animalhealth AUSTRALIA

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Liaison — Livestock Industry Information Guide

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Disclaimer

Materials covered in this information guide are for general use and information purposes only. Due to the generic nature of this guide, be mindful of incident-specific arrangements – every response is different.

This information guide was developed by Animal Health Australia in 2021 and revised in 2026 based on information derived from the Emergency Animal Disease Response Agreement (EADRA) and the Australian Veterinary Emergency Plan (AUSVETPLAN), and reflective of recommendations from exercises and response after action reviews. Some information may have changed after this information guide was produced; please refer to the latest versions of the EADRA, AUSVETPLAN and relevant supporting documents for the most up-to-date information.

Contents

Introduction

Government leads responses to emergency animal disease (EAD) incidents. However, industry involvement is essential from the outset to ensure responses are practical, informed and effective. This is reflected in the integration of industry functions across all levels of the response structure — national technical and decision-making, state coordination, and local operational levels.

Industry personnel may be appointed to multiple functions during an EAD response. It's therefore important that they understand each function they perform, including its responsibilities, reporting lines and level of authority.

This guide focuses on the Liaison – Livestock Industry (LLI) function, control centre structures, and the communication and documentation practices used in an EAD response. The guide aims to:

- explain what the LLI function is responsible for and how it fits into existing response structures
- refresh knowledge for industry personnel who have completed LLI training delivered by Animal Health Australia
- complement the LLI just-in-time training pack provided to LLI representatives deployed to real-world EAD responses

The content applies to biosecurity incidents across Australia and provides reference information for all response personnel. It reflects contemporary incident management systems — including the Australasian Inter-service Incident Management System (AIIMS) and the AUSVETPLAN Control Centre Management Manuals (CCMMs) — and supports broader all-hazard emergency management arrangements used for coordinated whole-of-government and industry responses to EADs.

This guide focuses on the Liaison – Livestock Industry (LLI) function, control centre structures, and the communication and documentation practices used in an EAD response.

What happens in an emergency animal disease event?

The aim of responding to emergency animal diseases (EADs) is to limit the impact on Australia's agricultural industries, communities and nation as a whole.

An effective response relies on early detection, prompt reporting, rapid containment and — where achievable, eradication of the disease so that business operations, market access and trade can return to normal as quickly as possible.

Figure 1 outlines the typical sequence of events for a cost-shared EAD response. While shown in a linear format, in practice many activities occur simultaneously and may loop back or repeat as the situation evolves.

The aim of responding to emergency animal diseases (EADs) is to limit the impact on Australia's agricultural industries, communities and nation as a whole.

WHAT HAPPENS IN A MAJOR EAD EVENT

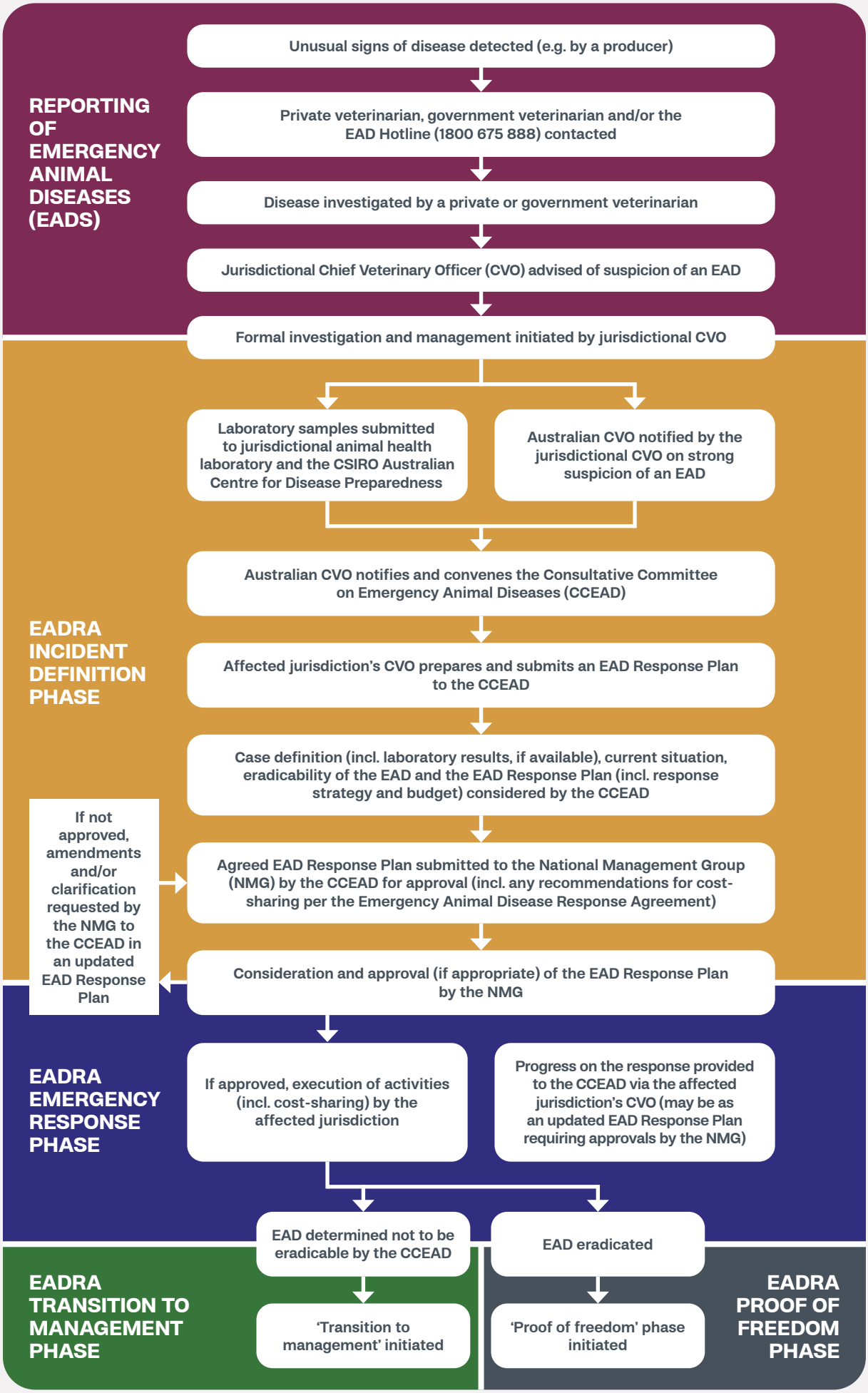


Figure 1. Sequence of events during a cost-shared response to an emergency animal disease incident under the Emergency Animal Disease Response Agreement (EADRA)

Where does industry fit into a response?

During an EAD incident, the lead government agency is responsible for managing the response. However, industry involvement is essential to ensure that response decisions are practical, informed and consistent with how livestock production systems operate in the real world.

Industry contributes across all levels of the national response framework — strategic, technical and operational — through formal representation in key bodies and through the Liaison – Livestock Industry (LLI) function within control centres (see Figure 2).

Industry is involved in EAD responses through:

- the **National Management Group (NMG)**, which makes high-level strategic and financial decisions for cost-shared responses in Australia
- the **Consultative Committee on Emergency Animal Diseases (CCEAD)**, which provides national technical coordination and advice
- the LLI function, which acts as the authorised conduit between the affected industry and control centres.

This structure ensures a clear link between national decision-making, state-level coordination and local operational activity. It supports consistent decision-making, effective cost-sharing arrangements, and transparent communication with affected industries.

The LLI function is uniquely positioned between the control centre and the peak industry body. LLIs provide two way communication: they bring industry intelligence, concerns and operational realities into the control centre, and relay approved information and decisions back to stakeholders in the affected industry.

