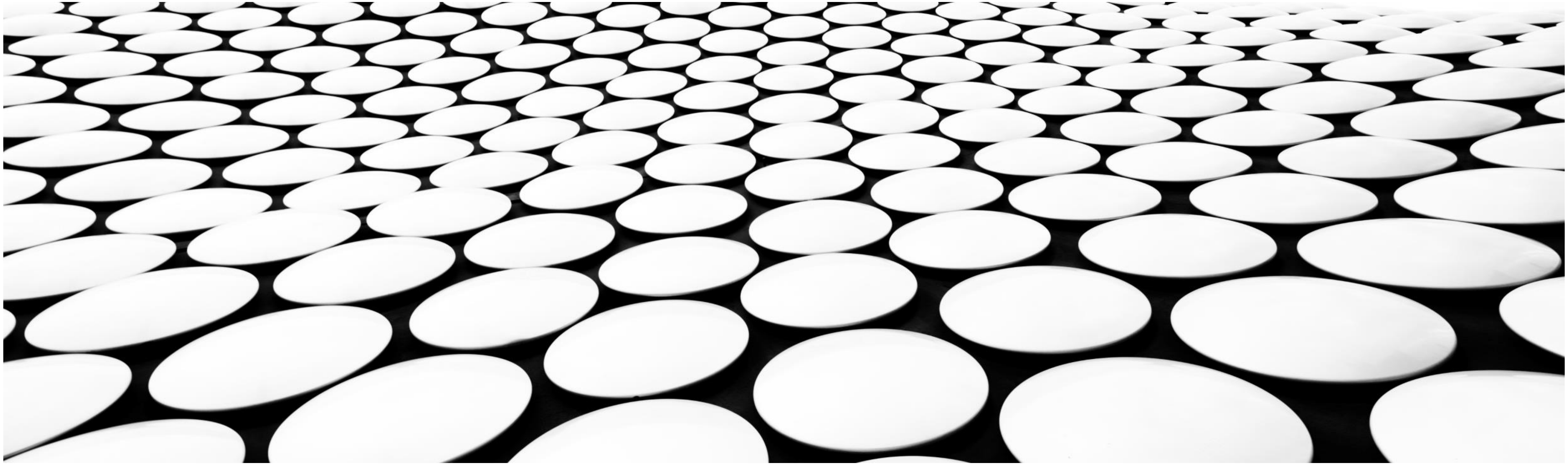


PLANNING WORKSHOP 2023

ANIMAL HEALTH AUSTRALIA

SESSION ONE

PLANNING WORKSHOP INTRODUCTION

WORKSHOP AIM

- The workshop aims to strengthen participants' biosecurity emergency response capabilities within the Planning function.

WORKSHOP OBJECTIVES

NBRT members will:

1. Explore the roles and responsibilities within the Planning function during a biosecurity emergency response.
    a. The purpose and role of the Planning function are understood.
    b. Functional roles (and their remits) within the Planning function are identified.
    c. Appreciation for the skills, attributes, knowledge, and information expected of and by Planning personnel is increased.

2. Practise performing tasks of the Planning function during a biosecurity emergency response.
    a. How goals and objectives for the Planning function are set is explored.
    b. Relevant logs, reports, plans, and processes are developed.
    c. Key differences and similarities between types of biosecurity responses are explored.
    d. Gaps, barriers, challenges, and opportunities for the Planning function to successfully meet their purpose and role are identified.

WORKSHOP OBJECTIVES (CONT.)

NBRT members will:

3. Develop a response-ready toolkit for the Planning function during a biosecurity emergency response.
   a. Priority resources for the Planning function are identified and agreed on.
   b. The scope and requirements of each resource are identified and agreed on.
   c. Priority resources are developed, refined, and finalised in consultation with participants.

4. Establish networks with intra and interstate Planning personnel.
   a. Collaboration, inclusion and sharing of relevant experiences are demonstrated.
   b. Expertise (particularly of mentors) are spotlighted.
   c. Participants are exposed to networks outside of the current NBRT membership.

DAY 1
TUES, 28 MAR 2023

1200	Registration and lunch
1300	S1: Introduction
1400	S2: The Planning function
1500	Afternoon tea
1530	S3: Key roles
1630	Close
1830	Networking dinner

DAY 2
WED, 29 MAR 2023

0830	S4: Scenario (Varroa mite)
1000	Morning tea
1030	S5: Scenario (AVG)
1200	Lunch
1300	S6: Scenario (HPAI)
1500	Afternoon tea
1515	Control centre tour
1600	Debrief
1630	Close

DAY 3
THURS, 30 MAR 2023

0830	S7: Toolkit
1000	Morning tea
1030	S8: Toolkit (cont'd)
1200	S9: Close
1230	Lunch

NBRT Planning workshop

Program

NBRT

KNOWLEDGE

- Informed decision-making in a complex and high pressure environment.
- Consequence management, relief and recovery.
- AIIMS vs BIMS.
- Responsibilities of all Planning roles.
- Development of quality outputs and their application.
- Information management.
- After action reviews.
- How industry fits into a response differs between sectors.
- Communications planning.

TRAINING

- Dealing with multiple priorities/triaging, and communicating the ‘what’ and ‘why’.
- Decision-making and what can be used to assist the process.
- Identifying key differences between jurisdictional systems and legislation.

TOOLS

- Decision-making tools.
- NBRT toolkit with a national approach.
- Handover templates.

NBRT

SESSION TWO

ROLES AND RESPONSIBILITIES

What is your understanding of the
purpose and role of the Planning function?

