

Wine
Australia
for
Australian
Wine



Industry Liaison Officer Workshop

for the Wine Sector

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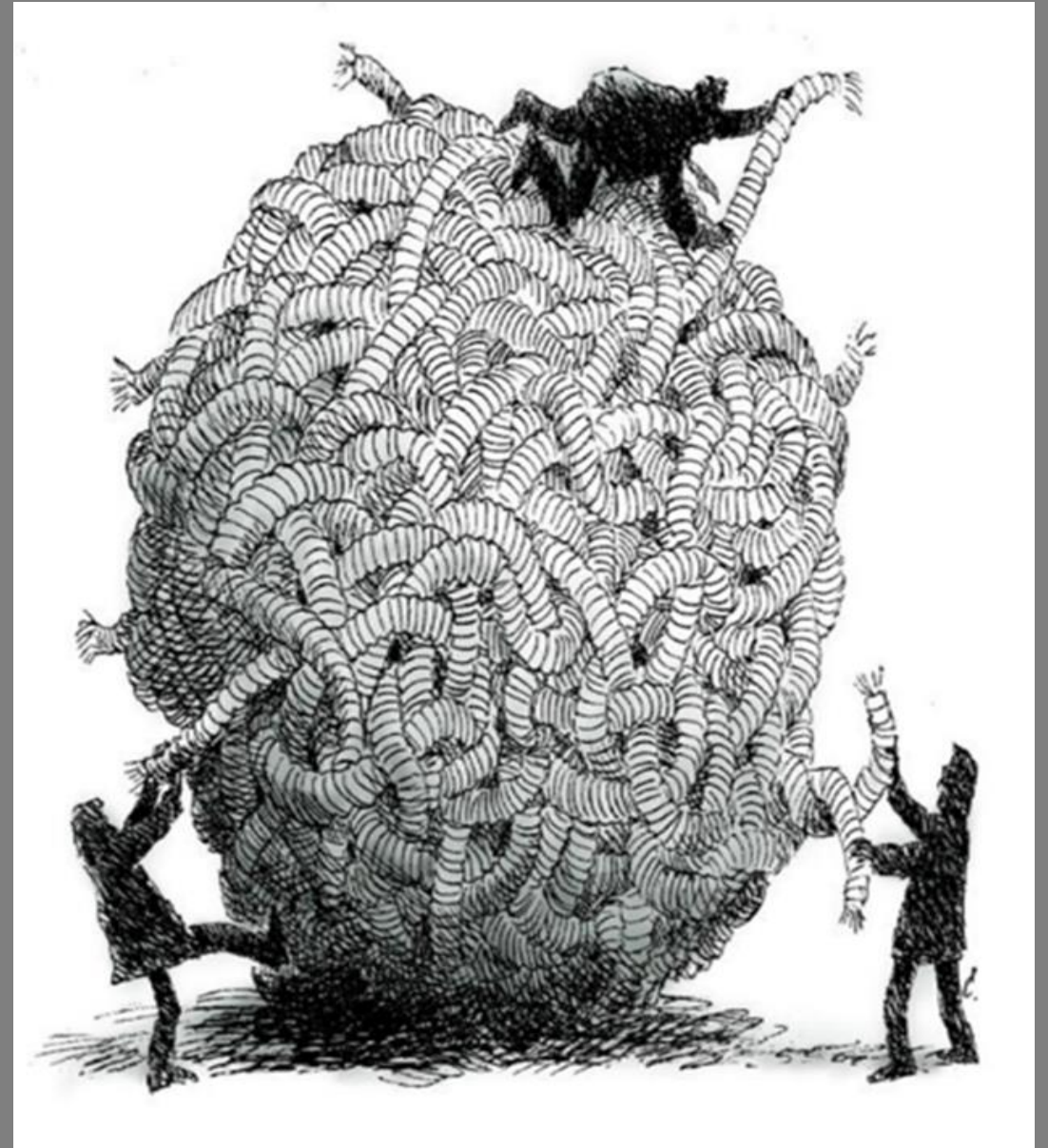
What Does a Biosecurity Emergency Response Look Like?

TL;DR Version

Organised chaos

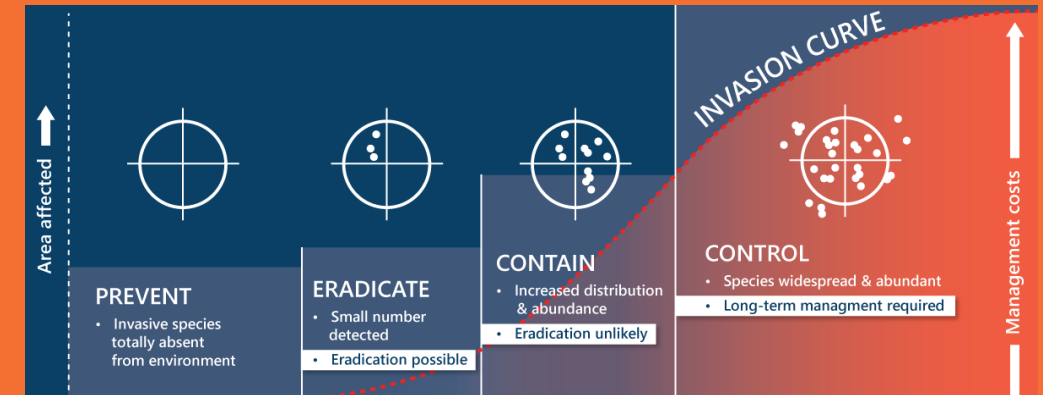
- V** ... Volatile
- U** ... Uncertain
- C** ... Complex
- A** ... Ambiguous

