



2018-19 **ANNUAL** **REPORT**



**Working together
for animal health**

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

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ACN 071 890 956

Animal Health Australia
contact details:
PO BOX 5116
Braddon ACT 2612
+61 2 6232 5522
aha@animalhealthaustralia.com.au
animalhealthaustralia.com.au

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Welcome to our 2018–19 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 a not-for-profit public company that facilitates innovative partnerships between governments, major livestock industries and other stakeholders to deliver world-class livestock health outcomes, safeguarding the sustainability of our livestock sector and ensuring access to key markets.

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.

To find out more about who we are and what we do watch this short video.



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.

Why our work matters



**Our public/private partnership model
is envied around the world**

**AHA boosts Australia's emergency animal disease preparedness,
strengthens its biosecurity system and supports farmers' access to
domestic and international markets by investing:**

\$1.7m
on emergency
preparedness

\$1.4m
on EAD
training

\$2.3m
on biosecurity

\$3.3m
on surveillance

\$1.2m
on market
access

We strengthen biosecurity

100%

of industry
members have a
biosecurity plan/
strategy in place

100%

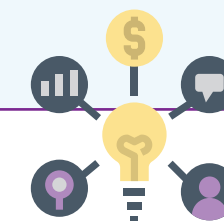
of government
members have
a biosecurity
statement

400

biosecurity champions
attended the first
*Australian Biosecurity
Symposium*

5

point plan launched
to future-proof
Australia's
biosecurity



We increase EAD preparedness

20

training workshops
hosted; meeting
the needs of 87% of
participants

4

projects working
with international
stakeholders to boost
EAD preparedness

90%

of CCEAD/NMG
participants felt
more prepared about
an EAD response

2

AHA staff supported
NT's citrus canker
response



We enhance market access

63%

of members
and stakeholders
promote S&Gs on
their websites

\$471,780

invested in
improving welfare
across five
projects

100%

of industry
members have
a welfare plan/
strategy in place

71%

of members
promote traceability
on their websites



We collaborate and commit

93%

of M&E indicators
completed

33

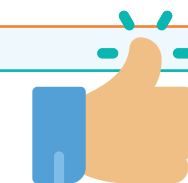
events held at our
Biosecurity Hub

80%

of members
consulted to deliver
tailored messaging

100%

of staff believe
in the values and
purpose of AHA



Board of Directors

AHA's Board comprises seven non-executive part-time Directors, all of whom are committed and passionate about shaping AHA's future and the Australian animal health system. The primary role of the Board is to set and monitor the implementation of the company's strategic direction and establish goals by which the achievement of this may be measured.

At the 2018 November Annual General Meeting (AGM), we farewelled highly regarded and respected Director, Mr David Palmer, after six years and acknowledged the significant contributions Mr Palmer has had on the livestock industry. We also welcomed newcomer Ms Catherine Cooper and returning Directors, Ms Paula Fitzgerald and Ms Sharon Starick to the AHA Board.



Mr Peter Milne AM
Chair



Dr Bruce Christie



Ms Catherine Cooper



Ms Michelle Gorman



Ms Paula Fitzgerald



Ms Sharon Starick



Dr Len Stephens

"One of my highlights this year was the Biosecurity Symposium – it reaffirmed the importance of biosecurity in the minds of people from industries and governments. I'm sure I'm not alone in that one! Another was the acceptance by members to change the Constitution to admit aquatic industries as members. I hope that leads to further engagement and the industry gaining the benefits we can provide."

"AHA's approach is one of persistence and being able to bring different parties together for a good and at times, unexpected outcome. When faced with challenging situations, AHA looks at the situation from a different perspective. Congratulations to all on achieving a great deal over the past 12 months, I'm very much looking forward to what we can achieve over the next 12 months."

2018–19 highlights

Strategic Priority

1

- Exercise Horatio, an internal staff development exercise, tested AHA's Incident Management Plan using African swine fever as a model
- World Organisation for Animal Health (OIE) showcased AHA as a success story on public and private partnerships
- Arrangements negotiated for a sustainable stockpile of vaccination equipment in the event of a foot-and-mouth disease (FMD) response
- Exercise Dragonglass report shared internationally, showcasing the value of collaborative partnerships
- Northern Australia aquatic biosecurity survey found that 79% of respondents had a biosecurity plan in place

Research results on FMD diagnostics, on-farm surveillance, control strategies and disease spread are emerging from the FMD Ready Project, which will help to enhance Australia's preparedness

Strategic Priority

2

- Two AHA staff members deployed to the Citrus Canker response in the Northern Territory, building on, and gaining invaluable experience in emergency response management
- Completion of the Biosecurity Emergency Response Training Australia (BERTA) Project, leading to a nationally consistent approach to biosecurity response training



Delivery of Exercise Crown and Anchor, improving response capability for an incident on a Commonwealth place and enabling a forum for valuable inter-jurisdictional learnings

Strategic Priority

3

- Participated in the Animal Welfare Collaborative and their Summit, helping to shape the outcomes of the Collaborative
- Completion of the successful pilot of Australian Pork Limited Evidence of Absence Surveillance Project
- Progressed the development of the *Australian Animal Welfare Standards and Guidelines for Poultry*

Nearly 8.7 million sheep inspected for animal health conditions in the National Sheep Health Monitoring Project (NSHMP)



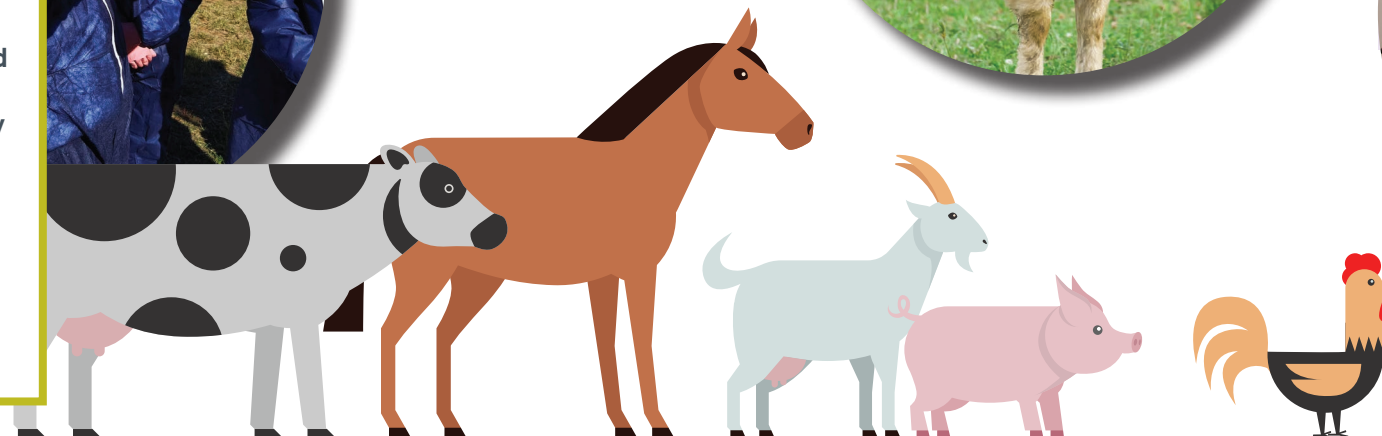
Strategic Priority

4

- Collaborated with Ausvet to draft an Animal Biosecurity Emergency Response Plan for Fiji
- Hosted the first joint industry and government communications workshop, enabling a forum for information sharing and network connections
- Provided bespoke communications and back-office services to the Australian Alpaca Association and back office services to WoolProducers Australia



Delivery of the Australian Biosecurity Symposium, bringing together 400 delegates and launching the biosecurity mass movement



Our members

The key factor behind the success of our projects is the ability of members to work together through partnerships, to strengthen animal health in Australia and maximise confidence in the safety and quality of Australia's livestock products in domestic and international markets, enabling outcomes that would never be possible if the parties operated alone.

Australian, State and Territory Governments



Livestock Industries



Service Providers

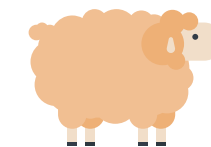


Associate Members



Members' year in review

2018-19



National Sheep Industry Biosecurity Strategy completed

Feedlot capacity and cattle on feed continues to break new ground signalling strong demand for Australian grain fed beef



Meat & Livestock Australia released a revised *Is the Animal Fit to Load* pocket guide

Australian Eggs and CSIRO conducted a research survey to examine the relationship between the egg industry and the Australian public

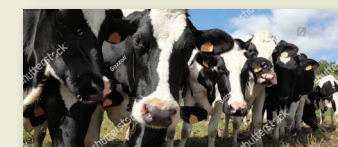


Goat Industry Council of Australia completed a desktop review of the *Australian Animal Welfare Standards and Guidelines for Goats*

Department of Agriculture released the National Biosecurity Statement and progressed the national biosecurity website (IGAB priorities)

Chicken meat, red meat, pork, egg and dairy industries collaborated on the inaugural Australian Veterinary Antimicrobial Stewardship conference to contribute to and strengthen veterinary antimicrobial stewardship initiatives

AHA and our horse industry members provided submissions to the Senate in support of a National Horse Traceability Register



The dairy industry began development of a collective Australian Dairy Plan

Department of Primary Industries and Resources SA and the pork industry delivered Exercise Rapid Strike to test their preparedness for an African swine fever outbreak



Wildlife Health Australia released the *National Wildlife Biosecurity Guidelines*

From the Chairman

Peter Milne AM



I have a sense of 'déjà vu' with the seasons as I again acknowledge the year was drier than average in Australia; in fact, the driest year on record since 1969-70. Some areas in Northern Queensland experienced the other extreme, with huge amounts of rain early this year causing devastating stock losses, and extreme infrastructure damage. Regardless of government assistance and widespread community support for the plight of farmers during weather extremes, economic survival is largely dependent on the efforts of the farming families, and the fortitude and resilience they have demonstrated over these years has been amazing. I speak for all of us at AHA when I say I hope kinder seasons aren't too far away.

We are committed at AHA to achieving the outcomes in our *Annual Operating Plan (AOP) 2018-19*, which contribute to the goals in the *AHA Strategic Plan 2015-20*. Our progress and success in implementing the *Strategic Plan* is monitored, evaluated and reported to members using a target-based and results-focused approach, providing full accountability to our members.

Directors join staff in July each year for a reflections workshop, where we discuss the previous year's successes and challenges and what we need to

"Part of the challenge comes from the nature of the federation... AHA processes and our staff dedication get the Parties across the line, to the benefit of all who are a part of the Australian animal health system."

concentrate on for the year ahead. The workshop is invaluable for all of us, providing a deeper understanding of the business. As part of our monitoring and evaluation (M&E) process, AHA members evaluate AHA's progress in delivering the *Strategic Plan*, our effectiveness and the value we have delivered, through a members' survey identifying what improvements could be made.

Succession planning has been on the agenda for the Board this year with both my term as Chair and the Chief Executive Officer's (CEO) term ending after the AGM in November this year. Succession planning for both roles commenced early in the 2018-19 financial year with a focus on avoiding a situation where both the Chair and CEO leave AHA at the same time.

After careful consideration of Kathleen Plowman's outstanding performance in the role of CEO and our expectations of AHA's future needs, we are delighted to announce that a new contract has been accepted by Kathleen.

Additionally, a new Director to fill the vacancy arising when I retire from the Board at the AGM has been nominated by the Independent Selection Committee for member endorsement at the AGM.

The Board is incredibly proud of AHA's involvement in the planning and delivery of the inaugural 2019 *Australian Biosecurity Symposium*, held on the Gold Coast on 12-13 June 2019. I salute the Invasive Species Council (ISC), the Centre for Invasive Species Solutions (CISS) and AHA for their vision in developing the notion and acknowledge the professionalism of Jackie Poyser, our Executive Manager, Communications and Training and her team, as well as the drive of Kathleen in ensuring

"...there is a special sort of passion for the task at hand displayed by all our people."

the Symposium was an unmitigated success. It bodes well for the future and clearly indicates that there is now a powerful additional mechanism for improving biosecurity in Australia that is likely to go from strength-to-strength in the years ahead.

As my time at AHA nears an end, I feel incredibly fortunate to have had the opportunity to work with the people I have for so long, in an area that is near to my heart. Whether it's my fellow Directors, our members, the Executive Leadership Team or the AHA staff at large – there is a special sort of passion for the task at hand displayed by all our people.

It's not an easy task to maintain the focus, the preparedness, and the capability to detect and respond to emergency animal diseases (EAD) which thankfully occur rarely but can devastate livestock industries and the Australian economy if not handled well. Part of the challenge comes from the nature of the federation as well as the number of industries that need to sign off on issues. It can at times be frustratingly slow – yet invariably AHA processes and our staff dedication get the Parties across the line, to the benefit of all who are a part of, or rely on, the Australian animal health system.

On behalf of the AHA Board, I want to acknowledge and thank Kathleen and her team for the work they do to keep the vision alive; to ensure that industry and

Chair's key points



Australian Biosecurity Symposium an unmitigated success



The passion of AHA's people never ceases to impress



AHA's dedication to achieving outcomes set in the AOP

government continue to work together constructively to get the best possible outcomes for the Australian livestock industries.

With my time as Chair of the AHA Board concluding in November 2019, this is my final report to members. The incoming Chair of AHA, Sharon Starick, has been elected from existing Directors by the Board, in line with the revised AHA Constitution. I wish Sharon every success for her term at the helm of this great organisation.

Thank you all for your support and encouragement during my time as a Director and as AHA Board Chairman, and for your friendship. It has been greatly appreciated.



Peter and wife Caroline Milne having a laugh with Costa Georgiadis during the Symposium dinner.

CEO foreword

Kathleen Plowman



20 July 2019 marked the 50th anniversary of Apollo 11's landing on the moon and it also sparked a lot of discussion on 'moonshot' thinking. By that I mean, the type of thinking that aims to achieve something that is generally believed to be impossible; to think big by framing problems as solvable and encouraging "anything is possible" dialogues around how to solve the challenge – and that is exactly what the inaugural *Australian Biosecurity Symposium* sought to do.

It's been well documented that Australia is facing unprecedented biosecurity risks over the next decade, with the number of passengers, shipping and containerised cargo arrival in Australia forecast to rise by more than 70% by 2025. Being more efficient just won't cut it; future proofing biosecurity will require a transformation of our

national biosecurity system – strong leadership and innovation – over the next decade if we are to protect our future as a trading nation, our environment, people and way of life.