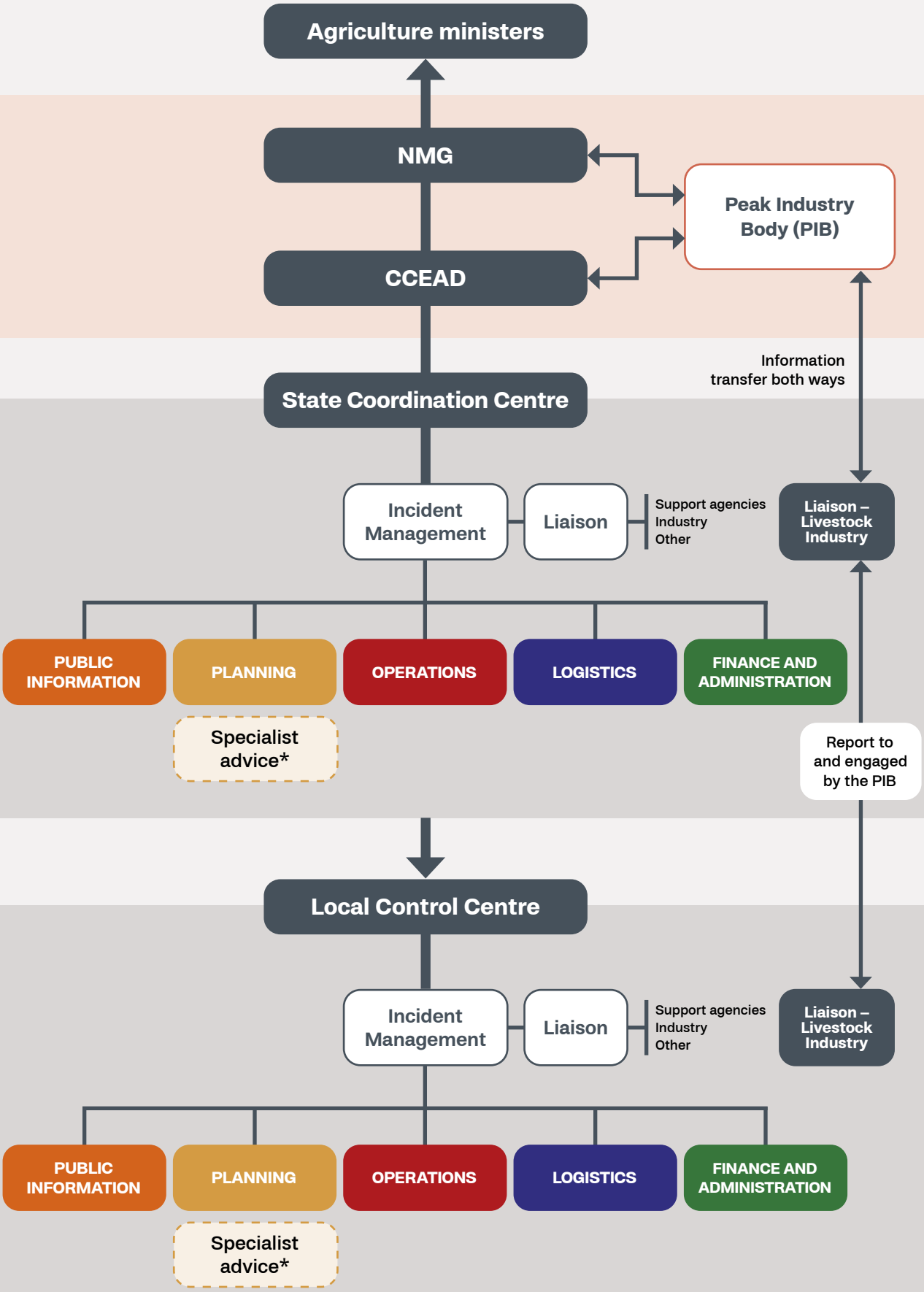
SCALABILITY

The number of personnel needed to undertake response functions varies depending on the size, complexity and pace of the outbreak (see Functional Management section). One person may perform a single function or several, provided the required tasks are carried out effectively and they have a manageable number of direct reports (span of control). For example, an individual may be asked to perform the LLI and Specialist Advice – Livestock Industry (SA–LI) functions. In a large or fast-moving incident, multiple people may be appointed to these same functions to meet demand.

Because functions may be scaled up or combined during a response, industry personnel could be assigned to multiple functions at once or shift between them as required. To do this effectively, they must remain flexible, have a clear understanding of their respective responsibilities, reporting lines, and levels of authority for each function they perform, and ensure they receive the appropriate inductions.

Because functions may be scaled up or combined during a response, industry personnel could be assigned to multiple functions at once or shift between them as required.

WHERE DOES INDUSTRY FIT INTO A RESPONSE?



*Contracted response personnel from industry (e.g. may be from the Peak Industry Body or state farming organisations) who is engaged by and reports to the Lead Agency (i.e. government). Specialist Advice – Livestock Industry personnel often sit within the Planning or Operations functional area but can be contracted to sit within any of the other functional areas.

Figure 2. Response framework for cost-shared responses to emergency animal disease incidents (this is based on the principles of functional management – see Control Centre section)

The control centre

During a cost-shared EAD response, control centres[1] are established to coordinate and manage response activities within an organised structure.

Contemporary incident management systems — such as AIIMS and the AUSVETPLAN CCMMs — classify incidents based on their potential impacts, and the incident itself determines the size and composition of the incident management team.

Because every incident is different, control centre structures are scalable. Depending on the outbreak, a response may involve:

- a single or multiple forward command posts (FCPs)
- a single or multiple Local Control Centres (LCCs)
- a single State Coordination Centre (SCC)
- a combined SCC/LCC or FCP/LCC
- a virtual SCC
- both physical and virtual control centre arrangements.

The LLI representative may be working from the State Coordination Centre (SCC) or Local Control Centre (LCC).

LLI representatives may work in an SCC or LCC, and may be involved in response activities such as:

- contributing to the development of daily plans and forecasting and allocating resources
- investigating pest or disease spread
- organising field operations (e.g. surveillance and disease eradication on infected premises)
- collecting, sharing and reporting information
- logging data in information systems
- liaising with the SCC/LCC, industry and other emergency agency stakeholders.

1 Unless specified, 'control centres' encompasses both the State Coordination Centre and Local Control Centre. Refer to the *AUSVETPLAN Control Centres Management Manual Part 1* and *Part 2* (animalhealthaustralia.com.au/ausvetplan) for more information on the incident management structure during an EAD response.

STATE COORDINATION CENTRE (SCC)

The SCC coordinates activities across the affected jurisdiction in line with strategic direction from the relevant Chief Veterinary Officer (CVO), CCEAD and NMG. It maintains control of the incident and issues specific directions to LCCs to support the CVO's overall response strategy.

LOCAL CONTROL CENTRE (LCC)

The LCC manages operational activities within a defined area, as assigned by the relevant CVO. It plans, conducts and supports all field operational activities within its area of responsibility, following direction from the SCC.

FORWARD COMMAND POST (FCP)

An FCP conducts field operational activities within a defined area — usually within the restricted area of a response. They are established when it's more efficient to have an operations base close to the affected area. FCPs are often mobile and can be quickly established. FCPs report to the Operations Function within the LCC.

CHIEF VETERINARY OFFICER UNITS (CVOU)

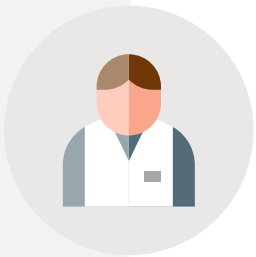
The Chief Veterinary Officer Unit (CVOU) comprises the state or territory CVO, CVO Advice and CVO Support functions. It delivers strategic leadership for the jurisdiction, often engaging directly with senior government and industry leaders. The CVOU provides direction to the SCC and serves as the link between the SCC and national committees (CCEAD and NMG) during a cost-shared response.

STRUCTURE OF THE EAD CONTROL CENTRE

Figures 3 and 4 illustrate the functional structure of the SCC and LCC. These diagrams show the full complement of functions that may be required in an EAD response. Jurisdictions may implement these functions differently and use slightly different terminology, but the underlying responsibilities remain consistent across responses.