But there are plans and procedures in place (as well as a lot of jargon & acronyms in this space) & a lot of experience in Australia



Biosecurity Response Frameworks

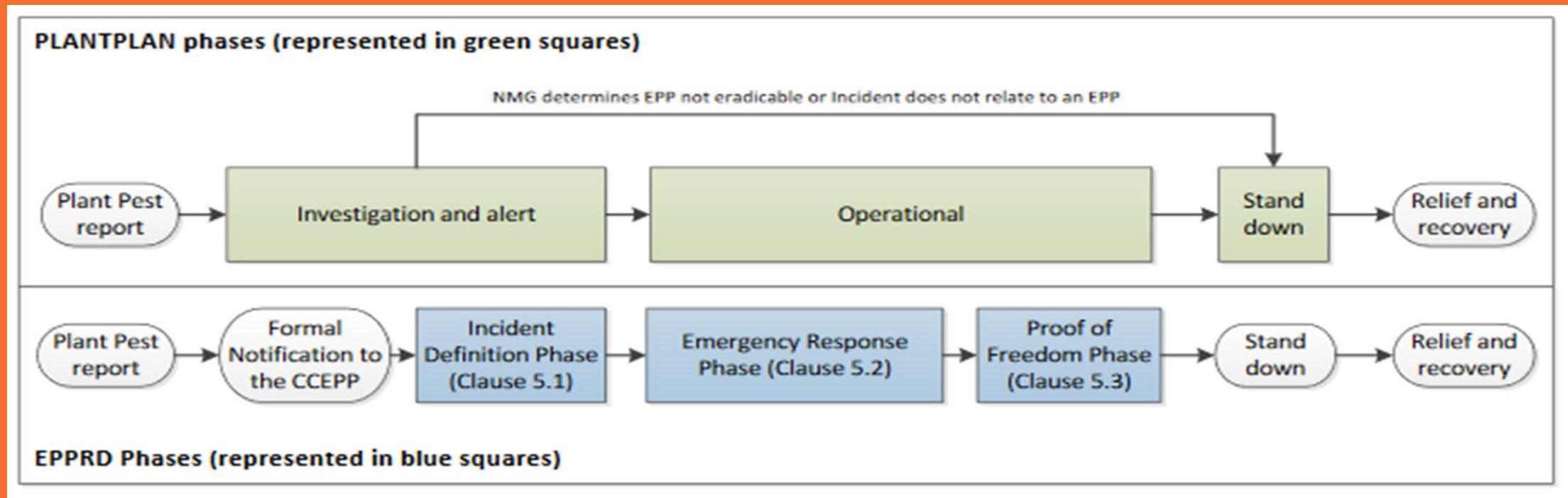
- Prevention is better than cure
- Eradication feasibility – reliant on a number of economic and technical factors
- Scalable, flexible structures



| Factors favouring eradication | Factors favouring containment |
|--|--|
| Cost benefit analysis shows significant economic loss to industry, the community and the environment if the organism becomes established | Cost benefit analysis shows relatively low economic or environmental impact of the organism establishing |
| Physical barriers and/or discontinuity of hosts between production districts | Major areas of continuous production of host plants |
| Cost effective control difficult to achieve particularly the availability of protectant or curative treatments | Cost effective control strategies available |
| The regeneration time, population dynamics and dispersal of the organism favour more restricted spread and distribution | Short regeneration times, "explosive" population dynamics and long distance dispersal lead to rapid establishment and spread |
| Pest bio-control agents not known or recorded in Australia | Widespread populations of known pest bio-control agents present in Australia |
| Vectors discontinuous and can be effectively controlled | Vectors unknown, continuous or difficult to control |
| Outbreak(s) few and confined | Outbreaks numerous and widely dispersed |
| Trace-back information indicates few opportunities for secondary spread | Trace-back information indicates extensive opportunities for secondary spread |
| Weather records show unfavourable conditions for pest/disease development | Weather records show several optimum conditions for pest and disease development |
| Ease of access to outbreak site and location of alternate hosts | Terrain difficult, problems accessing and locating host plants |

EPPRD v 'Other'

- Based on the pest / disease and the NMG decision, the Emergency Plant Pest Response Deed (EPPRD) may be activated
- If EPPRD isn't activated, the States / Territories may manage a response under their local arrangements



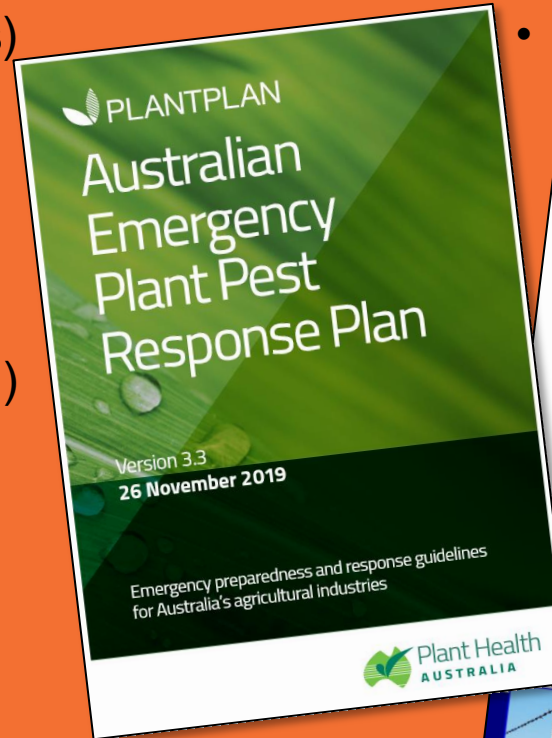
PLANTPLAN and BIMS

Two suites of documents that guide the planning and execution of a biosecurity response

