



EMERGENCY MANAGEMENT | PROGRAM NAME

DPI emergency response roles – Marine pollution





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DPI Emergency Response Roles

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More information

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing (March 2018). However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of the Department of Primary Industries or the user's independent adviser.

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Introduction

NSW Department of Primary Industries (DPI) is the combat agency for plant and animal biosecurity emergencies in NSW (including locusts) and a supporting functional area agency for natural disasters (e.g. bush fire and floods) and other emergencies (e.g. marine pollution).

DPI incident management structures are consistent with Incident Control System (ICS) and Australasian Inter-service Incident Management System (AIIMS).

The five principles of AIIMS which guide the application of the system flexibility, management by objectives, functional management, unity of command, and span of control should be considered when interpreting the organisational charts and implementation of the roles in this manual.

Responsibility for incident resolution sits with the Incident Controller at the local level. Coordination activities may occur at the regional and state levels. The [NSW DPI Concept of Operations](#) outlines control and coordination levels.

Roles and structures may vary with biosecurity (combat agency) and functional area responses. Organisational charts are included to clarify structures, where relevant.

How to use this manual

This manual covers the main roles in marine pollution responses for the Wildlife Unit. The roles in the other responses are available in the [DPI emergency response roles manual](#).

Team Leader and Support roles are generic in some functions. This allows for flexibility based on the complexity, scale and nature of the incident. For larger incidents, multiple support roles may be required with each role being assigned one or two responsibilities from the role description. It is the responsibility of the Team Leader or function Officer to assign tasks and ensure the unit or function responsibilities are met, respectively. In smaller incidents, support, team leader and officer role responsibilities maybe addressed by a single role, usually the officer role.

Each organisational chart is a guide and will vary with each incident. The roles are link to the organisational chart. Not all incidents and responses are the same but there are common management structures that apply across all hazards in which DPI is a controlling or supporting

agency. There is a need to identify and communicate the management structure of an incident, to ensure that an appropriate level of coordination, resources and support are provided in order to achieve successful resolution.

This manual provides examples of management structures; resource coordination levels and operational centre capability will be applicable to certain responses depending on decision making requirements and whether the incident is of local, region or state significance. These are guides and serve to provoke thought about what factors would influence a controlling / commanding officer in gathering information, making and implementing decisions that resolve an emergency.

Decision making

This manual is a guide for decision making about roles required to resolve an emergency. To apply this manual consideration needs to be given to a number of factors. Factors that can be considered (but not limited to) in determining emergency response roles include:

- The number of agencies/organisations involved
- The scale and/or potential impacts of the emergency
- The number and types of emergency operations centres required
- The level of resource coordination required
- The nature, extent and the source of the resources required.

Local, region and state

This manual will be applied at local, region or state level using the principles (flexibility, management by objective etc) of incident management to determine the roles necessary. This manual will be applied during:

- An incident which requires a localised response, being managed by local resources with little or no external support. Facilities and roles needed for managing the response are small scale.
- An incident which requires a localised or regional response, being managed primarily at the local level, with some support being coordinated at a state level. A dedicated Local Control Centre and perhaps a small scale State Coordination Centre may be required to manage the response.
- An incident which requires a state wide response, being managed primarily at a state level. This may include the establishment of one or more Local Control Centres and a fully operational State Coordination Centre. Some resource support may be provided from outside the responsible agency or state, using established emergency management arrangements, or cross border agreements.

References

[Australian Veterinary Emergency Plan \(AUSVETPLAN\) - Control centre management manual Part 1 – Managing an emergency animals disease response](#)

[Australian Veterinary Emergency Plan \(AUSVETPLAN\) - Control centre management manual Part 2 – Operational centres: functions and linkages](#)

[Australasian Inter-Service Incident Management System \(AIIMS\) – 2017](#)

[NSW Department of Primary Industries Emergency Management](#)

Marine Pollution Response

Agricultural and Animal Services Functional Area is responsible for animals in a marine pollution incident and coordinates the roles within the Wildlife Unit in the Operations function. The [Wildlife Coordinator](#) leads the Wildlife Unit.

Roles other than those in the Wildlife Unit are the responsibility of the combat agency.

