



ANNUAL REPORT





**Working together
for animal health**

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

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Welcome to our 2017–18 Annual Report

Guide to the interactive PDF

This interactive PDF allows you to navigate between sections easily. Clicking on one of the tabs at the top of each page takes you to the start of each section.

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About AHA

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.

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.

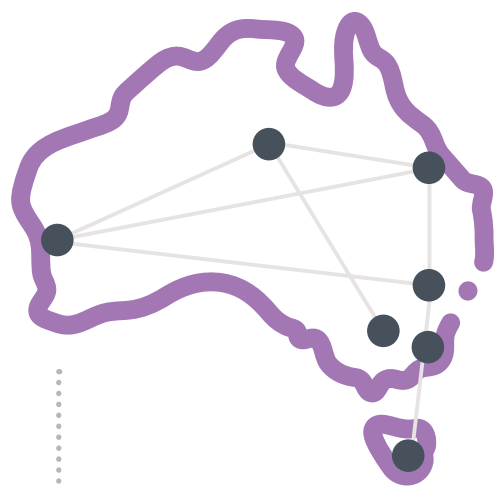
¹ For AHA purposes, livestock are animals kept for use or profit including any class of cattle, sheep, goats, pigs, horses (including mules and donkeys), poultry, emus, ostrich, alpaca, deer, camel or buffalo, and farmed aquatic species.

At a glance

34



staff members specialising in animal and veterinary science, training, facilitation, biosecurity, financial management, communications and project management



Working with

34

members
across Australia

60

on **projects** including 12 outside of the 2017-18 AOP



working towards one common goal - a resilient Australian animal health system known for its integrity, nationally and internationally



Members

believe AHA delivers value and builds sustainable partnerships



100%

of staff believe in the purpose, values and work of AHA

90%

of project deliverables are completed or in progress

500+

participants in response training exercises



97

events held at our on-site networking hub

4



students undertook work placement with AHA

Board of Directors

AHA's Board is comprised of seven non-executive part-time Directors. The primary role of the Board is to set and monitor the implementation of the company's strategic direction.



Mr Peter Milne AM – Chair



Mr David Palmer



Ms Michelle Gorman



Dr Bruce Christie



Dr Len Stephens



Ms Sharon Starick



Ms Paula Fitzgerald

"I was thrilled to receive my copy of the first edition of The Link. Bringing all the things that AHA does together in one place in an engaging manner really hit home for me how diversified our role is. AHA also does simulation exercises very well, they are very "real" and participants get a lot of value from them."

"The most enjoyable activity for me is the annual Reflections Workshop with the AHA team. It is a fun day with energetic staff and a great opportunity to see collaboration and commitment in action!"

2017-18 highlights

Seven Industry Liaison workshops held

Australian Meat Industry Council endorsed as an associate member

The Link Issue 1 published

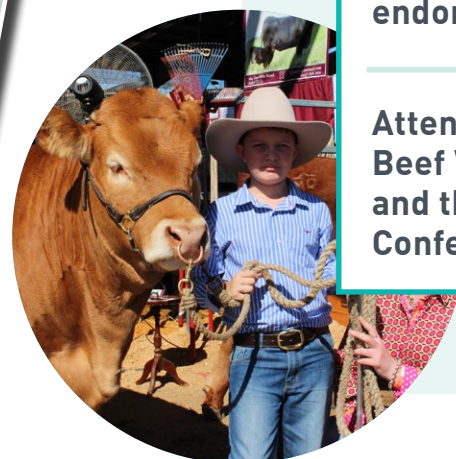
Cowcatcher III traceability project successfully held

National Animal Health Performance Benchmarks Evaluation tool finalised

JUN
2018



MAY
2018

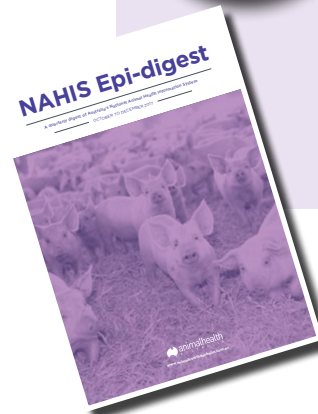


Animal Health in Australia 2017 report published

Member Charter endorsed

Attended Beef Week and the AVA Conference

SEP
2017



NAHIS Epi-Digest launched

OCT
2017



Third five-year review of the EADRA completed

Inaugural National Biosecurity Response Team induction

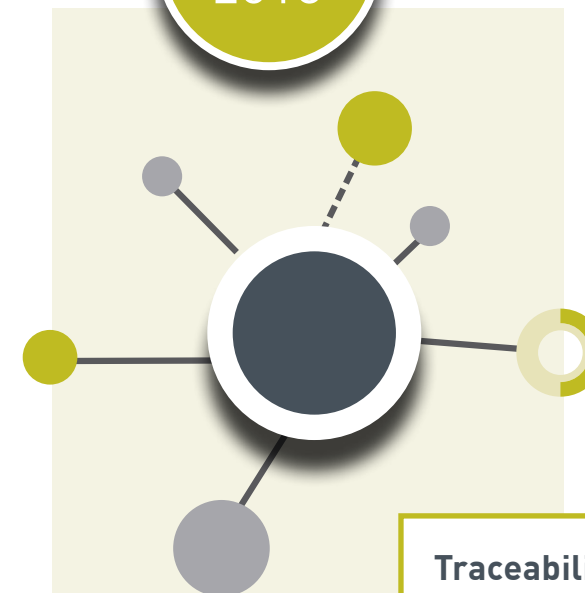
JD in cattle communications workshop held

NOV
2017



AHA Strategic Plan updated

MAR
2018



Traceability workshop held at Members' Forum

FEB
2018



First Marine Pest exercise held

Exercise Dragonglass tested FMD vaccine bank arrangements

Over 167,000 submissions received during Poultry S&Gs consultation

Our members

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

Australian, State and Territory Governments



Livestock Industries



Associate Members



Service Providers



2017-18 member highlights



NSW Biosecurity Act 2015 commenced

JUL 2017



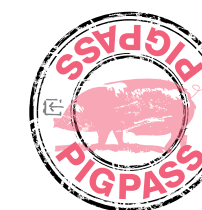
SCA went through a restructure and became SPA

NOV 2017

NSW's and QLD's joint Exercise Border Bridge involved ADF, CCA, ALFA and AHA



FEB 2018



APL coordinated the roll out of PigPass

MAR 2018



Australian Chief Veterinary Officer announced as President of OIE

MAY 2018



AAA moved offices to ACT and appointed a CEO

JUN 2018

WHA conducted the first wildlife disease response exercise



From the Chairman

Peter Milne AM

Dorothea Mackellar wrote in the second verse of her classic poem *My Country*;

*"I love a sunburnt country
A land of sweeping plains
Of ragged mountain ranges
Of droughts and flooding rains."*

This description of Australia was accurate in the 2017-18 year and drought, in particular, has in many states broken records for extent and duration and is sorely testing the resilience of the best of livestock producers. Our thoughts are with the producers who are impacted by the ongoing drought.

Whilst AHA can't influence the weather, over the past year we have continued to ensure the risk to our livestock industries from emergency animal diseases (EAD) is mitigated in the most pragmatic ways possible. We've also played an important role in assisting industries to deal with animal welfare issues which increasingly challenge their prospects.

We have maintained very consultative processes with our members over the past year. They had significant input into reviewing the *Strategic Plan 2015-2020* to ensure it reflected the current and anticipated operating environment and will allow the company to achieve the outcomes we all committed to three years ago. AHA Members' Forums continue to provide a wonderful opportunity for members to set the agenda and for all our people to work together to agree on what AHA's future looks like and how it should be funded.

The Board spent an enjoyable day of discussion with all of the AHA team in July at the Annual



Reflections Workshop – an opportunity to consider progress against the *AHA Strategic Plan*. The Board was impressed by the progress and the opportunity the day provided to fine tune activities. We loved the enthusiasm and dedication on display and noted in particular the ongoing leadership of CEO Kathleen Plowman, the support of the AHA Executive team, and the commitment of all AHA staff to ensure we meet our goals.

Two long serving members of the AHA Executive team, Duncan Rowland and Dr Peter Dagg left the company during the financial year. I place on record the appreciation from all of us for the significant contribution they made to AHA over many years and wish them every success in their future endeavours. Duncan and Peter's positions have been filled by Dr Simon Humphrys and Dr Samantha Allan respectively and the Board is pleased with how quickly they have settled into their roles and looks forward to working with them in the years ahead.

Traditionally AHA has had one Board meeting a year away from Canberra in different jurisdictions with associated field trips and networking functions. We were aware this only got us to a jurisdiction every seven years which could be argued was a bit token, so during the 2017-18 year we visited Tasmania and Victoria. The Board and members of the Executive team had a wonderful opportunity to see first-hand a range of relevant industries and the interactions with stakeholders was invaluable.

AHA always takes the Board Performance Review very seriously. This occurs every year as an internally run process, but every third year it is conducted by an external party which will happen in 2018-19. One of the final recommendations to



AHA Board members Peter, David and Sharon with Henk from Wharnccliffe Alpaca Stud

be dealt with coming out of our last review was around AHA's culture. Ironically, though Directors individually strongly believed AHA had a very good culture, we had never discussed the issue as a Board and considered if AHA's culture could be improved or if the company lived the culture in its regular activities.

In February, the Board had one of the longest discussions we have ever had on any corporate issue and our talk logically flowed into the AHA values which are a solid expression of our culture, and had been recently updated by staff. Despite the duration of the discussion and our enthusiasm to add value to the earlier staff deliberations, in the end we couldn't improve them and happily endorsed the values without change. I list them below:

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

In conclusion, I thank my fellow Directors for the particular skills they bring to our deliberations at the Board table, for the support they provide to me in my role and for the overwhelming belief they have in AHA and the outcomes it achieves for the animal health system in Australia.



AHA Board and Executive Leadership team visited the Apsley Park Merino Property in Tasmania in February 2018

"My highlight for the year has been the exceptional opportunities to interact with AHA staff, our members and with stakeholders through various networking functions."

CEO foreword

Kathleen Plowman

This year marks the 10-year anniversary of the successful eradication of the equine influenza outbreak - the largest EAD response in recent Australian history. Whilst there have been avian influenza (AI) outbreaks since (in ducks and chickens in 2012 and 2013) which have triggered the Emergency Animal Disease Response Agreement (EADRA), we – our livestock farmers, communities and members – have been fortunate indeed that these have been few and far between. This has allowed AHA to focus on improving preparedness and disease detection.

A key achievement in this area was completion of the third five-year review of the EADRA, alongside the development of three guidance documents covering consequential loss, livestock welfare management and compensation principles for Parties to the EADRA, and whether a national



livestock standstill should be considered as part of the incident definition phase or part of the emergency response phase. Maintenance of the EADRA is just one of many ways that AHA contributes to the preparedness and response capabilities of our members.

Additionally, AHA coordinated a number of simulation exercises to boost EAD preparedness. In February 2018, the foot-and-mouth disease (FMD) vaccine bank supply chain arrangements were tested through Exercise Dragonglass; the exercise identified the need to develop a secure supply of vaccination equipment among other things. The exercise was a success and the report and its invaluable findings has been shared with a number of overseas countries who are members of an international FMD vaccine strategic reserves network.



AHA staff members Francette and Claire with CCA's Justin Toohey at Exercise Border Bridge

"Coordinated industry members' involvement in Exercise Border Bridge... Feedback from these attendees was highly positive and all were very appreciative to be involved."

We worked with Wildlife Health Australia to plan and conduct a wildlife disease response exercise and with Australian Pork Ltd (APL), we provided input into an exercise that practiced the application of APL's crisis management plan – PorkSafe – in an EAD context.

We coordinated industry members' involvement as industry liaison representatives in the cross-jurisdictional Exercise Border Bridge. We had four representatives from state farming organisations in attendance and a representative from each relevant EADRA signatory. Overall, the feedback from these attendees was highly positive and all were very appreciative to be involved. Seven industry liaison workshops were also held over the past year across the horse, cattle, dairy, sheep and wool, chicken and pork industries with the Tasmanian Farmers and Graziers Association in attendance at one of these workshops.

The National Biosecurity Response Team successfully delivered all of its activities in its first year of operations. This project replaced the former Rapid Response Team and now has a much larger scope. Key deliverables included the recruitment of 65 personnel, a three day induction program and participation in Exercise Border Bridge.

AHA also played a role in conducting the first ever Marine Pest Exercise. Currently, there is no Marine Pest deed or agreement which formalises cost-sharing between governments and affected industries and stakeholders. This exercise highlighted the need for government and industry to work together to provide ongoing opportunities to enhance our capacity and cooperation in responding to marine pest incursions. The exercise received positive feedback indicating that participants felt more prepared to respond to a real life response.

Simulation exercises such as these are important; they allow us to test policies, procedures and the logistical arrangements that would be used in a real response, identify any gaps and allow people to learn and practice the roles they might play in an EAD response, fostering further collaboration in the interest of protecting Australia's biosecurity.

2017–18 highlights



National Animal Health Performance Benchmarks and Evaluation tools developed



65 personnel recruited into NBRT



Seven industry liaison workshops held



Third five-year EADRA review completed



Participated in five simulation exercises to boost EAD preparedness



First ever Marine Pest Exercise conducted



Biosecurity materials developed for new and emerging industries



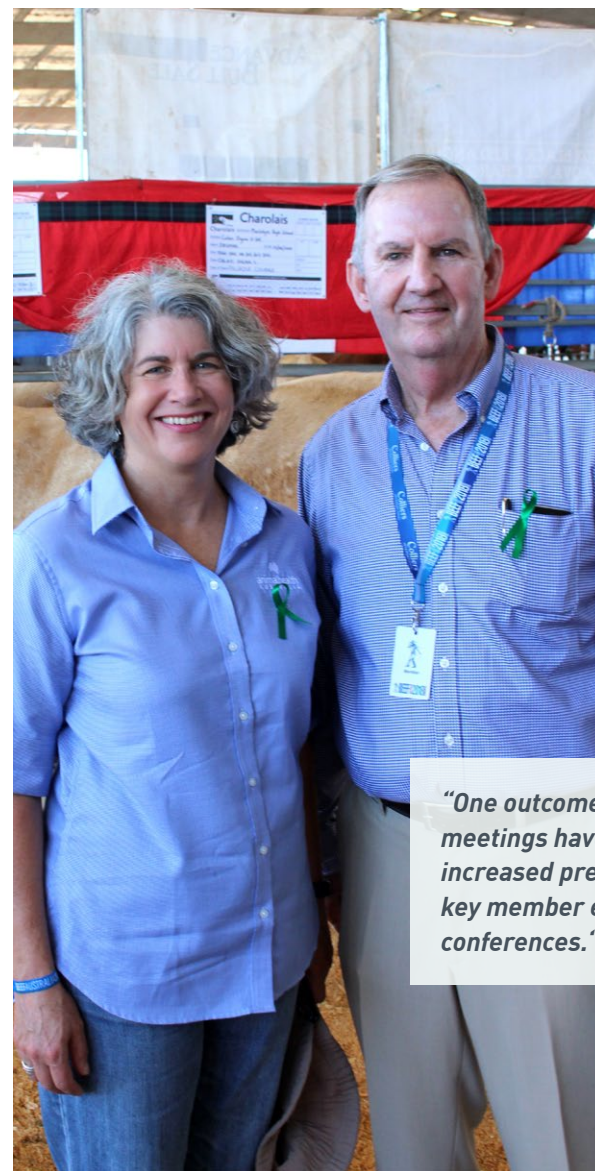
AHA developed an interactive map and regular epidemiological reports for CVOs



Collaborated on a cross-industry project to raise biosecurity awareness in new and emerging industries

New online training materials for the Consultative Committee on Emergency Animal Diseases (CCEAD) and National Management Group (NMG) training are in development to allow members to access EAD training remotely. The sheep and wool industries also funded an initiative to develop an online course for wool brokers and livestock agents on EAD awareness.

