

Industry Liaison functions

This job card outlines the responsibilities, skills and knowledge requirements of the Industry Liaison functions during all phases of a response to an Emergency Plant Pest (EPP) under the Emergency Plant Pest Response Deed (EPPRD).

This document is provided as a guide and does not contain every action that may be required in responding to the detection of an EPP. Information is not presented in any particular order. Capitalised words and terms (excluding names) are a reference to the defined words/terms within the EPPRD.

Document revision history

Version	Date issued	Amendment details	
		Section(s)	Details
1.0	26 Nov 2019	All	New document developed by Plant Health Australia. Parties endorsed the new job card in November 2019 and noted that the <i>Industry representatives</i> job card (Version 1.0, 5 Dec 2013) would be archived.

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1. Purpose of the Industry Liaison functions

The Industry Liaison functions are vital to the 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).

The primary purpose of these functions 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.

2. Appointment and attendance in the response centres

The Lead Agency Chief Plant Health Manager (CPHM) must invite the Affected Industry Party(s) to provide one or more Industry Liaison delegates to participate in the response centres (clause 11.4.3 of the EPPRD). The Affected Industry Party has the responsibility of identifying the delegates and appointing them to the ILC and/or ILO functions. Appointed delegates are responsible to the Affected Industry Party and ideally will be employed under the employment conditions of that organisation.

The scale, complexity and specific needs of the response will inform the resourcing requirements and whether one or more delegates are appointed to fulfil the ILC and/or ILO functions (refer section 6). Once appointed, the Lead Agency will arrange their attendance in the response centres as soon as practically possible, and ensure they receive an induction.

In some circumstances the Lead Agency and Affected Industry Party may discuss and determine that the responsibilities of the function can be fulfilled remotely (e.g. a small scale response with limited industry impact). Ideally however the Industry Liaison delegates will be physically present in the response centres from early in the response. This will facilitate the establishment of ongoing mechanisms of communication with the Incident Manager, IMT and other relevant staff. As the response advances it may then be more efficient for the ILC and/or ILO to fulfil their responsibilities remotely. In all cases it will be critical for the Lead Agency to work with the Industry Liaison delegates to identify and establish the mechanisms for regular engagement between the ILC/ILO and key response centre staff (refer to section 5).

3. Skills, knowledge and other requirements

3.1. Skills and knowledge

The ILC and ILO delegates must have the skills and knowledge required to effectively perform the ILC or ILO function or the ability to quickly attain them.

The following key skills and knowledge requirements relate to both the ILC and ILO functions unless specified otherwise:

- Extensive knowledge and understanding of the structure and operations of the industry nationally and in the relevant state/territory (ILC) or locally/regionally (ILO), including for example; size, distribution, cropping cycle, business practices, supply chain operations, sources of supply, marketing practices, industry capacity
- Strong leadership skills and recognition within the relevant industry groups/organisations as their appointee
- Well established networks within the industry
- Well developed interpersonal, networking and negotiation skills
- Well developed written and verbal communication and engagement skills
- Understanding of the policy making structures and processes of the industry
- Awareness of the EPPRD and PLANTPLAN
- Ability to exercise initiative and determine priorities that support national and state/territory (ILC) or local/regional (ILO) industry objectives
- Where possible, basic knowledge of emergency response structures and operations and/or experience in previous responses.

3.2. Other requirements

In addition to the relevant skills and knowledge, other requirements of the delegates appointed to the ILC and ILO functions include:

- Authority to present the position/view of the Industry Party (or the ability to rapidly gain the authority or position/view from the Party)
- Availability at short notice
- Appreciation and awareness of confidentiality in a response
- Have completed the following Biosecurity Online Training (BOLT) courses:
 - PHA Foundation Course
 - National EPP Response Management
- Where possible, have completed Industry Liaison training

4. 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. This is due to the specific roles of the response centres that each function is situated in - ILC in the SCC and ILO in the LCC/FCP. Whilst 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 and the FCP manages local field activities.

The following are the key responsibilities and tasks of the Industry Liaison functions, noting that the specific activities may differ from one response to another due to variations in scale and complexity.

