



ANNUAL OPERATING PLAN

2018-2019



WORKING TOGETHER FOR ANIMAL HEALTH

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

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Image credit: Taryn Mokotupu



ANNUAL OPERATING PLAN OVERVIEW

ABOUT ANIMAL HEALTH AUSTRALIA

OUR ROLE

Animal Health Australia (AHA) is the trusted national coordinator, brokering arrangements for government and industry partnerships and collaborations to strengthen animal health and biosecurity in Australia. The AHA model supports negotiation and discussions between parties to generate sustainable change whilst also maintaining goodwill. AHA allows members to share ideas, develop joint positions and policy and provides a forum for different perspectives that can result in a common voice.

It is these government and industry partnerships that are successfully delivering a world-class system for the management of livestock biosecurity risks, which helps Australia maintain its enviable disease-free status, improving industry productivity, sustainability, and enhancing market access.

OUR VISION

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

OUR MISSION

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

OUR VALUES

As a service and member-oriented enterprise, AHA strives to make a difference by modelling five key behaviours:

- Innovation and excellence
- Leadership through collaboration
- Integrity and accountability
- Commitment to our people
- Embracing diversity in people, views and ideas.

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.

OUR MEMBERS

The key factor behind the success of AHA's programs is the ability of members to work together through partnerships, enabling investments and outcomes that would never be possible if the parties operated alone.

AHA has 33 members spread across four categories:

- Australian Government, state and territory governments
- Livestock Industries
- Service Providers
- Associate Members

Australian Government

- Australian Government Department of Agriculture and Water Resources

State and Territory Governments

- The State of New South Wales
- The State of Queensland
- The State of South Australia
- The State of Tasmania
- The State of Victoria
- The State of Western Australia
- The Australian Capital Territory
- The Northern Territory

Livestock Industries

- Australian Alpaca Association Limited (AAA)
- Australian Chicken Meat Federation Inc. (ACMF)
- Australian Dairy Farmers Limited (ADF)
- Australian Duck Meat Association Inc. (ADMA)
- Australian Eggs
- Australian Horse Industry Council (AHIC)
- Australian Lot Feeders' Association Inc. (ALFA)
- Australian Pork Limited (APL)
- Cattle Council of Australia Inc. (CCA)
- Equestrian Australia Limited (EA)
- Goat Industry Council of Australia Inc. (GICA)
- Harness Racing Australia Inc. (HRA)
- Sheep Producers Australia (SPA)
- WoolProducers Australia Limited (WPA)

Service Providers

- Australian Veterinary Association Limited (AVA)
- Commonwealth Scientific and Industrial Research Organisation (CSIRO)

Associate Members

- Australian Livestock Export Corporation Limited (LiveCorp)
- Dairy Australia Limited (DA)
- Meat & Livestock Australia (MLA)
- National Aquaculture Council Inc. (NAC)
- Racing Australia Limited (RA)
- Veterinary Schools of Australia and New Zealand Inc.
- Wildlife Health Australia (WHA)
- Zoo and Aquarium Association Inc.

CEO FOREWORD

Kathleen Plowman



This 2018-19 Annual Operating Plan (AOP) presents a strong fiscal balance of managing both our core and special project activities. Our core projects continue to be a powerful focus – it's these projects which are the very foundation of AHA. Our special projects combined with business development (core and special) provide us with the opportunity to leverage our skill-base to build greater member value and return on investment in the animal health system. Additionally, AHA's monitoring, evaluation and reporting mechanism for the *Strategic Plan 2015-2020* (the *Strategic Plan*) enables members to better assess our performance and value against defined success measures. Monitoring and evaluation (M&E) reports are provided regularly to staff, members and the board; they reflect our M&E practices, ensure we are accountable to our members, embrace a results-based culture and learn from our successes and failures.

In late 2017, as part of our M&E process a mid-point review and evaluation of the *Strategic Plan* occurred - in consultation with members. This resulted in a refreshed *Strategic Plan*, one that ensures its continued relevancy and maximises AHA's effectiveness, performance and success in delivering the agreed outcomes of the *Strategic Plan*.

“This year AHA will focus our attention and resources on enhancing surveillance and strengthening traceability and product integrity.”

This mid-point review, combined with our second Member Survey and through our direct engagement with each member, has informed the development of the projects and programs which make up the AOP.

The 2017 Member Survey reported that attitudes toward AHA and reasons for involvement with AHA continue to be very positive. There is a strong belief in the value of AHA, its significant achievements to date and what it has delivered. AHA continues to be reported as performing strongest in emergency animal disease (EAD) response arrangements and enhancing members' response preparedness capabilities, with room for improvement in traceability and biosecurity (in particular, clarification of our role), as well as our responsiveness to members and facilitation of sustainable partnerships.

As a result, this year AHA will focus our attention and resources on enhancing surveillance and strengthening traceability and product integrity (Strategic Priority Three). We will do this by:

- clarifying with members our role in traceability - we will be willing to have the tough conversations to hold parties to account in order to further improve livestock identification and traceability systems
- proactively supporting and influencing, on behalf of our members, nationally consistent arrangements and policy approaches to the development of the animal welfare standards and guidelines, biosecurity arrangements, surveillance, diagnostics and traceability
- ensuring animal health biosecurity messaging to members, producers and the supply chain is 'fit-for-purpose' and reflects the diversity of audiences

- increasing awareness of AHA's collaboration and partnership role and contribution to national animal health and biosecurity, reinforcing AHA as the 'go-to' organisation for information, expertise and project initiatives on biosecurity, surveillance and EAD information and training.

AHA will also continue to strengthen its role and value add to members in the areas of emergency preparedness and capability (Strategic Priorities One and Two) by:

- updating disease-specific AUSVETPLAN documents to address areas of inconsistency, and to ensure they are fit-for-purpose
- completing a review of normal commitments to ensure that all signatories to the Emergency Animal Disease Response Agreement (EADRA) understand their potential commitments to a response up front, to improve funding certainty during a response and to assist with response planning and incident management, thereby promoting rapid responses to emergency situations
- enhancing the EAD preparedness and response capability of AHA and its members by developing new and contemporary training channels for members to access EAD training remotely
- securing aquaculture members and implementing a new Aquatic Deed – this will also involve working with our members to make required changes to AHA's constitution to facilitate aquaculture members, whilst continuing to recognise our existing member contributions.

Organisational performance will be further strengthened by consolidating our business systems through the finalisation of a Customer Relationship Management System (CRMS) and member portal, enhancing information management and communications. This will assist in improving our responsiveness to our members and partners; ensuring member engagement is enhanced in both directions. In-turn, delivering better informed and effective

investment, utilisation of resources and targeted communications for the shared goal of an enhanced animal health system.

KEY FOCUS AREAS 2018-19

1

Review of normal commitments under the EADRA to improve rapid responses to emergencies

2

Enhancing EAD preparedness and response capability

3

Ensuring AUSVETPLAN is fit-for-purpose

4

Clarifying AHA's role in traceability and working with members to improve the national system

5

Supporting nationally consistent surveillance and diagnostics arrangements

6

Ensuring biosecurity messaging is fit-for-purpose

7

Securing aquaculture members and implementing new Aquatic Deed

8

Improving AHA's responsiveness and engagement with members

FINANCIAL OVERVIEW

Tony Marks FCPA, FFin, CTA



The budgeted income statement for 2018-19 delivers an operating surplus of almost \$1.0m (refer to Table 1), which represents levy income in excess of project funding for industry levy members and interest earned on existing levy reserves. \$0.1m of the surplus represents that part of core interest, to be retained to maintain the (real) value of AHA's core reserve. This compares to a forecast operating surplus in 2017-18 of \$0.5m and an operating surplus in 2016-17 of \$1.8m.

Income is budgeted at \$14.5m up from \$14.1 in the 2017-18 AOP. This reflects a proposed 2% inflationary increase to core membership subscriptions (\$0.1m) consistent with the member resolution of March 2016. Table 4 presents core contributions according to the longstanding 'three-thirds' between Commonwealth/State and Territory/Industry and split between the groups based upon the latest published three year rolling average Gross Value Production (GVP) – in this case 2013-14 to 2015-16. Additional income from non-levy members and non-members (e.g. MLA's MDC) for special projects and improved forecast interest earnings contribute a further \$0.3m. Industry levy income in aggregate is forecast to be at the same level as 2017-18. The components of budgeted income are presented in Chart 3.

Expenditure is budgeted at \$13.6m, the same as 2017-18. While core expenditure is budgeted to increase by \$0.1m, special programs are budgeted

“Expenditure is budgeted at \$13.6m, the same as 2017-18.”

to be \$0.1m less, which in net terms is reflected by efficiencies in TSEFAP, reduced spend in the Sheep Health Project and additional investment in new projects. The split between core, special and other budgeted expenditure is visible in Chart 4 and is presented in terms of AHA's strategic priorities in Table 2.

TABLE 1 — AHA LTD BUDGETED INCOME STATEMENT

INCOME		\$
Levies - Industry Levy Members		6,669,640
Levies - EADRA		192,600
Core Subscriptions (Non-Levy Members)		3,073,095
Special Projects (Non-Levy Members)		2,640,956
Special Projects (Non-Members)		1,403,474
Interest		449,580
Other		95,000
		14,524,345
EXPENDITURE		\$
Core Programs		4,965,937
Special Programs (ex int charge Mgmt fee)		8,350,197
Levy Collection Costs		55,000
EADRA Commonwealth Reimbursement		192,600
Other		-
		13,563,734
NET OPERATING SURPLUS/(LOSS)		960,610

Note: Net operating surplus primarily represents an increase in certain Industry Levy Member Reserves.

Note: For a visual presentation refer to Charts 3 and 4.

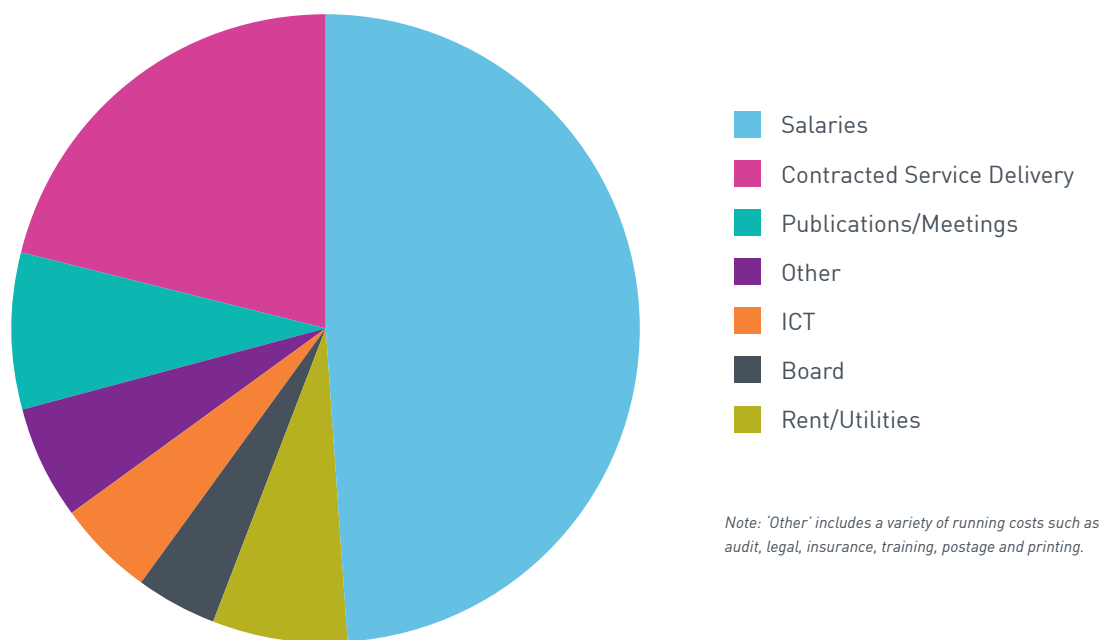
The operating surplus is largely to be retained in industry levy reserves (refer to Table 3), which is a positive move following the depletion over past years as a result of market conditions and large-scale expenditures on projects such as Cattle Production Conditions and Katestone Heat Load Monitoring project. Contributions to projects, or project management, have in several cases been supported by industry levies received outside AHA (for example MLA for Katestone and foot-and-mouth disease (FMD) Phase 3).

