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**PRIMARY INDUSTRIES**

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# Procedure – Plague Locusts Emergency Operation Centres

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|-----------------------------|--|---------------------------|----------|
| <b>Authorised by</b>        | Director, Emergencies and Animal Welfare           | <b>Authorisation date</b> | 24/08/09 |
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## REVISION HISTORY

| Version | Date      | Amendments |  |
|---------|-----------|------------|--|
|         |           | Section    | Details                                  |
| 1       | 31 Oct 08 |            | For approval                             |
| 2       | 18 Aug 09 | All        | Update NSW DPI to I&I NSW; minor changes |

## 1. Application / Scope

This procedure is issued with the concurrence of the Director-General of Industry & Investment NSW (I&I NSW) under Clause 6.2 of the Memorandum of Understanding between the Director-General of I&I NSW and State Management Council of the Livestock Health and Pest Authorities.

- For the purpose of locust management, Emergency Operations Centres (EOCs) will commonly be referred to as 'Coordination Centres' (CCs).
- CCs are required for the control campaign for plague locusts are initiated according to the Activation of Emergency Operation Centres for Plague Locusts policy.
- CCs will vary in size and function depending on the extent of the control campaign with larger campaigns having State, and multiple Local Coordination Centres (LCC') with Forward Command Posts (FCPs), and smaller campaigns possibly requiring only State, with 1 LCC and multiple FCPs.
- CCs will be organised according to the Incident Command System (ICS) which enables the expansion and contraction of the organisational structure depending upon the situation and establishes a supervisory and reporting structure.
- All personnel operating in a CC must be assigned a role, be inducted into that role, trained in that role and have a copy of their role description. Small campaigns may require personnel to have multiple roles which should be in the same functional area.
- Establishment of a CC should be achieved using the Selection an EOC Location and EOC Set up and Resources procedures.

## 2. Abbreviations / Definitions

- CC – Coordination Centre
- Coordination – support incident control through accessing organisations and other resources. It involves the systematic acquisition and application of resources (organisational, human and equipment) in an emergency situation. Relevant to State and Local CCs (also known as Emergency Operation Centres).
- Command - internal direction of the members and resources of an organisation's roles and tasks by agreement or in accordance with relevant legislation. Command operates vertically within the management structure.
- Control - overall direction of activities with authority established in legislation or in an emergency plan and carries with it the responsibility for tasking other organisations in accordance with the needs of the situation. Control relates to situations and operates horizontally across organisations usually at the local level.
- EOC – Emergency Operation Centre
- FCP – Forward Command Post
- IAP – Incident Action Plan
- LCC – Local Coordination Centre
- LHPA – Livestock Health and Pest Authority (formerly Rural Lands Protection Boards)
- I&I NSW – Industry & Investment NSW (formerly NSW Department of Primary Industries)
- PLMG - Plague Locust Management Group consists of Director General of I&I NSW, President of NSW Farmers' Association and Chairman of State Management Council of Livestock Health and Pest Authorities (LHPAs).
- Span of control – each role should have a maximum of between five and seven other roles reporting to it as this maintains a supervisor's ability to effectively task, monitor and evaluate performance. When the number exceeds seven, a supporting role should be created (not two people in the same role).
- SCC – State Coordination Centre

## 3. Resources / Equipment

- Refer to EOC Set up and Resources procedure for CC and FCP resources.

## 4. Warnings

- It is important to resourcing sufficient personnel into a CC to ensure personnel do not exceed their span of control in the CC, thereby enabling health, safety, operational, reporting, and communication functions to remain manageable to avoid stress and fatigue.
- All personnel must have a role, be inducted into that role, and stay within that role to enable the organisational structure and other personnel to function efficiently. Personnel may have more than one role in small incidents; however the requirements do not alter.

## 5. Procedure

### 5.1 Locust Commissioner

The Locust Commissioner and Deputy Locust Commissioner have overall responsibility of the I&I NSW response campaign for plague locusts and report to the Minister via the Plague Locust Management Group (PLMG). Refer to Appendix 1 for the overall State organisational structure.

The Locust Commissioner role description details responsibilities and competency requirements.