Each functional section is led by a manager and may include several units or personnel, depending on the scale and complexity of the response.

Jurisdictions may implement these functions differently and use slightly different terminology, but the underlying responsibilities remain consistent across responses.



INCIDENT COORDINATOR AND CONTROLLER

The SCC Incident Coordinator (IC) leads the SCC and provides overall direction to the response. If an LCC is established, it is led by the Incident Controller[2], who manages the activities within the LCC. The Incident Coordinator/Controller establishes a functional management structure and delegates responsibilities and tasks to functional managers.

2 These titles may vary slightly depending on the jurisdiction and/or agency that is responsible for managing the response. For the purpose of simplicity, these positions have been referred to as the "IC" hereon in.

COORDINATION AND INCIDENT MANAGEMENT TEAM (CMT/IMT)

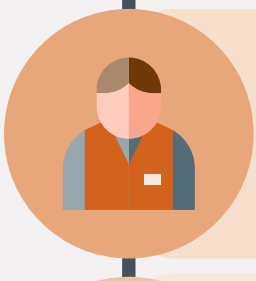
The SCC Coordination Management Team (CMT) and LCC Incident Management Team (IMT) provide the command-and-control framework for the response. They consist of the Incident Coordinator or Controller and the managers of each functional section. These teams support rapid, effective decision-making and reflect the leadership systems within Australian emergency service agencies.

LIAISION

Facilitates two-way communication between the control centre and affected external agencies and organisations. This includes providing advice and access to resources, sharing updates about response activities and strategies, and relaying information that supports decision-making.

The LLI representative works within the Liaison functional section alongside other Liaison personnel representing affected or supporting organisations (e.g. jurisdictional departments, veterinary practitioners, and other agencies, such as police or military).

The Liaison functional section works closely with the SCC CMT or the LCC IMT.



PUBLIC INFORMATION

Prepares and communicates information to, and manages information requests from, the media, response personnel and the public.

PLANNING

Collects, collates, analyses, and shares information within the control centre, and develops strategies and plans to guide the response. Industry personnel contracted by government often sit within the Planning section (as Specialist Advice — Livestock Industry).

OPERATIONS

Implements disease control measures and carries out operational activities such as investigations, surveillance and tracing, movement controls, and infected premises operations (including destruction, disposal and decontamination). The function also delivers field operations such as vaccination programs and wild animal or vector control. Industry personnel contracted by government often work within the Operations or Planning functional sections, depending on their expertise and the response needs.

LOGISTICS

Provides and maintains the resources needed for the response (including human and physical resources, facilities and accommodation, services, systems, supplies and catering), and coordinates the control centre response induction.

FINANCE AND ADMINISTRATION

Looks after records management, finance, human and industrial relations and procurement.

FUNCTIONAL STRUCTURE OF THE STATE COORDINATION CENTRE

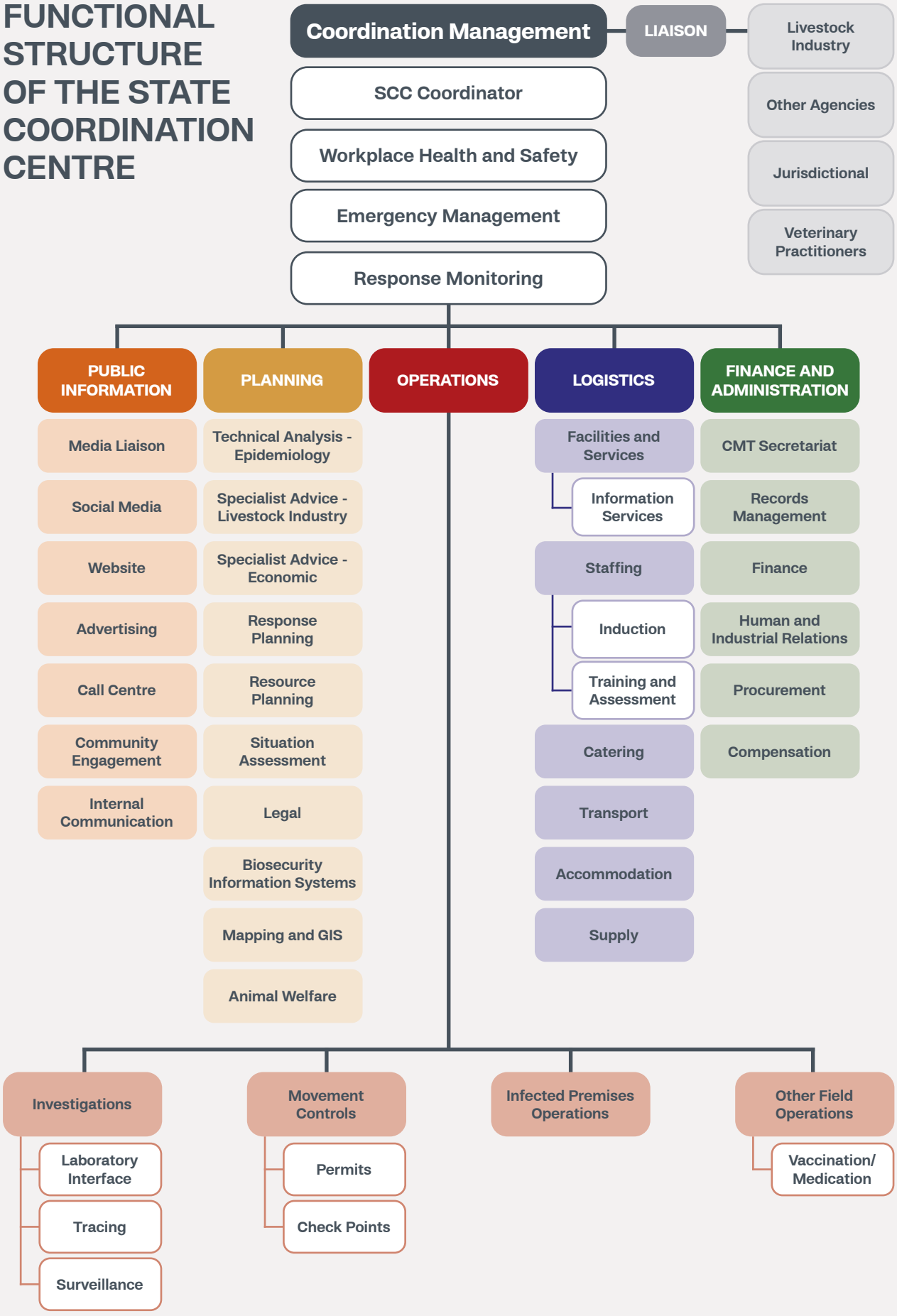


Figure 3. Functional structure of the State Coordination Centre (showing full complement of Functional Sections and Units)