Core expenditure (\$5.0m) exceeds member subscriptions (\$4.4m) by \$0.6m. This is funded by the project fee of \$0.45m (representing corporate services and infrastructure that supports special projects), reinvestment of service income (for example third party

conference room hire, gate sign sales) and a portion of interest earned on core reserves. Chart 2 presents the trend (nominal and real) of budgeted core expenditure and its components. This reinvestment of service income has also allowed budget for the exploration of new project proposals, enhanced and new partnerships and collaboration, to leverage AHA's existing (though stretched) capability and capacity.

The nature of AHA's core expenditure can be seen in Chart 1, as substantially staff salaries and infrastructure (facilities and technology), but also the engagement of state member labs and surveillance staff and provisioning of and member attendance at training and engagement forums.

CHART 1 — PROPORTIONATE CORE EXPENDITURE BUDGET 2018-19



TOTAL REVENUE



CORE EXPENDITURE



SPECIAL EXPENDITURE
(EXCL. PROJECT FEE)

CHART 2 — CORE FUNDING SOURCE/ALLOCATION TREND 2010-11 TO 2018-19

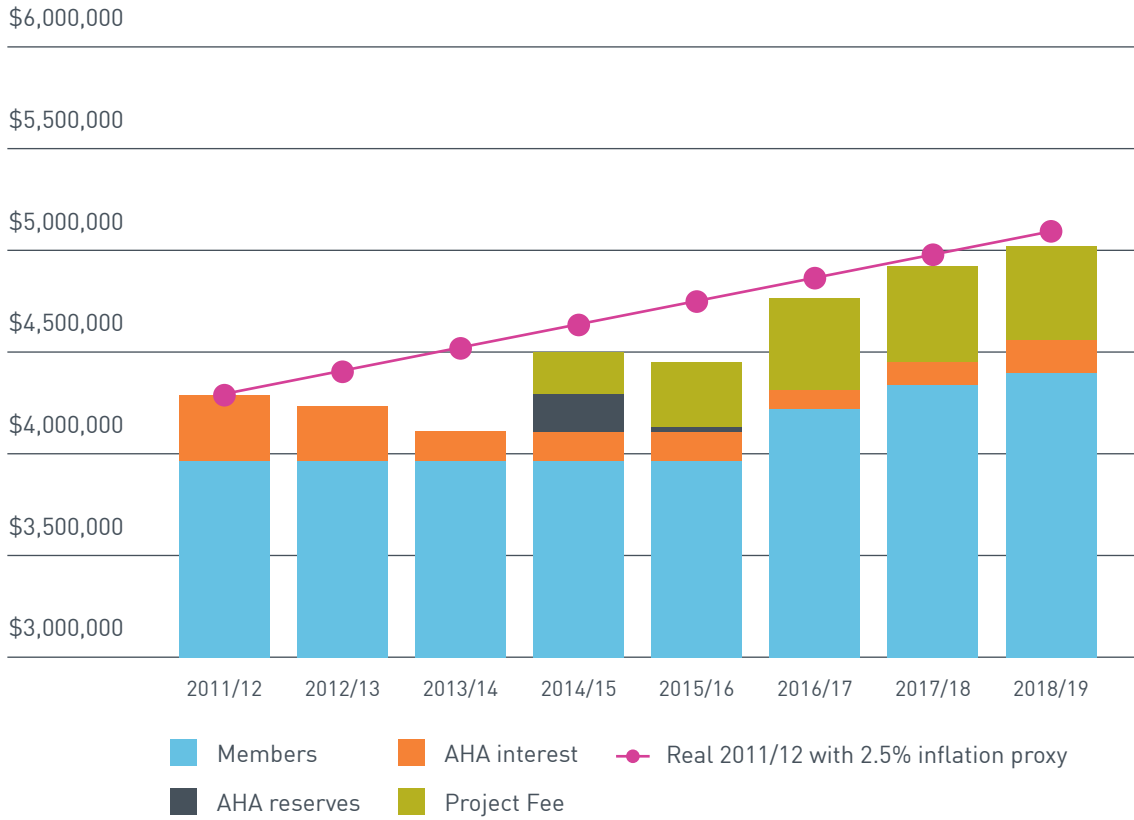
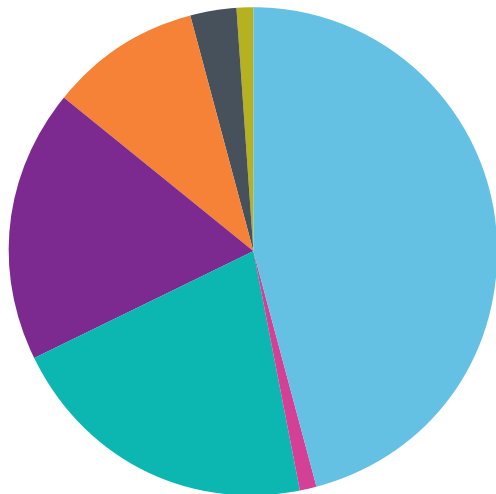
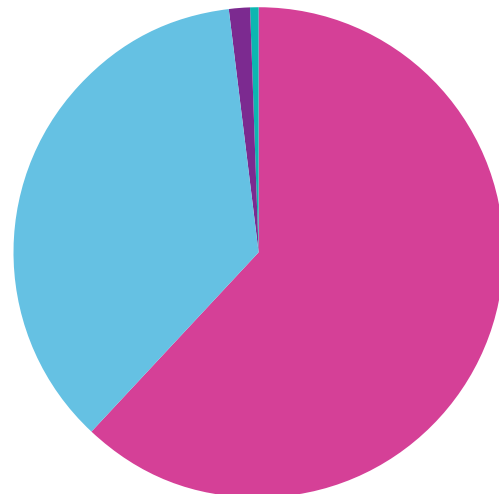


CHART 3 — BUDGETED INCOME



- Levies - Industry Levy Members
- Levies - EADRA
- Core Subscriptions (Non-Levy Members)
- Special Projects (Non-Levy Members)
- Special Projects (Non-Members)
- Interest
- Other

CHART 4 — BUDGETED EXPENDITURE



- Core Program
- Special Programs (excluding Mgmt fee)
- Levy Collection Costs
- EADRA Commonwealth Reimbursement

TABLE 2 — 2018-19 EXPENDITURE BUDGET BY STRATEGIC PRIORITY (\$)

	CORE	SPECIAL	TOTAL 2018-19	TOTAL 2017-18	PRIOR YEAR VARIATION
STRATEGIC PRIORITY ONE (EPRS)					
Response Framework and Obligations	273,061	367,499	640,560	384,813	255,747
Response Tools	556,459	538,865	1,095,324	1,110,205	-14,881
CMS functions - External Comms, National P'ships, SLAs	50,747	290,246	340,993	293,329	47,664
	880,267	1,196,610	2,076,877	1,788,347	288,530
STRATEGIC PRIORITY TWO (CTS)					
EAD Training Program	602,078	791,536	1,393,614	1,242,992	150,622
CMS functions - External Comms, National P'ships, SLAs	40,741	233,017	273,758	243,880	29,878
	642,819	1,024,553	1,667,372	1,486,872	180,500
STRATEGIC PRIORITY THREE (BPIS & EPRS)					
On-Farm and Supply Chain Biosecurity Program	277,767	1,771,262	2,049,029	2,294,604	-245,575
Surveillance and Laboratory Program	386,714	2,766,138	3,152,852	3,458,169	-305,317
Market Access Support Program	757,149	535,006	1,292,155	1,364,031	-71,876
CMS functions - External Comms, National P'ships, SLAs	189,846	1,085,826	1,275,672	1,396,346	-120,674
	1,611,476	6,158,232	7,769,708	8,513,150	-743,442
STRATEGIC PRIORITY FOUR (CMS)*					
Corporate Governance Services	1,403,508	-	1,403,508	1,305,109	98,399
Business Development (core and special)	216,250	392,063	608,313	570,607	37,706
Corporate Communications	211,618	34,476	246,094	188,479	57,615
	1,831,376	426,539	2,257,915	2,064,195	193,720
TOTAL	4,965,938	8,805,934	13,771,872	13,852,564	-80,692

* Strategic Priority Four (CMS) includes 'Finance & Facilities' which has budgeted costs of \$1,020k, consistent with prior years, and are recovered from operational projects.

TABLE 3 — RECONCILIATION OF INDUSTRY LEVY MEMBER RESERVES (\$)

	2018-19 AOP	2017-18 AOP
FORECAST OPENING BALANCE (2017-18 ACTUALS)	7,876,631	7,540,669
<i>ADD:</i> Industry Levy Income	6,669,640	6,669,640
Share of Interest Income	299,720	255,000
TOTAL INCOME	6,969,360	6,924,640
<i>LESS:</i> Allocated for Core Funding	1,332,270	1,300,805
Allocated for Special Funding	3,244,731	3,662,972
Levy Collection Costs	55,000	55,000
Industry Initiatives (SLAs)	1,574,613	1,569,901
Transfers to Industry Trust Funds	-	-
TOTAL BUDGETED EXPENDITURE PER AOP	6,206,614	6,588,678
NET INCOME OVER EXPENDITURE	762,746	335,962
ESTIMATED TOTAL CLOSING BALANCE	8,639,377	7,876,631

TABLE 4 — SUMMARY OF FUNDING REQUIRED FROM MEMBERS FOR 2018-19 (\$)

FUNDING PARTY	CORE	SPECIAL	TOTAL 2018-19	TOTAL 2017-18	PRIOR YEAR VARIATION
AUSTRALIAN GOVERNMENT	1,440,699	1,370,195	2,810,894	2,595,145	215,749
Australian Capital Territory	5,568	4,784	10,352	10,529	-177
New South Wales	308,299	273,783	582,082	619,052	-36,970
Northern Territory	32,281	11,279	43,560	44,174	-614
Queensland	353,046	174,688	527,734	554,175	-26,441
South Australia	132,605	53,228	185,833	195,713	-9,880
Tasmania	49,196	18,836	68,032	64,423	3,609
Victoria	434,167	184,864	619,031	651,723	-32,692
Western Australia	125,537	63,413	188,950	207,543	-18,593
STATES AND TERRITORIES	1,440,699	784,875	2,225,574	2,347,331	-121,757
Australian Chicken Meat Federation	128,483	15,955	144,438	146,201	-1,763
Australian Dairy Farmers Limited	247,592	382,705	630,297	656,403	-26,106
Australian Eggs	40,088	24,194	64,282	55,276	9,006
Australian Horse Industry Council	5,568	164	5,732	5,623	109
Australian Lot Feeders' Association	87,962	299,440	387,402	387,858	-456
Equestrian Australia Limited	10,554	164	10,718	10,578	140
Harness Racing Australia Inc.	15,727	164	15,891	15,643	248
Cattle Council of Australia Inc.	509,806	1,154,392	1,664,198	1,754,633	-90,435
Goat Industry Council of Australia Inc.	5,568	178,229	183,797	185,246	-1,449
Australian Alpaca Association Limited	5,725	27,402	33,127	34,755	-1,628
Australian Duck Meat Association Inc.	8,159	1,470	9,629	10,920	-1,291
Australian Pork Limited	62,696	104,838	167,534	188,474	-20,940
Sheep Producers Australia	165,398	1,256,149	1,421,547	1,532,122	-110,575
WoolProducers Australia Limited	147,373	1,508,280	1,655,653	1,815,938	-160,285
INDUSTRY	1,440,699	4,953,546	6,394,245	6,799,670	-405,425
Australian Veterinary Association Limited	14,709	164	14,873	14,585	288
CSIRO - AAHL	26,328	136,364	162,692	30,383	132,309
SERVICE PROVIDERS	41,037	136,528	177,565	44,968	132,597
LiveCorp	5,279	192,109	197,388	191,926	5,462
Meat & Livestock Australia	5,279	11,276	16,555	5,443	11,112
Racing Australia	5,279	164	5,443	5,443	-
Veterinary Schools of Australia and New Zealand Inc.	5,279	-	5,279	5,443	-164
Dairy Australia Limited	5,279	11,276	16,555	16,554	1
National Aquaculture Council Inc.	5,279	164	5,443	5,443	-
Zoo and Aquarium Association Inc.	5,279	164	5,443	5,443	-
Wildlife Health Australia	5,279	-	5,279	5,443	-164
ASSOCIATE MEMBERS	42,232	215,153	257,385	241,138	16,247
MEMBERS AND ASSOCIATE MEMBERS TOTAL	4,405,366	7,460,297	11,865,663	12,028,253	-162,590
OTHER (MDC, AMPC, AHA SERVICES, PROJECT FEE)	560,573	1,403,474	1,964,047	1,824,364	139,683
TOTAL	4,965,939	8,863,771	13,829,710	13,852,617	-22,907

AHA STRATEGIC PLAN 2015–2020

Strategic Journey Overview

The *Strategic Plan* was developed through extensive consultation and feedback with members and stakeholders. AHA's overarching strategic direction is a resilient Australian animal health system through effective partnerships, known for its integrity, and recognised nationally and internationally.