4.1. Industry Liaison Coordinator

The following are key responsibilities and tasks of the ILC:

- Provide information and knowledge on the industry to inform decisions on the response strategy. This may involve seeking input from industry experts. Tasks may include:
 - Provide information on the size and distribution of the industry, production systems, business practices, supply chain operations and sources of supply; locally, regionally and nationally
 - Assist with the identification of options for EPP control, methods to mitigate risk of spread, protocols to enable product movement, surveillance and tracing methods and decontamination protocols and advise on their practicality and potential resulting impacts on the industry
- Consult with industry stakeholders on the response strategy, operations/actions and progress of the response including to:
 - Identify impacts and consequences of response operations/actions (e.g. impact of control measures, movement restrictions)
 - Inform of the status and progress of the response
 - Gather feedback on the progress of the response
 - Identify emerging issues relevant to the SCC
- 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 to keep industry stakeholders informed and help promote support for the response and cooperation with operations/actions. Tasks may include:
 - Participate in meetings with industry stakeholders
 - Input into/advice on strategies/methods for communication and dissemination of communication materials
 - Input into/advice on communication materials
 - Advice to property owners
 - Engagement with and dissemination of information to industry stakeholders
- Work effectively with and maintain two-way information flow with the following key personnel. Note, engagement should be regular and where required structured through face to face and/or teleconference meetings.

- ILO and other ILC in a multi-jurisdictional response
- Industry Party representatives (e.g. CCEPP, NMG representatives, media spokesperson)
- SCC Incident Manager
- SCC Liaison Manager
- Other members of the IMT in the SCC (e.g. Planning Manager, Public Information Manager)
- Supporting recovery aspects throughout the response as considered relevant. This may include providing advice on industry recovery/support services available.

4.2. Industry Liaison Officer

The following are key responsibilities and tasks of the ILO:

- Provide information and knowledge on the industry to inform decisions response operations/actions. This may involve seeking input from industry experts. Tasks may include:
 - Provide information on the size and distribution of the industry, production systems, business practices, supply chain operations and sources of supply at the local/regional level
 - Assist with the identification of options for EPP control, methods to mitigate risk of spread, protocols to enable product movement, surveillance and tracing methods and decontamination protocols and advise on their practicality and potential resulting impacts on the industry
- Consult with industry stakeholders on the response strategy, operations/actions and progress of the response including to:
 - Identify impacts and consequences of response operations/actions (e.g. impact of control measures, movement restrictions)
 - Inform of the status and progress of the response
 - Gather feedback on the progress of the response
 - Identify emerging issues relevant to the LCC and/or FCP
- 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. Tasks may include:
 - Participate in meetings with industry stakeholders
 - Input into/advice on strategies/methods for communication and dissemination of communication materials
 - Input into/advice on communication materials
 - Advice to property owners

- Engagement with and dissemination of information to industry stakeholders
- Work effectively with and maintain two-way information flow with the following key personnel.
 - ILC and other ILOs (e.g. in FCP)
 - Industry Party CCEPP representative and media spokesperson
 - LCC Incident Manager
 - LCC Liaison Manager
 - Other members of the IMT in the LCC (e.g. Planning Manager, Public Information Manager)
- Supporting recovery aspects throughout the response as considered relevant. This may include providing advice on industry recovery/support services available.

5. Integration into the response centre structure

To effectively fulfil its responsibilities the Industry Liaison functions will be fully integrated into response centre structure and operations, including to liaise across the functional areas to provide input and receive relevant information. This will occur through working directly with the Incident Manager and Liaison Manager (if appointed) as part of the IMT and additional mechanisms established to facilitate:

- Regular communication with the IMT, either through attendance at IMT meetings or an alternative, dedicated meeting mechanism established; and
- Situational updates being provided; for example, through attendance at response centre briefings.

In addition, where both ILC and ILO delegates are appointed they must work closely together. Regular contact and clear lines of communication with the Affected Industry Party will also be critical for the ILC and ILO to effectively fulfil their responsibilities.

A potential model for liaison and engagement is dedicated scheduled meetings (teleconference, videoconference or face or face) between the Industry Liaison delegates (ILC, ILO), Affected Industry Party representatives, agency executive, the CPHM, Incident Manager and other relevant members of the IMT. This model can also be implemented for situations where the Industry Liaison functions fulfil their responsibilities remotely, for instance when the response has transitioned to a longer-term dedicated eradication program or in small scale responses.

6. Incident classification/level and organisational structures

The incident management system used for managing the national response to biosecurity incidents is flexible and accommodates variations in scale, complexity and degree of delegations, numbers and duration of individuals and resources required. To reflect the scale and complexity of the Incident and help to ensure effective coordination, resourcing and support, the classification or level of the Incident will be identified by the Lead Agency. These levels are described in the Biosecurity Incident Management System (BIMS)¹.

¹ Available from the Department of Agriculture website (agriculture.gov.au)

The Incident level and specific needs of the response will inform the resourcing requirements for the Industry Liaison functions. For small scale responses only one delegate may be appointed to fulfil the responsibilities of both ILC and ILO functions, for example, if situated in a combined SCC/LCC (refer Figure 1). For large scale responses in which a fully functional SCC and LCC(s) are established, delegates will ideally be appointed to each of the ILC and ILO functions (refer Figure 2).

