

# Guidelines for stakeholder engagement to build a collaborative response to biosecurity Incidents

This guideline was initially developed by Plant Biosecurity CRC (PBCRC) project PBCRC4004 - Advancing Collaborative Knowledge Systems for Plant Biosecurity Surveillance [pbrc.com.au/research/project/4004](http://pbrc.com.au/research/project/4004). Review was sought from both the PBCRC's Regulatory and Horticulture End-User Advisory Panels to further develop this document prior to submission to Plant Health Australia and EPPRD Parties.

## Revision history

Version	Date issued	Amendment details	
		Section(s)	Details
1.0	29 Nov 2016	All	New document developed by Plant Biosecurity CRC (PBCRC) in consultation with the PBCRC Regulatory and Horticulture End-User Advisory Panels. Endorsed by Parties November 2016.

## Contents

<b>1. Introduction.....</b>	<b>2</b>
<b>2. Critical issues.....</b>	<b>2</b>
<b>3. Stakeholder engagement for collaboration .....</b>	<b>2</b>
<b>Stage 1 .....</b>	<b>2</b>
Step 1. Who to engage? – Identify key stakeholders.....	2
Step 2. Why engage? – Develop desired objectives for stakeholder engagement	3
Step 3. How to engage? – Create a suite of appropriate stakeholder engagement strategies.....	3
<b>Stage 2 .....</b>	<b>4</b>
Step 4. Evaluate the performance of each stakeholder engagement strategy .....	4
Step 5. Build Consensus on which engagement strategies will give the best return on investment.....	4
<b>Stakeholder engagement for collaboration job card – an example for Emergency Control Centre.....</b>	<b>5</b>
Acknowledgements.....	6

## 1. Introduction

The purpose of this document is to provide guidance on a methodology for prioritising investment in stakeholder engagement using five steps over two stages. This methodology builds on the National Biosecurity Engagement and Communication Framework (National Framework) which details how to design, share and use relevant communication tools and products. These guidelines summarise key questions that can be asked to ensure better biosecurity planning, resolve difficulties when they arise, and assess if and why efforts to engage stakeholders are effective or not. The '*Working together for plant biosecurity: How to effectively engage stakeholders*' manual (available from [pbcrc.com.au/research/project/4004](http://pbcrc.com.au/research/project/4004)) complements these guidelines and outlines specific methods and frameworks that can be used to guide each step.

## 2. Critical issues

In order to more accurately prioritise what stakeholder engagement activities provide the best financial return, the view on what constitutes a stakeholder needs to be expanded within industry and government and also across the broader, affected community. Approaches to engaging stakeholders in biosecurity must address both the 'preparation' mode of day-to-day prevention and surveillance, and the investigation, alert, operational and stand down phases of emergency response. Stakeholder engagement needs to be carefully planned for the critical transition period between preparation and emergency.

Stakeholder engagement during all phases of biosecurity needs to be better integrated into the strategic planning of the biosecurity system, with the view on engagement expanding from information provision, to a more collaborative two-way information sharing approach. In using tools for prioritising between stakeholder engagement options, trust-building and transparency in decision making are more important outcomes than whether or not a consensus position is actually reached.

## 3. Stakeholder engagement for collaboration

Steps in the Stakeholder Engagement for Collaboration approach can be used at any point along the continuum of biosecurity operations, ranging from day-to-day prevention and surveillance to the different phases of emergency response and the transitional phases in between. The essence of the Stakeholder Engagement System is to break a complex investment decision into two stages with five steps. In practice, these stages are overlapping and iterative. The final result is a transparent description of, and justification for, cost-effective investment in biosecurity.

### Stage 1

#### ***Step 1. Who to engage? – Identify key stakeholders***

Key stakeholders include those who exert influence over collaboration and decision-making processes (e.g. because of their knowledge, role, skills, or relationships with other key players), and whose support (or lack thereof) is critical to the success or failure of any proposed biosecurity effort.

**Step 2. Why engage? – Develop desired objectives for stakeholder engagement**

What are the major concerns of the key stakeholders? It is important to develop objectives for engagement that reflect these concerns. All stakeholder concerns should be considered when developing objectives, not just those thought to be appropriate by a small group or those that are based on science. Eliciting and clearly defining a set of fundamental objectives is vital. If the objectives are vague or incomplete, then we will be working to resolve the wrong problem and, therefore, effective stakeholder engagement will not occur.