Chart 12: Operations function in marine pollution response

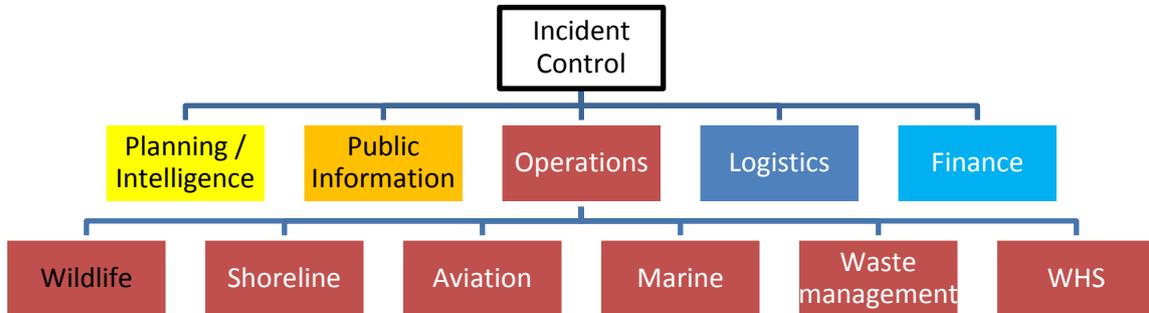
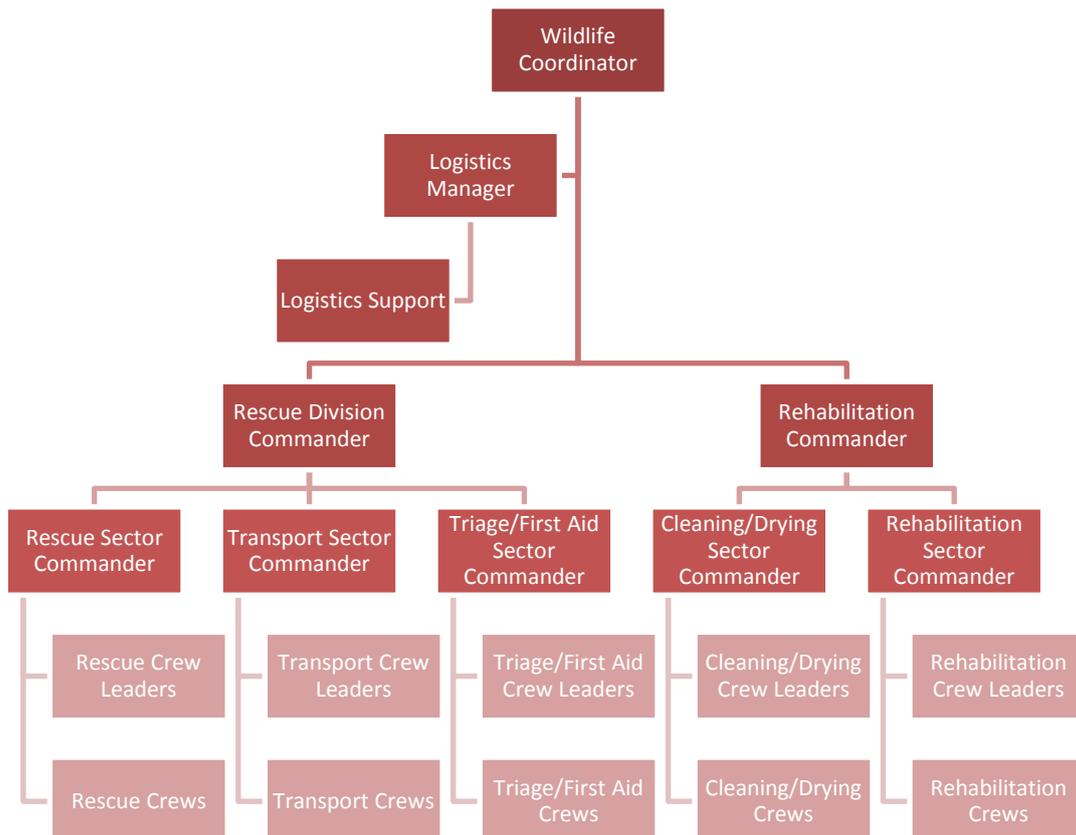


Chart 13: Wildlife Unit in a marine pollution response



Oiled Wildlife Coordinator

Oiled Wildlife Coordinator reports to the Operations Officer and leads the Wildlife Unit to humanely treat animals in marine pollution responses by coordinating establishment of treatment centres, and assessing, protecting (prevention of oiling), capturing, transporting, treating and rehabilitating affected animals.

