

EADRA
Business Plan
(2015/16-2017/18)

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Forward

This business plan was drafted during 2014 in accordance with the agreed process, and endorsed at the AHA Members' Forum in November 2014, noting that the annual work plan would be subject to revision through the Annual Operating Plan budgetary process.

Throughout 2014 and early 2015, AHA developed a new Strategic Plan, which is the blueprint for the future and sets AHA's direction for the next five years (2015-2020).

While this business plan refers to the previous Strategic Plan (2010-2015), it aligns broadly with the new Strategic Plan. Development of the 2016/17-2018/19 business plan will occur during the coming twelve months to ensure full alignment with the new Strategic Plan.

1. OVERVIEW

1.1 Purpose of the business plan

Consistent with one of the strategic priorities identified in Animal Health Australia's (AHA) Strategic Plan 2010-2015, a key initiative in the Emergency Animal Disease (EAD) Preparedness and Response Services area is the development of a rolling three year business plan for the Emergency Animal Disease Response Agreement (EADRA). The rationale is to achieve a longer-term commitment by funding parties to ensure the maintenance of the EADRA as the primary reference document for EAD response arrangements.

The purpose of this business plan is to:

- inform AHA members about the EADRA project in more detail than is provided in the overall AHA Annual Operating Plan (to which it is linked)
- assist AHA members in making a decision on the EADRA-specific section before being asked to endorse the overall AHA Annual Operating Plan
- provide direction on the development and implementation of EADRA project priority activities.

1.2 Project title: Emergency Animal Disease Response Agreement (EADRA)

The Emergency Animal Disease Response Agreement ('the Agreement', 'the Deed', in short: 'EADRA') is a contractual arrangement that brings together the Commonwealth, state and territory governments and livestock industry groups to collectively and significantly increase Australia's capacity to prepare for, and respond to, EAD incursions.

1.3 Background

EAD preparedness is a core responsibility of all AHA members. Its importance is reinforced by the need to ensure rapid and effective responses to EAD incidents to support Australia's strong export market for its livestock and livestock products. The arrangements that Australia has created for cooperative management for a possible emergency (not just exotic) livestock disease are unique and envied by other livestock trading and production countries.

AHA considers EAD preparedness to be one of its highest priorities; to 'Strengthen emergency animal disease preparedness and response' is one of the eight key strategic priorities in AHA's Strategic Plan 2010-2015. The Plan recognises that 'EAD preparedness is a key element in the continuous improvement of Australia's livestock biosecurity systems to provide assurance that the effects of an EAD event on trade and the community are minimised.' Integral to this preparedness are the EADRA and AUSVETPLAN.

The EADRA is an agreement between government and industry on how to manage the cost and responsibility for an emergency response to an animal disease outbreak. It was developed to facilitate rapid responses to, and control and eradication or containment of, certain EADs and establishes mechanisms that:

1. facilitate immediate reporting of suspect EADs by providing financial disincentives for any failure to report
2. facilitate an early and comprehensive response to an EAD, to define the nature of the disease and contain its spread

3. provide that Parties that fund a response to an EAD have a role in decision making about the response and its funding
4. define funding responsibilities up to certain limits for each EAD including providing a framework wherein:
 - a. the beneficiaries of the eradication or containment of a disease pay an appropriate and equitable proportion of the costs of mounting a response
 - b. no one person/organisation is made better or worse off as a result of reporting a disease incident or suspected disease incident, and
 - c. there is appropriate accountability by a Party to all of the Parties who fund a response to an EAD.
5. define the EAD preparedness and risk mitigation responsibilities of Parties to the Deed.
6. facilitate the development of a genuine industry-government partnership for progressing preparedness and responses to EADs.

The focus of the EADRA is on eradication of EADs, and most listed diseases are exotic. For all EADs diseases listed in the EADRA, there is an agreed initial approach to responding to an outbreak, set out in AUSVETPLAN. Therefore, while the EADRA deals with management of cost and responsibility for a response, AUSVETPLAN provides the technical information and procedures that enable a cohesive and consistent response.

The EADRA Business Plan links to, and is consistent with, Animal Health Australia's Strategic Plan 2010-2015 and AHA's Annual Operating Plans.

1.4 Conclusion/termination

The EADRA is an on-going project of AHA.

2. OBJECTIVES AND SCOPE

2.1 Project objectives

The objectives of the EADRA project are to help EADRA signatories meet their obligations under the Deed, and to deliver excellence in Australia's EAD preparedness and response arrangements¹ through:

- maintaining and improving the EADRA as the primary, legally binding reference document for EAD response arrangements
- maintaining a world benchmark and Australia's reputation for excellence in EAD preparedness.