PURPOSE AND ROLE OF PLANNING FUNCTION (SCC)

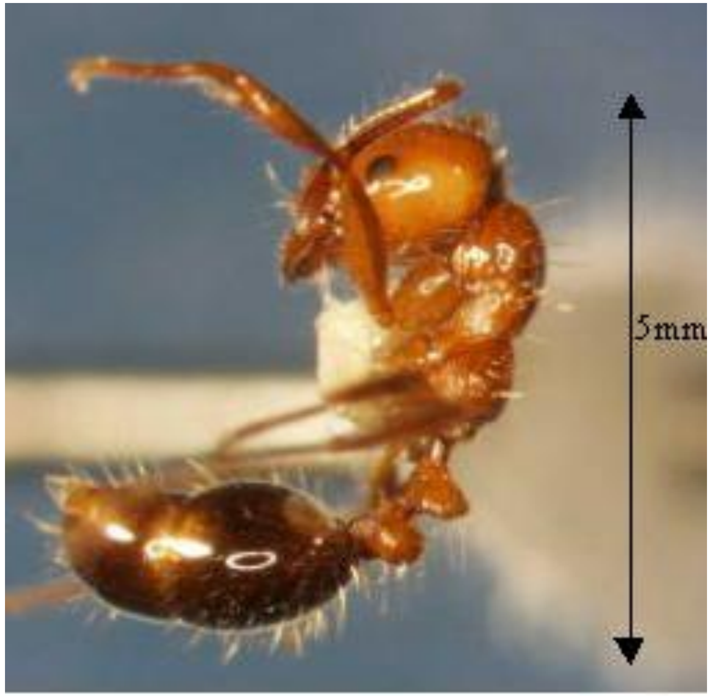
SCC responsibilities

- The State Coordination Centre (SCC) Planning Section is responsible for collecting, collating, analysing (or interpreting) and disseminating information within the SCC. It provides information that contributes to the situational awareness of all personnel involved in the response.
- The SCC Planning Section develops the strategies that set the direction for the response and will be implemented by the Local Control Centre (LCC). Strategies and associated policies must be developed to address both the current phase of operations and later phases (eg proof of freedom).
- The SCC Planning Section is responsible for drafting all the documents required by the CVO/CPHO for the Consultative Committee on Emergency Animal Diseases (CCEAD)/Emergency Plant Pests (CCEPP).

PURPOSE AND ROLE OF PLANNING FUNCTION (LCC)

LCC responsibilities

- The Local Control Centre (LCC) Planning Section is responsible for collecting, collating, analysing (or interpreting) and disseminating information within the LCC. The LCC Planning function provides information that contributes to the situational awareness of all personnel involved in the response.
- The LCC Planning function develops the operational-level plans necessary to implement the strategies and policies provided by the State Coordination Centre (SCC). These operational-level plans will focus, in detail, on both the current operational period and the planning requirements for subsequent operational periods.



PLANNING MANAGEMENT PURPOSE AND ROLE (SCC)

The SCC Planning Management function is responsible for all SCC planning functions.

The SCC Planning Management function:

- provides overall leadership and direction to the SCC Planning Section
- assists the SCC Coordinator to plan and implement the disease control program
- represents the SCC Planning function at Coordination Management Team (CMT) meetings and CVO/CPHO Unit meetings
- appoints personnel to SCC Planning functions
- delegates tasks and the authority to manage them to personnel in other planning functions
- liaises with the Local Control Centre (LCC) Planning Management function, to ensure consistency in planning activities at the state/territory and local levels.

PLANNING MANAGEMENT PURPOSE AND ROLE (LCC)

The LCC Planning Management function is responsible for all LCC planning functions.

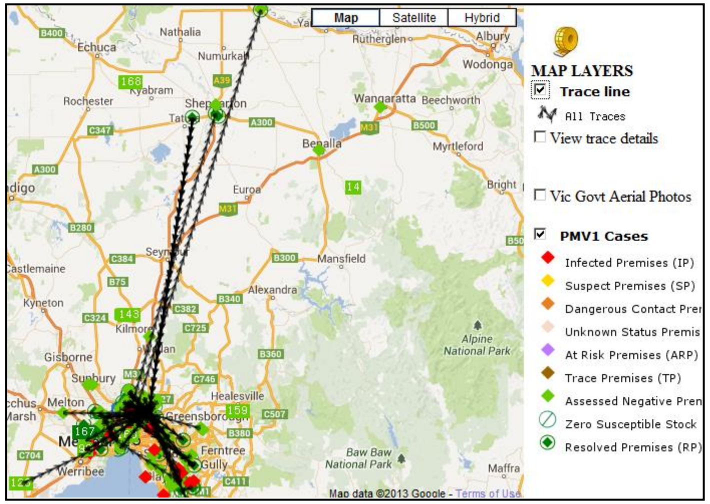
The LCC Planning Management function:

- provides overall leadership and direction to the LCC Planning Section,
- assists the LCC Controller to plan and implement the disease control program
- represents the LCC Planning function at Incident Management Team (IMT) meetings
- appoints personnel to LCC Planning functions,
- delegates tasks and the authority to manage them to personnel in other planning functions
- liaises with the State Coordination Centre (SCC) Planning Management function, to ensure consistency in planning activities at the state/territory and local levels.

What are the **functional roles** of the Planning function?

PLANNING FUNCTION ROLES

- Technical Analysis – Epidemiology/Entomology
- Specialist Advice – Industry
- Specialist Advice – Economic (SCC only)
- Response Planning
- Resource Planning
- Situation Assessment
- Legal
- Biosecurity Information Systems
- Mapping and GIS (geographic information systems)
- Animal Welfare.



What are the **remits/responsibilities** of those functional roles?

