

Handbook

for

Industry Liaison Officers

in a

Biosecurity Emergency Response

Wine
Australia
for
Australian
Wine





Early detection, reporting and response to new pests and diseases is critical to achieving eradication and minimising impacts and ensuring support is available to affected growers.

Report all suspect exotic plant pests and diseases to the emergency plant pest hotline on 1800 084 881.

Wine
Australia
for
Australian
Wine



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Disclaimer

The information provided in this Handbook is general in nature and does not address every situation or requirement of an Industry Liaison Officer. Every government agency has specific plans and requirements of personnel engaged in a biosecurity emergency response. Key information may change over time since this Handbook was developed in 2020. Individuals should seek guidance from Australian Grape and Wine or the Incident Controller or Liaison Manager in their Control Centre where needed.

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Introduction

The detection of a pest or disease can have impacts and consequences for the agricultural sector, communities and the natural environment. There are a number of pests and diseases that pose a significant biosecurity risk to the Australian wine sector and the individuals and communities that rely on the sector for employment and products. Fortunately, Australia has a mature and rigorous biosecurity system that prevents many biosecurity risks emerging and responds effectively to the detection of new pests and diseases. Whilst government agencies take a lead role in managing biosecurity emergencies, it is critical that affected industries are proactive in preparing for outbreaks and engaging in biosecurity emergency responses.

With a large number of industry organisations engaged in the wine sector at the national, State and regional level, ensuring that there is effective coordination, input into decision-making processes and support to the government response is vital. Governments will look for 'one voice' to represent a sector's interests. Australian Grape and Wine, as the signatory to the industry-government Emergency Plant Pest Response Deed on behalf of the wine sector, has the role as the coordinating body for biosecurity emergencies that affects wine grapes.

This Handbook outlines key information on how biosecurity emergency responses that may affect the wine sector are managed and the role of the Industry Liaison Officer (ILO).

An ILO is an individual appointed by the wine sector to provide support to the government response. This includes providing an insight on industry operations to ensure plans and procedures are feasible, communicating with affected growers to identify their support and information needs and identifying issues affecting the sector to the response managers.

If you are appointed as an ILO the key points to remember are:

- ❖ You have an important role representing the entire industry and need to manage the relationship between the government response and the sector,

- ❖ Be active in engaging with the staff at the Control Centre and growers in your local area so that you are aware of the issues emerging and activities underway and planned. You are the 'eyes and ears' for the industry to help make the response work smoothly,
- ❖ Respect the confidentiality of the information you receive and check what can be released to the sector and what needs to remain confidential,
- ❖ Keep good records of your conversations and advice,
- ❖ Expect to be engaged in a lot of meetings and that a significant amount of planning and reporting documentation will be generated. Whilst it can be frustrating, these are designed to ensure the response is managed effectively and efficiently and draw on decades of experience and lessons learnt in emergency management,
- ❖ Be flexible – you'll be working in a dynamic environment that can be stressful due to uncertainty, ambiguity and the complexity of the response,
- ❖ Managing a biosecurity incident is a long-term effort as the recovery from the impacts and consequences can take many years,
- ❖ Attend the Wine Biosecurity Coordination Team meetings to provide an update on activities at your Control Centre and issues that are emerging, and
- ❖ ***MOST IMPORTANTLY*** - ask for help when you need it.

There are a lot of acronyms, technical jargon and specific terms, as well as pre-prepared Agreements and Plans, that are used during biosecurity emergencies. This Handbook aims to act as a reference point to assist you in understanding these but, if uncertain of any aspect, make sure you contact Australian Grape and Wine for further advice or support.

How is a Biosecurity Emergency Managed?

Overview

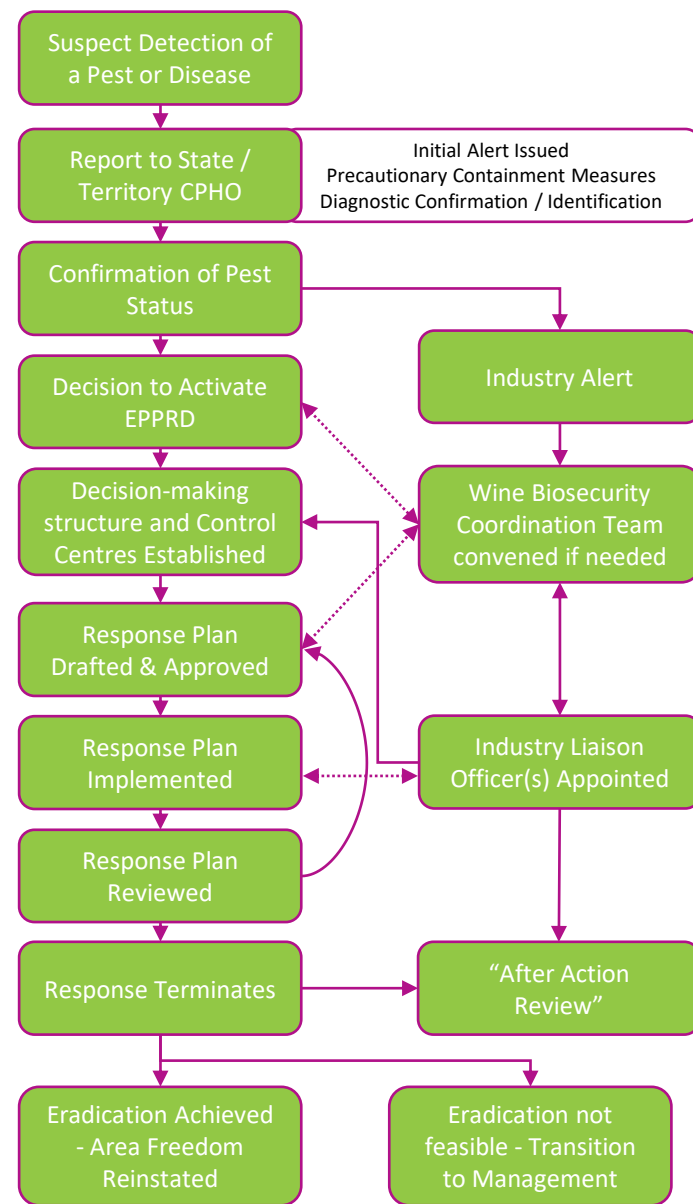
Upon the detection of a pest or disease and report to the Chief Plant Health Officer (CPHO) in the State or Territory where it was found, a biosecurity emergency response follows a set path through a number of phases as shown in the diagram on this page with a generalised outline of some of the activities that occur in each phase. The activities, and nature of the response, will vary depending on whether the pest or disease is governed under the Emergency Plant Pest Response Deed (EPPRD) and the Australian Emergency Plant Pest Response Plan (PLANTPLAN) or managed under State or Territory emergency management arrangements which can vary between jurisdictions.

