animalhealth AUSTRALIA

# LIAISON — LIVESTOCK INDUSTRY INFORMATION GUIDE

## WORKING TOGETHER FOR ANIMAL HEALTH

### 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 based on information derived from the Emergency Animal Disease Response Agreement (EADRA), Australian Veterinary Emergency Plan (AUSVETPLAN) and *Working in a control centre during a biosecurity response: Industry Personnel*.* 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.


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*Produced by the Western Australian Government Department of Primary Industries and Regional Development.

# Contents

# Introduction

While government is responsible for leading responses to emergency animal disease (EAD) incidents, the involvement of industry from the onset of the response is critical for providing both strategic and operational input. This is reflected through the integration of industry in the response structure at national technical and decision-making, state coordination and local operational levels. Industry personnel may be appointed to multiple roles (within the control centre or otherwise) during an EAD response; therefore, it is important that industry personnel have a clear understanding of each role that they will be performing, including the respective responsibilities, reporting lines and levels of authority.

The present information guide focusses on the Liaison – Livestock Industry (LLI) functional role and control centre structures, as well as general communication practices and documentation used during an EAD response. In doing so, the information guide aims to:

- raise awareness of what the LLI functional role is responsible for and how it fits into existing response structures and arrangements.
- refresh knowledge and understanding on the LLI functional role of nominated industry personnel who have completed LLI training delivered by Animal Health Australia and wish to revise its contents.
- complement the LLI just-in-time training pack made available to LLI representatives deployed to real-life EAD responses.

The contents of this booklet have application to biosecurity incidents throughout Australia and provide a range of reference information that can be used by all response personnel.

# What happens in an emergency animal disease event?

The principle aim for responding to emergency animal diseases (EADs) is to limit the consequences on our agricultural industries, communities and nation as a whole. This is achieved by early detection and reporting of suspected EADs, a rapid and effective response to ensure containment and eradication of the EAD, and a swift return to business as usual, market access and trade.

The general sequence of events for a cost-shared EAD response is shown in Figure 1. This is a simplified representation, and activities within and outside of Figure 1 can and often do occur concurrently in a non-linear manner.

***The principle aim for responding to emergency animal diseases (EADs) is to limit the consequences on our agricultural industries, communities and nation as a whole.***

# WHAT HAPPENS IN A MAJOR EAD EVENT

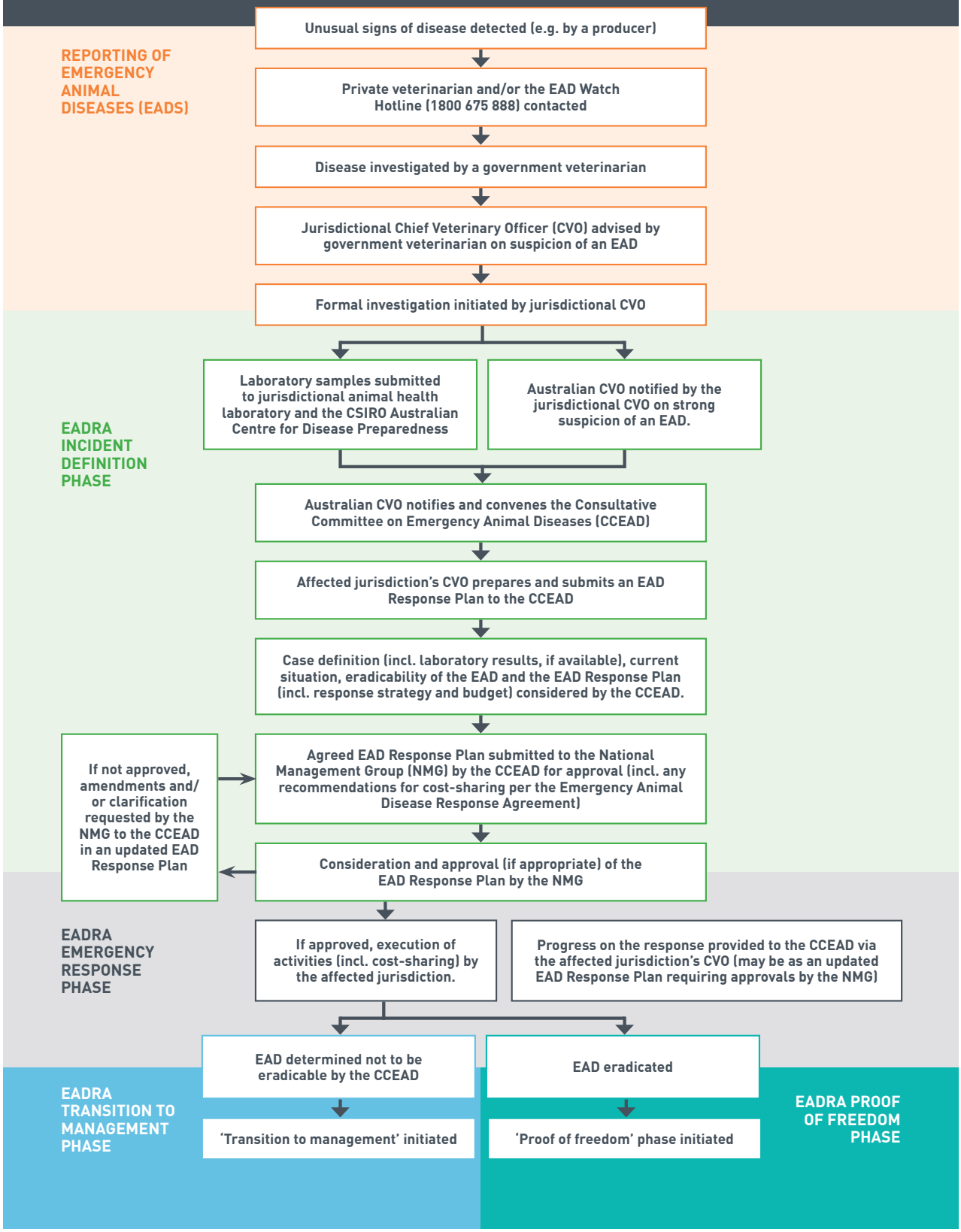



Figure 1. Sequence of events during a cost-shared response to an emergency animal disease incident.