A mid-term review of the *Strategic Plan* was undertaken in consultation with AHA members in November 2017. Adjustments were made to ensure it remains current, continues to align with AHA's mission and supports the expectations of members.

The *Strategic Plan* is supported by four strategic priorities.

Effectively manage and strengthen Australia's EAD response arrangements through successful partnerships with members.



Enhance the EAD preparedness and response capability of AHA and its members.



Strengthen biosecurity², surveillance and animal welfare to enhance animal health and support market access and trade.



Deliver member value, organisational performance enhancement and sustainable resourcing.



² Biosecurity is the management of risks to the economy, environment and the community, of pests and diseases entering, emerging, establishing or spreading.

MONITORING AND EVALUATION

Our progress and success in implementing the *Strategic Plan* is monitored, evaluated and reported to members using a target setting and results-focused approach. This is to ensure we are accountable to our members and continue to learn from our successes and failures.

Programs under the strategic priorities ultimately lead to four high level outcomes:

Producers reduce disease entry onto farms

Prompt detection of notifiable disease outbreaks and effective EAD response

National surveillance and animal health reports are considered robust by our markets

New and enhanced partnerships and sustainable programs

We will continue to track our progress, reflect on our successes and weaknesses, make modifications to our business practices and report our findings throughout 2018-19, leading to full accountability to our members.

Further information about AHA's M&E performance can be found in the *Monitoring and Evaluation 2016-17 Report* on p20-45 of *AHA's Annual Report 2016-17* (publizr.com/aha/annual-report-2016-17?html=true#/24/).





STRATEGIC PRIORITIES

STRATEGIC PRIORITY ONE

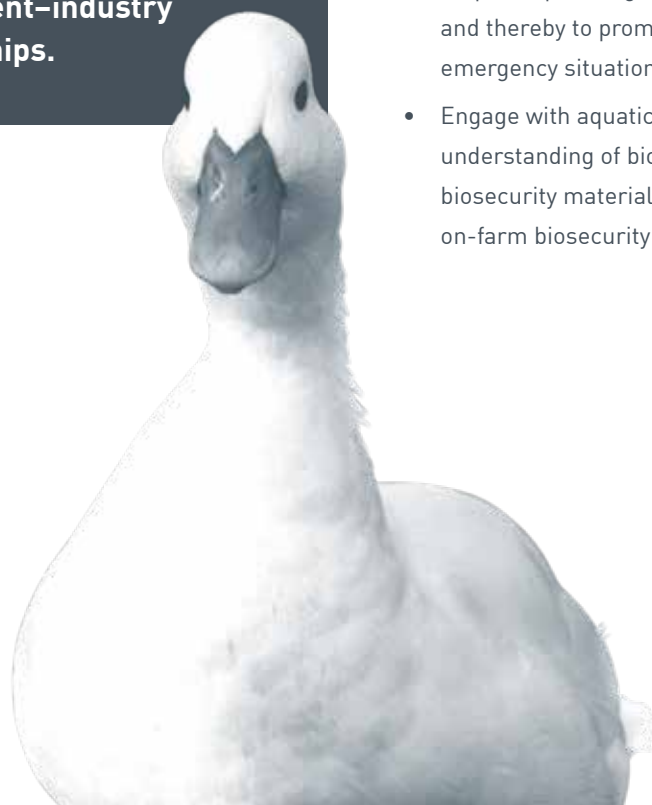
Effectively manage and strengthen Australia's EAD response arrangements through successful partnerships with members.

SUMMARY

A strong and robust framework, and the necessary tools available to deal effectively and successfully with EADs, are assets to AHA's members, the economy and the community. AHA safeguards the integrity of the EADRA, to enhance members' responses to EADs, and EAD preparedness and response arrangements generally, and to strengthen government–industry partnerships.

2018-19 KEY FOCUS AREAS

- Update disease-specific AUSVETPLAN documents to address areas of inconsistency, and to ensure they are fit-for-purpose (i.e. current, contextual, risk-based, clear and practical, and supported by governments and industry).
- Communicate the benefits and results of the FMD risk management research to stakeholders to improve the understanding and development of FMD preparedness and response strategies.
- Complete a review of normal commitments to ensure that all signatories to the EADRA understand their potential commitments to a response up front, to improve funding certainty during a response, to assist with response planning and incident management, and thereby to promote rapid responses to emergency situations.
- Engage with aquatic industries to raise the understanding of biosecurity and develop biosecurity materials and resources, including on-farm biosecurity plans.



TOTAL PRIORITY ONE



Corporate and Communications & Training program expenditure on strategy one

PROJECTS	BUDGET \$2018-19	BUDGET \$2017-18
Industry initiated expenditure (Service Level Agreements)	290,246	243,441
National Partnerships and Communications	50,747	49,888
TOTAL	340,993	293,329

RESPONSE FRAMEWORK AND OBLIGATIONS PROGRAM

ABOUT THE PROGRAM

Under this program, AHA safeguards the integrity of the EADRA to ensure the effectiveness and currency of the response framework:

- The EADRA project brings together the Commonwealth, state and territory governments and livestock industry groups to increase Australia's capacity to prepare for, and respond to, EAD incidents.
- The Aquatic Deed project is developing a formal arrangement between governments and private sectors on responses to aquatic EAD incidents.

CHANGES FROM PRIOR YEAR

The reduction in the budget for the Aquatic Deed project reflects the end of this project before the end of the 2018-19 financial year, as per the funding agreement with the Department of Agriculture and Water Resources.



PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
CORE SUBSCRIPTIONS				
EADRA	Finalise recommendations from the third five-year review and publish a new version of the EADRA when signatories have approved proposed variations and amendments	Dec 18	239,502	234,806
	Participate in workshops and reviews of the Emergency Plant Pest Response Deed to ensure a consistent approach with both Deeds	Jun 19		
	Review of normal commitments of parties to the EADRA	Jun 19		
	Finalise the development of benchmarks and reporting systems for AHA industry members to demonstrate the industry status with regard to EAD response preparedness and risk mitigation	Jun 19		
EAD Minor Projects	Develop guidance on the risk mitigation obligations of Parties to the EADRA	Jun 19	33,559	-
TOTAL CORE SUBSCRIPTIONS			273,061	234,806
SPECIAL FUNDED				
Aquatic Deed <i>[Commonwealth]</i>	Ongoing review of the business case for AHA as the custodian of the Aquatic Deed	Jun 19	82,500	150,008
	Establish a ratification process for the Aquatic Deed with prospective parties	Jun 19		
	Communicate to aquatic industries the benefits of the Aquatic Deed, and the services delivered by AHA as the custodian of the Deed	Jun 19		
Aquatic Industry Liaison Officer <i>[Commonwealth]</i>	Build partnerships and foster collaboration between industry, science and government	Jun 19	285,000	-
	Strengthen capacity to identify, manage and respond to biosecurity threats across north Australia's aquatic industries through implementation of sector biosecurity plans	Jun 19		
	Strengthen Australia's aquatic EAD response arrangements and identify gaps across north Australia	Jun 19		
	Improve surveillance and diagnostic capabilities for aquatics in north Australia	Jun 19		
	Identify biosecurity training and awareness opportunities and co-ordinate workshops or events	Jun 19		
TOTAL SPECIAL FUNDED			367,500	150,008
TOTAL RESPONSE FRAMEWORK AND OBLIGATIONS BUDGET			640,561	384,814

RESPONSE TOOLS PROGRAM

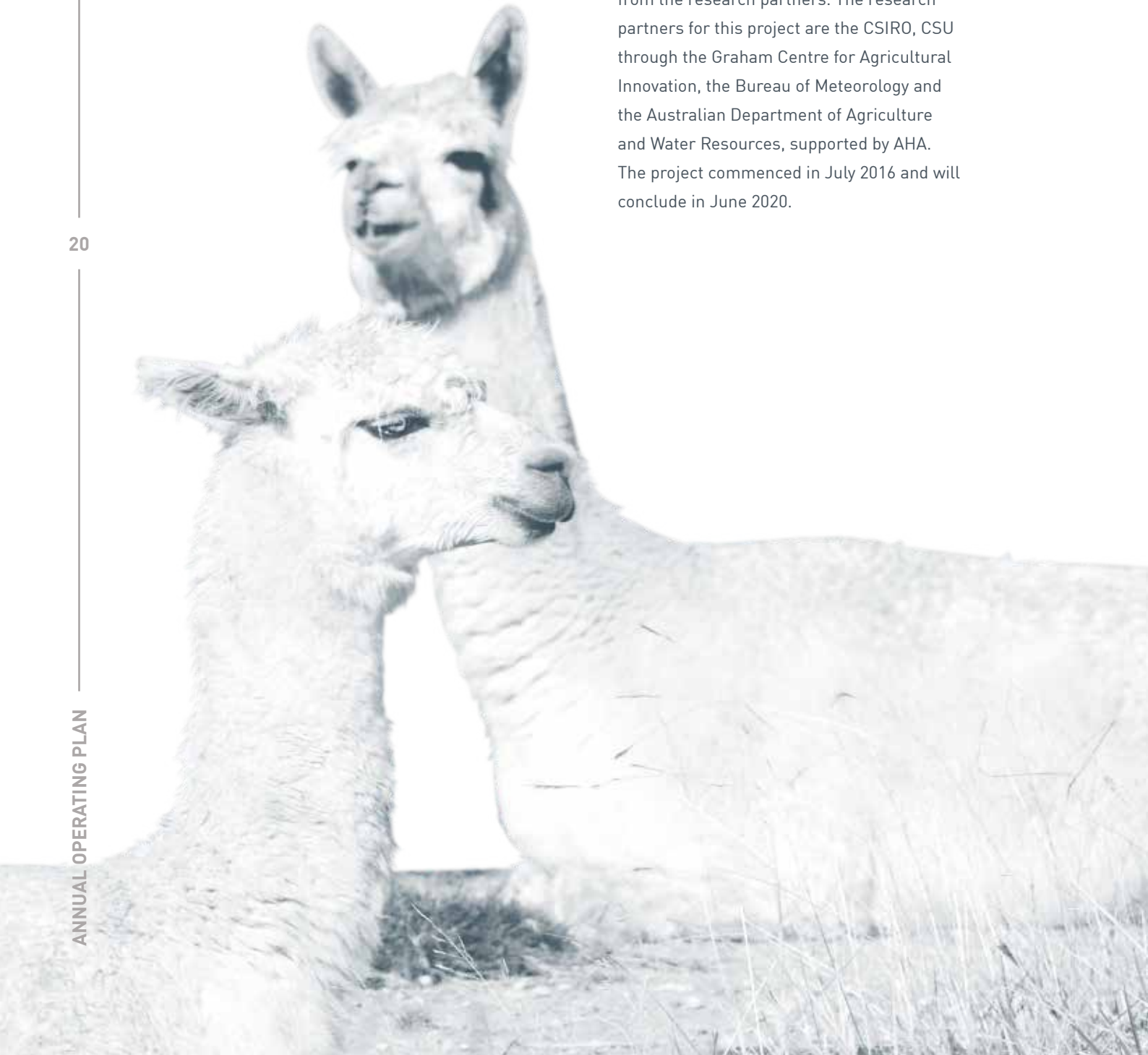
ABOUT THE PROGRAM

This program includes:

- AUSVETPLAN — documents the nationally agreed approach for the response to EADs in Australia
- the vaccine banks for FMD and anthrax
- the 'FMD Ready' project: Improved surveillance, preparedness and return to trade for EAD incursions using FMD as a model.

