



EMERGENCY MANAGEMENT | PROGRAM NAME

DPI emergency response roles - Control





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DPI Emergency Response Roles

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More information

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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, for example [Chart 1](#).

How to use this manual

This manual covers the main roles in the Control function. The roles in the other functions are available in the [DPI emergency response roles manual](#) or the individual function role manuals.

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 may be 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](#)

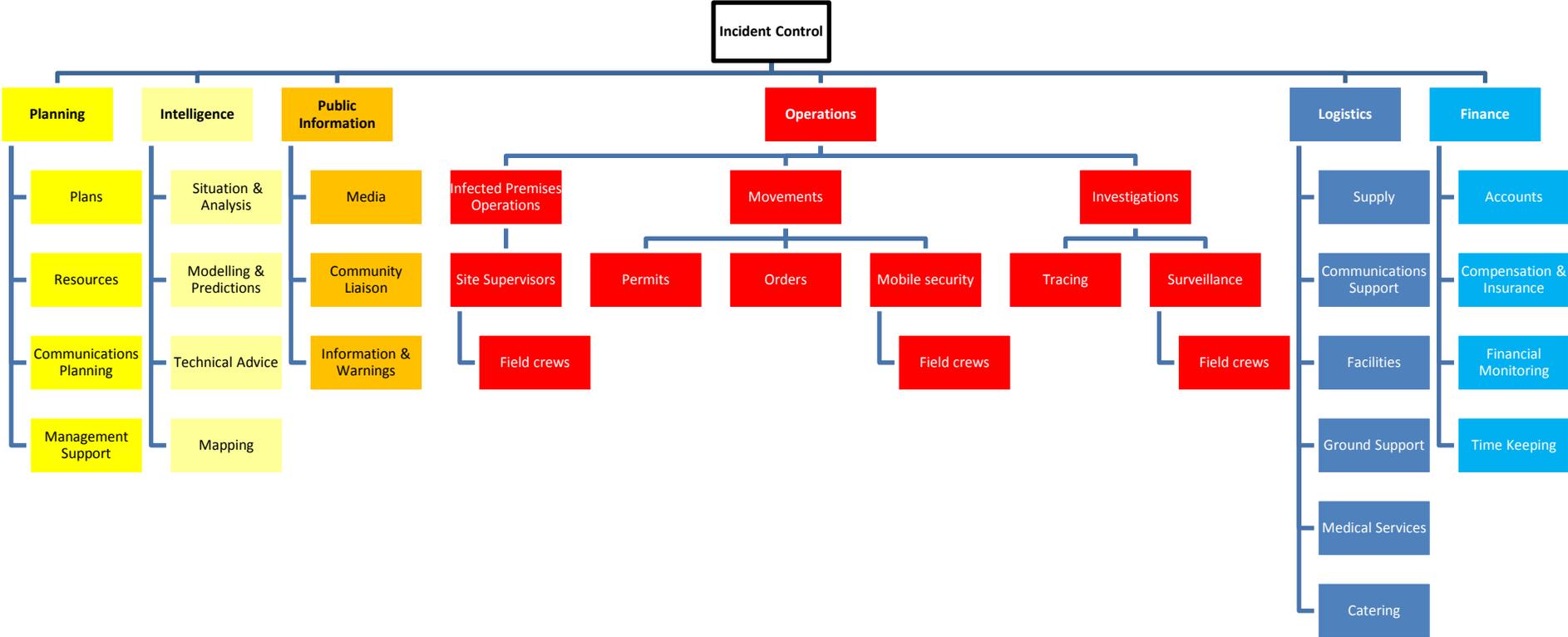
[Australian Veterinary Emergency Plan \(AUSVETPLAN\) - Control centre management manual Part 2 – Operational centres: functions and linkages](#)

Australasian Inter-Service Incident Management System (AIIMS) – 4th edition 2013

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

[DPI emergency response roles](#)