Meanwhile, a cross-industry biosecurity and EAD awareness project in conjunction with Charles Sturt University and funded through AgriFutures Australia looked to improve biosecurity awareness in new and emerging industries from ostrich to crocodile all the way to dairy sheep.



Kathleen and AHA Chair, Peter Milne AM
enjoying the sights at Beef Week 18

“One outcome from these meetings have meant an increased presence at key member events and conferences.”

Importantly, the National Animal Health Performance Benchmarks and Evaluation tools have been developed and will be utilised by all industry parties to the EADRA to verify they are meeting their obligations as a signatory. Industry have finalised the process and in turn, government members have been undertaking an OIE PVS (World Organisation for Animal Health Tool for the Performance of Veterinary Services) audit with evaluations held by an independent consultant. Confidential evaluation reports were provided by the team leader to each jurisdictional Chief Veterinary Officer (CVO) and in October 2018 an overall report will be provided to Animal Health Committee for discussion. AHA anticipates that in 2019, members will be able to discuss their capability findings – the gaps, strengths and challenges – at our Members Forum and find a pathway forward to support our mutual work to strengthen the national animal health system.

Critically, and after several years of agreeing in-principle to the sharing of surveillance data through the national animal health system, jurisdictions reached an agreement for AHA to put this into practice through the National Animal Health Information System (NAHIS). This agreement enables the CVOs to access data contributed by all jurisdictions. To facilitate ready access and interpretation of the data, AHA developed an interactive map and regular epidemiological reports for CVOs. This year, the NAHIS began receiving weekly data submissions and in the year ahead, AHA is supporting national initiatives to access and collate a broader data-set in real time.

However, while this has been a year of many significant events, we don't always get it right. The implementation process for the transition of management changes in Johne's disease (JD) in cattle showed us this. AHA is always willing to reflect on activities to determine what can be done differently in future, which is why we invited key stakeholders from the implementation process to attend a Reflections Workshop. This workshop had a high level of engagement from attendees, with learnings now being applied in other projects.



AHA staff celebrating their Gold Healthier Work status

“I would like to acknowledge the contributions and efforts of the AHA staff whose passion, dedication and engagement is outstanding...”

It highlighted the importance of tailoring our communications – not just to our members – but to other stakeholders and the wider public. In order to improve this, AHA staff have been meeting with our members and stakeholders to discuss ways in which we can better collaborate. One outcome from these meetings has meant an increased presence at key member events and conferences. We will be continuing these engagement activities in the 2018-19 financial year.

Regrettably, there was also the closure of the Livestock Biosecurity Network (LBN) as a subsidiary company of AHA. The LBN Board, after consulting with its members, AHA and Cattle Council of Australia, resolved that maintaining an independent company to deliver education and extension services to the livestock industry was no longer cost-effective. Notwithstanding this decision, there can be no doubt that LBN delivered real results for Australian producers, driving positive practice and improving biosecurity, food safety, animal health and welfare.

AHA firmly believes that education and extension services remains vital to the success of the

livestock industry and as such we have undertaken to deliver some of these biosecurity services in part through our well-established Farm Biosecurity Program. Moving forward, we're eager to see a future proof model for delivering extension services which is supported by all key stakeholders. We will continue to engage with industry to help develop this model and will be guided by our members and stakeholders in any ongoing delivery of extension services.

Lastly, and importantly, I would like to acknowledge the contributions and efforts of the AHA staff whose passion, dedication and engagement is outstanding as reflected in the results of our annual staff survey and highlighted as exceptional when compared to the benchmark of the Community and Advocacy Services sector. It says a lot about the people who work here, their belief in what they do and their willingness to go the extra mile to make a difference and build a positive future for our members and the national animal health system.

Financial overview

Tony Marks *FCPA, FFin, CTA*
Executive Manager Corporate Services



AHA delivered a favourable operating result of a \$1.6m surplus compared to a prior year surplus of \$1.8m and a budgeted surplus of \$0.7m. The surplus is particularly pleasing considering several one-off, non-cash items which reduced operating surplus including amortisation of FMD vaccine bank (\$1.1m) and AHA's share of loss on expenditure of LBN reserves (\$0.4m).

The operating surplus represents the excess of industry levy income, over industry levy member expenditure for core and special projects in the 2017-18 year, in addition to recognising industry contributions to special projects which did not fully utilise their budgets in 2016-17. The industry share of AHA's equity/reserves has therefore increased by this value, although this is not the case for all species. The offset is a reduction in the AHA core/corporate reserve, represented by a reduction in assets: 'investment in LBN' and 'inventory - FMD vaccine bank'.

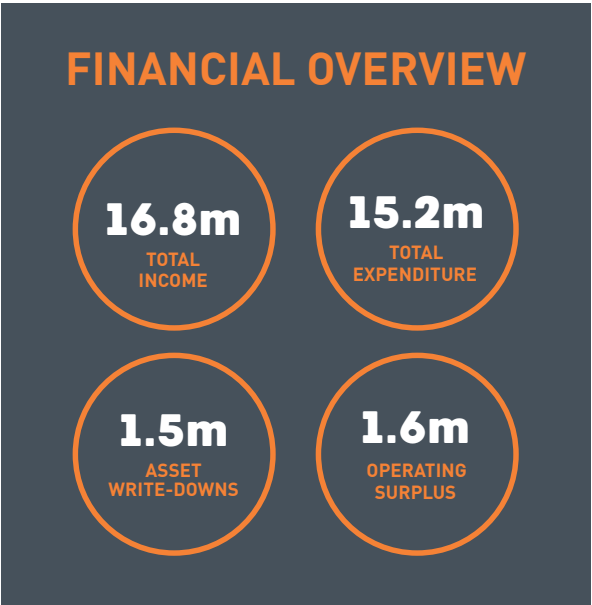
1 Income
AHA has two key income streams: Levies, relating to most industry sectors which are not specifically related to annual program budgets, and payments from government and some smaller industry members which are specifically for the annual program of budgeted work. The levy stream is somewhat difficult to forecast, though across species the overall result has been positive at \$7.4m, exceeding budget by \$0.2m, led by the sheep/wool industries. To the extent levies exceed budgeted expenditure on programs, the levy income is retained against the species in 'reserve' for future use in line with AHA strategic priorities, when market conditions impact negatively on the annual levy stream.

A separate levy stream of \$0.25m was received from the chicken meat (\$0.2m) and egg industries (\$0.05m). These EADRA levies commenced to repay the Commonwealth's underwriting of the 2012-13 AI outbreaks. In the case of the egg industry, the final repayment was made late in 2016-17 but the levy continued to flow during the first quarter of 2017-18.

Income for core programs received from all other members was \$3.0m, and for special programs \$5.4m (of which \$0.75m was contributions from Research Development Corporations). This compares favourably compared to budget and prior-year income of \$3.7m, partially as a result of projects commenced since preparation of the AOP (\$1.4m was received for 12 projects with a total value of \$2.2m) and recognition of some under-budget projects from 2016-17.

Interest of almost \$0.5m was earned, exceeding budget by \$0.1m as a result of focused cash management. Interest is attributed to AHA's core/corporate and industry levy reserves in proportion to their respective average balances for the year. Other income of almost \$0.3m was received including \$80,000 for a voluntary levy from the duck industry and \$130,000 for biosecurity gate signs (up from \$25,000 in 2016-17, driven by changes in management of JD in cattle and the inclusion of a biosecurity module in the Livestock Production Assurance program).

2 Expenditure
Total expenditure was \$15.2m, up by \$1.5m on 2016-17. This is attributable to two non-cash items. The changed accounting approach to the FMD vaccine bank to



reflect the amortisation of the value of inventory over its five year contract period. Applying the new treatment three years into the current contract amounted to a write-down of \$1.1m against the original bank value of \$3.6m to \$2.5m. The utilisation by LBN of its reserves to deliver its services during 2017-18 is reflected in AHA's accounts as a loss in value of its 51% shareholding of \$0.4m.

3 Balance Sheet
AHA's balance sheet reflects a strong financial position with equity increasing from \$16.4m to \$18.0m, reflecting the \$1.6m operating surplus, noting that this is an increase to equity reserves for a couple of industry species only, while core/corporate equity has reduced, reflecting the write-downs in FMD vaccine bank and investment in LBN.

The total asset balance has reduced from 2016-17 by \$0.4m reflecting the \$1.4m in write-downs, offset by \$0.8m increase in receivables and \$0.2m cash and investments. Total liabilities has reduced by \$2.0m to \$6.6m reflecting around a \$1.0m reduction in payables (and accrued expenses) and a \$1.0m reduction in unearned revenue, despite some projects having a substantial under-budget outcome representing new projects yet to commence and delays or efficiency gains. For example, in 2016-17, the Transmissible Spongiform Encephalopathy Freedom Assurance Program (TSEFAP) spent \$0.4m less than the five-year program's annual budget sets out, due to cost efficiencies in collection of abattoir

samples. In total, \$1.5m of funding receipts were recorded as 'unearned income'. The reduction in the total balance of unearned revenue to \$3.7m is due to fewer members pre-paying their 2017-18 annual funding, than was the case in 2016-17.

Summary
The underlying result for 2017-18 represents a consistent operating position, after adjusting for one-off non-cash write-downs, thanks to additional income levies. Despite this overall position being favourable, risks continue to present due to some species' levies (and reserves) being insufficient to meet the needs of those industries (for example grass and grain fed cattle). While work is undertaken by AHA and relevant members to respond to this position, the risk clearly grows with the drought and potential flow on effects to market conditions on levies are likely to continue to pose risks for the availability of investment funds for beneficial projects for some sectors. This potential impact on investment funds for some sectors in key special programs is coupled with consistent pressure upon government members' ability to invest at a consistent rate. AHA's challenge is to resource and scale to the variable availability and prioritisation of its members' various funding capabilities and priorities.

Key balance sheet movements

ASSETS		
Inventories (FMD vaccine bank)	\$1.1m	↓
Investment in LBN	\$0.4m	↓
Receivables	\$0.8m	↑
Cash and investments	\$0.2m	↑
LIABILITIES		
Payables	\$1.0m	↓
Unearned Revenue	\$1.0m	↓
EQUITY	\$1.6m	↑



Strategic Plan 2015–2020

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

The *Plan* focuses on service innovation to improve collaboration and engagement and enhance our services and delivery to maximise return on investment for members.

- **Strategic Priority One**

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

- **Strategic Priority Two**

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

- **Strategic Priority Three**

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

- **Strategic Priority Four**

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.



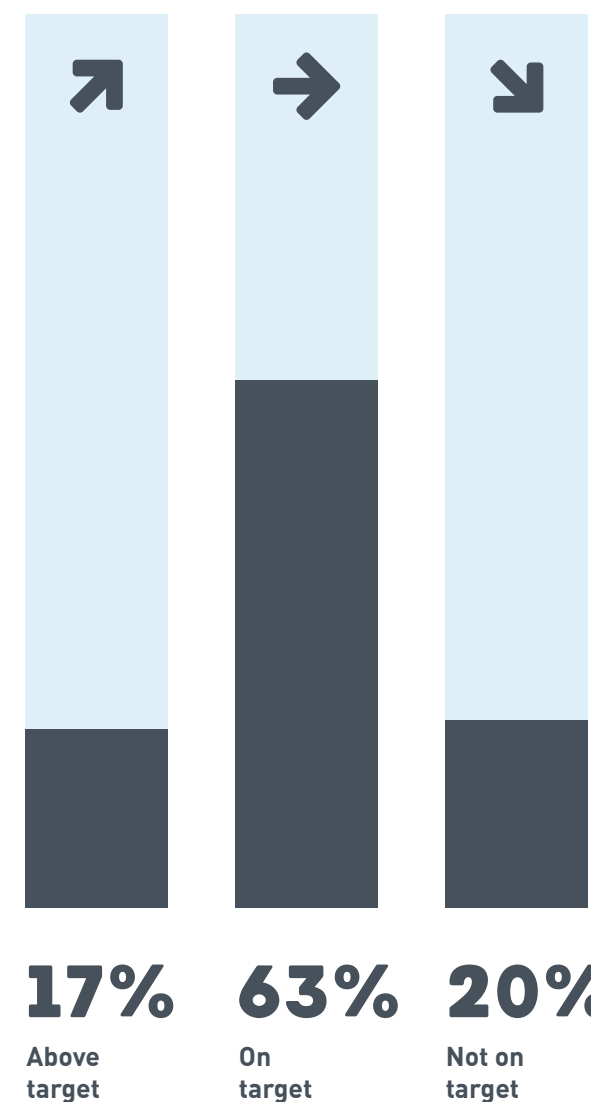
Monitoring and evaluation journey

Another successful year of monitoring and evaluation (M&E) has seen us embracing the results-based culture we strive for, allowing us to learn and grow from our successes and challenges and improve our performance and deliverables to our members.

Our four high level outcomes, which align with our strategic priorities, have been closely monitored and reflected on, allowing for modification to our business practices and reporting on our findings, leading to full accountability to our members.

Overall outcomes

75 M&E INDICATORS*



Above target
 On target
 Not on target

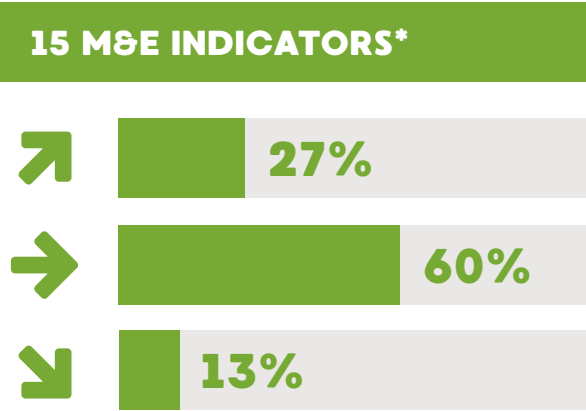
*AHA's M&E indicators are used to measure the company's progress towards outcomes in key business areas, which are directly aligned with AHA's broader strategic priorities.