The Symposium hosted by AHA, ISC and CISS, focused on preventative biosecurity practices, research and innovation, 'outside of the box' thinking and the exchange of knowledge and ideas across the biosecurity collective – agriculture (animals and plants), pest animals, weeds, wildlife, aquatics, the environment, and of course, humans. It was a resounding success bringing together close to 400 biosecurity champions from across Australia, New Zealand, USA, Canada and Mexico to form Australia's first biosecurity collective movement. It was the support of our sponsors who also helped make this a reality and I would particularly like



Kathleen (front centre) with AHA staff at the Australian Biosecurity Symposium.

to thank our member sponsors, the Australian Government Department of Agriculture, particularly our new Chief Environmental Biosecurity Officer, NSW Department of Primary Industries, Biosecurity Queensland and Agriculture Victoria for their leadership and assistance.

Symposium delegates participated in an important conversation around the future of Australia's biosecurity system and met with some of the nation's most influential players in this space. There were 1,200 tweets posted to 222 accounts resulting in a 2.5 million tweet reach! On top of this, over 95% of the delegates rated the program as excellent and said they would return in 2021 for our next Symposium. Importantly, AHA, ISC and CISS delivered a five-point plan to future-proof Australia's biosecurity system by 2030 (one which aligns with some of the key features identified by the IGAB Review Report [2017; p145]).

We are now planning for the 2020 Australian Biosecurity Workshop, where the five-point plan to future-proof Australia's biosecurity system will be discussed and refined. This workshop will also explore how we maintain and grow the biosecurity movement and reflect on the outcomes and lessons learnt to inform the next Symposium.

Five-point plan to future-proof Australia's biosecurity system

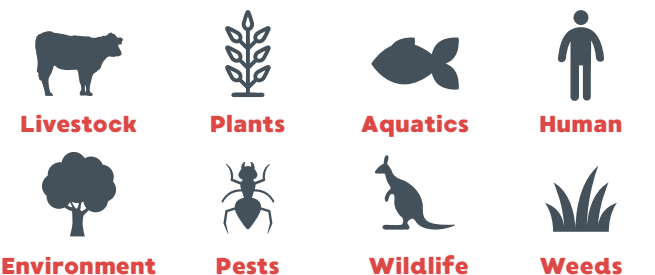
At the Symposium close, the CEOs of AHA, ISC and CISS delivered a five-point plan to future-proof Australia's biosecurity system.

- 1. Setting 2020-2030 as the decade of biosecurity.**
- 2. Designing an innovation-centred biosecurity system.**
- 3. A national biosecurity strategy developed, owned and implemented by government, industry and the community and development of a sustainable investment plan.**
- 4. Creating a formal national biosecurity partnership agreement between government, industry and the community.**
- 5. Mobilising a 25-million strong biosecurity mass movement.**

Symposium snapshot



Representatives from across **8 sectors**



95 presentations
showcasing **100 speakers**

Read our full
Symposium report at
<https://bit.ly/2oH6g5K>

For the fourth consecutive year AHA saw outstanding results from our annual Staff Engagement Survey - conducted by an independent company - benchmarking our results against other comparable companies as well as the broader public and private sector benchmarks. AHA people are highly engaged, understand the company's direction and are aligned to its values, they have a strong belief in what they do with a high regard for their colleagues' skills and have a willingness to go the extra mile to make a difference - a unique strength of AHA identified in the report.

This survey is but one part of our M&E framework which helps us better serve you, our members, by enabling us to learn and grow from our successes and challenges, modify our business practices and improve our performance and deliverables to you. A snapshot of our 2018-19 M&E report, included in this *Annual Report* (pp 47-71) shows 23% of deliverables are above target, 70% are on target and 7% are below target.

AHA members also participate in evaluating AHA's progress in delivering the *Strategic Plan* through a regular member survey - conducted by an independent provider - allowing us to better understand what adjustments to practice can be made to better suit the needs of our members.

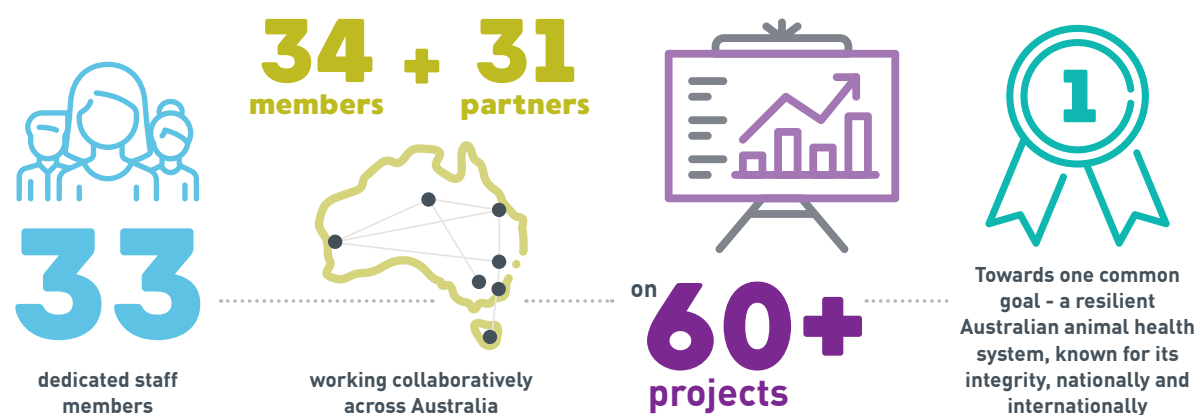
A key outcome from our M&E analysis is the introduction of bi-annual tailored reports for all

members, detailing progress against financials and projects to help keep you better informed.

Other key highlights and achievements this year include:

- Exercise Horatio, an internal staff development exercise, tested AHA's Incident Management Plan using African swine fever as a model.
- OIE Performance of Veterinary Standards gap analysis workshop held to train government staff in evaluating jurisdictional veterinary services. Five industry members have supplied draft reports for their review of industry benchmarks.
- Northern Australia aquatic biosecurity survey found that 79% of respondents had a biosecurity plan in place.
- Completion of the BERTA Project, leading to a nationally consistent approach to biosecurity response training.
- Two AHA staff members deployed to the Citrus Canker response in the Northern Territory, building on, and gaining invaluable experience in emergency response management.
- OIE showcased AHA as a success story on public and private partnerships.
- Development of the EAD Agents and Brokers online course (for the sheep industry), enhancing industry awareness of EADs and the importance of prevention and early detection.

How do we achieve our goals?



A regular initiative that AHA staff love is National Bring your Dog to Work Day.

- Completion of the successful pilot of Australian Pork Limited Evidence of Absence Surveillance Project.
- Nearly 8.7 million sheep inspected for animal health conditions in the NSHMP.
- Contributed to the review of the national governance framework for developing farm animal welfare regulations and standards and guidelines (S&Gs).
- Enabling private livestock veterinarians to access knowledge and resources to investigate significant disease events.
- Collaborated with Ausvet to draft an Animal Biosecurity Emergency Response Plan for Fiji.
- Hosted the first joint industry and government communications workshop, enabling a forum for information sharing and network connections.
- Met with 80% of members to discuss how AHA can support their goals and deliver tailored messaging.

This year we also say farewell and thank you to Peter Milne AM, AHA Chairman - an individual always ready to step up, pitch in and lead to make a difference to

“AHA people are highly engaged, understand the company's direction and are aligned to its values...”

those who farm our land and for those of us who love this wide brown land. Peter was elected as a director to the AHA Board in November 2002 and elected as Chairman in 2011.

During his tenure, Peter has made a significant contribution to Australian agriculture and the animal health and biosecurity sectors. With his contribution being officially recognised in 2017 with an Order of Australia (AM) in the general division. His advice, guidance and direction has been invaluable to me as CEO, to AHA and to many of our members.

Quietly bold, always readily available, open to new ideas and most importantly, willing to give it a go even when it may not be comfortable to do so; Peter embodies the very spirit we need to marshal to transform our national biosecurity system to secure its resilience and the sustainability and prosperity of agriculture and our nation.

Financial overview

Tony Marks FCPA, FFin, CTA

Executive Manager Corporate Services and Company Secretary



AHA has delivered a favourable operating result of a \$1.8 million surplus compared to budgeted \$1.1 million. The operating surplus represents recognition of efficient delivery of several projects; primarily the excess of industry levy income over industry levy member expenditure. Sheep and lamb levy reserves continued to increase in value despite the drought, though cattle and other levies are expected to decline in 2019-20.

Income

Income for core subscriptions received from government, non-levy industry and associate members was \$3.1 million. Other program income from these members declined almost \$1.0 million in 2017-18 to \$4.8 million. AHA's core program and membership subscriptions are agreed by members and every dollar is accounted for in managing the business and delivering EADRA Deed management, exercises, training, AUSVETPLAN and the farm biosecurity programs. There is no latent capacity in the core budget (with FTE consistent year-on-year) therefore, despite the expectations of some members' staff, work sought outside the AOP must be funded by those members or third parties. AHA is keen to leverage existing projects and seek funding wherever possible to strengthen animal health and biosecurity systems.

"AHA is keen to leverage existing projects and seek funding wherever possible to strengthen animal health and biosecurity systems."

Levy income of \$7.4 million was received, down from over \$7.6 million in 2017-18. This included an EADRA (chicken meat) levy stream of \$0.2 million which was repaid to the Commonwealth for its underwriting of the 2012-13 Avian Influenza outbreaks.

Interest of over \$0.5 million was earned, exceeding budget by \$0.1 million as a result of focused cash management and despite declining interest rates. Other income of over \$0.5 million was received including \$80,000 for a voluntary levy from the duck industry and \$415,000 for the *Australian Biosecurity Symposium*.

Expenditure

Total expenditure was \$14.5 million, in-line with budget, but \$0.7 million less than 2017-18 primarily due to the large write-downs in the prior year of Livestock Biosecurity Network (LBN) Pty Ltd and the FMD antigen bank. The core program made up over a third of all expenditure at \$4.8 million, with other programs at just over \$9.0 million. The nature of AHA's expenditure is largely consistent with prior years; salary and related costs was \$4.1 million compared with \$3.6 million in the prior year, mostly reflecting the engagement of extension officers (from LBN Pty Ltd) and the filling of vacancies in two Executive Manager roles. State Government member service delivery, for sample collection and lab services was \$2.5 million and industry member service delivery was \$1.6 million. \$0.7 million was expended in interstate venue hire (including the Symposium – which ran at a surplus) and travel reimbursements for member attendance at training.

The corporate overhead (finance and facilities charge) remained unchanged over several years at \$1.0 million despite rent, utility, depreciation and market-assessed salary increases – a position unlikely to be maintained beyond 2019-20.

Balance Sheet

AHA's balance sheet reflects a strong financial position with equity increasing from \$18.0 million to \$19.8 million reflecting the \$1.8 million operating surplus. Equity is comprised of levy reserves of \$14.9 million, FMD antigen bank reserve of \$2.0 million and core reserve of \$2.9 million.

The total asset balance of \$25.5 million is comprised primarily of term deposit investments at \$20.4 million. The 30 June cash balance of \$1.4 million was higher than throughout the year due to some large member pre-payments close to year-end. Receivables of \$1.3 million comprised interest and levy accruals; Inventory of \$2.0 million the FMD antigen bank; and ICT and office equipment the balance at \$0.4 million.

Total liabilities of \$5.7 million comprised of accrued expenses (primarily lab services) of \$1.9 million, \$1.0 million trade payables, employee entitlements of \$0.4 million and unearned revenue (cash held for existing project deliverables) of \$2.1 million.

Summary

Overall the 2018-19 operating result is consistent with recent years – despite reduced levies and project funding – program expenditure was consistent though the utilisation of some prior year receipts.

Risks present due to grass and grain fed cattle levies and reserves being insufficient to meet the needs of those sectors have been mitigated for 2019-20 with peak industry councils securing alternative funding sources and initiating steps to increase the levy flow to AHA in future years. Challenging environmental conditions are likely to impact on the levy income for these sectors and others in 2019-20 and beyond. The ability for all members to invest consistently will pose a challenge and feature in engagement with members during 2019-20 as AHA prepares its *Strategic Plan 2020-25* to ensure priorities are maximised for AHA to deliver its role in strengthening Australia's animal health system.

Financial overview

16.4m
TOTAL
INCOME

7.4m
LEVIES

0.54m
INTEREST

14.5m
TOTAL
EXPENDITURE

4.9m
CORE

9.1m
SPECIAL*

0.6m
ASSET WRITE-
DOWNS

1.8m
OPERATING
SURPLUS

* Including industry member services \$1.6m, and State Govt services \$2.5m

Strategic Plan 2015–2020

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

AHA reviews progress against the *Strategic Plan* annually, and makes adjustments to its business practices and priorities to improve deliverables to our members.

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

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.

1

2

3

4

STRATEGIC PRIORITIES

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

STRATEGIC PRIORITY

1






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

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

Key 2018-19 highlights

-  Exercise Horatio, an internal staff development exercise, tested AHA's Incident Management Plan using African swine fever as a model.
-  OIE showcased AHA as a success story on public and private partnerships.
-  OIE Performance of Veterinary Standards gap analysis workshop held to train government staff in evaluating jurisdictional veterinary services.
-  Five industry members have supplied draft reports for their review of industry benchmarks, with others still in development.
-  Research results on FMD diagnostics, on-farm surveillance, control strategies and disease spread are emerging from the FMD Ready Project.
-  Northern Australia aquatic biosecurity survey held, finding 79% of respondents had a biosecurity plan in place but 28% were unable to cite a notifiable disease relevant to their industry.
-  Arrangements negotiated for a sustainable stockpile of vaccination equipment for an FMD outbreak response.

Outlook 2019-20

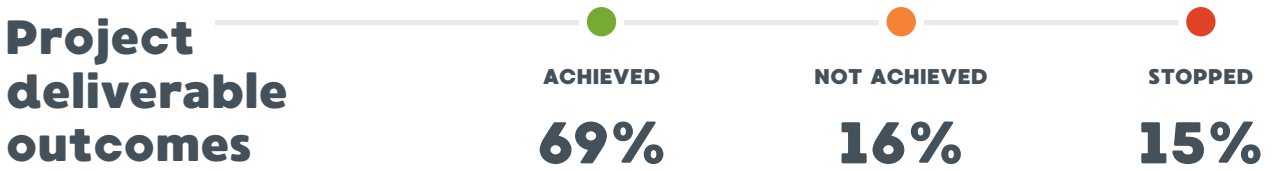
-  Communicate the results of the FMD Ready project for EAD preparedness and response.
-  Work with industry stakeholders to broaden the industry signatory base to the EADRA.
-  Consult with signatories about proposed variations to Deed clauses, amendments to Schedules, and on guidance documents.
-  Consult with members to progress outcomes of the industry National Animal Health Performance Benchmarks and the outcomes of the performance of the jurisdiction's veterinary services. This important activity will provide input into the planned EADRA Risk Mitigation Project in 2020-21.
-  Review approach to movement controls and on-farm biosecurity measures in a response in AUSVETPLAN response strategies.