# Where does industry fit into a response?

In the event of an EAD incident, the relevant government agency is responsible for leading the response. However, it is critical that industry is consulted and involved from the onset of the response to provide strategic and operational input. This is facilitated through the integration of industry in existing response structures and arrangements at national, state and local levels (Figure 2). Ultimately, these response structures and arrangements ensure that there is a link between what is happening strategically and operationally and provide a mechanism for national agreement and consistency in responding and cost-sharing.

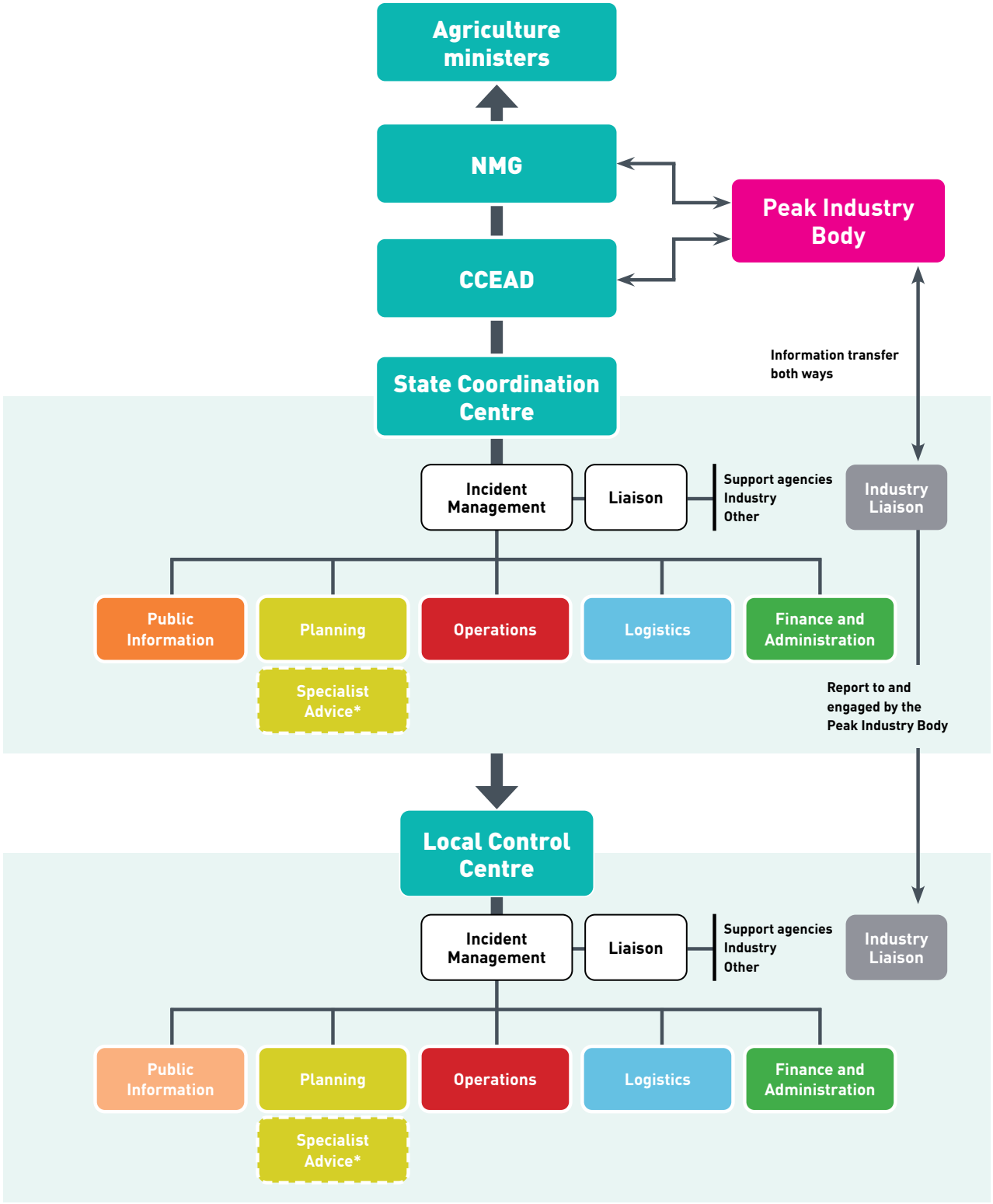
The affected industry (represented by the relevant peak industry body) will be involved in EAD responses through the:

- National Management Group (NMG), the key decision-making body during cost-shared responses to animal health emergencies in Australia.
- Consultative Committee on Emergency Animal Diseases (CCEAD), the key technical body responsible for coordinating the national response to animal health emergencies in Australia.
- Liaison — Livestock Industry (LLI) functional role, the nominated and authorised representative of the affected industry responsible for acting as the official conduit between the control centres and industry.

***...it is critical that industry is consulted and involved from the onset of the response to provide strategic and operational input.***

Industry personnel may be contracted by government to perform additional functional roles within the control centre, such as the Specialist Advice — Livestock Industry. In some instances, industry personnel may be appointed to multiple functional roles. Therefore, it is important that industry personnel have a clear understanding of the respective responsibilities, reporting lines and levels of authority for each functional role that they are performing.

# 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.

# The control centre

During an EAD response, control centres[1] are set up so that response personnel can operate within an organised structure. The LLI representative may be working from the State Coordination Centre (SCC) or Local Control Centre (LCC). General activities undertaken in control centres include:

- developing 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 agencies.

## STATE COORDINATION CENTRE

The SCC is responsible for coordinating activities across the affected jurisdiction in accordance with the strategic direction provided by the relevant Chief Veterinary Officer (CVO), the CCEAD and the NMG. The SCC maintains overall control of the incident and gives specific directions to LCCs to ensure that the intentions of the CVO are met.

## LOCAL CONTROL CENTRE

The LCC is responsible for managing operational activities within a specific area, as assigned by the relevant CVO. Operational activities include planning, conducting and supporting all operational activities within its area of responsibility, consistent with the strategic direction provided by the SCC.