2.2 Outcomes

The following key target for the EADRA project is:

- Stakeholders know the EADRA, where to find the Deed and its Guidance documents, who to contact, and how the EADRA relates to AUSVETPLAN.

The following outcomes (Table 1) have been identified for the EADRA project:

1. Stakeholders recognise, accept and value the EADRA as the primary, legally binding reference document for EAD response arrangements.
2. Jurisdictions use the EADRA and its mechanisms to readily implement EAD responses.

Table 1: Outcomes measurement

Outcome	Measures	Completion Date	Accountability
1. Stakeholders recognise, accept and value the EADRA as the primary, legally binding reference document for EAD response arrangements.	Stakeholders know about the EADRA, where to find the Deed and its Guidance documents, who to contact, and how the EADRA relates to AUSVETPLAN.	On-going	AHA and its members
2. Jurisdictions use the EADRA and its mechanisms to readily implement EAD responses.	Positive feedback from jurisdictions from responses to real and simulated EAD outbreaks.	On-going	Jurisdictions

2.3 Outputs

Apart from EADRA workshops (Section 4) and EADRA communications (Section 5), there are three principal outputs to be delivered by the EADRA project:

¹ Rf AHA Strategic Plan 2010-2015, Strategic Priority #3

2.3.1 Updated versions of the Deed

Any Party can, at any time, propose to AHA, variations to the Deed. Such proposals will be discussed with representatives of Parties at the annual EADRA workshop convened by AHA (usually in March). If in-principle support is provided at these workshops, AHA – sometimes with the assistance of a small working group – will further develop the proposed variation. As a default, AHA will formally ask Parties to approve variations to the Deed once a year.

2.3.2 EADRA guidance documents

Any Party can, at any time, request AHA to provide guidance on the use of the EADRA and its processes. Sometimes, this may warrant a modification to the Deed, e.g. to clarify a particular point. However, in other cases, it may be more appropriate to produce a separate document that does not form part of the Deed and is not legally binding (although signatories are expected to generally comply with its contents). AHA – sometimes with the assistance of a small working group – will draft such documents that will – when finalised – be issued under the authority of the signatories to the Deed and may be amended or varied at any time with the agreement of the Parties.

2.3.3 List of authorised signatories

Each Party to the Deed has an authorised signatory. As a default for jurisdictions, the relevant minister is the signatory; some ministers have delegated their authority to a person, or to a position, in the relevant department. Similarly, the presidents of some Industry Parties have authorised the Chief Executive Officer (CEO) or other delegate to be the authorised signatory. Only the authorised signatories can approve proposed variations to the Deed.

AHA maintains a current list of signatories; Parties can request a change to their authorised signatory at any time, in writing. The list is not publicly available.

2.4 Scope of work

See Section 2.3 for the scope of this project.

The following activities are outside the scope of this project:

2.4.1 Application of the EADRA in an EAD event

In an EAD event, where cost sharing is activated under the Deed, AHA will initiate a separate project (i.e. outside the scope of this project). If the EADRA has been activated for a response to an EAD incident, AHA maintains records of funds receivable and payable by Parties. Following completion of the Proof of Freedom Phase (or a decision by the National Management Group that the EAD cannot be eradicated or contained following the EAD Response Plan), AHA determines the total cost (including shared costs and non-shared costs) of that EAD outbreak. These activities are outside the scope of this project.

2.4.2 EADRA training

Training is an essential part in ensuring the efficacy of a response. A commitment to training is part of a signatory's obligations under the EADRA. Clause 9.2 of the EADRA commits AHA to conduct a National EAD Training Project (*rf* AHA Annual Operating Plan). While the EADRA project will inform training needs (e.g. through the AHA EAD Training Project), the delivery of such training is outside the scope of this project.

2.4.3 Biosecurity and risk management

Through clause 14 of the EADRA, all Parties acknowledge the need for a program of risk reduction measures, complementary to the Deed, to reduce the risk of the entry and spread of EADs including

biosecurity measures for implementation and maintenance at national, regional and individual premises levels. AHA has developed, and will further develop and continue to manage, a national project that includes consultative mechanisms to facilitate governments and livestock Industry Parties working together (*rf* AHA Annual Operating Plan). While the EADRA project will inform needs for biosecurity plans (through the AHA Biosecurity Services Stream), the development of such plans is outside the scope of this project.