FUNCTIONAL STRUCTURE OF THE LOCAL CONTROL CENTRE

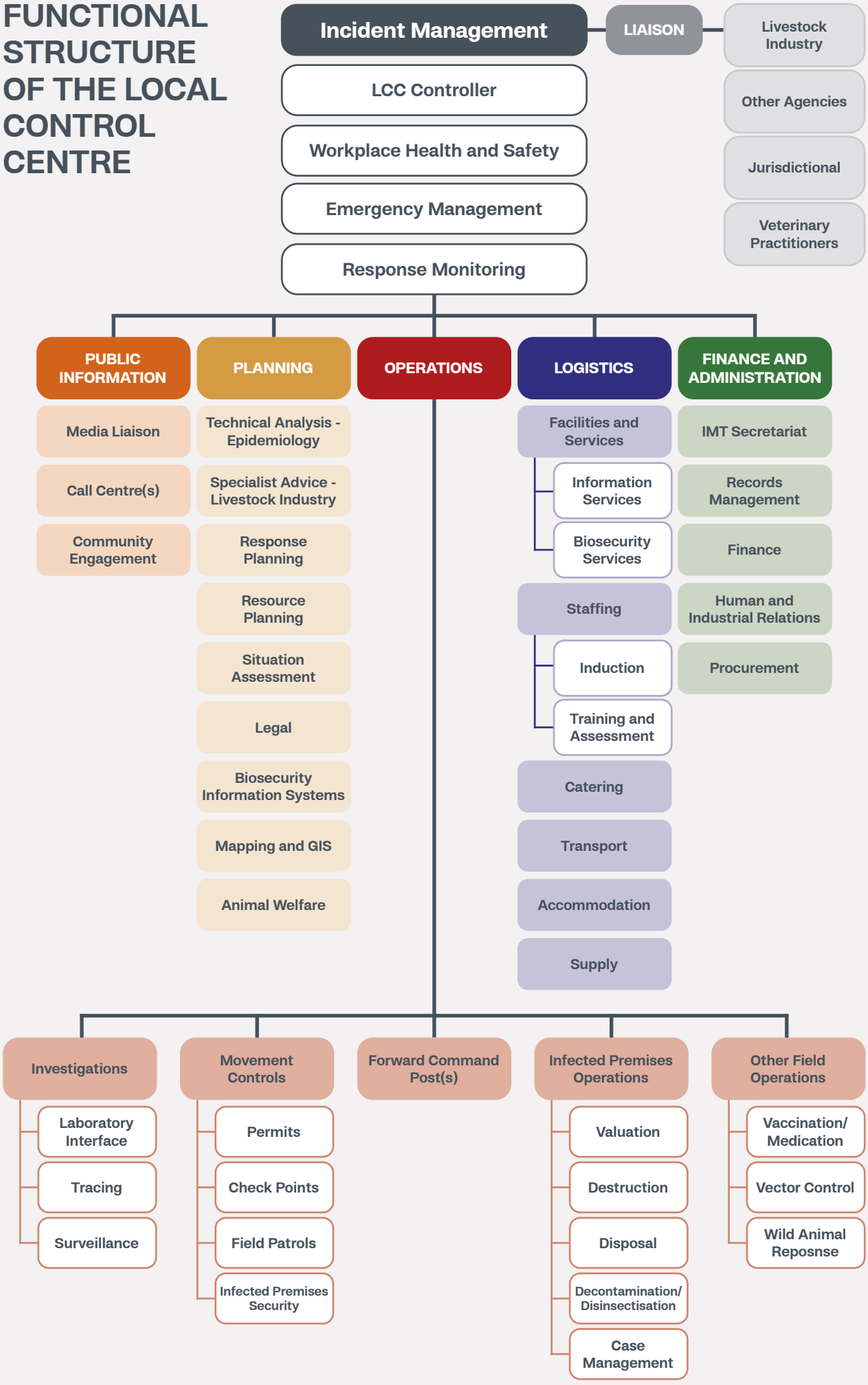


Figure 4. Functional structure of the Local Control Centre (showing Forward Command Post and full complement of Functional Sections and Units)

Inductions

Before entering a control centre, LLI representatives must receive appropriate inductions. These help ensure they understand the response structure, know who to report to, and can operate safely and effectively.

There are three levels of induction:

- peak industry body
- general control centre
- function-specific inductions.

PEAK INDUSTRY BODY INDUCTION

Before deployment, LLIs should seek guidance from their peak industry body (PIB), including:

- notification of deployment and expected timeframes
- the current situation and immediate next steps
- LLI-specific policies and arrangements (e.g. authority to represent industry, confidentiality, remuneration, insurance, reporting expectations, and who can engage the media)
- who to contact at AHA for access to supporting information and resources
- key response contacts (e.g. Incident Controller/ Coordinator, Liaison Manager, Logistics Manager, other industry representatives, CCEAD and NMG representatives, and any LLIs previously deployed)
- what to expect from the Lead Agency, including the induction process
- reporting processes and scheduled communications with the PIB.

GENERAL INDUCTION

LLIs must complete a general induction upon arrival at the control centre. This induction provides:

- an overview of the response
- administrative details (contact procedures, work hours, rosters, meals and accommodation)
- orientation of the facility layout (SCC/LCC)
- biosecurity procedures, entry and exit requirements, amenities and parking
- workplace health and safety requirements, emergency procedures and first aid
- confidentiality, privacy and media policies
- relevant legislation and state arrangements.

FUNCTION-SPECIFIC INDUCTION

Once deployed, LLIs must also receive a function-specific induction. This should include:

- introductions to the Liaison Manager, supervisors, key control centre staff and other liaison personnel
- responsibilities and expectations of the LLI function (e.g. LLI Job Card)
- information that provides situational awareness, such as the Emergency Animal Disease Response Plan (if available), the latest Situation Report (SitRep), the response structure diagram, and the daily meeting schedule
- workspace orientation, particularly if deployed physically
- communication and data systems
- access to supporting resources (e.g. acronyms list, AUSVETPLAN strategies, CCMM manuals, just-in-time AHA resources and online courses)
- training and WHS information relevant to the function, including psychological safety guidance
- requirements for reporting, recording and sharing information — including maintaining confidentiality.

Inductions help ensure response personnel understand the response structure, know who to report to, and can operate safely and effectively.

Liaison — Livestock Industry*

APPOINTMENT OF THE LLI REPRESENTATIVE

In a cost-shared EAD response, the Lead Agency (government) will invite the affected industry to nominate one or more representatives to perform the LLI function.

This request is made through the industry's peak industry body (PIB), which is a signatory to the Emergency Animal Disease Response Agreement (EADRA). Under their EADRA obligations, the PIB must provide personnel capable of performing the LLI function.

Nominated industry personnel:

- should have completed LLI training (where possible)
- must be authorised by the PIB to act on its behalf (make decisions and express industry perspectives)
- must submit a completed Confidentiality Deed Poll to AHA prior to deployment.

It's recommended that LLI representatives complete the AHA online LLI training and attend an AHA-delivered LLI workshop at least every five years to maintain currency.

To participate in EADRA-related activities, LLIs must submit a signed Confidentiality Deed Poll to AHA before deployment.

LLIs are employed/engaged by and report directly to their PIB. The PIB is responsible for maintaining communication with its representative.

As the employer/engaging body, the PIB also provides LLIs guidance on:

- the nature of the agreement between the PIB and the LLI (e.g. volunteer, self-employed, employment contract, etc.)
- legal and risk considerations (e.g. WHS, public liability and professional indemnity insurance coverage)
- remuneration and allowances
- expectations of conduct, communication, intellectual property rights, and compliance with PIB policies and procedures.

CONFIDENTIALITY AND CONFLICT OF INTEREST

To participate in EADRA-related activities, LLIs must submit a signed Confidentiality Deed Poll to AHA before deployment. The Lead Agency may also require LLIs to sign a government confidentiality agreement.

The Deed Poll allows LLIs to share confidential information only to:

- have informed and legitimate discussions with industry stakeholders
- consult with the PIB to present an authorised industry position
- support information exchange between LLIs, CCEAD, and NMG representatives when necessary.

*Refer to the *AUSVETPLAN Control Centres Management Manuals Part 2* (animalhealthaustralia.com.au/ausvetplan) and the Emergency Animal Disease Response Agreement (animalhealthaustralia.com.au/eadra) for more information on the roles and responsibilities of the LLI function and peak industry body, respectively.

The EADRA Guidance Document on Confidentiality provides practical examples showing what constitutes confidential information, when it can be shared, and how it must be protected during a response.

LLIs may also encounter conflicts of interest during a response. They must identify and report potential conflicts to the IC and their PIB as soon as possible. For example, an LLI whose property becomes an infected premises may face conflict between personal interests and their responsibilities within the control centre.

RESPONSIBILITIES AND TASKS OF THE LLI REPRESENTATIVE

The LLI representative is the official conduit between the affected industry and the control centre. The position sits within the Liaison functional section, enabling industry perspectives to feed directly into the SCC CMT or the LCC IMT.