HIGH LEVEL OUTCOME

Producers reduce disease entry onto farms

Primary Strategic Priority Source

Strategic Priority Three: Strengthen biosecurity, surveillance and animal welfare to enhance animal health, and support market access and trade



What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
1. Producers & supply chain apply effective biosecurity	1.1 AHA's contribution to strengthening biosecurity along the livestock supply chain meets the needs of members	Member survey: "AHA's contribution to the strengthening of biosecurity along the supply chain" - 3.5 or above (out of 5)	Member survey: 3.3 Additional activities/feedback: <ul style="list-style-type: none">"Keep up the good work- it's been great to finally see biosecurity being a popular topical word with people beating a path to our door.""AHA is navigating biosecurity well. It is a tough assignment. They have drafted templates. Producers were initially resistant, but can see the benefit." [industry member]"Could be done better. Until recently, most producers had little biosecurity knowledge. It has improved, but biosecurity starts at the enterprise level." [industry member]	→
	1.2 Number and value of projects which address biosecurity in the livestock supply chain	\$2 million	11 projects (AOP) relevant to biosecurity \$2,201,000	→
	1.3 AHA's contribution to strengthening biosecurity on-farm meets the needs of members	Member survey: "AHA's contribution to the strengthening of biosecurity on-farm" - 3.5 or above (out of 5)	Member survey: 3.5 Additional activities/feedback: <ul style="list-style-type: none">Sept 2017 - 260 phone calls with producers and vets about biosecurity for LPA and J-BASFarm biosecurity website tools have been used as templates for other supply chain biosecurity planning accreditation e.g. LPA, BioCheck	→
2. Practice change on-farm	2.1 Percentage of producers that adopt biosecurity practice(s) resulting from contact with the Farm Biosecurity project	N/A	Tri-ennial - next due 2020	→
	2.2 Number of Farm Biosecurity gate signs sold	2,000 annually	3,679 sold annually	↗
	2.3 Total Farm Biosecurity app downloads	5,000	4,698 Additional activities/feedback: <ul style="list-style-type: none">App downloads peaked around September 2017 (i.e. height of LPA/J-BAS planning rush) but have lost momentum since	→

HIGH LEVEL OUTCOME

Producers reduce disease entry onto farms

What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
3. Increased awareness of biosecurity practices at the farm level	3.1 Percentage of users opening Farm Biosecurity Newsletter	45%	47%	➔
	3.2 Total number of subscribers to Farm Biosecurity Newsletter	3,000	2,000	⬇
	3.3 Number of Farm Biosecurity Essentials video views	10,000 annually	23,884 for the year Additional activities/feedback: • Consistent promotion of videos across social media a factor in rise of views	⬆
	3.4 Number of Farm Biosecurity website views	210,000 annually	333,249 for the year	⬆
	3.5 Percentage of farm owners who have an understanding of biosecurity practices	60%	Achieved - 61% of mixed grain/livestock producers gave "controlling diseases, pests and weeds" as their definition of biosecurity during an AgScan survey (sample size 181)	➔
4. Members & partners disseminate biosecurity messages	4.1 Percentage of industry members with a biosecurity plan and/or strategy in place	100%	100% AHA has commenced revising all of the industry manuals to make sure they are contemporary	➔
	4.2 Percentage of industry members with biosecurity standards incorporated into a compliance/verification scheme/checklist	60%	73% 11 out of 15 industry members have biosecurity standards incorporated into a verification system	⬆
	4.3 Percentage of government members with a biosecurity statement/strategy in place	100%	67% • VIC, TAS, and Australian Government outstanding (a national biosecurity statement is nearing the end of it's consultation phase) • QLD strategy being updated due to legislation changes	⬇
	4.4 Percentage of members disseminating biosecurity standards/plans/checklists on their websites	65%	68% - 20/31 members (who have websites) are disseminating biosecurity standards on their websites <ul style="list-style-type: none"> AAA ACMF ACT Australian Eggs AHIC APL AVA DA DAWR GICA MLA NSW QLD SA SCA TAS VIC WA WPA ZAA 	➔

 Above target
  On target
  Not on target

HIGH LEVEL OUTCOME

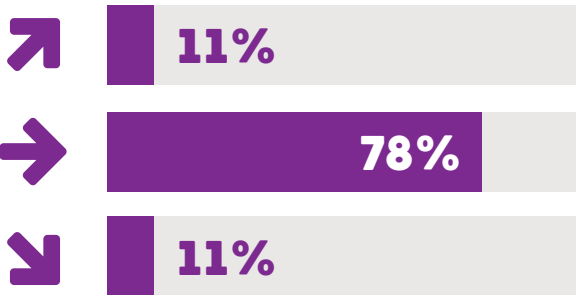
Prompt detection of notifiable disease outbreaks and effective EAD response

Primary Strategic Priority Source

Strategic Priority One: Effectively manage and strengthen Australia’s emergency animal disease response arrangements through successful partnerships with members

Strategic Priority Two: Enhance the EAD preparedness and response capability of AHA and its members

19 M&E INDICATORS*



What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
5. Australia’s EAD response arrangements are effective & efficient	5.1 EADRA and required guidance documents are updated annually	New version published October 2017; Recommitment by all Signatories following 3rd 5 year review	Achieved Additional activities/feedback: <ul style="list-style-type: none">Formal process for variations to the EADRA Clauses and amendments to the Schedules in progress	→
	5.2 AUSVETPLAN documents are fit-for-purpose	50% updated in past 5 years 80% of Disease Strategy Manuals (DSMs) and Response Policy Briefs (RPBs) annually monitored	Not achieved - 26% updated in past 5 years and approx. 30% under review Achieved – Changes in OIE Code established for all AUSVETPLAN Disease Strategy Manuals and Response Policy Briefs Additional activities/feedback: <ul style="list-style-type: none">New Influenza A in Swine brief finalised“Fantastic concept and needs continuous updating. Excellent model.” [govt. member]“I need a battle plan. It is written like a PhD paper.” [govt. member]	↘
	5.3 Endorsed AUSVETPLAN documents are readily available on the AHA website	80% of DSMs and RPBs in new templates Enterprise manual templates updated	Not achieved - TRG have not endorsed new template in full. Approx. 40% of DSMs and RPBs in new template Achieved - enterprise manual template updates and will undergo refinement as different enterprise manuals are updated in coming years	↘
	5.4 Emergency disease vaccine banks (FMD and anthrax) are fit for purpose	Banks are available for use with appropriate strains and quantities for antigens Anthrax consultation re: future requirements (e.g. number of doses)	Achieved – banks are available for use On-track - Planning for the renewal of the FMD Vaccine Bank for 2018-19 in progress	→
	5.5 AHA’s contribution to the effective management and strengthening of Australia’s emergency response arrangements	Member survey: “AHA’s contribution to the effective management and strengthening of Australia’s emergency response arrangements” - 4.0 or above (out of 5)	Member survey: 4.0 Additional activities/feedback: <ul style="list-style-type: none">EADRA and AUSVETPLAN are world class and their activities are mostly achieved. [member survey insight]“AHA has a high level of influence in resolving EAD issues between industry and government. They are the custodians so if they can’t influence we’re in trouble.” [govt. member]“This is a genuine tripartite shared consequence solution system. It is a good model.” [govt. member]	→

HIGH LEVEL OUTCOME

Prompt detection of notifiable disease outbreaks and effective EAD response

What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
	5.6 Emergency disease vaccine banks (FMD and anthrax) manufacture, storage and delivery arrangements are in place	Supply chain exercise conducted Exercise findings improve processes for FMD vaccine delivery Anthrax - negotiate extension of supply agreement under clause 3	Achieved - Exercise Dragonglass conducted Achieved - Exercise Dragonglass report endorsed by steering committee. Exercise highlighted a risk related to supply of vaccination equipment Additional activities/feedback: <ul style="list-style-type: none"> "Communication flow was clear and effective to achieve the required outcome - very well coordinated." [exercise participant] 	↗
6. The EAD preparedness & response capability of AHA & its members is enhanced	6.1 Signatories meet their EADRA obligations for managing an EAD	Review of normal commitment 2018 Progression of risk mitigation framework	On-track - Review of normal commitments for Parties to the EADRA in progress Achieved - OIE PVS evaluation of all jurisdictions now complete. Workshop to be held in August at AHA	→
	6.2 AHA's contribution to the enhancement of the response preparedness capabilities of our members	Member survey: "AHA's contribution to the enhancement of the response preparedness capabilities of our members" - 4.0 or above (out of 5) Qualitative assessment based on feedback is mostly positive	Member survey: 3.7 Additional activities/feedback: <ul style="list-style-type: none"> "We just had a very successful ILO training day. AHA provide speakers for events which helps broaden the knowledge of the importance of AHA to our industry." [industry member] "It is good to have plans, but in the exercises, it was clear that no one knew them well. Need to drive more drills and rehearsal." [industry member] 	→
	6.3 Members have ready access to training	1 new training channel delivered	Achieved - training video developed for CCEAD/NMG and workshops have been recorded	→
		90% of participants indicate training is: 1. Readily accessible 2. Meets their needs At least 3 different industry sectors receive industry liaison training	Attendees needs scored 86% and time well spent scored 88% Achieved	
		1 exercise with 80% of National Biosecurity Response Team (NBRT) attending, and all jurisdictions represented	Achieved - 80% of NBRT participated in Exercise Border Bridge with all jurisdictions attending	
		500 annually	Achieved - 859	

↗ Above target → On target ↘ Not on target

HIGH LEVEL OUTCOME

Prompt detection of notifiable disease outbreaks and effective EAD response

What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
	6.4 Personnel who receive training understand policies, legal requirements and roles and responsibilities for an EAD response	90%	85%	➔
		90%	88%	
	6.5 The participation and cooperation of government and Industry members either in a simulated EAD response exercise and/or by review of an actual EAD response is improved	To have more than one industry group and 100% jurisdictions represented in the NBRT exercise	Achieved - 80% of NBRT members (representing all jurisdictions) in addition to representatives from relevant EADRA signatories (ADF, CCA, ALFA)	↗
		Response processes are improved as a result of conducting the exercise	94% of NBRT members who participated in Exercise Border Bridge indicated that participation improved their ability to contribute to a biosecurity emergency response	
7. Significant disease events are investigated early	7.1 Member understanding of general surveillance system performance/timeliness	Completion of new project to assess expected time-to-detection of FMD	Project progressing well, however completion delayed until August 2018	➔
		Report to AHA members and Animal Health Committee (AHC)	Report to AHA members and AHC to follow completion in 2018-19	
8. Government/private veterinarians have knowledge, skills & justification to investigate & report on disease events	8.1 Private livestock veterinarians have adequate opportunity through subsidised training on disease investigation offered annually in every state/territory to gain knowledge and skills to investigate and report on disease events	Subsidised annual training opportunity offered in every state/territory (through NSDI Program or others)	NSDI Program provided a subsidised training opportunity to every state/territory government in 2017-18	➔
		Determine a training target level	An assessment of subsidised training offered outside the NSDI Program in 2017-18 will occur at the annual program meeting in November	
	8.2 Level of notifiable disease investigations meet laboratory sample submission requirements	Initiate annual information collection via NTLG with report to AHA members and AHC	Information collection project initiated	➔

↗ Above target ➔ On target ↘ Not on target

HIGH LEVEL OUTCOME

Prompt detection of notifiable disease outbreaks and effective EAD response

What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
9. Improved national policy & procedures for *surveillance, traceability & welfare (refer to intermediate outcomes 10 & 11)	9.1 Percentage of Industry members who have traceability standards included into a compliance/verification scheme/checklist	87%	80% (12 out of a possible 15 Industry members) <ul style="list-style-type: none"> ACMF ADF AECL ALFA APL CCA EA GICA HRA RA SCA WPA 	➔
	9.2 AHA's contribution to the strengthening of traceability meets the needs of members	Member survey: <i>"AHA's contribution to the strengthening of traceability"</i> - 3.5 or above (out of 5) Qualitative assessment based on feedback is mostly positive	Member survey: 3.1 Additional activities/feedback: <ul style="list-style-type: none"> Acknowledged that traceability was mostly an issue within the industries and AHA shouldn't be judged on industry inability to implement traceability systems [member survey insight] "Consistent approach between jurisdictions, property based, market driven motivation to comply with government regulation to provide assurance of integrity...[is needed]." [govt. member] 	➔
	9.3 Percentage of members promoting traceability on their website	65%	64% (20 out of 31 members) <ul style="list-style-type: none"> AAA ACT ADF AECL ALEC APL AVA CCA DA GICA MLA NT NSW QLD RA SCA SA TAS VIC WA 	➔
	9.4 Improved traceability performance against national short term traceability standards 1.1 and 1.2 for National Livestock Identification System (NLIS) cattle	AgSOC traceability standard benchmark	Cowcatcher III exercise ran in June 2018, results are being analysed	➔
	9.5 Animal Welfare Standards and Guidelines (S&Gs) project milestones delivered efficiently and effectively	Revised timeline adhered to and feedback about AHA's involvement is positive	Over the past 12 months the timeline has remained relatively on-track. All requests for delays and increase in scope have been managed and communicated effectively Additional activities/feedback: <ul style="list-style-type: none"> Positive feedback on AHA's management from the duck and turkey industries 	➔

 Above target
  On target
  Not on target

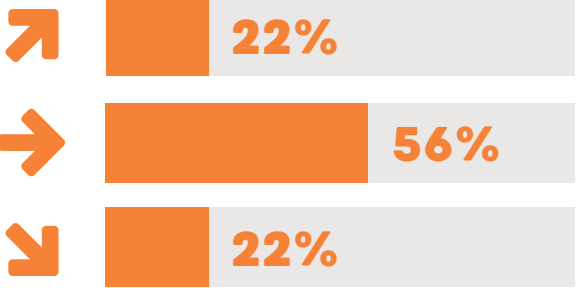
HIGH LEVEL OUTCOME

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

Primary Strategic Priority Source

Strategic Priority Three: Strengthen biosecurity, surveillance and animal welfare to enhance animal health, and support market access and trade

9 M&E INDICATORS*



What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
10. National surveillance & animal health reports are considered robust by members & markets	10.1 Government and Industry members consider that national surveillance publications (i.e. OIE reports, AHIA, AHSQ) are credible and robust	Implement required changes to NAHIS publications as required by AHC agreement	All feedback addressed prior to publication <ul style="list-style-type: none">AHiA 2017 delivered with all changes as requested by DAWR and endorsed by ACVOAHA will lead a limited review of AHSQ by NAHIS Committee at annual meeting in November Additional activities/feedback: <ul style="list-style-type: none">AHA has provided leadership and influence by development of NAHIS Epi-Digest and NAHIS Interactive Map"[AHSQ] Very good, up to date and well referenced source when we need to answer questions from regulators in our industry." [external subscriber feedback]	➔
	11.1 National Minimum Data Sets (NMDS) for surveillance are established and formats /protocols for transfer of national surveillance data are updated	Implement NMDS in the NAHIS as informed and agreed by AHC	No outstanding data standard requirements of NAHIS Some activities not achieved due to dependency on AHC consideration of surveillance requirements	⬇
11. Surveillance data are available to members & partners to support policy development, decision making & trade	11.2 Satisfied the national surveillance data and reporting of needs of members	Implement NMDS in the NAHIS as informed and agreed by AHC	No outstanding data standard requirements of NAHIS Some activities not achieved due to dependency on AHC consideration of surveillance requirements	
		Member survey: "AHA's contribution to strengthening surveillance" - 3.5 or above (out of 5)	Member survey: 3.4 Additional activities/feedback: <ul style="list-style-type: none">NAMP review initiated. No outstanding information needs of NAHISFeedback on NAHIS next due at annual meeting November 2018NAHIS TC commended AHA on delivery of NAHIS interactive map"Surveillance is a concern at state, territory and industry level. AHA have expressed concern around targeted animal health surveillance." [govt. member]"Current Australian surveillance and communication is opaque and secretive. AHA must drive transparency and modernisation." [govt. member]	➔

➔ Above target ➡ On target ⬇ Not on target

*AHA's M&E indicators are used to measure the company's progress towards outcomes in key business areas, which are directly aligned with AHA's broader strategic priorities.

HIGH LEVEL OUTCOME

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

What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
12. Animal welfare is strengthened on-farm & in supply chain	12.1 AHA's contribution to strengthening animal welfare meets the needs of members	Member survey: "AHA's contribution to strengthening animal welfare" - 3.7 or above (out of 5)	Member survey: 3.6 Additional activities/feedback: <ul style="list-style-type: none"> Less visible and successful in animal welfare compared to animal health. [member survey insight] "Trading partners accept our animal health and welfare reports but government departments think we can do better. We rank okay on the world stage but some countries have better reporting mechanisms." [govt. member] "Influence on key players is happening but only recently. Seems that some stakeholders need some aggressive tactics to prompt them into action." [govt. member] 	➔
	12.2 Number and value of welfare projects that AHA funds or has carriage of	\$500,000	4 projects - \$515,000	➔
	12.3 Number of industry members that have an animal welfare strategy or a plan which includes animal welfare	100%	100% all industry members have a welfare plan/strategy in place	➔
13. Improved awareness & adoption of animal welfare standards	13.1 Number of page views on the Animal Welfare Standards Website	70,000	39,399 Additional activities/feedback: Public consultation for poultry begun November 2017 until February 2018	⬇
	13.2 Number of jurisdictions to mandate animal welfare standards and guidelines in state and territory legislation	NT and TAS to mandate cattle S&Gs. TAS to mandate sheep S&Gs	6 jurisdictions mandated land transport S&Gs, 2 jurisdictions mandated sheep S&Gs, 2 jurisdictions mandated cattle S&Gs <ul style="list-style-type: none"> NSW have included both the cattle and sheep S&Gs as prescribed guidelines within their animal cruelty Act 	↗
	13.3 Percentage of members and number of key stakeholders promoting S&Gs on their websites	50%	56% of members and stakeholders promote S&G on websites Additional activities/feedback: <ul style="list-style-type: none"> On request AVA, AHIC, ACT, AWI and AAA added references to the S&Gs to their websites 	↗

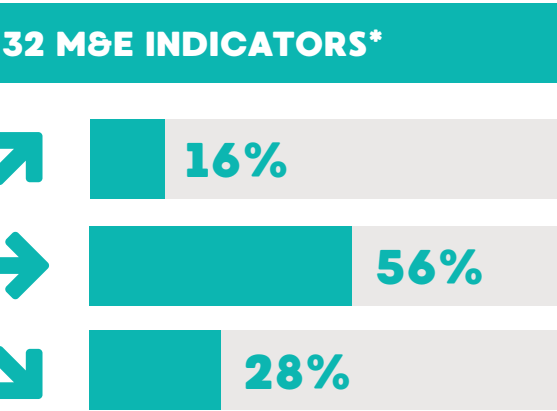
 Above target
  On target
  Not on target

HIGH LEVEL OUTCOME

New and enhanced partnerships and sustainable programs

Primary Strategic Priority Source




Strategic Priority Four: Deliver member value, organisational performance enhancement and sustainable resourcing.



