



AFP National Guideline on the Incident Coordination Centre

1. Disclosure and compliance

This document is marked **For Official Use Only** and is intended for internal AFP use.

Disclosing any content must comply with Commonwealth law and the [AFP National Guideline on information management](#).

Compliance

This instrument is part of the AFP's professional standards framework. The [AFP Commissioner's Order on Professional Standards \(CO2\)](#) outlines the expectations for appointees to adhere to the requirements of the framework. Inappropriate departures from the provisions of this instrument may constitute a breach of AFP professional standards and be dealt with under Part V of the [Australian Federal Police Act 1979](#) (Cth).

2. Acronyms

AFP	Australian Federal Police
ANZPAA	Australia New Zealand Policing Advisory Agency
AOCC	AFP Operations Coordination Centre
IC	Investigations centre
ICC	Incident Coordination Centre
ICCS Plus	Incident Command and Control System Plus
ICT	Information and communications technology
MAOCC	Manager AFP Operations Coordination Centre
MIR	Major incident room
PFCP	Police forward command post
POC	Police operations centre

3. Definitions

Appointee – means an AFP appointee as defined in s. 4 of the [Australian Federal Police Act 1979](#) (Cth) (the AFP Act).

Incident Coordination Centre Facilities – means the main incident coordination centre room s37(2)(b) ; flexi operation rooms number 1 s37(2)(b) ; number 2 s37(2)(b) ; number 3 s37(2)(b) and number 4 s37(2)(b) the use of which is coordinated through the office of the Manager AFP Operations Coordination Centre (MAOCC) in line with the s37(2)(b)

Member – means a member of the AFP as defined in s. 4 of the AFP Act.

For the other definitions which are related to, and form part of this guideline, see: s37(2)(b)
s37(2)(b)

4. Guideline authority

This guideline was issued by the National Manager Operations Support using power under s. 37(1) of the [Australian Federal Police Act 1979](#) (Cth) as delegated by the Commissioner under s. 69C of the Act.

5. Introduction

This guideline outlines the policy and basic framework for the activation, operation and deactivation phases of the Incident Coordination Centre as a part of the AFP's response to an incident. It complements other national and local arrangements, including the:

- [National Counter Terrorism Plan](#) and Handbook ([Part 1](#) and [Part 2](#))
- [A Common Approach to Incident Management: ICCS Plus](#) framework ([ANZPAA publication](#))

and the generally accepted procedures for managing the operation of an:

- incident coordinaton centre facility s37(2)(b)
- investigations centre
- major incident room
- police forward command post s37(2)(b)
- police operations centre s37(2)(b)

6. Scope and limitations

This guideline does not:

- address the operational interoperability arrangements between the AFP and state/territory police agencies at incidents. For guidance on those issues, consult the relevant functional standard operating procedures or interagency plans and agreements.
- address the management of an investigation, which may be the function of an IC, MIR, PFCP, POC, AFP operational team(s) or another agency.

It is intended to complement any formal plan, interagency agreement, jurisdictional policy document or legislation that takes precedence, particularly in relation to the [National Counter Terrorism Plan](#) and Handbook and specific AFP Protection, Aviation or airport arrangements.

The [AFP Investigations Doctrine](#) provides the authoritative guidance that outlines the language and concepts used by the AFP in the planning and conduct of investigations.

7. Policy and objectives

The Incident Coordination Centre (ICC) is a strategic level command centre that supports the organisational management of the AFP's response to a major incident or large scale planned operational activity. The primary objectives for activating the centre are to:

- support command, control and coordination through a whole-of-AFP effort
- provide a centralised facility for interagency coordination, information flow and reporting
- support AFP interests within the Australian Government emergency management architecture
- support the strategic decision making process by developing situational awareness and if necessary, facilitating the preparation of strategic level incident response plans, e.g. Concept of Operations.

Note: For incident response type activity the forward command elements must be responsible for developing operational and tactical level plans.