### 5.2 State Coordination Centre

The SCC is responsible for state-wide coordination of all emergency response operations, and develops policies and plans to provide overall strategic direction, priorities, objectives and authority. The SCC collates, assesses and summarises complex information coming from various sources, informs the Locust Commissioner of significant developments, and advises on strategies, procedures and resource requirements. All communications with other jurisdictions must go through the SCC. In cross-border operations, neighbouring or co-located LCCs will liaise and cooperate on operational matters and will notify SCC of communications.

The SCC consists of three sections: Planning, Logistics and Operations. Refer to Appendix 2 for organisational chart. A Controller oversees these sections and this positions role description details job tasks, competency requirements and supervisory responsibilities.

#### 5.2.1 State Planning Section

The Planning Section is responsible for:

- strategic planning, including the assessment of the plague locust spread and development of Incident Action Plans (IAP) for extended operational periods including forecasting control, and resourcing of the response;
- maintaining information and intelligence on the current and forecast situation;
- providing technical and policy advice;
- preparing situation reports and PLMG papers;
- ensuring industry's involvement in planning and communication; and
- legal services.

Refer to the State Planning Section role descriptions for details of job tasks, competency requirements and supervisory responsibilities.

#### 5.2.2 State Logistics Section

The Logistics Section provides logistical support for the response including;

- responding to or processing task requests from the LCCs;
- administrative support to the SCCs operations;
- manage OH&S policy and issues; and
- manage facilities and services to the SCC.

Refer to the State Logistics Section role descriptions for details of job tasks, competency requirements and supervisory responsibilities.

### 5.2.3 State Operations Section

The SCC Operations Section is responsible for strategically coordinating operational activities of the LCCs.

Refer to the State Operations Section role descriptions for details of job tasks, competency requirements and supervisory responsibilities.

## 5.3 Local Coordination Centres

LCCs operate in a defined area (region). The LCC is responsible for direct operational activities for eradication and control of locusts (unless delegated to FCPs when the control operation exceeds the ability of the LCC). If FCPs are established, the LCC operations function becomes a coordinating role of FCPs. The LCC operates under policies and procedures determined by the SCC with the aim to help the community return to normal (recovery phase). Each LCC requires an operational IAP.

Refer to Appendix 3 for the LCC organisational chart. The Controller role description details job tasks, competency requirements and supervisory responsibilities.

### 5.3.1 Local Planning Section

The Planning Section develops local operational plans and predicts future resource requirements based on its technical assessments of the size and impact of the outbreak in consultation with the FCPs and other sections.

The section is also responsible for the collection, collation, evaluation and dissemination of tactical information pertaining to the incident. The planning function is almost exclusively involved with information management. It provides support for control of the incident through:

- Collection, evaluation and dissemination of information on the current and forecast situation
- Preparation and dissemination of the plans and strategies that are to be used in controlling the incident
- Collection and maintenance of information about the resources that are allocated to the incident

**Situation Unit** - Monitors and predicts the incident's behaviour, prepares alternative strategies and identifies the risks and likely outcomes associated with each.

**Resources Unit** - Gathers, maintains and presents information on incident resources and contributes to operational plans.

**Communications Unit** - Prepares Communications Plan with technical advice which may be available from the Communications Support Unit within Logistics.

**Information Unit** - Prepares and disseminates information summaries based upon the Resource and Situation Unit outputs.

Refer to the Local Planning Section role descriptions for details of job tasks, competency requirements and supervisory responsibilities.

### 5.3.2 Local Logistics Section

The Logistics Section sources, acquires, logs and tracks all human and physical resources required for the response in the designated district. The logistics function includes support for control of the incident through the obtaining and maintaining of human and physical resources, facilities, services and materials.

Refer to the Local Logistics Section role descriptions for details of job tasks, competency requirements and supervisory responsibilities.

### 5.3.3 Local Operations Section

The Operations Section manages the field operational aspects of the response including coordinating activities of any FCP. The operations function includes:

- management of all activities that are undertaken directly to resolve the incident; and
- management of all resources (people and equipment) assigned to the Operations Section.

Refer to the Local Operations Section role descriptions for details of job tasks, competency requirements and supervisory responsibilities.

#### **5.4 Forward Command Posts**

FCPs are responsible for tactical operational command activities, such as aircraft support, field surveillance and are responsible for providing data to the LCC. Logistic and Planning functions are limited at the FCP. Support logistic activities include stores officer to manage local resources and clerical officer(s) for data management. Refer to Appendix 4 for the organisational chart.