What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
14. Enhanced member capability & capacity	14.1 Extent to which AHA has facilitated sustainable partnerships (existing and new) (Refer also to indicator 16.5)	Member survey: "AHA facilitates sustainable partnerships" - level of agreement 8.0 or above (out of 10)	Member survey: 7.3 Additional activities/feedback: <ul style="list-style-type: none">Partnering with DAWR for the Biosecurity Awards; Partnering with PIRSA, MLA and Adelaide University in MDC abattoir surveillance project; Partnering with PHA to deliver the Farm Biosecurity ProjectAHA negotiated to provide back office accountancy and admin functions to WPA (starting July 2018)AHA has been working directly with ABS to ensure rapid and timely provision of statistics to support cost calculations related to compensation and cost sharing arrangements under the EADRAMembers mentioned that AHA provided an ideal forum for partnerships to form and this could be developed more pro-actively [member survey insight]"Perhaps the right 'new' [partnerships] can strengthen the existing [partnerships], not compete." [govt. member]"AHA is delivering value to members, it is the only organisation in this space that can bring together government and industry participants." [govt. member]"There could be greater AHA facilitation around common interests." [industry member]	➡
		Gov't = Positive Service Provider = Positive Industry = Positive	Member survey: Gov't = Good to excellent Service Provider = Good Industry = mixed adequate and excellent Additional activities/feedback: <ul style="list-style-type: none">JD in cattle case study workshop held with high engagement from stakeholders with a session on lessons learnt and a report developedAustralian Meat Industry Council became an AHA Associate MemberAHA has organised a number of meetings with members (and external stakeholders such as LLS and SF0s) to discuss communications and training; these meetings will take place throughout July"...There is still some work to be done here, but with the formalisation of the communications program this will probably be addressed." [industry member]	➡


HIGH LEVEL OUTCOME

New and enhanced partnerships and sustainable programs

What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
	14.2 Extent to which AHA has collaborated and tailored information for and with members & stakeholders	5 collaborative/partnership activities satisfactorily completed annually	Achieved Additional activities/feedback: <ul style="list-style-type: none">Published first edition of our flagship magazine <i>The Link</i> which included articles from members and stakeholdersBegan developing stories for members to publish in relation to the FMD Ready ProjectBased on meetings with members, we have new ideas on how we can tailor information and help them communicate their messagesAttended member conferences (AVA) and are attending more in 2018-19 (SPA and AAA)Among smaller members there were some who felt that communications tended to be directed to the bigger players [member survey insight]Overall, members were satisfied with AHA member communications [member survey insight]"AHA provide people to speak at industry events. This helps get the message out to stakeholders." [industry member]	
	14.3 Extent to which AHA meeting facilities are utilised	3 AHA members have used AHA facilities beyond their credit allocation annually	Internal events = 67 member events = 30 Additional activities/feedback: <ul style="list-style-type: none">Member credit was removed in May 2018 however, based on bookings, 2 members would have used over their credit allocation"Our organisation has used the facilities. They're great." [industry member]	
		5 non-member organisations hire AHA facilities annually	External events = 11 3 non-member organisations hired the AHA facilities in the 2017-18 financial year Additional activities/feedback: <ul style="list-style-type: none">"Thank you for your assistance, everything has been excellent, especially accommodating additional requests made during the event which were handled quickly and without hassle." [event feedback]"It was a great location, excellent facilities and a delicious lunch." [event feedback]	

HIGH LEVEL OUTCOME

New and enhanced partnerships and sustainable programs

What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
	14.4 Extent to which AHA is delivering value to members	<p>Member survey:</p> <p><i>"AHA is delivering value to members" - level of agreement 8.0 or above (out of 10)</i></p> <p>Qualitative assessment based on feedback is mostly positive</p> <p>90% of 17-18 communication and partnerships activities are delivered</p>	<p>Member survey: 7.2</p> <p>Additional activities/feedback:</p> <ul style="list-style-type: none">Overall members acknowledge that they are receiving value from AHA but with respect to traceability particularly, and to a lesser extent biosecurity, AHA can improve its value to membersAHA have been meeting regularly with DAWR to ensure project funding functions smoothlyRenegotiation of the anthrax vaccine bank contract and a closer relationship with Virbac has been established. This has helped to reduce financial risks involved in these arrangementsFMD vaccine bank funding parties now have an understanding of the funding requirements on a yearly (rather than 5 yearly) basisRemoving duplications of meetings, and ensuring actions are reported and updated on is critical [member survey insight]Overall, it was regarded very positively as fulfilling its role, delivering on its strategic plan and meeting the needs and expectations of members [member survey insight]AHA was regarded as performing well... at levels equivalent to 2016. Its performance was strongest in EAD response and weakest in traceability [member survey insight]<i>"Most meetings cover old ground with little new information... Things move very slowly with little progress."</i> [industry member]<i>"Duplication of meetings is something that needs to be addressed."</i> [industry member] <p>Achieved</p>	

HIGH LEVEL OUTCOME

New and enhanced partnerships and sustainable programs

What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
15. Strong productive relationships & information flow	15.1 Number of AHA website views	310,000 annually	299,911	➔
	15.2 Percentage of users opening AHA Express	35% [industry standard 20-25%]	36%	➔
	15.3 Total number of subscribers to AHA Express	2,000	1,090 Additional activities/feedback: Attendance at conferences such as Beef Week 18 and AVA boosted subscribers through the initiation of face-to-face engagement	↘
	15.4 Total number of followers on social media	8,000	6,980	↘
	15.5 Percentage engagement on Facebook	5% [industry standard 1-1.5%]	3.8% Additional activities/feedback: <ul style="list-style-type: none"> Implemented campaigns for the AAA, AVAMS 18 conference where a number of member organisations represented on the committee, the FMD Ready Project, on-going communications for the Sheep Health Project (WPA, SPA), biosecurity matters (DAWR), showcased strong women leaders in Ag for IWD 18 and communications for Exercise Border Bridge 	↘
	15.6 Extent to which Member's Forum content is useful	90%	92.4%	➔
	15.7 Extent to which Members' Forum meets the member's organisational needs	90%	89.8%	➔
	15.8 Extent to which AHA is responsive to members	Member survey: "AHA is responsive to its members" - level of agreement 8.0 or above (out of 10) Qualitative assessment based on feedback is mostly positive	Member survey: 7.0 Additional activities/feedback: <ul style="list-style-type: none"> Member Charter developed Face-to-face meetings with members to better tailor communications and training [collaboration] "The level of connectivity at all levels is excellent... AHA is unique and slick. It is more than an intermediary. It brings parties to the table to resolve issues." [govt. member] "There is probably a lack of urgency and impetus at some levels." [industry member] "Our organisation is happy with the level of engagement with AHA." [industry member] 	➔

 Above target
  On target
  Not on target

HIGH LEVEL OUTCOME

New and enhanced partnerships and sustainable programs

What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
16. AHA financial sustainability The 17-18 finance actuals are not able to be finalised until after audited figures become available.	16.1 Percentage annual increase in Gross Revenue (Measured by 5 year rolling average gross revenue from audited financial statements)	5% = \$17,197,000	6,839,000 (2% below target)	➔
	16.2 Industry member reserves are greater than their respective minimum agreed levels	Industry member reserves are greater than their respective minimum agreed levels	Not achieved - grass and grain fed cattle are below minimum levels	↘
	16.3 Percentage annual increase in core retained earnings (Measured from audited balance sheet)	3% = \$4,872,000	\$4,853,000	➔
	16.4 Total annual average income of special projects (Percentage is the annual increase)	3% = \$281,000	\$233,000	↘
	16.5 Number of partners other than members involved in special projects	13 partners including: private vets, private companies and individuals who are involved in special projects	Additional activities/feedback: <ul style="list-style-type: none"> 2 successful projects with non-members Invasive Species Solutions and AgriFutures total \$250,600 Poultry show and sale booklet project with AgriFutures, Animals Angels and Australian Duck Meat \$7,000 5 programs presently under development include Charles Sturt University, SAMRC, Indigenous Land Corporation, AgForce, CRC for developing Northern Australia and private veterinary companies 	➔
	16.6 Number and type of diversified funding options* (Exclude core, special or government funding)	Continue to improve the diversified funding options by two \$250,000	Additional activities/feedback: <ul style="list-style-type: none"> Diversified funding projects contracted in 2017-18 with Centre for Invasive Species Solutions, AgriFutures and WPA total \$280,600 	➔
	16.7 Corporate overhead charge on operational projects	43%	43%	➔
	16.8 Timeliness of financial reporting and project progress reports to members	Reports circulated to members within the agreed timeliness (align with Board cycle)	Financial reports and project progress reports to members not delivered within the agreed time frames	↘
	16.9 Timeliness of internal financial reporting	Monthly within 2 weeks	Monthly reports available for review within the two week time frame	➔

 Above target
  On target
  Not on target

HIGH LEVEL OUTCOME

New and enhanced partnerships and sustainable programs

What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	17-18 Target	17-18 Actuals	How did we track?
17. A capable, engaged, innovative and agile workforce	17.1 Engaged workforce	> 75% industry benchmark	87.5%	↗
	17.2 Improved internal and external collaboration	Maintain (69% industry benchmark)	84%	→
		Maintain (82% industry benchmark)	84%	→
	17.3 Positive trends in professional/career and learning development	55% (47% industry benchmark)	62%	↗
		75% (65% industry benchmark)	93%	↗
	17.4 A well led and well managed workforce	> 84% industry benchmark	87%	↗
		80% (67% industry benchmark)	75%	↘
	17.5 Innovation is practiced and valued	Maintain (67% industry benchmark)	81.5%	→
	17.6 Staff retention	> 80%	81%	→

↗ Above target → On target ↘ Not on target

Committee membership

Animal Health Committee (observer)
Animal Health Committee Insect Protein Production Task Group
Animal Health Committee Task Group Depopulation, Disposal and Decontamination (3D)
Animal Welfare Task Group (observer)
Aquatic Deed Project Team
Aquatic Deed Working Group
Australian Livestock Industry Studies Implementation Group
Australian Pork Limited Biosecurity Reference Group
Australian Pork Limited Specialist Group for Biosecurity, Food Safety and Quality Assurance Research Development & Extension Group
Australian Strategic and Technical Advisory Group on Antimicrobial Resistance
Cattle Council of Australia Animal Health, Welfare, Biosecurity and Environment Consultative Committee
CSIRO Health and Biosecurity Committee
Evaluation and Lessons Management Specialist Task Group
FMD Contract Advisory Committee Group
FMD Vaccine Expert Advisory Group (Animal Health Committee)
Goat Industry Development Group
Governance and Steering Committees for FMD Ready Rural Research & Development for Profit Project - Improved surveillance, preparedness and return to trade for emergency animal disease incursions using FMD as model
Integrity Systems Company Communications Working Group
International Foot-and-Mouth Disease Vaccine Strategic Reserve Network
Jurisdictional Traceability Working Group
Livestock Communication Network Group
Livestock Data Link Working Group
National Animal Health Surveillance and Diagnostics Business Plan Implementation Task Group (Animal Health Committee)
National Animal Health Training Reference Group
National Biosecurity Committee (observer)
National Biosecurity Communication and Engagement Network
National Biosecurity Emergency Preparedness Expert Group
National Biosecurity Information Governance Expert Group
National Biosecurity Round Table
National Farmers Federation Biosecurity Task Group
National Farmers Federation Welfare Task Group
National Laboratory Task Group (Animal Health Committee, observer)
National Livestock Identification System Sheep and Goat Traceability Working Group
National Livestock Identification System Standards Committee
National Primary Industries Animal Welfare RD&E Strategy Committee
National Veterinary Epidemiology and Surveillance Task Group (Animal Health Committee)
Northern Australia Biosecurity Framework Reference Group
Northern Australia Biosecurity Framework Working Group
Northern Australia Biosecurity Surveillance
Queensland Biosecurity Strategy Working Group
Rural Research & Development for Profit 'Health 4 Wealth' Project Management Committee
SAFEMEAT Partners
SAFEMEAT Policy Group (SAFEMEAT Partnership)
Steering Group for Post-Mortem Projects
Training and Assessment Materials Steering Committee (observer)

STRATEGIC PRIORITIES

Strategic Priority One

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

Key 2017–18 highlights



Conducted Exercise Dragonglass, testing FMD vaccine bank supply chain arrangements.



Third five-year review of the EADRA completed.



Three EADRA guidance documents were approved by the EADRA workshop.



National Animal Health Performance Benchmarks evaluation tool has been developed and will be utilised to evaluate livestock industry sectors.



Outlook 2018–19



Engage with aquatic industries to raise understanding of biosecurity and emergency preparedness and develop collateral.



Consult with FMD vaccine bank funding parties and suppliers to develop a secure supply of vaccination equipment for administration of FMD vaccine.



Complete a review of normal commitments to ensure that all signatories to the EADRA understand their response commitments.



Update disease-specific AUSVETPLAN documents to address inconsistencies and ensure they are fit-for-purpose.



Communicate benefits and results of FMD risk management (FMD Ready Project) research to stakeholders to improve understanding and development of FMD preparedness and response strategies.



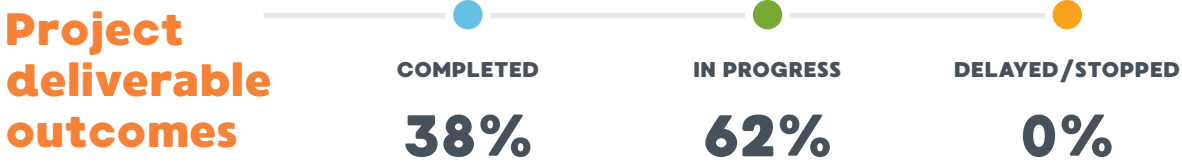
Endorsement of the National Animal Health Performance Benchmarks tool to evaluate industry status and areas of improvement.



Development of an OIE PVS gap analysis tool and training of government staff by an independent consultant.

