

## 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 the hazard owner e.g. Chief Veterinary Officer for animal biosecurity responses)
- 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 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
- Mobile FCP is available to be moved to locations where no fixed facilities exist or to support existing facilities
- 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, e.g. months for biosecurity operations
  - allow for expansion, e.g. addition of portable buildings
  - be accessible to accommodation, transport systems/routes, service providers (e.g. 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).
- Audits of identified and potential control centres will be conducted using form [AASFA/Biosecurity control centre and evacuation site assessment](#).

### 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 (e.g. 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, e.g. 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 and/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 either roles or individuals and should be handed over as part of the shift change when issued to roles
- 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 (e.g. 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 (i.e. >1000 calls/day in response stage). Alternate arrangements (i.e. 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 one 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 e.g. hub, portable modem, Wi-Fi
- Radio communications – as required
  - [Government radio network \(GRN\) radios](#) and hubs for remote field work and aviation communication
- Water
  - Access to potable water (inside and outside the buildings)
  - Portable storage for field operations support (e.g. 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 (department form on Intranet) within 48 hours of establishing a control centre and review regularly (e.g. 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 using [Resource Management System \(RMS\)](#)
- Resources list in Appendix 2 is a guide only to the initial resources required

### Further information

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

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

[Safe work method statements](#)

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

## 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	
Filing cabinets	2-6	
Kitchen facilities <ul style="list-style-type: none"> <li>Refrigeration, microwave, light cooking options</li> <li>Tea/coffee facilities – kettle</li> <li>Sink, potable water</li> </ul>	1 of each	
Laminating machine & sleeves	1	
Large laminated maps of area of operation	1 min.	
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 and/or security document bin	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 (e.g. cards, lanyards, hole punch, printer ribbons)	1	
Signs – directional and information, e.g. CC name, section labels, parking, no entry/restricted access/caution, reception, amenities, waste	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	