Response Framework and Obligations Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
EADRA	Finalise recommendations from the third five-year review and publish a new version of the EADRA when signatories have approved proposed variations and amendments	Dec 18	<div></div>	239,502	
	Participate in workshops and reviews of the Emergency Plant Pest Response Deed to ensure a consistent approach with both Deeds	Jun 19	<div></div>		
	Review of normal commitments of parties to the EADRA	Jun 19	<div></div>		Consultation with Government and Industry Parties on the proposed updates and the review of the Normal Commitments of all Parties is in progress; due for completion March 2020
	Finalise the development of benchmarks and reporting systems for AHA industry members to demonstrate the industry status with regard to an EAD response preparedness and risk mitigation	Jun 19	<div></div>		Industry Parties progressing internal reviews and reporting; due for completion March 2020
EAD Minor Projects	Develop guidance on the risk mitigation obligations of Parties to the EADRA	Jun 19	<div></div>	33,559	Project postponed until 2020-21
Aquatic Deed [COMMONWEALTH]	Ongoing review of the business case for AHA as the custodian of the Aquatic Deed	Jun 19	<div></div>	82,500	
	Establish a ratification process for the Aquatic Deed with prospective parties	Jun 19	<div></div>		Commonwealth is leading this deliverable. AHA has supported Deed negotiations through participation in the Working Group, and via direct engagement with aquatic industry stakeholders
	Communicate to aquatic industries the benefits of the Aquatic Deed and the services delivered by AHA as the Custodian of the Deed	Jun 19	<div></div>		Withdrawal of the salmon industry from Deed negotiations impacted the cost sharing of custodian services – principally affecting industry signatories. AHA is reviewing the Custodian cost structure and sharing to reduce the impact on smaller industries

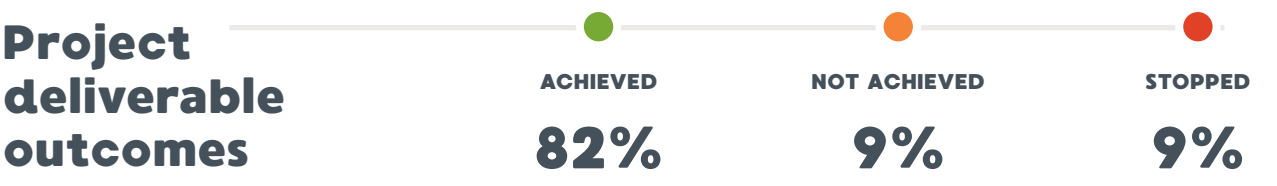
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PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Aquatic Industry Liaison Officer [COMMONWEALTH]	Build partnerships and foster collaboration between industry, science and government	Jun 19	<div></div>	285,000	
	Strengthen capacity to identify, manage and respond to biosecurity threats across north Australia's aquatic industries through implementation of sector biosecurity plans	Jun 19	<div></div>		
	Strengthen Australia's aquatic EAD response arrangements and identify gaps across north Australia	Jun 19	<div></div>		
	Improve surveillance and diagnostic capabilities for aquatics in north Australia	Jun 19	<div></div>		
	Identify biosecurity training and awareness opportunities and coordinate workshops or events	Jun 19	<div></div>		



Response Tools Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
AUSVETPLAN	Review 85% disease-specific documents to ensure fit-for-purpose	Jun 19	<div></div>	556,459	Delays to achieving consensus on approach to disease-specific documents has impacted progress on this item. 40% of disease-specific documents are currently under review
	Update the template for enterprise manuals	Dec 18	<div></div>		
	Acquire 85% cited references for updated disease-specific documents	Jun 19	<div></div>		
FMD Vaccine Bank Management	Update procedures and contractual arrangements for supply arrangements from Pirbright to an international airport in Australia based on outcomes of supply chain exercise	Jun 19	<div></div>	92,666	
	Ensure vaccine equipment and logistics arrangements are in place	Dec 18	<div></div>		
Anthrax Vaccine Bank Management	Assess inventory, batch expiry dates and sales of anthrax vaccine	Jun 19	<div></div>	18,935	
	In consultation with funding parties, determine the appropriate size of the bank	Jun 19	<div></div>		
	If required, in consultation with the Australian Pesticides and Veterinary Medicines Authority, develop an emergency use permit for a lower potency anthrax vaccine	Jun 19	<div></div>		Not endorsed by funding parties. Activity not progressed
FMD Risk Management [Phase 3]	Support communication, monitoring and evaluation activities for the project	Jun 19	<div></div>	427,264	
	Host and facilitate annual stakeholder engagement workshop	Nov 18	<div></div>		
PROJECTS OUTSIDE THE AOP					
Critical consumable materials	Final report identifying critical materials for EAD responses and proposed recommendations for supply received by Department of Agriculture	Jun 19	<div></div>	95,800	



STRATEGIC PRIORITY

2

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

Members' understanding of their roles and responsibilities, compliance of their EADRA requirements and their capacity, capability and skills in responding to an EAD response is vital.

**Key 2018–19
highlights**

Two AHA staff members deployed to Citrus Canker response in the Northern Territory, building on, and gaining invaluable experience in emergency response management.



Completion of the BERTA Project, leading to a nationally consistent approach to biosecurity response training.



Delivery of Exercise Crown and Anchor (focusing on varroa mite and red imported fire ant), improving response capability for an incident on a Commonwealth place and enabling a forum for valuable interjurisdictional learnings.



Development of the EAD Agents and Brokers online course (for the sheep industry), enhancing industry awareness of EADs and the importance of prevention and early detection.

**Outlook
2019–20**

Finalise just-in-time training for industry and government representatives, ensuring their competency is maintained for their normal commitments under the EADRA.



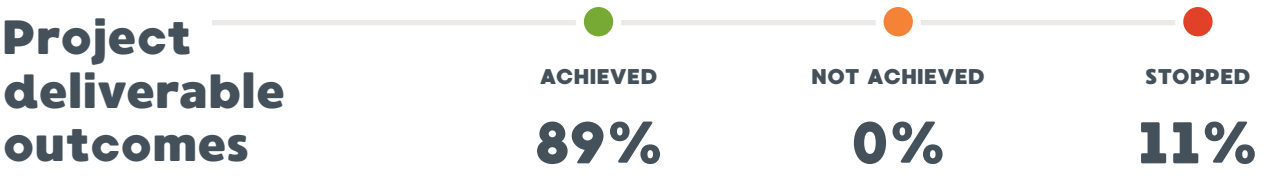
Continue to enhance our digital presence (Resource Hub, e-communications, social media) to best meet the variable needs of our members and stakeholders.



Investigate opportunities for additional preparedness and response training for members, to meet their changing requirements.

EAD Training

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
EAD Training	Deliver Liaison - Livestock Industry training program (3-4 workshops)	Jun 19	●	602,078	
	Deliver one new training channel	Jun 19	●		
	Maintain annual partnership with registered training organisation	Jun 19	●		
	Coordinate a trainers' professional development networking activity	Jun 19	●		
	Convene the National Animal Health Training Steering Committee as a key consultative group for EAD preparedness and response training	Aug 18	●		
	Deliver training and develop materials to support participation in National Management Group (NMG) and Consultative Committee on Emergency Animal Diseases (CCEAD) decision making	Mar 19	●		
NBRT Arrangements	In consultation with a host jurisdiction, design and deliver an NBRT training activity	Jun 19	●	574,520	
BERTA Project	Facilitate effective collaboration between Tocal College and stakeholders in developing materials for the biosecurity response qualifications	Dec 18	●	30,000	
New projects	Deliver additional training activities/programs in EAD preparedness and response	N/A	●	187,016	Project proposal did not proceed



STRATEGIC PRIORITY

3

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

AHA strives to enhance member capability to implement effective biosecurity and animal welfare practices, identify disease events in a timely manner and to trace animals along the supply chain. Additionally, AHA works to ensure that domestic and international markets have the continuing confidence to purchase our members' products due to the performance of these measures, as underpinned by robust surveillance, laboratory, reporting and verification processes.

**Key 2018–19 highlights**

Completion of the successful pilot of Australian Pork Limited Evidence of Absence Surveillance Project.



Progressed the development of the *Australian Animal Welfare S&Gs for Poultry*.



Participated in the Animal Welfare Collaborative and their Summit, helping to shape the outcomes of the Collaborative.



Successful desktop review of the *Australian Animal Welfare S&Gs for Goats*.



Nearly 8.7 million sheep inspected for animal health conditions in the NSHMP.

Outlook 2019–20

Work with members to develop contemporary industry biosecurity plans and strategies that are risk-based, effective and practical to implement.



Implement the National Sheep Industry Biosecurity Strategy.



Finalise the development of the *Australian Animal Welfare S&Gs for Poultry*.



Assist private livestock veterinarians to access knowledge and resources to investigate significant disease events.



Develop the *Australian Animal Welfare S&Gs for Pigs*.



Implement agreed changes to the National Arbovirus Monitoring Program, following a program review in 2018–19.



Implement the Grazing Beef Industry Surveillance Project to demonstrate absence of key diseases and monitor endemic conditions.

On-Farm and Supply Chain Biosecurity Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Farm Biosecurity Project	Implement 85% actions from the program plan, incorporating recommendations from the review of the program	Jun 19	<div></div>	198,889	
	Contribute to strengthening biosecurity along the livestock supply chain so that it meets member needs and facilitates expanded market access	Jun 19	<div></div>		
	Contribute to strengthening biosecurity on-farm so that it meets member needs and enhances the reputation of Australian livestock production globally	Jun 19	<div></div>		
Biosecurity Planning and Implementation	Work with members to ensure biosecurity principles and commitments as listed in Clause 14 of the EADRA are met	Jun 19	<div></div>	75,336	AHA supports industry members to implement, review and improve industry biosecurity manuals, and providing support to jurisdictions in developing biosecurity strategies/ action plans. Two manuals have been reviewed and updated with a further two with industry for post-AHA review and updating
	Work with members to develop contemporary industry biosecurity plans and government strategies that are effective and practical for producers to implement	Jun 19	<div></div>		
Prohibited Pig Feed Compliance and Awareness Project (PPFCAP) [COMMONWEALTH, ALL STATE/TERRITORIES AND APL]	Complete 90% of the deliverables of the 2018-19 Project Plan activities	Jun 19	<div></div>	12,000	Compliance reporting carried out; communications activities delayed until year end and carried into 2019-20

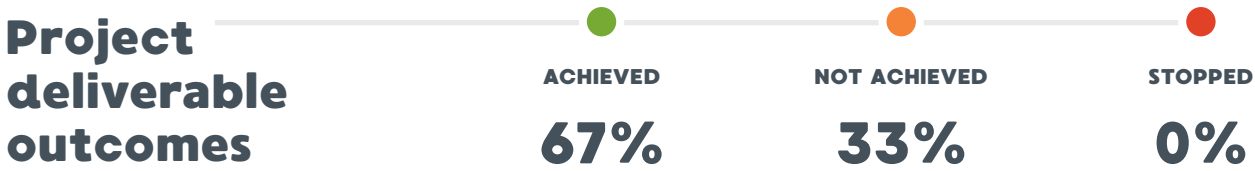
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PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Animal Biosecurity RD&E Strategy [NSW, AUSTRALIAN EGGS, APL, LIVECORP, DA, AMPC, AWI, FRDC, MLA AND RIRDC]	Finalise the National Animal Biosecurity RD&E strategy and drive its implementation for greater coordination, co-investment and reduced duplication	Jun 19	<div></div>	200,000	Updated Strategy endorsed Aug 2018 by AGSOC Research and Innovation Committee. The strategy's Implementation Committee established Oct 2018. A Research and Development Snapshot was commissioned to benchmark Australia's animal biosecurity investments from 2015-20 as a first step to identifying opportunities for cross-sectoral synergies, gaps, and potential for duplication
	Promote the benefits and value of co-investing to achieve the RD&E priorities to AHA members and more broadly	Jun 19	<div></div>		
Sheep Health Project [SPA, WPA]	Complete 90% of the deliverables of the 2018-19 Project Plan activities	Jun 19	<div></div>	1,382,058	
	Provide two tools or information collateral to sheep producers to facilitate behavioural change on-farm	Jun 19	<div></div>		
Goat Production Conditions [GICA]	Complete 90% of the deliverables of the 2018-19 Project Plan activities	Jun 19	<div></div>	60,000	
	Provide two tools or information collateral to goat producers to facilitate behavioural change on-farm	Jun 19	<div></div>		Awaiting finalisation of GoatMAP revision before starting on Goat Health Declaration

Cont'd

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Cattle Production Conditions [CCA]	Complete 90% of the deliverables of the 2018-19 Project Plan activities	Jun 19	<div></div>	115,000 ³	
	Provide two tools or information collateral to cattle producers to facilitate behavioural change on-farm	Jun 19	<div></div>		
Alpaca Biosecurity [AAA]	Work with the Australian Alpaca Association [AAA] to revise their biosecurity program	Jun 19	<div></div>	2,204	AAA-led review of Q Alpaca started at the financial year end
PROJECTS OUTSIDE THE AOP					
NSW Peri-urban Biosecurity Program [NSW DPI]	Support NSW DPI and Greater Sydney Local Land Services in delivering the NSW Peri Urban Program	Jun 19	<div></div>	58,000	
Biosecurity Industry Liaison Officer [COMMONWEALTH]	Strengthening government and industry linkages to address potential gaps in the animal health system across northern Australia	Jun 19	<div></div>	494,153	
National Animal Antimicrobial Stewardship RD&E Strategy [AGRIFUTURES]	In consultation with an industry stakeholder group, develop an antimicrobial stewardship RD&E strategy for food animal industries that will inform and align with national antimicrobial resistance strategy initiatives	Jun 19	<div></div>	22,800	Draft strategy was completed on time. Additional consultation with subject matter experts and the Department of Agriculture to ensure strategy objectives align with related antimicrobial resistance management strategies has extended its finalisation