2.4.4 AUSVETPLAN

AUSVETPLAN is referenced in the EADRA. While AHA's AUSVETPLAN project has its own business plan and work plan, from time to time, the EADRA project will highlight the need to review AUSVETPLAN manuals (e.g. the AUSVETPLAN *Operational manuals for Livestock welfare and management* and for *Valuation and compensation*). While the EADRA project will inform such needs, the review of such manuals is outside the scope of this project.

2.5 Project development plan

Table 2 lists the scheduled dates for this project. Items 1-6 are to be repeated annually, with appropriate date changes.

Table 2: Development schedule for business plan

Id	Activities to be undertaken by AHA	Scheduled dates	Status (18 June 2015)
1.	Drafting of business plans 2015/16-2017/18 Version 4.A including updated rolling three-year work plan	July to September 2014	Complete
2.	Presentation of draft updated rolling three-year work plan to AHA EAD Reference Group, Industry Forum and Animal Health Committee for comment	September / October 2014	Complete
3.	Revision of draft plan (becomes Version 4.B)	Late October to early November 2014	Complete
4.	Presentation of draft business plan 2015/16-2017/18 including updated rolling three-year work plan to AHA Members' Forum for endorsement (becomes Version 4.0 following endorsement)	26 November 2014	Complete
5.	EADRA Workshop review of progress against annual work plan 2015/16-2017/18, and suggestion of new priorities	March 2015	Complete
6.	Funding for 2015/16 agreed by AHA's Members in general meeting	June 2015	Complete
7.	Annual repeats of items 1-6.		

2.6 Risks to the Project

AHA regularly conducts analyses of risks in the categories Key Business Risks, Corporate Risks and Program Risks, using a process consistent with the Risk Management Standard AS/NZS ISO 31000:2009, Risk management – Principles and guidelines, published by Standards Australia². The EADRA business plan deals only with EADRA-specific project risks but uses the same methodology and ratings.

2.6.1 Risk identification

A risk analysis carried out internally by AHA has identified three principal project risks for the EADRA project:

1. Formal authorisation and subsequent publication of revised versions of the Deed is significantly delayed.

This is most likely to be due to delays in a Party obtaining its authorised signatory's formal (and inherently high-level) authorisation.

²

http://infostore.saiglobal.com/store/getpage.aspx?path=/publishing/shop/promotions/AS_NZS_ISO_31000:2009_Risk_Management_Principles_and_guidelines.htm&site=RM

2. Development of guidance documents is significantly delayed.

This could be due to, *inter alia*, inadequate jurisdictional and industry resourcing for working group support.

3. Loss of EADRA credibility and reduction of signatories' commitment to the EADRA.

This could be due to, *inter alia*:

- some livestock industries remaining outside the Deed
- government Parties exploring the possibility of expanding the scope of the Deed to include non-livestock industry sectors (e.g. aquaculture) or other parties perceived as beneficiaries of a response to an EAD
- government Parties exploring the possibility of merging the EADRA and the Emergency Plant Pest Response Deed (EPPRD) and moving towards one Deed that in the future could also include other parties perceived as beneficiaries
- lack of clarity about some of the provisions of the EADRA (e.g. valuation, compensation and cost-sharing).

2.6.2 Risk analysis

Table 3 analyses and evaluates the risks identified in 2.6.1.

Table 3: Risk analysis and evaluation

Risk	Likelihood (untreated risk)	Consequences (untreated risk)	Risk rating (untreated risk)	Evaluation
1. Formal authorisation and subsequent publication of revised versions of the Deed is significantly delayed.	Possible	Minor	Low	Tolerable region for residual risk. It may be acceptable to not expend resources on further treatment (Section 2.6.4)
2. Development of guidance documents is significantly delayed.	Likely	Minor	Medium	Generally intolerable region. Needs monitoring and a proactive mitigation strategy (Section 2.6.4)
3. Loss of EADRA credibility and reduction of signatories' commitment to the EADRA.	Possible	Major	High	An intolerable region, and risk must be mitigated and monitored (Section 2.6.4)

2.6.3 Risk evaluation

See Section 2.6.2

2.6.4 Risk mitigation

For the three principal risks identified above, AHA's broad mitigation strategies³ include the following:

- proactive efforts to consult and seek advice on emerging issues
- provision of high quality, professional and timely advice on issues
- responding effectively to members' requirements
- systematic business planning and reporting processes (including through this business plan)
- use of risk evaluations as part of policy analysis, program delivery design and services procurement (Section 2.6.5)
- development of tightly defined contract management processes and service standards for delivery of key external services including information technology and human resource processing

³ AHA methodology has been reviewed to determine consistency with AS/NZS ISO 31000:2009 Australian Standard on Risk Management.