REMIT OF PLANNING FUNCTION ROLES

- **Technical Analysis — Epidemiology/Entomology** function -provides contemporary epidemiological and technical advice. Collects technical data about the incident. Undertakes analysis to predict rates of disease/pest spread, impacts of the disease/pest, and escalation or de-escalation of an incident.
- **Specialist Advice — Livestock Industry** function is responsible for providing advice and guidance from a livestock industry perspective about technical and operational matters.
- **Specialist Advice — Economic** function is responsible for providing advice on the current and forecast economic impact of the response.
- **Response Planning** function is responsible for planning at level of responsibility (SCC - EADRP/EPPRP or LCC - IAP).
- **Resource Planning function** is responsible for projecting or forecasting resource requirements — such as facilities, equipment, human resources, financial resources, and supporting resources and services — that are required to achieve the objectives set for the SCC/LCC area of responsibility.

REMIT OF PLANNING FUNCTION ROLES (CONT.)

- The Situation Assessment function is responsible for maintaining and sharing situational awareness.
- The Legal function is responsible for ensuring that response activities are conducted in accordance with appropriate state, territory and Commonwealth legislation.
- The Biosecurity Information Systems function is responsible for managing electronic biosecurity information management systems, and for monitoring the flow and integrity of data.
- The Mapping and GIS (geographic information system) function is responsible for collating geographic information and data, and the production of electronic and paper maps.
- The Animal Welfare function is responsible for ensuring that animal welfare standards are adhered to within the SCC/LCC assigned area of responsibility, and that any issues are addressed.
- **All SCC/LCC functions work closely together to ensure coordination and consistency across the response.**

In groups (each with an assigned functional role e.g. epidemiology, resourcing), **outline the desired skills, attributes, knowledge and information expected of that role.**

PLANNING FUNCTION SKILLS, ATTRIBUTES, KNOWLEDGE, REQUIRED

- Job/task specific knowledge, skills, experience, qualifications.
- Knowledge/experience with policies, procedures, legislation, information systems, affected industries, etc.
- Leadership
- Resilience
- Self awareness
- Communication, consultation, coordination skills
- Ability to prioritise
- Ability to work with uncertainty
- Decision-making skills

PLANNING (THE THINKERS - IN A NUTSHELL?)

- Predict the future of the response based on current information and knowledge of the pathogen
- Capture, synthesize and disseminate response data
- Develop operational and resource plans
- Contingency planning .

SESSION THREE

ROLES LESS KNOWN

INTELLIGENCE, INDUSTRY AND RESOURCE PLANNING

INDUSTRY (PLANT) - INDUSTRY LIAISON ROLES

HTTPS://WWW.PLANTHEALTHAUSTRALIA.COM.AU/WP-CONTENT/UPLOADS/2022/12/PLANTPLAN_PART-2-JOB-CARDS.PDF

Industry Liaison functions are vital to an emergency plant pest (EPP) response and include delegates at the following levels:

- State/territory and national levels – **Industry Liaison Coordinator** (ILC) in the State Coordinator Centre (SCC)
- Local level – **Industry Liaison Officer** (ILO) in the Local Control Centre (LCC) and potentially the Forward Command Post(s) (FCP).

Industry liaison functions report to the Incident Coordinator/Controller and liaise across all functional areas.

INDUSTRY (PLANT) INDUSTRY LIAISON PURPOSE

The primary purpose of the industry liaison function is to provide the link between the Incident Management Team (IMT) in the SCC or LCC and the affected industry Cropping Sector.

Key outcomes to be achieved include:

- Contributing to decision making in the response centre(s) through providing the affected industry position on aspects of the response
- Informing the response strategy and actions through providing advice on the industry sector and potential impacts of response actions
- Supporting industry communication and engagement activities

INDUSTRY (PLANT) - INDUSTRY LIAISON RESPONSIBILITIES AND TASKS

- The key responsibilities and tasks of the ILC and ILO functions are similar to each other, with the key difference being that the ILC is more strategically and nationally/state/territory focussed compared to the operational and local/regional focus of the ILO.
- The SCC sets the strategic direction of the response at the state/territory and national level.
- The LCC manages operational aspects at the local/regional level.
- The FCP manages local field activities.

INDUSTRY LIAISON COORDINATOR (PLANT) RESPONSIBILITIES AND TASKS

- Provide information and knowledge on the industry to inform decisions on the response strategy.
- Consult with industry stakeholders on the response strategy, operations/actions and progress of the response.
- Present the position/view of the relevant Affected Industry Party to inform decisions on response strategy.
- Participate in the development and review of the Response Plan.
- Participate in implementation of aspects the Response Plan as appropriate.
- Assist in the identification of operational resources nationally and at the state/territory level.
- Assist with and guide national and state/territory wide communication and engagement activities.
- Work effectively with and maintain two-way information flow with key personnel.
- Support recovery aspects throughout the response as relevant.

INDUSTRY LIAISON OFFICER (PLANT) RESPONSIBILITIES AND TASKS

- Provide information and knowledge on the industry to inform decisions on response operations/actions.
- Consult with industry stakeholders on the response strategy, operations/actions and progress of the response.
- Present the position/view of the relevant Affected Industry Party to inform decisions on response operations/actions.
- Participate in operational implementation of the Response Plan as appropriate.
- Assist in the identification of operational resources at the regional/local level.
- Assist with and guide local/regional communication and engagement activities to keep industry stakeholders informed and promote support for the response and cooperation with operations/actions.
- Work effectively with and maintain two-way information flow with key personnel.
- Supporting recovery aspects throughout the response as relevant.

INDUSTRY (ANIMAL) – SPECIALIST ADVICE VS LIAISON

The Specialist Advice–Livestock Industry (SA-LI) role is contracted by the lead agency, sits within the Planning function, and is responsible for providing advice and guidance based on their industry-specific knowledge.

The responsibilities of the SA–LI representative include (but are not limited to):

- providing technical advice from the perspective of industry on the disease response to inform policy and appropriate control measures
- working effectively with primary stakeholders (e.g. Technical Analysis, LLI and any other functional roles)
- contributing to the development of disease response plans, reports and strategies.