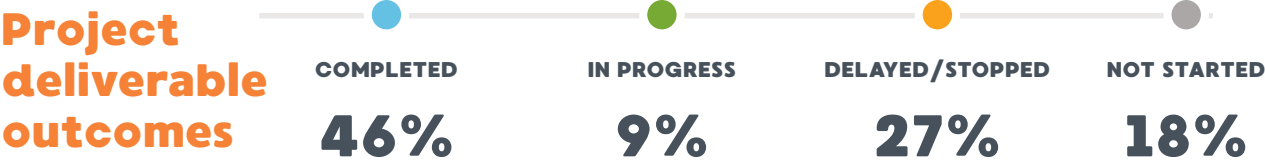
Response Framework and Obligations Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
EADRA	New version of EADRA published annually	Oct 2017	<div></div>	234,806	
	Completion of third five-year review of the EADRA	Dec 2017	<div></div>		
	Development of performance standards for AHA industry members, and appropriate assessment and reporting systems to demonstrate the industry status with regard to EAD response preparedness and risk mitigation	Jun 2018	<div></div>		Industry parties finalised National Animal Health Performance Benchmarks evaluation tool. Evaluation process progressing
Aquatic EAD Response Arrangements [DAWR]	Development of options that outline the cost sharing arrangements amongst industries and establishment of industry levy mechanisms – for industry consideration	Oct 2017	<div></div>	150,008	Extended discussions between stakeholders have delayed progress
	Development of options that outline the cost sharing arrangements amongst governments – for consideration by jurisdictions and the Commonwealth	Oct 2017	<div></div>		Delays occurred as jurisdictions seek to reach agreement on principles
	Finalisation of the draft 'Aquatic Deed' with respect to formal industry/ government arrangements for responses to aquatic EADs – for consultation with stakeholders	Dec 2017	<div></div>		Draft Aquatic Deed circulated to working group
PROJECTS OUTSIDE THE AOP					
OIE Performance of Veterinary Services - jurisdiction evaluations [DAWR]	Evaluation of the jurisdictions' veterinary services by an independent consultant, working with evaluation teams	Jun 2018	<div></div>	N/A	
Aquatic Biosecurity Liaison Officer, Northern Australia [DAWR]	Build awareness of biosecurity best practice and build networks with aquatic industry participants in the north of Australia	Jun 2018	<div></div>	345,000	Initial milestones met; Ongoing milestones are on-track



Response Tools Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
AUSVETPLAN	Complete 85% of the deliverables in the 2017-18 AUSVETPLAN work plan	Jun 2018	<div></div>	554,559	Challenges with engagement and resourcing have contributed to delays in some work
	Develop guidelines for decisions on the need for disease strategies versus response policy briefs for EADs	Jun 2018	<div></div>		Proposal is to use a single response strategy (rather than disease strategies and RPBs)
	Address inconsistencies in policy approach between AUSVETPLAN disease strategies	Jun 2018	<div></div>		Completion of revised drafts is delayed
	Develop criteria to ensure AUSVETPLAN manuals are fit-for-purpose	Jun 2018	<div></div>		
FMD Vaccine Bank Management	Complete testing of the international cold chain and supply arrangements from Pirbright to an international airport in Australia	Dec 2017	<div></div>	92,666	
	Ensure vaccines, equipment and logistics arrangements are in place	Dec 2017	<div></div>		Development of secure supply of vaccination equipment needed. This requires consultation with funding parties and contractual arrangements with suppliers
Anthrax Vaccine Bank Management	Assess inventory, batch expiry dates and sales of anthrax vaccine	Jun 2018	<div></div>	18,935	
	In consultation with funding parties, determine the appropriate size of the bank	Dec 2017	<div></div>		Funding parties have yet to approve that this work should proceed
	If required, in consultation with the Australian Pesticides and Veterinary Medicines Authority (APVMA), develop an emergency use permit for a lower potency anthrax vaccine	Jun 2018	<div></div>		Funding parties have yet to approve that this work should proceed
FMD Risk Management - Phase 3 (FMD Ready Project)	Report on communication and extension activities to funding parties	Dec 2017, Jun 2018	<div></div>	444,046	
	Host and facilitate annual industry engagement workshop	Dec 2017	<div></div>		



Strategic Priority Two

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

Key 2017–18 highlights



First year of the inaugural National Biosecurity Response Team project.



Coordination of industry member involvement as industry liaison representatives in Exercise Border Bridge.



Delivery of the Marine Pest Exercise program.



Delivery of seven industry liaison workshops.



Development and delivery of new resources for CCEAD and NMG training.



Delivery of incident controller training.

Outlook 2018–19



Develop contemporary training channels for members to access EAD training remotely.



Develop and implement training resources that promote national consistency in emergency response training.



Collaborate with industry, Plant Health Australia (PHA) and biosecurity extension officers on biosecurity messaging across northern Australia.



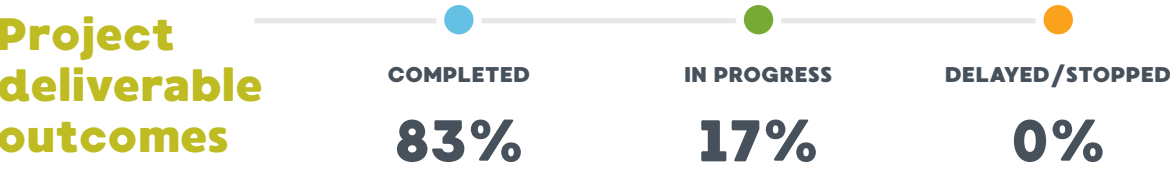
Focus on the EAD training project, including the delivery of more CCEAD, NMG and industry liaison workshops.



Activities to support implementation of the BERTA project, including contributions to the Training Specialist Task Group and trainers' professional development.

EAD Training

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
National EAD Training	Deliver Liaison – Livestock Industry training program (3-4 workshops)	Jun 2018	<div></div>	622,706	
	Maintain annual partnerships with registered training organisations	Jun 2018	<div></div>		
	Contribute to trainers' professional development and networking	Aug 2017	<div></div>		
	Deliver training and develop materials to support participation in NMG and CCEAD decision making	Mar 2017	<div></div>		
Biosecurity Emergency Response Training and Assessment (BERTA) Materials Project	Provide monthly updates to the Department of Agriculture and Water Resources	Monthly	<div></div>	400,000	Project due to conclude in December 2018
National Biosecurity Response Team (NBRT)	Participate in the development of the 2017-18 NBRT Annual Activity Plan	Aug 2017	<div></div>	574,520	
	Lead and participate in the design, planning and conduct of an annual induction activity	Dec 2017	<div></div>		
	Develop and provide an NBRT Annual Activity report to the NBEPEG	Jun 2018	<div></div>		
PROJECTS OUTSIDE THE AOP					
EAD Agents and Brokers online course [WPA, SPA]	Deliver an interactive online course for wool brokers and livestock agents on EAD awareness, reporting, preparedness and response	Jun 2018	<div></div>	29,593	Due for completion in October 2018
Marine Pests Exercise Program [DAWR]	Deliver an exercise program that increases marine pest response capability	Jun 2018	<div></div>	240,000	
NT Industry Liaison training [NT DPIR]	Deliver a specialised introductory industry liaison workshop for the animal, plant and aquatic industries	Feb 2018	<div></div>	60,000	
EAD preparedness and response awareness training for pig veterinarians and allied professionals [APL]	Deliver a specialised training workshop for pig veterinarians and allied professionals on EAD preparedness and response	Sep 2017	<div></div>	10,410	



Strategic Priority Three

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

Key 2017–18 highlights



Progress on finalising the second National Animal Biosecurity Research Development & Extension (RD&E) Strategy.



CowCatcherIII traceability exercise successfully managed on behalf of members.



Over 167,000 submissions received during poultry welfare standards and guidelines consultation.



Positive reception of Animal Health Surveillance Epi-Digest by CVOs.



Development of an interactive map of national animal health surveillance data accessible to CVOs allowed cross-jurisdictional sharing of data.



Sheep Health Project generating significantly greater outputs and improved efficiency.

Outlook 2018–19



Farm Biosecurity will target influencers and information sources using tailored messaging throughout the supply chain.



Contribute to the review of the Animal Welfare Standards and Guidelines Framework.



Promote and leverage the Livestock Production Assurance requirement around on-farm biosecurity.



Finalise the National Animal Biosecurity RD&E strategy and drive implementation.



Proactively support members to strengthen the national traceability system.



Enhance early disease investigation by facilitating veterinary practitioner input into the National Significant Disease Investigation Program.



Enhance analysis of national surveillance information in NAHIS.



Improve sharing of laboratory diagnostic surveillance data by linkages to NAHIS.



Work with aquatic stakeholders on agreed biosecurity activities.

On-Farm and Supply Chain Biosecurity Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Farm Biosecurity Project	Implement the long term recommendations arising from the review of this project	Jun 2018	<div></div>	204,555	Target completion date revised with recommendations factored into the 2017-2020 project plan
	Produce 11 monthly e-newsletters	Jun 2018	<div></div>		
	Produce three social media posts per week	Jun 2018	<div></div>		
	Maintain the Farm Biosecurity website as the focal point for information for this project	Jun 2018	<div></div>		
Biosecurity Planning and Implementation	Assist members meet their biosecurity commitments as listed in Clause 14 of the EADRA by having contemporary industry biosecurity plans and government strategies/ statements	Jun 2018	<div></div>	75,336	
Prohibited Pig Feed Compliance and Awareness Project (PPFCAP)	Deliverables and Project Plan to be finalised	Jun 2018	<div></div>	18,000	Project recommenced in December with a smaller budget of \$12,000
Animal Biosecurity RD&E Strategy	Implement the National Animal Biosecurity RD&E Strategy and renegotiate continued funding	Jun 2018	<div></div>	200,000	Draft near completion; awaiting endorsement at next AgSoc Research and Innovation committee meeting in August
Sheep Health Project [SPA, WPA]	Complete 90% of the deliverables of the 2017-18 Project Plan activities	Jun 2018	<div></div>	1,586,713	
	Provide two tools or information collateral to sheep producers to facilitate behavioural change on-farm	Jun 2018	<div></div>		

Cont'd

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Goat Production Conditions [GICA]	Complete 90% of the deliverables of the 2017-18 Project Plan activities	Jun 2018	<div></div>	60,000	
	Review GOATMAP and implement the review recommendations	Jun 2018	<div></div>		Review of GoatMAP complete. Implementation of recommendations is underway
Cattle Production Conditions [CCA]	Complete 90% of the deliverables of the 2017-18 Project Plan activities	Jun 2018	<div></div>	150,000	
	Provide two tools or information collateral to cattle producers to facilitate behavioural change on-farm	Jun 2018	<div></div>		
PROJECTS OUTSIDE THE AOP					
Cross Industry Biosecurity and Emergency Animal Disease Awareness Project	Improve biosecurity awareness in new, emerging and maturing industries	Jun 2018	<div></div>	N/A	
Sheep Industry Biosecurity Strategy [SPA, WPA]	Develop a national biosecurity strategy in collaboration with key stakeholders and sheep industry leaders	Jun 2018	<div></div>	115,216	Draft strategy developed. Final report from sheep industries due next quarter
Lamb Survival Project [SPA]	Facilitate a workshop looking at methods of improving lamb survival rates, followed by a consultant report to determine the areas of highest impact for the industry to support	Jun 2018	<div></div>	30,957	Original workshop complete. Consultant report delayed until next quarter
Three-Hole Punch Project [CCA, DA]	Managing the sales of three-hole ear punch pliers for identification of cattle vaccinated with Silirum®	Ongoing	<div></div>	17,722	Portal for sale in place. Waiting on cattle industry bodies, NLIS and Silirum® label changes

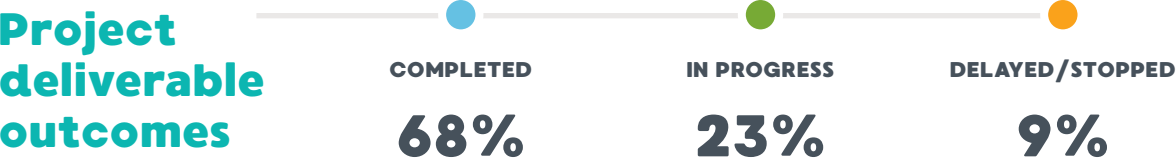


Surveillance and Laboratory Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Surveillance and Laboratory Enhancement Support	Implementation of relevant activities under the National Surveillance and Diagnostics Business Plan	Jun 2018	<div><div></div></div>	112,961	Some activities not achieved due to dependency on AHC consideration of surveillance requirements
	Represent AHA members on national surveillance working groups, including:				
	<ul style="list-style-type: none">The National Surveillance Diagnostics Business Plan	Jun 2018	<div><div></div></div>		Review of the plan is being led by DAWR
	<ul style="list-style-type: none">The Northern Australia Biosecurity Framework (DAWR) – includes a trial and delivery of the surveillance smartphone app, LookCheck		<div><div></div></div>		AHA has a grant agreement with the Commonwealth for a trial of the app in 2018-19
	<ul style="list-style-type: none">The National Veterinary Epidemiology Surveillance Group (AHC)		<div><div></div></div>		Stopped by AHC
	<ul style="list-style-type: none">The National Biosecurity Information Governance Expert Group (DAWR)		<div><div></div></div>		
	<ul style="list-style-type: none">The Structured Surveillance Pilot Project (DAWR)		<div><div></div></div>		Pig industry pilot project delayed; Due to commence 2018-19
National Significant Disease Investigation Program (NSDIP)	National adoption of the role of private practitioners in surveillance, with effective subsidised disease investigations led by private practitioners in every state and territory and/or subsidised private practitioner disease investigation training	Jun 2018	<div><div></div></div>	240,844	
National Animal Health Laboratory Coordination	Represent AHA members on the AHC National Laboratory Task Group	Jun 2018	<div><div></div></div>	13,971	
Screw-worm Fly Surveillance and Preparedness Program (SWFSPP)	Complete 90% of planned fly trapping and targeted deliverables	Jun 2018	<div><div></div></div>	179,388	

Cont'd

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Australian Animal Pathology Standards Program	Organise and run the continuing education workshop at three locations around Australia	Dec 2017	<div></div>	119,709	
	Ensure proficiency testing program is undertaken	Jun 2018	<div></div>		
	Maintain a contemporary AAPSP website	Jun 2018	<div></div>		Transition to a new software program in progress
	Administer the National Animal Pathology Archive	Jun 2018	<div></div>		
Reference Laboratories	Reference laboratory services for Johne’s disease and anthrax	Jun 2018	<div></div>	188,279	
Transmissible Spongiform Encephalopathies Freedom Assurance Program (TSEFAP)	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 2018	<div></div>	1,203,150	
Accreditation Program for Australian Veterinarians (APAV)	Maintain a public register of accredited veterinarians	Jun 2018	<div></div>	60,133	
	Maintain a contemporary, online APAV training system	Jun 2018	<div></div>		
	Maintain an efficient database management system to deliver training and related business services	Jun 2018	<div></div>		
NAMP	Complete 90% of virology and entomology plans	Jun 2018	<div></div>	1,339,734	Arbovirus season not aligned with financial year
	Maintain a current, interactive, web-based bluetongue virus zone map	Jun 2018	<div></div>		
	Publish the annual NAMP Report	Jun 2018	<div></div>		
PROJECTS OUTSIDE THE AOP					
Monitoring the Efficacy of General Surveillance Investments	Reassess the general surveillance system aimed at shortening the expected time to detection of disease outbreaks	Jun 2018	<div></div>	N/A	

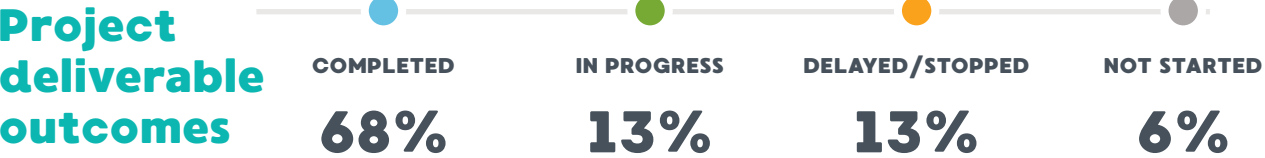


Market Access Support Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Livestock welfare	Provide leadership through collaboration and coordination to facilitate solutions for livestock welfare issues where requested by members	Jun 2018	<div></div>	79,590	
	Manage collaborative projects for livestock welfare on behalf of members	Jun 2018	<div></div>		
	Contribute to the development and communication of livestock welfare policy initiatives of members	Jun 2018	<div></div>		
NAHIS Program	A secure, validated, web accessible database of agreed national surveillance data and reports	Jun 2018	<div></div>	675,631	
	Publish Animal Health Surveillance Quarterly report	Quarterly	<div></div>		
	Publish Animal Health in Australia report	May 2018	<div></div>		
National Livestock Identification System (NLIS) Program	Collaboratively develop implementation and compliance rules for the four NLIS species programs	Jun 2018	<div></div>	73,854	Draft NLIS standards for sheep and goats with Jurisdictional Traceability Group for review and advice back to AHA prior to industry consultation beginning
Alpaca Traceability [AAA]	Work with the Australian Alpaca Association (AAA) to develop and implement NLIS (alpacas and llamas)	Jun 2018	<div></div>	28,961	AAA have relocated and had staff changeover
Australian Government Accredited Veterinarian (AAVet)	Administer online AAVet training course	Jun 2018	<div></div>	8,098	
Sheep Cooperative Research Centre (CRC) Wellbeing Program [WPA]	Support and ensure the wool industry's investment in the Sheep CRC delivers value	Jun 2018	<div></div>	160,693	

Cont'd


PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Livestock Welfare - Poultry	Develop Australian Animal Welfare Standards and Guidelines for Poultry	Nov 2017	<div><div></div></div>	54,697	Changes to jurisdictional project sponsor and drafting group confirmed. Due to an unprecedented amount of submissions the project scope and completion target have been revised
Tracing Exercises	Undertake a national tracing exercise to assess the performance of the NLIS system against the National Livestock Traceability Performance Standards as identified by SAFEMEAT	Jun 2018	<div><div></div></div>	39,416	
Livestock Welfare - Pigs	Develop Australian Animal Welfare Standards and Guidelines for Pigs	Jun 2018	<div><div></div></div>	213,057	Scientific report due by end of September
Australian Pork Limited Evidence of Absence of Exotic Disease Project	Exotic disease exclusion information for pig disease events	Jun 2018	<div><div></div></div>	30,033	Agreement variation to extend project into 2018-19
	Guidelines for pig vets to supplement routine disease investigations with exotic disease exclusion	Jun 2018	<div><div></div></div>		
PROJECTS OUTSIDE THE AOP					
National JD Project [CCA, ALFA, ADF, SPA, WPA, GICA]	Considers cross industry Johne's disease issues, including the Market Assurance Programs	Jun 2018	<div><div></div></div>	N/A	





Strategic Priority Four


Deliver member value, organisational performance enhancement and sustainable resourcing.