3 Budget reduced to \$87,744 in November 2018 including dairy levy funding.



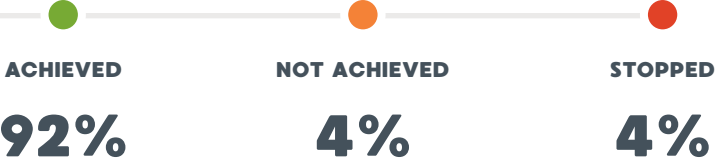
Surveillance and Laboratory Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Surveillance and Laboratory Enhancement Support	Implement 90% relevant activities under the National Surveillance and Diagnostics Business Plan	Jun 19	<div></div>	130,276	
	Represent AHA members on national surveillance working groups	Jun 19	<div></div>		
National Significant Disease Investigation Program (NSDI Program)	Private livestock veterinarians have adequate opportunity in every state/ territory, through subsidised training on disease investigation, to gain knowledge and skills to investigate and report on disease events	Jun 19	<div></div>	242,979	
National Animal Health Laboratory Coordination (NAHLC)	Represent AHA members on the Animal Health Committee (AHC) Ad Hoc National Laboratory Task Group	Jun 19	<div></div>	13,459	Inadequate uptake from the Subcommittee for Animal Health Laboratory Standards
	Monitor diagnostic sample submission quality to inform disease investigation and surveillance training requirements	Jun 19	<div></div>		
	Implement STARS (AAHL's Sample Tracking and Reporting System), in participating jurisdictions and in NAHIP, for sharing laboratory general surveillance data	Jun 19	<div></div>		Activity proposal not adopted by National Laboratory Task Group/AHC
Screw-worm Fly Surveillance and Preparedness Program (SWFSPP)	Complete 90% of planned fly trapping and targeted myiasis monitoring	Jun 19	<div></div>	148,104	
	Promote and maintain awareness and general surveillance	Jun 19	<div></div>		
	Monitor the risk profile of SWF for Australia	Jun 19	<div></div>		
Australian Animal Pathology Standards Program (AAPSP)	Organise and run the continuing education workshop at locations around Australia	Jun 19	<div></div>	134,306	
	Ensure a proficiency testing program is undertaken	Jun 19	<div></div>		
	Administer the National Animal Pathology Archive to support pathology trainees and provide continuing education for working pathologists	Jun 19	<div></div>		

Cont'd

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Reference Laboratories	Contract reference laboratory services for Johnes's disease and anthrax	Jun 19	●	191,261	
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 19	●	820,480	
Accreditation Program for Australian Veterinarians (APAV)	Maintain a public register of accredited veterinarians	Jun 19	●	30,274	
	Maintain a contemporary, online APAV training course	Jun 19	●		
	Maintain an efficient database management system to deliver training and related business services	Jun 19	●		
NAMP	Complete 90% of virology and entomology plans	Jun 19	●	1,381,294	
	Maintain a current, interactive, web-based bluetongue virus zone map	Jun 19	●		
	Members consider the NAMP report to be credible	Jun 19	●		
Surveillance App Development (LookCheck)	Trial of application within the Northern Australia Biosecurity Surveillance Significant Disease Investigation Network	Jun 19	●	60,420	
PROJECTS OUTSIDE THE AOP					
Animal Disease Hotline Review	Commence a review to Identify needs for improvement to the operation of the hotline	Jun 19	●	35,000	
Grazing Beef Surveillance Project	Commence a proof of freedom study on two bovine viruses	Jun 19	●	400,000	
	Commence a post-mortem monitoring study on several conditions affecting carcass quality and yield	Jun 19	●		

Project deliverable outcomes



Market Access Support Program

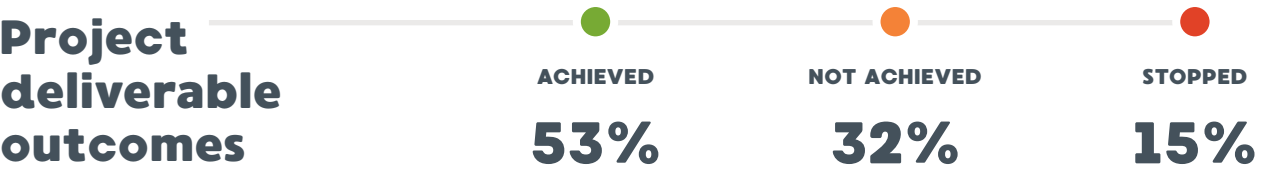
PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Livestock welfare	Provide leadership through collaboration and coordination to facilitate solutions for livestock welfare issues where requested by members	Jun 19	●	77,572	
	Manage collaborative projects for livestock welfare on behalf of members	Jun 19	●		
	Contribute to the review of the Animal Welfare Framework Standards & Guidelines to improve the development process	Jun 19	●		AGMIN requested review of the regulation of farm animal welfare, replacing the review of the S&Gs development framework
NAHIP Program	A secure, validated, web accessible database of agreed national surveillance data and reports	Jun 19	●	683,118	
	Members consider the <i>Animal Health Surveillance Quarterly</i> report to be credible and robust	Jun 19	●		
	Members consider the <i>Animal Health in Australia</i> report to be credible and robust	May 19	●		
	Enhanced analysis, coordination and reporting of national surveillance information	Jun 19	●		Production of <i>Animal Health Surveillance Epi-digest</i> report for CVOs suspended due to lack of support at AHC
	Improved sharing of laboratory diagnostic surveillance data through linkages to NAHIP	Jun 19	●		Activity proposal not endorsed by National Laboratory Task Group/AHC
	Collaboratively develop implementation and compliance rules for the four NLIS species programs	Jun 19	●		Development of NLIS standards for Sheep and Goats required extensive consultation with jurisdictions. Draft NLIS S&G standards were circulated to sheep and goat industries' and AHA continued the consulting process with peak industry councils to progress development of the draft standards

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PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Traceability Project	Test the NLIS Cattle system for its performance against the national livestock traceability performance standards for cattle, report findings, and make recommendations for strengthening the NLIS	Jun 19	<div></div>	18,172	Project required significantly greater consultation between jurisdictions and industry to complete. The CowCatcherIII working group has been working since Dec 2018 to finalise the report and its recommendations. The final report will be submitted to and owned by SAFEMEAT Advisory Group
Alpaca Traceability <small>[AAA]</small>	Work with Australian Alpaca Association [AAA] to develop and implement NLIS (Alpacas and Llamas)	Jun 19	<div></div>	25,033	Commenced discussions with Integrity Systems Company about utilising NLIS database for NLIS (alpacas and llamas); expected to progress in 2019-20
Australian Government Accredited Veterinarian (AAVet)	Administer online AAVet training course	Jun 19	<div></div>	5,982	
Sheep Cooperative Research Centre (CRC) Wellbeing Program <small>[WPA]</small>	Support and ensure the wool industry's investment in the Sheep CRC delivers value	Jun 19	<div></div>	160,820	
Livestock Welfare Poultry	Finalise the development of <i>Australian Animal Welfare Standards and Guidelines for Poultry</i>	Nov 18	<div></div>	78,303	Scope creep continues due to additional work requested by the Animal Welfare Task Group (AWTG); however, significant progress has been made. Awaiting decisions from AWTG
Livestock Welfare Pigs	Develop <i>Australian Animal Welfare Standards and Guidelines for Pigs</i>	Jun 19	<div></div>	99,651	Scientific report complete. AHA awaiting AWTG to revise project plan prior to commencement
Australian Pork Limited Evidence of Absence of Exotic Disease Project <small>[APL]</small>	Exotic disease exclusion information for pig disease events	Jun 19	<div></div>	28,110	

Cont'd

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Australian Meat Processor Corporation (AMPC) Abattoir Comms Project <small>[AMPC]</small>	Develop and implement a communication plan to maximise awareness among AMPC members and stakeholders of the existence of related welfare standards and guidelines	Jun 19	<div></div>	55,436	Project cancelled due to external factors in both government and industry
National JD Project	Manage the cross-sectoral issues associated with JD	Jun 19	<div></div>	15,000	
PROJECTS OUTSIDE THE AOP					
Three-hole punch project <small>[CCA, DA]</small>	Managing the sales of three-hole ear punch pliers for identification of cattle vaccinated with Silirum®	Jun 19	<div></div>	17,722	



STRATEGIC PRIORITY

4

Deliver member value, organisational performance enhancement and sustainable resourcing.

AHA aims to deliver 'value for money' services for its members, and that strategic planning and member engagement is designed to ensure the diligent utilisation and management of member contributions. AHA strives to operate with best practice standards in corporate governance, financial and human capital management, technology, communications and, at its core, collaboration and engagement to maximise its scope of impact.

Key 2018-19 highlights

Delivery of the *Australian Biosecurity Symposium*, bringing together 400 delegates and launching the biosecurity mass movement.



Collaborated with Ausvet to draft an Animal Biosecurity Emergency Response Plan for Fiji.



Hosted the first joint industry and government communications workshop, enabling a forum for information sharing and network connections.



Met with 80% of members to discuss how AHA can support their goals and deliver tailored messaging.



Offered communications and back-office support to the Australian Alpaca Association and back-office support to WoolProducers Australia.

Outlook 2019-20

Deliver key outcomes from the 2019 *Australia Biosecurity Symposium*, including the 2020 Biosecurity Workshop and the development of a biosecurity mass movement plan to build community-wide understanding and ownership of biosecurity.



Develop in consultation with our members and key stakeholders AHA's *Strategic Plan 2020-2025*.



Deliver collaborative communications/engagement activities with members and stakeholders.



Finalise M&E report outlining AHA's performance and our delivery against the AHA *Strategic Plan 2015-20*.



Continue upgrade of office technology and implementation of new financial management information system to better serve project and member reporting needs.



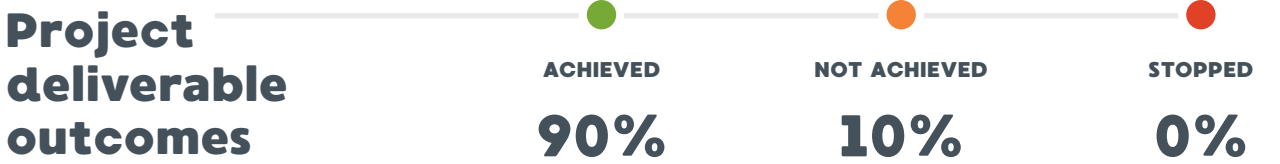
Enhance AHA's profile as a leader and influencer in the Australian animal health system.

Corporate 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 guidance	Jun 19	●	978,990	
	Undertake a Board Performance Review and implement agreed actions		●		
	Comply with AHA Constitution and Corporations Law		●		
	Ensure succession plans are in place for the CEO and Executive Management		●		
	Implement Strategic Plan and M&E Framework		●		
	Adjust work practices to address feedback from the Member Survey		●		
	Deliver effective operational management of the company		●		
	Deliver effective risk identification and management		●		
	Deliver best practice governance in accordance with Australian Institute of Company Directors guidance		●		
Finance and Facilities (F&F) <small>Services Strategic Priorities One, two and Three</small>	Deliver effective financial management and transparent financial reporting to staff and members	Jun 19	●	1,020,000	
	Deliver unqualified audit opinion on annual financial statements		●		
	Provide safe, comfortable and appropriate facilities and administrative support for staff and members		●		
People Capability	Implement the People Strategy and Plan 2017-2020 ensuring a well led workforce leading to positive career development trend	Jun 19	●	167,182	
	Provide company-wide training leading to positive trend in professional development		●		

Cont'd

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Information and Communication Technology (ICT)	Implement next stage of the ICT Strategic Plan	Jun 19	●	257,335	Desktop refresh stage 2 delayed; progressing to ensure all staff have mobile capability CRM stage one implemented, while data cleansing and user training continues Outlook cloud solution implemented SharePoint records management information architecture commenced. Delayed due to difficulties with implementation expertise
	Effective management of ICT service provider and delivery of effective technology and communication tools		●		
	Compliance with and annual review of business continuity plans (BCP) and disaster recovery plans (DRP)		●		BCP and DRP updated, however test of these plans not conducted; postponed to 2019-20
Business Development (core and special)	Complete assessment of eight identified short to long horizon opportunities and implement new projects with additional income streams sufficient to cover budgeted outlays and provide a return for reinvestment in member priorities	Jun 19	●	216,250	
Business Services <small>[WPA, SIHW, CDCF AND LBN]</small>	Deliver company secretariat, taxation, treasury and financial management services to the companies (and trust funds) ensuring compliant and effective delivery of business	Jun 19	●	291,778	
EADRA Chicken <small>[COMMONWEALTH]</small>	Manage receipt and repayment to Commonwealth of underwritten emergency responses with chicken meat industry levies	Jun 19	●	192,600	
Industry Initiated Expenditure (Service Level Agreements) <small>Services Strategic Priorities One, Two and Three [CCA, SPA, WPA, GICA, AECL, ACMF AND ALFA]</small>	Deliver against outputs and outcomes set out in annual agreed business plans with reported outcomes	Jun 19	●	1,574,613	

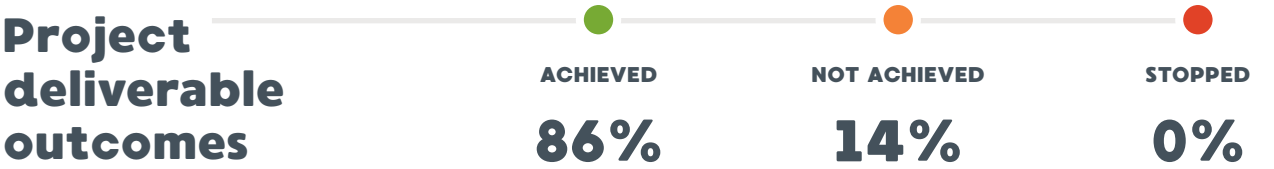


Communications and Training Program

PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
National Partnerships <small>Services Strategic Priority One, Two and Three</small>	Representation on and contribution to national committees and submission of policy papers to support and strengthen nationally consistent arrangements and policy approaches to the national animal health system	Jun 19	<div></div>	164,209	
	Facilitate sustainable partnerships with members and stakeholders		<div></div>		
	Deliver three Member Forums		<div></div>		
	Member Forums meet member needs		<div></div>		
Communications	Complete 90% of deliverables from the 2018-19 communication and partnership activities	Jun 19	<div></div>	234,250	
	Enhance AHA's profile and increase awareness of our collaboration and partnership contribution in the Australian animal health system		<div></div>		
	Deliver six collaborative communication/engagement activities with members and stakeholders		<div></div>		
Event Management	Complete 90% of deliverables from the 2018-19 events communication and marketing activities	Jun 19	<div></div>	94,493	Due to variability in staff resourcing some deliverables were not completed; carried over to 2019-20
	Increased use of AHA meeting facilities by members further enhancing its value as a networking and biosecurity hub		<div></div>		Member use was down compared to previous year; however, there was a 30% increase in facilities use by external groups, with revenue target exceeded. A new Events Marketing Plan is being developed to target members and external groups to increase bookings

