

Final Report

Crisis Management Awareness Planning for the Australian Turf Industry

Project leader:

Dr Duncan Hall

Delivery partner:

Biologic Pty Ltd

Project code:

TU16003

Project:

Crisis Management Awareness Planning for the Australian Turf Industry – TU16003

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Level 8
1 Chifley Square
Sydney NSW 2000

Telephone: (02) 8295 2300

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Figure 1 Turf harvest (C) Turf Aust.

Summary

The project involved the development of a proactive and preventative risk management approach through effective risk identification, management and mitigation to ensure that the Australian turf industry is able to identify and proactively address potential industry risks and respond in an effective and responsible manner in the event of a crisis affecting the industry. Key industry stakeholders have been involved and consulted during the project to identify and assess the perceived likelihood of risks arising and the potential impact of such risks on the industry, which included: biosecurity, biological and environmental risks, workplace safety including potential risks arising through handling and contact with turf & associated soil. Water availability, social licence re water utilisation and changing (drying) climate should be considered by the industry and these, combined with technical developments (artificial / synthetic turf) and rapidly changing demographics (housing / residential options) and lifestyle changes are identified in this report as posing significant potential challenges to the industry. The crisis management planning (CMP) guidelines developed by Hort Innovation have been used to guide the planning process. The project has included extensive industry consultation, including on-line surveys, personal meetings, telephone discussions, field visits and industry meetings/workshop to inform the industry risk assessment and crisis plan and subsequent delivery of bespoke, immersive training and communication resources for the Australian Turf Association crisis team, executives & key turf industry stakeholders regarding crisis response, including critical incident media skills training.

Keywords

Turf; risk; crisis; critical incident; biosecurity; crisis response plan; training

Introduction

The long-term success of the turf industry relies on the industry's capacity to anticipate, identify, assess and effectively respond to and manage a diverse number of challenges and risks that may potentially result in crisis situations. This project delivered resources & capability to identify and effectively manage potential turf industry issues and risks and delivered contemporary crisis management principles, procedures & resources to be adopted, adapted and utilised by the Australian Turf Association and key industry stakeholders to manage unforeseen critical events and stakeholder interest and concerns to protect the positive perception and economic viability of the Australian turf growing industry and the health of industry operators, consumers and maintain the confidence in natural turf.

Methodology

Ensure a comprehensive process is developed and implemented to identify potential risks and threats and appropriate procedures are established and training delivered to manage identified risks to safeguard consumer safety and protect the integrity and reputation of the Australian turf industry.

Undertake a detailed risk assessment of the Australian turf industry

The risk assessment involved detailed discussions with key industry stakeholders working cooperatively with the management of the Turf Australia (T.A), Hort Innovation and turf growers. Extensive on-line search & literature reviews informed the authors regarding the diverse key risks facing the Australian turf industry. Field research included engagement with growers on-farm, organizing and attending national industry conference and issue-specific workshop, telephone and face-to face interviews with industry leaders in all states (except Tas, S.A) and and through the administration of a bespoke on-line surveys of growers and state industry representatives regarding their perception of industry risks and readiness to actively resolve critical issues that might arise.

Engage & inform industry stakeholders about the plan development

Following extensive consultation, as part of this project, the author implemented a Turf industry workshop and training program affiliated with the Turf Australia national conference in Brisbane (April 2018)

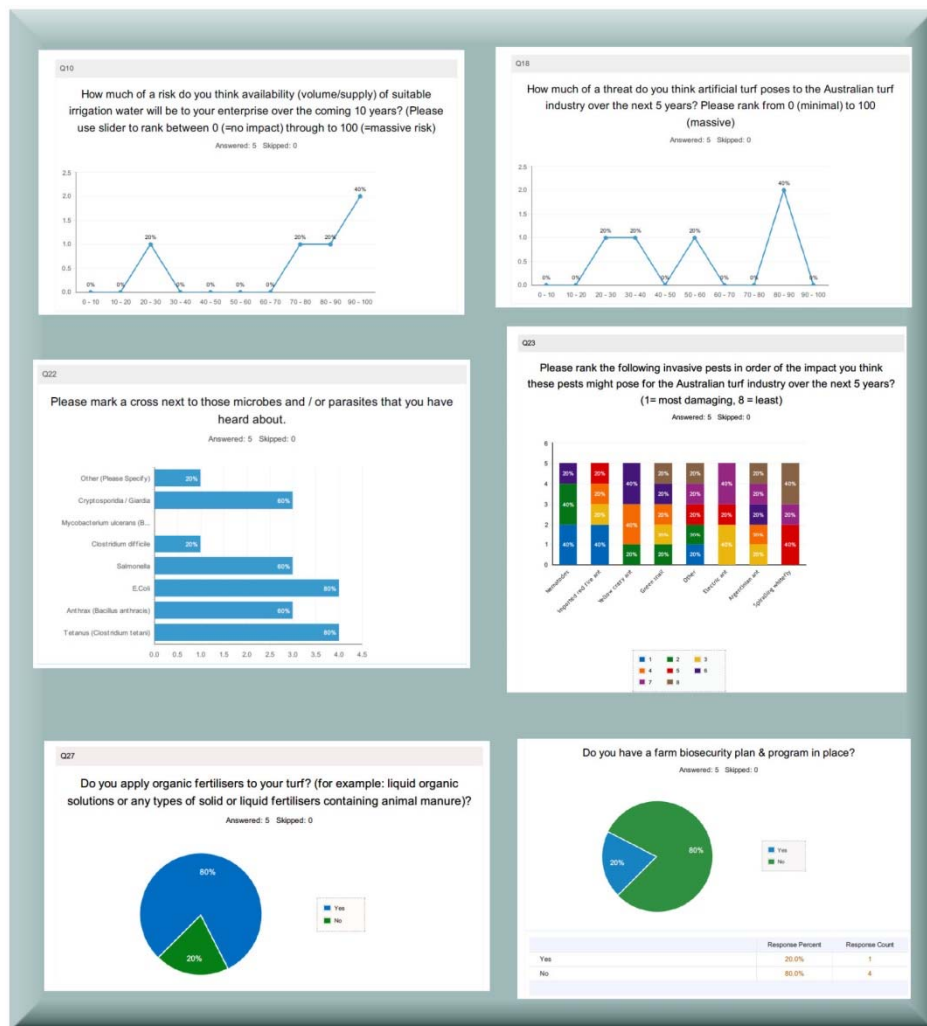


Figure 2 Examples of survey answers from industry

Develop comprehensive risk register and Crisis management plan (CMP) for industry.

The resultant risk register was provided to Turf Australia for consideration, review and this document has been utilised to complete the supplied 'Turf Industry – Risk assessment and management' (referencing the Hort Innovation CMP template) supplied with this report.

This plan has been developed after consideration of potential risks and identified issues, to assist industry leadership to prepare for and manage any unforeseen critical incident ('all-hazards approach').

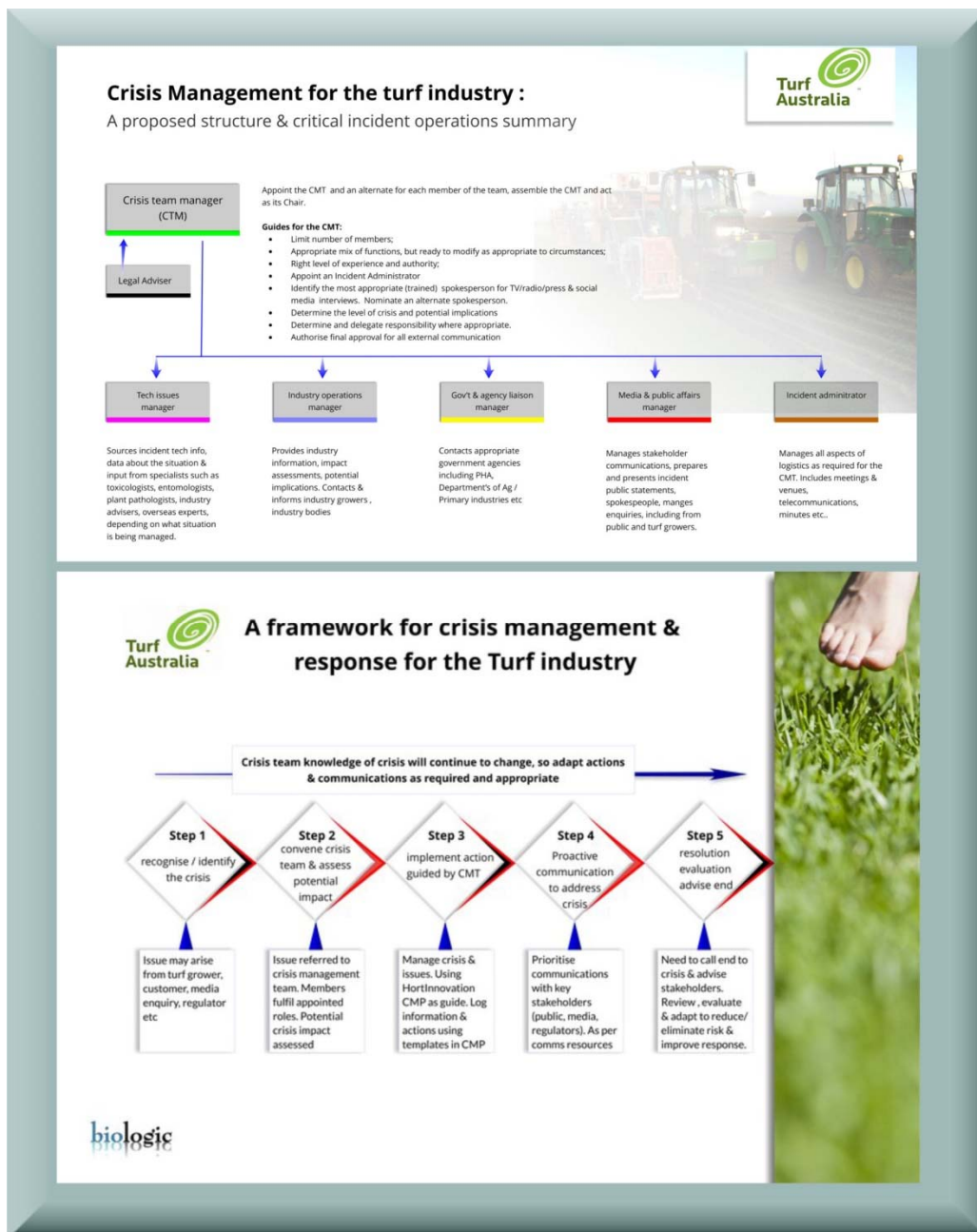
Develop & present bespoke training of key AOA & turf industry leaders re risk mitigation & crisis management.

Comprehensive crisis preparedness training has been delivered as part of this project, including a highly interactive risk assessment and immersive training program delivered to industry leadership and presented in association with Turf Australia in Brisbane:

Outputs

- Undertake risk identification, mitigation and management planning for the turf industry and develop the industry 'risk register', supplied with this report.
- Ensure key industry leaders has awareness and endorsement of the plan across the turf industry;

- Develop a comprehensive crisis management awareness program for the turf industry, based on the public, consumer and market reaction to potential issues arising in the turf industry in the near future; and
- Ensure the turf industry has practical steps to manage any crisis events and show how the issues are being addressed
- Develop and deliver industry participant awareness and training to provide accessibility and further enhancement to the plan and to deliver competence and confidence in regards to managing complex issues in a planned and rational approach to resolution.



Critical incident communications



Presentation for Turf Australia
April 10, 2018




© Biologic, 2018



What typifies a crisis 1?

- Often unforeseen & fast developing
- Potential harm - environment, health, economic
- Loss of public confidence & trust
- Intense media interest/ coverage
- Management generally feel the issue is uncontrolled
- Insufficient information
- Anxiety &/or outrage - public, staff, regulators, customers etc
- High degree of public & government scrutiny
- Instant "experts" or authorities appear in the media
- Management disbelief that the crisis has developed

Turf industry crisis response

Advice to turf growers & industry managers
Facing a serious incident or a situation which
you believe may escalate to a crisis

Telephone: 02 4588 5735

Step 1

- ▶ If you suspect a potential crisis
- ▶ If you consider that the situation may escalate into a crisis
- ▶ If you need assistance dealing with a major critical incident
- ▶ If there is a death or serious injury, call emergency services (ambulance, police) immediately & inform your state Work-safe authority.

Step 2

- ▶ Wait for further advice & instructions
- ▶ The Turf response team recognises the urgency & will be back in contact to assist you in dealing with the incident
- ▶ Refer ALL enquiries from the media or other individuals or organisations to Turf Australia, using the telephone number above.
- ▶ Do not comment or speculate about the issue or possible causes to anyone.

Step 3

- ▶ Follow the advice from Turf Australia
- ▶ Ask Turf Australia any questions if you are unsure of the instructions provided.
- ▶ Ensure that you follow the advice and are consistent with the advice in regards to anything you say or do.



Outcomes

The aim of the project to ensure that the turf industry is able to respond in an effective and responsible manner in the event of a crisis affecting the industry has been achieved through the development of an industry-informed, proactive risk identification, management and mitigation.

The types of scenarios that the industry identified through this project include: biosecurity risks, environmental issues such as climate change and environmental contamination, food safety concerns through potential chemical contamination risk, farm and industrial safety and labour issues. The crisis management planning (CMP) guidelines developed by Hort Innovation have been used to guide the planning process. Key industry stakeholders have been involved and consulted during the project.

The identified material risks facing the industry then informed the development of the comprehensive crisis management plan (CMP) for the turf industry. Following completion of the CMP, both awareness and training programs and activities have been implemented for turf industry participants, to provide industry awareness of

potential issues arising in the turf industry in the near future and to ensure the turf industry has a considered approach to managing unforeseen critical incidents to protect the health and wellbeing of consumers and staff and the reputation of the Australian Turf industry.

Monitoring and evaluation

The project requires such risk assessments to develop resources to identify and enable key industry participants to effectively manage potential industry issues and risks.

The project has delivered resources to enable contemporary crisis management principles and procedures to be adopted by Turf Australia and key industry stakeholders. This includes an industry-informed and agreed risk register and procedures as to how identified risks might be managed.

Participation in the project through completion of surveys, discussions, workshop & training has created an enhanced awareness among stakeholders of industry crisis management framework, processes & resources for the turf industry

A major objective of this project is to enable rapid identification and effective response to potential critical situations so that the industry maintains its reputation for producing and delivering high quality turf and ensures high standards of workplace and consumer health and safety..

Recommendations

Effective crisis management within organisations and industries requires constant vigilance and revision of crisis plans to keep such preparations and documents relevant and current. In particular, industry stakeholder registers (i.e key industry experts and their contact details) require diligent and regular review and updating to ensure that they are useful and accurate when needed in a critical event. Some identified industry risks are of a considerably dynamic nature. The potential risks of some possible transmission of microbial infection that might be associated with handling of turf are not fully elucidated or understood. It is recommended that appropriate expertise in this area is identified and that close attention is paid to any further potential findings associated with the epidemiology and pathogenesis of microbes identified in this project. Regular training of industry leadership in regards to crisis management and media presentation is strongly recommended and it is important that all industry participants are made aware of the existence of crisis planning and response, including provision of emergency contact procedures (i.e contact names and numbers) and what actions should be taken if they encounter unforeseen situations which could result in broader implications across the industry. Regular reevaluation of risks and crisis response and readiness are essential to effective crisis response.

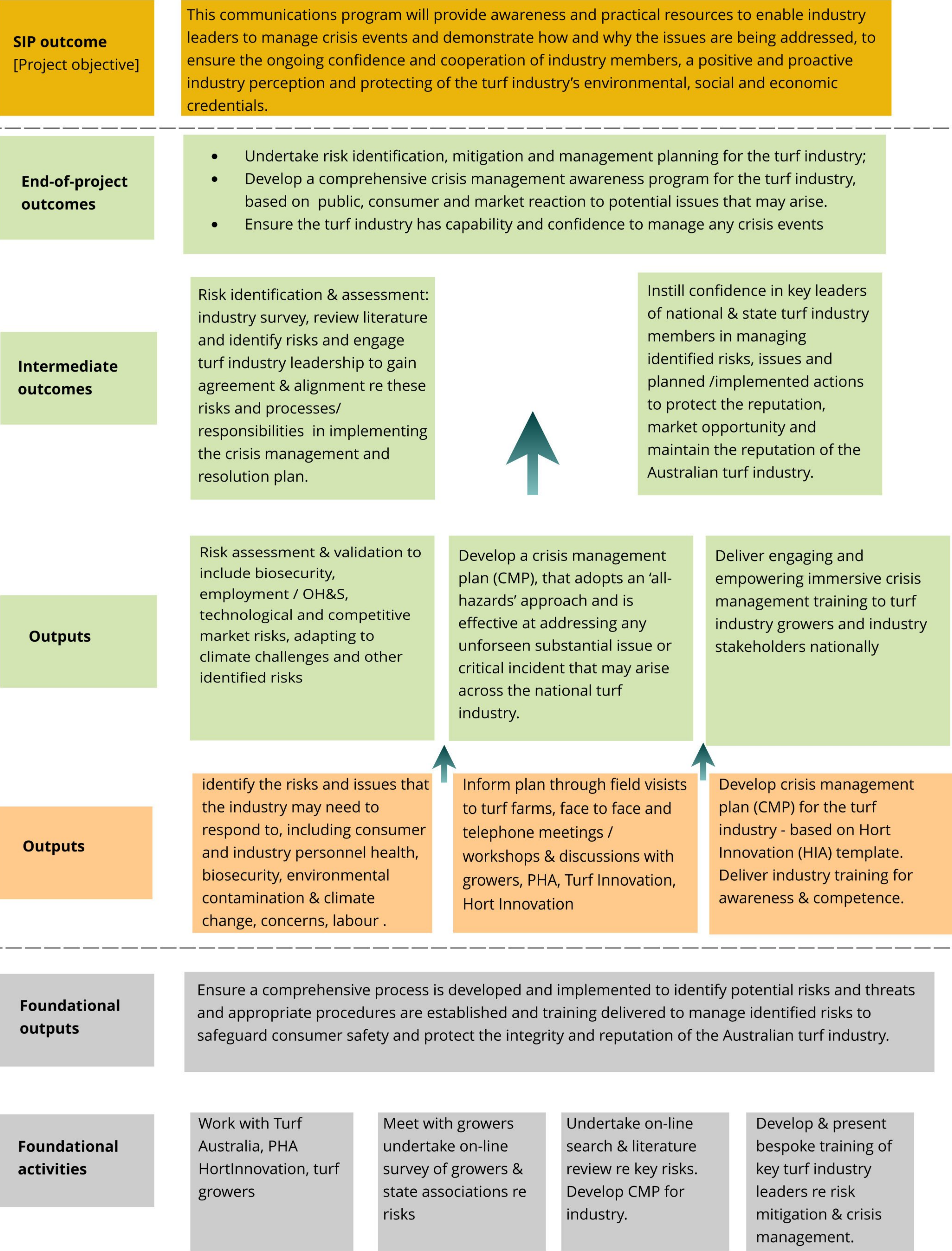
Intellectual property, commercialisation and confidentiality

'No project IP, project outputs, commercialisation issues to report. It is recommended that the risk register and associated turf industry crisis management plan are restricted in distribution to key leaders of the Australian turf industry, including Turf Australia. The risk register includes potential diverse potential risks of variable timelines that may be misunderstood in the public domain and create unnecessary concern about the safety of natural turf. This approach is consistent with organisation's crisis preparedness documentation in public and private companies who generally do not release such documents into the public domain.

Acknowledgements

The author wishes to acknowledge the assistance provided by many in the turf industry including: Ms Jenny Zadro, and Ms Rachel Layt and Richard Stephens, formerly of Turf Australia. Thanks to David Reid (Vic) and Ms Eva Ricci , Turf W.A for invaluable information and field visits. Roxanne and Anthony Kachenko of Hort Innovation and all members of the Australian Turf industry consulted in developing this report.

Project logic : TU 16003: Crisis management awareness program for the Turf industry





TU 16003– Stakeholder engagement plan

TU 16003:
Crisis management awareness program
for the turf industry
Engagement Plan & execution

**Hort
Innovation**
Strategic levy investment

**TURF
FUND**

This project has been funded by Hort Innovation using the turf research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au



TU 16003– Stakeholder engagement plan

ENGAGEMENT PLAN & EXECUTION

Project: TU 16003 -Crisis management awareness program for the turf industry

Prepared By: Duncan Hall

Date: June 26 2018

BACKGROUND INFORMATION

The aim of the project is to ensure that the turf industry is able to respond in an effective and responsible manner in the event of a crisis affecting the industry. The types of scenarios that the industry may need to respond is identified during the including: environmental contamination, customer, contractor and farm safety concerns, labour issues. The industry also needs to clearly plan for and address complex longer term macro issues, including water resource availability, management & social licence in the face of climate change and seasonal water shortages and competitive threats including synthetic turf and government policies and actions. The crisis management planning (CMP) guidelines developed by Hort Innovation have been used to guide the planning process. Key industry stakeholders have been involved and consulted during the project.

In addition to crisis management this project involves the development of a proactive and preventative risk management approach through effective risk identification, management and mitigation.

PURPOSE OF ENGAGEMENT

To gain turf industry insight and knowledge to inform the project through risk identification, mitigation and management planning for the turf industry

to gain industry perspective of material risks to inform and develop a comprehensive crisis management plan (CMP) for the turf industry, based on the turf industry participants, attitudes to current and potential issues that might arise in the turf industry and ensure the turf industry has an awareness, structure, plans and management capabilities to effectively manage challenging identified issues and any crisis events that might arise.



TU 16003– Stakeholder engagement plan

ENGAGEMENT OBJECTIVES

The purpose of the turf industry stakeholder engagement is to consult with turf industry growers and Turf Australia and other informed external parties to gain a balanced and informed view of risk perceptions across the industry and to ensure that the industry participants are aware of and supportive of the risk assessment and mitigation assessment and related crisis management plan.

- The purpose of the turf industry stakeholder engagement is to gain a balanced and informed view of risk perceptions across the Australian turf industry and to ensure that the industry participants are aware of and supportive of the risk assessment and mitigation assessment and related crisis management plan.
- This is critical to the relevance of the plan to growers and processors and ultimately to the success of the plan implementation through engagement and plan awareness.
- Meet with Turf Australia management and industry leaders to review existing issues awareness, risk perceptions and crisis management documentation and preparedness.
- Work directly with turf industry to determine key foreseeable material risks for the turf industry:
- Identify the diversity, likelihood and potential impact of scenarios that the industry may need to consider and respond to, including chemical and turf nutrient environmental contamination, customer, contractor and farm safety management, labour management practices, climate change implications etc (Through development of a risk register & risk assessment / mitigation document)
- Gain agreement / acceptance of these identified risks amongst leading producers and industry association managers in the Australian turf industry.
- Ensure awareness of the turf industry crisis plan.
- Develop a suite of crisis management resources (e.g flowcharts, posters, briefing documents, media engagement resources) to equip industry leadership to identify, manage and resolve critical incidents.
- Deliver tailored training to the industry membership to equip industry participants with an appropriate framework to assess risks and develop considered, timely and appropriate responses, based upon the industry crisis management plan.



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STAKEHOLDER AND COMMUNITY ANALYSIS

Stakeholder	Interest / Impact / Influence	Expectations	IAP2 Level
<i>Australian turf growers</i>	<i>High interest, impact and influence.</i>	<i>That they will be informed of potential risks, their likelihood and impact (risk matrix) and be engaged in risk identification/ mitigation and crisis management process development as it progresses</i>	<i>Consult, engage & Involve</i>
<i>Turf Australia & Hort Innovation</i>	<i>High interest / high impact / high influence</i>	<i>That they will be closely involved in project TU 16003 and in risk assessment & development of CMP & training for members.</i>	<i>Consult</i>
<i>Plant Health Australia</i>	<i>Medium interest / medium impact / high influence (re biosecurity)</i>	<i>PHA is a key organisation in preventing exotic biosecurity pests into Australia. Awareness of gaps in existing turf industry biosecurity plans are important to PHA. Turf Australia are not currently members of PHA.</i>	<i>Inform</i>



TU 16003– Stakeholder engagement plan

ENGAGEMENT SUMMARY TABLE

Project Stage	Engagement Level & Objective	Stakeholders	Technique/s	Who & Where	Estimated Timing
<i>Informing the risk register & risk management plan</i>	<i>Consult & collaborate</i>	<i>Turf Australia External industry advisers Turf growers State Turf Associations PHA</i>	<i>Telephone discussions, Personal face to face meetings Online search and assessment, Literature review (C. difficile)</i>	<i>D.Hall in conjunction with Richard Stephens (T.A) Rachel Layt (T.A) Jenny Zadro (T.A) Industry workshop Telephone state Industry Dev. Officers, external consultants</i>	15 days
<i>Planning</i>	<i>Consult</i>	<i>Turf growers</i>	<i>Field visits to farm, telephone conversations processing plant</i>	<i>Coordinated with Eva Ricci (Turf W.A) due to profile of potential issues</i>	2 days
<i>Planning</i>	<i>Consult</i>	<i>Plant Health Aust (PHA)</i>	<i>Telephone discussion, email</i>	<i>Called PHA & was referred to R. Stephens at Turf Aust re turf biosecurity issues.</i>	<i>0.5 day</i>
<i>Planning</i>	<i>Consult</i>	<i>Turf industry :</i>	<i>On site meetings, completion of risk assessment (risk matrix) survey</i>	<i>D.Hall in conjunction with E. Ricci (Turf W.A), Risk assessment matrix developed in consultation with industry representatives by phone, in person and at April workshop.</i>	4 days
<i>Planning & implementation</i>	<i>Collaborate & Inform</i>	<i>Turf growers & management HortInnovation</i>	<i>Development of crisis planning resources (graphics, posters, video training etc)Risk assessment & crisis preparedness workshop</i>	<i>Turf Australia management (Jenny Zadro, Rachel Layt) State Turf Assoc reps. HortInnov invited</i>	12 days

Feedback

Inform

Hort Innov

Feedback report & project update

Roxanne Portolesi

0.5 days



TU 16003– Stakeholder engagement plan

KEY MESSAGES – ENGAGEMENT WITH INDUSTRY & STAKEHOLDERS

- Seeking to work cooperatively and closely with turf industry participants to identify significant risks and potential risks for the Australian turf industry and how these risks may evolve and impact the industry over coming years.
- The project requires such risk assessments to develop resources to identify and enable key industry participants to effectively manage potential industry issues and risks.
- The project will deliver resources delivering contemporary crisis management principles and procedures to be adopted by Turf Australia and key industry stakeholders. This will include an industry risk register and how risks will be managed.
- Participation in the project through completion of surveys, discussions, workshop & training will create an enhanced awareness among stakeholders of industry crisis management framework, processes & resources for the turf industry
- The overarching objective is to enable rapid and early identification and effective response to preferably mitigate any potential critical situations, and effectively manage any critical events so that the industry maintains viability and its reputation as a well managed and responsible horticultural industry, operating with high levels of safety compliance.
- The project will be completed by August 30 2018
- The project is funded by HortInnovation.





TU 16003– Stakeholder engagement plan

PARAMETERS AND LIMITATIONS

Type of limitation/parameter	Any issues and crisis preparedness plans must be regularly reviewed as industries evolve and changed personnel. Capability relies on industry leaders and members being fully aware of possible adverse incidents and who & how these will be managed. Turf Australia is required to take ownership of all preparations and resources to equip the industry to respond to and effectively address critical incidents.
Staff capacity and skills	The project (TU 16003) is the responsibility of Dr Duncan Hall, Managing Director Biologic Pty Ltd.
HortInnovation project commenced	September 20 2017
Consultation period	20 September 2018-July 7 2017
Key HortInnovation milestones	<p>Completion of Turf industry risk assessment, Industry survey & completion of 'preemptive' risk engagement with industry (completed Nov 2017)</p> <p>Deliver industry CMP training program to Australian turf industry leadership (completed April 2018)</p> <p>Completion of national delivery of risk assessment framework & CMP awareness presentations to industry (Completed June 2018)</p>
Dates of face to face activities	<p>Multiple meetings with Turf Australia leadership in Richmond NSW, Melbourne and Brisbane from Oct 2017-April 2018</p> <p>Field visit and meeting with Ms Eva Ricci, Turf W.A April 4, 2018</p> <p>Turf Industry workshop – Brisbane April 10, 2018</p>



TU 16003– Stakeholder engagement plan

Negotiable and Not negotiable	Negotiable	Not Negotiable
	Biologic Pty Ltd has sought and welcomed any information provided by turf industry growers and stakeholders including PHA, HortInnovation and Turf Australia	
	<i>Perception & assessment of risks facing industry</i>	<i>Timeline for delivery of project and final report to HortInnovation</i>
	<p><i>Communications to create awareness and engagement of risk assessment & CMP throughout the Australian turf industry.</i></p> <p><i>Biologic remains very receptive to ideas for promulgation and awareness of the risk / crisis resources & delivery of (on-line?) awareness & training materials.</i></p>	<i>Crisis management plan to utilise and be consistent with the existing HortInnovation crisis management plan template & structure.</i>
Engagement Risks	Issue	Response
	<i>Gaining appropriate insight and feedback regarding risk perceptions, assessment and management strategies in the (draft) plans submitted</i>	<i>Limited feedback provided through online industry survey due to disappointing participation. Excellent feedback from field / farm visits, one on one conversations with industry participants (e.g Turf Aust & State Assoc. Turf grower), excellent engagement with national industry leaders at workshop & training April, 2018 Brisbane</i>
	<i>Stakeholders (industry growers & Turf advisers / state Turf Associations) unwilling to engage – not participating in survey, declining to meet or discuss project.</i>	<i>Seek alternative industry participation and a variety of communication and engagement techniques</i>



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REPORTING BACK

How will you respond to your participants	Who will do it	When
<p><i>Phone call/email/survey& meeting follow up as issues identified during survey process.</i></p> <p><i>Use these opportunities to cross check opinions expressed amongst industry peers to ensure accuracy / relevance of risks proposed and to identify if turf industry risks are national/regional or local in nature. Some risks may be more acute based on size of holding or demographics.</i></p>	<i>Biologic Pty Ltd</i>	<i>November 2018-May 2019</i>
<i>Workshop provided excellent opportunity for feedback from industry leadership to Biologic to tailor plan and training.</i>	<i>Biologic Pty Ltd, AOA</i>	<i>April 2018</i>
<i>Formal feedback report</i>	<i>Biologic Pty Ltd</i>	<i>As per TU 16003 milestone reporting. Project concludes August 30 2018</i>

EVALUATION

What success looks like for:	The project team	The decision maker	The stakeholders
	<p>Delivery of project on time, on budget.</p> <p>Deliver resources and tools that enable and empower the turf industry to manage critical incidents and communicate their decisions and actions confidently.</p>	<p>Alignment across the turf industry in regards to what constitutes the major risks facing the industry and a clear and well communicated approach for the industry to coordinate actions through the AOA in the event of any possible crisis developing. Pan-industry cooperation, coordination and unity of message.</p>	<p>Well informed, comprehensive risk assessment & engaging and capable crisis management plan that provides an effective and efficient process and resources to manage unexpected issues and critical incidents .</p>

Evaluation measure	How we will measure	Who will do it
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TU 16003– Stakeholder engagement plan


How successful was the engagement?	Turf industry stakeholders have been receptive and helpful in regards to informing the risk register and risk management assessment.	Biologic Pty Ltd (D.Hall)
What could we do better?	Delivery of the project through communications and effective training resources – in person and on-line will be critical to the longer term value of TU 16003 to the industry.	Further crisis team preparation in terms of who would be called upon to form the core crisis response team and further preparation in regards to both operating as a crisis team, who are key external stakeholders (& contact details) and further, regular scenario & media training would be beneficial.

SIGN-OFF

Full Name:	Duncan Hall	
Position Title:	Managing Director	
Signature:		Date: June 30 2018

Contact us:

 P.O Box 1043
Camberwell VIC Australia 3124

 +61 (0)402 696805

 admin@biol.net.au

 hall.duncan

 www.biol.net.au

See Appendix 1,2 & 3– following pages



TU 16003– Stakeholder engagement plan

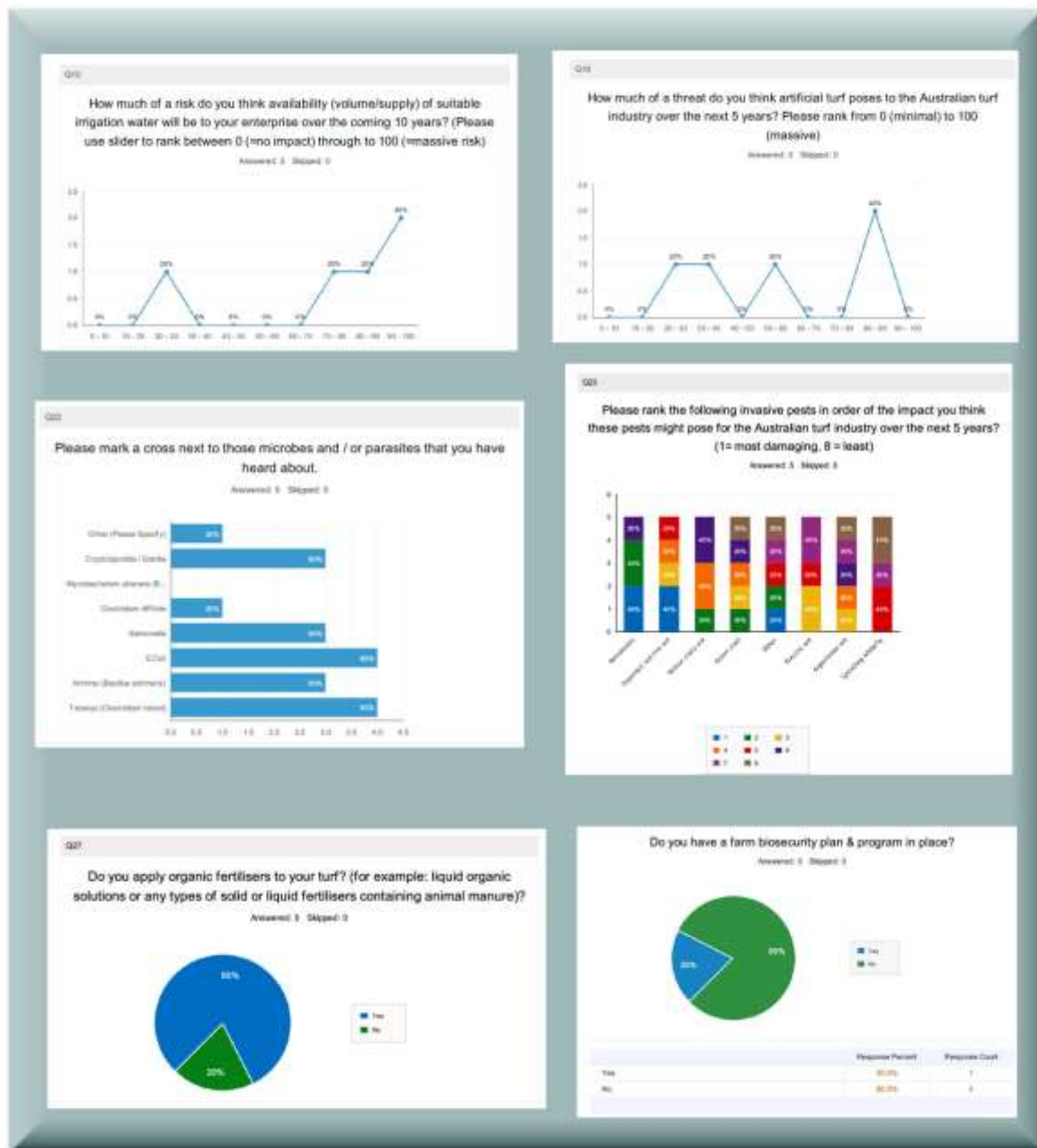
Appendix 1 : Turf industry risk management workshop & crisis response training – Brisbane, April 2018





TU 16003– Stakeholder engagement plan

Appendix 2: Sample of Turf industry risk assessment survey administered on-line with assistance from Turf Australia





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Appendix 3: Turf Industry risk matrix, Brisbane April 2018

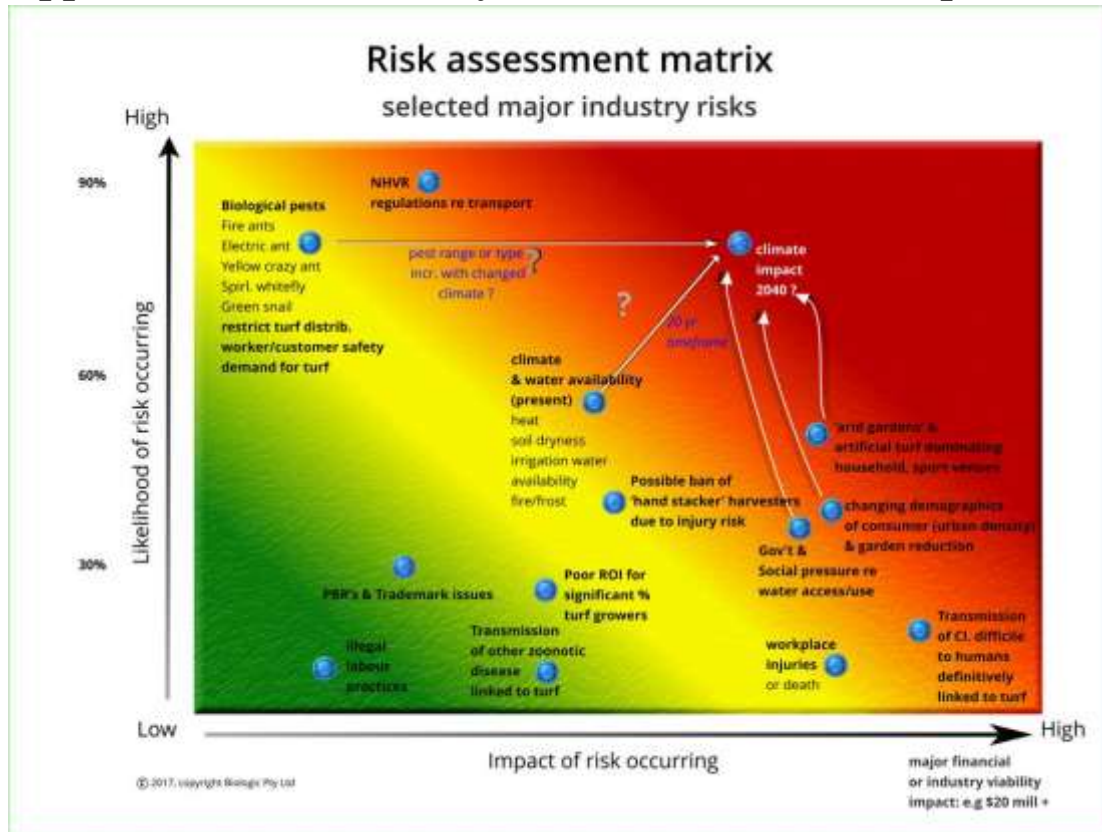


Figure 1 Biologic Pty Ltd proposed assessment

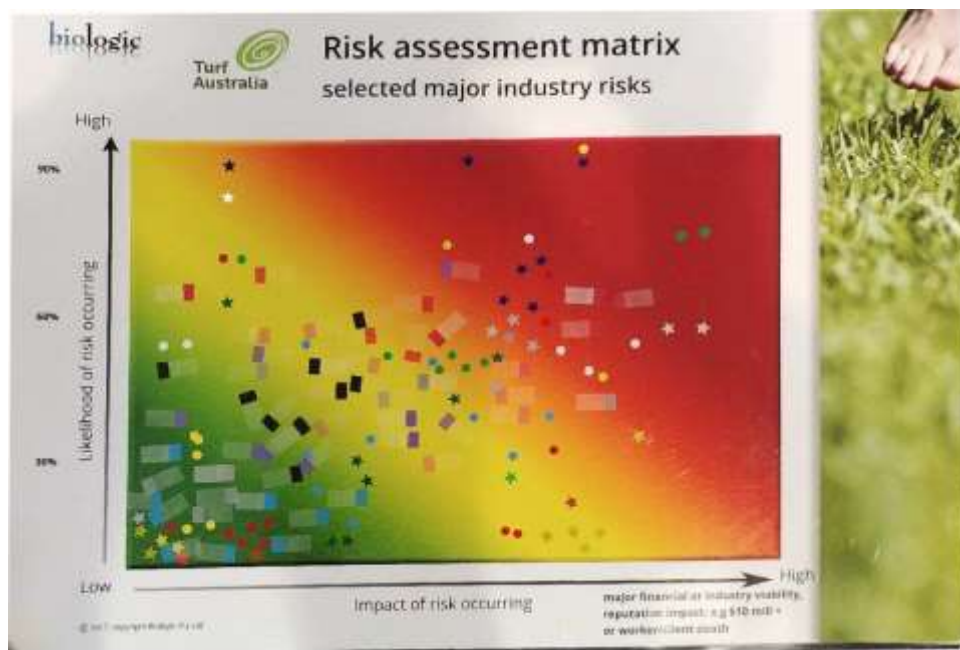


Figure 2 Turf industry workshop - Group perceptions



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Appendix 4: Example from Crisis resources prepared for Turf Industry:

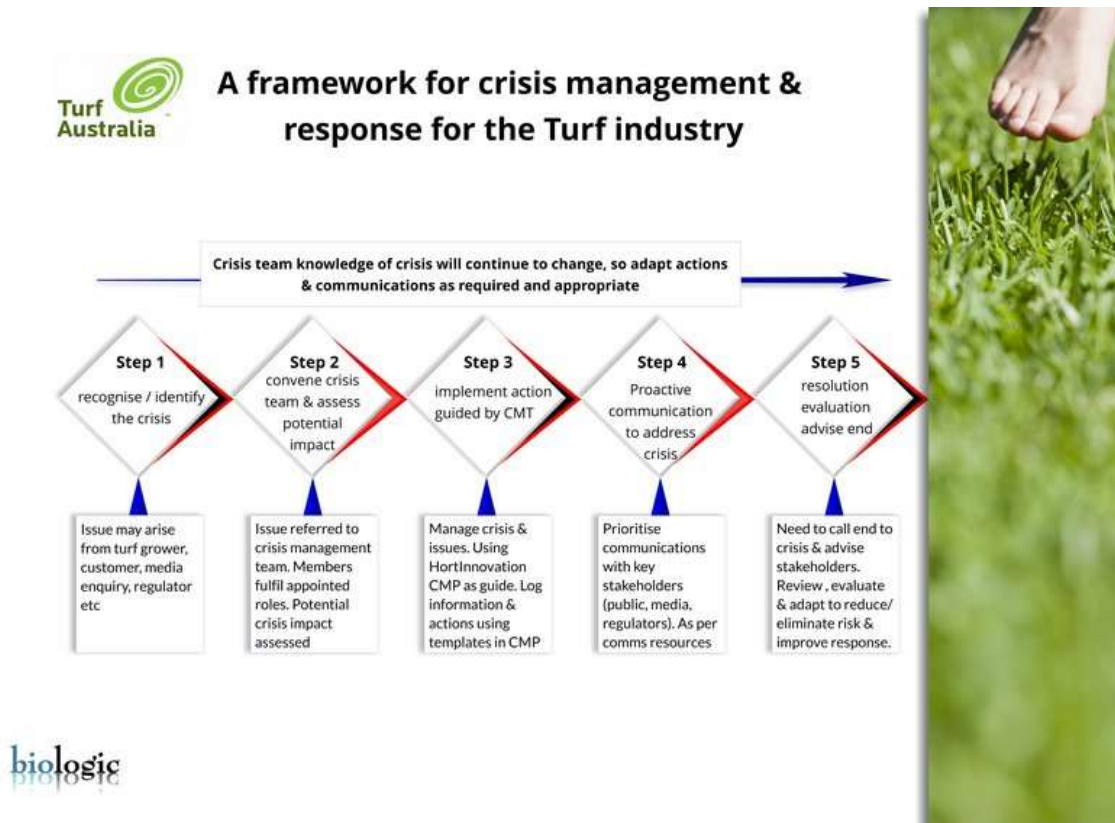
Crisis summary form

Action	Information required
Summary of issue / crisis	<p>Bullet points:</p> <p>What happened?</p> <p><i>e.g EPA calls about fish kill downstream from Turf farm</i></p>
Initial response & actions	<p>What actions have been taken so far?</p> <p><i>e.g Called back EPA regulator, gathered information about when & where fish kill noticed. Have identified and spoken to owner of property & arranged to meet both farmer & EPA on site at 10.00 a.m</i></p>
Identified key issues	<p><i>e.g Operation involved & recent use of chemicals & fertilisers, including organic materials</i></p> <p><i>Regulator has stated believes due to excess nitrogenous pollution and deoxygenisation of water, but accepts could be toxic organic chemical</i></p>
Key stakeholders	<p><i>e.g Turf farmer, EPA, Turf Australia, nearby residents, local council, local media, public, APVMA</i></p>
Actions over next 24 hrs	<p>Provide summary of proposed action over next 24 hrs</p>
Crisis management 'point' person (at this time)	<p>Details of who is the central persona at this point in time who will oversee crisis response</p>
Contact details of crisis point person	<p>Contact details of person above: Name, mobile number, email, physical location</p>



TU 16003– Stakeholder engagement plan

Appendix 5: Issues & crisis response framework – Turf industry



Crisis Management for the turf industry :

A proposed structure & critical incident operations summary





TU 16003– Stakeholder engagement plan

Appendix 6: Issues & crisis response quick response for turf growers



Turf industry crisis response

Advice to turf growers & industry managers
Facing a serious incident or a situation which
you believe may escalate to a crisis

Telephone: 02 4588 5735

Step 1

- ▶ If you suspect a potential crisis
- ▶ If you consider that the situation may escalate into a crisis
- ▶ If you need assistance dealing with a major critical incident
- ▶ If there is a death or serious injury, call emergency services (ambulance, police) immediately & inform your state Work-safe authority.

▶ Wait for further advice & instructions

Step 2

- ▶ The Turf response team recognises the urgency & will be back in contact to assist you in dealing with the incident
- ▶ Refer ALL enquiries from the media or other individuals or organisations to Turf Australia, using the telephone number above.
- ▶ Do not comment or speculate about the issue or possible causes to anyone.

▶ Follow the advice from Turf Australia

Step 3

- ▶ Ask Turf Australia any questions if you are unsure of the instructions provided.
- ▶ Ensure that you follow the advice and are consistent with the advice in regards to anything you say or do.



2018

Biologic Pty Ltd

Duncan Hall

June 2018



[TURF RESPONSE: RISK AND CRISIS MANAGEMENT FOR THE TURF INDUSTRY: SUPPLEMENT TO HORT INNOVATION CRISIS PLAN]

This supplement to the Hort Innovation Crisis Plan provide a comprehensive, methodical approach to addressing material, unforeseen critical incidents across the Australian Turf Industry and includes: General principles of crisis management, roles and responsibilities of the CMT, communication and resource deployment for timely industry response in the event of issues or actual crises impacting the Australian turf industry. It should be read and considered in conjunction with: HORTICULTURE INDUSTRY CRISIS MANAGEMENT GUIDELINES Version 1.0

THE TURF RESPONSE CRISIS MANAGEMENT PLAN

CRISIS PLAN OBJECTIVES

- ▶ Health and safety of customers, staff and other turf industry stakeholders
- ▶ Protection of assets, including the reputation of the Australian turf industry
- ▶ Understand crisis situation and potential impact
- ▶ Decide crisis processes and procedures
- ▶ Ensure that key stakeholders (emergency services, regulators, trade partners, industry suppliers, staff, Turf Australia) are appropriately and if needed, confidentially informed.
- ▶ Proactively manage the situation with appropriate expertise
- ▶ Plan and implement recovery strategy and support business continuity
- ▶ Ensure turf industry participants are aware of, supportive of the plan and trained
- ▶ Document facts and actions undertaken to provide a basis for plan review and revision.

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TURF RESPONSE:

ACTIONS & ADVICE IF YOU ARE FACED WITH A SERIOUS ISSUE IMPACTING YOUR TURF GROWING OPERATIONS



Turf industry crisis response

Advice to turf growers & industry managers
Facing a serious incident or a situation which
you believe may escalate to a crisis

Telephone: 02 4588 5735

Step 1

- ▶ If you suspect a potential crisis
- ▶ If you consider that the situation may escalate into a crisis
- ▶ If you need assistance dealing with a major critical incident
- ▶ If there is a death or serious injury, call emergency services (ambulance, police) immediately & inform your state Work-safe authority.

- ▶ Wait for further advice & instructions

Step 2

- ▶ The Turf response team recognises the urgency & will be back in contact to assist you in dealing with the incident
- ▶ Refer ALL enquiries from the media or other individuals or organisations to Turf Australia, using the telephone number above.
- ▶ Do not comment or speculate about the issue or possible causes to anyone.

- ▶ Follow the advice from Turf Australia

Step 3

- ▶ Ask Turf Australia any questions if you are unsure of the instructions provided.
- ▶ Ensure that you follow the advice and are consistent with the advice in regards to anything you say or do.



1. CRISIS MANAGEMENT

PREPAREDNESS – A PRACTICAL FRAMEWORK

WHAT DEFINES A CRISIS?

A crisis is an unforeseen event that represents an immediate, substantial danger to an organisation, business, staff or the community either within the local area, regionally, nationally or overseas (in the case of exported goods and / or services). There are a multitude of diverse risks and incidents that can result in crises and these can include: risks or threats to consumers, staff or the public, substantial disruption to the operations of the enterprise and often presents substantial risk of loss of confidence and reputation in the organisation. These events often involve media (including social media) and regulatory attention. Litigation is frequently involved in critical events. .

- ▶ Typified by lack of information, intense scrutiny & stress
- ▶ Generally involve outrage & awareness (media), loss of trust
- ▶ Often exacerbated by management actions / inaction
- ▶ Many possible issues & crises are identifiable
- ▶ Critical to maintain / rebuild public (& internal) trust

OBJECTIVES OF CRISIS MANAGEMENT

The following are the stated objectives in the Hort Innovation HORTICULTURE INDUSTRY CRISIS MANAGEMENT GUIDELINES :

- ▶ Ensure the health and safety of customers, consumers, employees and the general public;
- ▶ Remove any threat to life and safety, in cooperation with the relevant authorities and agencies;
- ▶ Ensure that your industry and your company is seen as a responsible corporate citizen in all its responses
- ▶ Protect the long-term, commercial interests of your industry and your company

OUTCOMES FROM EFFECTIVE CRISIS MANAGEMENT

It is important to keep in mind the objectives that crisis management are working towards:

- ▶ Restoring turf industry operations by removing the threat or, if that is not possible
- ▶ Mitigating the consequences on affected stakeholders, industry disruption or reputation damage,

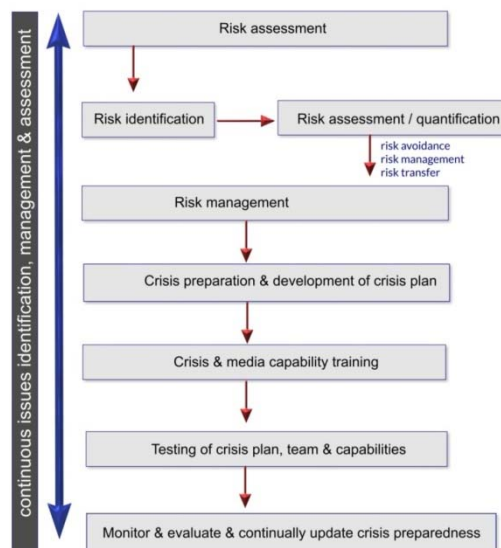


PRINCIPLES OF CRISIS MANAGEMENT– A SUMMARY

- ▶ Develop a plan & train your team (prior to a critical incident arising)
- ▶ Get across the facts as soon as possible and assess the situation and potential risk
- ▶ Assemble the team & plan a course of action. Enact the crisis management plan (CMP) based on what you currently know
- ▶ Act decisively: Effective crisis management requires proactivity & responsibility. During a rapidly developing critical situation, it is vital that managers get across the situation quickly and efficiently, by working as a team.
- ▶ Communicate early and frequently: Take charge of the communications, be the source of information about the crisis as it evolves. Communicating as early as possible, even when the facts are poorly understood, is recognised as the best way to minimize potential damage from a crisis. How a crisis is managed from its first hours can dramatically affect the outcome
- ▶ Be honest, empathetic and transparent: In any critical incident or issue, it is important to provide accurate and timely information and communicate clearly with our stakeholders.
- ▶ Don't speculate or entertain possible future developments.
- ▶ Continuously evaluate & update the plan & actions
- ▶ Work to resolution & declare an end to the crisis

RISK MITIGATION & CRISIS PREPAREDNESS: - BEFORE A CRISIS IS APPARENT

Risk & crisis management



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CONTINGENCY PLANNING PRIOR TO A CRITICAL SITUATION DEVELOPING

- ▶ identify & assess major potential risks to the industry and/or organisation
- ▶ Please refer to the document: 'Turf Industry Risk assessment and management TU16003'
- ▶ select well-credentialed, multi-discipline crisis team
- ▶ develop a considered and informed crisis plan
- ▶ undertake critical incident training (incl. simulations) & response, including media.
- ▶ Adopt processes that are adaptable to manage any unforeseen event – an 'all-hazards' approach.

RESOLVE CRISES THROUGH 'MANAGEMENT BY OBJECTIVES'

Contemporary crisis management plans often adopt the principle of 'management by objectives' as a means of managing the crisis. The core approach is to set objectives at each stage of the crisis response and then determine what is needed in order to meet those objectives. This method applies to the overall response, but is repeated in turn at each level down, for each function or key area, and then within those functions.

Management by objectives concentrates on WHAT needs to be achieved to resolve the critical situation that the organization or industry is facing. It does not rely heavily on pre-determined checklists to resolve the issues as it is not possible to predict the situation that might need to be addressed. It relies on capable managers, making informed decisions with the information they have available to achieve their stated, agreed and preferred outcomes. It is important to realize that checklists can be useful in managing a range of situations that might be foreseen and please take time to review such checklists in the HAL Industry Crisis management guidelines.

'Management by objectives' is a flexible and capable approach for addressing complex and evolving crises, as it is centred around developing objectives as the crisis team becomes aware of issues and facts and the approach can be adopted in any type of crisis, and run throughout the duration of any critical incident.

SELECTING CRISIS TEAM MEMBERS – ROLES & RESPONSIBILITIES

When an approach to crisis management based on objectives is adopted, then it follows that a crisis team based on specific expertise in the functions of the organization are the most appropriate members (rather than, for instance the organisation's most senior managers, which may not be these same people).

THE CRISIS MANAGEMENT TEAM WILL HAVE OVERALL RESPONSIBILITY FOR:

1. Researching and understanding the facts – which are often poorly understood and can change quickly in the early stages of a crisis.
2. Make decisions about what actions will be taken to address the identified facts



3. Communicating those decisions and actions to a range of audiences that might include: consumers and the community, regulators, media, staff, trade partners & suppliers, industry bodies.

Membership of crisis management teams may well vary depending upon the situation to resolve and the skills and experience that people offer, which is not surprising given the vast diversity of industries, organisations, their business operations, risks and environment. There is no 'one size fits all' choice. The roles and structure suggested below should only be considered one possible option. Most importantly, any organization needs to have considered what structure and specific people are best suited to implementing an efficient and flexible crisis plan and adopting the 'Management by objectives' approach to resolve the situation. A 'reserve' team should also be appointed in case of sickness, travel or other issue that results in a CMT member being unavailable in the event of a crisis. An example of the make-up of a CMT might include:

CRISIS MANAGEMENT TEAM (CMT) MANAGER

The CEO is often the 'Crisis Manager or Chairperson' and a key team member, regardless of the scale of any operation. In a crisis, the crisis chairperson is the person who most likely will make the initial statement communicating the facts and expressing regret and concern, particularly if an accident has occurred which results in injuries, loss of property, life or resources. The CEO will be well placed to ensure the crisis team has the autonomy to act, appropriate resources available and is in the best position to make crisis decisions which will ultimately affect how the public perceives the industry or organisation and its actions. Subsequent statements and on-going crisis updates may best be made by the communications representative.

- ▶ Assess known facts re the situation & determine if the situation may be a crisis
- ▶ Formally announce the crisis
- ▶ Select the most appropriately credentialed team for the situation
- ▶ Call meeting of CMT

TECHNICAL ISSUES MANAGER

As information is now available to all on-line, the media's and activists are now capable of gaining intimate knowledge of highly technical matters within any industry. The media and a range of stakeholders (regulators, staff etc) seek to urgently understand why and how an event has occurred after a crisis. Sometimes you may choose to have technical experts speak directly to the press; however, even on technical matters it is often best not to utilise them as spokespeople in crisis situations as a deep technical knowledge can make media enquiries more challenging to manage effectively.

INDUSTRY OPERATIONS MANAGER

The Industry operations manager has a critical role in providing continuous information about an evolving crisis to ensure that the CMT and in particular the Communications managers are kept fully up to date. Provides potential impact assessments, tracks & informs extent of industry impacts, contacts & informs turf growers & industry bodies (in consultation with Media & Public affairs manager).



MEDIA & PUBLIC AFFAIRS /EXTERNAL COMMUNICATIONS

After the initial statement, crisis team members generally expect the Media & public affairs manager to take responsibility for media engagement. The Media & public affairs manager is in the best position to take advantage of already-established relationships with members of the media and familiarity with the available on-line and social media communications resources (website, Twitter account, Facebook etc). While it may be the Media & public affairs Manager's role to represent the organisation to the press and the public, their capability to do so depends heavily on support from the rest of the team to ensure that information is up to date and completely accurate. The Media & public affairs Communications manager may also take responsibility for direct contact with affected stakeholders and working with external agencies and organisation's, although it should be recognized that it may be appropriate that other members undertake these functions in some crises.

GOVERNMENT & AGENCY LIAISON MANAGER

Working with the External communications lead, this role would be responsible for communicating with impacted organizational stakeholders, including turf growers, regulatory bodies such as APVMA, Environmental Protection Authority (EPA), State and Federal Government Authorities' contacts if appropriate.

LEGAL ADVISER (PROPOSED EXTERNAL ADVISER)

Your team needs immediate access to legal advice and to a clear picture of potential liabilities that your decisions may incur. However, it needs to be recognised that in many situations, a legal perspective might discourage communicating about various aspects of the events in the belief that this may prejudice any subsequent lawsuits. Some companies choose to seek legal counsel and guidance and the company may then assess any legal advice with other perspectives and approaches proposed by other crisis team members.

FINANCE LEAD

Handling a major operational crisis or a natural disaster requires access to emergency funds. Having the finance director on your team with authority should ensure that this funding is available and appropriately allocated.

PLANNING & RECOVERY LEAD

This may be one experienced, Turf industry manager or possibly a small industry team working with appropriate external advisers (e.g promotions / communications agency, suppliers and others whose role is to look beyond the immediate crisis , forecasts developments, develop recovery plans and, when appropriate implement recovery activities)

INCIDENT ADMINISTRATOR

An invaluable member of the crisis team. The Administrator is responsible to the operations of the crisis team and organise the day to day logistics of resources, access to the crisis room, maintaining the crisis



log, media appointments, catering and a range of other logistical and organisational roles in support of the crisis team.

PLEASE NOTE: ‘GREYED OUT’ AREAS (ABOVE)

Within the Australian turf industry, a number of these functions will be coalesced due to limited resources in terms of personnel. So, it is proposed for instance, that the functions marked in grey (above) would be undertaken by the CMT Leader (Jenny Zadro, Industry Development Manager, Turf Australia).

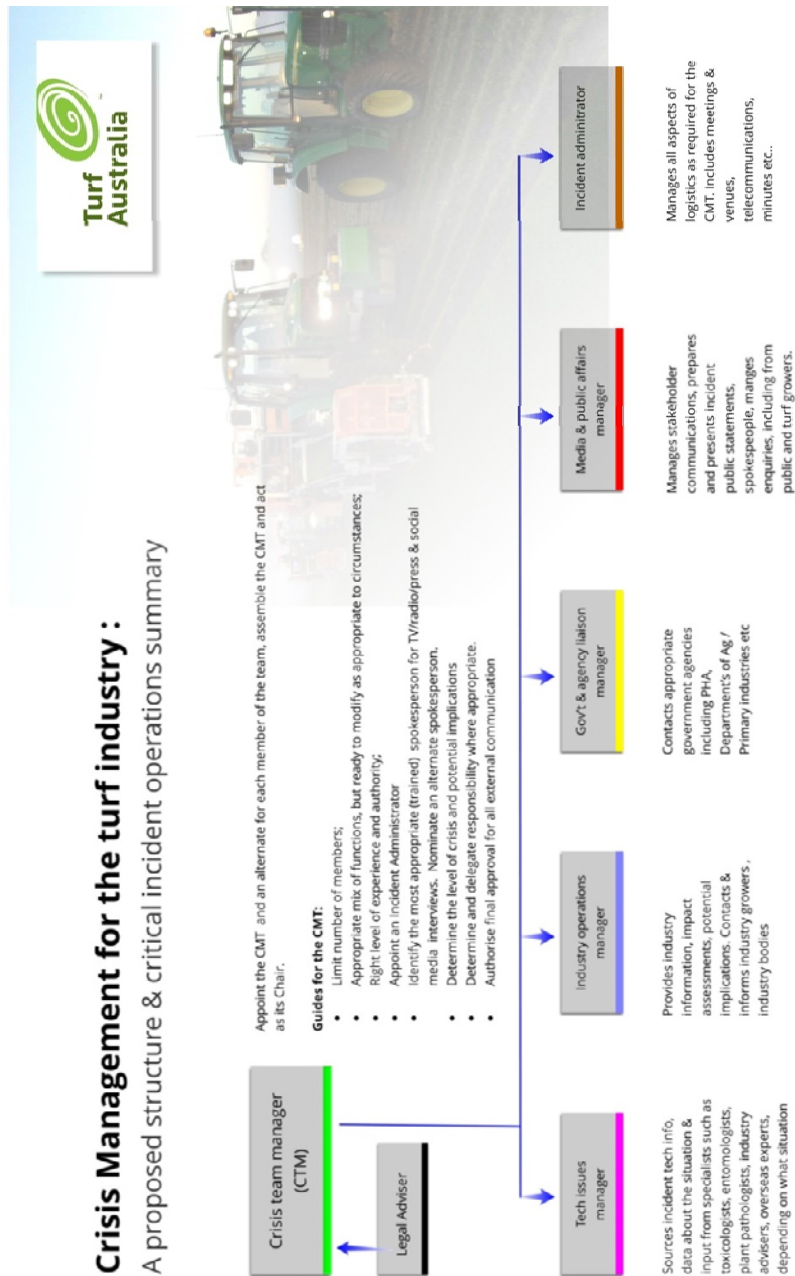


Figure 1 Suggested crisis team structure for Turf Australia



CRISIS MANAGEMENT TEAM: CONTACT INFORMATION

Team Function	Industry member	Organisation	Mobile number	Email
CRISIS TEAM MANAGER (& RECOVERY)	Jenny Zadro	Turf Australia		
TECHNICAL ISSUES MANAGER				
INDUSTRY OPERATIONS MANAGER				
LEGAL ADVISER		External		
MEDIA & PUBLIC AFFAIRS MANAGER				
GOVERNMENT & AGENCY MANAGER				
INCIDENT ADMINISTRATOR				



ALTERNATE CRISIS MANAGEMENT TEAM: CONTACT INFO

Team Function	Industry member	Organisation	Mobile number	Email
CRISIS TEAM MANAGER (& RECOVERY)				
TECHNICAL ISSUES MANAGER				
INDUSTRY OPERATIONS MANAGER				
LEGAL ADVISER		External		
MEDIA & PUBLIC AFFAIRS MANAGER				
GOVERNMENT & AGENCY MANAGER				
INCIDENT ADMINISTRATOR				

TURF INDUSTRY EXTERNAL ADVISORY STAKEHOLDERS

Name	Organisation	Title	email	Mobile telephone
Plant pathologist / biosecurity				
Medical adviser				
Workplace / H.R issues				
Pesticides/ Fertilisers & chemical issues				
Environmental adviser				
Others?				

TURF INDUSTRY REFERENCE FACILITIES: (I.E FOR TESTING IN AN INCIDENT)

Specialist services	Company / organisation	Contact	email	Telephone
Toxicology				
Plant health / biosecurity				
Other				



CONTACT DETAILS – HIGH IMPORTANCE EXTERNAL STAKEHOLDERS

NATIONAL :

PLANT HEALTH AUSTRALIA

Tel: (02) 6215 7700

<http://www.planthealthaustralia.com.au>

DEPARTMENT OF AGRICULTURE AND WATER RESOURCES

1800 900 090

<http://www.agriculture.gov.au>

SAFework AUSTRALIA

<https://www.safeworkaustralia.gov.au>

APVMA

Phone: +61 2 6210 4701

<https://apvma.gov.au>

QUEENSLAND

QUEENSLAND DEPARTMENT OF ENVIRONMENT & HERITAGE PROTECTION

1300 130 372 (pollution event)

<https://www.ehp.qld.gov.au>

VICTORIA

VICTORIAN ENVIRONMENTAL PROTECTION AUTHORITY (EPA)

Call EPA 24 hours a day.

1300 372 842 or 1300 EPA VIC

<http://www.epa.vic.gov.au>

WESTERN AUSTRALIA

W.A ENVIRONMENTAL PROTECTION AUTHORITY (EPA)

+61-8-6364 7000

<http://www.epa.wa.gov.au>



SOUTH AUSTRALIA

SA ENVIRONMENTAL PROTECTION AUTHORITY (EPA)

1800 623 445

<http://www.epa.sa.gov.au>

NSW

NSW ENVIRONMENTAL PROTECTION AUTHORITY (EPA)

(02) 9995 5555

<http://www.epa.nsw.gov.au>

TASMANIA

TAS ENVIRONMENTAL PROTECTION AUTHORITY (EPA)

(03) 6165 4599

<http://epa.tas.gov.au/epa/>

NORTHERN TERRITORY

(08) 8924 4218

Pollution Hotline 1800 064 567

<https://ntepa.nt.gov.au>

ACT

ACT ENVIRONMENTAL PROTECTION AUTHORITY (EPA)

13 22 81

environment.protection@act.gov.au

OTHER CRITICAL GOVERNMENT CONTACTS FOR THE TURF INDUSTRY?



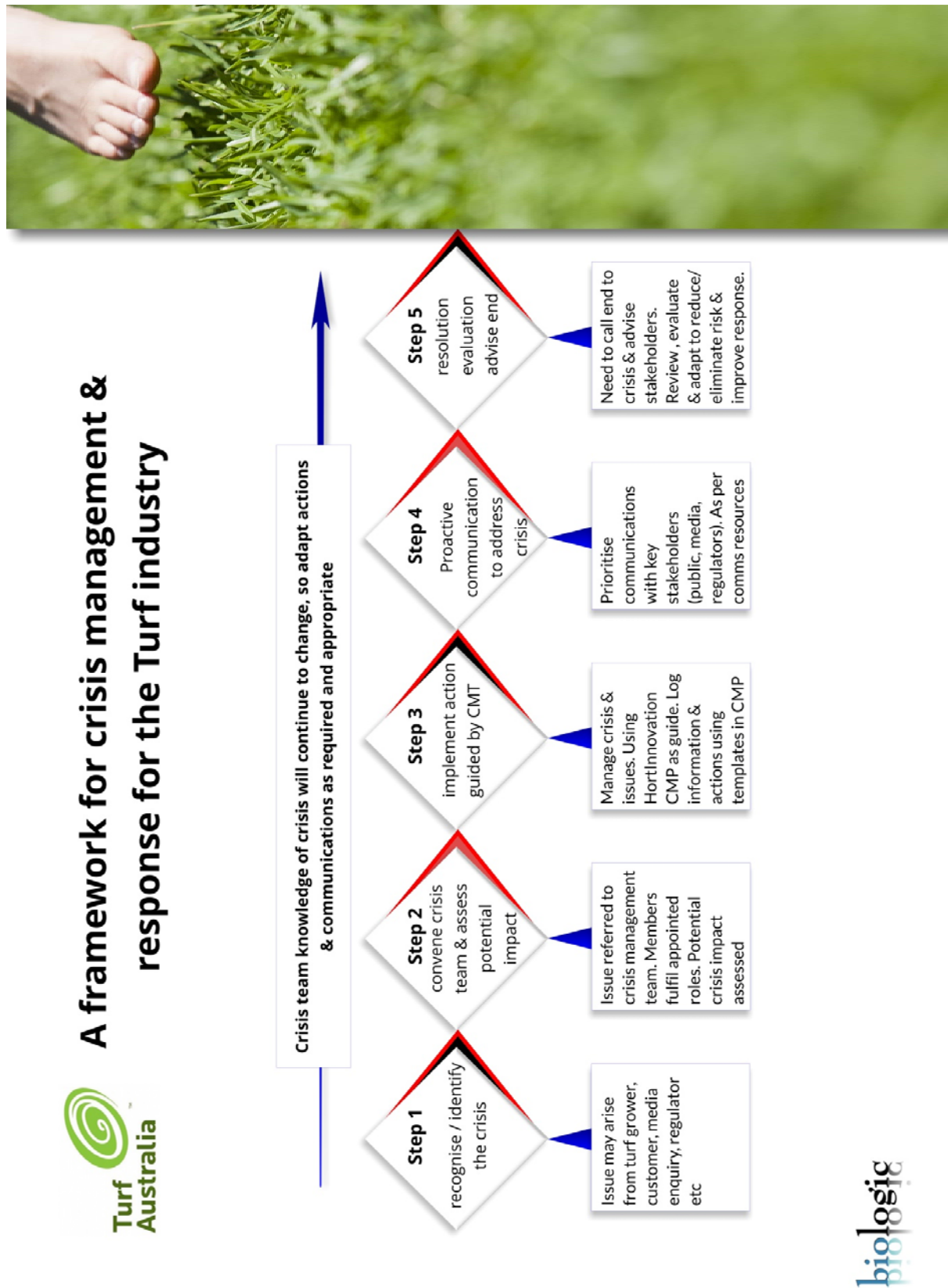


Figure 2 Framework for crisis response for the industry



RECOGNISING / IDENTIFYING A POTENTIAL CRISIS:

The 'crisis summary form' (figure 2) is a fundamental document that concisely states the facts of the issue.

After completing the crisis summary form, the process should then ensure that relevant, timely and consistent information about developments are being trapped and shared amongst crisis team members.

The form should provide a seamless, efficient mechanism to inform people that avoids duplication and ensures all involved in managing and resolving the situation have a consistent and informed understanding of the facts of the issue.

In crisis management, it is recommended that any minutes of meetings & discussions about the emerging situation are brief and only actions are recorded. Speculation or opinion about the situation should be avoided.

In the early stages of any critical situation developing, the awareness and understanding of events often evolve rapidly, and the assessment form is simply an overview of the fundamental issues, as they are understood at an initial point in time.

Crisis summary form

Action	Information required
Summary of issue / crisis	<p>Bullet points:</p> <p>What happened?</p> <p><i>e.g EPA calls about fish kill downstream from Turf farm</i></p>
Initial response & actions	<p>What actions have been taken so far?</p> <p><i>e.g Called back EPA regulator, gathered information about when & where fish kill noticed. Have identified and spoken to owner of property & arranged to meet both farmer & EPA on site at 10.00 a.m</i></p>
Identified key issues	<p><i>e.g Operation involved & recent use of chemicals & fertilisers, including organic materials</i></p> <p><i>Regulator has stated believes due to excess nitrogenous pollution and deoxygenisation of water, but accepts could be toxic organic chemical</i></p>
Key stakeholders	<p><i>e.g Turf farmer, EPA, Turf Australia, nearby residents, local council, local media, public, APVMA</i></p>
Actions over next 24 hrs	Provide summary of proposed action over next 24 hrs
Crisis management 'point' person (at this time)	Details of who is the central persona at this point in time who will oversee crisis response
Contact details of crisis point person	Contact details of person above: Name, mobile number, email, physical location

Figure 3



INITIAL MEETING OF CRISIS MANAGEMENT TEAM

When an issue has been identified as a potential critical incident or development the following steps should be implemented at the initial crisis management team (CMT) meeting:

- ▶ **Determine** the facts, **assess** the situation (see figure 3 'Crisis assessment form')
- ▶ **Clarify** objectives – ours and other stakeholders (e.g PHA, State EPA's, etc)
- ▶ **Confirm** roles and responsibilities
- ▶ **Establish** team rules and processes
- ▶ **Set** time and place of next meeting

Crisis assessment form

Issue to be assessed	No	Unclear	Yes
Has anyone been reported to be ill or died?	Low impact assessed	Medium impact - monitor	High impact assessed
Are regulatory or government authorities or key organisations (e.g EPA, PHA, hospital) involved/taking action/ discussing impending action?			
Could the issue have a negative impact on the Turf industry's brand reputation?			
Could this issue cause a disruption of supply of turf?			
Has the customer or other source reported reporting the issue mentioned involving the media, a lawyer or regulator?			
Is negative media coverage occurring or anticipated?			
Is the issue being discussed in digital/social media?			
Could there be litigation?			
Could the issue have a negative financial impact on the Australian turf industry, Turf Australia or members?			
How likely is it that this issue will escalate and become more complex and / or public?			

Figure 4





2. CRISIS COMMUNICATIONS - SPOKESPEOPLE & KEY MESSAGES

The role of a spokesperson in a crisis situation is to deliver the key messages about the situation and steps being undertaken to resolve it effectively and fairly while preserving the industry association's (or company's) integrity and reputation. This applies to communication with all stakeholders including: growers, media, staff, community members, customers and regulators.

While the information that is shared must be consistent, it is important to identify and answer the concerns that are specific to each audience (e.g consumers, regulators, turf industry employees etc). Spokespeople must be thoroughly briefed on the specifics of the crisis and take the time to rehearse and prepare.

SELECTING AND APPOINTING THE SPOKESPEOPLE

Selecting the most appropriate spokesperson is usually undertaken at the first crisis team meeting (CMT) in light of the issues confronted. This person(s) will represent both the issue and the industry association's understandings and actions to the media (and therefore, the public). Spokespeople must be individuals who are confident and comfortable in presenting, believable and can project understanding and empathy. The best spokespersons are often not the most senior managers or even core members of the CMT. Depending on the nature and duration of the crisis it may be appropriate to appoint more than 1 spokesperson to reduce stress and to ensure spokesperson availability.

Importantly, a spokesperson should have received crisis and media training in advance and be fully aware of the process of crisis management and resolution.



REQUIREMENTS AND RESPONSIBILITIES OF SPOKESPEOPLE IN A CRISIS

- ▶ authority to comment
- ▶ up to the minute knowledge
- ▶ simple, easy to understand language (avoid jargon)
- ▶ previous media training
- ▶ excellent communications skills
- ▶ empathy
- ▶ generally (but not always) be a core member of the crisis team
- ▶ project calmness & restore confidence
- ▶ be perceived as highly credible by media & public

REMAIN FOCUSED, CALM & IN CONTROL – HAVE A PURPOSE FOR YOUR COMMUNICATION

- ▶ Decide in advance what messages you want to communicate – keep it short & simple.
- ▶ Be prepared – take time to understand the issues that will be covered and the questions that are likely to be asked in the interview or meeting.
- ▶ Present confidently and be proactive in delivering your messages.
- ▶ Use examples, anecdotes and analogies as well as graphic displays to explain a point.
- ▶ Be empathetic – connect with people
- ▶ Show concern for the safety of consumers, people and families directly associated with the issue and the community.
- ▶ Recognise and acknowledge the public's interest
- ▶ Use simple sentences and avoid jargon, technical terms and acronyms.
- ▶ Pay attention to your appearance and demeanour, including facial expressions and body language.
- ▶ Be consistent in your communication to all audiences.



BE ENGAGING AND AUTHENTIC IN MESSAGE DELIVERY

- ▶ It's appropriate to advise and state if/when you are unable to provide details on every aspect of a crisis. By their nature, a spokesperson will find themselves presenting what is known at this point in time. Don't entertain conjecture of 'what if..' types questions.
- ▶ State the most important known facts first.
- ▶ Always tell the truth but in a crisis it may not be appropriate to share (e.g legal or police matters)
- ▶ Keep the lines of communication open and give the audience a reasonable timeframe when you will speak them again.

MEDIA HOLDING STATEMENTS

Media holding statements are used to communicate immediately when a crisis has been identified and the CMT has considered available facts and agreed/declared a crisis. As the name suggests, their purpose is to advise the media that the organisation is aware of and actively managing the critical incident, while we determine exactly what has happened and why.

Although the extent of the crisis or all the facts may not be known, it is important to immediately acknowledge the event and/or situation and reassure consumers, regulators, suppliers, staff and other critical audiences that we are actively working to manage the situation

Holding statements should be concise and to the point. They are intended for quick communication, not an in-depth analysis of the crisis. They can be issued as a press release, posted on a company or industry association website, delivered by an approved spokesperson in a news conference or used by an organisation's telephone staff to reassure callers.

Holding statements (and other media statements) should be consistent with other crisis communications (e.g 'Town hall' meetings with growers) and information uploaded to industry association website etc.

A MEDIA HOLDING STATEMENT MUST:

- ▶ Recognise and acknowledge that something has gone wrong in an open and non-technical way.
- ▶ State the basic facts as they are currently known: who, what, where and when.
- ▶ The "why" and the "how" are usually not fully understood in the early stages of a crisis and can be addressed in future communications. It is important not to speculate.
- ▶ Reassure that the industry association or company is committed to resolving the manner.
- ▶ Advise a time for when you will update the media and the public with additional information once more facts are known (and then follow through and advise at this time).
- ▶ Show sincerity and concern for those affected by the crisis.



MEDIA RELEASES

Media releases issued during a crisis follow the same general principles as any news communicated by the industry association or company. Start the media release with a brief but clear statement of the most important information to be communicated.

Media releases should address the questions “who,” “what,” “where” and “when.”

- ▶ Do not explain “why” unless you are absolutely certain of the cause. (The ‘why’ may not be known for some time)
- ▶ Write remaining information in descending order of importance.
- ▶ Explain all technical points in plain language. Do not use jargon, industry terms
- ▶ Be concise. Useful, informative content is more important than length.
- ▶ Say only what you need to.
- ▶ Only include information that is relevant to the crisis at hand.
- ▶ Don’t speculate on what might arise, develop or actions that have not been decided upon

Media releases should be consistent with other crisis communications (e.g ‘Town hall’ meetings with farmers) and information uploaded to industry association website etc.

THIS DOCUMENT IS DESIGNED AND DEVELOPED TO BE READ AND USED IN CONJUNCTION WITH THE HORT INNOVATION DOCUMENT: HORTICULTURE INDUSTRY CRISIS MANAGEMENT GUIDELINES VERSION 1.0

About this report

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