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

## STRUCTURE OF THE CONTROL CENTRE

The structure of the SCC and LCC can be found in Figure 3 and 4, respectively.

### Incident Coordinator and Controller

The SCC Incident Coordinator and LCC Incident Controller (IC)[2] have overall responsibility for the activities of the control centre. The IC is supported by managers from each functional area which together form the SCC Coordination Management Team (CMT) or LCC Incident Management Team (IMT).

### Coordination and Incident Management Team (CMT/IMT)

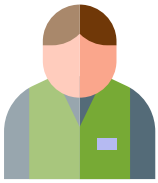
The SCC CMT and LCC IMT manage the response and provide the command and control infrastructure that is required to carry out the response. It is made up of the IC and the manager of each functional area.

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.

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.

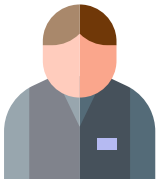
## Functional areas

Under the direction of the functional manager, each functional area comprises of a number of personnel involved in performing functional roles.[3]



### FINANCE AND ADMINISTRATION

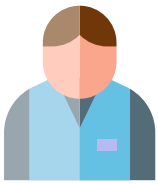
Looks after records management, finance, human and industrial relations and procurement.



### LIAISON

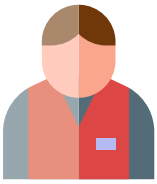
Facilitates two-way communication and information flow on response matters between the control centre and external, affected agencies and organisations (e.g. provides advice and access to resources; updates on response activities and strategies; contributes to decision-making). The LLI representative sits within this functional area with other Liaison functional roles appointed by other affected or supporting stakeholder organisations (e.g. police; military; jurisdictional departments; veterinary practitioners).

The Liaison functional area (and its functional roles) works closely with the SCC CMT or the LCC IMT.



### LOGISTICS

Provides and maintains resources needed for the response (incl. human and physical resources, facilities and accommodation, services, systems, supplies and catering).



### OPERATIONS

Implements disease control measures and conducts operational activities (e.g. investigations, surveillance and tracing; movement controls; Infected Premises operations including destruction, disposal and decontamination; field operations such as vaccination and wild animal/vector control). Industry personnel contracted by government often sit within the Operations or Planning functional areas.

### PLANNING

Collects, collates, analyses and shares information within the control centre and translates strategies and policies into operational plans. Industry personnel contracted by government often sit within the Planning (as Specialist Advice — Livestock Industry) or Operations functional areas.

### PUBLIC INFORMATION

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

3 The number of response personnel involved varies depending on the size and nature of the response.

# FUNCTIONAL STRUCTURE OF THE STATE COORDINATION CENTRE

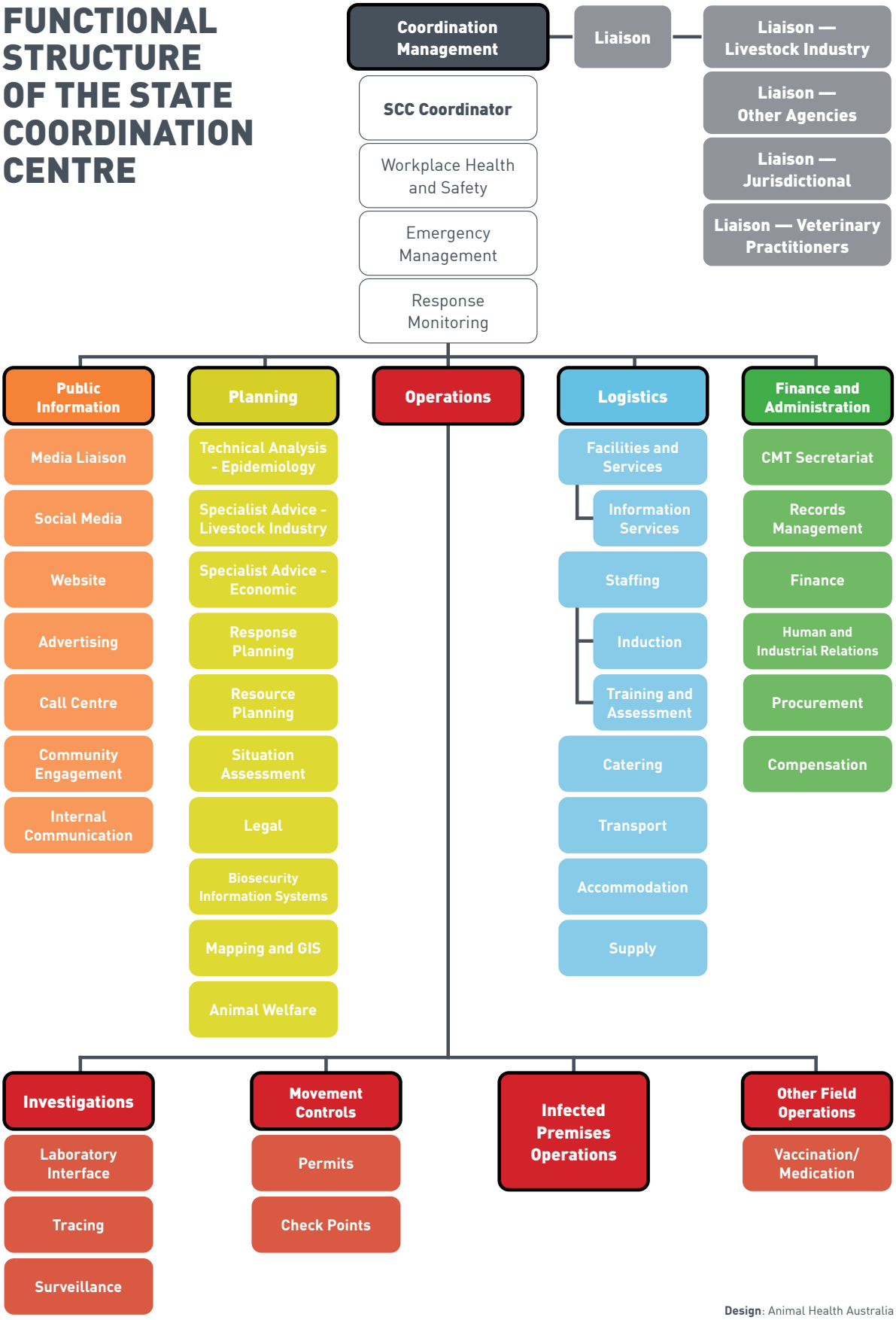



Figure 3. Functional structure of State Coordination Centres.