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PROJECTS	DELIVERABLES	TARGET	OUTCOME	PROJECT BUDGET	COMMENTS
Industry Forums Services Strategic Priority One, Two and Three	Deliver two Industry Forums	Jun 19	<div></div>	34,476	
	Deliver one joint AHA/PHA Industry Forum	Nov 18	<div></div>		
	Industry Forums meet member needs	Jun 19	<div></div>		
PROJECTS OUTSIDE THE AOP					
Australian Biosecurity Symposium	Coordinate the inaugural <i>Australian Biosecurity Symposium</i> in partnership with Invasive Species Council and Centre for Invasive Species Solutions	Jun 19	<div></div>	290,000	
Fiji Biosecurity Emergency Response Plan	Assist Ausvet in the development of an Animal Biosecurity Emergency Response Plan for the Biosecurity Authority of Fiji	Jun 19	<div></div>	15,200	



Committee membership

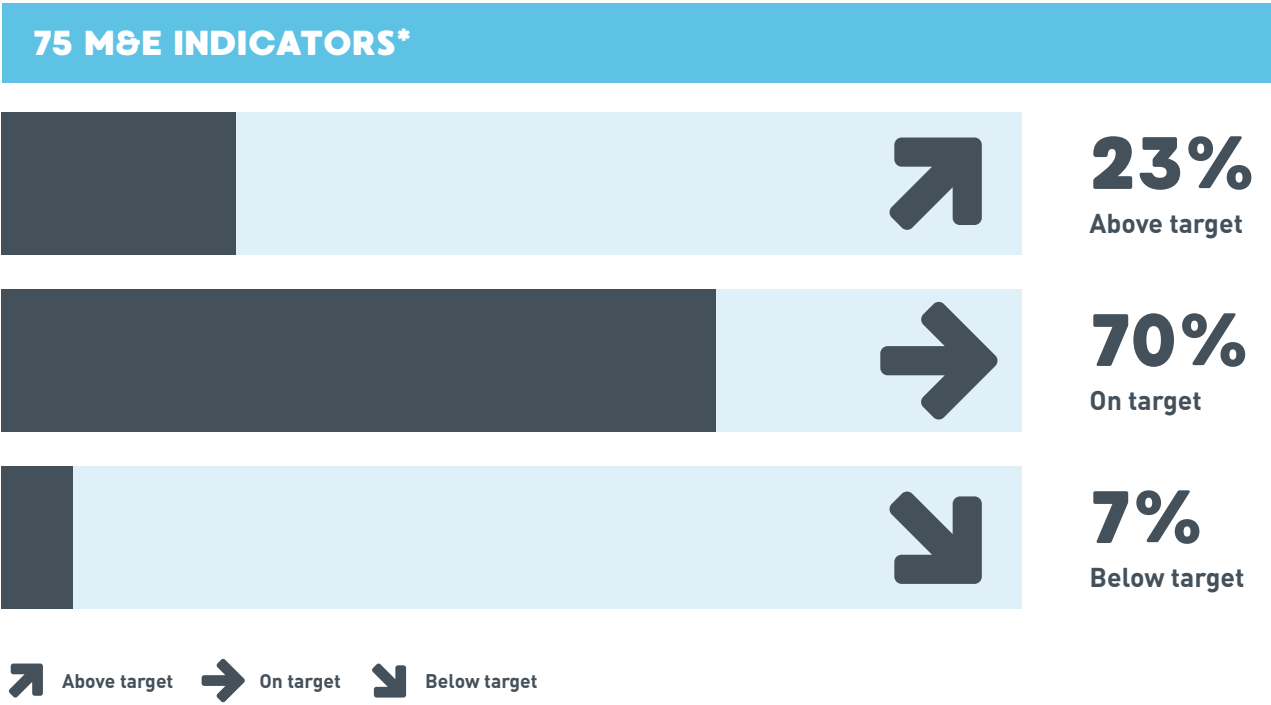
Australian Bureau of Agricultural and Resource Economics and Sciences General Surveillance Steering Committee
Animal Health Committee (observer)
Animal Welfare Task Group (observer)
Australian Livestock Industry Studies Implementation Group
Australian Strategic & Technical Advisory Group on AMR
Biosecurity Emergency Response Training Australia Steering Committee (observer)
CSIRO Health and Biosecurity Advisory Committee
EADRA Workshop
Environment and Invasives Committee (subcommittee of NBC) (observer)
FMD Vaccine Bank Contract Advisory Committee
FMD Ready Project Governance Committee
FMD Ready Project Steering Committee
Live Export Animal Welfare Advisory Group
Livestock Communication Network Group
National Animal Health Surveillance Business Plan Implementation Task Group (of Animal Health Committee)
National Animal Health Training Reference Group
National Biosecurity Committee (observer)
National Biosecurity Communications and Engagement Network
National Biosecurity Emergency Preparedness Expert Group
National Biosecurity Information Governance Expert Group (concluded September 2018)
National Biosecurity Response Team Advisory Group
National Laboratory Task Group renamed Sub-committee Animal Health Laboratory Standards (of Animal Health Committee, observer)
National Primary Industries Animal Welfare RD&E Strategy Committee (observer)
National Biosecurity Website Working Group
Northern Australia Biosecurity Framework Reference Group
Northern Australia Biosecurity Surveillance Working Group
SAFEMEAT Partners (observer)
SAFEMEAT Advisory Group (observer)
Training Specialist Task Group
Wool Industries Australia Emergency Animal Disease Preparedness Working Group

Monitoring and evaluation report 2018–19

Another successful year of 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



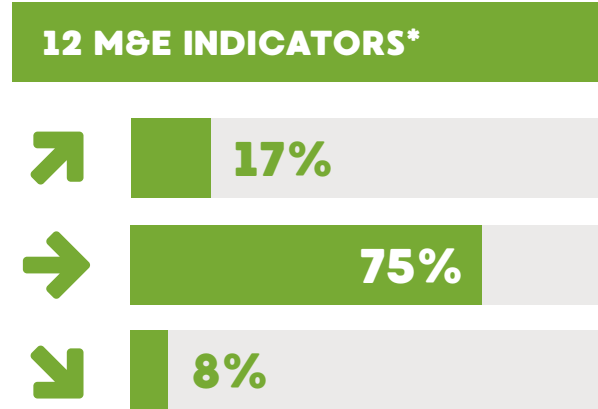
*AHA's M&E indicators are used to measure the company's progress towards outcomes in key business areas, which are directly aligned with AHA's broader strategic priorities.

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? <small>(Intermediate outcomes)</small>	How do we monitor this? <small>(Monitoring indicators)</small>	18-19 Target	18-19 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	Qualitative assessment based on feedback is mostly positive	Achieved Member survey due end 2019 Additional activities/feedback: <ul style="list-style-type: none">Working to improve pre-border and regional biosecurity through OIE participationInvolvement in the Qld saleyard livestock standstill exerciseCollaborating with the DoA and stakeholders to improve and promote messaging around African swine fever Australian Biosecurity Symposium <ul style="list-style-type: none">Brought together close to 400 delegates to look at future-proofing Australia's biosecurity systemThere was a good cross-section of delegates, with 44% from government, 29% industry representatives, 10% university, 11% from research organisations and 6% other (retail, sales, training etc.)Key outcomes from the Symposium include designing an innovation-centred biosecurity system and mobilising a 25-million strong biosecurity mass movement	➡
	1.2 Number and value of projects which address biosecurity in the livestock supply chain	\$2,750,000 12 projects	\$2,438,550 13 projects (refer to pages 28-33 in AOP 2018-19)	➡
	1.3 AHA's contribution to strengthening biosecurity on-farm meets the needs of members	Qualitative assessment based on feedback is mostly positive	Member survey due end 2019 Additional activities/feedback: <ul style="list-style-type: none">AHA is consulting with SPA and WPA to progress the implementation of the national sheep industry biosecurity strategy action planFor the 2019-20 financial year, a key priority will be resourcing extension services in order to deliver biosecurity outcomes on-farm and across the supply chainContemporised biosecurity management plan template and risk assessment to take into account changes to QLD and NSW biosecurity legislation and regulation that address illegal trespass and farm invasion	➡

Continued >

HIGH LEVEL OUTCOME

Producers reduce disease entry onto farms

What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	18-19 Target	18-19 Actuals	How did we track?
2. Practice change on-farm	2.1 Percentage of producers that adopt biosecurity practice(s) resulting from contact with the Farm Biosecurity project	Qualitative assessment based on feedback is mostly positive	Farm Biosecurity survey due in 2020 Additional activities/feedback: <ul style="list-style-type: none"> AHA is updating the producer biosecurity template to ensure that it meets producers' needs under new biosecurity legislation (Qld and NSW) The first National Biosecurity Extension Forum has been planned, which will bring together cross-sectoral extension resources in Australia to identify biosecurity gaps, common challenges, what works well, how implementation can be effectively rolled out with producers, and identify local, regional and national priorities 	➔
	2.2 Total Farm Biosecurity app downloads	7,000	5,209 Additional activities/feedback: <ul style="list-style-type: none"> The app needs to be updated and have its purpose clarified; will be discussed at the upcoming Biosecurity Extension Forum 	↘
3. Increased awareness of biosecurity practices at the farm level	3.1 Number of Farm Biosecurity Essentials video views	10,000 annually	17,683	↗
	3.2 Number of Farm Biosecurity website views	210,000 annually	253,696	↗
	3.3 Percentage of farm owners who have an understanding of biosecurity practices	60%	Farm Biosecurity survey due in 2020	➔
4. Members & partners disseminate biosecurity messages	4.1 Percentage of industry members with a biosecurity plan and/or strategy in place	100%	100%	➔
	4.2 Percentage of industry members with biosecurity standards incorporated into a compliance/verification scheme/checklist	75%	73% of a possible 87% (3 of the 15 members do not have a verification scheme in place)	➔
	4.3 Percentage of government members with a biosecurity statement/strategy in place		100% for statements, 67% for strategies Government strategies published <ul style="list-style-type: none"> ACT NSW Qld SA WA 	➔
	4.4 Percentage of members disseminating biosecurity standards/plans/checklists on their websites (of these who have websites)	77%	77% Government <ul style="list-style-type: none"> ACT DoA NSW Qld Industry <ul style="list-style-type: none"> SA Tas Vic WA AAA ACMF ADF Aus Eggs AHIC APL AVA DA GICA MLA SPA 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

23 M&E INDICATORS*

↗ 9%

→ 87%

↘ 4%

What do we want to achieve? <small>(Intermediate outcomes)</small>	How do we monitor this? <small>(Monitoring indicators)</small>	18-19 Target	18-19 Commentary	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 of EADRA published in October 2019	New version of EADRA published on 18 October 2019 Additional activities/feedback: <ul style="list-style-type: none">100% of participants at the EADRA workshop agreed that it met their organisational needs and 96% agreed the content was usefulThe EADRA workshop also underwent a transformation into a streamlined format which was appreciated by attendees	→
	5.2 AUSVETPLAN documents are fit for purpose	50% updated in the past 5 years	20% Additional activities/feedback: <ul style="list-style-type: none">Agreement has been reached on new templates for key AUSVETPLAN documents and this should help documents move through the development and approvals process more quicklyFive resource documents have been approved by the TRG and will be circulated to AHC and Industry Forum for sign offPlanning is underway for a two-day strategic workshop to engage members in the future evolution of the AUSVETPLAN projectThe exercise organisers provided positive feedback on the engagement and participation of two AHA staff involved in Exercise Rapid Strike - designed to test ASF response capability using AUSVETPLAN resources	↘
	5.3 Endorsed AUSVETPLAN documents are readily available on the AHA website	Approval of the updated disease-specific (response) strategy template 50% of response strategies in new template (subject to achieving previous target)	100% (template endorsed); 0% in new template due to delays in endorsement of template Additional activities/feedback: <ul style="list-style-type: none">New approach to AUSVETPLAN design has received positive feedback on the "simpler and clearer" formatAHA is investigating the best electronic format for AUSVETPLAN resources to ensure they are portable and accessible on all types of devicesAfrican swine fever AUSVETPLAN manual has been reprioritised given current global situation. An updated draft manual is currently in review 40% of response strategies in process of being updated to new template	→
	5.4 Emergency disease vaccine banks (FMD and anthrax) are fit for purpose	FMD Vaccine Bank 2015-19 in place and ready for use. Process for FMD Vaccine Bank 2020-24 underway and due for completion by June 2019	Vaccination Expert Advisory Group, AHC and industry funding parties have agreed on antigen content for next FMD Vaccine Bank (2020-2024) Additional activities/feedback: <ul style="list-style-type: none">A second potential FMD vaccine supplier has expressed interest in Australia's preparedness arrangements so a competitive tender process will be initiated to ensure funding parties get the best result from this substantive investment	→

Continued >

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)	18-19 Target	18-19 Commentary	How did we track?
	5.5 AHA's contribution to the effective management and strengthening of Australia's emergency response arrangements	Qualitative assessment based on feedback is mostly positive	Member survey due end 2019 Additional activities/feedback: <ul style="list-style-type: none"> Two training staff members were deployed to the Citrus Canker response in the Northern Territory, building on, and gaining invaluable experience in emergency response management Held an internal development exercise - Exercise Horatio - which tested AHA's Incident Management Plan using African swine fever as a model Delivery of Exercise Crown and Anchor improved response capability for an incident on a Commonwealth place and enabling a forum for valuable inter-jurisdictional learnings Completion of the EAD online course for agents and brokers 	➔
	5.6 Emergency disease vaccine banks (FMD and anthrax) manufacture, storage and delivery arrangements are in place	New supply agreement finalised for FMD vaccine bank 2020-2024 by December 2019 New supply agreement for anthrax vaccine bank 2019-2024 finalised by June 2019	FMD Vaccine Bank 2015-19 in place and ready for use. Process for establishment of FMD Vaccine Bank 2020-2024 on track Anthrax vaccine bank arrangement has been renewed for a further five years	➔
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 commitments by all parties to the EADRA completed by March 2019	Review of normal commitments by all Parties in progress. Timeframe extended to December 2019 Additional activities/feedback: <ul style="list-style-type: none"> Governments have completed their individual assessments and reports. A joint report has been considered by AHC and presented to NBC and it is anticipated that a comprehensive joint government report will be delivered at the next EADRA workshop Five industries have completed or initiated the benchmark assessments; others have been slow to start AHA has offered to assist in developing a combined industry report similar to government once their individual assessments are complete 	➔
	6.2 AHA's contribution to the enhancement of the response preparedness capabilities of our members	Development and delivery of short training sessions to raise awareness of EAD response requirements for at least 3 member groups. Ascertain training member requirements through communication/training meetings (refer to 14.1). Qualitative assessment based on feedback is mostly positive.	Training target achieved for more than three member groups across the year. Overall, the feedback collected has been mostly positive with some room for improvement Additional activities/feedback: <ul style="list-style-type: none"> Pork industry requested specific training tailored to abattoir workers which was positively received NSW DPI requested CCEAD training as a result of F2F member consultation; participants commented favourably and found industry involvement beneficial Work is being done to include more interactivity in the theory sessions "Great meeting industry personnel and getting industry together" [CCEAD/NMG participant feedback] "The course has provided great insight into the Industry Liaison role" [Liaison - Livestock Industry workshop participant feedback] 	➔