While specific responsibilities vary depending on whether the LLI is working in an SCC or LCC, the scale of the incident, and the industry involved, LLIs generally perform the following tasks:

- provide input into key documents, such as the Emergency Animal Disease Response Plan (EADRP), Situation Reports (SitReps) and Incident Action Plans (IAPs)[3]

3 For more information on the process of developing an EADRP and affected industry's involvement in its preparation, refer to the *Guide to Developing an Emergency Animal Disease Response Plan* and *EADRA Guidance Document - Role of Industry in an EAD Response*, respectively (animalhealthaustralia.com.au/eadra/eadra-guidance).

- participate in briefings, debriefings and handovers, and record relevant notes and outcomes
- communicate issues, concerns or emerging information from industry to the IC
- manage and record information correctly, including following confidentiality requirements and security protocols.

Note that the frequency of these activities is likely to change as the response progresses. Many of these activities would be relevant to both the LCC and SCC.

The responsibilities[4] of the LLI representative also include (but are not limited to):

- providing regular and timely updates about the current response situation and control measures (actual and planned) to the PIB
- providing information and advice on industry-specific policies, resources and factors to the SCC CMT/LCC IMT (e.g. industry practices, practicality and consequences of control measures)
- consulting industry contacts about policies, strategies and progress of the response
- providing advice to inform and influence decision-making on matters affecting industry
- adhering to information security, privacy and confidentiality policies
- having a broad understanding of the EADRA, particularly sections related to cost-sharing and compensation[5]
- working effectively with other control centre personnel, including Liaison Management and Liaison officers representing other agencies or industries
- providing input to the Public Information function around communication gaps or appropriate messaging strategies for the key target audience
- maintaining an events log and capturing any briefings, handovers, and debriefs conducted and attended
- using response documents, templates and information only for their intended purpose
- abiding by general WHS and response policies.

4 For more information, refer to the SCC and LCC function descriptions located in the AUSVETPLAN Control Centres Management Manual Part 2 (animalhealthaustralia.com.au/ausvetplan).

5 Including, but not limited to, Schedule 3 - EAD categories and Schedule 6, Section 3 - Eligible costs (animalhealthaustralia.com.au/eadra).

Attributes such as collaborative communication, confidential information management and effective negotiation will support industry representatives performing the LLI function.

The affected industry also contributes to high-level decision-making through its representatives on the NMG and CCEAD, as nominated by the relevant PIB and trained by AHA (see Figure 2).

The SCC LLI representative should maintain regular communication with the affected industry's NMG and CCEAD representatives to:

- brief them on emerging strategic response issues
- receive updates on CCEAD or NMG meetings (where relevant).

Below is a representation of a typical day in the life of an LLI representative whilst deployed to support an EAD control centre:

0730

Daily briefing
Responsibility: Incident Controller

Participate in whole of control centre briefing which provides information that enables staff across all response functions to perform their tasks

0830

IMT meeting
Responsibility: Section managers

Review and report progress against the Incident Action Plan (IAP) and confirm/review objectives for subsequent operational periods

0930

PIB Meeting
Responsibility: PIB coordinator

Provide update about the current response situation with representative/s from the Peak Industry Body (PIB). This may be your direct report from the PIB or your CCEAD representative

1030

Planning section meeting
Responsibility: Planning manager

Participate and ask questions relevant to help you perform the LLI function

1100

Consultation with industry and other relevant stakeholders
Responsibility: LLI

Triage enquiries and intelligence from a variety of industry stakeholders from meetings, phone calls and emails to determine key concerns and information relevant to the PIB or IMT

1330

Public Information section meeting
Responsibility: Public Information Manager

Provide input to the Public Information function, review and distribute approved comms materials through industry networks

1400

Planning meeting for next operational period
Responsibility: Incident Controller

Participate and ask questions to enable input to support planning decisions based on your industry knowledge and understanding of the disease

1500

Review and provide input into IAP
Responsibility: Planning Manager

Review and report progress against the IAP and confirm/review objectives for subsequent operational periods

1600

Daily Sitrep
Responsibility: Planning section

Review and provide input

1700

Draft IAP provided to IMT
Responsibility: Planning section

Review the draft IAP provided to IMT for the next operational period

1730

LLI Responsibilities
Responsibility: LLI

Arrange meetings, appointments and set priorities for the following day

DIFFERENCES BETWEEN THE STATE COORDINATION CENTRE AND THE LOCAL CONTROL CENTRE

Although the LLI representative is broadly responsible for the tasks outlined above, the specific activities they undertake may vary depending on whether they are based in the SCC or LCC, the scale of the response, the disease involved, and the industry they represent. Key differences between the remits of LLI representatives in the SCC and LCC are listed in Table 1.

Table 1. Comparison of the role and responsibilities between the Liaison — Livestock Industry representative in the State Coordination Centre and Local Control Centre.

LLI IN THE SCC	LLI IN THE LCC
• Provides the industry's perspective on the strategic direction of the response to the SCC CMT. • Facilitates information flow between industry and SCC activities. • Contributes to the development of EADRPs. • Identifies, addresses and helps resolve urgent policy and strategic issues. • Monitors the implementation of assistance policies. • Works with industry's CCEAD and NMG representatives. • Provides balanced, state-wide input on industry-specific policies and factors (scientific, political, legal and economic).	• Provides the industry's perspective on the operational activities of the response to the LCC IMT. • Facilitates information flow between industry and LCC activities. • Contributes to the development of SitReps and IAPs. • Identifies and raises policy issues to the SCC LLI for escalation and resolution. • Monitors assistance and compensation requests to support individual and local industry recovery. • Liaises with local industry and provides feedback to assist local decision-making.
EXAMPLES	
Provide industry perspective on potential complications or trade implications if movement controls continue beyond a proposed date. OR Meet with the industry's CCEAD representative to brief them on response progress and discuss strategic impacts and proposed changes.	Provide local advice on suitable locations for destruction and disposal based on knowledge of the area and transport routes. OR Attend a local town meeting with producers or community members to identify key concerns and report them back to the LCC IMT and SCC LLI.

Specialist Advice — Livestock Industry*

Industry personnel may also be appointed to other functions within the control centre, such as Specialist Advice — Livestock Industry (SA–LI).

While both LLI and SA–LI functions are performed by industry personnel, they are distinct and serve different purposes. In large or more complex responses, these functions may be performed by different people. In smaller responses or where industry capacity is limited, the functions may be undertaken by the same person.

SA–LI IN THE CONTROL CENTRE

Unlike LLI representatives — who are employed by and report to the relevant peak industry body — SA–LI personnel are contracted by and report to the Lead Agency (government).

While the LLI function sits in the Liaison section (SCC/LCC Figures 3 and 4), SA–LI personnel contribute technical and industry-specific expertise to support response planning and operational decision-making.

Their work often includes:

- providing advice to the Planning section on data, analysis, strategies and operational plans
- informing the Operations section on practical implementation issues such as tracing, surveillance, movement control, destruction, disposal and decontamination
- advising on political, geographical, or enterprise-specific considerations relevant to the affected industry.

SA–LI personnel are contracted by the Lead Agency, and often work under the Planning function where they are able to apply their industry-specific knowledge.

The Lead Agency is responsible for providing relevant training and covering salary costs, insurance and other employment-related costs for SA–LI personnel. SA–LI personnel are not required to submit a signed Confidentiality Deed Poll to AHA because they are bound to the confidentiality and privacy clause provisions under their government contract.

RESPONSIBILITIES AND TASKS OF THE SA–LI PERSONNEL

SA–LI personnel are generally responsible for:

- providing technical advice on industry practices, enterprise structures, etc, to inform appropriate policy and control measures
- working with key stakeholders (e.g. Technical Analysis, LLI and any other functions)
- contributing to the development of disease response plans, reports and operational strategies

*Refer to the *AUSVETPLAN Control Centres Management Manuals Part 2* (animalhealthaustralia.com.au/ausvetplan) for more information on the roles and responsibilities of the Specialist Advice – Livestock Industry functional role.