- funding agreements that reflect the assessed risk, balanced against the need for the delivery of services
- well articulated and widely disseminated and managed policies and procedures covering program expectations and contingency planning.

Specific proposed treatments and their effect on likelihood, consequences and the resulting risk rating are presented in Table 4.

The treatments proposed for risk #1 may not reduce likelihood or consequences sufficiently to reduce the rating of either. As such, the risk retains the (tolerable) rating 'low'. No additional treatments are warranted.

The treatments proposed for risk #2 can reduce the likelihood and thereby reduce the risk to a rating of 'low'.

The treatments proposed for risk #3 may not reduce likelihood or consequences sufficiently to reduce the rating of either. As such, the risk retains the (not tolerable) rating 'high'. The risk needs to be accepted.

Table 4: Risk evaluation after proposed treatments

Risk	Proposed treatment or response	Likelihood (after treatment)	Consequences (after treatment)	Risk rating (after treatment)
1. Formal authorisation and subsequent publication of revised versions of the Deed is significantly delayed.	<ul style="list-style-type: none"> a. maintaining good working relationships with Parties' representatives b. exploration of alternative, legally sound ways to obtain Parties' authorisations 	Possible	Minor	Low
2. Development of guidance documents is significantly delayed.	<ul style="list-style-type: none"> a. AHA to retain highest level of expertise of staff b. incorporation of jurisdictional and industry resource requirements into this Business Plan (Section 6.1), with a view to commitment by Parties to providing those resources 	Possible	Minor	Low
3. Loss of EADRA credibility and reduction of signatories' commitment to the EADRA.	<ul style="list-style-type: none"> a. increasing communication efforts to emphasise the crucial advantages of the EADRA (legally binding, joint government-industry agreement) in dealings with stakeholders b. broadening the industry signatory base (esp. ducks, alpacas) for the EADRA c. increasing cooperation with Plant Health Australia to harmonise the provisions of the EADRA and the EPPRD as appropriate d. working together with governments towards ways to address gaps in biosecurity arrangements (esp. aquaculture) e. collecting 'lessons learned' during the use of the EADRA and the production of guidance documents to address them f. working to ensure all signatories to the Deed are members of AHA 	Possible	Major	High

2.6.5 Monitoring and review

AHA reviews the EADRA project risks every six months as part of the overall risk review conducted by the company.

2.7 Relevant government policy, legislation and rules

In Australia, each state and territory has operational responsibility for the control and/or eradication/management of animal diseases, whether endemic or exotic, within its borders. Each state and territory therefore administers its own EAD control legislation, which is supported by emergency service arrangements. In all cases, these provide adequate powers for all essential EAD eradication measures. The Australian Government has powers under the *Quarantine Act 1908* to support the states and territories where appropriate.

In an EAD event that triggers the EADRA, the EAD Response Plan developed by the state or territory chief veterinary officer(s) in whose jurisdiction(s) the EAD incident has occurred must be consistent with relevant AUSVETPLAN manuals, unless the Consultative Committee on Emergency Animal Diseases advises, and the National Management Group agrees to, a proposed variation that must be clearly identified in the EAD Response Plan.

The EADRA is a legally binding Deed of Agreement for its signatories.

3. PROJECT MANAGEMENT PLAN

3.1 Governance

AHA is the custodian of the EADRA.

While two of AHA's livestock industry members are not (yet) signatories to the Deed itself, the EADRA, as a project, is subscription-funded; it provides benefits to all AHA members. AHA's accountability therefore is to all AHA members.

High-level strategic guidance on the project is provided by AHA's EAD Reference Group. Rolling three-year work plans are reviewed and updated annually by governments and industry, through the Industry Forum, Animal Health Committee, and through the EADRA workshops to which AHA invites all current as well as prospective Parties and Plant Health Australia – see also Sections 2.5 and 3.2.

Within AHA, the EADRA project is part of the EAD Preparedness and Response Service Stream overseen by the Executive Manager and managed by the Veterinary Officer. Further part-time support is provided by the AHA Executive Team, by Corporate and Member Services (including communications), and other projects, as and when required.