INDUSTRY (ANIMAL) – SPECIALIST ADVICE VS LIAISON (CONT.)

The Livestock Liaison industry (LLI) representative, is employed by the relevant peak industry body, reports directly to the Coordinator/Controller, and is responsible for being the official conduit between the response and the affected industry.

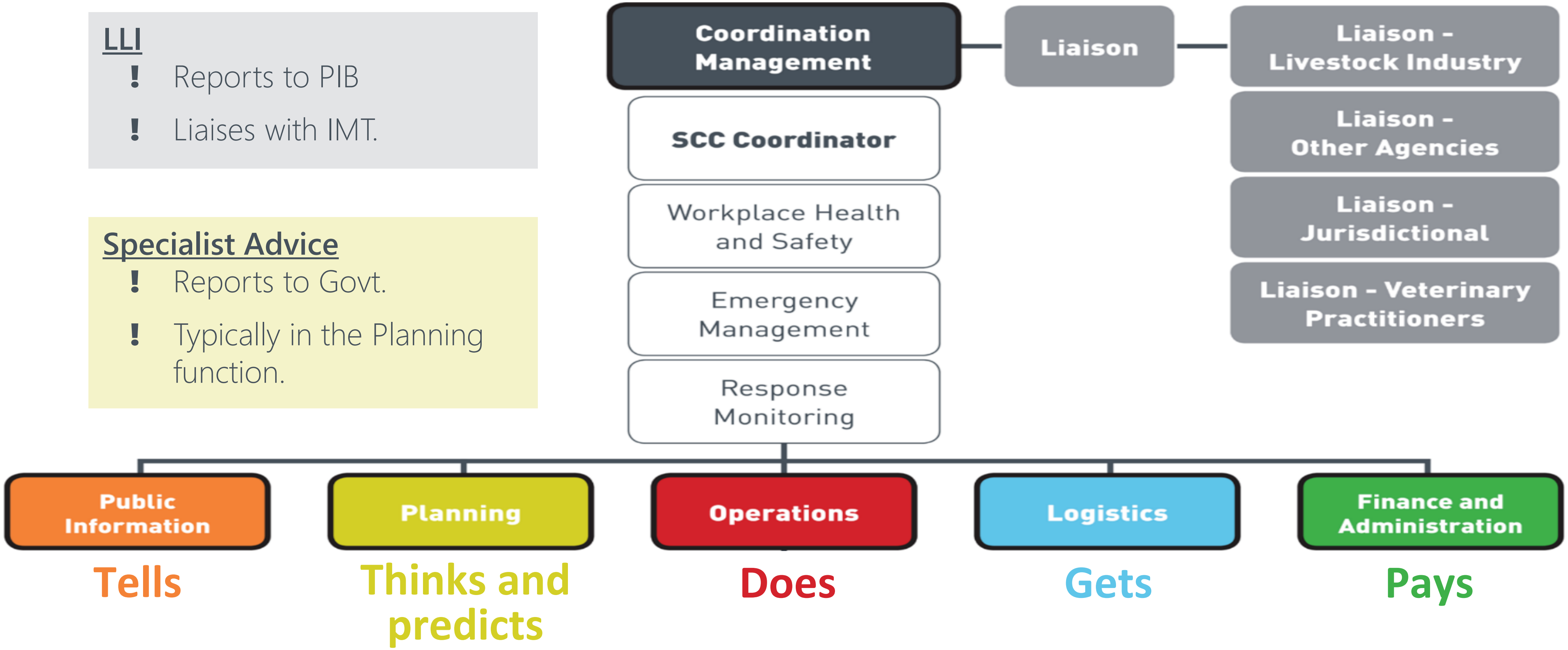
The responsibilities of the LLI representative include (but are not limited to):

- providing regular and timely updates about the current response situation and control measures (actual and planned) to the peak industry body
- providing information and advice on industry specific policies, resources and factors to the SCC CMT/LCC IMT (e.g. industry practices; practicality and consequences of control measures)
- consulting industry contacts about policies, strategies and progress of the response
- commenting on and contributing to decision making where matters affect industry.

LLI/SPECIALIST (ANIMAL) ADVICE REPORTING ARRANGEMENTS

LLI
- Reports to PIB
- Liaises with IMT.

Specialist Advice
- Reports to Govt.
- Typically in the Planning function.



INDUSTRY (ANIMAL) ROLES AND RESPONSIBILITIES

LLI Ind.

- Facilitate information flow between industry and IMT
- Update your industry
- Act on behalf of your industry
- Provide industry's perspective
- Correspond with other Liaison personnel.

Gov. SA

- Work with primary stakeholders
- Contribute to plans, reports, policies and strategies
- Maintain confidentiality
- Provide technical advice.

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INDUSTRY (ANIMAL) PURPOSE IN CONTROL CENTRE

LLI

- Purpose: official conduit of information and communications between SCC/LCC management and affected industries. Works closely with the Incident Controller and the CVO unit to relay industry's position on response policies, strategies and plans.

Specialist Advice

- Purpose: provides technical advice to the relevant Functional Section in the SCC/LCC, from the affected industry perspective. Contributes to the development of disease response plans, Sitreps and IAP’s.

SPECIALIST ADVICE - LI (ANIMAL) RESPONSIBILITIES

The SA–LI is responsible for providing advice and guidance based on their industry-specific knowledge.

The SA–LI personnel is responsible for:

- providing technical advice from the perspective of industry on the disease response to inform policy and appropriate control measures
- working effectively with primary stakeholders (e.g. Technical Analysis, LLI and any other functional roles)
- contributing to the development of disease response plans, reports and strategies
- maintaining 100% confidentiality.