# FUNCTIONAL STRUCTURE OF THE LOCAL CONTROL CENTRE

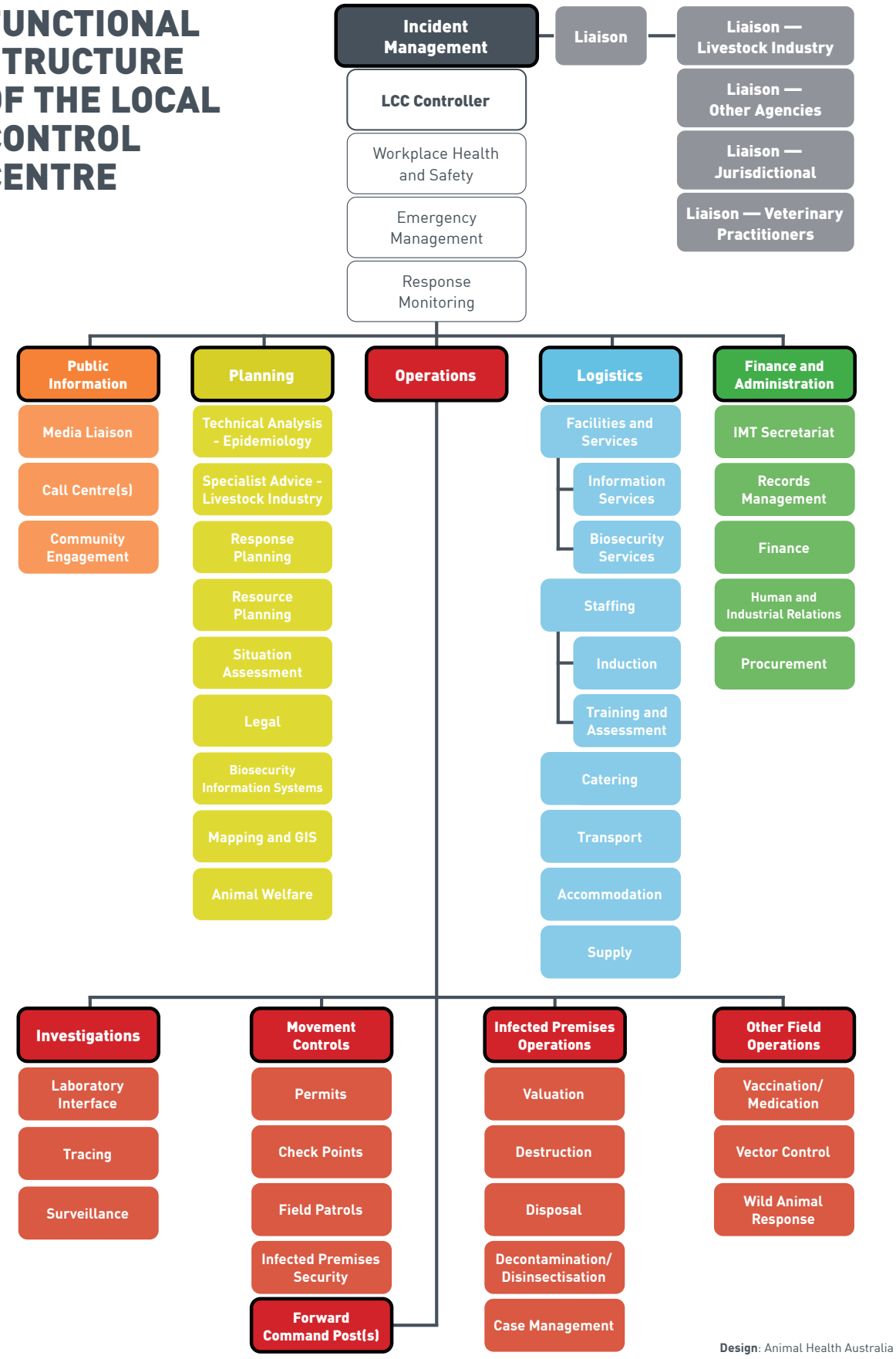



Figure 4. Functional structure of Local Control Centres.

# Inductions

Response personnel, such as the LLI representative, are inducted into the response; first at a general induction, followed by a function-specific induction (these may be combined if appropriate). These inductions are a good opportunity for the LLI representative to introduce themselves and explain what skills they bring to the Liaison functional area and control centre.

## GENERAL INDUCTION

All response personnel receive a general induction before starting work in the control centre, covering:

- general overview of the response
- administration (contact details, work hours, rosters, meals and accommodation)
- layout of the facilities (SCC/LCC)
- amenities, biosecurity procedures, entry/exit and parking
- workplace health and safety, emergency procedures and first aid
- confidentiality and media policies
- legislation and state arrangements.

## FUNCTION-SPECIFIC INDUCTION

Response personnel are also inducted into their function, covering:

- introduction to the functional role and relevant response personnel (incl. managers, supervisors and key staff)
- responsibilities of the functional role
- current situation of the response
- layout of the workspace that the functional role and area will be located
- communication and data systems
- daily schedule for meetings and briefings
- training and workplace health and safety specific to the functional role
- reporting, recording and sharing information.

# Liaison — Livestock Industry*

## APPOINTMENT OF THE LIAISON — LIVESTOCK INDUSTRY REPRESENTATIVE

In a cost-shared EAD response, the affected industry (represented by the relevant peak industry body) will be invited by the Lead Agency (government) to nominate representatives to carry out the LLI functional role. In turn, the affected industry is obligated to provide industry personnel capable of performing the LLI functional role. Before entering the response, the nominated industry personnel must have:

- been appropriately trained
- been appropriately authorised
- submitted a signed Confidentiality Deed Poll.

To be considered 'appropriately trained', industry personnel must have been nominated by the relevant peak industry body to participate and have attended an LLI workshop delivered by Animal Health Australia (AHA) within the preceding 5 years.