CHANGES FROM PRIOR YEAR

The FMD Ready project is supported by MLA, through funding from the Australian Government Department of Agriculture and Water Resources as part of its Rural Research and Development for Profit program, and by producer levies from Australian FMD-susceptible livestock (cattle, sheep, goats and pigs) industries and Charles Sturt University (CSU), leveraging significant in-kind support from the research partners. The research partners for this project are the CSIRO, CSU through the Graham Centre for Agricultural Innovation, the Bureau of Meteorology and the Australian Department of Agriculture and Water Resources, supported by AHA. The project commenced in July 2016 and will conclude in June 2020.



PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
CORE SUBSCRIPTIONS				
AUSVETPLAN	Review 85% disease-specific documents to ensure fit-for-purpose	Jun 19	556,459	554,559
	Update the template for enterprise manuals	Dec 18		
	Acquire 85% cited references for updated disease-specific documents	Jun 19		
TOTAL CORE SUBSCRIPTIONS			556,459	554,559
SPECIAL FUNDED				
FMD Vaccine Bank Management <i>[Commonwealth, all states/territories and FMD susceptible industries]</i>	Update procedures and contractual arrangements for supply arrangements from Pirbright to an international airport in Australia based on outcomes of supply chain exercise	Jun 19	92,666	92,666
	Ensure vaccine equipment and logistics arrangements are in place	Dec 18		
Anthrax Vaccine Bank Management <i>[Commonwealth, all states/territories and anthrax susceptible industries]</i>	Assess inventory, batch expiry dates and sales of anthrax vaccine	Jun 19	18,935	18,935
	In consultation with funding parties, determine the appropriate size of the bank	Jun 19		
	If required, in consultation with the Australian Pesticides and Veterinary Medicines Authority develop an emergency use permit for a lower potency anthrax vaccine	Jun 19		
FMD Risk Management [Phase 3] <i>[Commonwealth, all states/territories and FMD susceptible industries]</i>	Support communication, monitoring and evaluation activities for the project	Jun 19	427,264	444,046
	Host and facilitate annual stakeholder engagement workshop	Nov 18		
TOTAL SPECIAL FUNDED			538,865	555,647
TOTAL RESPONSE TOOLS BUDGET			1,095,324	1,110,206

STRATEGIC PRIORITY TWO

Enhance the EAD preparedness and response capability of AHA and its members.

SUMMARY

It is vital that all AHA members understand their roles and responsibilities in the event of an EAD, that they comply with the requirements of the EADRA, and that they have the capacity, capability and skills to effectively contribute to an EAD response.

2018-19 KEY FOCUS AREAS

- Develop new and contemporary training channels for members to access EAD training remotely.
- Develop and implement training resources that promote national consistency in emergency response training.
- Support the aquatic biosecurity awareness roadshow across six regions in northern Australia.
- Collaborate with Plant Health Australia (PHA) and industry biosecurity extension officers on biosecurity messaging across northern Australia.



TOTAL PRIORITY TWO



Corporate and Communications & Training program expenditure on strategy two

PROJECTS	BUDGET \$2018-19	BUDGET \$2017-18
Industry initiated expenditure (Service Level Agreements)	233,017	202,402
National Partnerships and Communications	40,741	41,478
TOTAL	273,758	243,880

EAD TRAINING

ABOUT THE PROGRAM

This program includes an overarching core project that supports, as well as delivers, training activities. It is supported by smaller training projects targeting specific groups or topics.

CHANGES FROM PRIOR YEAR

No significant changes to the core EAD training budget. The increase in the overall training budget reflects changes to special-funded projects. The National Biosecurity Response Team (NBRT) program's budget has been increased, while the Biosecurity Emergency Response Training and Assessment (BERTA) Materials project, Marine Pest Response Exercise project and EAD Online Training Module for Agents and Brokers project will be either completed or nearly completed in the 2018-2019 financial year.

PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
CORE SUBSCRIPTIONS				
EAD Training	Deliver Liaison - Livestock Industry training program (3-4 workshops)	Jun 19	602,078	622,706
	Deliver one new training channel	Jun 19		
	Maintain annual partnership with registered training organisation	Jun 19		
	Coordinate a trainers' professional development networking activity	Jun 19		
	Convene the National Animal Health Training Reference Group as a key consultative group for EAD preparedness and response training	Aug 18		
	Deliver training and develop materials to support participation in National Management Group and Consultative Committee on Emergency Animal Diseases decision making	Mar 19		
TOTAL CORE SUBSCRIPTIONS			602,078	622,706

PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
SPECIAL FUNDED				
NBRT Arrangements* <i>[Commonwealth, all states/territories]</i>	In consultation with a host jurisdiction, design and deliver an NBRT training activity	Jun 19	574,520	-
BERTA project <i>[Commonwealth, all states/territories]</i>	Facilitate effective collaboration between Tocal College and stakeholders in developing materials for the biosecurity response qualifications	Dec 18	30,000	400,000
New projects	Deliver additional training activities/ programs in EAD preparedness and response		187,016	-
TOTAL SPECIAL FUNDED			791,536	400,000
TOTAL EAD TRAINING BUDGET			1,393,614	1,022,706

*NBRT budget in 2017-18 was \$574,520; however, this was not confirmed at time of 2017-18 AOP print. This program replaced the former Rapid Response Team training.

STRATEGIC PRIORITY THREE

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

SUMMARY

AHA aims to enhance its members' capability to implement effective biosecurity and welfare practices, identify disease events in a timely manner and to trace animals along the supply chain. Ensuring domestic and international markets have the continuing confidence to purchase our members' products due to the performance of these measures, as underpinned by robust surveillance, laboratory, reporting and verification processes, is paramount to what we are trying to achieve.

2018-19 KEY FOCUS AREAS

- Contribute to the review of the Animal Welfare Framework Standards and Guidelines to improve the development process and the development of nationally consistent arrangements.
- Promote and leverage the Livestock Production Assurance requirement around on-farm biosecurity and how this can benefit livestock producers and market access.
- Work with aquatic stakeholders on agreed surveillance activities.
- Finalise the National Animal Biosecurity Research, Development and Extension (RD&E) strategy and drive its implementation for greater coordination and co-investment and reduced duplication.
- Through coordinating traceability exercises, identify and communicate the strengths and weaknesses of Australia's national livestock traceability system to AHA's members, and work with our members to enhance the robustness of the national system, while minimising transaction costs to producers.
- Early disease investigation by facilitating veterinary practitioner input into the National Significant Disease Investigation Program and other relevant surveillance projects.
- Enhance analysis of national surveillance information in the National Animal Health Information System (NAHIS) and effective reporting to Chief Veterinary Officers and to the public.
- Improve sharing of laboratory diagnostic surveillance data by system linkages to NAHIS.

**There has been a shift away from BJD-focused activities since 2016, due to the disease being deregulated (in most states) and a move to it being managed like other diseases as part of farm biosecurity.*

This has resulted in a significant reduction (\$466k) to the Cattle Production Conditions project budget. It has also contributed to the reduction in activities for the National Johne's Disease Project (NJDP), which has had a \$200k decrease in budget over the last two years.

Three other significant changes relate to the temporary management of Katestone Heat Load project (\$243k) by MLA and a general budget revision to the TSEFAP (\$390k) and Sheep Health Project (\$200k), due to case cost and data collection efficiencies.

TOTAL PRIORITY THREE*



Corporate and Communications & Training program expenditure on strategy three

PROJECTS	BUDGET \$2018-19	BUDGET \$2017-18
Industry initiated expenditure (Service Level Agreements)	1,085,826	1,158,863
National Partnerships and Communications	189,846	237,483
TOTAL	1,275,672	1,396,346

ON-FARM AND SUPPLY CHAIN BIOSECURITY PROGRAM

ABOUT THE PROGRAM

This program aims to increase the awareness and implementation of biosecurity practices on-farm and awareness throughout the supply chain, whilst maintaining trade (domestic and international) and assisting national livestock producers with their management of animal health conditions.

CHANGES FROM PRIOR YEAR

The primary variance stems from a reduction in the contractor costs for delivering the Sheep Health project abattoir monitoring component, due to increased efficiencies that have been implemented over the preceding 12 months.

PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
CORE SUBSCRIPTIONS				
Farm Biosecurity Project	Implement 85% of actions from the program plan, incorporating recommendations from the review of the program	Jun 19	198,889	204,555
	Contribute to strengthening biosecurity along the livestock supply chain so that it meets member needs and facilitates expanded market access	Jun 19		
	Contribute to strengthening biosecurity on-farm so that it meets member needs and enhances the reputation of Australian livestock production globally	Jun 19		
Biosecurity Planning and Implementation	Work with members to ensure biosecurity principles and commitments as listed in Clause 14 of the EADRA are met	Jun 19	75,336	75,336
	Work with members to develop contemporary industry biosecurity plans and government strategies that are effective and practical for producers to implement	Jun 19		
TOTAL CORE SUBSCRIPTIONS			274,225	279,891

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PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
SPECIAL FUNDED				
Prohibited Pig Feed Compliance and Awareness Project (PPFCAP) <i>[Commonwealth, all state/territories and APL]</i>	Complete 90% of the deliverables of the 2018-19 project plan activities	Jun 19	12,000	18,000
Animal Biosecurity RD&E Strategy <i>[NSW, Australian Eggs, APL, Livecorp, DA, AMPC, AWI, FRDC, MLA and RIRDC]</i>	Finalise the National Animal Biosecurity RD&E strategy and drive its implementation for greater coordination, co-investment and reduced duplication	Jun 19	200,000	200,000
	Promote the benefits and value of co-investing to achieve the RD&E priorities to AHA members and more broadly	Jun 19		
Sheep Health Project <i>[WPA, SPA]</i>	Complete 90% of the deliverables of the 2018-19 project plan activities	Jun 19	1,382,058	1,586,713
	Provide two tools or information collateral to sheep producers to facilitate behavioural change on-farm	Jun 19		
Goat Production Conditions <i>[GICA]</i>	Complete 90% of the deliverables of the 2018-19 project plan activities	Jun 19	60,000	60,000
	Provide two tools or information collateral to goat producers to facilitate behavioural change on-farm	Jun 19		
Cattle Production Conditions <i>[CCA]</i>	Complete 90% of the deliverables of the 2018-19 project plan activities	Jun 19	115,000	150,000
	Provide two tools or information collateral to cattle producers to facilitate behavioural change on-farm	Jun 19		
Alpaca Biosecurity <i>[AAA]</i>	Extend the National Livestock Identification System (NLIS) system to alpacas to enhance animal traceability	Jun 19	2,204	-
TOTAL SPECIAL FUNDED			1,771,262	2,014,713
TOTAL ON-FARM AND SUPPLY CHAIN BIOSECURITY PROGRAM BUDGET			2,045,487	2,294,604

SURVEILLANCE AND LABORATORY PROGRAM

ABOUT THE PROGRAM

The Surveillance and Laboratory Program includes foundation activities providing surveillance data for market access, increasing capability for early detection of disease outbreaks and maintaining a proficient laboratory capability.

