LCC response (eg performance management, exit).

Tasks

Initial tasks

- Forecast the LCC staffing needs, considering LCC location and any other areas of LCC responsibility, in consultation with SCC Planning.
- Establish a process and templates for LCC response role job cards to be developed and maintained, via the Incident Management Team (IMT). Job cards should identify specific skills, licences, authorisations, accreditation and qualifications relevant to response roles; these may be derived from job risk assessments also developed by the IMT.
- Undertake recruitment/selection and rostering of personnel for the LCC response. Support recovery initiatives wherever possible.
- Confirm that specific equipment/supplies needed by response personnel have been requested by the relevant LCC function.
- Establish payroll arrangements for LCC response personnel.
- Determine which function will manage exit/departures of LCC response personnel (LCC Staffing or LCC Induction).
- As required, adapt or develop policies and guidelines for the LCC Staffing function.

Ongoing tasks

- Maintain a planned roster for the LCC response and update it progressively with input from relevant LCC functions. Include consideration of travel days, handover time and days off. Continue to support recovery initiatives via the LCC Staffing function wherever possible.
- Arrange travel for response personnel as required, and request accommodations via the LCC Accommodation function.
- Communicate appointments and logistical arrangements to the relevant parties (ie response personnel, supervisor and supporting function such as LCC Induction, Training, Catering, Transport).

- Maintain LCC policies and guidelines for the LCC Staffing function, and raise recurring/unresolved issues with the SCC Staffing function for resolution.
- As required, raise significant supply issues with the LCC Logistics Management function and consider seeking assistance via the LCC Liaison function or the SCC Staffing function (who will liaise with the National Coordination Centre, as required).
- Manage staffing systems, including:
 - incident/accident reporting and other systems established by the LCC Workplace Health and Safety function
 - performance management, with support from the LCC Human and Industrial Relations function
 - personnel files, with support from LCC Records Management.
- Coordinate LCC response personnel payroll claims, and address issues raised by pay offices and LCC personnel. Liaise with LCC Finance and Human and Industrial Relations functions, as required.
- Maintain/update LCC response job cards.
- Reconcile the planned roster with actual days worked so a complete record of personnel who worked in the response and their response roles is maintained.
- Maintain ongoing updates to contact lists, distribution lists and organisational charts.
- Coordinate exit procedures for personnel leaving the response (unless undertaken by the LCC Induction function).

5.6.6 LCC LG 03.1: LCC Induction

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The LCC Induction function is responsible for managing the initial briefing of new and returning LCC response personnel, arranging any response-specific authorisations, and monitoring more detailed inductions at section/unit levels. 'LCC response personnel' means personnel at the LCC and any field locations in the LCC area (eg Forward Command Posts, infected premises).

Induction is focused on introductions/orientation to the response and the current administrative arrangements for response personnel. It differs from 'training', which is role specific and typically skills based.

The LCC Induction function may also manage the coordination of exit procedures for departing personnel, on advice from the LCC Staffing function.

LCC Induction practices accord with policies provided by the State Coordination Centre (SCC) Induction function, so induction activities at the state/territory and local levels are managed consistently.

This function is responsible for maintaining effective working relationships with the LCC functions, including Staffing, Training, Facilities and Services, Workplace Health and Safety, Finance, and Human and Industrial Relations; and the SCC Induction function.

Appointment

Personnel undertaking the LCC Induction function are appointed by, and report to, the LCC Staffing function.

Skills and knowledge

- Knowledge of the response objective, plan, strategies, progress, LCC functions/roles, response arrangements and the local context.
- High-level presentation skills, especially the capacity to communicate response policies in practical terms.
- Skills in registration and monitoring of participation in the induction program, and managing the related records.
- Coordination skills to bring together various inputs and arrangements for the efficient entry of personnel to the response (and exit as required).

Tasks

Initial tasks

- Establish an induction program with a process for updating it as the LCC response evolves.
- Develop the general induction package, with a checklist for consistent delivery. Assist Incident Management Team members to develop section/unit inductions.
- Establish processes for response personnel to be issued with identification cards or similar and required authorisations/gazettals.
- Implement a supporting records system for the induction program.
- As required, establish or adapt policies and guidelines for the LCC Induction function.

Ongoing tasks

- Forecast/monitor induction needs (and exit activity, as required).
- Arrange LCC response personnel identification and relevant authorisations/gazettals.
- Deliver general inductions, as required.
- Introduce LCC response personnel to their direct supervisors for section/unit/role inductions.
- Collate general induction records and monitor/track records for section/unit/role inductions. Follow up missing records.
- Follow up unanswered questions from general induction.
- Update the general induction package and/or the induction program and systems as the LCC response evolves.
- Maintain LCC policies and guidelines for the LCC Induction function, and raise recurring/unresolved issues with the SCC Induction function for resolution.
- Establish a departure/exit process if tasked by the LCC Staffing function and manage departures of exiting response personnel. A variety of processes may be required to support departures of various timings and from different locations.

5.6.7 LCC LG 03.2: LCC Training and Assessment

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The LCC Training and Assessment function is responsible for coordinating, supporting and monitoring training and assessment of LCC response personnel (both new and returning), following inductions. 'LCC response personnel' means personnel at the LCC and any field locations in the LCC area (eg Forward Command Posts, infected premises).

The purpose of the LCC Training and Assessment function is to provide for safe, efficient, effective and biosecure performances by the response team. Therefore, response training activities include assessment to verify that the required level of competency exists. Training differs from 'induction' by being role specific and/or skills based, whereas induction is focused on introduction/orientation to the response and the current administrative arrangements for response personnel.

LCC training and assessment practices accord with policies provided by the State Coordination Centre (SCC) Training and Assessment function, so activities at the state/territory and local levels are managed consistently.

This function is responsible for maintaining effective working relationships with LCC functions, including Planning — Response Planning; Logistics — Staffing, Logistics — Induction; Workplace Health and Safety; and the SCC Training and Assessment function.

Appointment

Personnel undertaking the LCC Training and Assessment function are appointed by, and report to, the LCC Staffing function.

Skills and knowledge

- Sound knowledge of adult education principles and practices with regard to the jurisdiction's biosecurity response training program and/or the national Biosecurity Response qualifications from the Public Safety Training Package (PUA) (ie Certificate III-PUA 331112, Certificate IV PUA42912 or Diploma PUA 52412).
- Sound skills in developing, implementing and managing flexible, skills-based training and assessment programs and packages.
- Awareness of skill sets relevant to biosecurity responses, or the capacity to rapidly acquire it.
- Awareness of departmental policies and practices for training and assessment, and how they are applied in the regions/districts relevant to the LCC response.
- Training delivery and assessment skills.
- Skills and knowledge to develop and maintain policies for training-related matters (eg assessment options for limited numeracy and literacy skills, minimum standards for trainers and assessors, national competency assessment options).
- Skills in registration and monitoring of participation in the response's training and assessment program, and managing the related records.

Tasks

Initial tasks

- Identify skill sets needed by the LCC response, using job risk assessments and job cards developed by the Incident Management Team (IMT). Liaise with the LCC Workplace Health and Safety and LCC Staffing functions to access the assessments and job cards.
- With the IMT, identify assessment ranges for each skill set that is considered appropriate for the LCC response and develop assessment tools that show evidence of competency.
- Establish training and assessment policies, including skill/certification standards for trainers/assessors for the LCC Training and Assessment function.
- Establish a training and assessment program, including processes to deliver it and update it as the LCC response evolves.
- Assist the IMT and/or develop training packages with checklists to support consistent delivery.
- Implement a supporting records system for the training and assessment program.

- Identify resources for training and assessment delivery, and work with LCC Supply to obtain them.

Ongoing tasks

- Forecast/monitor training and assessment needs. Liaise with LCC Staffing and LCC Planning —Response Planning.
- Deliver/monitor the delivery of the training and assessment program.
- Assist the IMT to update packages and/or develop new resources, manage training activities, assess competency and record outcomes of training.
- Collate training and assessment records, and monitor/track participation in the program. Follow up missing records.
- Update the training and assessment program and systems/processes as the LCC response evolves.
- Maintain LCC policies and guidelines for the LCC Training and Assessment function, and raise recurring/unresolved issues with the SCC Training and Assessment function for resolution.

5.6.8 LCC LG 04: LCC Catering

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The LCC Catering function is responsible for providing or coordinating the provision of meals, snacks and beverages for LCC response personnel, which means personnel at the LCC and any field locations in the LCC area (eg Forward Command Posts, infected premises).

This includes making arrangements so that food hygiene and safety standards are met, and nutritional and dietary needs of response personnel are addressed.

LCC Catering practices accord with policies provided by the State Coordination Centre (SCC) Catering function, so activities at the state/territory and local levels are managed consistently.

This function is responsible for maintaining effective working relationships with other LCC Logistics units, including Staffing and Induction, and LCC Procurement, as well as relevant facility managers or suppliers and the SCC Catering function.

Appointment

Personnel performing the LCC Catering function are appointed by, and report to, the LCC Logistics Management function.

Skills and knowledge

- Knowledge and practical skills associated with:
 - food hygiene, safety and handling (under the Australian Food Standards Code)
 - food storage equipment and features
 - nutritional needs and options for addressing a variety of dietary requirements within budgetary constraints
 - procedures for contracting catering services, including departmental policies and financial management regulations (eg catering budget).

- Knowledge of the areas that LCC response personnel are working in.
- Sound coordination skills so 'supply' consistently meets 'demand'.
- Skills in seeking, gathering and addressing feedback.

Tasks

Initial tasks

- Forecast the LCC catering needs based on the LCC response areas, the initial catering strategy outlined in the Incident Action Plan and knowledge of dietary needs of LCC response personnel.
- Identify catering options and develop a catering plan.
- Work with LCC Facilities and Services to arrange catering facilities/equipment and mess-dining areas, clean-up areas and waste management/refuse services.
- Place initial orders, and communicate arrangements to the LCC response personnel and the LCC Finance function.
- Establish policies and guidelines for the LCC Catering function, including a feedback process.

Ongoing tasks

- Maintain arrangements with caterers/suppliers to meet LCC catering requirements (daily lists are usually required).
- Work with LCC Finance and Administration — Procurement to arrange contracts with caterers/suppliers and manage these contracts on a day-to-day basis.
- Monitor the quality and quantity of catering available for the LCC response.
- Coordinate changes to catering facilities/equipment and mess-dining areas, clean-up areas and waste management/refuse services, as required.
- Manage special events when tasked by the LCC Controller (or similar) and coordinate with other relevant LCC Logistics units (eg LCC Facilities and Services).
- Reconcile catering provided and consumed, and provide regular reports.
- Seek (and address) feedback about the catering standard for the LCC response.
- Maintain LCC policies and guidelines for the LCC Catering function, and raise recurring/unresolved issues with the SCC Catering function for resolution.

5.6.9 LCC LG 05: LCC Transport

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The LCC Transport function is responsible for providing and maintaining transport services for the LCC response, which typically includes transport needs:

- between the LCC and identified areas for response activities (eg surveillance, locations of other supporting services such as Forward Command Posts, infected premises, office supplies stores, the State Coordination Centre (SCC))
- between the LCC and commercial accommodation and other transport nodes (eg airports, bus/train terminals) when used by the LCC response.

The LCC Transport function typically means sourcing vehicles, coordinating their use, arranging their maintenance, and managing their recovery or demobilisation at the LCC and any field locations in the LCC area (eg Forward Command Posts, infected premises).

LCC Transport practices accord with policies provided by the SCC Transport function, so transport activities at the state/territory and local levels are managed consistently.

This function is responsible for maintaining effective working relationships with other LCC functions, including Logistics — Staffing and Supply, LCC Operations, LCC Finance and Administration — Procurement, as well as the SCC Transport function. Where relevant, it may also need to work with the SCC Operations function and LCC Biosecurity Services functions, to minimise biosecurity risks.

Appointment

Personnel performing the LCC Transport function are appointed by, and report to, the LCC Logistics Management function.

Skills and knowledge

- Sound knowledge of the area that response personnel are working in, related transport networks and infrastructure (eg toll roads, pedestrian-only areas, public transport, taxi services).
- Awareness of typical LCC response transport needs, suitable vehicle types, relevant accessories and related licensing standards.
- Fleet management skills and knowledge of vehicle decontamination.
- Awareness of departmental policies, arrangements and procedures for fleet management, hiring vehicles and licensing standards.

Tasks

Initial tasks

- Forecast the LCC transport needs based on LCC response areas, the strategies described in the Incident Action Plan, and knowledge of immediately available vehicles and their relevant features/accessories (eg winches, tow bars).
- Identify transport options and preferences, and develop a transport plan that also deals with biosecurity risks related to the LCC Transport function.
- Make initial bookings, and communicate arrangements to the LCC response personnel and the LCC Finance function.
- Work with LCC Facilities and Services to arrange vehicle security, parking and traffic management at the LCC, and wash-down facilities in the LCC response area.
- Work with the LCC Staffing function so licensing requirements are addressed and incorporated in the induction process.
- Establish systems so keys are secured when vehicles are not in use, and the assignment of vehicles to appropriately licensed LCC response personnel is recorded.
- Establish supporting policies and processes for the LCC transport plan (eg vehicle key security, fuel purchases, taxi fares, public transport fares, use of log books; repairs following accidents; vehicle servicing and repairs, accident procedures).