Responsibilities

1. Participate in meetings, representing and managing the Wildlife Unit
2. Ensure provision of humane treatment and care to affected animals
3. Plan and coordinate wildlife operations, including determining tactics to implement the wildlife strategies to achieve the objectives of the Incident Action Plan (IAP)
4. Establish and maintain the required [wildlife treatment facilities](#) and infrastructure for the response
5. Report on the implementation of plans and strategies, including emerging risks, resource status and costs
6. Coordination and allocation of resources including [scaling down](#) and ending operations

Outputs

- Maintain the Wildlife Unit appropriate to the size and complexity of the incident
- Ensure provision of timely and humane treatment and care to affected animals
- Establish, maintain and actively monitor safety and well-being of personnel
- Coordinate field operations for the hazing, rescue, rehabilitation and release of affected wildlife
- Liaise extensively and regularly with other functions/units and agencies (through Liaison Officers), ensuring the effective and safe use of resources
- Ensure records and information are maintained, especially for wildlife, safety and costs
- Communicate and provide updates to the Response Media Liaison Officer on wildlife issues

Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, management of emergency operations, planning experience or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Oiled Wildlife Divisional Commander

Oiled Wildlife Divisional Commander is responsible for coordinating the initial rescue and treatment of animals or the more intensive treatment and rehabilitation of animals, or both in smaller incidents. Specific responsibilities will vary depending with the size and complexity of the incident.

Responsibilities

1. Coordinate field activities to assist impacted animals in accordance with policies, procedures and plans
2. Manage wildlife treatment facilities, rehabilitation infrastructure and resources required for the response
3. Report on incident situation, operations progress, emerging risks and the status of resources
4. Maintain health and safety of personnel

Outputs

- Coordinate field activities including [pre-emptive action](#), [rescue](#), [first-aid](#), [transport](#), [cleaning](#), [rehabilitation](#) and [release](#) of wildlife
- Establish and manage infrastructure, [facilities](#) and resources
- Ensure that all personnel, including specialists, have been registered, briefed and provided with onsite induction and training, in line with combat agency registration and safety induction processes
- Ensure tactics are consistent with the strategies approved in the IAP and provide input into the review of strategies as required
- Report on activities and manage records
- Ensure collection of appropriate information for the Investigation Unit (if this has been requested by the Environmental Services Coordinator)
- Coordinate [scaling back and demobilisation](#) of wildlife treatment facilities, in consultation with the Wildlife Coordinator and the Rehabilitation Divisional Commander

Position criteria

1. Experience relevant to role, including experience in team leadership, management of emergency operations, planning experience or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Oiled Wildlife Sector Commander

Oiled Wildlife Sector Commander is responsible for coordinating the search and rescue, first-aid treatment, transport, cleaning and drying or rehabilitation of animals. In smaller incidents Sector Commanders may be assigned more than one of these responsibilities. Specific responsibilities will vary depending with the size and complexity of the incident, and will be determined by the Wildlife Coordinator and/or the Divisional Commander(s).

Responsibilities

1. Manage the sector's assigned responsibilities including tasking, resources, operational planning, records and safety for one or more of the following sectors:
 - **Search and rescue** – finding, recovering and delivering injured wildlife to the first aid facility, and/or the hazing, capture and relocation of wildlife
 - **Triage and first-aid** – initial assessment and treatment of each rescued animal
 - **Transport** – transporting affected wildlife between rescue sites, triage/first aid locations, cleaning/drying facilities, rehabilitation facilities, and release/disposal sites
 - **Cleaning and drying** – cleaning affected animals as quickly and efficiently as possible causing minimum stress to the animal
 - **Rehabilitation** - responsible for providing animals with the required food, water and shelter and other conditions required for their recovery and eventual release
2. Report on incident situation, operations progress, emerging risks and the status of resources

Outputs

- Maintain the sector appropriate to the size and complexity of the incident
- Manage field crews, including induction, training, safety, briefing and debriefing, to complete tasks in support of the Incident Action Plan (IAP) objectives and strategies
- Identify, source and manage resources in conjunction with Logistics
- Liaise and coordinate activities with other Sector Commanders and the Shoreline Unit
- Provision of information for situation reports

Position criteria

1. Experience relevant to role, including experience in operational planning, emergency operations or similar
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
4. Ability to communicate (oral and written) information, advice and decisions
5. Sound interpersonal skills including conflict resolution and negotiation skills, and ability to brief/debrief personnel
6. Awareness of relevant animal handling techniques and treatment required

Oiled Wildlife Crew Leader

Oiled Wildlife Crew Leader is responsible for leading and supervising field crews to rescue, provide first-aid treatment, transport, clean and dry or rehabilitate animals. In smaller incidents Crew Leaders may be assigned more than one of these responsibilities. Specific responsibilities will vary depending with the size and complexity of the incident, and will be determined by the Wildlife Coordinator and/or the Divisional Commander(s) and/or Sector Commander(s).