- maintaining confidentiality and adhering to information-handling requirements.

Their advice may influence:

- proposed boundaries of declared areas
- design and prioritisation of tracing and surveillance activities
- destruction, disposal and decontamination techniques
- movement controls
- the need for additional operational activities (e.g. wild animal/vector operations).

Specific tasks undertaken will vary depending on the scale of the response, whether the SA–LI is working in the SCC or LCC, and their industry expertise.

DISTINGUISHING LLI FROM SA–LI

To help clarify the difference between functions:

- LLI provides the industry's perspective, represents the industry, and reports to the PIB.
- SA–LI provides technical industry expertise, is employed by the Lead Agency, and works within Planning or Operations.

All response personnel must ensure they understand the function they are performing, as control centre structures may vary between jurisdictions and responses.

Table 2 compares an example of a task the functions may perform in support of the Planning and Operations functions.

OTHER INDUSTRY SUPPORT

Outside of the LLI or SA–LI functions, industry personnel may be called upon to assist the response in a private or voluntary capacity. They may also be directly engaged by Planning or Operations teams to provide technical advice, intelligence or resources that support response planning.

INDUSTRY LIAISON OFFICER

The outdated terminology 'Industry Liaison Officer (ILO)' was removed from the Australasian Inter-service Incident Management System (AIIMS) in 2017 and replaced with the current SA–LI and LLI functions. The term should not be used in EAD responses, although it may persist in plant-related responses.

Table 2. Comparison of a task between the LLI and SA–LI functions.

TASK – SUPPORTING THE PLANNING AND OPERATIONS FUNCTIONS	
Liaison – Livestock Industry	**Specialist Advice – Livestock Industry**
Advocates for industry and reports to their PIB, the LLI reviews and provides information into the Incident Action Plan (IAP) considering how operational plans and decisions may affect their industry.	Provides technical expertise and industry specific content within operational plans, e.g. tracing and surveillance plan, movement control plan, infected premises operations plan, vaccination plan.

Communication and documentation

Effective communication and accurate documentation are essential in a control centre environment. LLIs must work within the operating tempo of the response (often referred to as the 'battle rhythm'), which includes scheduled briefings, IMT/CMT meetings, reporting deadlines and planning cycles. Aligning with this tempo ensures LLIs can feed information into the response at the right times and collect the information they need to inform industry.

BRIEFINGS AND DEBRIEFINGS

Briefings and debriefings are formal, structured processes for sharing information, confirming plans, providing feedback, asking questions and clarifying responsibilities.

They may be conducted:

- for all response personnel (e.g. by the SCC or LCC IC)
- by functional sections (e.g. by the function manager)
- by functional units (e.g. by the unit team leader).

The timing and number of briefings and debriefings will depend on the scale of the response. As such, response personnel may participate in multiple briefings and debriefings each day.

Briefings are typically held at the start of the day and follow a formal 'SMEACS' format (see Figure 5).

Debriefings are usually held at the end of each day or at the conclusion of a specific activity.

Figure 5. SMEACS format

Debriefings may not follow the SMEACS format. Instead, they tend to focus more on:

- differences between planned and achieved
- strengths (i.e. what was done well)
- weaknesses (i.e. what had not worked well)
- opportunities (i.e. what are some ways to improve what was done or has happened).

Whether formal or informal, debriefings notes should be recorded and kept on file as part of the response records.

HANDOVERS

When a new LLI representative replaces or rotates into the LLI function, a structured handover must be completed.

Handovers are used to pass on important information from one group of response personnel (or person) to the next. The goal is to make sure the incoming team can continue the work without delays or confusion.

A complete handover usually includes:

- a written log of events, decisions and conversations
- a verbal briefing delivered using the SMEACS format.

Both the outgoing and incoming LLI share responsibility for ensuring the handover is accurate and complete. Incoming LLIs should ask questions, confirm expectations and clarify any uncertainties to ensure continuity of the function.

INCIDENT ACTION PLANS

Incident Action Plans (IAPs) outline the actions to be completed within a specific timeframe. They usually follow the SMEACS format to ensure all essential elements are captured, including:

- the tasks to be carried out and how they will be executed
- the resources required
- how and when communications will be delivered
- safety measures that must be in place during execution.

SITUATION REPORTS

Situation Reports (SitReps) are structured updates that keep staff and stakeholders informed about what's happening during an incident. When new personnel arrive at the control centre, reading the latest SitRep helps them quickly understand the current situation and get up to speed.

Each day, staff from different functional sections are asked to provide short, high-level updates to their functional (team) leaders — usually by a set time (e.g. 2:00 pm). These updates are consolidated into a single SitRep that provides all personnel with a clear, consistent picture of the response's progress.

TASK REQUEST FORMS

To obtain a resource, service or have a task completed (e.g. book accommodation), a Task Request form must be completed. Forms may be submitted in hard copy or electronically, depending on the Lead Agency's systems and processes.

The request must be submitted through the relevant functional manager for approval before being forwarded to the Logistics function. Requests should be as specific and detailed as possible to ensure the correct resource or service can be sourced and actioned.

EVENTS AND CONVERSATION LOGS

Most jurisdictions require all response personnel to maintain an events log — a record of actions, observations and decisions made throughout the day. Logs may be provided in physical or electronic form within the control centre.

Each entry should clearly record:

- who was involved
- what occurred
- when and where it happened
- why it occurred (if relevant)
- any outcomes or follow-up actions.

Important conversations — whether over the phone or face-to-face — must also be documented using the approved 'record of conversation' form rather than personal notes, which may be difficult to retrace if required.

All logs must remain in the control centre and be handed to the Finance and Administration function for records management at the end of an incident.

When new personnel arrive at the control centre, reading the latest SitRep helps them quickly understand the current situation and get up to speed.

Health and wellbeing

Emergency responses can be demanding. Response personnel often work long hours, manage competing priorities and operate in unfamiliar environments with people they may not know. These pressures can be physically and mentally challenging.

Workplace health and safety (WHS) is a shared responsibility. The LLI representative, the PIB and the Lead Agency must work together to monitor and support the health and wellbeing of deployed staff.

LLIs may also face challenges balancing response duties with their usual work. Depending on the arrangements with their PIBs, LLIs may not be able to maintain all of their business-as-usual responsibilities while deployed. PIBs should consider this when nominating personnel and discuss contingency plans with the LLI before deployment.

IMPACTS OF STRESS

Stress results when the brain detects an excess in the demands of an environment compared to the available resources to meet them.[6]

During a response, deployed personnel may react to perceived pressure with physical and emotional responses, such as:

- increased alertness
- increased heart rate and blood pressure
- increased breathing rate
- sweating and/or hot flushes
- nausea
- trembling
- sense of fear and apprehension
- lack of an appetite
- dry mouth.

Stress can also have less visible impacts, such as an increased risk of blood clots, elevated blood glucose levels, and a weakened immune system. Everyone experiences stress differently, so signs and symptoms may vary from person to person.

Because people may behave differently under pressure, it's important for all response personnel to regularly check in with each other and raise concerns early.

Stress can also have less visible impacts, such as an increased risk of blood clots, elevated blood glucose levels, and a weakened immune system. Everyone experiences stress differently, so signs and symptoms may vary from person to person.

6 Demands of the environment include when the body detects a threat or danger and may be actual or imagined - it is dependent on how they are perceived by the individual.

MANAGING STRESS

Before entering the control centre, you can reduce stress by:

- researching your functional area, responsibilities, and the incident
- understanding what is expected of you during the response
- staying up to date with the control centre's business rules
- receiving a sufficient handover (if relieving an LLI representative)
- knowing key contacts, reporting lines and where to find the contact list.