The need for national planning and continuous system improvement is addressed within the delivery of the *National Surveillance and Diagnostics Business Plan 2016-19*. All activities are undertaken in close collaboration with government and industry stakeholders, represented on several steering and advisory committees, and working groups.

CHANGES FROM PRIOR YEAR

The reduction in budget for the Accreditation Program for Australian Veterinarians (APAV) and Screw worm Fly Surveillance and Preparedness Program (SWFSP) is due to a planned reduction in work plan activities.

The increase in budget for the Surveillance and Laboratory Enhancement and Support project and the Australian Animal Pathology Standards program is due primarily to an increase in the expected staff time requirement to improve strategic outcomes in surveillance (e.g. clearer and more useable reports and better coordination of national animal health surveillance activities).

PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
CORE SUBSCRIPTIONS				
Surveillance and Laboratory Enhancement and Support	Implement 90% relevant activities under the <i>National Surveillance and Diagnostics Business Plan</i>	Jun 19	130,276	112,961
	Represent AHA members on national surveillance working groups	Jun 19		
National Significant Disease Investigation Program (NSDI Program)	Private livestock veterinarians have adequate opportunity in every state/territory, through subsidised training on disease investigation, to gain knowledge and skills to investigate and report on disease events	Ongoing	242,979	240,844
National Animal Health Laboratory Coordination (NAHLC)	Represent AHA members on the Animal Health Committee Ad Hoc National Laboratory Task Group	Ongoing	13,459	13,971
	Monitor diagnostic sample submission quality to inform disease investigation and surveillance training requirements	Ongoing		
	Implement STARS (AAHL's Sample Tracking and Reporting System), in participating jurisdictions and in NAHIS, for sharing laboratory general surveillance data	Jun 19		
TOTAL CORE SUBSCRIPTIONS			386,714	367,776

PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
SPECIAL FUNDED				
SWFSPP <i>[Commonwealth, all state/territories and screw-worm fly affected industries]</i>	Complete 90% of planned fly trapping and targeted myiasis monitoring	Jun 19	148,104	179,388
	Promote and maintain awareness and general surveillance	Ongoing		
	Monitor the risk profile of SWF for Australia	Ongoing		
Australian Animal Pathology Standard Project (AAPSP) <i>[All state/territories, university and private laboratories]</i>	Organise and run the continuing education workshop at locations around Australia	Ongoing	134,306	119,709
	Ensure a proficiency testing program is undertaken	Ongoing		
	Administer the National Animal Pathology Archive to support pathology trainees and provide continuing education for working pathologists	Ongoing		
Reference Laboratories <i>[Commonwealth, all state/territory laboratories and affected industries]</i>	Contract reference laboratory services for Johne's disease (JD) and anthrax	Ongoing	191,261	188,279
Transmissible Spongiform Encephalopathies Freedom Assurance Project (TSEFAP) <i>[Commonwealth, all state/territories, ARA, SFMCA and TSE affected industries]</i>	Timely monitoring and communication of Australia's freedom from bovine spongiform encephalopathy and classical scrapie, combined with the highest level of international rating, to support market access for cattle, sheep and goats	Jun 19	820,480	1,203,150
APAV <i>[Private veterinarian subscriptions]</i>	Maintain a public register of accredited veterinarians	Ongoing	30,274	60,133
	Maintain a contemporary, online APAV training course	Ongoing		
	Maintain an efficient database management system to deliver training and related business services	Ongoing		
National Arbovirus Monitoring Program (NAMP) <i>[Commonwealth, all state/territories and affected industries]</i>	Complete 90% of virology and entomology plans	Jun 19	1,381,294	1,339,734
	Maintain a current, interactive, web-based bluetongue virus zone map	Ongoing		
	Members consider the NAMP report to be credible	Jun 19		
Surveillance App Development (LookCheck) <i>[Commonwealth]</i>	Trial of application within the Northern Australia Biosecurity Surveillance Significant Disease Investigation Network	Jun19	60,420	-
TOTAL SPECIAL FUNDED			2,766,139	3,090,393
TOTAL SURVEILLANCE AND LABORATORY PROGRAM BUDGET			3,152,853	3,458,169

MARKET ACCESS SUPPORT PROGRAM

ABOUT THE PROGRAM

The Market Access Support Program incorporates various projects that focus on facilitating access to domestic and international markets through the national coordination of animal health information, policies and services that underpin trade.

The traceability and diagnostic projects contribute to the integrity of the national animal health system to support market access. They do this by enabling the tracing of livestock movement and supporting the continued education and expertise of veterinary diagnosticians, who are critical to

the early detection and understanding of animal disease.

The animal welfare projects³ allow for the effective management of livestock welfare and supporting health projects to maximise livestock production efficiencies which are vital to sustained domestic and international markets for Australia's livestock and their products.

CHANGES FROM PRIOR YEAR

Due to slippages in timeframes, funding for the Livestock Welfare – Poultry project and the Livestock Welfare – Pigs project has been carried forward from 2017-18 into 2018-19. However, no additional funding is required.

PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
CORE SUBSCRIPTIONS				
Livestock Welfare	Provide leadership through collaboration and coordination to facilitate solutions for livestock welfare issues where requested by members	Jun 19	77,572	79,590
	Manage collaborative projects for livestock welfare on behalf of members	Jun 19		
	Contribute to the review of the Animal Welfare Framework Standards & Guidelines to improve the development process	Jun 19		
NAHIS Program	A secure, validated, web accessible database of agreed national surveillance data and reports	Ongoing	683,118	675,631
	Members consider the Animal Health Surveillance Quarterly report to be credible and robust	Quarterly		
	Members consider the Animal Health in Australia report to be credible and robust	May 19		
	Enhanced analysis, coordination and reporting of national surveillance information	Jun 19		
	Improved sharing of laboratory diagnostic surveillance data through linkages to NAHIS	Jun 19		
TOTAL CORE SUBSCRIPTIONS			760,690	755,221

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³ AHA is guided by its involvement and participation in animal welfare projects by its animal welfare policy. This policy outlines AHA's role in the animal welfare continuum, which is contained to issues that may impact on animal production, trade and market access and community social licence.

PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
SPECIAL FUNDED				
NLIS Program <i>[Commonwealth, all state/ territories and species with an NLIS system]</i>	Collaboratively develop implementation and compliance rules for the four NLIS species programs	Jun 19	66,671	73,854
Alpaca Traceability <i>[AAA]</i>	Work with Australian Alpaca Association to develop and implement NLIS (Alpacas and Llamas)	Jun 19	25,033	28,961
Australian Government Accredited Veterinarian (AAVet) course <i>[Commonwealth and other funding]</i>	Administer online AAVet training course	Ongoing	5,982	8,098
Sheep Cooperative Research Centre (CRC) Wellbeing Program <i>[WPA]</i>	Support and ensure the wool industry's investment in the Sheep CRC delivers value	Jun 19	160,820	160,693
Livestock Welfare Poultry <i>[Commonwealth, all state/ territories and poultry industries]</i>	Finalise the development of Australian Animal Welfare Standards and Guidelines for Poultry	Nov 18	78,303	54,697
Livestock Welfare Pigs <i>[APL]</i>	Develop Australian Animal Welfare Standards and Guidelines for Pigs	Jun 19	99,651	213,057
Australian Pork Limited Evidence of Absence of Exotic Disease Project <i>[APL]</i>	Exotic disease exclusion information for pig disease events	Jun 19	28,110	30,033
Australian Meat Processor Corporation (AMPC) Abattoir Comms Project <i>[AMPC]</i>	Develop and implement a communication plan to maximise awareness among AMPC members and stakeholders of the existence of related welfare standards and guidelines	Jun 19	55,436	-
National JD Project <i>[JD affected industries]</i>	Manage the cross-sectoral issues associated with JD	Jun 19	15,000	Under Review
TOTAL SPECIAL FUNDED			535,006	569,393
TOTAL MARKET ACCESS SUPPORT PROGRAM BUDGET			1,295,696	1,324,614

STRATEGIC PRIORITY FOUR

Deliver member value, organisational performance enhancement and sustainable resourcing.

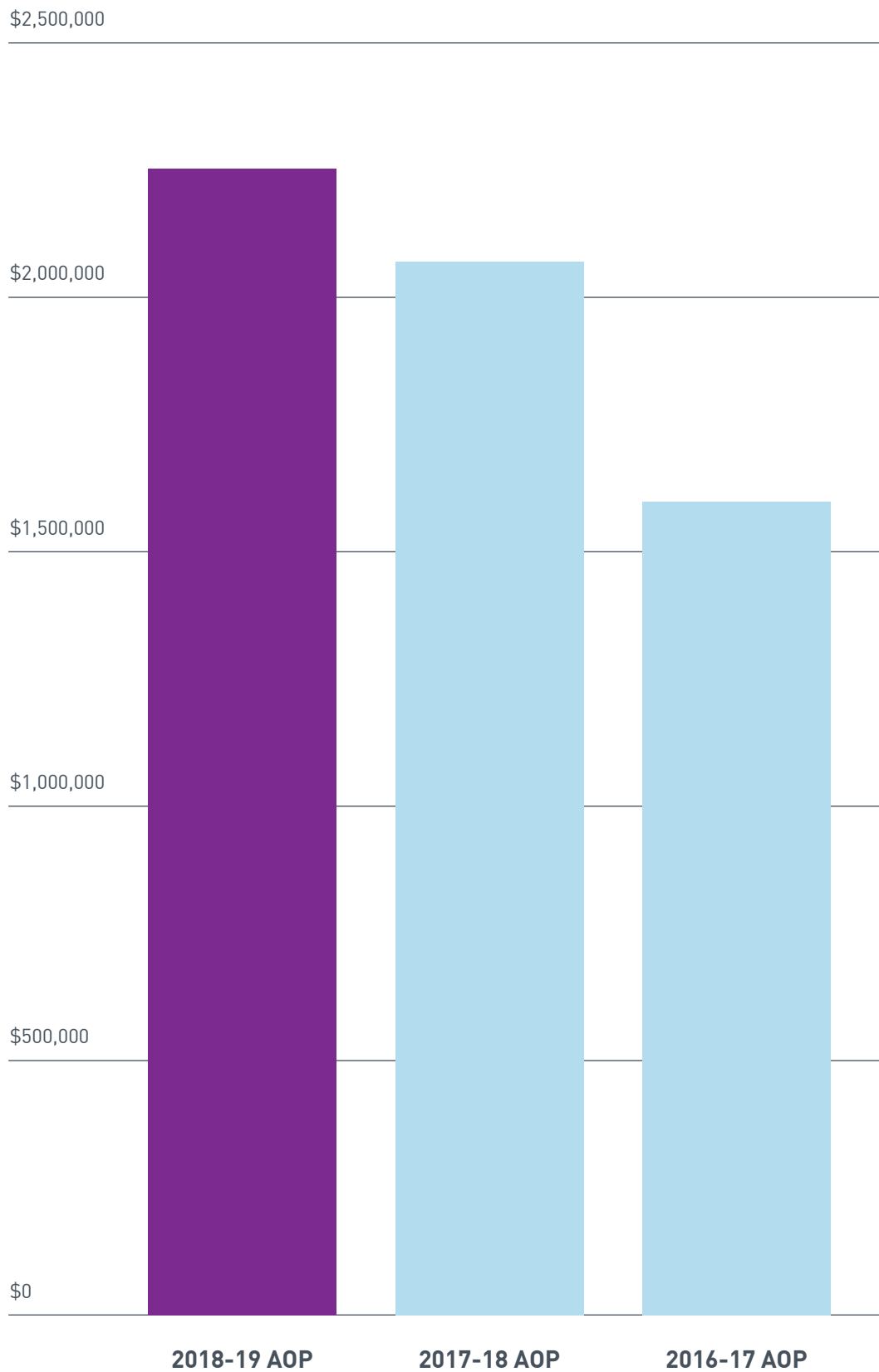
SUMMARY

AHA seeks to deliver 'value for money' outcomes for its members, and ensure the corporate support for its strategic and operational delivery programs is fit-for-purpose and delivered efficiently and effectively. AHA aims to operate with better practice standards in corporate governance, financial and human capital management, technology, communications and, at its core, collaboration and engagement to maximise its sphere of influence.