The LLI representative is responsible for acting on behalf of the affected industry during an EAD response. As such, it is critical that the relevant peak industry body has granted the nominated industry personnel with the authority to make decisions and share the perspective of the affected industry.

As a representative of the affected industry, the LLI representative will be treated as an employee of the peak industry body. This being the case, the LLI representative is responsible for reporting to the relevant peak industry body, and the peak industry body is responsible for covering costs related to salary and wage, insurance and incidentals of the LLI representative.

Response personnel employed by government are bound by the relevant Privacy Act; however, the LLI representative is not as they are employed by the peak industry body. In order to participate in activities related to the response (incl. those involving decision-making), the LLI representative is required to have submitted a signed Confidentiality Deed Poll to AHA before entering the response.

## RESPONSIBILITIES AND TASKS OF THE LIAISON — LIVESTOCK INDUSTRY REPRESENTATIVE

Once in the control centre as a response personnel, the LLI representative must:

- comply with workplace health and safety requirements
- manage and record information correctly
- maintain an appropriate level of information security and confidentiality
- provide input into control centre documentation such as the emergency animal disease response plan (EADRP), Situation Reports (SitReps) and Incident Action Plans (IAPs)[4]
- conduct and record briefings/debriefings and handovers as required.

More specifically, the LLI representative is responsible for being the official conduit between the response and the affected industry. This is facilitated by its positioning within the control centre structure (Figures 3 and 4) which enables the LLI representative to feed directly into the SCC CMT or LCC IMT.

*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 functional role and peak industry body, respectively.

4 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 – Appointment of industry personnel in an EAD response*, respectively (animalhealthaustralia.com.au/eadra).

The responsibilities[5] 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 peak industry body.
- 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.
- Commenting on and contributing to decision-making where matters affect industry.
- Submitting a signed Confidentiality Deed Poll prior to entering a response and adhering to information security and confidentiality policies.
- Having a broad understanding of the Emergency Animal Disease Response Agreement (EADRA); in particular, sections related to cost-sharing and compensation.[6]
- Working effectively with other control centre personnel (incl. Liaison Management and other Liaison personnel representatives).
- 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.

The affected industry also shares in the high-level decision-making by having representatives on the NMG and CCEAD, as nominated by the relevant peak industry body and trained by AHA (see Figure 2). The LLI representative is responsible for liaising with the affected industry's NMG and CCEAD representatives as part of providing the peak industry body with updates on the response.

***The LLI representative is responsible for being the official conduit between the response and the affected industry. This is facilitated by its positioning within the control centre structure which enables the LLI representative to feed directly into the SCC CMT or LCC IMT.***

## DIFFERENCES BETWEEN THE STATE COORDINATION CENTRE AND THE LOCAL CONTROL CENTRE

Although the LLI representative is broadly responsible for the above, specific tasks and responsibilities may vary depending on whether they are based in the SCC or LCC, the scale of the response, the disease being responded to and the industry they represent. Key differences between the remits of LLI representative in the SCC and LCC are listed in Table 1.[5]

5 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).

6 Including, but not limited to, Schedule 3 - EAD categories and Schedule 6, Section 3 - Eligible costs.

**Table 1. Comparison of the roles 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 |
|---|---|
| • Operates at the state level.<br>• Facilitates information flow between industry and SCC activities.<br>• Provides industry's perspective on the strategic direction of the response to the SCC CMT.<br>• Contributes to the maintenance and development of EADRPs.<br>• Identifies, addresses and resolves urgent policy and strategic issues.<br>• Monitors the implementation of assistance policies.<br>• Works with industry representatives who sit on the CCEAD and NMG.<br>• Holds balanced, state-wide knowledge of industry-specific policies and factors (scientific, political, legal and economic). | • Operates at the local level.<br>• Facilitates information flow between industry and LCC activities.<br>• Provides industry's perspective on the operational activities of the response to the LCC IMT.<br>• Contributes to the maintenance and development of SitReps and IAPs.<br>• Identifies and raises policy issues to the SCC LLI to be addressed and resolved.<br>• Monitors requests for assistance and compensation in a way that supports individual and local industry recovery.<br>• Liaises with local industry and provides feedback to assist the LCC IMT with local decisions. |

# Specialist Advice — Livestock Industry**

Industry representatives may also be asked to fill other functional roles within the control centre, such as the Specialist Advice — Livestock Industry (SA–LI) functional role. While both LLI and SA–LI functional roles are performed by industry personnel, they are distinct from one another with some key differences.

## SPECIALIST ADVICE — LIVESTOCK INDUSTRY IN THE CONTROL CENTRE

While the LLI functional role is positioned within the Liaison functional area (Figures 3 and 4), the SA–LI personnel often works under the Planning or Operations functional area where they are able to apply their industry-specific knowledge (e.g. technical, political, geographical) which complement the activities of that functional area (e.g. data collection, collation, analyses and sharing, translation of strategies and policies into operational plans in Planning).

Unlike the LLI representative who is employed by and reports to the relevant peak industry body, the SA–LI personnel is contracted by the Lead Agency (i.e. government). As such, the relevant Lead Agency is responsible for covering costs related to salary, wage and insurance of the SA–LI personnel and the SA–LI personnel is responsible for reporting to their functional manager. Furthermore, SA–LI personnel are not required to submit a signed Confidentiality Deed Poll prior to entering a response as they are bound to the confidentiality clauses under the relevant Privacy Act as per their contractual agreement.

**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.

> ***...the SA–LI personnel is contracted by the Lead Agency... [and] is responsible for providing advice and guidance based on their industry-specific knowledge.***

## RESPONSIBILITIES AND TASKS OF THE SPECIALIST ADVICE — LIVESTOCK INDUSTRY PERSONNEL

The SA–LI is responsible for providing advice and guidance based on their industry-specific knowledge. Generally speaking, the SA–LI personnel is responsible for:

- providing technical advice from the perspective of industry on the disease response to inform policy and appropriate control measures
- working effectively with primary stakeholders (e.g. Technical Analysis, LLI and any other functional roles)
- contributing to the development of disease response plans, reports and strategies
- maintaining 100% confidentiality.