The State or Territory Government agency responsible for biosecurity in that jurisdiction will be responsible for leading the response. That agency, through their CPHO, will appoint an Incident Controller to establish and lead the Control Centres, alert their interstate and National counterparts and alert the affected industries. Control Centres (sometimes called Emergency Operations Centres) are a key part of the response structure. These are essentially locations where response staff are based and creates a focal point for control and coordination of the response and support activities.

A key challenge of an emergency response is the dynamic nature of response operations and how quickly the situation can change. This is often described by the acronym VUCA (Volatile, Uncertain, Complex and Ambiguous). Expect that at times you will be 'out of your comfort zone' and you won't be able to access the information or achieve the results that you want as the data and time you might want won't be available due to the 'VUCA' nature of the situation.

The processes and structures used in Control Centres and Emergency Plans are designed to manage these situation. They have been developed and refined over many years and often borrow on the experience of other emergency service agencies and the military and the lessons learnt from previous biosecurity and other emergencies. If you're uncertain of any part of your role or need support, there will be a number of personnel in the Control Centre and the Industry Liaison Coordinator in Australian Grape and Wine who are available to assist you.

Stand Down Phase Operational Phase Alert Phase Investigation Phase



How is a Biosecurity Emergency Managed?

Control Centres

Specific information on your Industry Liaison Officer role in a Control Centre is provided on page 9. Control Centre arrangements may vary between different States & Territories and according to the scale and complexity of the emergency being managed.

Control Centres operate under a number of principles common to any emergency management field. These are outlined in the Biosecurity Incident Management System (BIMS) manuals and include:

- ❖ A **functional organisational structure** inside the Control Centre: All staff in a Control Centre have specified roles within specified functional teams, this is explained further on page 7. It's important to understand these roles and who is responsible for what aspect of the response.
- ❖ **Management by Objectives**: all plans, and activities will relate back to a set of response objectives set by the Incident Controller to ensure clarity and unity. It's important to consider these objectives, ensure that they reflect the sector's needs and that your activities complement those objectives.
- ❖ Ensuring appropriate **Span of Control** to restrict the number of staff each Manager or Team Leader oversees to ensure effective supervision and communication.
- ❖ **Flexibility** and **Scalability** in the approach to planning, resourcing, structures and processes to adapt to the needs and dynamics of the situation.
- ❖ The use of set **Common Terminology** in titles, functions, descriptions and activities to minimise the risk of misinterpretation or confusion. The Glossary on pages 17 to 19 outline some of the primary terms used within a Control Centre.

Depending on the scale of the emergency, a number of different Control Centres may be established including:

- ❖ A **National Coordination Centre (NCC)** for major emergencies affecting multiple States or Territories and requiring cross-border coordination of activities and resources,
- ❖ A **State Control Centre (SCC)** in each affected State or Territory with strategic oversight and planning roles. SCC's are usually only established for larger or more significant emergencies,
- ❖ **Local Control Centres (LCC)** reporting to the SCC and with responsibility for operational activity in a set geographical (i.e. at a regional or district level) area, and
- ❖ **Forward Command Posts (FCP)** reporting to a LCC and working as a staging point for staff close to an area or property where field activities are being conducted.

How is a Biosecurity Emergency Managed?



Functions within Control Centres

A Control Centre will be led by an Incident Controller (IC) who has responsibility for all activity undertaken by that Control Centre. The IC will lead an Incident Management Team (IMT); a group of managers responsible for a specific function. Incident Management Systems and Manuals (e.g. BIMS and PLANTPLAN) provide greater detail on each function and specific roles in each functional team. In a Control Centre you will often see personnel wearing coloured 'tabards' (vests). The colours correlate to the functional areas.