Continued >

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)	18-19 Target	18-19 Commentary	How did we track?
	6.3 Members have ready access to training	1 new training channel delivered	Achieved with the finalisation of the online Resource Hub	➔
		90% of participants indicate training is: 1. Readily accessible. 2. Meets their needs. At least 4 different sectors receive Liaison Livestock Industry training.	Achieved with four different sectors receiving Liaison - Livestock Industry training; pork, wool, sheep and cattle An average of 87% of participants felt the workshop satisfied their needs	➔
		1 exercise with 85% of NBRT attending, and 100% of jurisdictions represented.	75% of NBRT attended Exercise Crown and Anchor, with 100% representation from each jurisdiction	➔
		650 completions annually. Review and update content to keep course contemporary.	The total for the year is 786 completions for the EAD Foundation online course	➔
	6.4 Personnel who receive training understand policies, legal requirements and roles and responsibilities for an EAD response	90% CCEAD/NMG participants indicated preparedness to serve on CCEAD/NMG had increased.	87% of CCEAD/NMG participants indicated they were more prepared to serve on CCEAD/NMG	➔
		90% of participants from all AHA EAD response training programs understand policies, legal requirements and roles and responsibilities for an EAD response.	Target achieved. Averaging at approx. 90%	➔
	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		Exercise Crown and Anchor brought together federal and state government NBRT members and observers for a discussion exercise to practice an EAD scenario based in a Commonwealth place near other jurisdictions. Observations for improvement have been documented Additional activities/feedback: <ul style="list-style-type: none"> "You can really see how well all jurisdictions and roles are collaborating, and I do see a focus on support and egos are left at the door. You just have to see how people embrace the networking and go out for a beer as a group, rather than sticking with their jurisdictions" [NBRT participant] "From the point of view of examining the complexities of dealing with an outbreak in a Commonwealth place this has been achieved" [NBRT participant] 	➔
7. Significant disease events are investigated early	7.1 Member understanding of general surveillance system performance/timeliness	Report findings and consult with AHA members and AHC	Findings reported to AHC which they noted. The report has not been shared with AHA industry members at this stage. The report identified a reduction in time to respond to FMD could occur if producers can be motivated enough to report sick animals as early as possible	➔

Continued >

HIGH LEVEL OUTCOME

Prompt detection of notifiable disease outbreaks and effective EAD response

What do we want to achieve? <small>(Intermediate outcomes)</small>	How do we monitor this? <small>(Monitoring indicators)</small>	18-19 Target	18-19 Commentary	How did we track?
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 other).	Subsidised investigations and/or related training opportunity offered in every state/territory Additional activities/feedback: <ul style="list-style-type: none">In 2018-19 there were 360 subsidised disease investigations and four training activities were undertaken in three jurisdictions	
	8.2 Level of notifiable disease investigations meet laboratory sample submission requirements	Implementation of project trial and report to National Laboratory Task Group	Monitoring project initiated and two of seven jurisdictions (Western Australia and Tasmania) began reporting	
9. Improved national policy & procedures for *surveillance, traceability & welfare <small>(refer to intermediate outcomes 10 & 11)</small>	9.1 Percentage of Industry members who have traceability standards included into a compliance/verification scheme/ checklist	87%	80% <div><div></div><div><ul style="list-style-type: none">ACMFADFAECL</div><div><ul style="list-style-type: none">ALFAAPLCCA</div><div><ul style="list-style-type: none">EAGICAHRA</div><div><ul style="list-style-type: none">RASCAWPA</div></div>	
	9.2 AHA’s contribution to the strengthening of traceability meets the needs of members	Qualitative assessment based on feedback is mostly positive	Member survey due end 2019 Additional activities/feedback: <ul style="list-style-type: none">NLIS S&G Standards are currently being draftedThe Cowcatcher III (CCIII) traceability exercise highlighted weaknesses in NLIS as human error as well as system errors that impacted the reported performance against the long-term traceability standards (refer 2.1, 2.2, 2.3)	
	9.3 Percentage of members promoting traceability on their website (of these who have websites)	77%	71% <div><div>Government<ul style="list-style-type: none">ACTNSWNTQld</div><div><ul style="list-style-type: none">SATasVicWA</div><div>Industry<ul style="list-style-type: none">AAAADFAus EggsALEC</div><div><ul style="list-style-type: none">APLAVACCADA</div><div><ul style="list-style-type: none">GICAMLARASPA</div></div>	
	9.4 Improved traceability performance against national short term traceability standards 1.1 and 1.2 for National Livestock Identification System (NLIS) cattle	NLIS cattle (98%)	The SAFEMEAT sheep traceability working group is currently implementing recommendations to improve performance against short to long term performance standards. SAFEMEAT CCIII working group has developed recommendations to improve performance against short to long term performance standards AHA proactively engaged with SAFEMEAT Advisory Group to confirm ownership and governance arrangements for traceability exercises (commissioning, reporting and recommendation implementation) and responsibilities for communications arising from exercises. SAFEMEAT Partners will own the exercise report, raw data, and be responsible for communications	
	9.5 Animal Welfare Standards and Guidelines (S&Gs) project milestones delivered efficiently and effectively	Review of Standards and Guidelines Framework Deliver Poultry Welfare Standards and Guidelines	AGMIN determined to review the current Standards and Guidelines framework by initiating a regulation review. AHA contributed to the first round of consultation AWTG have requested further work on the Poultry S&G which is outside the scope of the project. AHA has continued to deliver on time. Continued delays are due to the AWTG’s decision-making process as well as significant delays in the appointment of a new AWTG chair	



Above target



On target



Not on target

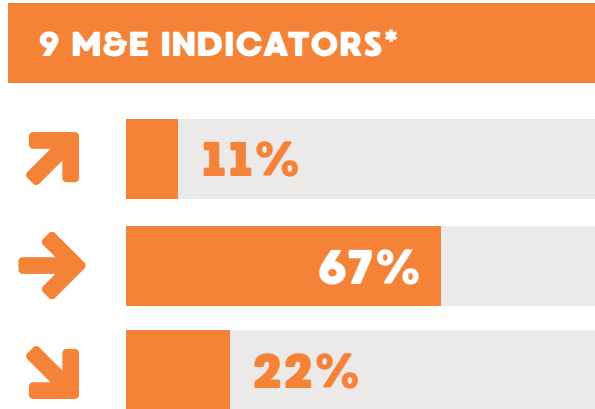
HIGH LEVEL OUTCOME

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



What do we want to achieve? <small>(Intermediate outcomes)</small>	How do we monitor this? <small>(Monitoring indicators)</small>	18-19 Target	18-19 Commentary	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	Revision of AHSQ in consultation with NAHIP Advisory Committee	This has been successfully completed with positive feedback received. AHIA 2018 delivered with all changes as requested by DoA and endorsed by ACVO	<div></div>
11. Surveillance data are available to members & partners to support policy development, decision making & trade	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 NAHIP as informed and agreed by AHC	No outstanding data standard requirements of NAHIP AHC have not implemented the agreed national data standards, leading to inconsistencies in some data fields in the NAHIP database Additional activities/feedback: <ul style="list-style-type: none"> NAHIP database is meeting trade and market access requirements Future requirements are subject to outcome of the AUSPestCheck trial due for completion July 2021 	<div></div>
		Implement NMDS in the NAHIP as informed and agreed by AHC	No outstanding data standard requirements of NAHIP AHC have not implemented the agreed national data standards, leading to inconsistencies in some data fields in the NAHIP database	<div></div>
	11.2 Satisfied the national surveillance data and reporting of needs of members	Complete NAMP review and address recommendations	NAMP review progressing successfully. Completion anticipated at NAMP Steering Committee meeting in Nov 2019 with agreement on revised business and operations plans	<div></div>

Continued >

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

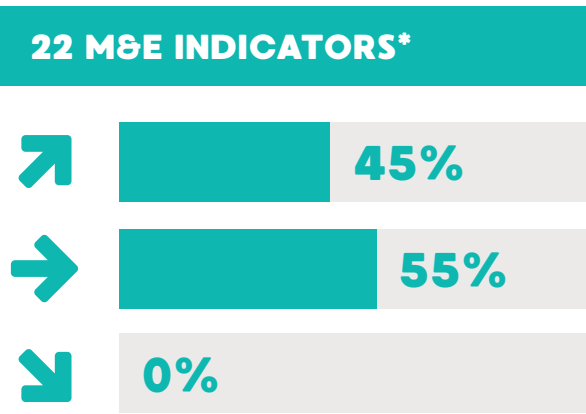
What do we want to achieve? (Intermediate outcomes)	How do we monitor this? (Monitoring indicators)	18-19 Target	18-19 Commentary	How did we track?
12. Animal welfare is strengthened on-farm & in supply chain	12.1 AHA's contribution to strengthening animal welfare meets the needs of members	3.8 or above (out of 5) member survey results Qualitative assessment based on feedback is mostly positive	Member survey due end 2019 Additional activities/feedback: <ul style="list-style-type: none"> Poultry for show and sale booklet promoted through the eChook newsletter. After providing the booklets at the 2019 Sydney Royal Easter Show, the Royal Agricultural Society of NSW formally invited AHA to present at the AgVision 2019 Careers in Agriculture Expo Participation and support of the Animal Welfare Collaborative - a non-partisan, university-led 'knowledge broker', seeking to improve the future of animal welfare nationally 	➔
	12.2 Number and value of welfare projects that AHA funds or has carriage of	\$650,000	\$471,780 across five projects	➡
	12.3 Percentage of industry members that have an animal welfare strategy or a plan which includes animal welfare	100%	100% Additional activities/feedback: <ul style="list-style-type: none"> Goat industry S&Gs desktop review complete 	➔
13. Improved awareness & adoption of animal welfare standards	13.1 Number of jurisdictions to mandate animal welfare standards and guidelines in state and territory legislation	All jurisdictions have mandated the Land Transport Standards (LTS), 2 additional jurisdictions mandated sheep and cattle.	One less than target for LTS and no increase on sheep and cattle Additional activities/feedback: <ul style="list-style-type: none"> WA is yet to implement LTS All other states working on implementing the sheep, cattle and now saleyards S&Gs <div> <div> Government with LTS mandated <ul style="list-style-type: none"> ACT NSW NT </div> <div> <ul style="list-style-type: none"> SA Tas Vic </div> <div> Government with cattle and sheep S&Gs mandated <ul style="list-style-type: none"> NSW SA </div> </div>	➡
	13.2 Percentage of members and number of key stakeholders promoting S&Gs on their websites (of these who have websites and Standards and Guidelines)	70%	32 out of 51 (63%) <div> <div> Government <ul style="list-style-type: none"> ACT DoA NSW NT Qld </div> <div> <ul style="list-style-type: none"> SA Tas Vic WA </div> <div> Industry <ul style="list-style-type: none"> AAA ADF Aus Eggs AHIC AMIC </div> <div> <ul style="list-style-type: none"> APL AVA CCA DA GICA </div> <div> <ul style="list-style-type: none"> MLA SPA WPA </div> <div> Key Stakeholders <ul style="list-style-type: none"> Agrifutures ALPA ALRTA AWI LSA </div> <div> <ul style="list-style-type: none"> TruckSafe VFF WAFF </div> </div>	➔

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? <small>(Intermediate outcomes)</small>	How do we monitor this? <small>(Monitoring indicators)</small>	18-19 Target	18-19 Commentary	How did we track?
14. Enhanced Member capability & capacity	14.1 Extent to which AHA has facilitated sustainable partnerships (existing and new) <small>(Refer also to indicator 16.5)</small>	Qualitative assessment based on feedback is mostly positive	Achieved Member survey due end 2019 Additional activities/feedback: <ul style="list-style-type: none">New partnership with the Indigenous Land and Sea Corporation makes use of AHA animal health and biosecurity extension capabilityAquatic Biosecurity Liaison Officer Northern Australia continues to develop sustainable partnerships with aquatic industries and wild catch fishersBack-end services provided to WHA, WPA and AAA as well as digital communications to AAAAHA has been supportive and had direct involvement with the Animal Welfare Collaborative and participated at the Animal Welfare SummitAHA's extensive engagement with the jurisdictions through the development of the CCIII draft report has also rebuilt trust and goodwill with those members and strengthened our partnershipsAHA has increased audience network of stakeholders to include veterinary schools and universities through the FMD Ready Project Australian Biosecurity Symposium <ul style="list-style-type: none">This event strengthened relationships with existing members/stakeholders and created connections with new organisations96% of delegates indicated the event was excellent, very good or good [survey insight]95% of delegates indicated they would attend another Symposium [survey insight]94.47% of delegates indicated the program was excellent, very good or good [survey insight]Next steps include a 2030 'Decade of Biosecurity' movement and creating a formal national biosecurity partnership agreement between government, industry and community"Being part of the Symposium was a great experience for me, I learned a lot, made many new contacts and gained new perspectives. I'm sure it will strengthen my work in Mexico""Good opportunities for networking, good interdisciplinary plenaries e.g. digital tech. So excellent seeing community organisations there, not just the indigenous rangers but others who are actively engaged in promoting biosecurity in their community"	↗
	14.2 Extent to which AHA has collaborated and tailored information for and with Members & stakeholders	10 collaborative/partnership communication and/or training activities completed. 90% of 18-19 communication and partnerships activities are delivered.	Met with 80% of member organisations First government/industry communications workshop held, with positive feedback from attendees Some partnership activities delayed due to the Symposium; however, the Symposium was a significant partnership/engagement project itself	➡
	14.3 Extent to which AHA meeting facilities are utilised	Facilities used by at least 8 members across the year with repeat bookings from 4 members.	On target - 17 member organisations used facilities with three having repeat bookings Additional activities/feedback: <ul style="list-style-type: none">"Many thanks for your assistance for having the Australian Veterinary Association continuing professional development networking event at AHA. The venue was ideal and the High Tea was marvellous. All enjoyed the day. Thank you for making it possible" [event feedback]"As always, the facilities at AHA were excellent. The staff on the day go above and beyond. Thank you!" [event feedback]	➡
		20 events booked by at least 6 non-member organisations	On target - 16 events with eight booked by non-member organisations	➡