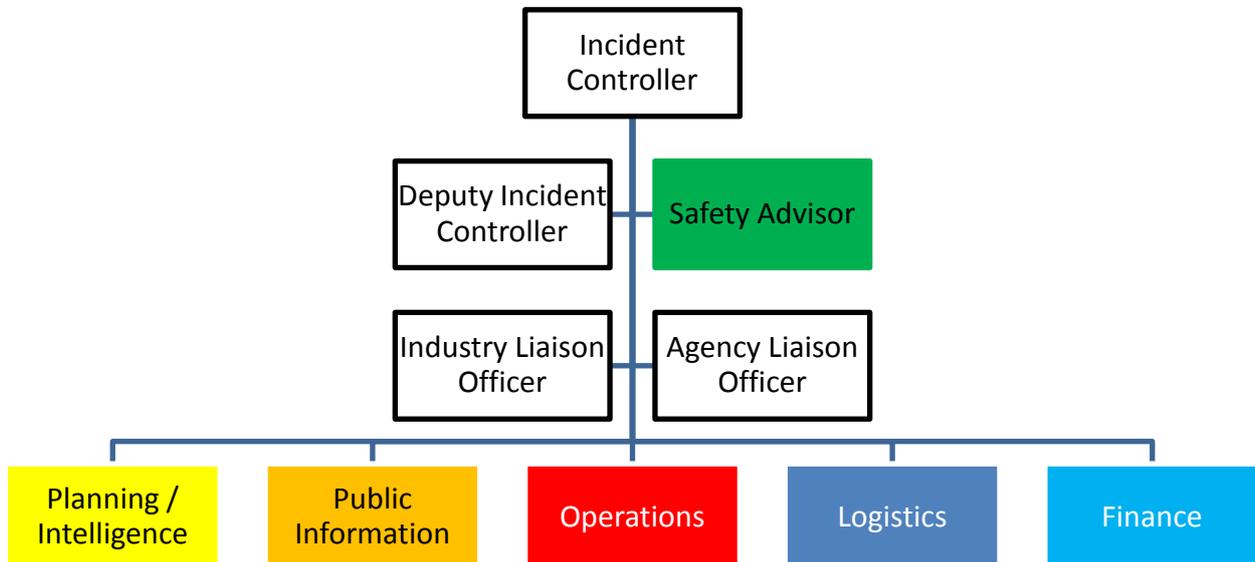
Chart 1: Biosecurity organisational chart example at the local control centre



Control

'Control' provides overall direction of activities necessary for the resolution of the incident.

Chart 2: Control function roles and structure



Incident Controller

Incident Controller has overall responsibility for management of all activities and personnel deployed to resolve the incident, provides leadership of the response to achieve agreed, planned and documented objectives. The Incident Controller is appointed by DPI for responses where it is the combat agency, ie biosecurity responses and locusts.

Responsibilities

1. Control the direction of the response
2. Effective management of the control centre (where established)
3. Inter-agency coordination, cooperation and sharing of information through agreed pathways
4. Establish and maintain a safe work environment
5. Initiate relief and recovery arrangements
6. Liaison with state coordination centre, when activated

Outputs

- Take charge and exercise leadership, including the establishment and maintenance of the incident management structure
- Set objectives for the incident response, considering the safety of the community and response personnel as a priority
- Apply a risk management approach, and implement systems, [policies](#) and [procedures](#)
- Develop and approve plans and strategies to control the incident, including implementing and monitoring the [Incident Action Plan](#) (IAP)
- Ensure [situation reports](#) are regularly prepared and distributed
- Establish effective liaison and cooperation with all relevant agencies, affected communities and others external to the incident management team (IMT)
- Ensure sufficient human and physical resources required for the resolution of the incident, including establishing Forward Command Posts (FCPs) if required
- Ensure effective communications within and beyond the incident control structure
- Ensure appropriate financial delegations are in place

Position criteria

1. Substantial experience relevant to role, including extensive experience in managing the political, legal and industry aspects of a response.
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.
5. Ability to communicate information, advice and decisions to all areas of the response.
6. Sound ability to analyse complex problems strategically.

Deputy Incident Controller

The Deputy Incident Controller can be delegated responsibility for particular tasks as determined by the Incident Controller, typically responsibility for providing logistics and technical support during a significant incident response. The role may assist in managing the relationship with the agencies providing support to the DPI.

Responsibilities

1. Take charge and exercise leadership, including the establishment of the incident support structure
2. Set objectives for the incident support
3. Develop and approve plans and strategies to support the Incident Controller
4. Implement and monitor support performance
5. Ensure sufficient human and physical resources, as requested by the Incident Controller
6. Establish risk management systems and procedures for the safety and welfare of personnel
7. Provide technical and specialist services requested by the Incident Controller

Outputs

- Assess the incident, identify risks and assess the scale of the likely response
- Establish and maintain an effective management support structure
- Set and achieve clear support objectives
- Develop, approve, implement and monitor the supporting plans if required
- Establish effective liaison and cooperation with all relevant interstate agencies and industry, which may be able to provide support to DPI under the national arrangements
- Obtain human and physical resources as requested by the Incident Controller
- Manage and monitor the overall support progress

Position criteria

1. Substantial experience relevant to role, including experience in managing the political, legal and industry aspects of a response.
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.
5. Ability to communicate information, advice and decisions to all areas of the response.
6. Sound ability to analyse complex problems strategically.