SPECIALIST ADVICE - LI (ANIMAL) TECHNICAL ADVICE

Technical advice that the SA–LI personnel provide may include:

- strategies and options for disease control that will minimise the impact on industry
- boundaries of Declared Areas and changes that should be made in the light of new developments and information
- priorities for tracing and surveillance and appropriate surveillance methods
- destruction, disposal and decontamination techniques
- movement controls and changes that should be made in light of new developments and information
- the need for, and nature of, additional operational activities (e.g. wild animal/vector operations).

COMPARISON OF THE SA (ANIMAL) ROLES AND RESPONSIBILITIES IN THE SCC AND LCC.

Specific tasks and responsibilities vary depending on whether the SA–LI personnel is based in the SCC or LCC, the scale of the response and the industry they represent.

SA-LI in the SCC:

- Operates at the state level.
- Has state-wide knowledge of the industry (e.g. its makeup, practices, leaders and key stakeholders).
- Contributes to response policies and plans at a state-wide level.
- Assists in developing overall priorities for tracing and surveillance, movement controls etc.
- Addresses matters raised by LCC SA–LI.

SA-LI in the LCC:

- Operates at the local level.
- Has knowledge of local industry (e.g. its makeup, practices, leaders and key stakeholders).
- Provides input on local resource availability, boundaries, movement control and strategies to minimise impact on local industry.
- Provides advice and guidance regarding their industry within the Restricted Area.

RESOURCE PLANNING RESPONSIBILITIES

- The SCC/LCC Resource Planning function is responsible for projecting or forecasting resource requirements — such as facilities, equipment, human resources, financial resources, and supporting resources and services — that are required to achieve the objectives set for the SCC/LCC's area of responsibility.
- The SCC/LCC Resource Planning function needs to ensure that resource planning is realistic and achievable.
- SCC/LCC personnel performing this function will ensure consistency in activities at the state/territory and local levels and identify possible resource requirements and constraints that may necessitate interstate or international resourcing.

RESOURCE PLANNING TASKS

- Forecast estimates and clearly identify personnel and equipment resource requirements and communicate these to the SCC/LCC Planning Management function and SCC/LCC Logistics function.
- Establish and maintain resource management systems for the tracking of resources (supported by the SCC/LCC Logistics function).
- Gather, maintain and present information on incident resources and their status.

SESSION FOUR

VARROA MITE

Varroa mite was first detected by NSW DPI in surveillance hives at the Port of Newcastle on June 2022. The national Consultative Committee on Emergency Plant Pests (CCEPP) met to discuss the detection and response actions. Biosecurity zones were then established, and the National Varroa mite Emergency Response Plan put in place, with the intent to eradicate varroa mite and minimise the impact on businesses, communities, ancillary industries and the environment.

Victoria (without a detection of varroa mite at that stage) set the following aim and objectives prior to the month-long almond pollination event in August 2022. At this point there was an SBCC and LCC in place. There was one IAP created that applied to the whole IMT (SBCC and LCC).

AIM AND OBJECTIVES

Aim:

- Coordinate the Victorian efforts and undertake strategic planning in response to confirmed cases of varroa mite in NSW.

Objectives:

- Ensure appropriate measures are in place to protect Victoria from the spread of varroa.
- Undertake planning to facilitate almond pollination in August
- Respond to any trace forwards identified into Victoria
- Work collaboratively with the relevant industry representatives
- Provide support to NSW to assist response efforts.

AIM AND OBJECTIVES

REVISED FOR CLOSE OF ALMOND POLLINATION SEASON – LCC STOOD DOWN

Aim:

- Maintain Victoria's area freedom from varroa *(destructor)* and enable the provision of pollination services and honey production in a safe manner.

Objectives:

- Ensure risk pathways for varroa entry into Victoria and movement within the State are managed appropriately.
- Enhance business continuity for the honeybee industry.
- Maintain the status that pollination dependent industries in Victoria have access to sufficient hives to achieve complete pollination.
- Ensure all key stakeholders are engaged and support the response activities.
- Deliver transition planning and transition to project.
- Respond to arising varroa and other identified honeybee risks (in field and technical input), if directed by the CPHO.
- Undertake all activities in a safe manner.

SESSION FIVE

ABALONE VIRAL GANGLIONEURITIS

PART ONE

The Victorian CVO has directed the IMT to:

1. Determine the extent of the outbreak in wild populations, and
2. To mitigate the risk of transfer into farmed or other wild populations.

PART TWO

Agriculture Victoria has declared a Control Area on 4 May to assist with limiting the spread of disease.

There are several restrictions in place within the control area. They prohibit:

- The taking of abalone and other shellfish
- The use of weighted commercial fishing equipment, commercial abalone equipment, recreation hoop nets, bait traps, and hauling nets
- Commercial and recreational diving for abalone
- The taking of rock lobster, all shellfish, sea urchins and any of the substrate or sea floor
- Moving any abalone or shellfish out of the control area. Unless the movement is in accordance with a permit.

In addition, boats, vessels and fishing equipment can not anchor in the Control Area. However, a vessel can move through the area provided it does not stop. And anglers are able to line fish, as long as they are standing on the breakwater.

Given the CVO instructions at the start of the response what could go wrong?

Undertake a risk assessment to determine what contingencies (if any) could or should be put in place.

PART THREE

In 2006, abalone and abalone habitats along the western and central parts of the Victorian coast were infected with a herpes-like virus resulting in a disease known as Abalone Viral Ganglioneuritis (the "disease"). Having contracted the disease, abalone in affected habitats died or otherwise became unavailable for harvesting by the commercial abalone industry.

In November 2010, a group action was commenced on behalf of Victorian abalone licence-holders, abalone divers and others affected by the outbreak of the virus and disease.