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)	18-19 Target	18-19 Commentary	How did we track?
	14.4 Extent to which AHA is delivering value to Members	Qualitative assessment based on feedback is mostly positive. Additional service provision to 2 members/stakeholders.	<p>Achieved</p> <p>Additional activities/feedback:</p> <ul style="list-style-type: none"> Key activities, such as industry media training and the Communications Workshop have also been well-received, with plans for future workshops The BPI team investigated the issues related to the EDIS and NLIS databases and work with stakeholders to put corrective actions in place has strengthened the NLIS system and delivered value to members <p>AUSVETPLAN redesign feedback:</p> <ul style="list-style-type: none"> "Wow! Not sure if TRG is ready for this... the proposed changes make the strategies much more "inviting" I'm very much in favour!" [government member] <p>Australian Biosecurity Symposium</p> <ul style="list-style-type: none"> Members were provided with access to many relevant networks/contacts within the animal health system at a discounted rate Due to the success of the Symposium, a workshop will be held in 2020 focusing on prevention and building a biosecurity mass movement to continue the momentum built from the event Delegates noted that the atmosphere was energetic, collegial and welcoming and the networking opportunities they received across the broader industry were incredibly valuable [survey insight] 	
15. Strong productive relationships & information flow	15.1 Total number of followers on social media	13,000 Investigate the value of adding a new social media channel to broaden our reach	<p>8,780</p> <p>Additional activities/feedback:</p> <ul style="list-style-type: none"> A new social media channel (Instagram) was successfully implemented at the start of 2019 Not included in this count is our producer focused Facebook and Twitter social media pages which were formerly the Livestock Biosecurity Network audience; this has a reach of over 15,000 collectively We also have the additional audience of the dedicated <i>Australian Biosecurity Symposium</i> Facebook page 	
	15.2 Extent to which Member's Forum content is useful and meets organisational needs	90% of participants found content useful and met organisational needs Ascertain forum requirements through communication/training engagement meetings with members (refer 14.1)	<p>Achieved</p> <p>Additional activities/feedback:</p> <ul style="list-style-type: none"> A refreshed structure for the Member Forums' over the past year have resulted in positive feedback from members "A lessons learned discussion from each presenter on their topic - makes it relevant and enlivens groups to apply the lessons themselves" [Member Forum feedback] "Great work - excellent to network and hear about programs in other industries and experience" [Member Forum feedback] A refreshed structure for the Member Forums' over the past year have resulted in positive feedback from members "Very impressed with the professionalism of the AHA team over meeting week" [Member Forum feedback] "I thought you did an outstanding job of managing the Members' Forum. Thank you for this excellent summary of the meeting" [Member Forum feedback] 	
	15.3 Extent to which AHA is responsive to members	Qualitative assessment based on feedback is mostly positive. Executive and Senior Management actively promote the Member Charter to staff.	<p>Achieved</p> <p>Additional activities/feedback:</p> <ul style="list-style-type: none"> The delivery of the Communications Workshop, the industry media training and the development of Issue Updates are examples of AHA responding to member needs Minutes and reports delivered within two weeks or less e.g. Members' Forum <p>Australian Biosecurity Symposium</p> <ul style="list-style-type: none"> The Symposium is an example of AHA being responsive to members - there was a real gap for this sort of conference and it helped bring members and stakeholders together "Just wanted to send you a quick acknowledgement for your efforts in organising the conference last week. It was really stimulating and I think everyone came away feeling very motivated" [Symposium feedback] 	

Continued >

 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)	18-19 Target	18-19 Commentary	How did we track?
16. AHA financial sustainability	16.1 Percentage annual increase in Gross Revenue (Measured by 5 year rolling average gross revenue from audited financial statements)	5% (on 17-18 target) \$16,656,000*	\$16,269,000 Additional activities/feedback: <ul style="list-style-type: none"> Inflation is running at 1.5%-2.0% which has kept interest rates low, leading to interest income on reserves of around 2.5%-2.7%. Climate and market conditions led to a reduction in levy income and a tight fiscal environment for government members saw a reduction in their project funding. Additionally, the promotion of the Senior Business Development Manager to an RDC temporarily slowed the progress of securing new income sources. Despite not reaching the 5% revenue growth target, the five year average revenue did exceed the prior year by 2.5% 	➔
	16.2 Industry member reserves are greater than their respective minimum agreed levels	Industry member reserves are greater than their respective minimum agreed levels	5 of 7 achieved Additional activities/feedback: <ul style="list-style-type: none"> A minimum reserve level is important to ensure that AHA can continue to fund important programs for individual livestock sectors and the animal health system, such as surveillance, market access and biosecurity at times when levy income reduces as a result of climatic and market conditions. Following substantial investments over a number of years for grass and grain fed cattle sectors, levy reserves for these industries have dropped below minimum (one year average expenditure). Cattle Council of Australia and Australian Lot Feeders Association have been working with AHA and the Commonwealth to make arrangements for rebalancing temporarily and permanently the levies received by AHA to ensure continuation of essential programs 	➔
	16.3 Number and type of diversified funding options* (Exclude core, special or government funding)	\$400,000	An outcome of \$372,000 was achieved Four non-standard income sources were derived in 2018-19: <ul style="list-style-type: none"> AHA's potential and reputation has grown through the brand awareness created by the <i>Australian Biosecurity Symposium</i>, hosted in partnership with ISC and CISS, and partnerships with non-member entities who sponsored the event Secured a new partnership with the Indigenous Land and Sea Corporation, established through a new project which makes use of AHA's animal health, biosecurity and extension capabilities Provided bespoke provisions to two member organisations in the way of communications and back-office services Secured a partnership with Ausvet for the development of an emergency response plan for the Biosecurity Authority of Fiji 	➔
	16.4 Corporate overhead charge on operational projects	43%	The fundamental overhead is for Finance and Facilities which has been maintained for several years now at \$1.0m, despite rent, utility, depreciation (for ICT renewal) and market salary increases. This position cannot be maintained beyond 2019-20. Partly as a result of this, the overhead charge on projects beat target in 2018-19 with a rate of 37%	➔
	16.5 Timeliness of financial reporting and project progress reports to members	Reports circulated to members within the agreed timelines (align with Board cycle)	The way members receive reports has been updated to include more tailored information relevant to their organisation. These reports are now aligned with the <i>Annual Operating Plan</i> and <i>Annual Report</i> distribution of a frequency of twice a year. Members ad hoc requests for financial reporting for their own committee and board purposes were delivered within requested timeframes and member feedback has been positive	➔

Continued >

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)	18-19 Target	18-19 Commentary	How did we track?
17. A capable, engaged, innovative and agile workforce	17.1 Engaged workforce	Maintain (75% industry benchmark)	84% Additional activities/feedback: <ul style="list-style-type: none"> AHA people are highly engaged, understand the company's direction and are aligned to its values, they have a strong belief in what they do with a high regard for their colleagues' skills and have a willingness to go the extra mile to make a difference - a unique strength of AHA identified in the independently conducted staff engagement survey report 	↗
	17.2 Improved internal and external collaboration	Maintain (68% industry benchmark)	76%	→
		Maintain (79% industry benchmark)	82%	→
	17.3 Positive trends in professional/career and learning development	Maintain (47% industry benchmark)	58%	↗
		Maintain (64% industry benchmark)	92% Additional activities/feedback: <ul style="list-style-type: none"> Improved over last year tracking 31% higher than the industry average reflecting AHA's investment in staff training, professional and career development; our career planning guide is integrated into our performance and review 	↗
	17.4 A well led and well managed workforce	Maintain (81% industry benchmark)	85%	↗
		Maintain (65% industry benchmark)	83% Additional activities/feedback: <ul style="list-style-type: none"> A significant increase of 16% from the previous survey and tracking 15% above industry average. Indicating staff are engaged with management and informed on the direction and outcomes of AHA 	↗
	17.5 Innovation is practiced and valued	Maintain (69% industry benchmark)	87% Additional activities/feedback: <ul style="list-style-type: none"> A 12% increase over last year's result and tracking 31% higher than industry average. AHA continues to review its programs, projects and processes finding gaps, learnings and celebrating successes Implementation and bedding in of AHA's M&E framework has driven the outcome based and review approach to AHA's business 	↗
	17.6 Staff retention	> 80%	87% Additional activities/feedback: <ul style="list-style-type: none"> AHA's core FTE staffing levels for core operations remain consistent with prior years 	↗

Corporate Governance

IN ADDITION TO CORPORATIONS LAW REQUIREMENTS AHA IMPLEMENTS THE FOLLOWING:

APPOINTMENT OF AHA'S BOARD OF DIRECTORS

AHA's constitution prescribes the prerequisites for Directors of the Board and the composition of an independent selection committee with member representatives from the Commonwealth, state/territory and industry, a representative of the National Farmers' Federation and the AHA Chair or Director nominee, which recommend appointments for members' approval in the general meeting.

BOARD CHARTER

Responsibilities and activities of the Board are covered in detail in the Board Charter. The Charter sets out 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 five times during the year, and additionally via teleconference or through consideration of out-of-session papers.

CONFLICTS OF INTEREST

Directors advise at each Board meeting any changes to their statement of interests, which are declared noting specific interests, if any, that would or could be seen to impact on their role as a Director.

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 set out their respective charters. 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 and otherwise as required.

AUDIT AND RISK MANAGEMENT COMMITTEE

FINANCIAL POLICIES AND PROCEDURES

Comprehensive policies and procedures are considered by the Committee, including delegations and authorities, matters reserved for Board decision, treasury policy, reserves policy, budget process and material changes to the AOP.

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 and the June general meeting at which the AOP is presented and core subscription levels are formally agreed on by members following engagement through members' forums and individual consultations.

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. A Board self-evaluation is undertaken each year, managed by the Chairperson. Every two to three years an independent expert evaluation is undertaken.

COMPANY PERFORMANCE EVALUATION

AHA uses a monitoring and evaluation framework to report on key deliverables as outlined in the Strategic Plan 2015-2020 to members.

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 established by the work level standards and classification structure set out in AHA's policies. An annual market assessment is undertaken for awarding remuneration increases to all staff after consideration by the CEO and Board approval. Annual performance reviews are undertaken for all staff and any individual remuneration increases within the classification salary band, in addition to the annual market based increase is guided by the performance review, work level standards and a business case.

FINANCIAL STATEMENTS

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED

ABN 86 071 890 956

FINANCIAL STATEMENTS

For the year ended 30 JUNE 2019

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED

DIRECTORS’ REPORT for the year ended 30 JUNE 2019

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 2019 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 the Audit & Risk Management Committee.
Name:	Catherine Cooper (commenced 28 November 2018)
Title:	Non-Executive Director
Qualifications:	LLB GDLP FAICD
Experience and expertise:	Extensive experience as a corporate lawyer and directorships across agribusiness, food & health, energy, water science and technology sectors. Broad knowledge in corporate governance, stakeholder engagement and regulatory affairs. AHA director since November 2018.
Special responsibilities	Member of the Corporate Governance Committee (since February 2019)

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED

DIRECTORS’ REPORT for the year ended 30 JUNE 2019

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 (Chair since February 2019)
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 (ceased 28 November 2018)
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.
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 the Corporate Governance Committee

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED
DIRECTORS' REPORT for the year ended 30 JUNE 2019

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	5	5	3	3		
Dr Bruce M Christie	5	2	3	1		
Paula Fitzgerald	5	5			2	2
Michelle Gorman	5	5	3	3		
David Palmer	2	1			1	1
Sharon Starick	5	5	3	3		
Dr Len Stephens	5	5			2	2
Catherine Cooper	2	1			1	1

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.

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 and 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.

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED
DIRECTORS' REPORT for the year ended 30 JUNE 2019

Review and result of operations

The Company's total revenue decreased to \$16.4 million from \$16.8 million in 2017/18. Industry levies of \$7.2 million were \$0.5 million ahead of budget, though \$0.2 million less than the prior year and \$1.0 million less than 2015/16 - the highest income year on record. Income for other projects of \$4.8 million exceeded budget by \$0.6 million as project efficiencies were realised and new Commonwealth funding of almost \$0.5 million was provided for northern Australia aquatic and livestock industry liaison (extension) officers (ILOs). Other income of \$0.5 million exceeded budget by \$0.4 million due to the inaugural Biosecurity Symposium, managed by AHA on behalf of its partners.

Core program activities were \$4.9 million, up \$0.1 million on 2017/18, following members' agreement to an inflationary increase (2.0%) to core subscriptions, ensuring continued quality of key service delivery. Other program activities of \$9.1 million was \$0.7 million greater than budget of \$8.3 million, due to developing the extension, ILO program (post Livestock Biosecurity Network P/L) and delivering the Biosecurity Symposium. The value of the Foot and Mouth Disease antigen bank was written down by \$0.6 million reflecting its likely value four and one half years into the five year supply contract.

An operating surplus of \$1.9 million has been delivered against a budgeted surplus \$1.0 million which reflects project efficiencies, a surplus from the successful Biosecurity Symposium, interest generated through good cash management and levies exceeding budget for several sectors.

The increase in equity of \$1.8 million is reflected in a \$0.8 million net increase assets (\$2.0 million increase in cash and investments, a \$0.8 million decrease in receivables and a \$0.5 million decrease in inventory) offset by a net decrease of \$1.0 million in liabilities (\$0.6 million increase predominantly in trade payables – lab accruals and a \$1.6 million decrease in 'unearned revenue' – prepaid project contributions).

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.

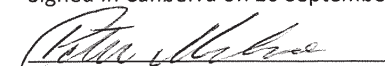
Directors' interests and benefits

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than that included in the aggregate amount of remuneration shown in the financial statements) by reason of a contract with a director, their firm, or one in which they have a financial interest.

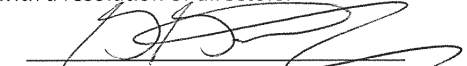
Insurance of officers and directors

Premiums of \$13,398 have been paid on behalf of directors and officers for professional liability insurance. The policies cover costs in defending proceedings, civil or criminal, whatever their outcome, arising from their position with exception of wilful misconduct, improper use of information/position for personal advantage.