PLANTPLAN

www.planthealthaustralia.com.au/plantplan

- Plant pests and disease focus
- Standard Operating Procedures (SOPs)
- Job Cards
- Threat-specific Contingency Plans & Industry Biosecurity Plans
- National Diagnostic Protocols (NDP)
- Roles & Responsibilities
 - National Management Group (NMG)
 - Consultative Committee on Emergency Plant Pests (CCEPP)
 - Scientific Advisory Panels (SAP)
- EPP Categorisation



BIMS

www.agriculture.gov.au/biosecurity/partnerships/nbc/nbepeg/bims

- “All biosecurity hazards” response management framework



Control Centres

Essentially, a structure and location / facility where response operations are planned and staged

Will have defined 'scope' and 'chain of command'

Operates under standard emergency management principles



Control Centres

National Control Centre



State Control Centre



Local Control Centre



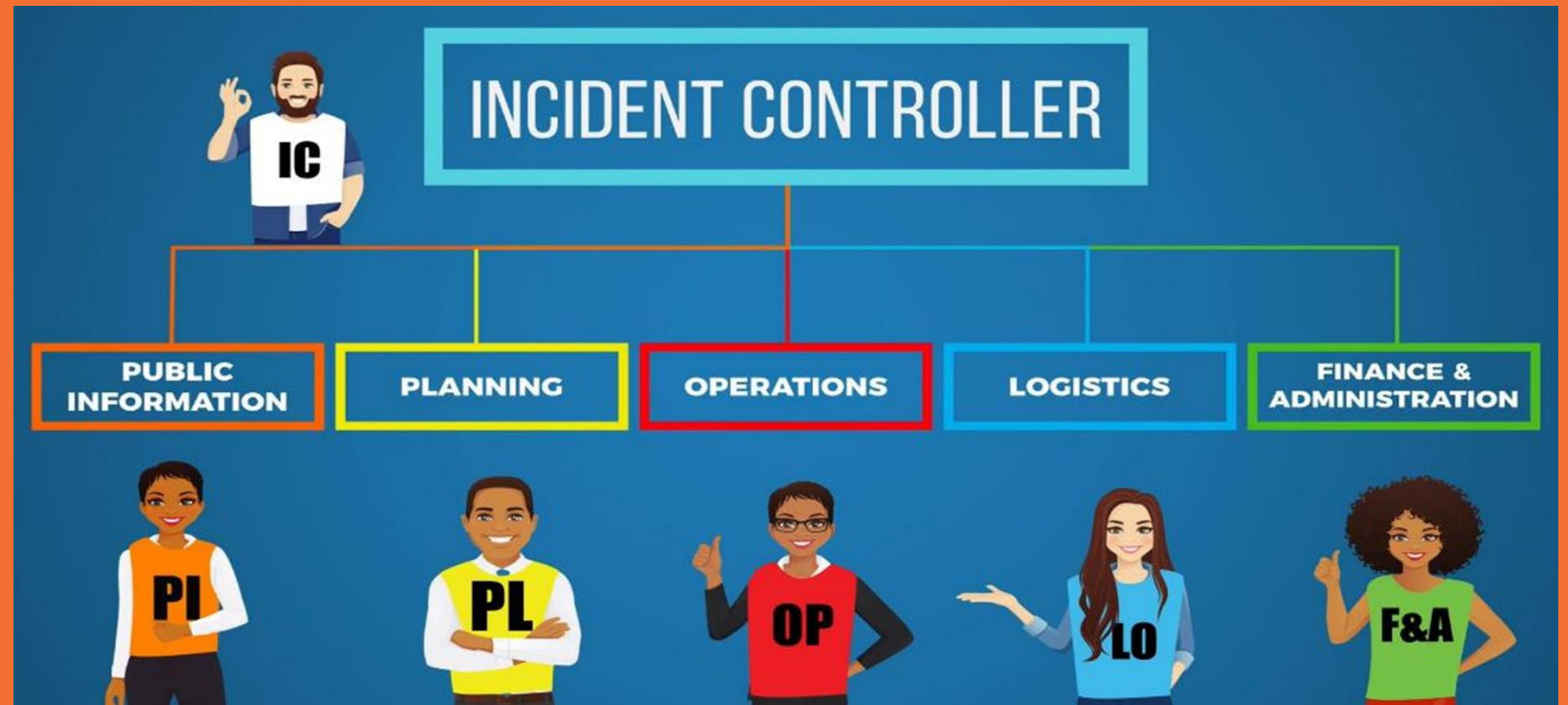
Forward Command Post



Control Centres

Lead by an Incident Management Team (IMT):