Ongoing tasks

- Manage the vehicle fleet to support the LCC response. Consider fleet numbers, maintenance, registration, fuel, cleaning and repairs.
- Work with the LCC Finance and Administration — Procurement function to arrange contracts with vehicle suppliers and manage these contracts on a day-to-day basis.
- Maintain updates about LCC Transport arrangements to LCC personnel.
- Undertake routine inspections of vehicles and arrange repairs, as required.
- Coordinate the LCC response to transport-related infringements.

- Coordinate changes to LCC transport services in consultation with relevant Coordination Management Team members.
- Maintain LCC policies and guidelines for the LCC Transport function and raise recurring/unresolved issues with the SCC Transport function for resolution.

5.6.10 LCC LG 06: LCC Accommodation

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The LCC Accommodation function is responsible for providing or coordinating the provision of 'fit for purpose' accommodation services for the LCC response and any other personnel specifically authorised by the LCC Controller. This means personnel working in the LCC and any field locations in the LCC area (eg Forward Command Posts, infected premises). It can include supply of commercial as well as portable accommodation services.

LCC Accommodation practices accord with policies provided by the State Coordination Centre (SCC) Accommodation function, so accommodation activities at the state/territory and local levels are managed consistently.

This function is responsible for maintaining effective working relationships with other LCC Logistics units, including Staffing, Facilities and Services, and Transport, as well as the LCC Procurement function, the SCC Accommodation function, and accommodation providers.

Appointment

Personnel performing the LCC Accommodation function are appointed by, and report to, the LCC Logistics Management function.

Skills and knowledge

- Sound knowledge of the areas that response personnel are working in.
- Knowledge of accommodation options and supporting services relevant to the work areas.
- Awareness of departmental policies relating to accommodation (eg standards, budget, payment arrangements, accommodation allowances and how they are applied in the LCC area), or the capacity to rapidly acquire it and apply it to address LCC accommodation needs.
- Skills in seeking, gathering and addressing feedback.
- Skills for managing complaints and working with accommodation providers.

Tasks

Initial tasks

- Forecast the LCC accommodation needs based on the LCC response areas, initial response activities and the available accommodation options.
- Identify accommodation options and providers, negotiate best available rates and develop an accommodation plan.
- Work with LCC Facilities and Services to arrange mobile accommodation facilities. If this includes mobile options, also address ablution (showers), sanitation (toilets) and waste management/refuse services.
- Make initial bookings, and communicate arrangements to the LCC response personnel and the LCC Finance function.

- Establish policies and guidelines for the LCC Accommodation function, including a feedback process.

Ongoing tasks

- Work with the LCC Finance and Administration — Procurement function to establish contracts/service agreements with accommodation providers and manage these contracts on a day-to-day basis.
- Establish supporting processes, including systems to manage bookings, allocate accommodation, authorise inclusions (eg laundry, meals), record expenses and suppliers, manage complaints, assess response team needs and pay accounts.
- Routinely confirm accommodation bookings with accommodation providers (daily/weekly).
- Coordinate changes to accommodation services (especially mobile services), as required.
- Monitor the quality and quantity of accommodation used by the LCC response, and address issues raised by LCC response personnel and/or accommodation providers.
- Reconcile accommodation needs, bookings and usage, and provide regular reports.
- Maintain LCC policies and guidelines for the LCC Accommodation function, and raise recurring/unresolved issues with the SCC Accommodation function for resolution.

5.6.11 LCC LG 07: LCC Supply

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The LCC Supply function is responsible for pricing, acquiring, storing, dispatching and managing equipment, consumables and services requested by functions other than Logistics, particularly the LCC Incident Management, Liaison, Public Information, Planning, Operations, and Finance and Administration functions.

Supply typically includes:

- equipment
- consumables/supplies
- signage for internal and external use
- personal protective equipment/clothing
- specialist services.

It may also include requesting/assisting with centralised supply requests from the State Coordination Centre (SCC) to minimise administration, optimise 'purchasing power' of the response and/or support recovery.

LCC Supply practices accord with policies provided by the SCC Supply function, so supply activities at the state/territory and local levels are managed consistently.

This function is responsible for maintaining effective working relationships with the Incident Management functions, LCC Planning (Response and Resource Planning units), all LCC Logistics units (especially LCC Facilities and Services), LCC Procurement and Finance, goods/service providers for the LCC response and SCC Supply.

Appointment

Personnel performing the LCC Supply function are appointed by, and report to, the LCC Logistics Management function.

Skills and knowledge

- Sound knowledge (or the capacity to rapidly acquire it) of:
 - the areas that response personnel are working in
 - response activities and the equipment, services and supplies relevant to them
 - safety standards/specifications for response equipment, supplies and services
 - departmental policies for financial authorisations and delegations and how they apply to LCC response roles
 - departmental policies relating to sourcing equipment, supplies and services, and preferences for suppliers and service providers and how they are applied in the regions/districts related to the LCC response
 - 'returns' policies and practices.
- Skills in identifying potential suppliers and differentiating between them to support response objectives, manage budget constraints and support recovery.
- Coordination and communication skills to bring together requested items and response personnel.
- Skills and knowledge for storing/securing, assigning and recovering supplied items.

Tasks

Initial tasks

- Forecast the initial LCC Supply needs and liaise with the Incident Management team (IMT) and/or the LCC Planning — Response/Resource planning functions to identify immediate response supply needs.
- Identify preferred payment methods and establish an ordering system.
- Identify potential suppliers and obtain initial estimates/quotes. When identifying potential suppliers, consider opportunities to support recovery.
- Place initial orders and communicate arrangements to LCC response personnel and the LCC Finance function.
- Work with the LCC Facilities and Services function to establish secure store areas in key locations, and arrange an issue and return process, with appropriate supporting records. Communicate the arrangements (ie brief the IMT and update the general induction package).
- Establish systems for the receipt, security/storage, authorised issue/delivery and return of LCC Supply equipment, supplies and services. This includes a system so that external/commercial delivery personnel are authorised to access LCC sites and not contribute to the biosecurity risk.
- Establish policies and guidelines for the LCC Supply function.

Ongoing tasks

- Order, receipt, dispatch and issue/return requested goods and services. Continue to support recovery initiatives wherever possible.
- Arrange maintenance of equipment, as required.
- Monitor store levels and maintain them so they support the LCC response. Liaise with the LCC Response and Resource Planning units for forecasting.
- Liaise with the LCC Procurement function and assist to arrange contracts/tenders, as required.

- Seek estimates and quotes on request.
- Assist the LCC Finance function, as required.
- As required, raise significant supply issues with the LCC Logistics Management function and consider seeking assistance via the LCC Liaison function or the SCC Supply function (who will liaise with the National Coordination Centre, as required).
- Reconcile reports for equipment, supplies and services provided, and provide regular reports.
- Maintain LCC policies and guidelines for the LCC Supply function, and raise recurring/unresolved issues with the SCC Supply function for resolution.

5.7 LCC FA 00: LCC Finance and Administration Section

Note: This section description must be used in conjunction with subordinate functional descriptions.

Responsibilities

The Local Control Centre (LCC) Finance and Administration Section is responsible for the implementation of financial and administrative response policies relevant to the LCC response. This includes Forward Command Posts and any other managed property or defined LCC area (eg infected premises and dangerous contact premises).

Of all the biosecurity response functions, Finance and Administration has the most flexibility in its application because of the variety of experience and knowledge of response personnel, and supporting systems and processes. In some responses, Finance and Administration personnel may be involved in day-to-day operations, whereas in others they may provide an external advisory and monitoring service.

Whereas at the SCC, Finance and Administration, and Logistics are typically separate sections, this is less likely at the LCC. The structure to be adopted is determined by the SCC Coordinator and the LCC Controller, based on advice from the relevant management functions and with advice from the lead advisers of the responding jurisdiction's corporate services area.

Where appointed separately, the LCC Finance and Administration functions work closely with:

- their SCC counterparts
- LCC Logistics (especially LCC Staffing and LCC Supply) for compliant policies for LCC activities
- LCC Planning (Response Planning) — to support forward planning, projections and estimates
- LCC Liaison (Jurisdictional) — to provide advice in relation to finance and administration matters, especially compensation and reimbursement
- LCC Valuation and Compensation — to establish and maintain appropriate policies for compensation.

Appointment

The need for the LCC Finance and Administration Section is determined by the LCC Controller, based on a recommendation developed by the LCC Logistics Management function with assistance from the LCC Finance and Administration Management function (where appointed) and the relevant management function.

If the two LCC functions are integrated, the LCC Logistics Management function has overall responsibility for both the Logistics, and Finance and Administration functions, and represents them both on the Incident Management Team (IMT).

If it is established as a separate section, the LCC Finance and Administration function will be established by the LCC Finance and Administration Management function.

Depending on the size and complexity of the response, it may be necessary to establish several functional units within the LCC Finance and Administration function, including:

- IMT Secretariat
- Records Management
- Finance
- Human and Industrial Relations
- Procurement.

Skills and knowledge

- Sound knowledge of the department's finance, procurement (including contract management), records management and human resource systems relevant to a biosecurity response, and how they are applied in the LCC response area.
- Ability to analyse response policies and plans, identify the finance and administration implications, and develop suitable finance and administration policies to support them for the LCC response.
- Effective communication (oral and written) and interpersonal skills, including sound conflict resolution and negotiation skills.
- High-level document management and service delivery skills.
- Sound resource management and organisational skills.
- Skills and abilities to work effectively in the response context, including leading and contributing to an effective response team, working independently, being adaptable and flexible in the workplace, performing duties in a time-critical and pressured environment, and applying contemporary workplace skills (eg ability to effectively use a computer).
- Sound knowledge of the LCC response, personal biosecurity measures and underpinning arrangements (eg Emergency Animal Disease Response Agreement (EADRA), AUSVETPLAN), including the emergency management arrangements in the LCC area, and/or the ability to rapidly acquire and apply it to the LCC response.

Tasks

General

- Develop/implement compliant financial and administrative response policies relevant for the LCC response, and monitor their interface with departmental systems and processes used in/for the LCC area.
- Implement services of the IMT Secretariat, Records Management, Finance, Human and Industrial Relations, Procurement and Compensation functions.
- Monitor response systems and processes, and provide advice that improves efficiency, effectiveness and compliance, without impeding LCC response priorities.
- Arrange payments for authorised LCC Finance and Administration activities, and reconcile invoices at unit level.
- Undertake regular costing and forecasts for LCC Finance and Administration activities.
- Contribute to updates of the general induction package, and the training and assessment program about LCC Finance and Administration arrangements.

- Routinely update registers, rosters and contact lists, and track LCC Finance and Administration activities.
- Provide timely updates about status and progress of LCC Finance and Administration activities, and raise recurring issues with the SCC.
- Establish and maintain contact with corresponding SCC Finance and Administration personnel.
- Arrange for, or contribute directly to, the implementation of the personal biosecurity measures for the response.

Briefings and debriefings

- At the beginning of each 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.
- Debrief subordinate personnel at the end of each day and as required throughout the incident.
- Maintain a record of briefings and debriefings conducted, and outcomes.
- At the conclusion of each shift, provide handover to incoming officer.
- Participate in incident debriefings.

Workplace health and safety

- Comply with workplace health and safety requirements, including application of procedures and maintaining key safety system records (eg sign-in/sign-out registers).
- Demonstrate behaviours that support the codes of conduct of their own agency or organisation and the relevant response agency.

Information management

- Maintain an event log, especially noting any briefings, handovers and debriefs conducted or attended.
- File documents created during the response in the appropriate electronic and hard-copy formats.
- Maintain an appropriate level of information security and confidentiality, especially with regard to written records and verbal briefings.
- Use response documents and templates only for their intended use.

Key outputs

- Policies for financial, human and industrial relations, and administrative services for the LCC response.
- IMT meeting records.
- Response registry service and managed records.
- Effective, efficient and compliant financial management, including routine costings for current and forecast response activities, and routine final reconciliation of accounts payable and receivable (including compensation payments and matters relating to the EADRA).
- Response personnel employed, remunerated and exited in accordance with relevant industrial provisions and departmental values and behaviours, taking account of the biosecurity response context.

- Efficient processes and systems for procuring goods and services for the response, which are consistent with departmental processes, and address biosecurity agreements and arrangements.
- Inputs to situation reports.
- Task requests are processed.
- Contact lists for LCC Finance and Administration Section personnel and stakeholders (divide into current and former/inactive personnel/stakeholders).
- Rosters and registers for the LCC Finance and Administration Section.
- Plans, registers and reports for LCC Finance and Administration units.

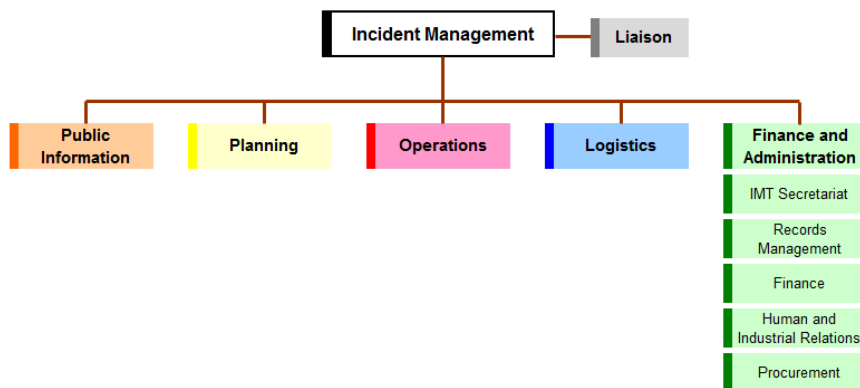


Figure 5.9 Organisational structure of the LCC Finance and Administration function

5.7.1 LCC FA 01: LCC Finance and Administration Management

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Finance and Administration Section description.