Governments and industry provide input into the refinement of the Deed, its application in non-outbreak times (e.g. through categorisation panels) and the development of guidance documents. Variations to the Deed, amendments to the Schedules as well as guidance documents require the approval of all Parties, the latter through a less formal process.

In February/March each year, AHA organises an EADRA workshop. This provides a forum to guide the development of the EADRA annual work plan. It reviews its own terms of reference and progress against the current annual work plan, and identifies current issues of concern as well as lessons learned from the use of the EADRA. These are then prioritised and provide the required guidance for the development of the annual work plan for the subsequent business cycle.

3.2 Reporting and consultation requirements

Table 5 shows AHA's reporting and consultation requirements.

Table 5: Reporting and consultation requirements

When	To/With whom	What	For
February/ March	<ul style="list-style-type: none">EADRA workshop participants	Review workshop terms of reference, progress against current annual work plan, and identification of new priorities	Discussion
February ⁴	<ul style="list-style-type: none">AHA EAD Reference Group	Review and recommend issues to be raised at the EADRA workshop	Discussion

⁴ AHA plans to do this work out of session in future years

When	To/With whom	What	For
		Progress report on each current fiscal year	
February/ March	<ul style="list-style-type: none"> • AHA Industry Forum • Animal Health Committee 	Progress report on each current fiscal year	Information
September	<ul style="list-style-type: none"> • AHA EAD Reference Group 	Possible changes in strategic priorities in Business Plan	Discussion
September/ October	<ul style="list-style-type: none"> • AHA Industry Forum • Animal Health Committee 	First draft updated rolling three-year work plan	Comment
November/ December	<ul style="list-style-type: none"> • AHA Members' Forum 	Final draft EADRA Business Plan incl. rolling three-year work plan for next fiscal year	Endorsement

From time to time, exceptional reports may be prepared, e.g. where there are significant delays against the rolling three-year work plan, or significant achievements, or other significant matters that require discussion and decision.

4. PROJECT ACTIVITIES

To meet the project objectives (Section 2.1), the activities in Table 6 are undertaken. Responsibility rests with the AHA Executive Manager, EAD Preparedness and Response.

Table 6: Project activities

# ⁵	Item
Outputs	
1.	Delivery against work plan – see Appendix A
2.	Publish updated versions of the Deed and guidance documents (Sections 2.3.1 and 2.3.2)
3.	Maintain list of signatories and nominated representatives (Section 2.3.3)
Processes	
4.	Manage project internally within AHA (including monitoring expenditure against budget and reviewing risks)
5.	Liaise with Plant Health Australia to work towards EADRA and EPPRD harmonisation
6.	Organise and chair EADRA workshops in February/March each year
7.	Identify and prioritise issues
8.	Coordinate EADRA out-of-session activities
9.	Convene EADRA working groups and workshops as and when required
10.	Oversee EAD categorisation processes as and when required
11.	Consult Parties on proposed variations to the Deed clauses, amendments to the Schedules and on guidance documents
12.	Seek approval of proposed variations to the Deed clauses, amendments to the Schedules and on guidance documents, through the relevant processes
13.	Undertake EADRA communication activities (Section 5)
14.	Liaise with AHA’s legal advisors as and when required
15.	Inform training, biosecurity and risk management needs (Sections 2.4.2-2.4.4)

⁵ not a priority ranking

AHA has prepared a rolling three-year work plan for the EADRA project ([Appendix A](#)). This work plan focuses on 2015/16 and is based on the following:

- regularly occurring, foreseeable tasks (e.g. Deed updates)
- work currently underway and likely to continue into at least 2015/16
- additional tasks identified at the March 2014 EADRA workshop (i.e. after the Business Plan 2014/15 – 2016/17 was finalised)
- Animal Health Committee and AHA's Industry Forum comments from their April and September 2014 meetings and the October/November 2014 out-of-session processes.

5. STAKEHOLDER COMMUNICATIONS

Stakeholders in the EADRA project include all AHA members as well as others that are part of the national animal health system, for example, meat, dairy and wool processors and livestock transporters. Plant Health Australia – while not a stakeholder itself – has an interest because the Commonwealth and state and territory governments are signatories to both the EADRA and the EPPRD.

Project activities, in particular consultation on proposed variations to the Deed clauses, amendments to the Schedules and on guidance documents, includes predominantly signatories, but will extend to non-members, as and when required.

Apart from regular reporting and consultation arrangements (Section 3.2), EADRA communication activities are targeted at raising awareness about the EADRA and informing training, biosecurity and risk management needs relevant to the EADRA.