- ❖ **Incident Management (White tabard)** – The Incident Controller and staff directly supporting the IC such as a Deputy IC, WHS Officer and specialist Emergency Management Advisors. They will often seek your advice and insight into the sector's needs and opinions as well as the impact of strategic and operational decisions.
- ❖ **Finance and Administration (Green tabards)** – manages records, HR and finance. They will assist you with records and other information systems.
- ❖ **Liaison (White or Silver tabards)** – manages relationships with other agencies and the affected industries. The ILO is located within this team. This will be your 'team' and may be overseen by a Manager who you report to within the Control Centre (separately to the AGW Industry Liaison Coordinator) and include ILO's from other sectors.
- ❖ **Logistics (Blue tabards)** – procures and manages personnel, assets and facilities. They will assist you with your induction and obtaining any equipment or materials you require.
- ❖ **Planning (Yellow tabards)** – collects and analyses data to develop plans and procedures including coordination of the development of the Response Plan, IAP and SITREP. They will be seeking your advice and insight into the impact of the pest / disease on the sector, the impact of strategic and operational decisions and your input into procedures that involve or affect the sector.
- ❖ **Public Information (Brown tabards)** – prepares and distributes information to affected industries and communities, the media and the public generally. They will be seeking your input into community and industry communication and, potentially, your involvement in media or public events.
- ❖ **Operations (Red tabards)** – undertakes the pest or disease control, movement controls, Infected / Infested Premises management, surveillance, tracing and other field activities. They will be seeking your advice and local knowledge of the sector and may, at times, seek your involvement in engaging with specific growers.



Wine Industry Coordination

The wine sector has a large number of bodies representing different parts of the sector and geographical locations. It is important that the sector coordinates its response to an incident and presents a unified position to avoid confusion and reduce any duplication of effort or mistakes. This is especially important as decisions will need to be made quickly, often with incomplete information and with a lot of different interests and sectors at risk and involved in decision-making.

In incidents managed under the EPPRD, Australian Grape and Wine (as signatories to the EPPRD) will represent the wine sector in the **National Management Group (NMG)**, which acts as the peak decision-making body for the response, and the **Consultative Committee on Emergency Plant Pests (CCEPP)** which provides technical and expert advice to the NMG. In incidents not managed under EPPRD, the relevant State or Territory Government may establish similar decision-making or consultation forums.

The primary coordinating body within the wine sector during a biosecurity incident will be the **Wine Biosecurity Coordination Team**. This will be convened by Australian Grape and Wine and include representatives from Wine Australia, Vinehealth Australia, State wine organisations, ILO's appointed to Control Centres and any experts considered necessary to support the Team's activities. The purpose of the Wine Biosecurity Coordination Team will be to:

- ❖ Review the current situation and identify any emerging issues affecting the wine sector,
- ❖ Coordinate available resources to support the response and growers; including overseeing the appointment and support of ILO's,
- ❖ Coordinate policy development to support affected growers,
- ❖ Consider the information needs of the sector and markets and, in consultation with the Control Centre, develop communication material to meet those needs,
- ❖ Support NMG and CCEPP representatives (or equivalent representatives in non-EPPRD managed incidents)

Your key contact outside of the Control Centre will be the Industry Liaison Coordinator (ILC). They will be appointed by Australian Grape and Wine and will chair the Wine Biosecurity Coordination Team but will also be available to discuss any specific issues that you are encountering and provide advice and support as needed.



The Role of an Industry Liaison Officer

Affected industries are usually invited by the government agency to nominate representatives to work as ILO's in the Control Centres that manage the biosecurity response. In this role, the ILO will work closely with Australian Grape and Wine's Industry Liaison Coordinator and, within the Control Centre, the Liaison Manager and other IMT managers. It is important to remember that, by taking on an ILO role, you aren't 'locked in' to be available. If requested to act as an ILO, ensure that you are comfortable with the time commitment proposed. In many instances, it may be possible to undertake the role on the basis of a few hours a day, or even on an 'on call' basis via phone or video-conference facilities, if you aren't available on a full time basis. There may be scope for some remuneration to cover your time and costs dependent on the situation. Discuss this with the Industry Liaison Coordinator when contacted about being deployed as an ILO.

The ILO has three key roles.

1. Act as a pathway for information to be relayed between the wine sector and affected growers and the government response agency,
2. Act as a point of reference for the government response agency to understand the wine sector, its operations and its needs and to provide input into strategies, plans, procedures and decisions, and
3. Identify emerging and existing issues and impacts on the wine sector and work with industry bodies and the government response agency to identify options to best manage those issues and impacts.

Another important role of the ILO is to act as an advocate for good biosecurity practices and the early reporting of suspect plant pests and diseases. In addition to increasing the chance of eradication and minimising the impacts of a pest or disease, early reporting may be a legal obligation under biosecurity laws and also affect the availability of some funding to support affected growers.

The focus of the ILO role will depend on the type of Control Centre that they are working with. In a State Control Centre (SCC), an ILO can expect to work on issues that are more strategic or high-level in nature whilst appointment to a Local Control Centre (LCC) is likely to see the focus on operational issues and working at a property or 'district' level. An ILO in a SCC is more likely to be working with senior government officers and peak industry bodies on the strategy of the response whilst an ILO in a LCC is more likely to be working with regional representatives and directly with growers and winemakers to deal with operational issues.