Responsibilities

The LCC Finance and Administration Management function has overall responsibility for leading and managing the team that provides finance and administrative support services to the LCC response, and resolving LCC policy matters with the State Coordination Centre (SCC) Finance and Administration function so that response objectives are achieved, and there is a consistent approach to finance and administration management activities between state/territory and local levels.

This management function is responsible for assisting the LCC Logistics Management function to provide advice to the LCC Controller about appropriate structures for Logistics, and Finance and Administration for the SCC and LCC response, incorporating input from lead advisers of the corporate services team servicing the LCC, and LCC Finance and Administration Management personnel, where appointed.

Where the LCC Finance and Administration function is an independent section in the LCC, the Management function is a member of the LCC Incident Management Team (IMT). If the functions are integrated at the LCC, then the LCC Logistics Management function has overall responsibility for both the Logistics and the Finance and Administration functions, and represents both functions at the IMT.

The LCC Finance and Administration Management function is responsible for maintaining effective working relationships, especially with the LCC Logistics Management function and the SCC Finance and Administration function.

Appointment

Personnel performing the LCC Finance and Administration management function are appointed by, and report to, the LCC Controller, unless the function is integrated with Logistics.

In that case the LCC Finance and Administration management function is appointed by, and reports to, the LCC Logistics Management function.

Depending on the scale and complexity of the response, it may be necessary for the LCC Finance and Administration Management function to appoint personnel to the following subordinate units and define their initial tasks:

- IMT Secretariat
- Records Management
- Finance
- Human and Industrial Relations
- Procurement.

Skills and knowledge

- Strong leadership skills, including the ability to exercise initiative relevant to the LCC response.
- Ability to set, communicate and coordinate priorities for the LCC Finance and Administration function.
- Ability to quickly identify critical policy and process points.
- Effective supervision and delegation skills.
- Sound knowledge of the department's finance, procurement (including contract management), records management and human resource management arrangements, and their application to a biosecurity response in the LCC area, and/or the capacity to rapidly acquire it.
- Ability to analyse LCC response policies and plans, identify the finance and administration implications, and guide unit leaders to develop and communicate suitable finance and administration policies to support them.
- Strong briefing, interpersonal, conflict resolution and negotiation skills (eg to seek the best available prices, services and other benefits).

Tasks

- Manage the LCC Finance and Administration function to support the LCC response, especially so compliant systems are implemented that promote implementation of disease control and response biosecurity measures. This includes:
 - working with the LCC Controller to maintain an appropriate section structure and reporting arrangements to support the LCC response
 - appointing unit leaders, as required, and monitoring rosters and personnel levels (communicate requirements to LCC Planning — Resource Planning and/or LCC Logistics — Staffing functions)
 - coordinating functional outputs so the IMT schedule is supported (ie maintaining the necessary operational tempo or 'battle rhythm')
 - implementing policies for LCC Finance and Administration functions
 - endorsing and coordinating the implementation of processes and systems so the function's outputs are delivered consistently, and there is continuity of practice and compliance with departmental policies.
- Oversee the development/maintenance of response-specific:

- financial and administrative policies. These must be compliant with departmental policies and Treasury regulations, and consistent with biosecurity agreements and arrangements
 - delegations of authority (financial and nonfinancial)
 - registers that track the Finance and Administration function's activities
 - processing of authorised task requests by the Finance and Administration functions
 - reconciliation of payments and acquittal of funds (including addressing conditions provided by exemptions), discharge of contracts, and finalisation and archiving of records.
- Establish/maintain effective working relationships with the SCC Finance and Administration functions so:
 - there is consistency between the state/territory and local finance and administration activities
 - policy resolutions are implemented for the LCC response.
- Work with the:
 - LCC Workplace Health and Safety function to develop and maintain job risk assessments (or similar) for LCC Finance and Administration functions, with a specific focus on identifying safety and skill-based training needs
 - LCC Logistics Staffing function to maintain current job cards.
- Keep LCC Finance and Administration personnel updated on key matters, including response progress; major developments; changes to policy, boundaries or areas, and disease control measures; and the structure, purpose and reporting arrangements of the section.
- Address other general management responsibilities for the section, including section-level induction, training and assessment; regular briefings for safety; tasking and resourcing; and arranging departures/exits for section personnel, and demobilisation.
- Provide the LCC Finance and Administration function's input for situation reports and Incident Action Plans.
- Plan and manage the coordinated and timely recovery and disposal/demobilisation of the function's services, in consultation with the IMT and the SCC Finance and Administration function. Support for some services (eg records management), finance and compensation will be needed after the SCC is closed, and a formal handover to departmental staff should occur.

5.7.2 LCC FA 02: LCC IMT Secretariat

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Finance and Administration Section description.

Responsibilities

The LCC Incident Management Team (IMT) Secretariat function is responsible for applying policies established by the State Coordination Centre (SCC) to provide executive support and secretariat services for the IMT.

This function is responsible for maintaining effective working relationships with IMT members and the SCC Coordination Management Secretariat (CMT) function.

Appointment

Personnel performing the LCC IMT Secretariat function are typically appointed by, and report to, the LCC Finance and Administration Management function, unless the function is integrated with Logistics.

In that case, the LCC IMT Secretariat function is appointed by, and reports to, the LCC Logistics Management function.

Skills and knowledge

- Strong written communication and analysis skills.
- High-level service delivery skills and behaviours. Innovation, initiative and flexibility are required.
- Ability to implement policies for the LCC response and communicate their implications.
- Sound skills in operating and maintaining office equipment (eg data projectors, smart boards, printers).
- Sound meeting management and action tracking skills, relevant to the secretariat function.
- Forward-thinking behaviours that support effective diary management for the IMT.
- Strong skills in prioritising and providing succinct briefings.
- Sound knowledge of, and skill in using, the department's records management systems as it operates in the LCC area.

Tasks

- Implement policies and guidelines for LCC IMT secretariat services and raise emerging issues with the SCC CMT Secretariat function.
- Support IMT meetings:
 - Coordinate IMT meeting times and venues.
 - Attend IMT meetings, and record outcomes and agreed actions.
 - Develop meeting records and action lists.
 - Arrange approval and issue of meeting records, in consultation with the LCC Records Management function.
 - Monitor and report on the completion of agreed actions, and gather and record evidence of completed actions.
- Manage the IMT's diaries and provide general executive support to them, especially with regard to records management.
- Assist the LCC Facilities and Services function to maintain office equipment.
- Assist the LCC Catering function, on request, with delivering special events.

5.7.3 LCC FA 03: LCC Records Management

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Finance and Administration Section description.

Responsibilities

The LCC Records Management function is responsible for applying policies established by the State Coordination Centre (SCC) so that LCC response records are collected, secured, collated, stored and able to be retrieved.

Note: Response records may be in paper or electronic form.

This function is responsible for maintaining effective working relationships with the all LCC functions, particularly with the Incident Management Team Secretariat, LCC Operations and SCC Records Management.

Appointment

Personnel performing the LCC Records Management function are typically appointed by, and report to, the LCC Finance and Administration Management function, unless the function is integrated with Logistics.

In that case, the LCC Records Management function is appointed by, and reports to, the LCC Logistics Management function.

Skills and knowledge

- Strong knowledge of the department's records management systems and administrative procedures relevant to the LCC area, and records software.
- Sound records management skills for the biosecurity response context, including knowledge of, and ability to apply, information security principles for the LCC response.
- Ability to apply policies for records management to the LCC response and to communicate their implications.
- Strong organisational skills, especially with establishing, documenting, communicating, monitoring and reporting on efficient workflow practices.

Tasks

- Implement policies and guidelines for LCC record management services and raise emerging issues with the SCC Records Management function.
- Establish and maintain a central registry service so that information flows in a managed, efficient and secure manner. This includes a system to register all incoming and outgoing telephone, radio, mail, fax and email communication for the LCC response.
- Establish and maintain a central filing system for the LCC response, so that records are secured at the LCC, and any movement of them outside the LCC is recorded by LCC Records Management personnel.
- Establish and communicate a standardised directory structure, business rules and naming conventions for LCC response records management.
- Manage response records (including messages, approvals, property information, task requests, plans, meeting records and situation reports). This includes recording and/or filing them so that they can be retrieved in a timely manner, and distributing copies to response personnel, as required.
- Support rapid delivery of incoming messages to the appropriate personnel, and transmission of messages or correspondence, as requested.

5.7.4 LCC FA 04: LCC Finance

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Finance and Administration Section description.

Responsibilities

The LCC Finance function is responsible for applying policies established by the State Coordination Centre (SCC) so LCC financial matters support the LCC response, and are managed in accordance with relevant instructions/agreement (eg Treasury instructions, Emergency Animal Disease Response

Agreement) and the jurisdictional emergency management arrangements relevant to the LCC response.

This function is responsible for maintaining effective working relationships with all areas of the SCC that are authorised to incur costs and approve expenditure, particularly the LCC Logistics and Operations functions, the SCC Finance function and departmental finance staff servicing the LCC area.

Appointment

Personnel performing the LCC Finance Management function are typically appointed by, and report to, the LCC Finance and Administration Management function, unless the function is integrated with Logistics.

In that case, the LCC Finance function is appointed by, and reports to, the LCC Logistics Management function.

Skills and knowledge

- Strong knowledge of the department's finance systems, policies, and related administrative procedures and software, and the ability to apply them to the biosecurity response context.
- Sound financial reporting and analysis skills, and knowledge of typical biosecurity response expenses for estimating costs.
- Ability to apply policies for finance matters to the LCC response and communicate their implications.
- Awareness of property and valuation processes.

Tasks

- Implement policies and guidelines for the LCC Finance function and raise emerging issues with the SCC Finance function.
- Establish processes and systems for management and recording of LCC finances that are aligned with the cost-sharing format (eg records costs in three stages: quote, committed, expended).
- Make recommendations for, and maintain, approved financial delegations for the LCC response team, which separate approvals and payment authorities.
- Provide estimates on likely costs of the response plan or components of it (eg estimated costs of surveillance, containment, disease control, and related/scaled labour costs such as overtime, accommodation/allowances).
- Undertake regular costings of routine activities (eg weekly costing of surveillance activities).
- Arrange quotes on request and purchase orders as required.
- Monitor expenditure and provide financial reports (routine and on request). This may include the migration of estimates/quotes to accrued costs throughout the response.
- Review quotes routinely, maintain a labour and equipment hire rates database, and, where relevant, liaise with industry to assess cost efficiencies, and clarify market rates and values.
- Arrange authorised payments for response activities, and maintain a register of payments, with payment method, supplier and quotations.
- Reconcile petty cash claims and coordinate approved credit card applications (including card return or cancellation, as required).
- Assist the LCC Valuation and Compensation function to assess, confirm and process all claims for compensation resulting from the LCC response.

5.7.5 LCC FA 05: LCC Human and Industrial Relations

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Finance and Administration Section description.

Responsibilities

The LCC Human and Industrial Relations function is responsible for applying policies established by the State Coordination Centre (SCC) so that LCC human resource management matters support the LCC response, and are managed in accordance with relevant instructions/agreement (eg Treasury instructions, Emergency Animal Disease Response Agreement) and jurisdictional emergency management arrangements that are relevant to the LCC response.

This function is responsible for maintaining effective working relationships with the Incident Management Team (IMT), LCC Staffing, SCC Human and Industrial Relations, departmental human resource management staff who service the LCC area, and other stakeholders relevant to the function and the LCC response (eg private labour hire companies, regional/district office of unions).

Appointment

Personnel performing the LCC Human and Industrial Relations function are typically appointed by, and report to, the LCC Finance and Administration Management function, unless the function is integrated with Logistics.

In that case, the LCC Human and Industrial Relations function is appointed by, and reports to, the LCC Logistics Management function.

Skills and knowledge

- Sound knowledge of the jurisdiction's employment awards and conditions, including legislation relevant for LCC response personnel relating to:
 - workplace health and safety
 - privacy of information
 - equal opportunity (eg antidiscrimination)
 - public sector employment and management.
- Skills in conflict resolution and/or mediation.
- Ability to apply policies for human and industrial relations matters to the LCC response and communicate their implications.
- Effective communication (oral and written) and interpersonal skills, sound conflict resolution and negotiation skills, and the ability to delegate effectively.
- Sound resource management, organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure. Innovation, initiative and flexibility are required.

Tasks

- Implement policies and guidelines for the LCC Human and Industrial Relations function, and raise emerging issues with the SCC Human and Industrial Relations function.
- Establish processes and systems for human and industrial relations matters for the LCC response to support response objectives, meet departmental standards and policies, address award provisions/industrial agreements and cost-sharing requirements, and support recovery, including:

- recruitment and selection (including contract arrangements for fixed-term labour forces)
 - privacy of information
 - performance management
 - complaints/grievance management
 - staff support services.
- Identify additional staffing sources and verify their suitability to support the response, including to support recovery (eg gain quotes, work with LCC Staffing and LCC Procurement functions to establish contracts).
 - Provide advice on human resource management and industrial matters (including workforce planning).
 - Monitor, review or address conflict resolution matters related to the LCC response, as requested by IMT members.
 - Assist the LCC Staffing, Induction, and Training and Assessment functions, in particular, to implement the policies and generate/manage associated records.