Four interrelated objectives for stakeholder engagement have been identified:

**Short-term objectives during emergency phases**

- **Make more informed decisions.** This depends upon the inclusion/consideration of different biosecurity-related issues. Effective engagement strategies provide the means to allow key industry, government and community stakeholders to share their biosecurity-related values, knowledge and management priorities to achieve better decision making.
- **Maximise buy-in.** Maximised buy-in will increase the likelihood that stakeholders support biosecurity measures required by the response. Engagement strategies can help address any stakeholder concerns about the intended response and garner their support. This is particularly important as repeated responses (future) are impacted by experiences (good and bad) from the past.

**Long-term objectives to build capacity and support for design and delivery of biosecurity programs**

- **Empower key stakeholders.** Stakeholders who have a sense of ownership over biosecurity issues are more likely to take responsibility for their role during an emergency response and into the future. Engagement strategies should provide the means to enable biosecurity management practices to change to better manage biosecurity risk.
- **Build community resilience.** Stakeholders who feel satisfactorily involved in an emergency response are more likely to develop the capacity to better respond to change events in the future. Engagement strategies should provide on-going support for stakeholders to change management practices to better cope with future incursion events.

**Step 3. How to engage? – Create a suite of appropriate stakeholder engagement strategies**

Create a range of possible engagement strategies that represent potential ways to meet the *fundamental* objectives. Engagement strategies must suit the (human and biophysical) biosecurity context. They must support processes that use of both scientific and other knowledge to inform decisions and build capacities and resources. Importantly, different engagement strategies may be required for different stakeholders, rather than a 'one-size-fits-all' approach. This engagement tool builds on the national engagement document ([agriculture.gov.au/SiteCollectionDocuments/animal-plant/pihc/bepwg/national-engagement-communication-framework.pdf](http://agriculture.gov.au/SiteCollectionDocuments/animal-plant/pihc/bepwg/national-engagement-communication-framework.pdf))

## Stage 2

### ***Step 4. Evaluate the performance of each stakeholder engagement strategy***

Present a selection of key stakeholders with the engagement strategies developed in Stage 1 to evaluate how successful these options might be.

### ***Step 5. Build Consensus on which engagement strategies will give the best return on investment***

Build consensus among stakeholders on which engagement strategies will be most cost-effective. Through this process, all stakeholder views are considered, compared and combined.

## Stakeholder engagement for collaboration job card – an example for Emergency Control Centre

### Stage 1

Organisation (Who)	Stakeholder name (Who)	Why are we engaging with them? (Why)	Level/Type of engagement? (How)	How to engage? (How)
Affected growers	Mary Tower John Black	<b><u>Make informed decisions</u></b> Ensure response can work with local operational context <b><u>Maximise buy-in</u></b> Get advice on best networks to share information to guide local responses	Staff member farm visits (daily for 2 weeks; weekly thereafter for review by end September)	Farm gate visits  Connect to community engagement strategy
Biosecurity government representative	Terry Quilter	<b><u>Make more informed decisions</u></b> Ensure coordinated with relevant agriculture, health and community welfare agencies <b><u>Build resilience</u></b> Ensure program response aligns with government resources and priorities	Weekly phone hook up with government representative  Attend local support group (1 / month) meetings to gain feedback into engagement strategies	Phone hook up  Monthly trip to affected community  Link to community grower engagement strategy actions and purpose

### Stage 2

Affected grower / community engagement – Success?	
Stage 1 – Planning/Engagement Method	Stage 2 - Evaluation
Farm visits to guide response	Farm visits critical but need to ensure neighbours are also visited to avoid unwarranted concerns and encourage collaborative response.
Information sharing through NRM networks and Industry reps	Use existing NRM networks (see contact list).
Information sharing through social networks (sporting clubs)	Note value of sporting clubs, school events (fetes) and religious events for local community and non-English speaking stakeholders.
Local council briefings	Local council engagement variable – weekly email updates best strategy in North. Face-to-face meetings more productive in the South of region.
Field staff briefings	Need to provide daily briefing to field staff so they are equipped to talk about program goals and activities.
Notes:	Make post-cards with key.

Map and compare stakeholder responses to highlight areas of agreement and disagreement about the effectiveness of different engagement strategies. This kind of information can be

used to modify engagement to build consensus, despite differing perspectives, because stakeholders' views are considered, compared, and combined. This will inform the best stakeholder engagement strategies and investment points to achieve an effective biosecurity response.

### ***Acknowledgements***

The authors would like to acknowledge the support of the Australian Government's Cooperative Research Centres Program. This framework was developed as part of PBCRC4004 - Advancing collaborative knowledge systems for plant biosecurity surveillance supported by the Plant Biosecurity CRC.