It is important that the ILO maintains a good connection with affected growers and with the wine sector representative bodies to ensure the right people have the right information at the right time to make decisions and that problems are identified early and plans put into place to mitigate the impacts. Australian Grape and Wine will appoint an Industry Liaison Coordinator, who will be experienced in both biosecurity emergency management and application of EPPRD, who will be available to support the ILO's. The Industry Liaison Coordinator will arrange regular check-ins with the ILO to review the situation and what actions are needed and outline what reports will be required from the ILO.

Page 20 provides a checklist as a reminder of your daily priorities. Later in this Handbook, information on stress management is provided. Working in a biosecurity emergency response can be demanding and it is important to look after your own health and workload to ensure that you remain effective in the role. Remember, ask for assistance from the Industry Liaison Coordinator or staff within the Control Centre when you need it.



Before Arrival

If you are appointed as an ILO to a Control Centre you will receive a briefing from Australian Grape & Wine's Industry Liaison Coordinator on the details of your appointment and key information you need to know to undertake the role. This will include who to contact at the Control Centre in order to commence.

When preparing, consider what equipment and information you expect to need whilst at the Control Centre including basics like phone chargers, laptop power cords and, if you'll be away from home and staying in a hotel during your appointment, sufficient clothing and other items for the duration of your appointment. Review your training material from the ILO workshop and reference documents like PLANTPLAN and the AGW Wine Sector Biosecurity Emergency Response Plan.

On arrival

On arrival at the Control Centre for the first time as an Industry Liaison Officer you should be introduced to the Liaison Manager and receive a:

- ❖ 'General induction' providing a general overview of the response and target pest or disease plus generic administrative directions and advice (e.g. rosters, Control Centre layout, key contacts, WHS management, confidentiality & media policies), and
- ❖ 'Role induction' covering your responsibilities as an ILO and introductions to key personnel you will work with.

You will also need to sign a 'Confidentiality Deed' outlining your commitment to protect any personal or confidential information that you may access during your rotation as an ILO.

Remember that Control Centre structures and processes can vary and, certainly in the early stages of a response, some personnel may be covering more than one role. In smaller Control Centres, the Incident Controller may also act as the Liaison Manager.

Daily Schedules - The 'Battle Rhythm'

The Control Centre will operate on a set schedule for key briefings, meetings and reports which is sometimes called the 'Battle Rhythm'. This aims to create a familiar pattern of activity and give certainty about when information is required for reports and provided to staff. This schedule will be included in the Incident Action Plan (see page 13) and includes the timings for key briefings (e.g. the IC may hold a 'all of Control Centre' daily briefing at a set time to update all personnel on the current situation and priorities), key meetings like the IMT Managers' Meeting and reporting timetable. Check with the Control Centre Liaison Manager or Planning Manager to confirm what information will be required from you for the SitRep (see page 13) which is a key reporting document.

You will also be required to attend (via phone or videoconference) the Wine Biosecurity Response Team meetings and provide a SitRep to those members on the current situation at the Control Centre. These meetings aim to ensure all industry representatives are aware of current activities and issues across the response.

Situational Awareness

Situational awareness refers a person's understanding of how the emergency is progressing. This covers a range of issues from the extent of the pest or disease distribution and the number of Infected / Infested Premises through to what personnel are deployed where and what the current priorities for the response are.

In the Control Centre there is a number of key information and reference points that you should remain aware of to maintain your situational awareness including:

- ❖ The Common Operating Picture (COP) – this is a visual display in the Control Centre (or in an Information System) showing key statistics, maps and other information about the situation. Increasingly, government agencies are moving the COP online to improve the ability to share real-time information.
- ❖ IAP and SitRep – these are the key planning document and progress report for the Control Centre.
- ❖ Briefings – the Control Centre or individual teams will have meetings to outline priorities and assign activities. Ask to attend other teams' briefings, especially for the Planning, Operations and Public Information teams, where you can to maintain awareness of emerging issues that may affect industry.

A key part of the ILO role is communication and information gathering with growers in the affected area and the industry organisations. This helps build good situational awareness where you are gathering information from the industry and relaying it to the Control Centre.

Recordkeeping – Diaries, Event Logs and Records of Conversation

It is recommended that you keep a diary of key conversations, actions, advice you give and decisions you make that you keep with you after you leave the Control Centre. This can also be used to record any issues you observe and can help when planning briefings or handovers. Some Control Centres will not allow information to be taken from the Control Centre so check with the Industry Liaison Coordinator at Australian Grape and Wine as to how to manage this. You may be asked to maintain an Event Log by the Control Centre which is in effect a diary but is retained by the Control Centre after you complete your period as ILO.

Working in a Control Centre

Stress Management

A Control Centre can be a fast-paced environment to work in with multiple problems, tasks, people and requests for information competing for your attention; often with tight deadlines and gaps in knowledge about the situation and impacts of decisions. As an Industry Liaison Officer you may be in direct contact with growers and others whose business and livelihood, and potentially years or generations of work, may be at risk from the pest or disease. You will encounter increased stress levels, for yourself and for others you work with, as a part of this. As a result, recognising and managing stress has emerged as an important part of the role of emergency managers. It is important that you recognise the signs of stress, both for yourself and for those you're working with and supporting, and knowing how to manage that stress.