5.7.6 LCC FA 06: LCC Procurement

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Finance and Administration Section description.

Responsibilities

The LCC Procurement function is responsible for applying policies established by the State Coordination Centre (SCC) so that procurement of goods and services for the LCC response, especially with regard to preparing and managing contracts, leases, tenders or similar, is managed consistently.

This function is responsible for maintaining effective working relationships with the Incident Management Team, LCC Logistics functions (eg Facilities and Services, Staffing, Supply), LCC Operations, LCC Finance, SCC Procurement, departmental facilities and procurement staff, and other stakeholders (eg private contractors) servicing the LCC response.

Appointment

Personnel performing the LCC Procurement function are typically appointed by, and report to, the LCC Finance and Administration Management function, unless the function is integrated with Logistics.

In that case, the LCC Procurement function is appointed by, and reports to, the LCC Logistics Management function.

Skills and knowledge

- Comprehensive knowledge of departmental policies, and their underpinning principles, for procurement (including tendering) and specifically of the employment of contractors for the LCC response.
- Knowledge of the types, availability and hire rates of operators, plant and equipment for the LCC response, or ability to rapidly acquire this information.
- Ability to communicate and negotiate with external suppliers and contractors for the biosecurity response context.
- Ability to apply policies for procurement matters to the LCC response and communicate their implications.

Tasks

- Implement policies and guidelines for the LCC Procurement function and raise emerging issues with the SCC Procurement function.
- Establish processes and systems for procurement and commercial disposal matters for the LCC response to support response objectives and recovery, and to meet the requirements of Treasury, the responding jurisdiction's departmental standards relevant to the LCC area and cost sharing under the Emergency Animal Disease Response Agreement, including:
 - quoting
 - procurement authorisations and delegations
 - specific circumstances (eg seeking exemptions, preferred supplier versus exclusive supply arrangements)
 - use of consultants
 - establishing contracts (may include guidelines on valuing procurement)
 - leases
 - tendering processes.
- Establish/refine resources (eg templates for agreements, checklists for guiding compliance, assessment reports) to support implementation of procurement policies for the LCC response.
- Arrange for contracts to be prepared in accordance with the department's policies. Where relevant, contracts should require service providers to only use appropriately licensed personnel.
- Maintain the lead liaison role:
 - with authorised contractors regarding the nature, duration and other relevant specifications of the contracted tasks
 - for negotiating rates for hire (short term, long term, stand down).
- Assist relevant LCC functions to manage contracts on a day-to-day basis.
- Record details of actual contractor engagement, including all details that affect their payment (implementing systems as required to record work done and time inputs).
- Monitor commercial disposal activities for compliance with policies established for the LCC response.
- Coordinate authorised tender processes, as required.

6 Forward Command Post (FCP) function

During the response to an emergency animal disease, the responsible state or territory animal health authority may choose to establish one or more Forward Command Posts (FCPs). The FCPs will manage field activities within a defined geographic area, with a focus on an identified task or range of tasks. FCPs are usually established where it is impractical for field personnel to work out of a Local Control Centre (LCC) because of the remoteness of the location.

The FCP may be established to:

- manage field activities associated with a number of premises in a small or well-defined geographic area remote from the LCC
- act as an assembly point for activities associated with remotely located premises
- manage specific operational tasks that need to be undertaken over the defined area of responsibility, such as vaccination, trapping or aerial spraying.

Because of biosecurity concerns, the FCP should preferably not be the point of contact for the local community; rather, a separate community engagement centre should be established, where possible.

The FCP will report directly to the Operations Management function in the LCC. The specific functions performed within an FCP are described below.

6.1 FCP OP 00: FCP Forward Command Post

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The Forward Command Post (FCP) is responsible for supporting operational tasks in an assigned area of responsibility, under the direction of the LCC Operations Management function.

An FCP allows personnel working in an area to receive support without returning to the LCC.

Specific responsibilities for a FCP may include the following functions:

- Administration Support/Communications
- Movement Controls
- Infected Premises Operations
- Other Field Operations.

Jurisdictional forms, templates and computer systems must be used in a response. The LCC Incident Management Team will coordinate its sections to ensure that these systems are established for the FCP.

Appointment

The need for an FCP will be established by the LCC Operations Management function. Specialist personnel may operate from the FCP but report on technical matters to their operational function within the LCC.

Skills and knowledge

- Good knowledge of manual and electronic data recording systems used by the jurisdiction.
- Knowledge of the local industry concerned and emergency management arrangements.
- Highly developed interpersonal and communication skills.
- Ability to analyse complex problems, and develop and implement practical solutions.
- Knowledge of the jurisdiction's code of conduct for employment, including workplace health and safety.

Tasks

General

- Oversee and coordinate programs and control procedures within the assigned area of responsibility.
- Develop links between the local community/industry and the LCC.
- Provide the LCC Operations function with statistical and situation reports at agreed intervals.
- Gather intelligence and plan for potential local problems.

Briefings and debriefings

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

Workplace health and safety

- Ensure personnel compliance with workplace health and safety requirements.
- Follow the jurisdiction's code of conduct for employment.

Information management

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

Key outputs

- Operations key statistics reports (from the disease information system) that track response progress on infected premises operations in the local area.
- Movement controls — record of who/what is where, when (whiteboard is useful to keep real-time record); record of past resource status and deployment; roster for future resource deployment.
- Local reports, as required.
- Administrative activity reports (eg field team debrief reports, incident reports).
- Monitoring of other field operations in the local area.

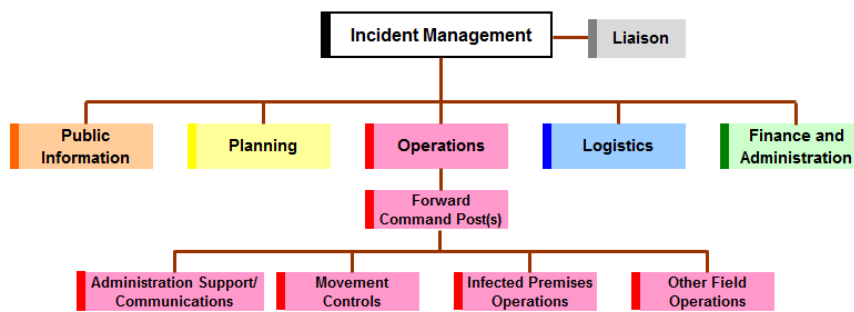


Figure 6.1 Organisational structure of the LCC Forward Command Post function

6.2 FCP OP 01: FCP Management

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The Forward Command Post (FCP) Management function is responsible for designated operations in an assigned area of responsibility.

FCP Management provides personnel with support (resources, briefings, debriefings and administrative assistance) so that they do not need to return to the LCC.

Appointment

Personnel performing the FCP Management function are appointed by, report to, and receive their instructions from the LCC Operations Management function. Specialist personnel may operate from the FCP but report on technical matters to their operational function within the LCC.

Personnel performing the FCP Management function should be a veterinarian or animal biosecurity officer with experience in the management of animal disease control programs.

Skills and knowledge

- Good knowledge of manual and electronic data recording systems used by the jurisdiction.
- Knowledge of the local agricultural industry concerned, jurisdictional systems and emergency management arrangements.
- Highly developed interpersonal and communication skills.
- Ability to analyse complex problems, and develop and implement practical solutions.
- Knowledge of the jurisdiction's code of conduct for employment.

Tasks

- Establish and maintain regular contact with the LCC Operations Management function.
- Manage links between the local community/industry and the LCC functions.
- Oversee the establishment and maintenance of the FCP.
- Undertake standard jurisdictional administrative procedures.
- Monitor and report on the need for resources and personnel, within the jurisdiction and LCC guidelines.
- Monitor and report on budget expenditure.

- Oversee the establishment of communication systems and facilities.
- Establish and maintain a reporting schedule for personnel.
- Maintain a communication log.
- Maintain an overview of the location and activities of all personnel operating in the assigned area of responsibility.
- Develop and maintain a list of agreed priorities for all requested tasks, in consultation with the LCC Operations Management function.
- Brief assigned personnel on the current status of the operation.
- Provide the LCC Operations Management function with statistical and situation reports at agreed intervals.
- Monitor the implementation of response biosecurity measures.
- Gather intelligence and plan for potential local operational problems.

6.3 FCP OP 01.1: FCP Administration Support/Communications

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Logistics Section description.

Responsibilities

The Forward Command Post (FCP) Administration Support/Communications unit is responsible for undertaking and reviewing the administrative functions of the FCP.

Appointment

Personnel performing the FCP Administration Support/Communications function are appointed by, report to, and receive their instructions from the FCP Management function. They will also liaise with LCC Logistics Management.

Specialist personnel may operate from the FCP, and receive administrative and communications support from the FCP, but report on technical matters to their operational function within the LCC.

Skills and knowledge

- Understanding of the LCC structure in operation.
- Experience in the management of jurisdictional administrative systems.
- Knowledge of administrative financial systems.
- Ability to work in a stressful environment.
- Ability to use and maintain a range of communication systems.

Tasks

- Maintain an administrative and support function for all personnel working under the supervision of the FCP and LCC specialist personnel, as required.
- Follow jurisdictional administrative standard operating procedures.
- Establish administrative systems in the FCP as required by the LCC Finance and Administration function.
- With the FCP Management function, determine all personnel required to operate the FCP and other duties, as directed by the LCC Operations Management function.
- Maintain an overview of the location and activities of all field staff operating in the area.

- Ensure that budget expenditure is in accordance with the jurisdiction's Treasury regulations and LCC requirements.
- Oversee the establishment of communications systems and facilities.
- Establish a database for files and records, consistent with LCC requirements.
- Establish reliable communications channels with the LCC.
- Follow the jurisdiction's code of conduct for employment.

6.4 FCP OP 03: FCP Movement Controls

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The Forward Command Post (FCP) Movement Controls unit is responsible for supervision of movement controls in the defined area supervised by the FCP.

The FCP may issue permits for the local movement of animals, animal products and other material that may pose a risk of disease spread.

Appointment

Personnel performing the FCP Movement Controls function are appointed by, report to, and receive their technical instructions from, the LCC Movement Controls function. Administrative support and communications will be provided by the FCP.

Skills and knowledge

- Experience in the management of jurisdictional movement controls.
- Knowledge of jurisdictional animal welfare requirements.
- Ability to support teams functioning in permits, check points and local field patrols.
- Ability to work in a stressful environment.
- Ability to use and maintain a range of communications systems.
- Knowledge of the local industry and trading patterns.
- Knowledge of the jurisdiction's code of conduct for employment.

Tasks

- Maintain liaison with the LCC Movement Controls function.
- In accordance with guidelines provided, issue permits and disinfection/disinsectisation certificates, as approved by LCC Movement Controls.
- Provide security for infected premises and other premises.
- Monitor animal welfare in the local area.
- Brief and debrief personnel working in local check points and field patrols.
- Maintain an overview of the location and activities of all movement control field staff operating in the area.
- Liaise with local police and traffic authorities.
- Conduct field patrols.
- Provide information to people affected by the response on movement restrictions in the area.
- Establish and undertake reporting schedules for field staff.

6.5 FCP OP 04: FCP Infected Premises Operations

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The Forward Command Post (FCP) Infected Premises Operations unit is responsible for support of infected premises (IP) operations undertaken by the LCC Infected Premises Operations function in a defined area near the FCP.

Appointment

Personnel performing the FCP Infected Premises Operations function are appointed by, report to, and receive their technical instructions from, the LCC Infected Premises Operations function. Administrative support and communications will be provided by the FCP.

Skills and knowledge

- Experience in IP operations, including case management.
- Ability to support teams functioning in IP operations.
- Ability to work in a stressful environment.
- Knowledge of AUSVETPLAN operational manuals.
- Ability to use and maintain a range of communications systems.

Tasks

- Allocate workloads, as defined by the LCC Infected Premises Operations function.
- Maintain an overview of the location and activities of all field staff operating in the area.
- Provide secure areas for resources used in IP operations.
- Provide decontamination/disinsectisation facilities for field staff.
- Establish and undertake reporting schedules for field staff.
- Provide timely operational information and support to the FLD Infected Premises security function.
- Ensure that private contractors, including property owners, are employed within relevant government policy guidelines.
- Ensure that compensation, valuation and other financial activities are conducted appropriately.
- Arrange debriefing sessions with IP site supervisors to identify and resolve any operational difficulties, check reports and determine resource requirements.
- Provide reports of activities on IPs and dangerous contact premises to the LCC Infected Premises Operations function.
- Obtain current information on decontamination protocols, materials and related procedures, and provide these to IP site supervisors.
- Provide disease information (eg age of lesions and behaviour of the disease) to the LCC Infected Premises Operations function.
- Ensure site assessment and development of an LCC Incident Action Plan for each IP.
- Arrange through the LCC for social services support, when required.
- Provide a forecast of resource requirements for the FCP Infected Premises Operations team to the LCC Infected Premises Operations function.

6.6 FCP OP 05: FCP Other Field Operations

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The Forward Command Post (FCP) Other Field Operations unit is responsible for other field operations in the defined area of the FCP.

Appointment

Personnel performing the FCP Other Field Operations function are appointed by, report to, and receive their technical instructions from, the LCC Other Field Operations function. Administrative support and communications will be provided by the FCP.