While in the control centre, support your wellbeing by:

- completing an appropriate induction for the control centre and your function
- ensuring you have an adequate workstation and required resources (incl. equipment)
- taking regular breaks, including lunch away from your desk
- prioritising tasks and avoiding distraction from lower-priority activities
- asking questions and requesting assistance when required
- talking to colleagues
- limiting shifts to a maximum of 12 hours
- exercising before or after work
- using relaxation, meditation or mindfulness techniques
- getting plenty of sleep – 8 hours is ideal
- not drinking excessive amounts of alcohol
- drinking plenty of water
- accessing counselling if required.

Resources

CHECKLIST FOR THE LLI REPRESENTATIVE

The checklist supports industry personnel performing the LLI function during an EAD response. Additional activities may apply depending on the incident.

BEFORE ENTERING THE RESPONSE:	
WITH YOUR PEAK INDUSTRY BODY (PIB)	
○	Confirm the duration of your deployment, remuneration, insurance and indemnity arrangements.
○	Confirm your authority, delegations and reporting arrangements.
○	Confirm the current situation and immediate next steps.
○	Review your PIB's EAD response policies and relevant industry plan/s and resources.
○	Identify your designated media industry spokesperson and review recent correspondence, media releases and public resources issued by your PIB.
○	Confirm key response contacts (Incident Controller/Coordinator, functional managers, other industry representatives, CCEAD and NMG representatives, and any other previous or concurrent LLIs).
GENERAL	
○	Submit a completed Confidentiality Deed Poll to AHA (trainingsupport@animalhealthaustralia.com.au) and bring a copy to your control centre induction.
○	Review the LLI function in the *AUSVETPLAN Control Centre Management Manual Part 2*.[7]
○	Familiarise yourself with relevant sections of the latest EADRA and its guidance documents.[8]
○	Review the relevant and latest AUSVETPLAN disease strategy.[7]
○	Access the LLI Information Guide for reference.[9]
○	Complete the LLI online course as just-in-time training or as a refresher.[9]
○	Participate in debriefing activities.
WITH THE CONTROL CENTRE	
○	Complete all control centre and functional inductions (including forms and declarations).
○	Obtain all required equipment and stationery (phone, laptop, chargers, notebook, events log etc.).
○	Read the most recent SitReps from the SCC/LCC.
○	Review documents that support situational awareness, such as the Response Plan, organisational structure of the response, daily schedule, and any other relevant plans and documents.
○	Arrange a handover (if you are relieving another LLI) and review the LLI event log.
○	Confirm and understand key industry and control centre contacts, noting who can receive confidential information.
○	Request a copy of the LLI Job Card from the control centre you are supporting.

Cont'd

7 animalhealthaustralia.com.au/ausvetplan
8 E.g. Clauses 7 – 10 and 12 and relevant Schedules in the EADRA and EADRA Guidance Document - Industry in EADRA Responses (animalhealthaustralia.com.au/eadra)
9 animalhealthaustralia.com.au/liaison-livestock-industry-role

DURING THE RESPONSE:	
○	Maintain regular contact with your PIB and key industry contacts on response policies and strategies
○	Attend SCC/LCC meetings and present industry's views on current or proposed response policies and plans.
○	Contribute to the maintenance of response plans and SitReps to ensure accuracy of industry-specific information.
○	Identify industry-specific issues and work with relevant parties and within the chain of command to resolve these issues.
○	Manage documents and records in accordance with requirements of the control centre (incl. maintaining events and conversation logs).
BEFORE LEAVING THE RESPONSE:	
○	Report to your relevant PIB.
○	Provide a handover to the incoming LLI representative.
○	Participate in debriefing activities.
○	Leave all response-related documentation and records in the control centre.
○	Finalise employment arrangements, acquitting any travel, accommodation and other expenses incurred.
AFTER THE RESPONSE:	
○	Participate in response after action review as advised by your PIB.
○	Remain engaged with your PIB, response agency, other LLIs and state farming organisations to remain connected to your LLI network.
○	Monitor opportunities for professional development (e.g. exercises, workshops, online course refreshers).

ANIMAL HEALTH AUSTRALIA

Animal Health Australia (AHA) is Australia's trusted, independent national animal health body. We work with government and industry to deliver vital animal health and biosecurity programs that benefit all Australians.

By partnering with our members, we help identify risks and opportunities, drive collaborative solutions, and advocate for the long-term success of Australia's livestock industries and biosecurity system.

During an EAD response, AHA's role is to:

- fulfil EADRA obligations and oversee adherence to the EADRA cost-shared responses
- support affected industry and government members to participate effectively in response activities
- apply our expertise to deliver a timely and effective response that minimises impacts on affected industries and the broader agriculture sector.

More information about AHA, including access to the EADRA and AUSVETPLAN resources, is available on the AHA website at animalhealthaustralia.com.au.

EMERGENCY ANIMAL DISEASE RESPONSE AGREEMENT[10]

AHA manages the Emergency Animal Disease Response Agreement (EADRA), also known as 'the Deed' — a unique contractual arrangement between Australian governments and livestock industry groups.

The EADRA significantly strengthens Australia's capacity to prepare for and respond to EAD incursions, while minimising uncertainty around the management and cost-sharing of responses.

Under the EADRA, all Signatories commit to working collectively to reduce the risk of EAD incursions and to share the approved costs of EAD responses. This commitment involves:

- taking all reasonable steps to minimise the risk of an EAD incursion
- where relevant, participating in the response through informed and empowered representatives who cooperate to support and direct the response
- where relevant, sharing the approved and eligible costs of EAD responses.

The unique framework facilitates effective participation across jurisdictional boundaries and gives each participating industry a 'real voice'.

AUSTRALIAN VETERINARY EMERGENCY PLAN[11]

AUSVETPLAN is Australia's national plan for responding to an EAD. It guides jurisdictions in developing their own Emergency Animal Disease Response Plans (EADRPs) and documents the nationally agreed roles, responsibilities, coordination arrangements, policies, strategies and procedures for managing EAD incidents in Australia.

If a Lead Agency's proposed response strategy differs from AUSVETPLAN, the approval of the EADRP will be based on recommendations from CCEAD.

AHA manages the development and review of AUSVETPLAN on behalf of its members.

AUSVETPLAN CONTROL CENTRE MANAGEMENT MANUALS (CCMM)

The Control Centre Management Manuals (Parts 1 and 2) outline the management structure and information flow required to coordinate an EAD response at the national, state/territory and local levels.

Part 2 provides contemporary guidance for managing EAD responses in Australia. It forms the basis for a consistent and effective management framework for all EAD incidents. Based on an adaptation of the Australasian Inter-service Incident Management System (AIIMS), it uses an all-hazards approach that:

- represents a contemporary approach to incident management
- aligns with and complements existing sector-specific and jurisdictional arrangements
- is tailored to an EAD environment
- can be applied to any EAD incident, regardless of industry sector or scale.

10 animalhealthaustralia.com.au/eadra

11 animalhealthaustralia.com.au/ausvetplan

STANDARD OPERATING PROCEDURES (SOPS)

A standard operating procedure (SOP) is a set of step-by-step instructions developed to help staff perform specific tasks. SOPs support efficient, consistent, and high-quality work, reducing risks such as WHS incidents, miscommunication, and non-compliance with legislation or industry standards.

All SOPs relevant to the management and operation of a particular incident should be easily accessible and aligned with the advice provided by the control centre.

Some SOPs are jurisdiction-specific, while others have been nationally agreed and adopted across multiple jurisdictions. These nationally consistent documents are known as Nationally Agreed Standard Operating Procedures (NASOPs).

OUTBREAK WEBSITE[12]

The national pest and disease outbreaks website, hosted by the Australian Government Department of Agriculture, Fisheries and Forestry (DAFF), provides:

- up-to-date information on active biosecurity emergency responses affecting Australia's agricultural industries and environment
- guidance on how to prevent, prepare for, and respond to biosecurity emergencies.

12 outbreak.gov.au

Appendix 1
EAD Resources

Table 3. Links to EAD training resources.