Signs of Stress

- ☐ Feeling overwhelmed
- ☐ Having a reduced sense of accomplishment
- ☐ Feeling the need to be inflexible to change or to others' opinions
- ☐ Feeling resentful, cynical or bitter of others or unempathetic
- ☐ Lacking enthusiasm or energy
- ☐ Being too invested in the work and feeling that no one else can manage it or assist
- ☐ Developing a narrow focus and unable to see the 'big picture'
- ☐ Being easily irritated by others

Stress Relief

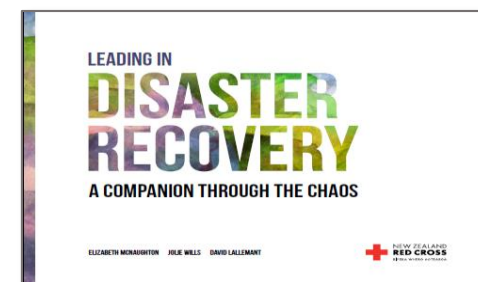
Everyone has different ways of managing stress. Some key things to remember are:

- Recognise the signs of stress and act early if you're feeling stressed or if you see someone who needs support
- Manage your hours – take a break and don't work excessive hours; a biosecurity response is a marathon, not a sprint and needs a sustained effort
- Get plenty of sleep and undertake some form of exercise or relaxation to 'clear your head' each day
- Ask for help; you won't help anyone if you are overstressed

Check this resource from the NZ Red Cross about "Leading in disaster recovery".

It provides a lot of excellent tips about how to look after yourself and others during emergencies and can be accessed at

www.preparecenter.org/resource/leading-in-disaster-recovery/



Response Plan and Incident Action Plan (IAP)

The Response Plan is an overarching plan outlining the strategy to contain and eradicate the pest or disease.

The IAP is the key operational planning document for Control Centre personnel for a specified time period. It will provide an outline of the current situation, response aim and objectives, priorities for action and administrative and communication details. Your section will then use that IAP to develop a more detailed plan for activities.

Situation Report (SitRep)

This is the key reporting document within a Control Centre that records the action taken since the previous SitRep – essentially, as the name says, it covers what the current situation is, what activities have been completed or are being planned and an outline of any significant issues that have emerged or are anticipated.

The frequency of the SitRep will vary according to the pace and needs of the emergency; e.g. in early stages or when the pest or disease is spreading rapidly, a daily SitRep may be required, whilst more stable situations may see weekly SitReps issued. The Control Centre SitRep schedule will be set in the IAP however your contribution will be required earlier to be compiled into the Liaison section of the SitRep of the entire Control Centre.

You will also be asked to complete a separate SitRep to the Wine Biosecurity Response Team for when it meets.

Before sending any information external to the Control Centre ensure the information is approved for external release as internal documents may have confidential information, such as personal details of property owners, that must be protected.

Other Plans and Procedures

Given an emergency response can be fast-paced, involve a large number of personnel working in a number of different locations and that the consequences of errors or inconsistent practices can be serious, the Control Centre will have a number of planning and procedural documents to ensure the activities are undertaken consistently, lawfully and effectively.

As an ILO you may be asked to review some of these documents to ensure the proposed actions are appropriate and don't pose an unrealistic or unnecessary burden on the industry. If the subject matter is beyond your area of expertise or knowledge, ask the requesting officer if you can refer the document to the Industry Liaison Coordinator to ensure the right advice and information is included.

Depending on the Control Centre processes, you may receive Task Requests which will be specific requests for information or action from you that creates a workflow chain to track requests within the Control Centre. During your induction, this process will be explained to you including how to complete the Task Request record.

At times, you will be asked to provide a **briefing**, which is essentially an overview of the situation and the planned actions. This is different to a SitRep which reports on what the situation is and what has been done. There is a simple structured approach used within emergency responses for briefings called 'SMEACSQ'. Following the SMEACS structure provides a consistent approach and minimises the risk of missing key information or having questions that interrupt or prolong the briefing unnecessarily.

S	Situation	What has happened so far – key information about the pest or disease, the extent of the infestation / infection, impacts and numbers of affected properties
M	Mission	What is the aim and objectives of the response
E	Execution	How the Mission will be achieved. This will often outline by functional area the priorities and key tasks to be undertaken
A	Administration	What administrative processes cover the Execution
C	Command & Control	Who is leading the activities and how information will be communicated; including meeting & reporting schedules
S	Safety	What WHS risks exist and how will they be managed
Q	Questions	The place for the audience to ask questions

Handovers occur when you are being replaced by another ILO in the Control Centre. The aim is to ensure that the incoming ILO has all of the required information to undertake the role without any disruption or delays. It will assist them to develop the situational awareness of the incoming persons quickly so they understand the priorities and key issues and there's no disruption to work underway.

The incoming ILO should have received (or be about to receive) an induction so the key information for the Handover includes:

- ❖ Ensuring they have a copy of the key response documents (e.g. current Response Plan, Contact Lists, IAP and SitRep),
- ❖ Identifying key personnel within the Control Centre,
- ❖ Current and emerging issues,
- ❖ Key decisions that have been made,
- ❖ Activities underway but need monitoring,
- ❖ Activities planned or needed but not yet commenced,
- ❖ Reporting and meeting schedules,
- ❖ Who to ask for advice or support.

Media and Public Communication

As a wine sector representative you may be asked to make public comments in media interviews or public meetings. It is critical that any public comment you make is carefully considered and consistent with approved communications messages. You must also remain aware of any confidentiality requirements and ensuring any private or sensitive information you access during your ILO role is not released without authorisation.

