

Set up of control centres

Control centres that may be established by NSW Department of Primary Industries (DPI) for biosecurity, natural disaster and locust emergencies include a State Coordination Centre (SCC), Local Control Centres (LCCs), and Forward Command Posts (FCPs).

Emergency Operations Centres (EOCs) may be established in accordance with *NSW Government Emergency Operations Centres Policy Document* and is outside the scope of this guide.

Activation

- DPI may activate control centres as a combat agency and as a functional area (to provide operational support)
- Activated by an Incident Controller (who is appointed by either a State Emergency Coordinator, Agriculture and Animal Services Functional Area (AASFA) Coordinator, Chief Plant Protection Officer or Chief Veterinary Officer)
- Logistics function is responsible for setting up the control centre, with support from Functional Areas if required

Location

- A single, all hazards SCC for DPI will be located in Orange NSW, either in the DPI Head Office or another suitable site
- LCCs will preferably be located in DPI facilities at Wagga Wagga, Wollongbar, Menangle, Tocal, Goulburn, Dubbo and Tamworth or Local Land Services (LLS) offices as specified in regional operations plans
- FCPs will be based at the most appropriate location to the event, usually at a LLS office
- Location of a control centre should:
 - be outside of the potential hazard impact area, where appropriate
 - be within reasonable travelling time (< 1 hour) of the area of field operations
 - consider protracted operations, eg months for biosecurity operations
 - allow for expansion, eg addition of portable buildings
 - be accessible to accommodation, transport systems/routes, service providers (eg catering)
 - avoid co-location with existing local community activities where possible
 - consider neighbours and local traffic where noise, dust and lights may create adverse impacts

Capacity

- Capacity must account for working requirements and supporting activities, such as induction, catering, stores, which can be located outside the main building area (see Setup below).
- An annual audit of identified and potential control centres will be conducted.

Setup

- Location, capacity, layout, supporting activities and utilities will vary with the type of incident and the scale of the response
- Establishment time for initial deployment should be a maximum of 6-12 hours
- Display directional and information signs outside (for deliveries, arriving response personnel, evacuation assembly points, parking and traffic management) and inside (eg functions, first aid, rest/quiet areas, dining, reception, meeting/induction areas)
- Provide sufficient parking for vehicles including effective traffic management, security, and considerations for normal business operations and neighbours
- Layout needs to support interaction of functions:
 - Large open plan is desirable to support sharing of information
 - Briefing/debriefing area for 10 – 100 (size varies depending on incident type)
 - Meeting room(s) – capacity for 10-15 people
 - Media area/room
 - Reception including area that allows for restricted access of visitors
 - Producer/community contact area (capacity for 5-10 people)

- Supporting facilities depend on the incident type:
 - Additional working space if original control centre capacity is reached
 - Adequate toilets and showers, including those with disabled access.
 - Stores capability and capacity equivalent to 1-6 shipping containers/portable structures
 - Parking – sufficient for the number of personnel expected, eg in large centre's expect at least 150 cars staying throughout each shift, and 300+ buses/cars coming and going during shifts, plus delivery and transport vehicles (trucks and buses).
 - Dining facilities and cool/cold rooms (can be an existing commercial outlet)
 - Outside space for smokers (note restrictions on some work sites)
 - Vehicle (car size) washing bay (can be off site at service providers)
 - Secure waste handling area – general, recyclable, biological, chemical and shredded office waste
 - Facilities for handling samples – storage, packaging, dispatch
 - Chemical storage

Note: all buildings and rooms should be identified with names &/or numbers

Access and security

- Accessible for personnel with restricted mobility or other special needs
- Register personnel by signing in/out or scanning in/out using barcodes on identification cards
- Security keys/cards/codes are issued to roles, not individual people and should be handed over as part of the shift change
- Keys are to be clearly labelled and tracked (with a sign in/out system or similar)
- Codes for buildings should be kept secure, and where possible changed regularly
- Buildings and internal areas to be kept secure to protect personnel and against theft or damage. Areas with general public access may require special consideration and protocols.
- Provision of lockable storage or areas for equipment and valuable items
- Security personnel may be required (based on risk) to regulate access and maintain security of the site including external storage facilities and parking areas. Where a Security Officer is not appointed, a person must be clearly identified to provide emergency (eg after hours) access.
- All breaches of security should be investigated, and where theft is suspected NSW Police should be notified. A written record of each breach and the outcome of its investigation must be made.
- All response personnel are inducted and issued an identification card (visible when on shift)
- Incident Management Team personnel are to wear tabards (coloured vests) identifying their role.
- Visitors (including media) sign in/out at reception, are issued a visitors card and are accompanied while on site. Access to areas and information should be limited to purpose of visit to maintain security and confidentiality.

Utilities

Expected use should be reviewed for impact on existing capacity and arrangements made for alternative or improved capability so operations do not impede on normal business operations.