The claims made in the proceedings were that:

- The State knew or ought to have known, at relevant times, that it was probable that the virus was causing abalone mortalities on farm.
- A proper exercise of the powers available to the State under the *Livestock Disease Control Act 1994* (Vic) and the *Fisheries Act 1995* (Vic) would probably have prevented the spread of virus and disease.
- The State had a duty to take reasonable care to protect industry from economic losses caused by spread of the virus because they knew of the risk of harm to specific individuals, had power to take particular steps to eliminate the risk and, at an earlier stage, had in fact given directions to eliminate the risk.
- The State breached their duties of care by failing to take certain steps or precautions, including declaring farms to be an infected place and directing farmers to cull or dispose of abalone and cease the flow of effluent discharge from farms, amongst other things.

What actions taken at the time of decision making will assist you further down the track when legal action is taken?

SESSION SIX

HIGHLY PATHOGENIC AVIAN INFLUENZA

Objectives

- Contain and prevent the further spread of both H7N7 Highly Pathogenic Avian Influenza (HPAI) and H5N2 and H7N6 Low Pathogenic Avian Influenza (LPAI).
- Eradicate the disease from known infected premises.
- Conduct tracing and delimiting surveillance to determine the extent of the outbreak.
- Implement quarantine and movement controls to prevent further spread of disease.
- Ensure a safe operating environment.
- Prove country freedom from HPAI and OIE (World Organisation for Animal Health) notifiable LPAI in domestic poultry.

TASK ONE

- First IP (1IP) – 100,000 layers free range in two relatively new sheds.
- COVID 19 overlay.
- Provide IP aim and objectives, options analysis, risk assessment, create IAP.

TASK TWO

- New IP (47IP) with 400,000 layer birds
- mixed free range (barn) and cage layers
- Company won't allow disposal on site
- Provide IP aim and objectives, options analysis, risk assessment, create IAP

SESSION SEVEN

SCOPING A TOOLKIT

Previous feedback

Developing a Situation Report (SitRep) in a biosecurity response
The use of Risk Assessments in a biosecurity response
The use of Appreciations in a biosecurity response
The flow of data/ information management
Setting up a planning unit
Recovery principles from the start of a response
A checklist of required response plans
A general ‘response plan’ SOP
Writing a response Medical Plan

Writing a response Surveillance Plan (and other Plans).
Developing intelligence reports
A ‘common operating picture’/ ‘shared situational awareness’ system checklist
Section-specific induction checklists
A general ‘task request principles’ SOP
A ‘daily log’ SOP
A general ‘looking after people in a response’ set of guidelines
A general Planning Legal checklist

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SESSION EIGHT

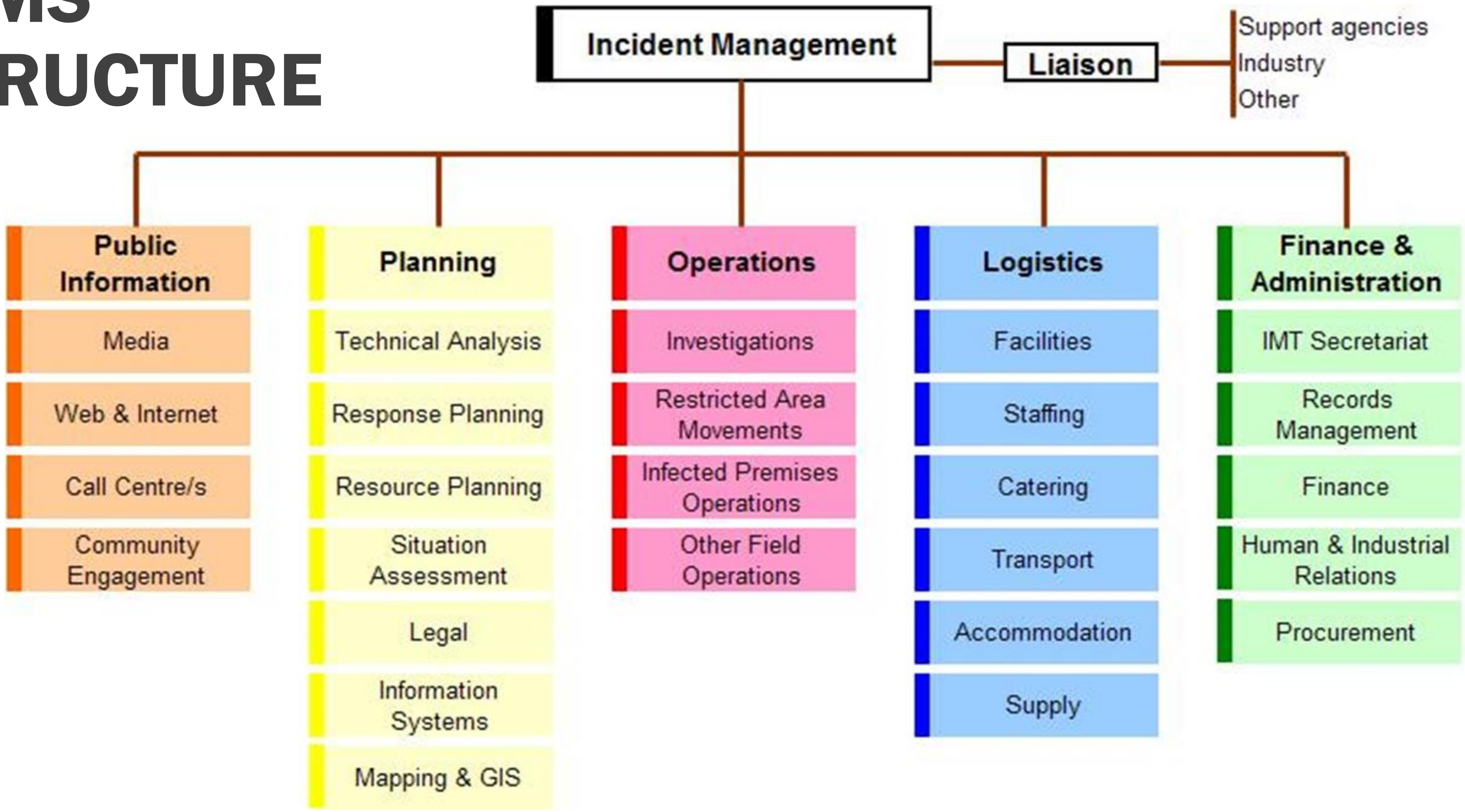
SCOPING A TOOLKIT (CONT.)