Any comment you make, whether positive or negative, will be taken as the view of the entire wine sector and can have implications for winegrowers and winemakers as well as other horticultural sectors.

A request to be involved in a media interview will most likely come from the Control Centre Public Information Manager. If requested to undertake an interview, advise the Industry Liaison Coordinator immediately and discuss whether you are in the best position to speak on behalf of the industry and what messages we want to convey. The Control Centre will have a Communications Plan and you should discuss the key messages with the Control Centre Public Information Manager prior to making public comment. The primary reason for this is, whilst the wine sector's products are rarely affected by biosecurity controls, governments of over overseas trading partners will be monitoring public comments and any indication of problems can result in significant trade barriers being imposed on any Australian products potentially affected by the pest or disease. Similarly, a misspoken word could affect relationship with the government and other agricultural sectors and their representatives, affect the reputation of the wine sector and make the response more difficult to manage.

Similarly, you may be requested to be involved in a 'public meeting' in the affected community when the Control Centre wants to deliver information to a large number of industry members. These can be difficult conversations, particularly if the response operations or decisions being made are expected to have a significant adverse impact or if individual members of the community are antagonistic or disagreeing with decisions. It is important to work with the Control Centre staff planning the meeting to ensure they have a good understanding of these issues and are prepared to manage any negative comments or disruptions.

A simple model for making public comments, remembering the importance of understanding what messages are approved and the potential implications of public comments, is:

- ❖ What we know is... cover what the current situation is and what the implications and impacts are.
- ❖ What we don't know is... cover any current gaps in knowledge about the pest or disease.
- ❖ What we are doing... outline the planned actions.
- ❖ What we want others to do... explain what action we want the government, industry and general community to do



Liaison with Affected Producers

A core part of the ILO role is ensuring the interests of affected growers, winemakers and other parts of the supply chain are identified and that they are kept up to date on the pest or disease, what they need to be doing and what the response is doing or planning to do. This means that the ILO is a focal point for communications between the sector and the response agency.

The ILO needs to consider the best way maintain good contact with affected individuals and groups to gather information on the direct impacts and flow-on consequences from the emergency. Undertaking this activity effectively means that appropriate support can be sought for the sector, the disruption from response operations may be minimised and that the longer-term efforts to support the recovery of the sector can be planned and supported.

Examples of impacts and consequences that you may see include:

- ❖ The presence of the pest or disease affects the quality of the fruit (the direct impact) with flow-on consequences including loss of income to the grower, loss of employment to staff and contractors and then consequences for the surrounding communities from less trade or even people moving away from the area.
- ❖ The imposition of movement controls on equipment to reduce the risk of the pest or disease being spread prevents harvesting of the fruit (the direct impact) with similar consequences to the first example.
- ❖ The presence of a pest or disease in grapes may result in the loss of market access for table grapes (the direct impact) but no direct impacts to the wine grape sector. However, consumers may misunderstand the risk and flow-on consequences could see a reduction in demand for wine or reputational damage for the sector.

In order to identify the impacts and consequences you may be asked to organise or support some form of data gathering amongst the sector. Most government agencies have experienced staff trained in impact assessment as well as systems designed to collect and analyse this type of data. Your assistance in identifying the type of possible impacts and possibly assisting government staff in contacting affected individuals and businesses will be appreciated. Remember the PESTLEO framework mentioned on page 17 as a way of categorising potential impacts and consequences.

The other core part of the ILO liaison role is ensuring information is relayed to the sector. It is important to understand what information individuals and businesses actually need, the best level of language that should be used (i.e. minimising jargon) and the best way to deliver the information. It is also important to remember that the audience may be working under stressful conditions and may not be able to absorb or comprehend information immediately or may have differing levels of literacy. A Communications Plan should be developed by the Control Centre to provide an overview of how they intend to push information out to the affected sectors and wider community. In addition to asking for your input on this Plan, the Control Centre will look for you to review factsheets and other public information material to check if the information is correct and meets the needs of the sector. There will be specialist communications staff in the Control Centre who will be available to work with you in this area.

Relief and Recovery

As an ILO you will be asked for your opinion on the likely impacts of response operations and of the pest or disease on the industry to guide immediate relief and support activities and longer term recovery efforts. To ensure you are able to undertake this role effectively you will need to have a good understanding of the industry and how it and its supply chain operates. The recovery planning process can be daunting as it needs to identify what the potential impacts may be, what the scale or significance of the impact is, any flow-on effects or consequences and then the best way to prevent or mitigate the impacts.

A quick framework to help identify impacts is called 'PESTLEO' and is often used by government biosecurity agencies to assess a situation or a plan and the possible risks that may exist. This provides a series of topics to consider against the proposed action or decision. Not all areas will be relevant to all situations but some examples are provided below.

- ❖ Political – e.g. the reputational risks to the sector or individual businesses from being quarantined
- ❖ Economic – e.g. the financial costs from destroying crops or not being able to trade or additional costs for disinfecting equipment. Flow-on effects to other parts of the economy or community should also be considered
- ❖ Social – e.g. the effect on growers and their families from having their property quarantined, including the stress associated with lost production or income
- ❖ Technical – e.g. the effect from additional biosecurity requirements to prevent spread. This is often a capability issue and whether growers have the knowledge, skills and experience to manage a situation.
- ❖ Legal – e.g. the legal risks; including compliance with biosecurity regulations as well as contractual obligations with suppliers and customers
- ❖ Environmental – e.g. the environmental risks associated with the use of particular chemicals to control a pest as well as the risk to biodiversity from some pests and diseases
- ❖ Operational – e.g. the resource capacity to manage a risk; for example, having enough staff and equipment to rogue a diseased block quickly to prevent further spread.