2018-19 KEY FOCUS AREAS

- Increase awareness of our partnership role in strengthening the national animal health system.
- Ensure animal health biosecurity messaging to members, producers and the supply chain reflects the diversity of audiences.
- Work in partnership with members to assist in their delivery of activities, for the shared goal of an enhanced animal health system and nationally consistent arrangements.
- Continue upgrade of office technology - including the second stage of the CRMS, implementation of cloud solutions for general office applications and records management system and further integration of payroll, financial and business intelligence systems.
- Business development (core and special) in line with AHA objectives, leveraging AHA's core skills to build greater member value and return on investment in the animal health system.
- Continue implementation of the *AHA People Strategy 2017-2020*, in particular company-wide training in core competencies, such as project management, negotiation and facilitation, and financial management.

TOTAL PRIORITY FOUR



CORPORATE SERVICES PROGRAM

ABOUT THE PROGRAM

The Corporate Services program provides governance and business services support to AHA and related entities. This program provides strategic business guidance and governance from the Board through the CEO to the executive management team. It provides staff and members with financial management and transparent reporting providing confidence that better practice governance practices are being followed, and that there is compliance with regulatory requirements.

The program strengthens AHA's culture by providing human resource (HR) management, staff development and training to support our motivated and specialist workforce. It also provides staff and members with a productive work environment and collaboration facilities. This program maximises the company's technology resources to deliver AHA outcomes to members and stakeholders. It also assesses appropriate business development (core and special) in-line with AHA's goals – to ensure greater synergy, leverage and value for members from existing business and relationships.

CHANGES FROM PRIOR YEAR

Corporate governance budgets have increased relative to core operational budgets, primarily due to the partial transfer of budget functions and facilities overheads from operational projects, ensuring a better reflection of underlying costs.

There has also been minor increases in full-time equivalent (FTE) hours of corporate staff and a HR contractor has been engaged on a part-time basis to assist AHA's Staff Committee with implementation of key strategies, such as skills identification and development and career and performance planning.

The corporate overhead cost centres (finance and facilities), which are attributed to other projects/cost centres, have been maintained at a cost of \$1.0m, despite annual rent increase (3%) and company salary increase (2%), due to efficiencies in office and financial management.

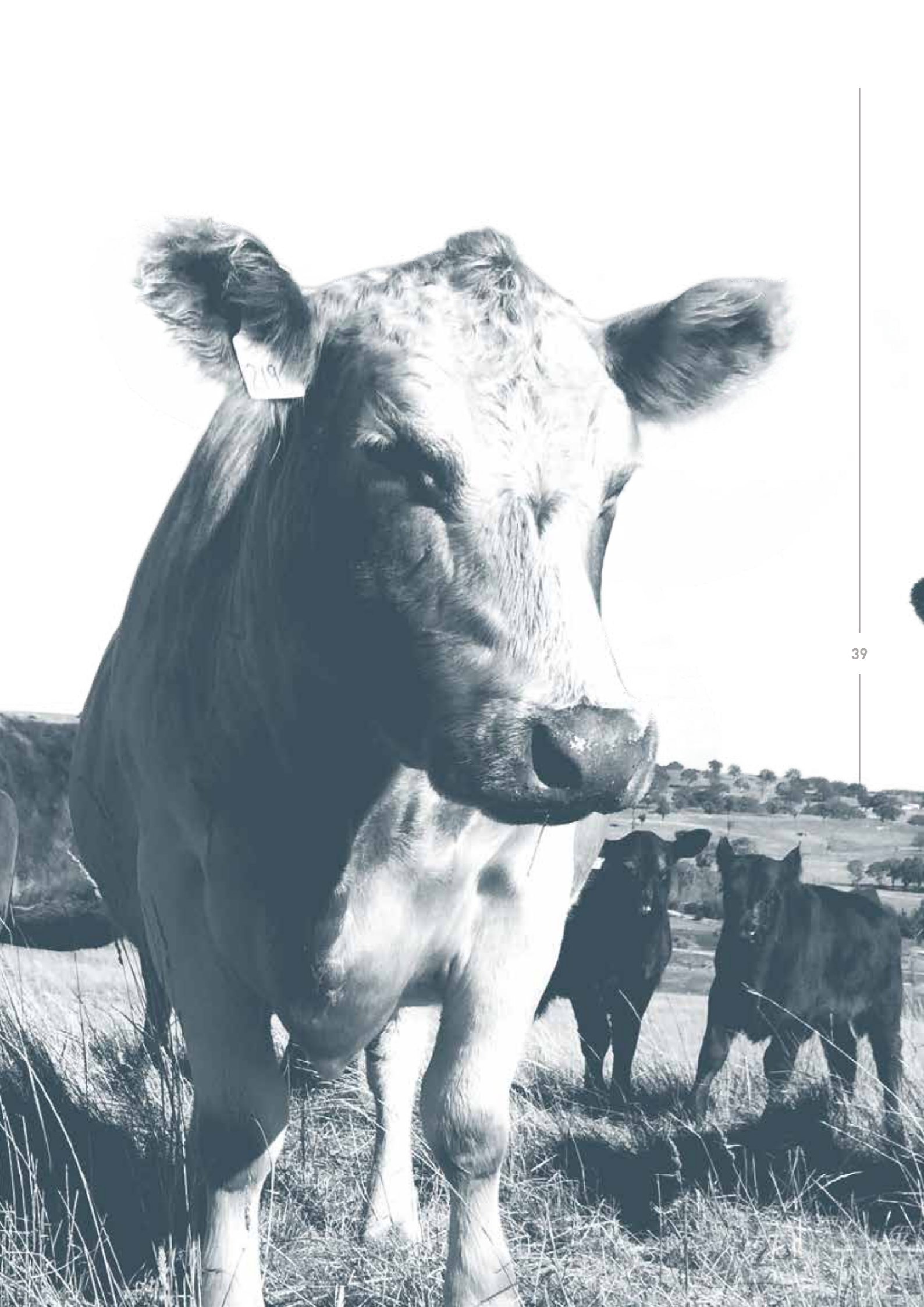
PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
CORE SUBSCRIPTIONS				
Corporate Governance (Board and Executive)	Deliver best practice governance in accordance with Australian Institute of Company Directors guidance	Jun 19	978,990	924,177
	Undertake a Board Performance Review and implement agreed actions	Jun 19		
	Comply with AHA Constitution and Corporations Law	Jun 19		
	Ensure succession plans are in place for the CEO and Executive Management	Jun 19		
	Implement <i>Strategic Plan</i> and M&E framework	Jun 19		
	Make adjustments to work practices to address feedback from the Member Survey	Jun 19		
	Deliver effective operational management of the company	Jun 19		
	Deliver effective risk identification and management	Jun 19		
Finance and Facilities (F&F)*⁴ Services Strategic Priorities One, Two and Three <i>*(F&F charge allocated to projects)</i>	Deliver effective financial management and transparent financial reporting to staff and members	Jun 19	1,020,000	1,020,000
	Deliver unqualified audit opinion on annual financial statements	Jun 19		
	Provide safe, comfortable and appropriate facilities and administrative support for staff and members	Jun 19		
People Capability	Implement the <i>People Strategy and Plan 2017-2020</i> to ensure a well-led workforce, leading to a positive career development trend	Jun 19	167,182	128,412
	Provide company-wide training, leading to a positive trend in professional development	Jun 19		
Information and Communication Technology (ICT)	Implement next stage of the <i>ICT Strategic Plan</i>	Jun 19	257,335	252,520
	Effective management of ICT service provider and delivery of effective technology and communication tools	Jun 19		
	Compliance with, and annual review of, business continuity plans and disaster recovery plans	Jun 19		
Business Development (core and special)	Complete assessment of eight identified short to long horizon opportunities and implement new projects with additional income streams sufficient to cover budgeted outlays and provide a return for reinvestment in member priorities	Jun 19	216,250	199,467
TOTAL CORE SUBSCRIPTIONS *(EX F&F CHARGE)			1,619,757	1,504,576

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⁴ The Finance and Facilities charge includes the total cost of operations for the finance section, i.e. salaries, contractors, software licences and support as well as building costs, including rent, telephones, and stationery. The Finance and Facilities charge is the 'corporate overhead' applied to all operational projects (core and special).

PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
SPECIAL FUNDED				
Business Services [WPA] [SIHW] [CDCF] [LBN]	Deliver company secretariat, taxation, treasury, and financial management services to the companies (and trust funds) ensuring compliant and effective delivery of business	Jun 19	291,778	213,346
EADRA Chicken [Commonwealth]	Manage receipt and repayment to Commonwealth of underwritten emergency responses with chickenmeat industry levies	Jun 19	192,600	192,600
Industry Initiated Expenditure (SLAs) Services Strategic Priorities One, Two and Three [CCA] [SPA] [WPA] [GICA] [AECL] [ACMF] [ALFA]	Deliver against outputs and outcomes set out in annual agreed business plans with reported outcomes	Jun 19	1,574,613	1,569,901
TOTAL SPECIAL FUNDED			2,058,991	1,975,847
TOTAL (EX F&F)			3,678,748	3,480,423





COMMUNICATIONS AND TRAINING PROGRAM

ABOUT THE PROGRAM

The Communications and Training Program was remodelled in third quarter 2017-18 to deliver synergy between these two key areas, as well as better balance the workload and delivery across an enhanced executive leadership team of four.

The training component of the program delivers entirely to Strategic Priority Two (refer to page 22). The communications component of the program's key focus is operational, fostering productive relationships and information dissemination through a variety of channels — web, social media, representation on committees, member forums, submissions and collaboration with aligned organisations. This collaboration leads to the support and improvement of the national animal health system and is integral to the delivery of strategic priorities one, two and three.

This program also provides members, partners and staff with access to meeting and conference facilities. These facilities provide an information, policy and networking hub for biosecurity, animal health and training that adds real value to our members and to AHA's business and services.

CHANGES FROM PRIOR YEAR

Overall communications and partnerships costs are equivalent to prior year, with additional FTE increases in communications and events reflecting business need and member utilisation of our biosecurity hub, offset by transfer of some national partnerships functions and costs to the Corporate Governance cost centre.



PROJECTS	DELIVERABLES	TARGET	BUDGET \$2018-19	BUDGET \$2017-18
CORE SUBSCRIPTIONS				
National Partnerships Services Strategic Priorities One, Two and Three	Representation on and contribution to national committees and submission of policy papers to support and strengthen nationally consistent arrangements and policy approaches to the national animal health system	Jun 19	164,209	225,284
	Facilitate sustainable partnerships with members and stakeholders	Jun 19		
	Deliver three Member Forums	Jun 19		
	Member Forums meet member needs	Jun 19		
Communications	Complete 90% of deliverables from the 2018-19 communication and partnership activities	Jun 19	234,250	207,130
	Enhance AHA's profile and increase awareness of our collaboration and partnership contribution in the Australian animal health system	Jun 19		
	Deliver six collaborative communication/engagement activities with members and stakeholders	Jun 19		
	Messaging to members, producers and the supply chain reflects the diversity of audiences	Jun 19		
Event Management	Complete 90% of deliverables from the 2018-19 events communication and marketing activities	Jun 19	94,493	50,109
	Increased use of AHA meeting facilities by members further enhancing its value as a networking and biosecurity hub	Jun 19		
TOTAL CORE SUBSCRIPTIONS			492,952	482,523
SPECIAL FUNDED				
Industry Forums Services Strategic Priorities One, Two and Three	Deliver two Industry Forums	Jun 19	34,476	34,805
	Deliver one joint AHA/PHA Industry Forum	Nov 18		
	Industry Forums meet member needs	Jun 19		
TOTAL SPECIAL FUNDED			34,476	34,805
TOTAL COMMUNICATIONS AND PARTNERSHIP PROGRAM BUDGET			527,428	517,328

ALLOCATION OF CORPORATE AND COMMUNICATION AND TRAINING SERVICES PROGRAMS AGAINST AHA STRATEGIES

Corporate Services predominantly delivers against Strategic Priority Four, although some managed services, in particular service level agreements with industry levy members, are more appropriately assigned across all strategic priorities as they deliver AHA operational objectives and member value directly.