Aforementioned technical advice that the SA–LI personnel provide may include:

- 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 new developments and information

- priorities for tracing and surveillance and appropriate surveillance methods
- destruction, disposal and decontamination techniques
- movement controls and changes that should be made in light of new developments and information
- the need for, and nature of, additional operational activities (e.g. wild animal/vector operations).

Specific tasks and responsibilities vary depending on whether the SA–LI personnel is based in the SCC or LCC, the scale of the response and the industry they represent. Key differences between the remits of SA–LI personnel in the SCC and LCC are listed in Table 2.

## INDUSTRY LIAISON OFFICER

An Industry Liaison Officer (ILO) is an outdated role which historically facilitated the involvement of industry personnel during a response to an EAD incident. The terminology and role of an ILO was removed during the revision of the Australasian Interagency Incident Management System (AIIMS) in 2017, but it does overlap with the current SA–LI function.

Th role description of an ILO should not be used in EAD responses to avoid confusion with the SA–LI and LLI functions.[7]

**Table 2 . Comparison of the roles and responsibilities between the Specialist Advice – Livestock Industry personnel in the State Coordination Centre and Local Control Centre.**

| SA–LI in the SCC | SA–LI in the LCC |
|---|---|
| • Operates at the state level.<br>• Has state-wide knowledge of the industry (e.g. its makeup, practices, leaders and key stakeholders).<br>• Contributes to response policies and plans at a state-wide level.<br>• Assists in developing overall priorities for tracing and surveillance, movement controls etc.<br>• Addresses matters raised by LCC SA–LI. | • Operates at the local level.<br>• Has knowledge of local industry (e.g. its makeup, practices, leaders and key stakeholders).<br>• Provides input on local resource availability, boundaries, movement control and strategies to minimise the impact on local industry.<br>• Provides advice and guidance regarding their industry within the Restricted Area. |

7 However, the Industry Liaison Officer continues to be used during emergency plant pest responses.

# Communication and documentation

## BRIEFINGS AND DEBRIEFINGS

Briefings and debriefings are conducted to facilitate information-sharing and provide opportunities for response personnel to ask questions and share feedback. In the control centre, briefings and debriefings may be conducted with all response personnel present (e.g. by the SCC or LCC IC), just functional areas (e.g. by the functional manager) or even functional sections (e.g. by the section lead), depending on the scale of the response and briefing and debriefing required. As such, response personnel including the LLI may participate in multiple briefings and debriefings in their day.

Briefings are typically conducted at the start of the day and follow what is known as the 'SMEACS' format (see Figure 5). This format ensures that all relevant and important information is covered.

Meanwhile, debriefings are usually scheduled at the end of each day and are held to analyse the activities that have occurred in the past operational period or at the end of a response operation. Debriefings can be formal or informal; regardless, written records of the discussion and outcomes of any debriefings should be maintained.

Debriefings may not follow the SMEACS format of briefings but instead cover off on what the control centre had planned to do and what had been actually done or achieved. As such, debriefings 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).


Figure 5 SMEACS format

In doing so, the control centre can identify what approaches, methodologies and resources (e.g. templates) should be used, amended or discarded to optimise systems and operations.

## HANDOVERS

If the LLI representative is stepping into a response to take over the functional role from a predecessor, it is critical that a handover be conducted.

Handovers describe the processes and resources in place for relaying sufficient information from the preceding to succeeding response personnel. They aim to enable the succeeding response personnel to continue carrying out the tasks required with minimal interruption and are often in the combined form of an events and conversation log and a verbal briefing in the SMEACS format.

Both parties are equally responsible for the information provided and received. Therefore, it is important to ask questions and clarify what is required during the handover.

## INCIDENT ACTION PLANS

IAPs are plans written for actions to be conducted within a particular timeframe. IAP templates should be available within the control centre and will usually follow the SMEACS format to ensure that all aspects needed to complete an action is captured (e.g. tasks and how they will be executed; resources required; how and when communications will be delivered; safety measures in place during execution).

***It is valuable for personnel entering the response to access the current SitRep on arrival into the control centre to gain a shared situational awareness of how the incident is progressing.***

## SITUATION REPORTS

SitReps are structured reports used to keep staff and relevant stakeholders involved informed of the current situation of an incident. It is valuable for personnel entering the response to access the current SitRep on arrival into the control centre to gain a shared situational awareness of how the incident is progressing.

In preparing SitReps, staff from each functional area and section are usually asked to report short, high-level points to their respective reporting lines. These are often requested to be submitted by a certain time each day (e.g. 2:00 pm). The information is then collated into a single SitRep which provides everyone with relevant information on the progress of the incident (i.e. a shared situational awareness and common operating picture).

## TASK REQUEST FORMS

Task request forms are used to obtain resources and services or to have a task completed. Requests for resources should be completed on the task request form (either in hardcopy or electronically, depending on the Lead Agency's systems and processes) and forwarded to the Logistics functional area. Requests should be as specific as possible to enable exactly what is required to be sourced or completed.

## EVENTS AND CONVERSATION LOGS

It is important that you maintain records of your communication and activities during the day while working in a control centre, as a reference point for relevant response personnel and for audit purposes following the response.

In most jurisdictions, all response personnel are required to complete an events log (i.e. a record of events as they happen). Events logs are provided in the control centre, either as a physical or electronic version. Each entry should describe the particular action or event (who, what, why and where), the date and time it occurred and where applicable, any outcome/s. The more detail the better. Events logs are to stay in the control centre and need to be handed to the Finance and Administration functional area for records management and filing at the end of an incident.

***It is important that you maintain records of your communication and activities during the day while working in a control centre, as a reference point for relevant response personnel and for audit purposes following the response.***

Similarly, any important conversations regarding the incident, whether it be over the phone or face-to-face, needs to be recorded manually or electronically. Most control centres will have a "record of conversation" form available to response personnel. Scribbling on a notepad is not advisable as it may be difficult to retrace information if required. As with the events log, these records are to remain in the control centre and filed by Finance and Administration functional area as part of records management at the conclusion of the incident.