- Electricity
 - Back-up power source
- Telephone:
 - potential for very high traffic (ie >1000 calls/day in response stage). Alternate arrangements (ie call centres) will need to be identified once local capacity is reached.
 - need switchboard capability, with after-hours switching capability
 - minimum of 15 lines in/out with at least two dedicated fax lines
 - may need space for control system (e.g. PABX)
 - remote areas may require satellite phones or communications boost with provision made for telecommunications equipment
 - mobile phone accessibility and strength
- Computer communications
 - Internet facilities eg hub, portable modem, Wi-Fi
- Radio communications – as required
 - Aircraft operations radio communication networks consistent with NSW RFS systems

- Water
 - Access to potable water (inside and outside the buildings)
 - Portable storage for field operations support (eg decontamination)
- Sewerage
 - Waste entering the sewerage system must meet requirements and if not, is to be disposed of at an approved waste handling facility
 - Sufficient storage capacity

Safety

- Hazard identification and treatment should occur during set up and use of the centre
- Complete the [Site workplace inspection checklist](#) within 48 hours of establishing a control centre and review regularly (eg monthly)
- Implement the guide '[Emergency procedures for EOCs and field sites](#)'

Resources

- Resourcing will initially depend on the location, lead-time for set up, the complexity of the operation and type of incident
- Resources must be tracked from acquisition, through deployment and during stand-down
- Resources list in Appendix 2 is a guide only to the initial resources required

References

[Ausvetplan management manuals – Control centres Part 1 and 2](#)

[Emergency operations centres policy document, November 2013](#)

[Form - Site workplace inspection checklist](#)

[Guide - Emergency procedures for EOCs and field sites](#)

[Safe work method statements](#)

[WebEOC - Task resource request user guide](#)

Appendix 1 – Tasks to set up a control centre

Instruction: Complete checklist when setting up a control centre. Resources are listed in Appendix 2.

Action	Completed	Comment / Action required
Suitable capacity for predicted response operations <ul style="list-style-type: none"> Staffing and storage Alternative locations identified 		
Accessible - immediate		
Contacts details <ul style="list-style-type: none"> Facilities manager Service providers – eg cleaners, waste disposal 		
Layout of control centre established <ul style="list-style-type: none"> Signs erected Need for additional building/facilities determined 		
Health and safety RA completed <ul style="list-style-type: none"> Emergency procedures confirmed 		
Audio visual equipment available		
Electricity <ul style="list-style-type: none"> Capacity for all equipment Generator desirable 		
Bathroom facilities <ul style="list-style-type: none"> Accessible? Regularly cleaned Resourced 		
Wall clock available / installed		
Communication <ul style="list-style-type: none"> Telephone handsets Mobile phone reception checked Internet, email connectivity available & tested Numbers allocated to roles & communicated 		
Furniture - suitable quantity, safe and ergonomic		
Computers, printers, facsimile setup <ul style="list-style-type: none"> Fax numbers communicated Computers, printers networked Equipment leased with service contract 		
Kitchen facilities established		
Meal / break area set up – covered with table, chairs		
Meeting/debrief area <ul style="list-style-type: none"> Set up, sign displayed 		
Secure parking – access, lights, all weather, sign posted		
Site security <ul style="list-style-type: none"> Reviewed Security personnel engaged? After-hours access protocol determined Communicated to personnel 		
Finance/personnel security <ul style="list-style-type: none"> Safe or access to a safe Key safe Lockers for personnel items 		
Waste <ul style="list-style-type: none"> General, recycled & secure document disposal eg 200L bins available Service provider – known and contacted 		

Appendix 2 – Resource requirements for a control centre

Item	Quantity Capacity 25-50 people	TR/Action required
Calculator	2	
Chairs – standard for meetings, briefings etc	10-50	
Chairs - typists	12-40	
Cleaning equipment - mop, bucket, broom, vacuum	As required	
Clock – 24 hour, visible to all in CC	1	
Commercial radio – battery operated	1	
Computers with network capability	12 expanding to 40	
Contaminated waste bags	100	
Data projector	1-3	
Desk top filing system	12	
Desks	6-20	
Digital camera, waterproof	1-5	
Document trays (in/out)	30	
Extension leads & power boards	10 each	
Fax machine with adequate supplies & back up service	2	
Filing cabinets	2-6	
Kitchen facilities <ul style="list-style-type: none"> • Refrigeration, microwave, light cooking options • Tea/coffee facilities – kettle • Sink, potable water 	1 of each	
Laminating machine & sleeves	1	
Large laminated maps of area of operation	1 min.	
Lockable petty cash tin	1	
Office stationery – including paper (photocopy, pads), pens, pencils, rulers, whiteboard markers/erasers, permanent markers, highlighters, scissors, magnets, post-it notes, staplers, staples, paper/bulldog clips, hole puncher, sticky/duct tape, folders, blue tack, Post-It self stick wall pad	sufficient to support 50 personnel	
Paper shredder	1	
Partitions to create 'offices' (depends on building being used)	As required	
Pin boards	4	
Printer/copier/scanner – b&w - networked, A4-A3, adequate supplies & back up service	1-3	
Printer/copier/scanner – colour - networked, A4-A3, adequate supplies & back up service	1	
Printer – Datacard type for printing id cards, with accessories (eg cards, lanyards, hole punch, printer ribbons)	1	
Signs – directional and information, eg CC name, section labels, parking, no entry/restricted access/caution, reception, amenities, waste	As required	
Smart boards	As required	
Specialist carbon pads - Record of Conversation, Task Request books (Note: TR books not to be used if access to internet available)	at least 40 of each initially	
T cards & T card hangers	for 100 personnel	
Tabards for position holders and agency liaison officers	2/role (for washing)	
Table & chairs for meals	12-40	
Telephone handsets	12-40	
Television	1	
Toilet paper & paper towels	As required	
Waste bags (general)	100	
Waste bins (general, paper, recycled) – number depends on frequency of emptying; for desks and/or common areas	>5	
White boards	5-15	