The Incident level will also inform the resourcing requirements for the Liaison function. This function is a member of the IMT and is responsible for facilitating access of the Industry Liaison functions and other support agencies to IMT members and promoting engagement with the response centre functional areas. In most responses this function is undertaken by the Incident Manager or Deputy Incident Manager (refer Figure 1); however in a large scale response dedicated personnel may be appointed to this function (refer Figure 2).

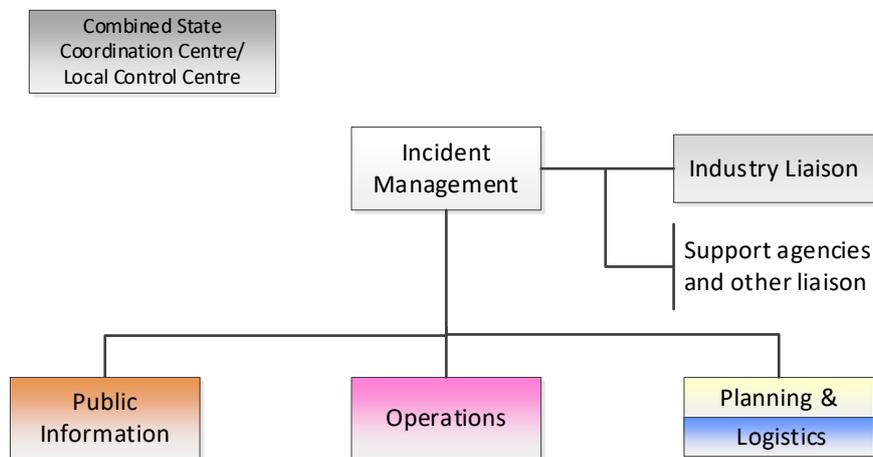


Figure 1: Potential organisational structure for a small scale (level 1) Incident (adapted from BIMS). In this example all activities are managed from a combined SCC/LCC. Only one delegate is required for the Industry Liaison function and undertakes the relevant responsibilities of both the ILC and ILO. The Incident Manager undertakes all other functions (including Liaison) except for the Public Information, Operations, Planning and Logistics functions which have been delegated to three individuals to manage, supported by additional personnel (not depicted in the Figure).