Key 2017–18 highlights


- 


JD in cattle Reflections Workshop held with high engagement from stakeholders.
- 


Published AHA’s bi-annual flagship publication *The Link*.
- 


Implemented the Customer Relationship Management System (CRMS).
- 


Australian Meat Industry Council endorsed as an associate member.
- 

Member Charter developed.
- 

Completed mid-life review and update of *ICT Strategic Plan 2016-2019*.
- 

Completed benchmark assessment for costs within Service Level Agreements with our industry members.
- 


‘Back office’ services provided to WoolProducers Australia.
- 


Streamlined staff and member inductions.
- 


Excellent staff survey results; tracking above public and private sector benchmarks.





Outlook 2018–19


- 

Enhance AHA’s digital presence and reach to producers and stakeholders.
- 

Ensure biosecurity messaging reflects diversity of audiences.
- 

Engage with members to develop future project directions in line with government and industry strategic plans.
- 

Implementation of stage two of the CRMS and conversion to Office 365 product suite.
- 

Continue implementing *AHA People Strategy 2017-2020*.
- 

Development of business cases for key areas of increased investment.

Corporate Governance and Services Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Corporate Governance (Board and Executive)	Deliver best practice governance in accordance with Australian Institute of Company Directors guide	Jun 2018	<div></div>	840,084	
	Undertake a Board Performance Review and implement agreed actions		<div></div>		
	Comply with AHA Constitution and Corporations Law		<div></div>		
	Ensure succession plans are in place for the CEO and Executive Management		<div></div>		
	Implement Strategic Plan		<div></div>		
	Implement Member Survey feedback		<div></div>		
	Deliver effective operational management of company, including transparent financial reporting		<div></div>		
	Deliver effective risk identification and management		<div></div>		
	Monitoring and evaluation		<div></div>		
Finance and Facilities (F&F) Services Strategic Priorities One, two and Three	Deliver effective financial management and support to operational projects	Jun 2018	<div></div>	920,000	
	Deliver unqualified audit opinion on annual financial statements		<div></div>		
	Provide safe, comfortable and appropriate facilities for staff and members		<div></div>		

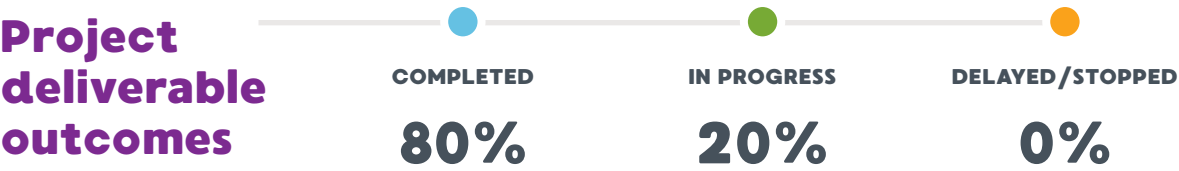
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PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
People Capability	Deliver stable or improved staff survey responses	Jun 2018	<div></div>	128,412	
	Implement the People Plan		<div></div>		
	Provide company-wide training		<div></div>		
	Provide targeted professional development		<div></div>		
Information and Communication Technology	Complete implementation of Customer Relationship Management System (CRMS)	Jun 2018	<div></div>	252,520	Stage one completed. Stage two implementation due in 2018-19
	Implement Stage 2 of the ICT Strategic Plan		<div></div>		
	Effective management of ICT service provider		<div></div>		
	Maintain delivery of effective technology and communication tools with business continuity plans and disaster recovery plans updated annually		<div></div>		



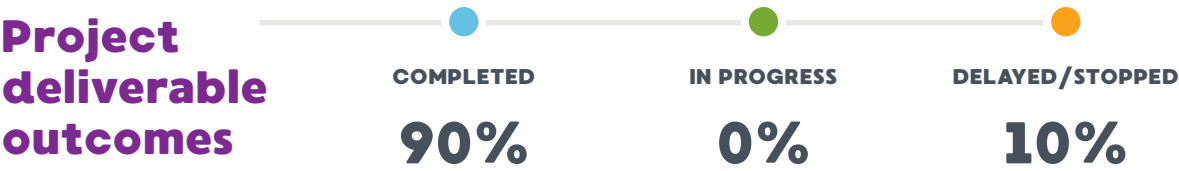
Business Services and New Business Opportunities Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Business Development	Complete assessment of four identified short to long horizon opportunities and implement where appropriate	Jun 2018	<div></div>	199,467	
Cattle Disease Contingency Fund (CDCF) Pty Ltd	Deliver company secretariat, taxation, treasury and financial management services to the companies (and trust funds) ensuring compliant and effective delivery of business	Jun 2018	<div></div>	14,353	
Sheep Industry Health and Welfare (SIHW) Pty Ltd			<div></div>	14,353	
Livestock Biosecurity Network (LBN) Pty Ltd			<div></div>	184,640	
Industry Initiated Expenditure (Service Level Agreements)	Deliver new business plans in line with SLA review recommendations	Jun 2018	<div></div>	1,569,901	Benchmarking cost analysis undertaken across relevant industry members and agreed for use in the new commercial, outcome-based approach to the SLA contracts Underlying contract instrument and 2018-19 business plans to be completed during first quarter 2018-19
Services Strategic Priorities One, Two and Three					



Communications and Partnerships Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
National Partnerships Services Strategic Priority One, Two and Three	Representation on national committees and submission of policy papers to strengthen the national animal health system	Jun 2018	<div></div>	225,284	
	Enhanced government, industry and partner liaison, consultation and engagement		<div></div>		
	Deliver three Member Forums, providing access to topical and strategic educational sessions and allowing member input into agenda direction		<div></div>		
Communications	Complete 90% of deliverables from the 2017-18 communication and partnership activities	Jun 2018	<div></div>	207,130	
	Implement engagement and partnership strategies with members and partners i.e. joint media releases, co-hosting of trade booths, co-branding of collateral		<div></div>		
	Regular CEO, Board and cross-stream communication to enhance staff engagement, project collaboration and information sharing		<div></div>		
Event Management	Complete 90% of deliverables from the 2017-18 events communication and marketing activities	Jun 2018	<div></div>	50,109	
Industry Forums Services Strategic Priority One, Two and Three	Deliver two Industry Forums	Jun 2018	<div></div>	32,000	
	Deliver one joint AHA/PHA Industry Forum	Dec 2017	<div></div>		Due to change of date, unable to hold a joint forum in 2017, however an industry workshop was held in its place
	Develop agenda papers and responses to issues, to support and improve the national animal health system	Jun 2018	<div></div>		



Corporate Governance

FOUNDATIONS FOR GOVERNANCE

BOARD SELECTION

AHA's constitution prescribes the selection criteria for Directors appointments and an independent selection committee comprised of representatives from the Commonwealth, State/Territory and Industry Member groups, as well as a representative of the National Farmers Federation, which recommend appointments for members' approval in the general meeting.

BOARD CHARTER

All responsibilities and activities of the Board are covered in detail in the Board Charter. The Charter delineates the responsibilities and role of the Board, the Chairperson, the CEO and the Company Secretary and addresses all aspects of Board appointments, activity and performance. Directors have the right of access to all company information and to the company's Executive and, subject to prior consultation with the Chairperson, may seek independent professional advice at the company's expense. The Board meets in person at least five times during the year, and additionally via teleconference or through consideration of out-of-session papers as required.

CONFLICTS OF INTEREST

Directors declare at each Board meeting any changes to their statement of interests, which are prepared annually affirming that they have no specific interests that will impact on their ability as a Director and that any potential or perceived conflicts of interest will be declared to the Board.

LEGAL COMPLIANCE

Both the Corporate Governance Committee and the Audit and Risk Management Committee are charged with different aspects of monitoring assurance systems. The Company Secretary manages compliance, reporting to both committees, which

in turn provide advice and recommendations to the Board. The responsibilities of the committees are included in the Board Charter. Membership comprises at least three Directors. The committees meet at least twice each year. Auditors are provided notice of general meetings of members and are invited to present to the Audit and Risk Management Committee when annual financial statements are considered.

AUDIT AND RISK MANAGEMENT COMMITTEE

FINANCIAL POLICIES AND PROCEDURES

Comprehensive practices are established and included in the company's policy and procedure manuals such that all unbudgeted expenditure and commitments require prior Board approval; financial exposures are controlled; investment of funds is governed by a specific investment policy; work health and safety standards and management systems are monitored and reviewed; and business transactions are properly authorised and executed.

CONTRACTING AND TENDERING

The company has adopted comprehensive policies and procedures in respect of purchasing, contracting and tendering. All contracts exceeding \$40,000 in value are subject to competitive quotation. Where proposed expenditure exceeds \$100,000 a formal open contracting process is used to seek competitive quotations.

RESPECTING THE RIGHTS AND INTERESTS OF MEMBERS AND STAKEHOLDERS

MEMBER CONSULTATION AND COMMUNICATIONS

The Board aims to ensure that all members are informed of all major developments affecting the company.

COMPANY GENERAL MEETINGS

The Board encourages full participation of members at the AGM. Full participation is also encouraged at a general meeting held by the company in June each year at which the AOP is presented and core subscription levels are formally agreed on by members for the upcoming financial year.

CODE OF CONDUCT

The Board Charter contains a Directors' Code of Conduct with which each Director is expected to comply. In addition, the company has documented standards that each manager and employee of the company is expected to operate within. The requirement to comply with these ethical standards is communicated to all employees. Directors, managers and employees are expected to strive at all times to enhance the reputation and performance of the company.

RECOGNITION AND MANAGEMENT OF RISK

RISK MANAGEMENT

Monitoring of corporate and program risks is a specific responsibility of the Audit and Risk Management Committee. The company's process of periodic risk assessment and review covers the business environment, work health and safety, property, financial reporting and internal control. Internal audit reviews are undertaken periodically at the direction of the Audit and Risk Management Committee.

ENHANCEMENT OF PERFORMANCE

BOARD PERFORMANCE EVALUATION

The Board is committed to the ongoing development of both individual Directors and the Board as a

whole. Evaluation regularly involves the engagement of independent external expertise.

COMPANY PERFORMANCE EVALUATION

AHA has commenced a monitoring and evaluation framework, in consultation with members, to report on key deliverables as outlined in the *Strategic Plan 2015-2020*.

STAFF PERFORMANCE EVALUATION

Each staff member is employed under an employment contract that specifically calls for an annual performance agreement against which performance is measured by the staff member's manager. The performance of the CEO is evaluated on the same annual basis by the Chairperson and Board.

FAIR AND RESPONSIBLE REMUNERATION

DIRECTORS' REMUNERATION

The remuneration payable to Directors is approved at a general meeting of the company as stipulated in the constitution. There are no schemes for retirement benefits, aside from statutory superannuation.

EMPLOYEE REMUNERATION

The remuneration of the CEO is set by the Board and reviewed annually as part of the CEO performance review. The remuneration of all other staff is set and reviewed by the CEO as part of their annual performance review.

FINANCIAL STATEMENTS

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED

ABN 86 071 890 956

FINANCIAL STATEMENTS

For the year ended 30 JUNE 2018

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED
DIRECTORS’ REPORT for the year ended 30 JUNE 2018

The directors present their report together with the financial report of the Australian Animal Health Council Limited (“the Company”) for the year ended 30 June 2018 and the auditor’s report thereon.

Information on directors

Name:	Peter Milne AM
Title:	Non-Executive Chairperson
Qualifications:	DipBus, FIPA, Member AICD
Experience and expertise:	Extensive experience in the cattle industry and as a company director, including of AHA since 2002 (and Chairperson since 2011).
Special responsibilities:	Member of the Audit & Risk Management Committee.
Name:	Dr Bruce M Christie
Title:	Non-Executive Director
Qualifications:	BVSc, MANZCVS, GAICD
Experience and expertise:	Extensive experience in government leadership and development of biosecurity and disease mitigation policy and strategies. Deputy Director-General Biosecurity and Food Safety NSW. AHA director since 2012.
Special responsibilities:	Member of Audit & Risk Management Committee.
Name:	Paula Fitzgerald
Title:	Non-Executive Director
Qualifications:	BA (Comms), Member AICD
Experience and expertise:	Extensive experience, nationally and internationally, in government and stakeholder relations, regulatory affairs and advocacy in the science and agriculture sectors, with board and committee positions on agriculture, science and training organisations. AHA director since 2016.
Special responsibilities:	Member of Corporate Governance Committee.
Name:	Michelle Gorman
Title:	Non-Executive Director
Qualifications:	BScAg (Syd), MSc(Reading), MMgt (MGSM), GAICD
Experience and expertise:	Extensive national and international experience in food and agriculture, including market access, business development and industry systems. AHA director since 2016.
Special responsibilities:	Member of Audit & Risk Management Committee.
Name:	David Palmer
Title:	Non-Executive Director
Qualifications:	DipFarmMgmt, GradDipBusMgmt, FAICD
Experience and expertise:	Extensive mixed farming experience. Extensive national and international experience in market access, food safety, stakeholder relationships and corporate leadership. AHA director since 2011.
Special responsibilities:	Chairperson of Corporate Governance Committee.

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED
DIRECTORS’ REPORT for the year ended 30 JUNE 2018

Name:	Sharon Starick
Title:	Non-Executive Director
Qualifications:	BAGSci (Hons), Member AICD
Experience and expertise:	Extensive experience in livestock farming, industry organisation, stakeholder relationships and as a company director. AHA director since 2010.
Special responsibilities:	Chairperson of Audit & Risk Management Committee.
Name:	Dr Len Stephens
Title:	Non-Executive Director
Qualifications:	Dip Agr Sci, BVSc, MSc, PhD, GAICD
Experience and expertise:	Extensive experience in pathology and microbiology with CEO and directorships across livestock, seafood and R&D sectors. AHA director since 2016.
Special responsibilities:	Member of Corporate Governance Committee.

