



2015

STRATEGIC PLAN

2020

Working together for animal health

We must continue to strengthen, enhance and evolve the national animal health system.

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About AHA

Animal Health Australia (AHA) is an incorporated, not for profit, public company established in 1996 by the Australian, state and territory governments and major national livestock industries and is governed by an independently selected, skills-based board.

Our Members encompass all the state, territory and federal governments, the chief terrestrial livestock industries as well as other animal health organisations and service providers. We work with our Members to keep Australia free of new and emerging diseases and to improve animal health, enhance market access and foster the resilience and integrity of the Australian animal health system.

Access to international and domestic markets is dependent on our nation's excellent animal health status and reputation, which in turn depends on government, industry and stakeholder commitment to animal health and welfare, biosecurity, surveillance, and emergency disease preparedness and response.



Government and industry partnerships have been successful in delivering a world-class system for the management of livestock biosecurity risks, which helps Australia maintain its enviable disease free status. AHA plays a vitally active role in maximising the effectiveness of partnerships and consultative mechanisms to achieve this; together we can achieve more.

Planning for the future, we will continue to provide a sustainable platform for improving the contribution of agriculture to national prosperity, policy and direction.



Vision

A resilient Australian animal health system through effective partnerships, known for its integrity, and recognised nationally and internationally.

Mission

To assist our Members and partners to enhance, strengthen and protect animal health and the sustainability of Australia's livestock¹ industries.

Values

As a service and Member-oriented enterprise, AHA strives to model five key behaviours:

- Innovation and excellence
- Leadership through collaboration
- Integrity and commitment
- Making a difference
- Commitment to our people.

¹ For AHA purposes, livestock are animals kept for use or profit including any class of cattle, sheep, goats, pigs, horses (including mules and donkeys), poultry, emus, ostrich, alpaca, deer, camel or buffalo, and farmed aquatic species.

Operating environment 2015–2020

Over the life of this plan AHA will focus its efforts on realising service excellence, enhanced partnerships, innovative approaches, sustainable funding, efficient systems and tailored communication. This focus will strengthen and enhance collaborations and ensure the successful delivery of AHA's 2015-2020 strategic priorities and outcomes.

The *AHA Strategic Plan 2015-2020* is our blueprint for the future and sets AHA's strategic direction for the next five years.

The plan recognises the challenging economic environment and resource constraints facing all our Members and partners. Key operating factors which underpin the direction and ethos of the *AHA Strategic Plan 2015-2020* include:

1 Challenging economic environment

Funding challenges at all government and industry levels, in the face of continuing threats from endemic and exotic diseases to the Australian animal health system, fanned by ever-growing trade and the movement of people in and out of the country. Widespread, close scrutiny of expenditure and emphasis on value derived for monies invested.

2 Government philosophy and policy

Waning centralism and increasing trend to devolution. Multiple reviews of agencies, bodies and forums with a role to play in the animal health environment. Mergers, amalgamations and dissolutions reducing the number of active participants. Churn in positions, changes in remits and increasing workloads are having a material impact on AHA's immediate business environment.

3 The social climate

Rising consumer expectations with increasing scrutiny of industry practices and the integrity of the system. The force of animal welfare as a powerful change agent and growing concerns over human health and the impact of antimicrobial resistance. A greater role for both government and industry partnerships in matters of biosecurity and biosafety.

4 The wider marketplace

The marketplace is now very much a global one. The increasingly free movement of people, more flexible border controls, free-trade agreements and bilateral partnerships are shaping a different commercial environment, at once unified and more fragmented; focussed on product quality and integrity. The issue of global food security is attracting increasing attention and raising the question of Australia's role in that sphere.

5 Threats from disease

Endemic and exotic disease threats will continue to manifest. There will be less likelihood of entirely new exotic diseases and a greater likelihood of 'variations' of known themes. Small, frequent emergencies are likely — more so than a catastrophic event. Nimbleness and speed of targeted responses will hold the key to success.

6 Communications

Communication is global, unceasing, multi-channelled, borderless, ultra-democratic, viral and immediate. If opportunities abound, so do risks. AHA must be up-to-date with this new world — not only for the sake of its own capability and efficiency, but so that it can help and support Member communications as well.

7 The wider farming industry

On-going fragmentation side-by-side with consolidation of farm holdings. Farming communities under financial pressure. The risks posed by peri-urban fragmentation of larger holdings, changing and higher supermarket standards, diminished resources allocated to the management of invasive animals and climate change.



Strategic journey 2015–2020



The AHA Strategic Plan 2015–2020 was developed through extensive consultation and feedback with Members and stakeholders.

This plan focusses on service innovation to enhance and evolve collaboration and engagement with our Members and stakeholders to leverage our performance and enhance our services and delivery — to maximise the return on investment for our Members.

AHA's overarching strategic direction is a resilient Australian animal health system through effective partnerships, known for its integrity, and recognised nationally and internationally.

It is supported by four strategic priorities delivered through the implementation of specific strategies with explicit deliverables. Our progress and success in implementing this plan will be monitored, evaluated and reported against its success measures.



Strategic priority one

Effectively manage and strengthen Australia's emergency animal disease response arrangements through successful partnerships with Members.