Skills and knowledge

- Experience in the safe storage and disposal of vaccines, medicines and associated single-use equipment (eg syringes, needles).
- Experience in managing vectors and wild animals.
- Knowledge of jurisdictional animal welfare requirements.
- Ability to support teams functioning as vaccination/medication units.
- Ability to work in a stressful environment.
- Knowledge of the AUSVETPLAN operational manuals and relevant disease strategy.
- Ability to use and maintain a range of communications systems.
- Knowledge of the jurisdiction's code of conduct for employment.

Tasks

The FCP Other Field Operations function may be tasked with a wide range of short-term functions. Tasks common to personnel in the FCP Other Field Operations function include the following:

- Store and issue vaccines, medicines and equipment as approved by the State Coordination Centre Vaccination/Medication function.
- Monitor animal welfare in the local area.
- Brief and debrief personnel working on other field operations.
- Maintain an overview of the location and activities of all field staff operating in the area.
- Establish and undertake reporting schedules for field staff.

7 Field (FLD) function descriptions

Field functions during a response to an emergency animal disease are set up to carry out a variety of operational response activities in the field. The field activities give practical effect to the operational planning and are an extension of the operational function at the LCC. Field functions may be based at, and operate from, the LCC, or from a Forward Command Post.

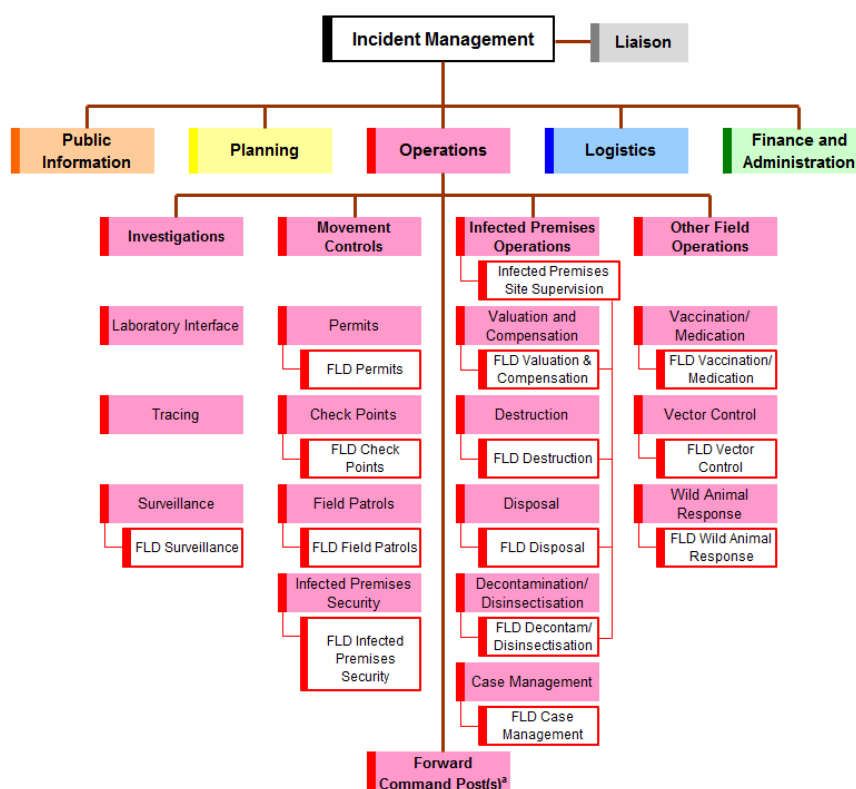


Figure 7.1 Organisational structure of the LCC Field function

a Forward Command Post functions will be determined and filled in accordance with the needs of the operation and the specific purpose of the FCP.

7.1 FLD OP 02.3: FLD Surveillance

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Surveillance teams are responsible for all field surveillance operations undertaken by the LCC. This may include:

- undertaking field surveillance for the disease under investigation
- collecting information required for the electronic data collection system being used
- ensuring that all workplace health and safety requirements are followed by surveillance personnel

- noting any criticisms of the response and advising the LCC accordingly.

FLD Surveillance personnel may be the first contact a property has with the LCC. They should be able to advise on general aspects of the response and refer detailed queries to the LCC. The team is required to demonstrate a high regard for the requirements of disease control and reducing the risk of disease spread.

Appointment

Personnel performing in FLD Surveillance teams are appointed by, report to, and receive their instructions from, the LCC Surveillance function. They may report via the Forward Command Post (FCP) if the FCP is their designated operational base, as the FCP will have secure communication systems.

If surveillance is required on an operational infected premises, management will be assumed by the Infected Premises Site Supervisor.

One member of each team should be gazetted as an animal biosecurity officer under appropriate legislation, with the authority to impose quarantine.

Skills and knowledge

- Sound animal handling skills and knowledge of normal animal behaviour.
- Training in sample collection and packaging.
- Knowledge of required biosecurity measures.
- Knowledge of disease control principles and procedures used in animal disease responses.
- Ability to provide accurate reports on observations.
- Good oral communication skills, with the ability to interview members of the public in a professional manner.

Tasks

- Report to the LCC Surveillance function or FCP Management function for instructions and assignment of work.
- Clarify and abide by instructions received through the LCC induction process.
- Clarify and abide by the procedures and instructions of the LCC, including those concerning:
 - review of the clinical signs for the disease
 - legal responsibilities as a designated ‘officer’ under state or territory legislation (eg not talking independently to the media, supporting the nationally agreed response plan, not publicly criticising government or industry actions, and maintaining confidentiality)
 - biosecurity procedures, and disinfection on and between premises
 - laboratory sample requirements and procedures
 - collection of equipment and stores (eg disinfection equipment, protective gear, instruments, communication equipment, sample collection equipment, medicines)
 - collection of maps
 - collection of field surveillance forms.
- Undertake field surveillance for the disease.
- Maintain a clean supply of required equipment to undertake the tasks assigned.
- Ensure that the 'chain-of-evidence' requirements for collection of samples are satisfied.
- Maintain strict biosecurity protocols to minimise the risk of disease spread. Ensure full compliance with standard operating procedures for premises entry and exit.
- Ensure that vehicles, clothing and equipment are maintained in a clean condition.

- Seek the property owner's or manager's assistance to inspect stock and any documents relating to livestock movements.
- Determine the health status of at-risk stock.
- Maintain accurate case records and property files.
- Advise owners and managers of at-risk stock about precautions to take to minimise the risk of disease transmission, any restrictions on stock movement and the necessity to report any suspicion of the disease.
- Secure any stock found with suspicious clinical signs, and immediately notify the LCC Surveillance function.
- Notify the LCC Surveillance function of significant findings, especially suspected infected animals.
- Complete allocated clinical surveillance tasks, as requested.
- Ensure that surveillance forms are completed and delivered to the LCC Surveillance function after each shift.
- Maintain a means of communication with the LCC at all times.
- Follow the jurisdiction's code of conduct for employment.

7.2 FLD OP 03.2: FLD Check Points

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Check Point teams allow the LCC to maintain security of an area.

This may include:

- preventing high-risk movements and further disease spread
- maintaining movement and security restrictions to support the LCC Operations function
- advising the LCC Field Patrols function of any suspected unauthorised movement of stock, stock products, personnel or other potentially contaminated material
- intercepting, stopping, inspecting and redirecting vehicles that may be carrying disease.

Appointment

Personnel performing in FLD Check Point teams are appointed by, report to, and receive their instructions from, the LCC Check Points function. Check points will require cross-government support, particularly from police, transport and local government authorities. They may also be appointed with restricted powers by external agencies or industry.

They may report via the Forward Command Post (FCP) if the FCP is their designated operational base. Check points supporting an operational infected premises will be managed by the Infected Premises Site Supervisor.

Skills and knowledge

- Training in risk management.
- Understanding of the disease and its implications.
- Knowledge of the biosecurity requirements (permits, cleaning, disinfection) for control of the disease.
- Knowledge of the jurisdiction's role in disease control, and its associated policies.

- Knowledge of the jurisdiction's standard operating procedures (SOPs) relating to establishing and maintaining check points.
- Ability to liaise with other organisations.
- Good communication skills.

At least one member of the team in each shift should have a traffic controller qualification, and one member should be a livestock biosecurity officer.

Tasks

- Ensure that the check point is established in accordance with jurisdictional SOPs.
- Ensure that all appropriate traffic control devices are in place and operational.
- Ensure that records are kept.
- Ensure that contact is maintained with the LCC Check Points unit and police operations.
- Ensure that all workplace health and safety systems are in place and used.
- Have a decontamination system in place and available.
- Maintain all appropriate documentation, and ensure that it is available for distribution.
- Work as a team for inspection of selected vehicles. The leader of the team should maintain a working tempo, with adequate breaks.
- Maintain strict biosecurity to reduce cross-contamination.
- Have access to an agreed holding facility for detained goods or livestock.
- Provide general advice to the public on the response and restrictions that apply.
- Ensure that the 'chain-of-evidence' requirements for collection of samples are satisfied.
- Follow the jurisdiction's code of conduct for employment.

7.3 FLD OP 03.3: FLD Field Patrols

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Field Patrols teams allows the LCC to maintain security with a minimum number of fixed check points. This may include:

- maintaining movement and security restrictions to support the LCC Operations function
- advising the LCC Field Patrols function of any suspected unauthorised movement of stock, stock products, personnel or other potentially contaminated material.

Appointment

Personnel performing in FLD Field Patrol teams are appointed by, report to, and receive their instructions from, the LCC Field Patrols function. They may also be appointed with restricted powers by external agencies or industry.

They may report via the Forward Command Post (FCP) if the FCP is their designated operational base. If Field Patrols are required on an operational infected premises, management will be assumed by the Infected Premises Site Supervisor and liaise with the Infected Premises Security personnel.

Skills and knowledge

- Understanding of the disease and the response.
- Knowledge of the jurisdiction's role in disease control.

- Ability to liaise with other organisations.
- Good communication skills.
- Knowledge of the jurisdiction's standard operating procedures relating to establishing and maintaining field patrols.
- Knowledge of the biosecurity requirements (permits, cleaning, disinfection) for control of the disease.

One member of each team should be a livestock biosecurity officer.

Tasks

- Undertake field patrols for the disease.
- Under appropriate 'span of control' principles, brief new FLD Field Patrol team members on the range of clinical signs that may occur; the mechanism of disease spread; procedures for disinfection, stock examination and specimen collection; and reporting requirements.
- Brief new FLD Field Patrols of intelligence on possible unauthorised movements.
- In consultation with other agencies, determine where patrols would be most effective.
- Maintain accurate case records.
- Notify the LCC Field Patrols function of significant findings, especially movement of suspected infected animals.
- Have access to an agreed holding facility for detained goods or livestock.
- Provide general advice to the public on the response and restrictions that apply.
- Ensure that the 'chain-of-evidence' requirements for collection of samples are satisfied.
- Follow the jurisdiction's code of conduct for employment.

7.4 FLD OP 03.4: FLD Infected Premises Security

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Infected Premises Security teams is responsible for all security on infected premises (IPs) and dangerous contact premises (DCPs). The area involved may range from a small area around a roadblock or spill to a large pastoral property or national park. The extent of IPs and DCPs may expand or contract as the operation proceeds. Relevant security needs to be maintained until the site classification is changed.

Specific responsibilities may include:

- under the control of the LCC Infected Premises Security function, deploying resources for security; the intensity of security may change as different operations are undertaken
- reducing the risk of spread of the disease.

Appointment

Personnel performing in FLD Infected Premises Security teams are appointed by, report to, and receive their technical instructions from, the LCC Infected Premises Security function. Management will be assumed by the FLD Infected Premises Site Supervision function, while the IP is operational.

Depending on the scale and complexity of the incident, it may be necessary to coordinate with personnel dealing specifically with the following functions:

- Dangerous Contact Premises Site Supervision

- Field Patrols.

Skills and knowledge

- Familiarity with the operational guidelines contained in the current Incident Action Plan.
- Ability to work with substantial numbers of short-term agency personnel.
- Ability to communicate easily with personnel from a wide range of disciplines.
- Ability to liaise with, and oversee, private contractors.
- Ability to delegate quickly, assess the ability of personnel, coordinate a wide range of personnel and take decisive action.
- Knowledge of the biosecurity requirements (permits, cleaning, disinfection) for control of the disease.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel.

Tasks

- Identify the boundaries of the premises, and all potential entry/exit points.
- Secure these entry/exit points.
- Ensure that decontamination facilities are available at each entry/exit.
- Keep accurate records of all people, equipment and supplies entering and exiting.
- Ensure that all people entering and leaving the site have undergone appropriate biosecurity procedures.
- Ensure that all materials and equipment leaving the site have been decontaminated and have a permit to leave.
- Liaise closely with IP and DCP site supervision personnel to determine the status of the operation and security requirements.
- Maintain liaison with LCC Infected Premises Security.
- Provide timely operational information and support to IP site supervisors.
- Undertake debriefing sessions with the FLD Infected Premises Security unit to identify and resolve any operational difficulties, check reports and determine resource requirements.
- Provide copies of operational records to the IP Site Supervision function.
- Provide a forecast of resource requirements of the FLD Infected Premises Security team to the site supervisor.

7.5 FLD OP 04: FLD Infected Premises Site Supervision

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Infected Premises Site Supervision (IPSS) team is responsible for ensuring that all operations on an infected premises (IP) or dangerous contact premises (DCP) are carried out following the protocols defined by the LCC Infected Premises Operations function. Operations may include valuation, destruction, disposal and decontamination/disinsectisation. The area involved may range from a small area around a roadblock or spill to a large pastoral property or national park. The extent of IPs and DCPs may expand or contract as the operation proceeds.