Directors’ meetings

The number of directors’ meetings and attendance during the financial year were:

	Board Meetings		Audit & Risk Management Committee		Corporate Governance Committee	
	No of meetings held ¹	No of meetings attended	No of meetings held ¹	No of meetings attended	No of meetings held ¹	No of meetings attended
Peter Milne	6	6	3	3	2	1
Dr Bruce M Christie	6	6	3	3		
Paula Fitzgerald	6	6			2	2
Michelle Gorman	6	5	3	3		
David Palmer	6	5			2	1
Sharon Starick	6	5	3	3		
Dr Len Stephens	6	6			2	2

1. Reflects the number of meetings held including the board and board committees convened by conference call during the time the director held office during the year.

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED
DIRECTORS' REPORT for the year ended 30 JUNE 2018

Objectives

The vision of the Company is a resilient Australian animal health system through effective partnerships, known for its integrity, and recognised nationally and internationally.

The Company's mission is to assist our members and partners to enhance, strengthen and protect animal health and the sustainability of Australia's livestock industries.

Strategic Priorities

The Company's four strategic priorities, as set out in its strategic plan for 2015-2020 are:

- Effectively manage and strengthen Australia's emergency animal disease response arrangements through successful partnerships with members;
- Enhance the emergency animal disease preparedness and response capability of Animal Health Australia (AHA) and its members;
- Strengthen biosecurity, surveillance and animal welfare to enhance animal health, and support market access and trade; and
- Deliver member value, organisational performance enhancement and sustainable resourcing.

The strategic priorities are to be delivered through the implementation of specific strategies with specific deliverables, with progress and success monitored, evaluated and reported against success measures.

Principal activities

The principal activities of the Company were, working with members, to develop and deliver projects to keep Australia free of new and emerging diseases and improve animal health, enhance market access and foster the resilience and integrity of the Australian animal health system. The Company plays an active role in maximising the effectiveness of government, industry partnerships and consultative mechanisms to manage livestock biosecurity risks which helps Australia maintain its enviable disease free status and contributes to its strong reputation for food safety product integrity.

Review and result of operations

The Company's income increased to \$16.84 million from \$15.54 million in 2016/17. Industry levies (excluding EADRA levies) improved by \$0.5 million, though still remained \$0.5 million down from the highest income year on record in 2015/16. The increase in levy income (albeit relating on to a few species) was enhanced by an additional \$1.40 million received for special projects commissioned subsequent to the finalisation of the Annual Operating Plan. These receipts were not all recognised this year, as some, particularly those commenced near year end. The one-off recognition of income in 2016/17 of \$0.45 million as the Company took on a 51% share in Livestock Biosecurity Network Pty Ltd was almost entirely written-off in 2017/18 as the Company utilised its remaining seed capital to fund its extension operations throughout the year. The Company wrote down the value of its FMD vaccine bank by \$1.07 million from its original cost of \$3.65 million, reflecting its likely value three years into the five year contract with *Merial*.

The core operations were \$4.77 million, up from \$4.49 million in 2016/17, following members' agreement to an inflationary increase (2.0%) to core subscriptions, ensuring continued quality of key service delivery. Special program expenditure of \$8.94 million was consistent with 2016/17 at \$9.17 million, and budget of \$9.05 million. Although new projects were commissioned, not all were completed, and some existing programs delivered under-budget outcomes for various reasons including efficiencies, leading to a balance of \$3.74 million in 2016/17. This balance represents funds for projects which are continuing, as well as funds received for current and ceased projects which delivered below budget, which remains for future investments in priority areas, predominantly by government members.

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED
DIRECTORS' REPORT for the year ended 30 JUNE 2018

An operating surplus of \$1.59 million has been delivered against a budgeted surplus \$0.45 million which is reflected in a net reduction in total assets due to the write-downs (\$0.42 million), a \$2.0 million reduction in liabilities (payables \$1.0m and unearned revenue \$1.0 million). The resulting increase in equity of \$1.58 million is positive though predominantly relates to only a couple of industry species' reserves. The environmental and market conditions are likely to continue to pose risks for the availability of investment funds for beneficial projects for some sectors.

State of affairs

In the opinion of directors there have been no significant change in the state of affairs of the Company that occurred during the financial year under review, not otherwise disclosed in this report or the financial report.

Member commitment on winding up

The Company is limited by guarantee and in the event of the Company being wound up, every member of the Company undertakes to contribute an amount not exceeding \$100.

Auditor's independence and non-audit services

The Auditor's independence declaration is set out on page 24 and forms part of the directors' report. During the year, RSM, the Company's auditor, have not performed services in addition to their statutory duties.

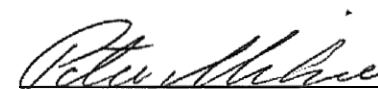
Directors' interests and benefits

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than a benefit included in the aggregate amount of remuneration received by or due to directors shown in the financial statements) by reason of a contract made by the Company or a related company with a director or with a firm of which they are a member, or have a substantial financial interest.

Insurance of officers and directors

Insurance premiums of \$11,000 have been paid in 2017/18 on behalf of its directors and officers for professional liability insurance. The policies relate to costs incurred in defending proceedings, civil or criminal, whatever their outcome, and other liabilities arising from their position with the exception of conduct involving a wilful breach of duty or improper use of information or position to gain a personal advantage.

Signed in Canberra on 18 September 2018 in accordance with a resolution of directors:



Peter Milne
Chairman of the Board



Sharon Starick
Director and Chair - Audit & Risk Management Committee

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	2018 \$	2017 \$
Revenue from members, associates and service providers	2(a)	16,093,675	14,136,393
Interest income		469,155	339,234
Receipts of investment in associate		-	454,026
Other income	2(b)	275,786	607,559
TOTAL REVENUE		16,838,616	15,537,212
Core activities		(4,774,788)	(4,491,200)
Special activities		(8,942,113)	(9,172,545)
Share in loss of associate		(416,591)	(5,131)
FMD Inventory write down		(1,072,734)	-
Levy collection costs		(46,459)	(56,997)
TOTAL EXPENDITURE	3	(15,252,685)	(13,725,873)
OPERATING SURPLUS /(DEFICIT) BEFORE INCOME TAX EXPENSE		1,585,931	1,811,339
Income tax attributable to operating surplus	1(f)	-	-
NET OPERATING SURPLUS / (DEFICIT)		1,585,931	1,811,339

BALANCE SHEET AS AT 30 JUNE 2018

	NOTES	2018 \$	2017 \$
CURRENT ASSETS			
Cash and cash equivalents	4	605,953	6,056,769
Held-to-maturity investments	4	18,997,908	13,282,180
Inventory held for distribution	5	2,578,712	3,651,446
Trade and other receivables	6	2,084,872	1,314,347
Investment in associate	9	32,304	-
Other	7	32,642	49,609
TOTAL CURRENT ASSETS		24,332,391	24,354,351
NON-CURRENT ASSETS			
Property, plant and equipment	8	340,620	300,679
Investment in associate	9	-	448,895
TOTAL NON-CURRENT ASSETS		340,620	749,574
TOTAL ASSETS		24,673,011	25,103,925
CURRENT LIABILITIES			
Trade and other payables	10	2,533,195	3,491,872
Unearned revenue	11	3,744,611	4,808,031
Lease restoration provision		35,449	36,371
Employee benefits	12	310,015	322,191
TOTAL CURRENT LIABILITIES		6,623,270	8,658,465
NON-CURRENT LIABILITIES			
Employee benefits	12	61,938	43,588
TOTAL NON-CURRENT LIABILITIES		61,938	43,588
TOTAL LIABILITIES		6,685,208	8,702,053
NET ASSETS		17,987,803	16,401,872
EQUITY			
Accumulated members' funds		17,987,803	16,401,872
TOTAL EQUITY		17,987,803	16,401,872

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	2018 \$	2017 \$
CASHFLOW FROM OPERATING ACTIVITIES			
Cash receipts in the course of operations		17,256,976	18,135,506
Cash payments in the course of operations		(17,103,823)	(13,248,003)
Interest received		244,002	303,931
NET CASH FLOWS GENERATED FROM/ (USED IN) OPERATING ACTIVITIES		397,155	5,191,434
CASHFLOW FROM INVESTING ACTIVITIES			
Acquisition of held-to-maturity investments		(5,715,728)	(768,375)
Purchase of property, plant and equipment		(132,243)	(23,256)
NET CASH FLOWS USED IN INVESTING ACTIVITIES		(5,847,971)	(791,631)
Net increase /(decrease) in cash and cash equivalents held		(5,450,816)	4,399,803
Cash and cash equivalents at the beginning of the year		6,056,769	1,656,966
Cash and cash equivalents at the end of the year	4	605,953	6,056,769

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2018

	ACCUMULATED MEMBERS' FUNDS \$	TOTAL EQUITY \$
Balance at 30 June 2016	14,590,533	14,590,533
Operating surplus for the year	1,811,339	1,811,339
Balance at 30 June 2017	16,401,872	16,401,872
Operating surplus for the year	1,585,931	1,585,931
Balance at 30 June 2018	17,987,803	17,987,803

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 JUNE 2018

1. SIGNIFICANT ACCOUNTING POLICIES

The financial reports of Australian Animal Health Council Limited for the year ended 30 June 2018 are issued in accordance with a directors’ resolution of 18 September 2018. The principal accounting policies adopted in the preparation of the financial statements are set out below and consistently applied to the years presented, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

The company has adopted all of the new or amended Accounting Standards and interpretations issued by the Australian Accounting Standards Board (‘AASB’) that are mandatory for the current reporting period.

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements (‘AASB-RDRs’) and Interpretations issued by the Australian Accounting Standards Board (‘AASB’), and associated regulations and the Corporations Act 2001, as appropriate for not-for-profit entities. These financial statements also comply with International Financial Reporting Standards as issued by the International Accounting Standards Board (‘IASB’).

The financial statements are presented in Australian dollars.

(b) Statement of Compliance

The company is a not-for-profit, private sector entity. Therefore the financial statements of the company are tier 2 general purpose financial statements which have been prepared in accordance with AASB–RDRs (including Australian Interpretations) adopted by the AASB and the *Corporations Act 2001*.

(c) Use of estimates and judgements

The preparation of financial statements in conformity with AASB-RDRs requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on experience and other factors that are believed to be reasonable in the circumstances, the results of which form the basis of judgements regarding the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. These accounting policies have been consistently applied by the company.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

(d) Revenue

Industry levies collected by the Commonwealth - The Australian government collects levies from AHA ‘industry levy members’ under the authority of the *Australian Animal Health Council (Live-stock Industries) Act 1996*. AHA receives an amount equal to levies collected. Revenue received in accordance with the Act is treated as a non-reciprocal transfer and recognised as income when received.

Direct member subscriptions - Core subscriptions for all classes of members are set by the Company at general meeting. Subscriptions are recognised as income when the subscription becomes receivable.

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 JUNE 2018

SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Special programs revenue - Special program funding is agreed on a project by project basis, on condition that specified project services are delivered and specific conditions met. This funding is considered to be a reciprocal transaction. Income is recognised as services are performed and conditions met. To the extent services are not met, cash received is recognised as a liability – ‘unearned revenue’.

Interest income - is recognised as accrued using the effective interest method.

Other revenue - includes minor and/or ad hoc and one-off revenue sources.

(e) Operating leases

The determination of whether an arrangement is or contains a lease is based on the substance of the arrangement and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset, even if that right is not explicitly specified. Payments made under operating leases are recognised in the statement of comprehensive income on a straight line basis over the term of the lease.

(f) Income tax

Under the provisions of Section 50-1 and 50-40 of the *Income Tax Assessment Act 1997*, as amended, the Company is eligible for exemption from income tax and currently no tax provision has been provided for in the financial statements. Such eligibility is reviewable by the Australian Taxation Office (ATO).

(g) Other taxes

Revenues, expenses and assets are recognised net of the goods and services tax (GST), except where the GST incurred is not recoverable from the ATO. The net GST recoverable from, or payable to the ATO is included as a current asset/liability in the balance sheet.

Cash flows are included in the statement of cash flows on a gross basis. The GST components of the cash flows, arising from investing and financing activities, which are recoverable from, or payable to, the ATO are classified as operating cash flows. Commitments and contingencies are stated with the amount of GST included.

(h) Foreign currency

Foreign currency transactions are translated to Australian currency at the rate of exchange at the dates of the transactions.

(i) Treasury policy

The Company’s treasury policy is to invest funds with a minimum of two financial institutions which have a credit rating of at least AA equivalent, in guaranteed products.

(j) Inventories held for distribution

The Company holds inventories of antigens in guaranteed quantities in specialist banks in the event of a disease outbreak of anthrax or foot and mouth disease. The inventories are valued at cost due to the guaranteed delivery over the multi-year provisioning contracts.

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 JUNE 2018

SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(k) Trade and other receivables

The Company’s terms are typically settlement within 30 days, though vary for members according to circumstances. Receivables are carried at amount due. The collectability of debts is assessed at balance date and provision made for any doubtful accounts.

(l) Impairment

The Company assesses whether there is any indication that an asset may be impaired. If so, an estimate of recoverable amount is made. Where the carrying amount of an asset exceeds its recoverable amount it is considered impaired and written down to its recoverable amount. Where the future economic benefit of an asset is not primarily dependent on the asset’s ability to generate future cash flows, and the asset would be replaced if the Company were deprived of the asset, its value in use is taken to be its depreciated replacement cost. For 2017/18 no assets are considered to be impaired.

(m) Property, plant and equipment

Plant and equipment is stated at historical cost less accumulated depreciation and any accumulated impairment losses. Non-capital repairs and maintenance are recognised as expenses as incurred. Gains and losses on disposals are determined by comparing the proceeds with the carrying amount, these are included in the income statement.

Depreciation is calculated on a diminishing value basis over the estimated useful life of the specific assets as follows:

	2018	2017
• Furniture and fittings	20%	20%
• Office equipment	20-33 1/3%	20-33 1/3%
• ICT	33 1/3%	33 1/3%
• Office Fitout	14.29%	14.29%

(n) Trade and other payables

Trade and other payables are carried at nominal cost, representing goods and services provided prior to end of the financial year that are unpaid and arise when the Company becomes obliged to make future payments in respect of the purchase of these goods and services.

(o) Employee benefits

Current liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled within 12 months of reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Non-current liabilities for annual leave and long service leave not expected to be settled within 12 months of reporting date are measured as the present value of expected future payments to be made for services provided by employees up to the reporting. Consideration is given to likely future wage rises, historical trends of departures and periods of service.

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 JUNE 2018

SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(p) Equity accounting

Although the Company holds 51 percent of Livestock Biosecurity Network Pty Ltd shares and has significant influence, the Company does not have ‘control’. The investment in LBN is therefore equity accounted (refer to note 9). Significant influence is the power to participate in the financial and operating policy decisions of the investee but it is not control over those policies. The results and assets and liabilities of associates are incorporated in the financial statements using the equity method of accounting. The equity investment is initially recorded at cost and subsequently adjusted to reflect the investor’s share of the net assets of the associate (investee).

(q) New Accounting Standards

AASB 15 Revenue from contracts with customers

This standard is applicable to annual reporting periods beginning on or after 1 January 2019 for not-for-profit entities. Replaces all existing standards on revenue, and establishes a five-step process for revenue recognition:

- Identify the contract with a customer
- Identify the performance obligations in the contract
- Determine the transaction price
- Allocate the transaction price to the performance obligations
- Recognise revenue when the performance

The Company currently accounts for project revenue in line with performance obligations and therefore does not foreshadow a significant implementation challenge, nor a greater deferral of revenue.