Strategies

S1.1

Safeguard the integrity of the Deed² to ensure the effectiveness and currency of the response framework and supporting tools.

S1.2

Improve collaboration across governments and livestock industries to enhance emergency animal disease preparedness and response.

Outcomes

- Nationally agreed and useable response framework and supporting tools that are fit-for-purpose and readily available.
- Enhanced emergency animal disease preparedness and response arrangements are gained through improved collaboration between Members.
- All signatories to the Deed are Members of AHA.

² The Emergency Animal Disease Response Agreement (commonly known as the Deed or EADRA) is a contractual arrangement that brings together the Commonwealth, state and territory governments and livestock industry groups to collectively and significantly increase Australia's capacity to prepare for, and respond to, emergency animal disease incursions. The Deed is a world-first initiative, and AHA is its custodian.





Strategic priority two

Enhance the emergency animal disease preparedness and response capability of AHA and its Members.

Strategies

S2.1

Ensure Members and associated industries have ready access to emergency animal disease preparedness and response training.

S2.2

Develop and deliver training programs to increase and strengthen participation and engagement, and to complement other stakeholder training programs.

S2.3

Enhance the quality and fit-for-purpose of messaging in non-outbreak times among Member groups.

S2.4

Ensure Members understand their roles and responsibilities in an emergency animal disease situation.

Outcomes

- Nationally consistent, useable and fit-for-purpose emergency animal disease preparedness and response training, resources and support.
- Enhanced design and delivery of easily accessible training resources for improved emergency animal disease response capacity and capability.
- Raised awareness on the location of training information and resources regarding roles and responsibilities in an emergency animal disease situation.

Strategic priority three

Strengthen biosecurity, surveillance and animal welfare to enhance animal health, and support market access and trade.

Strategies

S3.1

Develop and deliver engagement and communication strategies and training to increase awareness, uptake and application of biosecurity practices, principles and plans.

S3.2

Assist Members to strengthen on-farm biosecurity practices by developing and implementing innovative approaches, tools and cost-effective solutions and enhancing best practice guidelines and verification/certification systems.

S3.3

Strengthen collaboration to encourage and support research to identify gaps and the development and implementation of innovative approaches to the management of biosecurity risks.

S3.4

Participate in and contribute to national priority initiatives to improve and enhance biosecurity arrangements.

S3.5

Participate in and contribute to the development and implementation of a national animal health surveillance strategy.

S3.6

Improve diagnostic, surveillance and reporting systems.

S3.7

Identify and promote the adoption of new means and technologies in surveillance to encourage producer, veterinary and associated industry engagement.

S3.8

Work with Members to expand and improve national livestock identification systems and traceability.

S3.9

Assist industry in the development of industry verification systems and tools for animal health and welfare to support market access.

S3.10

Strengthen Member collaboration to adopt a consistent legislative and regulatory approach to achieve sustainable and improved animal welfare outcomes.



Outcomes

- Increased biosecurity awareness among livestock producers and within industry supply chains.
- Effective industry-specific, on-farm biosecurity plans and other tools that support national efforts to reduce the risk of endemic and emergency animal diseases.
- Risk mitigation strategies for significant (agreed) livestock production conditions.
- Innovative approaches and cost-effective tools for increased uptake of biosecurity practices.
- A measurable increase in strategic partnerships and collaborations with Members, Plant Health Australia, research and development corporations, across the supply chain and other organisations.
- Consistent and harmonised biosecurity and animal welfare arrangements across jurisdictions deliver consistent outcomes.
- A robust, integrated animal health system based on improved national policies and a national animal health surveillance strategy in which national and international trading partners have confidence.
- Surveillance activities that are science based and prioritised according to risk, maximise return on investment and maintain assurance of key disease absence.
- Easily accessible and useable technologies and information systems to facilitate reporting and minimise time to detection.
- Enhanced national policies and strategies to address 'one health' issues, including zoonotic disease and antimicrobial resistance.
- Proven improvements in traceability in livestock along the production chain satisfy the national performance standards.
- Improved traceability by expanding the National Livestock Identification System to other industries.
- A measurable increase in best practice guidelines and industry verification systems and tools for animal health and welfare to support market access.





Strategic priority four

Deliver Member value, organisational performance enhancement and sustainable resourcing.

Strategies

S4.1

Manage the company effectively, using best practice systems and processes, and deliver ongoing business efficiencies.

S4.2

Identify and develop new funding models to ensure future financial sustainability.

S4.3

Enhance our people's capability, capacity and culture.

S4.4

Proactively manage information and relationships to meet Members' needs and enhance services.

S4.5

Best use of technological systems and processes to enhance AHA's program management, communications and outcomes.

Outcomes

- An effective and sustainable organisation underpinned by solid business systems and processes.
- Best practice corporate and program reporting, governance and management of operations.
- Enhanced strategic partnerships and collaborations with Plant Health Australia and other organisations.
- Alternative and enhanced funding sources and streams.
- The full potential of AHA's human resources is realised.
- A safe, healthy, positive and professional working environment.
- Strong positive working relationships exist with and between Members.
- AHA's service delivery is modern, flexible and professional.
- Easy, efficient and accessible services suitable to needs of Members.





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