Refer to the FCP role descriptions for details of job tasks, competency requirements and supervisory responsibilities.

### **6. References**

#### Policies

- [Activation of Emergency Operation Centres for Plague Locusts](#)

#### Procedures

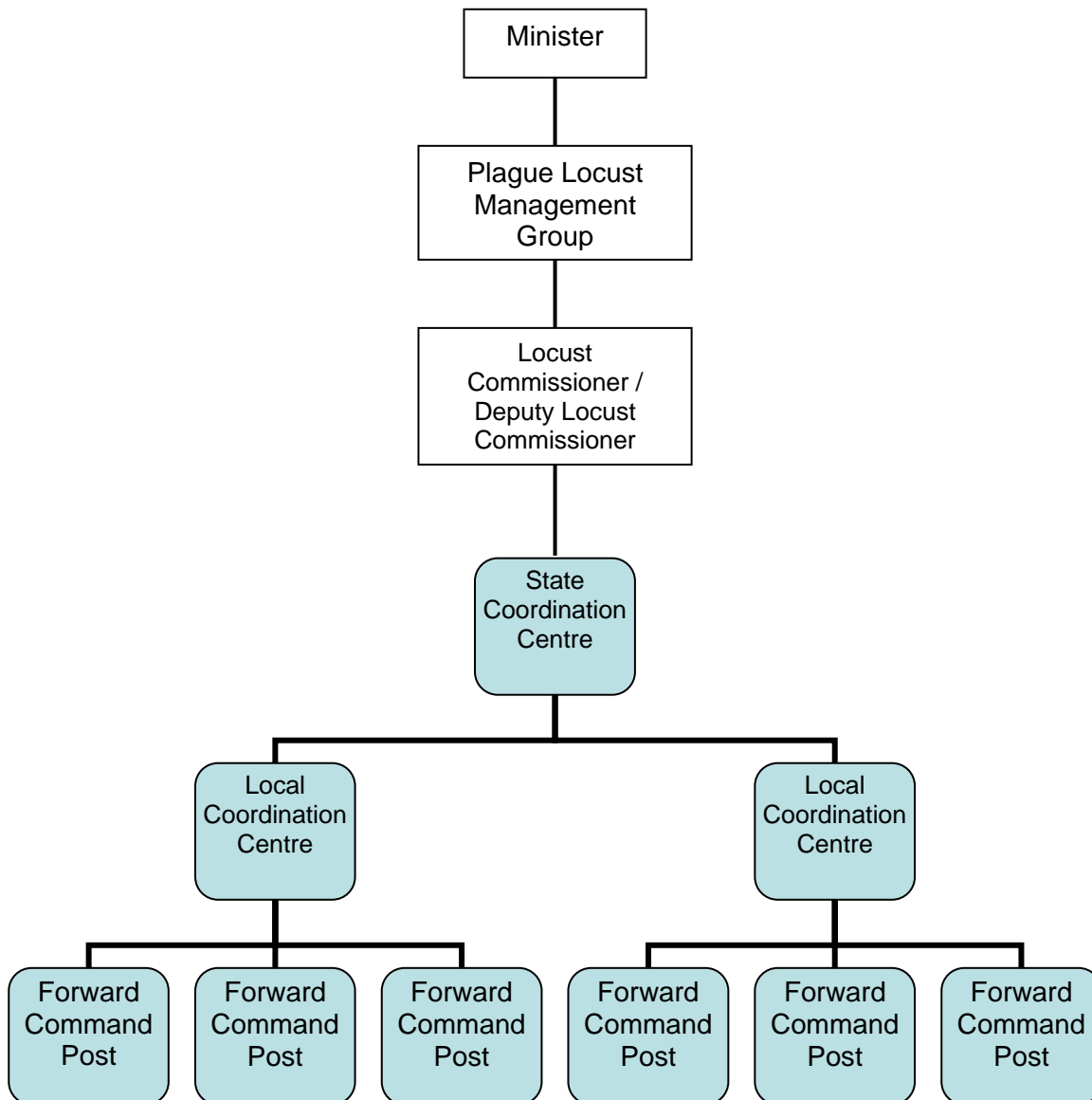
- [Selection an EOC Location](#)
- [EOC Set up and Resources](#)