SESSION NINE

NEXT STEPS

SLIDES IN RESERVE

BIMS STRUCTURE



AIIMS 4 STRUCTURE

Incident Controller

Safety

Deputy Incident Controller

Planning
- Plans
- Communications Planning
- Resources
- Management Support

Intelligence
- Situation & Analysis
- Modelling & Prediction
- Technical Advice
- Mapping

Public Information
- Information & Warnings
- Media
- Community Liaison

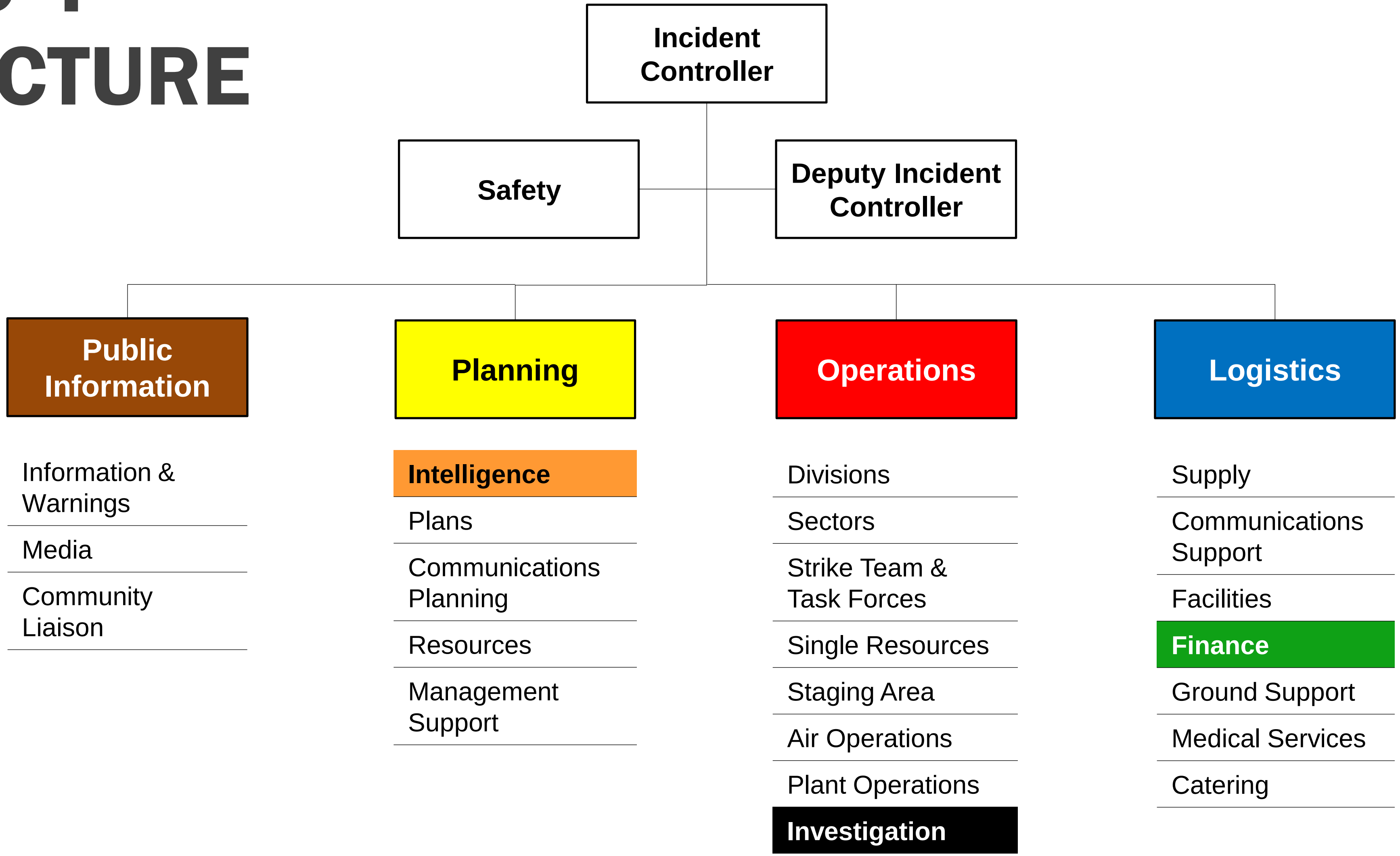
Operations
- Divisions
- Sectors
- Strike Team & Task Forces
- Single Resources
- Staging Area
- Air Operations
- Plant Operations

Investigation
The structure of the Investigation Section will be determined by the specific nature of the incident

Logistics
- Supply
- Communications Support
- Facilities
- Ground Support
- Medical Services
- Catering

Finance
- Accounts
- Compensation and Insurance
- Financial Monitoring
- Time Keeping

AIIMS 4 STRUCTURE



DEVELOPING INTELLIGENCE

- **Intelligence** is the product of a cycle of :
  - collecting and analysing data information, and
  - recording and disseminating the analysed information to support:
    - decision making, and
    - planning.