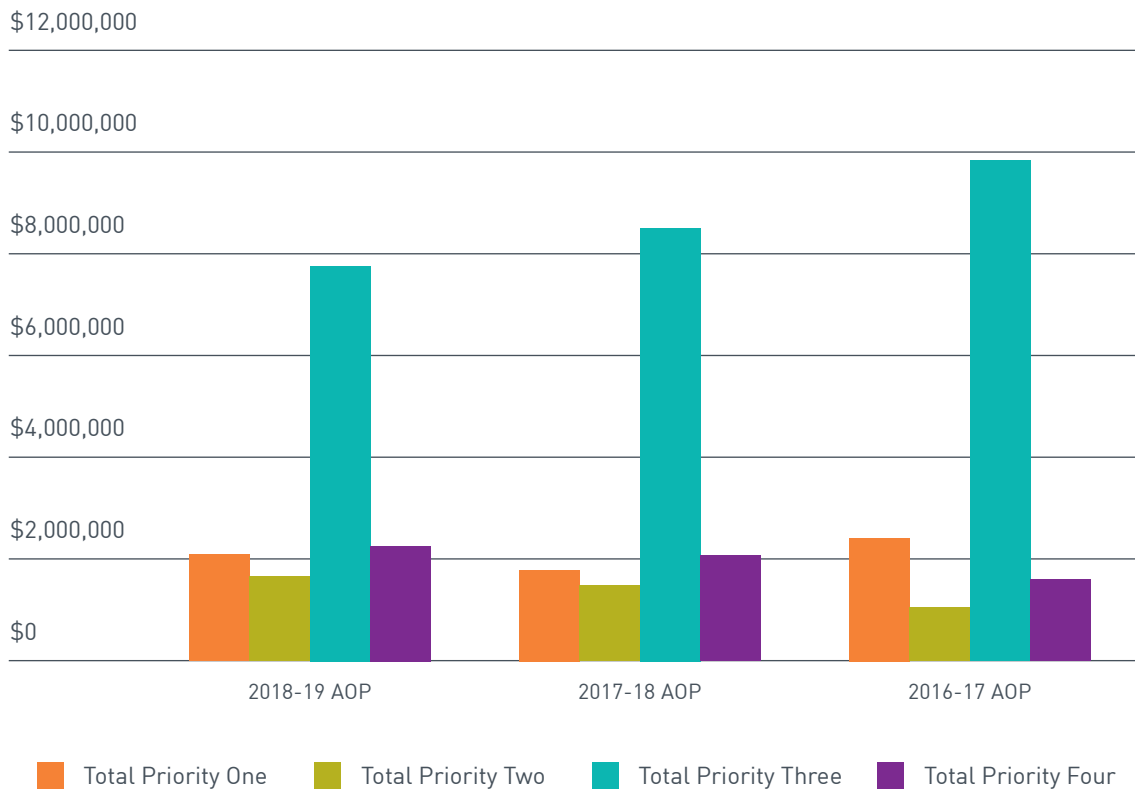
Likewise, many communications services are better reflected against emergency preparedness and response, biosecurity and market access strategies, such as national partnerships (including member forums), web and social media.

The allocation of these organisational structured programs to strategic priorities which commenced in 2017-18 is presented in the following table. Chart 5 presents the relative expenditure trend against strategic priorities following allocation of corporate and communications programs across all strategies.



STRATEGIC PRIORITIES	BUDGET \$2018-19	BUDGET \$2017-18
STRATEGY ONE		
Industry Initiated Expenditure (SLAs)	290,246	243,441
National Partnerships and external communications (web, social media, collateral)	50,747	49,888
TOTAL STRATEGY ONE	340,993	293,329
STRATEGY TWO		
Industry Initiated Expenditure (SLAs)	233,017	202,402
National Partnerships and external communications (web, social media, collateral)	40,741	41,478
TOTAL STRATEGY TWO	273,758	243,880
STRATEGY THREE		
Industry Initiated Expenditure (SLAs)	1,085,826	1,158,863
National Partnerships and external communications (web, social media, collateral)	189,846	237,483
TOTAL STRATEGY THREE	1,275,672	1,396,346
STRATEGY FOUR		
Corporate Governance	1,403,508	1,305,109
Business Development (core and special) and Business Services (ex SLAs and EADRA)	608,313	570,607
Corporate Communications (Annual Report, AOP, events etc)	246,093	188,479
TOTAL STRATEGY FOUR	2,257,914	2,064,195

CHART 5 — THREE YEAR STRATEGIC PRIORITY INVESTMENT TREND







SPECIAL PROJECTS FUNDING TABLES

TABLE 5 — TOTAL FUNDING FOR SPECIAL PROGRAMS — SPECIAL FUNDED PROJECTS (\$)

	EPRS SPECIAL	BPIS SPECIAL	CORPORATE SPECIAL	COMMS SPECIAL	2018-19 TOTALS	2017-18 AOP TOTAL
BUDGETED PROGRAM EXPENDITURE	4,498,130	2,272,176	2,001,152	34,476	8,805,934	9,050,506
FUNDING PARTIES						
AUSTRALIAN GOVERNMENT	1,284,653	85,542	-	-	1,370,195	1,182,695
Australian Capital Territory	4,767	17	-	-	4,784	5,070
New South Wales	155,724	118,059	-	-	273,783	309,513
Northern Territory	9,942	1,337	-	-	11,279	16,034
Queensland	153,561	21,127	-	-	174,688	216,497
South Australia	45,188	8,039	-	-	53,228	69,084
Tasmania	15,841	2,995	-	-	18,836	22,213
Victoria	158,493	26,371	-	-	184,864	215,556
Western Australia	55,816	7,597	-	-	63,413	80,914
STATES AND TERRITORIES	599,332	185,542	-	-	784,875	934,881
Australian Chicken Meat Federation	-	11,745	-	3,100	15,955	13,995
Australian Dairy Farmers Limited	176,167	4,605	-	5,976	382,705	399,348
Australian Eggs	-	22,856	-	967	24,194	15,728
Australian Horse Industry Council	-	-	-	164	164	164
Australian Lot Feeders' Association	144,401	1,377	-	2,126	299,440	314,976
Equestrian Australia Limited	-	-	-	164	164	164
Harness Racing Australia Inc.	-	-	-	164	164	164
Cattle Council of Australia Inc.	700,331	123,365	-	12,304	1,154,392	1,274,400
Goat Industry Council of Australia Inc.	8,901	60,095	-	151	178,229	179,787
Australian Alpaca Association Limited	-	27,237	-	164	27,402	29,126
Australian Duck Meat Association Inc.	-	1,305	-	164	1,470	2,899
Australian Pork Limited	54,113	50,561	-	164	104,838	121,774

cont.

	EPRS SPECIAL	BPIS SPECIAL	CORPORATE SPECIAL	COMMS SPECIAL	2018-19 TOTALS	2017-18 AOP TOTAL
Sheep Producers Australia	225,052	703,814		3,993	1,256,149	1,371,385
WoolProducers Australia Limited	212,237	787,613		3,556	1,508,280	1,663,253
INDUSTRY	1,521,201	1,794,573	1,604,613	33,160	4,953,547	5,387,165
Australian Veterinary Association Limited	-	-	-	164	164	164
CSIRO - AAHL	136,200	-	-	164	136,364	4,571
SERVICE PROVIDERS	136,200	-	-	329	136,529	4,735
LiveCorp	180,833	11,111	-	164	192,109	186,647
Meat & Livestock Australia	-	11,111	-	164	11,276	164
Racing Australia	-	-	-	164	164	164
Veterinary Schools of Australia and New Zealand Inc.	-	-	-	-	-	164
Dairy Australia Limited	-	11,111	-	164	11,276	11,276
National Aquaculture Council Inc.	-	-	-	164	164	164
Zoo and Aquarium Association Inc.	-	-	-	164	164	164
Wildlife Health Australia	-	-	-	-	-	164
ASSOCIATE MEMBERS	180,833	33,333	-	987	215,154	198,909
External Stakeholders	461,994	101,186	-	-	563,181	869,540
Other Funding Sources	313,915	72,000	430,378	-	816,293	448,579
Industry Trust Funds	-	-	24,000	-	24,000	24,000
OTHER FUNDING	775,910	173,186	454,378	-	1,403,474	1,342,119
TOTAL FUNDING TO BE PROVIDED	4,498,130	2,272,176	2,058,991	34,476	8,863,774	9,050,505

Note — Totals shaded grey is financial information relevant to individual members only.

TABLE 6 — EMERGENCY PREPAREDNESS AND RESPONSE SERVICES — SPECIAL FUNDED PROJECTS (\$)

	TOTALS	AQUATIC DEED	FMD VACCINE	BANK	MANAGEMENT	ANTHRAX	VACCINE BANK	MANAGEMENT	BETA PROJECT	FMD RISK	MANAGEMENT -	PHASE 3	AQUATIC	INDUSTRY	LIASION OFFICER	NBRT	ARRANGEMENTS	NEW PROJECTS	AAPSP	REFERENCE	LABORATORIES	SWFSP	APAV	AAVET COURSE	SURVEILLANCE	APP	DEVELOPMENT	APL EVIDENCE	OF ABSENCE OF	EXOTIC DISEASE	NAMP	TSEFAP						
BUDGETED PROGRAM	4,498,130	82,500	92,666	18,935	30,000	427,264	285,000	574,520	187,016	134,306	191,260	148,104	30,274	5,982	60,420	28,110	1,381,294	820,480																				
EXPENDITURE																																						
FUNDING PARTIES																																						
AUSTRALIAN GOVERNMENT	1,284,653	82,500	37,066	4,734	15,000	-	285,000	287,260	-	-	63,760	59,242	-	1,675	60,420	-	345,366	42,632																				
Australian Capital Territory	4,767	-	10	2	3	-	-	4,711	-	-	13	-	-	-	-	-	14	15																				
New South Wales	155,724	-	7,459	1,111	3,222	-	-	92,009	-	-	12,732	12,441	-	-	-	-	13,794	12,957																				
Northern Territory	9,942	-	793	78	337	-	-	2,930	-	-	1,728	592	-	-	-	-	1,872	1,612																				
Queensland	153,561	-	8,669	1,129	3,689	-	-	57,682	-	-	15,830	33,768	-	-	-	-	17,151	15,643																				
South Australia	45,188	-	3,463	367	1,386	-	-	20,338	-	-	5,145	3,554	-	-	-	-	5,574	5,361																				
Tasmania	15,841	-	1,413	144	514	-	-	6,176	-	-	2,506	-	-	-	-	-	2,715	2,374																				
Victoria	158,493	-	11,801	1,392	4,537	-	-	72,246	-	-	20,057	7,109	-	-	-	-	21,730	19,620																				
Western Australia	55,816	-	3,459	513	1,312	-	-	31,168	-	-	5,738	1,777	-	-	-	-	6,217	5,633																				
STATES AND TERRITORIES	599,332	-	37,066	4,734	15,000	-	287,260	-	-	-	63,747	59,242	-	-	-	69,066	63,214																					
Australian Chicken Meat Federation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																			
Australian Dairy Farmers Limited	176,167	-	3,981	2,566	-	102,685	-	-	-	-	13,573	296	-	-	-	48,352	4,714																					
Australian Eggs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																			
Australian Horse Industry Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																			
Australian Lot Feeders' Association	144,401	-	1,099	598	-	28,346	-	-	-	-	4,826	-	-	-	-	67,692	41,840																					
Equestrian Australia Limited	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																			
Harness Racing Australia Inc.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																			
Cattle Council of Australia Inc.	700,331	-	7,248	4,843	-	-	-	-	-	-	27,943	24,881	-	-	-	393,165	242,250																					
Goat Industry Council of Australia Inc.	8,901	-	86	11	-	2,228	-	-	-	-	268	74	-	-	-	4,006	2,228																					
Australian Alpaca Association Limited	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																			
Australian Duck Meat Association Inc.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																			
Australian Pork Limited	54,113	-	971	-	-	25,032	-	-	-	-	-	-	-	-	-	-	-	-	-																			
Sheep Producers Australia	225,052	-	2,790	708	-	71,962	-	-	-	-	9,066	2,251	-	-	-	59,679	78,596																					

cont.