#### Role Descriptions

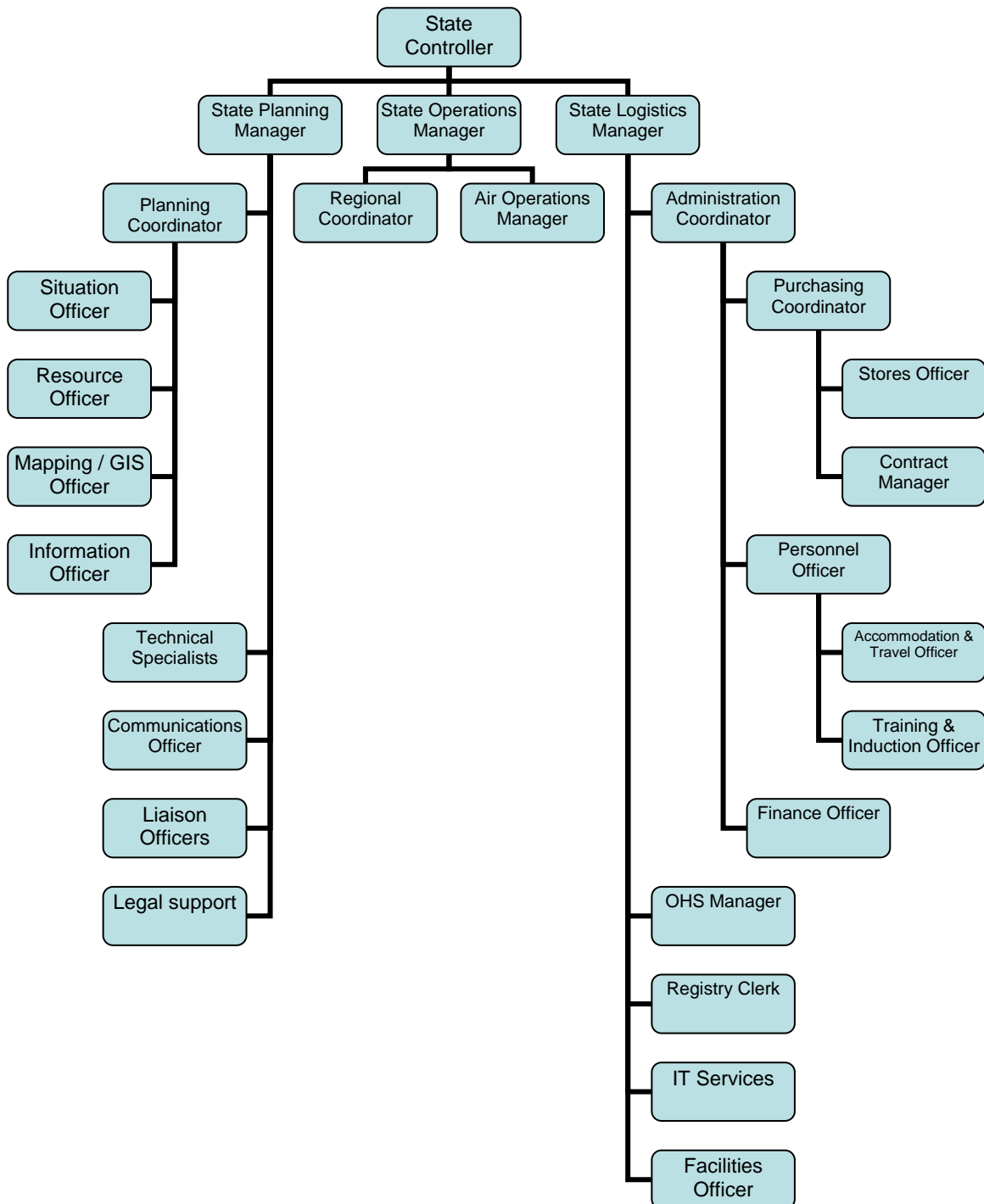
- [Locust Commissioner](#)
- [Controllers](#)
- [State Planning Section](#)
- [State Logistics Section](#)
- [State Operations Section](#)
- [Local Planning Section](#)
- [Local Logistics Section](#)
- [Local Operations Section](#)
- [Forward Command Post](#)