Specific responsibilities may include:

- overall responsibility for operational activity on site

- coordinating resources and operational activity on IPs and DCPs
- supervising on-site induction requirements and operational work
- keeping accurate records, and preparing daily situation and statistical reports
- ensuring that all workplace health and safety requirements are met
- ensuring the quality of operational work and the accountability of contracted personnel
- ensuring that animal welfare is maintained on site
- reducing the risk of spread of the disease.

Depending on the scale and complexity of the incident, it may be necessary to provide site induction for personnel dealing specifically with the following functions:

- FLD Valuation and Compensation
- FLD Destruction
- FLD Disposal
- FLD Decontamination/Disinsectisation
- Media Liaison
- FLD Case Management.

Appointment

Personnel performing the FLD IPSS function are appointed by, report to, and receive their instructions from, the LCC Infected Premises Operations function. They may report via the Forward Command Post (FCP) if the FCP is their designated operational base, because the FCP will have secure communication systems and be able to provide administrative support.

The IPSS function will coordinate FLD function activities while they are on site. In terms of reporting relationships, the IPSS function is required to sight reports on field activities; however, FLD functions are required to report their activities to the LCC.

Skills and knowledge

- Familiarity with the operational guidelines contained in the AUSVETPLAN **Valuation and Compensation, Destruction, Disposal and Decontamination manuals**, standard operating procedures and the current Incident Action Plan.
- Ability to efficiently coordinate substantial numbers of short-term specialist personnel and their equipment.
- Ability to communicate easily with personnel from a wide range of disciplines.
- Ability to liaise with, and oversee, private contractors.
- Ability to monitor personnel working in a stressful environment.
- Ability to delegate quickly, assess the ability of personnel and take decisive action.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel.

Tasks

- Ensure security of the premises to reduce the risk of disease spread.
- Ensure that all workplace health and safety requirements are met.
- Undertake an appreciation process/risk assessment of the premises.
- Develop an action plan for the premises.
- Liaise closely with LCC Infected Premises Operations function.
- Liaise with the owner or manager of the premises, or the person performing the FLD Case Management function (if appointed).
- Schedule and facilitate activities in the required order.
- Manage contractor activity.

- Maintain accurate records of all activities undertaken.
- Before carrying out any operation, have copies of the relevant authorisations by the Chief Veterinary Officer (or delegate) for the operation.
- Provide timely operational information in reports to the LCC Infected Premises Operations function.
- Arrange debriefing sessions to identify and resolve any operational difficulties, check reports and determine resource requirements.
- Obtain current information on all relevant LCC Infected Premises Operations protocols, materials and related procedures.
- Estimate resource requirements to complete the tasks, and provide this information to the LCC Infected Premises Operations function for action.

7.6 FLD OP 04.1: FLD Valuation and Compensation

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Valuation and Compensation team is responsible for all valuations on infected premises (IPs) and dangerous contact premises (DCPs). The extent of IPs and DCPs may expand or contract as the operation proceeds, and valuation needs to reflect these changes.

Inventory and valuation may also be required for materials that are under quarantine orders for extended periods of time, but not destroyed.

Specific responsibilities may include:

- under the control of the FLD Infected Premises Site Supervision (IPSS) function, deploying resources for valuations that may be required by the LCC Valuation and Compensation function
- keeping accurate records, and preparing daily situation and statistical reports
- maintaining current standard valuations allocated by the LCC
- ensuring that all workplace health and safety requirements are met
- ensuring the quality of operational work and the accountability of contracted personnel undertaking valuations
- ensuring that an authorised officer reaches an agreed value with the owner or their representative, and that appropriate claim forms are completed
- reducing the risk of disease spread.

Appointment

Personnel performing the FLD Valuation and Compensation function are appointed by, report to, and receive their instructions from, the LCC Valuation and Compensation function. An authorised officer will be appointed to complete the compensation claim forms.

If FLD Valuation and Compensation is required on an operational infected premises, management will be assumed by the IPSS function operating on the IP.

Depending on the scale and complexity of the incident, it may be necessary to appoint personnel to deal specifically with:

- animal valuation

- valuation of products and property
- site valuation.

Skills and knowledge

- Knowledge of the jurisdictional valuation and compensation procedures, and the **AUSVETPLAN Valuation and Compensation manual**.
- Familiarity with the operational guidelines contained in the current Incident Action Plan.
- Experience in valuation of animals and fixed assets.
- Ability to efficiently manage substantial numbers of short-term agency personnel.
- Knowledge of the local agricultural industry.
- Ability to communicate easily with personnel from a wide range of disciplines.
- Ability to liaise with, and oversee, private contractors.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel.

Tasks

- Liaise closely with IP and DCP site supervisors to ensure that all valuations are carried out before operations commence.
- Seek assistance of the IP site supervisor for access to stock and appropriate resources and facilities to allow valuation to proceed.
- Liaise closely with the appointed case manager.
- Provide timely operational information and support to IP site supervisors.
- Keep accurate records, and prepare daily situation and statistical reports.
- Use photographs to support records.
- Provide copies of operational records to the site supervisor.
- Provide a forecast of resource requirements of the FLD Valuation and Compensation team to the site supervisor.
- Ensure that entry and exit biosecurity protocols are followed.
- Ensure that a value is agreed with the owner or their representative, and that the required compensation claim forms are completed.
- In cases of disputed valuation, ensure that accurate information is collected and that the owner is advised of the dispute resolution process, and advise the LCC Valuation and Compensation function.

7.7 FLD OP 04.2: FLD Destruction

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Destruction team is responsible for carrying out the destruction of animals in a disease control program, under the direction and authority of the LCC Destruction function.

This may include destruction of animals:

- that are either infected or have a high risk of carrying a disease
- on animal welfare grounds.

Appointment

Personnel performing in FLD Destruction teams are appointed by, report to, and receive their work instructions from, the LCC Destruction function. While working on an infected premises, management will be assumed by the Infected Premises Site Supervisor. Personnel may report to the LCC via a Forward Command (FCP) post, if the FCP is their designated operational base.

The FLD Destruction team will require wide support, particularly from the owner of the animals, the LCC Liaison — Livestock Industry function, police, transport authorities and local government authorities. Personnel may also be appointed with restricted powers by external agencies or industry.

Skills and knowledge

- Current registration or licence for the destruction method to be employed (eg shooters licence).
- Training in risk management.
- Understanding of the disease and its implications.
- Knowledge of the jurisdiction's role in emergency disease control and relevant policies.
- Knowledge of, or access to, the AUSVETPLAN **Destruction manual**.
- Ability to undertake stressful duties.
- Training in required biosecurity measures.
- Knowledge of animal welfare requirements for the humane slaughter of animals.
- Good animal handling skills.
- Knowledge of, and ability to operate, equipment for the restraint and destruction of animals.
- Good communication skills.

The team should include a veterinarian or have immediate access to a veterinarian. One member of each team should be a livestock biosecurity officer.

Tasks

- Determine an action plan for the premises.
- Ensure that adequate resources are available.
- Ensure that adequate facilities for the safe restraint of animals are available.
- Before commencing destruction, ensure that animal identification and valuation procedures are complete.
- Carry out destruction of animals following the protocols approved by the LCC Operations function and approved standard operating procedures.
- Ensure that the destruction method is compatible with the proposed carcass disposal method.
- Report any animal welfare concerns.
- Ensure that all operational workplace health and safety systems are in place and used.
- Have a decontamination system in place and available.
- Maintain strict biosecurity to reduce cross-contamination.
- Work as a team to destroy high-risk animals first. The site supervisor is to maintain a working tempo, with adequate breaks.
- Ensure that all animals are dead.
- Secure carcasses from predators, intruders and public view until they are disposed of.
- Maintain accurate records.
- Follow the jurisdiction's code of conduct for employment.

7.8 FLD OP 04.3: FLD Disposal

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Disposal team carries out, in accordance with LCC Disposal plans, disposal of animals, animal products and things that cannot be decontaminated.

This includes:

- employing best practice, in accordance with relevant guidelines and policies
- managing environmental issues such as groundwater contamination, leachate, gaseous byproducts, odour and surface water collection
- managing negative visual imagery of disposal activities
- understanding the risks associated with working at a disposal site
- minimising contamination of disposal sites by disposal activities.

Appointment

Personnel performing the FLD Disposal function are appointed by, report to, and receive their instructions from, the LCC Disposal function. Personnel may report to the LCC via the Forward Command Post (FCP), if the FCP is their designated operational base.

The Infected Premises Site Supervision function (IPSS) will coordinate the FLD Disposal function while its personnel are on site.

In terms of reporting relationships, the IPSS function is required to sight reports on FLD Disposal activities; however, the FLD Disposal function is required to report their activities to the LCC Disposal function.

Skills and knowledge

- Training in risk management.
- Understanding of the disease and its implications.
- Knowledge of the AUSVETPLAN **Disposal manual**.
- Familiarity with the operational guidelines contained in the Incident Action Plan.
- Knowledge of the recommendations of the LCC taskforce on disposal options.
- Knowledge of the jurisdiction's role in disease control and relevant policies.
- Ability to liaise with other organisations.
- Good communication skills.
- Knowledge of the geography and agricultural systems of the area.
- Ability to work in a difficult environment, possibly of a type 2 landfill (putrescible waste).

Tasks

- Develop a daily work plan to meet the disposal targets for the site.
- Monitor and forecast resources and time required.
- Carry out disposal following the protocols as instructed by the LCC Disposal function, using approved standard operating procedures and work instructions.
- Record number and description of things actually disposed of, and provide regular progress reports to the LCC Disposal function.
- Liaise regularly with FLD Destruction teams to coordinate disposal.
- Ensure that all workplace health and safety systems are in place and used.

- Follow approved engineering protocols for the disposal site.
- Work with other FLD functions (eg FLD Destruction) to dispose of high-risk animals first.
- The FLD Disposal team leader is to maintain a working tempo, with adequate breaks.
- Maintain strict biosecurity measures to reduce cross-contamination. This includes decontamination of vehicles and machinery.

7.9 FLD OP 04.4: FLD Decontamination/Disinsectisation

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Decontamination/Disinsectisation team allows the LCC Decontamination/Disinsectisation function to carry out decontamination and disinsectisation of animals, animal products, and associated equipment and facilities in a disease control program.

This may include:

- incorporating best practice for decontamination and disinsectisation in accordance with relevant guidelines and policies
- assisting personnel to carry out approved decontamination and disinsectisation on any site where the disease agent may be present
- inspecting sites for breaches of policy relating to decontamination and disinsectisation
- understanding the risks associated with decontamination and disinsectisation
- maintaining suitable decontamination and disinsectisation of the disposal site.

Appointment

Personnel performing in FLD Decontamination/Disinsectisation teams are appointed by, report to, and receive their instructions from, the LCC Decontamination/Disinsectisation function. Personnel may report to the LCC via the Forward Command Post (FCP), if the FCP is their designated operational base.

If decontamination/disinsectisation is required on an operational infected premises (IP), the Infected Premises Site Supervisor will assume management of the LCC Decontamination/ Disinsectisation teams. For decontamination/disinsectisation not on an IP with an Infected Premises Site Supervisor, management will be maintained by the LCC Decontamination/Disinsectisation function.

The team will require wide support, particularly from the owner/manager of the animals, the FLD Case Management function, the LCC Liaison — Livestock Industry function, police, transport authorities and local government authorities. Personnel may also be appointed with restricted powers by external agencies or industry.

Skills and knowledge

- Training in risk management.
- Understanding of the disease and its implications.
- Knowledge of the jurisdiction's role in disease control and relevant policies.
- Ability to work with other organisations.
- Knowledge of, or access to the AUSVETPLAN **Decontamination manual**.
- Good communication skills.
- Knowledge of, and immediate access to, material safety data sheets for chemicals used.

- Knowledge of large equipment and how to decontaminate it.
- Ability to work in a difficult environment, possibly of a type 2 landfill (putrescible waste).

One member of the team for each shift should have experience as a team leader.

One member of each team should be a workplace health and safety officer under jurisdictional requirements, or have immediate access to such an officer.

Tasks

- Develop an action plan for each site.
- Carry out decontamination and disinsectisation following the protocols approved by the LCC Decontamination/Disinsectisation function, approved standard operating procedures and the Incident Action Plan.
- Maintain contact with the LCC functions via personnel performing the FLD Infected Premises Site Supervision function.
- Ensure that all workplace health and safety systems are in place and used.
- Maintain appropriate documentation and make it available for distribution.
- Maintain strict biosecurity to reduce cross-contamination.
- Record any damage that occurs as a result of decontamination and disinsectisation activities.
- Maintain accurate records and provide regular reports.
- Issue certificates, where required.
- Ensure that waste fluids are contained.

7.10 FLD OP 04.5: FLD Case Management

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Case Management team is responsible for providing a single point of contact for producers, property owners, managers or people residing on a premises that has had disease control measures (eg quarantine, animal destruction, vaccination) imposed.

Personnel fulfilling this function provide technical, operational and scientific advice to affected producers in planning pathways forward, and provide other support as required.

Appointment

Personnel performing the FLD Case Management function are appointed by, report to, and receive their instructions from, the LCC Case Management function. For Case Management on an operational infected premises (IP) or dangerous contact premises (DCP), liaison must be maintained with the Infected Premises Site Supervisor.

The appointed case manager may recommend additional personnel to assist with providing expertise for the case (eg to assist the producer with their employees, neighbours or media).