Signed in Canberra on 26 September 2019 in accordance with a resolution of directors:



Peter Milne
Chairman of the Board



Sharon Starick
Chair - Audit & Risk Management Committee

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	2019 (\$)	2018 (\$)
Revenue from members, associates and service providers	2(a)	15,315,622	16,093,675
Interest income		539,638	469,155
Other income	2(b)	545,273	275,786
TOTAL REVENUE		16,400,533	16,838,616
Core activities		(4,853,984)	(4,774,788)
Other activities		(9,067,146)	(8,942,113)
Share in loss of associate		(32,304)	(416,591)
FMD Inventory write down		(552,531)	(1,072,734)
Levy collection costs		(40,074)	(46,459)
TOTAL EXPENDITURE	3	(14,546,039)	(15,252,685)
OPERATING SURPLUS BEFORE INCOME TAX EXPENSE		1,854,494	1,585,931
Income tax attributable to operating surplus	1(f)	-	-
NET OPERATING SURPLUS		1,854,494	1,585,931

BALANCE SHEET AS AT 30 JUNE 2019

	NOTES	2019 (\$)	2018 (\$)
CURRENT ASSETS			
Cash and cash equivalents	4	1,439,359	605,953
Investments	4	20,382,180	18,997,908
Inventory held for distribution	5	2,026,181	2,578,712
Trade and other receivables	6	1,290,873	2,084,872
Investment in associate	9	-	32,304
Other	7	32,535	32,642
TOTAL CURRENT ASSETS		25,171,128	24,332,391
NON-CURRENT ASSETS			
Property, plant and equipment	8	366,372	340,620
TOTAL NON-CURRENT ASSETS		366,372	340,620
TOTAL ASSETS		25,537,500	24,673,011
CURRENT LIABILITIES			
Trade and other payables	10	3,161,156	2,533,195
Unearned revenue	11	2,052,835	3,744,611
Lease Liability	12	7,176	-
Employee benefits	13	355,058	310,015
TOTAL CURRENT LIABILITIES		5,576,225	6,587,821
NON-CURRENT LIABILITIES			
Lease restoration provision		35,449	35,449
Lease Liability	12	31,706	-
Employee benefits	13	51,823	61,938
TOTAL NON-CURRENT LIABILITIES		118,978	97,387
TOTAL LIABILITIES		5,695,203	6,685,208
NET ASSETS		19,842,297	17,987,803
EQUITY			
Accumulated members' funds		19,842,297	17,987,803
TOTAL EQUITY		19,842,297	17,987,803

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2019

	NOTES	2019 (\$)	2018 (\$)
CASHFLOW FROM OPERATING ACTIVITIES			
Cash receipts in the course of operations		16,522,751	17,256,976
Cash payments in the course of operations		(14,699,573)	(17,103,823)
Interest received		527,624	244,002
Net activities generated from/ (used in) operating expenses	14	2,350,802	397,155
CASHFLOW FROM INVESTING ACTIVITIES			
Acquisition of investments		(1,384,273)	(5,715,728)
Purchase of property, plant and equipment		(133,123)	(132,243)
Net cash flows used in investing activities		(1,517,396)	(5,847,971)
Net increase /(decrease) in cash and cash equivalents held		833,406	(5,450,816)
Cash and cash equivalents at the beginning of the year		605,953	6,056,769
Cash and cash equivalents at the end of the year	4	1,439,359	605,953

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2019

	ACCUMULATED MEMBERS' FUNDS (\$)	TOTAL EQUITY (\$)
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
Operating surplus for the year	1,854,494	1,854,494
BALANCE AT 30 JUNE 2019	19,842,297	19,842,297

AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 JUNE 2019

1. SIGNIFICANT ACCOUNTING POLICIES

The financial reports of Australian Animal Health Council Limited for the year ended 30 June 2019 are issued in accordance with a directors’ resolution of xx September 2019. 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 2019

SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Other programs revenue - *Other* 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 2019

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 2018/19 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:

	2019	2018
• 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%
• Motor Vehicle	25%	-

(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 2019

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

2. REVENUE

	2019 (\$)	2018 (\$)
2(A) REVENUE FROM MEMBERS, ASSOCIATES AND SERVICE PROVIDERS ¹		
Levy Collection ²	7,409,255	7,644,564
Direct member subscriptions	3,073,096	3,019,066
Revenue for other programs	4,833,271	5,430,045
Total revenue from members, associates and service providers	15,315,622	16,093,675
2(B) OTHER INCOME		
Gate signs	12,736	130,891
Biosecurity Symposium	415,378	-
Training resources	11,407	39,231
Event room hire	22,251	18,424
Duck industry voluntary levy ³	80,000	80,000
Other	3,501	7,240
	545,273	275,786

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 \$7.2 million and EADRA levies for the repayment of avian influenza events amounted to \$0.2 million (chicken meat industries).

3 The duck industry made a voluntary levy contribution in 2018/19 of \$80,000 in accordance with the provisions of the deed entered into with AHA.

3. EXPENSES

	2019 (\$)	2018 (\$)
EMPLOYEE BENEFITS EXPENSE		
Salaries, wages and accrued leave entitlements	3,730,086	3,278,068
Workers compensation insurance	24,968	16,965
Superannuation - defined contribution plans	371,455	315,708
Total employee benefits expense	4,126,509	3,610,741
Audit fees	27,200	27,200
Consultants	1,287,980	1,554,878
Contractors	789,571	377,522
Labour Hire	478,192	437,257
Commonwealth member services delivery	121,002	303,222
State member services delivery	2,486,619	2,609,542
Industry member services delivery	1,544,086	1,871,822
R&D External Programs	276,171	313,936
Non-staff Travel reimbursement	368,457	369,958
Directors fees	218,564	209,162
Property operating	376,745	362,387
Levy collection costs	40,074	46,459
Share in loss of associate	32,304	416,591
Website / Database hosting	240,946	281,616
Information Communications Technology (ICT)	291,534	277,272
Other administration and program expenses	1,180,183	1,019,006
FMD Inventory write down	552,531	1,071,812
Depreciation and amortisation	107,371	92,302
	10,419,530	11,641,944
	14,546,039	15,252,685

4. CASH AND INVESTMENTS

	2019 (\$)	2018 (\$)
Cash on Hand	400	400
Cash at Bank – Cheque account	55,436	50,857
Cash at Bank – Reserve account	1,383,523	554,696
	1,439,359	605,953
WBC 91 Day Term Deposit @ 2.50% p.a., maturing on 16/07/19	2,000,000	-
WBC 365 Day Term Deposit @2.67% p.a., maturing on 10/09/19	5,200,000	-
WBC 186 Day Term Deposit @2.84% p.a., maturing on 14/09/19	5,000,000	-
NAB 154 Day Term Deposit @2.37% p.a., maturing on 21/10/19	2,100,000	-
NAB 365 Day Term Deposit @2.75% p.a., maturing on 20/11/19	6,000,000	-
WBC 365 Day Term Deposit @2.30% p.a., maturing on 01/01/20	82,180	-
WBC 15 Day Term Deposit @ 1.76% p.a., maturing on 08/07/18	-	2,415,728
WBC 273 Day Term Deposit @ 2.62% p.a., maturing on 08/09/18	-	5,000,000
WBC 365 Day Term Deposit @ 2.85% p.a., maturing on 13/09/18	-	3,500,000
WBC 365 Day Term Deposit @ 2.72% p.a., maturing on 16/11/18	-	6,000,000
NAB 365 Day Term Deposit @ 2.60% p.a., maturing on 18/05/19	-	2,000,000
WBC 365 Day Term Deposit @2.30% p.a., maturing on 01/01/19	-	82,180
	20,382,180	18,997,908
	21,821,539	19,603,861

5. INVENTORIES HELD FOR DISTRIBUTION

	2019 (\$)	2018 (\$)
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	(1,625,265)	(1,072,734)
	2,026,181	2,578,712

6. RECEIVABLES

	2019 (\$)	2018 (\$)
Trade receivable	587,019	1,147,911
Interest receivable	272,290	260,456
Industry levies receivable	318,249	517,877
GST Receivable	106,446	-
Other receivables	6,869	158,628
	1,290,873	2,084,872

7. OTHER ASSETS

	2019 (\$)	2018 (\$)
Prepayments	32,535	32,642
	32,535	32,642

8. PROPERTY, PLANT AND EQUIPMENT

	OFFICE EQUIPMENT	FIXTURES AND FITTINGS	ICT	OFFICE FITOUT	VEHICLE	TOTAL
COST						
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
Balance at 1 July 2018	119,415	325,955	88,337	296,911	-	830,618
Additions	40,492	9,208	39,320	-	44,103	133,123
Balance at 30 June 2019	159,907	335,163	127,657	296,911	44,103	963,741
DEPRECIATION AND IMPAIRMENT LOSSES						
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
Balance at 1 July 2018	94,392	251,260	51,145	93,201	-	489,998
Depreciation for the year	15,387	23,264	17,138	42,429	9,153	107,371
Balance at 30 June 2019	109,779	274,524	68,283	135,630	9,153	597,369

Cont'd

CARRYING AMOUNTS

At 30 June 2018	25,023	74,695	37,192	203,710	-	340,620
At 30 June 2019	50,128	60,639	59,374	161,281	34,950	366,372

9. INVESTMENT IN ASSOCIATE

	2019 (\$)	2018 (\$)
51% equity in Livestock Biosecurity Network Pty Ltd		
Current	-	32,304
Investment in associate	-	32,304

10. TRADE AND OTHER PAYABLES

	2019 (\$)	2018 (\$)
Trade accounts payable	988,491	682,444
Accrued expenses	1,921,868	1,426,594
Prepaid Revenue	250,797	372,142
GST Payable	-	52,015
Trade and other payables	3,161,156	2,533,195

11. UNEARNED REVENUE

	2019 (\$)	2018 (\$)
Other program receipts not yet recognised as income	2,052,835	3,744,611
Unearned Revenue	2,052,835	3,744,611

12. LEASE LIABILITY

	2019 (\$)	2018 (\$)
LEASE LIABILITY	38,882	-
Current	7,176	-
Non-current	31,706	-

13. EMPLOYEE BENEFITS

	2019 (\$)	2018 (\$)
EMPLOYEE BENEFITS	406,881	371,953
Carrying amount at end of financial year - Current	355,058	310,015
Carrying amount at end of financial year - Non-Current	51,823	61,938
a) Number of employees at year end	33	36

14. RECONCILIATION OF CASH FROM OPERATING ACTIVITIES TO OPERATING RESULT

	2019 (\$)	2018 (\$)
Operating result	1,854,494	1,585,931
<i>Non-cash flows in operating result</i>		
depreciation & amortisation	107,371	92,302
share in net loss	32,304	416,591
other movements		
<i>Net changes in working capital:</i>		
change in inventories	552,531	1,072,734
change in trade & other receivables	(296,987)	(770,525)
change in other assets	107	16,968
change in trade & other payables	1,718,948	(958,677)
change in unapplied special program funds	(1,691,776)	(1,063,420)
change in lease liability	38,882	-
change in provisions	34,928	5,252
Net activities generated from/ (used in) operating expenses	2,350,802	397,155

15. 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:

	2019 (\$)	2018 (\$)
REVENUE		
Received from CDCF for administrative services	12,485	14,353
	12,485	14,353

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:

	2019 (\$)	2018 (\$)
REVENUE		
Received from SIHW for administrative services	12,485	14,353
	12,485	14,353

16. COMMITMENTS

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

	2019 (\$)	2018 (\$)
Within one year	314,503	305,343
After one year but not more than five years⁴	657,594	972,097
After more than five years⁴	-	-
	972,097	1,277,440

17. 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 \$1,410,069 (2018: \$1,299,728).

KEY MANAGEMENT PERSONNEL:
<ul style="list-style-type: none"> Kathleen Plowman – Chief Executive Officer Tony Marks – Executive Manager, Corporate Services & Company Secretary Jackie Poyser – Executive Manager, Communication & Training Dr Simon Humphrys – Executive Manager, Biosecurity & Product Integrity Services Dr Samantha Allan – Executive Manager, Emergency Preparedness & Response Services

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.

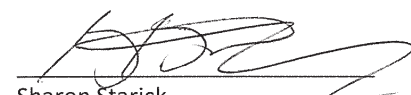
AUSTRALIAN ANIMAL HEALTH COUNCIL LIMITED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 JUNE 2019

- 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 2019 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 2019.

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 26th day of September 2019



RSM Australia Partners

Equinox Building 4, Level 2, 70 Kent Street Deakin ACT 2600
GPO Box 200 Canberra ACT 2601

T +61 (0) 2 6217 0300
F +61 (0) 2 6217 0401

www.rsm.com.au

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 2019, 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: 01 October 2019

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**RSM Australia Partners**

Equinox Building 4, Level 2, 70 Kent Street Deakin ACT 2600

GPO Box 200 Canberra ACT 2601

T +61 (0) 2 6217 0300

F +61 (0) 2 6217 0401

www.rsm.com.au

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 2019, 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 2019 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 2019, 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
G M STENHOUSE
PartnerCanberra, Australian Capital Territory
Dated: 01 October 2019

Abbreviations

AAA	Australian Alpaca Association Inc.
AAHL	Australian Animal Health Laboratory
AAPSP	Australian Animal Pathology Standards Program
AAVET	Australian Government Accredited Veterinarian
ABS	Australian Bureau of Statistics
ACVO	Australian Chief Veterinary Officer
ADF	Australian Dairy Farmers
AGM	Annual General Meeting
AGMIN	Agriculture Ministers' Forum
AGSOC	Agriculture Senior Officials Committee
AHA	Animal Health Australia
AHC	Animal Health Committee
AHiA	Animal Health in Australia
AHSQ	Animal Health Surveillance Quarterly
AMPC	Australian Meat Processor Corporation
AOP	Annual Operating Plan
APAV	Accreditation Program for Australian Veterinarians
AUSVETPLAN	Australian Veterinary Emergency Plan
AWTG	Animal Welfare Task Group
BERTA	Biosecurity Emergency Response Training Assessment
CCEAD	Consultative Committee on Emergency Animal Diseases
CEO	Chief Executive Officer
CISS	Centre for Invasive Species Solutions
CRC	Cooperative Research Centre
CRMS	Customer Relationship Management System
CSIRO	Commonwealth Scientific and Industrial Research Association
DoA	Department of Agriculture
DSMs	Disease Strategy Manuals
EAD	Emergency Animal Disease
EADRA	Emergency Animal Disease Response Agreement
FMD	Foot-and-Mouth Disease
FTE	Full Time Equivalent
GICA	Goat Industry Council Australia

ICT	Information and Communications Technology
LBN	Livestock Biosecurity Network
LTS	Land Transport Standards
M&E	Monitoring and Evaluation
MLA	Meat & Livestock Australia
NAHIP	National Animal Health Information Program
NAHLC	National Animal Health Laboratory Coordination
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
NMG	National Management Group
NSDIP	National Significant Disease Investigation Program
NSHMP	National Sheep Health Monitoring Program
NSW DPI	New South Wales Department of Primary Industries
OIE	World Organisation for Animal Health
PPFCAP	Prohibited Pig Feed Compliance and Awareness Project
RD&E	Research, Development and Extension
RPBs	Response Policy Briefs
S&G's	Standards and Guidelines
SPA	Sheep Producers Australia
SWF	Screw-Worm Fly
SWFSPP	Screw-worm Fly Surveillance and Preparedness Program
TRG	Technical Review Group
TSEFAP	Transmissible Spongiform Encephalopathy Freedom Assurance Program
TSTG	Training Specialist Task Group
VPEGS	Veterinary Practitioner Enhanced General Surveillance
WPA	WoolProducers Australia