Naturally, once the impact has been identified and assessed as needing to be managed, action is needed to either remove the risk of the impact occurring, mitigate the level of impact or even accept the risk as unavoidable. There is no simple guide available that will cover every situation and risk. In some instances, the EPPRD will enable 'Owner Reimbursement Costs' (ORC) to be paid to affected growers and, at other times, governments may develop other support packages. It is important to engage with AGW and local growers, along with other technical experts, to look at what options exist and what is feasible to do. The Control Centre should have access to Recovery specialists from their department or other agencies who can lead this process.

Australian Disaster Resilience Handbook Collection HANDBOOK 2

Community Recovery



The Australian Institute for Disaster Resilience produces a 'Community Recovery Handbook' which provides more detail on planning and managing recovery efforts. Whilst focused on the impacts of natural disasters on communities, it has many useful tips that explain recovery processes.

Click on the image to access the Handbook on the AIDR website.

Glossary and Acronyms

ACPPO - Australian Chief Plant Protection Officer	Australian Government official representing the federal government on plant biosecurity issues
BIMS - Biosecurity Incident Management System	Emergency management system for biosecurity incidents. See https://www.agriculture.gov.au/biosecurity/partnerships/nbc/nbepeg/bims
CPHO / CPHM - Chief Plant Health Officer / Manager	State / Territory Government official responsible for plant biosecurity
CA - Control Area	An area around the Restricted Area containing susceptible host plants where movement controls and other measures may be applied.
Control Centre	A functional structure (and location) used to manage elements of a biosecurity response
CCEPP - Consultative Committee on Emergency Plant Pests	A committee of technical experts, nominated by EPPRD parties and advising the National Management Group, during an EPPRD response. In non-EPPRD responses, the CPHO may appoint a State-based technical group to perform a similar function.
Delimiting Surveillance	Surveillance inspections undertaken to establish the boundaries of the infested / infected area
EPP - Emergency Plant Pest	A plant pest (or disease) that is economically harmful to Australia. A full definition is available on the PHA website.
Emergency Plant Pest Response Deed - EPPRD	A formal legally binding agreement between Australian governments and plant industry representatives outlining processes for the management and funding of biosecurity responses for EPP's
FCP - Forward Command Post	A staging point for LCC staff near operational areas
Finance & Administration	A function within a Control Centre responsible for budget, HR and document management (may sometimes be combined with Logistics)
IAP - Incident Action Plan	A key Control Centre document outlining, in a SMEACS format, the planned activities for a specified time period. It is derived from the Response Plan which outlines the strategic approach to be adopted.
IMT - Incident Management Team	The management level of a Control Centre; lead by the Incident Controller and including functional managers
ILC - Industry Liaison Coordinator	Person appointed by Australian Grape and Wine to coordinate and support ILO's appointed to Control Centres
Industry Liaison Officer - ILO	Person nominated by the industry to represent industry at a Control Centre and support response efforts
Incident Controller - IC	The senior government officer leading a Control Centre
IP - Infected (or Infested) Premise	A location (normally defined on cadastral property boundaries) where an EPP has been confirmed

Glossary and Acronyms

Job Card	A list of the required knowledge and skills and key duties for a role in a Control Centre. See https://www.planthealthaustralia.com.au/biosecurity/incursion-management/plantplan/
Local Control Centre - LCC	A Control Centre responsible for operations within a specified geographical area
Liaison	A function within a Control Centre responsible for engagement with affected industries and other government agencies
Logistics	A function within a Control Centre responsible for procuring and managing personnel, assets and facilities
NMG – National Management Group	For biosecurity incidents managed under the EPPRD, the national decision-making body comprised of senior government and industry representatives. The NMG approves the EPPRD Response Plan and cost-sharing arrangements.
PHA – Plant Health Australia	The organisation responsible for coordinating government-industry partnerships relating to plant biosecurity, including acting as custodian for the EPPRD and maintaining PLANTPLAN
Planning	A function within a Control Centre responsible for collating, analysing and reporting data and leading the development of plans and procedures
PLANTPLAN - Australian Emergency Plant Pest Response Plan	A generic response guidelines for an EPP outlining the phases of an incursion and the key roles and responsibilities of industry and government during each phase. It includes SOP's, Job Cards and Guidelines for managing the response. See https://www.planthealthaustralia.com.au/biosecurity/incursion-management/plantplan/
Public Information	A function within a Control Centre responsible for communication to affected industries and communities
Operations	A function within a Control Centre responsible for all operational activity
ORC – Owner Reimbursement Costs	Valuation framework applied when crops or other assets are destroyed during a biosecurity incident managed under EPPRD
RA – Restricted Area	A declared area where the EPP has been detected (all Infected Premises) and properties that have had contact with Infected Premises or plants
Response Plan	A plan to respond to the detection of a pest or disease that outlines the response aim and objectives and strategies to manage the incident. This guides the development of the IAP which will outline the operational activity to implement those strategies and achieve the aim and objectives
SitRep - Situation Report	A written or verbal briefing on the current situation and any issues affecting the response
Situational Awareness	An awareness or understanding of the incident and current or emerging issues and impacts
SMEACS	A format used to structure briefings and IAPs. See page 13
SP – Suspect Premises	A location (normally defined on cadastral property boundaries) where an EPP is suspected to be present but not yet been confirmed