Responsibilities

1. Ensure safety and welfare of crew
2. Liaise with other sectors/crews to coordinate activities and maintain animal welfare
3. Request, prepare, maintain, utilise and dispose of resources in accordance with procedures
4. Complete tasks in accordance with procedures ([search and rescue](#), [triage and first-aid](#), [transport](#), [cleaning and drying](#), [rehabilitation](#)), and risk assessments in support of the Incident Action Plan (IAP)

Outputs

- Allocate tasks and supervise crew, including induction and training
- Complete tasks, including appropriate records and photos
- Provide regular reports on task progress, resource status, significant changes, emerging risks, near misses or injuries
- Provide input into operational planning
- Ensure all animals receive required veterinary treatment
- Establish and maintain communication pathways

Position criteria

1. Demonstrated ability in appropriate animal handling techniques
2. Demonstrated ability to work effectively in a team, independently, and as a leader
3. Experience in operating in accordance with organisational WHS system
4. Demonstrated ability to conduct operational planning to support incident plans and policy
5. Ability to communicate (oral and written) information, advice and decisions
6. Sound interpersonal skills including conflict resolution and negotiation skills, and ability to task personnel

Oiled Wildlife Field Crew

Oiled Wildlife Field Crew is responsible for conducting field activities to rescue, provide first-aid treatment, transport, clean and dry or rehabilitate animals. In smaller incidents Crew may be assigned more than one of these responsibilities. Specific responsibilities will vary depending with the size and complexity of the incident, and will be determined by the Wildlife Coordinator and/or the Divisional Commander(s) and/or Sector Commander(s) and/or Crew Leaders.

Responsibilities

1. Maintain safety, resources and records
2. Comply with incident plans, policies and procedures
3. Conduct tasked field activities for one or more of the following sectors:
 - **Search and rescue** - Search assigned areas for affected wildlife, undertake pre-emptive activities (including hazing and capture/removal), liaise with Shoreline Clean-up Crews, capture and label affected animals in preparation for transport to the triage/first aid facility
 - **Triage** - Assess the condition of each animal rescued, prioritise animals for treatment, arrange euthanasia of animals if required, record required information for each animal on *Wildlife Rescue and Release Form*, and uniquely and securely identify each animal, eg tag
 - **First aid** - Administer first aid as determined by the Triage Crew, maintain records of Barbiturate or other drugs used, prepare wildlife for transport, monitor condition of wildlife prior to transport, brief transport crews, record the first aid regime on the *Wildlife Rescue and Release Form*, and ensure identity tag is securely attached
 - **Transport** - Transport animals between designated sites
 - **Cleaning and drying** – Clean and dry each animal as required, seek further veterinary assessment and/or treatment where necessary, liaise with others sectors/crews to maintain animal welfare and coordinate activities, ensure accurate records of each animal are maintained, and ensure all animals remain tagged and clearly identified
 - **Rehabilitation** - Ensure all animals receive required veterinary treatment, manage facilities to provide adequate care for rehabilitating animals, maintain accurate records of all animals in rehabilitation, ensure all animals are adequately tagged for easy identification, and care for and monitor all rehabilitated wildlife

Outputs

- Complete tasks safely, including appropriate records and photos
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries
- Ensure all animals receive required veterinary treatment

Position criteria

1. Demonstrated ability in appropriate animal handling techniques
2. Demonstrated ability to work effectively in a team and independently
3. Experience in operating in accordance with organisational WHS system
4. Ability to communicate (oral and written) information and advice
5. Ability to understand and comply with instructions, procedures and workplace systems

Oiled Wildlife Logistics Manager

Oiled Wildlife Logistic Manager provides specialist logistics support to the Wildlife Unit by obtaining and maintaining human and physical resources, facilities, services and materials to support the humane treatment of animals in marine pollution responses, in conjunction with the combat agency Logistics section.

Responsibilities

1. Participation in the planning for the Wildlife Unit
2. Manage logistics personnel in the Wildlife Unit
3. Organisation and provision of human and physical resources, facilities, services and materials
4. Provide support and control for the demobilisation of equipment and services

Outputs

- Maintain the Logistics for the Wildlife Unit appropriate to the size and complexity of the incident
- Provide input into the Wildlife Unit section action plan, including forecasting needs
- Ensure the provision of facilities and services, personnel management, catering, transport, accommodation, waste services, equipment and supplies, in conjunction with the response Logistics section
- Provide advice on appropriate communication, distribution and implementation methods
- Liaise with government agencies, participating and supporting agencies and others as required to secure resources
- Implement and maintain systems to support and service the resource requirements of the wildlife Unit (WHS, finance, contract management, IT, procurement, induction)
- Assist development and implementation of the Demobilisation Plan

Position criteria

1. High level procurement or resource management, organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure. Innovation, initiative and flexibility are required.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader
3. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel
5. Ability and experience in liaising with other organisations