In addition, the EAD Preparedness and Response Services area's Communications Strategy supports this business plan (as well as the business plans for the AUSVETPLAN and the Training projects), with the view to identifying specific strategic communications activities to be implemented by AHA to increase awareness of EAD preparedness and response activities amongst identified target audiences.

Communication activities include:

- regularly updated Q&As on the EADRA, published on the EADRA website
- informal (e-mail) updates to Animal Health Committee on e.g. updated versions of the Deed and on new guidance documents
- informing the AHA EAD Training project about EADRA training needs (Section 2.4.2)
- informing the AHA Biosecurity Services area about the needs for biosecurity plans (Section 2.4.3)
- informing the AUSVETPLAN project about the needs to update AUSVETPLAN manuals (Section 2.4.4)
- utilising other opportunities such as industry meetings (e.g. AGMs), EAD training courses (e.g. Rapid Response Team exercises), etc.

6. FINANCIAL MANAGEMENT

6.1 Funding sources and basis

AHA manages the EADRA as a subscription-funded project, i.e. a project in which direct costs are primarily covered through equal contributions from the Australian Government, the state and territory governments in aggregate, and all livestock industry members in aggregate. AHA's service providers and associate members also contribute a proportion of their total contributions to AHA subscription-funded programs, and some funding comes from the company's interest income⁶. A general meeting of members held annually in May or June formally agrees this funding ('core' or 'subscription' funding) on an aggregate basis for the next financial year.

A work plan for 2015/16 – 2017/18 has been developed (Section 4 and [Appendix A](#)) to meet the project objectives (Section 2.1). It has been costed (Section 6.2) based on previous years' budgets and experience.

The breakdown within the state and territory governments and industry groups, respectively, is based on the rolling three-year averages of industry gross values of production (GVPs) and those industries' location in states and territories. The detailed methodology for these calculations was agreed by members in general meeting. This means that the actual dollar contribution for these members needs to be adjusted annually to reflect changes in the rolling three-year average of industry GVP. Likewise, forward estimates for contributions from service providers, associate members and income from interest are estimates only.

In addition, there are considerable 'in kind' contributions by Parties and other stakeholders in government as well as the private sector, e.g. through membership on working groups and through the EADRA consultation process. While these have not been costed, they can be significant (esp. in the case of working groups) and critical for the effective delivery of project outcomes.

6.2 Expenditure budget

A breakdown of projected itemised expenditure for the three fiscal years 2015/16 – 2017/18 is provided in Table 7. It is based on previous years' actual expenditure. The total figure for 2015/16 reflects core-funding agreed by AHA members in General Meeting on 10 June 2015.

The budget must be read in conjunction with the rolling three-year work plan ([Appendix A](#)).

Table 7 assumes averages for 2015/16 based on previous years' actuals for the cost of one annual face-to-face EADRA one-day workshop (9 government and 16 livestock industry participants) (includes⁷ accommodation, meals, incidentals, meeting expenses, etc.).

To save costs in 2015/16, working group meetings will be conducted by teleconference as a default; face-to-face meetings will require self-funding by participants.

⁶ distributed equivalent to the proportional costs of the EADRA as one of all AHA "core" (or subscription-funded) projects – refer to AHA Annual Operating Plans

⁷ For the purpose of this plan, travel costs are excluded, because the EADRA workshop is held back to back with other AHA meetings with almost total overlap in attendees.

6.2.1 Notes on 2016/17 and 2017/18 estimates

In Table 7, expenses for 2016/17 have been indexed at 3% over 2015/16 and for 2017/18 at 3% over 2016/17. This allows for continuous adequate resourcing.

Table 7: Expenditure budget

Items	2015/16	2016/17	2017/18
Staff (including on-costs) - see Section 3.1	\$164,976.00	\$169,925.28	\$175,023.04
Operations	\$30,000.00	\$30,900.00	\$31,827.00
- EADRA workshops (accommodation, meals, incidentals, meeting expenses, etc.)	\$16,000.00	\$16,480.00	\$16,974.40
- Other meetings (e.g. working groups)	\$11,000.00	\$11,330.00	\$11,669.90
- Office expenses (teleconferences, postage, etc.)	\$3,000.00	\$3,090.00	\$3,182.70
Consultancies and contracts	\$20,500.00	\$21,115.00	\$21,748.45
- Legal fees	\$12,357.00	\$12,727.71	\$13,109.54
- Categorisation panels, other technical advice	\$8,143.00	\$8,387.29	\$8,638.91
Communications	\$9,857.00	\$10,152.71	\$10,457.29
Totals	\$225,333.00	\$232,092.99	\$239,055.78

All figures are exclusive of GST.