Agency Liaison Officer

Agency Liaison Officer is responsible for providing a link between their own agency and other agencies and organisations, such as affected industries, so that the response objectives are achieved. This involves providing agency-specific advice, access to resources and contributing to decision making. It is imperative that personnel undertaking this role have the authority to act on behalf of their agency or organisation and are authorised to commit organisational resources.

Responsibilities

1. Inter-agency coordination, cooperation and shared information through agreed pathways
2. Provision of advice to the Incident Controller or position you report to, on issues related to home agency/organisation or potential problems in resolving the incident
3. Provision of information to the incident management team in the development of the [incident action plan](#)
4. Provision of advice in relation to resources and support available from home agency/organisation
5. Be the contact point for home agency/organisation

Outputs

- Participate in planning meetings, providing current resource status, including limitations and capability of home agency/organisation
- Provision of intelligence and reports on home agency's current and projected commitments
- Relay current situation, direction and tasking to the home agency on behalf of the Incident Controller
- Maintain contact information for home agency
- Liaise with other liaison officers to facilitate coordinated action
- Debrief with home agency at end of response to identify key lessons and coordinate this input into other debriefs and reports

Position criteria

1. Substantial experience relevant to role, including experience in representing home agency and liaising with other organisations in pressure situations or similar.
2. Sound knowledge of home agency policies and available resources, with authorisation to make decisions and commit resources on behalf of home agency.
3. Demonstrated ability to work effectively in a team, independently, and as a team leader.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy.
6. Ability to coordinate resources within a multi-agency response.

Safety Advisor

Safety Advisor is responsible for working as part of the Incident Management Team (IMT) or a function/section team to ensure the work health, safety and well-being management system for an incident response protects the well-being of response personnel and the community.

Responsibilities

1. Implement and maintain incident response work health and safety (WHS) systems including risk management
2. Ensure [WHS policies](#), [procedures](#), processes and documentation are accessible and implemented consistently
3. Monitor, evaluate and recommend improvements to WHS systems
4. Build and maintain strong relationships to actively reinforce and promote WHS
5. Work collaboratively with providers in relation to worker induction, planning, education and compliance in relation to WHS

Outputs

- Ensure implementation of WHS emergency management [policies](#), [procedures](#), processes and risk assessments
- Risk assessment of incident hazards and specify appropriate precautions
- Contribute to planning (e.g. IAP, [medical plan](#), operational plans, communications plan) by providing safety advice for proposed strategies and tactics
- Implement a WHS [audit program](#) to monitor and report on compliance, and ensure action is taken to rectify any unsafe condition or practice
- Ensure personnel are [inducted](#), suitably trained, supervised, briefed, debriefed, monitored and adequately resourced
- Provide WHS reports – for incidents (accidents, injuries, near misses etc) including investigations, equipment utilisation (including PPE), induction, training

Position criteria

1. Ability to implement and maintain a Work Health and Safety (WHS) system and understand the operational context of the incident.
2. Experience in identification and treatment of risks, including health and safety risks.
3. Demonstrated ability to work effectively in a team and independently.
4. Effective communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability and experience in liaising with other organisations.

Industry Liaison Officer

Industry Liaison Officer is responsible for providing advice and guidance from a livestock, plant or other primary production industry perspective about matters relating to the emergency. The Industry Liaison Officer works with the Planning function. It is imperative that personnel undertaking this role have the authority to act on behalf of their agency/organisation/industry.

Responsibilities

1. Represent affected industry
2. Provision of industry technical advice and information to the Incident Controller or position you report to, including potential problems in resolving the incident and possible solutions
3. Provision of information to the incident management team in the development of the [incident action plan](#) and supporting plans
4. Provision of advice in relation to resources and support available from industry
5. Be the contact point for industry

Outputs

- Participate in planning, providing current resource status, including limitations and capability of industry
- Provision of intelligence and reports to inform policy, appropriate control or eradication measures, and stakeholder engagement material
- Relay current situation and direction to industry on behalf of the Incident Controller
- Positive working relationships with primary stakeholders established and maintained, including maintaining contact information for industry
- Liaise with other liaison officers to facilitate coordinated action
- Make recommendations for continuous improvement, eg updates to plans, procedures, training and systems, to both DPI and industry
- Hold a debriefing with industry representatives at end of response to identify key lessons and coordinate this input into other debriefs and reports

Position criteria

1. Substantial experience relevant to role, including extensive experience in representing the affected industry and liaising with other organisations in pressure situations or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
4. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy.