

# Equine Influenza

## Crisis Management Co-ordination Group Draft Terms of Reference @ 9 October 2007

The **EI Crisis Management Co-ordination Group** will provide leadership to, and help equine communities and individuals lead, the prevention, planning, response and recovery to a possible EI outbreak in NZ.

(Words or phrases in **bold** are expanded upon later in the document.)

It will do this by:

- developing, leading and monitoring the execution of a multi-strand **crisis management plan**, to be executed by working parties recruited from within the equine sectors, communities and stakeholders
- **supporting and enabling EHA** in its scientific leadership role
- building a sense of mutual understanding, contribution and accountability with MAF/BNZ, and providing **stakeholder reference group input** to MAF/BNZ, politicians and others
- providing a credible EI voice for the equine communities, and ensuring that **efficient and effective communications** occur both within equine and with general audiences to help the political and practical management of EI risk.

### **EI Crisis Management Co-ordination Group**

- Six-eight people at its core.
- Comprising individuals (not “representatives”) with wide credibility and good communications links, good industry/community insight including self-awareness, objectivity, and strategic planning/governance skills – while still being able to “do”.
- Supplemented by working parties and executive management support comprising facilitation, project management, administration support, and communications.
- 2 x half or one day facilitated workshop to finalise terms of reference, crack plan outline, then mix of teleconference/meetings twice weekly to make and track progress
- Resourcing base needs to be established to support implementation
- Other implications for the way the group is intended to work appear throughout remainder of this document

## **Crisis Management Plan**

The co-ordination group will **develop, lead** and **monitor** the execution of a **multi-strand** crisis management plan, to be executed by **working parties** recruited from within the **equine sectors, communities and stakeholders**.

### **Develop:**

- using the prevention, preparation, response, recovery crisis management cycle model
- drawing on the product of the 2 October workshop.

### **Lead:**

- give appropriate priority, and get others to do the same
- working confidently and consultatively as appropriate
- aggregate and synthesise different interests, including constructively exposing and resolving conflicts.

### **Monitor:**

- set realistic and relevant performance indicators for development and execution of the plan, spread across the plan's scope and participants
- check on progress against these, and revise plan or priorities as appropriate
- communicate these indicators and progress.

### **Multi-strand:**

- using the cycle planning model will result in a range of initiatives that need to be prioritised and delivered, likely requiring sorting into work programmes grouped around audience, delivery channel, or content specialisation, eg "business support", "personal support", "general communications", "vaccination programme", "infection control".

### **Working Parties:**

- will do and be held accountable for detailed work and delivery on the plan (thus allowing the co-ordination group to operate more as a governance body, and less likely to lose overview and perspective)
- will generally be convened by a co-ordination group member, through a portfolio-type allocation, and draw on individuals with the hands-on knowledge and skills to deliver the product required
- may overlap and work together, eg the content of a business planning module developed by a "business support" working party, might best be packaged by a "communications" group.

### **Equine Sectors and Communities:**

- successful development and delivery will depend on genuine, broad involvement, requiring dominant cultures or interests to be inclusive and adaptable.

## **Supporting and Enabling EHA in its scientific leadership role**

The crisis management co-ordination group will do this through:

- working with EHA to finalise the division of responsibilities and working relationship suggested here
- promoting and protecting the role of EHA to lead on science related matters
- providing general industry insight and information to assist EHA in its work
- ensuring promotion and respect for responses with scientific foundation
- unloading EHA of non-scientific workload, eg communications/education
- taking leadership for trying to ensure EHA is appropriately resourced for its role

## **Stakeholder Reference Group and Input to MAF/BNZ:**

- The crisis management co-ordination group needs to ensure it gains and retains widespread and demonstrable mandate that makes it easy for MAF/BNZ to confidently rely and concentrate on its relationships with the group and its working parties.
- The quality of the relationship with MAF/BNZ will be critical to the successful management of EI risk.

## **Efficient and Effective Communications**

- Transparency, openness and accessibility of issues, actions and intentions of the group, and its expectations of others, are desirable.
- A stock-take of current channels, including actual (rather than claimed) reach and effectiveness is needed urgently.
- Online and other channels for information provision, education, and two-way communication need to be established.
- Appropriate briefing and involvement of non-equine stakeholders will be critical to building understanding and support for prevention, response and recovery measures.
- Key messages will need constant updating and dissemination, along with establishment and co-ordination of key spokespeople.