7. STRATEGY

7.1 Key indicators

Table 8 lists key performance indicators for each of the project activities identified in Section 4. Responsibility ultimately rests with the Executive Manager, EAD Preparedness and Response.

Table 8: Key indicators

# ⁸	Item	KPI	Target date
Output indicators			
1.	Delivery against work plan – see Appendix A	The work plan is achieved by 90%, with non-achievements explained and remedial action put in place to progress, by the end of the current business cycle.	Report as per Table 5
2.	Publish updated versions of the Deed and guidance documents (Sections 2.3.1 and 2.3.2)	EADRA and guidance documents are up-to-date, appropriately endorsed and easily accessible on the AHA website.	Annually (EADRA) and as per work plan (guidance documents)
3.	Maintain list of signatories and nominated representatives (Section 2.3.3)	List of authorised signatories is current, requests from Parties for changes are completed and reviewed as needed and by the end of each business cycle and control measures are identified to combat delays in work plan.	On-going
Process indicators			
4.	Manage project internally within AHA (including monitoring expenditure against budget and reviewing risks)	Project is within budget or increased budgets are explained and approved.	Monthly review
5.	Liaise with Plant Health Australia to work towards EADRA and EPPRD harmonisation	There are a declining number of inconsistencies between the Deeds.	On-going
6.	Organise and chair EADRA workshops in February/March each year	The annual work plan is assessed, reviewed and endorsed.	Within four weeks after each meeting

⁸ Not a priority ranking

# ⁸	Item	KPI	Target date
7.	Identify issues and priorities	Issues identified by AHA members during the current business cycle, that require modifications to the Deed or the preparation of EADRA guidance documents, are prioritised and endorsed at the Members Forum in November and included in the annual work plan of the subsequent business cycle	As required
8.	Coordinate EADRA out-of-session activities	Timeline of responses to OOS items	Within four weeks after posting
9.	Convene EADRA working groups as and when required	EADRA documents are based on scientific evidence and are technically sound.	As required
10.	Oversee EAD categorisation processes as and when required	Adherence to timelines as set out in the EADRA	As required
11.	Consult Parties on proposed variations to Deed clauses, amendments to Schedules, and on guidance documents	The EADRA and guidance documents represent a consensus of the Parties' position(s).	On-going
12.	Seek approval of proposed variations to Deed clauses, amendments to Schedules, and on guidance documents, through the relevant processes	The EADRA and guidance documents represent a consensus of the Parties' position(s).	Deed: annually Guidance documents: as required
13.	Undertake EADRA communication activities (Section 5)	Stakeholders recognise, accept and value the EADRA as the primary, legally binding reference document for EAD response arrangements.	On-going
14.	Liaise with AHA's legal advisors as and when required	Queries on the Deed are addressed professionally.	As required
15.	Inform training, biosecurity and risk management and AUSVETPLAN needs (Sections 2.4.2-2.4.4)	Needs are incorporated into relevant groups' work plans.	On-going

7.2 Information management

The latest version of the EADRA and all endorsed guidance documents as well as other supporting information (e.g. Q&As) are published on the publicly available AHA website, with a button⁹ to access the EADRA from the AHA homepage.

All internal records (e.g. meeting minutes, draft versions of manuals, relevant e-mails) are electronically stored on the AHA internal server (SharePoint).

Staff costs for information management are included in 'staff costs' in Section 6.2.

7.3 Monitoring and reporting

(Sections 3.1 and 3.2)

⁹ www.animalhealthaustralia.com.au/programs/emergency-animal-disease-preparedness/ead-response-agreement/

8. EVALUATION

Business planning is an ongoing activity, and AHA will review this plan annually to ensure its continuing relevance and accuracy. Prior to each year's review, feedback will be sought from AHA members on the current year's performance.

An annual review of the work plan is part of this activity.