- Incident Controller / Manager – CC leadership
- **Liaison – engages affected industries & support agencies**
- Public Information – industry & community information
- Planning – plans & reports on activity, collates and analyses information
- Operations – ‘on the ground’ activity
- Logistics – procures resources
- Finance and Administration – document, facilities and budget management



| Function | Role |
|----------------------------|------------------------|
| Planning | Thinks |
| Logistics | Gets |
| Operations | Does |
| Public Information | Tells |
| Finance and Administration | Pays and records |
| Incident Control | Coordinates & commands |

Control Centres

Managed under a set of principles

- Flexibility – scale, structure and staffing
- Management by Objectives
- Span of Control
- Functional approach

Response planning and reporting

- Response Plan
- Recovery Plan
- Subplans for each functional area and specific activities
- Situation Reports – SITREPs
- Incident Action Plans - IAPs

The 'Battle Rhythm'



Industry Responsibilities

From PLANTPLAN (3.1.3 Industry responsibilities)

During a response to an Incident the Affected Industry Parties will have roles at a number of different levels, specifically:

- *Industry Party Delegates: Industry Liaison Coordinator (ILC) / Officer (ILO) in the SCC/LCC respectively.*
- *Industry Party Representatives: national representative(s) on the CCEPP and the NMG.*

Close cooperation is required between relevant government and Industry Parties, and other stakeholders for effective management of an Incident and to provide consistent and timely public information.

The main responsibilities of the Affected Industry Parties are:

- *Undertake reasonable steps to ensure industry members and other relevant stakeholders report suspect EPPs to the relevant state/territory department.*
- *Provide advice on the affected industry (such as size,*

distribution, sources of supply, marketing practices, industry organisation and other factors which may affect the eradication program) and the Response Plan.

- *Identify appropriate resources (ILC and ILO personnel) to participate in response centres as required.*
- *Contribute to the development of a Response Plan in collaboration with the Lead Agency and through the CCEPP, and implement relevant aspects of the approved Response Plan.*
- *Participate in consultation and decision-making processes including the CCEPP, the NMG and categorisation.*
- *Participate in the NBCEN to ensure nationally consistent information, implement the agreed communication strategy and help ensure that nationally agreed information is distributed to their industry.*
- *Provide appropriately skilled nominees to participate in SAP meetings as required.*

Industry Responsibilities

Government will look to industry for support in:

- Planning
- Impact assessment
- Public information
- Industry liaison
- Recovery
- Plus engagement in CCEPP and NMG if convened.

We need to be prepared & ready to speak with one voice.



Wine Sector Coordination

A high level 'all hazards' Crisis Management Plan already exists – bushfires, market access & trade, plant and human biosecurity

A specific Wine Sector Biosecurity Emergency Response Plan to ensure:

- **Coordination** of all wine sector bodies
- Effective **liaison** between wine sector bodies, other grape & horticultural bodies and government
- **Clarity** on roles and responsibilities
- Facilitating **consistent, timely and appropriate messaging**, and
- Effective **input into government decision-making**

Creation of a Biosecurity Response Team to coordinate execution of the plan during a biosecurity response

Identification, deployment and support to Industry Liaison Officers into government Control Centres



Wine Sector Coordination

A biosecurity emergency response will involve four phases:

Investigation phase

A pest or disease is suspected but confirmatory diagnosis or identification has not occurred.

We may be unaware of the detection whilst the government agency undertakes further investigation but we need to be ready to mobilise

Alert phase

The identification or diagnosis is confirmed and, if it is an EPP or significant pest or disease, industry representatives are advised, a Response Plan developed and initial response structures established

We need to be ready to engage in initial planning meetings (situational appreciations) & decision-making and be ready to push out communications and deploy Industry Liaison Officers