Glossary and Acronyms

SOP – Standard Operating Procedure	A documented procedure outlining the required steps or approach to an activity
SCC - State Control Centre	The Control Centre established at a State level to coordinate the response across one or more LCCs and engage with other affected States and Territories
Tracing	The process of locating plants, materials, equipment people or other items that may cause the spread of an EPP. Forward tracing refers to the identifying the movement of items from an IP to new areas. Back tracing refers to identifying the source of materials that were introduced to the IP and may have caused the spread of the EPP.
T2M - Transition to Management	The change in response strategy from containment and eradication, when eradication is no longer considered feasible, to ongoing management of the pest or disease impacts outside of the EPPRD
Wine Biosecurity Coordination Team	A forum of wine industry organisations, and supporting experts, to plan and coordinate the sector's response to a biosecurity incident.

Industry Liaison Officer Checklist

Before Commencing

- ☐ Review the Industry Liaison Officer Job Card
- ☐ Discuss with the Industry Liaison Coordinator to confirm:
 - ☐ Length of appointment and location,
 - ☐ Contact point at the Control Centre and, if you are taking over from an existing ILO, obtain their contact details,
 - ☐ Priorities and required tasks including reporting schedule to industry bodies,
 - ☐ Delegations and authority to make decisions, spend industry or Control Centre funds and make public or media statements.
- ☐ Contact the Control Centre to confirm your appointment and request a copy of the most recent IAP and SitRep
- ☐ Obtain an up-to-date contact list for key industry contacts
- ☐ Complete any required Confidentiality Agreements (and provide to the Control Centre)
- ☐ Prepare a 'response kit' remembering phone or laptop chargers and any resources you'll need

On Arrival

- ☐ Complete your inductions and any induction documents including any Confidentiality Agreements
- ☐ Complete a Handover with the existing ILO
- ☐ Meet the Liaison Manager and other IMT Managers
- ☐ Meet with other ILO's (other plant sectors may be affected) to identify common issues

Daily tasks

- ☐ Review the IAP and SitRep to maintain situational awareness and to confirm the response objectives and priorities; including any aspects that will impact on the wine sector

- ☐ Regularly check emails (and voicemail) for any information or task requests
- ☐ Respond to requests for information, input or action on time and, where necessary, seek advice from others to present a wine sector perspective
- ☐ Attend daily Control Centre briefings
- ☐ Meet with Control Centre Liaison Manager (if appointed) daily to review tasks and priorities
- ☐ Check-in with other Control Centre IMT Managers daily and attend team meetings / discussions as requested to provide industry input
- ☐ Consider implications of decisions, policies, plans & procedures for industry operations – both in terms of immediate impacts as well as the long-term recovery of the sector and communities that support them
- ☐ Monitor emerging or current issues affecting the industry and the effectiveness of actions being used to manage them
- ☐ Check-in with the Australian Grape and Wine Industry Liaison Coordinator as per agreed meeting schedule
- ☐ Ensure Control Centre and Industry Liaison Coordinator SitReps are submitted on time
- ☐ Maintain a diary / event log recording key decisions, actions and conversation details
- ☐ Review the IAP and ILO Job Card to ensure you are covering all required tasks

On Handover / Finishing

- ☐ Prepare a Handover for the incoming ILO
- ☐ Hand in all equipment, documents, materials provided by the Control Centre (including security access cards)
- ☐ Complete a debrief with the Australian Grape and Wine Industry Liaison Coordinator
- ☐ Submit any expense claims

BIMS – Biosecurity Incident Management System Manual (additional Planning and Logistics Management Manuals exist but are not publicly published)	This provides more detail on the operation and management of Control Centres www.agriculture.gov.au/biosecurity/partnerships/nbc/nbepeg/bims
EPP Pest Categorisation	This outlines the EPPRD pest categorisation process www.planthealthaustralia.com.au/biosecurity/emergency-plant-pests/pest-categorisation/
EPPRD – Emergency Plant Pest Response Deed	This is a legally binding agreement between plant industry representative organisations and government about how significant biosecurity incidents will be managed www.planthealthaustralia.com.au/biosecurity/emergency-plant-pest-response-deed/
Owner Reimbursement Costs frameworks	This outlines what costs to affected growers can be reimbursed and how those costs are calculated during an EPPRD response www.planthealthaustralia.com.au/biosecurity/incursion-management/owner-reimbursement-costs/
PLANTPLAN - Australian Emergency Plant Pest Response Plan and Guidelines	This outlines the management processes, including Job Cards and descriptions of functional activities, for a plant biosecurity response www.planthealthaustralia.com.au/biosecurity/incursion-management/plantplan/
Wine Sector Biosecurity Emergency Response Plan	This outlines the processes to coordinate the wine sector's support and involvement in a biosecurity response Available from Australian Grape and Wine
Australian Institute of Disaster Resilience KnowledgeHub	This site has a number of handbooks on various emergency management topics including Incident Management and Recovery https://knowledge.aidr.org.au/