9. BUSINESS RULES

AHA is responsible for the management of the EADRA project. Because the operation of the EADRA project is a collaboration of the Company, governments and a range of livestock industries, the following rules apply:

- a business plan for the period 1 July 2015 to 30 June 2018 has been prepared and endorsed by Parties. It can be reviewed at any time during this period through a substantiated request by a Party or AHA
- any increases in budget require endorsement by Funding Parties to the business plan
- all Parties are required to nominate a representative who has responsibility for EADRA issues within their organisation (by default, this is the formally authorised representative)
- the EADRA project can be independently reviewed as part of the AHA review process
- only those activities consistent with this business plan are undertaken, with any proposed additional activities first approved by AHA and relevant funding bodies
- expenditure on EADRA project activities is appropriately recorded using acceptable accounting standards
- service providers are required to submit invoices quarterly
- where invoicing to AHA is required, such invoices will include supporting documentation as required
- reimbursements from AHA to service providers are required to comply with any payment policies
- expenditures do not exceed budgets unless previously approved by AHA
- cash contributions to the EADRA project are managed in accordance with AHA's finance policies and procedures
- the principle of funding equating to expenditure applies to the EADRA project.

10. APPENDICES

Appendix A: Rolling three-year work plan

11. GLOSSARY

Abbreviation or acronym	Term	Weblink
AHA	AHA	www.animalhealthaustralia.com.au/
AUSVETPLAN	Australian Veterinary Emergency Plan	www.animalhealthaustralia.com.au/programs/emergency-animal-disease-preparedness/ausvetplan/
EAD	Emergency animal disease	
EADRA	Emergency Animal Disease Response Agreement	www.animalhealthaustralia.com.au/programs/emergency-animal-disease-preparedness/ead-response-agreement/
EPPRD	Emergency Plant Pest Response Deed	www.planthealthaustralia.com.au/go/phau/epprd
GVP	Gross Value of Production	

#	Item	2015-16	2016-17	2017/18
1.	EADRA workshop	X	X	X
2.	Updated version of the Deed	X	X	X
3.	Updated Q&As	X	X	X
4.	Normal commitments			
5.	<ul style="list-style-type: none"> Self-assessment by State and Territory and Industry Parties against their respective set of normal commitments (feedback to be provided to AHA in time for the 2014 EADRA workshop) 	X		
6.	<ul style="list-style-type: none"> Review of 'Principles of normal commitments' 	X		
7.	<ul style="list-style-type: none"> Review of State and Territory governments' normal commitments table 	X		
8.	<ul style="list-style-type: none"> Review of Industry normal commitments table 	X		
9.	<ul style="list-style-type: none"> Report on outcomes of NBC Benchmarks and OIE Performance of Veterinary Services processes 	X		
10	Comparison of the EADRA and EPPRD and identification of areas of inconsistency that are amenable to harmonisation (to be conducted jointly with PHA)	X	X	X
11	Broaden industry signatory base to the EADRA	X	X	X
12	Fact sheet on owner reimbursement costs	X		

#	Item	2015-16	2016-17	2017/18
13	Guidance document on appointing industry liaison officers (ILOs) and industry liaison coordinators (ILCs) during an EAD response ¹⁰	X		
14	Cooperate on the development of aquatic animal biosecurity emergency response arrangements	X		
15	Compensation for animals vaccinated against FMD and let to live	X		
16	Guidance for NMG on clauses 10.8 and 13.3	X		
17	Transition to management considerations	X		
18	Guidelines and procedures to effect greater and earlier involvement of affected industries in the preparation and implementation of EAD Response Plans	X		
19	Third five-year review of the EADRA (due 2017)	X	X	
20	Guidance document on valuation, consequential loss and welfare slaughter	X		
21	Guidance document to describe a blueprint for post incident review of cost shared responses including “hot” debrief, “cold” debrief, lessons from other formal internal or external reviews, input from the efficiency advocate, and a mechanism to include input from owners of affected properties	X	X	

¹⁰ This guidance document has been split into two components. A training component , identifying how the previous *Industry Liaison Officer (ILO)* role fits into the new function-based system and identifying training needs in consultation with industry. The second component will focus on an broad range of industry involvement in EAD response (see Item 25 of this EADRA Rolling three year Workplan).

#	Item	2015-16	2016-17	2017/18
22	Clarity around membership of CCEAD under the EADRA, including participation by affected industries, unaffected industries and their participation in consensus and decision making	X		
23	Guidance document on a streamlined process for sourcing and appointing an Efficiency Advocates for an EAD response, including a generic terms of reference, a process for identifying the required skill sets, generic selection criteria and contractual obligations as well as the development and maintenance of a register of suitable candidates to perform the duties of an Efficiency Advocate under the EADRA	X	X	
24	Guidance document on cost sharing of response costs relating to a National Livestock Standstill	X		
25	Guidance document on the appointment of Industry personnel in an EAD response	X	<u>X</u>	