Operational phase

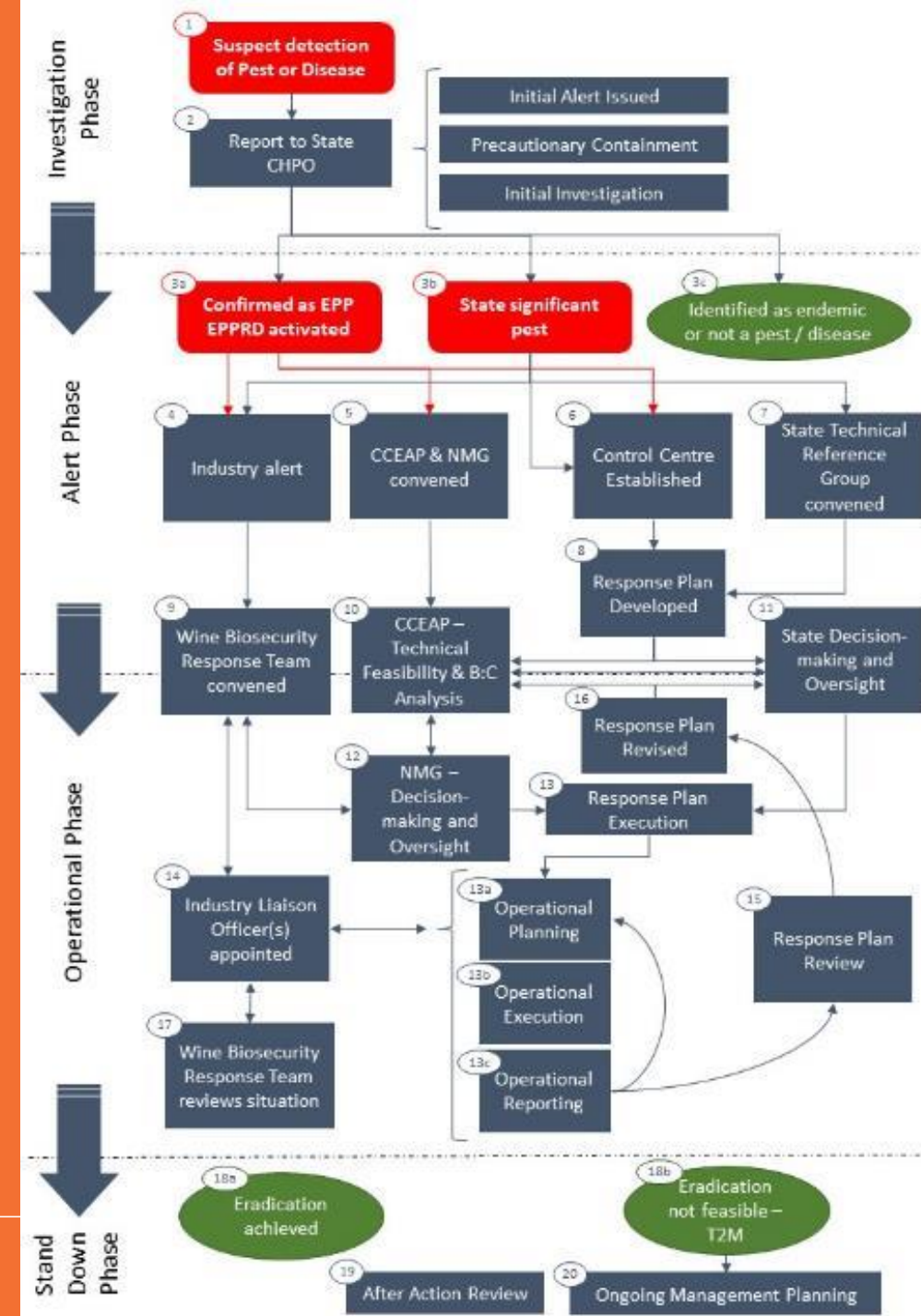
The Response Plan is implemented

We need to be engaged in advising response operations, impact assessment, recovery planning and supporting the sector

Stand Down phase

The response is concluded with only recovery efforts continuing

We will be expected to manage ongoing recovery (or T2M) efforts



What does the Wine Biosecurity Response Team do?

- Assess the incident, based on available information, and consider the potential impacts and needs of the wine sector to respond to and recover from the incident,
- Coordinate the sector's resources to support the government response including overseeing the appointment and support of Industry Liaison Officers to Control Centres,
- Coordinate the sector's resources and policy to support growers affected by the biosecurity incident
- Consider the information needs of the sector and markets and, in consultation with the Control Centre, develop communication material for release to the sector, and
- Support NMG and CCEPP representatives (or equivalent representatives in non-EPPRD managed incidents) as required.

What does an Industry Liaison Officer do?

Operate as a focal point and coordinating point in a Control Centre

- Advise the Control Centre on the industry – business operations, size, location etc
- Assist in identifying options, or limitations, for pest / disease control and management
- Assist in reviewing the Response Plan, Recovery Plan, sub-plans, policies and procedures
- Assist in engaging and communicating with affected growers and winemakers (and the wider supply chain) – promote support for the response and ensure information needs are met
- Assist in identifying issues, risks, impacts and consequences of the pest / disease and of response operations
- Keep the Industry Liaison Coordinator up to date on the situation, emerging issues and the planned activities



You have an important role representing the entire industry and helping to manage the relationship between the government response and the sector

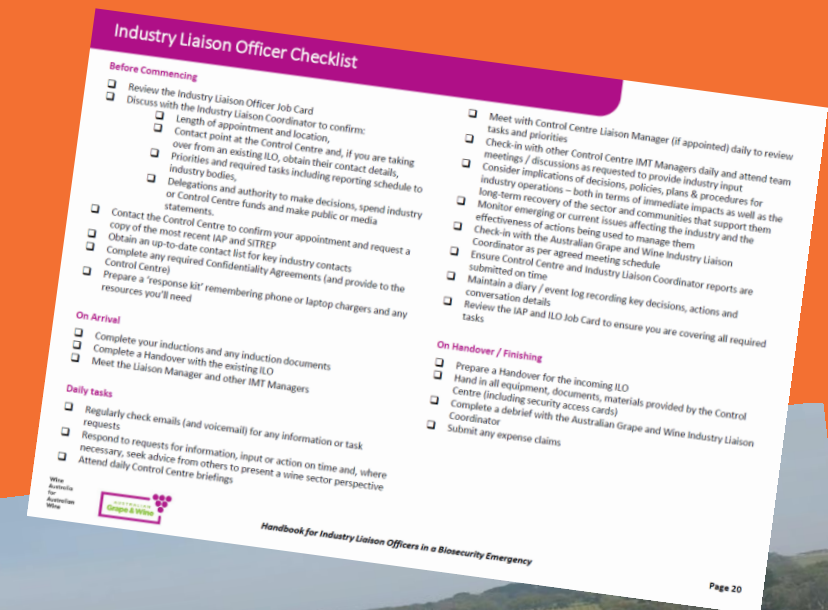
What does an Industry Liaison Officer actually do?