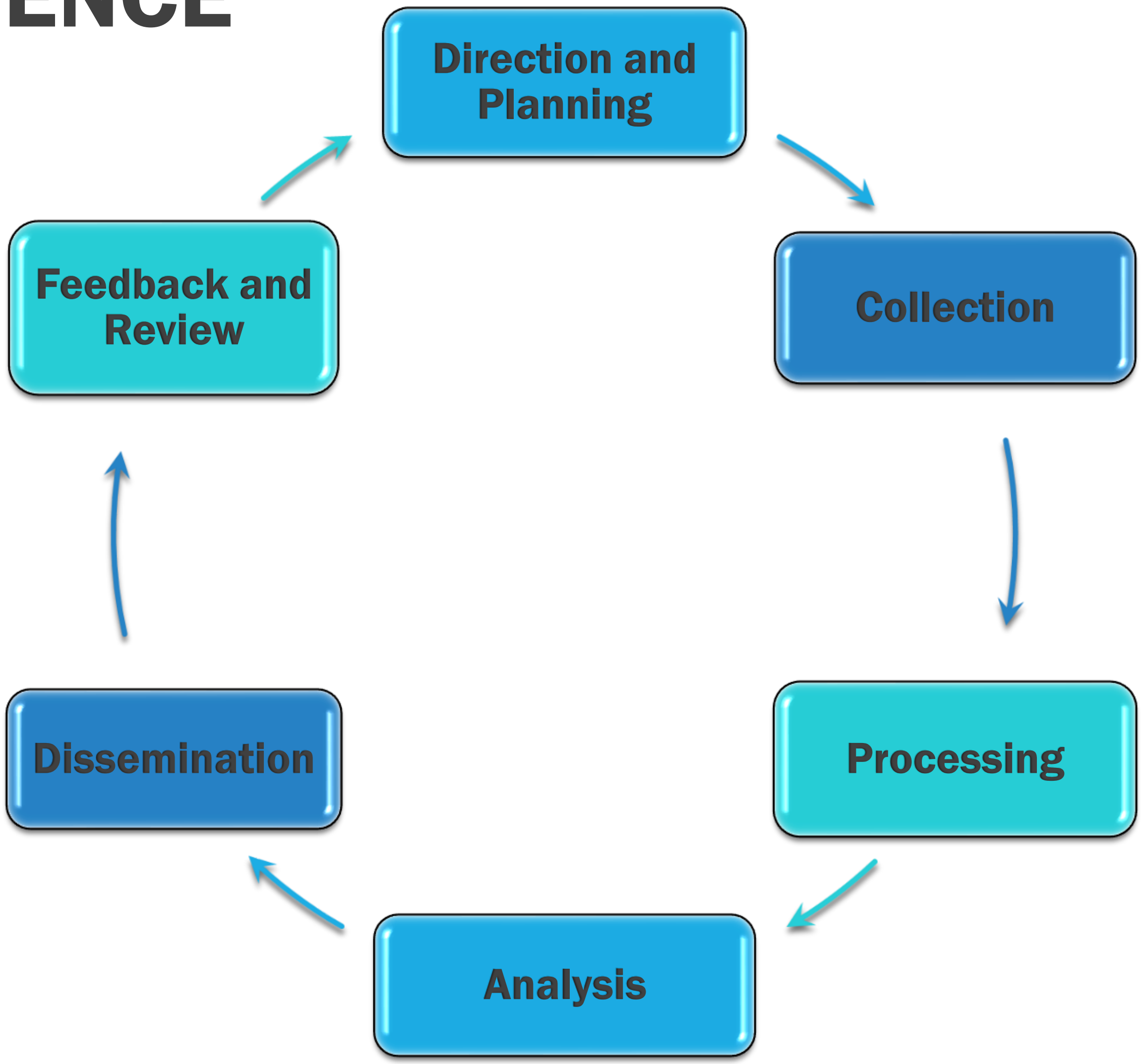
DEVELOPING INTELLIGENCE

- **Data** is unstructured, raw facts and figures
- **Information** is unevaluated and unprocessed, but has more structure and has more meaning than data
- **Intelligence** is the product of evaluation, analysis, integration and interpretation of information and data. It provides insight and supports decision making.

FUNDAMENTAL INTELLIGENCE REQUIREMENTS

- An **intelligence** requirement is:
  - an identified knowledge gap that if filled, will reduce the uncertainty in decision making.
  - a mechanism to focus intelligence on the needs of the decision maker.
- **Basic knowledge** required by an Incident Controller:
  - Characteristics of the hazard
  - Risk to the community
  - Economic, Environmental and infrastructure risk
  - Weather effects.

THE INTELLIGENCE CYCLE



DIRECTION AND PLANNING

- Intelligence needs of the incident decision makers are established
- Intelligence gathering is planned
- Collection sources and methods are described.

COLLECTION

- Information is collected from many sources including:
  - Observers
  - Operations Section
  - Pre-incident plans
  - Incident Specific Response Plans
  - Industry
  - Agencies (EMT)
  - General public
  - Local knowledge
  - Information systems
  - Social media.

PROCESSING

- Collected information and data will require processing before it can be analysed. This includes:
  - Reception and recording of information received
  - Validation, and
  - Collation.

ANALYSIS

- Collected information is analysed to see how it all fits together and what it means for the incident.
- Key questions that will be addressed in this stage are:
    - How much time do we have?
    - What is happening?
    - Why is it happening?
    - How can conflicting accounts of events be reconciled?
    - What is likely to happen next?
    - What is the worst-case scenario?
    - What can we do to improve the situation?

DISSEMINATION

- The outcome of the Analysis step is ‘synthesis’ and dissemination:
  - Information has been analysed
  - A comprehensible predictive statement produced, and
  - The prediction disseminated in sufficient time to have an effect on decisions

FEEDBACK AND REVIEW

- Feedback is received from users and it is used to assess whether:
  - Intelligence product meets their needs
  - The cycle is functioning effectively.

- Feedback and review drive re-assessment of intelligence requirements – at this point the Intelligence Cycle is re-focussed and synchronised to meet operational needs.