# Health and wellbeing

Response personnel are often required to work long hours to meet competing priorities in unfamiliar and confined spaces and with staff they are not acquainted with. This can be physically and mentally demanding, so it is imperative that LLI representatives monitor and prioritise their health and wellbeing.

## 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.[8] The body experiences a series of biochemical changes that elicit a fight or flight response. During this response the body reacts too quickly to distinguish the difference between "real" danger and perceived threat, such as managing a functional area in a control centre.

In order to manage stress effectively, it is important that its source and signs can be recognised. Some general signs of stress include:

- 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.

Stressed individuals may also be at risk of less apparent impacts such as an increased risk of blood clots, increased glucose being released by the liver and a weakened immune system.

Each individual experiences stress differently and may present different signs to those listed. Similarly, individuals may have alternative approaches to those listed hereon for managing their stress.

## MANAGING STRESS

Some ways to minimise the risk of stress before entering a response include:

- researching your functional area and role and the incident before you arrive at the control centre, if time permits
- having a clear understanding of what is expected of you during the response
- keeping up-to-date with the business rules used in the control centre
- receiving a sufficient handover (if taking over from another LLI representative)
- familiarising yourself with key contacts and response personnel, the reporting lines and where to access a contact list.

Once in the control centre, some activities that may assist in reducing stress and its impact include:

- being sufficiently inducted into the control centre and functional role
- ensuring access to an adequate workstation and necessary resources (incl. equipment)
- taking regular breaks including lunch breaks away from the workstation
- prioritising tasks and avoiding hindrance by lower priority activities
- asking questions and requesting assistance if required
- talking to colleagues
- not working more than 12 hours in a shift
- doing some physical exercise before or after work
- practicing relaxation, meditation or mindfulness techniques
- getting plenty of sleep – 8 hours is ideal
- not drinking excessive amounts of alcohol
- drinking plenty of water
- seeking counselling if required.

8 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.

# Resources

## CHECKLIST FOR THE LIAISON — LIVESTOCK INDUSTRY REPRESENTATIVE

The checklist below has been developed to assist industry personnel performing the LLI functional role during an EAD response. Please be mindful that there may be additional considerations and activities unique to the response.

### Before entering the response:

- ☐ Submit a completed Confidentiality Deed Poll to AHA (trainingsupport@animalhealthaustralia.com.au) and bring a copy to your control centre induction.
- ☐ Confirm the length of your involvement and employment, insurance and indemnity arrangements.
- ☐ Confirm your authority, delegations and reporting arrangements with your peak industry body.
- ☐ Confirm your peak industry body's EAD response policies and access and familiarise yourself with relevant industry plan/s and resources where available.
- ☐ Familiarise yourself with the LLI functional role, as described in the *AUSVETPLAN Control Centre Management Manual (Part 2)*.[9]
- ☐ Familiarise yourself with the most up-to-date version and relevant sections of the EADRA and its guidance documents.[10]
- ☐ Familiarise yourself with the most up to date version of the relevant AUSVETPLAN disease strategy.[9]
- ☐ Access the LLI Information Guide for reference.[11]
- ☐ Familiarise yourself with the most recent SitReps from the SCC/LCC.
- ☐ Arrange a handover (if you are replacing another LLI representative).
- ☐ Confirm and familiarise yourself with key industry and control centre contacts, noting who is cleared to receive confidential information.
- ☐ Confirm your industry spokesperson for media enquiries and familiarise yourself with any previous correspondence, media releases and public resources issued by your peak industry body.

### During the response:

- ☐ Participate in control centre and functional inductions (incl. completing any necessary documents) and attain necessary equipment and stationery (phone, laptop, chargers, notebook, events log etc.).
- ☐ Maintain contact and consult with your peak industry body and key industry contacts on response policies and strategies.
- ☐ Participate in SCC/LCC meetings and represent industry's views on the response.

9 animalhealthaustralia.com.au/ausvetplan
10 E.g. Clauses 7 – 10 and 12 and relevant Schedules in the EADRA and *EADRA Guidance Document - Appointment of industry personnel in an EAD response*; animalhealthaustralia.com.au/eadra
11 animalhealthaustralia.com.au/liaison-livestock-industry-role

| | |
|---|---|
| ☐ | 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 peak industry body. |
| ☐ | 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. |

## ANIMAL HEALTH AUSTRALIA

AHA is the trusted and independent national animal health body in Australia, bringing together government and industry to deliver animal health and biosecurity. AHA facilitates trust and cooperation between industry and government on animal health matters to improve animal and human health, biosecurity, food safety and quality, market access, animal welfare and livestock productivity.

More information on AHA and a range of resources, including the EADRA and AUSVETPLAN, can be accessed from the AHA website.[12]

## EMERGENCY ANIMAL DISEASE RESPONSE AGREEMENT[13]

AHA manages the EADRA, also known as 'the Deed', a unique contractual arrangement between Australia's governments and industry groups. It collectively and significantly increases Australia's capacity to prepare for and respond to EAD incursions and minimises uncertainty over management and funding arrangements of cost-shared responses.

The EADRA commits its Signatories to work collectively to reduce the risk of EAD incursions and share the approved costs of EAD responses. This 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'.

12 animalhealthaustralia.com.au
13 animalhealthaustralia.com.au/eadra

## AUSTRALIAN VETERINARY EMERGENCY PLAN[14]

AUSVETPLAN is the national plan for responding to an EAD. It is used as a guide and documents the nationally agreed roles, responsibilities, coordination arrangements, policies, strategies and procedures for the response to EAD incidents in Australia. AHA manages the development and review of AUSVETPLAN on behalf of its members.