8. Incident Command and Control System Plus (ICCS Plus)

The Australia New Zealand Policing Advisory Agency (ANZPAA) publication [A Common Approach to Incident Management: ICCS Plus](#) outlines the command and control management system approved by all police jurisdictions across Australia. The roles and responsibilities within an ICC must be aligned to the functional elements of ICCS Plus.

9. Activation

A member of the rank of Assistant Commissioner or above may activate an Incident Coordination Centre (ICC) as part of an AFP response to an incident or a large scale planned operation.

An ICC may be activated to coordinate:

- AFP functional activities in a multi-jurisdictional operation
- AFP resources in a multi-functional response
- the AFP response to a Government of Australia commitment to a domestic or international incident.

When activation of the ICC is initiated in response to an unplanned/emergency incident, the AFP Operations Coordination Centre (AOCC) must be responsible for staffing and managing the operation of the centre for the first 12 to 24 hours. Prior to the expiration of this initial 24 hour period:

- the Deputy Commissioner should have nominated a lead function (and Operation Commander) to manage the incident, and
- responsibility for ICC staffing and ongoing operation should have transitioned from the

AOCC to the nominated lead function.

An ICC that is intended to support a planned operation/event must be activated and staffed by the relevant lead function, in consultation with the AOCC.

Further guidance material outlining ICC operating procedures and ICC facility conditions of use can be found in the s37(2)(b) located in the [Investigator's Toolkit](#) (AFP Hub).

10. Operation

An Incident Coordination Centre (ICC) must be managed by an ICC coordinator, supported by ICC room supervisors.

ICC roles should be flexible and scalable, adapting to the nature and scope of the incident. While an ICC may operate on a 24-hour basis, some roles may only be required during certain hours.

For guidance on the roles, information management and reporting considerations within an ICC, appointees should refer to the s37(2)(b) section of the [Investigator's Toolkit](#).

10.1 Role of the AFP lead function

Possessing command responsibility, the lead function must:

- manage the ongoing operation of the ICC, including coordination and management of resources with the support and advice of the AFP Operations Coordination Centre (AOCC).

10.2 Role of the AOCC

In addition to the initial resourcing of a response activation of the ICC (first 12 to 24 hours) the AOCC is also responsible for:

- facilitating ongoing mentoring of ICC staff and any other support as determined by the Manager AOCC, in consultation with the operation commander
- establishing and facilitating the ongoing maintenance of ICC infrastructure, e.g. ICT platforms.

For further information on the role of the AOCC, refer to the s37(2)(b) located in the [Investigator's Toolkit](#) (AFP Hub).

11. Deactivation

A member of the rank of Assistant Commissioner or above may deactivate an Incident Coordination Centre (ICC), in any of the following circumstances:

- an incident no longer requires AFP response/resources
- responsibility of the incident can be managed through routine business arrangements
- the incident can be managed by an:

- o investigations centre
- o major incident room
- o police forward command post s37(2)(b)
- o police operations centre s37(2)(b)

The operation commander must conduct post operational debriefs and lessons learned evaluations of both the strategic and field operations levels, as soon as practicable after the deactivation. The Manager AOCC may determine if a separate debrief is required relating to operating practices within the ICC.

12. Finance

The lead function must fund the Incident Coordination Centre, unless otherwise determined by a member(s) of the rank of Assistant Commissioner or above.

13. Further advice

Queries about the content of this guideline should be referred to the AOCC C3 Projects and Planning Team s37(2)(b)

14. References

Legislation

- [Australian Federal Police Act 1979](#) (Cth).

AFP Investigator's Toolkit

- [AFP Investigations Doctrine](#)
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s37(2)(b)

Other sources

- [A Common Approach to Incident Management: ICCS Plus](#) (ANZPAA publication)
- [National Counter Terrorism Plan](#) and Handbook ([Part 1](#) and [Part 2](#)).