- Be active in engaging with the staff at the Control Centre and growers in your local area - 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,
- 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 Group 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.

Support for Industry Liaison Officers

- Ongoing development opportunities
 - Workshops – development of key skills
 - Exercises – simulations to practice
 - What else?
- ILO Handbook
 - Overview of how a Biosecurity Response is managed
 - Looking after your health & welfare
 - Pre-deployment, Deployment and Post Deployment checklist
 - Acronym glossary

- Industry Liaison Coordinator and Wine Biosecurity Response Team – as needed and regular meetings
- Debriefings
- Each other



If you're about to be deployed

- ☐ Review the ILO Handbook
- ☐ Get a briefing from the Industry Liaison Coordinator (AGW)
 - ☐ The Situation
 - ☐ Your Role and priorities
 - ☐ Current Issues
 - ☐ Who to talk to
 - ☐ Where and When
- ☐ Contact the Control Centre
 - ☐ Joining Instructions
 - ☐ Contact point
 - ☐ If replacing an existing ILO – initial handover
 - ☐ Copies of the Response Plan plus SITREP's and IAP's
- ☐ Organise your life
- ☐ Pack a bag

On Arrival

- ☐ Find your contact – current ILO / Liaison Manager / Incident Controller
- ☐ Complete the Control Centre induction
 - ☐ Confidentiality Deed
- ☐ Get a briefing from your contact
 - ☐ The Situation
 - ☐ Your Role and priorities
 - ☐ Current Issues
 - ☐ Who to talk to
 - ☐ Briefings and reporting
- ☐ Set up and get ready
 - ☐ Emails
 - ☐ Phone calls
 - ☐ Meetings
 - ☐ Task Requests

Remember that a
biosecurity emergency
response is a marathon, not
a sprint

What sort of Questions might you be asked?

Remember that most of the government responders will have no, or very limited, knowledge of the wine sector

Keep an eye on the Mission and Objectives in the IAP and the taskings

Who are the contractors used in this area?

Could read over this and let me know what you think?

Can you come and talk to...?

If we put movement controls in prohibiting the movement of 'x', what impact will that have on the sector?

We want to spray 'x' to control the vector, do you see any problem with that?

When does harvest happen?

Where are the vineyards?

What sort of Questions might you be asked?

- Keep a diary
 - Time and Date
 - Who asked
 - What information was provided to you
 - Who you consulted
 - What advice / opinion you gave
- Don't guess (unless you're very clear in your response that it is a guess)
- Don't be reluctant to ask for advice on the advice to give
- A quick framework for assessing impacts and consequences

P ... Political
E ... Economic
S ... Social
T ... Technical
L ... Legal
E ... Environmental
O ... Operational (capacity)
S ... Safety

Q+A

What Really Happens in a Biosecurity Emergency?

Firstly... Managing Stress & Fatigue

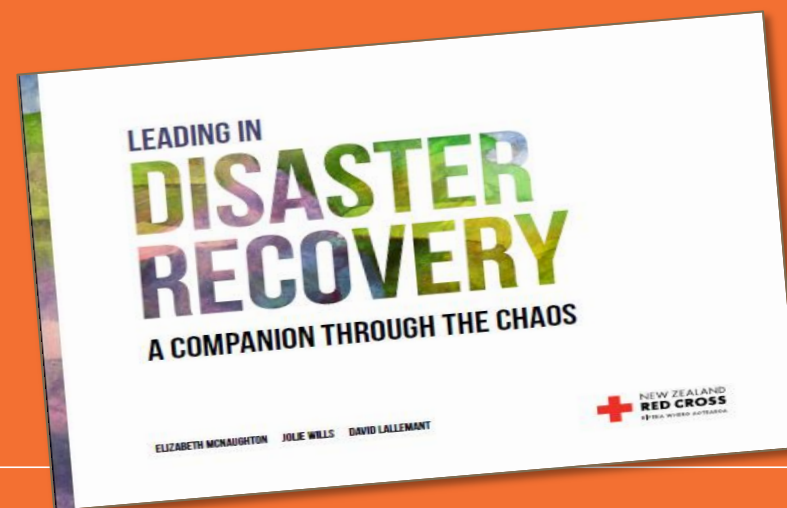
The Control Centre environment can be stressful

- Remember the VUCA acronym – the situation may change rapidly, people will have competing priorities, some processes will seem strange and you may not have all of the information you need
- You will be dealing with people's lives and businesses (and potentially generations of work)