	TOTALS	AQUATIC DEED	FMD VACCINE BANK MANAGEMENT	ANTHRAX VACCINE BANK MANAGEMENT	BERTA PROJECT	FMD RISK MANAGEMENT - PHASE 3	AQUATIC INDUSTRY LIAISON OFFICER	NBRT ARRANGEMENTS	NEW PROJECTS	AAPSP	REFERENCE LABORATORIES	SWFSP	APAV	AVET COURSE	SURVEILLANCE APP DEVELOPMENT	APL EVIDENCE OF ABSENCE OF EXOTIC DISEASE	NAMP	TSEFAP
WoolProducers Australia Limited	212,237	-	2,358	738	-	60,811	-	-	-	-	8,078	2,118	-	-	-	-	68,106	70,029
INDUSTRY	1,521,201	-	18,533	9,465	-	291,064	-	-	-	-	63,754	29,621	-	-	-	28,110	641,000	439,656
Australian Veterinary Association Ltd	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CSIRO - AAHL	136,200	-	-	-	-	136,200	-	-	-	-	-	-	-	-	-	-	-	-
SERVICE PROVIDERS	136,200	-	-	-	-	136,200	-	-	-	-	-	-	-	-	-	-	-	-
Livcorp	180,833	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	180,833	-
Meat & Livestock Australia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Racing Australia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Council of Veterinary Deans of Australia and NZ	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dairy Australia Ltd	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
National Aquaculture Council Inc	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Zoo and Aquarium Association	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Wildlife Health Australia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ASSOCIATE MEMBERS	180,833	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	180,833	-
External Stakeholders	461,994	-	-	-	-	-	-	-	187,016	-	-	-	-	-	-	-	-	274,978
Other Funding Sources	313,915	-	-	-	-	-	-	-	-	134,306	-	-	30,274	4,307	-	-	145,029	-
Industry Trust Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER FUNDING *	775,910	-	-	-	-	-	-	-	187,016	134,306	-	-	30,274	4,307	-	-	145,029	274,978
TOTAL FUNDING TO BE PROVIDED	4,498,130	82,500	92,666	18,935	30,000	427,264	285,000	574,520	187,016	134,306	191,260	148,104	30,274	5,982	60,420	28,110	1,381,294	820,480

* NAMP other funding comprises MLAMDC Donor Company \$145,029.

* TSEFAP other funding comprises AMIC \$271,128, ARA \$600, SFMCA \$1,250 & AMPC \$2,000.

* AAPSP Project is funded via AAPSP Subscribers.

TABLE 7 — BIOSECURITY AND PRODUCT INTEGRITY SERVICES — SPECIAL FUNDED PROJECTS (\$)

	TOTALS	ANIMAL BIOSECURITY R&E STRATEGY	SHEEP CRC	PPFCAP	NLIS PROGRAM	ALPACA TRACEABILITY	ALPACA BIOSECURITY	AMPC ABATTOIR COMMS PROJECT	NATIONAL DISEASE PROJECT	LIVESTOCK - WELFARE - POULTRY	LIVESTOCK - PIGS WELFARE - PIGS	SHEEP HEALTH PROJECT	CATTLE PRODUCTION CONDITIONS	GOAT PRODUCTION CONDITIONS
BUDGETED PROGRAM EXPENDITURE	2,272,176	200,000	160,820	12,000	66,671	25,033	2,204	55,436	15,000	78,303	99,651	1,382,058	115,000	60,000
FUNDING PARTIES														
AUSTRALIAN GOVERNMENT	85,542	-	-	4,000	22,223	-	-	-	-	26,101	33,217	-	-	-
Australian Capital Territory	17	-	-	-	5	-	-	-	-	6	7	-	-	-
New South Wales	118,059	100,001	-	859	4,773	-	-	-	-	5,292	7,134	-	-	-
Northern Territory	1,337	-	-	90	500	-	-	-	-	-	747	-	-	-
Queensland	21,127	-	-	984	5,466	-	-	-	-	6,507	8,170	-	-	-
South Australia	8,039	-	-	370	2,053	-	-	-	-	2,548	3,069	-	-	-
Tasmania	2,995	-	-	137	762	-	-	-	-	958	1,138	-	-	-
Victoria	26,371	-	-	1,210	6,722	-	-	-	-	8,393	10,047	-	-	-
Western Australia	7,597	-	-	350	1,944	-	-	-	-	2,398	2,906	-	-	-
STATES AND TERRITORIES	185,542	100,001	-	4,000	22,223	-	-	-	-	26,101	33,217	-	-	-
Australian Chicken Meat Federation	11,745	-	-	-	-	-	-	-	-	11,745	-	-	-	-
Australian Dairy Farmers Limited	4,605	-	-	-	4,605	-	-	-	-	-	-	-	-	-
Australian Eggs	22,856	11,111	-	-	-	-	-	-	-	11,745	-	-	-	-
Australian Horse Industry Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Australian Lot Feeders' Association	1,377	-	-	-	1,377	-	-	-	-	-	-	-	-	-
Equestrian Australia Limited	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Harness Racing Australia Inc.	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cattle Council of Australia Inc.	123,365	-	-	-	8,366	-	-	-	-	-	-	-	115,000	-
Goat Industry Council of Australia Inc.	60,095	-	-	-	95	-	-	-	-	-	-	-	-	60,000
Australian Alpaca Association Limited	27,237	-	-	-	-	25,033	2,204	-	-	-	-	-	-	-
Australian Duck Meat Association Inc.	1,305	-	-	-	-	-	-	-	-	1,305	-	-	-	-
Australian Pork Limited	50,561	11,111	-	4,000	2,233	-	-	-	-	-	33,217	-	-	-

cont.

	TOTALS	ANIMAL BIOSECURITY RD&E STRATEGY	SHEEP CRC	PPFCAP	NLIS PROGRAM	ALPACA TRACEABILITY	ALPACA BIOSECURITY	AMPC ABATTOIR COMMS PROJECT	NATIONAL JOHNES DISEASE PROJECT	LIVESTOCK WELFARE - POULTRY	LIVESTOCK WELFARE - PIGS	SHEEP HEALTH PROJECT	CATTLE PRODUCTION CONDITIONS	GOAT PRODUCTION CONDITIONS
Sheep Producers Australia	703,814	-	-	-	2,858	-	-	-	-	-	-	700,956	-	-
WoolProducers Australia Limited	787,613	-	160,820	-	2,691	-	-	-	-	-	-	624,102	-	-
INDUSTRY	1,794,573	22,222	160,820	4,000	22,224	25,033	2,204	-	-	24,795	33,217	1,325,058	115,000	60,000
Australian Veterinary Association Ltd	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CSIRO - AAHL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SERVICE PROVIDERS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Livecorp	11,111	11,111	-	-	-	-	-	-	-	-	-	-	-	-
Meat & Livestock Australia	11,111	11,111	-	-	-	-	-	-	-	-	-	-	-	-
Racing Australia	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Council of Veterinary Deans of Australia and NZ	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dairy Australia Ltd	11,111	11,111	-	-	-	-	-	-	-	-	-	-	-	-
National Aquaculture Council Inc	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Zoo and Aquarium Association	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Wildlife Health Australia	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ASSOCIATE MEMBERS	33,333	33,333	-	-	-	-	-	-	-	-	-	-	-	-
External Stakeholders	101,186	44,444	-	-	-	-	-	55,436	-	1,305	-	-	-	-
Other Funding Sources	72,000	-	-	-	-	-	-	-	15,000	-	-	57,000	-	-
Industry Trust Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER FUNDING *	173,186	44,444	-	-	-	-	-	55,436	15,000	1,305	-	57,000	-	-
TOTAL FUNDING TO BE PROVIDED	2,272,176	200,000	160,820	12,000	66,671	25,033	2,204	55,436	15,000	78,303	99,651	1,382,058	115,000	60,000

* Other Funding for BioRDE comprises AWI (\$11,111), AMPC (\$11,111), FRDC (\$11,111) and RIRDC (\$11,111).

* AMPC Abattoir Comms Project is funded by Australian Meat Processor Corporation.

* Sheep Health \$57,000 MDC matching contribution.



A sloth is shown hanging from a tree branch, its body and limbs visible against a background of dense foliage. The entire image is overlaid with a semi-transparent purple color. The word "ACRONYMS" is written in large, white, bold, sans-serif capital letters across the center of the image.

ACRONYMS

AAA	Australian Alpaca Association Inc.
AAPSP	Australian Animal Pathology Standards Program
AAVET	Australian Government Accredited Veterinarian (Livestock) AAVet Training
AHA	Animal Health Australia
ALFA	Australian Lot Feeders' Association
AMIC	Australian Meat Industry Council
AMPC	Australian Meat Processors' Corporation
AOP	Annual Operating Plan
APAV	Accreditation Program for Australian Veterinarians
ARA	Australian Renderers Association
AUSVETPLAN	Australian Veterinary Emergency Plan
AVA	Australian Veterinary Association
AWI	Australian Wool Innovation
BERTA	Biosecurity Emergency Response Training and Assessment
BPIS	Biosecurity and Product Integrity Services
CCA	Cattle Council of Australia
CDCF	Cattle Disease Contingency Fund
CMS	Corporate and Member Services
CRC	Co-operative Research Centre
CRMS	Customer Relationship Management System
CSU	Charles Sturt University
EAD	Emergency Animal Disease
EADRA	Emergency Animal Disease Response Agreement
EPRS	Emergency Preparedness and Response Services
FRDC	Fisheries Research Development Corporation
FMD	Foot and Mouth Disease
HR	Human Resources
ICT	Information and Communications Technology
JD	Johne's Disease
M&E	Monitoring and Evaluation

MDC	MLA Donor Company
MLA	Meat & Livestock Australia
NAHIS	National Animal Health Information System
NAHLC	National Animal Health Laboratory Coordination
NAMP	National Arbovirus Monitoring Program
NLIS	National Livestock Identification System
NSDI	National Significant Disease Investigation
NSDIP	National Significant Disease Investigation Program
PHA	Plant Health Australia
PPFCAP	Prohibited Pig Feed Compliance and Awareness Project
RD&E	Research, Development and Extension
RIRDC	Rural Industries Research and Development Corporation
SFMCA	Stock Feed Manufacturers' Council of Australia
SLA	Service Level Agreements
SWF	Screw-Worm Fly
SWFSPP	Screw worm Fly Surveillance and Preparedness Program
TSE	Transmissible Spongiform Encephalopathy
TSEFAP	Transmissible Spongiform Encephalopathies Freedom Assurance Program
WPA	WoolProducers Australia



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