## 7. Appendices

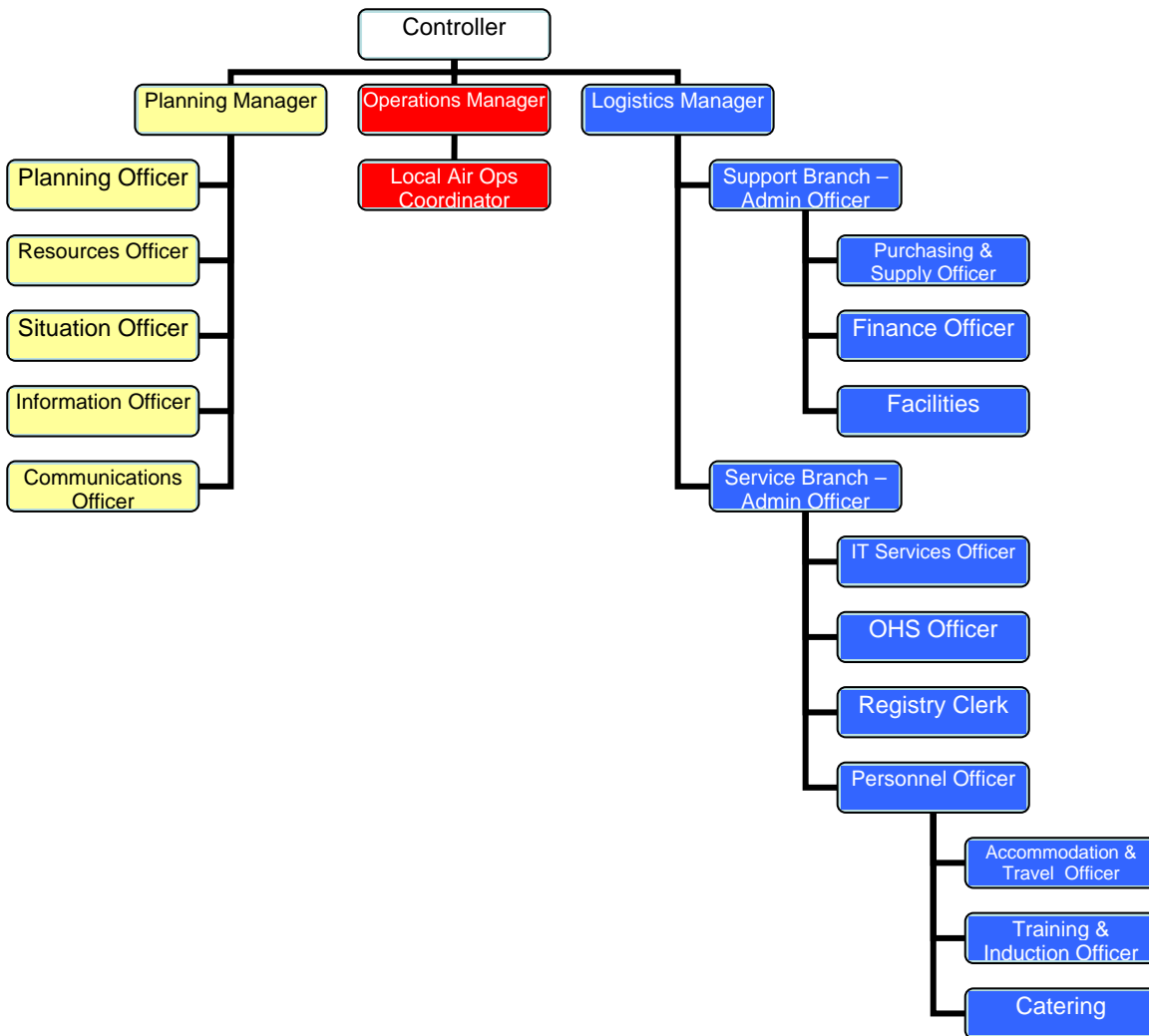
### Appendix 1 – State organisational chart



## Appendix 2 - State Coordination Centre organisational chart



### Appendix 3 – Local Coordination Centre organisational chart



### Appendix 4 – Forward Command Post (field operations) organisational chart