AASB 16 Leases

This standard is applicable to annual reporting periods beginning on or after 1 January 2019. A comprehensively revamped lease accounting model, which largely ends the previous distinction between operating and finance leases:

- All leases greater than 12 months must be recognised on balance sheet as a lease liability and a related right to use asset, based on the present value of future lease payments.
- A new requirement to consider renewal options which are reasonably likely to be exercised when calculating the lease term.
- The expenses related to leases will appear in the income statement as interest on the lease liability and depreciation on the right-to-use asset – not as a rental expense.
- No significant change for accounting by lessors

The Company will be impacted by this standard in particular for the lease of its premises in Turner.

AASB 1058 Income of Not-for-Profit Entities

This standard is applicable to annual reporting periods beginning on or after 1 January 2019. Substantially alters the requirements of the existing AASB 1004 Contributions and clarifies the treatment of the receipt of income by not-for-profit entities. Income where there is an associated performance obligation should be recognised in line with the principles of AASB 15, whereas donations with no future obligation may be recognised immediately. In addition, assets or services received at below market value (such as peppercorn leases) must be recognised at fair value.

The Company typically has performance obligations for its receipts and is therefore not likely to be impacted by this standard.

2. REVENUE

	2018 \$	2017 \$
2(A) REVENUE FROM MEMBERS, ASSOCIATES AND SERVICE PROVIDERS¹		
Levy Collection ²	7,644,564	7,414,699
Direct member subscriptions	3,019,066	2,939,526
Revenue for special programs	5,430,045	3,782,168
TOTAL REVENUE FROM MEMBERS, ASSOCIATES AND SERVICE PROVIDERS	16,093,675	14,136,393
2(B) OTHER INCOME		
Completed projects surplus funding	-	331,487
Subscriptions and private grants	-	121,631
Gate signs	130,891	25,883
Training resources	39,231	15,000
Event room hire	18,424	10,815
Duck industry voluntary levy ³	80,000	80,000
Other	7,240	22,743
	275,786	607,559

1 Member groups consist of the Commonwealth, State/Territory governments, industry, service providers and associates. AHA's core programs are funded according to member resolution at general meeting. Special programs are funded according to contributing members' agreement. Industry members for whom the Commonwealth collects levies under the authority of the *Australian Animal Health Council (Live-stock Industries) Act 1996*, contribute by that means.

2 Pursuant to the Act, an amount equivalent to the levies collected by the Commonwealth is paid to AHA. Levy collections are made up of two components, those for use by the Company in program delivery and EADRA levies, to repay previous emergency disease response events the Commonwealth has underwritten. Levies for use by Industry amounted to \$7.391 million and EADRA levies for the repayment of avian influenza events amounted to \$0.254 million (chicken and egg industries).

3 The duck industry also made a voluntary levy contribution in 2017-18 of \$80,000 in accordance with the provisions of the deed entered into with the Company during that year for the management of funds in the duck industry levy reserve, accounted for under a different account code.

3. EXPENSES

	2018 \$	2017 \$
EMPLOYEE BENEFITS EXPENSE		
Salaries, wages and accrued leave entitlements	3,278,068	2,735,630
Workers compensation insurance	16,965	11,406
Superannuation - defined contribution plans	315,708	311,913
TOTAL EMPLOYEE BENEFITS EXPENSE	3,610,741	3,058,949
ADMINISTRATION AND PROGRAM EXPENSES		
Audit fees	27,200	26,400
Directors fees	209,162	221,912
Consultants and contractors	2,369,657	3,778,097
State member services delivery	2,609,542	2,452,070
Commonwealth member services delivery	303,222	138,503
Property operating	362,387	341,937
Levy collection costs	46,459	56,997
Share in loss of associate	416,591	5,131
Other administration and program expenses	4,133,610	3,562,293
FMD Inventory write down	1,071,812	-
Depreciation and amortisation	92,302	83,554
	11,641,944	10,666,924
	15,252,685	13,725,873

4. CASH AND HELD TO MATURITY INVESTMENTS

	2018 \$	2017 \$
Cash on Hand	400	400
Cash at Bank – Cheque account	50,857	19,156
Cash at Bank – Reserve account	554,696	6,037,213
	605,953	6,056,769
WBC 15 Day Term Deposit @ 1.76% p.a., maturing on 08/07/18	2,415,728	-
WBC 9 Month Term Deposit @ 2.62% p.a., maturing on 08/09/18	5,000,000	4,000,000
WBC 12 Month Term Deposit @ 2.85% p.a., maturing on 13/09/18	3,500,000	-
WBC 12 Month Term Deposit @ 2.72% p.a., maturing on 16/11/18	6,000,000	6,000,000
WBC 12 Month Term Deposit @ 2.30% p.a., maturing on 01/01/19	82,180	82,180
NAB 12 Month Term Deposit @ 2.60% p.a., maturing on 18/05/19	2,000,000	3,200,000
	18,997,908	13,282,180
	19,603,861	19,338,949

5. INVENTORIES HELD FOR DISTRIBUTION

	2018 \$	2017 \$
Anthrax antigen bank inventory at cost (2012/13)	75,667	75,667
Foot & mouth disease antigen bank inventory at cost (2014/15)	3,575,779	3,575,779
Less FMD antigen bank inventory write down	(1,072,734)	-
	2,578,712	3,651,446

6. RECEIVABLES

	2018 \$	2017 \$
Trade receivable	1,147,911	837,955
Interest receivable	260,456	35,303
Industry levies receivable	517,877	441,089
Other receivables	158,628	-
	2,084,872	1,314,347

7. OTHER ASSETS

	2018 \$	2017 \$
Prepayments	32,642	49,609
	32,642	49,609

8. PROPERTY, PLANT AND EQUIPMENT

	OFFICE EQUIPMENT	FIXTURES AND FITTINGS	ICT	OFFICE FITOUT	TOTAL
COST					
Balance at 1 July 2016	92,503	281,123	47,232	254,261	675,119
Additions	23,256	-	-	-	23,256
BALANCE AT 30 JUNE 2017	115,759	281,123	47,232	254,261	698,375
Balance at 1 July 2017	115,759	281,123	47,232	254,261	698,375
Additions	3,656	44,832	41,105	42,650	132,243
BALANCE AT 30 JUNE 2018	119,415	325,955	88,337	296,911	830,618
DEPRECIATION AND IMPAIRMENT LOSSES					
Balance at 1 July 2016	67,507	215,955	11,070	19,610	314,142
Depreciation for the year	14,973	16,518	15,729	36,334	83,554
BALANCE AT 30 JUNE 2017	82,480	232,473	26,799	55,944	397,696
Balance at 1 July 2017	82,480	232,473	26,799	55,944	397,696
Depreciation for the year	11,912	18,787	24,346	37,257	92,302
BALANCE AT 30 JUNE 2018	94,392	251,260	51,145	93,201	489,998
CARRYING AMOUNTS					
At 30 June 2017	33,279	48,650	20,433	198,317	300,679
AT 30 JUNE 2018	25,023	74,695	37,192	203,710	340,620

9. INVESTMENT IN ASSOCIATE

	2018 \$	2017 \$
51% equity in Livestock Biosecurity Network Pty Ltd		
Current	32,304	-
Non – Current	-	448,895
	32,304	448,895

10. TRADE AND OTHER PAYABLES

	2018 \$	2017 \$
Trade accounts payable	682,444	1,010,969
Accrued expenses	1,798,736	2,202,154
GST Payable	52,015	278,749
	2,533,195	3,491,872

11. UNEARNED REVENUE

	2018 \$	2017 \$
Special program receipts not yet recognised as income	3,744,611	4,808,031
UNEARNED REVENUE	3,744,611	4,808,031

12. EMPLOYEE BENEFITS

	2018 \$	2017 \$
Employee Benefits	371,953	365,779
Carrying amount at end of financial year - Current	310,015	322,191
Carrying amount at end of financial year - Non-Current	61,938	43,588
A) NUMBER OF EMPLOYEES AT YEAR END	36	31

13. RECONCILIATION OF CASH FROM OPERATING ACTIVITIES TO OPERATING RESULT

	2018 \$	2017 \$
OPERATING RESULT	1,585,931	1,811,339
<i>Non-cash flows in operating result</i>		
depreciation & amortisation	92,302	83,554
receipt of investment in association	-	(454,026)
share in net loss	416,591	5,131
OTHER MOVEMENTS	-	-
<i>Net changes in working capital:</i>		
change in inventories	1,072,734	-
change in trade & other receivables	(770,525)	674,979
change in other assets	16,968	(20,999)
change in trade & other payables	(958,677)	816,481
change in subscriptions in advance	-	(34)
change in unapplied special program funds	(1,063,420)	2,262,664
change in provisions	5,252	12,345
NET CASH FROM OPERATING ACTIVITIES	397,155	5,191,434

14. RELATED PARTIES

a). Cattle Disease Contingency Fund Pty Ltd

The company has a 25% shareholding in Cattle Disease Contingency Fund Pty Ltd (CDCF), trustee for the Cattle Disease Contingency Fund Trust. The shareholding is in ‘B’ class shares meaning the company is not entitled to any dividends or capital returns. The Company is entitled to appoint a director and this is included in the CEO’s duties. Transactions with the CDCF as trustee were as follows:

	2018 \$	2017 \$
REVENUE		
Received from CDCF for administrative services	14,353	11,280
	14,353	11,280

b). Sheep Industry Health and Welfare Pty Ltd

The company has a 33.3% shareholding in Sheep Industry Health and Welfare Pty Ltd (SIHW), trustee for the Sheep Industry Health and Welfare Trust. The shareholding is in ‘B’ class shares meaning the company is not entitled to any dividends or capital returns. AHA is entitled to appoint a director and this is included in the CEO’s duties. Transactions with the SIHW as trustee were as follows:

	2018 \$	2017 \$
REVENUE		
Received from SIHW for administrative services	14,353	11,280
	14,353	11,280

15. COMMITMENTS

The company’s future minimum operating lease payments are as follows:

	2018 \$	2017 \$
REVENUE		
Within one year	305,343	295,832
After one year but not more than five years ⁴	972,097	1,274,778
After more than five years ⁴	-	-
	1,277,440	1,570,610

16. KEY MANAGEMENT PERSONNEL

The Company considers key management personnel for the purposes of accounting standards, as those in positions of influence in the company, as its Board of Directors and its executive management personnel, as listed below. Directors’ and executive management personnel remuneration for year was \$1,299,728 (2017: \$928,355). The increase in key management personnel expenses from 2016-17 to 2017-18 relates to two key items: the payment of long service leave entitlements to those who ceased with the Company; the re-establishment of a fourth executive management position.

KEY MANAGEMENT PERSONNEL:

- Kathleen Plowman – Chief Executive Officer
- Tony Marks – Executive Manager, Corporate Services & Company Secretary
- Jackie Poyser – Executive Manager, Communication & Training (Commenced on 2 November 2017)
- Duncan Rowland – Executive Manager, Biosecurity & Product Integrity Services (Ceased 13 October 2017)
- Dr Peter Dagg – Executive Manager, Emergency Preparedness & Response Services (Ceased 21 March 2018)
- Dr Simon Humphrys – Executive Manager, Biosecurity & Product Integrity Services (Commenced 30 January 2018)
- Dr Samantha Allan – Executive Manager, Emergency Preparedness & Response Services (Commenced 3 May 2018)

DIRECTORS AND KEY MANAGEMENT PERSONNEL REMUNERATION FOR YEAR WAS \$1,299,728 (2017: \$928,355)


⁴ Lease commitments include those for the AHA’s office premises in Turner. The lease commenced 1 July 2015 and will terminate on 30 June 2022.

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 JUNE 2018

DIRECTORS' DECLARATION

- 1 In the opinion of the directors of Australian Animal Health Council Limited (the company):
- (a) the financial statements and notes, are in accordance with the *Corporations Act 2001*, including:
- (i) giving a true and fair view of the company's financial position as at 30 June 2018 and of their performance for the financial year ended on that date; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and other mandatory professional reporting requirements; and
- (b) there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.
- 2 The directors have been given declarations equivalent to those required by Section 295A of the *Corporations Act 2001* from the Chief Executive Officer and Executive Manager – Corporate Services for the financial year ended 30 June 2018.

Signed in accordance with a resolution of the directors:


Peter Milne
Chairman of the Board


Sharon Starick
Director and
Chair – Audit & Risk Management Committee.

Dated at Canberra, ACT this 18th day of September 2018



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AUDITOR'S INDEPENDENCE DECLARATION


As lead auditor for the audit of the financial report of Australian Animal Health Council Limited for the year ended 30 June 2018, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

(i) the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and

(ii) any applicable code of professional conduct in relation to the audit.



RSM AUSTRALIA PARTNERS


G M STENHOUSE
Partner

Canberra, Australian Capital Territory
Dated: 19 September 2018

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INDEPENDENT AUDITOR’S REPORT
To the Members of Australian Animal Health Council Limited

Opinion

We have audited the financial report of Australian Animal Health Council Limited (the Company), which comprises the statement of financial position as at 30 June 2018, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the Corporations Act 2001, including:

- (i) giving a true and fair view of the Company's financial position as at 30 June 2018 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Corporations Regulations 2001.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2018, but does not include the financial report and the auditor's report thereon.

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Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

RSM AUSTRALIA PARTNERS

GM STENHOUSE
Partner

Canberra, Australian Capital Territory
Dated: 18 September 2018

Abbreviations

AAA	Australian Alpaca Association Inc.
ABS	Australian Bureau of Statistics
ACVO	Australian Chief Veterinary Officer
ADF	Australian Dairy Farmers
AgSOC	Agriculture Senior Officials Committee
AHA	Animal Health Australia
AHC	Animal Health Committee
AHiA	Animal Health in Australia
AHIC	Australian Horse Industry Council
AHSQ	Animal Health Surveillance Quarterly
AI	Avian Influenza
ALFA	Australian Lot Feeders Association
AMIC	Australian Meat Industry Council
AOP	Annual Operating Plan
APAV	Accreditation Program for Australian Veterinarians
APL	Australian Pork Limited
AUSVETPLAN	Australian Veterinary Emergency Plan
AVA	Australian Veterinary Association
AWI	Australian Wool Innovation
BERTA	Biosecurity Emergency Response Training Assessment
CCA	Cattle Council of Australia
CCEAD	Consultative Committee on Emergency Animal Diseases
CEO	Chief Executive Officer
CRC	Cooperative Research Centre
CRMS	Customer Relationship Management System
CSIRO	Commonwealth Scientific and Industrial Research Association
CVO	Chief Veterinary Officer
DAWR	Department of Agriculture and Water Resources
DPI	Department of Primary Industries
DSMs	Disease Strategy Manuals
EAD	Emergency Animal Disease
EADRA	Emergency Animal Disease Response Agreement
FMD	Foot-and-Mouth Disease

GICA	Goat Industry Council Australia
ICT	Information and Communications Technology
ILO	Industry Liaison Officer
IWD	International Women’s Day
J-BAS	Johne’s Beef Assurance Score
JD	Johne’s Disease
LBN	Livestock Biosecurity Network
LPA	Livestock Production Assurance
M&E	Monitoring and Evaluation
MLA	Meat & Livestock Australia
NAHIS	National Animal Health Information System
NAMP	National Arbovirus Monitoring Program
NBC	National Biosecurity Committee
NBEPEG	National Biosecurity Emergency Preparedness Expert Group
NBRT	National Biosecurity Response Team
NLIS	National Livestock Identification System
NLTG	National Laboratory Task Group
NMG	National Management Group
NSDI	National Significant Disease Investigation
NSDIP	National Significant Disease Investigation Program
OIE PVS	World Organisation for Animal Health Tool for the Performance of Veterinary Services
PHA	Plant Health Australia
PIRSA	Primary Industry and Regions South Australia
R&D	Research and Development
RD&E	Research, Development and Extension
RPBs	Response Policy Briefs
S&G’s	Standards and Guidelines
SCA	Sheepmeat Council of Australia
SWF	Screw-Worm Fly
TSEFAP	Transmissible Spongiform Encephalopathy Freedom Assurance Program
VPEGs	Veterinary Practitioner Enhanced General Surveillance
WHA	Wildlife Health Australia
WPA	WoolProducers Australia