Skills and knowledge

- Balanced knowledge of the scientific, political, legal, social, management and industry aspects of the relevant disease, or the ability to obtain this information.
- Local knowledge, or the ability to rapidly acquire knowledge, of the operations and business attributes of the IP or DCP.

- Sound knowledge of the technical, operational and scientific aspects of the response.
- Sound knowledge of available assistance measures, or the ability to obtain this information.
- Ability to communicate easily with personnel from a wide range of disciplines and in very stressful situations.
- Ability to analyse complex problems, and produce clear, well-argued, practical solutions.
- Ability to apply risk management principles to decision-making and advisory activities.
- Sound knowledge of relevant AUSVETPLAN manuals.

Tasks

- Act as the primary jurisdictional point of contact with the affected producer.
- Develop a sound relationship with affected producers.
- Maintain an awareness and understanding of the emotional and financial position of affected producers, and provide support, as required, by referral to expert resources.
- Act as liaison between the affected producer and other LCC personnel assisting with case management.
- Ensure that the information and data required by the field-based Infected Premises Operations team are obtained and provided.
- Act as liaison between the producer and other response personnel in contact with the property (eg those delivering the Infected Premises Site Supervision and field-based Infected Premises Operations functions).
- Provide technical, operational or scientific advice to affected individuals, or refer them to appropriate expert sources.
- Ensure that the LCC Case Management function is advised of any significant facts or observations that could affect the current response.
- Identify significant issues contributing to disease spread on, or from, the property.
- Contribute to situation reports and policy review, as appropriate.
- Provide a forecast of resource requirements for FLD Case Management personnel to the LCC Case Management function.
- Maintain strict confidentiality over issues raised by affected producers.
- Ensure that records are kept of all significant client interactions, detailing decisions made, outcomes and further actions required, and file these records in appropriate locations.
- Ensure that the needs of the affected producer are addressed.

7.11 FLD OP 05.1: FLD Vaccination/Medication

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Vaccination/Medication team is responsible for administration of all vaccines and some medicines to animals within the LCC's area of responsibility.

This may include surgery for identification of animals with ID tags. Medicines should only be supplied in accordance with authorised LCC procedures.

Specific responsibilities may include:

- vaccinating animals, as specified in the current Incident Action Plan
- ensuring that vaccines are accurately identified
- keeping accurate records, and preparing daily situation and statistical reports

- ensuring that all workhealth and safety requirements are met
- ensuring the quality of operational work and the accountability of contracted personnel performing vaccinations and administering medicines
- ensuring that all teams are aware of the requirements of minor use permits and use of vaccines containing genetically modified organisms, and their accountability
- reducing the risk of disease spread.

Appointment

Personnel performing the FLD Vaccination/Medication function are appointed by, report to, and receive their instructions from, the LCC Vaccination/Medication function. Personnel may report to the LCC via a Forward Command Pos (FCP), if the FCP is their designated operational base. For Vaccinationa/Medication on an operational infected premises, liaison must be maintained with the Infected Premises Site Supervisor.

Depending on the scale and complexity of the incident, it may be necessary to appoint personnel to deal specifically with:

- animal capture
- animal identification
- record keeping
- disinsectisation.

Skills and knowledge

- Knowledge of the relevant AUSVETPLAN **Disease Strategy**.
- Familiarity with the operational guidelines contained in the current LCC Incident Action Plan.
- Ability to handle livestock.
- Ability to work with substantial numbers of short-term agency personnel.
- Ability to communicate easily with personnel from a wide range of disciplines.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel.
- Knowledge of the biosecurity measures to be applied.

Personnel performing this function should be a veterinary officer appointed by the jurisdiction, or have immediate access to one.

Tasks

- Administer vaccines and medicines in accordance with permit conditions.
- Dispose of unwanted vaccines and medicines, and their containers in accordance with instructions.
- Ensure that all treated animals are accurately and permanently identified.
- Provide timely operational information and support to the LCC Vaccination/Medication function.
- Provide copies of operational records to the LCC Vaccination/Medication function.
- Advise the LCC Vaccination/Medication function of any difficulties that arise.
- Follow fully all required biosecurity measures for entry to, and exit from, premises.

7.12 FLD OP 05.2: FLD Vector Control

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Vector Control team is responsible for vector surveys and vector control within the LCC's area of responsibility. This may include cross-border surveys for free-moving vectors.

Specific responsibilities may include:

- undertaking trapping, identification and population sampling of known and potential vectors
- keeping accurate records, and preparing daily situation and statistical reports
- ensuring that all workplace health and safety requirements are met
- ensuring the quality of operational work and the accountability of contracted personnel undertaking vector control
- reducing the risk of disease spread.

Appointment

Personnel performing the FLD Vector Control function are appointed by, report to, and receive their instructions from the LCC Vector Control function. Personnel may report to the LCC via a Forward Command Post (FCP), if the FCP is their designated operational base.

For vector control on an operational infected premises, management will be assumed by the Infected Premises Site Supervisor.

Depending on the scale and complexity of the incident, it may be necessary to appoint personnel to deal specifically with:

- vector trapping
- identification
- record keeping
- disinsectisation.

Skills and knowledge

- Sound knowledge of the relevant AUSVETPLAN **Disease Strategy** and National Arbovirus Monitoring Program operational guidelines.
- Familiarity with the operational guidelines contained in the current Incident Action Plan.
- Experience in relevant methods for vector trapping, monitoring of vector movement and vector identification.
- Ability to advise on likely host species of vectors.
- Ability to communicate easily with personnel from a wide range of disciplines.
- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel.

Tasks

- Implement approved population control programs for specific vectors (eg spray regimes, insect sterilisation techniques).
- Provide timely operational information and support to the LCC Vector Control function.
- Provide copies of operational records to the LCC Vector Control function.

- Provide a forecast of resource requirements of the FLD Vector Control team to the LCC Vector Control function.
- Follow all required biosecurity measures for entry to, and exit from, premises.

7.13 FLD OP 05.3: FLD Wild Animal Response

Note: This function description must be used in conjunction with the Local Control Centre (LCC) Operations Section description.

Responsibilities

The field (FLD) Wild Animal Response team is responsible for wild animal surveys and wild animal control within the LCC's area of responsibility. This includes control of pests (eg rodents). It may include cross-border surveys for free-moving animals.

Specific responsibilities may include:

- trapping, identification and population control of known and potential stray, feral, pest and native animals
- keeping accurate records, and preparing daily situation and statistical reports
- ensuring that all workplace health and safety requirements are met
- ensuring the quality of operational work and the accountability of contracted personnel undertaking wild animal control
- reducing the risk of disease spread.

Appointment

Personnel performing the FLD Wild Animal Response function are appointed by, report to, and receive their instructions from the LCC Wild Animal Response function.

For wild animal response on an operational infected premises, management will be assumed by the Infected Premises Site Supervisor.

Depending on the scale and complexity of the incident, it may be necessary to appoint personnel to deal specifically with:

- animal trapping
- animal identification
- record keeping
- destruction
- disposal
- disinsectisation.

Skills and knowledge

- Familiarity with the operational guidelines contained in the current Incident Action Plan.
- Experience in trapping and identification of relevant wild animals.
- Knowledge of local animal populations.
- Knowledge of sampling techniques, sample packaging and submission.
- Awareness of animal welfare guidelines for working with wildlife.
- Ability to work with substantial numbers of short-term agency personnel.
- Ability to communicate easily with personnel from a wide range of disciplines.
- Knowledge of the AUSVETPLAN **Wild Animal Response Strategy**.

- Sound knowledge of the jurisdiction's code of conduct and arrangements for employment and deployment of personnel.

Tasks

- Undertake animal surveys, trapping, sampling, monitoring and destruction, as required.
- Provide timely operational information and support to the LCC Wild Animal Response function.
- Provide copies of operational records to the LCC Wild Animal Response function.
- Submit samples to the LCC or laboratory.
- Implement the required biosecurity measures.

Glossary

Standard AUSVETPLAN glossary

Animal byproducts	Products of animal origin that are not for consumption but are destined for industrial use (eg hides and skins, fur, wool, hair, feathers, hoofs, bones, fertiliser).
Animal Health Committee	A committee whose members are the chief veterinary officers of the Commonwealth, states and territories, along with representatives from the Australian Centre for Disease Preparedness (CSIRO-ACDP) and the Department of Agriculture, Water and the Environment. There are also observers from Animal Health Australia, Wildlife Health Australia, and the New Zealand Ministry for Primary Industries. The committee provides advice to the National Biosecurity Committee on animal health matters, focusing on technical issues and regulatory policy. <i>See also</i> National Biosecurity Committee
Animal products	Meat, meat products and other products of animal origin (eg eggs, milk) for human consumption or for use in animal feedstuff.
Approved disposal site	A premises that has zero susceptible livestock and has been approved as a disposal site for animal carcasses, or potentially contaminated animal products, wastes or things.
Approved processing facility	An abattoir, knackery, milk processing plant or other such facility that maintains increased biosecurity standards. Such a facility could have animals or animal products introduced from lower-risk premises under a permit for processing to an approved standard.
At-risk premises	A premises in a restricted area that contains a live susceptible animal(s) but is not considered at the time of classification to be an infected premises, dangerous contact premises, dangerous contact processing facility, suspect premises or trace premises.
Australian Chief Veterinary Officer	The nominated senior veterinarian in the Australian Government Department of Agriculture and Water Resources who manages international animal health commitments and the Australian Government's response to an animal disease outbreak. <i>See also</i> Chief veterinary officer
AUSVETPLAN	<i>Australian Veterinary Emergency Plan</i> . Nationally agreed resources that guide decision making in the response to emergency animal diseases (EADs). It outlines Australia's preferred approach to responding to EADs of national significance, and supports efficient, effective and coherent responses to these diseases.
Carcase	The body of an animal slaughtered for food.
Carcass	The body of an animal that died in the field.
Chief veterinary officer (CVO)	The senior veterinarian of the animal health authority in each jurisdiction (national, state or territory) who has responsibility for animal disease control in that jurisdiction. <i>See also</i> Australian Chief Veterinary Officer

Compartmentalisation	The process of defining, implementing and maintaining one or more disease-free establishments under a common biosecurity management system in accordance with OIE guidelines, based on applied biosecurity measures and surveillance, to facilitate disease control and/or trade.
Compensation	The sum of money paid by government to an owner for livestock or property that are destroyed for the purpose of eradication or prevention of the spread of an emergency animal disease, and livestock that have died of the emergency animal disease. <i>See also</i> Cost-sharing arrangements, Emergency Animal Disease Response Agreement
Consultative Committee on Emergency Animal Diseases (CCEAD)	The key technical coordinating body for animal health emergencies. Members are state and territory chief veterinary officers, representatives of CSIRO-ACDP and the relevant industries, and the Australian Chief Veterinary Officer as chair.
Control area (CA)	A legally declared area where the disease controls, including surveillance and movement controls, applied are of lesser intensity than those in a restricted area (the limits of a control area and the conditions applying to it can be varied during an incident according to need).
Cost-sharing arrangements	Arrangements agreed between governments (national and state/territory) and livestock industries for sharing the costs of emergency animal disease responses. <i>See also</i> Compensation, Emergency Animal Disease Response Agreement
Dangerous contact animal	A susceptible animal that has been designated as being exposed to other infected animals or potentially infectious products following tracing and epidemiological investigation.
Dangerous contact premises (DCP)	A premises, apart from an abattoir, knackery or milk processing plant (or other such facility) that, after investigation and based on a risk assessment, is considered to contain a susceptible animal(s) not showing clinical signs, but considered highly likely to contain an infected animal(s) and/or contaminated animal products, wastes or things that present an unacceptable risk to the response if the risk is not addressed, and that therefore requires action to address the risk.
Dangerous contact processing facility (DCPF)	An abattoir, knackery, milk processing plant or other such facility that, based on a risk assessment, appears highly likely to have received infected animals, or contaminated animal products, wastes or things, and that requires action to address the risk.
Declared area	A defined tract of land that is subjected to disease control restrictions under emergency animal disease legislation. There are two types of declared areas: restricted area and control area.
Decontamination	Includes all stages of cleaning and disinfection.
Depopulation	The removal of a host population from a particular area to control or prevent the spread of disease.
Destroy (animals)	To kill animals humanely.