You won't be effective if you're fatigued or overly stressed

Be vigilant for the stress indicators – you and others

Check this resource from NZ Red Cross



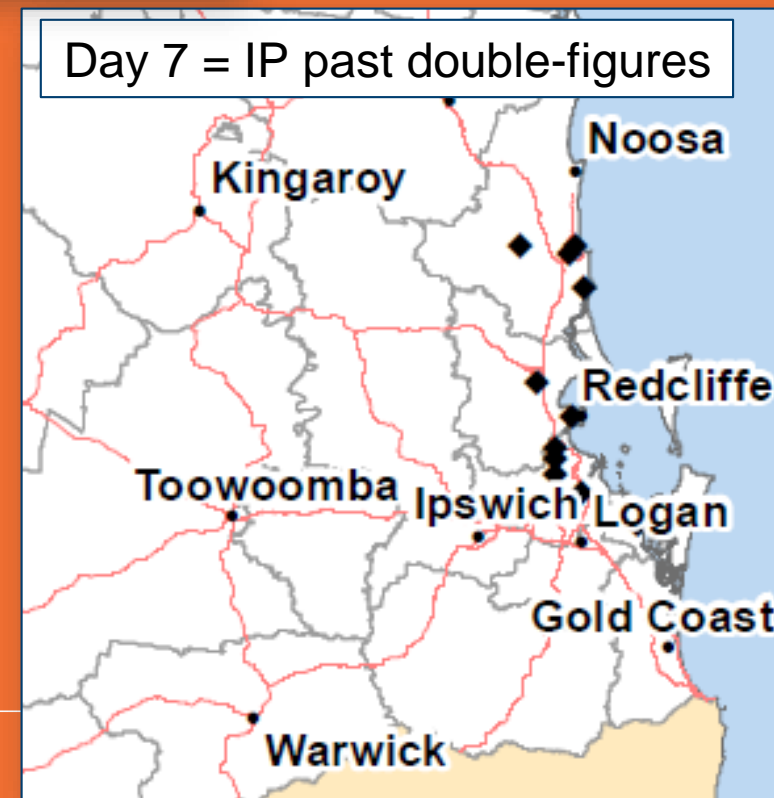
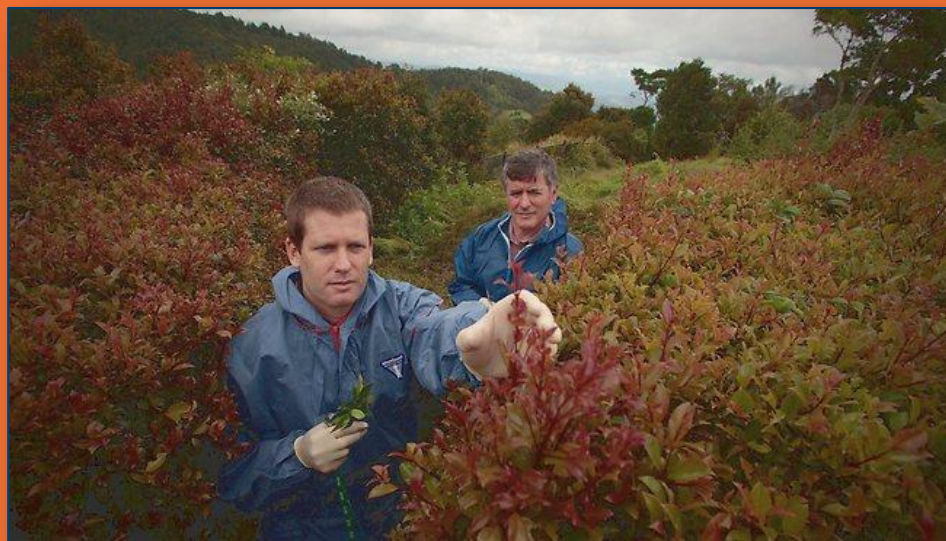
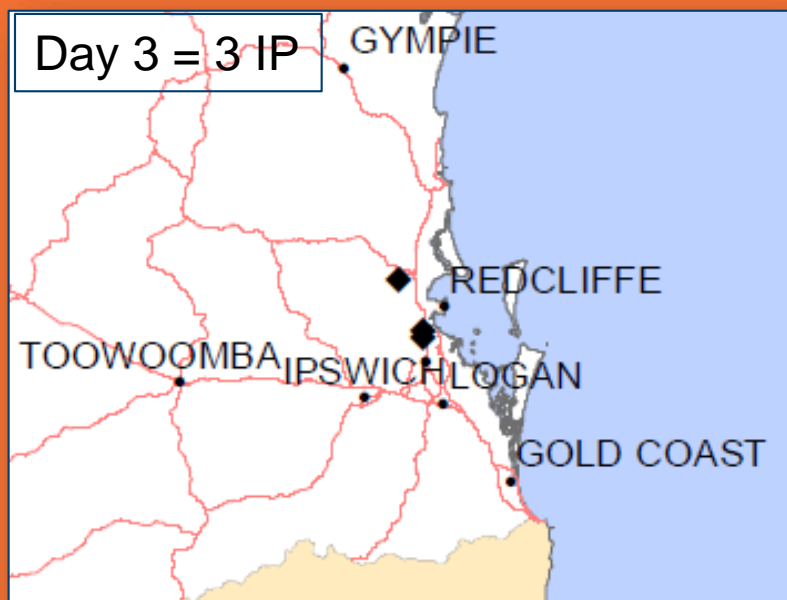
A photograph of a vineyard where a large pile of cut grapevine branches is in the foreground. The branches are brown and tangled. In the background, there are rows of healthy green grapevines and a line of trees under a clear blue sky.

What really happens in a Biosecurity Emergency?

