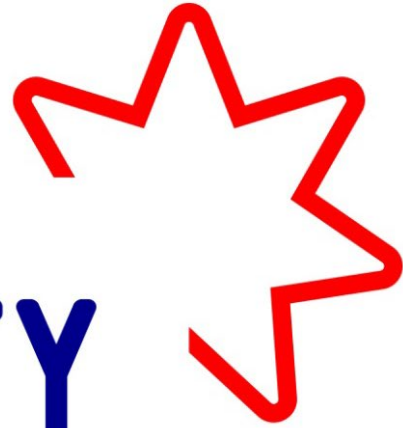


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# **NATIONAL BIOSECURITY RESPONSE TEAM**



## **Professional development week**

### **Year 1**

12–16 May 2025

OFFICIAL

 **MONDAY**

**WELCOME**

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# FACILITATORS



**Jackie Poyser**

Three60 Consulting



**Dr Sarah Britton**

One Biosecurity Solutions



**Dave Owens**

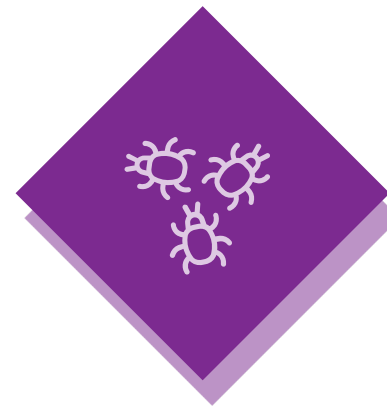
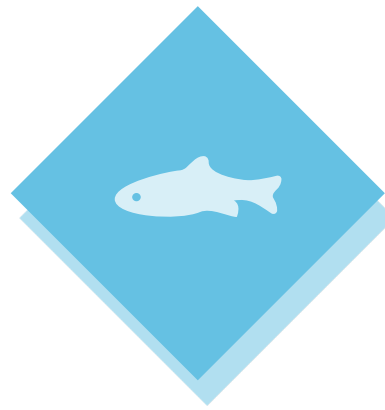
Risk-e Business

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**WELCOME TO COUNTRY**

# PURPOSE + AIM



**Increase member capability to lead incident management and lead functional teams with a cross sectoral and functional awareness.**

# OBJECTIVES

-  1 Explore the roles, responsibilities and considerations required to manage an incident management team or functional area in a biosecurity emergency response (BER)
-  2 Explore key non-technical skills, concepts and principles that NBRT members require to manage and lead teams in a BER.
-  3 Increase members cross-sectoral awareness and consideration of the how the response strategies employed within each sector may differ.
-  4 Increase NBRT member understanding and awareness of how industry is engaged in response and the relevance to their roles as functional managers and leaders.
-  5 Provide opportunities for NBRT members to establish and strengthen networks with their interstate counterparts.

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# WELCOME TO THE NBRT PROFESSIONAL DEVELOPMENT WEEK



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# THE THREE CHIEFS



Dr Bertie Hennecke (ACEBO), Dr Beth Cookson (ACVO), and Dr Gabrielle Vivian-Smith (ACPPO)

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## SESSION 2

# LEADERSHIP PRINCIPLES

# ACTIVITY

**Before we begin – we would like people on each table to introduce themselves and learn a fun fact about that person.**

**During the course of the week, you will be asked what that fun fact is.**



# TWO TRUTHS & A LIE!

We're going to learn a bit more about each other and how we communicate under uncertainty — with a twist of fun

Think of three statements about yourself. Two must be true, and one is a lie. Try to make them all believable!”

Sarah —coached by Dawn Fraser, has run a marathon, worked in a practice with Dr Harry

Dave — I ride a Harley, I have met the pope, I have never been booked driving

# Sarah's Two Truths and a Lie







## Dave's Two Truths and a Lie

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# 20 MINUTES FOR THIS TASK

Each person shares their **three statements** in any order. The rest of the group **guesses which one is the lie.**

Make sure that the truth/lie is interesting

# REFLECTIONS (10 MIN)

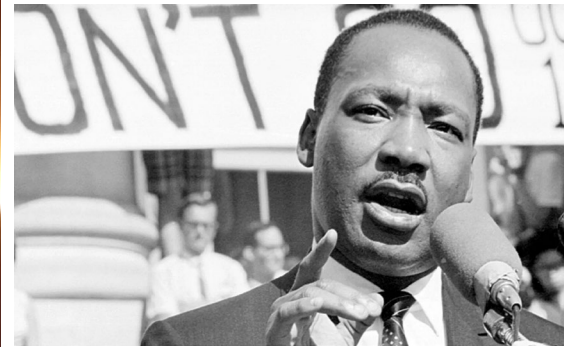
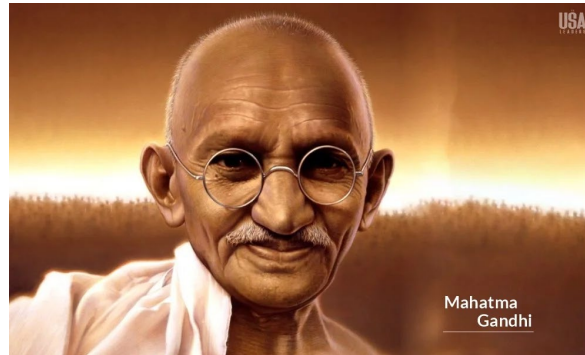
- What made it easy or hard to spot the lie?
- Did you notice any common patterns in how people structured their answers?
- How does this relate to communication and trust in a team?
- What did you learn about a teammate that surprised you?

How good do you really think you are?



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# LEADERSHIP PRINCIPLES



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# LEADERSHIP: COMMON PITFALLS

Refusal /reluctance to delegate

Micro-managing – one size fits all

Taking all the credit

Catching people doing something wrong

Fixing mistakes yourself

Telling and not asking

Playing favourites or “people are interruptions.”

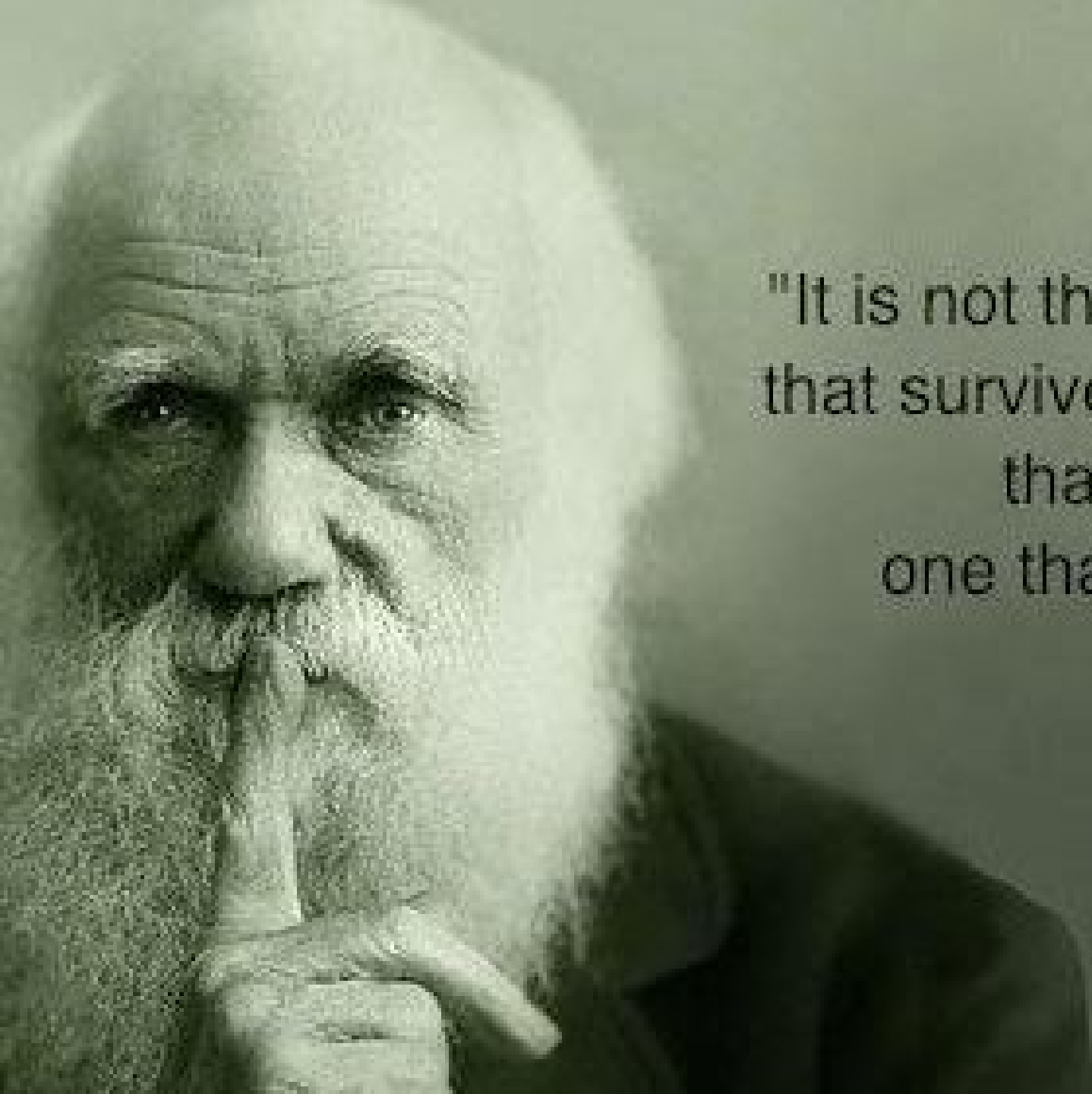
Using knowledge as power

Distancing self from problems/failures

Failure to look at both forest AND trees

Low self-awareness





"It is not the strongest of the species  
that survives, nor the most intelligent  
that survives. It is the  
one that is most adaptable to  
change".

Charles Darwin



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# LEADERSHIP STORIES



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# SESSION 3

## LEADERSHIP & EVOLVING ISSUES

# PANEL DISCUSSION



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**DAY 1  
CLOSE**

**EVENING  
ACTIVITY**

**Welcome drinks**  
Novotel Freshwater balcony  
6pm-8pm

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 **TUESDAY**

**WELCOME**

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The background of the slide is a close-up photograph of several large, cooked shrimp. The shrimp are a vibrant orange-red color, indicating they are well-cooked. They are piled together, with their heads, antennae, and legs visible. The texture of the shrimp's shells appears glossy.

# SESSION 4

## **BEHAVIOURAL INSIGHTS FOR LEADERS AND DECISION MAKING UNDER PRESSURE**



A still from the TV show 'The Office' featuring Michael Scott. He is wearing his signature glasses, a dark suit, a yellow shirt, and a patterned tie. He has a serious expression and is looking off to the side. In his right hand, he holds a stapler that is glowing with a bright blue light. The background shows an office hallway with cubicles, a coat rack, and an exit sign.

the  
office

# BEHAVIOURAL INSIGHTS FOR LEADERS/DECISION MAKING/FLEXIBLE LEADERSHIP

- Pig Personality Test
- Background on behavioural profiling
- Overview of behavioural preferences
- Overused/unresourceful behaviours
- Communication styles
- Decision-making styles
- Flexible leadership and how to access it



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# PIG PERSONALITY TEST



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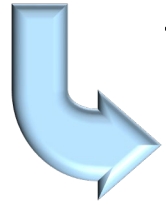
# The map is not the territory.

Alfred Korzybski



# BACKGROUND: HISTORY OF EXTENDED DISC®

**1921** Most behavioral analyses today build on the research of Carl Jung - one of the original behavioural scientists.



**1928** William Moulton-Marston's theory identifies four main behavioural dimensions, leading to the concept of DISC. Inventor of the Lie Detector and Wonder Woman (1941)



**1951** In the 40's and 50's the DISC theory was developed further and the first inventories were created.



**1994** **Extended DISC® System**

Developed in Finland by Jukka Sappinen  
CEO of Extended DISC® International, Helsinki.



**2019** The Extended DISC® Assessment 2019 Validation Study included a population of 886,943 participants from 77 different languages and across several countries.



# EXTENDED DISC®: FLUFFY STUFF OR USEFUL?

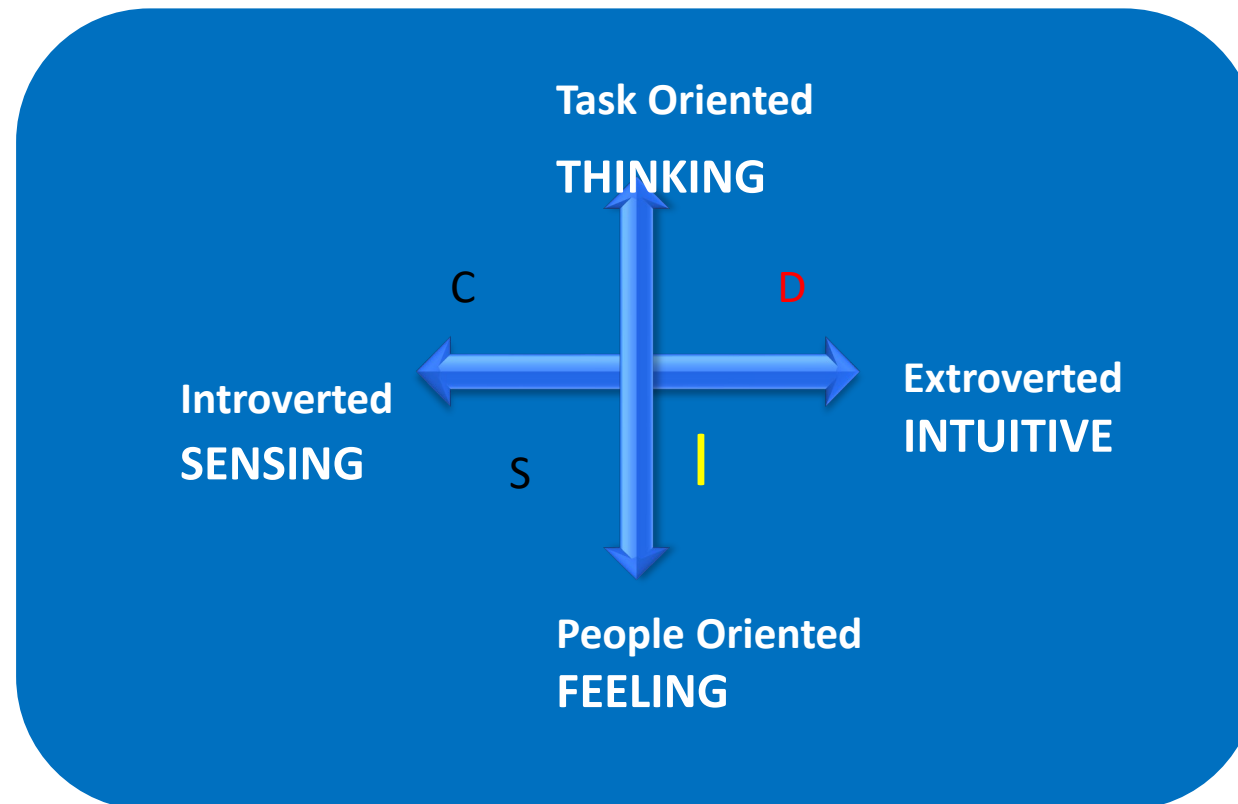
- ✓ Behavioural preferences- this is not a personality test
  - ✓ Indicators of behaviours that are easily accessible or require conscious intervention
  - ✓ Builds self-awareness\* – a key ingredient to understanding others and communicating effectively
- 
- ✓ The key goals are:
    - ✓ Improved understanding of your strengths & stretches (2 sides of the same coin)
    - ✓ Maximise your strengths by accessing a little of an opposing energy
    - ✓ Communicate to others in a manner consistent with their behavioural preferences



\*While 95% of people think they're self-aware, only 10 to 15% really are. Research correlates self-awareness with better work performance and more effective leadership.

# STYLES: THE FOUR QUADRANT MODEL

The Four Quadrant Model (4Q) is based on a concept of opposite behaviours. The 4Q Model is like a behavioural map but to learn to use it we need to understand the extremes.



# STYLES: THE D-STYLE COMMUNICATION PREFERENCES

- Speed – **fast-paced**
- Orientation – **task**
- Chunk size – **big picture, strategic**
- Decision making – **automatic convincer with criteria**
- Communication – **direct, assertive, blunt**
- Key words – **win, outcome, goal, effective, efficient**
- High priority needs – certainty & significance
- Modality – visual
- Greatest fear – loss of control

# STYLES: THE I-STYLE COMMUNICATION PREFERENCES

- Speed – **fast-paced**
- Orientation – **people**
- Chunk size – **big picture, strategic**
- Decision making – **automatic convincer with criteria**
- Communication – **charismatic, optimistic, persuasive**
- Key words – **fun, potential, adventure, explore**
  
- High priority needs – uncertainty & connection
- Modality – kinaesthetic
- Greatest fear – not being liked

# STYLES: THE S-STYLE COMMUNICATION PREFERENCES

- Speed – **slow-paced**
- Orientation – **people**
- Chunk size – **detail**
- Decision making – **period of time convincer**
- Communication – **warm, friendly, good listener**
- Key words – **kind, reliable, harmony**
  
- High - priority needs – certainty & connection
- Modality – kinaesthetic
- Greatest fear – instability

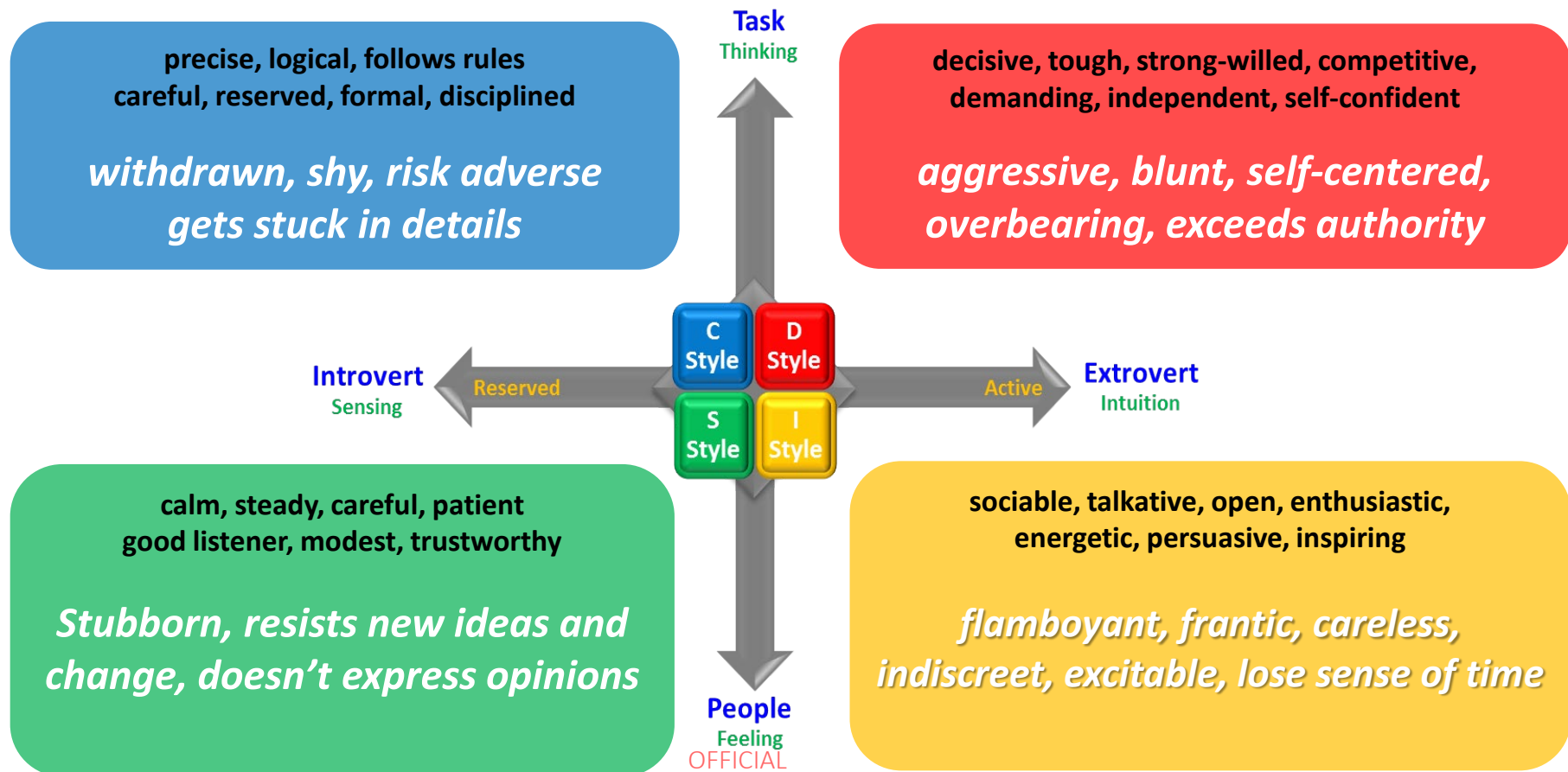


# STYLES: THE C-STYLE COMMUNICATION PREFERENCES

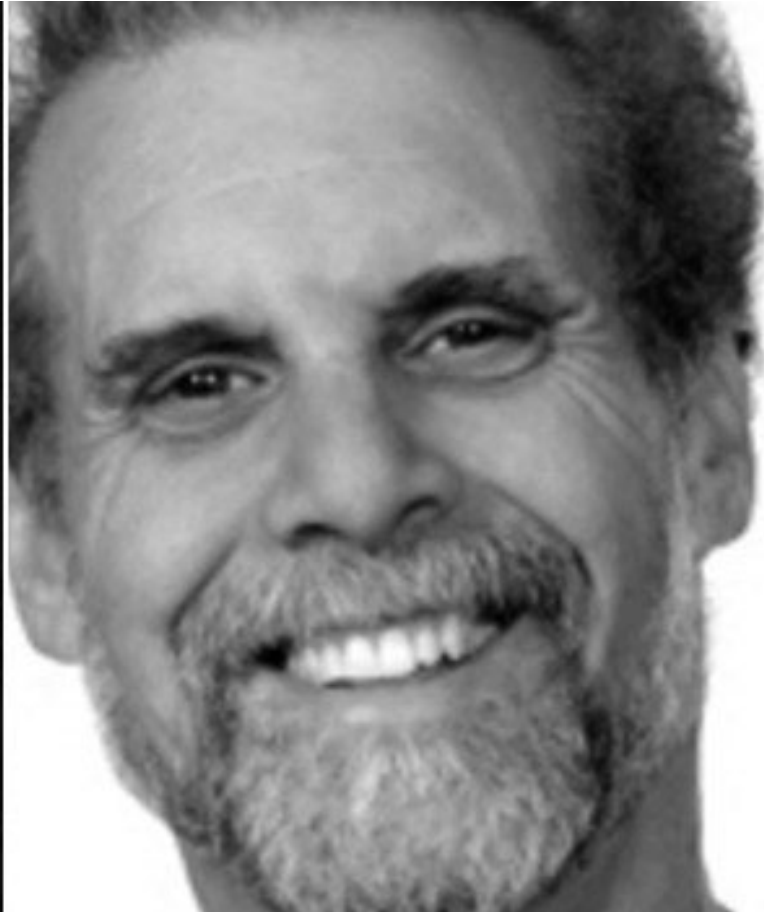
- Speed – **slow-paced**
- Orientation – **task**
- Chunk size – **detail**
- Decision making – **multiple time convincer**
- Communication – **reserved, aloof**
- Key words – **detail, facts, logic, accurate**
- High priority needs – certainty & significance
- Modality – Audio/Digital
- Greatest fear – being wrong

# STRESS: UN-RESOURCEFUL (OVERUSE)

We know each style has its strengths and development areas. However, when we rely on our strengths too much and use them too often they can start to become a weakness.



# FLEXIBLE LEADERSHIP



The best leaders don't know just one style of leadership—they're skilled at several, and have the flexibility to switch between styles as the circumstances dictate.

— *Daniel Goleman* —

AZ QUOTES



# MAKING CRITICAL DECISIONS UNDER PRESSURE: STRATEGIES

Introduce the high-stakes nature of biosecurity incidents (e.g. disease outbreaks, bioterrorism, agricultural threats).

Objectives of the session:

- Understand decision-making frameworks
- Recognise influences under pressure
- Improve clarity and resilience in biosecurity crisis leadership

# WHAT IS DECISION MAKING?

**Do you know the difference between analytical –v- intuitive?**

# DECISION MAKING IN EMERGENCIES



**The unique nature of  
emergency decision-making:**



- **Compressed timeframes**



- **Incomplete data**



- **High emotional and  
political pressure**

# VUCA IN BIOSECURITY

VOLATILITY	UNCERTAINTY
COMPLEXITY	AMBIGUITY



# COGNITIVE BIAS

## Common biases

**Confirmation**

**Anchoring**

**Group think**

**Availability heuristic**

# SUMMARY AND DISCUSSION

## Recap key themes:

- Recognise pressure influences
- Use risk-based frameworks
- Understand VUCA and bias

## Practical takeaways for biosecurity teams:

- Pre-incident training in decision-making frameworks
- Stress management
- Cross-functional debriefs after incidents

# SESSION 5

## MANAGING & LEADING IN UNCERTAINTY



# STRATEGIES FOR NAVIGATING UNCERTAINTY

- Why is the need for certainty so strong?
- Paradoxically, uncertainty is also needed; the ideal balance is a matter of individual preference.
- The need for certainty and uncertainty will be met regardless, sometimes resourcefully and sometimes unresourcefully.





# STRATEGIES FOR NAVIGATING UNCERTAINTY

Examples of the unresourceful meeting of our needs:

## Certainty

- Using anger or aggression in an attempt to regain control
- Comfort eating
- Perfectionism
- Binge watching TV
- Playing small
- Putting others down

## Uncertainty

- Self-sabotage
- Creating drama and problems for entertainment
- Drug use
- Frequently switching TV channels

# STRATEGIES FOR NAVIGATING UNCERTAINTY

- Routines and habits that support what you value in life
- Concentrating your focus on those areas that you can control or influence
- Regulating your emotions
- Maintaining perspective
- Gratitude and Contribution
- Identity vs. roles
- Beliefs around safety & security vs. growth

**Tools that  
help offset  
uncertainty**

# STRATEGIES FOR NAVIGATING UNCERTAINTY

**Increasing resourceful certainty helps offset uncertainty;**

Examples include:

- Traditional business approaches e.g. planning, risk management strategies, data-driven decision making
- Routines and habits that support what you value in life (sleep , diet etc)
- Hobbies

Be clear on the purpose and what matters



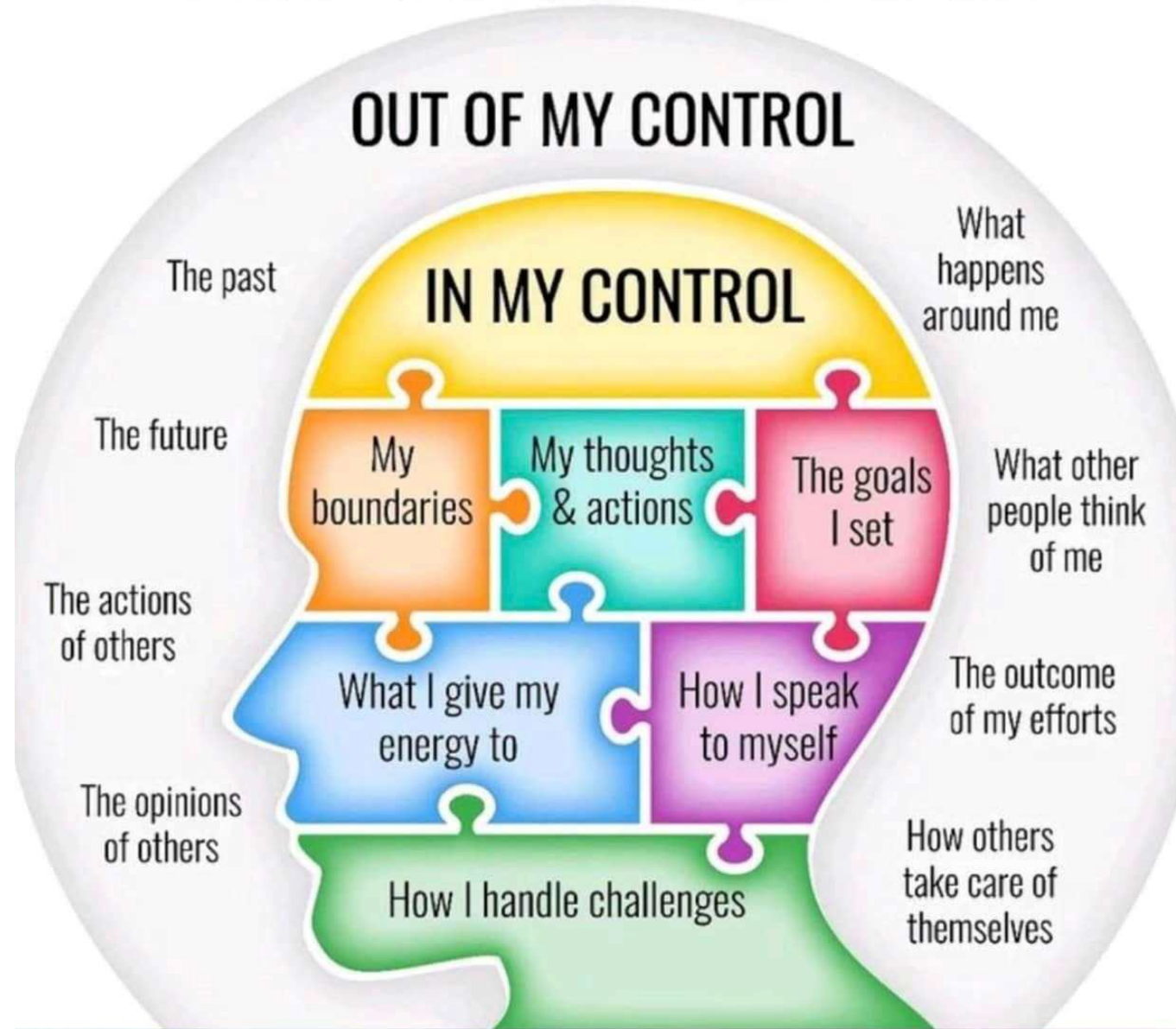
# ACTIVITY

- *Create a list of routines that could give you certainty.*
- *Are you currently following these routines?*
- *What occurs when you're under pressure, meaning do they get abandoned?*
- *How might you apply this to your team?*



# What I can control and what I can't

Data source: @mindfulenough | Infographic design by @agrassoblog for educational and motivational purposes



# SPHERE OF CONTROL

Concentrate your focus only on those areas that you can control or influence

- Timeline focus e.g. past, present and future
- Monkey business
- Redefine the impact of encountering uncertainty

Eg Threat to safety and security vs. opportunity for growth

Meaning attached to a feeling of “butterflies”

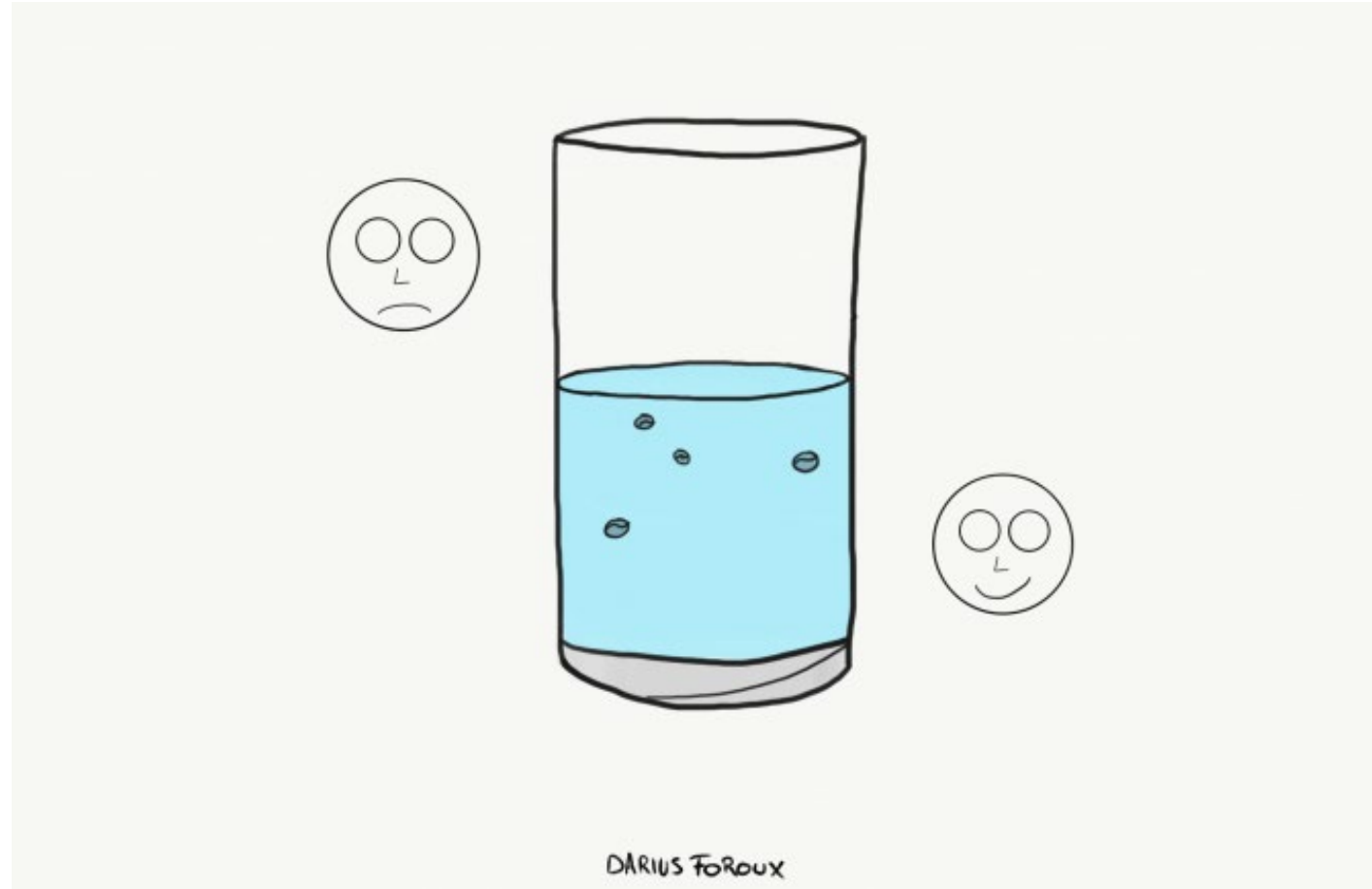


# ACTIVITY

- *Write down a list of list of of the top 2-3 things that you are most concerned about*
- *Categorise the list into what can be controlled, what can be influenced, and what cannot be controlled.*
- *Are there opportunities to adjust your focus?*

# STRATEGIES FOR NAVIGATING UNCERTAINTY

## Gratitude and Contribution





# KEY TAKEAWAYS/QUESTIONS



Choose one colleague you would like to build a relationship with

What act of generosity or kindness could you do this week?

# SKILLS AND NUANCES TO LEAD MULTI-DISCIPLINARY TEAMS

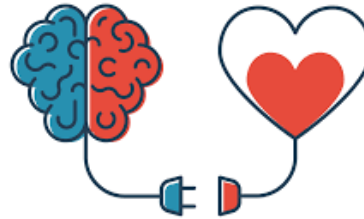
What do you consider are some of the core leadership skills required in a Multi-Disciplinary Team?

What nuances would you need to consider?

# CORE LEADERSHIP SKILLS

What do I mean by:

- Emotional Intelligence
- Situational Awareness
- Active Listening
- Decisiveness



# NUANCES TO CONSIDER

What do I mean by:

- Power Dynamics
- Terminology differences
- Time orientation.
- Motivational drivers





# ADAPTIVE LEADERSHIP IN COMPLEX EMERGENCIES

Adaptive Leadership is a practical framework that helps individuals and organisations adapt and thrive in challenging environments.

The key concepts are:

- Distinguishing technical from adaptive
- Orchestrating conflict
- Empowering the team
- 'Getting on the Balcony'

# LEADERSHIP IN ACTION – PRACTICAL APPLICATIONS

Imagine a **biosecurity emergency**, such as a sudden outbreak of a 'X' disease in a regional area. You, as the Incident Controller or Team Lead, are responsible for coordinating a multi-disciplinary team to respond quickly and effectively.

## Stakeholders You Are Leading:

- **Veterinarians:** Focused on animal health, containment, and welfare.
- **Logistics Staff:** Responsible for the movement of supplies, vehicles, containment barriers, PPE, etc.
- **Local Government Officers:** Dealing with community engagement, enforcement of local orders, waste disposal, and infrastructure support.
- **Police Officers:** Focused on perimeter control, enforcing movement restrictions, and public order.

# PRACTICAL APPLICATION CONTINUED

Each of these groups comes with:

- Their **own chains of command**.
- Different **language/jargon**
- Unique **risk tolerances** and **priorities**
- Varying **cultural and operational expectations**

If not led effectively, this can create silos, friction, or duplication.



# FRAME A SHARED PURPOSE QUICKLY

Actions:

Don't wait for consensus; set the tone early.

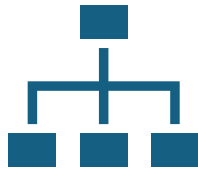
E.g., "Our shared mission is to prevent further spread and protect both the animal population and community health."

Make the **shared purpose** bigger than any one discipline.

This promotes unity despite differences in training or outlook.

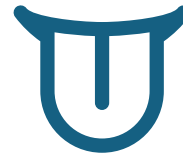


# ENCOURAGE CROSS DISCIPLINARY BRIEFINGS



## Encourage Cross-Disciplinary Briefings

Break down silos by having short, structured briefings where each discipline shares their operational view, constraints, and immediate needs.



## Encourage "plain speak"—no jargon—to increase understanding.



## Benefits:

Reduces duplication.

Surfaces blind spots.

Encourages empathy for others' roles.

### Example Prompt:

"Veterinary, what's your top risk in the next 12 hours?"

Logistics, what's your biggest constraint today?"

# USE STORYTELLING TO UNITE CULTURAL MINDSETS

Storytelling humanises the mission and helps align people from very different backgrounds.

A powerful story (like the **Menindee fish death example**) can shift thinking from “my task” to “our responsibility.”

Use stories:

- To connect **science and culture**.
- To open briefings or close debriefs.
- To model **adaptive thinking** and **empathy**.

**Example:** *"When we worked on a previous outbreak, we ignored local Indigenous ranger advice and lost trust with the community. This time, we're bringing them to the table on day one."*

HIGHLIGHT



**BROOKLYN  
NINE-NINE**



# SESSION 6

## TEAM BUILDING



# ACTIVITY 1 (10 MIN)

Rapid Response Bingo



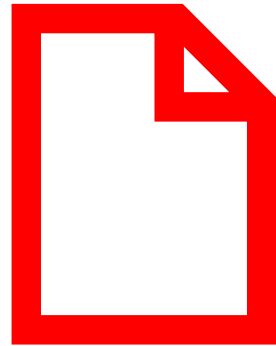


# BRIEFING AND SCENARIO (5 MIN)

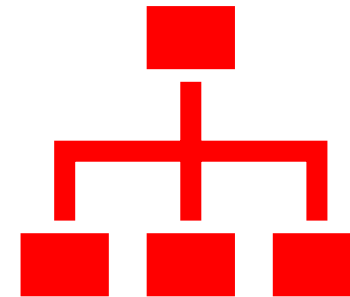
- There have been reports of wild bird mortalities, including mass numbers of Shearwaters across the southern NSW, northern Victorian coastline, Phillip Island and northern Tasmania.
- A pasture-raised free-range poultry farm near Bega has reported increased mortality.
- Testing of wild birds and poultry has detected HPAI H5N1 clade 2.3.4.4b
- Control areas are declared, including quarantine of the infected poultry farm, and movement restrictions are in place.
- The poultry farm owner has also presented flu-like symptoms to the local GP.
- The media have picked up the story.



# ROUND 1: RAPID ASSESSMENT (15 MIN)



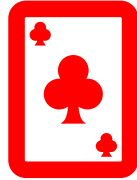
Each team receives a data packet (handout)  
with more information



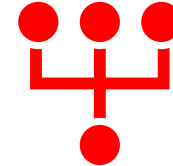
## Task:

- What are the immediate priorities across animal, human and environment sectors?
- List the first three actions to be taken

## ROUND 2: STAKEHOLDER RESPONSE (15 MIN)



Each team draws a  
“Twist Card”



Task:

- Decide how to respond
- What to communicate and to whom
- How should biosecurity and public health messaging be coordinated?

# ROUND 3: RESPONSE & COMMUNICATION (15 MIN)



## Task

- Outline a 48-hour response plan
- Assign team roles (e.g., Incident Controller, Comms, Surveillance, Logistics)
- What would change if human-to-human transmission is suspected?

## DEBRIEF PREP (10 MIN)

Each team prepares a 2-minute “press briefing” to:

- Summarise the situation
- Share your actions
- Address public and stakeholder concerns



# PRESENTATIONS AND DEBRIEF (20 MIN)



Teams deliver their 2 minute briefings



Wrap up with key reflections

-What role did people play? Who took charge, who was in the detail? How were the team dynamics? What worked well in teamwork/ Where did decisions diverge? What real world lessons can you apply?



# SESSION 7

## IMT LEADERSHIP

# INTRODUCTION AND FRAMING

*“Think of a leader you respected in a crisis – what did they do differently?”*

# IMT LEADERSHIP SKILLS – WHAT ARE THEY

## Key IMT leadership capabilities:

- o Situational awareness
- o Rapid decision-making under pressure
- o Clarity in communication
- o Maintaining team focus and morale
- o Coordination across silos and agencies

# INCIDENT MANAGEMENT –V- LEADERSHIP

**Incident Management** = Structures, plans, SOPs, and tasking

**Leadership** = Influence, trust, decision-making, accountability, vision.



# INCIDENT MANAGEMENT –V- LEADERSHIP IN VEN DIAGRAM

## Incident Management

- Structure & systems
- Planning & coordination
- Compliance with SOPs
- Task delegation
- Resource management
- Incident objectives
- Operational control

## Overlap

- Situational awareness
- Clear communication
- Accountability
- Team coordination
- Decision-making under pressure
- Stakeholder engagement

## Leadership

- Influence & vision
- Motivating teams
- Adaptive thinking
- Building trust
- Navigating uncertainty
- Emotional intelligence
- Empowering others

# LEADERSHIP IN CRISIS –V- BAU

**BAU Leadership:**

**Strategic, deliberate and rational**

**Crisis Leadership:**

Decisive, urgent, often hierarchical but needing high trust

# ACTIVITY – CASE STUDY COMPARISON

Title: “Leadership in the Face of Biosecurity Crisis vs BAU Operations”

Scenario A (Biosecurity Crisis): Xylella outbreak in Queensland

Scenario B (BAU Context): Routine seasonal disease surveillance coordination.

# TASK

- Identify 3 leadership moves needed in your scenario. (*Leadership moves are specific actions or strategies a leader would use to guide the team—*
- Predict 2 collaboration challenges
- Draft a joint-agency briefing (3 key talking points).

# WRAP UP AND KEY TAKEAWAYS

Leadership is not just about directing—it's about creating clarity, safety, and momentum under pressure.

I will now ask you all:

One thing you'll do differently as an IMT leader?



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**DAY 2 CLOSE**

OFFICIAL



OFFICIAL

 **WEDNESDAY**

**WELCOME**

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# SESSION 8

## PROBLEM SOLVING

# SESSION 8 – PROBLEM SOLVING

Major Flood Emergency –  
Central West NSW  
Getting you out of your comfort zone!

# SESSION OVERVIEW

## "When the River Rose: Coordinating a Multi-Agency Flood Response in Central West NSW"



- Following heavy rainfall, the Lachlan River overflows, flooding Forbes, NSW.
- Entire town evacuated. Power, Communications and road networks are down
- Multi agency IMT activated
- Additional towns at risk as situation evolves.

(Based on Forbes Flooding 2022)



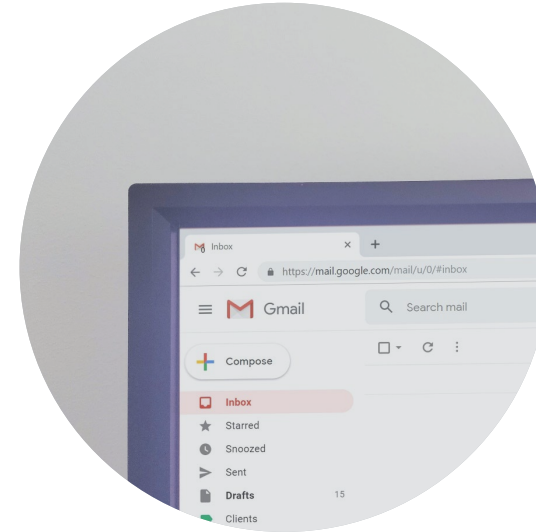
# LEARNING OBJECTIVES



Apply IMT principles to a dynamic flood event



Demonstrate inter-agency co-ordination and communication



Identify and respond to cascading consequences



Practice decision making under pressure

# EXERCISE TIMELINE

---

0–10 min: Briefing

---

10–25 min: Initial Response

---

25–55 min: Ops & Logistics Coordination

---

55–75 min: Complication Introduced

---

75–90 min: Debrief



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# PHASE 1 – FORBES

- Entire town evacuated
- 300+ in makeshift shelters
- Power, comms, and road access disrupted
- Livestock stranded, urgent coordination needed
- Teams deployed from Parkes to assist

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# PHASE 1 – RESPONSE PLANNING

Working in groups (Ops, Planning logistics etc) identify:

- What are your priorities
- How will you coordinate resources
- What support do you need from partner agencies?
- Prepare a 3-minute group briefing to present to the IMT Lead



Phase 2 – Twist

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## PHASE 2 – TWIST

- Parkes, which was providing support, is now affected
- Roads, air logistics compromised
- Panic from social media posts
- Tensions rising among evacuees and responders.

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# PHASE 2 STRATEGIC RESPONSE

- Does your strategy change with Parkes affected
- How have you addressed social media and community panic
- How would you adjust logistics with compromised routes?
- What leadership moves will support your team?





# REGIONAL CONTEXT

- Forbes (impacted)
- Parkes (initial support, now under threat)
- Eugowra, Cowra, Condobolin, Grenfell: monitoring or offering support



# EXPECTED OUTPUTS



12-HOUR OPERATIONAL PLAN



LOGISTICS PLAN FOR SUPPLIES



COMMS TREE AND REVISED  
STRATEGY POST-  
COMPLICATION

# DEBRIEF



What decisions had greatest impact?



How were limited resources prioritised?



What surprised you in the scenario?



Key takeaways for real world practice?



# SESSION 9

## BRIEFING & DEBRIEFING

# BRIEFING/DEBRIEFING

## Introduction:

Icebreaker: One sentence reflection on a past debrief experience.



# THE ART OF BRIEFING

**What is the purpose of briefing?**

**Are the timings important?**

**What are the key components?**

# PURPOSE OF A BRIEFING

A **briefing** is a structured communication session used to:

**Align all personnel** on the current situation, objectives, and tasks.


Ensure **shared situational awareness** across disciplines and agencies.

Communicate the **commander's intent**, priorities, and operational plan.

Clarify **roles, responsibilities**, and expected outcomes.

Reinforce **safety protocols**, collaboration expectations, and logistics.

Provide a **space for questions** and clarification, particularly in fast-moving events.

 *Think of a briefing as the cognitive glue that binds diverse teams into coordinated action.*

# ARE THE TIMINGS IMPORTANT?

**Timing is critical** for several reasons:

**Operational rhythm:** Briefings typically anchor the daily cycle (e.g., morning brief, shift handover, end-of-day debrief).

**Situational currency:** Information must be timely and relevant; delays can render intelligence stale.

**Psychological readiness:** Well-timed briefings help settle nerves, provide structure, and instil confidence before deployment.

**Fatigue management:** Respecting time limits ensures team members aren't cognitively overloaded—especially during high-stress periods.

**Multi-agency coordination:** Shared briefing times enable better synchronisation between services.

 *Poorly timed briefings = missed alignment = operational friction.*

# KEY COMPONENTS OF A BRIEFING

Situational update

Objectives & Commanders Intent

Plan of Action

Coordination points

Safety & Risk

Logistics and Support

Questions and clarifications

 *A good briefing is not a lecture. It's a strategic conversation that sharpens shared purpose and collective action.*

# GROUP BRIEFING EXERCISE

**At your tables – I want you to plan a 3-minute team briefing**

**The scenario I want you to brief on is:**

***‘This is the introduction briefing to a biosecurity incident involving lumpy skin disease’***

***(You can use your imagination for the rest)***

# STRUCTURED DEBRIEFING

*Definition of debriefing and psychological safety*

*Generally, use a three-stage model*

- *Opening*
- *Sharing and discussion*
  - *Closing*



# SIMULATED DEBRIEF

**Participants are requested at their tables to role play a debrief at their table**

## **Assign roles**

## **Debrief structure**

- Opening (5 mins)
- Sharing (10 mins)
- Closing (5 mins)
- Feedback (5 mins)

# GROUP REFLECTION

## Discussion

- What made your debrief effective?
- How did you establish psychological safety?
- What challenges emerged?
- What insights did you gain?

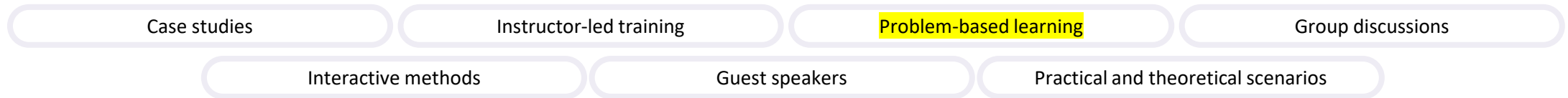


# SESSION 10

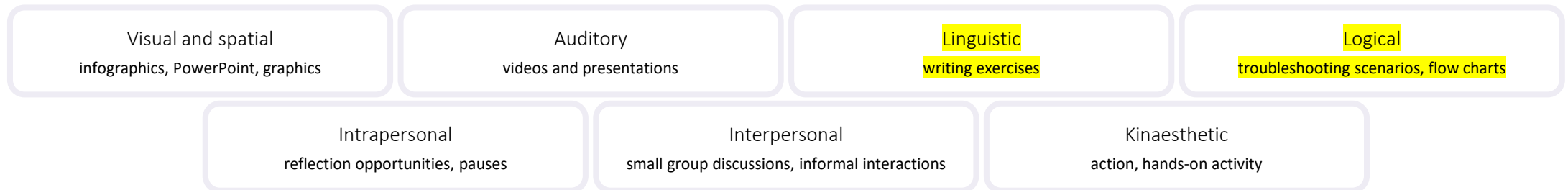
## COMMUNICATIONS AND WELLBEING

# HOW WE GOT HERE

## Training methods



## Learning styles



# ARTIFICIAL INTELLIGENCE

## Opportunities

- Efficiency
- Data analysis
- 24/7 availability
- Enhanced decision making
- Safety

## Risks

- Bias and fairness issues
- Circulation of disinformation
- Ethical and privacy concerns
- Data availability and quality

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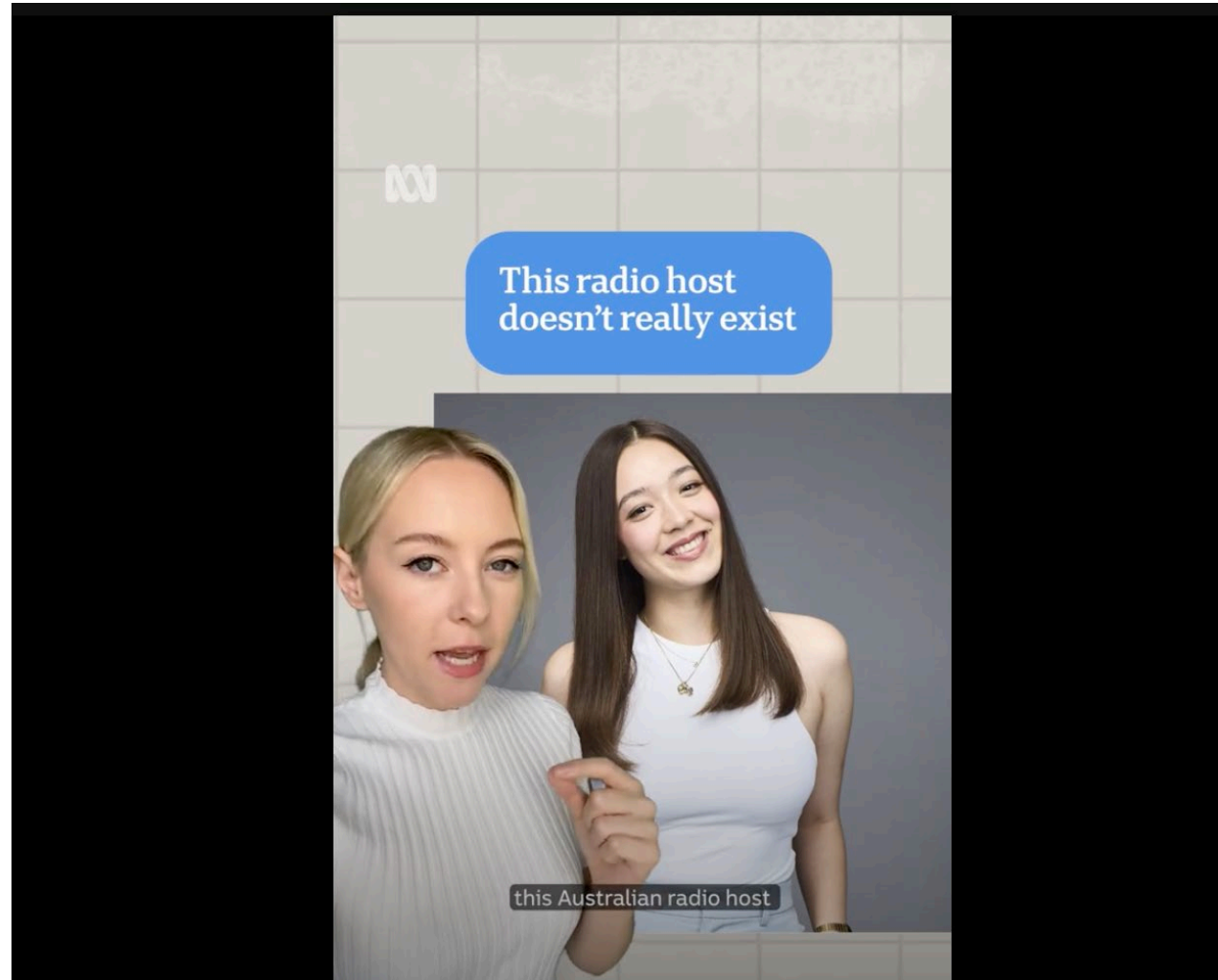
# GOOD EXAMPLE





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# POOR EXAMPLE



# HOW CAN AI HELP IN A RESPONSE?

Early detection and  
surveillance

Diagnostic assistance

Communications

Predictive modelling

Resource optimisation

Data analysis

Decision support

# OPEN DISCUSSION

**Share insights from your experiences with artificial intelligence**

# KEY COMMUNICATIONS PRINCIPLES

1.

Be aware of your communication style

2.

Be honest

3.

Teach others how to get the best out of you

4.

Ask questions

5.

Read between the lines

6.

Actively listen



**Sarah J. Hass**  
@tacko\_belle

oh sorry when I said "I'm open to feedback"  
I meant you could give me a compliment



**Moira Donegan** ✓  
@MoiraDonegan

Coco Chanel's advice to look in the mirror and remove one accessory before you leave the house, except it's me carefully choosing which exclamation point to change into a period before I send a work email.

# BUSINESS CARD ACTIVITY

1

Create a business card for yourself, writing down three values or behaviours you would like to exhibit when communicating during times of pressure.

**Holly Ransom**

I never walk past it | I feel compassion first | I start before I'm ready

# ACTIVITY

1

Come together into your functional groups.

2

You'll be given a piece of paper and a marker.

3

You'll each hold the string and work together to direct the pen to draw a pig.



# WELLBEING IN RESPONSE



1

Impact  
phase



2

Heroic  
phase



3

Honeymoon phase



4

Disillusionment  
phase

# OPEN DISCUSSION

**Share insights from your experience in responses.**

What worked well?

What didn't?

How did you manage your wellbeing and that of your team?

Any other key takeaways?

A close-up photograph of two hands gently cupping five eggs. The eggs are a mix of light brown, white, and pale green. The background is softly blurred, showing more of the hands and the eggs.

## SESSION 11

# NBRT ALUMNI PRESENTATIONS

# ALUMNI PRESENTATIONS

Martin Boyle



Leith Hawkins



Nigel Baum



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**Nigel Baum**

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# PIRSA

## NBRT PIRSA Presentation

Welcome to the world of the TLA & FFLA

Nigel Baum

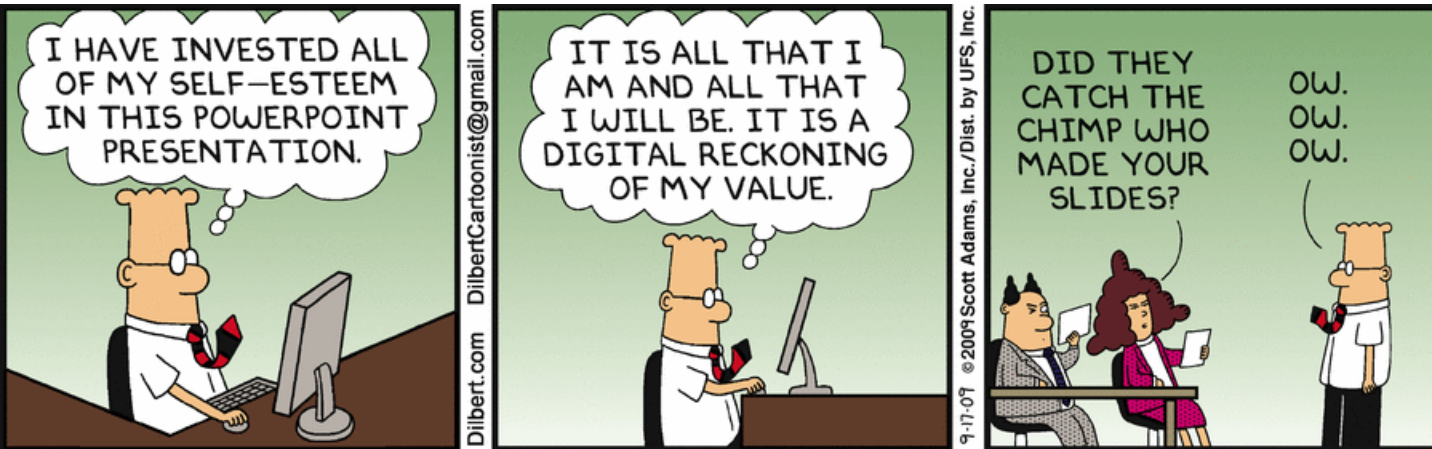




# Welcome to the world of Emergency Response (and why has this muppet been asked to speak?)



# No really, why HAS this muppet been asked to speak?



# What's going on?

Why do I do it?

What would I do differently?

Key lessons I've learned?

How to prepare for deployment?

# What's going on?

- Why am I here?
- Where is it?
- What is it?
- Where did it come from?
- Where has it gone?
- Where is it going?
- How much of it is there?
- Is it spreading? How fast?
- How is it spreading?
- Where is it going next?
- Have we stopped it?
- Are we free of it?
- When's smoko?
- What's for lunch?
- Where am I staying?
- Who's running this show?
- When can I go home?

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# Why do I do it? What is my motivation?

(Insert vague inspirational platitude)

- You can't plan for "life"
- Sliding doors & opportunities
- Certain capabilities & background
- "In case of emergency, break glass"
- Sitting at the feet of giants



**IN THE ABSENCE OF  
ORDERS, GO FIND  
SOMETHING AND KILL  
IT.**

OFFICIAL

QUOTEHD.COM

Erwin Rommel







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# What would I do differently?



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# Lessons I've learned about responses (how long have you got?)

- “Panic slowly”
- Scale up early
- Different people cope & perform differently
- Use people's powers for good even if they're...
- Producers more affected than you
- People are brilliant but a better idiot always comes along
- There's a Plan A, a Plan B, and 24 more letters in the alphabet
- “Written on paper, not carved in stone”
- “There's just too much shit flying around”
- Value other functions



# Lessons I've learned about myself

- You'll learn who to trust
- Beware "Group Think"
- Be kind to yourself & others.
- How stupid is the average person? The Bell Curve
- Can take over your life for that period
- Hidden or unknown skills
- Run towards









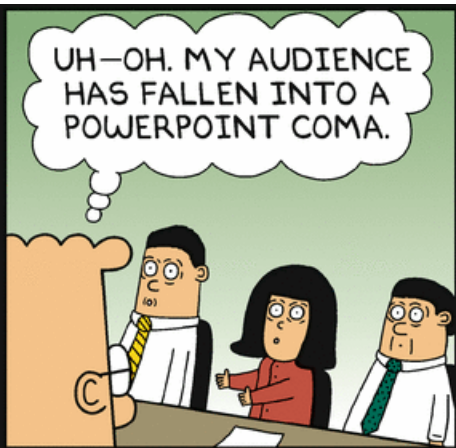


# How do I prepare for deployment?

- Can you ever be truly ready?
- Know where your stuff is.
- Read stuff. AusVetPlan
- Know where to find stuff.
- Know your stuff.
- Learn stuff.
- Pack your sense of humour.



# Any questions?



Dilbert.com DilbertCartoonist@gmail.com

6-25-10 ©2010 Scott Adams, Inc./Dist. by UFS, Inc.



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**Martin Boyle**

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# The 'A' Factor

## Emergency Management in Antarctica



**Martin Boyle**

**Director, Safety & Risk  
Australian Antarctic Division**



Australian Government  
Department of Climate Change, Energy,  
the Environment and Water  
Australian Antarctic Division







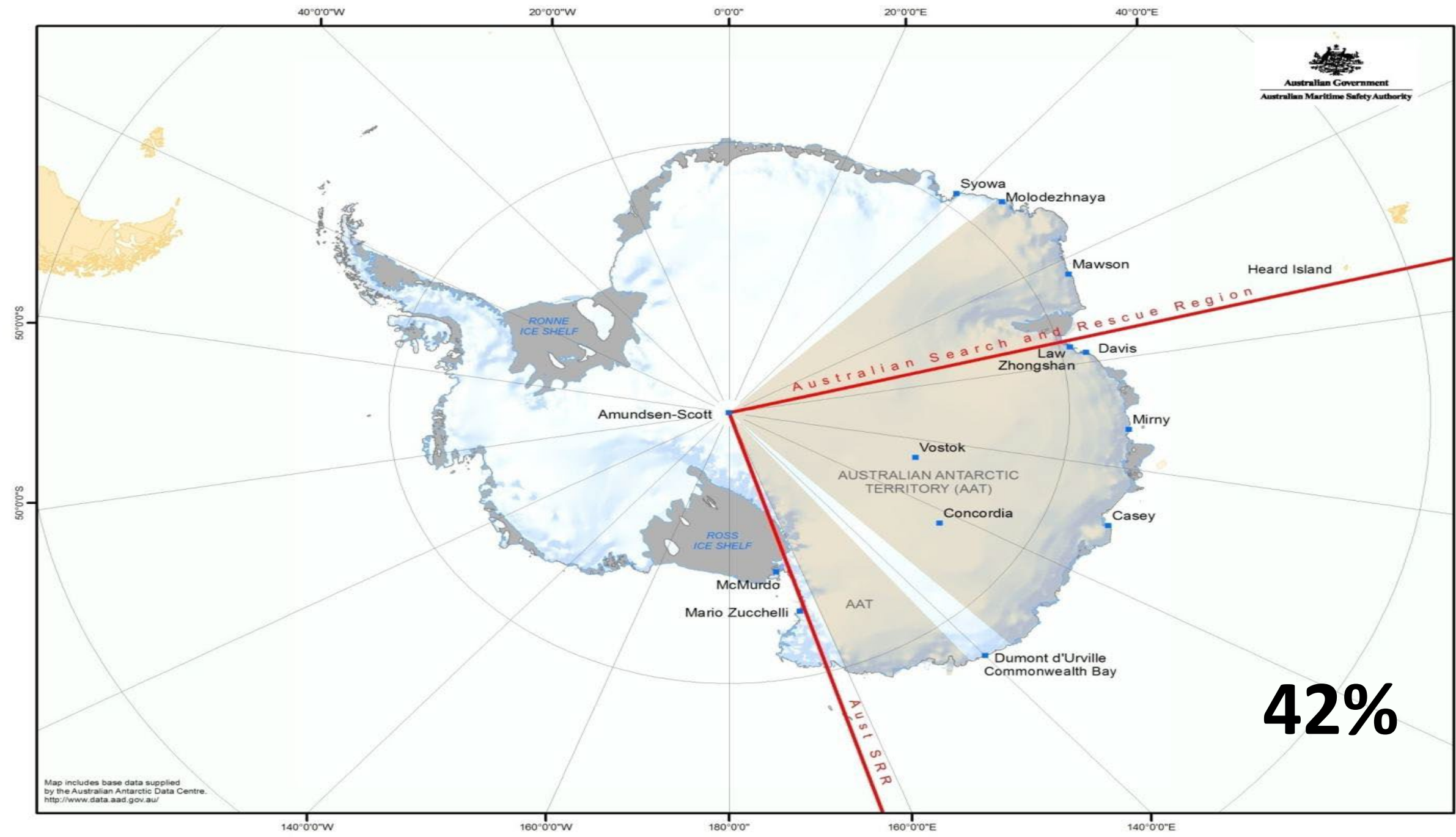




1.5x









Casey research station – Australian Antarctic Division



Outside air temperature:  $-12.4^{\circ}\text{C}$  Wind speed: 11 km/h Tue 15 Apr 2025 02:54 pm CAST  
Mawson research station – Australian Antarctic Division

Davis research station – Australian Antarctic Division



Outside air temperature:  $-21.2^{\circ}\text{C}$  Wind speed: 17 km/h Tue 15 Apr 2025 01:55 pm DAVT  
Macquarie Island research station – Australian Antarctic Division



Outside air temperature:  $-18.1^{\circ}\text{C}$  Wind speed: 31 km/h Tue 15 Apr 2025 11:55 am MAWT



Outside air temperature:  $7.2^{\circ}\text{C}$  Wind speed: 44 km/h Tue 15 Apr 2025 04:54 pm AEST



# 500 expeditioners













A group of five people are in an operating room. On the left, a man in green scrubs, a blue cap, and a yellow mask is labeled 'Plumber'. In the center, a woman in blue scrubs and a pink mask is labeled 'Dieso'. To her right, a man in green scrubs and a purple mask is labeled 'Chef'. Further right, a man in blue scrubs and a pink mask is labeled 'Doc'. In the foreground, a woman in blue scrubs is lying on an operating table, smiling, and is labeled 'Happy patient'. The room has a large overhead surgical light, a clock on the wall, and shelves with medical supplies in the background.

Plumber

Dieso Chef

Doc

Happy patient













**2,500 tonnes cargo**





3 million litres fuel



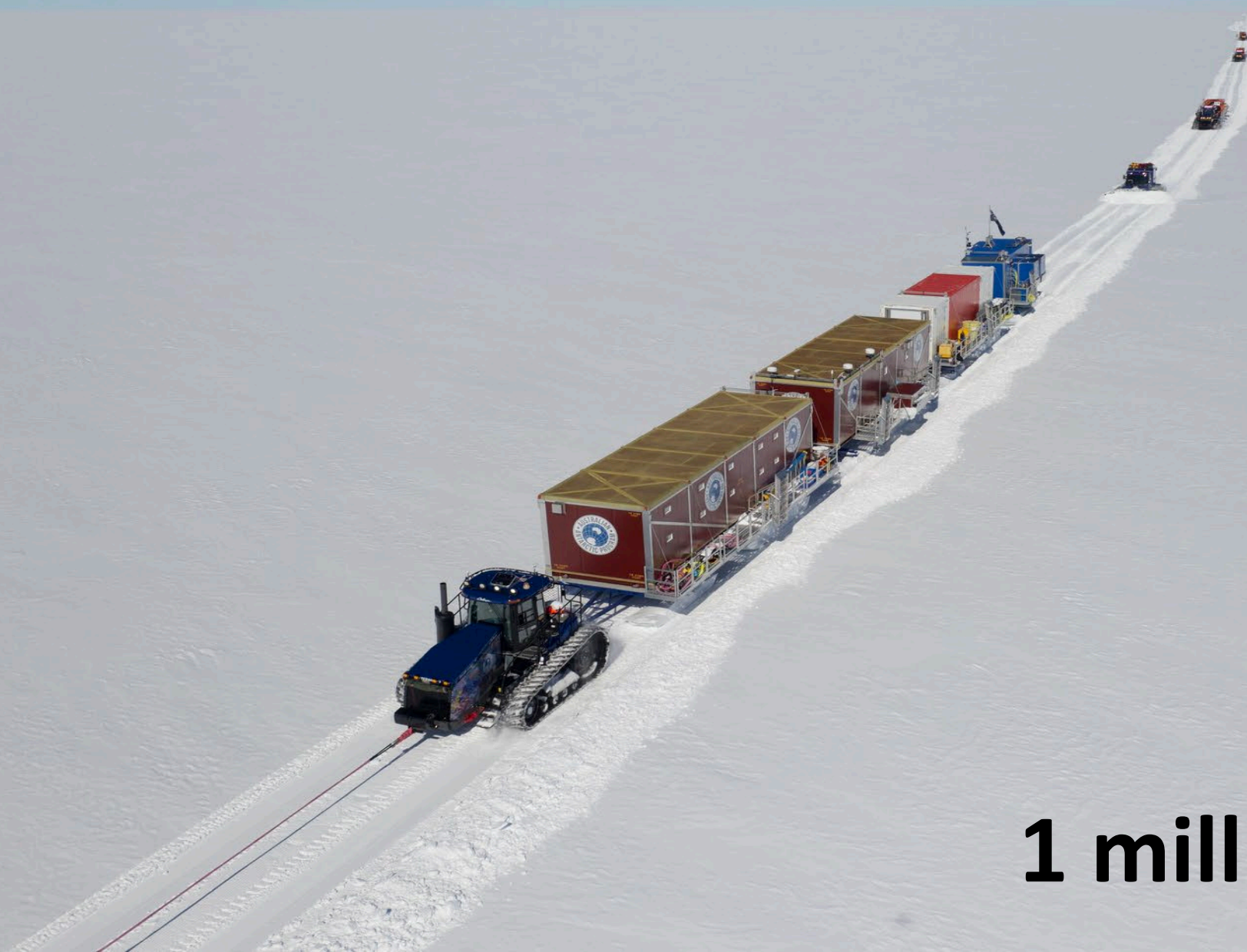












**1 million + years**





**Biosecurity**





# Pest Eradication





# SURVIVAL BAG

This is the MINIMUM SURVIVAL KIT for all transport legs.  
Additional equipment will be required for field trips.

- **Survival Bag**
- **Base Layer**  
(woollen thermals)
- **Mid Layer 1**  
(power stretch 200)
- **Mid Layer 2**  
(polar fleece 300)
- **Outer Layer**
- Balaclava
- Beanie
- Goggles
- Mittens
- Socks
- Boots
- Micro Spikes
- First Aid Manual
- Field Manual



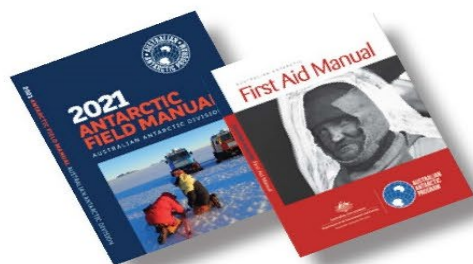
Balaclava



Beanie



Goggles



Micro-spikes - Antarctic



Mittens - Antarctic



Socks - Antarctic



Boots - Antarctic



Mittens - sub-Antarctic



Boots - sub-Antarctic



Socks - sub-Antarctic













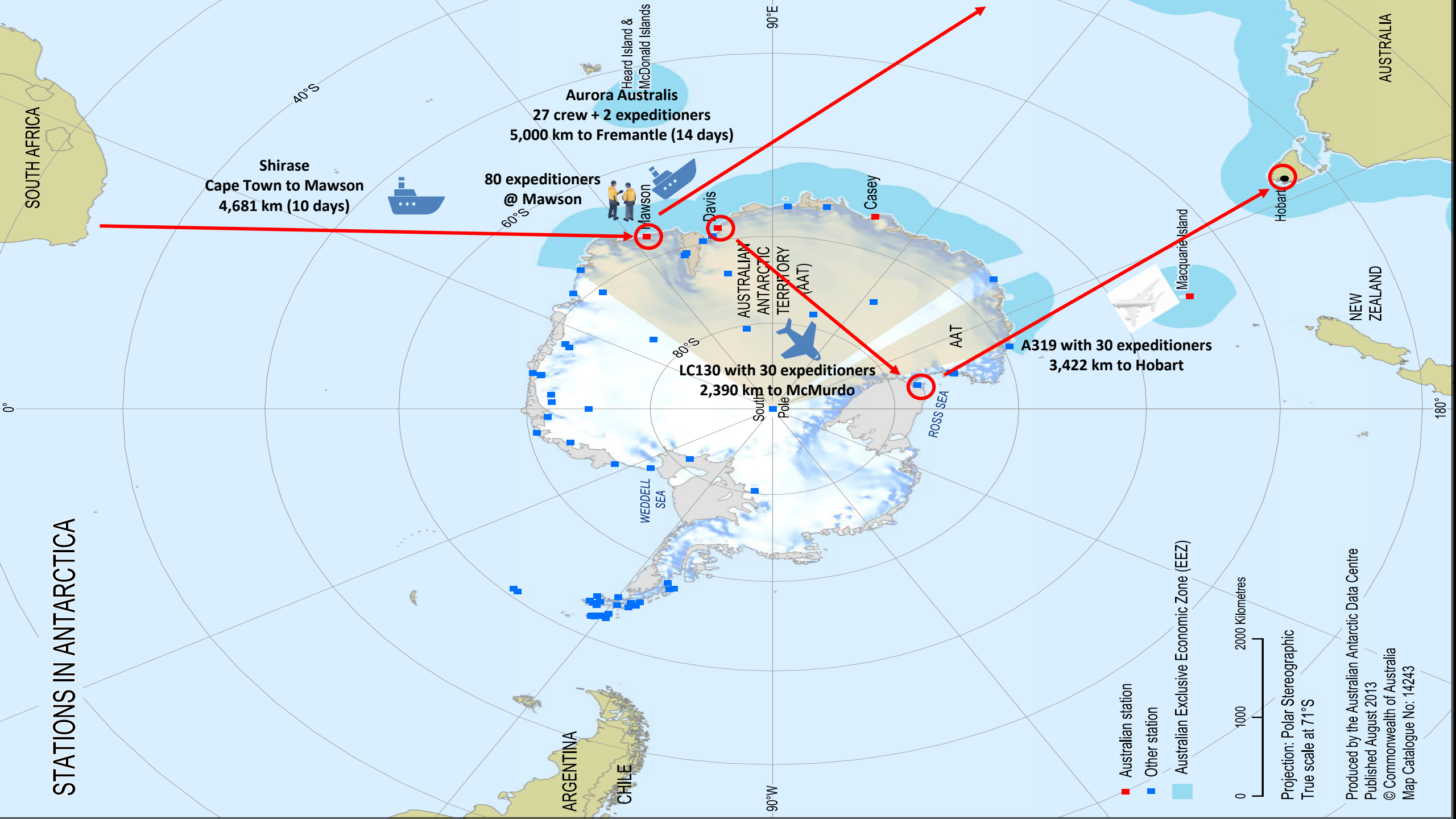








# STATIONS IN ANTARCTICA



- Australian station
- Other station
- Australian Exclusive Economic Zone (EEZ)

0 1000 2000 Kilometres

Projection: Polar Stereographic  
True scale at 71°S

Produced by the Australian Antarctic Data Centre  
Published August 2013  
© Commonwealth of Australia  
Map Catalogue No: 14243











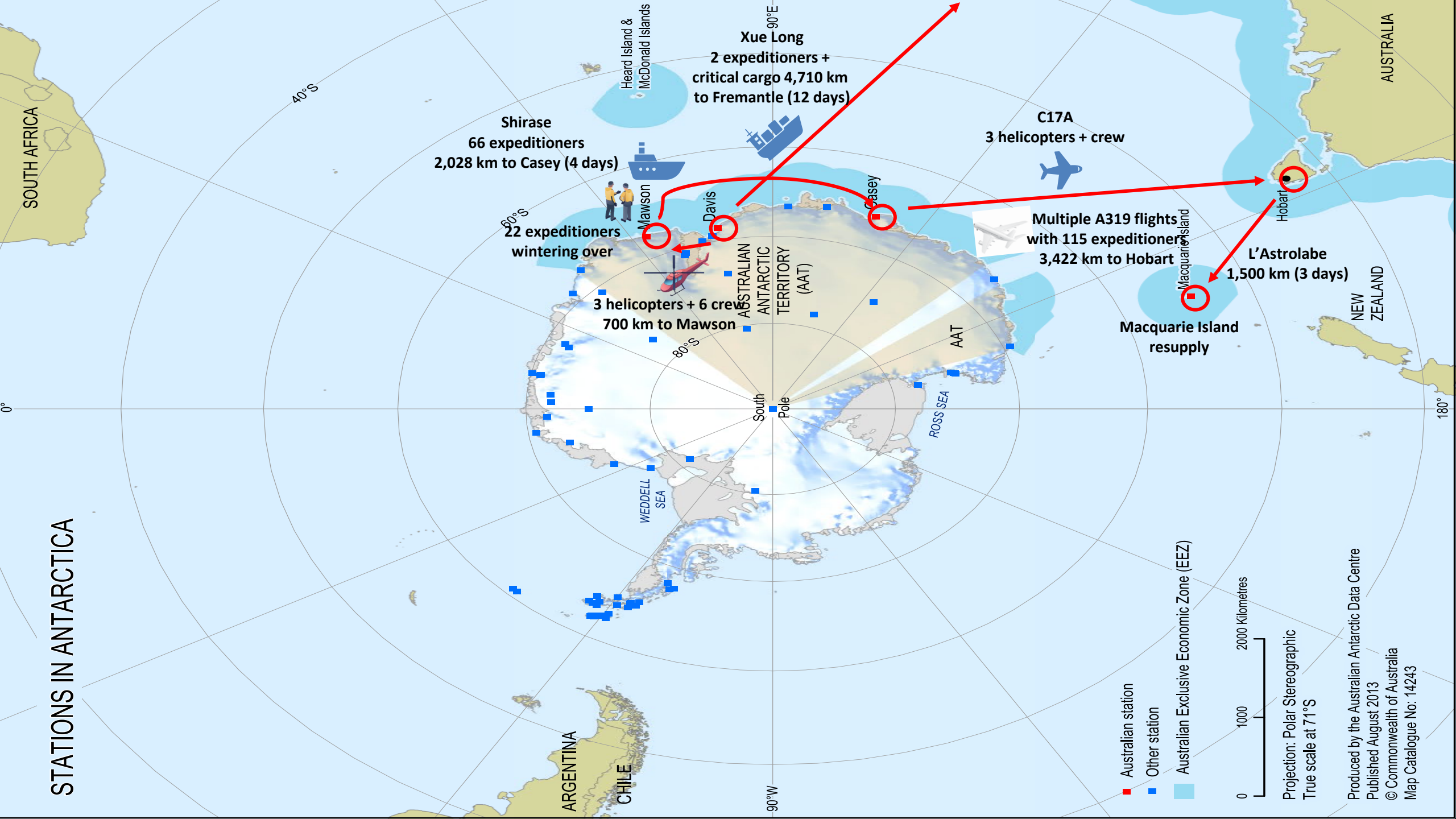








# STATIONS IN ANTARCTICA













Australian Government

Department of Climate Change, Energy, the Environment and Water  
Australian Antarctic Division



AUSTRALIAN  
ANTARCTIC  
PROGRAM

## Australian Antarctic Division Avian Influenza Preparedness and Response Plan - Antarctic Stations

October 2024



### AUSTRALIAN ANTARCTIC STATIONS HPAI TRIGGERED ACTION RESPONSE PLAN

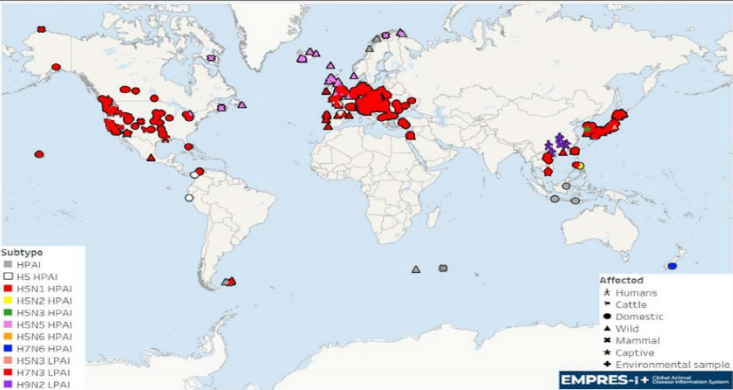
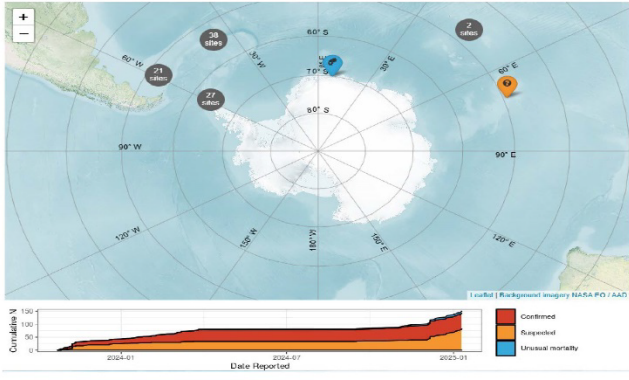
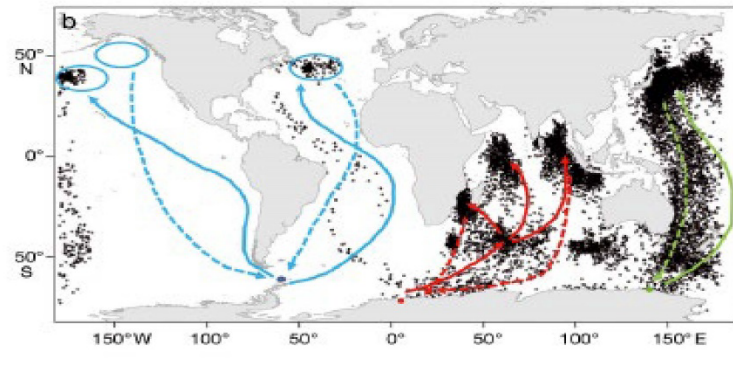
Alert Level*	Trigger for Action	Actions
Low Alert	No signs of unusual or mass mortality of wildlife.	<b>Station</b> <ul style="list-style-type: none"><li>Low alert constitutes AAD/AAP baseline level.</li><li>Weekly low-level monitoring and reporting on station-based observations and wildlife monitoring to HPAI Advisory Group. Refer to HPAI Response Plan visual monitoring protocols (Ref: 2.4.2 c).</li><li>Reporting of wildlife condition at time of arrival at station through wildlife monitoring (e.g. Seabird arrival period has commenced. Colonies appear normal. No signs of HPAI).</li><li>No additional restrictions on project/infrastructure work or recreational activities.</li><li>Maintain standard minimum approach distance limits for wildlife.</li><li>Wildlife interactions for approved scientific purposes can continue as per approved Low Alert arrangements.</li></ul>
	AND No wildlife displaying behavioural signs consistent with HPAI	<b>AAD Science Branch</b> <ul style="list-style-type: none"><li>Continue active review external reports of HPAI cases on adjacent migratory paths and wildlife breeding locations.</li><li>Continue weekly review of low-level monitoring and reporting from station.</li><li>Provide weekly HPAI status report to Station Leader, OMC and SAFOM (by default report includes consultation with AAD HPAI Advisory Group).</li></ul>
Moderate Alert*	Observed signs of unusual behaviour and recent wildlife mortality but no observations of mass mortality.	<b>Station</b> <ul style="list-style-type: none"><li>Continue weekly monitoring and reporting via weekly SITREP on station-based observations and wildlife monitoring to HPAI Advisory Group.</li><li>SL to report findings to OMC.</li><li>SL to initiate Moderate Alert level monitoring as per HPAI Response Plan visual monitoring protocols (Ref: 2.4.2 c).</li><li>Operations as determined by OMC Go-Slow Level in consultation with SL, OMC, HPAI Advisory Group, following assessment of wildlife observations.</li><li>Wildlife interactions for approved scientific purposes can continue as per approved Moderate Alert arrangements.</li><li>Expeditioners must follow hygiene/PPE protocols as outlined in HPAI Response Plan / Protection of human health - Section 2.4.2 (a) (xiii)-(x).</li></ul>
	OR Observations of wildlife signs and behaviour consistent with HPAI at multiple breeding sites but not within station limits	<b>Operations Management Centre</b> <ul style="list-style-type: none"><li>HPAI Advisory Group notifies OMC. OMC briefs Branch Head/Ops Log to approve alert level change.</li><li>Advise SL of change to Moderate Alert conditions.</li><li>Determine Go-Slow Level as per OMC SOP 112</li><li>Brief Branch Head, Operations &amp; Logistics, noting next phase recommends IMT activation and alert level escalation may occur quickly.</li></ul>
High Alert	*May escalate quickly to High Alert	<b>AAD Science Branch</b> <ul style="list-style-type: none"><li>Investigate suspected cases and provide advice to the HPAI Advisory Group and OMC regarding alert level change.</li><li>Continue weekly review of Moderate Alert level monitoring and reporting from station.</li><li>Continue active review external reports of HPAI cases on adjacent migratory paths and wildlife breeding locations.</li><li>Provide weekly HPAI status report to Station Leader, OMC and SAFOM on advice from HPAI Advisory Group.</li><li>EMU to liaise with HPAI Taskforce &amp; DAFF to provide notification to Australian Chief Veterinary Officer (AVCO).</li></ul>
	Observed signs of recent mortality, and signs consistent with HPAI in wildlife species Confirmed as high likelihood by AAD HPAI Advisory Group	<b>Station</b> <ul style="list-style-type: none"><li>SL to report findings to OMC and recommend change to High Alert level.</li><li>Operations as determined by OMC Go-Slow Level in consultation with IMT &amp; SL following assessment of wildlife observations.</li><li>Support/Interface with AAD IMT as required.</li></ul> <b>Response considerations include:</b> <ul style="list-style-type: none"><li>Continue visual monitoring as directed by IMT Incident Manager.</li><li>Travel permissible as authorised by IMT Incident Manager.</li><li>Suspend all activities requiring wildlife interactions except for approved activities related to visual monitoring and surveillance.</li><li>Seek direction on any elevated hygiene protocols required via IMT/PMU.</li><li>Seek direction on planning for station escalation to Emergency Level.</li></ul>
Emergency	AND No symptoms or illness consistent with HPAI among expeditioners	<b>Operations Management Centre</b> <ul style="list-style-type: none"><li>HPAI Advisory Group notifies OMC. OMC briefs Branch Head/Ops Log to approve alert level change.</li><li>IMT activated by Branch Head, Operations &amp; Logistics.</li><li>OMC interfaces with AAD IMT as required.</li></ul>
	Observed signs of recent mass mortality, and signs consistent with HPAI of any wildlife species across any one station. Confirmed as high likelihood by AAD HPAI Advisory Group	<b>AAD IMT</b> <ul style="list-style-type: none"><li>Coordinate incident response.</li><li>PMU updates IMT of suspected HPAI symptoms in expeditioner group.</li><li>Advise FL of change to High Alert.</li><li>Provide advice to Incident Controller / Head of Division.</li><li>Ensure appropriate status reporting to external agencies and stakeholders.</li></ul> <b>AAD Science Branch</b> <ul style="list-style-type: none"><li>Provide HPAI status reports to the IMT.</li><li>Support/Interface with AAD IMT as required.</li></ul> <b>Response considerations include:</b> <ul style="list-style-type: none"><li>Continue weekly review of High Alert level monitoring and reporting from station in collaboration with IMT.</li><li>Continue active review of external reports of HPAI cases on adjacent migratory paths and wildlife breeding locations.</li><li>Any collection of samples is to be conducted in compliance with the AAD HPAI Sampling Plan.</li></ul>
Emergency	One or more expeditioners with HPAI symptoms or suspected or confirmed HPAI illness, reported by Station doctor and confirmed by Chief Medical Officer.	<b>Station</b> <ul style="list-style-type: none"><li>SL/EXMO advise OMC/PMU of suspected HPAI symptoms in expeditioner group.</li><li>SL to report findings to IMT level.</li><li>Interface with PMU referencing HPAI Response Plan / Protection of human health - Section 2.4.2 (a) (x)-(xiv)</li><li>Interface with AAD IMT as required.</li></ul> <b>Planning considerations include:</b> <ul style="list-style-type: none"><li>Cease visual monitoring unless directed by IMT Incident Manager.</li><li>Travel permissible as authorised by IMT Incident Manager.</li><li>Continue elevated hygiene protocols required via IMT/PMU.</li><li>Suspend all activities requiring wildlife interactions except for approved activities related to the clearing or disposal of dead wildlife from around key station infrastructure.</li><li>Station shut down activities in preparation for an escalating situation and need for personnel evacuation.</li></ul>
		<b>AAD IMT</b> <ul style="list-style-type: none"><li>Coordinate incident response.</li><li>PMU updates IMT of suspected HPAI symptoms in expeditioner group.</li><li>Advise SL of change to Emergency Alert conditions.</li><li>Adopt Go-Slow Level 3 as per OMC SOP 112.</li><li>Provide advice to Incident Controller / Head of Division.</li><li>Ensure appropriate status reporting to external agencies and stakeholders.</li></ul> <b>Operations Management Centre</b> <ul style="list-style-type: none"><li>Interface with AAD IMT as required.</li></ul> <b>AAD Science Branch</b> <ul style="list-style-type: none"><li>Interface with AAD IMT as required.</li><li>As directed, report to HPAI Taskforce &amp; DAFF to provide notification to AVCO (includes consultation with HPAI Advisory Group).</li></ul> <b>AAD Polar Medicine Unit</b> <ul style="list-style-type: none"><li>CMO report to the Australian Centre of Disease Control (ACDC).</li></ul>

OMC – Operations Management Centre  
IMT – Incident Management Team  
SAFOM – Station and Field Operations Manager  
SOP – Standard Operating Procedure  
HPAI Triggered Action Response Plan

PMU – Polar Medicine Unit  
EXMO – Expeditioner Medical Officer  
SL – Station Leader

version 2.0 02December2024



INCIDENT ENVIRONMENT		
Situation		Area of Operations
<ul style="list-style-type: none"><li>Australia remains the only continent free from H5N1 HPAI, specifically the strain causing global concern (clade 2.3.4.4b).</li><li>An Australian Government HPAI Preparedness Taskforce was established in July 2024 and jointly led by the Department of Agriculture, Fisheries and Forestry (DAFF), the Department of Climate Change, Energy, the Environment and Water (DCCEEW), the Department of Health and Aged Care (DHAC) and the National Emergency Management Agency (NEMA).</li><li>On 14 October 2024, the Australian Government announced an additional \$95m for HPAI H5N1 preparedness. Over 2024, the National Coordination Mechanism (NCM) has also been utilised to support the national H5 HPAI preparedness activities to ensure a coordinated approach to this across governments and other bodies, including those representing wildlife health.</li><li>In October 2023, the British Antarctic Survey (BAS) confirmed the first case of highly pathogenic avian influenza (HPAI) clade 2.3.4.4b H5N1 in Brown Skuas at Bird Island, South Georgia.</li><li>In July 2024, Spanish researchers discovered HPAI in a sample taken from an Elephant Seal on the Shetland Islands in March 2024. This is the first positive pinniped in the Antarctic Treaty Region.</li><li>On 28 October 2024, deaths were reported on in multiple colonies of elephant seals on Possession Island in the Crozet Archipelago, a French Territory in the Southern Ocean, 1700km from Heard Island, 2800km from Davis station. PCR tested positive to Influenza A. The samples have tested positive for HPAI H5.</li><li>On 12 November 2024, the South African government reported five cases in Wandering Albatross and Southern Giant Petrels on Marion Island, 1000km west of Possession Island. The samples tested positive for HPAI H5.</li><li>Confirmed HPAI H5 in samples collected from Skuas at Great Wall Station on the Flides Peninsula of King George Island.</li><li>No cases of HPAI H5 have yet been detected at any Australian Antarctic or sub-Antarctic station.</li></ul>	<ul style="list-style-type: none"><li>Confirmed by the French Polar Program on 14 January 2025 that mass mortality of wildlife on Kerguelan archipelago is attributable to HPAI H5 clade 2.3.4.4b. The Australian external territory of Heard and McDonald Islands (HIMI) are 450km southeast of the Kerguelan Islands. Mortality of several species of birds and marine mammals has been reported: elephant seals and king penguins but also sub-Antarctic skuas, Kerguelen cormorants, Dominican gulls, wandering albatross, gentoo penguins and Cape petrels.</li></ul> <p><b>Stakeholders</b></p> <ul style="list-style-type: none"><li><b>AAD:</b> Tasmanian staff; Voyages; Stations; Field camps; HPAI Working group; HPAI Advisory group; Branch Heads &amp; Head of Division</li><li><b>DCCEEW:</b> HPAI Taskforce; HPAI Governance Committee; Threatened Species Commissioner; Parks Australia; Office of the Supervising Scientist</li><li><b>State:</b> Tasmania Parks &amp; Wildlife Service (TPWS); Tasmania Department of Natural Resources &amp; Environment (NRE); Tasmania Chief Veterinary Officer (TCVO); Tasmania Director of Public Health; Tasmania Department of Health (DoH); Tasmania HPAI Steering Committee (Biosecurity Tas, NRE, DoH, DPaC).</li><li><b>Commonwealth:</b> H5 HPAI Taskforce; HPAI Interdepartmental Committee (IDC); National Coordination Mechanism (NCM); Department of Agriculture, Forestry &amp; Fisheries (DAFF); Department of Health &amp; Aged Care (DoHAC); Australian Centre for Disease Preparedness (ACDC); Bureau of Meteorology (BoM); National Emergency Management Agency (NEMA); Australian Chief Veterinary Officer (ACVO);</li><li><b>Antarctic:</b> Scientific Committee on Antarctic Research (SCAR); Council of Managers of National Antarctic Programs (COMNAP); Antarctic Treaty Consultative Meetings (ATCM); Joint Expert Group Human Biology and Medicine (JEGHBM); Agreement on the Conservation of Albatross and Petrels (ACAP) Advisory Committee; National Antarctic Programs.</li><li><b>NGO:</b> Wildlife Health Australia (WHA); Animal Health Australia (AHA)</li></ul>	Australian Antarctic Territory; Heard & McDonald Islands; Macquarie Island
		Area of Interest
		Southern Ocean, Sub-Antarctic and Antarctic region
		Area of Consequence
		Global
		Threat Assessment
		<p><b>Most likely</b></p> <ul style="list-style-type: none"><li>HPAI H5N1 (clade 2.3.4.4b) in the Australian Antarctic Territory (AAT) and on Australia’s sub-Antarctic islands, including Macquarie Island is <b>HIGHLY LIKELY</b>.</li></ul> <p><b>Dangerous</b></p> <ul style="list-style-type: none"><li>Mass mortality events occur in bird or mammal populations.</li></ul> <p><b>Most dangerous</b></p> <ul style="list-style-type: none"><li>Cases of HPAI H5N1 are detected in humans.</li><li>The virus mutates allowing human-to-human transmission to occur.</li></ul>
		Response Arrangements
		<ul style="list-style-type: none"><li>The AAD Avian Influenza Preparedness and Response Plan (Macquarie Island and Antarctic stations) includes a Triggered Action Response Plan (TARP) that is activated based on suspected or confirmed detection, with a Head Office Incident Management Team (IMT) activating when a HIGH alert level is reached.</li><li>The HPAI Advisory Group collates, interprets, and shares data (videos, observations and/or new information from stakeholders) as required. It provides recommendations on TARP status de/escalation to the Operations Management Centre (OMC).</li><li>The AUSVETPLAN Response Strategy for Avian Influenza sets out the nationally agreed approach to Avian Influenza outbreaks in Australia. The response strategy is currently being reviewed.</li></ul>
Global Distribution of Avian Influenza observed since 1 October 2023	Current Suspected and Confirmed Cases of HPAI H5N1 in the Region	Winter Migratory Range of Antarctic breeding South Polar Skuas
 <p>Food and Agriculture Organisation of the United Nations (FAO, 16/1/2025)</p>	 <p>Total cases: Suspected (53) confirmed (49) (SCAR, 16/1/2025)</p>	 <p>Weimerskirch et al. (2015)</p>





**Incident Management Team**  
**Discussion Exercise**



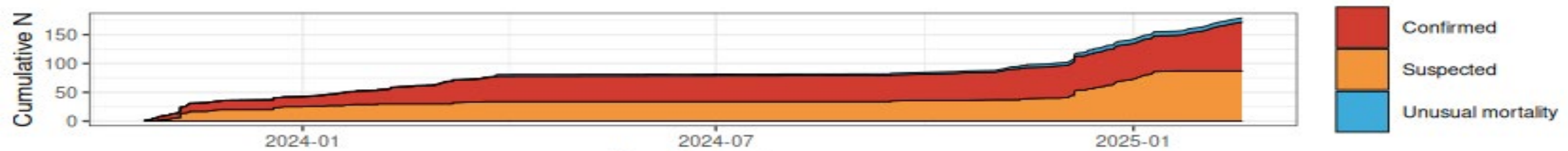
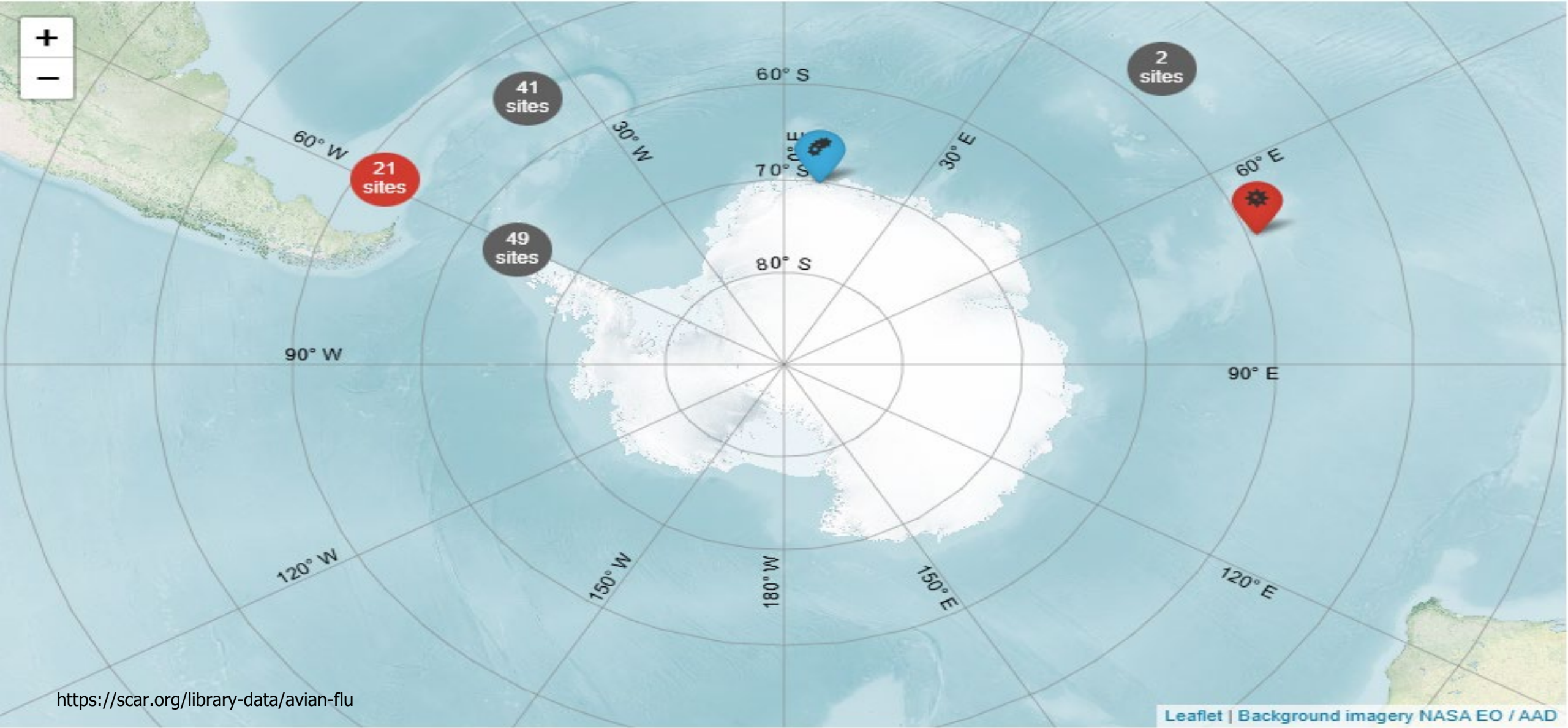
Wednesday 14<sup>th</sup> August 2024

**Exercise 'Avian Influenza'**













NO  
TARIIFS

NOOD  
TARRIFS

NO  
TARIIFS

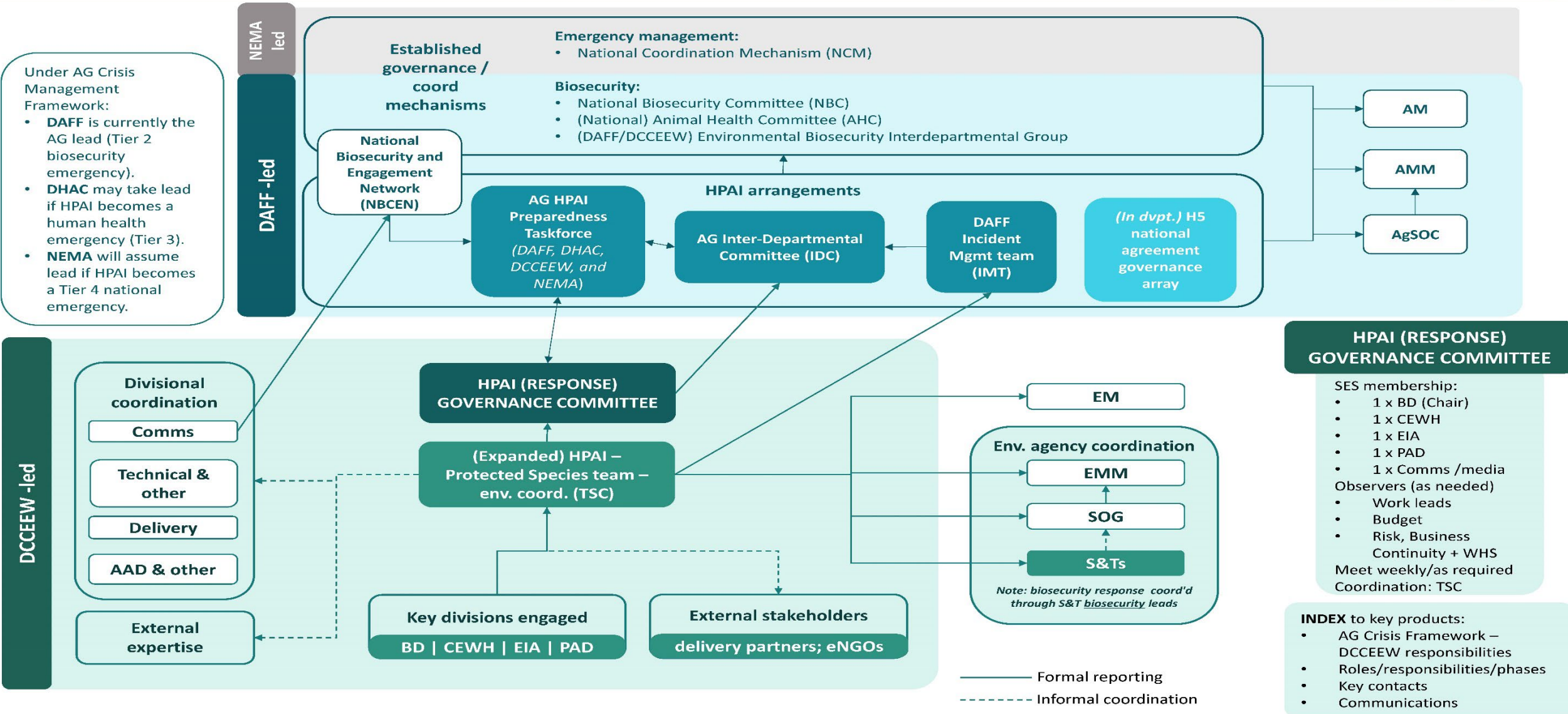
ИЕДСАКЫ  
ТРАНТ

РЕСИНДЕЛ!  
АСЧТОАК





# DCCEEW H5 Avian Influenza (Wildlife) Response Plan Governance DRAFT







**Stay frosty**  
**Thanks for listening!**

OFFICIAL

**Leith Hawkins**

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# Surge Capacity

# Find the common theme –prize on offer

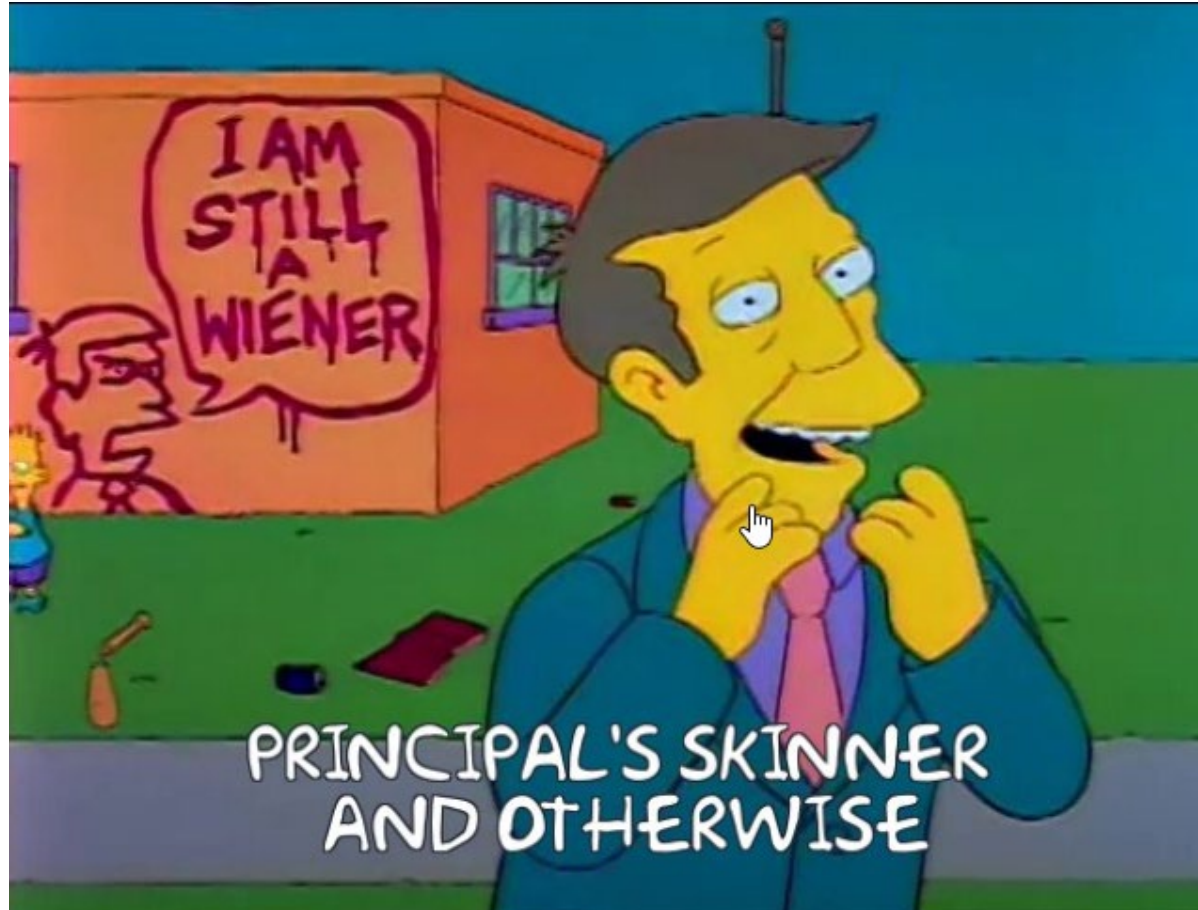


# Spanner in the works





# Principles



# Tools



# Examples





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OFFICIAL

**DAY 3 CLOSE**

OFFICIAL



OFFICIAL

 **THURSDAY**

**WELCOME**

OFFICIAL





The background of the slide is a close-up photograph of a woven basket filled with soft, white wool. A curved wooden handle is visible, arching over the wool. The lighting is warm, highlighting the texture of the wool and the grain of the wood.

## SESSION 12

# ALUMNI PANEL & Q&A



# ALUMNI PANEL



# SESSION 13

## INDUSTRY ENGAGEMENT





OFFICIAL

Ben Byrne

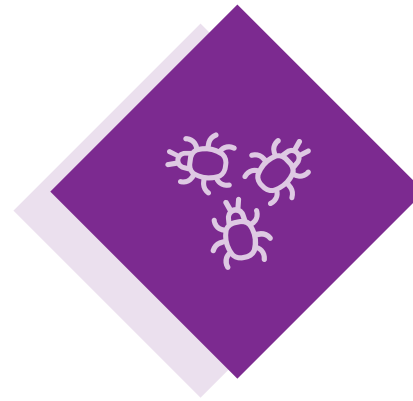
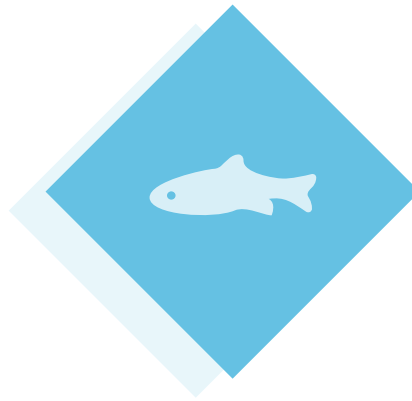
# INDUSTRY ENGAGEMENT OVERVIEW



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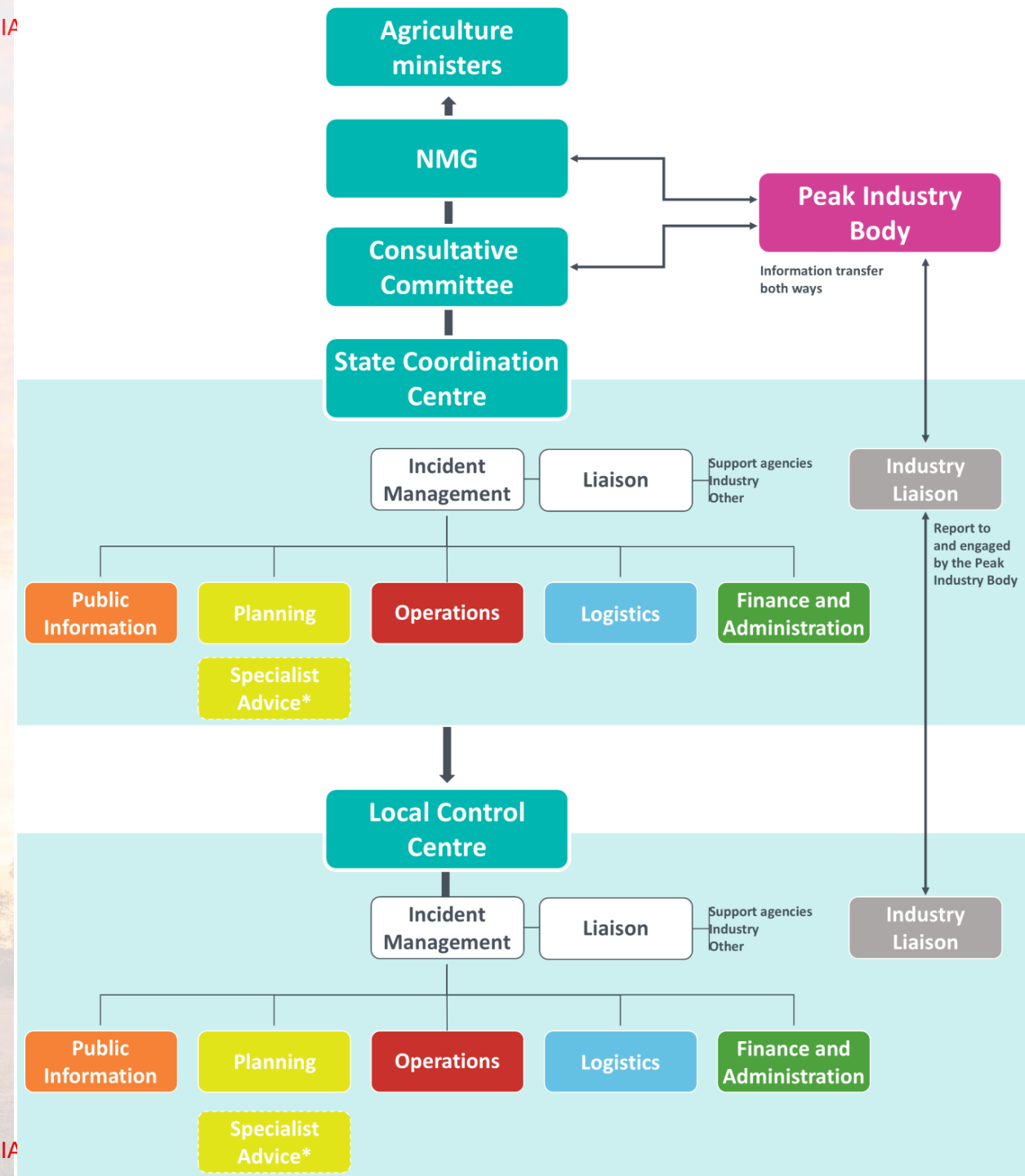
# INDUSTRY'S ROLE IN A RESPONSE

A Government – Industry Partnership




## OFFICIAL

OFFICIA





# WHAT DOES INDUSTRY PROVIDE?



Technical expertise



Networks and clients



Trusted source of information



Industry knowledge



Awareness and context of issues

# THE VALUE OF A GOVERNMENT - INDUSTRY PARTNERSHIP



Efficiency



Alignment



Communication



Trust and social  
licence

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Ed Storey

# A PRODUCER'S PERSPECTIVE



OFFICIAL



OFFICIAL

# LLI INDUSTRY REPRESENTATION IN RESPONSE

Danny Le Feuvre



OFFICIAL



**Australian**  
**Honey Bee**  
INDUSTRY COUNCIL

**Danny Le Feuvre**

*A small industry with a **BIG** impact*

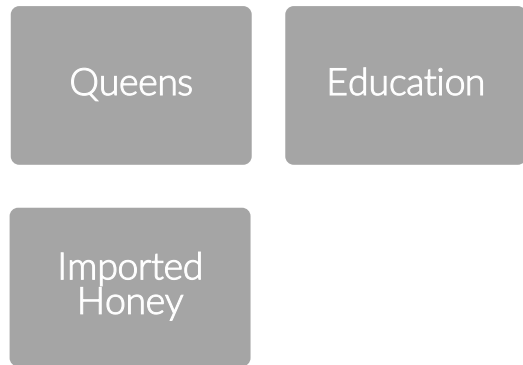
# AHBIC Structure



## MEMBER BODIES



## AHBIC Subcommittees



## AHBIC Subcommittees



**AHBIC**  
Board

**AHBIC Team**



OFFICIAL



# Honey Bees are part of the plant family



# NSW Biosecurity response *Varroa destructor*



- Detected in June 2022 – Newcastle
- Largest plant pest response in AU history
- 47,000 hives destroyed or 10% of NSW hives
- Cost \$100 million – cost shared
- Technically not feasible Sept 2023
- Emergency Plant Pest Deed
  - 26 affected parties all with 1 vote





# NSW Varroa Response Industry Liaison Officers

- Varroa confirmed June 22, 2022
- IMT stood-up ILO on-site 24<sup>th</sup> June
- 3 ILO roles deployed
  - 1 @ SCC - Orange
  - 2 @ LCC – Maitland/Tocal
  - 14 ILO's rotated through
- Early role was to assist CPHO with industry strategic documents/plans
- Active role in managing volunteers early





Sat 25<sup>th</sup> June



Tues 5<sup>th</sup> July



Tues 28<sup>th</sup> June





# Finding a place

- ILO sits outside of the IMT – depending on IC
- No chaperon – need to be proactive
  - Need handover
- Vision across whole response
  - Identifying issues and providing solutions
- Feedback from industry
  - ‘piggy in the middle’
- Managing the phone....
  - People with solutions
  - Everyone is an epidemiologist





# Why is it important to have industry at the table

## IMT perspective

- Industry Intelligence is important
  - Setting emergency regulation in extremely short timeframes
  - Pragmatic business continuity approach from industry
- Conduit between response and industry
- Assist in social licence maintenance through consistent messaging

## Industry body perspective

- Strengthens value of Peak Industry Body
- Strengthens relationships between industry and government
- Joint consistent and timely messaging very important







# Pressure beyond the IMT

- 10 member bodies across Australia
- Decision making via board/member bodies
- Nightly board meetings – big undertaking but essential for information sharing – consistency in media
- Member body meetings as twice weekly





# Navigating Confidentiality

- Balance of ILO responsibilities and providing timely information
- Respecting the chain of command
  - Public Info officer approval for all out-going comms and talking points
  - Delay release until DPI issue their comms (DPI long approval chain)
- Building trust with the IMT team – developing a shared understanding of the need to provide information



# DPI Response Comms Strategy

- DPI template for comms not tailored to our industry
- Lots of written updates/instructions
  - EDM's (emails)
  - Website
  - Call center
- Propensity to hold comms for fear of over communicating







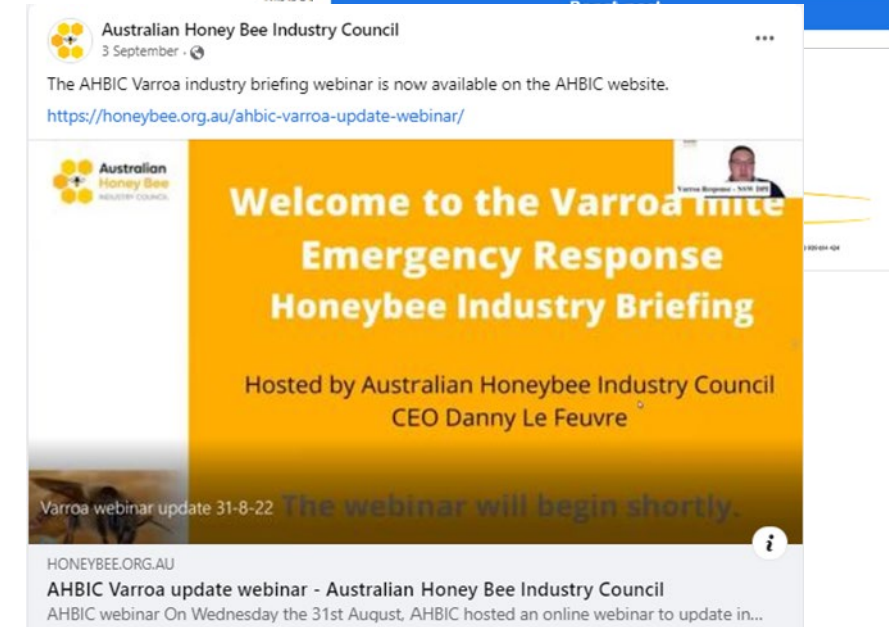
# Early pressures

- Fast moving
  - multiple IP's every day
  - Lack of solid/complete information
- Extreme thirst for detailed information
  - Lack of detail drives anger
  - Void of information then becomes filled with misinformation
  - Beekeepers became epidemiologists
- Media interest

**“Tell them  
what you know,  
what you DON'T know and  
what you're doing about.”**

# Evolving comms

- Initial updates as PDF's – quick immediate info
  - Posted to our website
  - Linked on social media
  - Emailed to member bodies
- Comms matured to include multiple channels
  - Managed webinars – more in-depth information
  - Meeting with association executives directly
  - Strategic use of media – quick broad messaging

Australian Honey Bee Industry Council  
3 September

The AHBIC Varroa industry briefing webinar is now available on the AHBIC website.  
<https://honeybee.org.au/ahbic-varroa-update-webinar/>

**Welcome to the Varroa mite  
Emergency Response  
Honeybee Industry Briefing**

Hosted by Australian Honeybee Industry Council  
CEO Danny Le Feuvre

Varroa webinar update 31-8-22 The webinar will begin shortly.

HONEYBEE.ORG.AU  
AHBIC Varroa update webinar - Australian Honey Bee Industry Council  
AHBIC webinar On Wednesday the 31st August, AHBIC hosted an online webinar to update in...

**Post Insights**

Total insights  
See more details about your post.

Post impressions	Post reach	Post engagement
101,994	92,876	7,366

Keep boosting to grow your audience.  
Australian Honey Bee Industry Council could reach 333 more people for every AU\$35 that you spend.  
[Learn more about reach estimates](#)



# Personal insights

## Staying in Control

### Can Control

- Be prepared to walk away from some battles
- Review protocols
  - Don't write them
  - Don't become IMT staff
- Media
  - be wary and play the game
- Reassurance from my executive
- Personal wellbeing

### Can't Control

- Personality clashes
  - High staff rotation
- Ministerial intervention
- Media enquiries
  - Play the game and apply the filter
- Direct Beekeeper calls
  - DPI faceless machine
- Differing views in industry
- Negative opinions and media





# The learning curve

- Incredible experience
- Relationships building
- Incredibly dedicated IMT team
- New appreciation for gov. employees



*Always*  
look for the  
*Label!*

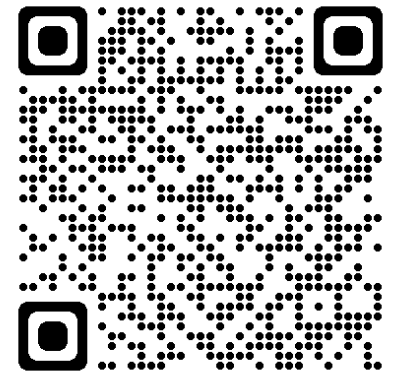


Product of  
Australia

Support our beekeepers  
**Buy 100%**  
**Australian honey**



[www.honeybee.org.au](http://www.honeybee.org.au)



[honeybee.org.au](http://honeybee.org.au)

# SESSION 14

## TEAM BUILDING: PINNACLE





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**DAY 1  
CLOSE**

**EVENING  
ACTIVITY**

**Networking  
Dinner  
Q Station**

**Meet front of Novotel 4:50pm  
Buses Leave 5:00pm**

OFFICIAL



OFFICIAL

 **FRIDAY**

**WELCOME**

OFFICIAL



A large group of pink piglets are packed closely together in a concrete pen. The piglets are mostly white with some black spots on their faces. They are looking in various directions, some towards the camera. The background shows the concrete walls of the pen and the legs of a person standing in the distance.

# SESSION 15

## RFS SITE VISIT





# RFS



# National Biosecurity Response Team

NSW Rural Fire Service

Inspector Ash Morrow



# Presentation to cover

- Welcome to the NSW RFS
- Our structure
- Emergency Management Arrangements in NSW
- Coordinated Firefighting
- Walk-through of Operations Centre
- Questions





# Who are we?

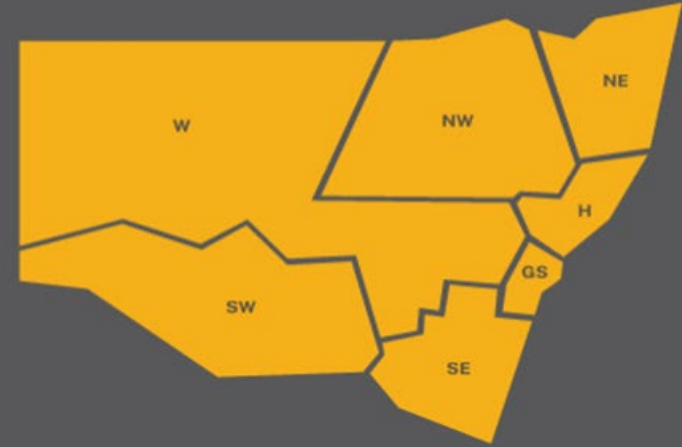
- Volunteer-based fire service
- Membership of over 70,000
- First Bush Fire Brigade formed in 1900 with the RFS becoming a central agency in 1997
- Combat agency for all fires in Rural Fire Districts in NSW.
- Lead agency for bush fires in NSW.
- Provide fire and emergency services to approximately 95 per cent of NSW.
- Over 6,300 operational vehicles, boats and aircraft.
- Typically respond to ~25,000 incidents p.a.





# Our structure

- **Headquarters** located at 4 Murray Rose Avenue, Sydney Olympic Park (houses our State Operations Centre)
- 7 Areas Commands
- 46 RFS Districts



VOLUNTEERS  
**70,829**



STAFF  
**1,240**



APPROXIMATELY  
**63%**  
OF RFS STAFF ARE ALSO RFS VOLUNTEERS



BRIGADES  
**1,982**



AREA  
COMMANDS  
**7**



RFS  
DISTRICTS  
**43**



Citation Jet (x2)



Chinook (x1)



Bell 412 (x6)



737 Large Air Tanker (x1)



# Aviation Capability

- RFS owns 11 aircraft including a 737 Large Air Tanker and a CH-47 Chinook Helicopter.
- Issues continue to be experienced with contract aircraft availability due to fire activity (North America, Europe and Asia), fuel costs and transport logistics.
- The RFS and NSW State Emergency Service (SES) now jointly manage the State Air Desk (SAD) following recommendations contained within the State Flood Inquiry report.
- The SAD supports various Government agencies including Corrective Services, Department of Primary Industries, NSW Telco Authority and Surf Lifesaving NSW.



Photo credit: Air Attack Supervisor Ash Morrow





# RFS

# Legislation



- Rural Fires Act 1997 (NSW)
  - i. Stipulates the requirements on what the RFS is required to do (e.g., fire suppression, public information and warnings)
  - ii. Provides authority to fire officers, without a warrant, to access land for fire suppression and take water
  - iii. Sets requirements for Bush Fire Management in NSW
- State Emergency Rescue Management Act 1989 (NSW)
  - i. Authorises State Emergency Management Plan and Sub and Supporting Plans
  - ii. Outlines Emergency Management Arrangements in NSW
  - iii. Provides a clear, comprehensive and holistic approach to Emergency Management



# RFS

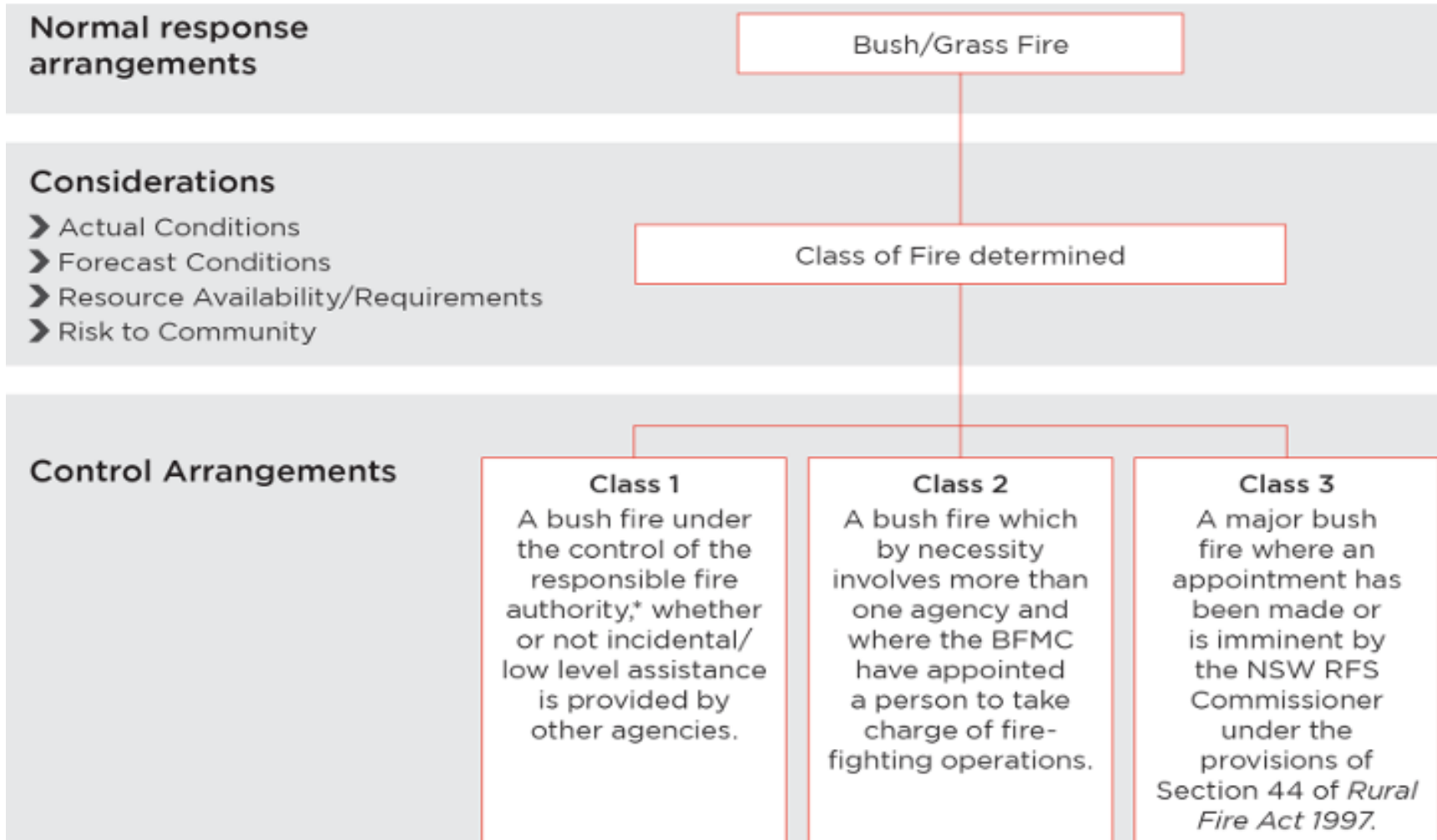


# Australasian Inter-Service Incident Management System (AIIMS)

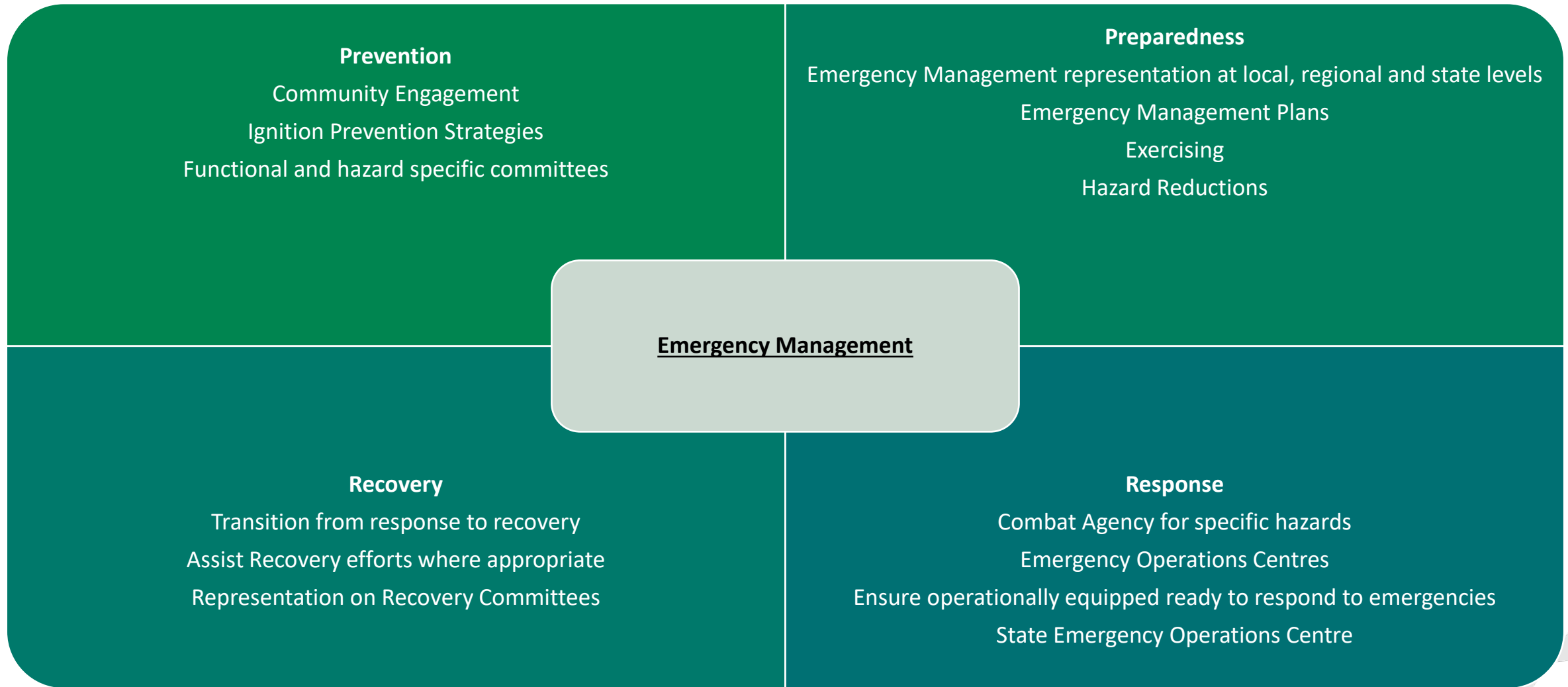
## Principles

- Management by Objectives
- Functional Management Structures
- Span of Control
- Flexibility
- Unity of Command

# Incident Classification







# STATE BUSH FIRE PLAN

A Sub Plan of the NSW Emergency  
Management Plan

2023



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## Sub Plans

- Hazard Specific
- Outlines lead agencies for hazards and support functions
- Ensures a coordinated response to emergencies

## Supporting Plans

- Deal with Supporting Functions
- Regional Plans
- Local Plans

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# Combat Agencies



**Fire (Within Rural Fire District) &  
Major Bush Fires Emergencies**  
Rural Fire Service



**Fire (Within A Fire District)**  
Fire and Rescue NSW



**Hazardous Material**  
Fire and Rescue NSW



**Major Structure Collapse**  
Fire and Rescue NSW



**Flood**  
NSW State Emergency Service



**Tsunami**  
State Emergency Service



**Storm**  
State Emergency Service



**Terrorist Act**  
NSW Police Force



**Search And Rescue**  
NSW Police Force



**Law Enforcement During A Declaration**  
NSW Police Force



**Pandemic**  
NSW Health



**Animal, Plant Disease, Rodent Or Insect Plague**  
NSW Department of Primary Industries



**Food Industry**  
NSW Department of Primary Industries



**Marine Oil & Chemical Spills**  
NSW Maritime

## SEOCON

Lead for:

- Earthquake
- Heatwave
- Aviation emergencies
- Any other unallocated emergency



# Functional Areas



**Agriculture and Animal Services**  
Department of Primary Industries



**Energy and Utility Services**  
NSW Office of Energy and Climate Change, NSW Treasury



**Engineering Services**  
NSW Public Works, Department of Regional NSW



**Environmental Services**  
Department of Planning and Environment



**Health Services**  
NSW Health



**Public Information Services**  
NSW Police Force



**Telecommunication Services**  
NSW Telco Authority



**Transport Services**  
Transport for NSW



**Welfare Services**  
Department of Communities and Justice



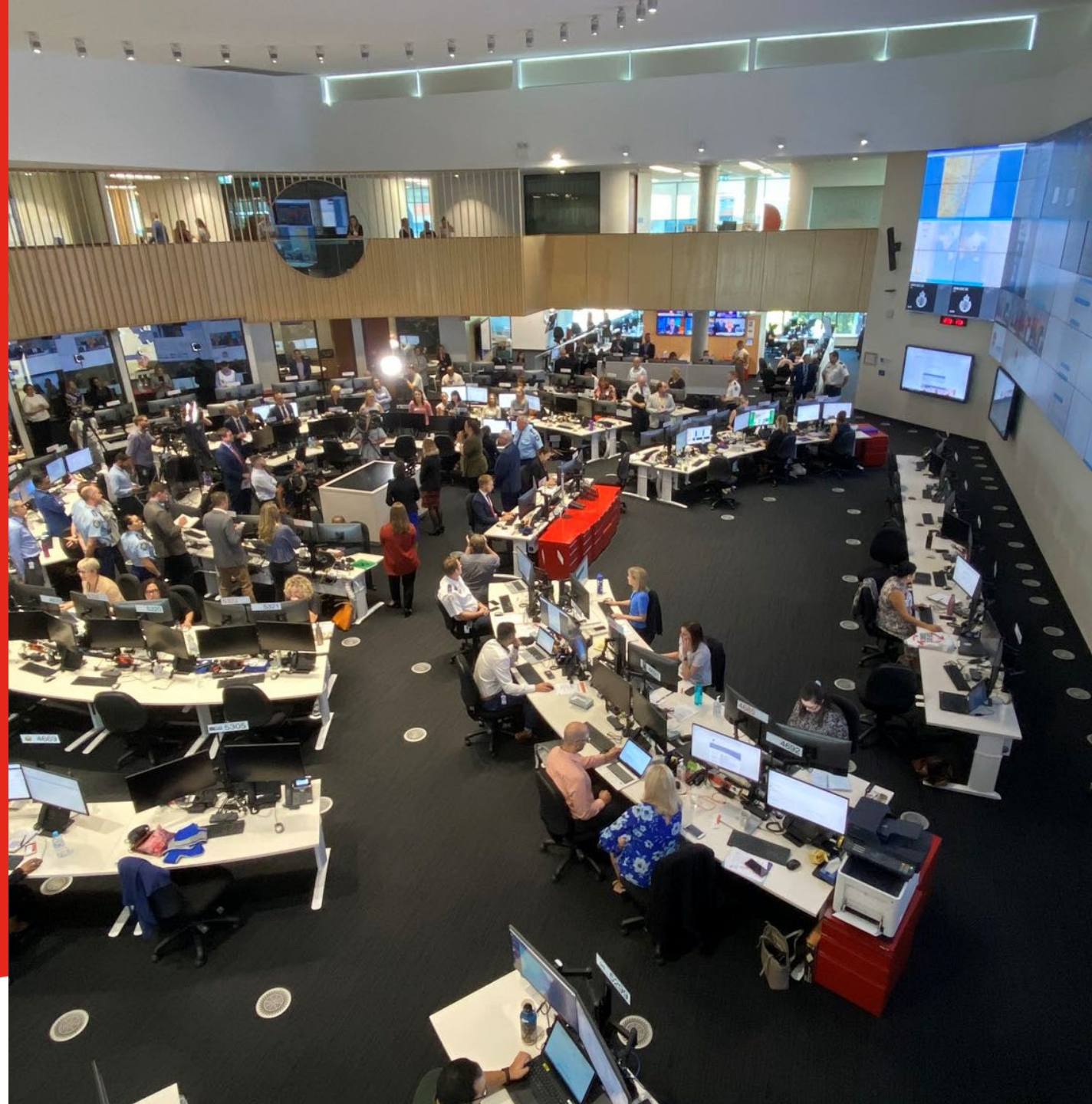
**Education Services**  
NSW Department of Education

# State Emergency Operations Centre

May be co-located with the RFS State Operations Centre

Representation as requested including:

- Combat agencies / Functional Areas
- Australian Defence Force, Bureau of Meteorology
- National Emergency Management Agency
- Recovery-related agencies (NSW Reconstruction Authority, Regional NSW, Service NSW)
- Supporting agencies including Department of Education, Multicultural NSW, Aboriginal Affairs NSW, and others





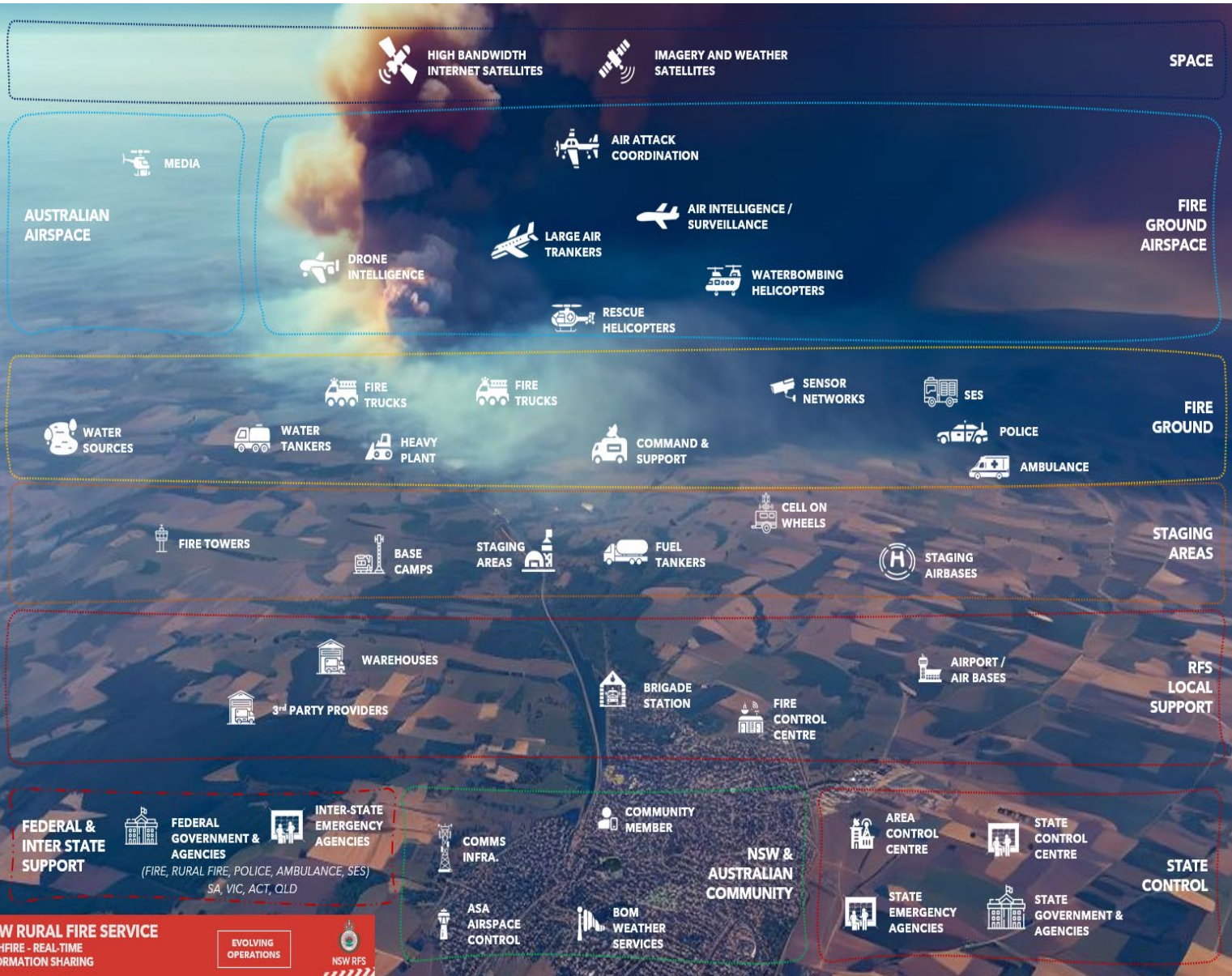
# State Air Desk (SAD)

- Coordinates all firefighting aircraft for NSW
- Ensures a State-Wide, coordinated approach
- Staffed by multiple agencies
- Redundancy of a State Aviation Duty Officer 365 days a year





# The RFS Operating Environment



**As incidents increase in scale,  
RFS and agencies capabilities develop,  
The RFS operating environment complexity significantly  
increase.**

- Greater coordination of the response is required between local brigades, districts and state, inter-state and international agencies
- It becomes difficult for firefighters to grasp the real extent of the situation across a vast swath of lands, many different resources and numerous communities
- Engaging resources across multiple incidents to maximise community outcomes becomes a delicate balancing act.
- The response and relief activities need to be sustained over weeks and months instead of hours

# Agency Fire Fighting Capabilities



- **71,017** members
- **700** Remote Area Fire Fighters and **40** Aviation Rescue Crew
- **3,883** appliances (bush fire tankers and pumpers) and **350** approved heavy plant contractors, with more than **2,700** registered plant
- **11** NSW RFS aircraft (1 Large Air Tanker, 3 fixed wing, 6 rotary) and more than **200** contracted aircraft available (including 2 Large Air Tankers)



- **1,267** fire fighters (including over 700 remote area fire fighters)
- **377** appliances and **189** heavy plant
- **3** owned aircraft (rotary) and **3** leased aircraft (2 rotary and 1 fixed wing)
- **1** additional contracted rotary aircraft to support NPWS rapid aerial response teams (RART) during the bush fire season



- **6,776** Fire Fighters (3,564 permanent and 3,212 retained)
- **574** bush fire tankers/pumpers and **53** bush fire appliances
- **97** Remote Aerial Piloted Systems (RPAS)
- **512** Community Fire Units with **4,657** members



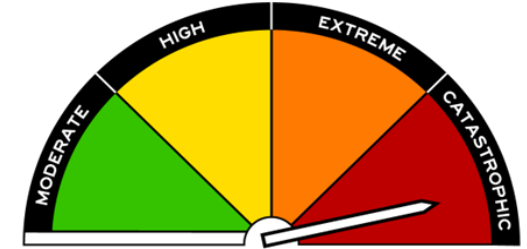
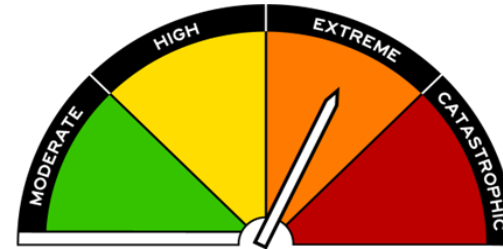
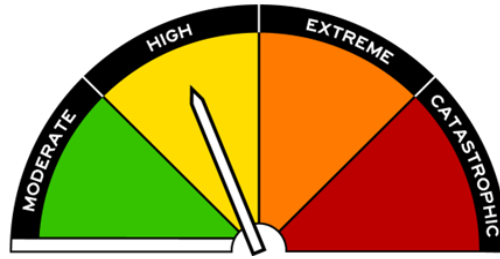
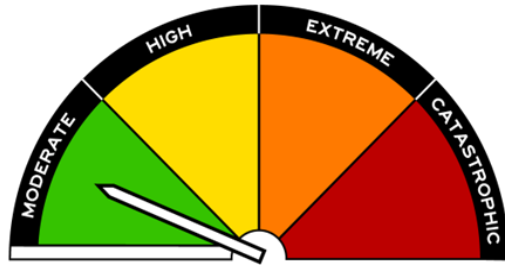
- **556** Fire Fighters
- **453** appliances and **35** heavy plant
- **4** contracted aircraft
- **110** Remote Aerial Piloted Systems (RPAS)

# Public Information & Warnings

- RFS is the lead agency for the issuing of public information and warnings relating to bush fires and bush fire threats.
- RFS has responsibility for the provision of information and associated public messaging and warnings through channels including.



# Fire Danger Ratings



Fire Danger	MODERATE	HIGH	EXTREME	CATASTROPHIC
Key Message	Plan and prepare.	Be ready to act.	Take action now to protect your life and property.	For your survival, leave bush fire risk areas.
Fire Behaviour	Most fires can be controlled.	Fires can be dangerous.	Fires will spread quickly and be extremely dangerous.	If a fire starts and takes hold, lives are likely to be lost.
Supporting Messages	<ul style="list-style-type: none"> <li>Stay up to date and be ready to act if there is a fire.</li> </ul>	<ul style="list-style-type: none"> <li>There's a heightened risk. Be alert for fires in your area.</li> <li>Decide what you will do if a fire starts.</li> <li>If a fire starts, your life and property may be at risk. The safest option is to avoid bush fire risk areas.</li> </ul>	<ul style="list-style-type: none"> <li>These are dangerous fire conditions.</li> <li>Check your bush fire plan and that your property is fire ready.</li> <li>If a fire starts, take immediate action. If you and your property are not prepared to the highest level, go to a safer location well before the fire impacts.</li> <li>Reconsider travel through bush fire risk areas.</li> </ul>	<ul style="list-style-type: none"> <li>These are the most dangerous conditions for a fire.</li> <li>Your life may depend on the decisions on you make, even before there is a fire.</li> <li>Stay safe by going to a safer location early in the morning or the night before.</li> <li>Homes cannot withstand fires in these conditions. You may not be able to leave and help may not be available.</li> </ul>

# Bush Fire Alerts



## **Advice**

A fire has started. There is no immediate danger. Stay up to date in case the situation changes.



## **Watch & Act**

There is a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family.



## **Emergency Warning**

An Emergency Warning is the highest level of Bush Fire Alert. You may be in danger and need to take action immediately. Any delay now puts your life at risk.

## ADVICE: Sandstone Caves Walking Trk, Dandry (Warrumbungle LGA)

A bushfire is burning on both sides of the Newell Highway at Dandry, approximately 30km north east of Coonabarabran. The fire, which is approximately 200 hectares in size, is burning in a westerly direction. The Newell Highway is closed in both directions between Coonabarabran and Narrabri. There is no immediate threat to properties.

Residents in the area are advised to stay up-to-date via the Hazards Near Me app and the #RFS website: [www.rfs.nsw.gov.au/fire-information/fnm](http://www.rfs.nsw.gov.au/fire-information/fnm)



### ADVICE

**Sandstone Caves Walking Trk  
(Warrumbungle LGA)**

Prepare Now




Check the latest information | [rfs.nsw.gov.au](http://rfs.nsw.gov.au) | Hazards Near Me NSW app | 1800 679 737
 

## Watch and Act: Hudson Fire (Walgett LGA) - Prepare now Glengarry and Grawin.

Crews are working to control the Hudson Fire burning approximately 70km north west of Walgett and 50km south west of Lightning Ridge. The fire has spotted to the east past control lines and is now burning approximately 7km to the west of the Glengarry Community. People in the Glengarry and Grawin Opal Fields should prepare now. Stay up to date on bush fires in your area by checking Hazards Near Me app, the RFS website <https://brnw.ch/2lwEpHY>, listening to your local radio station, or by calling the RFS Bush Fire Information Line on 1800 679 737.

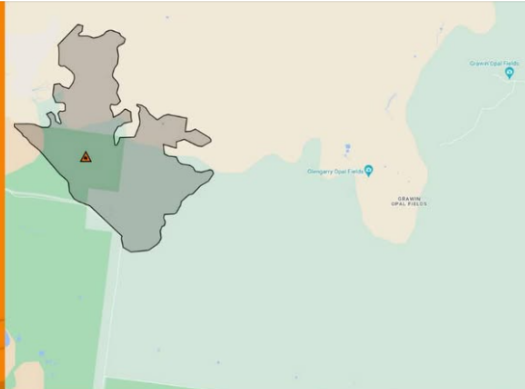
**North West Zone Rural Fire Service Lightning Ridge Area Opal Reserve Grawin, Glengarry, Sheeppyard - Community Page GRAWIN GLENGARRY SHEEPPYARD OPAL FIELDS MENS SHED Grawin Club Grawin Club in the Scrub**




### WATCH AND ACT

**Hudson Fire, Cumborah  
(Walgett LGA)**

Prepare Now - Glengarry and Grawin




Check the latest information | [rfs.nsw.gov.au](http://rfs.nsw.gov.au) | Hazards Near Me NSW app | 1800 679 737
 

## Emergency Warning: Cessnock Rd Fire, Abermain (Cessnock LGA)

A bush fire is burning in the vicinity of Cessnock Rd Abermain burning towards Charles St. If you are in the vicinity of Cessnock Rd, Charles St, York St, Ridley St, William St and Hebburn Rd, you are at risk. Leave now if the path is clear in a northerly direction towards Kurri Kurri.

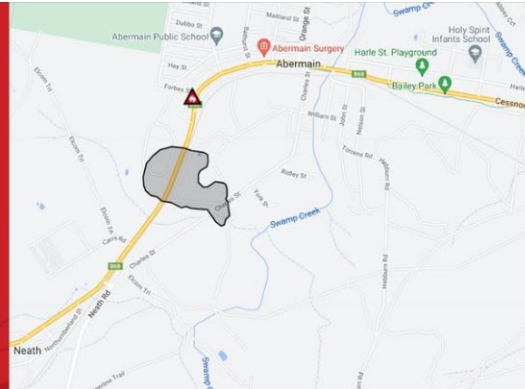
For more information visit the Hazards Near Me app and #RFS website: <http://www.rfs.nsw.gov.au/fire.../major-fire-updates/mfu...>




### EMERGENCY WARNING

**Cessnock Rd Fire, Abermain  
(Cessnock LGA)**

Leave Now towards Kurri Kurri - Residents near Cessnock Rd, Charles St, Ridley St, York St, Williams Street and Hebburn Rd



Check the latest information | [rfs.nsw.gov.au](http://rfs.nsw.gov.au) | Hazards Near Me NSW app | 1800 679 737
 



# 2019/20 Season at a Glance



- More than 160 days of continuous major operations in State Operations Centre
- Over 11,000 bush and grass fires
- 5.5 million hectares burnt – approximately 7% of the State
- Three State of Emergency declarations
- More than 40 Section 44 declarations (Bush Fire Emergencies)
- 59 days of Total Fire Ban (including 11 days of statewide bans)
- More than 2,400 homes destroyed
- Sadly 26 lives lost
- Nearly 15,000 homes saved in the direct area of fire impact

# 2019/20 Season at a Glance



## NSW RFS Public Website

Users (July 2019 – February 2020)	42.98 million
Page views (July 2019 – February 2020)	109.65 million

## NSW RFS Fires Near Me

New Downloads (July 2019 – February 2020)	2.74 million
---	--------------

## Social Media

Twitter engagements	609,951
Facebook engagements	6.45 million



3/07/2019



New South  
Wales

Sydney

Gold Coast

Adelaide

Canberra

Victoria

Melbourne





# RFS



Thank you





# SESSION 16

## REFLECTIONS



# EXIT SURVEY

NBRT PD Week 2025 Exit  
Evaluation



Scan the QR code  
to access the  
feedback form.





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## Professional development week

12–16 May 2025

**Thank you for your participation.**

**[NBRT@ANIMALHEALTHAUSTRALIA.COM.AU](mailto:NBRT@ANIMALHEALTHAUSTRALIA.COM.AU)**

**[NBRT.ANIMALHEALTHAUSTRALIA.COM.AU](http://NBRT.ANIMALHEALTHAUSTRALIA.COM.AU)**

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# PROFESSIONAL DEVELOPMENT WEEK CLOSE

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