NAME	TYPE	AUDIENCE
AHA EAD Foundation Course	Online course	Public, vets, government, industry, students, AHA members
AHA Liaison – Livestock Industry (LLI) online training course	Online course	Industry personnel pre/deployed to a cost-shared EAD response as an LLI representative; awareness resource for personnel from PIBs, allied and supporting industries, and government biosecurity agencies
Public Information in a biosecurity response	Online course	Government and industry personnel deployed into a control centre
WHS in a biosecurity emergency response	Online course	Government and industry personnel deployed into a control centre
AHA Liaison – Livestock Industry (LLI) Information Guide	Training publication	LLI reps, AHA members
AHA Liaison – Livestock Industry (LLI) just-in-time video brochure	Training publication[13]	LLI personnel
AHA CCEAD and NMG Information Guide	Training publication	Government and industry CCEAD and NMG representatives, AHA members
LLI just-in-time training video	Video	LLI personnel, AHA members
CCEAD and NMG decision making video	Video	Government and industry CCEAD and NMG representatives, AHA members
Online EAD training resources for vets	Various links	NBOTH EAD courses for vets DAFF EAD online surveillance course Role of Vets in an EAD response: • FAQs • Article and training links
Farm Biosecurity	Website	Producers

13 Video brochure held by the CVO unit in each jurisdiction.

Appendix 2
AUSVETPLAN

Table 4. Suite of documents available as part of AUSVETPLAN.

DOCUMENT	DESCRIPTION
Overview document	Describes the components of AUSVETPLAN.
Disease-specific documents (Response strategies and Response policy briefs)	These manuals each contain supporting technical information and guidance for the response to an incident of a specific animal disease in Australia. Foot-and-mouth disease (FMD) and African swine fever (ASF) are two examples.
Operational manuals	Describe in detail the operational policies and recommended procedures for activities commonly undertaken in EAD responses, such as destruction and decontamination.
Enterprise manuals	Enterprise manuals provide information and guidance on the structure and operations of specific types of enterprises within the livestock industries. They are designed to support response and industry personnel by offering insights into how these enterprises and EAD responses function. Examples include enterprise manuals on the “Poultry industry” and, separately, “Meat processing”.
Guidance documents	The guidance documents provide general guidance to personnel involved in an EAD outbreak, to assist with understanding relevant policies and procedures.
Resource documents	The resource documents provide information on particular technical issues relevant to managing an EAD outbreak. Resource documents are not endorsed AUSVETPLAN manuals.
Response policy briefs	Brief disease information and policy statement for each of the EADs that are subject to cost sharing between governments and livestock industries.
MANAGEMENT MANUALS	
Control Centres (Part 1)	Provides guidance on managing an EAD response, including national arrangements and structures, the phases of the response, and how information and resources are managed.
Control Centres (Part 2)	Outlines the specific functions and linkages that operate during an EAD response. It defines the skills, responsibilities, tasks, and knowledge required for each functional role, and includes ‘job’ descriptions—such as for the LLI functional role.
Laboratory preparedness	Aimed specifically to assist veterinary laboratories to prepare a contingency plan for an EAD and to help response personnel understand the operations of diagnostic testing laboratories during an EAD response.

Appendix 3
Premise classifications

	EXPANSION	DEFINITION
ADS	Approved Disposal Site	A premises that has zero susceptible animals and has been approved as a disposal site for animal carcasses, or potentially contaminated animal products, wastes or things.
APF	Approved Processing Facility	An abattoir, knackery, milk or egg processing plant or other such facility that maintains approved 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.
AN	Assessed Negative	A qualifier that may be applied to at-risk premises, premises of relevance and premises previously defined as suspect premises, trace premises, dangerous contact premises or dangerous contact processing facilities that have undergone an epidemiological and/or laboratory assessment and have been cleared of suspicion at the time of classification, and can progress to another status.
ARP	At-Risk Premises	A premises in a restricted area that contains one or more live susceptible animals 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.
CA	Control Area	A legally declared area that acts as a disease-free buffer between the restricted area and the outside area (the limits of a control area and the conditions applying to it can be varied during an incident according to need) where the disease controls and movement controls applied are of lesser intensity than those in a restricted area.
DCP	Dangerous Contact Premises	A premises, apart from an abattoir, knackery or milk or egg processing plant (or other such facility) that, after investigation and based on a risk assessment, is considered to contain one or more susceptible animals not showing clinical signs, but is considered highly likely to contain one or more infected animals and/or contaminated animal products, wastes or things, and that requires action to address the risk.
DCPF	Dangerous Contact Processing Facility	An abattoir, knackery, milk or egg 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.
DA	Declared Area	A defined tract of land that is subjected to disease control restrictions under EAD legislation. There are two types of declared areas: restricted area and control area.

Cont'd

	EXPANSION	DEFINITION
IP	Infected Premises	A premises on which animals meeting the case definition are or the causative agent of the EAD 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.
OA	Outside Area	The area of Australia outside the restricted and control areas.
POR	Premises of Relevance	A premises in the outside area that contains one or more live susceptible animals or other units of interest, 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.
RP	Resolved Premises	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.
RA	Restricted Area	A relatively small legally declared area around infected premises and dangerous contact premises that is subject to strict disease controls and intense surveillance. The limits of a restricted area and the conditions applying to it can be varied during an incident according to need.
SN	Sentinels on site	A qualifier that may be applied to infected premises to indicate that sentinel animals are present on the premises as part of response activities.
SP	Suspect Premises	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.
TP	Trace Premises	Interim classification of a premises that tracing indicates may have susceptible animals that have been exposed to the disease agent, or contains potentially contaminated animal products, wastes or things, and that requires investigation.
TA	Transmission Area	An area, not usually legally declared, that is used for vector-borne diseases for epidemiological purposes, recognising that vectors are not confined by property boundaries.
UP	Unknown Status Premises	A premises where the current presence of susceptible animals and/or risk products, wastes or things is unknown.
VN	Vaccinated	A qualifier that, for some diseases, should be used to identify premises that contain susceptible animals that have been vaccinated against the EAD in question.
ZP	Zero Susceptible species Premises	A premises that does not contain any susceptible animals.

Appendix 4
Common acronyms and abbreviations

ACDP	Australian Centre for Disease Preparedness
ACVO	Australian Chief Veterinary Officer
AGMIN	Agriculture Ministers' Forum
AGSOC	Agriculture Senior Officials Committee
AHA	Animal Health Australia
AHC	Animal Health Committee
AIIMS	Australasian Inter-service Incident Management System
AUSVETPLAN	Australian Veterinary Emergency Plan
BIMS	Biosecurity Incident Management System
CCEAD	Consultative Committee on Emergency Animal Diseases
CCMM	Control Centre Management Manual
CEO	Chief Executive Officer
CMT	Coordination Management Team
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CVO	Chief Veterinary Officer
DDD	Destruction, disposal and decontamination (3D or triple D)
EAD	Emergency animal disease
EADRA	Emergency Animal Disease Response Agreement
EADRP	Emergency Animal Disease Response Plan
FAO	Food and Agricultural Organisation of the United Nations
FCP	Forward Command Post

Cont'd

GOVT.	Government
IAP	Incident Action Plan
IC	Incident Coordinator/Controller
IMT	Incident Management Team
LCC	Local Control Centre
LLI	Liaison – Livestock Industry
NBC	National Biosecurity Committee
NCC	National Coordination Centre
NMG	National Management Group
PIB	Peak industry body
PIC	Property Identification Code
PPE	Personal protective equipment
SA–LI	Specialist Advice – Livestock Industry
SCC	State Coordination Centre
SEMP	State Emergency Management Plan
SITREP	Situation Report
SMEACS	Situation, Mission, Execution, Administration, Command and Control and Safety
SOP	Standard Operating Procedure
WHS	Workplace Health and Safety
WOAH	World Organisation for Animal Health
WTO	World Trade Organisation

Appendix 5
Useful contacts

Use this page to record useful contacts to have in the event of an EAD response.

NAME	AGENCY	PHONE

Appendix 6
Notes

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