Let's go back in time first

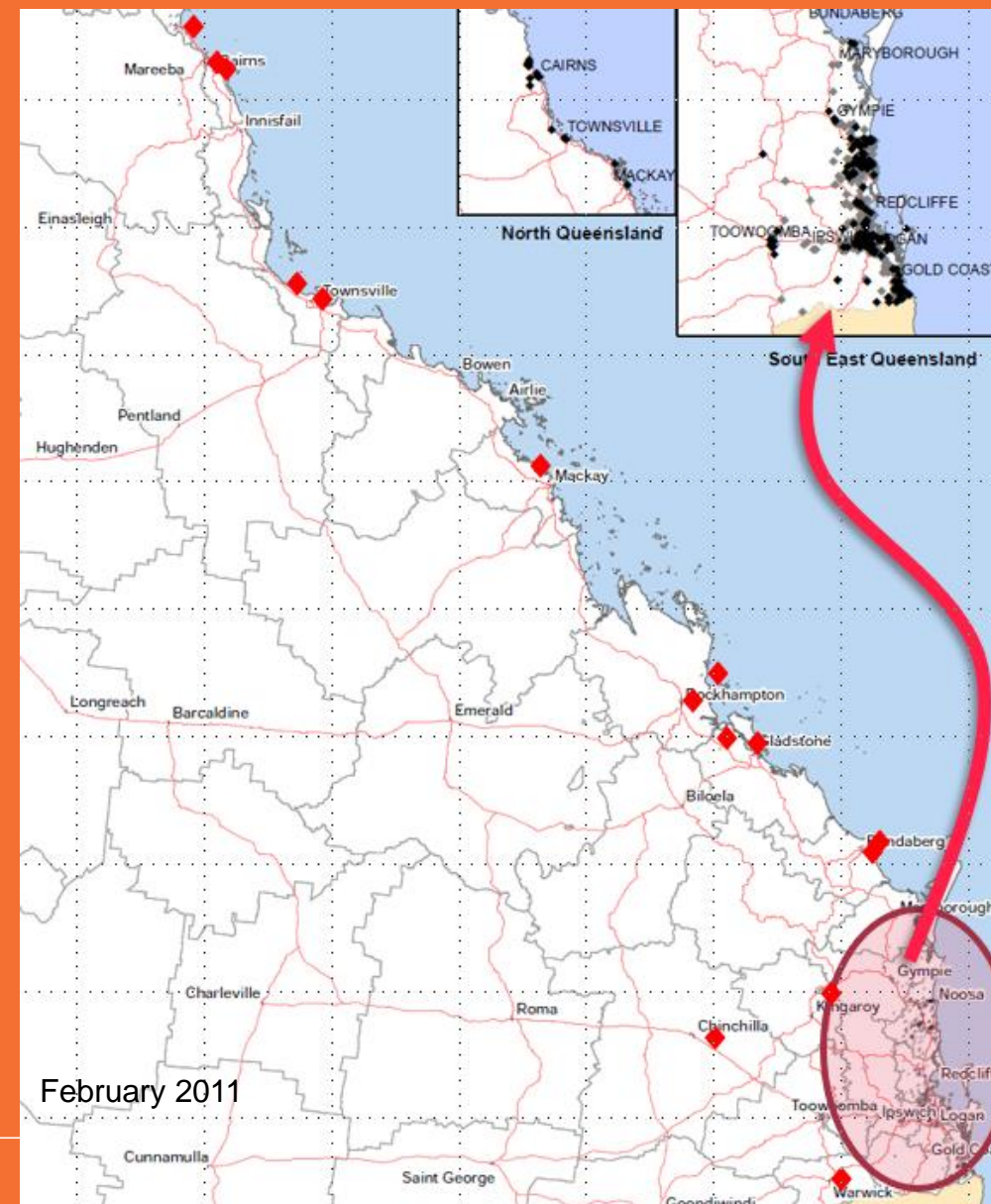
- Boxing Day 2010 – I answered the work phone
- NSW had been combating Myrtle Rust for about ten months. A week before, a national agreement was reached that it was not eradicable
- It was now in Queensland and it was a typical Queensland summer
- It was expected to spread quickly
- I picked up my bag....





What does each one of those dots on a map mean?

- Its one of 1700 confirmed Infected Premise (IP) or a suspected case has been reported (a Suspect Premise (SP))
- Teams of Inspectors have been trained, briefed and equipped for surveillance and attended each one looking for signs of Myrtle Rust and gathering information on host species
- The host range list was expanding almost daily
- Samples from suspect plants are examined by the experts, cases updated and reports issued
- A Quarantine is imposed on SP's pending confirmation... for commercial businesses, trade is shut down
- Quarantine is kept on IP's and a Destruction Notice served
- An IP Liaison Officer is assigned to the IP
- A Destruction, Decontamination & Disposal (DDD) team has attended IP's and removed all host species
- A re-inspection cycle starts and, once clean, the Quarantine is lifted but ongoing monitoring remains
- Beginning the process of Transition to Management (T2M)



V.U.C.A. personified

The Response should be a well-oiled machine
shouldn't it?

Just as we were getting the systems sorted, it
started to rain...



For the Industry Representatives

- **Engagement in a (large) Industry Reference Group – weekly teleconference briefings**
 - A huge learning for us as the government response agency – getting interest & engagement, identifying issues and managing competing priorities
- **Requests for information**
 - Location of industry members
 - Impact assessments – trade restrictions, replacement costs
 - Review of public information
 - Review of proposed plans and procedures
- **Requests to relay information**
 - Identification and reporting obligations
 - Movement Controls
 - Required (and suggested) actions
- **Ultimately, T2M planning and implementation**