***AHA is the trusted and independent national animal health body in Australia, bringing together government and industry to deliver animal health and biosecurity.***

**Table 3 Suite of documents available as part of AUSVETPLAN**

| Document | Description |
|---|---|
| **Summary documents** | Describes the components of AUSVETPLAN. |
| **Disease strategies** | 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 recommended procedures for activities which are undertaken in most EAD responses such as destruction or decontamination. |
| **Enterprise manuals** | Provide information and guidance on specific types of enterprises within the livestock industry, for example "Poultry Industry" and "Meat Processing". |
| **MANAGEMENT MANUALS** | |
| **Control Centres (Part 1)** | Gives guidance on managing information and resources during an EAD. It also describes the phases of an EAD. |
| **Control Centres (Part 2)** | Contains information on the specific functions and linkages which operate during an EAD. This manual defines the skills, responsibilities, tasks and knowledge required for each function. Refer to this manual for a job description of the LLI function. |
| **Laboratory preparedness** | Aimed specifically to assist veterinary laboratories to prepare a contingency plan for an EAD. |

14 animalhealthaustralia.com.au/ausvetplan

## BIOSECURITY INCIDENT MANAGEMENT SYSTEM[15]

The Biosecurity Incident Management System (BIMS) provides guidance on contemporary practices for the management of biosecurity incident response and initial recovery operations in Australia. It forms the basis for a consistent and effective management framework for all biosecurity incidents. An adaptation of the Australiasian Inter-service Incident Management System (AIIMS), the BIMS adopts an all-hazards approach and:

- represents the most contemporary approach to incident management
- co-exists with and complements current, sector-specific and jurisdictional response arrangements
- is contextualised to a biosecurity environment
- can be applied to all biosecurity incidents, irrespective of sector or scale of response.

## STANDARD OPERATING PROCEDURES

A standard operating procedure (SOP) is a set of step-by-step instructions compiled by an organisation to help staff carry out specific tasks. SOPs are used to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply with industry regulations. All SOPs relevant to the management and operation of a particular incident should be accessible either in hardcopy or on the incident management system used in the control centre.

Some SOPs have been developed and are used only by one jurisdiction; however, there are some that have been nationally agreed upon and are used across multiple jurisdictions. These are known as Nationally Agreed Standard Operating Procedures (NASOPs). The full list of NASOPs can be accessed from the AHA website.[16]

## OUTBREAK WEBSITE

Developed by the Australian, state and territory government agricultural agencies, the national pest and disease outbreaks website[17] provides information on active biosecurity emergency responses that affect Australia's agricultural industries and environment. In addition, the website outlines how to prevent and prepare for, and respond to, biosecurity emergencies.

15 agriculture.gov.au/biosecurity/partnerships/nbc/nbepeg/bims

16 animalhealthaustralia.com.au/nationally-agreed-standard-operating-procedures

17 outbreak.gov.au

# Premise classifications

| | Expansion | Definition |
|---|---|---|
| ADS | **Approved Disposal Site** | A premises that has zero susceptible livestock that has been approved as a disposal site for animal carcasses or potentially contaminated animal products, wastes or materials. |
| APF | **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. |
| 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 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. |
| CA | **Control Area** | 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). A control area is a disease-free buffer between the restricted area and the outside area. Specific movement controls and surveillance strategies will apply to maintain its disease-free status and prevent the spread of disease. |
| DCP | **Dangerous Contact Premises** | 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 materials that present an unacceptable risk to the response if the risk is not addressed, and that therefore requires action to address the risk. |
| DCPF | **Dangerous Contact Processing Facility** | 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 materials, and that requires action to address the risk. |

| | Expansion | Definition |
|---|---|---|
| DA | **Declared Area** | A defined tract of land is subjected to disease control restrictions under EAD legislation. There are two types of Declared Areas: Restricted Area and Control Area. |
| IP | **Infected Premises** | A defined area (which may be all or part of a property) on which animals meeting the case definition for an EAD are or were present; or the causative agent of that emergency disease exists, or there is a reasonable suspicion that it exists; and the relevant CVO or their delegate has declared it to be an Infected Premises. An Infected Premises is subject to quarantine served by notice and to eradication or control procedures. |
| OA | **Outside Area** | The area of Australia outside the Declared (Control and Restricted) Areas. |
| POR | **Premises of Relevance** | 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. |
| 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 disease controls, including intense surveillance and movement controls. |
| 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(s). |
| TP | **Trace Premises** | 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 materials, and that requires investigation(s). |
| TA | **Transmission Area** | An area that is used for vector-borne diseases (e.g. insect-borne), recognising that vectors are not confined by property boundaries. It includes Infected Premises, and where possible, Dangerous Contact Premises, Trace Premises and Suspect Premises, and is subject to increased surveillance and movement controls. |
| UP | **Unknown Status Premises** | A premises within a Declared Area where the current presence of susceptible animals and/or risk products, wastes or materials is unknown. |
| VN | **Vaccinated** | A qualifier that may be used to identify premises that contain susceptible animals that have been vaccinated against the EAD in question. |
| ZP | **Zero Susceptible Stock Premises** | A premises that does not contain any susceptible animals or risk products, wastes or materials. |

# Acronyms, abbreviations and terms

| | |
|---|---|
| ACDP | Australian Centre for Disease Prepareness |
| ACVO | Australian Chief Veterinary Officer |
| AGMIN | Agriculture Ministers' Forum |
| AGSOC | Agriculture Senior Officials Committee |
| AHA | Animal Health Australia |
| AHC | Animal Health Committee |
| AUSVETPLAN | Australian Veterinary Emergency Plan |
| BIMS | Biosecurity Incident Management System |
| CCEAD | Consultative Committee on Emergency Animal Disease |
| CCMM | Control Centre Management Manual |
| CEO | Chief Executive Officer |
| CMT | Coordination Management Team |
| CSIRO | Commonwealth Scientific and Industrial Research Organisation |
| CVO | Chief Veterinary Officer |
| EAD | Emergency animal disease |
| EADRA | Emergency Animal Disease Response Agreement |
| EADRP | Emergency Animal Disease Response Plan |
| FCP | Forward Command Post |
| GOVT. | Government |
| IAP | Incident Action Plan |
| IC | Incident Coordinator/Controller |
| IMT | Incident Management Team |
| LCC | Local Control Centre |
| NASOP | Nationally Agreed Standard Operating Procedure |

| | |
|---|---|
| NBC | National Biosecurity Committee |
| NCC | National Coordination Centre |
| NMG | National Management Group |
| OIE | World Organisation for Animal Health |
| 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 |
| WTO | World Trade Organisation |

# Useful contacts and numbers

**Use this page for recording your own contacts, numbers etc.**

| Name | Agency | Phone |
|---|---|---|
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