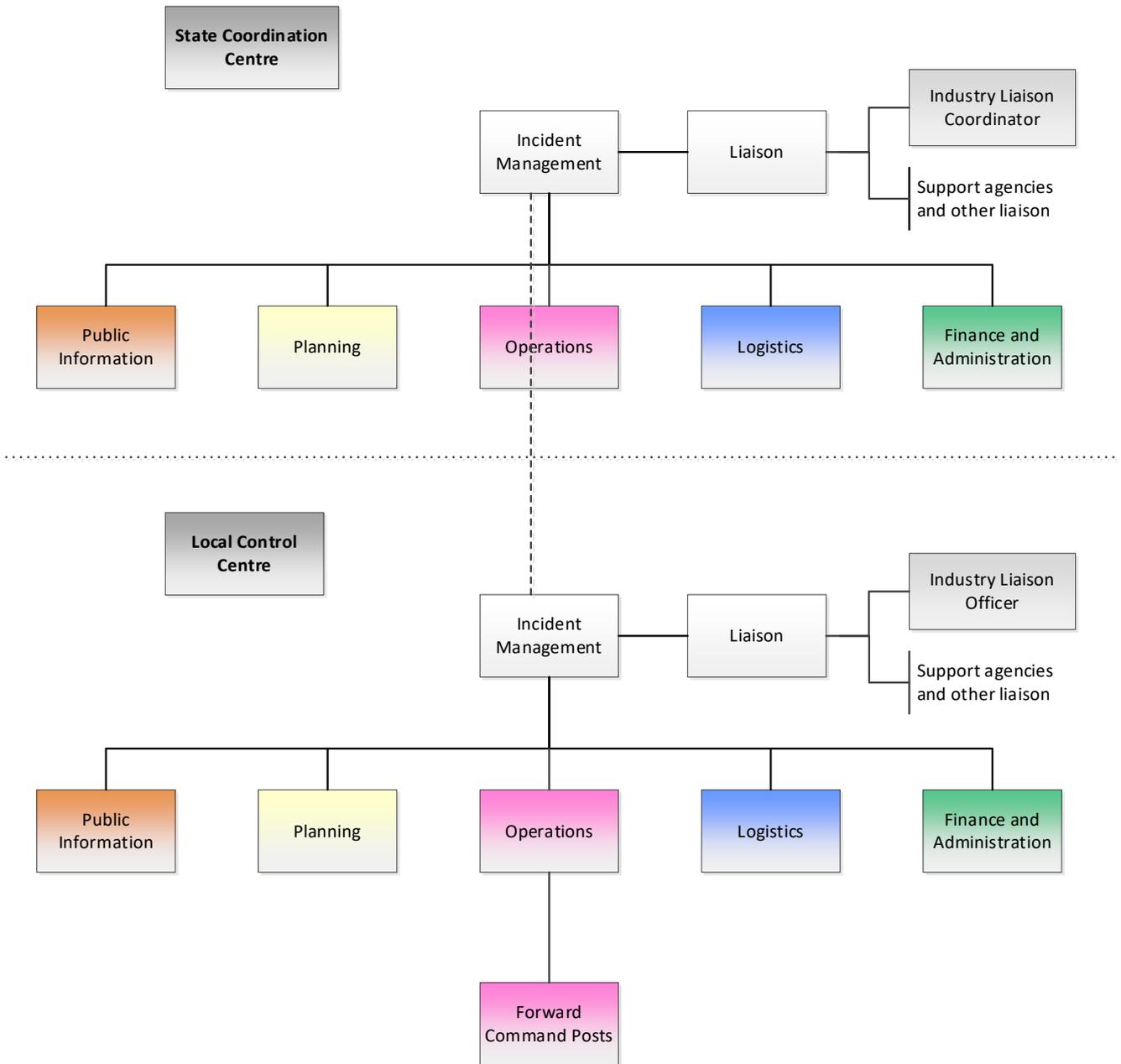


Figure 2: Potential organisational structure for a large scale (level 3) Incident (adapted from BIMS). In this example all functional areas are fully resourced with dedicated personnel in a fully operational SCC, one or more LCCs and FCPs. Dedicated staff are appointed to the Liaison function and serve to coordinate the access of the ILC and ILO to the functional areas in the SCC and LCC respectively.

7. Abbreviations

Term	Acronym
BIMS	Biosecurity Incident Management System
BOLT	Biosecurity Online Training
CCEPP	Consultative Committee on Emergency Plant Pests
CPHM	Chief Plant Health Manager
EPP	Emergency Plant Pest
EPPRD	Emergency Plant Pest Response Deed
FCP	Forward Command Post
IMT	Incident Management Team
ILC	Industry Liaison Coordinator
ILO	Industry Liaison Officer
LCC	Local Control Centre
NMG	National Emergency Plant Pest Management Group
PHA	Plant Health Australia
SCC	State Coordination Centre

8. Terms and definitions

EPPRD defined terms and proper nouns have been capitalised.

Term	Definition
Chief Plant Health Manager	Individual holding the position of Chief Plant Health Manager, or his/her equivalent, of a State or Territory.
Consultative Committee on Emergency Plant Pests	A committee of technical representatives of the EPPRD Parties established in accordance with clause 11.2 of the EPPRD.
Emergency Plant Pest	As defined in the EPPRD.
Emergency Plant Pest Response Deed	Government and Plant Industry Cost Sharing Deed in respect of Emergency Plant Pest Responses.
Forward Command Post	A field operations centre, subsidiary to a Local Control Centre.
Incident	The occurrence of a confirmed or reasonably held suspicion of an EPP or of an uncategorised Plant Pest which is reasonably believed to be an EPP (not including a Plant Pest investigation where the provisional finding or diagnosis is that the Plant Pest is established).
Incident Management Team	Normally comprises the Incident Manager, Operations Manager, Planning Manager, Logistics Manager and Public Information Manager however other specialists may be included when necessary. Ensures that a response to an Incident is properly planned, adequately resourced, suitably implemented, effective and efficient.
Industry Party	Any member of Plant Health Australia which represents a Cropping Sector and which is a signatory to the EPPRD. Any Cropping Sector represented by an Industry Party is deemed to be a national Cropping Sector.
Lead Agency	The agency(s) of the state(s) or territory(s) which are responsible for leading the conduct of a Response Plan (because of the occurrence of an Incident within their state(s) or territory(s)).
Local Control Centre	The operations centre from which all field operations aimed at containing and eradicating the EPP are managed in a defined area.
National Emergency Plant Pest Management Group	The group which will approve or not approve a Response Plan and the consequent application of Cost Sharing (following advice from the CCEPP) and which will manage the national policy and resourcing needs of a Response Plan, on behalf of Affected Parties.
Response Plan	An integrated plan for undertaking a response to an EPP that is developed by one or more state or territory CPHM(s), endorsed by the CCEPP and approved by the NMG and which

Term	Definition
	is subject to Cost Sharing in accordance with the EPPRD. The Response Plan may include Emergency Containment actions so as to enable the payment of Owner Reimbursement Costs and Cost Sharing if considered appropriate by CCEPP and approved by the NMG.
State Coordination Centre	The emergency operations centre established at a state level, that coordinates the EPP control operations to be undertaken in that state or territory.