Disease agent	A general term for a transmissible organism or other factor that causes an infectious disease.
Disease Watch Hotline	24-hour freecall service for reporting suspected incidences of exotic diseases – 1800 675 888.
Disinfectant	A chemical used to destroy disease agents outside a living animal.
Disinfection	The application, after thorough cleansing, of procedures intended to destroy the infectious or parasitic agents of animal diseases, including zoonoses; applies to premises, vehicles and different objects that may have been directly or indirectly contaminated.
Disinsection	The destruction of insect pests, usually with a chemical agent.
Disposal	Sanitary removal of animal carcasses, animal products, materials and wastes by burial, burning or some other process so as to prevent the spread of disease.
Emergency animal disease	A disease that is (a) exotic to Australia or (b) a variant of an endemic disease or (c) a serious infectious disease of unknown or uncertain cause or (d) a severe outbreak of a known endemic disease, and that is considered to be of national significance with serious social or trade implications. <i>See also</i> Endemic animal disease, Exotic animal disease
Emergency Animal Disease Response Agreement	Agreement between the Australian and state/territory governments and livestock industries on the management of emergency animal disease responses. Provisions include participatory decision making, risk management, cost sharing, the use of appropriately trained personnel and existing standards such as AUSVETPLAN. <i>See also</i> Compensation, Cost-sharing arrangements
Endemic animal disease	A disease affecting animals (which may include humans) that is known to occur in Australia. <i>See also</i> Emergency animal disease, Exotic animal disease
Enterprise	<i>See</i> Risk enterprise
Enzyme-linked immunosorbent assay (ELISA)	A serological test designed to detect and measure the presence of antibody or antigen in a sample. The test uses an enzyme reaction with a substrate to produce a colour change when antigen–antibody binding occurs.
Epidemiological investigation	An investigation to identify and qualify the risk factors associated with the disease. <i>See also</i> Veterinary investigation
Epidemiology	The study of disease in populations and of factors that determine its occurrence.
Exotic animal disease	A disease affecting animals (which may include humans) that does not normally occur in Australia. <i>See also</i> Emergency animal disease, Endemic animal disease
Exotic fauna/feral animals	<i>See</i> Wild animals
Fomites	Inanimate objects (eg boots, clothing, equipment, instruments, vehicles, crates, packaging) that can carry an infectious disease

	agent and may spread the disease through mechanical transmission.
General permit	A legal document that describes the requirements for movement of an animal (or group of animals), commodity or thing, for which permission may be granted without the need for direct interaction between the person moving the animal(s), commodity or thing and a government veterinarian or inspector. The permit may be completed via a webpage or in an approved place (such as a government office or commercial premises). A printed version of the permit must accompany the movement. The permit may impose preconditions and/or restrictions on movements. <i>See also</i> Special permit
In-contact animals	Animals that have had close contact with infected animals, such as noninfected animals in the same group as infected animals.
Incubation period	The period that elapses between the introduction of a pathogen into an animal and the first clinical signs of the disease.
Index case	The first case of the disease to be diagnosed in a disease outbreak. <i>See also</i> Index property
Index property	The property on which the index case is found. <i>See also</i> Index case
Infected premises (IP)	A defined area (which may be all or part of a property) on which animals meeting the case definition are or were present, or the causative agent of the emergency animal disease is present, or there is a reasonable suspicion that either is present, and that the relevant chief veterinary officer or their delegate has declared to be an infected premises.
Local control centre	An emergency operations centre responsible for the command and control of field operations in a defined area.
Monitoring	Routine collection of data for assessing the health status of a population or the level of contamination of a site for remediation purposes. <i>See also</i> Surveillance
Movement control	Restrictions placed on the movement of animals, people and other things to prevent the spread of disease.
National Biosecurity Committee	A committee that was formally established under the Intergovernmental Agreement on Biosecurity (IGAB). The IGAB was signed on 13 January 2012, and signatories include all states and territories except Tasmania. The committee provides advice to the Agriculture Senior Officials Committee and the Agriculture Ministers' Forum on national biosecurity issues, and on the IGAB.
National Management Group (NMG)	A group established to approve (or not approve) the invoking of cost sharing under the Emergency Animal Disease Response Agreement. NMG members are the Secretary of the Australian Government Department of Agriculture and Water Resources as chair, the chief executive officers of the state and territory government parties, and the president (or analogous officer) of each of the relevant industry parties.
Native wildlife	<i>See</i> Wild animals

OIE Terrestrial Code	OIE <i>Terrestrial Animal Health Code</i> . Describes standards for safe international trade in animals and animal products. Revised annually and published on the internet at: www.oie.int/international-standard-setting/terrestrial-code/access-online .
OIE Terrestrial Manual	OIE <i>Manual of diagnostic tests and vaccines for terrestrial animals</i> . Describes standards for laboratory diagnostic tests, and the production and control of biological products (principally vaccines). The current edition is published on the internet at: www.oie.int/en/standard-setting/terrestrial-manual/access-online .
Operational procedures	Detailed instructions for carrying out specific disease control activities, such as disposal, destruction, decontamination and valuation.
Outside area (OA)	The area of Australia outside the declared (control and restricted) areas.
Owner	Person responsible for a premises (includes an agent of the owner, such as a manager or other controlling officer).
Polymerase chain reaction (PCR)	A method of amplifying and analysing DNA sequences that can be used to detect the presence of viral DNA.
Premises	A tract of land including its buildings, or a separate farm or facility that is maintained by a single set of services and personnel.
Premises of relevance (POR)	A premises in a control area that contains a live susceptible animal(s) but is not considered at the time of classification to be an infected premises, suspect premises, trace premises, dangerous contact premises or dangerous contact processing facility.
Prevalence	The proportion (or percentage) of animals in a particular population affected by a particular disease (or infection or positive antibody titre) at a given point in time.
Proof of freedom	Reaching a point following an outbreak and post-outbreak surveillance when freedom from the disease can be claimed with a reasonable level of statistical confidence.
Quarantine	Legally enforceable requirement that prevents or minimises spread of pests and disease agents by controlling the movement of animals, persons or things.
Resolved premises (RP)	An infected premises, dangerous contact premises or dangerous contact processing facility that has completed the required control measures, and is subject to the procedures and restrictions appropriate to the area in which it is located.
Restricted area (RA)	A relatively small legally declared area around infected premises and dangerous contact premises that is subject to disease controls, including intense surveillance and movement controls.
Risk enterprise	A defined livestock or related enterprise that is potentially a major source of infection for many other premises. Includes intensive piggeries, feedlots, abattoirs, knackeries, saleyards, calf scales, milk factories, tanneries, skin sheds, game meat establishments, cold stores, artificial insemination centres, veterinary laboratories and

	hospitals, road and rail freight depots, showgrounds, field days, weighbridges and garbage depots.
Sensitivity	The proportion of truly positive units that are correctly identified as positive by a test. <i>See also</i> Specificity
Sentinel animal	Animal of known health status that is monitored to detect the presence of a specific disease agent.
Seroconversion	The appearance in the blood serum of antibodies (as determined by a serology test) following vaccination or natural exposure to a disease agent.
Serosurveillance	Surveillance of an animal population by testing serum samples for the presence of antibodies to disease agents.
Serotype	A subgroup of microorganisms identified by the antigens carried (as determined by a serology test).
Serum neutralisation test	A serological test to detect and measure the presence of antibody in a sample. Antibody in serum is serially diluted to detect the highest dilution that neutralises a standard amount of antigen. The neutralising antibody titre is given as the reciprocal of this dilution.
Slaughter	The humane killing of an animal for meat for human consumption.
Special permit	A legal document that describes the requirements for movement of an animal (or group of animals), commodity or thing, for which the person moving the animal(s), commodity or thing must obtain prior written permission from the relevant government veterinarian or inspector. A printed version of the permit must accompany the movement. The permit may impose preconditions and/or restrictions on movements. <i>See also</i> General permit
Specificity	The proportion of truly negative units that are correctly identified as negative by a test. <i>See also</i> Sensitivity
Stamping out	The strategy of eliminating infection from premises through the destruction of animals in accordance with the particular AUSVETPLAN manual, and in a manner that permits appropriate disposal of carcasses and decontamination of the site.
State coordination centre	The emergency operations centre that directs the disease control operations to be undertaken in a state or territory.
Surveillance	A systematic program of investigation designed to establish the presence, extent or absence of a disease, or of infection or contamination with the causative organism. It includes the examination of animals for clinical signs, antibodies or the causative organism.
Susceptible animals	Animals that can be infected with a particular disease.
Suspect animal	An animal that may have been exposed to an emergency disease such that its quarantine and intensive surveillance, but not pre-emptive slaughter, is warranted. or

	An animal not known to have been exposed to a disease agent but showing clinical signs requiring differential diagnosis.
Suspect premises (SP)	Temporary classification of a premises that contains a susceptible animal(s) not known to have been exposed to the disease agent but showing clinical signs similar to the case definition, and that therefore requires investigation(s).
Swill	<p>Also known as 'prohibited pig feed', means material of mammalian origin, or any substance that has come in contact with this material, but does not include:</p> <p>(i) Milk, milk products or milk by-products either of Australian provenance or legally imported for stockfeed use into Australia.</p> <p>(ii) Material containing flesh, bones, blood, offal or mammal carcasses which is treated by an approved process.¹</p> <p>(iii) A carcass or part of a domestic pig, born and raised on the property on which the pig or pigs that are administered the part are held, that is administered for therapeutic purposes in accordance with the written instructions of a veterinary practitioner.</p> <p>(iv) Material used under an individual and defined-period permit issued by a jurisdiction for the purposes of research or baiting.</p> <p>¹ In terms of (ii), approved processes are:</p> <ol style="list-style-type: none"> 1. rendering in accordance with the 'Australian Standard for the Hygienic Rendering of Animal Products' 2. under jurisdictional permit, cooking processes subject to compliance verification that ensure that a core temperature of at least 100°C for a minimum of 30 minutes, or equivalent, has been reached. 3. treatment of cooking oil, which has been used for cooking in Australia, in accordance with the 'National Standard for Recycling of Used Cooking Fats and Oils intended for Animal Feeds' 4. under jurisdictional permit, any other nationally agreed process approved by AHC for which an acceptable risk assessment has been undertaken and that is subject to compliance verification. <p>The national definition is a minimum standard. Some jurisdictions have additional conditions for swill feeding that pig producers in those jurisdictions must comply with, over and above the requirements of the national definition.</p>
Swill feeding	<p>Also known as 'feeding prohibited pig feed', it includes:</p> <ul style="list-style-type: none"> • feeding, or allowing or directing another person to feed, prohibited pig feed to a pig • allowing a pig to have access to prohibited pig feed • the collection and storage or possession of prohibited pig feed on a premises where one or more pigs are kept

	<ul style="list-style-type: none"> supplying to another person prohibited pig feed that the supplier knows is for feeding to any pig. <p>This definition was endorsed by the Agriculture Ministers' Council through AGMIN OOS 04/2014.</p>
Trace premises (TP)	Temporary classification of a premises that contains susceptible animal(s) that tracing indicates may have been exposed to the disease agent, or contains contaminated animal products, wastes or things, and that requires investigation(s).
Tracing	The process of locating animals, people or other items that may be implicated in the spread of disease, so that appropriate action can be taken.
Unknown status premises (UP)	A premises within a declared area where the current presence of susceptible animals and/or risk products, wastes or things is unknown.
Vaccination	Inoculation of individuals with a vaccine to provide active immunity.
Vaccine	A substance used to stimulate immunity against one or several disease-causing agents to provide protection or to reduce the effects of the disease. A vaccine is prepared from the causative agent of a disease, its products or a synthetic substitute, which is treated to act as an antigen without inducing the disease.
– adjuvanted	A vaccine in which one or several disease-causing agents are combined with an adjuvant (a substance that increases the immune response).
– attenuated	A vaccine prepared from infective or 'live' microbes that are less pathogenic but retain their ability to induce protective immunity.
– gene deleted	An attenuated or inactivated vaccine in which genes for non-essential surface glycoproteins have been removed by genetic engineering. This provides a useful immunological marker for the vaccine virus compared with the wild virus.
– inactivated	A vaccine prepared from a virus that has been inactivated ('killed') by chemical or physical treatment.
– recombinant	A vaccine produced from virus that has been genetically engineered to contain only selected genes, including those causing the immunogenic effect.
Vector	A living organism (frequently an arthropod) that transmits an infectious agent from one host to another. A <i>biological</i> vector is one in which the infectious agent must develop or multiply before becoming infective to a recipient host. A <i>mechanical</i> vector is one that transmits an infectious agent from one host to another but is not essential to the life cycle of the agent.
Veterinary investigation	An investigation of the diagnosis, pathology and epidemiology of the disease. <i>See also</i> Epidemiological investigation
Viraemia	The presence of viruses in the blood.

Wild animals – native wildlife – feral animals – exotic fauna	Animals that are indigenous to Australia and may be susceptible to emergency animal diseases (eg bats, dingoes, marsupials). Animals of domestic species that are not confined or under control (eg cats, horses, pigs). Nondomestic animal species that are not indigenous to Australia (eg foxes).
Wool	Sheep wool.
Zero susceptible species premises (ZP)	A premises that does not contain any susceptible animals or risk products, wastes or things.
Zoning	The process of defining, implementing and maintaining a disease-free or infected area in accordance with OIE guidelines, based on geopolitical and/or physical boundaries and surveillance, to facilitate disease control and/or trade.
Zoonosis	A disease of animals that can be transmitted to humans.

Abbreviations

Standard AUSVETPLAN abbreviations

ACDP	Australian Centre for Disease Preparedness
AN	assessed negative
ARP	at-risk premises
AUSVETPLAN	Australian Veterinary Emergency Plan
CA	control area
CCEAD	Consultative Committee on Emergency Animal Diseases
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CVO	chief veterinary officer
DCP	dangerous contact premises
DCPF	dangerous contact processing facility
EAD	emergency animal disease
EADRA	Emergency Animal Disease Response Agreement
EADRP	Emergency Animal Disease Response Plan
EDTA	ethylenediaminetetraacetic acid (anticoagulant for whole blood)
ELISA	enzyme-linked immunosorbent assay
GP	general permit
IETS	International Embryo Transfer Society
IP	infected premises
LCC	local control centre
NMG	National Management Group
OA	outside area
OIE	World Organisation for Animal Health
PCR	polymerase chain reaction
POR	premises of relevance
RA	restricted area
RP	resolved premises
SCC	state coordination centre
SP	suspect premises
SpP	special permit

TP	trace premises
UP	unknown status premises
ZP	zero susceptible stock premises

